



Facility Management Information - A Corporate Approach

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- How many items on this list apply to your facility management operation?



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The facility manager:

- Has a clearly defined role
- Has major responsibility coupled with the appropriate authority
- Responds to pressures mostly within his/her control



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The facility manager:

- Is provided positive recognition when things go well
- Almost always has time to think problems through and be proactive
- Has good access to the strategic direction of the organization



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The facility manager:

- Has little need for quick response to client demands
- Has sufficient financial resources to allow a response to opportunities to add value
- Has an overall facility management plan that defines standards or performance expectations
- Has a voice or an advocate within corporate management



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- Corporations are moving to a customer-driven process orientation rather than a hierarchical functional orientation



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- Corporations that do not have objectives will eventually fail



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- Corporations have limited resources and must set priorities for using them



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- Reducing costs is at least ten times as effective in profit generation as increasing revenue.



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- Corporations and government departments do not have facilities to hold real estate. They have facilities to further corporate objectives.



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- As organizations automate, it is becoming easier to get access to data of all kinds



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- As organizations downsize and strip away levels of management, it is becoming more difficult to get summary data



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- Corporate management is not a monolith. It is a group of individuals with widely differing agendas, both business and personal.



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- Corporate managers are not basically different from you and me. They do operate, usually, with a longer perspective. The resource that they are personally shortest of is time.



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- Corporate management does not care about the things that occupy most of a facility manager's time



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- Corporate management is willing to make decisions - but they need to be comfortable with their facts



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- Corporate management is often not aware of the cumulative effect of their decisions over time



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- Facility management is a service function



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- Facility managers often have a broader perspective than other functional groups within the corporation



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- Facility managers have been notoriously poor at getting senior management attention, except during crises



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- Optionality on where people work and how they share the workload or the office space makes the facility manager's job more challenging



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- So what can the facility manager do with all this data?



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- First of all, know the corporate mission and support it totally



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- Make sure that all facility management goals are clearly defined and aligned to support the corporate mission



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- Support your peers in other parts of the organization, especially the operational units



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- Clean up your act at home first



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- Use CAFM to respond to urgent queries from senior management



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- Use proactive tools like STM (Serviceability Tools and Methods) that allow you to produce user requirements and building ratings in advance of need



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- Use universal footprint planning - a tool which reduces the dollar and time cost of churn by encouraging the movement of people, not walls or furniture



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- Find out whether outsourcing is an option for some (or all) of what you do



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- Consider the pros and cons of implementing a full chargeback system



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- Find out what services and what level of service your customers expect



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- Be very active in finding out how well you are doing



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- Use some form of regular communication to highlight what facility management is doing for the corporation



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- Learn how to use Life Cycle Costing evaluation techniques using present values



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- If you want to be heard in the boardroom, learn to speak their language



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- Change the name of "facility management"



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- Be prepared for when you get an opportunity to present to corporate management



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- Well in advance of the presentation:
 - Understand the political climate
 - Know who the decision makers are and how the decisions are made
 - Know who the decision influencers are
 - Find out how they like their information presented
 - Make sure that you have all the facts to support your presentation



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- Just before the presentation:
 - Let your own key people read the draft
 - Do not surprise your boss in front of corporate management
 - Make sure your graphics are clean, clear and accurately convey your intention
 - Find out who will be in the audience and their agendas
 - Find out how much time you will have



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- At the presentation:
 - Create the case for the need to be met
 - Show how your proposal supports the strategic vision
 - If you need the support of an outside expert, bring him/her to the presentation
 - Provide options. An all-or-nothing proposal usually gets nothing.



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- Make sure that the concerns of everyone at the table are addressed
- Be brief
- Be prepared
- Be bold
- Be willing to ask for a decision
- Be prepared to lose



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- In Summary
 - Know and support the corporate mission
 - Become customer-oriented
 - Improve your ability to respond
 - Market your services and capabilities
 - Widen your perspective
 - Be prepared when the boardroom calls



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- Enjoy yourself - life is short