

# Course Outline

## Day 1

Operational Excellence (OpEx) Perspectives & Strategic approach

- The OpEx building blocks, principles, benefits
- OpEx toolkit in the oil, gas & petrochemicals industry
- Strategy alignment and execution tools – McKinsey's 7S, balanced scorecard, strategy map
- Integrated management of key factors to sustain high oil & gas operational performance
- Development of performance measures in five imperatives for operational excellence in oil and gas industry
- How OpEx enhances environmental, social & governance (ESG) compliance
- Business excellence vs Operational excellence

## Day 2

Executing strategies for Operational Excellence thru' projects

- Project Overview – Project, program, portfolio, benefits
- Responsibilities and skills of project managers in the oil and gas industry
- Project pipeline development and prioritisation
- Project management fundamentals - Lifecycle, constraints, body of knowledge
- Project's business case proposal
- Project management toolbox for scope, schedule, and risk planning
- Managing project's lifecycle

## Day 3

Achieving process and Operational Excellence

- Embedding continuous improvement – Cycle, philosophy, and action plan
- Improving cross-functional processes – SIPOC, swimlane
- Reducing Costs of Quality (COQ)

- Applying problem solving and improvement frameworks – A3, 8D, and DMAIC
- Selecting and applying improvement tools - Idea generation, data analysis, and decision making
- Enhancing process flow with Theory of Constraints (TOC)

## **Day 4**

### Best practices for Lean Organization

- The evolution of “Lean” practices
- Lean management 4P (Philosophy, Process, People, Performance) framework
- The 14 principles of Lean Organization
- Finding & eliminating wastes
- Optimising equipment availability thru' Total Productive Maintenance (TPM)
- Visual management & controls – 5S, Kanban, Andon, and standard work

## **Day 5**

### Leadership practices for Cultural and Operational transformation

- Analysing elements of corporate culture
- Leading emergent changes for Operational Excellence
- Resolving conflicts in operations
- Building consensus among varying stakeholders
- Building high-performing teams