



CONGRESO DE MANTENIMIENTO & CONFIABILIDAD

★ C H I L E ★



BRÚJULA
SESIÓN

ORGANIZADO POR:

AMGA
ASOCIACIÓN MEXICANA
DE PROFESIONALES EN
GESTIÓN DE ACTIVOS A.C.



James Reyes-Picknell

***Leaders needed
Managers need not apply***

What do managers do?

- Execution of tactical elements of a strategy
- Oversee department or group with specific goals, usually operational or administrative
- Manage multiple activities
- Communicate upwards and down in the organization
- Operationalize the Management structure / system

Manager responsibilities

- Daily operations
- Staffing
- Goal setting (in response to strategy)
- Liaising / communicating
- Administration
- Delegation of responsibilities
- Policy enforcement
- Motivate
- Training and evaluation (employee development)

Managers

Keeping the
boat steady



What do leaders do?

- Set vision / purpose – provide the example to follow
- Know themselves, confidence, conviction
- Inspire confidence in others
- Serve their organization – not themselves
- Rarely question themselves
- Vulnerability: Know when to take advice
- Foresight and drive – even in tough times
- Love what they do, passion – you can feel it
- Lead by following those above them
- Never quit – embrace and overcome obstacles



Leaders' responsibilities

- Leadership is a responsibility, not power
 - Take responsibility for their actions and results – good and bad, acknowledge mistakes and don't make excuses. Don't be afraid to make mistakes. Learn from them.
- Don't commit to more than they can handle
- Follow through – finish what you start
- Consider how you can help others
- Be optimistic – believe it and you will see it
- If you see something that needs to be done, you do it
- Consider consequences of decisions

Responsible leaders

- Earn their position
- Leave things better than they find them
- Set positive example
- Maintain ethics and integrity – inspire!
- Commit to the vision
- Learn from mistakes
- Cope with adversity
- Ask tough questions
- Consider all stakeholders
- Prove their worth



Leaders

Rock the boat,
but don't sink
it!



Today's business environment

- Volatile markets – pricing, sources, politics (interference/indifference)
- Global competition and markets – shifting sands
- High expectations that never stop increasing
 - Shareholders, regulators, board, public image, generations
- Lightning fast communications
 - Words, visuals, body language
- Snooze you lose – must be relentless, watch competitors, technology, innovate
- Need for networking
- Need insight – keep informed with facts, little room for error
- Need to push the boundaries

Company (demise)	
Blockbuster (online technology)	1985 - 2010
Polaroid (digital technology) Kodak (failed to embrace tech)	1937 – 2001 1889 - 2012
Toys 'R Us (e-commerce too late)	1948 – 2017
Pan Am (mis-management government indifference, regulation)	1927 – 1991
Borders (books: debt, too many stores, slow into e-books)	1971 - 2011
Compaq (started and lost price war)	1982 - 2002
GM (failed to innovate, ignored competition)	1908 - 2009

Impacts on maintenance

Standing still, not evolving, is not an option

We are responsible for productive capacity and service delivery capability

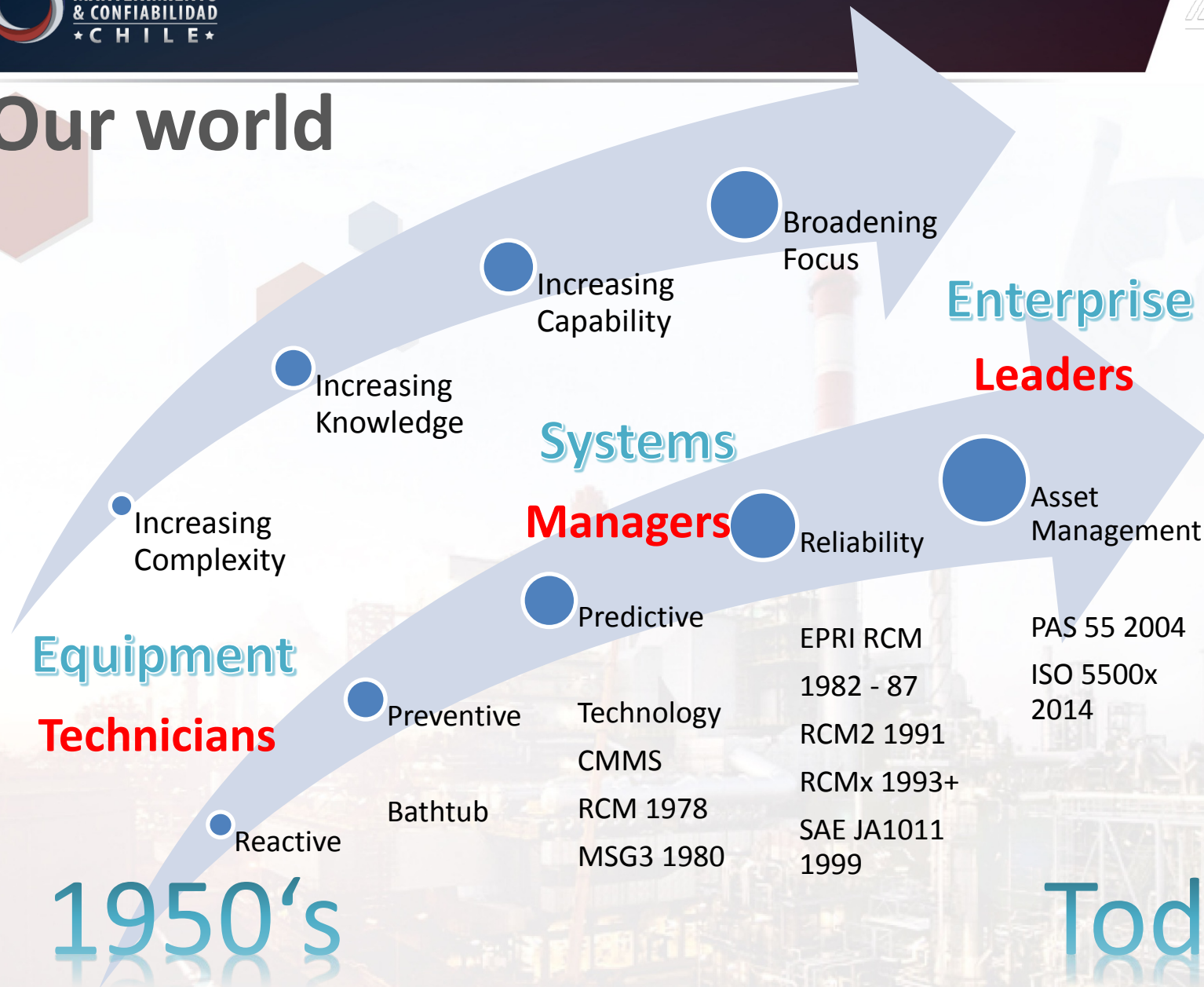
Our costs can sink a company, reliability can turn it around

We need to master technologies and constantly improve

We need to collaborate with operations, supply chain, HR, Finance, Engineering

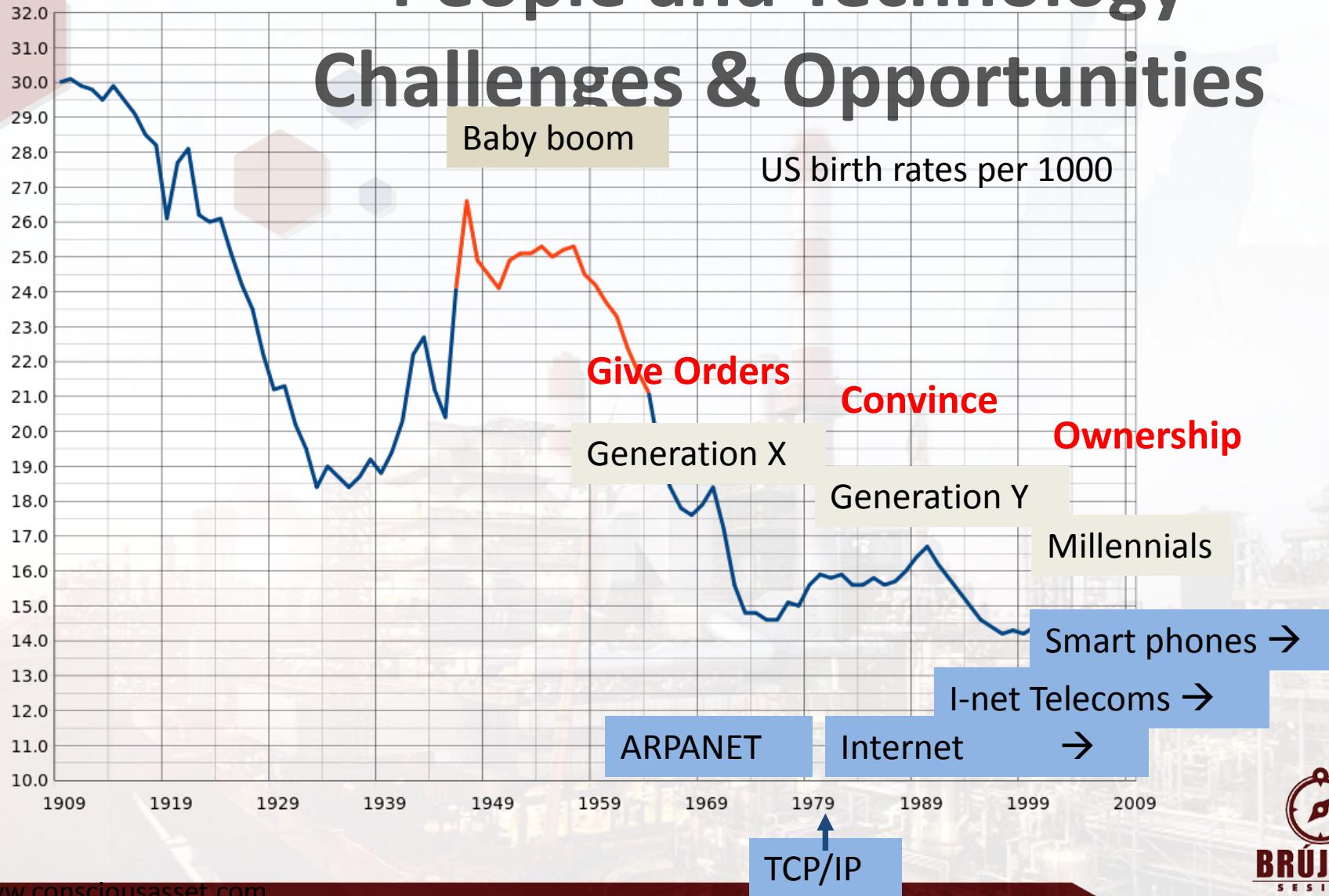
Traditional methods and techniques slow us down

Our world



People and Technology Challenges & Opportunities

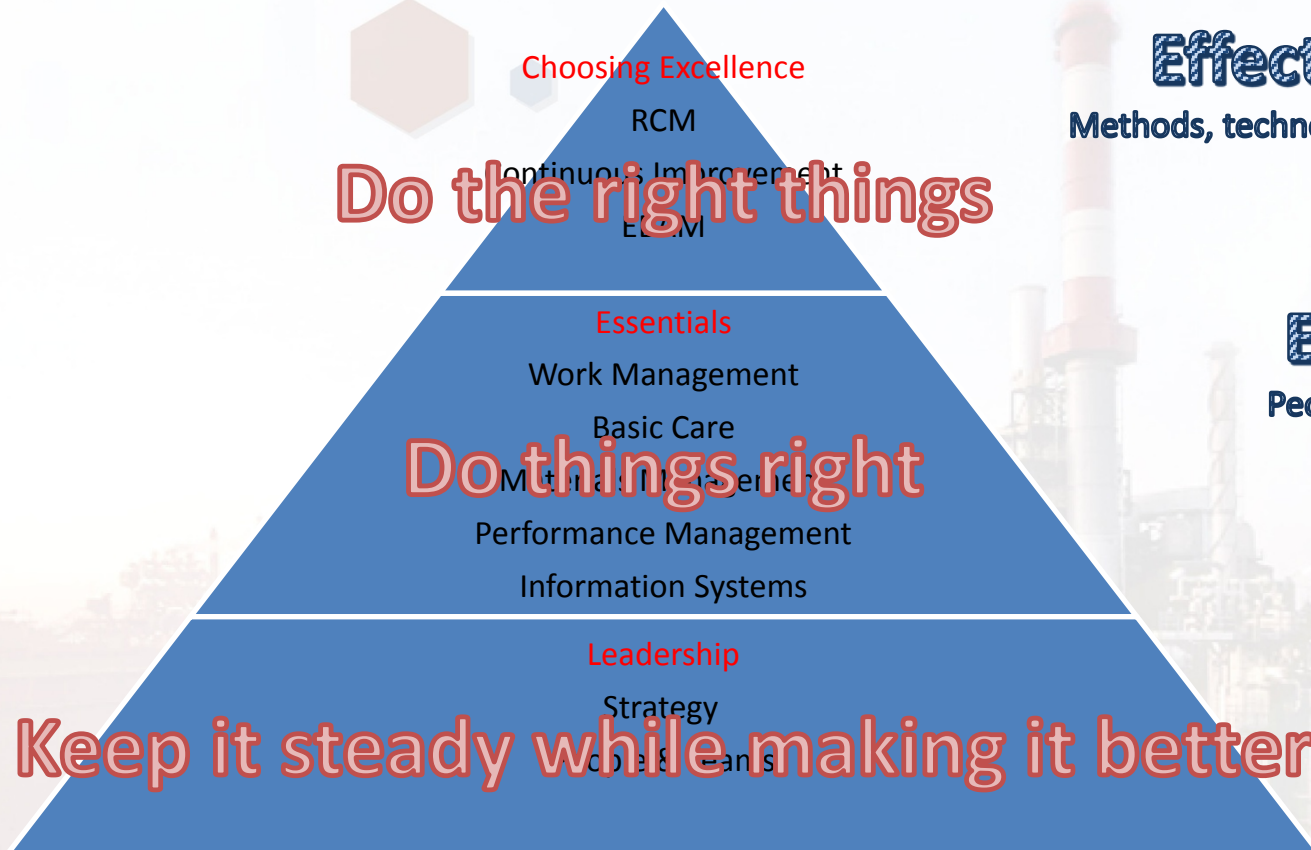
US birth rates per 1000



Good maintenance involves efficiency and effectiveness

Managers focus on	Leadership focuses on
<ul style="list-style-type: none">• Goals & objectives• Telling how and when• Shorter range• Organization & structure• Autocracy• Restraining• Maintaining• Conforming• Imitating• Administrating• Directing & Controlling• Procedures• Consistency• Risk-avoidance• Bottom line	<ul style="list-style-type: none">• Vision• Selling what and why• Longer range• People• Democracy• Enabling• Developing• Challenging• Originating• Innovating• Inspiring trust• Policy• Flexibility• Risk-opportunity• Top line
Good managers do the <i>things right</i>	Good leadership does the <i>right thing</i>

Uptime Pyramid of Excellence



Effectiveness

Methods, technology, empowerment

Efficiency

People and Processes

Enable

You with your people

Keep it steady while making it better

There is room to improve



Uptime - Strategies for Excellence in Maintenance Management (3rd Edition)

Maturity Profile										
	Strategy	People & Teams	Work Management	Materials Mangement	Basic Care	Performance Management	Support Systems	Reliability Centered Maintenance	Reliability Quick Start & Optimization	EBAM
Excellence	Maintenance programs clearly support broader corporate strategic goals. Programs and practices well established, documented and undergo continuous improvement.	Fully developed multi-skilling, autonomous teams of operators and maintainers active. Specialist engineering support available.	Long term planning cycles and extensive use of standard job plans. Planning is used to determine all support requirements for new systems based on RCM results.	Stockouts rare. Service level 98% plus. Inventory turns > 2 times.	Full regulatory compliance. PM program features extensive CBM. Operators do some	Fully balanced score cards for teams. Improvement results evident in performance trends.	Full user acceptance and widespread use of integrated management systems sharing information across the enterprise. Information is widely used in EBAM and reliability work and performance management.	RCM being used proactively for new projects. RCM, maintenance planning and support analysis used before new equipment / systems are put into service.	Reliability enhancements rely on use of advanced mathematical models and data. RCM results are continually being improved upon. RCFA used occasionally.	Data is useful. Any gaps are closed with a formal knowledge elicitation process to ensure information is reliable. Decisions are regularly informed with trustworthy evidence.
Competence	Maintenance strategy and plans align with corporate strategic goals. Improvements in place. Maintenance is "under control".	Multi-skilling and managed teams of maintainers and operators. Regular use of RCFA and RCM analysis teams.	Scheduling and planning well established for most work. Compliance high.		Extensive management systems in use with integration for sharing and re-use of important information. CBM and reliability analysis tools in place. EBAM in use.	PM program fully developed using RCM / PMO and improved using RCFA. RCM results evident in procedure changes, training, equipment mods.	RCFA used as complement to RCM program. Experimenting with more complex reliability tools / methods. PM Optimization no longer needed.	Data gathering is reliable and good information is available for improvement efforts. There are information gaps that are being filled by experienced workers.		
Understanding	Management defined strategy & plans. Improvement efforts are underway and working.	Some multi-skilling. Mostly distributed maintenance teams with conventional supervision. Task based teams used as needed.	Scheduling established, compliance good. Planning for major work and shutdowns as work arises.		CMMS, EAM or ERP is in use with report generation and analysis. CBM is supported with specialized systems. Documentation, financial records, maintenance, stores, etc. not integrated.	RCM program in use for critical equipment. PM program blends manufacturers recommendations with experience and RCM results,	RCFA used for more than just critical failures. PM Optimization applied to "clean up" the existing PM program.	Data is being used in problem solving (RCFA) but data problems are evident. Decisions still require mostly experiential inputs.		
Awareness	Documented goals but no objectives or plans to achieve them. Attempts at past improvement programs have failed.	Maintenance organized by shops. Some area maintainers assigned. Conventional supervision. Occasional teams used for RCFA.	Scheduling with about 50% compliance. Plans for shutdowns only		Management systems use is spotty and providing little valuable output. CMMS is in place and operating independent of other systems. A number of ad hoc systems are in use.	Downtime analysis is performed and some improvements are implemented. PM program is being followed.	RCFA used for highly critical / visible failures. It is the primary reliability tool.	Data collection is done but generally data is in poor shape / useless for reliability purposes.		
Innocence	No documented strategy. Maintenance is largely reactive to breakdowns.	Centralized organization based on trades demarcation. No sign of teamwork. Operations and maintenance do not collaborate.	No planning, little scheduling and poor compliance to schedule		Little to no use of management systems. May be using variety of ad hoc systems with little to no sharing of data and information among them. Maintenance is operating its own isolated information island.	Plenty of downtime but no analysis of causes or attempts to improve. PM program missing or not followed. Production complains about how badly maintenance manages its assets.	No effective reliability improvement efforts being made. Reliability poor and stays there. Production complains about how badly maintenance manages its assets.	No use of data / information as evidence in analysis of systems, problems, failures, etc.		

W.C.

Most

We are good at change, Bad at being changed

Imposed changes (managers drive the process)

- Boss knows best (arrogant)
- Changes defined
- Methods imposed
- Systems chosen
- Processes designed
- Results demanded

Belongs to boss

Participatory changes (leaders enable the process)

- Employees know best
- Agreement on need
- Agreement on what to change
- Agreement on how
- Agreement on what to use
- Results become vision

Belongs to us

Sponsorship by corporate leadership

- Maintenance cannot deliver reliability on its own
 - Engineering must deliver inherently reliable assets
 - Operations must use assets within their capabilities
 - Supply chain must supply needed support materials
 - Training must deliver the right skills and knowledge
 - We can help finance. When they understand what we do, finance can help us with needed support and resources
- We are all in this together
- Leadership breaks down the silo walls



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***SI TIENES PREGUNTAS
O COMENTARIOS
¡No dudes en acercarte!***