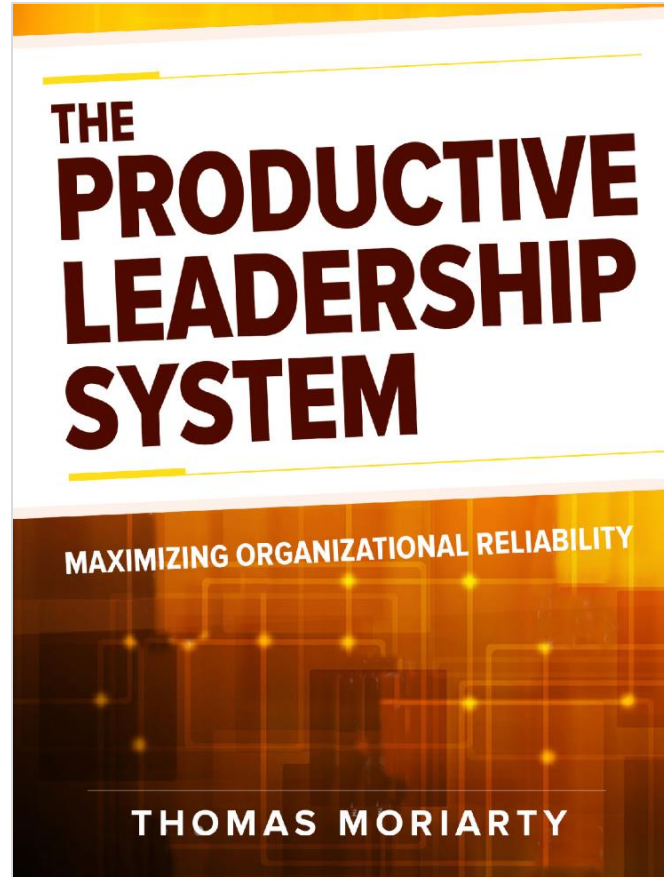# Tom Moriarty

President, Alidade MER, Inc.

- Professional Master of Business Administration

- Bachelor of Science, Mechanical Engineering

- Licensed Professional Engineer, Florida

- Certified Maintenance and Reliability Professional (ANSI Certification)

- Mobius Asset Reliability Practitioner – Advocate (ISO Certification)

- SMRP Government Relations Committee Chairman

Helping others to lead full and satisfying lives through Organizational Reliability and Productive Leadership

FLUKE Reliability

The Productive Leadership System

THE
PRODUCTIVE
LEADERSHIP
SYSTEM

MAXIMIZING ORGANIZATIONAL RELIABILITY

THOMAS MORIARTY

- **Rich Robben:** "Tom Moriarty has captured the requirements behind establishing an outstanding maintenance organization in this handbook. From leadership to the details of a maintenance program he provides a how-to road map to proactive excellence."

- **Doc Palmer:** "This book is the classic resource…. This is a great book and should be required reading for managers and supervisors."

- **Howard Penrose:** "The lessons and processes go well beyond and into the how's and why's people both lead and follow, and a solid definition of the concepts behind leadership."

- **Winston Ledet**: "Tom Moriarty has taken the complex subject of Leadership and made it easier to understand and pursue by creating a system that can be followed by anyone who desires to be a leader."

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Alidade MER, Inc.
Reliable Organizations, Productive Leaders

Company

- Office: Satellite Beach, FL
- Established in 2004, FL S-Corp
- Veteran-owned Small Business
- D&B letter quote: "_Among best consulting firms ever rated._"
- Network of Partner Firms

Tom Moriarty, PE, CMRP - President

- Professional MBA; Organizational Development
- BS Mechanical Engineering, PE (FL)
- ANSI Certified Maintenance & Reliability Professional
- ISO Certified Asset Reliability Practitioner
- USCG LCDR (Mustang), Retired 24 years
    - 2003 USCG Federal Eng of the Year
- Society of Maintenance and Reliability Professionals
    - SMRP Government Relations Committee Chair,
    - Florida Chapter Board, Central East District Director

Author

- Book – "The Productive Leadership System; Maximizing Organizational Reliability"
- Monthly column - Plant Services Magazine.

Services

- Organizational Reliability
- Productive Leadership
- Physical Asset Management
- Maintenance Management & Reliability Engineering
- Assessments and Action Planning
- Core Management Processes, Planning & Scheduling
- RCM, FMECA
- Root Cause Analysis
- Defect Elimination

Public & Private Clients

- Oil & Gas, Chem, Pharma, Food & Bev, Aerospace Mfg,
- Water/Wastewater, Power Gen, Ports, Research Univ.

Actually implementing a change

The Scenario

- You identify something that can be improved.

- You think about it and decide what needs to change.

- Now you need to implement the change.

- You consider your options and become apprehensive.

- How do you start? When do you start?

- What if I start, but I get it wrong?

- If I get it wrong can I recover?

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POLL QUESTION No. 1

? **What is the most common way you have learned to implement change?**
(Click only one answer)

- John Kotter's 8-Step Process

- Prosci's ADKAR Model

- Lewin's 3-Stage Model (Unfreeze, Change, Freeze)

- GE's Change Acceleration Process

- Other

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Three Learning Objectives for Changing Culture

1 Understanding what culture is.

2 Understand how culture can be changed.

3 Apply the lessons, change culture now.

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What is Culture?

Culture is what most people do most of the time.

What people 'do' are behaviors.

When a person performs the same behavior often enough it becomes a **habit.**

When most people have the same habits it establishes **the culture.**

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How Can Culture Be Changed?

Behaviors

Long-Term Memories

Short-Term Memories

Short-term memories come from experiences (reading, training, observations, etc.).

Long-term memories happen by consolidation of short-term memories.

People carry out behaviors based on long-term memories.

Behaviors are observable.

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How Can Culture Be Changed?

Initiating Short-Term Memories:

- Start with the end in mind; what change do you want to make?

- Communicate what you want the behaviors to look like.

  - ✓ Create a corporate policy or process and provide training.

  - ✓ Write a standard procedure and train on it.

  - ✓ Personally demonstrate a technique or methodology.

Caution: **Short-term memories are lost in minutes or hours.**

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How Can Culture Be Changed?

Converting Short-Term to Long-Term Memories:

- Spaced Repetition

- Engaging Multiple Senses (Pattern Hooks)

- Leveraging Similar Experiences (Pattern Hooks)

- Undergoing Emotionally Charged Events

Reinforce the behaviors that lead to the right habits.
Correct the behaviors that don't lead to the right habits.

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How Can Culture Be Changed?

Because behaviors are observable, we can:

- Observe individual team member behaviors.

- Reinforce the behaviors that lead to the right culture.

- Correct the behaviors that don't lead to the right culture.

Focus on the level that you have the most influence on – your direct reports!

Repeating the right behaviors often enough creates habits -- habits lead to culture.

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How to Reinforce & Correct

- Everyone has a personal style – don't try to be anyone else.

  - 'Type A', 'Type B'… Either can be successful.

- Be consistent, <u>attentive</u>, respectful, motivating and <u>assertive</u>.

  - CARMA

- Attentive – watch for complying or non-complying behaviors.

- Assertive – let people know you noticed the behavior.

- Give specific, not general, feedback:

  1. State the behavior that was observed.
  2. Express how the observation made you feel.
  3. State the reason why that behavior was important.

> Span of Control & Time Management enable leaders to be effective at being attentive and assertive.

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A simple way to think about guiding behaviors.
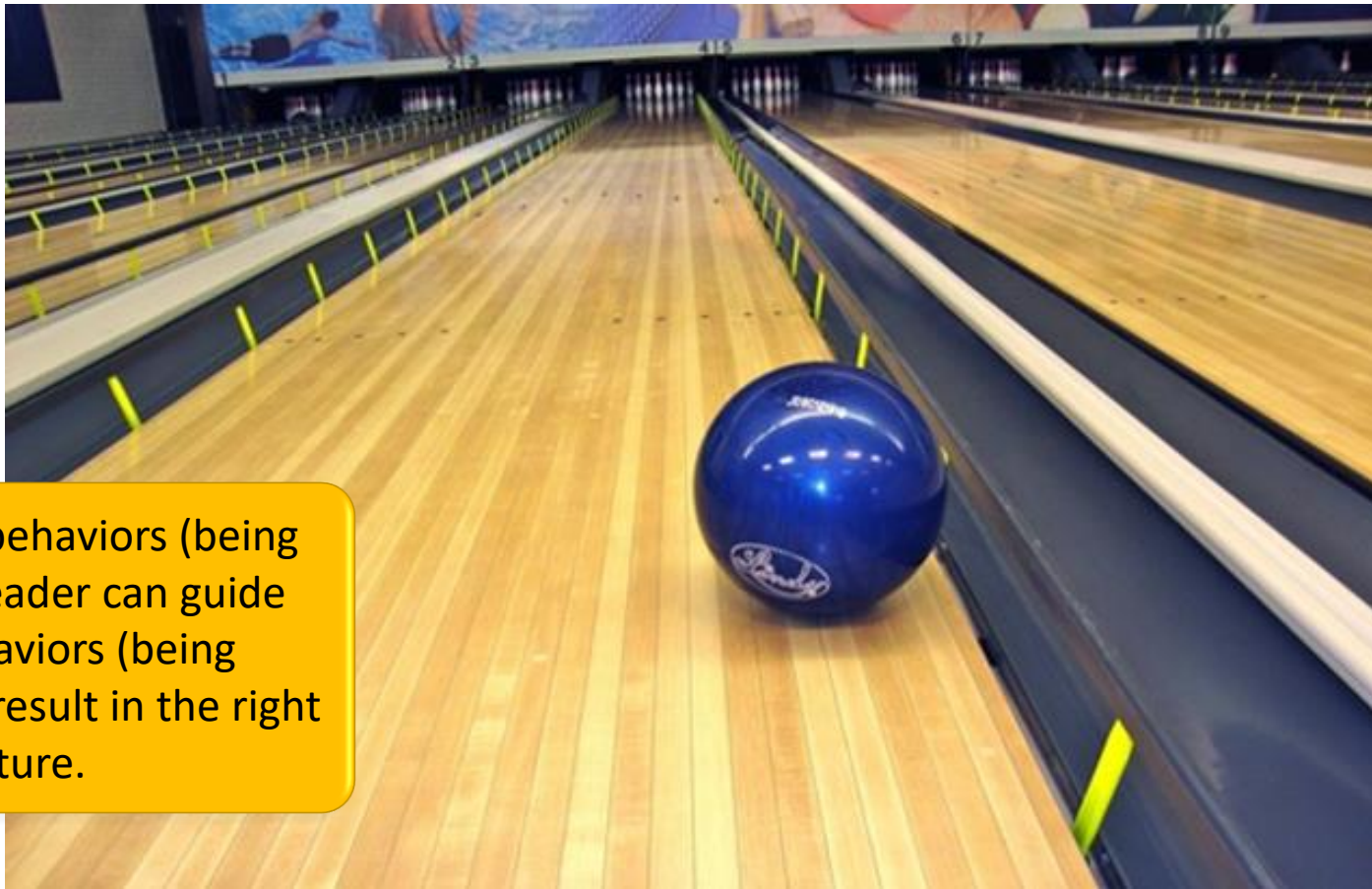
By observing behaviors (being attentive) a leader can guide future behaviors (being assertive) that result in the right culture.

Productive Leaders guide behaviors by giving positive and corrective feedback.

Positive feedback is letting people know they are doing things correctly.

Corrective feedback is letting them know they are not.

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What if you're trying to change an organization?

All the principles discussed earlier are the same!

But it is more complex because we need all leaders to be using the same principles with their direct reports.

This is why accountability is so important.
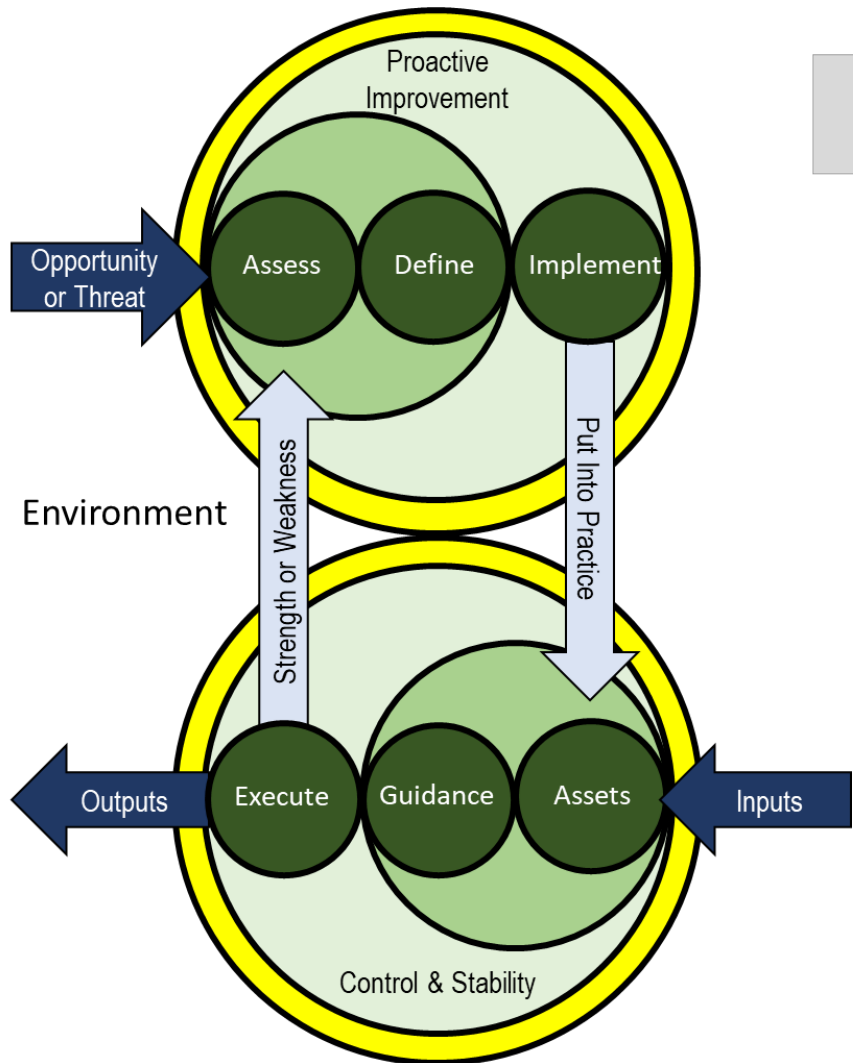
Accountability

Accountability:

- Accountable – ultimate responsibility; required or expected to justify their own actions or decisions and for actions and decisions of their direct reports.
- Accountability cannot be delegated.

Responsibility:

- Responsible – to have control and authority over something or someone and the duty of taking care of it or them.
- Responsibility can be delegated.

Accountable people are ultimately responsible for the actions of those who have been delegated responsibility.

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Organizational Reliability Model™

This model illustrates how accountability is assigned

1. **Proactive Improvement**
   - Establishing Requirements – Senior persons are accountable assess, define, authorize and implement new requirements.
   - Modifying Requirements – Senior persons are accountable to assess, define, authorize and implement changes to current requirements.

2. **Control & Stability**
   - Subordinate persons are accountable for executing current requirements and communicating deficiencies.

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Organizational Reliability Model™
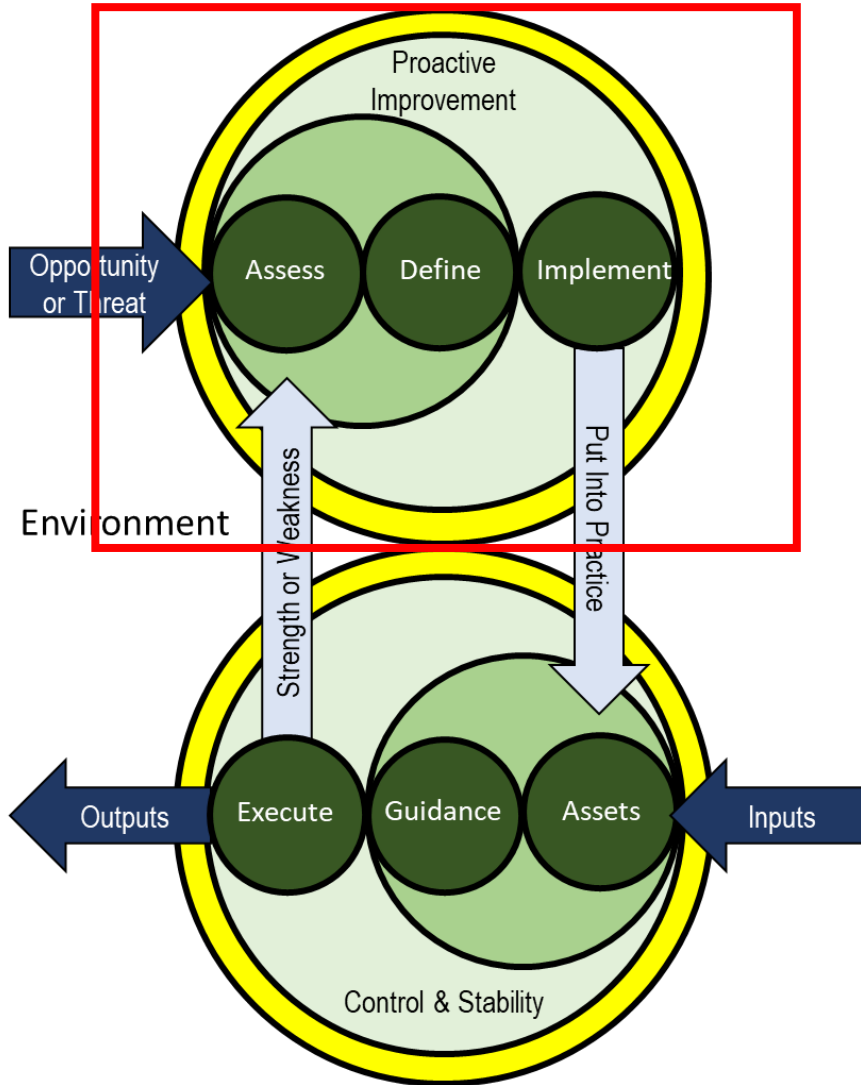
Proactive Improvement Realm

- <u>Assess</u> are the activities to identify, sort, filter and prioritize strengths, weaknesses, opportunities and threats (SWOTs).

- <u>Define</u> are the activities to collect info, analyze, develop and authorize solutions.

- <u>Implement</u> includes the activities to thoroughly develop requirements, train, commission and drive to common practice.

Assess & Define circumscribed by the circle indicates identified requirements. Moving from Define to **Implement** signifies that the requirements are authorized

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Organizational Reliability Model™
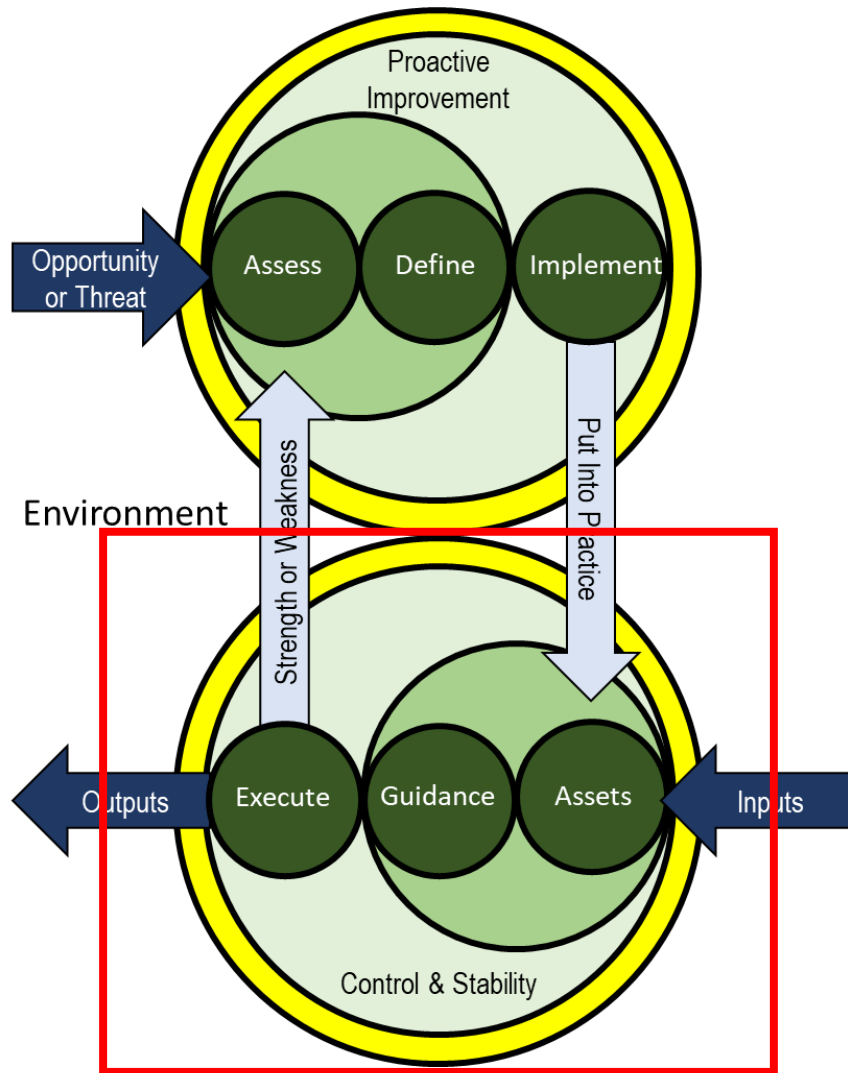
Control & Stability Realm

- <u>Guidance</u> includes the current policies, plans processes, procedures and measures.

- <u>Assets</u> are the things currently provided to enable carrying out the guidance.

- <u>Execution</u> is the application of leadership or skills/expertise to carry out current guidance with current assets.

<u>Guidance & Assets</u> circumscribed by the circle indicates **current requirements** and constrain the achievable level of performance.
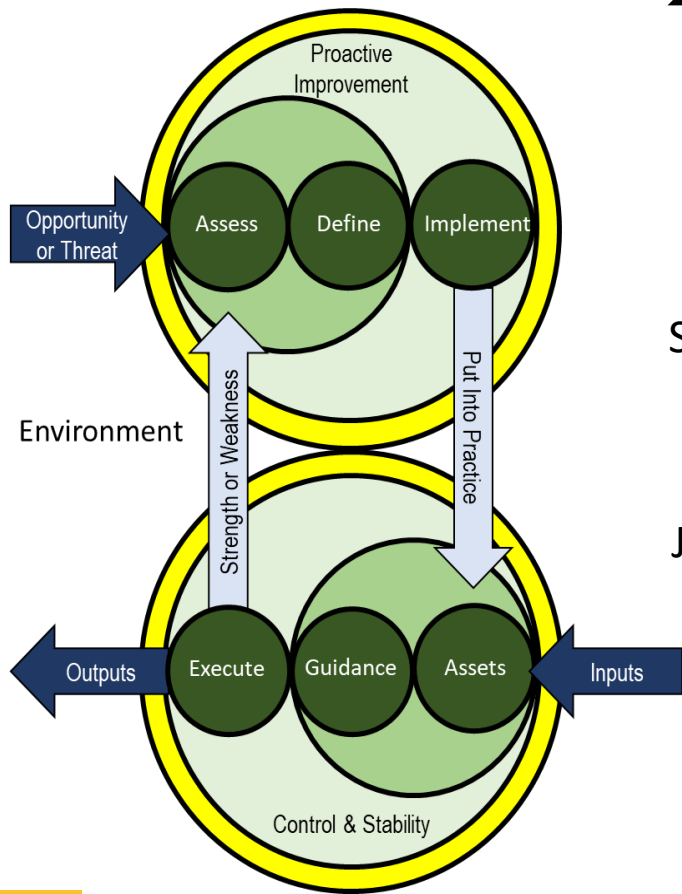
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Requirements are a Double-Edged Sword

Authorized requirements tell team members what they are supposed to do, how and with what.

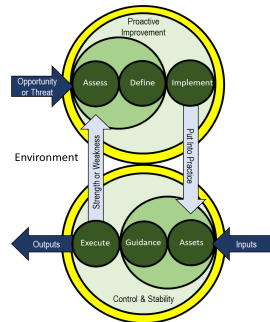Authorized requirements also commit senior persons to providing for, and supporting, those requirements.
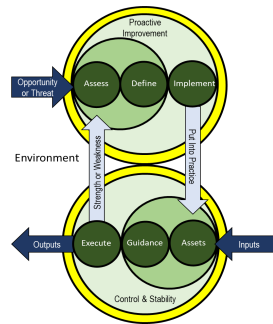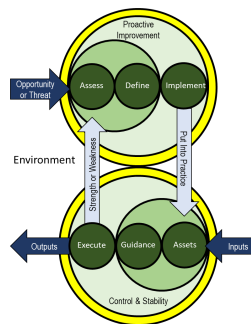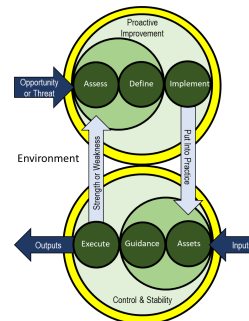
Plant Manager

Department Managers

Department Manager

Assistant Managers

Senior Person

Junior Person

Assistant Manager

Supervisors

Supervisor

Team Members

Linked accountabilities across all levels of leadership.

You don't have to change the whole organization. You have to change your direct reports.

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POLL QUESTION No. 2

?

What will be your biggest barrier to actually implementing change?

(Click only one answer)

- Creating clear guidance about behaviors we want to see

- Making sure requested changes are supported by available assets

- Time management; to observe behaviors and give feedback

- Apprehension about giving positive, corrective feedback

- Focusing on my direct reports and getting them to focus on theirs

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Accountability Takeaways

Accountability Cannot Be Delegated.

- Responsibility can be delegated.

The Organizational Reliability Model™ helps visualize accountability interrelationships.

- Applies across each organizational level of leadership.

- Senior persons are accountable to provide direction, guidance and assets.

- Junior persons are accountable to execute, and to communicate deficiencies.

Actually Implementing Change

Senior Person:

1. Start with end in mind; what behaviors do you want?

2. Communicate what you want the behaviors to look like.

   - Develop the policy, plan, process, procedures and measures.

3. Delegate responsibility to direct reports:

   - Be attentive and assertive to guide their behaviors.

   - Give them reinforcing and corrective feedback.

4. Expect cascading accountability/responsibility at each level of leadership

   - Each leader with direct reports must be attentive and assertive.

   - Each leader must give reinforcing and corrective feedback.

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QUESTIONS?

?

Thank you!
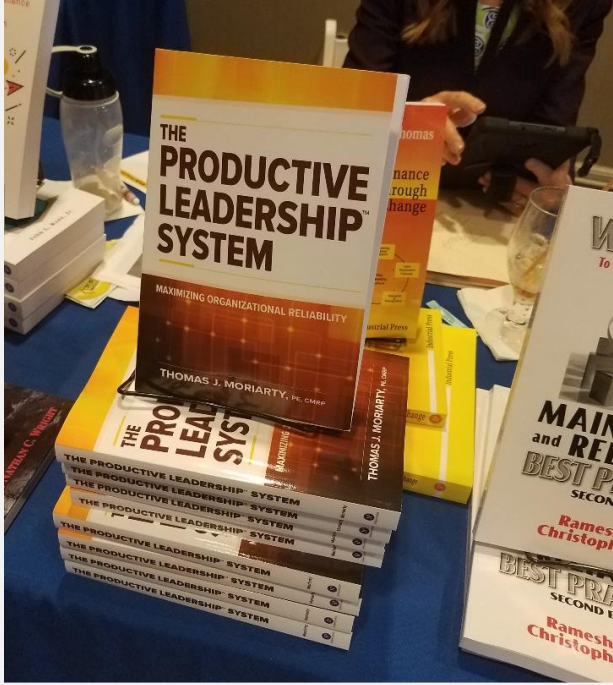
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The Productive Leadership System;
Maximizing Organizational Reliability

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Next webinar: Aligning your org for a successful CMMS implementation

BEST PRACTICE WEBINAR

Wednesday, Oct. 28, 11 a.m. ET

AIM first: Aligning your organization for a successful CMMS implementation

This presentation by CMMS deployment expert **Scott Rojas** of Fluke Reliability outlines the pre-implementation process we call the AIM. The AIM provides a detailed look at a company's alignment on its business strategy and capabilities; project engineering, compliance, scoping, and other CMMS requirements; plus goals, objectives, and expected ROI.

AIM seeks to reduce pitfalls that may derail or even cancel CMMS projects. It addresses how to recognize harmful traps and what to do about them. Join **Scott Rojas** for a high-level look at how to get your organization groomed for a strong, efficient implementation.

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