

AIGA 2005 Meeting

Operational Discipline Workshop

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Definitions

Operation:

a process or action that is part of a series in some work

Operational:

having to do with the operation of a device, system, process, etc.

Discipline:

actions that exhibit self control, character, or orderliness and efficiency

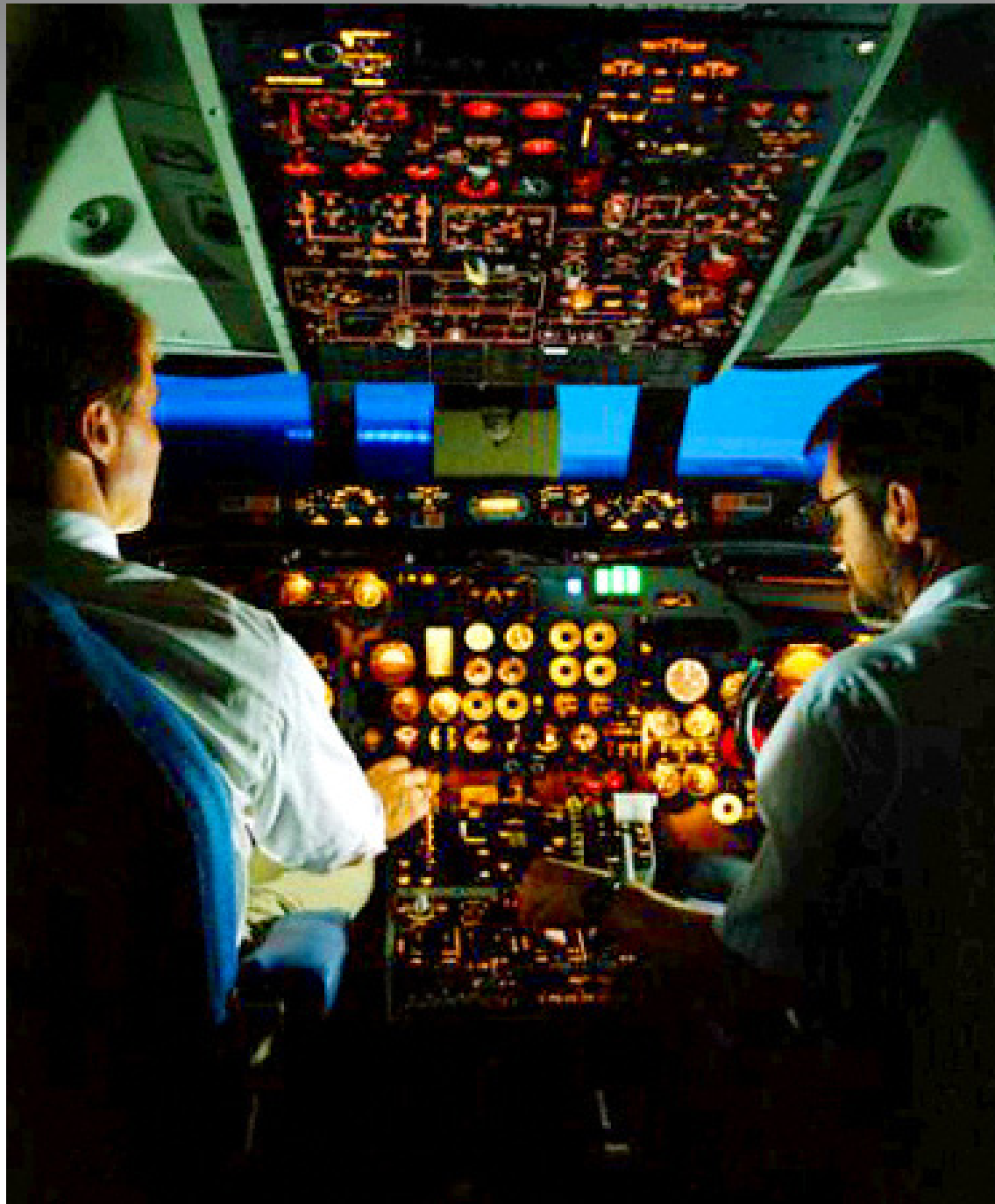
Operational Discipline

Operational Discipline is the dedication and **commitment** by the organization to **perform their work consistent** with the requirements of the managing system and **defined procedures**.

- Lack of Operational Discipline can result in non-compliance with critical safety, quality or other requirements.
- Operational Discipline is needed to support safety and quality improvement and to reduce the risk of serious incidents or regulatory violation.

Characteristics of Operational Discipline

***What are characteristics of
organizations with a high level of
Operational Discipline?***







Characteristics of Operational Discipline



1. **Leadership is by example** - enforcement of rules and refusal to accept deviations
2. **Up-to-date documentation** and procedures
3. **Absence of shortcuts** and “at risk” behaviors -practices are consistent with procedures
4. Strong sense of **teamwork** - everyone is important
5. Active lines of **communication** up and down the organization
6. **High level of training** - important skills are practiced and proficiency must be demonstrated
7. **Shared values** - Actions are driven by common beliefs
8. **Sufficient resources** are provided
9. Excellent **housekeeping**
10. **Pride** in the organization

Business Excellence

***What is the connection between
Operational Discipline, Operational
Excellence and Business Excellence?***

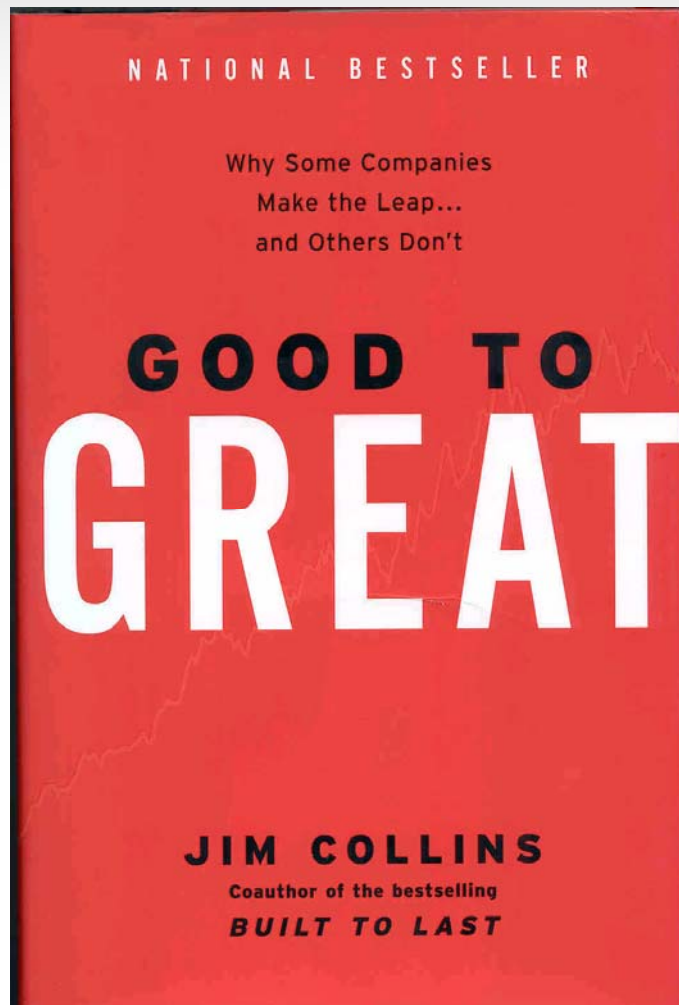
Operational Discipline = Business Success



*“ All organizations seek to attain levels of **productivity, safety and quality** that cause employees, outside investors, customers, and other companies in their industries to respect the overall business excellence they have achieved. **However, business excellence can only be attained by first achieving operating excellence.**”*

Discovering Operational Discipline, Robert Walter - 2000

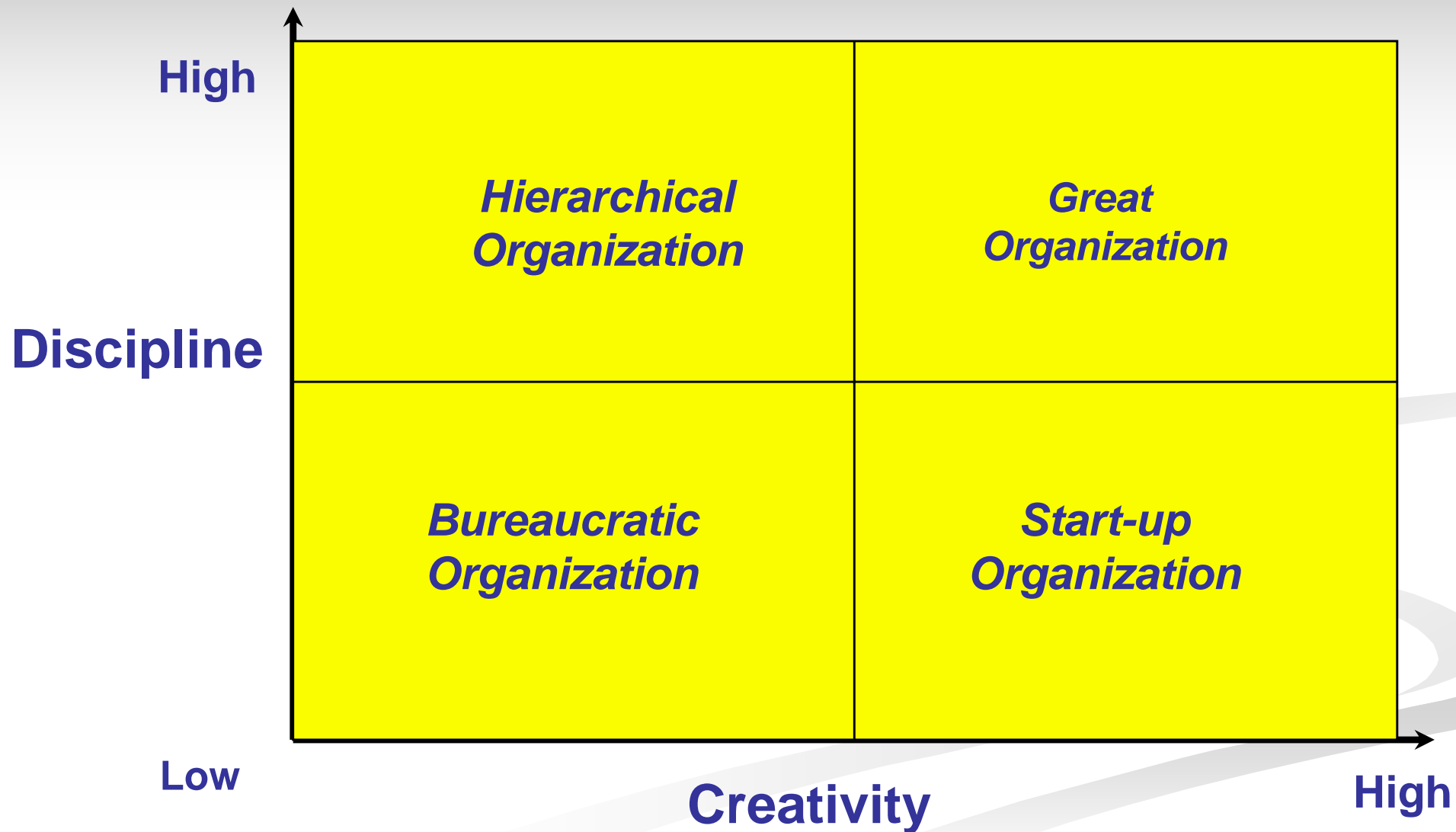
Good to Great



Studied companies that went from from “good to great” and sustained the results for at least 15 years. Contrasted these companies with comparison companies that failed to make the leap to identify what was different. The good to great companies returned 6.9X the financial performance of the general market.

Creative Discipline

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Creativity vs. Discipline

Can an organization or individual be both disciplined and creative?

Can you give examples of organizations or individuals that are?

Operational Discipline

Purpose

- Conduct a “Gap Analysis” of Operational Discipline - identify issues and areas of work to drive improvement

Products

- An understanding of Operational Discipline and how it relates to Business Excellence
- A completed “Gap Analysis” for use in developing an improvement work plan
- Recommended key work areas

Gap Analysis

For each of the Operational Discipline characteristics describe what would the “ideal” state be.

What is the current state?

What are the “gaps” that need to be closed?

Implementing Operational Discipline

EXAMPLE - Driver Training

Ideal State

- **Everyone is trained in everything they need to know**
- **High quality training in the best settings by qualified instructors**
- **Verification of skills – hands-on demonstration**
- **Instinctive reaction**

Implementing Operational Discipline

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EXAMPLE - Driver Training

Current State

- No verification of skills
- Inconsistent training
- Training manuals not current
- Budget sensitive
- Not enough time for training

Gap Analysis - Actions

What actions are needed to close the GAPS?

Addressing the Training Gap



Professional Driver Certification

Provide drivers with a thorough understanding of selected policies and procedures and the tools and skills necessary to deliver product in a safe and consistent manner

Professional Driver Certification



Program Training Sessions

- Rollover Prevention
- Hazardous Materials
- Fatigue Management
- Vehicle Inspection
- Trailer Disconnects
- Backing
- Driver's Handbook
- Security
- Defensive Driving
- Spills
- Use of simulator
- Case studies

Implementing Operational Discipline

Three-Phase Approach:

- 1. Business/region conduct gap analysis and define actions for improvement**
- 2. Education / Training**
- 3. Performance Measurement for Continuous Improvement**
 - **Assessment evaluation of Operational Discipline**
 - **Identify issues in incident investigation**

Next Steps – Gap Analysis

- How do we validate our work?
- How do we communicate this work to our organizations?
- Operational Discipline is *how* we do our work - implementing Operational Discipline begins with *your* actions as leaders.

Up-to-Date Documentation

Leadership by Example

Active Communication

High Level of Training

Absence of Shortcuts

Sense of Teamwork

Shared Values

Housekeeping

Resources

Pride

Thank you!