



# Creating CI at NOVA Chemicals – Driving Improvement Through a Strategic Implementation Approach

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## Today's Agenda

- About NOVA Chemicals
- CI at NOVA
- The Framework
- Coaching
- Learnings/Results





Number of Employees



**2,900** worldwide

Annual Sales, 2017 (U.S.\$)



**\$3.8** billion



**Leadership**

Todd Karran  
President and CEO



**Products**

Ethylene and Polyethylene  
Chemical Co-Products  
Expandable Styrenic Polymers



Community Investment/Giving

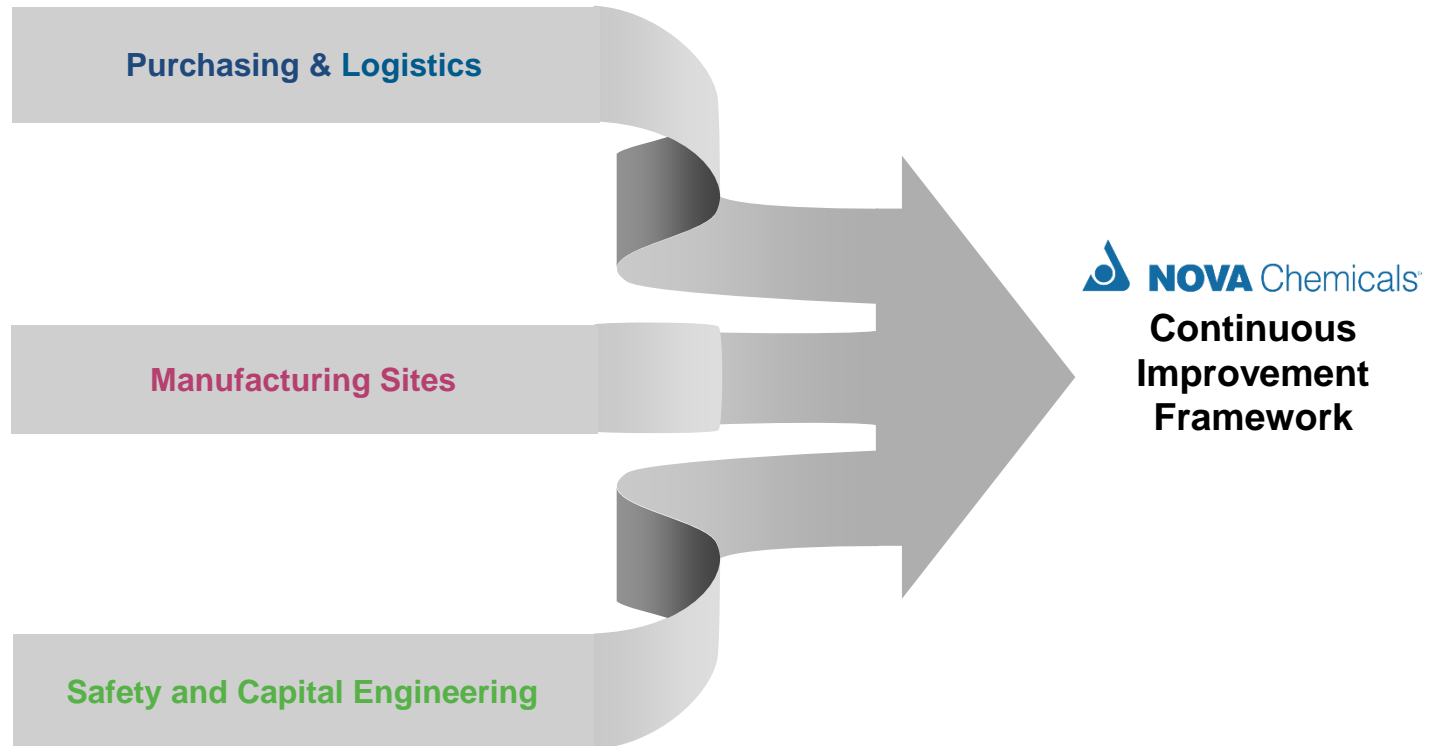
**\$2.4** million (USD)

**6,000** hrs





Started with many different CI approaches across functions  
and wanting to go a 1NOVA Approach



We built upon the best of what has worked internally and lessons learned from external GO-See's to create our 1NOVA CI Framework.



## Four key ideas emerged from our vision statement

- Expectation is to have empowered and engaged employees
- CI must be aligned with business priorities and metrics
- CI is the system to improve our performance
- Coaching and leadership are the critical drivers



## Four principles ground CI in the design and the execution



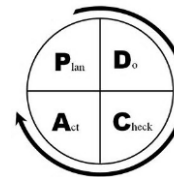
**Respect and develop people**



**Standards are the basis for improvement**



**Make performance visible**



**Be deliberate in how we improve**

***Principles create waves of EXCELLENCE!***





### 4 Technical Elements

- ☐ **Business Plan Deployment**
- ☐ **Visual Management System**
- ☐ **Problem Solving**
- ☐ **Standardized Work**

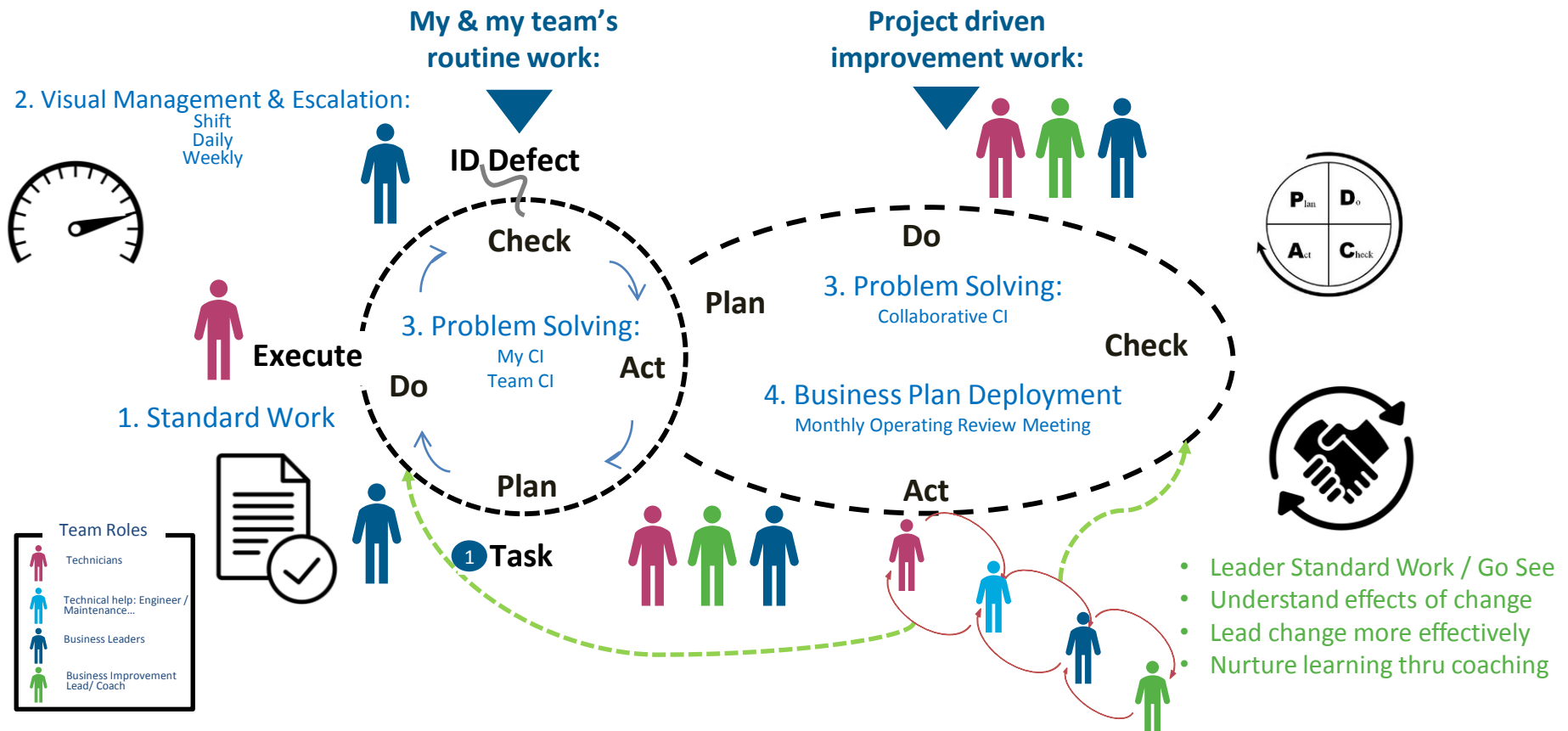
### 4 Human Elements

- ☐ **Understanding Change**
- ☐ **Leading Change**
- ☐ **Learning and Coaching**
- ☐ **Leader Standard Work**





## Our CI system we call the 4:4:4 Framework





Each implementation would follow a similar structure or model for each facility

2018

2019



### Foundation

- Go See: current state
- Leadership engagement
  - Business plan/ deployment (BPD)
  - Agree project plan
- Establish comms and governance
- Develop coaching assignments and contracts

### Delivery

- Design and implementation of visual management system
- Train and practice structured problem solving
- Start to practice basic LSW
  - Go-See
  - PDCA - linked to standards
- Formalize LSW for Leaders
- Learn and practice standardized work
- Training and practice complex problem solving (DMAIC style)
- Human elements coached to maturity

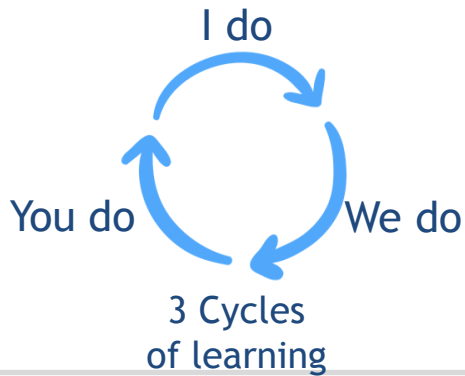
### Embed

- 2<sup>nd</sup> cycle of BPD
- CI training based on role
- Assess and adjust phase 1 & 2 implementations
- Performance coaching to close gaps and maintain system through LSW



Guided Practice

### Learning Cycles



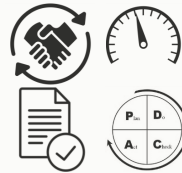
### Coaching



Commitment  
1x/week

### Content

#### Principles



#### Technical

- Visual Management
- Problem Solving
- Standardized Work
- Business Plan Deployment

#### Human

- Leader Standard Work
- Understanding Change
- Leading change
- Learning and Coaching Models

12 areas of development

~70%

Go See



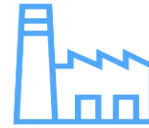
Internal:  
My site



Internal:  
Other site



External



Internal:  
Benchmark



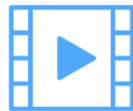
External:  
Benchmark

~20%

Education



Training



Self Study:  
Video



Self Study:  
Network

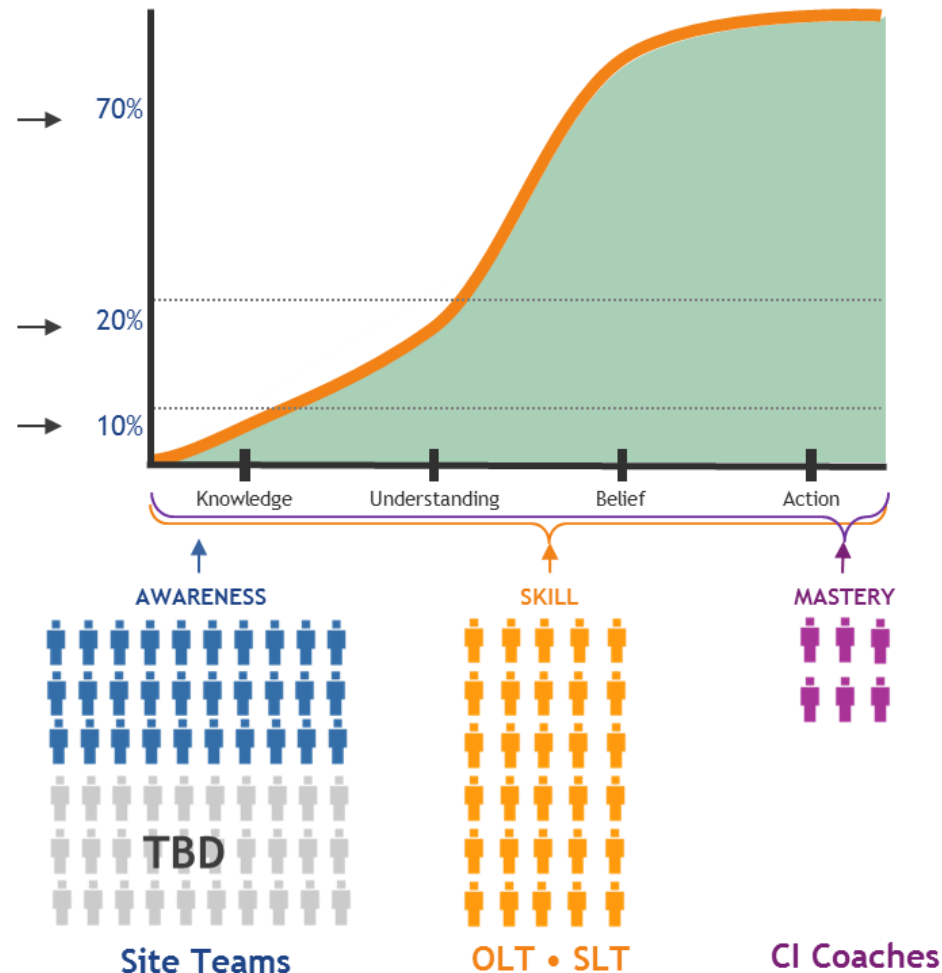


Self Study:  
Reading

~10%



## Leverage 70/20/10 Learning Model





# COACHING

- **Unlocking potential**
- **It's a relationship**
- **Building insights**





# COACHING STYLE & APPROACH



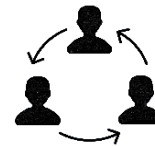
*We facilitate intent, we  
don't control the  
outcomes*



*We recognize skills &  
capability ↔ behaviors*



*We recognize constraints  
lead to creativity*

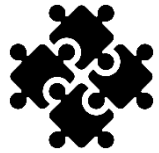


*We adopt shared  
standards versus  
personal standards*





# COACHING STYLE & APPROACH



*We help leaders solve their business problem (versus implementing tools)*



*We learn from what's been done before*



*We provide clarity around a CI perspective*



*We believe coaching is personal, its not an assignment*



*We recognize ownership belongs to NOVA leaders*





# BREAKTHROUGH



**SAFE**

- Risk Management

**COMPETITIVE**

- Rate Records

**RELIABLE**

- Leadership Alignment



# Major Takeaways

- Strong leadership pull is required to affect and support change
- Using SME's in CI and change management can help to speed up progress and improve company ownership
- Communicate Communicate Communicate
- Changing habits and behaviors takes time and requires organizational tension.



# Conclusions

Being **STRATEGIC** is key for us  
Success is both tools **and** behaviors  
**EMBED** through **COACHING**







# Thank-You

*This journey has been helped by many  
people!*



# Thank You!

***Your opinion is important to us!***

**Please take a moment to complete the survey using the conference mobile app.**

**Session No: WS/26**

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