



# **“The Essence of FM High Performance Leadership”**

**July 9, 2015**

# 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.”***

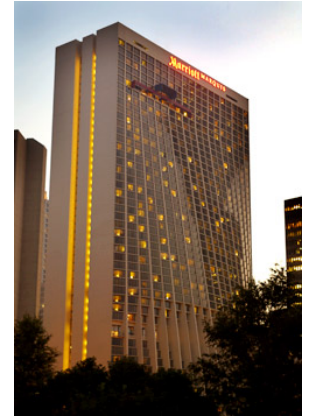
***“...provide world-class services and stewardship by building, operating, maintaining and ensuring a safe, secure, healthy environment...”***

***“We are a World-Class  
Facilities Management  
Organization.”***

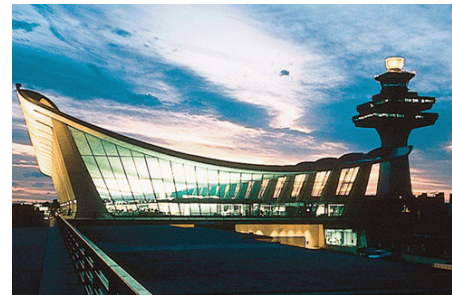
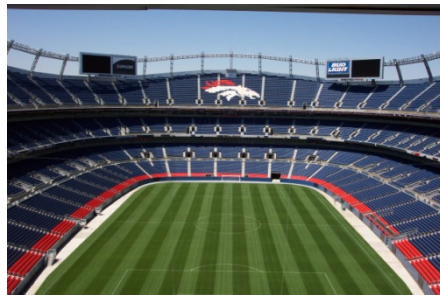
What Does it Mean?

*“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.”*



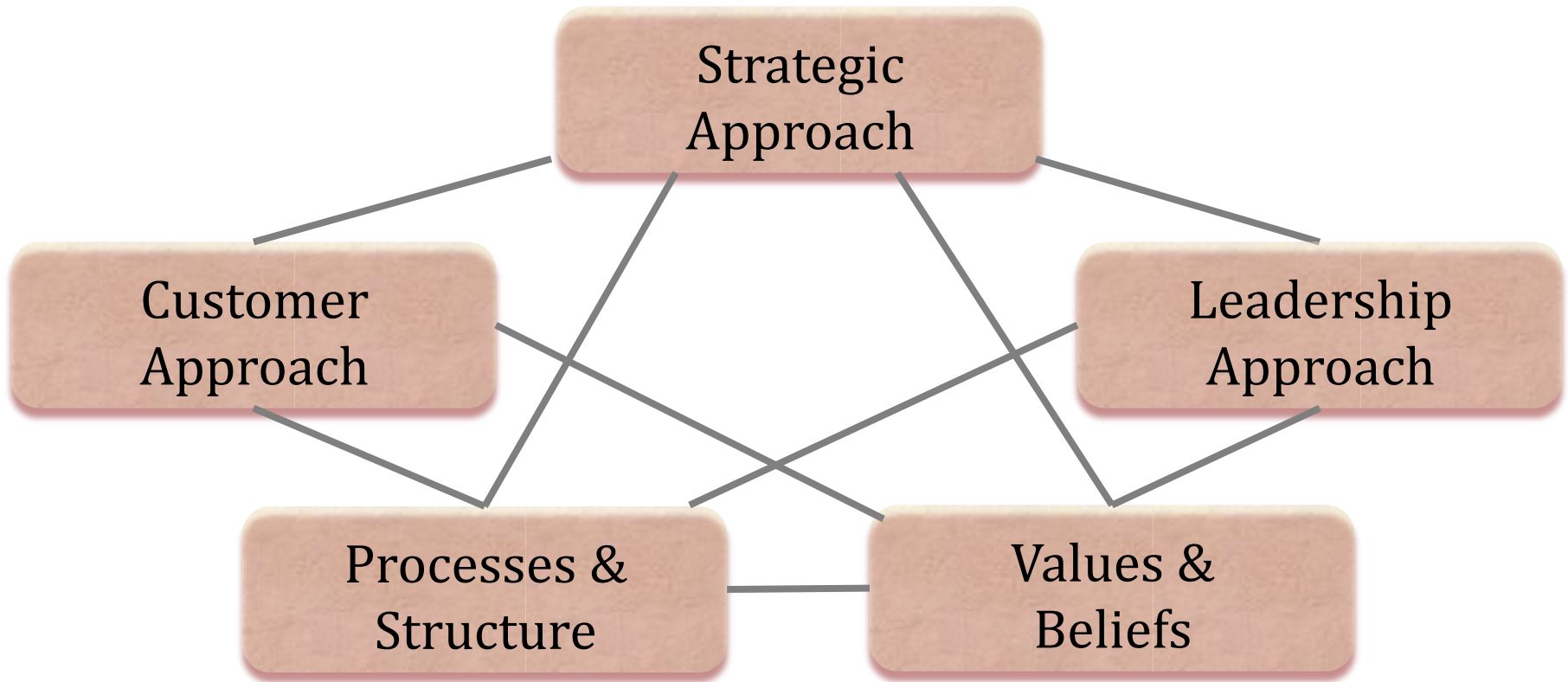


*Creating a high-performance organization that enables the overall organization achieve its mission*



# AMA Global Study

## *A Model of High-Performance Organizations*



## Creating a High-Performance Organization

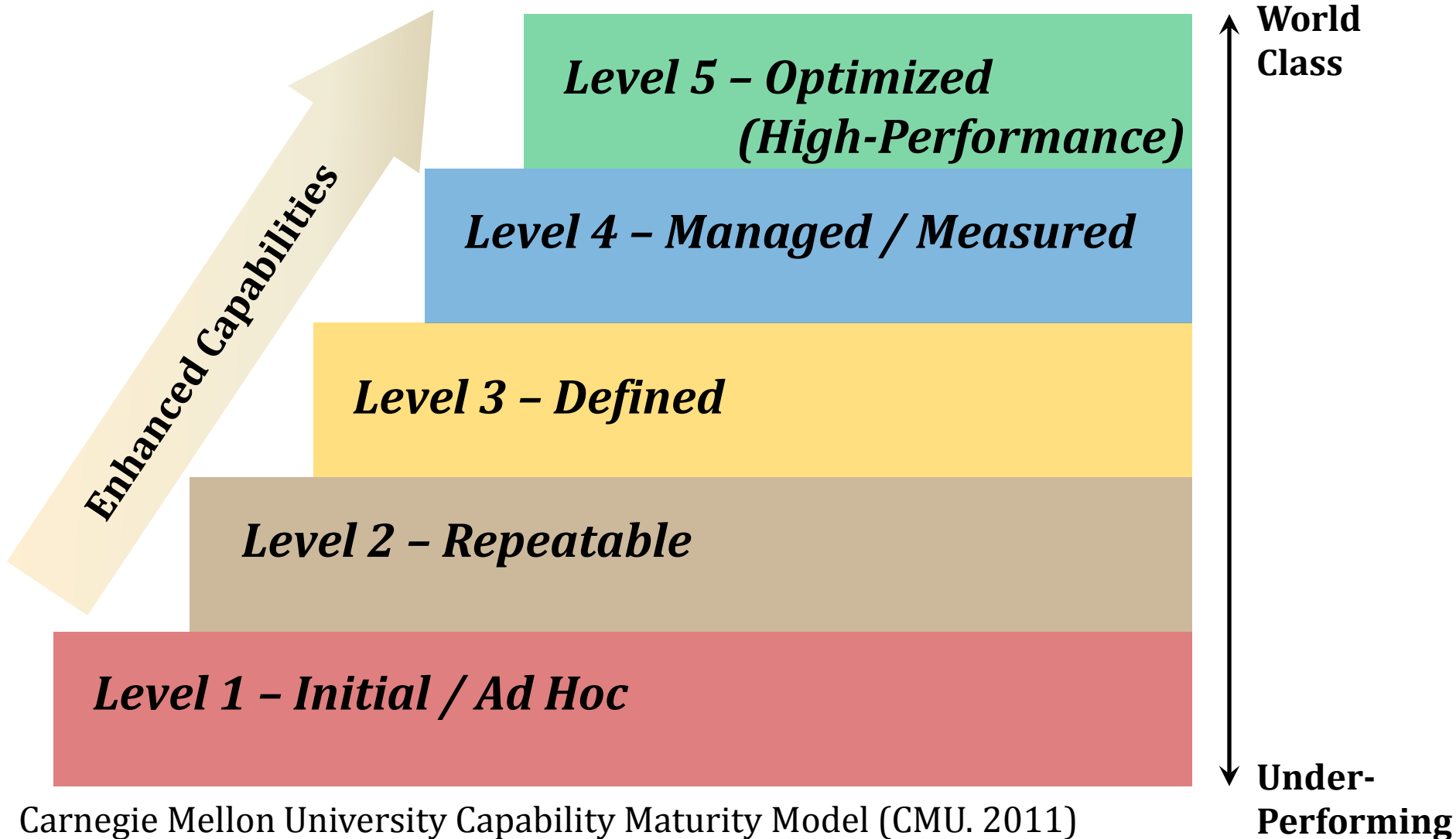
1. Develop strategies which are consistent and clear.
2. Develop a superior service attitude that goes above and beyond for our clients.
3. Adhere to high ethical standards throughout the organization.
4. Provide leadership that is transparent, fair, and talent-oriented.
5. Provide clear performance 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.

# Performance Categories

## *Baldrige Performance Excellence Program*



# Organization Capabilities Maturity Model



## 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**



# FM Evaluation Processes

*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**

- **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!**

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