MANAGING FIVE COMMON OBSTACLES
DURING PdM PROGRAM DEVELOPMENT

What we observe:	What it may mean:	Techniques to manage the challenge:
• Active or passive resistance to discussing or implementing any changes to actions or methods • Slow adoption of any process or procedural changes • Incomplete execution of changed practices	**Change Management** Issue Many people resist change due to having a high comfort level with the status quo, including their position in it. Doing things differently can raise concerns about personal capabilities or job stability with the new ways. Skepticism and fear of the unknown often cause individuals to work hard to hold on to whatever is familiar.	"Requiring" team members adopt the change and adapt to it is *not* a change management technique. Try these instead: ✓ Include those affected by a change in procedure when mapping current processes and identifying areas of potential alterations ✓ Whenever possible, involve people in decisions that affect them ✓ Be sure to include the 'why' in communications, not just the 'what' or 'how' things will be different ✓ Think intentionally about any impacts to personnel all along the way of program development ✓ Be sure 'go forward' plans include strategies for sustaining the changes *and* for combatting attempts to return to earlier practices

THE BOTTOM LINE

Behind every PdM program are the people executing it. Poor change management has many long-term consequences: decline of morale, negative customer experiences, a legacy of failed change, and stress & confusion. Every one of those consequences has a financial impact, so be sure project leaders are properly educated and committed to proactive change management.

What we observe:	What it may mean:	Techniques to manage the challenge:
• Confusion about how, what, or when to perform tasks • Active or passive actions that interfere with implementing program changes • Conflict among team members about protocols, responsibility, or accountability • Errors in executing changes or discrepancies about what is actually different	**Management of Change** Issue Any technical change to process, procedure, form or function of equipment & materials means an active management of change is warranted. Usually there is an impact to who, what, where, when, and how. Remember that nothing happens in a vacuum and implementing change requires looking at it from 360^{o}: differences for 'upstream' and 'downstream' teams, suppliers, or customers.	"Telling" team members what technical changes will occur is not the same as educating them. Try these instead: ✓ When planning a change, involve stakeholders from 'upstream' and 'downstream' of the change to understand the impacts (supplier/vendor, related teams, internal partners, even customers) ✓ To reduce confusion and mistakes, plan ahead for transition periods to adapt to technical changes ✓ There are many times when conducting a 'pilot' test of the change on a smaller scale is very valuable to reveal unexpected issues or outcomes, and even to show early wins ✓ Be sure 'go forward' plans include strategies for sustaining the changes *and* for combatting attempts to return to earlier practices ✓ Don't forget about RASI charts - defining who is to be responsible, accountable, supporting, or informed about tasks can eliminate a lot of misunderstandings
THE BOTTOM LINE Failing to thoroughly adopt changes in the organization is a serious but manageable, everyday occurrence. If a MOC program doesn't already exist, this is a perfect opportunity to build it into the organization's ongoing culture.		

What we observe:	What it may mean:	Techniques to manage the challenge:
• Resistance to expenditures for the program • Misunderstandings about what assets/teams/facilities are included • Delays in approvals for program advancement	**Unclear Project Focus and Scope** Issue Defining the focus of the program and its scope is a very early step in the program charter for a reason - it draws the boundaries for what equipment will be included, what impacts are expected, and what expenses are accounted for. When affected stakeholders aren't diligent and articulate about those boundaries, there is confusion that causes delays and misunderstandings about resource allocations.	An enthusiastic leadership team for the PdM program isn't enough to achieve success. Try these instead: ✓ Remind the program sponsor of the importance of his/her visibility, engagement, and support ✓ Bring stakeholders back together to discuss and get alignment about project focus and scope so there is clarity about anticipated expenditures, decision-making authority, performance metrics, and necessary labor resources ✓ Don't forget about the option of starting with a smaller scope to work out potential impediments. Use the early wins as momentum for the rest of the program. ✓ Be sure to involve internal partners who have the appropriate authority to make and execute decisions

THE BOTTOM LINE

Nothing stalls a program faster than misunderstandings about costs, benefits, expectations, and outcomes. While it's probable there will be alterations to sections of the program charter as the team progresses, but the focus and scope should be pretty clearly defined at the beginning.

What we observe:	What it may mean:	Techniques to manage the challenge:
• Disagreements about program progress or success • Resistance to proceed with next steps of program implementation • Early losses of program momentum • Negativity surrounding the value of the new program	**Performance Metrics** Issue A common difficulty teams face when pursuing a PdM program is getting consensus on what to expect in terms of outcomes. Without defined and shared performance targets designed to measure each step of the program, it's impossible to declare "how do we know when we've been successful?" It's just as important to understand what types of outcomes the organization should expect to see from the program - be sure there's a direct relationship between the program's *activities* and the *metrics* chosen to determine success.	Setting 'stretch' goals and targets can be good for program momentum and team morale. Setting unrealistic goals hoping to have tremendous returns has the opposite effect. Try these instead: ✓ Return to the original business case for pursuing the PdM program - what specific outcomes are we experiencing that we want to improve? ✓ Confirm the selected metrics are directly impacted by the process and procedural changes put in place ✓ Be sure to collect the right data the right way at the proper interval to report on performance ✓ Especially during transition periods, select targets that show incremental improvement as well as sustained performance ✓ Make metrics reporting a must in the regular and frequent communications with teams and stakeholders ✓ Celebrate achievements along the way
THE BOTTOM LINE Remember that performance metrics are intended to indicate what has been improved *and* what hasn't. Expect to use the data to reinforce, modify, or correct plans and be prepared to actively make timely refinements to practices.		

What we observe:	What it may mean:	Techniques to manage the challenge:
• Disconnected teams or disengaged workers • Little to no improvement of metrics • Differing levels of adoption or success among different work groups • Inconsistencies or discrepancies of execution • Noticeably waning levels of engagement or interest for maintaining the program	**Program Execution** Issue The 'how' for PdM program execution has a direct correlation to its success. Knowing *what* needs to happen is not the same as knowing *how* to make it happen. When the symptoms appear, chances are it's time to double check these program elements are solid: • visible program sponsorship • qualified engineering leadership • established methodology for program implementation • comprehensive and timely education and training for all workers • commitment to active communication and reporting • frequent opportunities for project leaders to meet and discuss program status and adjustments • connectedness with internal and external partners	It is always a better use of resources to do something right the first time than to try and fix it later. To preserve resources like finances, attention, effort, and time, try these instead: ✓ Take another look for any gaps in the program charter and regroup with project leaders about resolution ideas ✓ Acknowledge the problem. Honest communication about program shortcomings will improve worker engagement and willingness to try again. ✓ Ensure all involved groups are "reading the same playbook" - has everyone received the same instruction, procedural information, education, and materials to succeed? ✓ Double check that supervisors, managers, and others in a position of influence are all equipped to support the program with the skills, knowledge, and abilities necessary to achieve (and maintain) the desired results and culture
THE BOTTOM LINE As with other large-scale organizational initiatives, investing time and other resources at the front end during program planning always yields better outcomes by raising readiness, clarifying expectations & outcomes, and gaining alignment on both the 'what' and 'how'.		