

LIVING ASSET MANAGEMENT

Leadership principles implemented by organisations that succeed in asset management

Authors: John Hardwick and João Ricardo Barusso Lafraia

Doubling of share price, putting a man on the moon, turning an old refinery into a world-class facility and improving safety are all outcomes that have been delivered by implementing asset management.

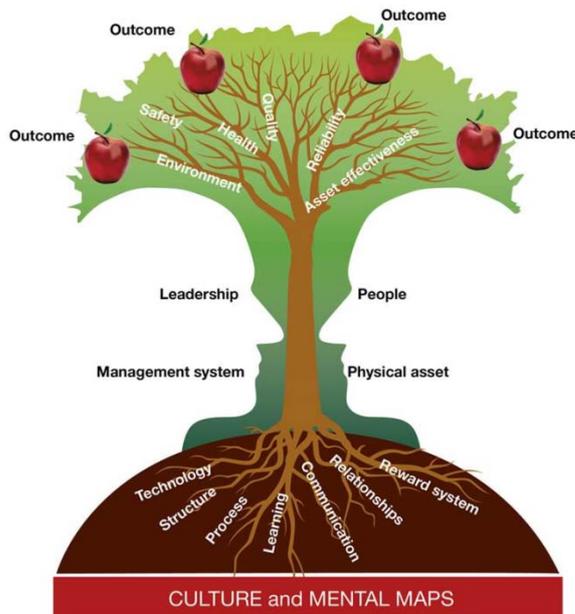
But just as a tree needs the right climate and soil to produce wonderful fruit, so too, asset management must have the right environment to flourish; the right leadership, behaviour and culture.

This book, **Living Asset Management** highlights our abundant potential to develop and change leadership, culture and behaviour so that asset management will produce the outcomes we want.

Dave Daines, Certified Fellow in Asset Management with more than 25 years experience in the resources industry talking on Leadership and Culture

Leadership and culture in asset management is absolutely critical to its success. Leadership has got to provide the direction and the way forward for the organisation, and with that leadership it will help create the culture through doing what you say you're going to do and providing some strategic direction around the activities that you are going to undertake.

Physical assets and management systems are visible and tangible like the trunk and branches of a tree. Leadership, emotions, culture and behaviours are invisible and intangible. Yet, they are essential to an organisation. Just as a tree is not merely a collection of trunks, branches and leaves, neither is an organisation merely a collection of assets and their plans and processes. Without the right leadership, culture and behaviours, an organisation cannot produce its desired outcomes, just as without the right soil, nutrients, environment, and gardeners, a tree cannot produce its fruit.



Living Asset Management

“John Hardwick and JR Lafraia are two of the most important authors in the field of asset management. The Management System Standard (PAS55 or ISO55000) is vital, of course, but without the context of leadership and organisational culture it is certain that you will not derive maximum benefit from implementing asset management. I believe this book will become a seminal text for the emerging profession and senior managers wanting to ensure their investment is a success.”

David McKeown, CEO, Institute of Asset Management, UK

“Great opportunity for the leadership to improve their knowledge in order to assure that assets will perform well, which is the key to increase the value of the organizations.”

Joubert Flores, Director, Metro Rio, Brasil

“We had a professor in University who would begin each lecture with a warm and loud pronouncement, ‘The only thing that matters is love. I *love* you.’ Then he would turn to the board and for the next 50 minutes work abstruse numerical analysis equations with encouragements about how easy all of this was. This habit of his was all the talk of ‘love’ we got in the Engineering program, so it stood out. He was right, of course. We must try to put love at the centre of everything we do remembering that the principle of love is the most difficult thing to learn and put into action – even more difficult than Numerical Analysis.”

Cindy Snedden, Executive Director, PEMAC, Canada

“In Companies that provide large values for the stockholders based in their assets productive capacity, excellence in Asset Management programs is a fundamental factor for achieving success.”

Italo Freitas, Generation General Director, AES Brasil

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About the Authors



João Ricardo Barusso Lafraia is the author of the Handbook of Reliability, Availability and Maintainability, Leadership for Safety, Health and Environment and co-author of Strategic Reliability Management, Creating the Habit of Excellence, Value-based Leadership. He has also authored several articles and lectures on Management Excellence

Reliability and Environmental, Health and Safety. He is currently the general manager of Refining Operating Efficiency at Petrobras, Brazil. He is the President of ABRAMAN (Brazilian Association of Asset Management and Maintenance) and holds the Executive position with the Global Forum on Maintenance and Asset Management.



John Hardwick is the Group Executive, Network Strategy of Networks NSW. John has a background in the NSW Electrical Industry with 30 years' experience. He completed a Masters of Business Administration at the Australian Graduate School of Management. John was responsible for all

maintenance and replacement programs and expenditure on Network assets in Ausgrid for 10 years. John is currently the Chairman of the Asset Management Council and the Chairman of the Global Forum on Maintenance and Asset Management (GFAMM).

About ABRAMAN

Founded on October 17th, 1984, in Rio de Janeiro, ABRAMAN-Brazilian Maintenance Association is a private technical scientific society, non-profitable, that aims at joining professionals, companies and institutions involved with Maintenance. Nowadays, ABRAMAN has more than 2.700 members among companies and professionals of this sector. Since its foundation, three important attributes have been ABRAMAN's goals: Support, Reliability and Quality.

www.abraman.org.br

About Asset Management Council

The Asset Management Council Ltd is a non profit organisation committed to the promotion and education of optimal asset management practices in industrial, commercial, academic and government organisations. Our mission is to create a broad awareness of the value of asset management, nurture a common understanding of asset management, and provide a portal to asset management knowledge and resources.

www.amcouncil.com.au

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