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Increasingly, insurance brokers and carriers are helping their clients, too. According to Tom Grandmaison, chief broking officer for Aon's construction business, "Our team is constantly building our understanding of new and innovative technologies that help reduce risk. We share our team's technology experience with our clients to help them improve efficiency, better manage safety, and ultimately minimize losses. Our clients generally appreciate our insight as they navigate an increasingly crowded and complex universe of technology vendors."

W. Edwards Deming famously said, "In God we trust. All others must bring data." A data-driven mindset is invaluable as a management skill in today's economy — and especially so when it comes to digital transformation. Data helps make the case for new technology initiatives as well as aligning and motivating teams to work toward common objectives.

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Most managers know that adding any type of new technology for safety and risk management requires management support, implementation, or training resources, and a budget to pay for it. But maximizing the ultimate success of any project often depends on how easy it is to set up and use the new technology, measuring the business impact and making deliberate efforts to facilitate change management associated with doing things differently.

If new technology isn't easy to use, it will not get used to its fullest potential — especially in construction where there is at times limited proficiency with tech and remote work environments with power or connectivity constraints. With many types of safety software, for example, "making it easy" means ensuring it works on remote work sites, any mobile device, and with or without an internet connection.

Joe Poliafico, vice president of global risk and safety at First Onsite, a provider of property restoration services in both the United States and Canada, said, "One of our top goals was to find and implement software that could be quickly customized to make it easy to use, capture all of the data we need, so that we could act fast and manage any situation that arose which could negatively impact our business." As the First Onsite experience illustrates, user experience can be significantly improved when software systems can be tailored to closely match the existing business processes that it is designed to automate.

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Mike Perozek is a technology sales and customer success leader at Aclaimant, a leading provider of insight-driven safety and risk management software. Perozek is passionate about helping companies adopt new technology that delivers material operational and financial improvements. Over the past 20 years, Perozek has worked extensively in the construction, real estate, and staffing industries. Visit aclaimant.com.