



IAM WEBINAR

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IAM Webinar: The Bigger
Picture: Introducing the Cross-
boundary integration
workshop tool

16 September 2026

TIMES
04:30 PT
07:30 ET
12:30 BST



The Bigger Picture

Introducing the cross-boundary integration workshop tool

16 September 2026

Background & Context

- The Big Picture – a trusted resource for starting conversations.
- Not a prescription, but an illustration of what it feels like.
- Organizational limitations – it does not address cross-boundary issues.
- A Cross Boundary Integration project has been initiated.

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An international team

We established an international team that extended beyond the familiar asset management community, essential to tackle the significance of cross-boundary integration challenges.

Steering Group

Working Group

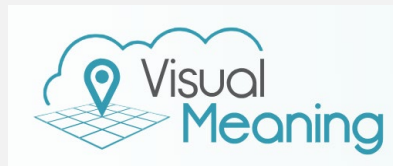


Partners / Contributors

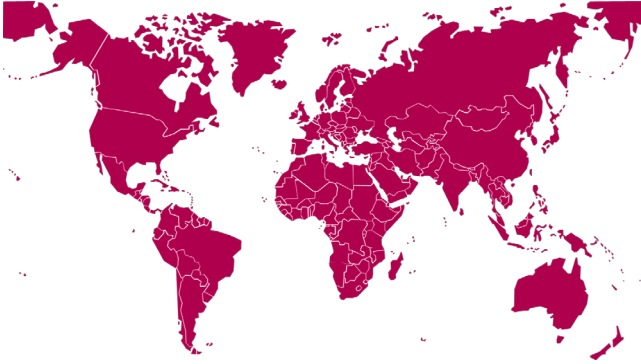
Patrons

Chapters Branches

IPWEA AM Committee

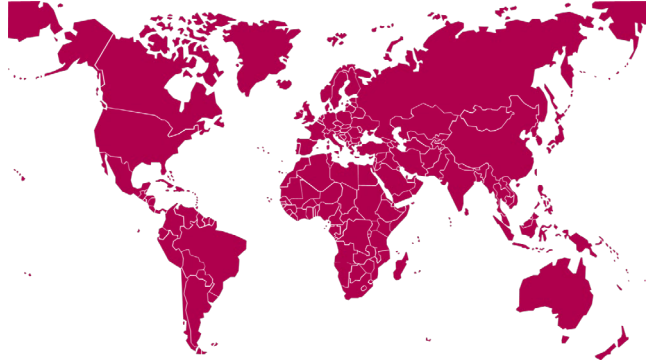


IAM Office
Support



Steering Group (6 members)

Name	Surname	Company and location	
Ursula	Bryan	IAM	UK
Richard	Edwards	AMCL	UK
Jerry	Holdsworth (Chair)	Morlan Group Limited	UK
David	Jenkins	IPWEA	AUS
David	McKeown	IAM	UK
John	Woodhouse	TWPL	UK



Partners and Contributors (6 groups)

Entity	Countries Represented
IAM Volunteers	
IAM Patrons	
IAM Chapters	
IAM Branches	Geographical regions within the Chapters
IPWEA AM Committee	
Visual Meaning	 with wide-reaching global clients

Objectives and design principles

Create visually rich material, complimentary and similar in style to the *Big Picture*.

Demonstrate the holistic nature of AM – ‘extra-organizational’ issues & consequences.

Better understanding & engagement across international audiences.

Help people understand Cross Boundary challenges through engaging visual tools.

Help people identify where they are, and where they could be.

Aligns with the work of other bodies.

Goes beyond organizational boundaries.

Uses simple, non-technical, non-jargon language.

Considers Green Infrastructure and the Natural World.

A conversation-starter, not a prescription or fixed policy.

Aligns with IAM Patrons and IPWEA thinking on Cross Sector Outcomes.

NOT a new methodology.

Why cross boundary integration matters

- A defining challenge for modern green, blue, and grey infrastructure.
- Climate pressures, population growth, technological disruption, and increasingly interdependent systems expose the limits of organisation-centric thinking.
- This work aims to help our diverse stakeholders see the “bigger picture”, understand the barriers, and find practical ways to work across organisations, sectors and geographies for shared, long-term value.
- It draws on insights from IAM Patrons, Chapters and Branches, the IPWEA Asset Management Committee, and Visual Meaning.
- BUT... effective cross-boundary outcomes are notoriously hard to achieve for several interconnected reasons...

Why cross boundary integration is hard

-  Conflicting priorities and incentives.
-  Mismatched planning cycles.
-  Unintended consequences across systems.
-  Data sharing barriers.
-  Tacit knowledge and capability gaps.
-  Education and problem-solving culture.
-  Purpose and compromise.

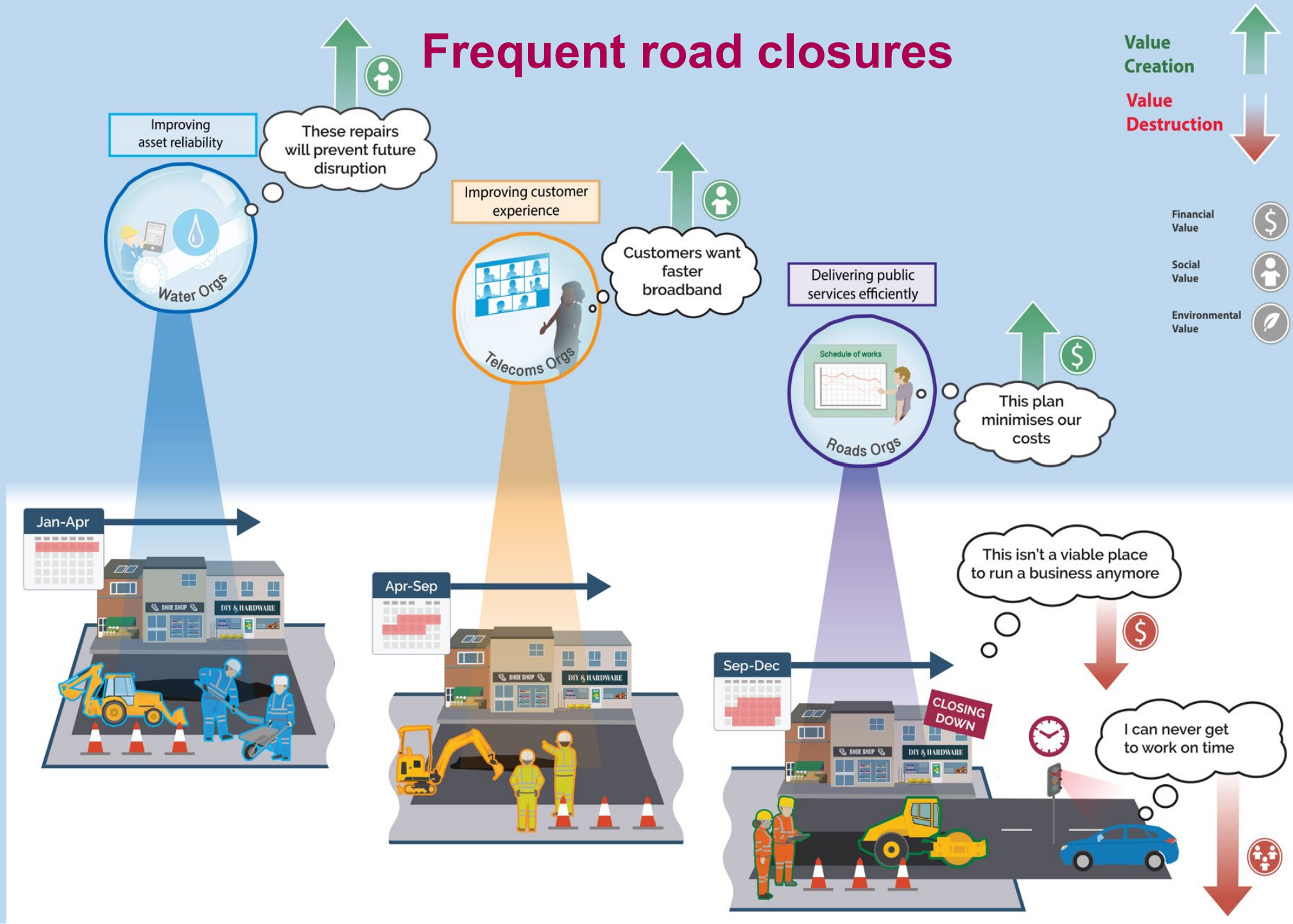
Why is the IAM acting now?

- These are just some of the insights gained from our partner collaborations, which have shaped these new globally accessible, visually rich workshop materials.
- They complement the *Big Picture* and illustrate the challenges, interdependencies, and opportunities that exist beyond traditional organisational boundaries.
- Language is simple and non-technical, using relatable, real-world examples across grey, blue, and green infrastructure.
- Built around a set of examples of typical cross-boundary challenges, which we see being used in *Bigger Picture* workshops to help people get a shared understanding of the range of boundaries they might be facing, and the steps they could take to overcome them.
- They are conversation starters, not policy, reflecting the reality that Cross-Boundary Integration is not a new methodology, but a reframing of existing asset management thinking at a wider scale.

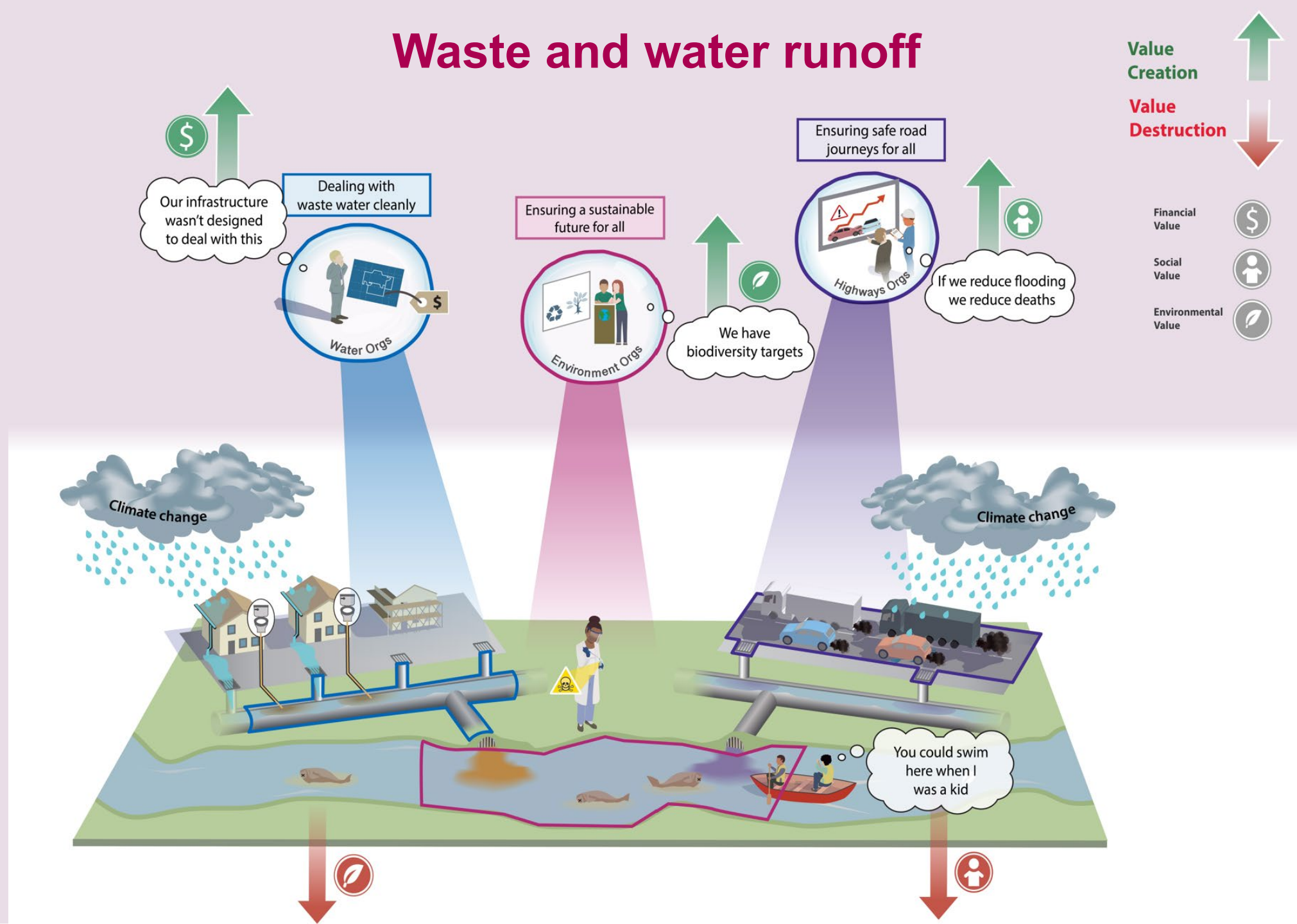
Examples that bring the challenge to life

Partner engagement has identified a rich set of examples, to help people recognise themselves in the problem situation and see the value of better integration.

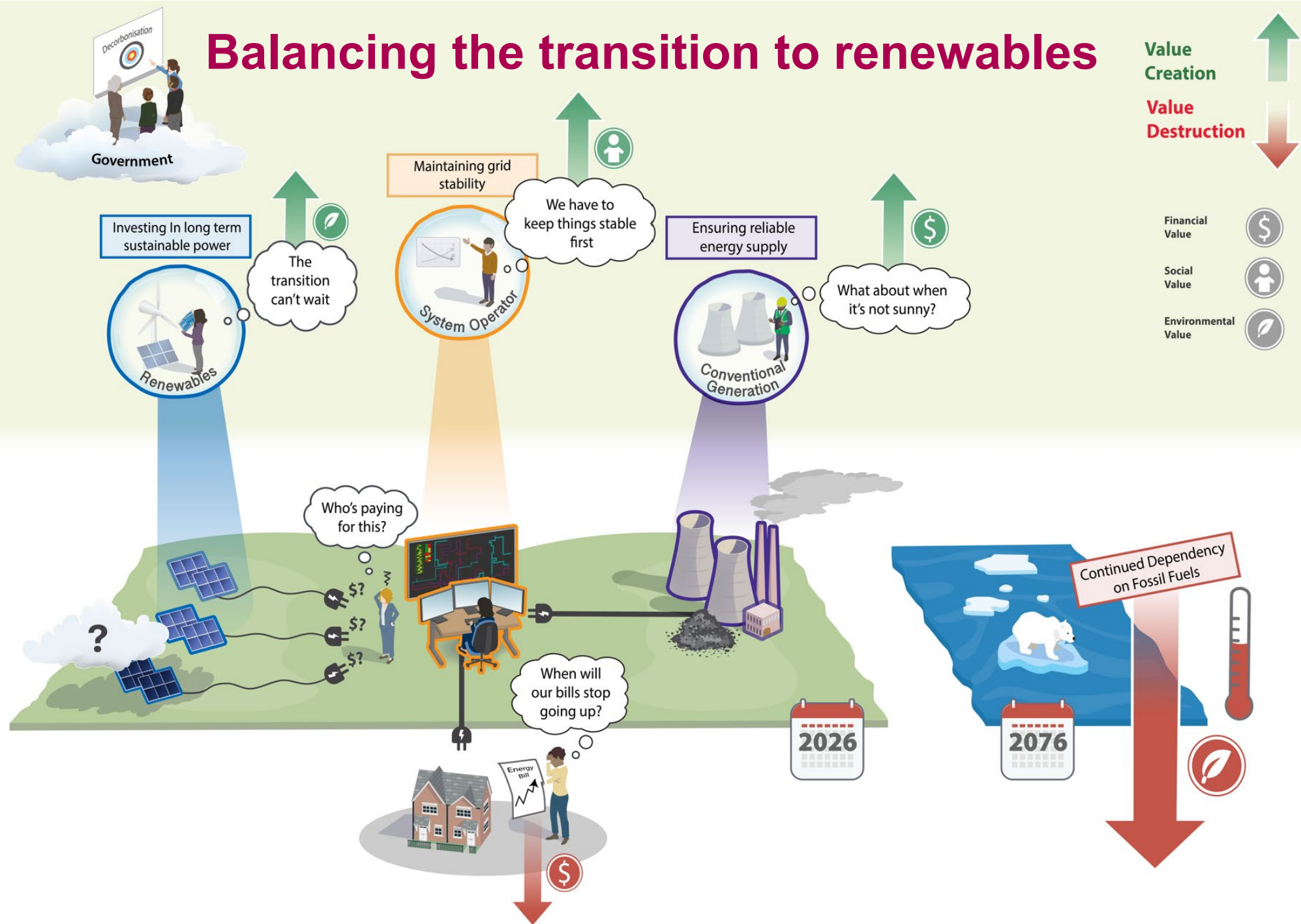
Frequent road closures



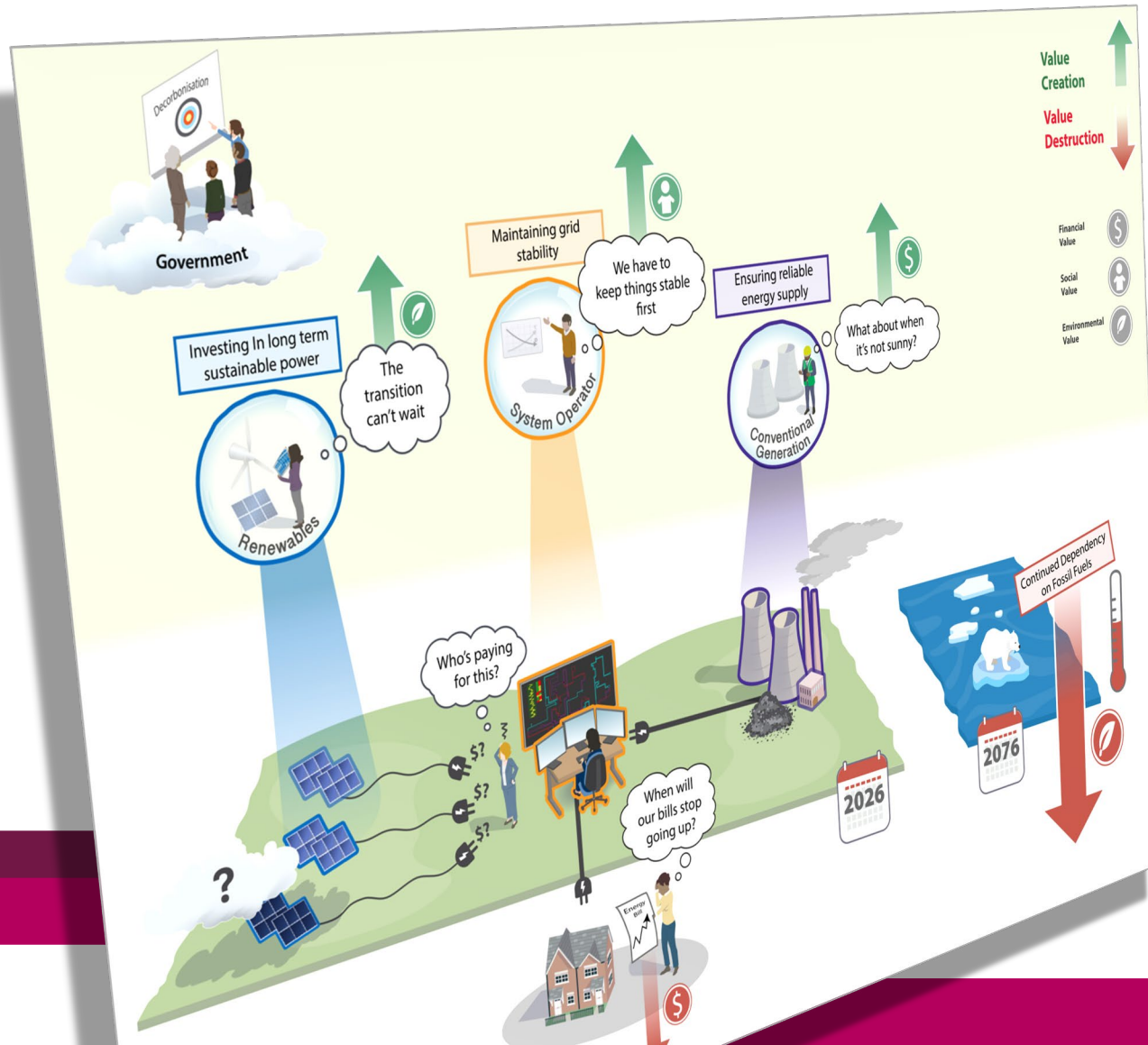
Waste and water runoff



Balancing the transition to renewables



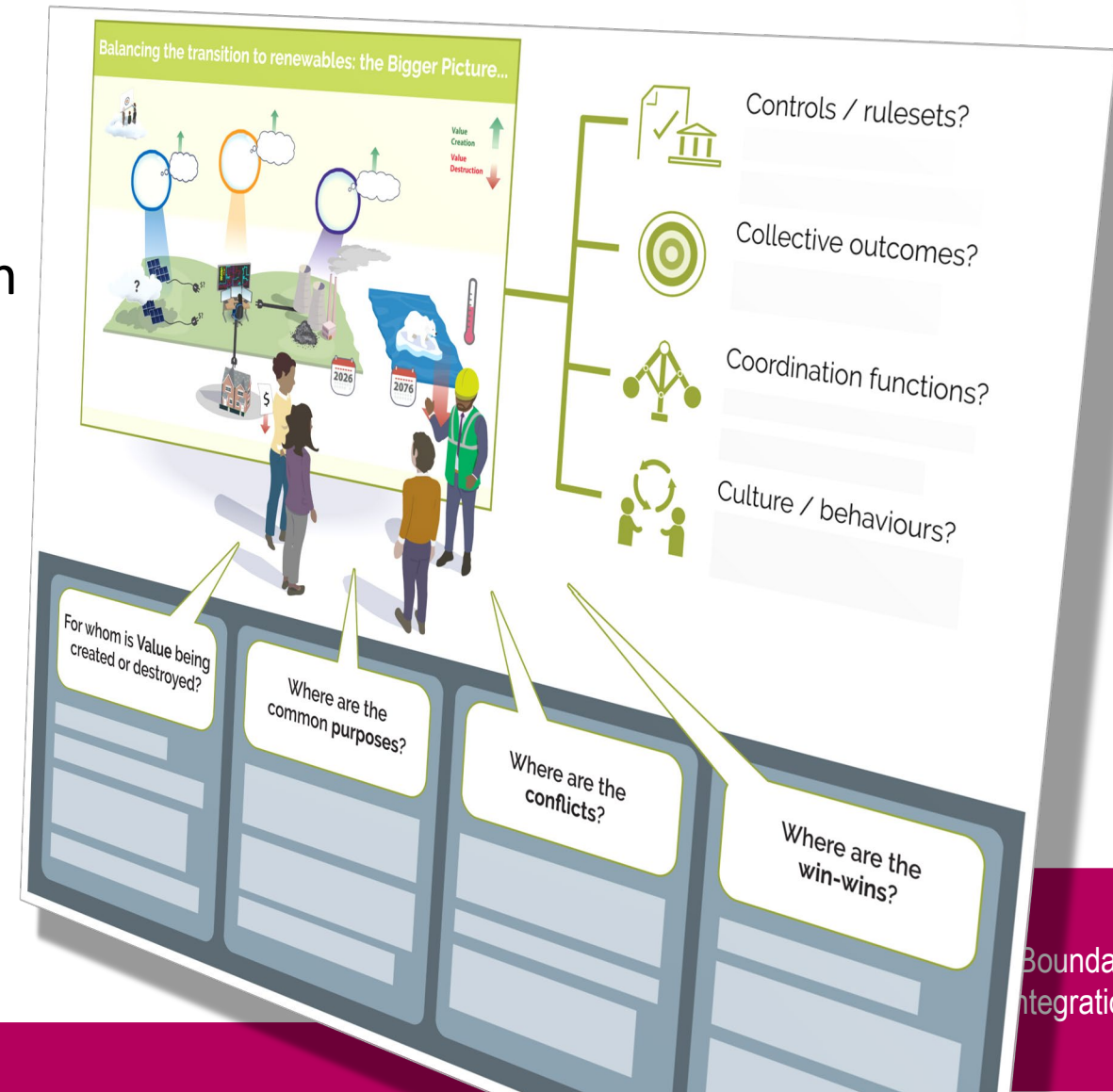
How we expect the resources to be used



- Pair each example with an illustration of what the *Bigger Picture* paradigm might look like in that context.
- Set out the likely boundaries and the steps that could be taken to address them.
- Reduced complexity, reintroduced the bubble visual language, and introduced value creation and value destruction.
- These are double-sided cards.
- The Front presents the 'problem example'.

How we expect the resources to be used

- The Back presents a zoomed-out view with similar imagery.
- The aim is for users to identify controls / rule sets, collective outcomes, coordination functions, and cultures and behaviours.
- Followed by the identification of:
 - Who.
 - Common purposes.
 - Conflicts.
 - Win-wins.



A call to engage...

- Cross boundary integration is not a niche technical issue; it is central to how societies function and how infrastructure delivers value.
- The IAM invites practitioners, policymakers, and partners to shape a shared understanding of these challenges and build tools that support better decisions.
- The materials were launched on 15th September 2026.

