

Promoting Pavement Preservation

Even when people don't know they
want it

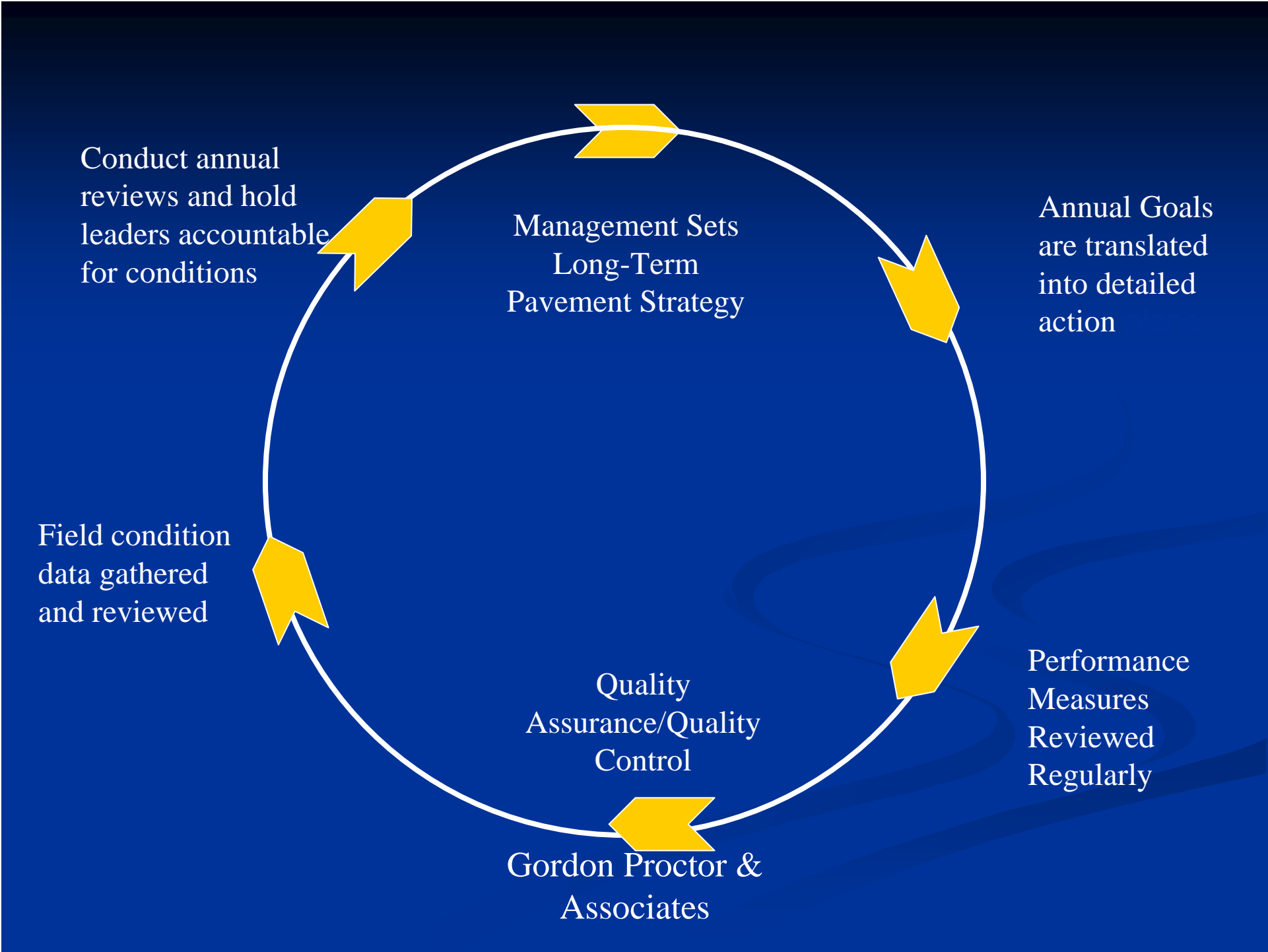
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The Best Scenario

- Top level buy-in
- Broad corporate acceptance
- Extensive IT involvement
- Low-level appreciation of results
- Everyone is in the choir

The Reality is Different

- Often there isn't much top-level support
- Even when there is, there is resistance
- Some people know too little
- Some people know too much



What If this Doesn't Exist?

- Practitioners need technical and non-technical skills
 - Group psychology
 - Corporate communications
 - Interpersonal communications
 - Adult Education

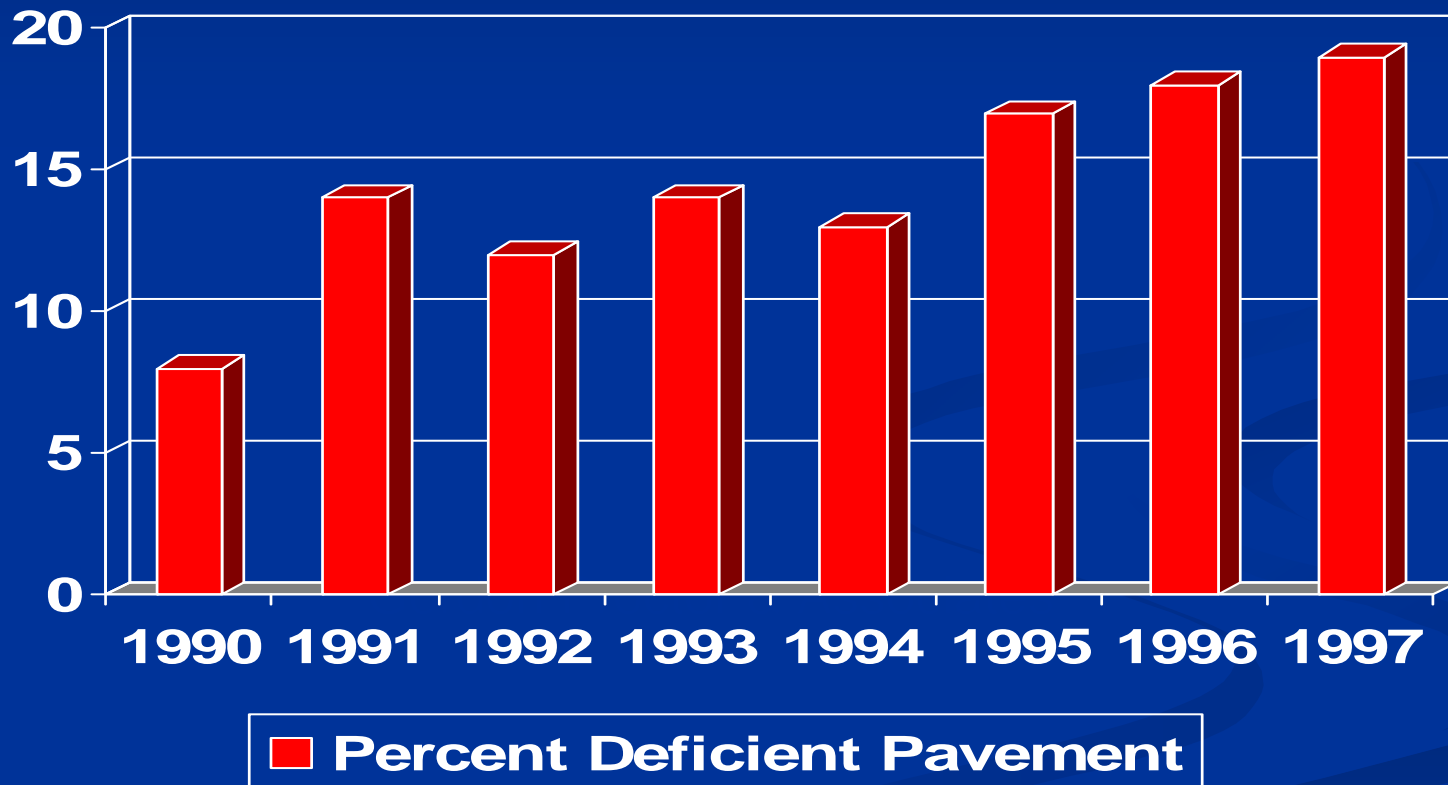
Be a Good Stock Analyst

- Understand the competition for resources that management faces
- Direct your efforts to saving them money, improving performance
- Be like a good analyst who can advise them on a winning portfolio of investments

Strategies From the Ranks

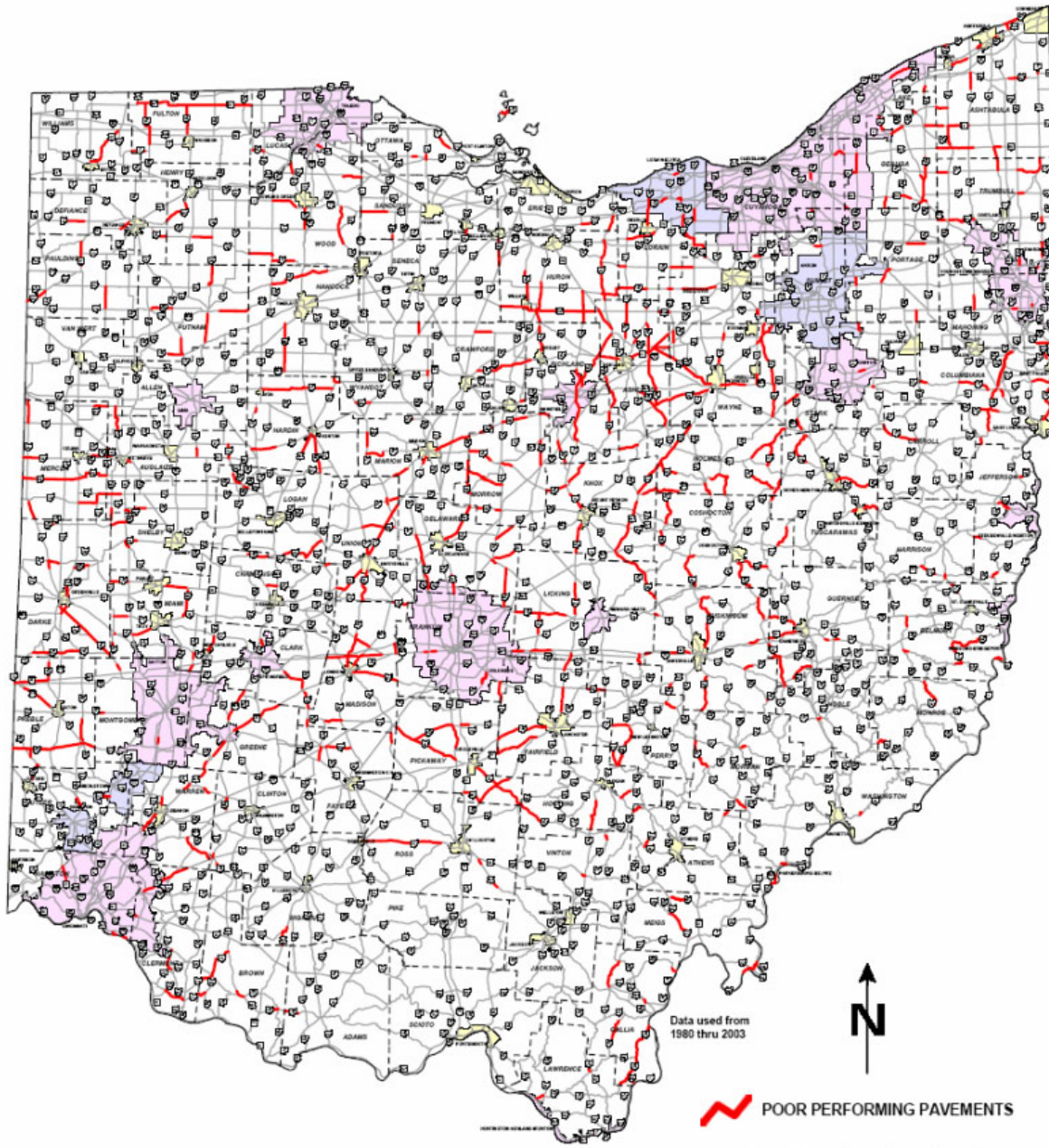
- Consensus is better than command and control, *anyway*
- If ‘I know what you know and you know what I know....’
- Establish and communicate the baseline of where everyone stands
- Use facts to build your case

Trend Analysis



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Poor Performing Pavements, Ohio's 20%

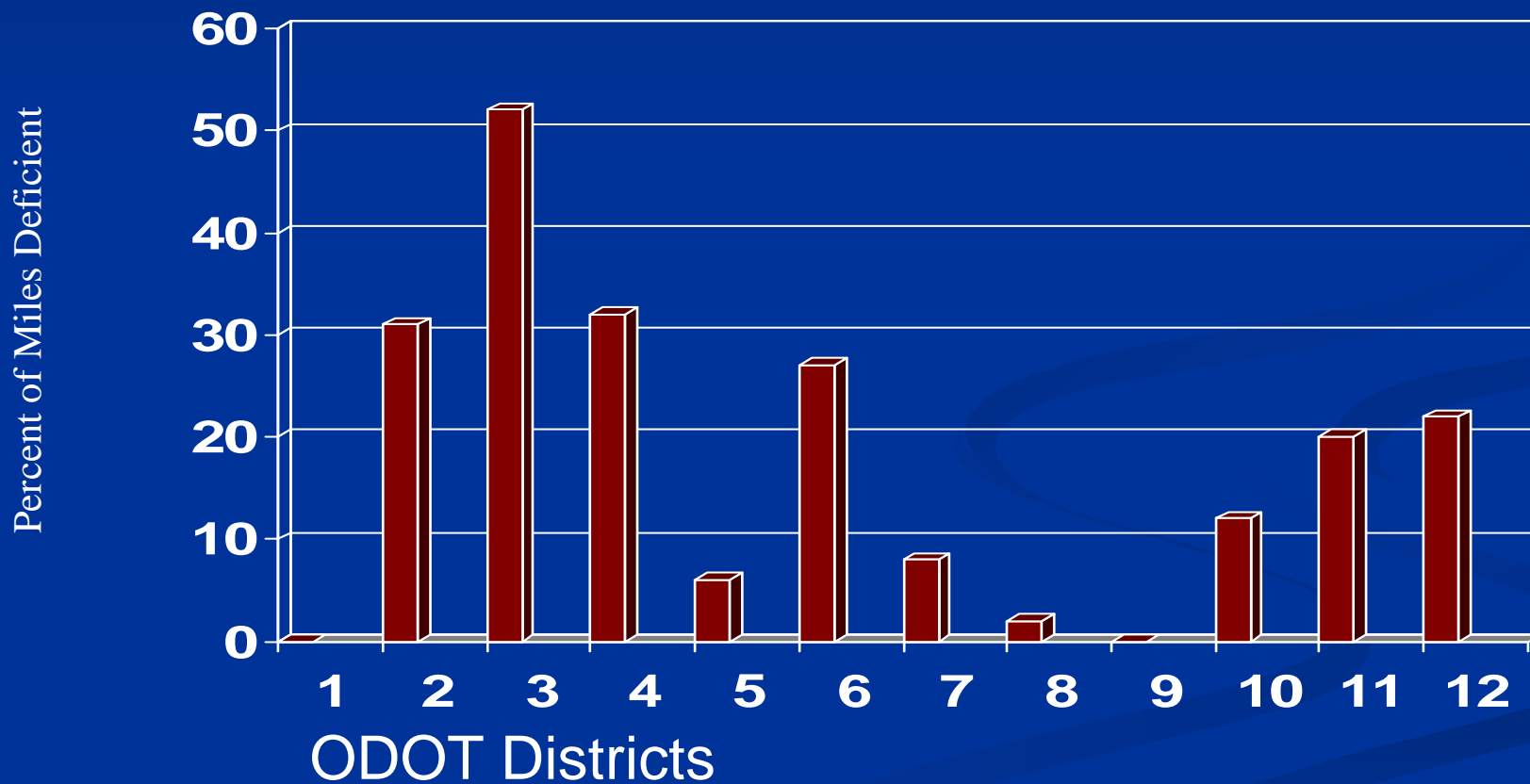


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Get To Know Vilfredo Pareto

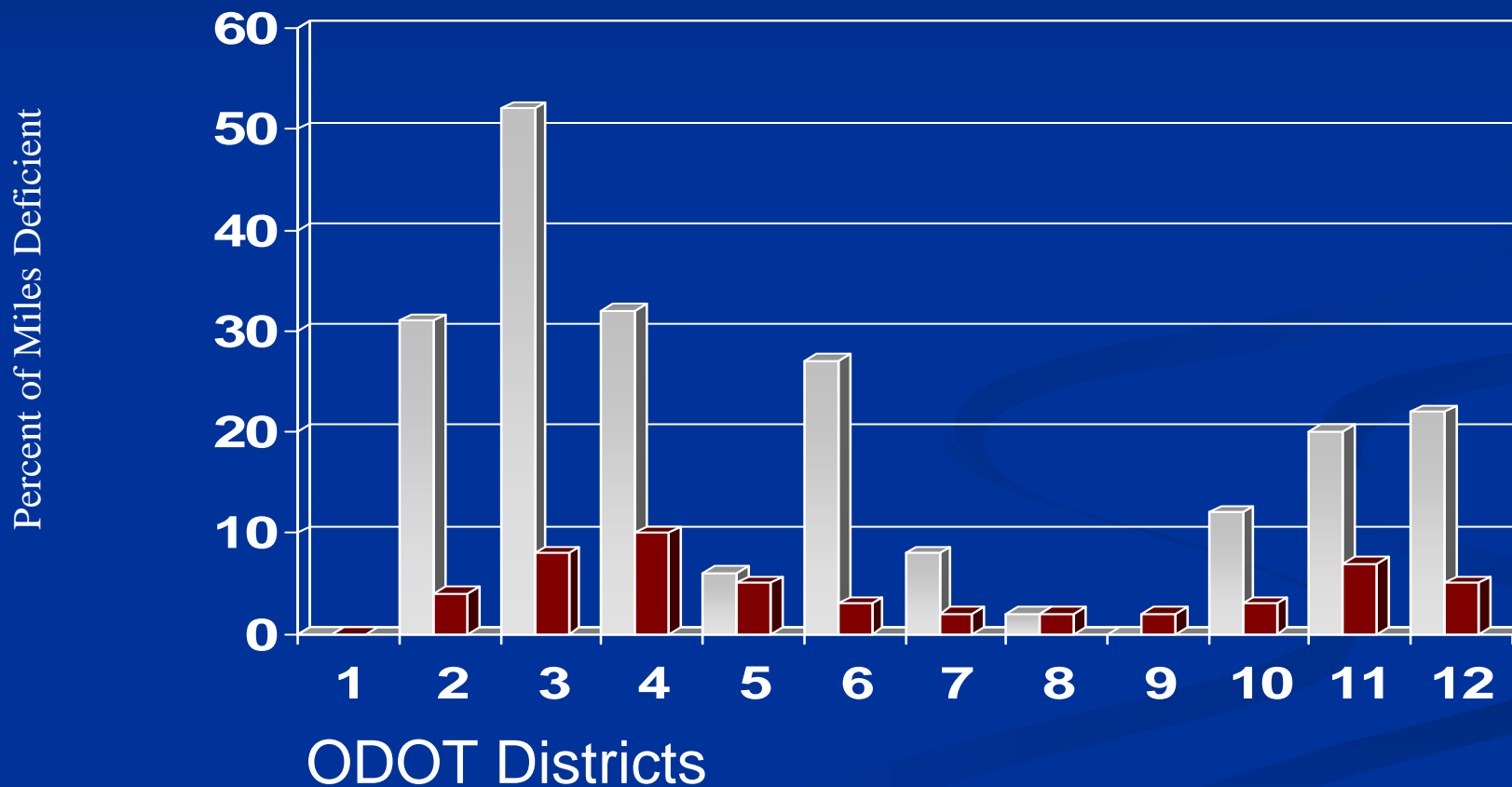
- He discovered the rule of 80-20
- 20 percent of your population creates 80 percent of your issues
- Mine your data for these high-value targets
- Poor performing pavements drag down your conditions

Pavement Deficiencies 1997



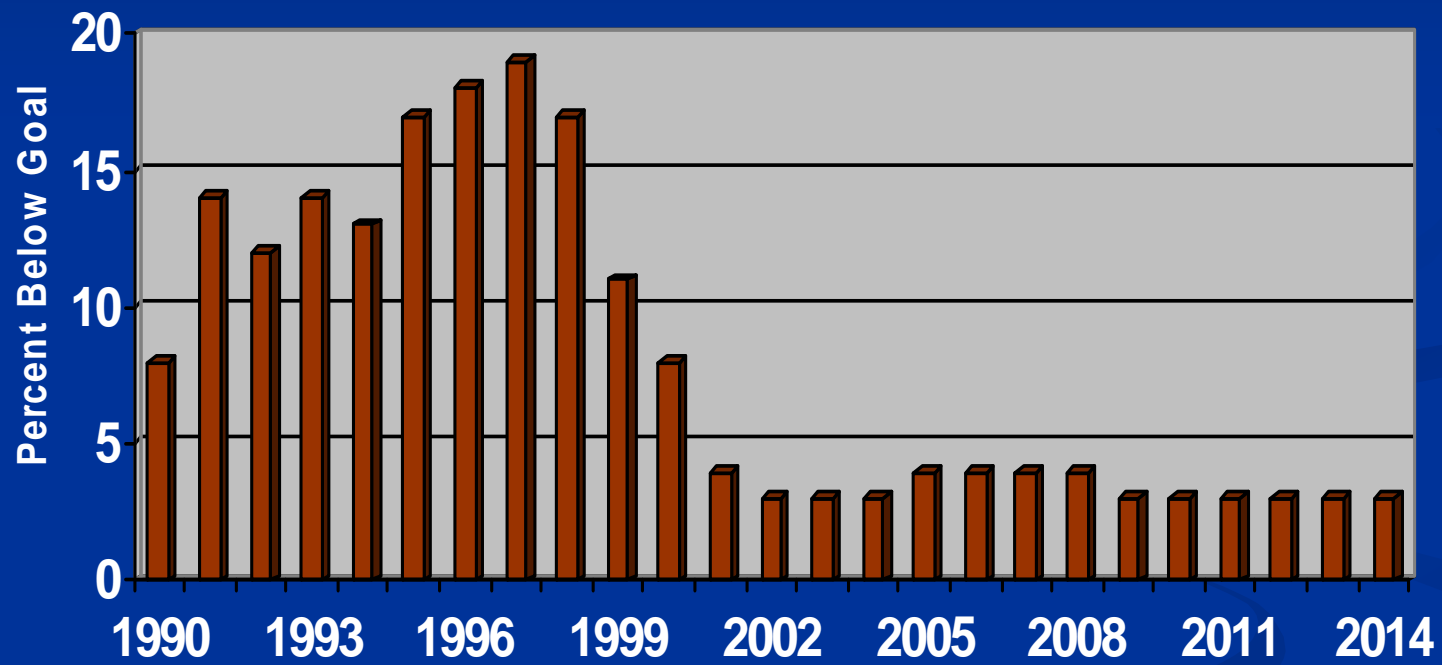
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Pavement Deficiencies 1997 vs. 2005



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Ohio Freeway Pavement Deficiencies



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Understand Parochialism

- Practices vary a great deal
- Experience is deeply ingrained
 - Co-workers
 - Mentors
 - Experiential learning is the most powerful

Be a source of perspective

- Share and promote best practices of their peers
- Encourage peer exchange and collaboration to spread best practices
- Be ready to provide data, create exchange opportunities
- Understand that no one wants to be bad

Learn the Unofficial TO

- The unofficial table of organization is more important than the official one
- Find and befriend the credible, successful pavement managers
- Promote and praise their work
- Use the peer-to-peer network

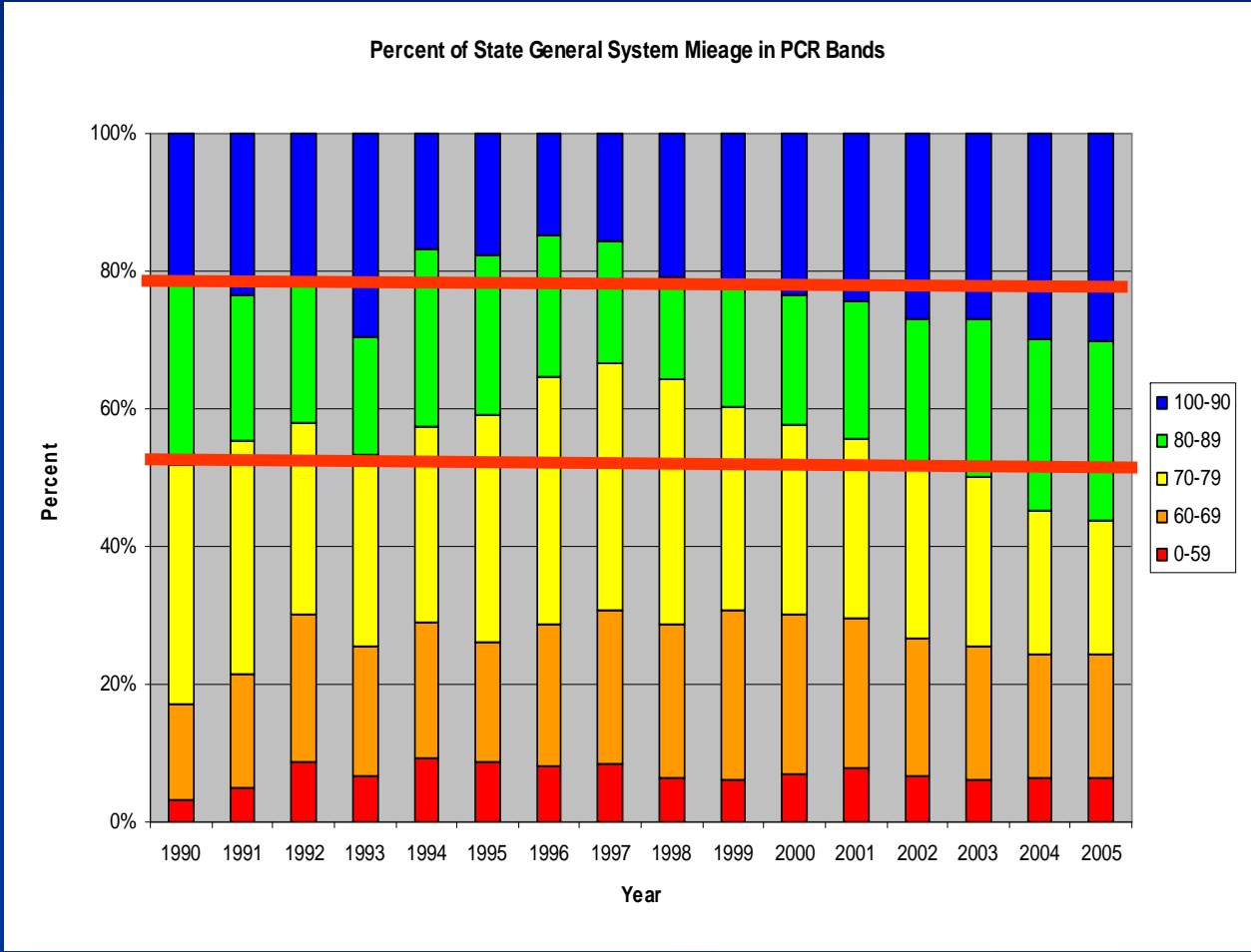
Work Vertically

- Seek out and engage the planning, design, construction, materials and maintenance people
- Ask their advice, let them know they play an important role

Success has 1000 fathers..

- Don't just criticize the bad, promote the good
- Disseminate information about successful pavement management practices in the department
- Give lots of credit and share the success

Theory vs. Reality



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Accept Some Worst First

- Purely optimized investment may not be realistic
- Most departments have to address some of the worst pavements
- Accept that paving bad pavements at expense of optimization is rational in a different way
- It protects the public from excess criticism

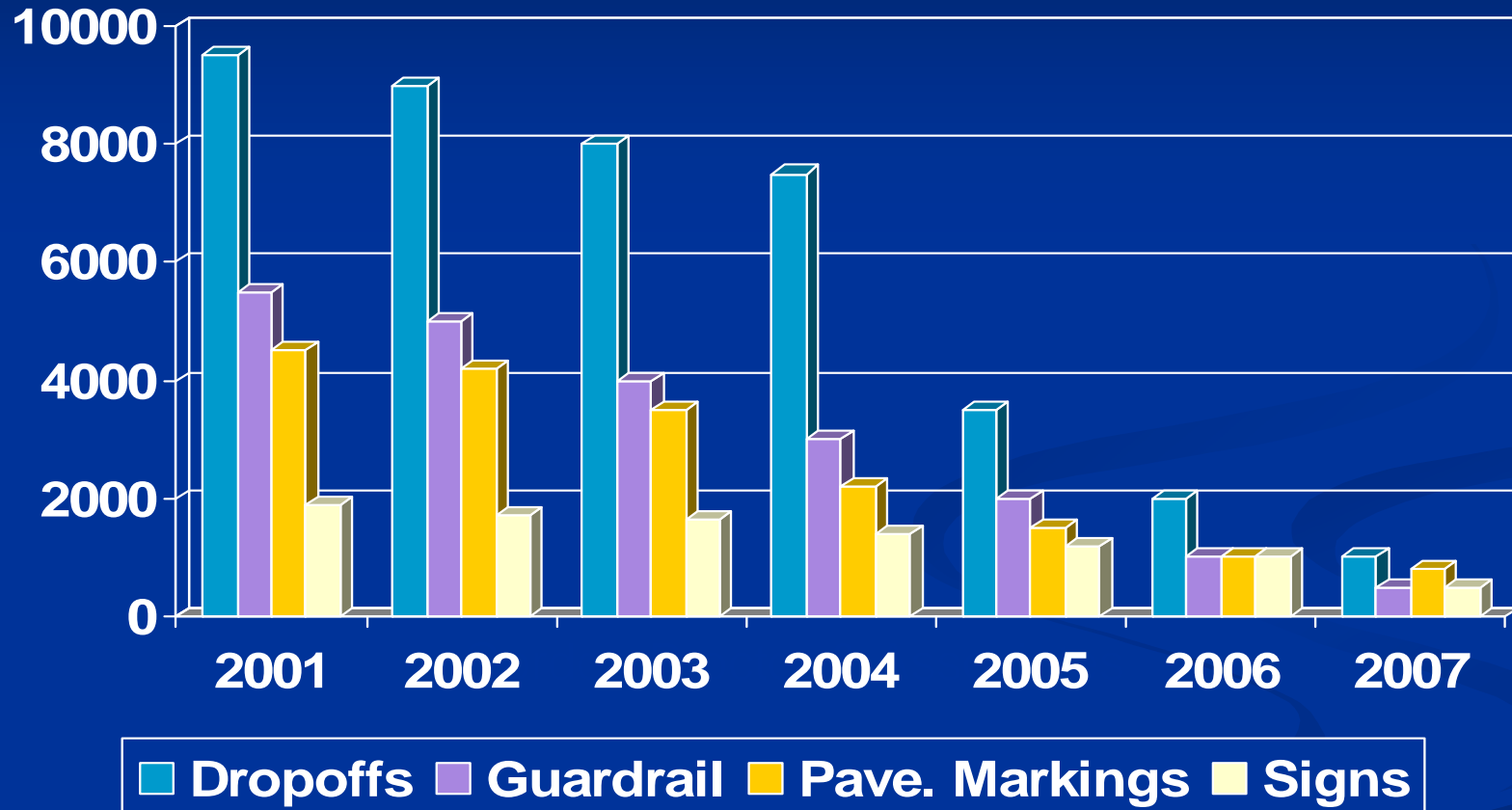
Layout a Realistic Strategy

- Offer practical, tangible, achievable strategies for incremental improvement
- Don't shoot the moon – understand incrementalism
- A department-wide strategy often gestates for years

Success Starts A Virtuous Cycle

- Once good practices begin in pavement, they become template for other asset management practices
- Principles can apply to any asset

Maintenance Deficiencies



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Lessons

- Changing corporate behavior takes a lot of skills
- Don't just analyze and criticize, but socialize
- Lay out the facts
- Seek the 80/20 optimum
- Engage vertically in all complementary areas
- Understand the power of incremental change

Lessons

- Be quick to praise
- Speak to people in their terms
 - How to save them money
 - How to extend pavement life
 - How to serve the public better
 - Don't make Preventive Maintenance an abstraction

Conclusion

- Your technical skills and products are critical
- Equally critical is your engagement at all levels to be the hub of a constructive, positive network

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