Your People – The Secret Sauce

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"A company's employees are its greatest asset and your people are your product."

Richard Branson

Just a quiz to see how far we agree…

Who thinks people are assets?
Who thinks managers are leaders?
Who thinks leaders are managers?

David McKeown – why listen to me?

Chartered Electrical Engineer. Background in railways: primarily signalling, control and other safety systems with responsibility for maintenance and performance

Military (Army Squadron Commander) and some air traffic experience (IAT / RIAT)

14 years experience as free-lance consultant: business process and major projects, including:
Adviser to UK Department for Transport on High Speed 1 (Channel Tunnel Rail Link)

Full-time CEO of the Institute of Asset Management 2009-19 (Founder Member 1994)
Honorary Vice President, IAM – *but these are my views, not on behalf of the IAM*

Direct experience of behaviours and organizational processes in public and private sectors, military, volunteer, charity, professional bodies and not-for-profit organisations

Interested in selection, training and personal development, workforce organisation and culture change (including evidence of competence to do safety engineering)

Personal Opinions

Topics

1. Capabilities & Culture matter hugely to Asset Management.
2. Capabilities are Assets – and value arises from them
3. Organizations are people / Silos are people
4. Leaders & Managers
5. Culture
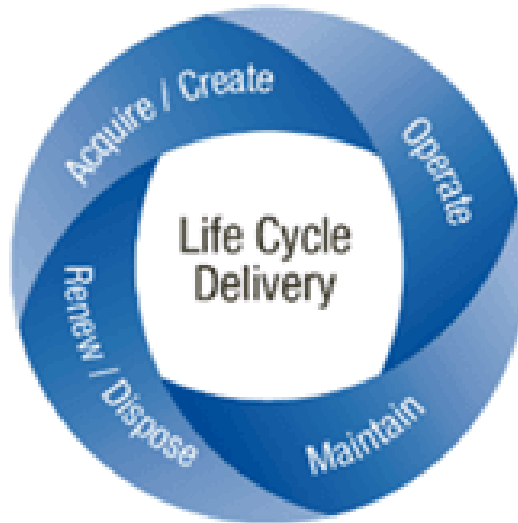6. Secret Sauces
7. Some aspects of the 10-box model

Capabilities are Assets!

Some take a really long time to develop

Think about know-how, reputation, culture

We'll touch on Leaders but not Governance today

Blank slide while I asked people to close their eyes and imagine:

- Being driven to hospital via car park for 6 hours – no different to waiting outside A&E for 6 hours
- being taken to a hospital with no staff – are the assets valuable

How happy are you now? Why

Value comes FROM assets

Value comes from **using** infrastructure

Mostly 'hard' assets need people
(and other capabilities, eg services)

Organizations are People

People are organizations

People are Silos

What do you want from people?

Organizational Outcomes

Culture might be the shortest way to describe the desired outcome

There is much talk about teams and teamwork

- ➢ One person's 'star' is another's self-important irritant!
- ➢ One person's team is another's silo!
- ➢ Teams of teams – this is a prime task for leaders
- ➢ Be careful of HR mantras and 'expertise (drivers & motivation)
- ➢ Careful of diversity 'measures' – they rarely tell the whole truth

- ➢ Is 'creative tension' useful / helpful?

Rowing – or row-ing??

Organization (Design)

An organization design is a dream!

➢ Vacancy 'gaps' – what about competence gaps?

➢ Each person is not the same / transferable / willing in every role

➢ Is there room for quirky / unique / weirdo???

➢ JD's are also dreams (the author(s) rarely understand the totality)

➢ What about other capabilities & resources, eg trained army but no fuel

So who makes any effective organization work ***well***?

Organisational Culture

It is intangible, affects everything and
has many definitions

"the way things are done around here" (Deal & Kennedy, 1982)

"a pattern of shared basic assumptions that the group learned as it
solved its problems ……" (Schein, 2010)

"a company asset that can be used to increase business performance"
(Peters, 2009)

Do we notice our culture? (Do Others???)

"The last thing a fish would ever notice would be water."
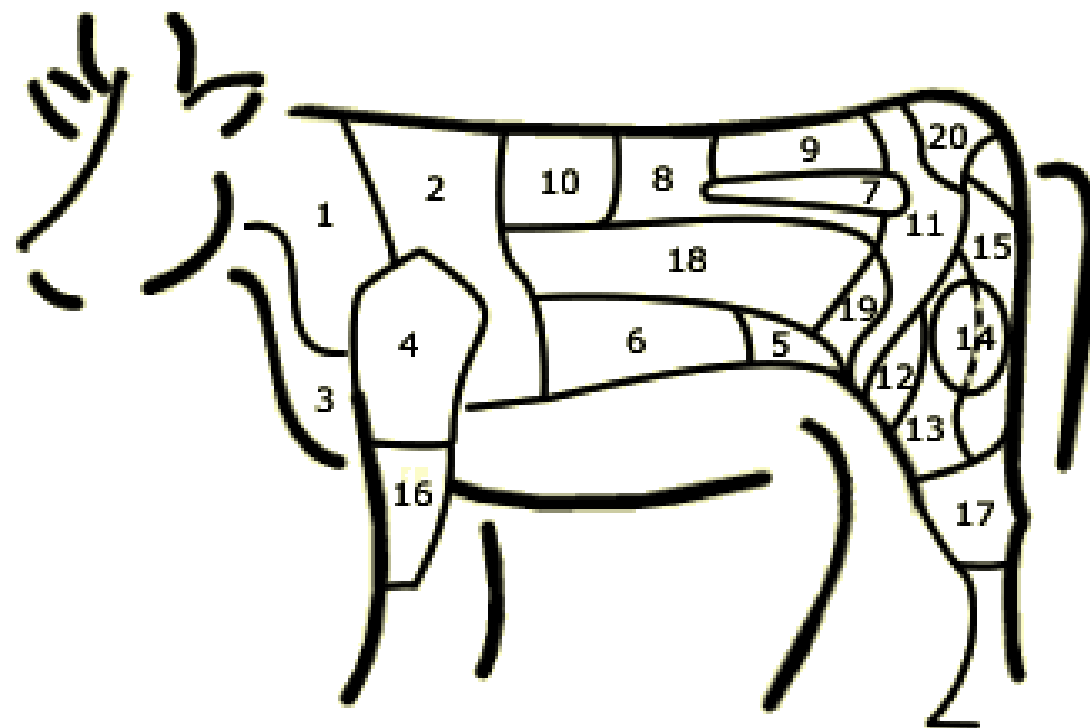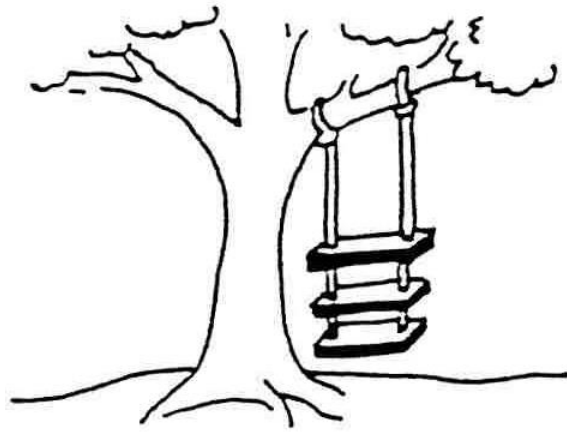
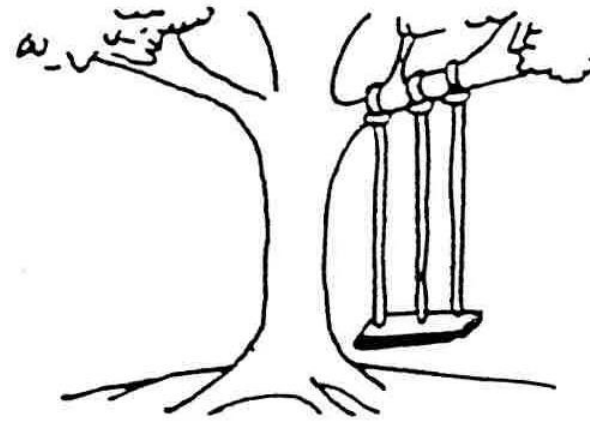Ralph Linton
Anthropologist
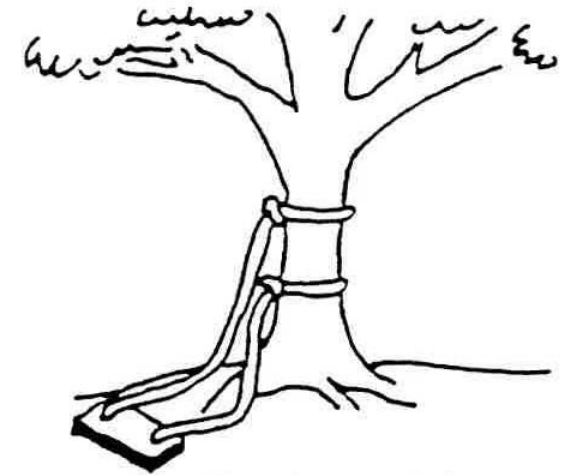
Which is right?

Cow in India

Cow in Brazil
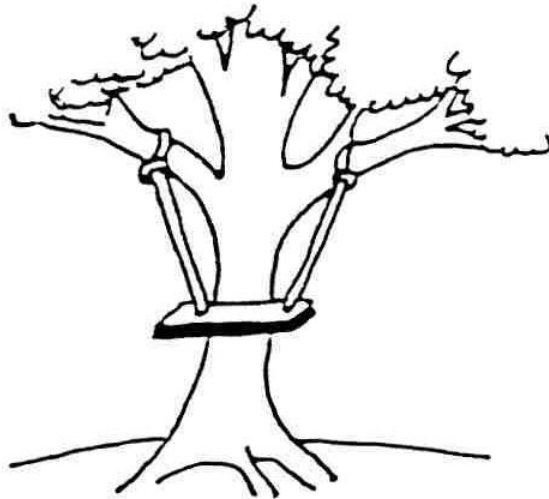
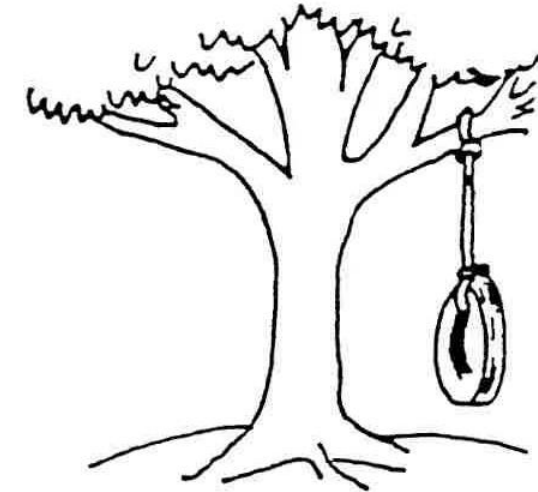As proposed by the project sponsors

As specified in the project request

As designed by the senior analyst

As produced by the programmers

As installed at the user's site

What the user wanted

PAS55 Integrated Thinking

Organisations & Alignment

- No such thing as a perfect organisation (maybe even good!)

- There are many, MANY bad organisation designs!

- Teamwork makes all organisations work, especially across silos both internal and external (consortium / supplier)

When activities are distributed across functional 'silos' -
responsibilities for cost / risk / performance are also divided!

What gets celebrated?

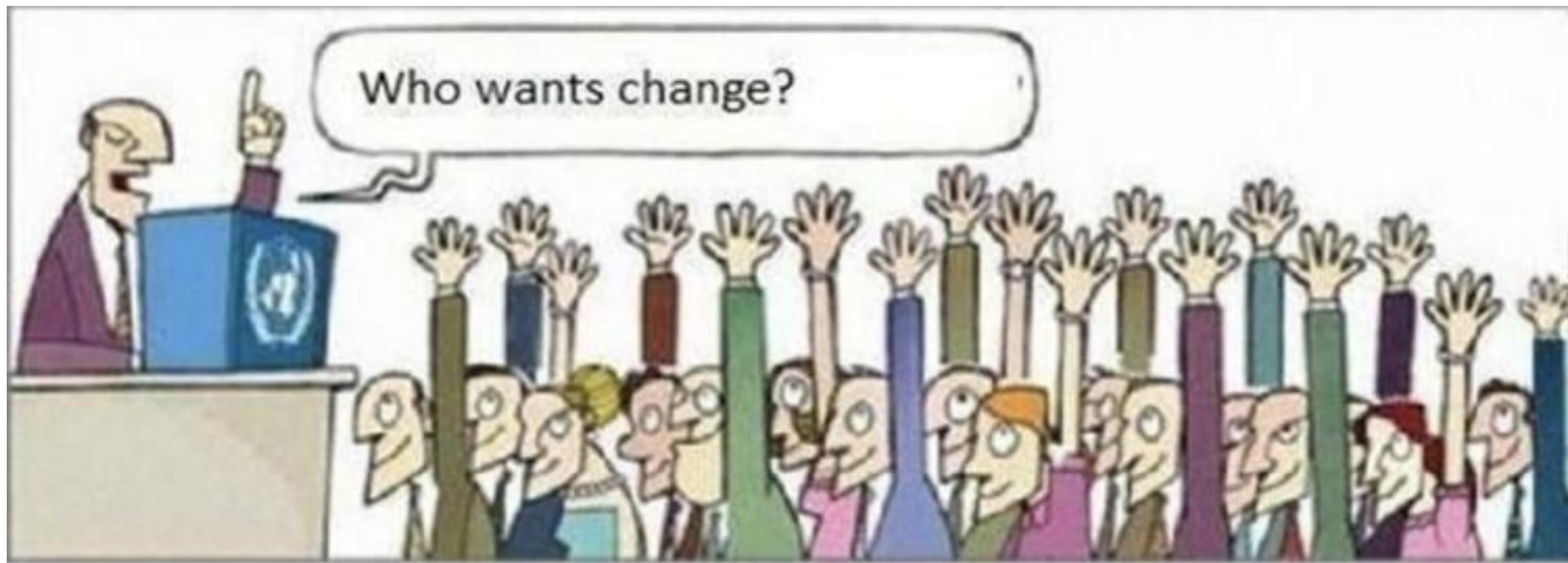# Who gets rewarded – for what?
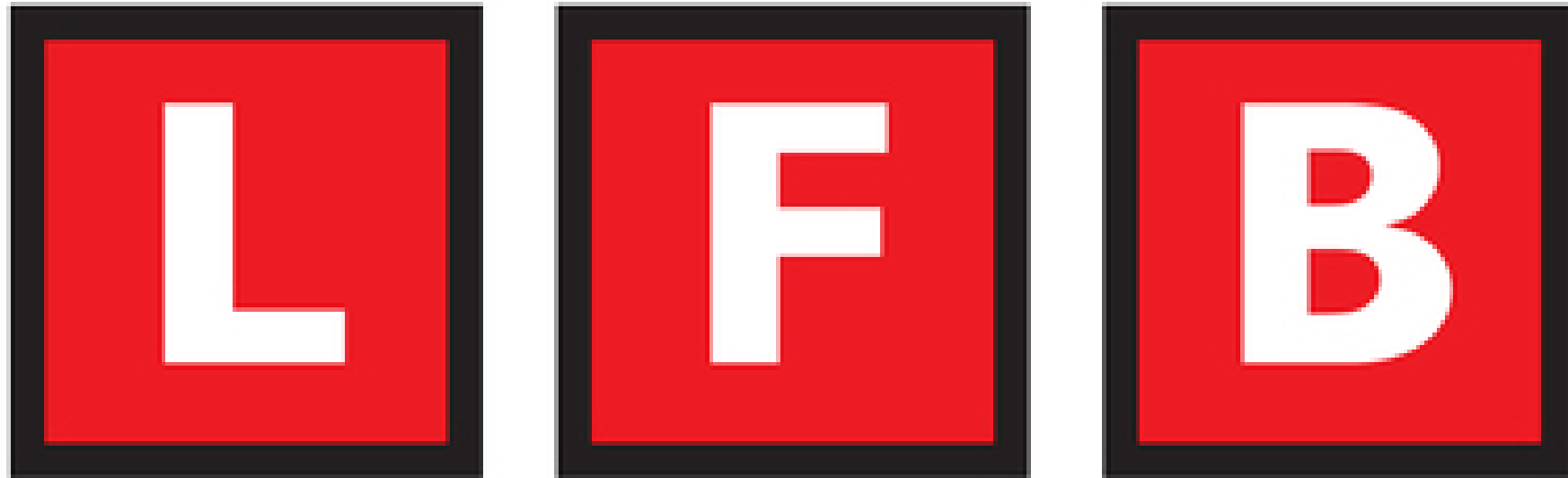
Teams & Team Culture

- Do team members have to like each other?

- Do all successful teams have similar cultures?

- What is the value / downside of a prima donna?

- What is the right 'expertise' component within teams?

- Culture **needs maintenance** not just formation!
  BUT everyone can / should do this, not just leaders!

Do you want your culture to be accidental?

People do Asset Management

Good asset management is practiced by people who understand:
 - ➢ financial, operational and technical realities (of their business)
 - ➢ quality and price expectations of customers

And because doing asset management well REQUIRES:
 - ➢ listening to and convincing people…
 - ➢ with different agendas, at different levels, in different disciplines…
 - ➢ integrating a coherent and balanced plan

  …there is a premium on personal and leadership skills

Who does this / is responsible for doing this ***well***?

Leaders & Managers

Misconceptions & Myths

Top management shall demonstrate leadership... (55001)

(= the tide shall not come in or wet my feet!

(Geeks only – what is the difference from the org shall?)

- Seniority makes you a leader

- Leaders are more effective if promoted

- All leaders are leaders in all situations

- Leaders need followers

What is a Team?

- What is it reasonable to ask of members? What are your 'dues'?

- How many make a good team?

- How many leaders in a good team?

- How does a team form – and how long does it take?
  What about maintenance when people join and leave?

- What are signs of a healthy team?

- How do you foster team spirit and whose job is that?
  Do you manage or lead a team? (eg football managers)

Do you 'do' leadership / management?

- Do bosses have to be good leaders and managers?
  Can you have complementary capabilities in colleagues?
  Can or should the leader be managed – trade-offs?

- Born leaders?
  Born managers?
  Multi-tasking?

- Do you ever stop / pause leading?

Leaders / Managers – the acid test
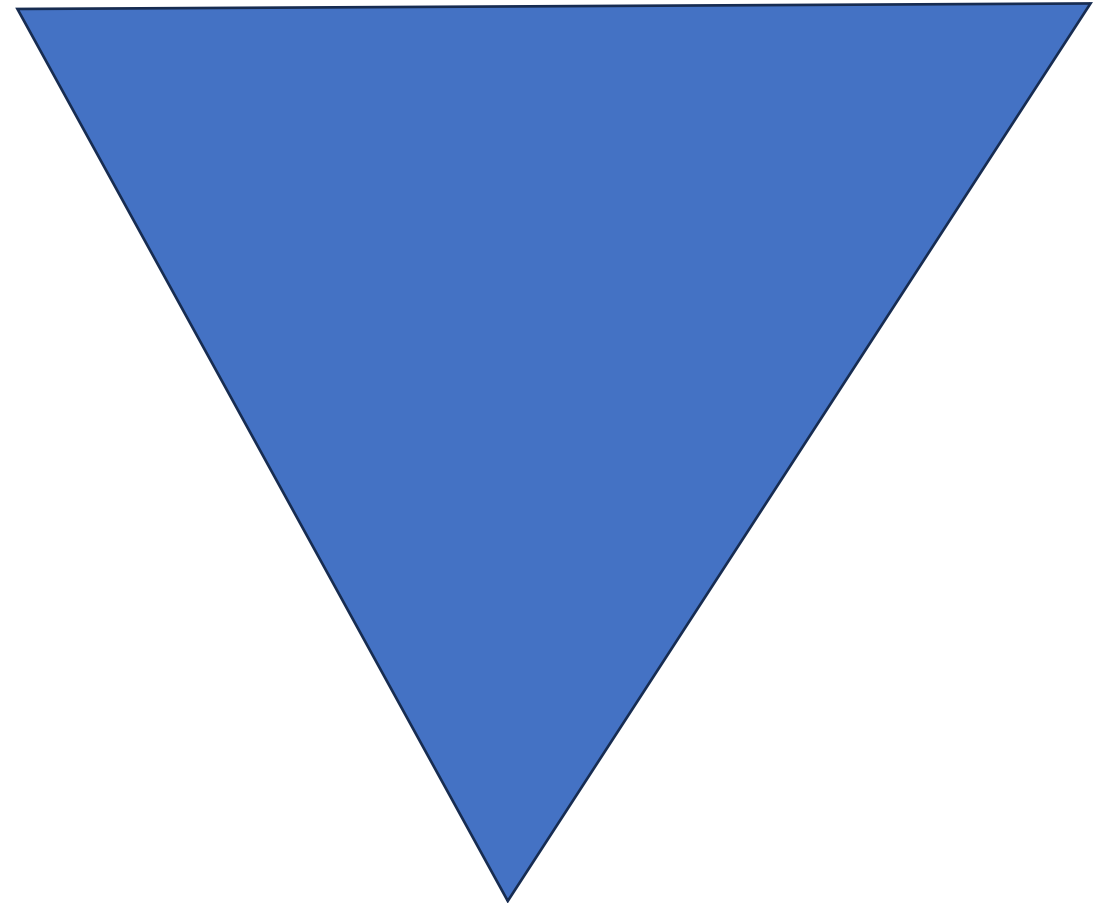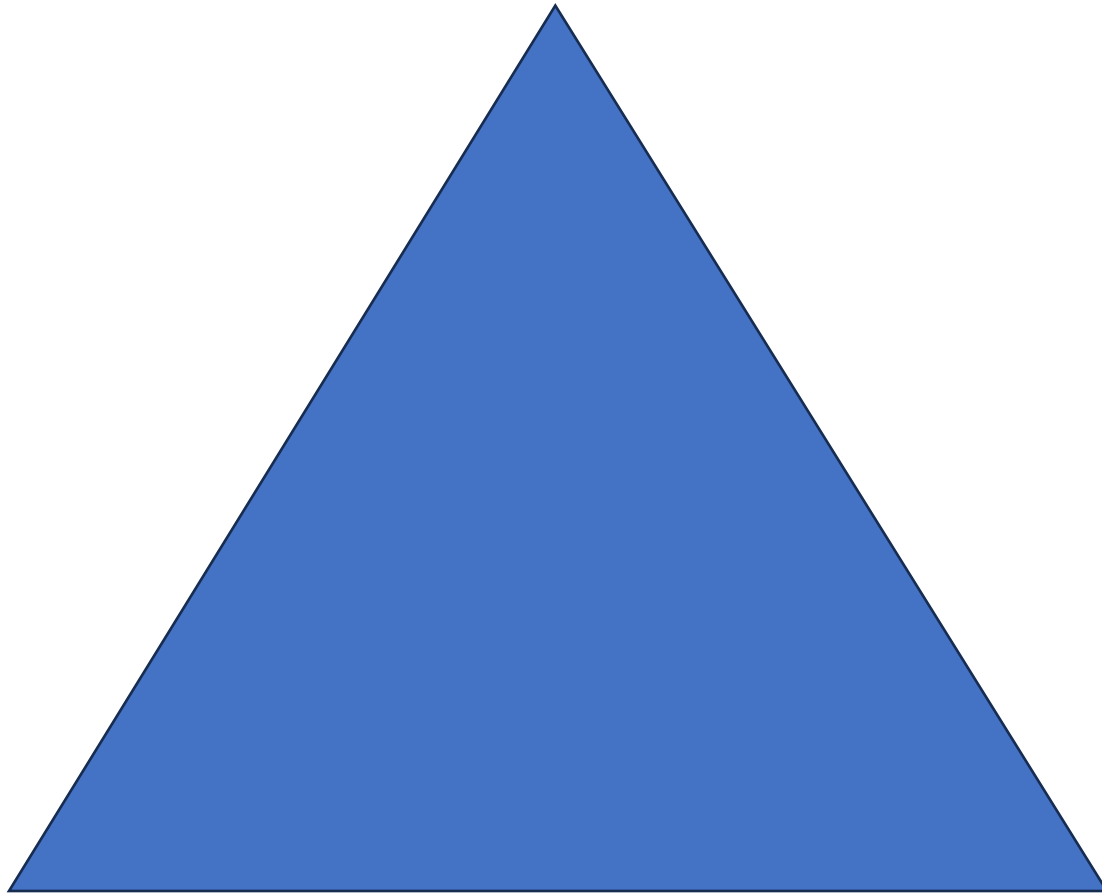
Leadership Tasks

Set the direction

Shape the culture

Show the commitment

Set the tone

Drive out the contradictions

Resolve the conflicts

People are the secret sauce for a successful organization

Sauce Recipe 1

- Leaders at all levels (with some thinking time!)

- Make people feel important and part of the organization – everyone!

- Fit people to roles – do not mallet square pegs into round holes…

- Management – but not too much – if it's good its not noticed!

- If you go back to the paperwork, you've failed, just like a contract!

- Good ideas and good challenges encouraged from everyone – good leaders often listen as much as they speak!

- Make the organization work **in spite of the organogram**!!! ~~REORGANIZE~~

PAS55 Recognized Human Assets

Vital context: business objectives, policies, regulation, performance requirements, risk management

Important interface: motivation, communication, roles and responsibilities, knowledge, experience, leadership, teamwork

Important interface: life cycle costs, capital investment criteria, operating costs, value of asset performance

Important interface: reputation, image, morale, constraints, social impact

Important interface: condition, performance, activities, costs and opportunities

Total business

Human assets

Scope of PAS 55

Financial assets

Information assets

Physical Assets

Intangible assets

What are you doing to develop People?

- Delegate more than you think is good for you!

- Give yourself thinking space and time to notice how everyone is!

- How are you? Do you need some TLC?

- ''Recognise' people and their contribution
  - and do this for peers / colleagues – and welcome it if offered!

- Horses > Soldiers > Officers – BUT rank hath its privileges (time & place)!

Some questions for musing on later…

  ➢ What tasks can I stop doing?
  ➢ What tasks can I delegate to others?
  ➢ Who can I develop, so that they can do some of the tasks I should no longer be doing myself?
  ➢ What tasks can I outsource?

Organizations _can_ be the secret sauce for your people

Sauce Recipe 2

- Value people – listen to them and ensure they understand their role

- Develop them – even if they leave! What better advertising???

- Recruit for attitude – you can, and should, add competence

- Reward for genuine effort even if an outcome was beyond their power

- Does anyone think salary multiples of x100 or x1,000 create teams?

- Working from home does not connect people to anything!

- It's your fault if you establish incentives/drivers that reduce teamwork!

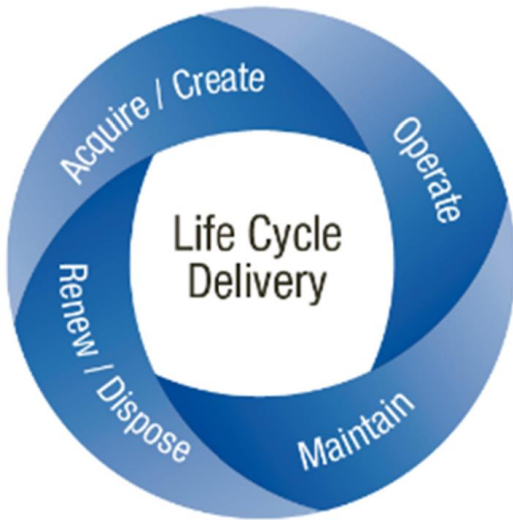- Don't be surprised if people copy your attitudes and behaviours!!!

Who thinks people are assets?
Who thinks managers are leaders?
Who thinks leaders are managers?

Who thinks 'people & culture' is the
most important success factor
for Asset Management?

Yes, I know it's called Organisation & People!

SUMMARY

I have argued that:-

1. Capabilities are assets (10-box – but all capabilities have 'worth' – to whom…)

2. Value comes FROM assets, eg infrastructure – but probably needs 'soft' assets eg people

3. Organizations **are** people / People **are** culture

4. Organizational Design is not a complete answer *AND* Silos are People – jargon / profession / culture / etc

5. Integrated thinking requires diversity and tolerance – need to prioritize 'the greater good'

6. Leaders are not Managers are not Leaders. Different 'animals' / categories. Leaders occur at all levels!

7. Culture is VITAL! Choose it wisely and maintain it… (Top Managers are **accountable** for the culture!)

8. People are the secret sauce for a successful organization

9. Organizations can be the secret sauce for your people (and their development).

10. 10-box – 'Org & People' is deliberately separate from 'Leadership & Gov' – now you understand why!

Thank you for your attention

Any Questions?

🙂

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