

FLEETWHIZ™

DECISIONMAKING TOOLS

**Apply
Proven Change
Implementation Strategies
to Highly-Resistant
Construction and Maintenance
Work Crews, a Case Study**

FleetTextBooks.org Library™
Management Textbook MDC 28

CHANGE – TO THE READER

SUGGESTIONS ON HOW TO USE THIS TEXTBOOK AS AN IMMEDIATE TRAINING SOURCE AND LONG-TERM REFERENCE SOURCE

Introduction: The objective of this textbook is to assist fleet–shop–parts–fuel managers, and work crew managers effectively implement positive changes in their departments. There is a big difference between asset–inventory–labor management administrators and world-class managers. By definition, administrators strive to "maintain" the status quo. Administrators are do it by the "political" book rule enforcers. The marketplace computes administrators' services true-value between \$60,000 and \$80,000 annually. World-class asset–inventory–labor managers strive to remain on their profession's "cutting-edge". These managers continuously make changes to remain world-class, and in that quest, make and break rules. The marketplace computes these world-class managers' services true-value over \$100,000 annually. Administrators make 20% to 50% of department decisions while 50% to 80% of the decisions are made by others. World-class managers control 90% of their department's decisions. This textbook focuses on proven change strategies and proven change implementation strategies for those politically incorrect decisions which are required to overcome resisters and underminers of positive change. Government and utility mobile work crews are utilized as the case study example throughout this textbook. Compare the fleet–shop–parts–fuel department's, and work crew departments' current change strategies and change implementation practices to the world-class strategies and practices discussed in this textbook. Implement required changes and earn \$100,000 annually with 90% decisionmaking control and achieve Vice President and Director status.

Remarks:

1. The following illustration lists the thirteen (13) subsections included in this textbook.

Illustration – Change Construction and Maintenance Work Crew Financial and Operational Practices and Performances.

1. Introduction to Changing Government and Utility Work Crew Financial and Operational Practices and Performances
2. Why Are Changes Resisted and Undermined Aggressively by Employees?
3. Apply 4 Proven Cost Decreasing and Productivity Increasing Change Strategies With Associated Tactics.
4. Apply the 11-Step Change Implementation Strategy.
This Subsection Includes Steps 1, 2, 3, and 4.
5. Step 5 – Apply 10 Employer–Employee Legal Contracts to Structure-In Changes.

CHANGE – TO THE READER
SUGGESTIONS ON HOW TO USE THIS TEXTBOOK AS AN IMMEDIATE
TRAINING SOURCE AND LONG-TERM REFERENCE SOURCE

Remarks: Illustration continued from the previous page.

Illustration – Change Construction and Maintenance Work Crew
Financial and Operational Practices and Performances. (cont'd)

6. Step 6 – Apply Fair and Legal Terminations.
 7. Step 7 – Stop Work Crews From Shifting Blame to Others.
 8. Step 8 – Apply 4 Checklists to Measure Work Crew Management's True-Control Over Infrastructure Management and Maintenance Activities.
 9. Step 9 – Structure-In Continuous Improvement Processes. Pay and Promote Based on Performance and Not Longevity.
 10. Step 10 – Apply High-Tech to Independently Measure and Verify Work Crew Financial and Operational Performances.
 11. Step 11 – Apply Fleet–Shop–Parts–Fuel Managers, and Others to Collect Data and Provide Independent Verification of Work Crew Performances.
 12. Appendix – Over 40 Learning Opportunities Create Well-Defined Career Training Ladders Which Can Be Applied to Recruit–Retain–Develop Employees.
 13. Master's Degree Certifications Open-Book Test Questions
-

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY.
TABLE OF CONTENTS

To The Reader 1

Subsection 1 – Introduction To Changing Government And Utility Work Crew Financial And Operational Practices And Performances 6

Senior and Middle Managers Must Consider Strongly 13 Assumptions About the Future.. 8

Introduction to Change Drivers Which Are Forcing Private- and Public-Sector Organizations to Adopt World-Class Fortune 500 Company Practices 15

Government and Utility Core, Near-Core and Noncore Businesses Are Being Turnkey Outsourced 18

Introduction to the Fortune 500 Company Business Model Implement and Integrate 3 World-Class Practices 21

1. Fortune 500 Companies Compete Aggressively in 5 Dimensions 23

2. Fortune 500 Companies Apply 12 Well-Proven Business Practices Which Are Considered World-Class 26

2. Introduction to the Definition of World-Class Practices 27

3. Fortune 500 Companies Apply 5 Well-Proven Performance Evaluation Scorecards Which Are Considered World-Class Measures of Performance 29

Supplier Universe Offers Hard Evidence for Implementing Separate Corporation Structures for Near-Core and Noncore Business Departments.. 31

Are You Ready for the "Nuclear Explosion" that Spins-Off Fleet–Shop–Parts–Fuel, and Work Crew Departments and Others as a Standalone Corporation? 33

Senior Management Current Behavior Can Be Applied to Predict the Reader's Future ... 35

Introduction to Traditional Work Crew Department Management Models 37

The Typical List of Work Crew Changes Required to Achieve World-Class Performances Is Guaranteed to Cause Morale Problems Across Most Departments... 38

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY. TABLE OF CONTENTS – (CONT'D)

Subsection 1 – Introduction To Changing Government And Utility Work Crew Financial And Operational Practices (cont'd)

Work Crew Practices Are the Independent Variable.
 Fleet–Shop–Parts–Fuel Size Is the Dependent Variable 40

Why Focusing on Work Crew Outputs Will Not Achieve
 World-Class Financial and Operational Performances 41

The Real Prize Is Persuading Work Crews to Implement World-Class Practices 43

Solve Customers' Problems or Someone Else Will.
 Department Suppliers Are Also Competitors 44

There Are 2 Skill Levels and Income Levels of Equipment, Fleet and
 Shop Managers. There are 2 Performance and Income Classes of Managers 50

What Are Senior Managements' Options?..... 52

Career Alert! Change Drivers Are Overwhelming. Resisting Equals Career Suicide! 53

Subsection 2 – Why Are Changes Resisted And Undermined Aggressively By Employees? 54

Introduction to the Definition of Positive Change 55

Work Crew Managers and Members
 Institutionalized Ineffective Practices Must Change 56

Introduction to Government and Utility Cultures
 With Proven Track Records of Effectively Resisting and Undermining Change 58

Why Do We Resist Change, for Example, Outsourcing?..... 60

Cultural, Psychological and Sociological Reasons Employees Resist Change 70

Why Do Unions Resist and Undermine Changes? 72

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY. TABLE OF CONTENTS – (CONT'D)

Subsection 2 – Why Are Changes Resisted And Undermined Aggressively By Employees? (cont'd)

Why and Who Will Resist Changes? 74

Are Governments and Utilities Different Than Profit-Driven Organizations? Should Different Performance Criteria Apply? 78

Big Brother Arguments Against GPS Tracking, Onboard Monitoring and Videotaping Are Full of Holes 82

Government and Utility Cultures "Think" They Can Justify Reasons for Excess Inputs and Processes and Higher-Cost Outputs. But It Is Only a Delusion! 84

Subsection 3 – Apply 4 Proven Cost Decreasing And Productivity Increasing Change Strategies With Associated Tactics 86

Definition of Strategies, Tactics and Implementation 87

Introduction to 4 Work Crew Cost Decreasing and Productivity Increasing Proven Strategies With Tactics 89

1. Eliminate Excess Fleet–Shop–Parts–Fuel Support Capacity 90

2. Apply and Aggressively Enforce Use It for Business or Lose It Policies to All Worksite Inputs. Implement a Fleet Asset Rental Chargeback System 96

3. Eliminate a Wide Range of Abuses Which Are 100% Avoidable Costs 101

3. Why Does Weak Senior Management Allow Abuses to Continue? 108

3. Apply 20-Point Checklist to Control Abuses. Implement World-Class Abuse Avoidance Practices 111

3. Benefits of Eliminating Abuses 115

3. Reduce Abuses and Increase Days Available to Rent 116

4. Eliminate Excess Shop Locations 117

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY. TABLE OF CONTENTS – (CONT'D)

Subsection 4 – Apply The 11-Step Change Implementation Strategy 120

Introduction to 8 Change Implementation Strategies Available 122

1. Through 5. Change Implementation Strategies Are Doomed for Failure 123

1. Hope and Prayer Change Implementation Strategy Is Doomed 123

2. All Show and No Go Change Implementation Strategy Is Doomed 123

3. Osmosis Change Implementation Strategy Is Doomed 123

4. Out Think Them Using Textbook Psychology and Sociology
Change Implementation Strategy Is Doomed 123

5. Japanese-Style "Consensus Building"
Change Implementation Strategy Is Doomed 123

6. Focus on Work Crew Outputs Is Doomed for Failure 126

7. Managed Competition Has Higher-Probability of Success 130

8. Introduction to the 11-Step Overwhelming Persuasion Change
Implementation Strategy Which Has the Highest Probability of Success 132

8. Introduction to the "Perpetual Shadow Manager" 138

11 Steps of Overwhelming Persuasion

Step 1 – Apply High Levels of Senior Management Brains, Bucks and
Backbones to Effectively Implement Changes and Grade Performances 139

Step 2 – Apply 2-Step Training Programs 144

1. Change Training Course Content 145

2. Skills Training Course Content 152

Step 3 – Senior Management Must Create Proven Alternatives
to Inhouse Work Crews 154

1. Apply 20-Step Outsource Feasibility Study Process
to Document Alternatives to Inhouse Work Crews 155

1. Apply Turnkey Outsourcing Options as Last Resorts 159

2. Create Proven Onsite Contractor Alternatives to Inhouse Work Crews 162

3. Capture Work Crew Managers' and Members'
Memories in an Infrastructure Database 167

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY. TABLE OF CONTENTS – (CONT'D)

Subsection 4 – Apply The 11-Step Change Implementation Strategy (cont'd)

Step 4 – Introduction to Using 3 Fast-Change Time Tactics 170

1. Apply Nuclear Explosions of Changes 171
2. Apply Fast-Track Implementation Timelines 174
3. Apply Capital and Operating Budget Reduction Milestones to Measure Change Strategy and Change Implementation Strategy Performances 178

Subsection 5 – Apply The 11-Step Change Implementation Strategy.

Step 5 – Apply 10 Employer–Employee Legal Contracts To Structure-In Changes 181

Introduction to the 11-Step Overwhelming Persuasion Change Implementation Strategy 182

Step 5 – Introduction to Applying 10 Employer–Employee Legal Contracts to Accelerate Change Timelines 183

1. Use Signed Employee Handbooks 191
2. Use Work Crew Department Operations and Management Practices Manual 194
3. Use Signed Job Descriptions 196
4. Use Detailed Work Orders Signed by Employees 198
5. Use Signed Job Performance Reviews With Compensation Adjustments 200
6. Use Signed Union Contracts 203
7. Use Signed Customized Job Performance Contracts 204
8. Use Signed Customized Ethics Contracts 205
9. Use Signed Training Course Completion Rosters 206
10. Use Signed Organization–Supplier Performance Contracts to Accelerate Changes 207

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY. TABLE OF CONTENTS – (CONT'D)

Subsection 6 – Apply The 11-Step Change Implementation Strategy.
Step 6 – Apply Fair And Legal Terminations..... 210

Introduction to Employee and Supplier Turnover Which Is Extremely Expensive 211

Employee Handbook Should Define General Employee
Acceptable and Unacceptable Behaviors and Performances 213

Job Descriptions Should Define Each Functional Title
Acceptable and Unacceptable Behaviors and Performances 214

Step 6 – Introduction to Progressive Reprimand and Dismissal Processes 219

Work Crew Managers Should Have 100% Control
Over Hire–Fire Labor Decisions 222

Subsection 7 – Apply The 11-Step Change Implementation Strategy.
Step 7 – Eliminate Work Crews From Shifting Blame To Others 224

Step 7 – Eliminate Work Crew Managers and Members
Shifting Blame to Others for Their Poor Performances 225

**TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY.
TABLE OF CONTENTS – (CONT'D)**

Subsection 8 – Apply The 11-Step Change Implementation Strategy.

Step 8 – Apply 4 Checklists To Measure Work Crew Management's True-Control Over Infrastructure Management And Maintenance Activities . . . 227

Step 8 – Measure Each Work Crew's Command and Control Over Infrastructure Management and Maintenance Activities Using 4 Checklists. . . . 228

- 1. Apply 19 Control Tools or Measures to Structure-In Financial and Operational Control Over Work Crew and Supplier Activities . 230
- 2. Apply 32-Point Checklist to Structure-In Control Over Work Crew Management and Maintenance Activities 234
- 3. Apply 20-Point Checklist to Measure Work Crew Control Over Predictive Maintenance Activities 240
- 4. Apply 11-Point Checklist to Measure Control Over Repair–Rebuild–Replace Activities 245

Subsection 9 – Apply The 11-Step Change Implementation Process.

Step 9 – Structure-In Continuous Improvement Processes. Pay And Promote Based On Performance and Not Longevity 248

Introduction to 4 Theories of Worker Motivation 249

Step 9 – Structure-In Continuous Improvement Processes. Pay and Promote Based on Performance on Performance and Not Longevity 253

TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY. TABLE OF CONTENTS – (CONT'D)

Subsection 10 – Apply The 11-Step Change Implementation Strategy.
Step 10 – Apply High-Tech To Independently Measure And Verify Work Crew Financial And Operational Performances 257

Introduction to High-Tech Applications for Measuring Work Crew Financial and Operational Performances 258

Apply Low-Tech and High-Tech to Independently Measure and Verify Work Crew Performances..... 262

Apply Videotape to Independently Measure and Verify Work Crew Performances 267

Duration and Frequency of Performance Measures 279

Politically Correct and Incorrect Cover Stories for Installing GPS and Onboard Monitoring and Messaging 270

Subsection 11 – Apply The 11-Step Change Implementation Strategy.
Step 11 – Apply Fleet–Shop–Parts–Fuel Managers, And Others To Collect Data And Provide Independent Verification Of Work Crew Performances 273

Apply Others to Collect Data and Provide Independent Verification of Work Crew Performances 274

Measure Financial and Operational Performances Using End-of-Day Manhour Consumption and Costs Incurred..... 280

Measure Operational Performances Using Near-Real-Time and End-of-Day Performance Measures 292

Fleet–Shop–Parts–Fuel Managers Will Be Forced to Measure Daily Work Crew Financial and Operational Performances 295

Measure Daily Work Crew Operational and Financial Performances 297

**TEXTBOOK 28 – APPLY PROVEN CHANGE IMPLEMENTATION STRATEGIES TO HIGHLY-RESISTANT CONSTRUCTION AND MAINTENANCE WORK CREWS, A CASE STUDY.
TABLE OF CONTENTS – (CONT'D)**

**Subsection 12 – Appendix – Over 40 Learning Opportunities
Create Well-Defined Career Training Ladders Which
Can Be Applied To Recruit–Retain–Develop Employees 300**

Subsection 13 – Master's Degree Certifications Open-Book Test Questions 304

The background features a gradient from dark blue at the top to light blue at the bottom, with several curved, parallel lines in shades of blue sweeping across the upper half of the page. The logo 'FLEETWHIZ™' is in a large, bold, blue, sans-serif font, with 'DECISIONMAKING TOOLS' in a smaller, white, sans-serif font directly below it.

FLEETWHIZ™

DECISIONMAKING TOOLS

FleetTextBooks.org LLC

381 Casa Linda Plaza #385

Dallas, TX 75218-3423 USA

214-320-3006

Website: www.FleetTextBooks.org

Email: Info@FleetTextBooks.org