

SOLUTIONS

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ORGANIZATION AND LEADERSHIP

The “Work” of the Manufacturing Leader

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There are more books on leadership than there are failure modes in a gas turbine generator. Look at an online bookstore (I did) and you may find it offers over 8,000 books on leadership. One online retailer’s count is so high, it’s innumerable. With all that considered, where does one look for the next increment of wisdom to lead improvement in their organization?

The vast majority of books on leadership fall into what can be called “behavioral or motivational” models. They focus on growing strategic and organizational leadership skills. The high performing organization will have some type of behavioral based “system” that all of the organization’s leaders follow in order to provide strategic direction and shape the culture of the organization.

Tactical Leadership

What about the tactical aspect of leadership? There’s much more to leadership than just winding up your underlings and measuring your leadership quotient by the output of your team – especially in a complex manufacturing environment. Leaders must also “operate” the organization much like a console operator “operates” a process. Information flows up through an organization and management direction flows down. One

definition of tactical leadership is “the combined effort of those tasks that only the leader can accomplish.” For example, let’s say one of your unit teams is struggling with making a product right the first time (quality). What if lubrication failures have also been a growing issue and the site just recently moved responsibility for lubrication from maintenance to operations. Are these common issues? Has the organizational change let you down? Or are you still in a transitional period you were expecting? Has the site manager’s expectation been translated down to the unit team leaders?

Leadership is responsible for establishing, aligning and communicating expectations throughout all levels of the organization. As a leadership team, these expectations will include all aspects of manufacturing excellence (safety, health, environment, reliability, efficiency, etc.). Leadership is also responsible for monitoring the performance of the organization relative to the expectations set.

Here is a gap assessment model to evaluate your organization’s tactical leadership capabilities:

Leadership gap assessment (a tactical look at setting expectations)

ORGANIZATIONAL LEADERSHIP ELEMENT	TYPICAL SOLUTIONS
Are there cross functional teams (Operations, Maintenance, Technical) designed to focus and drive performance at multiple levels of the organization?	<p>The number of teams depends on the size of the organization. Typically, at least two levels are required:</p> <ol style="list-style-type: none"> 1. Highest senior staff level lead by the site manager (Leadership Team – LT) and, 2. Lowest level unit(s) teams (UT) consisting of mostly front line supervision and technical support – lead by the 2nd line of Operations supervision
Clear goals, responsibilities, plans, and measures for each steering team group?	<p>Senior Staff</p> <ul style="list-style-type: none"> • Sets goals (expectations) for UTs • Explicit schedule to communicate and align with all levels at least twice/yr • Approves plans • Meets regularly to monitor progress – data/metric driven • Holds the UT’s accountable for delivering plans/measures/ results • Owns “encouragement process” (recognition, celebrations, etc) <p>Unit teams</p> <ul style="list-style-type: none"> • Have ownership for reliability & budget • Integrates targets & plans • Prioritizes resources

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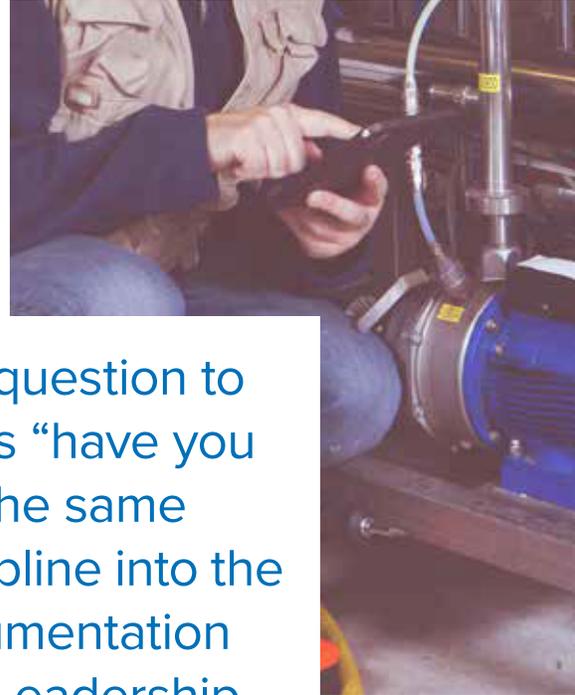
Turning “Tactical” into “Practical”

How should you organize your goals/expectations to ensure you have all your bases covered?

If you’re in the petrochemical industry, regulations have led you to develop process safety management systems. If you are ISO certified, you are no doubt expert in the art of management systems and work practices. If you are new to the concept of work processes, just think of a recipe book for the “how to” of getting work done at the management level. A robust management system will drive the organization to define expectations for each work practice such as operating procedures, maintenance scheduling and training, just to name a few. The question to ask is “have you put the same discipline into the documentation of a Leadership Work Process?” Let’s add a few more dimensions to our Leadership Gap Assessment in **Figure 2**:

There has been substantial change in the world’s manufacturing environment in the last 20 years. The increased ability to capture and manage information has changed a great many businesses. Global competitive factors have reshaped many industries (in both glorious and ugly fashion). However, these trends have also produced a wealth of knowledge and an access to expertise to help manufacturers make the most out of common best practices.

Have you captured the tactical aspects of your leadership system in the same way?



The question to ask is “have you put the same discipline into the documentation of a Leadership Work Process?”

Figure 2

LEADERSHIP WORK PROCESS ELEMENT CONT.	TYPICAL SOLUTIONS
<p>Are there management sponsors and work process administrators for work processes?</p>	<p>Each of the documented work processes should be led by two individuals:</p> <p>Management Sponsor – owns the work process; sets the rate and pace of implementation and improvement of the work process; actively garners support from other leaders to resource implementation</p> <p>Administrator – owns the technical content of the work process; expert in the work process; ensures training & tools are available to the users of the work process</p>
<p>Are the sponsors visible in their support at senior staff levels?</p>	<p>The sponsor advocates for their work process during all management interactions</p>
<p>Do the work process administrators have credibility in driving consistency at unit team levels?</p>	<p>Administrators are always on watch to monitor the health of their work process and have the responsibility to intervene appropriately</p>
<p>Do the sponsors and administrators meet (at least twice/year) to assess progress and plan improvement</p>	
<p>Are all work process improvement plans reviewed at least annually to ensure full site alignment</p>	