“High Performance as the Goal: How to Achieve Organizational Excellence in Facility Management.”

January 22, 2015
The Journey Begins......
What does HP/world class mean to you?

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.”
High-Performance 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

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.
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)
Performance Categories

Baldrige Performance Excellence Program

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

Baldrige Performance Excellence Program (NIST. 2012)
Organization Capabilities Maturity Model

Carnegie Mellon University Capability Maturity Model (CMU. 2011)
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.
Really know your team

Optimizers
Reactors
Forecasters
Creators
Individuals that are not interested in major changes and are comfortable with current strategies to reduce costs and enhance the efficiency of existing systems.
Reactors

Individuals who prefer to use existing strategies and react to any changes that occur in the environment in order to improve.
Team members who are preoccupied with identifying what may happen next. They are less concerned about what needs to occur today to deliver better value.

“Good thing or bad?”
Creators

These individuals use the knowledge gained by the Forecasters and design new products and services to meet the needs of key stakeholders to improve.

“So who is the most important?”
Levels of professional intellect

- **Know-what**: the basic cognitive knowledge to perform a task
- **Know-how**: the skills needed to apply the knowledge in actual problems
- **Know-why**: the knowledge of overall culture, politics, key players, and how to accomplish the task at hand
- **Care-why**: the will be highly motivated and adaptive
“PQ + CQ trumps IQ”
Thomas Friedman
Skillsets which must be developed

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
Case study examples of High Performance Organizations (HPO)

1. Austin Convention Center
2. Washington State Credit Union
3. Smithsonian Institution
Initial Project Goals:

- Develop Standard Operating Procedures
- Decrease carbon footprint
- Reduce utility consumption
- Give the Center a marketing advantage

(they aligned themselves with the mission and core business of the organization to help them both succeed)
End result...

Achieving Operational Excellence:
“The process of pursuing certification encouraged the team and building occupants to become more mindful of daily operations and how those operations impacted the environment. As a result, this promoted a conscious effort on the part of everyone in the facility to operate and use the building in a more sustainable way.
In addition, I would say working on, and completing the project forced the team to find viable, bearable, and equitable solutions to solve problems. The results of which, created economic, social, and environmental benefits for not only the organization but also society.”

Anthony Collier, FMP, SFP, Facility Service Coordinator, Austin Convention Center
Washington State Employee Credit Union
End Result......

- Improved staff alignment
- More cost effective property management contract
- Greater definition of true customer expectations and how to achieve the desired level of satisfaction
Smithsonian Institution
World-Class FM Innovation

Courtesy of Smithsonian Institution, OFMR (2010)
Initial Project goals......
• Justify staffing levels
• Integrate processes with technology and strategy
• Enhance IWMS
• Train the FM staff to utilize technology to improve work processes
End Result......

• Alignment with operations and strategy
• Reliable performance measures that allowed for data driven decisions
• Reactive to proactive status which equated to enhanced reliability
• Better care of the nation’s treasures!

Here again aligning FM to the overall mission of the organization to gain the respect and support you deserve!
Thank You!

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