The Art of Facilitation – Team Building, Bridge Building and Success
Beyond the HAZOP Boxes

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Abstract

For a successful HAZOP, the facilitator is required to present additional talent beyond technical knowledge of methodology, software and OSHA requirements. Talents required include developing the team into a high performance integrated unit, encouraging creative and feasible solutions which provide the desired risk reduction, and building agreements between the various on-site departments which have varying interests and commitments related to the process being HAZOPed. Using experiences with package refrigeration HAZOPs at a large chemical facility, facilitation leadership concepts show how new levels of safety measures were implemented given constraints of package units, diverse teams, various business units and plant organizations. Package units can be assessed beyond the black box assumption. The facilitator considers the process of selling new safety measures which requires cooperation of various entities in the plant. Leadership involves networking with various entities within the plant and communicating new risk reduction concepts where a status quo may have traditionally existed. The facilitator provides a value added service and steps through the difficult process of developing new synergies.

Key words: HAZOP, PHA, risk reduction, leadership, innovation, facilitation