

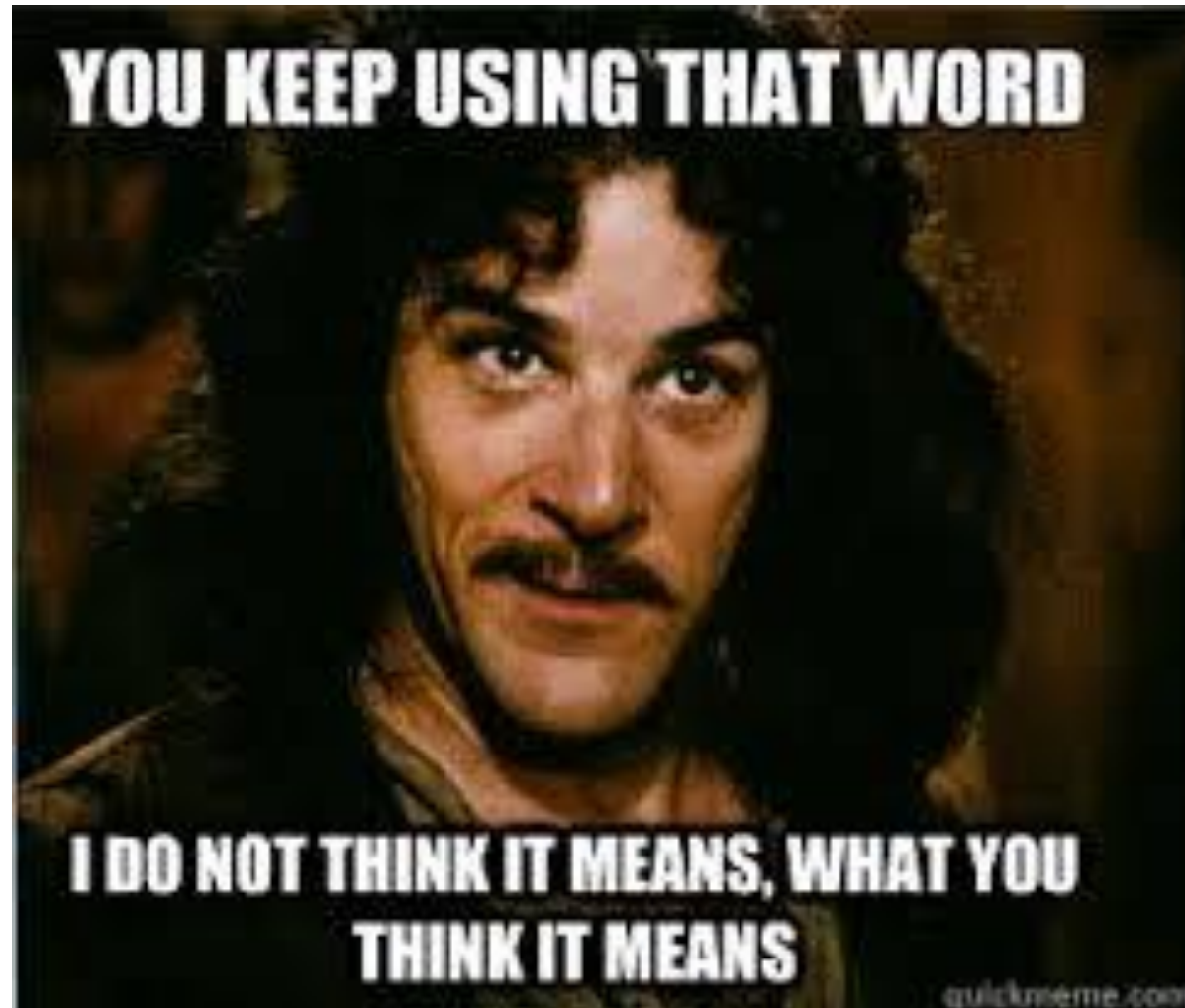
The Implementation Challenge: Why Asset Management Plans Sit on the Shelf

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What we're talking about



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Asset management is about how we work together to make informed decisions about infrastructure, to deliver services sustainably.

It's an ongoing process of assessing, planning, implementing, learning, and adjusting.

It's not a noun, it's a verb.

What we're talking about

The **Plan** is the “thing” where you typically document what you know about your services and the assets that deliver them, and what you need to do to get better at asset management.

What we're talking about

The **Implementation Challenge** is where you get **stuck** starting or sustaining your efforts to incorporate information and recommendations from your **plan** with the **decisions** you make.

The outcome? Your Plan sits on the shelf, and nothing meaningfully changes in the way you do business.

Why do we get stuck?

What are some of the challenges you have experienced starting or sustaining your implementation efforts?

Why do we get stuck?

- Silos
- Lack of buy-in
- Lack of leadership
- Not my job
- Not enough time
- Not enough money
- Not enough people
- Not a priority



Why do we get stuck?

- Weak relationships
- Poor communication
- Don't know what the "goal" is
- Don't know why this matters
- Lack of clear roles
- Lack of focus
- Lack of accountability
- Competition – for people, for money
- Fear – of change, of conflict, of risk
- Lack of trust



What's the root cause?

Anybody?

What's the root cause?



What's the root cause?

There isn't one! – but some big, inter-related reasons we see:

There's too much emphasis on the
Plan.

Decision-makers and
influencers aren't on board.

Trying to do it all, all at once.

The Team is an afterthought,
or not thought of at all.

How do we get un-stuck?

1. Recognize that asset management is as much a PEOPLE problem as a TECHNICAL problem.

Try this:

- Developing a vision for asset management. Ground it in sustainable service delivery. This means thinking not just about what you aspire to be or look like as a community – but how you aspire to work together to provide service.
- Focus on how you do business, not just the plan.

How do we get un-stuck?

2. Start from the start.

Try this:

- Take an organizational asset management maturity assessment like AssetSMART 2.0.
- Set realistic improvement goals and take incremental steps towards them.
- Prioritize.



How do we get un-stuck?

3. Engage decision-makers.

Try this:

- Engage senior management and Council from the beginning.
- Have representatives on your team as you develop your Plan.
- Communicate with Council regularly.

How do we get un-stuck?

4. Pay attention to the team like you never have before.

Try this:

- Recognize this isn't *just* a finance, or *just* an engineering thing.
- Assemble a diverse team to develop the Plan and lead its implementation. Consider distributed leadership.
- Consider not just current roles, but capacities, personalities, and readiness for change.

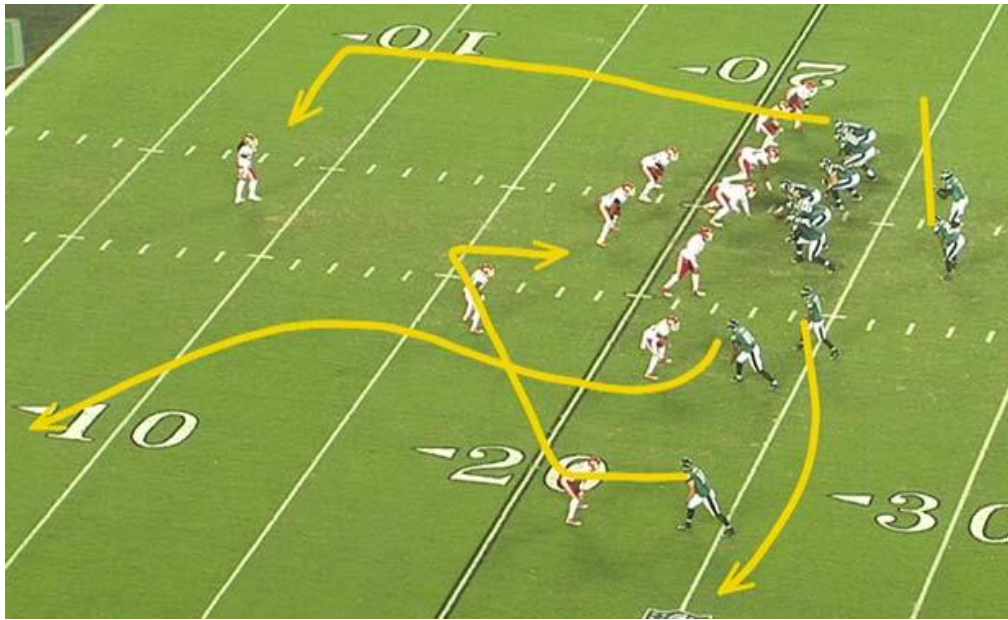
How do we get un-stuck?

Embrace the discomfort!



Another way of looking at it...

1. Recognize the playbook doesn't win the game itself. People do.



Another way of looking at it...

2. As a team, play in your own league. Through regular workouts, practices, and wins, you'll move up the ranks.



Another way of looking at it...

3. Make sure the team's owner, GM, coach, and players are all on the same page with what needs to be done.

Another way of looking at it...

4. As players and as a team, know your roles, where you're fit and strong, and what skills and muscles you need to develop to elevate your game.



Another way of looking at it...

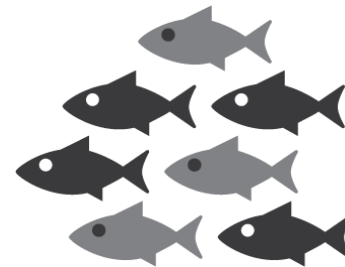
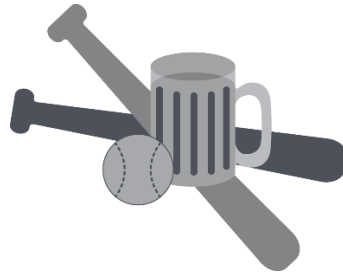
No pain, no gain!



Paying attention to the Team

What kind of team are you on?

What muscles and skills might you need to develop to get better at implementing asset management?



Questions or Ideas?

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