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
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 it’s supposed to be.

• Your role in this and are you being watched
  – The credibility meter
  – Reality
    • There’s a process, it’s for everyone
    • You cannot defend yourself
    • Credibility and how it’s won/and how it’s 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