

## DELEGATES SATISFIED WITH CONFERENCE

We have now completed our analysis of the feedback received following the November conference, which was co-organised with HKIFM.

Satisfaction with the conference overall was rated at 75% and of the 59 completed surveys, 83% responded that they thought the topics presented were beneficial or very beneficial. We also received some valuable comments which will assist us in planning for the 2005 conference scheduled to take place towards the end of the year. Planning has already started for this event.

January saw our spring dinner at the Hong Kong Cricket Club. Around 20 people attended and everyone enjoyed a sumptuous BBQ and buffet by the poolside, pictured right.



This month we present another one of our successful breakfast seminars. Stephen Mooney, an Executive Director at CBRE will be the presenter and details are outlined opposite. Be sure to register early as spaces are limited to 24.

All that remains is for me to wish all our Members and friends a very happy, healthy and prosperous Year of the Rooster. Enjoy the holiday!

**Brian Crockford, Vice President**  
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## EVENTS

### CHAPTER BREAKFAST SEMINAR – ASSET AND FACILITIES MANAGEMENT IN CHINA : EXPERIENCES & OBSERVATIONS

**Stephen Mooney, Executive Director, CBRE**

**Thursday 17<sup>th</sup> February, 2005 : 07:45 – 09:15**

**DotCod, Basement of Princes Building, Chater Square, Central**

Stephen is the Executive Director and Business Line Leader responsible for the overall administration of Asset and Facilities Services, on behalf of CBRE in the Asia Pacific Region. Stephen's recent focus has been in China expanding CBRE's Asset and Facility Management portfolio which is currently in excess of 70 million square feet.

In this seminar, Stephen will draw on his experience in China, adding some background on the history of buildings in Shanghai and financial MNC's and then address some current day issues in the market.

Stephen moved to Hong Kong as the Executive Director specializing in servicing clients facilities, and the commercial and retail management requirements of CBRE's clients. Stephen has a wealth of property related experience spanning a 28 year period. He has been involved in Investment, Development, Fund Management and Asset Management.

Date & time: Thursday 17<sup>th</sup> February, 2005 : 0745 - 0915

Cost: HK Chapter Members HK\$75.00

Non-Chapter Members HK\$100.00

Prices includes full English breakfast, fresh orange juice, tea and coffee

Venue: DotCod, B/F Princes Building, Chater Square, Central

Enquiry & Tine Yang

Registration: Tele: (+852) 2888 6345 / Email: [admin@ifma.org.hk](mailto:admin@ifma.org.hk)

## NEWS

### CHAPTER LEADERS CONFERENCE, HOUSTON, TEXAS, USA

At the end of January, I made the long trek to Houston to attend the Chapter Leaders conference at IFMA Headquarters. The conference attracted approximately 130 people and I had the chance to meet with the current Chair, Matt Dawson, and a number of the Board Directors. Of great value was meeting some of our peers from the US Chapters and sharing ideas about Chapter events, website and communications.

Aside from the training, IFMA HQ hosted a cocktail reception attended by delegates and interestingly, two police officers, complete with handcuffs and pistols. Did IFMA cocktail parties have a reputation for getting wild...? ***Drop me an e-mail if you think you know why they were there...?!*** First correct answer will receive a \$50 seminar voucher.

### GUEST ARTICLE PUTTING THE M INTO FM PART 2

By Martin Pickard, CFM & President of the UK Chapter of IFMA



**In facilities management today technical abilities are not enough to guarantee success.**

**In the second of a specially reproduced series of articles originally published in PFM Magazine, the UK's leading FM Magazine ([www.pfmonthenet.net](http://www.pfmonthenet.net)), Martin draws upon his personal experience of a 33 year career in Facilities Management to explore the behavioural side of FM from a practitioners perspective.**

### FM People Skills

**Whatever job we do in FM, we are all in the people business.** We are people who provide services for people through people. The good facility manager understands how people work and think and uses that knowledge to deliver a more effective service. The profession obviously has distinct connections with the built environment but only in so far as buildings are required to house people and in the provision of people to service them. Indeed now that so many people work on the move or at remote locations, we frequently find ourselves providing services to people operating entirely outside of the building envelope.

Good interpersonal skills are therefore essential attributes of a successful facility manager in addition to the technical skills required to maintain and manage today's complex workplace. Of course we all have interpersonal skills. We interact with other people from the day we are born. We learn to communicate our own needs and wants and to interpret those of other people. But clearly some of us are better at it than others.

It is not difficult to spot a facility manager with strong people skills. They are easy to be around. Their customers, suppliers and staff enjoy working for them. They are self assured, good communicators and make great team leaders. However even those with natural ability can improve their performance through training and developing their abilities in key areas.

For example

- *Emotional intelligence. Self knowledge and personal growth*
- *Leadership, direction and motivation*

- *Coaching & development of the team*
- *Recruitment & retention of talented facilities staff*
- *Managing service teams and teamwork*
- *Managing facilities people as individuals*

Here are a few suggestions for development activity:

## **Emotional Intelligence**

In FM it is not uncommon to come across technically excellent people who are extremely clever and possess high IQs but are socially inept. Emotional Intelligence or EQ as it is known is a behavioural model used to assess the interpersonal aspects of individuals. Studies have shown that successful managers usually possess high levels of EQ. This shows itself in the effective awareness, control and management of ones own emotions, and those of other people. The writer Daniel Goleman identifies five domains for EQ: *Knowing your emotions; Managing your emotions; Motivating yourself; Recognising the emotions of others and Managing the emotions of others*. Development in these areas will help the FM to manage the stress of the job while ensuring more productive relationships with others. Read Golemans book *“Emotional Intelligence – Why it can matter more than IQ”*

## **Leadership**

Facility Managers cast a long, long shadow. Often in direct control of large team of people, influential over even bigger teams of service contractors, the way they perform and the direction they set can impact upon the entire company. As a result even the lowliest FM in corporate hierarchy needs to develop good leadership attributes. Definitions of good leadership are dominated by behavioural issues. This is where it differs from management which is chiefly about technique. People

respond to leaders whom they trust and respect. A facility manager with qualities like vision, integrity, commitment, courage and determination makes a really effective leader. These are things that the aspiring leader should strive for. The easiest way to learn these things is to observe them in others. Role models of leadership excellence can be found almost anywhere. Many of the best business leaders have written books not about leadership theory but about their working lives and the challenges they have faced. Books like *“Jack”* by Jack Welch the inspirational business leader and writer are packed full of useful examples that facility managers can follow.

## **Coaching**

Management writers Blanchard & Hershey characterised leadership style in terms of the amount of direction and support that individuals require. Their Situational Leadership model requires the manager to adjust their style between Directing, Coaching, Supporting and Delegating to achieve optimum performance. While this is undoubtedly effective it can prove difficult when managing large teams as we do in FM. In my experience, successful facility managers adopt Coaching as a default style which will be effective regardless of the individuals position on the learning curve. The International Coach Federation defines coaching as “a partnership between the coach and an individual or team that supports the achievement of extraordinary results, based on goals set by the individual or team.” I think this is entirely relevant to the leadership and development of a successful facilities organisation. The good leader works with their team to develop goals and objectives and then facilitates the training, feedback, advice and encouragement necessary to help the team member achieve their potential.

## Recruitment & Retention

The successful new recruit to a facilities department has the appropriate skills, a good knowledge of the task to be performed and displays the correct service focussed attitude necessary in today's facilities environment. Strangely most job adverts tend to focus on the skills and experience element and ignore the personal factors crucial for success. I believe this is one reason why facility managers complain about the poor performance of candidates at interview. Wise employers know that you should "Recruit attitude and drill skill". It is much easier to train enthusiastic service people in new skills than it is to change the attitude of a recalcitrant technician. Dealing properly with a team member whose performance isn't up to scratch takes an enormous amount of time and energy. Much better then to put more time and effort into the careful sourcing, sifting and selection of new recruits. Ensure that those involved in the process are well trained and that any professional support utilised is fully briefed in your peculiar requirements

## Teamwork

"Nobody's perfect but a team can be" goes the old slogan and it is certainly true in facilities management. FM is far from a solitary activity and the benefits of a focussed and mutually supportive team are legion. The process of teambuilding was wonderfully captured by the educational psychologist Bruce Wayne Tuckman in his Forming/Storming/Norming/Performing model which is well worth the attention of facility managers. Tuckman's work, first published in 1965, accurately observed successful groups moving through the four stages. Today we can use it as a tool to assess where a facilities team is in the process and then to help it move through to the valuable performing stage.

## Managing individuals

Facility managers are no strangers to the art of performance management. The processes that we use to define the remit and desired performance of our service contractors are not so very different from those needed with our own people. Everyone needs clear definition of their role and purpose, an understanding of how performance will be measured and what targets are expected to be met. Then they need support, information, tools, training and back up to help them achieve their goals. Finally they want to understand how well they are doing and to gain some recognition for their efforts. A structured programme of briefings, reviews and appraisals throughout the year supplemented by lots of informal feedback and encouragement is essential. In my experience facilities departments are full of remarkable, talented and able people, usually capable of far more than we ever ask them to achieve. The successful team leader harnesses, directs and capitalises on that talent to create the facility managers of tomorrow.

## Next Month – Financial Literacy

**Martin Pickard** is a Certified Facility Manager and the current President of the IFMA UK Chapter. He is also a Fellow of the BIFM, an Associate of the Institute of Training and Occupational Learning and a Member of the Institute of Customer Service. For more information see his personal pages at [www.dentonhouse.com](http://www.dentonhouse.com) or Martin can be contacted on [martin@fmguru.co.uk](mailto:martin@fmguru.co.uk)

For more information on **PFM Magazine** see [www.pfmonthenet.net](http://www.pfmonthenet.net)