How is Your Leadership Stalling the Reliability Initiative
Introductions

“My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style.”

— Maya Angelou
Leadership Barriers

• Inability to let go when it is time
  – Situational leadership

• Reactive leadership
  – Risk management plan
  – Planning in general

• Lack of adequate communication
  – Communication plan

• Too much reliance on what you used to do?
  – Personal resistance to change
  – Ask yourself what has changed?
Barriers

• Lack of commitment (real or perceived)
  – Say and Do

• Lack of clear roles and accountability
  – RACI

• Lack of support for experimentation and learning
  – Pilot area with discussion of successes and failures
Expectations of Learning: Knowledge Perception

- Beginner Zone: “Teach me”
- Danger Zone: “Watch this I am an expert”
- Expert Zone: “There is so much to learn”

Knowledge Perception

How much I think I know

How much I actually know

How much I realize there is to know

Time or Expertise
Four Leadership Styles During Change

Source: Ken Blanchard Situational Leadership II
Identifying Potential Barriers

- **Internal**
  - Strengths:
  - Weaknesses:

- **External**
  - Opportunities:
  - Threats:

**SWOT Analysis**
## Risk Management

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability of Occurrence</th>
<th>Severity of Outcome</th>
<th>Difficulty of Detection</th>
<th>Risk Priority Number</th>
<th>Mitigation Approach</th>
<th>Resource</th>
<th>Date Discovered</th>
<th>Date Mitigation Actions Start</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expectations/minimum standards for a completed form not clearly understood</td>
<td>5</td>
<td>5</td>
<td>3.5</td>
<td>87.5</td>
<td>Present Specific Form Training showing the value and purpose, Pre-Filled Out Examples, Individual Coaching/Followup/Plan to provide Discipline based on Progression</td>
<td></td>
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</tr>
<tr>
<td>Mechanics will have unrealistic expectations for follow up/use of recorded data</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>60</td>
<td>Explain parts requisition process, refer to Maintenance Excellence Kickoff meeting, Under promise/over deliver. Develop and explain plan to Enter Data into SAP. Develop KPIs (for management and hourly) to be posted on Blue Boards.</td>
<td></td>
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</tr>
<tr>
<td>Mechanics will question the value of recording information for each emergency event (No Clear Vision)</td>
<td>4.5</td>
<td>5</td>
<td>2</td>
<td>45</td>
<td>Explain purpose of tracking events to identify recurring problems. Explain filing system and value of information between shifts. Ability to file paper forms immediately for everyone to access. Feedback can be entered on forms to have immediate access. Time required to properly plan the following week and to identify opportunities to eliminate wasted time.</td>
<td></td>
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</tr>
<tr>
<td>Questioning the specific information/content on the form</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>45</td>
<td>Explain the purpose of each item and how it will help us toward our goal of maintenance excellence. Form still needs to be modified and finalized. Explain Rollout Plan to test with volunteers and modify prior to official rollout in order to get their &quot;buy in&quot;.</td>
<td></td>
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</tr>
</tbody>
</table>
Prioritizing

The Eisenhower Decision Matrix

<table>
<thead>
<tr>
<th>Urgent</th>
<th>Not Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important</td>
<td>Do</td>
</tr>
<tr>
<td></td>
<td>Do it now.</td>
</tr>
<tr>
<td>Not Important</td>
<td>Delegate</td>
</tr>
<tr>
<td></td>
<td>Who can do it for you?</td>
</tr>
</tbody>
</table>
Outputs

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>iBL Planner Scheduler</td>
</tr>
<tr>
<td>iBL Maintenance Manager</td>
</tr>
<tr>
<td>iBL Reliability Engineer</td>
</tr>
<tr>
<td>iBL MRO</td>
</tr>
</tbody>
</table>

- Store Room Development and Layout
- Collecting, Storing, and Entry of Parts into Maximo
- Parts Criticality Assessment
- Inventory Tracking and Checkout
- Materials Stores Processes
  - Check Out Process
  - Return to Stores Process
  - Cycle Count Process
- Eruditio Support Options

![Diagram with activities and sub-activities]

- iBL Planner Scheduler
  - Planning Process
  - RACI Development
  - Step Definitions
- RACI Development
  - Standardize Job Plan Template
  - Populate 2 full job plans and 5 Checklist per week
- Bill of Materials Process
  - RACI Development
  - Step Definitions
- Kitting Process
  - RACI Development
  - Step Definitions
- Scheduling Process
  - RACI Development
  - Step Definitions
- Outage Process
  - RACI Development
  - Step Definitions
- iBL Maintenance Manager
  - Reliability Charter with Vision and Mission
  - Develop Hankao Report
## Communication Risk Identification

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I was visible to employees; effectively communicated why the change was happening, the risks of not changing and the vision for the organization.</td>
<td>No</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>2. I linked key performance indicators and financial objectives to the changes being made.</td>
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<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I enabled communications to be two-way (allowed for feedback and question/answer sessions).</td>
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<td></td>
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<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. I spoke face-to-face with my direct reports, key stakeholders and my peers.</td>
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</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>5. I communicated frequently throughout the project and used multiple medias (not just during the kickoff of the project).</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>6. I interacted effectively with other managers; helped them create and communicate a consistent message to employees.</td>
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<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Communication

- Setting clear expectations
- Listening actively to team members
- Providing timely feedback
- Ensuring that team members have the information they need to be successful
- Delivering for your audience
Communication Model

Send
Encode
IDEA
Decode
Receive

Receive
Decode
IDEA
Encode
Send

Environment
### Let’s Build Your Communication Plan

<table>
<thead>
<tr>
<th>Timing</th>
<th>Audience</th>
<th>Message &amp; Objective</th>
<th>Delivery Method</th>
<th>Sender</th>
<th>Date &amp; Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next week, after returning from class</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>(DEFINE) Kick-off stage of the project</td>
<td></td>
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<tr>
<td>(ANALYZE) During solution design</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(IMPROVE) Prior to initial implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(IMPROVE) During implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(CONTROL) Post-implementation</td>
<td></td>
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</tbody>
</table>
Change in you

- What got you here may not get you there...

- Are you open to change

- What has changed since you were successful
A Little Game of ...

- Shon says

- When leaders do not prioritize reliability, it sends a message that it is not important and can lead to a lack of resources and support for the effort.

- setting clear goals
- dedicating resources
- providing support
- holding team members accountable for achieving those goals
Accountability

• Leaders can hold team members accountable by setting clear expectations, tracking progress, providing feedback, and following through on consequences when expectations are not met.

• But first they need to understand the “A” next to the “R”
## Accountability

### RACI Charts

**Project:** Process Improvement

| PROCEDURE | Work Control |
| DEPARTMENT | Maintenance |

### Steps

<table>
<thead>
<tr>
<th>STEP</th>
<th>DESCRIPTION</th>
<th>Supervisor</th>
<th>Planner</th>
<th>Technician</th>
<th>Stores Clerk</th>
<th>Operator</th>
<th>Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Request Work</td>
<td>A</td>
<td>I</td>
<td></td>
<td></td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>2</td>
<td>Approve Work</td>
<td>R</td>
<td>A</td>
<td></td>
<td></td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>3</td>
<td>Prioritize Work</td>
<td>A</td>
<td>R</td>
<td></td>
<td></td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>4</td>
<td>Plan Work</td>
<td>I</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Schedule Work</td>
<td>A</td>
<td>R</td>
<td></td>
<td>I</td>
<td></td>
<td>C</td>
</tr>
<tr>
<td>6</td>
<td>Assign Work</td>
<td>R</td>
<td>A</td>
<td>I</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Complete Work</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Close Work</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td></td>
<td>C</td>
<td>I</td>
</tr>
</tbody>
</table>

**Legend:**
- **R:** Does the step
- **A:** Accountable for the step
- **C:** Consulted for decisions
- **I:** Informed when the step is completed
Experimentation

- Leaders can support experimentation and learning by providing
- resources for testing and analysis
- encouraging feedback and collaboration
- celebrating successes and failures as learning opportunities.
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• Reactive leadership
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Questions?

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