

Brightly

A Siemens Company

brightlysoftware.com

Knowledge is power: Preparing the next generation for success



4 components to successfully transition a physical labor-based workforce

For leaders who oversee physical labor-based maintenance and operations (M&O) organizations, you're likely witnessing—or about to witness—the greatest change management challenge of your career: the transition of the workforce.

More experienced M&O professionals are retiring than ever before, and the generation entering the labor market has grown up in a completely different world. Whereas you once could rely on your teams to just “know” how to fix things, younger workers have come of age in an era of technology—they might not know how to solve many problems, but they sure know how to Google an answer.

With these different groups converging, M&O leaders have the opportunity to shift from a reactive mentality to a proactive, preventive mindset, so long as they do so strategically. To maximize resources and retain critical information, it's essential to leverage technology to capture institutional knowledge, establish trainings and best practices, set operational goals and effectively communicate so all parties involved understand the value of these efforts—and do their part.



1

Capture institutional knowledge

With a labor force that's been able to solve most issues as they arise and "always done it this way," adopting technology that can optimize operations has either been avidly resisted or seemed relatively unnecessary.

Without effective insight, M&O departments have likely performed reactively, addressing issues or fixing machines when they become a problem. Because teams had the legacy expertise of where to best source materials in a pinch or to repair things when they broke, it was easy to maintain the status quo. But as experienced workers depart the workforce, businesses must capture institutional knowledge before it walks out the door for good.

The right technology can help collect, organize and centralize valuable information. Leaders should look for tools that can store and illuminate things, such as:



Workflows



Inventory



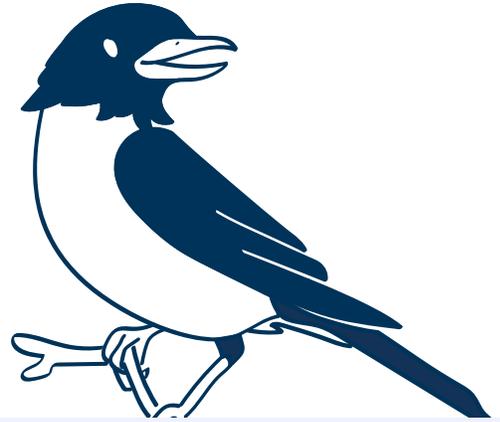
Work orders



Common issues and how to resolve them

By implementing a solution at this critical juncture, leaders can preserve institutional knowledge for the next generation.

For a guide on what information to collect—use our knowledge transfer template in the [change management toolkit](#).



Feeding two birds with one stone

Today, many technology solutions are as easy to learn as using a mobile device.

For M&O departments that have relied on paper systems, spreadsheets or simply remembering what to do, leaders can pair easy-to-use tools with positive reinforcement to encourage adoption from experienced employees—while appealing to new workers who expect such solutions to already be in place.

2

Establish trainings and best practices

Whether you're an education organization, a healthcare campus, a government institution or a manufacturing plant, this transitional time is the perfect chance to formalize specific processes and procedures for your facilities or M&O departments.

One way to encourage buy-in from your more experienced team members is to enlist their help in identifying best practices, designing trainings, and sharing their knowledge through group instruction sessions. While this may require a shift in culture, it can encourage participation from an otherwise reluctant demographic by instilling ownership in the work and passing of knowledge.

Another perk of involving seasoned employees in trainings is that you can simultaneously introduce new technologies, such as an asset management system. The key to a successful adoption is to remember that this is a transitional time; though some will be reluctant to learn "new tricks," a slower rollout paired with instilling ownership into the day-to-day operations will encourage the successful adoption of new tools by both old and new workers.

Create your own how-to channel

Younger generations are very responsive to digital media.

For businesses with complex or common issues, consider creating a repository of videos that explain how to solve these challenges. Doing so will help potentially resistant long-time employees embrace technology while capturing valuable information for new workers.

PS: These videos can be easily captured on a mobile device—nothing fancy.



3

Establish clear goals for your operations

As your organization evolves, it's essential to understand what you want the next phase to look like. Today, most businesses are doing more with less, focused on efficiency and cost savings and trying to avoid unnecessary expenses. The common thread—besides money—is the concept of optimization.

For facilities and M&O teams, optimization means using all available resources in the most effective way possible. It's understanding the life cycles of machines and having accurate insights to inventory. It's organizing workflows to maximize available crews or fleet (and fuel) usage. By utilizing technology that centralizes all this data, you can prepare new employees for how to respond to certain events and get ahead of unexpected breakdowns—all to save money in the long run.

Once you've started capturing knowledge and implementing technology, you can now shift from reactive to preventive maintenance—the key to unlocking optimization. Instead of waiting for machines to break or assets to fail, a preventive maintenance approach includes inspecting assets at regular intervals and checking critical components that typically cause failure or need frequent replacement to equipment running longer.

Asset management software can help identify potential issues, organize tasks and schedule routine upkeep. As you set priorities (and we would wager that optimization is one of them), remember to look for opportunities to celebrate achievements along the way.

The power of preventive maintenance

This scenario is industry agnostic: A machine (or system like HVAC) goes down, so operations—and business—screeches to a halt. While facilities or M&O teams with under-experienced workers scramble to find the part or right person to make the repair, everyone else has to wait for the issue to be resolved to resume their day-to-day activities.

As a result, you pay a rush price for parts and labor while losing out on revenue-generating opportunities. Preventive maintenance, scheduled and tracked through an asset management solution, can ensure you catch problems before they spiral—and keep things running smoothly as your newer team members learn the ropes.

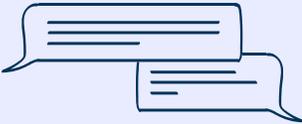


4

Communicate. Then communicate some more

Successful change management has many components, though one of the most important is communication—especially when implementing technology to assist in your workforce transition. From explaining what you are doing to why you are doing it, it’s essential for workers of all experience levels to understand the reasoning and expectations for all significant changes.

As a leader, you’ll want to ensure everyone has what they need to make your efforts fruitful. A few tips to keep in mind include:



Use communication to explain

We are doing this because we need to accomplish that and our expectation of you is such. The timeline is as follows.



Utilize champions for questions

If you would like to learn more or have questions, please ask designated person for additional information.



Outline the benefits (and repeatedly share)

When complete, your workload will be better because of reason. Once we reach the end, our organization will experience benefits.



Celebrate small wins along the way

Together, we’ve achieved thing. We’re so thrilled to share that individual contributor/team has achieved a milestone.

Using a consistent message across multiple channels is essential. Posters in break or locker rooms, emails to company accounts, screens (such as in a cafeteria), sms text messages and fliers are all ways to communicate. By utilizing multiple mediums that different generations will respond to, you can ensure your intentions and expectations are heard and everyone knows how to participate.

The Brightly side of bringing everyone on board

A new class of facilities and M&O professions deserves next-generation software that will make their lives easier. (And hey, your experienced ones do too). Brightly's [robust suite of products](#) can save organizations money through more efficient maintenance management and operations.

With our solutions, your teams can successfully transfer and centralize vital knowledge, adopt preventive maintenance practices, optimize resourcing and communication, and so much more.

Though the challenge of transition is real, with a partner like Brightly by your side, your business can overcome departing expertise, optimize operations to achieve more and help power the next generation.

Ready to superpower your organization? [Connect with a Brightly expert today.](#)



About Brightly Software

Brightly, a Siemens company, is the global leader in intelligent asset management solutions, enables organizations to transform the performance of their assets. Brightly's sophisticated cloud-based platform leverages more than 20 years of data to deliver predictive insights that help users through the key phases of the entire asset lifecycle. More than 12,000 clients of every size worldwide depend on Brightly's complete suite of intuitive software – including CMMS, EAM, Strategic Asset Management, IoT Remote Monitoring, Sustainability and Community Engagement. Paired with award-winning training, support and consulting services, Brightly helps light the way to a bright future with smarter assets and sustainable communities. For more information, visit brightlysoftware.com