

HOW TO HIRE A HIGHLY EFFECTIVE MAINTENANCE MANAGER OR MAINTENANCE SUPERVISOR

BY: **RICKY SMITH, CMRP,
CMRT, CRL**



Attributes of an Effective Maintenance Manager or Supervisor

- Is a true leader who inspires others to do more than others think is possible
- Leads by example in everything they do, asking no one to do something they would not do themselves
- Creates an Environment of “Free thinkers” who practice “proactive maintenance” everyday
- Ensures Preventive Maintenance is conducted as a “Controlled Experiment” resulting in “Optimal Asset Reliability”
- Ensures all Maintenance Work is executed “to specifications”
- Perform Preventive Maintenance as a “Controlled Experiment”
- They always seek to advance their “technical knowledge” through onsite, offsite, and vendor training
- If a “patch” is required on a rushed or emergency job they always write corrective maintenance work order so the equipment “can be restored to specifications at a later date”
- Arrives at work “100% on time”
- If they observe equipment not performing to specifications or an operator having problems, they “notify their supervisor of the problem immediately”
- Is always on time thus leading by example



Maintenance Manager/ Supervisor Leadership Principles

1. Leads by Example
2. Treat everyone as there equal and demonstrates respect and is always humble
3. Know each Maintenance Technician and Operator by name
4. Take time to listen to anyone in maintenance or production who has an issue
6. Demonstrates respect to everyone
7. Knows themselves and seeks self-improvement
8. Never ask anyone to execute a task they would not do themselves
9. Treat others as they like to be treated
10. Never shows anger or frustration



Questions to Ask to identify the “Right” Maintenance Manager or Supervisor

1. What types of people do you work well with?

- **Positive**
- **Proactive**
- **Respectful**
- **Introvert**
- **Extrovert**
- **Does not matter**

2. What are the attributes of a Proactive Maintenance Manager or Supervisor?

3. What Leadership Principle or Principles do you live by?

4. Why are you looking for another position?

5. How do you handle unruly employees?



How to Hire a Highly Effective Maintenance Manager or Maintenance Supervisor “Option 1”

1. Identify future leaders from within your organization

- Technician’s who are a Certified Maintenance and Reliability Technician (CMRT)
 - Engineer (Facilities or Reliability Engineer) who is a Certified Maintenance and Reliability Professional (CMRP)
 - Production Supervisor who has demonstrated strong leadership skills and is proactive offering them to take the CMRP Exam
- Groom Future Maintenance Leadership from within
- Offer training in Maintenance and Reliability Best Practices to anyone in your organization who may want to advance in Maintenance Leadership in the future
- Have the leadership style which best fits in your organization



What Type Leader would fit best in your Organization?

- Authoritarian Leadership
- Participative Leadership
- Delegative Leadership
- Transactional Leadership
- Transformational Leadership



Authoritarian Leader

- Authoritarian leadership styles allow a leader to impose expectations and define outcomes.
- A one-person show can turn out to be successful in situations when a leader is the most knowledgeable in the team.
- Although this is an efficient strategy in time-constrained periods, creativity will be sacrificed since input from the team is limited.
- The authoritarian leadership style is also used when team members need clear guidelines.

Advantages:

- Time spent on making crucial decisions can be reduced.
- Chain of command can be clearly emphasized.
- Mistakes in the implementation of plans can be reduced.
- Using authoritarian leadership style creates consistent results.

Disadvantages:

- A very strict leadership style can sometimes lead to employee rebellion.
- It kills employee creativity and innovation.
- It reduces group synergy & collaboration.
- Group input is reduced dramatically.
- Authoritarian leadership increases employee turnover rate



Participative Leadership Style

- Participative leadership styles are rooted in democratic theory.
- The essence is to involve team members in the decision-making process.
- Team members thus feel included, engaged and motivated to contribute.
- The leader will normally have the last word in the decision-making processes.
- However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

Advantages:

- It increases employee motivation and job satisfaction.
- It encourages use of employee creativity.
- A participative leadership style helps in the creation of a strong team.
- High level of productivity can be achieved.

Disadvantages:

- Decision-making processes become time-consuming.
- Leaders have a high probability of being apologetic to employees.
- Communication failures can sometimes happen.
- Security issues can arise because of transparency in information sharing.
- Poor decisions can be made if the employees are unskilled.



Delegative leadership Style

- Delegative Leadership -Also known as "laissez-faire leadership", a delegative leadership style focuses on delegating initiative to team members.
- This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work.
- However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

Advantages:

- Experienced employees can take advantage of their competence and experience.
- Innovation & creativity is highly valued.
- Delegative leadership creates a positive work environment.

Disadvantages:

- Command responsibility is not properly defined.
- Delegative leadership creates difficulty in adapting to change.



How to Hire a Highly Effective Maintenance Manager or Maintenance Supervisor “Option 2”

2. Seek Leaders outside your organization by...

- **Joining the SMRP (Society for Maintenance and Reliability Professionals)**
 - **Attending live and virtual events hosted by SMRP**
 - **Join one of SMRP’s Chapters or Special Interest Groups**
 - **Attend Maintenance / Reliability Conferences Virtual or Live and Listen to presentations**
 - **Get to know people who you may want to hire by looking for specific attributes your organization needs**
- Example: Leadership skills, interpersonal skills, etc.**



Delegative Leader

- Delegative Leader
- Also known as "laissez-faire leadership", a delegative leadership style focuses on delegating initiative to team members.
- This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work. However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

Advantages:

- Experienced employees can take advantage of their competence and experience.
- Innovation & creativity is highly valued.
- Delegative leadership creates a positive work environment.

Disadvantages:

- Command responsibility is not properly defined.
- Delegative leadership creates difficulty in adapting to change.



Transformation Leadership Style

- Intransformational leadership styles, the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it.
- The leader also serves as a role model for the vision.

Advantages:

- It leads to a lower employee turnover rate.
- Transformational leadership places high value on corporate vision.
- High morale of employees is often experienced.
- It uses motivation and inspiration to gain the support of employees.
- It is not a coercive approach to leadership.
- It places high value on relationships.

Disadvantages:

- Leaders can deceive employees.
- Consistent motivation and constant feedback may be required.
- Tasks can't be pushed through without the agreement of employees.
- Transformational leadership can sometimes lead to the deviation of protocols and regulations.



Which Type Leader Would You Prefer in Your Organization and Why?

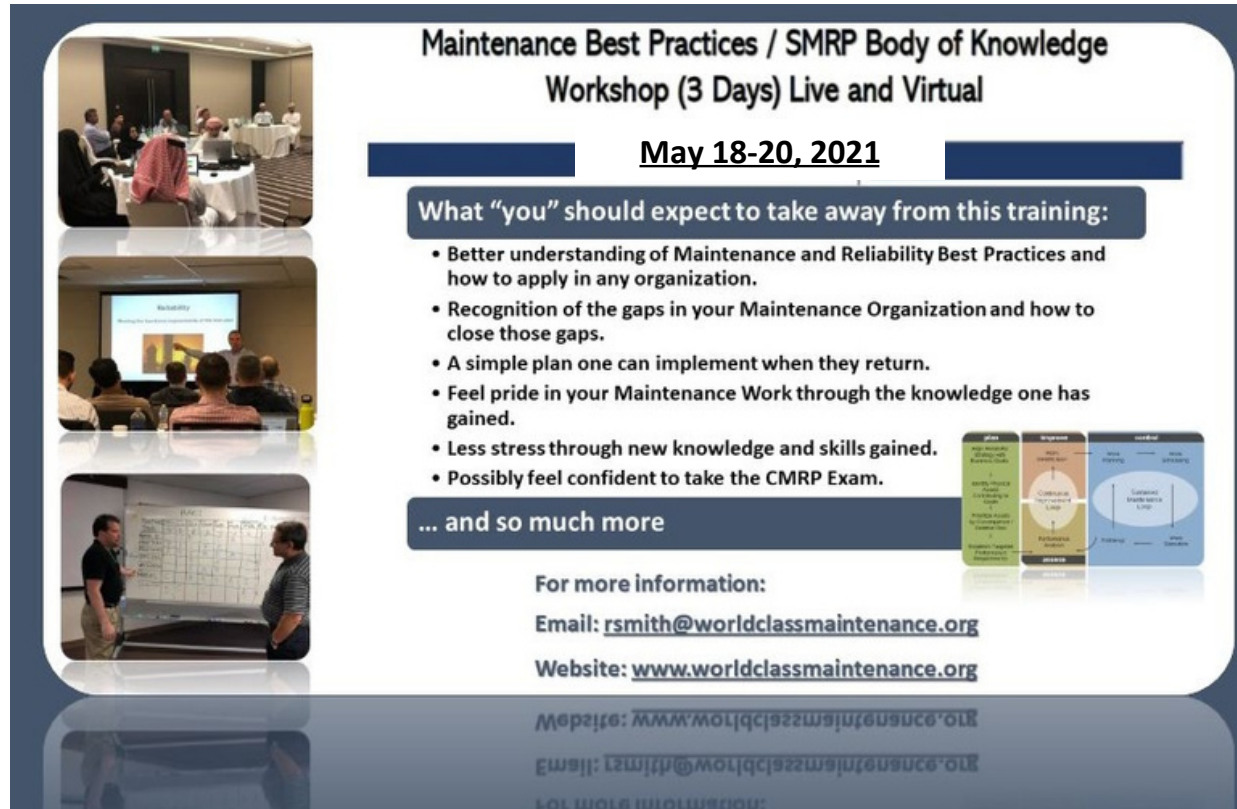
“Open Discussion”

- Authoritarian Leadership
- Participative Leadership
- Delegative Leadership
- Transactional Leadership
- Transformational Leadership



Questions / Comments

Slides will be available at www.worldclassmaintenance.org



**Maintenance Best Practices / SMRP Body of Knowledge
Workshop (3 Days) Live and Virtual**


May 18-20, 2021

What “you” should expect to take away from this training:

- Better understanding of Maintenance and Reliability Best Practices and how to apply in any organization.
- Recognition of the gaps in your Maintenance Organization and how to close those gaps.
- A simple plan one can implement when they return.
- Feel pride in your Maintenance Work through the knowledge one has gained.
- Less stress through new knowledge and skills gained.
- Possibly feel confident to take the CMRP Exam.

... and so much more

For more information:
Email: rsmith@worldclassmaintenance.org
Website: www.worldclassmaintenance.org



#1 Software for Maintenance & Reliability Teams

UpKeep is a service-first company that builds software designed to make maintenance easier for technicians and managers everywhere. Reduce downtime up to 18% by switching over to a preventative maintenance solution!

www.upkeep.com

Our Products



Mobile-first maintenance management and collaboration across all location, assets, and teams

"With nearly 340 different machines in our work environment, it's an impossible task to manually assign and track PM's. *With UpKeep we can schedule regular maintenance without overlapping tasks with other critical jobs.*"

★★★★★ Paul D, Health and Safety Coordinator



An end-to-end solution for remote condition-based monitoring

Connected and secure IoT sensors for real-time remote condition asset monitoring



DATAHUB
UpKeep

Integrated & Centralized Data Ecosystem for World Class Asset Operations

The only purpose built Asset Data Platform. Asset Focused ELT Solution for advanced analytics and integrated, real-time asset data.



The Maintenance Community Coalition was founded on the belief that working together will benefit everyone within our community

Committed to helping each other thrive in our individual professional journeys by sharing resources and expertise, granting scholarships, hosting events, and unlocking knowledge – always at no cost.

