

DOING IT RIGHT!

You wouldn't believe what Proactive really means? When you care to listen, take good notes, and produce 150% of your requester's needs. "When you do it right the first time," you cement a strong relationship, and a positive dependence that is geometrically larger than your native value to the organization. This is my dedication to the trivially innumerable perfectionists.

Mark R. Goldstein, Ph. D., Principal

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Both Proactive maintenance and Total Productive Maintenance were born of the same process here in the United States. Their surrogate parents were in the communication and motivation profession. Yes, Total Productive Maintenance was introduced in this country by a communication and motivation consulting firm out of Atlanta. Their first client was Tennessee Eastman, who went on to breathe legitimate plant floor life into a concept that today, is still devoid of a set of comprehensive TPM operating and results management applications that you can wrap your arms around.

The term Proactive was developed and introduced by a fine gentleman (now deceased) by the name of Jeremiah Goldstein (no relation to me). Jerry was a beloved individual. He hugged everybody. When he spoke to you, he held onto your arm, your shoulder, your hand; there was no doubt that he believed in what he lectured about, and what he believed in was his baby "Proactive." We all called him "Touchy-Feely Jerry," and that was an endearment. Jerry was responsible for structuring Proactivity as a management precept. What happened to it after he died was unfortunate, since Proactivity was a simple, yet very sound process. Plant maintenance and Proactivity would've been a good fit, if there was sound management in application structure included. Unfortunately, Proactivity became nothing more than marketed vapor. For Jerry sake, I'd like to correct that misunderstanding.

Proactivity is a precept that describes a special form of stakeholdership. In it, there are two parties or organizations, to which I will refer as entity A & B. Entity A is the primary stake holder: An owner, information requester, manager,

customer, etc. Entity B is the provider: A subordinate, supplier, correspondent, partner, team member, etc. As an example: A subordinate is called upon to provide information to Entity A. He or she has the option of providing the least amount of information possible, or going to great lengths, producing a comprehensive solution that is easily 150% of the requester's expectations. The Proactivity discipline promotes comprehensiveness, and does so for a special reason. It believes that in being the 110-150% professional, Entity B will own the relationship that it has with Entity A - the primary stake holder.

The specific conclusion that you can come to about Proactivity based on this description, is that Proactive has distinct, tangible, political, social, team-based, quality-centered, performance, and last but not least, throughput implications. It is a precisely engineered relationship, a theorem that relates directly to productivity.

Proactive maintenance had an innocent birth. As a coincidence, Jeremiah Goldstein and I both conducted seminars at Worcester Polytechnic Institute, a highly respected university located in central Massachusetts. His sessions dealt with communications and motivation; mine dealt with manufacturing and maintenance application subjects. Within the same period, there were two coincidental developments: Jerry suffered an untimely death, and my relationship with WPI ended, owing to demands made upon me by my business. WPI, in an attempt to replace some of courses that they were losing owing to our departure, decided to take Jerry's Proactive, and my maintenance, and mold it into one new course which they appropriately named "Proactive Maintenance." Jerry and I were gone, and a lot of the

management maxims pertinent to both Proactive, and maintenance were lost during the compilation of the Proactive Maintenance course.

The people who compiled the course had a background in communications and motivation. They attempted to clone an elephant with a raisin. Much, if not all of the maintenance management application detail: Organization, planning and scheduling, condition based asset management, materials management, supply chain management, cost control, etc., was lost during the building of the Proactive Maintenance course. What emerged was purely theory, devoid of managerial detail, but it was artfully done, and at the time it presented a necessary message, albeit the fact that the Proactive Maintenance vehicle was full of holes.

I began to receive calls from maintenance managers and others who were attempting to purchase a Computerized Maintenance Management System, telling me that the detailed management principles mentioned above were now being replaced by this new thing called "Proactive Maintenance." Upon asking their own people how the necessary management precepts mentioned above, were going to be fulfilled by Proactive Maintenance, they were looked down upon with scorn by those of whom they asked this question, receiving the response: "Don't you even know?" Well they didn't, and they weren't stupid either. When they asked CMMS and RBMS (Reliability Based Maintenance Systems) salespeople where the planning and scheduling, materials management, supply chain management, cost control, and Condition Based Asset Management linkages to Calendar-based maintenance applications were, they were told: "We're not doing any of that any-

more; we're doing Proactive Maintenance!"

So they in turn asked the CMMS and RBMS salespeople what Proactive Maintenance was exactly, and they were again looked down upon with scorn, again receiving the response: "Don't you even know?" Again, they didn't, but now they were becoming angry, so angry that it was then, that the calls began to be made to this office. The difference between Total Productive Maintenance and Proactive Maintenance was Tennessee Eastman, who had no choice but to take the bull by the horns and force it to work on the plant floor, long before the Japan Institute of Plant Maintenance delivered the skeleton of a TPM process. There still is no JIPM introduced comprehensive application for TPM, but I have taken care of that.

Today, Proactive Maintenance is less than skeletal. It is the rebirth of the European fable "The Emperor's New Clothes," an insult to Jerry's memory. Perhaps this article should be the beginning of the uncovering of a sham that has permeated this profession for a decade. It was born of an honorable fellow, whose communicative dream was cooked for want of a better verb, into vapor, by those who would rather deliver vapor than the comprehensive plant maintenance applications, needed by so many managers and supervisors.

Now you know what Proactive really means. When you care to listen; to take superior notes; to consider the essential needs of the primary stakeholder and produce 150% of your requester's needs, you are Proactive. When you do it right the first time, with professional and comprehensive intent, you cement a strong relationship, creating a positive dependence on your talent, that is geometrically larger than your native value to the organization. That's the essence of Proactive; what Jerry was trying to teach the world, when he passed away. Call it dedication to the not so trivially innumerable perfectionists who I am personally proud of; some of who never knew Jeremiah Goldstein, but would have loved him nonetheless, and to Jerry who would have hugged them back.

Mark R. Goldstein, Ph. D.

Dr. Goldstein is the principal owner of Manufacturing and Maintenance Associates, Inc. of New Jersey, Manufacturing and Maintenance InfoSource of Northern Virginia, and is the founder of Manufacturing and Maintenance Systems, Inc. of Illinois. With over 35 years of corporate experience, he has served such companies as ITT, IBM, Honeywell, DTI, Inc., Ogden and COMNET Corporation.

He has an extensive background in manufacturing, engineering and purchasing systems, including applications of maintenance management, maintenance planning & scheduling systems, process control, methods engineering, industrial engineering, production planning and inventory control, materials management, shop floor control, safety engineering, test equipment design, distribution management, automation of warehousing and accounting. An experienced lecturer with over 34 years of experience on the podium, he has made presentations to over 125,000 attendees.

He is the author of several industry standards TPM II/GAMASP-RBMS/CMMS© (Total Productive Maintenance/ Generally Accepted Maintenance Application Systems Principals- Reliability-Based Maintenance Systems/Computerized Maintenance Management Systems) plus CLASS "A-D" GAMASP/GUI (Graphic User Interface).

Dr. Goldstein has conducted hundreds of seminars concerning manufacturing, process, purchasing, plant maintenance and distribution disciplines and is a contributor to many professional publications including: Computerworld, Business Week, Barron's, Chemical Week, Chemical Engineering, Modern Plastics,

High Technology, Electronic Week, Purchasing Magazine, Maintenance Technology, Plant Engineering, Industrial Maintenance & Plant Operations, Reliability, Engineers Digest, Canadian Plant, Plant Services, American Machinist and Facility Maintenance and Operations Magazine.

As an enthusiastic supporter of several professional organizations, he has conducted hundreds of seminars for AIIE, IEEE, APICS, ASME, SME, AFE, AITPM, ICM, DPMA, ACM, NPRA, NAPM, PMA, the American Management Association, the Portland Cement Association, and over two dozen universities and polytechnic institutes.

He has been a technical advisor and consultant to dozens of major corporations including: Union Carbide, U.S. Steel, IBM, Boeing, Digital Equipment Corp., Data General, Varian, General Electric, American Cyanamid, Texaco, Mobil, National Lead, Chevron Oil, Olin, Exxon, Merck, Pfizer, Schering, General Foods, Nestle's, Textron Lycoming, United Technologies, Hercules, Bethlehem Steel, Inland Steel, Reynolds Metals, Philip Morris, RJR, BAT and Lone Star Cement. He is currently a technical advisor and consultant to dozens of major manufacturing, maintenance and process-oriented hardware and software firms.



