



Ownership, governance, and culture are key enablers to the successful adoption of an Operational Excellence Management System

EnergyCo is a large, integrated oil producer with upstream, midstream, and downstream operations across North America and around the world. The company developed an Operational Excellence Management System (OEMS), borrowing best practices from industry leaders in oil & gas, to establish the governing processes that ensure safer, reliable, and environmentally-friendly operations that ultimately deliver increasing value to all stakeholders. EnergyCo was focused on achieving Operational Excellence--the consistent, reliable execution of its business strategy to deliver industry-leading performance.

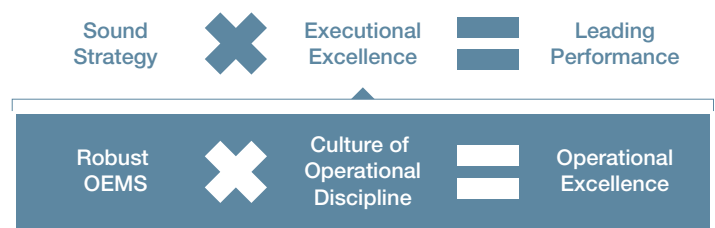
Missing support for OEMS implementation

Several years into EnergyCo's OEMS implementation, they saw pockets of success as certain operating assets and functional groups adopted components of the management system, but full, corporate-wide adoption seemed out of reach. There were minor issues with the design of the OEMS itself—there were duplicate requirements and lack of clarity in places—but the real impediment to adoption was poor OEMS governance, lack of processes that supported implementation, and a culture that did not reinforce following established processes. Without sufficient oversight, training, and clear ownership/roles & responsibilities, efforts were being duplicated and best practices were not being consistently shared across the company.

Putting the right processes and culture in place

The path to broader adoption of EnergyCo's OEMS involved a number of concurrent activities that would allow the company to quickly eliminate the impediments to adoption. The first was to clarify roles of those involved in managing and developing the OEMS—this included the core corporate team, the subject matter experts who developed the requirements contained within the OEMS and the supporting standards, and those responsible for implementation at the operating assets. With those roles clearly understood, EnergyCo was able to resolve the minor OEMS design issues with the input from the right people. Those process owners then began developing standardized processes to be used company-wide and supporting training & documentation to aid in adoption.

The component of EnergyCo's transformation that took the most time and effort was shifting the existing culture to one of Operational Discipline, where employees would do the right thing, the right way, every time. Doing this required defining the key tenants defining what Operational Discipline looked like at EnergyCo and providing executive-level leadership in driving those behaviors throughout the organization. Changing culture takes time as the mindset of the organization shifts and the processes and behaviors that support the new culture are put in place.



Results

EnergyCo was able to revise its OEMS and put in place the required governance and supporting processes to ensure adoption in less than 12 months—this required identifying, training, and aligning staff from around the world and was no small feat. In that time EnergyCo's senior leaders also defined the behaviors of Operational Discipline and built a case for change throughout the organization, building the necessary foundation for the culture change to come.