



# Maintenance Consulting Scope

## Part 2: Leadership – Strategy Management

### 1. Introduction

In Part 1 of this scope documents, we focused on where to start – the process of Assessing Current Maintenance Practices, and the steps required for doing Benchmark comparisons with other organizational units. In Part 2 of the series, we address the Leadership layer of the Maintenance Cube of Excellence (see page 2) – a development from the Pyramid of Excellence originally devised by John Campbell in 1995. This concept prompts us to take a comprehensive look at the maintenance function. On the front face of the Cube are the main functions within Maintenance – each will be addressed in turn. On the two remaining faces are the enablers – the side of the Cube concentrating on the Maintenance People who are so critical to any maintenance operation, and the top concentrating on the Processes and Technology which have become all important to effective Maintenance Management as the demands grow for better reliability at lower cost.

The importance of the “Cube” approach is that selecting just a single building block for closer examination (materials for example) requires us to remember that it is dependent for its effectiveness on the Enablers – People, Processes and Technology. Also, just as in a real building, the upper levels of the superstructure are unstable if the lower foundation layers are not properly laid. In this paper we address the foundation layer of the building blocks – Leadership – consisting of Strategy and Management. Subsequently, we will focus on the Control and Continuous Improvement layers and finally the Enablers.

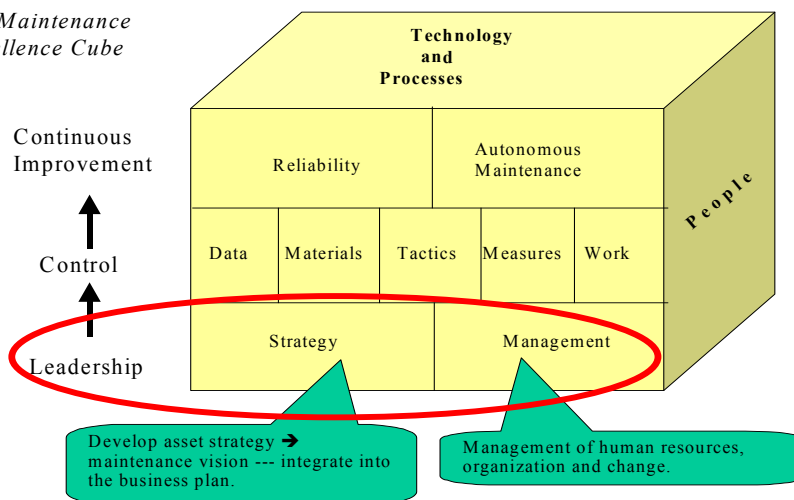
### 2. Strategy

There is a lot of truth to the well-worn statement “if you don’t know where you are gaping, how do you know when you get there?” Despite being a bit self-serving, this statement does label Maintenance Strategy as one of the primary aids in defining where we are going. A simple self-test (freely available from [info@omdec.com](mailto:info@omdec.com)) will help to define whether your organization will likely benefit from a Maintenance Strategy.

The starting point must always be the overall company or organization mission, objectives and strategy. Without these in place, defining the maintenance strategy is next to impossible. Similarly – as most Maintenance functions are supportive of Operations - then the Operations mission, objectives and strategy will be strongly influential on the Maintenance Strategy.

Let’s take a closer look at the process and contents:

*The Maintenance Excellence Cube*



- a. usually prepared by the Maintenance Manager in consultation with senior staff
- b. must be responsive to the changing business environment, but normally not re-written each year unless dramatic changes are taking place in the overall business environment. Once prepared, the best time for review is budget time.
- c. maximum about 10 pages to cover topics such as:
  - Summary of what Maintenance does and why it is important
  - Summary of the objectives that are being sought
  - Drivers, Strengths, Weaknesses
  - General approach to tactic selection
  - Current cost and operational KPI's
  - Opportunities, priorities together with costs and benefits
  - Changes in direction needed and what if nothing is done
- d. review the draft with the senior maintenance staff and get it validated by your organization's senior managers
- e. and finally, conduct a series of meetings and workshops with all the maintenance staff to decision the implications, ensure their understanding and make sure they provide input for the next edition.

The benefits to developing such a Strategy are very clear – from making sure everyone is on the same page, through providing guidance in the development of annual plans and budgets, to assisting in the development of the right tactics for critical equipment.

As a result, the Strategy may usefully be developed at the equipment, production unit, plant or corporate level – and of course may vary through these levels. But one thing is for sure, the results of applying previous strategies must always be fed back in order to modify and upgrade the next iteration.

For a place to start – and to get the brain cells working in high gear, check John Moubray's article "Maintenance Management – A New Paradigm". Follow this with a brief training session to make sure everyone's ideas are more or less aligned, and then a series of hands-on workshops to develop, finalise and disseminate the message within the Maintenance function.

Copies of the reference materials and details on how OMDEC can help are available from [info@omdec.com](mailto:info@omdec.com).

### **3. Management**

Among the many topics covered by this subject, we will touch on just two - organization and management of change.

Consultants through the ages seemingly have adhered to a deceptively simple philosophy – if the business is centralized, then recommend decentralization; if already decentralized, then recommend centralization. Behind the obvious cynicism of this observation is more than a grain of truth – after all consultants do business by selling change. More important is the understanding of why the change should bring benefits and at what cost – not only monetary cost, but in potential disruption to the business.

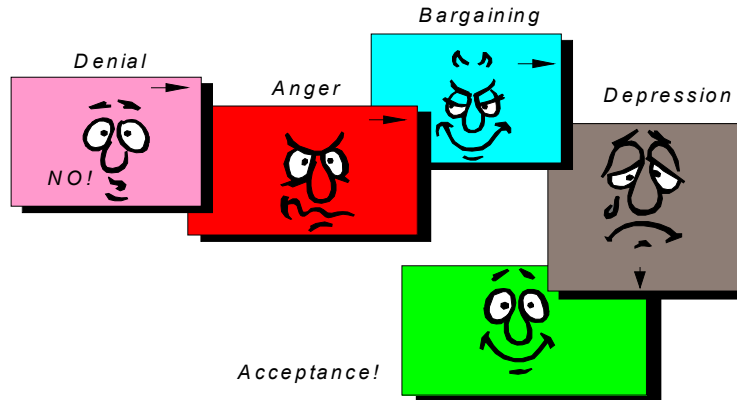
As a starting point, understand the core objectives of the maintenance function – hopefully as defined in the Maintenance Strategy document. Next review the basic advantages and disadvantages of the various types of deployment – for example:

- Central dispatch usually does better at matching the right skill for the right job, but slows response times.
- Local service reduces travel time, increases local equipment knowledge, but makes it more difficult to dispatch the right skill for the right job.
- Maintaining and enhancing a standard body of knowledge is easier with a centralized function, and better provides for specialization
- Teaming operators with maintainers may help to break down the usual barriers between the two groups, but may cause increased stress as operators often feel they finish up doing the more mundane maintenance tasks.
- Dedicated asset managers and equipment specialists should increase the focus and attention on the equipment, but may reduce deployment flexibility as their knowledge of other equipment atrophies.

Among these conflicting priorities, management must optimize the allocation of resources so as to achieve the best balance of value and results. At the same time, it is very clear that significant and continuous change is disruptive and non-productive. We have all seen the famous cartoon show the phases of resistance to change.

Those of us who have experienced significant change recently will recognise the reality of the feeling behind the humour....

# Reactions to Radical Change



The question of course is how we can get from Denial to Acceptance in the shortest possible time with the least disruption to the business. Fortunately the steps are a well trodden path – centred around some simple concepts:

- Understanding and communicating the reasons for change
- Preparing the changees for the change and making sure they are very clear on their expectations, their role, their participation and the benefits to them. Involve them in developing the details of the changes
- Preparing and executing the changes through detailed hands-on training – making it clear that second and third round training is ready and waiting
- Developing processes to ensure that the changes are accepted and continue.
- Rewarding and talking about success

Again an excellent starting point is a brief training program for the changers and the changees centred around the what, the why and the how. Follow this up with a well-thought out communications program, plus workshops to flesh out the details of the changes and the execution of the changes. Ensure active participation by those most directly affected.

For details on how OMDEC's experience can speed and smoothen the process, drop us an email to [info@omdec.com](mailto:info@omdec.com).