

CASE EXAMPLE:

Maintenance Team Organizational Re-Alignment

2024



IDENTIFY THE PROBLEM

The client had gone through a previous transformation in their maintenance program but was falling stagnant and beginning to experience increasing failures in their equipment and was looking to capitalize on some fresh faces in the department to invigorate and refresh the initiatives of the team.

APPROACH

A structured and collaborative approach was used. This included:

- Baseline assessment with Maintenance and Operations key leaders to understand the current conditions and challenges.
- Review of current metrics & workflow to understand the process.
- Devise & Host a workshop session using a “Blank Slate” approach with the key stakeholders.
- Prioritize and assign actions with progress tracking.

RESISTING FACTORS



Engrained Workflows

Long-standing processes hinder adaptation



Uncertainty in Change

Lack of clarity on initiating change



Conflicting Priorities

Competing responsibilities disrupt focus



Unclear Management Support

Ambiguous commitment from leadership



Belief in Inaccurate Metrics

Distrust in performance data obstructs action

METHODS

- Using a collaborative discovery approach, the team identified 7 core defining deliverables for their area of responsibility.
- Each person was provided cards that they could use to identify specific actions that would allow them to achieve the deliverable from their vantage.
- The actions were then organized into common themes or categories.
- In a follow-up session, the team was then asked to individually assign a priority to each action.
- Based on the rankings, an organized plan was presented to the team, and actions were assigned with deadlines set.
- Periodic check-in meetings were held to keep the team on task despite ongoing priorities within their day-to-day.



Group Discovery Workshop



Group Prioritizing Exercise

OUTCOMES

During our engagement, the team successfully tackled numerous high-priority objectives, significantly reducing day-to-day distractions by maintaining a clear focus on their defined priorities—key elements of operational success.

Building on this momentum, management seamlessly integrated several long-term priorities into their annual and future performance plans, ensuring sustained progress and alignment with their strategic goals.