

# Delivering Energy Sustainability

Scaling the Base Case - Operationalizing for Large Deployments



When the initial base case is complete, actions and results are agreed by all parties. It's a wonderful sense of accomplishment for the team. Whew! It's over, now what? But for those companies building an organization focused on "delivering sustainability," this means leaders should have been planning for large scale deployments prior to even starting the base case work. As Wayne Gretzky skates where the puck is headed, these same operations teams have been planning ahead to support large-scale deployments. It's not hard to see who these teams are - just look at their bios and histories - they will most likely want to skate in the same rinks where they have won in the past. These business teams will skate to where the puck is headed - and plan forward to build platforms, processes and organizations to meet the needs of their global manufacturing customers.

## Platforms

So, how do we do that? First, detailed focus needs to be driven to delivering the base case solution smoothly, with precision and impact. Don't take your eye off of the goal of proving your process, solution and coordination as a team. Communication with customers, partners and the internal team is critical - frequently provide feedback both good and bad as everyone is in this together. When all parties share the same goal, collaboration becomes easier over time. Repeat shared goals, timelines and visions and stick to timelines if possible. Document procedures and lessons learned. Repeat what works. Document what doesn't work, and try not to repeat failures. Don't consider failures as such, but opportunities for further learning.



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When the project closes and the "base case" is proven in, celebrate with the implementation team by recognizing the success and sharing the vision to then expand the base case into a broader deployment with even greater impact.

Once completed, the base case needs to be well documented, agreed by all parties, and articulated with a clearly defined ROI for further financial investment across a larger deployment. Case studies outline mutually agreed successes.

## Process

So, how do we operationalize the base case in sustainability projected often initiated on the plant floor? We go back to what is old that is new again. Process, process, process. What are the procedures used that can be repeated, codified, and perhaps automated or conducted by a less senior member of the team with appropriate training and guidance? For example, the use of toolkits and programs mapped to WBS process to deliver solutions faster and with greater quality - speeding return on investment while at the same time delivering widely deployed solutions addressing today's skills gap. Tenured members of the team trained in large scale deployments, program management, quality management and operational excellence who have experience working with global deployments can share lessons learned and best practices to younger members of the team creating opportunity for career development, job satisfaction and greater commitment to the industry.



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## People

People are the hardest aspect of any organization. High performing teams understand and practice the notion that we "manage" machines and processes. We "lead" people by hiring the best and developing a culture that allows the team to synchronize. After the initial base case proves in, the largest focus becomes how to operationalize, deliver, and execute against plans and priorities.

So, bring on board an operational leader with experience executing and delivering global projects if that is what is required to achieve your sustainability vision. The best come already motivated, wake up encouraged, excited to learn, accept responsibility for their decisions, act with integrity, work well and respect the differences of others, and aren't afraid to say "I don't know". Good leaders enable their people to learn from each other, providing supportive guidance and direction - but sometimes players need to change roles and positions within the team, and other times the fit just isn't right and a swift decision should be made to change the player. Perhaps this person is not a good fit for the team or lacks the appropriate knowledge, skills and abilities or attitude needed for a well-functioning team. Keeping knowingly unsuitable players on the team is a dissatisfier to your team, partners and customers. Make swift changes for the better.

Pitch. So now its game time - suit up and pitch.

