

GPIC used Power of Perception (POP) Thinking Tools to bring up new questions and help them anticipate industry changes.



Gulf Petrochemical Industries Co. has been a successful producer of ammonia and methanol since 1987. In 1996, GPIC was named the best operation in the Arabian Gulf (a.k.a. Persian Gulf) in recognition of its record in production, employee safety and environmental standards.

The GPIC management team wanted to gain an additional edge in the industry so it brought in Master Trainer Sunil Gupta to teach a course in POP. Management began using the tools immediately to anticipate change and improve the company's performance.

Using the CAF tool (Consider all Factors), the management team discussed the fact that the price of natural gas was soon going to double. Further analysis led them to the conclusion that the cost of electricity, steam and water would also increase. They decided to take additional measures to conserve water and electricity inside the plant.

Management used the P.M.I. (Plus • Minus • Interesting) tool to evaluate the suggestion that day-shift employees be given more flexible hours. The Plus points included less traffic on GPIC roads and happier employees. The Minus points included possible interdepartmental confusion; meetings could be affected, and information might be harder to relay, resulting in a communication breakdown. One Interesting point would be to watch how the employees might handle a new change in culture.

Would they make a commitment to internal communication despite the inconvenience?

Using the O.P.V. (Other People's Views) tool, the managers asked themselves if GPIC should alter any day-to-day functions due to the war in a neighboring country. They asked each department to make suggestions. The managers suggested security be tightened and that everyone be more vigilant around the GPIC complex. Plant Operations asked that the ammonia inventory be reduced. The Technical Services crew suggested they devise a means to get rid of this excess ammonia. Safety and Security proposed taking greater precautions with any new visitor to the complex. Finally, Maintenance said they would arrange for any materials necessary to carry out these new modifications in the daily work process.

Because of POP, GPIC was able to anticipate changes and begin to consider all factors and suggest solutions before problems arose. The tools have since become an invaluable part of their culture and are used by all managers in many situations.

Challenge:

- Develop a list of potential problems to be addressed and analyzed

Method:

- Use POP to help analyze challenges

Result:

- All factors are considered to avert future problems



Published on www.EdwarddeBono.com

