



Strategic Management for the Facility Manager

Reasons or Results

presented by

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18 November 1998



Good Reasons...

- **No budget**
- **No staff**
- **No time**
- **No information**
- **No respect from peers**
- **No support from senior management**
- **It is changing too fast for me**
- **No one knew it was coming**



Or Good Results

It is your choice.

To choose, you need a
strategic plan ...

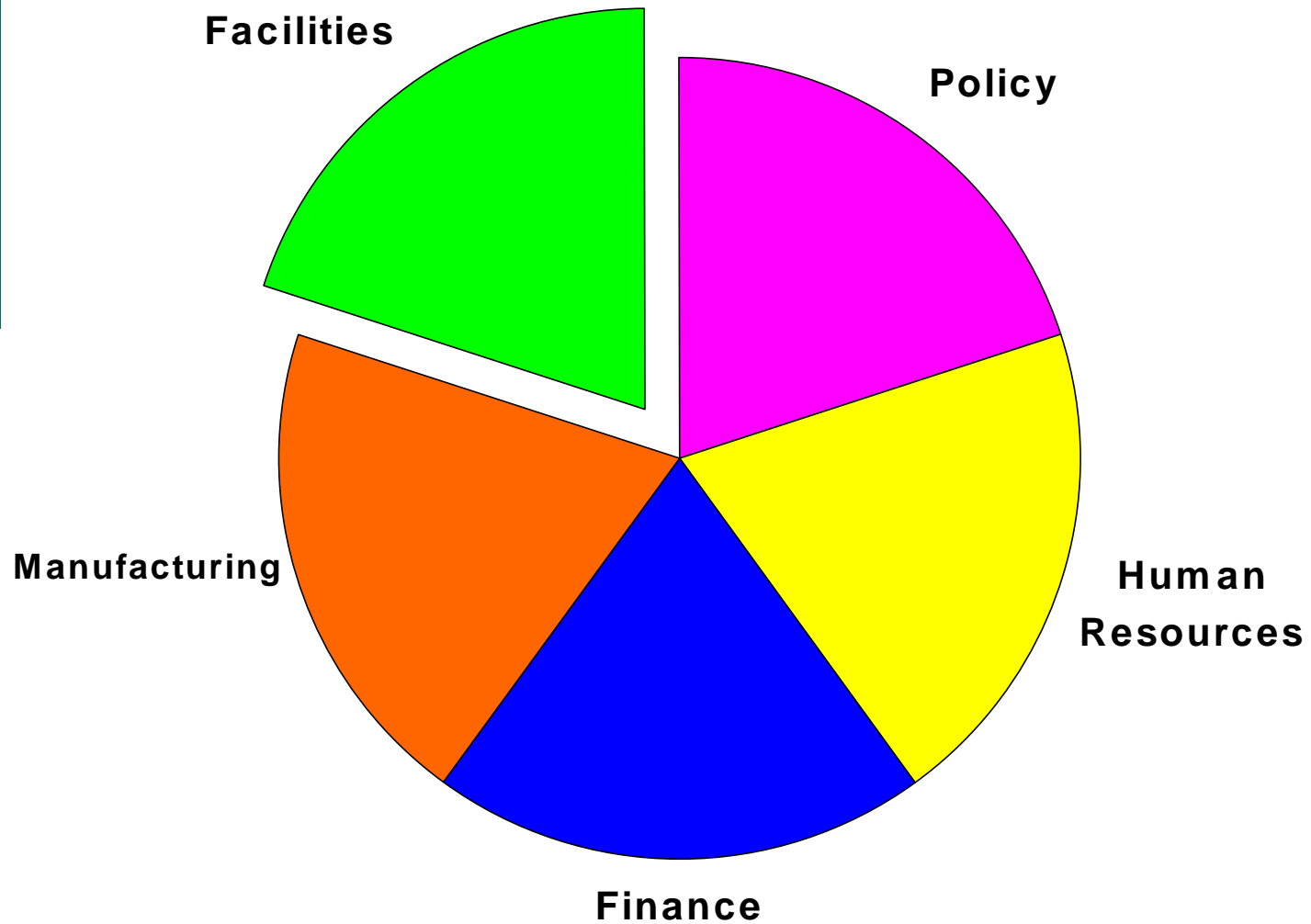
And how do you get
from plan to reality?



Facility Strategic Plan

Is a plan to use the facilities in support of organizational goals

What is Facility Strategic Planning?





Facility Strategic Planning

**Provides the framework
in which short-term
planning and facilities
management are
conducted**



Why Plan?

Why have a Facility Strategic Plan?



Why do YOU have a FSP?

- **Changes in organizational plans**
- **Organizational change**
- **Churn**
- **Facilities refit**
- **Planned moves - across the city or across the country**



Changes in Organizational Plans

What causes the organizational goals to change?



Organizational Change

- **New sub-units added**
- **Outdated sub-units phased out**
- **Down-sizing**
- **Right-sizing**



Churn - A Definition

Churn is the rate of movement of people within an organization



Facilities Refit

**Can be planned or
unplanned**



Planned Moves

- **Across the city**
- **Across the country**



Results of Facility Strategic Planning

- **Basis for short-term planning**
- **Minimize the cost of churn**
- **Minimize other costs**
- **Get good value**
- **Maintain productivity**



Churn

- **Minimize the cost of churn**



Other Costs

- **Minimize costs**



Value

- **Get good value
(and higher visibility)**



Productivity

- **Improve productivity**



Planning for Change

- **Change is a continuum**



Working Document

- **Provides management with information for making decisions**
- **Basis of the short-term plan**
- **Baseline for measurement and accountability**
- **Regular visits to confirm or adjust**



Issues for Management

- **Support of organizational goals**
- **Efficiency - are you doing well what you are doing?**
- **Cost and benefit**
- **Risk analysis**
- **Effectiveness - are you doing the right thing?**



Objectives

- **Clearly define objectives**



Strategy for Change

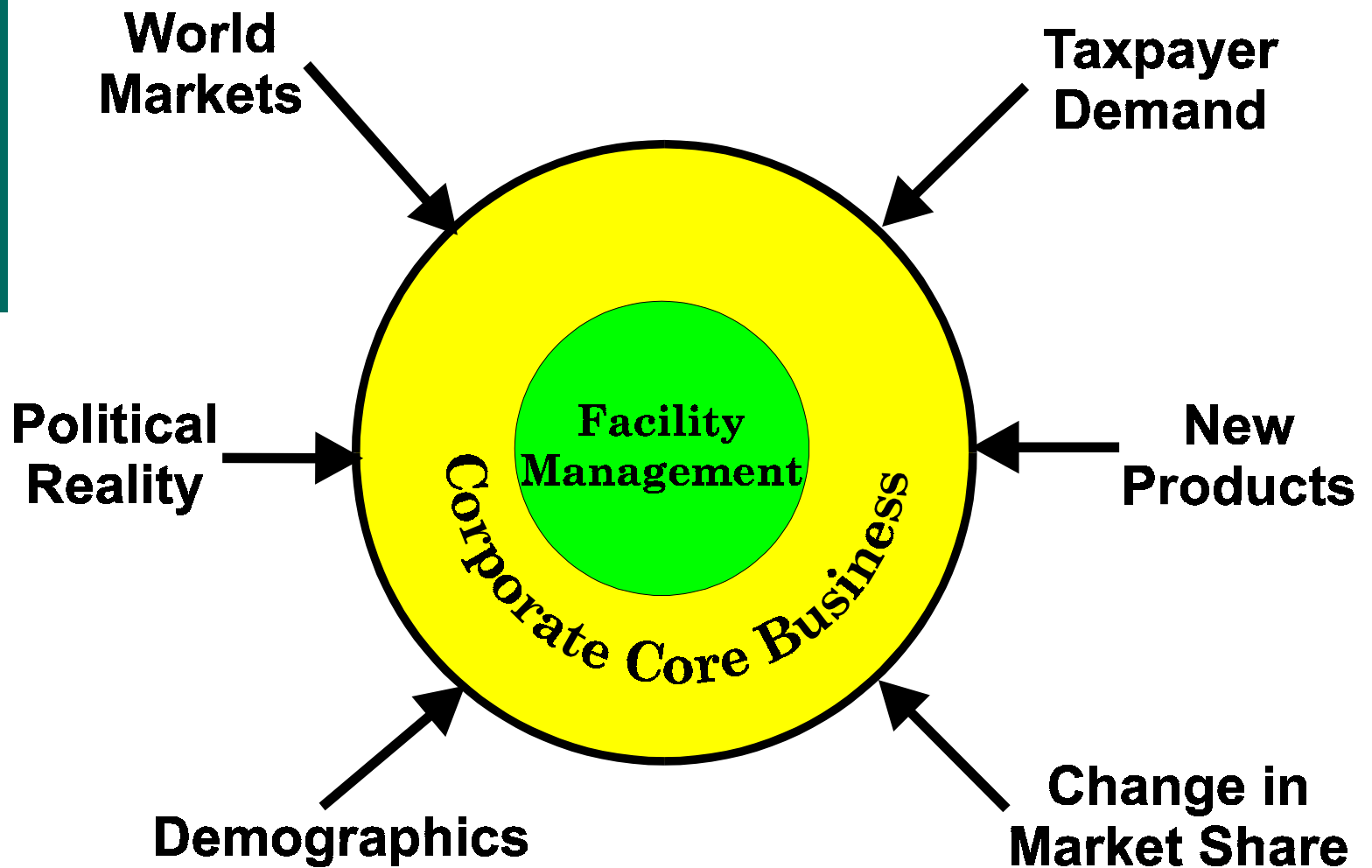
- **Develop a strategy for change**



The Plan

- **Produce the actual facility strategic plan**

Changes in Organizational Plans





Top Management Complaints about Facility Managers (1 of 2)

FM Professionals...

- **Are ill at ease in boardroom environment**
- **Are disorganized**
- **Are too technical in approach**
- **Force FM down our throats**
- **Are unable to tell us what is value-added**
- **Talk too much**

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Top Management Complaints about Facility Managers (2 of 2)

FM Professionals...

- **Hide in the dark**
- **Lack ability with presentation tools and techniques**
- **Are ill prepared to field questions**
- **Shy about extolling virtues of FM organization**
- **Unable to ask for decision or commitment**
- **Unwilling to take risks**

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The Company of the Future

- **Social Glue**
- **Money makes it Mutual**
- **Mission makes a Difference**
- **Learning makes you Grow**
- **Fun makes it Fresh**
- **Pride makes it Special**
- **Balance makes it Sustainable**

From: Fast Company, November 1998



Next to Last Words

- **Strategic plan based on organizational goals**
- **Maintain the aim**
- **Confirm direction on regular basis**
- **Let staff know**
- **Base decisions and recommendations on organizational goals**



Really Last Words

**Flexibility, resiliency, speed and
creativity**

**- the fundamental qualities of the
company of the 21st century**

from Fast Company, November 1998



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