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Improving PSM Decision-Making for Operations Leaders

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Operational Sustainability®
Driving Operational Excellence™

Speaker Profile

Brian D. Rains

- 30 years with DuPont as Operations and PSM Consulting Leader
 - 11 sites on 3 continents; high hazard processes
 - FLS to 4 Plant Manager to Regional Ops assignments
 - Consulting clients in 50 countries
- 4 years with INVISTA (Koch Industries) as Operations Leader
- 5 years with Rio Tinto as PSM Manager
- 2 years as independent PSM Consultant and Project Manager, working with global Chemicals and Mining & Metals clients
 - Project Manager for Operational Sustainability, LLC

Improving PSM Decision-Making for Operations Leaders

- Deal with Reality
- Diverse Types of PSM Decisions by Operations Leaders
- Decision-Making; Data Quality, Options, and Speed
- Improvement Suggestions



Reality

“The first responsibility of a leader is to deal with reality.”

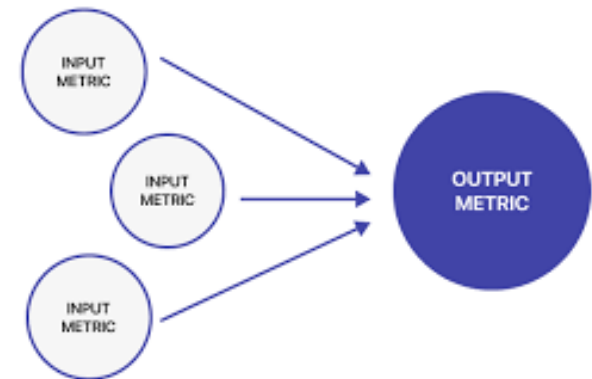
Ed Woolard, 1992
DuPont CEO
Apple Chairman



Reality

Why would leaders not possess the necessary data or context to paint a current, reliable, and accurate picture?

- Lack of strategic direction
- Conflict between short-, medium- and long-term objectives
- Organizational filters, personal agendas
- Poor metrics definition, collection, and presentation



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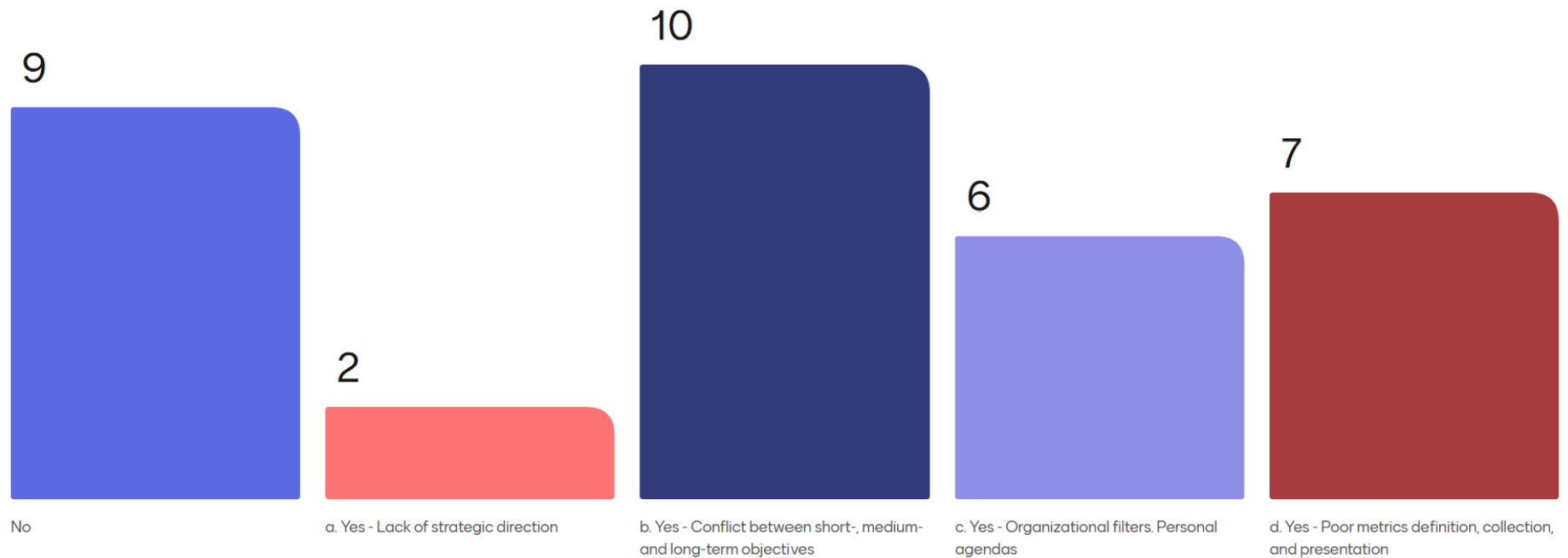
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Do your leaders struggle to get a realistic view of their unit's performance? If yes, which is the most prevalent cause?



Leadership and Decision-Making

- Leadership and decision-making are related skills that are essential for success in any organization or business
- Effective leaders must be able to
 - Think strategically
 - Make informed decisions
 - Communicate effectively
 - Continuously learn and improve



7 Essential Steps of the Decision-Making Process

Step 1: Identify the decisions that need to be made.

Step 2: Gather relevant information.

Step 3: Identify alternative solutions.

Step 4: Weigh the evidence.

Step 5: Choose among the alternatives.

Step 6: Take action.

Step 7: Review your decision and its impact (both good and bad).



Top PSM Decision Makers

- Control Room Operators
- Field Operators
- Shift Supervisors
- Maintenance Planners and Schedulers
- Contract Maintenance Coordinators
- Quality Assurance Inspectors
- Process Engineers
- Instrumentation Technicians / Engineers
- Capital Project Leaders
- Area, Unit, and Plant Managers



Typical PSM Decisions

- Emergency/urgent situations; production and safety at the same time
- Recommendations acceptance
- Metrics response; proactive and reactive
- People
- Contractors; selection and quality of work
- Change management
- Cost implications, reputational impact



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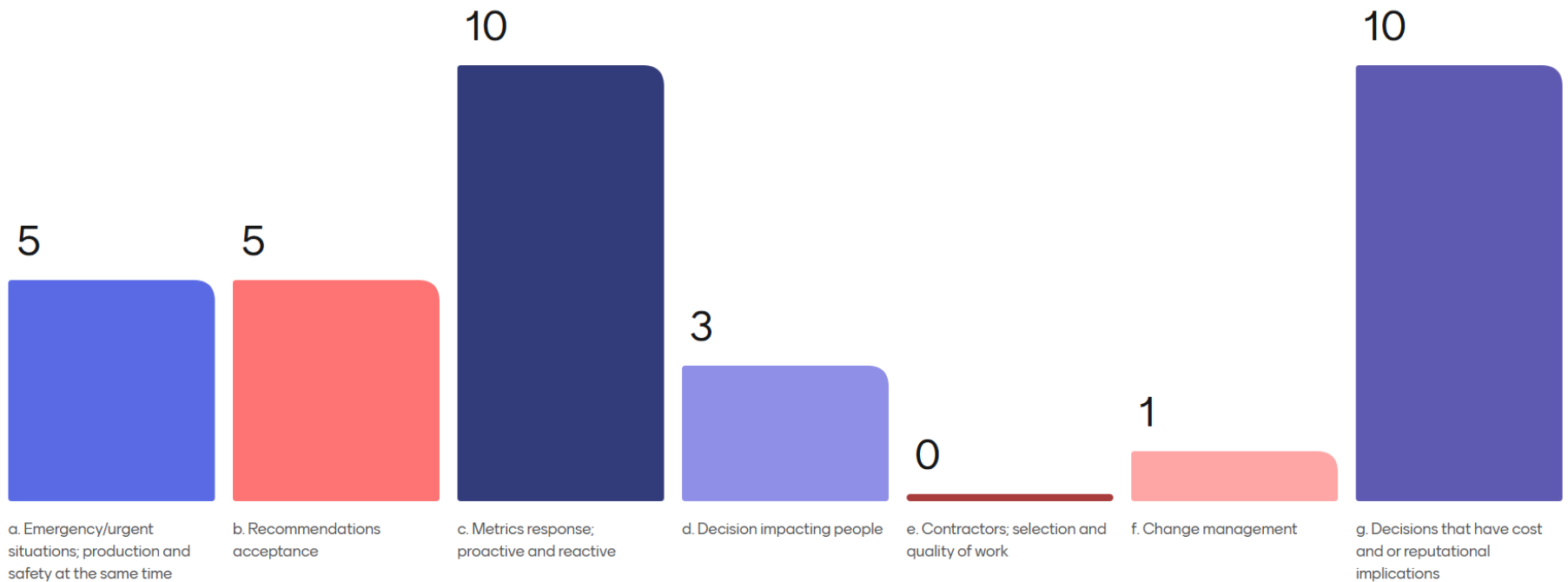
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Mentimeter

What type of decision do you leaders have the most difficulty making?



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Shewhart / Deming CI Cycle

- The 'Check Step' requires comparative data
- Measurement and assessment is typically the rate determining step
- Focus on trends identification
- Mid-course correction input
- Reliable data is essential



DMAIC

- “Show me the data”
- Measurement is the roadmap to improve results
- Core principle is basing decisions on quantitative data, not assumptions or gut feel
- Invest time in collecting, analyzing and interpreting relevant data



Suggestions

- You can't always wait until you have all data you want. Get what you truly need and then, trust your experience
- Manage timeliness
- Run charts over heat maps and trends over points in time
- Assemble a diverse group of people. Ask the right questions and listen

Continuous Improvement for Decision Making



Suggestions (cont.)

- Get close to the source. Go to the field and see with your own eyes.
- Invest in software that organizes, processes, and analyzes data; tracks actions; and presents options/results

Continuous Improvement for Decision Making



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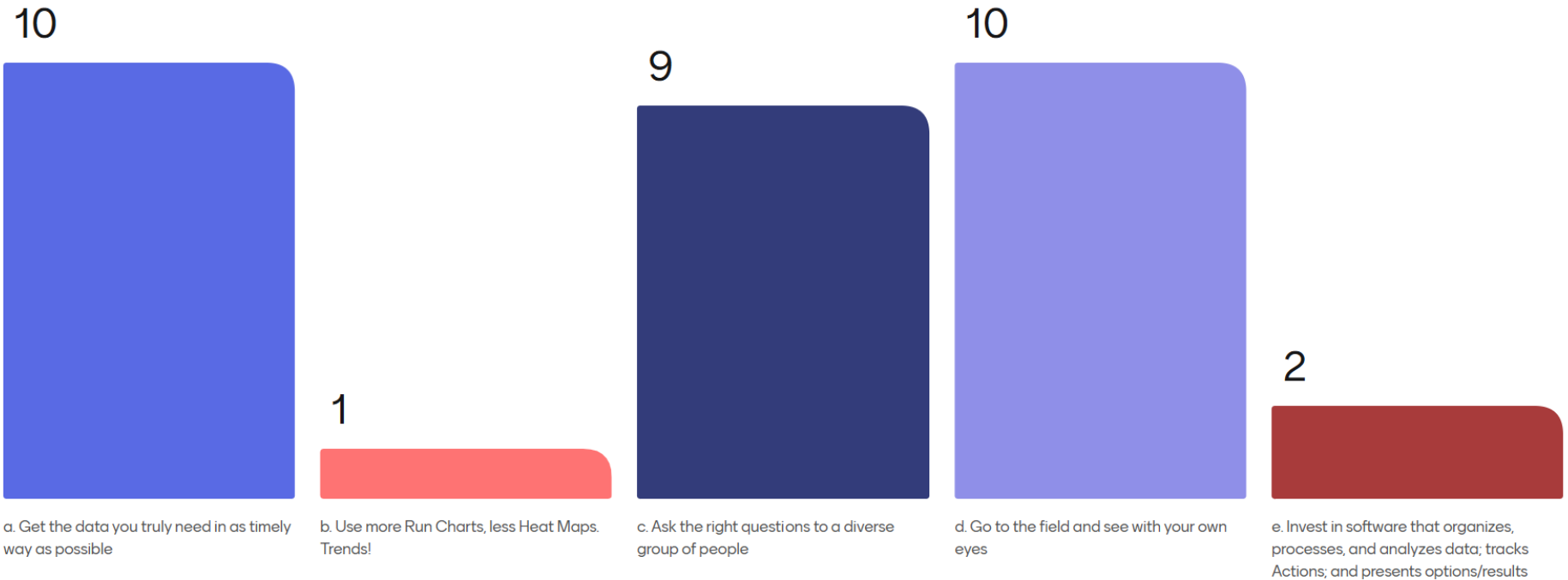
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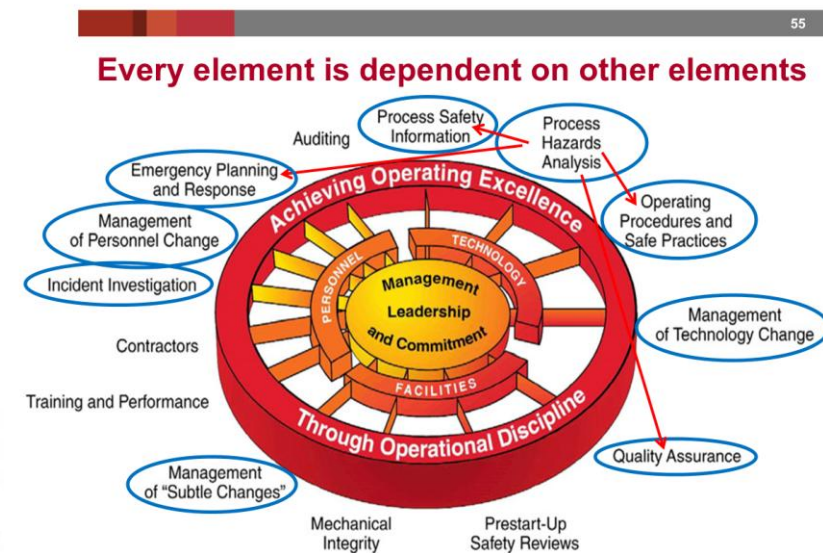
Mentimeter

What suggestions can you make to your ops. leaders to help improve decision making by utilizing better data collection, analysis and/or organization?



Why PSM Works?

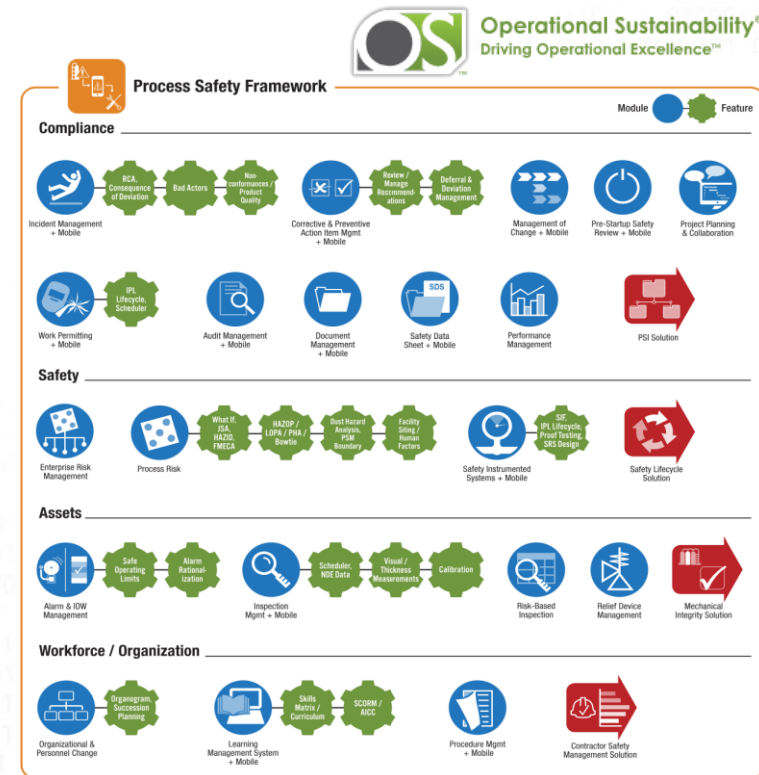
- It's a robust managing system with essential elements working in an interdependent and holistic way
 - Every element is important
 - Every element is dependent on other elements
 - Every element requires its own managing system



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OESuite® by Operational Sustainability®

- First exposed to OESuite® 15 years ago
- Continues to impress me because:
 - Breadth: there is a module for every PSM / CoO element
 - Depth: modules were created by people who understand PSM
 - Interoperable: all modules are interdependent, holistic, and share data seamlessly
 - Results: OESuite® provides operations leaders with data, organization, and analytics necessary to improve decision-making



In Conclusion:

- Operations Leaders frequently face challenging PSM decisions that also impact production, costs, and people
- Data-driven, quality decision-making is essential for short-, medium-, and long-term results and success
- Operations Leaders should invest in software that improve their access to real and timely data plus analytics to improve their decision-making acumen



Q & A

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More Information About
Operational Leadership

