

## Thought Leadership Forum - Operational Excellence

# Avoiding the crisis – be it big or small

A discussion provoked by:-

Colin Reid, Operations Excellence Manager, BP Refining

**17:30 – 21:00, Tuesday 9 September 2008**

**Naval and Military Club, London**

All businesses are liable to face crises. Many will experience relatively minor disruptions, some will face major ones, and the unfortunate few will hit the headlines. We could argue that crises will not occur in organisations that practice operational excellence, but the reality is that every business is exposed. A machine tool may fail, a 'rogue trader' may be discovered, a utility's infrastructure may break, a product may be recalled, an accident may occur, or an IT failure may leave the business without vital information. At this forum we will focus on how all businesses can avoid crises in an overall context of excelling at avoiding, minimising and ultimately dealing with them.

Colin Reid, Operations Excellence Manager at BP Refining will introduce five processes that will help us anticipate the unexpected and contain it. Whilst most organisations put their energy into 'after the event' crisis management, Colin will show us how as individuals and organisations we can identify impending crises and head them off. Once we understand the basics, we will put them into action to understand how the processes would apply in our individual businesses and then to drive out individual action plans.

The approach will have a major bearing on how our organisations are managed. Amongst other factors, it will bring into question some of the received wisdom about leadership and will address difficult issues such as how to reconcile the cost of avoiding crises which may never happen, with the cost reduction programmes that so many of us are managing.

Participants in recent forums have been from large complex organisations such as EDF, GSK, BP, National Grid, BAE Systems, Barclays, Shell, HMRC, British Airways, UBS, and South West Water.

### Forum format

The forum is boardroom style with up to **two** senior executives from each organisation. We limit attendees to facilitate learning for, and from, every attendee and to encourage thoughtful discussion on individual challenges and opportunities. The forum commences at 17:30. Dinner will be served at 20:00, during which the discussion continues informally.

### Location and registration

Naval & Military Club, No 4 St James's Square, London, SW1Y 4JU

Nearest underground stations are Piccadilly or Green Park

Please contact Lynda Phelps to reserve your place.

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