

Sustainable Facility Leadership: People first!

Ron van der Weerd & Ab Reitsma

0. Introduction

Facility Management should be seen from an integrated perspective. The IFMA model: People, Place, Processes and Technology must be connected to the 3 P sustainability model. Only then future facility leaders can fulfill the highly dynamic requirements of modern FM. Prosperity and Planet should be integrated into this model. FM adds most value by placing people at the center of organizations, the way processes are organized or buildings are designed and constructed. Then, in the end can be achieved what is best for organizations, for the people who work there and for the world. Facility Management should be(come): Facility Management & Leadership. Management can be learned, leadership is a discovery of a personal life journey.

Sustainable places, processes and technology can be achieved by a management approach. Treating our planet with care and believing that prosperity is more than just achieving a high (short-term) profit, has to do with people's attitude. It requires leadership to influence the attitude of people; leadership within organizations, within FM, the people themselves: Personal Leadership. FM students are the future, they have the right to learn how to be responsible and ethical leaders. On the other hand, we - professionals in FM practice and FM education have the duty to guide and teach them well in that perspective.

In this paper we show in paragraph 1 what the added value of the 5 P Facility Management model is for our profession. Then we focus in paragraph 2 on the centrality of people in this model: emphasis on people leads to sustainable business. Personal leadership forms the basis for fostering sustainable relationships in business. Paragraph 3 emphasizes how leaders can build trustworthy relationships with their employees in order to build trustworthy relationships with clients. In paragraph 4 we zoom in on how FM educations can learn future Facility Leaders, the current FM students, to become 'sustainable' Facility Leaders. Paragraph 5 summarizes this paper and gives questions which will be answered in our presentation.

1. Added Value of the 5 P Facility Management model

Mission and vision on FM in the Netherland and Europe anno 2010

Mission LOOFD (Dutch Association Facility Management Education) and FMN:

"FM creates and adds value to organizations by facilitating, in a hospitable and flexible manner, the work activities and accommodation of individuals and groups in the areas of services and property management."

Mission: EURO FM:

"Integration of processes within an organization to maintain and develop the agreed services which support the effectiveness of its primary activities."

The IFMA model: *"A profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology."*

Sustainability is an integrated aspect of FM. Whatever we do within FM, it always has to be in balance with people, planet and profit.

Characteristic for the performance of the facility manager is the combination of the 5 Ps (People, Place, Process, Planet and Prosperity) and T (Technology) in relation to a dynamic demand, embedded in an international context, resulting in an added value for people and organization, as visualized in the following basic model for Facility Management (see figure 1).

Basically it is combining IFMA's Process, People and Place with sustainability P's resulting in a sustainable 5 P Facility Management model.

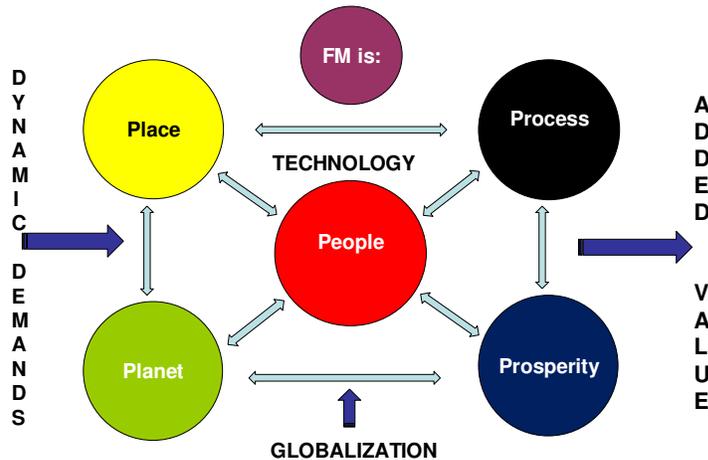


Figure 1. Basic model for Facility Management

As FM we integrate people, process, place with technology as the linking pin. But doing that we do that always with respect for people, for our planet and only in that way we can deserve an honest profit. In our opinion, FM adds value and is not a cost (cutting) factor in an organization!

2. It Is All For And Through People

It is our belief that People Make The Difference: Innovation, creativity and knowledge sharing are the key success factors in modern economies. But, what does this mean for FM?

Optimal FM

Optimally FM can only be achieved if facility managers are capable to manage in a way that they pick up de right signals (customers, employees, social and economic environmental changes) and translate them in to changes for which they need to be able to convince others and take them along in the change process.

Teamwork is essential in that perspective. The facility manager has to be able to speak the language of a lot of disciplines with a lot of different habits and cultures and create a team out of that.

A team needs inspired workers. You can only create teamwork, if you are able to inspire others.

Inspiring them is different from only telling them what to do.

You can only inspire people, if you have a shared understanding on responsibilities. You have to take them with you in the 'why' question; why you need the other with his talents and possibilities. Only then you can create shared responsibilities and shared understanding for what has to be done or changed.

FM: sustainable relationships with customers and employees

Core competences and (f)actors are:

- Creating added value for people and organizations in the areas of property management and services.
- Developing a vision of changes and trends in the external environment and creating relations, networks and chains.
- Analyzing policy issues, translating them into policy objectives and alternatives and decision making.
- Applying human resource management in the organization's strategy.

- Setting up, controlling and improving business and organizational processes.
- Analyzing financial and legal aspects, internal processes and the business or organizational environment in order to improve coordination and interaction.
- Developing, implementing and evaluating a change process.
- Social and communication skills (interpersonal, organizational).
- Self-managing skills (intrapersonal, professional).

Personal leadership is the basis

If we really want to bring facility management on a higher, sustainable level, we should develop the leadership skills of the facility manager. Management is a technique that you can learn. It is very often full of 'being in control' and very often full of distrust in people. Leadership starts with you and should be developed from the very first beginning. Therefore Personal Leadership is the basis for creating the new modern generation of FM leaders.

3. Sustainable Facility Leadership

Only Personal Leadership can lead to a sustainable approach of FM. Leadership that is focused on taking people serious above all! This now, requires a balanced approach of Leadership.

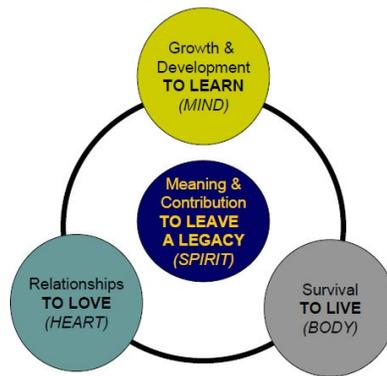


Figure 2. The whole person approach, four needs of people (Covey, 2004, p. 21)

4 Dimensional Leadership embraces the four needs of people (see figure 2), whether they are customers, employees or leaders itself. These four needs, or intelligences, are (Covey (2004):

- IQ. The Mental Intelligence, your mind and this makes us that we can learn and develop our self.
- PQ. The Physical Intelligence of the body. It is a conditional need for all other intelligences, so it should treated well.
- EQ. The Emotional Intelligence. It is dealing with social sensitivity, empathy and communicating successful with others.
- SQ. Spiritual Intelligence is the central and most fundamental of all intelligences. It represents our drive for meaning and the ultimate reason for living.

4 Dimensional Leadership deals in a respectful way with the whole person; creating a balance between your intelligences and those of other people (employees, clients, relatives, friends etc.).

Recently Simon Sinek (2010) discovered "The Golden Circle". The circle deals with: What (do we do), How and Why (see figure 3). Sinek stresses that the Why-question is the most important question that should be answered. At the same time, people, managers etc. hardly pay attention to think about why they do and act; it is all about What and How! This now is very strange. Reflecting on why we do

things: why do I treat my employees, my customers or my wife or husband the way I do, are existential questions. What and how can easily be changed, but answering the why question should lead to a sustainable answer. The Why-question is similar to the spiritual intelligence (SQ) of Covey. Leaders should have a clear and honest answer on the WHY-question and must be able to deal with their own spiritual intelligence (SQ).

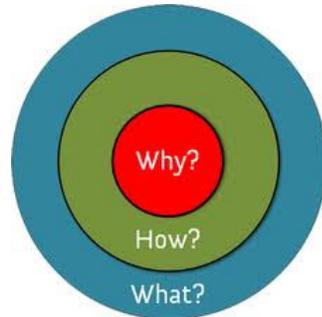


Figure 3. The Golden Circle (Sinek, 2010)

Differences with management

We would state that management emphasizes on IQ and What and How. Management tries to control people by defining rules, procedures and setting up e.g. Service Level Agreements. All actually based on Distrust in people!

Leadership, in contrast, tries to find a balance between the four intelligences with emphasis on EQ and SQ and the Why-question. Leadership relies on trust in people, trust that people will do the right things by themselves.

Leadership starts from within

Trust in others begins with self-confidence. So first it is necessary to find out why you do things you do and what inspires you (SQ). As a balanced, 4 dimensional, leader, you must find your own voice first. Only then you can inspire others to find their voice.

4. FM education on FM Leadership

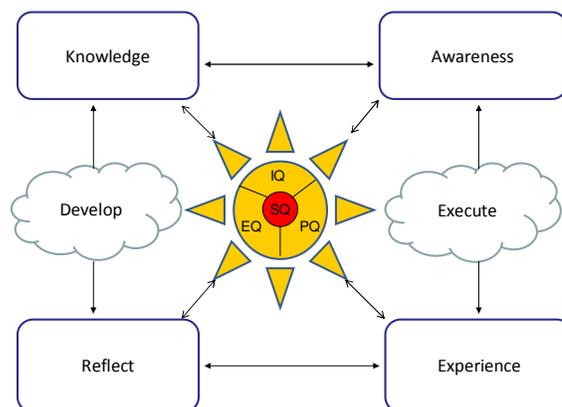


Figure 4. Integrated approach of the course 4 Dimensional Leadership

For two years the minor 4 Dimensional Leadership is part of our FM full-time curriculum. The purpose of this minor is to develop leadership skills of our young professionals. In our course we develop all four intelligences in an integrated way (see figure 4).

Course contents

The course content includes, among others:

- Leadership styles/theories/research related to the 4 dimensions
- Awareness and Training to develop the 4 dimensions
- Practice and Publish by e.g. performing 4-dimensional analysis of leaders in business
- Personal Leadership by intensive reflection, in order to Get The Best Out Of The Student.

Bringing theory into practice

Leadership can be learned by doing. Therefore practice is integrated into the course. We do this by:

- Sharing real life experiences of leaders such as through guest lectures and personal conversations with students
- Analyzing student 's experience with management training
- Making a thorough analysis of organizations and giving advice on how the current leadership can be balanced with respect to the four intelligences.

How we work in the course

Studying in the minor also requires Personal Leadership, among others by:

- Giving lectures by teachers and students
- Training and coaching by teachers and leaders from business
- Self-management and buddy coaching by students.

5. Epilogue/debate

Through this paper we assume that you:

- Learned about the added value of the 5 P FM model: people, process, place, planet and prosperity.
- Are aware that true sustainability is achieved by influencing People's attitude only by leadership.
- Understand how 4 Dimensional Leadership contributes to become responsible FM professionals.
- Experienced how FM education students can develop to act as 'sustainable' and respected leaders.

Hereafter a number of questions are given. In our presentation we will work with you to come up with answers to these questions:

Question 1: Is the 5 P FM model the most sustainable model ever presented!

Question 2: Is not FM actually just People Management?

Question 3: Are young people, including students, ready for education/training in 4 Dimensional Leadership?

Question 4: Can business learn from students?

Question 5: Can teachers learn more from students who do this 4 Dimensional Leadership course than they do from their colleagues and leaders?

We hope, and actually expect, that this paper made you curious. If so, then we cordially invite you to come to our presentation, in which we want to share further knowledge (IQ), gain understanding (EQ), a feeling (PQ) and a belief (SQ) that Sustainable Facility Leadership starts (and ends) with People!

Literature

Covey, S.R. (2004). *The 8th Habit. From Effectiveness To Greatness*. London: Simon & Schuster UK Ltd.

Sinek, S. (2010). *How Great Leaders Inspire Action*. Retrieved 27-01-2012. Author: TEDtalksDirector <http://www.youtube.com/watch?v=qp0HIF3Sfl4&feature=related>.

About the authors

Ron van der Weerd LL.M Msc is Dean of the School of Facility Management of the Hanze University of Applied Sciences, Groningen, The Netherlands. He is chairman of the LOOFD (Dutch Association Facility Management Education) and since 2012 he is the chair of EURO FM Network organization

Dr. Ab Reitsma CFM, CFMJ is a senior lecturer/coordinator of the International Facility Management program at Hanze University of Applied Sciences, Groningen, The Netherlands. He holds a PhD in Work and Organization Psychology, specialized in Leadership, HRM, Culture & Change Management.