“The Essence of FM High Performance Leadership”

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High-Performance Facility Management Organizations

• What Does it Mean?
• How Do You Get There?
• How Do You Prove It?
“...to provide a quality and safe environment for our customers and employees and demonstrate world-class stewardship of the physical assets.”
“…provides world-class services through a dedicated, diverse and professional workforce, committed to providing a safe environment for people and preserving the integrity of our facilities.”
“...manage high performance buildings that integrate and optimize all major attributes, including energy efficiency, durability, life-cycle performance, and occupant productivity.”
“...provide world-class services and stewardship by building, operating, maintaining and ensuring a safe, secure, healthy environment...”
“We are a World-Class Facilities Management Organization.”
What Does it Mean?

“An organization that is so excellent in so many areas that it consistently outperforms most of its competitors [or peers] for extended periods of time.”

Modern Managerial Ideal – AMA (2007)
Creating a high-performance organization that enables the overall organization achieve its mission
A Model of High-Performance Organizations

Strategic Approach

Customer Approach

Processes & Structure

Leadership Approach

Values & Beliefs

From Overholdt, Granell, Jargon. 2006. (AMA. 2007)
Creating a High-Performance Organization

1. Develop strategies which are consistent and clear.
2. Develop a superior service attitude that goes above and beyond for our clients.
3. Adhere to high ethical standards throughout the organization.
4. Provide leadership that is transparent, fair, and talent-oriented.
5. Provide clear performance measures, appropriate training, and enable employees to work together.
6. Promote the organization as a good place to work.
7. Allow employees to use their skills, knowledge, and experience to create unique solutions for our clients.

From Overholdt, Granell, Jargon. 2006. (AMA. 2007)
Baldrige Performance Excellence Program

- Leadership
- Planning
- Customer Focus
- Performance Results
- Process Management
- Workforce Development
- Measurement & Analysis

Baldrige Performance Excellence Program (NIST. 2012)
Carnegie Mellon University Capability Maturity Model (CMU. 2011)

Level 1 – Initial / Ad Hoc

Level 2 – Repeatable

Level 3 – Defined

Level 4 – Managed / Measured

Level 5 – Optimized (High-Performance)
Evaluation Processes

Organization Evaluation Tools

• Self-assessments to diagnose organizational and operational issues

• Determine long-term solutions to enhance efficiency and effectiveness

• Continuously monitor your performance objectives in order to achieve operational excellence
Tools which will allow you to......

- Fully support strategic initiatives
- Enhance operational efficiencies / effectiveness
- Continuously monitor and improve performance

*Bottom-line to enable operational excellence!*
The importance of preparing your team
Thrive and not just survive

• Implement a cultural shift in how we look at improving through self-evaluation.
• Create a team dynamic which encourages change in order to thrive and not just survive.
• Team must embrace change.
Levels of professional intellect

Know-what: the basic cognitive knowledge to perform a task
Levels of professional intellect

Know-how: the skills needed to apply the knowledge in actual problems
Levels of professional intellect

Know-why: the knowledge of overall organizational culture, politics, key players, and of how to interact to accomplish the task at hand
Levels of professional intellect

Care-why: the will be highly motivated and adaptive

“PQ + CQ trumps IQ”

Thomas Friedman
Skillsets which must be developed in order to build a high performance FM organization

1. Leadership and Business Skills
2. FM Skill & Knowledge
3. Policies and procedures for all functions
4. Information available for analysis and decision making
5. Customer Service Approach
6. Quality Assurance
7. Forward looking solutions
Essence of FM Leadership

- Doing the right thing vs. what should be done
- Clear mission / Vision & Values
- Align decisions accordingly
- **Be Bold** **Be Brief** **Be Gone**

Confidence        Do not oversell        Get out of the way
Essence of FM Leadership

- Communication
- Motivation / Inspire
- Delegation
- Positivity / Humor
- Honest / Trustworthy
Essence of FM Leadership

- Creative
- Listener / Feedback
- Responsible / Success Failure
- Commitment / Follow Thru
- Flexibility / Accepting
• Confidence
• Always thinking 3 steps ahead – Globally 10k ft.
• Proactive vs Reactive
• Rewarding
• Willing to Educate
Essence of FM Leadership

- Open to Change
- Resourceful
- Respectful
- Organized
Thank You!

Teena Shouse, CFM, IFMA Fellow

teena.shouse@feapc.com