Managing Projects, Piece of Cake!

Stuff is easy . . .

Managing People, Not so much!

Fleet & Facilities Management
A service support Division in the
Office of Business and Financial Services
Division Manager
David L. Dunn, CFM

CHRONIC STRESS!!!!
Managing Projects, Piece of Cake!

Stuff is easy . . .
Managing People, Not so much!

Dear Boss,
I quit!

People don't leave bad jobs, they leave bad bosses.

And I start using the "F-Word" like a comma.
Don't be . . . .

The Jerk

- Nasty, bullying, insensitive
- Disrespectful & finger-pointing
- Low EQ
- Typically self-destructs
Chronic stress can raise blood pressure, triggering heart attacks and strokes. But over time, continuously feeling frazzled could trigger heart attacks, strokes, and even suicidal thoughts. “In short, yes, stress can kill you,” Dr. Diana Gall from Doctor4U told Yahoo UK Nov 8, 2019.
Chronic stress can raise blood pressure, triggering heart attacks and strokes. ... But over time, continuously feeling frazzled could trigger heart attacks, strokes, and even suicidal thoughts.

“In short, yes, stress can kill you,” Dr. Diana Gall from Doctor4U told Yahoo UK Nov 8, 2019

www.stress.org/

FLASHBACK to May 2019

Let me tell you a brief story .........

Physical Health! Mental Health!
Chronic stress can raise blood pressure, triggering heart attacks and strokes. ... But over time, continuously feeling frazzled could trigger heart attacks, strokes, and even suicidal thoughts.

“In short, yes, stress can kill you,” Dr. Diana Gall from Doctor4U told Yahoo UK Nov 8, 2019 [www.stress.org/](http://www.stress.org/)

FLASHBACK to May 2019

So how can you reduce the stress on you and those you lead?
In the hand out titled “12 Characteristics Of A Horrible Boss”

- Controlling
- Indecisive
- Stubborn
- Resist Change
- Micromanage
- Lead By Fear
- Visionless
- Favoritism
- Arrogance
- Angry
- Blame Shifter
- Driven by Emotion

If you lead by the use of ANY of these Characteristics, you are better suited for STUFF not people leadership.

Ever heard the phrase Lead, Follow or Get Out of the way?

If this is you; get Out of the way. Please go manage stuff!

Trust me, I speak from a long list of mistakes on this topic.

It is better to be humble, than humbled.
The International Facility Management Association "Certified Facility Manager" credential is a product of facility managers from around the world who volunteer their time and energy to shape a truly global certification.

Of the 11 IFMA Core Competencies TODAY’S focus will be:

Communication
Human Factors
Leadership

Can help you & those you lead to do what you do with less Chronic Stress!
Communication

IFMA’s 11 CORE COMPETENCIES

1. COMMUNICATIONS
   a. Manage and oversee the development and use of the facility communications plan.
      i. Develop and implement a facility management communications plan (messages, reminders, mission and vision).
      ii. Select situation-appropriate media and techniques for communications with stakeholders.
   b. Prepare and deliver messages that achieve the intended results.
      i. Promote FM information and recommendations to internal and external stakeholders (facility staff, public, senior management, customers and boards of directors).
      ii. Prepare reports for stakeholders (facility staff, public, senior management, customers, boards of directors and so forth).
      iii. Manage stakeholder perceptions and expectations

Mouth closed, ears open!
Show you are listening, eye contact.
Listening well may be the most important tool in your toolbox!
Communication

For your message to resonate to all; the most critical team members for you are the Facility Staff. They must be on point with you and that cannot happen if they are not in the development process.

In and of itself this is pretty straightforward to most of us, but do you ever just stop and consider your audience?

- Facility Staff
- Public
- Senior Management
- Customers
- Board of Directors

IFMA’s 11 CORE COMPETENCIES

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      ii. Prepare reports for stakeholders (facility staff, public, senior management, customers, boards of directors and so forth).
      iii. Manage stakeholder perceptions and expectations
How do you communicate with your staff? Like subordinates? Like Equals? Like Family?
Yes Family!

How do you communicate with your staff?
Like subordinates?
Like Equals?
Like Family?
Work

Self

Friends

Family

Work Life Blend
### A Normal Workday for David Dunn

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start Time</th>
<th>End Time</th>
<th>Hours per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleep</td>
<td>9:30 PM</td>
<td>5:00 AM</td>
<td>7.5</td>
</tr>
<tr>
<td>Get ready for work, feed pets</td>
<td>5:00 AM</td>
<td>6:00 AM</td>
<td>1</td>
</tr>
<tr>
<td>Drive to work while thinking about work &amp; telecon efforts</td>
<td>6:00 AM</td>
<td>7:00 AM</td>
<td>1</td>
</tr>
<tr>
<td>Work</td>
<td>7:00 AM</td>
<td>11:30 AM</td>
<td>4.5</td>
</tr>
<tr>
<td>Lunch while typically working on stuff</td>
<td>11:30 AM</td>
<td>12 Noon</td>
<td>0.5</td>
</tr>
<tr>
<td>Drive home while thinking about work &amp; telecon efforts</td>
<td>4:00 PM</td>
<td>5:00 PM</td>
<td>1</td>
</tr>
<tr>
<td>At home engaged while checking e-mails, taking calls, feeding pets and all the other parts of life</td>
<td>5:00 PM</td>
<td>9:30 PM</td>
<td>4.5</td>
</tr>
</tbody>
</table>

#### IN 24 HOUR WEEKDAY

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hrs per day</th>
<th>Hrs 5 day week</th>
<th>Hrs weekend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total time physically at work</td>
<td>9</td>
<td>45</td>
<td>0</td>
</tr>
<tr>
<td>Total time commuting</td>
<td>2</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Total time physically at home not sleeping</td>
<td>5.5</td>
<td>27.5</td>
<td>33</td>
</tr>
<tr>
<td>Total time attempting to sleep</td>
<td>7.5</td>
<td>37.5</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>120</td>
<td>48</td>
</tr>
</tbody>
</table>

#### SO IN A SEVEN DAY WEEK I SPEND

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hrs</th>
<th>Divided by 168 hrs in 7 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working</td>
<td>45</td>
<td>26.79%</td>
</tr>
<tr>
<td>Commuting</td>
<td>10</td>
<td>5.95%</td>
</tr>
<tr>
<td>Away from work aside from SLEEPING</td>
<td>60.5</td>
<td>36.01%</td>
</tr>
<tr>
<td>Sleeping</td>
<td>52.5</td>
<td>31.25%</td>
</tr>
</tbody>
</table>

#### Work Relationships: 26.79%

#### Family Relationships: 36.01%

**You can see that I spend almost as much time with my work team as I do with my family.**

And why is this important?
My team relationships 26.79% of my life is spent here!
My family relationships 36.01% of my life is spent here!

This is a very important key to your and their success!

31.25% Sleeping
5.95% Commuting
In the handout titled “7 Things Every Great Boss Should Do”

- Acknowledge
- Motivate
- Communicate
- Trust
- Develop
- Direct
- Partner

Yes Family!

If you have had a successful personal relationship, or have raised successful children to independent adulthood; you have successfully applied all of these methods already.
I invest in my work team just like I do with my family, because their success brings about my success.

And, they need to stand on their own when I am out of the picture.

But heaven help you if you come after any of them without just cause.

If any of them are found wrong, they will be held responsible; but if they are not at fault, I am their Protector.
Like Communication these items are somewhat intuitive to most of you already and/or managed by Policy & Procedure within your organizational structure.

That said I am going to focus on just a few specific points.

- Retention
- Personal growth
- Professional growth
Your replacement is probably on your team already. You should be investing in all of your direct reports now to ensure somebody is prepared to step up and steer your ship when you are not there. You owe it to your organization and your team to mentor and prepare now for your inevitable departure.

AND THOSE WHO WILL COME AFTER YOU!
Annual Face to Face

Meeting Questionnaire

Name: __________________ Date: __________________

It is important to think about your career progress on a regular basis. Now is a great time to ask yourself some questions about your career. Think about the progress you are making and what you want in the future. Here are 7 questions to ask yourself in order to make a career plan for 2018-2019.

1) What is your vision for your job/career? ______________________________________________________________________________________

2) What are your goals for 2017-2020? ______________________________________________________________________________________

3) What are your career accomplishments for 2017-2020? ______________________________________________________________________________________

4) What is your plan for career enhancing activities for 2017-2020? ______________________________________________________________________________________

5) What skills will you begin or continue to develop in 2017-2020? ______________________________________________________________________________________

4) Where do you see yourself in 5 years?

a) __________________

b) __________________

c) __________________

7) If you could change one thing about how the Fleet & Facilities Management Division operates or is structured, what would it be?

____________________________________________________________________________________________

OFFICE OF BUSINESS AND FINANCIAL SERVICES
FLEET & FACILITIES MANAGEMENT DIVISION
1010 South Westmoreland Drive, Orlando, FL 32805-3853
Phone 407-246-3873/Fax 407-246-3725

Personal & Professional Growth
Leadership

8. LEADERSHIP & STRATEGY
   a. Lead the facility organization.
      i. Lead, inspire, and influence the facility organization, search for best practices, manage change, promote continuous improvement, and provide tools.
      ii. Advocate for facility management needs and priorities.
      iii. Develop, implement, and evaluate policies, procedures, and practices for the facility organization.
      iv. Clarify and communicate responsibilities and accountabilities.
      v. Resolve conflicts (organization and personnel).
      vi. Organize and staff the facility organization.
   b. Provide leadership to the entire organization.
      i. Promote, encourage, and adhere to a code of conduct.
      ii. Develop and manage/oversee relationships (supplier, community, government, tenants, business partners, occupants).
      iii. Ensure compliance with the organization’s social responsibility policies.
   c. The competent facility manager is able to plan strategically.
   d. Align the facility’s strategic requirements with the entire organization’s requirements.

So now you are the Boss!

Does that mean that they will automatically follow you?

Fat chance of that!

Inspire and influence are the key words here!

So how do you inspire and influence?

Don’t 12 Characteristics Of A Horrible Boss
HUFFPOST Jeffrey Fermin, Contributor Digital Marketing Expert
Do 7 Things Every Great Boss Should Do
Inc., By Peter Economy The Leadership Guy @bizzwriter

Remember and use these handouts.
Don't worry, you can Change, I did!

Suggested reads . . . .
The Word of the Day is change.

I have 48 yrs. of experience in Fleet & Fac Ops. & have made many changes.

My Path:
- From a farm: The early days 1953 - 1959
- to a County Govt.: 1971 - 1974
- Brevard County Schoolboard
- 1975 - 1981 to the US Navy
- 1978 - 2006 to Aerospace
- 2006 - Present
- City of Orlando
My Space Shuttle Days 1978 - 2006
Managed facilities @ KSC, FL, Huntsville, AL, Slidell, LA & a fleet of **solid fuel boosters** that produce 2,800,000 pounds of thrust each. At liftoff, each produces 12,500,000 newtons and continue to burn for 124 seconds.

**This Is What 44,000,000 Horsepower Looks Like!**

Pilot Robert Crippen
April 12, 1981.
Columbia lifts off at the beginning of **Space Transportation System** legacy.
Your success in leadership may require change. Don’t worry, you can Change, I did! But for change to occur you may have to travel from Where you are... to: Where you want to be!

It is change, continuing change, inevitable change, that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.

Isaac Asimov
For Strategy I suggest

Choose the plan that’s right for you

Whatever your size, whatever your needs, there’s an Officevibe for everyone.

Basic
Free
Recommended for 3-20 employees
Perfect for your small business or for managers with a single team.

Get started!

Premium
$4 per user/month
Recommended for 20-1000 employees
Ideal for multiple teams and managers across your small-to-medium-sized company.

Book a demo

Officevibe Plus
Custom
1000+ employees
A tailored experience for your enterprise-level organization.

Book a demo

- Automated recurring Pulse Surveys
- A bank of 120 science-based engagement questions
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Blog
The best employee engagement and company culture content

The Big Shift: Performance Management to Employee Development
What Makes A Great Leader?
Diversity in the Workplace 101
New Managers: The Complete Guide

Guides
What Makes A Great Leader?

We know you’re super busy.
So we made this complete leadership guide to give you a hand.
Let’s review.

People don't leave bad jobs, they leave bad bosses.

Troy Aberle is a business acceleration master, entrepreneur, best-selling author and philanthropist. He is a recognized authority on the psychology of leadership, negotiations and organizational turnaround, and has served as an adviser to many leaders in business. Troy is a certified Tony Robbins coach and trained by mentors like Brendon Burchard, Brian Tracy, Paul Kelly, Lou Time, Lou Holtz and more!
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Let’s review.

Let’s change.

People don't leave bad jobs, they leave bad bosses.
Yeah, I'm going to need you to work Saturday on those TPS Reports.

Unless you want to be in the movies!
Questions?

David L. Dunn, CFM david.dunn@cityoforlando.net
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www.cityoforlando.net/greenworks/