The Leadership Imperatives of Workplace Development

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“WELCOME”
TO THIS SEMINAR!

IT IS GREAt TO HAVE YOU HERE!

DAN BRATHAL
WHO ARE YOU?

- Facilities managers?
- Architect, facilities designer, engineer, planner?
- Consultant, educator, trainer?
- Construction manager?
- Supplier representative?

Another sincere “welcome” to each and every one of you!
WHO AM I?

- 38 year workplace veteran.
- 24 years facilities management.
- 14 years information management.
- Semi retirement career in facilities management consulting and human development.
- I want to be a valuable resource to YOU!
Workplace Issues

- Acquisitions / Mergers / Divestitures
- Employee Health / Well being / Stress
- Telecommuting / Technology
- Outsourcing / Productivity
- Recruiting / Retention / Loyalty
- Speed / Urgency / Profitability
The Stakes are high and growing

- Increased workplace complexity.
- FM’s have $81 billion of buying power.
- Energy and other costs continue to increase.
- 88% say energy efficiency is a design priority.
A GUIDE FOR TOTAL WORKPLACE DESIGN AND MANAGEMENT

- People are the most valuable resource.
- People need productive and effective places to work.
- Work lives and personal lives are enhanced by high quality workplaces.
- Effective workplaces have multiple and significant impacts on personnel productivity and performance.
High performance workplaces are combinations of well designed spaces, comfortable surroundings, appropriate technologies, and efficient environments for high quality human interactions.
Totally integrated workplaces require appropriate combinations of people, place, process, technology, and information.

Architectural, behavioral, environmental, information management, medical, security, sociological, and other components combine to be essential for total workplace design and management.
- Total workplace development and management recognizes that all organizations are composed of parts, each of which must function well independently if organizations are to function well as entire entities.
Competitive advantages expand exponentially when professional people use superior workplaces to achieve profitability and success.

Total workplace management assumes commitments to caring about and protecting earth’s natural resources.
THE “FACILITIES MANAGEMENT SITUATION” IN MANY ORGANIZATIONS TODAY!

- No real formalized facilities management program!
- No “facilities manager!”
- No formal facilities management policies!
- Facilities have more or less just “evolved!”
- Lack of ownership or senior management support!
- No workplace standards!
THE “FACILITIES MANAGEMENT SITUATION”
IN MANY ORGANIZATIONS TODAY! (cont.)

- Potentially out of compliance with legal requirements!
- Out of compliance with regulatory requirements!
- No financial or operating controls!
- Money “slipping through the cracks!”
- Awareness that “something needs to be done!”
- Not sure where to get the help that is needed!
A STRONG CONSULTING RECOMMENDATION!

ESTABLISH AN ORGANIZATION WIDE CENTRALLY MANAGED FORMALIZED "FACILITIES MANAGEMENT PROGRAM" FOR THE ORGANIZATION!
THE “BENEFITS” AND “ROI” OF HIGH PERFORMANCE FACILITIES MANAGEMENT PROGRAMS

- Increased executive, managerial, and operational effectiveness.
- Measurable increases in worker productivity.
- Leveraging the expertise and experience of colleague professionals.
- Compliance with federal, state, and local government requirements.
THE “BENEFITS” AND “ROI” OF HIGH PERFORMANCE FACILITIES MANAGEMENT PROGRAMS (cont.)

- Improved customer service.
- Maximized value of organizational personnel.
- Maximized value of investments in structures.
- Maximized use of standards.
- Leveraging financial capital.
- Reduced operating costs.
“STAKEHOLDERS” OF HIGH PERFORMANCE FACILITIES MANAGEMENT

(Alphabetical Order—Not Order of Importance)

- Architecture
- Audio visual Services
- Business Continuity Planning
- Civil Engineering
- Community Agencies (Police, Fire, Etc.)
- Construction
- Custodial Services
- Electrical Engineering
“STAKEHOLDERS” OF HIGH PERFORMANCE FACILITIES MANAGEMENT (cont.)

(Alphabetical Order – Not Order of Importance)

- Environmental Engineering
- Facilities Management
- Finance
- Food Services
- Grounds Maintenance
- Information Technology
- Interior Design
- Mail Services
“STAKEHOLDERS” OF HIGH PERFORMANCE FACILITIES MANAGEMENT (cont.)

(Alphabetical Order – Not Order of Importance)

- Maintenance
- Mechanical Engineering
- Medical/Industrial Hygiene And Toxicology
- Procurement
- Public Affairs
- Receptionists
- Records Management
- Safety Engineering
“STAKEHOLDERS” OF HIGH PERFORMANCE FACILITIES MANAGEMENT (cont.)

(Alphabetical Order – Not Order of Importance)

- Senior Management
- Security
- Shipping And Receiving
- Suppliers
- Telecommunications
- Tenants
- Transportation
- Utilities
- Potentially Others?
Who Will Lead The Stakeholders?

- Facility Managers
- Architects
- Interior Designers
- Engineers
- Real Estate
- Human Resources
- Accountants
- Others
Leadership Philosophies

Style & Techniques

- Contrasts -

Adolf Hitler vs. Mother Teresa

Despair vs. Hope
Leadership Philosophies
Style & Techniques

Al Capone

“You can go a long way with a smile. You can go a lot farther with a smile and a gun.”
THE COMPONENTS (PARTS) OF HIGH PERFORMANCE FACILITIES MANAGEMENT

People, Information, Process, Technology & Place

= “TOTALLY INTEGRATED WORKPLACE DESIGN AND MANAGEMENT”
Characteristics of Effective Leaders

- Are visionaries.
- Are collaborators.
- Are goal oriented.
- Integrity is above question.
- Are nurturing.
- Are other oriented and unselfish.
- Know the fundamentals of their discipline.
Characteristics of Effective Leaders (cont.)

- Treat others as individuals.
- Recognize individual differences.
- Have a strong belief in human rights.
- Are good listeners.
- Make appropriate decisions.
- Delegate.
- Welcome suggestions for change.
Characteristics of Effective Leaders (cont.)

- Encourage self development of their personnel.
- Give praise and credit when praise and credit are due.
- Are highly creative.
- Are appropriately self confident.
- Are happy people themselves and have an appropriate sense of humor.
- Are highly motivated themselves.
- Work smart and work hard.
Characteristics of Effective Leaders (cont.)

- Are optimistic, positive, and enthusiastic.
- Treat others as themselves expect to be treated.
- Look for the potential in people and go out of their way to say “thank you.”
- Often have a deep personal faith.
- Care and care deeply.
- Are sensitive yet courageous risk takers.
What we are talking about:

- Is not Empire Building – but instead:
  - Vision
  - Relationship Building
  - Collaboration
  - Influence
  - Leadership

Vision + Relationships + Collaboration + Influence + Leadership

= A Totally Integrated High Performance Workplace
There has never been a greater need and a stronger imperative for extraordinary leadership

- Who among us will step forward to lead?
- Who has prepared themselves to lead?
- “Only the qualified need apply.”
Your Reactions
And Questions?
A Sincere “Thank YOU” for Participating in This Seminar!

“Good Luck” and “Best Wishes” in Your Facilities Management Career!

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