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COURSE BROCHURE

Shift Supervisor Leadership in Oil, Gas and Petrochemical Plants Training Course

11 – 15 October 2027
Geneva

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Shift Supervisor Leadership in Oil, Gas and Petrochemical Plants is a 1-week training course for front-line supervisors who run operating crews on rotating shifts, and it ends with each participant drafting a shift leadership action plan. Plants depend on supervisors to hold handovers, permits and crew behaviour together when experienced operators retire and units run harder. Jupiter Prime Training frames Shift Supervisor Leadership around the decisions a supervisor takes on the plant floor.

Why Shift Supervisor Leadership Matters Now

Three pressures meet at the supervisor's desk. Experienced operators are retiring faster than new ones gain competence, so knowledge must pass across every handover. Investigations into process incidents repeatedly trace failures to weak shift communication and permits signed without a site visit. Crews also expect clearer feedback and fairer treatment than older command styles offered. A supervisor who handles these well keeps units stable and crews engaged; one who does not lets small deviations grow. The course rests on situational leadership, the GROW coaching model and Process Safety Management PSM principles.

Who Gains Most from Shift Supervisor Leadership

- Supervisors who sign off shift handovers and the shift log for a process unit
- Crew leads who authorise or countersign permits to work and isolations
- Control room leads who direct field operators during upsets and start-ups
- Maintenance shift leads who coordinate craft teams with operations crews
- Senior operators preparing to take charge of a crew

A shift team gains most when the supervisors of all rotating crews on one unit attend together and agree common handover and permit habits.

Shift Supervisor Leadership Capabilities

Participants practise the conversations, checks and judgements that keep a crew safe and productive across a twelve-hour shift.

- Apply a structured handover format that transfers unit status and open risks — the incoming supervisor
- Assess permit-to-work packages and site conditions before signing — the area authority
- Build crew competence through on-the-job coaching conversations — the operations superintendent
- Weigh options during upsets using a simple problem-solving cycle — the control room
- Communicate difficult feedback and resolve crew conflict fairly — the crew
- Design visible safety leadership routines for each shift — plant management

Key Shift Supervisor Leadership Terms

- Shift handover — the structured transfer of unit status, open work and risks from the outgoing to the incoming crew.
- Permit to work — a written authorisation system that controls hazardous non-routine work such as hot work or vessel entry.
- Situational leadership — a model where the supervisor adjusts direction and support to each operator's competence and commitment.
- GROW model — a coaching sequence of Goal, Reality, Options and Way forward used in short performance conversations.
- Normalisation of deviance — the gradual acceptance of unsafe shortcuts because nothing has gone wrong yet.
- Safety walk — a planned field visit where a supervisor observes work and discusses hazards with operators.

Shift Supervisor Leadership Day by Day

Day 1: The Supervisor's Role on the Plant Floor

- Supervisor Role Transition — Moving From Operator to Crew Leader
- Situational Leadership Model — Matching Direction to Operator Competence
- Shift Priorities Board — Balancing Production, Safety and Maintenance Demands
- Crew Communication Channels — Briefings, Radios and Control Room Messages
- Normalisation of Deviance — Spotting Shortcuts Before They Become Habits

Day 2: Handover and Permit Control

- Structured Shift Handover Format — Transferring Unit Status and Open Risks
- Shift Log Quality Checks — Recording Deviations Clearly for Next Crew
- Permit-to-Work Oversight — Verifying Site Conditions Before Signing
- Isolation and Lockout Verification — Confirming Energy Sources Are Controlled
- Simultaneous Operations Planning — Separating Conflicting Jobs in One Area

Day 3: Crew Performance and Coaching

- GROW Coaching Conversations — Developing Operators During Normal Shifts
- Competence Sign-Off Records — Deciding When Trainees Work Unsupervised
- Performance Feedback Methods — Addressing Lapses Without Losing Trust
- Fatigue and Shift Pattern Awareness — Adjusting Tasks on Night Rotations
- Recognition Practices — Reinforcing Safe and Reliable Crew Behaviour

Day 4: Problem Solving and Conflict on Shift

- Upset Response Problem-Solving Cycle — Stabilising Units Under Time Pressure
- Five Whys Analysis — Finding Causes of Repeat Operating Deviations
- Crew Conflict Resolution Steps — Settling Disputes Between Operators Fairly
- Operations and Maintenance Interface — Agreeing Priorities With Craft Teams
- Escalation Criteria — Deciding When to Call the Superintendent

Day 5: Practising the Shift Leadership Action Plan

- Handover Role Play — Applying Day 2 Format to a Live Scenario
- Coaching Practice — Applying Day 3 GROW Steps With a Trainee
- Upset Simulation — Applying Day 4 Escalation Criteria in Sequence
- Safety Walk Routine — Planning Visible Leadership Visits per Shift
- Shift Leadership Action Plan — Setting Handover, Permit and Coaching Habits

Applying Shift Supervisor Leadership After the Course

- Introduce the structured handover format on your unit and audit five handovers against it.
- Hold one GROW coaching conversation with each crew member during the first month.

Shift Supervisor Leadership Questions FAQ

What is shift supervisor leadership in oil, gas and petrochemical plants, and why does it matter now?

It is the skill of leading an operating crew through handovers, permits, upsets and daily performance. It matters now because retiring operators, harder-running units and incident findings all place more weight on the supervisor at every shift change.

Which roles gain most from shift supervisor leadership training?

Front-line supervisors and crew leads gain most. You benefit if you sign handovers, authorise permits or direct operators in the field or control room.

How does shift supervisor leadership training differ from a general management course?

It is built around plant shifts rather than office teams. A general management course covers planning and budgets, while this course focuses on handover quality, permit oversight, crew coaching and conflict on the plant floor.

What do you bring back from shift supervisor leadership training?

You bring back a personal action plan for your shift. It sets out your handover routine, permit checks, coaching conversations and safety walks.

Shift Supervisor Leadership: The Way Forward

The shift leadership action plan first informs how the supervisor runs the next handover and which permits receive a site visit. Supervisors use it with their crews, and superintendents use it to support new crew leads. After its first month, revisit the coaching section, because operator needs shift quickly once routines settle and new trainees join the rotation.