

# A Shared Vision: How Andeavor Creates and Maintains a Culture of Operational Excellence

An Interview with Grigor Bambekov, Director, Performance & Business Excellence at **Andeavor Logistics**



In the lead up to the 2019 **Operational Excellence in Oil & Gas Summit** in Houston, we caught up with Grigor Bambekov, Director, Performance & Business Excellence at **Andeavor Logistics**. As one of this year's speakers, Grigor provides insight into how the company is maintaining its vision for operational excellence following its recent acquisition as well as its methods for creating employee commitment to a new or changing OEMS.



**Grigor, can you tell us a little bit about your professional background?**

I began my career 31 years ago when I joined the Air Force. After 5 years of professional engineering and pilot's training, I became a professional engineer in thermodynamics and aerodynamic, and earned a MA/MS in Technology Engineering (processes, systems, and apparatuses). I also became a fighter pilot and an Air Squadron Commander and had the privilege to serve for over 16 years, while flying 5 types of top-notch technologically sophisticated supersonic jets.

Over the years I gained experience in large organizations such as: Department of the Air Force, Défense Department, NATO, Time Warner, Tesoro, Andeavor, and now in Marathon Petroleum Corporation.

**Can you elaborate on your role as Director of Operational Services, OEMS and Operational Risk Management?**

I work with enterprise stakeholders from all levels of the organization on Continuous Improvement of effectiveness, efficiency, and reliability of the Enterprise Operational Excellence (OE), Management System (MS), Operational Discipline (OD), and Operational Risk Management (ORM). Ive had the privilege to lead the effort of more than 300 enterprise-wide cross-functional teams in over 2100 Business Improvement initiatives.

I spend over 75% of my time in the field with focus on people, processes, and technologies. I like to roll up my sleeves and work with front-line leaders and employees, so I can listen better, see and learn more and understand things their perspective. It is a gratifying experience to be in the field, listen to people, and understand their motivations, desires, wants, and beliefs. Understanding how they see the world, and what can be changed, has made a huge difference in my life and my approach to continuous improvement and Operational Excellence.



**How has operational excellence changed at Andeavor since the acquisition by Marathon Petroleum?**

I'm very positive about the future of Operational Excellence within the combined organization. Both companies aspire towards Operational Excellence, and we can learn from one another. The future of Operational Excellence is in speed, scale, and impact. It depends on modernization and simultaneous implementation of OEMS and OD. Done right, they enable end-to-end business transformation.

**You're an expert on operational excellence management systems and their implementation. How do you get employees at all levels of the organization to buy in and commit to a new or changing OEMS?**

For us, we created a compelling vision to drive cultural change that focused on conformance and execution throughout the organization.

We implemented a large scale, people-centric behavioural campaign across the entire company. The essence of the campaign was 'Leadership to Life.' This is the approach taken by operations to help leaders harmonize leadership culture, define leadership roles and responsibilities, and operationalize the Operational Excellence Management System.

More than 1800 Leaders from 20+ Andeavor locations participated in 46 Leadership to Life seminars over the last 18 months. Leaders applied creative and innovative ways to

design and define key elements of leadership, operational discipline and the operationalization of OEMS. The program helped leaders achieve cultural alignment and develop an enterprise wide culture of operational discipline.

**You opened this year's summit with your case study on how Andeavor Logistics is enabling operational excellence through operational discipline. Can you elaborate on that and the work you are doing in this area?**

To enable Operational Excellence, we do two things. First, we manage our business and operational processes systematically (OEMS), avoiding unnecessary complexities. Second, we develop the right operational culture through consistent demonstration of operational discipline (OD).

We measure operational performance against OD pillars to identify factors affecting consistent leadership demonstration of OD Behaviors. We then define specific actions, which after implementation produce the specific results.

OEMS and OD enable operational excellence through operational effectiveness at 3 levels of the enterprise: at the strategic level, through consistent planning and execution; at the operational level, through consistent conformance to standards, processes, and procedures; and at the tactical level, through disciplined and motivated employees who can apply robust work processes, to operate assets safely, effectively, and efficiently.



**How has IQPC's Operational Excellence portfolio of events helped you on your operational excellence journey?**

The summits are incredible. They are rich in topics and there is opportunity for sharing of great ideas, networking, and learning. I have always enjoyed participating in these conferences because it is an opportunity to gauge our approach and benchmark it against other leading organizations.

We've learned valuable lessons on how to operationalize and accelerate implementation of Continuous Business Improvement Culture, further engaged Functional Leadership to drive Cultural change, embrace culture, and create experiences that drive consistent business improvement and operational excellence behaviors throughout the Organization.

