

Learning along the Asset Management Journey – Part 3

In our previous articles, I described how TWPL’s education and training packages help you when starting your learning journey and also moving into ‘Integrating and Embedding’, and how we do this in a manner aligned to the IAM Competences Framework. We shall now look at how individuals and the whole organisation can learn how to address the challenges of ‘**Seeking Excellence**’.

To recap - people and organisations engage with Asset Management from many different starting points of prior knowledge and understanding. The Woodhouse Partnership Ltd (TWPL) has extensive education and training services that enable you to develop insights and skills for whatever stage and challenges you face, supported by highly experienced guides and tutors.

Before we talk about what we can offer for those **seeking excellence**, I will also just refresh 3 underlying structural aspects that provide a solid foundation for what we do:

1. How we fit with structured Competences Frameworks (such as that of the IAM),
2. Essential personal and cultural attitudes and attributes,
3. How the individual’s journey aligns with the organisation’s journey.

1 How we fit with the IAM’s Competences Framework

The IAM Competences Framework is a comprehensive description of “**what people involved in the management of physical assets should be able to do and the knowledge and understanding needed to underpin this**”. Part 1 describes the complete suite of competence requirements and an indication of the knowledge needed to meet them, and Part 2 gives guidance on how to use the Framework and how to customise it to an individual organisation.

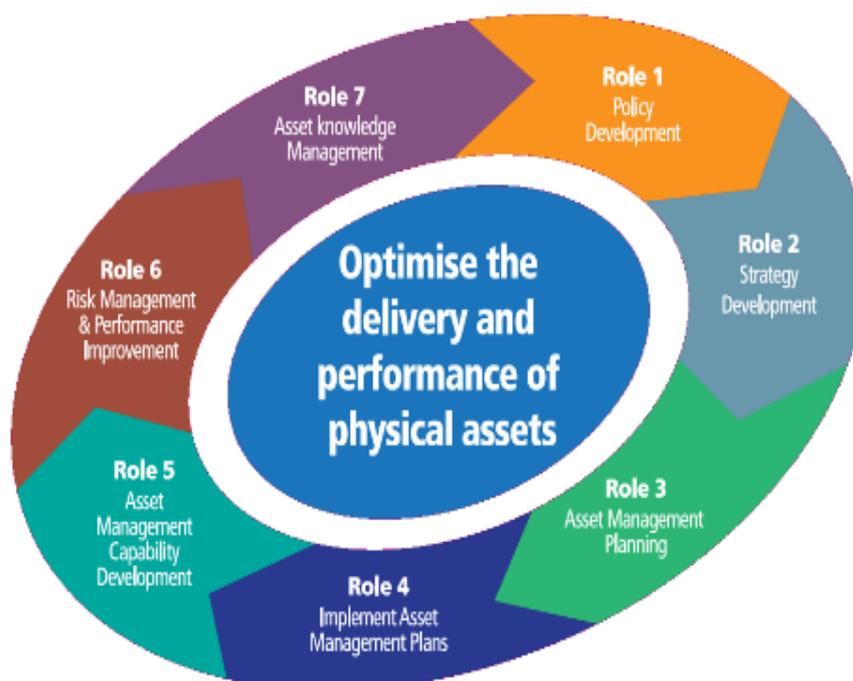


Fig 1 The IAM Competences Framework – the 7 Roles

The IAM Competences Framework is available to download from the IAM website for Affiliate Members. TWPL has been involved in developing the IAM Competences Framework, from the beginning, and is extremely experienced in the necessary calibration, customisation and integration into existing skills and professional development environments.

2 Essential personal and cultural attributes

Context and culture make a big difference to the most appropriate learning path, both to people and organisations. While some of these are covered by the IAM Competences Framework, we want to emphasise a few of them here:

- **Understand that everybody has a part to play in asset management.** Whatever your technical or non-technical role – procurement, design, construction, training, operation, senior management, maintenance, logistics, financial management, information management etc - it's everybody's business.
- **A 'silo-busting' attitude** – the 'integrated' aspect of Asset Management demands that functions, departments and business unit's work together to deliver the clear, shared goals of the organisation. This means that departmental 'silos', conflicting local agendas and tribal behaviours can get in the way. *Silo busting* can be difficult, but the rewards are high.
- **The 'day job'** – we often hear people say that they are too busy doing the 'day job' to get involved with additional thinking or responsibility. But Asset Management *is* the 'day job'!
- **Willingness to learn** – this is not just listening in a classroom. It includes the encouragement of enquiring minds, questioning the status quo and being open to alternative viewpoints. This is particularly important when breaking down organisational silos and learning about other departments' needs and opportunities.
- **Willingness to change** – culture and behaviour are possibly the hardest things to change, but this is where much of the 'embedding' is achieved. Leadership clarity in what is recognised as appropriate behaviour, and reinforcement through non-tolerance of *inappropriate* behaviour, helps to consolidate the rich benefits of collaborative, innovative asset management.
- **Completing and finishing** – Plan/Do/Check/Act runs through any Asset Management approach. Plan what to do, then do it. Review successes and areas to improve, then apply what you've learned. It sounds obvious but we tend to be good at starting things, but not so good at 'closing the loop' of continual improvement.
- **Energy and tenacity** – you may be learning new ways yourself, or supporting colleagues, your team or your boss to learn new ways. Managing the 'people' part is usually the hardest! As in any significant project or change programme, there will be resistance and obstacles along the way. Stick with it – the prizes are worth the effort!

3 How the individual's learning journey aligns with the organisation's journey.

The Asset Management journey for individuals and for whole organisations looks similar by design. The IAM Competences Framework sets out the multidisciplinary nature of the skillsets that individuals need in order to perform their roles more effectively and flexibly. The objective is to add a 'generalist' and 'business context' aspects to existing or traditional career specialisms. The TWPL Asset Management Academy helps individuals to build such understanding and skills in a progressive way, from initial awareness ('Getting Started'), through consolidation ('Integrating and Embedding'), to leading-edge insights when 'Seeking Excellence'.

Similarly, an organisation's Asset Management journey develops from investigation, learning and experiments when 'Getting Started', to the more systematic rigour and alignments of 'Integrating and Embedding', on up to the frontier challenges of 'Seeking Excellence'.

Clearly the capabilities of individuals need to develop in harmony with the maturity of the organisation capable of harnessing them. We typically profile the Asset Management understanding and skills of staff in their present and intended roles, calibrated for their business significance or criticality. This determines *and prioritises* where further development is worthwhile (gaps). It also reveals where existing competencies are being *under-exploited* (see figure 2), showing options for internal coaching programmes and knowledge sharing.

Looking beyond the immediate personal and organisational benefits, the process also works to develop career progression plans, work flexibilities and complementary team capabilities.

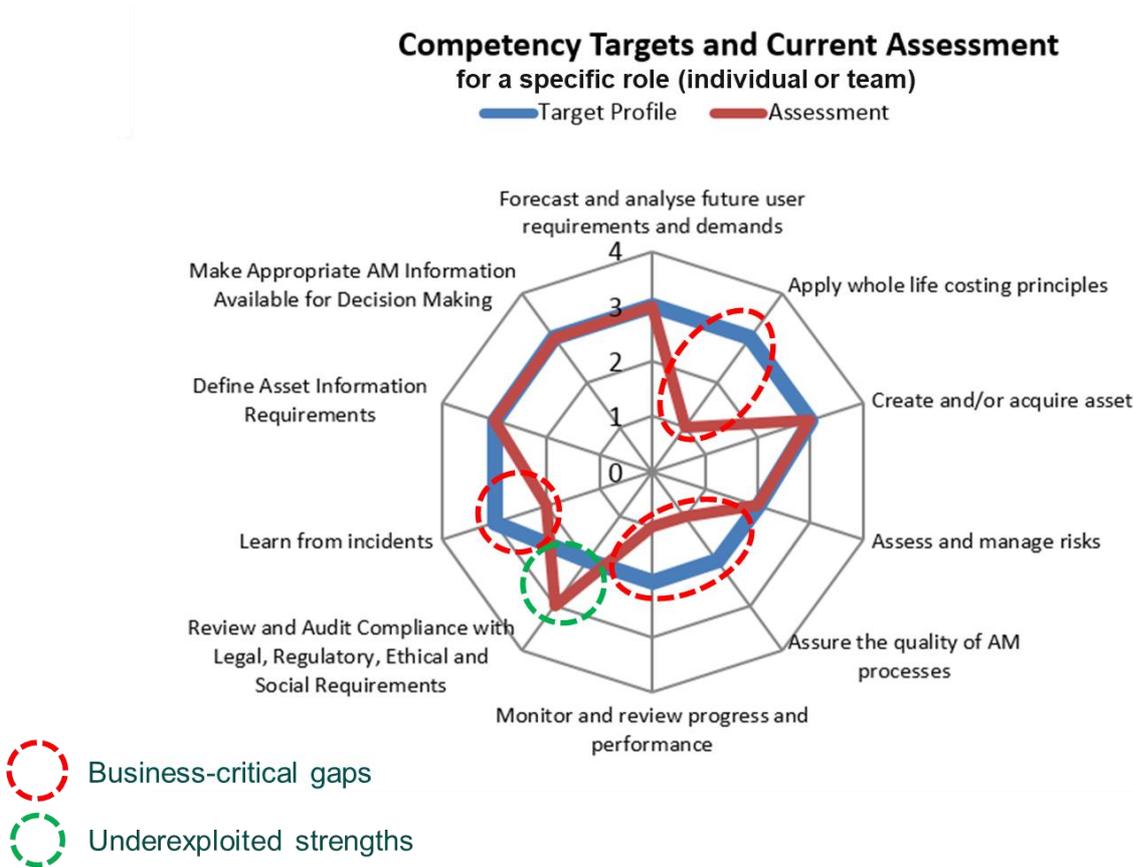


Fig 2 Example of output from TWPL's Competency Assessment

For the three typical stages of development, the TWPL Asset Management Academy offers a corresponding suite of education and training services that can also be adapted and blended to any situation. Over 20 years' experience of doing this, in multiple industries, cultures and environments, has yielded an unparalleled capability and effective source of learning.

We covered the **'Getting Started'** and **'Integrating and Embedding'** areas in the previous briefings, so here we explore the next phase: **'Seeking Excellence'**.



Figure 3. Education and Training for the Asset Management Journey

For **Seeking Excellence**, it is assumed that the knowledge and skills gaps have been addressed to the level of 'competence' and individuals/organisations are now ready to develop leading-edge skills and seek business advantage. We have a range of specific educational and training products that deliver this development. Furthermore, they can be adapted (for example, with industry- or company-specific examples) and blended to ensure their local relevance and effectiveness.

Popular courses and learning modules for this phase

'Beyond ISO 55000: Seeking Excellence' is a 3-day course that looks at the skills and processes required to refine and optimize the realisation of asset value. You will learn how to tailor your strategies to suit your context and capabilities, and then drive continual improvement. This can be applied to individuals and organisations.

For individuals who need to understand advanced concepts, possibly to develop a career into specialist or management roles in Asset Management, our 6-day **IAM Diploma** course (and

conversion course option, from Certificate to Diploma), is designed to support the consolidated competency standards for systematic skills assurance across the organisation. It can form part of a 'Blended Learning' programme, targeted and prioritised with the TWPL Competency profiling method. As well as one of the longest-standing **IAM Endorsed Trainers**, TWPL is also an **IAM Examinations Partner**, so we can provide the formal qualifications opportunities as a bundle with appropriate learning programmes.

Individuals and teams who want to exercise and test the full range of their learning should look at the TWPL '**Asset Management Challenge**'. This is an intensive and immersive roleplay exercise for teams of 4 to 5 people, conducted over 2 days, designed to bring all of the asset management concepts together in a realistic, pressurised and highly rewarding game. Decisions made by the teams are turned into organisational performance results and a presentation to a 'Board of Directors'.

Individuals may also wish to take the opportunity to extend the depth of their knowledge and application by following Post-Graduate study, leading to Post Graduate Certificate (PgCert), Post Graduate Diploma (PgDip) or Masters (MSc.) in Asset Management.

We also provide **Continued Professional Development (CPD)** for leaders, champions and facilitators. At this level, we realise that everyone's needs are different and our input is created to meet your specific requirements.

Appropriate learning for specialist methods and techniques

Our '**Life Cycle Costing**' course, taken over 2 days, shows how equipment life cycle and investment decisions can be made to provide an optimum contribution to the organisation's success in managing its assets.

Our '**Strategic Asset Management Planning**' course provides real practical insight into the development of effective strategies for Asset Management, including alignment with organisational objectives and engagement of the workforce, risk management, prioritisation, goal-setting, performance monitoring and cross-disciplinary collaboration requirements.

'**Key Performance Indicators (KPIs) for Asset Management**'. This is a 1-day introductory workshop, in which we help participants to understand and develop appropriate KPIs for assets, asset management and the delivery of improvement plans (such as the Roadmap). Follow-up options include customised coaching and facilitation for establishing such KPIs and how to integrate them with any existing corporate 'Scorecard' and data sources.

'**Reliability and Maintenance Engineering**'. This 2-day course introduces the concepts of reliability from design, operation, maintenance and continual improvement perspectives. It covers the relevant tools and analysis methods, and the practical opportunities and constraints associated with incomplete data, human/cultural factors and business process/disciplines.

'**Maintenance Optimisation**'. Our 3-day course provides a comprehensive coverage for maintenance strategy and decision-making. Going further than just the understanding of FMEA and RCM/RBI techniques, it includes methods for building the business case for maintenance and optimizing the cost/risk/performance and asset lifespan effects.

'**Optimizing Inspection and Condition Monitoring Strategy**' is a 2-day course that teaches how to evaluate inspection and condition monitoring methods and how to determine optimal intervals. It also covers the optimal testing of safety, standby and protection systems.

‘Optimizing Shutdown Strategy and Intervals’. In this 3-day course, we provide an understanding of the techniques for modelling the cost/risk optimization of shutdown intervals and the choice of tasks to cluster or bundle. The implementation of these techniques is demonstrated to show how to evaluate the range of alternative shutdowns.

‘Optimizing Materials, Inventory and Procurement Strategies’ provides tools and techniques for optimal, risk-based inventory and optimum procurement strategies for materials and consumables. This course can be run as 2- and 3- day options, depending on requirements.

‘Asset Replacement/Life Extension decision-making’ can be provided as 3- and 5- day options. This course uses leading-edge techniques to evaluate and justify when to replace deteriorating or obsolete assets, or how best to extend their economic life.

This note has described how TWPL’s education and training packages are aligned to the IAM Competences Framework and how we can work with you on all stages of your learning journey. In particular, it illustrated the popular areas of assistance when facing the **‘Seeking Excellence’** stage of the journey. These were just a sample of what we do: in such an environment, we work with you to tailor the approach for best effectiveness. We bring to the relationship our long experience, across multi-industry sectors and cultures, to ensure effective learning for tangible benefits.

In our previous 2 messages, we have looked forward to our next message, but where do we go now that we have shown you how we can support **‘Seeking Excellence’**?

The answer to that is – we are on our own journey of continual improvement! We are learning and developing all the time, and constantly seeking new and better ways to address the challenges of asset management. We are also constantly looking for improvements to how we can convey the learning and share the rich experience of our worldwide activities.

We look forward to sharing the results with you!

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