

Strategic Leadership & Operational Excellence in Refinery Operations: Executive Programme Review

Course Title	Strategic Leadership & Operational Excellence in Refinery Operations: Executive Programme Review
Country	London
Location	4-5 Star Hotel
Time	8AM - 2PM
Date	26 - 30 January 2026

1. Executive-Level Programme Review

The programme, Strategic Leadership & Operational Excellence in Refinery Operations, is fundamentally strong and highly credible. It successfully navigates the critical nexus between high-level executive decision-making and the underlying technical/governance systems that drive refinery performance and risk.

Overall Strength, Credibility, and Differentiation

- **Strength:** The content is comprehensive, covering the entire asset life-cycle and value chain, from crude slate selection (LP) to asset integrity (RBI, TAR) and systemic risk (PSM, HRO). The five-day structure provides a logical, progressive flow, moving from strategy (Day 1) to execution/reliability (Day 2), safety/risk (Day 3), digital governance (Day 4), and integrated leadership (Day 5).

- **Credibility:** The use of precise, relevant refinery terminology (LP, FCC, TAR, SIS, NCM, RBI, IOC, HTHA) immediately establishes the programme's bona fides. The inclusion of specific, high-risk unit examples (Alkylation Unit, Hydrocracker) and industry failure case studies (BP Texas City, Tesoro Anacortes) anchors the material in real-world executive accountability.
- **Differentiation:** This offering is superior to standard training because it is not merely a technical course or a generic leadership course. It addresses the governance layer. It frames technical decisions as financial and systemic risk decisions for the executive. This bridges the gap by focusing on the CEO-to-Control-Room translation layer.

Why This Programme Matters Now

Refinery leadership faces an unprecedented confluence of systemic pressures:

- **Market Volatility:** Leadership requires the capability to ensure the site runs the most profitable LP in real-time, not just in the planning office.
- **Safety & Regulatory Scrutiny:** Major incidents mandate a shift from compliance-based PSM to proactive HRO principles, where leadership must actively monitor barrier health (SIS).
- **Talent & Knowledge Retention:** The "Great Crew Change" necessitates the rapid implementation of systems like Predictive Maintenance (PdM) and Digital Twins to capture the Tribal Knowledge of retiring experts.
- **Digital Transformation:** The influx of APC and AI requires executives to own the Data Historian governance, ensuring high-integrity data—the bedrock of all advanced analytics—is a strategic asset, not a liability.

2. Executive Deliverables by Day

Day	Executive-Level Output	Why it Matters to Performance and Risk	How it is Used Back on Site
Day 1	Refinery Control Board (RCB) Draft	Translates operational data (DCS) into a few high-level financial metrics (NCM, EII, Quality Giveaway) required for executive decision-making. Eliminates information overload.	Used by the Asset Director and General Manager in daily/weekly review meetings to ensure the site's operation aligns with the optimum Linear Program (LP) and quarterly EBITDA targets.
Day 2	Asset Criticality & Run-Length Governance Map	Provides a clear, risk-weighted plan for RBI and TAR cycles. Shifts the focus from routine maintenance to Condition-Based Monitoring (CBM) on the "Critical Few" assets, extending run-lengths and saving millions in unscheduled downtime.	Used by the TAR Steering Committee and Reliability Director to justify inspection budgets, scope freeze decisions, and capital spend on high-speed rotating equipment.

Day 3	Process Safety Barrier Health Index (PSBHI)	A Leading Indicator that quantifies the integrity of safety systems (SIS, MOC, PSSR) rather than relying solely on lagging incident rates (TRIR, PSE Tier 1/2). Directly addresses the Normalization of Deviation problem.	Used by the Technical/HSE Director to audit the PSM system's effectiveness and to direct internal resources to departments with declining Psychological Safety or poor MOC execution.
Day 4	3-Year Digital Use-Case Governance Scorecard	Forces executive leadership to vet new APC/PdM projects based on ROI, Data Integrity Audit Score, and OT Cybersecurity Risk before allocating capital. Prevents "Pilot Purgatory."	Used by the Executive Committee to prioritize digital capital expenditure, ensuring that IT/OT integration friction is managed and that projects are built on the Process Data Historian's "Single Source of Truth."

Day 5	Integrated Operations Centre (IOC) & Decision Rights (RACI) Charter	Formalises the breakdown of functional silos between Planning, Operations, Maintenance, and Engineering. Establishes clear Escalation Frameworks and accountability for high-stakes decisions (e.g., "Pull the Plug" authority).	Used by the General Manager to restructure the organisation for Cross-Functional Synergy and improve speed and quality of crisis response during unit upsets or shutdowns.
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3. Commercial & Board Positioning

Ideal Participant Profile

- Primary Audience: Refinery General Managers, Asset Directors, VP/EVP of Manufacturing/Downstream, and Technical/HSE Directors.
- Secondary Audience: Senior/Chief Process Engineers, Lead Reliability Engineers, and Turnaround Managers who are on a clear succession track to an executive role.

Positioning Strategy

Audience	Positioning Statement (Focus)	Clarification
Corporate Boards	"A Governance Investment: Ensuring Systemic Risk is Quantified and Controlled."	This programme is the fiduciary assurance that the refinery's leadership understands and

		actively governs the three largest financial and operational risks: unplanned downtime, process safety failures, and misaligned LP execution.
NOC Leadership	"A Mandate for Top-Quartile Performance: Institutionalising Global Best Practice."	Focus on accelerating the transition from a "Reactive/Compliance" culture to a "Generative/Proactive" HRO culture. It provides the Operating System to withstand the departure of experienced staff and deliver sustained, benchmarked performance (Solomon EII).
Asset Management Committees	"Driving Margin and Reliability: Closing the Gap Between Planning and Execution."	This is a direct tool to eliminate Margin Leakage caused by poor data, delayed TAR execution, and quality giveaway. It provides the executive oversight necessary to ensure the LP is the driving force of the control room.