

## The Foundations of Operational Excellence How to Create Your Company's Ultimate Process Playbook

K f]HfYb Vm; fY [ [ 'A "GWcdda UbzDUfHbYfz: A =7cfdcfU]cb

Operationally superior engineering and construction (E&C)  
fa gVzbh]bi ci g'm]a d'Ya YbhWUb[ Yg'hc'dfcWggYg'UbX'  
dfcWXi fYg'hc'a U\_Y'g' fY'h.YmFY'cdYfU]b[ 'Uhih.Y'\][ \Ygh'Y] Y''  
7fYU]b[ 'Ub'cdYfU]cbU`mgi dYf]cf'9' 7' fa žk \Yh.Yf'nci fY'  
U'[ YbYfU 'VzbfUMfc'cf'U'gdYV]U'hmfUXY VzbfUMfc'fZHU\_Yg'  
X']][ YbWzVzbh]bi ci g'fY] Yk zUbX'VzbgfUbhWUb[ Yg'hc'  
dfcWggYg'UbX'dfcWXi fYg'

CZfYb Vz'a dUb]Yg'h.UhYa VUF'\_cb'g' W'Ub'i bXYfh\_]b[ 'YbX'i d'  
k ]h 'U'a Ubi U'cf'dfcWgg'XcW'a YbhUbX'ZY' ''\_Y'h.YmUb'g'cd'  
h.YfY''6i hXc]b[ 'h.Uh]b]h]U'k cf\_]g'† gh'h.Y'VY[ ]bb]b[ "

ž'ci f' fghUfh]WY'UWci h'h.Y'VYgh'dfUM]Wg'h.UhXY' bY'  
cdYfU]cbU`mgi dYf]cf'cf[ Ub]nU]cbgžk Y'X]gWggYX'  
dfYVzbgf'f] V]cb'UbX'h.Y]a dcfU]bW'cZfY] Yk ]b[ 'dfcWggYgž'  
Yj Yb'k \Yb'Vz'a dUb]Yg'UfY'dfc' fUV'Y''ž'h.Y'g'Vz'bx'dUfh]b'ci f'  
gYf]Ygžk Y'fU'\_YX'UVci hVYgh'dfUM]Wg'cb'cVg]hYg'cf]b'h.Y' Y'X'  
hc]a dfc] Y'dfcXi V]j ]mžgUZ]mžUbX'Wg'ca Yf'gU]gZUM]cb"<YfY'  
k Y'X]gWgg'\ck'hc'a U\_Y'g' fY'1 ei Ygh]cb]b[ ]Z'h.Y'k cf\_'k]'' UWz'a d' ]g\ 'h.Y'[ cU'g'Mdi '\Uj'Y'hc'



di h'h.ci [ \h]bhc'k \YfY'nci 'UfY']b'h.Y'dfc'Vz'UbX'k \UhbYXXg'  
hc'\UddYb'bYi h'hc'XY']j Yf'U'g' Wggž' 'ci hVz'a Y''9j YfmUM]cb'  
\Ug'U'fYUM]cbzUbX'h.Yg'ghYdgk ]h.]b'h.Y'WYV\ ]ghg'ci 'X'  
VY'dfca d]g'hc'\Y'd'a UbU[ Yfg'UbX'g' dYf]bhYbXYb]g'U'\_Y'hc'  
dfcUM]j Y'mUb]V]dU]h' ]ggj Yg'UbX'WU''Yb[ Yg'



VtbgjXYfUj]cb h\Y Ygh]a UhYX i b]hg'UbX\ci fgj Yfgj g'h\Y'UMi U`  
i b]hg'UbX\ci fg'hc XYH'fa ]bY ]ZH\Y d'fc'YVt]g'cb hfUW'cf`  
VY\]bX"

**Productivity is monitored daily. The concept of earned value is the gold standard by which these contractors measure efficiency.**

H\Y'UXj UbHJ[ Y'cZYUfbYX j U i Y' ]g'h.Uh]h'ZcW'gYg'cb h\Y'a cgh`  
]a dcfHUbhj Uf]UV'Yg'Zc'f'f'c'YVt]g' VVggZU`ck ]b[ 'dfc'YVt`  
a UbU[ Yfg'hc'ei ]W' mUbX'UW'fUH' mi bXYfg'UbX'h\Y W'ffYbh`  
ghUH'k ]h'ci hX]gh'UM]cbg'UbX'Yi hfUbYci g'a Yhf]Vg]'I` h]a Uh'na`  
YUfbYX j U i Y' [ Yhg'hc' h\Y\YUfhcZdYfZc'fa UbW' VmW'Ufh]b[`  
YZ V]YbVt]UbX'YZZ'Vt]j YbYgg"

H\Y'gVt'bx'Vt]h]Vt' UXj UbHJ[ Y' ]g'h.Uh]hg'YUgm'hc' g\ck`  
[ fUd\]W' mUbX'X]ggYa ]bUH' UM'cgg'h\Y'cf[ Ub]nUh]cb UbX'h\Y`  
Y'X']b'h'fa g'h.Uh'UFY'YUgm'Zc'Yj Yfnc'bY'hc'i bXYfg'UbX": cf`  
Yi Ua d'YZh' ]b[ 'U' Y'X'g' dYfj ]gcf\Y'cf'g'Y'\Ug` &\$\$\$\$cZ`  
k cf`\_hc'Xc'a Umbch'fYgcbUH'Ug'a i W' Ug'Ufh]W'Uh]b[ 'h\Y'k cf`\_`  
Ug\Uj ]b[ '&\$\$\$\$ZYhcZd]dY'hc`Umcf '&\$\$\$\$`ci fg'cZ]bg'U`"YZh"

DfcXi Vt]j ]m'dYfZc'fa UbW' ]g'g'UFYX'h'fci [ \ci h'h\Y' d'fc'YVt`  
h'Ua`k ]h' h\Y'Ya d\Ug]g'cb Vt'bf'c`UV'Y']h'Ya g'g' W' Ug`  
dfcXi Vt]j ]m'fUH'g'UbX'YUfbYX j U i Y"

CdYfUj]cbU`mgj dYf]cf'cf[ Ub]nUh]cbg'ZcW'g'cb'XYa ng]Zh]b[`  
k \Uh]g'VY]b[ 'a YUg' fYX'UbX\ck`d'Ycd'Y'UFY'\Y'X'UM'ci bHU'Y`  
Zc'`c'Vg'H\Y'Ybh]fY'h'Ua`b'YYXg'hc'i bXYfg'UbX'U'Z'k`Vt'fY`  
a Yhf]Vg]g' W' Ug'dfcXi Vt]j ]m'UbX'YUfbYX j U i Y"H\Y'g'Y'UFY`  
a YUg' fYX'f'Ub'gd'UFY'bh'm'UbX'g\UFYX'UM'cgg'h\Y` Y'X'UbX'cZ` W`

H\]g]g'YgdYV]U`m]a dcfHUbhZcf`UF[ Y`dfc^V]Mg'h UhicZHYb [ Yh  
YI H\YbXYX" #gYUgmrhc`YUj Y`Yj Yfmrh]b[ ]b'd'UW'i bh]`h\Y`eV`]g'  
b]g\YXZVi h\h\cgY`Vz]g]Vzi`X`\]bXYf`mci f`YZ V]YbV]U]bX`YfcXY`  
a UF[ ]bg'

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## Focus on Continuous Improvement

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H\Y`YUg]Ygh'd`UW`hc`g`Uf`hcb`Vz]bh]bi ci g'dfcWgg]a dfcj Ya Ybh'  
]g`XYj Y`cd]b[ `U'd`UnVcc\_`cf`g`U]bXUfX`g`YhcZdfU]V]Wg`CbW`  
h\cgY`Uj Y`VYb`]a d`Ya YbhYX`Zcf`U`dYf]cX`cZ]ja Yzfyj ]Yk`UbX`  
UggYgg]Z`h`YmfY`k`cf\_]b[ "

9a dck Yf`mci f`dfc^V]M]a UbU[ Yfgz]g`dYf]bhYbXYbhgZUbX` Y`X`  
k`cf`Yfg`hc`h\]b\_`V]h]W`n]Ug\_`ei Ygh]cbgZUbX`hf]`mYj`U`i`UHY`  
eVg`Zcf`YZ V]YbV]Yg`UbX`dfcXi`V]j ]m]FYdcf]b[ `WYUf`UbX`YUg]`m  
Vz]a`dfY`Ybg]V`Y`a`Yf]V]k`]`Y`d`Yj`YfncbY`fYVz]`b]nY`k`YfY`  
]a dfcj Ya Ybhg`Wb`VY`a`UXY"

CdYfU]h]cbU`m]g]`dYf]cf`cf[ Ub]nU]h]cbg`UfY`Vz]bg`Ubh]m]Y`c`j`]b[ `  
UbX`UXUd]h]b[ `hc`W`Ub[ ]b[ `Vz]bX]h]cbg`k`]h`WYUf[ `cUg`UbX`k`Ung`  
hc`a`YUg]`fY`dfc[`fYgg" 

