

Why Frustrated Operators do the Best Asset Management

AND HOW TO HELP. A CONVERSATION WITH **GRACELYN**

SENIOR ASSET PROGRAM MANAGER AT THE **CITY OF ABBOTSFORD**

Today's Conversation



SETTING THE
STAGE

WHAT

SO WHAT

NOW WHAT



SETTING THE STAGE

WHO'S GRACELYN, HOW ARE THINGS, AND HOW DO WE WANT THINGS TO BE

Gracelyn's Career Path

- Asset Management Analyst (Engineering Consulting)
- Asset Management Coordinator (Town)
- Manager of Asset Management (Regional District)
- Independent Consultant
- **Manager of Operations and Maintenance (Town)**
- Leadership Masters Student
- **Senior Asset Program Manager (City)**



Status quo

Operations is optional in asset management.

Operations is frustrating for asset management.

Operations can be seen as technically inept, anti progress, or just not ready or willing.



Operations in asset management

Operations have been vital partners my most impactful “asset management wins”:

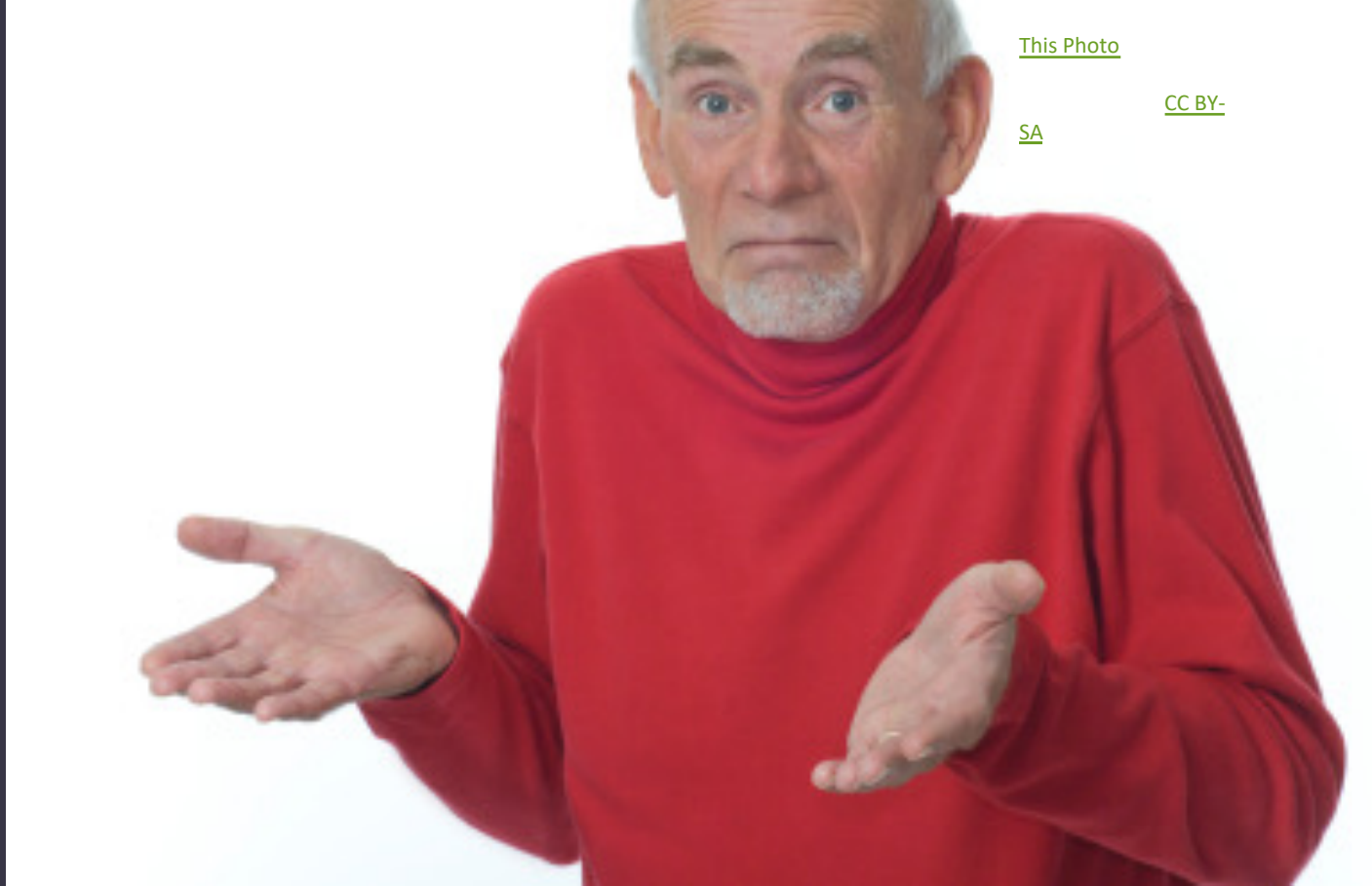
- Data collection (inventory, logs, inspections, work orders)
- Digitization (work orders, map changes)
- Process Improvements (preventative maintenance programs, documentation, reduced risk)
- Engagement in policy, budgets, strategy, and service outcomes

People who care about what they do, with an opportunity to work with the organization better.

People who benefit from the exact tool kit that asset management offers.

What

ASSET MANAGEMENT, OPERATORS, AND FRUSTRATION



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Asset Management

What kind of asset management culture did you inherit?

What kind of relationship do you have with operations right now?

What would your operators say “asset management” is?



Operators

Operators are asset subject matter experts.

How has your relationship been with operations?

Would your average operator know what their role is in the process of asset management?



Frustration

Frustration lives in the gap between reality and expectations.

Frustration can create productivity, as **Creative Tension**, or be unproductive, as **Apathy** and **Cynicism**.

Are your operators frustrated?

Do your operators believe they can have an impact?

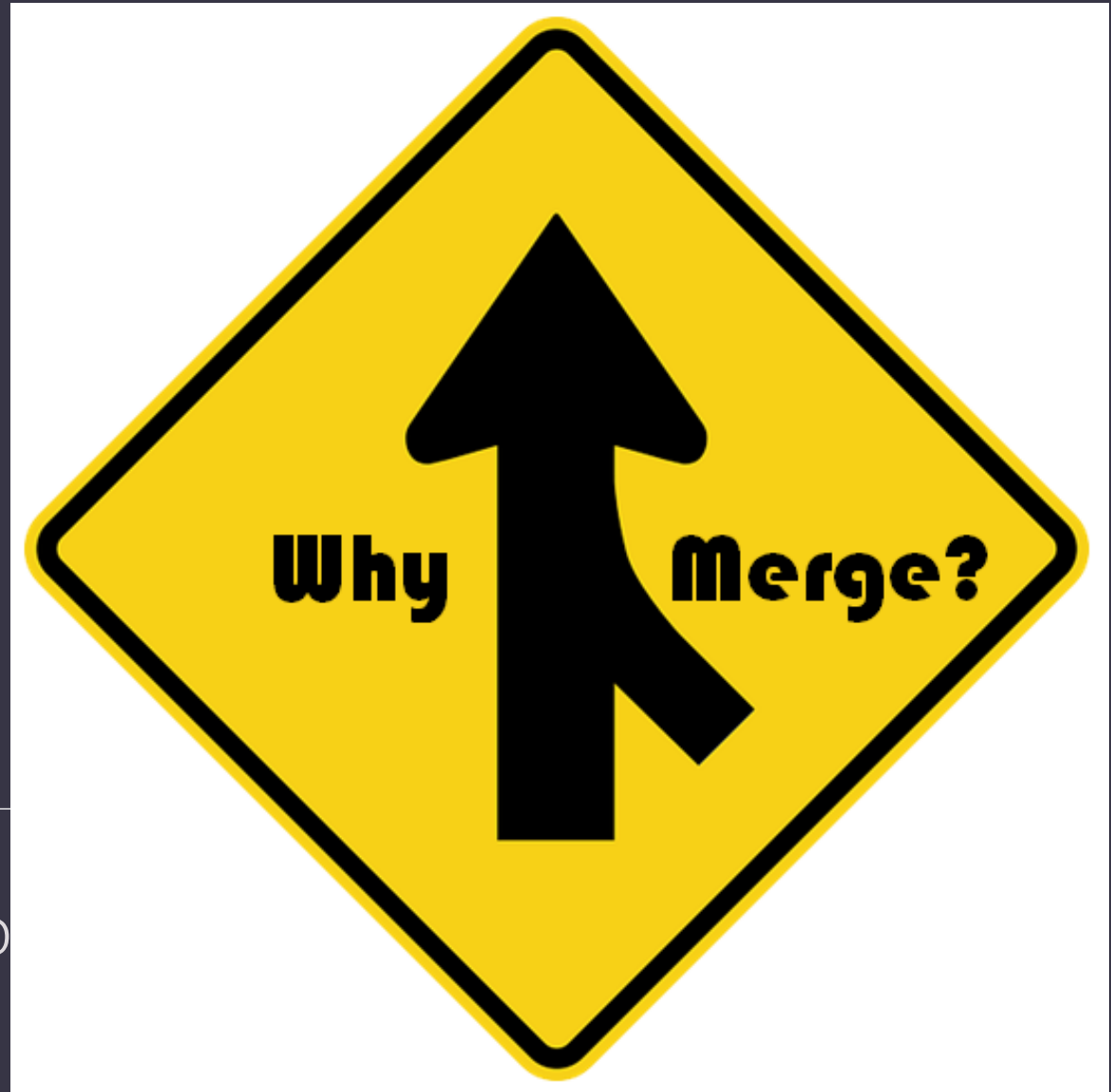
Have they reached apathy, cynicism, or burn out?

Do you believe they can change?



So What

WHY IMPROVE THE RELATIONSHIP
BETWEEN ASSET MANAGEMENT AND
OPERATIONS?



Humanity

We care about the humans we work with.

Sustained frustration, without the ability to have an impact, can lead to apathy, cynicism, and Burn Out.

Asset management can be a tool for empowerment and impact, which is vital for productive frustration.



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Impact

Humans do asset management.

Software, templates, and policy are only as effective as the humans who use them.

Humans are their most capable, competent, and creative with people they trust.

Trust takes time and effort.

What kind of impact do you want to have with asset management? What level of effort is it worth you?





Now What

IMPROVING ASSET MANAGEMENT STARTS WITH IMPROVING
RELATIONSHIPS, WHICH STARTS WITH CONVERSATIONS

Making Changes

Do you believe that more engagement with operations would improve your asset management work?

Do you want to improve your relationship with operations, in order to improve your work?

Do you believe that you have the ability to improve that relationship, with actions within your control?



Start with a Conversation

If yes, you can start with a conversation.

A conversation with yourself:

Listen to your own complaints about operations with your Wise Mind.
Is there something you could be doing differently, to move towards your goal?

A conversation with a fellow practitioner:

What challenges are they facing with their operations teams?
What successes have they had? What successes have they had?

A conversation with an operator:

What frustrates them? What's their ideal future look like?
How can asset management help them achieve the things they want to achieve?



Other Tips and Tricks

Lead with Respect and Empathy: “People don’t care how much you know until they know how much you care.”

Spend the Time: We need face to face time to build trust. Doing things like working out of the Operations Yard has an impact.

Build it into the Program: Creating structure that supports trust building and conversation.

Quality Conversations: Looping people in, even before they know they care. Casual introductions, asking for input, and saying if you don’t know.

Keep it Future Focused: Help shift complaining into a vision exercise by shifting conversations from a venting solution to “Now What”.

Let it be a Process: Lean into the continuous improvement part of asset management. You don’t have to get the conversation, relationship, initiative perfect.

Wrapping it Up

Frustrated Operations do the best asset management because if they're still frustrated, there's hope, because **they care** and see potential for a better version of things.

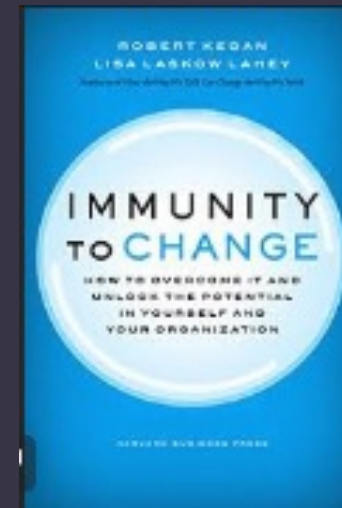
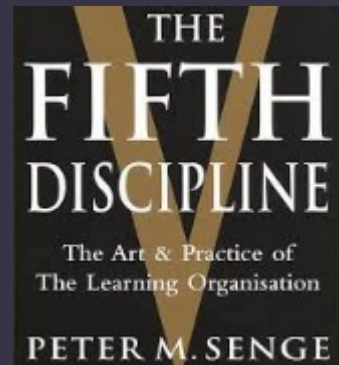
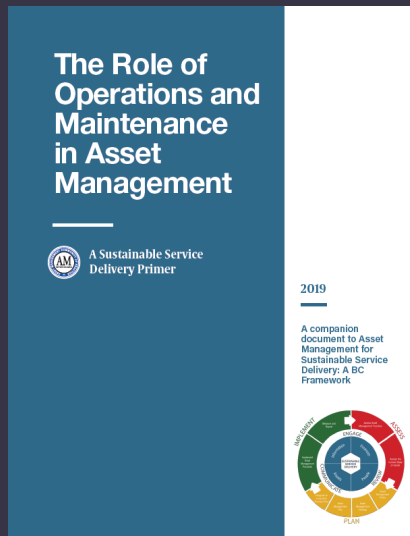
Asset management is a missing piece in a lot of operations challenges. The tools in asset management can have a quick and lasting positive impact in operations.

Which means that **you can help**, both operations do what they do, operators with their frustration, and your own asset management work.

My call to action to you is to **have a conversation**.

Learning More

Operations Primer Asset Management BC	5 th Discipline Peter Senge	Dare to Lead Brene Brown	Immunity to Change
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Thank You

Please ask questions, share ideas, or tell your operator story.

Gracelyn

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