


Managing Relationships Up-Out-Down
Leading the FM Organization

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Introduction


John Rimer, CFM

- 20 Years Facility Management
- Numerous Industries & Various Roles
- Owner, FM360 Consulting
- Certified Facility Manager (IFMA)
- B.S. Mechanical Engineering
- IFMA & BOC Qualified Instructor
- Education Chair, IFMA Charlotte

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Agenda – Managing Up



- State of Facilities
- Managing Relationships
 - Up – Out – Down
- Selling the Value of FM UP
- In-Your-Face Business Case
- Q&A

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State of Facilities...



- Deferred Maintenance
 - Equipment End-Of-Life
- Reactive Maintenance
 - Firefighting
- Lack of Resources
 - "Do More with Less"
- Skilled Labor Shortage
 - "Silver Tsunami"

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What is FM?



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FM is...

- Managing Relationships
 - "Up" the food chain
 - Trusted Advisor
 - "Out" the organization
 - Enabler/Supporter
 - "Down" through all levels
 - Leader
 - Proponent
 - Cheerleader



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Selling the Value of FM Up



C-SUITE

- Collect Data
- Study Players
- Understand Climate
- Interpret Facilities
- Tout Value
- Execute

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C-SUITE




Collect Data

- Financial
 - Avg Cost \$ / FTE
 - Avg Revenue \$ / FTE
 - Cost of Downtime/ReWork
 - Profit Margin
 - Bond Capacity / Debt Ratio
 - Resource – HR & Finance (e.g. CFO, Controller, etc.)

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C-SUITE




Collect Data

- Operations
 - O&M Cost \$ / SF
 - O&M Cost \$ / FTE
 - Facility Condition Index (FCI)
 - Energy Usage Index (EUI)
 - Backlog Hours & WO Completion
 - Resource - CMMS

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Collect Data

- Benchmarking
 - IFMA
 - BEX
- BOMI
- Industry Journals
- Associations
- Internally

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Study Players

- Identify Stakeholders
 - Internal/External
 - Position Power
 - Personal Influence
- Groups
 - Committees
 - Student/Community

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Study Players

- Get to Know Them
 - Business Goals/Drivers
 - Political Motivators
 - Causes & Passions
 - Inhibitor or Enabler
 - Winner or Loser

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Study Players

- Get to Know Them
 - Current Challenges
 - Allies and Enemies
 - Your Existing Relationship
 - Their View of Facilities

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Study Players

- Resources
 - Bio
 - Org. Chart
 - Blog Posts
 - Interest Groups
 - LinkedIn Profile
 - Meeting Behavior

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Understand

- Vision/Mission/Goals
- Environmental Awareness
- Business & Political Climate
- Market Drivers
- Industry Trends
- Resources
 - News & Media
 - Trade Journals & Organizations
 - Conferences

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Understand

- Triple Bottom Line*
 - Financial
 - Social
 - Workplace
 - Marketplace
 - Community
 - Environmental

*Elkington 1994



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Interpret

- Translate into their language
 - Business & Political Motivators
 - Safety & Risk
 - "Social" Implications
- Avoid Technical Language
 - Equal to Knowledge of Audience

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Interpret

- The Rule of 100/10/1
 - 100 – People Productivity
 - 10 – Facilities
 - 1 - Utilities

Costs - Overhead

**Revisit later today...*

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Tout

- Marketing Plan
 - Touchpoints
 - Webpage / Bulletin Board
 - Newsletter / E-mail
 - Service Desk
 - Face-To-Face

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Tout

- Dress the Part
 - Dress Like a Business Manager
 - Try to Avoid Carrying Tools
 - Writing & Presentation Skills
- Build Relationships
 - Politics – Wanna Win, Gotta Play
 - “MBWA”

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Execute

- Deliver on Promises
- Monitor Progress
 - KPIs & Benchmarks
- Celebrate Progress (Tout!)
- Continual Learning & Growth
 - For You & Staff
- Rinse & Repeat

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Review...



C-SUITE

- Collect Data
- Study Players
- Understand Climate
- Interpret Facilities
- Tout Value
- Execute

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Business Cases - Where We Fall Short...



Current Approach

- Verbose
- Cost Centric
- Technical

New Approach

- "In-Your-Face" Business Case

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In-Your-Face Business Case



- Brief Description
- Current Condition
- Risk / Impact
 - Rule 100/10/1
 - Triple Bottom Line
- Timeline
- Next Steps
 - Critical Path Decisions
- *Electrical System Upgrade Example*

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Questions?

www.fm360consulting.com/selling

Next Sessions:

- Managing Relationships – Out
- Managing Relationships - Down