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Unknown
Good morning, everyone. It is a sincere delight to be here with you today. It's my first time in Utah, and it is absolutely stunning, so I definitely have to come back to visit. We have a very special hour together today, because this morning we're going to talk about how to get the reliability that you need from your equipment and how to persuade management and everyone else that it's a priority.

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In other words, I'm going to show you how to lick your equipment, and we're going to do a reliability experiment together with one brave member of the audience. So if you think that that might be you all I can say is, I promise I'll make it worth your while. So let's start by talking about two reliability worlds. The first, reliability world is a proactive one.

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It is one where we get exactly what we need from our machines. We do the right maintenance at the right time. We maximize profits. We meet our mission requirements and our reliability teams work in harmony. But our other reliability world is a reactive one. It is one where everyone's running around working in firefighting mode. Going from this unplanned failure to the next, we waste money and other resources and instead of our team members working together, they feel like they are opponents.

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Now, whether we realize it or not. As reliability leaders, we create one of these two worlds.

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Because as reliability leaders, we design our reliability both literally and figuratively speaking. Now, literally speaking, the kind of reliability that we get from a piece of equipment is largely dependent upon its design. In other words, it is what it is. We can't get more out of it than it was designed to do. That's often referred to as its inherent reliability, but we also figuratively create our reliability.

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So the inherent reliability doesn't mean how long something will last without failing. Inherent reliability means how long something will last without failing when it's protected by the right proactive maintenance and other actions that we take, like our operating procedures and our emergency procedures and our technical publications, these are all choices that we make for our equipment, and the quality of our choices is governed by our philosophy.

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When we have a poor reliability philosophy, we run to a failure. We scramble to fix it. We get the machine up and running, and now we want to try and be proactive. But we don't have time because we have to now run to the next failure. And this cycle repeats. But when we have an effective reliability philosophy, we get just what we need from our machines.

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Our people thrive and success becomes the norm. But now the question is, how do we get that? And the answer is simple. Of course we have to lick our equipment. Now I'd like to introduce you to Larry the Licker. His story is inspired by a true story that my husband told me about his own brother.

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Once upon a time, there was a young man named Larry, and Larry loved to take things apart and put them back together again so he could figure out how they worked. He loved fixing things around the house for his mother. Larry loved machines so much that when he was 18, he decided to go to trade school to become a mechanic.

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Larry thrived at trade school, and one of his instructors noticed his dedication and decided to teach him the secret to effective maintenance and reliability. His name was Professor Noodle. Professor noodle started by telling Larry a story. Larry, he said, when I was young, my mother made the best pumpkin pies. They were so delicious that my brother, I now wanted them all to himself.

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So he did something very clever. As soon as a pie was cool, he took the pie and he licked the whole top of the pie right in front of me and my three siblings. But he didn't stop there. Then he took the pie, and he licked the crust all the way around. Professor noodle said, Larry, I now knew just what to do to get what he wanted.

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He knew we wouldn't want any part of that pie after he had licked the whole thing. When I was young, this made me very angry. But it taught me a very important lesson. So Larry said, but, Professor Noodle, what does licking a pie have to do with our machines? Plenty, professor noodle said. He leaned in closer and he said, Larry, you have to learn how to lick your equipment or it will lick you.

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Now, more confused than ever, Larry said, but Professor Noodle, how do we lick our equipment? And Professor Noodle said, Larry, what I now did was very basic, but it was very effective. And the same thing goes for our equipment. Good reliability starts with everyone understanding the basics of reliability and then putting those basics into practice. So Professor Noodle taught Larry this philosophy, and then Larry became a liquor.

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And then Larry taught all of his team members and they became liquors too. And they all got exactly what they needed from all of their machines. And they lived happily ever after in a proactive reliability world. Thank you.

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This morning I'm going to share that philosophy with you. Now, the story behind Larry is light hearted, but the lesson is very serious. Effective reliability doesn't happen by chance. It happens when we make the right choices for our equipment. And that is reliability centered maintenance. In a nutshell, reliability centered maintenance is a process that we use to identify exactly what we need from our equipment.

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So then we can figure out what actions we need to take to get it. It is a process that includes seven steps functions, functional failures, failure modes, and failure effects. And once we complete those four steps, we have completed a failure. Modes and effects analysis. So when we do reliability centered maintenance we do it as a natural part of the process.

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Then in step five we assess failure consequences of every failure mode that we identified. And once we've done steps one through five we've created a for MCA or a failure modes, effects and criticality analysis. Now that we've got all of our reliability ducks in a row, we move on to steps six and seven. And this is when we figure out how to manage each failure mode.

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In step six we consider proactive maintenance, whether that is a scheduled replacement task or a scheduled restoration or a condition based maintenance task. When you do reliability centered maintenance, you consider condition based maintenance. So that is not a separate process. But sometimes maintenance isn't the answer. And that's when step seven comes in where we may need to augment an operating procedure or maybe we need a slate design change to the equipment.

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Or maybe we need a new tool. Reliability centered maintenance is a reliability philosophy. It's principles are nearly 60 years old. It has stood the test of time and human meddling because it is fully rooted in the basics of maintenance and reliability. And everyone has to understand those basics. The people putting these solutions into practice, the people deciding about them, but also our reliability leaders and our managers because they need to be able to judge the choices that our reliability team members are making.

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As I mentioned, reliability centered maintenance embodies many fundamentals. But today we're going to go over five of them that everybody in the reliability environment needs to understand. Let's start with the first one. And that brings us to the first step in the ACM process which is writing functions. Now here's what my mentor John Mowbray taught us about functions and about reliability.

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John said that reliability isn't a thing on its own, but rather reliability is sprinkled amongst all of the functions of a piece of equipment. So when we correctly write functions for our equipment, we are actually defining the reliability that we need from it. So it's really important that we get it right. But what is unfortunate is that often in our industry, writing functions is considered like a matter of routine.

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It's like checking a box. And a lot of people just kind of pencil with functions. But I want to show you, a snippet from a case study on the left hand side. I'm going to show you functions from an ACM analysis that did not get the results the organization wanted. So I was asked to review this analysis to tell them why.

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And on the right hand side are snippets from an analysis that I facilitated where it was a big success and the return on investment was really good. Now both analyzes were for an industrial air compressor. So let's look at the left hand side. Excuse me. First deliver compressed air filter and remove particulates from intake air. Excuse me and monitor pressure level.

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So you can see that those functions are really vague and they're very basic. The first one deliver compressed air pretty much describes every air compressor on the planet. And the same thing

goes for the other two. But now look let's look at functions that are properly written. When we write functions in the context of ACM, we include what we call performance standards, where we define specifically what we need from the equipment.

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And we're not talking about design specifications. We're talking about exactly what we need. Because remember we are defining the reliability that we need. So in the case of our compressor how clean do we need the air at what pressure at what flow rate to provide oil free compressed air less than 100°F at a minimum of 4000 standard cubic feet per minute, 110 output pressure to make up this compressed portion of maintaining 14,000 standard cubic feet per minute and 110 had a pressure to the plant.

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So you can see how in that function, we've defined exactly what we needed to do. And we even mentioned that we needed to do it in the presence of other compressors to remove particles greater than or equal to one micron from the incoming air to the compressor and to indicate main pump oil discharge pressure within plus or minus three p.s.i.

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On the left hand side, we they have written functions as a matter of routine, and on the right hand side we have defined reliability. Once we have written all of the appropriate functions for our ICM analysis, we've completed the first step in our pfma. And that is the first column. Now let's move on to basic number two. And that is how to properly write and identify failure modes.

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Now when I use the term failure mode I'm using it synonymously with the term failure cause. So when I say failure mode I mean what specifically causes functional failure? Something else my mentor, John Mowbray, taught us is that we manage physical assets at the failure mode level. He even went further to say that failure modes are the currency of physical assets.

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And that's why it's so important to specifically identify them, because the failure modes are what's standing between you and getting what you need from your machine. The way I like to describe a failure mode is when it's written properly. It's like putting you on the right road and it will lead you to your destination. Well, your destination is appropriate for failure.

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Management strategies, and that could be proactive maintenance. And it could also be a default strategy like we talked about, like changing a training program. So let's go back to our little mini case study. And let's look at some failure modes that are poorly written. So for example intake filter fails. An intake filter damaged. So in ACMS in ACM language we would say that these failure modes are written at too high of a level.

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And actually they're not specific causes of failure. They're actually failure effects. So I would ask the question well, specifically what causes the intake filter to fail? Well, it could be clogged due to normal use and written at that level. It will lead us to maybe deciding to do some condition based maintenance to monitor the differential pressure and only change the filter upon evidence of need.

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Another specific cause is that the filter itself could deteriorate due to normal use. Maybe it has a useful life associated with it. So we may want to do some preventive maintenance like replace the intake filter yearly. And what about the intake filter being damaged. What specifically causes that. Well maybe it gets damaged because there are inadequate installation instructions.

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So it's not necessarily because someone did something wrong, but we as leaders didn't set that person up for success by giving him the right instructions that he needed. So here we're in step number seven in the ACM process, where it's not just about maintenance, but maybe we need to add a training procedure or beefed up installation procedure, or beefed up what we already have.

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Let's look at three more examples. AC motor seizes due to excessive vibration or overheating. Those are not specific causes of failure. Again those are failure effects. That's what happens when something fails. So what could specifically cause the AC motor to seize? Maybe the motor bearing oil deteriorates due to normal use. So that could lead me to deciding to replace the electric motor bearing oil yearly.

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Now, maybe you're thinking to yourself. But you know what? Maybe I could do condition based maintenance instead of that. So while you're doing your analysis, you always have to make sure you have you make a decision for what you have now. But you could always also go into step seven and maybe recommend that, an oil analysis program is investigated.

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Electric motor intake screen clogs due to normal use. Maybe we need to do a scheduled restoration task and clean it every month. And electric motor bearings we had do to normal use here. Maybe I do want to do some condition based maintenance and do vibration analysis, and only replace the bearings upon evidence of need.

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That when we finish writing failure modes, we've completed the third step in the same process and that is failure modes. So I hope that gives you a little insight into why it's so important to number one, write them, but write them properly because they lead us to our decisions. Let's move on to basic number three. And that is how to determine condition based maintenance task intervals and this in my opinion, is one of the most important basics to understand and is also one of the most misunderstood and sometimes unknown basic in our industry.

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So first let's talk about what a CBM task is. A CBM task is defined. AB is performed at divine at defined intervals to detect a potential failure condition. So maintenance can be performed before failure occurs and potential failure conditions come in all kinds of shapes and sizes, things like illuminated warning lights and increased vibration, noise, heat, wear, etc. and we can monitor these potential failure conditions in any number of ways.

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We can do it very simply by using our human senses, by reading gauges, or feeling for vibration or looking for wear. And then we can get a little more sophisticated and we could do, for example, infrared inspection and ultrasonic inspection and vibration analysis. And we can even get more technologically advanced with outfitting our equipment with sensors directly on equipment and, and let, technology monitor that for us.

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But no matter how simply or how technologically advanced we monitor these potential failure conditions, the basic fundamentals of condition based maintenance are the same. And in order to harness the true power of condition based maintenance, what we're going to talk about is really important to understand. We have to evaluate our potential failure conditions in order to figure out how often we do our CBM tests.

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And for that, I want to introduce you to the PTF curve. Now, one thing is that if you're sitting in the audience and you're thinking, oh brother, I already know all about the PTF curve, then that's

great. But what I would ask you to think about as we're going through this is who within your industry doesn't know in your organization, doesn't know about the PTF interval, but should.

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Okay. The x axis is time. And that can be evaluated in any number of units. It could be calendar time. It could be cycles operating hours takeoffs and landings. And the y axis is the resistance to failure. So let's say for example, we install a new component today. We know that its resistance to failure is at its greatest.

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But we and everything on planet Earth are subject to the second law of thermodynamics, which basically says everything will degrade over time. And that goes for our components and our machines too. Now, most failure modes, even ones that fail randomly, give us some sort of a warning that failure is in the process of occurring. In the context of reliability centered maintenance, we call that a potential failure condition.

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Now, if we ignore it and don't look at it, or we do find it and we say, you know what, forget about the potential failure condition, we're just going to move on eventually. Failure is going to occur. Now, the time between when a potential failure condition is detectable and failure occurs is called the p to S interval.

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Now remember we managed physical assets at the failure mode level. So let's look at an example together. And let's say that our failure mode is the belt which is due to normal use. So let's say we install a new V belt today. It's resistance to failure is at its greatest. But a certain amount of time goes by. We don't know how long.

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And for this concept, we don't care. What we care about is when the evidence of impending failure is detectable in this example, that would be visual evidence of cuts in phrase. Now, if we ignore it, eventually the belt is going to break. Now the question is how long does it take to go from visual evidence of wear to the belt breaking?

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Let's say we query our equipment experts and they say that's six months. The general rule of thumb for condition based maintenance, and how often to do the tests, is to have the PTF

interval. You have to do it at least intervals less than it. But a general rule of thumb is to have it. So let's go with that today.

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So let's say we send Larry out today to go in to go inspect the belt. But he doesn't know it. But he's right here on the curve. And the visual evidence of wear is not visually detectable. When are we going to send Larry out again?

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In three months. So in three months, Larry doesn't know it, but he's going to be about here on our curve. And he's going to find that visual evidence of wear. Now how long do we have until the belt breaks. We have three months. That is called the net P12 interval. In other words it is the minimum time remaining to do something about it or to take action to have to manage the consequences of failure.

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That's something else that John Mowbray taught us, is that the essence of reliability centered maintenance is managing the consequences of failure. We're not in the business of preventing all failure. We're in the business of managing the consequences. There are plenty of failure modes within all of our organizations that we consciously run to failure because they don't matter very much, but the ones that matter, we do something about.

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Now let's pause for a minute here, because knowing the P12 interval and how long you have left to take action is the part of condition based maintenance that really puts you in a position of strength. So once you find the evidence of where or once your program tells you, oh, you've got this vibration signature, your bearing is in the process of failing.

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Now you need to know, well, do I need to shut down immediately and replace the bearing, or do I have a week? Do I have a month? How long do I have? When you identify the P12 interval and you know how much longer you have left, you know how much time you have to take action. So for example, do you need a pot for that?

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If it takes six months for me to order a new V belt, is this P2 interval of any use to me? No, because I own the minimum time I have remaining is three months. It can also help you with shutdown schedules. So I hope that you can see the power of condition based maintenance.

When you get very conscious about identifying what your potential failure condition is, what failure is to you, and how long it takes until that failure occurs.

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Here is the point about condition based maintenance. It doesn't matter how often failure occurs. What matters is how quickly failure occurs. Once a potential failure condition is detectable, CBM task intervals are not based on mean time between failures or mtbi. They are not based upon the useful life, and they are not based upon criticality of failure. CDM task intervals are based on the P12 interval.

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In other words, how quickly failure occurs. Once a potential failure condition is detectable. Again, it's one of the most important five skills that we're going to talk about today.

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Now let's move on to the fourth basic that I want to talk about. And that is making use of our most valuable reliability resource, and that is our equipment experts. The only way I would advocate doing reliability centered maintenance is with a facilitated working group approach. So that is we assemble an interdisciplinary team of equipment experts. And that team is led by an axiom facilitator.

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So the facilitator understands the principles of our team, asks the equipment experts the questions, and they give the answers. And together they create. They do a reliability centered maintenance analysis. Now, in my experience, it's like magic. What happens in a room when you get all of these disciplines together and working on a formal process? Because just think about it for a second.

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Well, first let me ask you this. What happens between operators and maintain is usually do they always get along or they kind of butt heads. Right. But what's really interesting is that everyone around the table, the goal is the same, right. To keep the machine running. It's just that they all have different perspectives about what that looks like, but they also have different perspectives about their understanding of the machines.

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The operator knows the machine from an operations perspective. Likewise, a maintainer knows it differently. And then a certainly a systems engineer is going to know it differently. So when you

get all of them working together, exchanging these ideas, everyone around the table learns about the equipment. But they're also able to make even better decisions because they've got this body of knowledge all in one place.

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Sometimes you've got hundreds of years of cumulative experience in the room, and a really good byproduct of them is if you've got a seasoned expert, someone who's been in the field 20, 30, sometimes even 40 years, and they decide to retire or move on to another opportunity. As you create your filling modes and effects analysis, you're basically memorializing a good bit of that person's knowledge and experience.

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So when they leave, if they leave, you don't have all of their knowledge and experience doesn't leave with them. Now, I thought that I was the only one who got really excited about equipment experts working together until I gave a presentation in Texas one time and this guy raised his hand and he said, Nancy, I know exactly what you're talking about.

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He said, it is a work of art. Watching someone do a laser alignment. And I thought, yes, that's it. It is a work of art and it is invaluable experience that our experts have. They know our equipment. They know the operating environment. They know the operational tempo, and they know exactly what we need from our equipment. That's step number one writing functions.

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They also are in the best position to know what can go wrong. That's writing failure modes. What happens when something fails? That's writing a failure effect how it matters. And that's assessing the consequences of each failure mode. And when we ask them the right questions, they can help us to formulate what proactive maintenance tasks we need to do, how often we need to do them, and if there's anything else like, hey, we need a new tool and that will really help out.

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Okay, basic number five. And that is empowering your reliability culture. Now a big problem that we have in our industry for reliability centered maintenance, but really for any reliability improvement effort is how do we get buy in from management and everyone else. So there's the technical component. Of course there's a technical component to ACM. You know who's going to facilitate.

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And we've got to learn the process. And where are we going to do the training and all of that. And all that is great. And it lights me up. But there's a huge human component because we're all responsible for taking care of machines. But really, what do we have to deal with on a daily basis. And that is people and everyone's different.

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So when you do ACM there's usually an ACM champion one or a small group of people, and those people are thinking about all the ACM stuff, the P-12 intervals and the training and the seven steps and all of that. And when we plan correctly and we understand the process, that's great. But if we don't draw everybody in, we could do the best reliability maintenance there is.

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But if we kind of alienate people or ignore them during the process, it's going to be really hard to bring them in. So we got to bring them in from the beginning. But if you're a champion in your organization, what's important to remember is that everyone has different perspectives. You're thinking about the technical aspects of the process, but for example, upper management, they're thinking about money, middle management.

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They're thinking about staffing and production issues, operations. They just want the machine to run smoothly so they can reach their goals. And the maintainers. They want time to proactively work on their equipment. Primarily, they're tired of getting blamed for all of these unplanned failures. So to fix this, it might feel like we have a problem. It's a negotiation problem.

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Basically, as people, we focus on our own pressures, which causes us not to think of others. So the solution is simple, but it's not easy. And that is to get out of our own heads and start thinking about the other person, because a human being doesn't do anything without a need to do it. And I have the perfect case study to share with you today.

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Would you raise your hand if you've ever watched friends the sitcom friends? Okay, so remember when Ross was about to marry and was about to marry Emily and he said, I, Ross, he's supposed to say I, Ross take you, Emily, to be my wife, but instead he says, I Ross take you Rachel, to be my wife. Oh, okay.

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He says the wrong word. To make a long story short, them, they get married, but it doesn't work out. They get divorced. And this leaves Ross with a really big problem, because he was living in an apartment that was owned by Emily's family. But Ross has a really big problem because apartments are hard to come by in New York City.

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But one day the friends are in Monica's apartment and they're looking out the window, and they see that ugly naked guy is packing up all these boxes. So they see that ugly naked guy is moving. And Ross says, oh, that would be the perfect apartment. I want it. So Ross says to himself, I know everyone at work loves those mini muffins.

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I'm going to send Ugly Naked Guy a basket of mini muffins, and then he'll give me the apartment. So now he goes and he sees the apartment, and he knows that he loves it, but he also notice he he's also told that there are 100 other people who are submitting applications. So Ross now he knows he's right. Those mini muffins are going to work.

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Now. In the next scene, you see the friends looking out the window and they're remarking about all the gifts, all the bribes. They see a big pinball machine with a big red bow on it and all this other stuff, and there were like ten baskets of mini muffins. And so now Ross is all all deflated and he's like, oh no, now I'm never going to get that apartment.

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But at that moment, Rachel pipes up and she says, Ross, why don't you figure out what Ugly Naked Guy's hobbies are and use those to bond with him? So now Ross lights up and he says, well, hey, we've been we've been watching Ugly Naked Guy for years, so I've got the advantage now. And now in the next scene, you see Ross sitting naked on the couch next to ugly naked Guy watching television because what did Ugly Naked Guy want?

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Well, he's a nudist and he enjoys being naked. He just wanted to sit on the couch with someone else who enjoyed the same thing that he enjoyed. And as the story goes, he got the apartment because he got out of his own head and he got into the mind of an ugly naked guy. So that's what we need to do as reliability leaders for all of these other people that we need to get on board.

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We need to get out of our minds and get into their minds and bring them into the story right from the outset. So I made this mistake early on in my career where I just every time I presented by ICM, I talked all about the seven steps. And here's how you write functions. And look at these failure modes and, you know, people's eyes would gloss over.

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And I very quickly learned that you have to talk to everyone differently. So bring them into your story and the way to pitch it to them is this show them how reliability centered maintenance is going to solve their problem, because it will. ICM will solve the problem of everyone here. So I would speak to a maintainer. I would sell it differently than I would sell it to upper management.

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And it truly works. Remember, it's not all about machines. We have to consider people too. Don't be consumed by your own pressures. Get out of your own head and start thinking strategically. Understand other people's perspectives. Show them that you get that because it really does build trust and credibility. Just take it from Ross and just hope that nobody in your organization likes to watch TV naked.

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That's all I'll say. There. Okay, those are our five basic skills, but I have a bonus for you today. And the bonus is talking about taking action, because obviously we live in the real world and not fantasy land. So understanding all of this is all well and good, but we need to work towards our goal. So when I think about my goal, I like to think about a number line.

00:36:19:20 - 00:36:48:10
Unknown
So here I am at the origin and I can move in this direction and I can work towards my goal, or I can move in this direction where I'm working away from my goal. Now we are all human beings and we're not robots, so we can't constantly be working. So there's this area that I call the Zone of legitimate rest and relaxation.

00:36:48:12 - 00:37:15:16
Unknown
The problem with this area is that when we stay in it too long, comfort can really become a problem. When I was young, my brother Albert gave me a book called The Prophet by Kahlil Gibran, and in it he wrote, Nancy, this is one of the most important books you will ever read in your life. I hope you will keep it forever.

00:37:15:18 - 00:37:38:14
Unknown

Love, Albert Christmas 1981. Now here's what Kahlil Gibran says about comfort. Comfort, that stealthy thing that enters the house, a guest, and then becomes a host, and then a master, and then with a hook and a whip. It makes puppets of our larger desires.

00:37:38:16 - 00:38:12:18
Unknown
Now here's my experience with comfort. Comfort can almost become like a seduction, and it can lull us into complacency. And when you think about reactive mode and running from fire to fire, that can also be a type of comfort because we're busy and we're working on our equipment, so it can lull you into a point where you start procrastinating, but then you just procrastinate so much, you end up in the black hole of neglect.

00:38:12:20 - 00:38:48:08
Unknown
And we know when we're there personally and professionally, because we may feel frustrated or bored, or there may be a particular absence of joy in our lives. So the way out of it is to take action. And here's what I have learned that when we start moving in this direction and we take action, big or small, towards achieving our goal, it's almost like magic happens.

00:38:48:10 - 00:39:13:08
Unknown
The more we work towards it, it's like the people and the things and the resources start to fall in our path. All the things that we need to get us to the next level. Now, this isn't woowoo stuff. This is actually physics because we know from physics that everything is energy, and all energy has a vibration and an associated frequency.

00:39:13:12 - 00:39:42:02
Unknown
The frequency is the speed at which something vibrates. And we also know from quantum physics that like attracts like. So when we're on this path and we're taking action towards our goal, we are actually living in the frequency of our goal. And because of physics, we fit. We actually start to attract what we need to achieve it. But don't take it from me.

00:39:42:04 - 00:40:16:06
Unknown
Take it from the master himself, Albert Einstein, who said, everything is energy and that's all there is to it. Match the frequency of the reality you want, and you cannot help but get that reality. This is not philosophy. This is physics. So now this brings us to our reliability experiment. And where I need one brave member of the audience as my volunteer, who's going to be okay.

00:40:16:06 - 00:40:27:05
Unknown
Come on up. Can we have a round of applause for our. Okay.

00:40:27:07 - 00:40:44:19
Unknown
Come on up here. All right. Come on up. Can I have a handheld microphone? Oh, come on up, please. All right, Minnesota Vikings. Okay, let's get you a microphone. Hold on.

00:40:44:21 - 00:41:08:10
Unknown
Okay. All right. What is your name? Dan. Dan and Dan, where are you from? Originally or most recently, the. I work with Kinross Round Mountain. Okay. You from Minnesota? And what do you do? Put this a little higher up to your mouth. Yeah. And talk louder. Okay, good. Process maintenance superintendent. Okay. All right, now, I've got a question for you.

00:41:08:12 - 00:41:33:01
Unknown
Okay. Have you ever heard of Mary Kay Cosmetics? Sure. Okay. Will you raise your hand if you don't know about Mary Kay? Okay, so for those of you who might not know, it is a makeup, a cosmetics and a skincare company. It's direct to consumers. So anybody can become an independent, Mary Kay, sales person and sell makeup.

00:41:33:03 - 00:42:01:12
Unknown
Now, Mary Kay was founded in 1963 by Mary Kay Ash, and she was a real go getter. She was all about this path and taking action. The company is still thriving today. They do $6 billion in wholesale sales. Now, one day I was surfing the internet and I happened upon a video with Mary Kay when she was training her national sales directors.

00:42:01:14 - 00:42:24:22
Unknown
And what she was trying to do is kind of get the fear out of them. You know, you've got to go out there, you got to meet people. You have to do this and that to to boost your sales. So she had them do an exercise, and that exercise was she had them walk around the room, all the while chanting, I'm a member of the Dindin club.

00:42:25:02 - 00:42:54:18
Unknown
Do it now, do it now. Do it now. Oh, boy. Okay. So now, do you have an idea what I'm going to ask you to do? It seems obvious. Okay, but there's one other element to it. Okay? So remember how we talked about when you work on your goal it's energy. And it has a certain frequency. And our job is to put ourselves in a position where we're living in the frequency of our goal.

00:42:54:19 - 00:43:14:19
Unknown
So who who's old enough to remember these on the television? Yep. Okay. So, you know, depending upon the length and the frequency of the channel we wanted to tune into, you know,

you had to play with the antennas. So this is to remind you that what you're going to do is you're going to tune into the frequency of your goal, and we're going to see.

00:43:14:21 - 00:43:32:10
Unknown
I'm sorry I almost poked you in the eye. Okay. We're going to see what you've manifested. So are you ready? You got to put these on. You can put them on over your hat. Are you going to do it? God bless America. God bless America. God bless you. God bless me. Okay. Put them on. Okay. So. Oh, yes.

00:43:32:10 - 00:43:37:17
Unknown
A round of applause. Okay.

00:43:37:18 - 00:44:01:06
Unknown
Okay. Don't let them fall off. Now, wait a minute. This is what you have to do, okay? If you don't, you're going to scream loud enough or you don't need this. I don't, okay, but you got to be loud because you're going to tune in to the frequency, so you have to take the wand. So what you're going to do is you're going to go down these steps and you're going to go up, down that aisle and then go to the road between the second and third row tables.

00:44:01:08 - 00:44:20:00
Unknown
If you videotape this, I'm going to fire in your house, word of God. It will happen. Do it. Do it. Okay. And then you're going to come back up other steps. Will you come back up this way? Okay, okay. But all the while you have to say I'm a member of this club. And then when you're one, you have to go do it now.

00:44:20:00 - 00:44:41:13
Unknown
Do it now. Do it now. Okay. Are you ready? No. Not really. You can do it. You can do it. All right. Ready? Yes, sir. I'm a member of a member of the boy. But I don't do it now. Do it now.

00:44:41:15 - 00:44:46:10
Unknown
Now, now.

00:44:46:12 - 00:45:03:03
Unknown
I am a member of the dating club. Here. Now. Do it now. Do it now! I'm still a member. Now. Do it now. Do it now! Last time.

00:45:03:05 - 00:45:29:12

Unknown
Member of the club. Do it now. Do it now! Do it now! Woohoo! Oh, you did such a great job. You might be my best ever member of the Dindin club yet. Okay, so now let's see what you manifested. Okay. You want to sit? You want to sit down and you can open these. Okay? Okay. If you would like me.

00:45:29:15 - 00:45:46:12
Unknown
Yes. Go ahead, sit down. Okay, here's the first one. I made it easy. If you turn it over, you can pull the bow like this. I can't hardly see, I know I can't hear what? My glass. Let's go ahead. Pull that. And now you just hear it. Okay?

00:45:46:14 - 00:46:07:16
Unknown
Is it my self esteem? No. You're. Oh, oh, it's a power bank. Okay. But it's a really cool one because it's got, an adapter for an iPhone and portable charger. Yep. And you get all the it's says is for 60 hours, so you can test it out and see. Very nice. Right. Okay. Now here's the next thing.

00:46:07:16 - 00:46:31:14
Unknown
If better okay. If you'd like it, this is a copy of my book. But also inside there are instructions, for complimentary access to my introductory ICM course. So there's a coupon code that will reduce the price to zero. So thank you so much for being my volunteer and you were an excellent one. But you were all right.

00:46:31:16 - 00:46:57:04
Unknown
Okay. Yes, that was excellent. What an excellent. Thank you so much. You were an excellent volunteer. Okay, so that was a little silly. And it was light hearted. But it is representative of what actually happens when we stay on that path. Now, one thing is that it's not necessarily a straight line.

00:46:57:06 - 00:47:23:02
Unknown
Just like life, you know, it's more kind of like this, you know, ups and downs and loops and sometimes things happen. It tries to get us off course, but it's just really important to stay on that course. Because remember, it's physics. And Einstein said it himself. Just if whatever reality you want, just live in that frequency and you will be able to achieve that reality.

00:47:23:04 - 00:47:55:17
Unknown
Okay. So our choice is clear. We can either become lickers or we can be licked by our equipment. So I do sincerely hope that after today you will decide to become lickers. If you

would like the slides from this presentation, you can go to this URL ICM training online.com/attain and you can just download them. And also there's a link to a free overview of the course if you want to take that.

00:47:55:18 - 00:48:18:04
Unknown
If we're not already connected on LinkedIn, I'd be delighted by a connection request. And the last thing I would like to share is the most important thing that my mentor, John Mowbray, taught me, and that is, is that human beings time is our most valuable asset. And you chose to spend your time with me to that today. And for that I am sincerely grateful.

00:48:18:04 - 00:48:18:22
Unknown
So thank you.