

2007 SMRP ANNUAL CONFERENCE

MAINTENANCE & RELIABILITY

Fall Classic



Building your All-Star Team
with the SMRP Body of Knowledge



People Skills

Balancing the Five Leadership Roles



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Why worry about leadership?

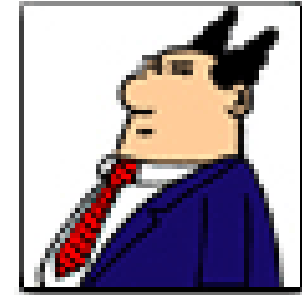
- 86% of Employees Cite Fulfillment as #1 Priority
- 52% of Workers Desire a Job Change
 - 75% of those within 12 months
- Most Cited Reason for Job Change:
Bad Supervisors

It's difficult to attract/retain qualified employees.
Poor supervisors increase employee turnover.



Born Leaders?

- Some people appear to be born leaders
 - Charismatic high school quarterback
 - The PTA mom who organizes everything
 - The craftsman that everyone respects
- Leadership is learned; it's not something you're born with
 - The armed services have methods of developing leadership
 - Personal experiences dictate when or if you are a leader
- Leadership can be exhibited at all levels
 - Shop floor to the "C" suite
 - In the workplace or in personal life





Why People Leave

1. Supervisor/Manager perceived to have poor supervisory skills or behaviors.
2. Few or no opportunities for personal growth.
3. Cannot speak freely about concerns.
4. Lack of recognition.
5. Work environment or conditions.
6. Inadequate pay.
7. Lack of work-life balance.

If your organization gets a reputation for high turnover will you attract high quality people?



Question:

- Marketing & Sales staff produce customers
- Craftsmen produce reliable equipment
- Operators produce products...

So what the heck does a supervisor
or manager produce?



A Leader's Product:

High Performance Teams

Leaders produce High Performance teams through the 5 Leadership Roles

1. Technician
2. Administrator/Manager
3. Architect
4. Coach
5. Trailblazer



Technician

- High degree of technical proficiency
- Sought by others for expertise
- Uses analytical tools to diagnose problems
- Good at troubleshooting
- Likes to dive into challenges
- Experience allows you to make quick decisions



Administrator/Manager

- Plans and schedules team activities
- Arranges resources to accomplish work
- Sets goals and priorities
- Measures progress
- Completes reports and paper work
- Runs meetings
- Maintains compliance with requirements



Architect

- Documents & standardizes process and procedures
- Aligns systems to strategy & vision
- Analyzes & improves work methods
- Challenges inconsistencies
- Reinforces positive cultural norms
- Benchmarks with others to learn new ways of doing things



Coach

- Sets the tone for performance and behavior
- Empowers people to make decisions and solve problems
- Provides information & training
- Evaluates abilities & helps people improve
- Acts as a mentor
- Conducts performance evaluations and provides feedback



Trailblazer

- Analyzes the business environment for trends & opportunities
- Articulates a vision of the future
- Translates vision into objectives
- Communicates expanded boundaries & challenges
- Interfaces with other teams and organizations, removes barriers
- Encourages appropriate risk-taking and innovation



Questions:

How do team members respond to supervisors that focus on technical & admin/mgr roles?

How do team members respond to supervisors that...

- Trust them with more responsibility?
- Listen to their ideas?
- Provide opportunities to develop skills?
- Recognize them for doing well?
- Encourage them to broaden their expertise?



Key Points

- Traditional supervisors dwell on technician and administrator/manager roles
- High Performance supervisors exercise architect, coach and trailblazer roles
- All leaders should perform all 5 roles



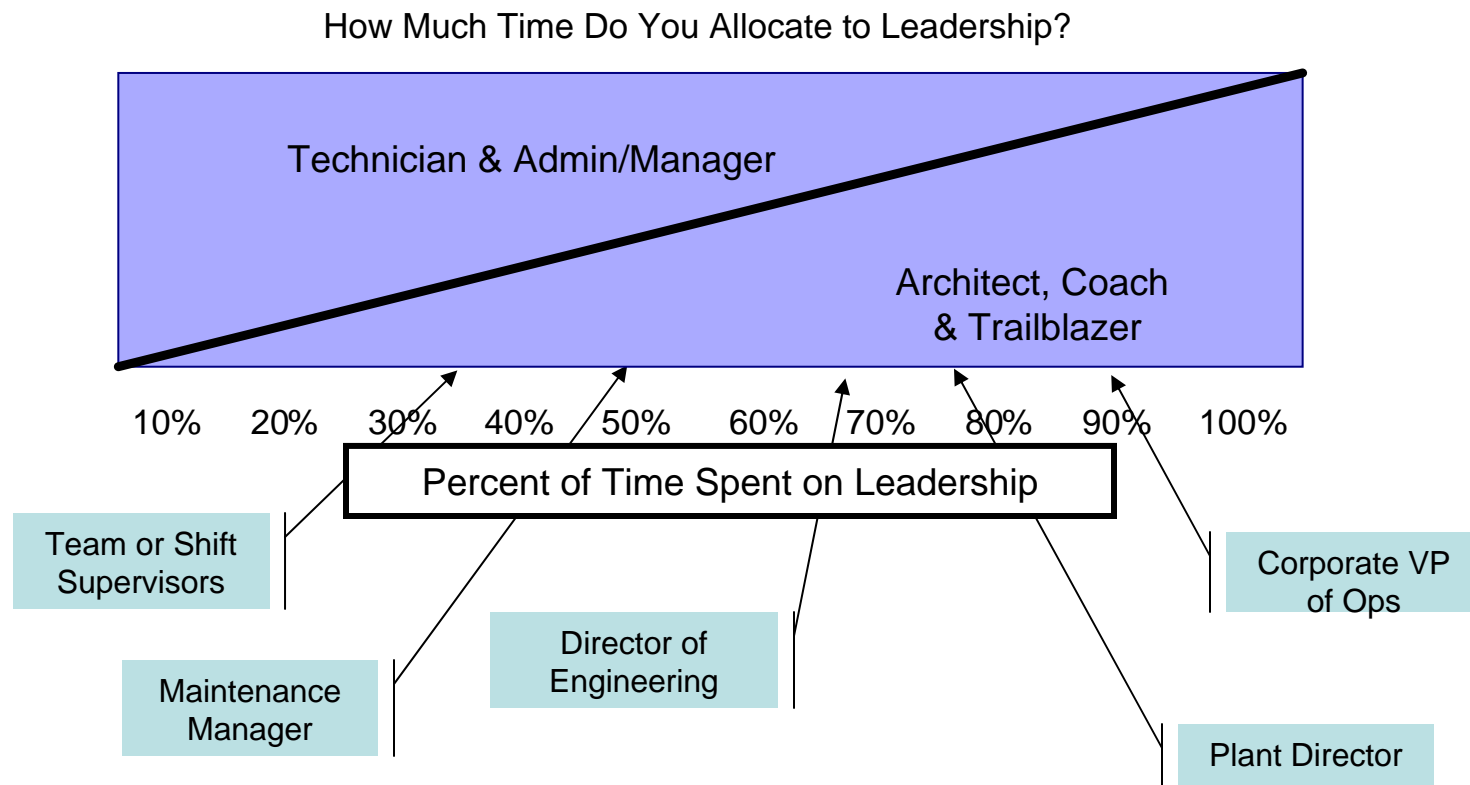
High Performance Leadership

- Leaders are expected to have:
 - Reasonable level of technical understanding
 - Competence in administration/management
- High Performance Leaders Balance the 5 Leadership Roles
- High Performance Leaders add value by:
 - Supporting & streamlining what needs to be done (Architect)
 - Developing & encouraging people to get it done (Coach)
 - Providing vision & confidence to move forward (Trailblazer)



Time Allocation

Different time allocations for different levels in an organization... But every level must have high performance leadership as part of their routine.





Empowering People

Let People Assume
Responsibility at Lower
Levels

**Increasing workforce ownership
results in more time for
proactive thought for the
leader**

**Increased workforce ownership
improves job satisfaction**

**Allows the organization to
identify candidates for
leadership positions.**



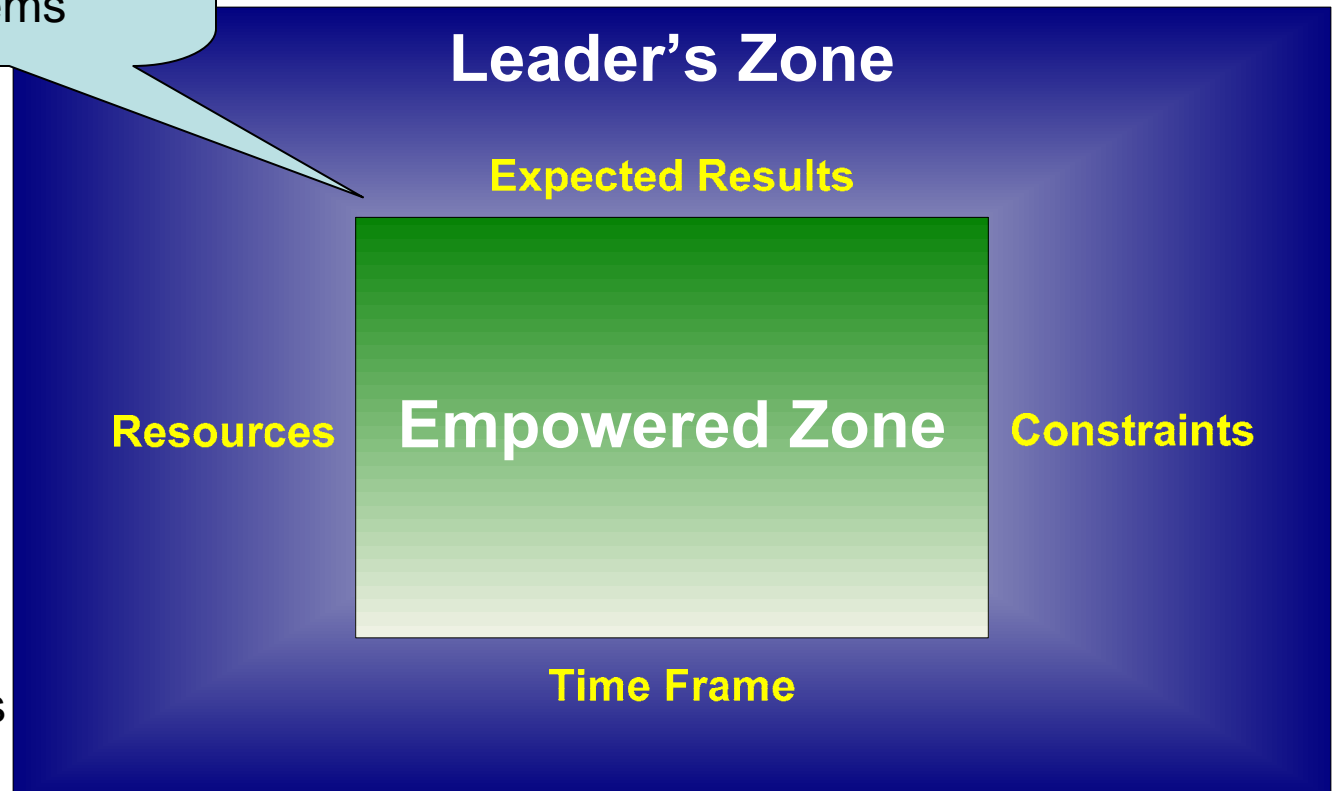


Provide Guidance

Avoid communication problems

The leader must provide the boundaries

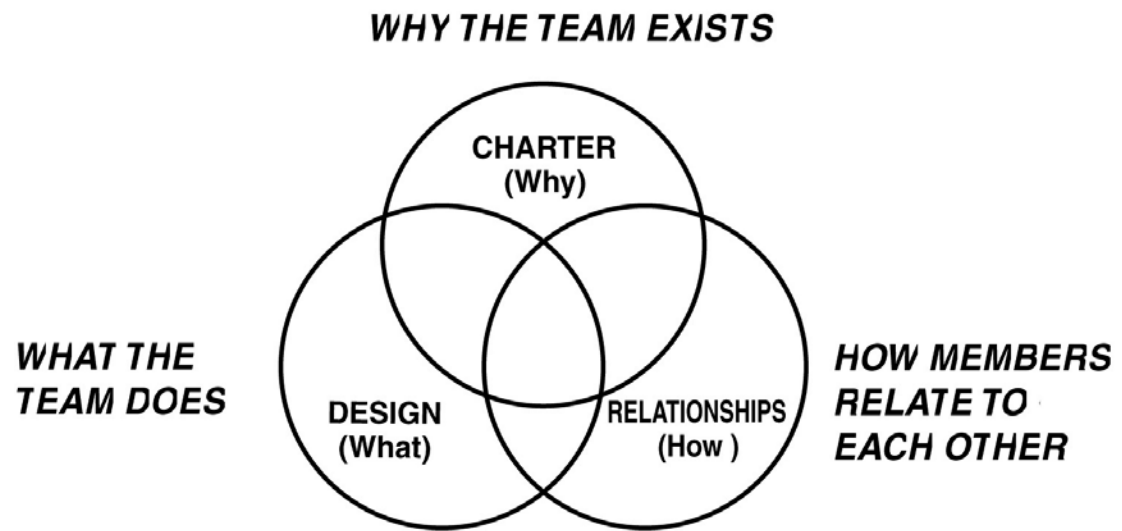
Establish expectations, important constraints, time limits and resources





Knowing Where to Focus

- If you are consumed by day-to-day problem solving and fire fighting you won't have time to be a complete leader
- Must take time to see the big picture
- Build the team's capabilities



The problem is not that leaders are too busy, but that they are often times too busy pursuing the wrong things.



Self-Assessment

Charter

- Does your team understand your customers and their requirements?
- Is there a common understanding of the mission?
- Does everyone know the business strategy of the larger organization?
- Do team members understand how they impact the organization's strategy?
- Team and organizational values are understood and embraced?
- Goals have been clearly defined?
- You have good metrics for tracking performance?



Self-Assessment

Design

- Team members understand the core work processes?
- Are processes streamlined to be as efficient as possible?
- Roles and responsibilities are clearly defined?
- People not only understand their own job, but how all jobs interrelate?
- Team members are technically competent to perform their responsibilities?
- Clearly defined work procedures are effective at coordinating efforts?
- Decision authority is clearly defined?



Self-Assessment

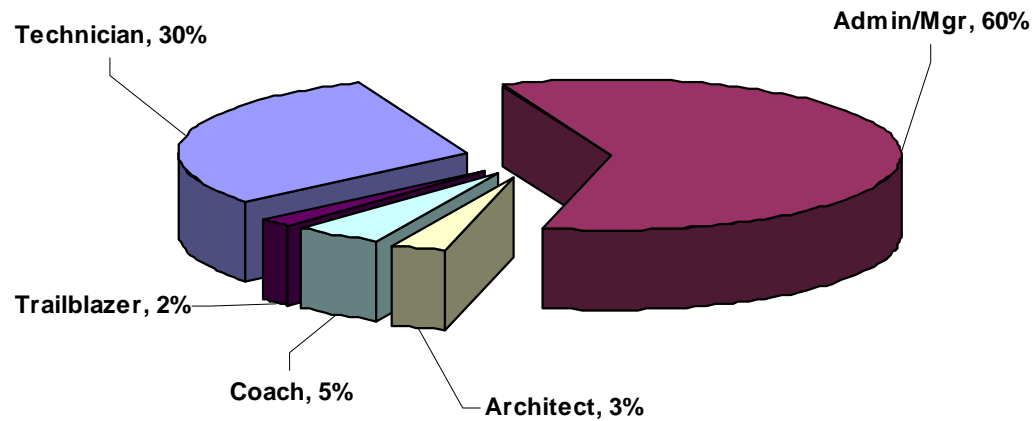
Relationships

- Members of the team care about the work they do and they work hard?
- A positive and friendly work atmosphere exists?
- We all cooperate with each other?
- Trust and respect among and between teams is high?
- Team members listen to each other and everyone is free to express their thoughts?
- We work through conflicts and arrive at consensus agreements or decisions?
- Personnel policies are fair, equitable and applied consistently?

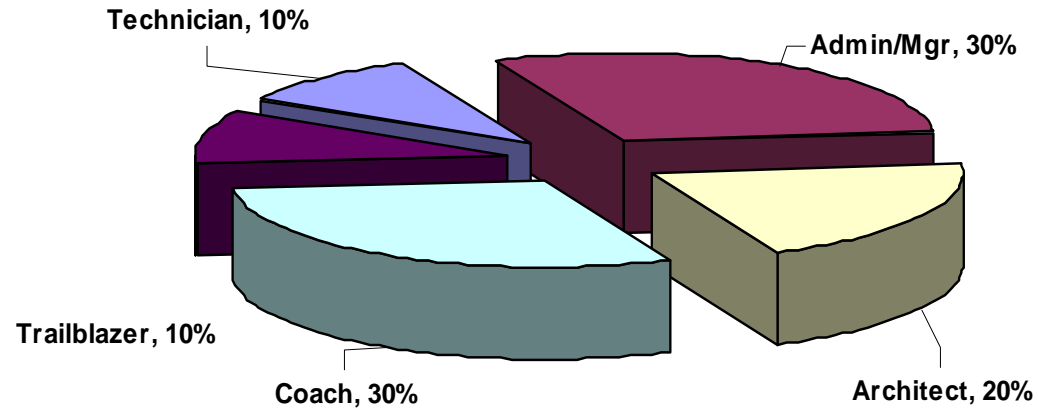


Re-Balancing Roles

Maintenance Manager Current



Maintenance Manager Desired





Leadership Action Plan

1. Understand your current leadership style
 - Record time allocations over a period of time and chart it
2. Determine the balance objectives
3. Refer to the objectives three times per day
4. Look for opportunities to balance the roles



Final Thoughts

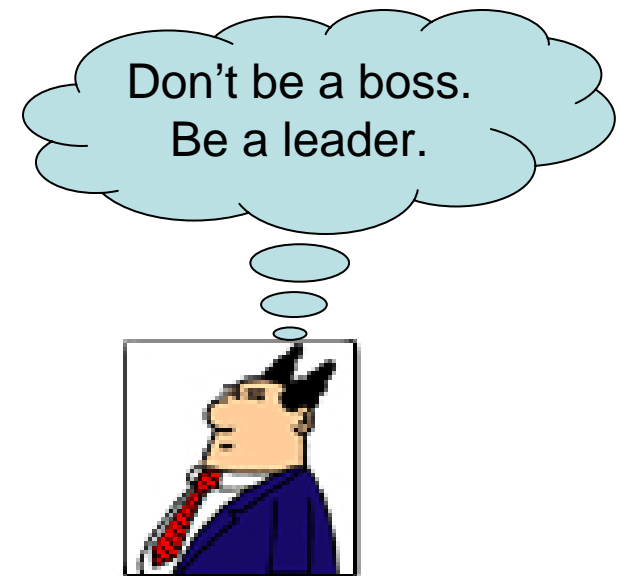
- People learn leadership, they are not born to be leaders
- All 5 leadership roles need to be used by all levels of leadership
- Understand what allocations are appropriate for your position
- Identify your current and desired allocations
- Develop a plan and put the plan into action

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Thank you for attending!