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Management Systems: Emerging Themes and Lessons Learned

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Reasons for a Management System

What do we need to improve, and why?

- Are we achieving expected performance levels?
- Are we preventing serious incidents?
- Do we have effective risk management?

What is the best solution for our problem?

- Proactive and predictive approach to managing risks?
- A more systematic and disciplined approach?
- Better accountability, integration and line of sight?

How do we deliver needed improvements?

- Targeted and prioritized improvement – quick wins?
- Integration into organization and focus on sustainment?
- Iterative and flexible approach to improvement?

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Understanding the problem and contributing factors

Accountability & Line of Sight

– Uncertain accountabilities for at various levels in the organization

Risk Management

– Fragmented and not consistently applied

Consistent & Embedded Operational Management

– Corporate programs and processes not fully embedded into operations

Unable to achieve and sustain performance or prevent serious incidents

Committments & Expectations

– Not clearly defined, interpreted or addressed

Assurance and Corrective Action

– Fragmented and not consistently applied

– Lack of improvement rigour

Systematic approach to management

– Expectations and systems not in place to support and sustain consistent execution

Providing a line of sight

Line of sight for Operational Management

Improved Performance

Managed Risks

Supported Culture

Embedded Requirements

I can do this…

- Conceptually, once understood, a management system sounds easy

- Management tend to show overconfidence to go it alone as design progresses

- But… The Management System appears different at different levels

- Employee's context is important, change management is important, and are hidden drivers of complexity and embedment challenge

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Fatigue

- Initiative overload (corporate programs, capital programs, standards and regulatory roll outs)

- Drive for continuous improvement, especially by shared services organizations

- Multiple systems as a result of multiple standards

- Policies, programs, management systems all aimed at the operations

- Line managers need to be good filters in order to perform

Functional vs. Holistic

- Functional (Environment, Health and Safety, Regulatory, Quality) often misses commitments, drives duplicate effort, introduces silos

- Emerging interest in integrated Management System (or System of Systems with Integration of key expectations and requirements)

- The holy grail… Establish one view to risk, risk acceptance, gaps, action plans, lists, reports/KPIs, audits while enabling operational ownership and accountability

System vs. Process

- The line between the two is thin, and can be confusing throughout the organization

- Highlight expectations and requirements without specifying how

- Through embedment, we want to enable the evolution of "how", the way the operations want to work

- Put the management system in the operator's context (functional, geographic, both)

Reaching too far, too fast

- It's a change in operating culture, not a project. You will need milestones, but no end date (you will not stop talking about it)

- The management system and the organization evolve and reinforce each other

- Give it time to work, accounting for change management factors (sometimes a tactical failure aids in the program's success)

- When the management system is successful, it will look significantly different than when it started

Enable its evolution

- Governance is critical, ownership is critical. It's too big to be owned by one person or one department, nor can the executive collectively own it

- Leadership and ownership is required at the management system and operational perspective

- If it is not changing, it is not evolving. Its evolution should be continuous

- Change attracts attention, where as a static framework attracts dust. Focus on a marathon pace (not a sprint)

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Unfocused, un-prioritized

- What are you doing that isn't recommended by the operational management system?

- "The Management System is for managing my list of risks – Continuous Improvement is on my list"

- If there is a strong desire for a single view to gaps, risks, opportunities, etc – then hard decisions are required – like saying no, and accepting risk

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Deliberate embedment

- Operations need incremental support to embed (both integrate within their context, identify gaps, and resolve)

- Operational context is important. Focus on controls first that demonstrate "requirements in practice"

- Start with process maturity locally, then evolve to process maturity across the organization

- Will likely take a few passes

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Why change efforts fail

Most change efforts are built upon the shaky foundation of five flawed assumptions:

Change can be managed

We are objective

There are 'X' steps to change

We have a neutral starting point for change

Change is the goal

Increasing the probability of success

Five enabling assumptions that can help to create a foundation for success:

Uncertainty is our friend
- Change requires the acceptance of turbulence, uncertainty and disorder
- Leaders do not let perfect get in the way of better

One part confidence, two parts humility, three parts sense of humour
- Taking off the 'mask' of perfection in favour of a more humble and authentic disposition

Context before content
- Understand the strengths and assets that can serve as foundations for the future organisation
- Trajectory is far more important than outcome

Trust changes everything
- Trust is comprised of credibility, reliability and intent
- One of the fastest ways to build trust is to extend more trust than is warranted

The 'goal' is the goal
- Change is not the goal; the goal is the goal
- When leadership is clearly in alignment, employees have confidence that the goals are reachable

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What makes implementation successful?

Leadership	Full commitment and meaningful involvement.
Agreed Problem Statement	Know the problem and contributing factors to determine an agreed future state.
Engagement	Co-creation and continuous engagement with relevant levels and groups. Drive change from within the organization.
Project Governance	Clear accountabilities, roles and responsibilities. Planning and execution rigor.
Prioritization	Prioritized and targeted approach. Use the 80/20 rule and focus on high value.
Flexibility	Iterative and flexible approach, learning and changing along the way.

Thank you