



MATRIX SERVICE

Investing in Front Line Supervision

Cary Clemenson

Matrix Service



- 1/1/16 to present as Site Manager at the BPCHP Refinery
 - Mechanical Contractor
 - Small and Large Capital Projects
 - Embedded maintenance contractor
 - Onsite Turnaround contractor
- 25 years with BP in operations and capital projects
 - 10 years, Operator Coker/Hydrocracker
 - 6 years, Foreman in the Hydrocracker & Utilities
 - 6 years, Process Superintendent Utilities, Hydrocracker & Reformer
 - 3 years, CHP refinery capital project Construction Superintendent

What makes a foreman a professional?



- Many hats
 - Safety
 - Quality
 - HR
 - Business Development
 - Procurement
 - Trainer
 - Road block “knocker downer”
 - Recruiting
- Are you focused on this layer?
 - Training dollars
 - Time, energy and influence

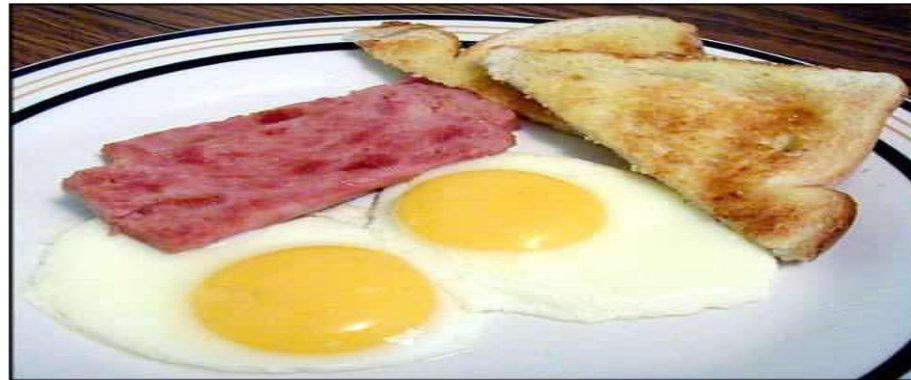


Commitment vs. Compliance



From the Military to Coker D

Ham and Eggs



**A day's work for a chicken,
a lifetime commitment for a pig.**



TRUE STORY

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Earning the right to Lead



- *Do you believe what you are saying*
- *Are they convinced you care*



Charismatic, Magnetic and Positive Leader



- Who are your foreman
 - How are they characterized
 - How do you want them be characterized
 - Are you growing them in that direction
 - Do you understand your impact on the team



You're going to make some mistakes...



- At the end of the day, did you make them better
 - There are some rules
 - You cannot become someone you are not, it has to work for you
 - If you made them better, they will forgive you
 - Dare to surround yourself with Rockstars
 - Have the courage to say yes when its far too easy to say no
- Confidence and its impact on your workforce
 - “have I made enough good decisions to survive the not so good one”



Addition by Subtraction



Discipline

It's a miserable process, because its supposed to be.

- Your role in this and are you being watched
 - The credibility meter
 - Reality
 - There's a process, its for everyone
 - You cannot defend yourself
 - Credibility and how its won/and how its lost
 - What good looks like
 - What bad looks like



Finish Line



- As it pertains to yourself
 - Do you believe what you say
 - Have you leveraged your influence
 - Time
 - Energy
 - Training dollars
 - Do they know you value them

