



**SMRP 06**

**14th Annual Conference**  
Sheraton Birmingham Hotel  
October 22-25, 2006



The No. 1 Key to Success in Condition  
Based Maintenance:

Improving Plant Partnerships

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## Today's Journey

- My goal: Raise awareness
- What are plant partnerships?
- Why are they important?
- Partnership Tool Kit
  - Communication
  - Trust
  - Productive Feedback
- Closing Thoughts

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## Plant Partnerships

- **Definition:**
  - A collaborative relationship between all functions or persons that share responsibility for achieving higher organizational performance.

We want win/win, not win/lose zero sum situations.

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## Consequences of poor plant partnerships...

- Uncertainty, conflicting priorities
- Work schedule changes, deferred PdM/PM
- Informal networks circumvent policy/procedures
- Low morale leading to safety and turnover problems

... inability to achieve our reliability objectives.



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## Characteristics of Strong Partnerships

- A shared mission
- Recognition of interdependence
- Shared leadership
- Autonomy and responsibility
- Meaningful participation in decisions
- Overall higher performance

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## Tools for Improving Plant Partnerships

- Communication
- Trust
- Productive feedback

Productive feedback depends on trust.

Trust depends on communication.

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## Adopt a Base Understanding

- Everyone you interact with is a good person, doing the best they can with what they know.
- It is exceptionally rare that a person comes to work wanting to perform poorly.

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## Miscommunication occurs all the time



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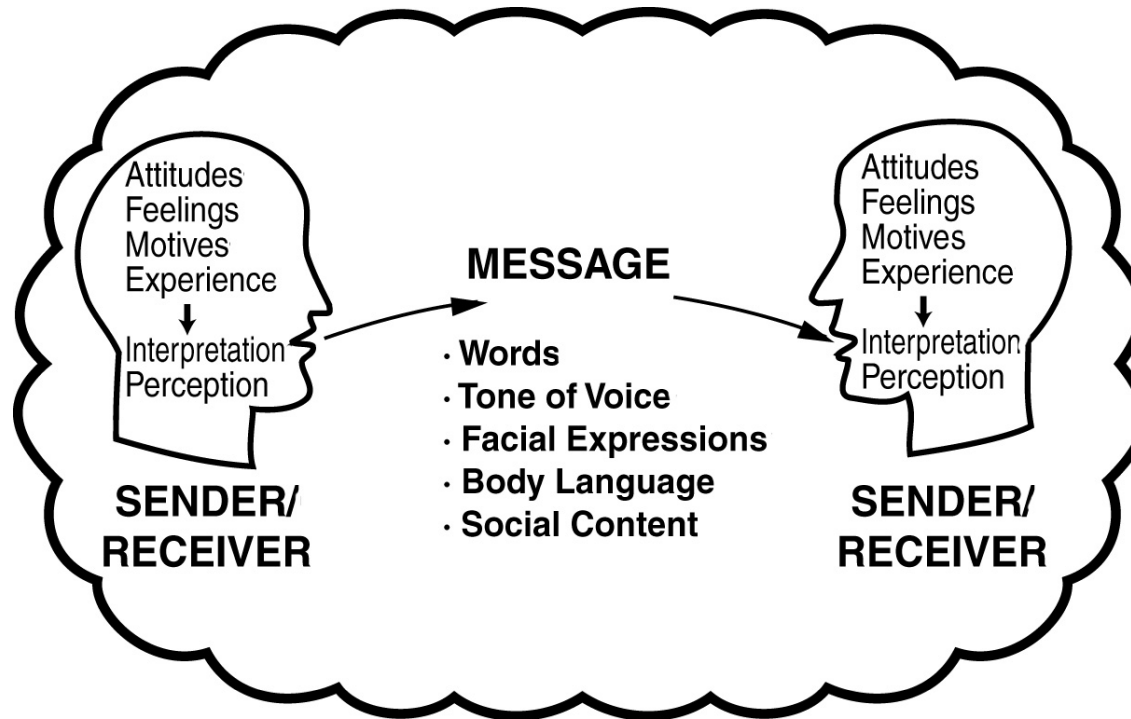
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## Communication

**Definition:** Communication is the ability to accurately send and perceive messages.



It is far more than the exchange of information.



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## Seven elements of Active Listening

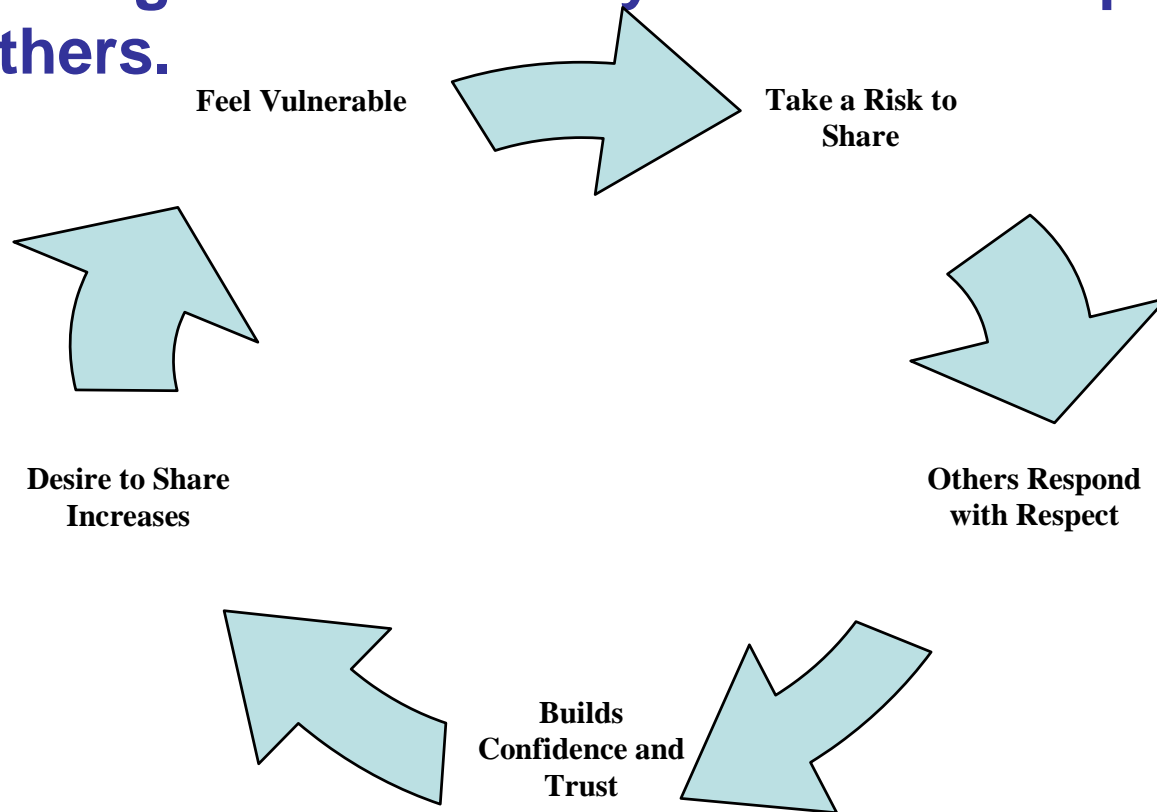
1. Draw the other person out
2. Use encouraging feedback
3. Be actively engaged
4. Be conscious of non-verbal's
5. Search for the real meaning
6. Confirm the message
7. Agree on actions to be taken

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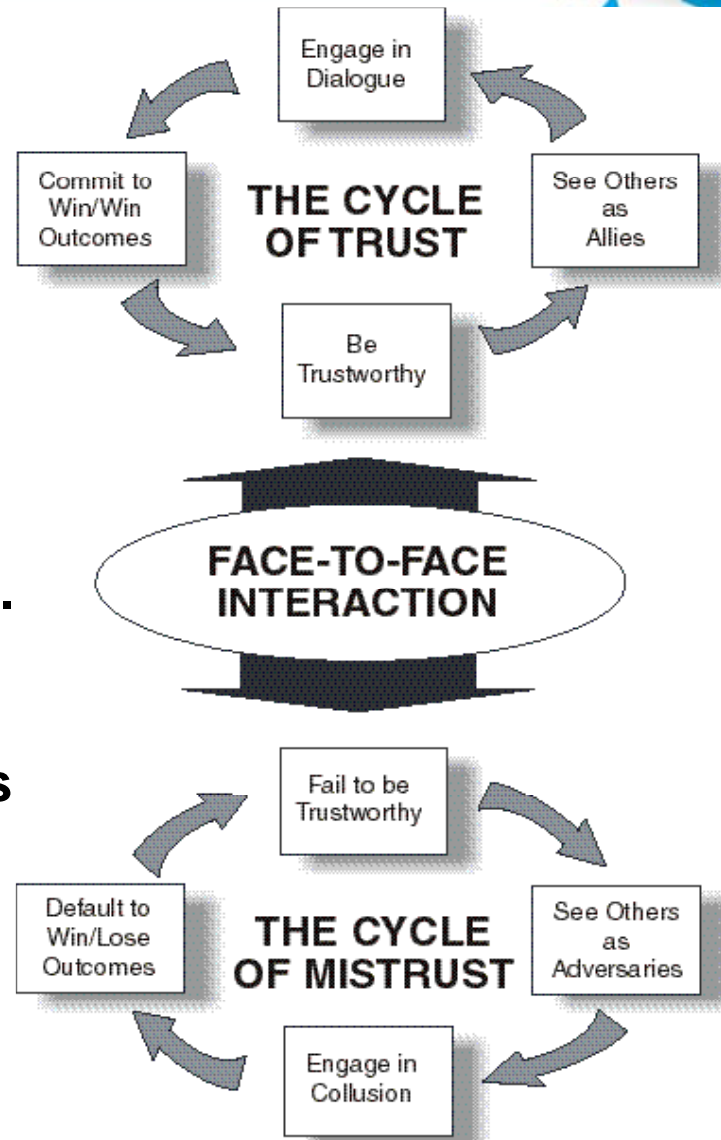
## Trust

- **Definition:**
  - **Having confidence in your relationships with others.**





- You have a choice; acting in a manner that builds trust, or not.
- When we see others as adversaries we act in our own self interest which reduces trust.
- When we interact with others as allies we build trust.





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## Ten Keys to Building Trust

1. Listen empathetically
2. Find out what is important to the other person
3. Agree on clear, common goals
4. “Our problem” not yours or mine
5. Avoid absolute statements
6. Involve others that are affected
7. Look for areas of commonality
8. Test trade-offs and compromises
9. Consensus or collaborative decisions
10. Avoid win/lose situations

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## Productive Feedback

- **Definition:**
  - Productive feedback is information provided to and received by another person to help them understand how to improve.

The corollary is that if we, or our co-workers, aren't aware of our deficiencies, we can't improve.

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## Johari Window

- Known to me
- Unknown to me
- Known to others
- Known to others

<b>Others</b>	<b>A</b> <b>Public</b> (My presentation as I'm delivering it.)	<b>B</b> <b>Blind Spot</b> (How I'm coming across as a presenter right now.)
	<b>C</b> <b>Hidden</b> (My impression of the last presenter I listened to.)	<b>D</b> <b>Undiscovered Potential</b> (How good I can be as a presenter.)

- Known to me
- Unknown to me
- Unknown to others
- Unknown to others

**Self**

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In case you were wondering, the Johari Window was developed by Joe Luft and Harry Ingram (Joe + Harry = Johari), two interpersonal psychologists. 15



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## Key Points on Feedback

- Feedback requires communication skills and trust
- The more I increase my Public window:
  - The more I know about myself.
  - The more people understand where I'm coming from.
- I can't reduce my unknown areas without help from others (receiving feedback).
- To help others, I must give feedback.
- Trust is needed in order to share unknown areas.

Productive feedback will build trust and strengthen team relations.

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## Guidelines for Giving Feedback

- Share your desire to give/receive feedback
- Find an appropriate location
- Describe your perception
  - When you [do this]...
  - I feel [how the situation affects you]
  - Because [why it affects you that way]
- Understand that you may not know the full story
- Use active listening skills
- Agree on how to deal with future events
- Thank the person for accepting the feedback

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## Guidelines for Receiving Feedback

- Don't get worked up. Feedback is a good thing
- Active listening to understand the other persons point of view
- Paraphrase to ensure you understand the feedback you are receiving
- Share your thoughts non-defensively
- Seek and discuss ways to improve
- Thank the person for sharing with you

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## Final Thoughts

- People skills take practice.
- It's easier to avoid than to confront.
- As maintenance and reliability professionals we depend on people.
- We can achieve so much more by communicating effectively, building trust and providing productive feedback.
- Begin the journey
  - Next day back in your facility
  - Second day back in your facility

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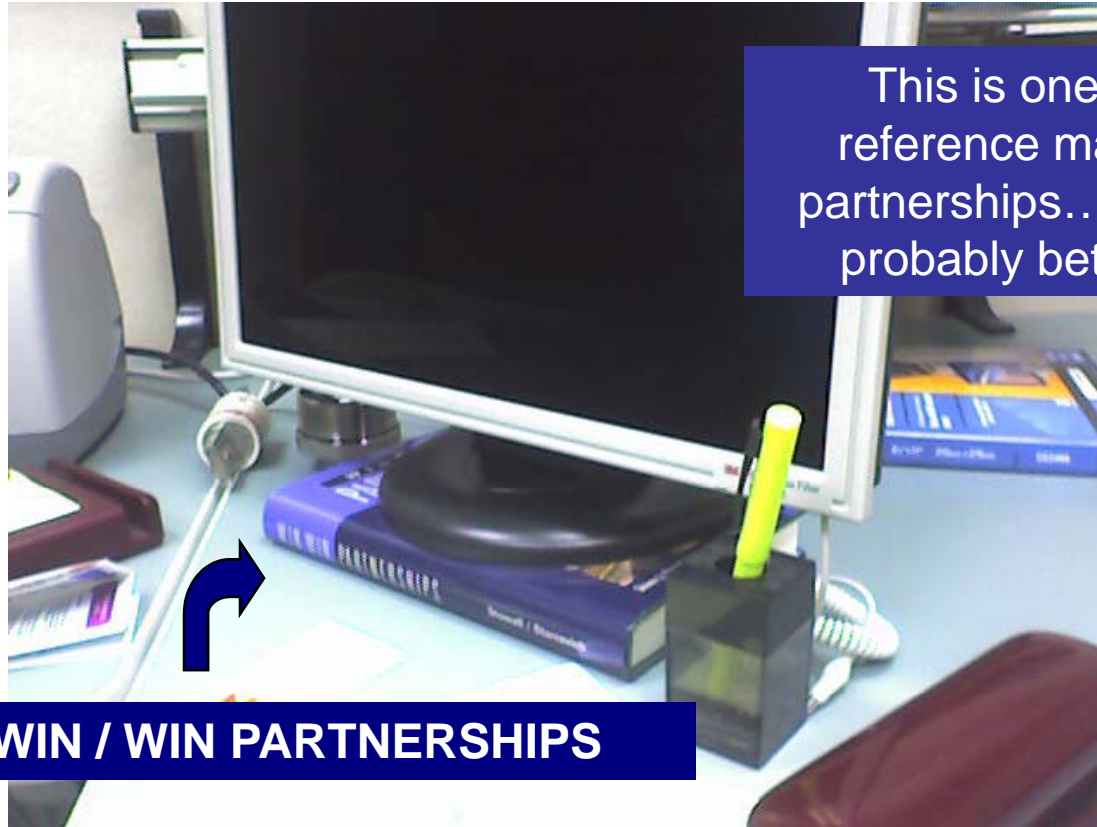


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## Questions or Comments?



This is one use for reference material on partnerships... There are probably better uses.

**WIN / WIN PARTNERSHIPS**

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