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NEW Facility Managers Leadership Institute

Dec 17, 2013 Ameresco, Leadership institute file

Leadership Institute Survey Concise Summary. MW

Participants: Tom Oldham, Grand Erie DSB, John Kononiuk, London Catholic DSB, Don Tregenza, Hastings and Prince Edward DSB, Al Cook, Greater Essex DSB, Ian Smith, City of Sarnia.

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- 1. Reaction to ‘primary problem’ statement:** Need “A way to free yourself from the stressful trap of aging facilities, inadequate funding, and government policies that it make harder for you to do your job, and thus (create the results) to gain the fulfillment and appreciation you crave.

Observations:

- You all agreed with this articulation of this description of your core problem.
- The “way” that this statement points to is a coherent Facility Strategy.
- A piece that we could add now may be the strategic disconnect between Facilities and top management. This is a constraint to getting shared Facilities mission, performance metrics, objectives and strategies.
- Perhaps the problem could be restated as “The need for an effective Facility Strategy.” But that would miss the pain of the current trap.
- The key to you gaining better positioning and more leverage is having an intimate understanding of your managements’ problem definition and being able to make a difference to those problems.
- In both cases the need is to step outside of the business model that isn’t working and ask -What would workable model look like?

- 2. Reaction to the premise of Facility Manager as strategy leader? “If not you who?”**

Here we make the assumption that Facility Strategy is the solution and you are best choice for leadership. Our experience is CEOs may be willing to champion strategy but want to rely on Facility Managers to bring them the strategies. Strategy development is simply a series of conversations with a leadership team that asks: Where are we? Where are we headed? Where do we want to go? How can we get there?

Facility managers can’t be fully effective unless management makes these decisions. Strategy leadership can be done from “behind” by providing the top manager with a process and the data to navigate the decisions.

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Observations: Everyone with the premise as an ideal but see many barriers.

Leadership means

- a. Deciding not to accept the consequences of the lack of comprehensive strategy.
- b. Taking responsibility for leadership
- c. Creating a strategy development model
- d. Marketing the plan internally by linking to stakeholder needs. Leverage is being a solution to people's pain. (Specific customers, specific problems, specific solutions)
- e. Enroll senior management in strategy development partnership using third party.
- f. Bringing the way to pay for strategy development
- g. Leading from behind by driving the process from one step to the next using third party and CEO leverage.
- h. In the event that CEO doesn't accept role as champion, to nevertheless accept the challenge to treat stakeholders as customers and "lead through education" using third party support to take senior team through decision stages.
 - Quality learning environments
 - Competitive facilities
 - Cost effective facilities

3. Barriers and possible solutions to leading facility strategy:

- a. **Gap between educators and Facility Mgmt.** *"Need to change educator's perception of who we are and what value we provide. Facilities not a valued asset to the organization. The biggest change required. To pull us through. Not just hammer swingers and mop swingers. Cultural change to value and appreciate facilities. Break down language perception barriers."*

You change perceptions by taking responsibility for them and focusing on changing them. It's a marketing challenge. Close the gap by creating conversations to understand their "model of the world" and their specific problems that you can address. Learn to observe the world through their eyes and become the solution to some of their problems. (One of which is not being respected and not having anyone care about them.)
- b. **Lacking clear understanding of specific customer problems.** Create leadership leverage for change by demonstrating caring about their specific needs and bring value. And asking for satisfaction feedback.
- c. **Facility leadership burnout:**("No one cares. You are by yourself"). People at all levels are subject to moods of resignation and resentment. Hopelessness comes when people don't see a way out. The way out starts with knowing where they

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- are. In the absence of measurement everyone is in a fog of activity and wheel spinning .The way out starts with having a map and knowing where you are and where you want to go. That's the role of the leader.
- d. **Facility Strategy leadership roles not defined:** (No recognition of facility management / strategy accountability in the education act.) Request organizational structure review as part of strategy process. It's missing role. Requiring new capabilities not required in growth times. Begin to reposition as "learning facilities" strategy. Ties to need to reposition and reframe facilities as part of program. Just as your body is the place from which you speak. (Can a teacher teach if their body is in decay? Facilities are the body for program delivery.)
 - e. **Time. Work load:** Create capacity through operational partnerships. Use third party partner to co manage strategy development process.
 - f. **Buy-in from senior management:** Restart internal marketing with "Lead through education" strategy to enroll CEO as champion, a team approach, Facilities leading strategy process from behind
 - g. **Hard to lead as a facilitator. Need to be active in the process:** Partner with third party to co manage the process and facilitate meetings. Enroll CEO as champion for each meeting by designing the agenda to address their concerns.
 - h. **Lack expertise to facilitate.** (If we say the wrong things there is a lot to lose): Lean on third party who can say what you may not want to risk.
 - i. **Need a resource to guide us through. No money:** Acquire strong support through strategy partnership. Fund out of energy project.
 - j. **Absence of conversation to align facilities with board vision and values.** (e.g. "Academic excellence, engagement, environment, inspire, support.) Facilities as part of program is transparent until there is a problem. Need to create leverage by connecting with individual needs. And having goal alignment conversations possibly using third parties. "Leading through education"
 - k. **Controlled by curriculum a packaged product.** (Not on facility agenda) Get on the agenda by creating marketing leverage.
 - l. **Lack the knowledge to take on the leadership role:** Ironically educational institutions are bad and providing management education for their own people. You disadvantage yourself and your by not taking responsibility acquire up to date learning and leadership development. *Coaching has exploded onto the scene for a reason. Leaders need more than conventional book and seminar learning. They need transformational learning which is accelerated through coaching conversations that support leaders in applying concepts and best practices.*
 - m. **Need trust at top to have "the plant guy" to lead.** Part of the repositioning. Need to reframe Plant as the body of Program. Using the human body metaphor. Teachers teach from their bodies. Best to let CEO be the leader with third party.

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- n. **Planning Teams may need development on team decision making process:** A possible point of leverage for most CEOs who have to sit through endless bad meetings where nothing gets done and time gets burned.
- o. **Getting a quality strategy decision making team.** First get the leverage based on CEO pain. Conversation is part of coaching for CEO. How to select the team. Right people. Right style (tend to play it safe).
- p. **Strong sense of risk aversion:** Create leverage based on their specific needs and learn to make solutions risk free.

4. What is the role of the Leadership Institute to help you to lead the Facility Strategy process?

Offer:

- a. Personal development workshops to help people to engage strategy leadership.
- b. Education on a model for Facility Strategy development, redesigning operational business model to integrate best practices and transformational leadership.
- c. Training on change leadership (transformation conversation leadership)
- d. Coaching to help manage the challenges and develop partnerships at all levels.
- e. Third party facilitator support for strategic planning process, enrolling CEO, designing meetings and facilitating meetings..

5. Ideas for Leadership Institute design

- **Mission:** Leadership development, best practices design and implementation support. Not just concepts and manuals. Need support through implementation. Co facilitation co management. How to deliver on that promise is the challenge.
- **Membership by Invitation.** Members recommend and invite new members.
- **Financial transparency.**
- **Leadership team.** Members appointed to direct program policy.
- **Corporate partners** to help fund. Need firm ground rule: no selling.
- **Value focus:** People will pay if value is there.
- **Avoid bad work times:** Sept. April, May budgets. Oct. is good time.
- **Include people from other markets.**
- **Membership fee:** \$275-300 to join. Brand for value. Value of membership??
- **Workshop Day rate.** \$300 -550 plus hotel. Get what you pay for.
- **Nice venues.** White Oaks Inn. Looks good but not overly costly
- **Focus on Facility Manager Level** to create a climate of trust.
- **First Conference design:** Evening arrival meet and greet. One-day workshop to set foundation.

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- **Top notch program people** to address leadership tools.
- **Some kind of accreditation**
- **Managed by third party as not for profit enterprise.**