SELLS Workshop
October 14-16, 2003

ATLANTA, GA

Hosted by Colonial Pipeline Company

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"WE LEARN FROM EVERYBODY!"

GRAPHIC RECORD BY MARTHA MCGINNIS

OPERATIONAL EXCELLENCE

LESSONS LEARNED
NEAR MISSES
REPORTING CULTURE

DAVID MITCHELL

LESSONS LEARNED:

IN THE BEGINNING, MANDATED COMPLIANCE - QUANTITY, NOT QUALITY

QUICK FIXES, OPTIMIZING PARTS, NOT WHOLE, LOTS OF INDEPENDENT INITIATIVES

HOW WE THOUGHT BEFORE

HOW WE THINK NOW

CONNECTIONS, AWARENESS OF INDIRECT and UNINTENDED EFFECTS, RELATIONSHIPS and SUSTAINED ACTION

CELEBRATE THE GOOD

"THE DATA SETS YOU FREE!"

EDUCATE MANAGEMENT AND LOOK FOR SYSTEMIC CAUSES

WEBSITE

INTEGRITY

PUBLISH EXPECTATIONS

EQUAL AND FAIR TREATMENT

JUST CULTURE

CELEBRATE

SUPPORT TEAMS

ACCURATE DATA

EFFECTIVE INTERVENTION

QUICK FIX

UNINTENDED CONSEQUENCE

PROBLEM

LONG-TERM FIX

BUILD the ENVIRONMENT

VPP VOLUNTARY PROTECTION PROGRAM

REDUCE SURPRISE AUDITS

COMPLIANCE

FOCUS

BUY-IN PROGRAMS

THE MODEL:

SELLS

2 CONVERSATIONS:

REGION 8

SNOW-MAKING FATALITY

NO INFORMATION AVAILABLE

NO LEARNING

WHERE WE ARE WITH OSHA

HOWARD GORDON

LET'S SHARE LESSONS LEARNED IN THE VPP!

CHALLENGE:

LITIGATION A BIGGER FOCUS THAN LEARNING

BETTER TRAINING

OSHA:

REGULATION-DRIVEN, NOT LESSON-LEARNED DRIVEN

VALUE-ADDED TO VPP MEMBERSHIP!

REGION 6

ACQUIRE COLD FUSION

INFORMATION OFTEN FLOATS AROUND IN EMAILS...

People answer quicker when it's a question, not an ORDER!

NO TIME

WE DON'T HAVE THOSE

DOESN'T APPLY TO ME

THINGS ARE DIFFERENT HERE...

HOW DO WE ENSURE THE LESSON GETS THERE?

unmanageable amounts of email... hand off the tracking

IS ACTION NEEDED?

NOT JUST BY COLOR - DOES IT APPLY?

PROCEDURES THAT REQUIRE RESPONSE

FOLLOW UP & COPY 2 BOSSES

EVEN IF **NOT** APPLICABLE

IF IT'S TO BE AUDITED AS A REQUIREMENT, MAKE IT ONE!

WE'RE DEALING WITH PERCEPTION

ASSESSMENT PLAN

I DON'T AGREE!

THE ORDER HAS HELPED US GET MANAGEMENT SUPPORT.

A SEA OF INFORMATION

A MOVING TARGET

JOHN BICKFORD

Jeanne WIGHTMAN

ASSESSMENTS - TALK TO WORKERS ONCE/MONTH (WHILE I DISTRIBUTE POSTERS)

TIME, TIME, TIME

AUTOMATED FOLLOW-UP FOR ASSIGNED PARTIES

CORRECTIVE ACTION MANAGEMENT SYSTEM

POLLING, "WHAT AND HOW DO YOU USE THESE?"

ENCOURAGE MORE OF WHAT'S USEFUL

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THE CHOICE: PUBLIC OR JUST EXECUTIVE COMMITTEE? ...IS YOURS...

THERE IS A FACT SHEET ON MENTORING

WE SETTLE OUR DIFFERENCES BEFORE WE RESPOND

IS THERE A "DRAFT" FUNCTION?

WHY AREN'T PEOPLE USING THE REVIEW

THE TONE FELT HARSH → WE ACCOMPLISHED WHAT WE COULD!

MEANT TO BE CONSTRUCTIVE, BUT WE CAN WORK ON PHRASING

NEED GOOD, BETTER QUALITY

RECOGNIZE IT WAS WRITTEN BY A CAST OF THOUSANDS

MENTORING

WE'RE AVAILABLE!

OUR TASK IS TO BALANCE

A TEAM APPROACH

"I FOCUS A LOT ON THE SUMMARY STATEMENT... IS IT USEFUL?"

"AND I FOCUS ON THE ANALYSIS TOO MUCH, TOO LITTLE? ...AND MAKE IT GENERAL"

RELEVANCE

VALUE

QUALITY, UTILITY

KEEP IT, BUT KINDER, GENTLER... EVEN IF DOE TAKES OVER!

PARTICIPATION

Never let an opportunity pass to communicate...

CONSTANT CONTACT CONSCIOUSNESS

QUADRUPLED IN TWO YEARS

DO WHATEVER IT TAKES

STUPID, IF THAT'S WHAT IT TAKES

"develop young people for the future"

"connect with young people"

"opportunities to use a talent"

"doing something for others"

"fills a need"

Measure: "WHAT'S GOING ON HERE?"

"we like a challenge at perfecting something"

three in common: RELIEVE STRESS, MEET PEOPLE, COMPETITION

be intentional, not just reactive.

APPROPRIATE FEEDBACK

talking in small groups is for everyone!

RECOGNITION

...TAKE CARE OF THE LITTLE THINGS...

"listen to your own song!"

CHARLES ALDAY

"a bit of a fertilizer salesman..."

WHAT MOTIVATES ME TO PARTICIPATE

"he likes motorcycles"

"people are motivated by feedback"

"they're competitive"

I learned... "her husband"

"She likes scrapbooking"

WHAT ARE WE DOING TO GET PEOPLE INVOLVED?

THE WORLD CAFE HELPS PEOPLE TALK WITH ONE ANOTHER ABOUT MEANINGFUL STUFF!

WE HAVE COMMON GOALS AROUND LESSONS LEARNED

CONNECT WITH PASSION

Motivate with the things that motivate you...

GRAPHIC RECORD by MARTHA McGINNIS

SELLS... Where do we go from here?

MEREDITH BROWN

HOW DO WE BUILD OUR PROCESS AROUND the

ISM
ISSM
MODEL

MANAGEMENT CAN REALLY SEE.... they respond WELL!

DON'T START AT THE EVENT!

THE CONDITIONS & CONTEXT REVEAL → HUGE SYSTEMIC ISSUES:

WHERE IN OUR MODEL ARE WE WEAKEST... IN OUR CASE, IT WAS LACK OF ENFORCEMENT → ESTABLISH APPROPRIATE OWNERSHIP

WE CAN GENERALIZE to help "GRADED APPROACH" "ANALYSIS APPROACH"

DEFINE the Work

WE tend to forget feedback

IDENTIFY HAZARDS

ESTABLISH... CONTROLS

RESPONSIBILITY
AUTHORITY

DO THE WORK

ENSURE FEEDBACK

the next year...

WE HAVE OPTIONS:

DISSOLVE? ⓪

Become a SUBSET of ANOTHER ORGANIZATION ⑩

MANY OPPORTUNITIES FOR EXPANSION

EVERYTHING HAS AN UPSIDE AND DOWNSIDE

WHERE'S the COMMITMENT?

LESS SUBJECT TO WHIMS AND SHIFTS IN GOVERNMENT

AN INDEPENDENT SOCIETY ⓪

DOE

POSSIBLE BARRIER ⇒ OUR SERVER IS CONTROLLED BY D.O.E. BUT THEY'VE COOPERATED

DON'T LIMIT OURSELVES TO D.O.E.

Open up to the whole WORLD

WAIT ①

2004

INVESTIGATE & MARKET SELLS to OTHER ORGANIZATIONS

AAAI IEEE ASQ PMI ASSE

DON'T LIMIT OURSELVES!

ELECTIONS

MEMBER SURVEY

OUTREACH

RESTRUCTURE CHARTER

SUCCESSION / TRANSITION PLAN

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