



All Leadership Comes Down To This: Changing People's Behavior

Why is that so damn hard?

You just had a consultation with your long-time trusted doctor who tells you that your life will be significantly cut short unless you quit smoking, quit drinking, improve your eating habits and increase your exercise.

Could you change when it matters most?

Yes, you say?

Try again.

Yes?

You're probably deluding yourself.

You wouldn't change.

Don't believe it? You want odds? Here are the odds, the scientifically studied odds: nine to one. That's nine to one against you. How do you like those odds?

Think about that - in matters of life and death, it is a long shot that your efforts to change will be successful. Then I ask, how the heck will we ever unlock work performance potential in ourselves and our organizations through change?

No wonder over 70 percent of reliability change initiatives fail to generate sustainable business improvement!

Changing the behavior of people isn't just the biggest challenge in reliability and asset management. It's the most important challenge for all businesses trying to thrive in today's turbulent world.

Most organizations try to improve reliability performance by focusing on technical analysis and engineering techniques, however, behavior change happens by speaking to people's feelings. Through the work

we do with Uptime® Elements — A Reliability Framework and Asset Management System™ leading to Certified Reliability Leader® status, people find ways to help others see the problems or solutions in ways that influence emotions, not just thought and technique.

Unfortunately, that kind of approach isn't taught in business schools, and it doesn't come naturally to the technocrats who run things — the engineers, accountants and managers who pride themselves on disciplined, analytical thinking.

As we approach the 3,000th Certified Reliability Leader, we are very proud of the change we are creating in the world. The people and organizations who embrace reliability leadership are rewarded with an empowered and engaged cross-functional high-performance culture.

The pages of *Uptime*® magazine are filled with great stories of reliability leaders, innovative technologies and powerful processes combining to advance asset performance. Read them, share them and discuss them. Someday, I hope we have the opportunity to learn from your story, too.

How do you support change as a leader?

I look forward to learning,

Terrence O'Hanlon, CMRP
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