

IFMA Chesapeake Chapter

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IFMA Chesapeake Chapter

Upcoming Events:

December 6, 2018
 IFMA Chesapeake Holiday Gathering
 5:00 – 8:00 pm
 Blue Hill Tavern
 Baltimore, MD

Visit the website to register to attend www.ifmachesapeake.org

Community Outreach
Happy Helpers for the Homeless
 We will be collecting new, unwrapped toys for children of all ages that will be donated to Happy Helpers for the Homeless for distribution.

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What is Appreciative Inquiry?

What is Appreciative Inquiry?

It is the discovery of **the best in people, their organizations**, and the relevant world around them.

It is the art and practice of **asking unconditional positive questions** that anticipate and heighten potential.



What does Appreciative Inquiry do?

Appreciative Inquiry links the energy of an organization's

POSITIVE CORE

directly to any change agenda, and changes *never thought possible* are democratically mobilized.

An Organization's POSITIVE CORE

- Achievements
- Strategic opportunities
- Product strengths
- Technical assets
- Innovations
- Elevated thoughts
- Best business practices
- Positive emotions
- Financial assets



- Cooperative moments
- Organization wisdom
- Core competencies
- Vital traditions, values
- Social capital
- Embedded knowledge
- Business ecosystems
- Customer loyalty
- Alliances and partnerships



Appreciative Inquiry

ELEVATES: positive emotions of hope, inspiration, confidence, joy.

REVERSES NEGATIVE IMPACTS: letting go, makes irrelevant.

MAKES RESILIENT: Increases health-ability, e.g. immune system.



Words Make Worlds

Human systems grow in the direction of what they persistently ask questions about.

This is strongest and most sustainable when the means and ends of inquiry are positively correlated.



From Appreciative Inquiry: A Positive Revolution in Change, by David Cooperrider and Diana Whitney

A Paradigm Shift

Problem Solving

- Identify Problem
- Conduct Root Cause Analysis
- Develop Solutions & Analyze
- Develop Action Plans

Organizations are problems to be solved

Appreciative Inquiry

- Appreciate "What is"
- Imagine "What Might Be"
- Determine "What Should Be"
- Create "What Will Be"

Organizations are solutions/mysteries to be embraced

An example: British Airways

Lost or Delayed Baggage

Since organizations move in the direction of what they study, what do you want more of at British Airways?

Better Service Recovery? NO
Exceptional Arrival Experience? YES!



Best Way to Build High Enthusiasm?

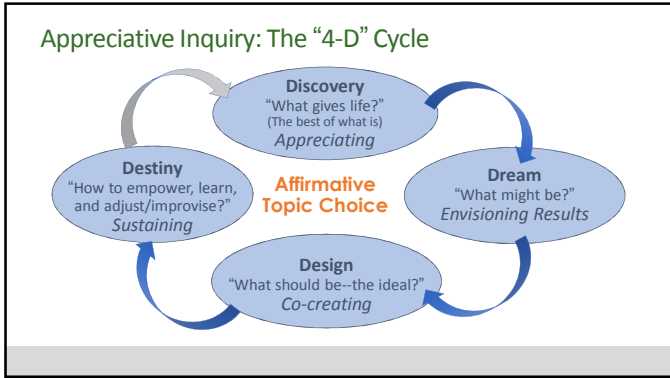
Survey an organization for what is **not working?**

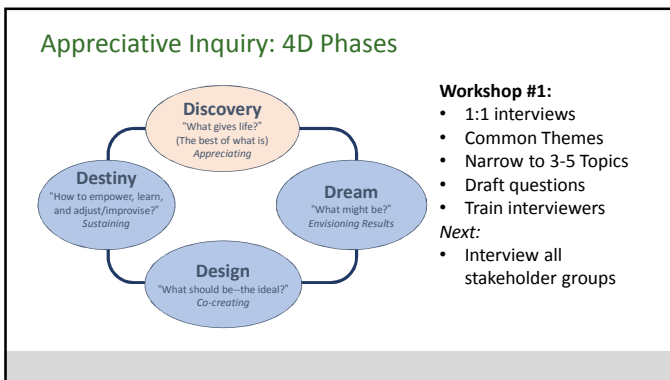
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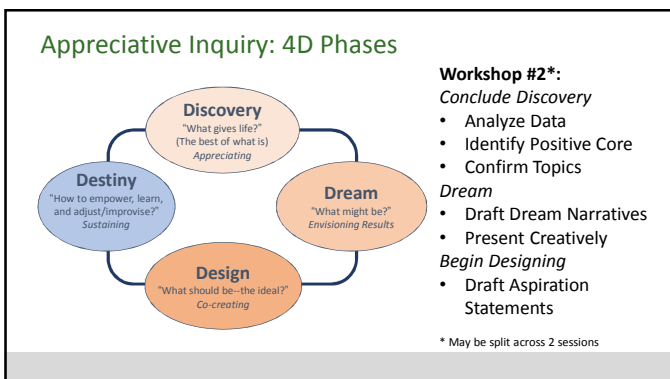
Learn what the customer considers to be the **ideal experience?**



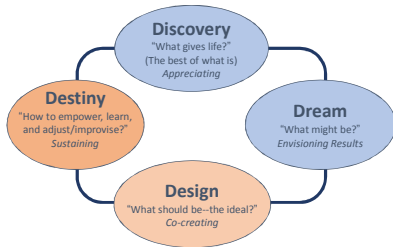
Four Phases of AI







Appreciative Inquiry: 4D Phases



- Next Steps:**
- Conclude Design*
 - Share Aspirations
 - Receive Feedback
 - Align with initiatives
 - Prepare action plans
 - Move to Destiny*
 - Empower action
 - Apply learning

Let's Begin Chesapeake's Journey



Conversations within the Chesapeake Chapter

- Why would you belong to IFMA? To our chapter?
- First idea: market research focus group, or another survey? UGH
- What if we do Appreciative Inquiry?
- What's possible? Can we do this?
- This is a different approach; deep dialogue with members
- Not a traditional strategic planning model



Conversations within the Chesapeake Chapter

- Two Advisory Board members had previous experience with AI
 - Local charitable organization
 - IFMA International BOD effort
- Cost proposal received from consultant
- Board discussion, resistance, resolution



Chapter goals for the AI process

Ultimate goal:

Provide our membership with the tools, connections and opportunities to increase their status within their organizations and advance their careers.

The goal for this AI effort is to revitalize the Chesapeake Chapter:

- Organizational management
- Membership participation
- Membership growth



Some objectives and expected outcomes

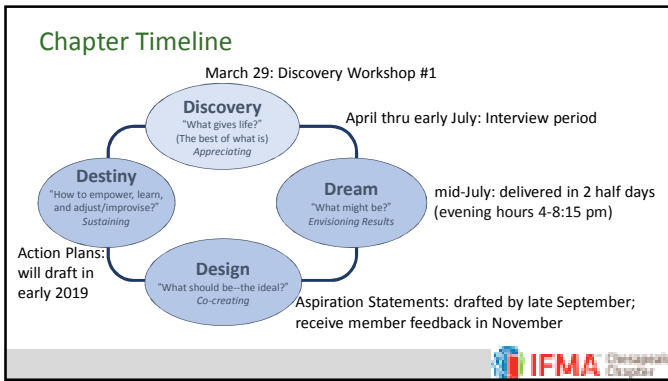
Objectives:

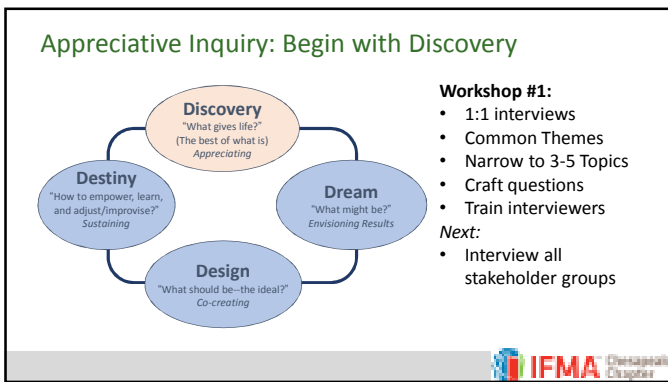
- Achieve 50% increase in meeting attendance and Chapter participation
- Grow membership by 40%
- Identify and develop future Chapter leaders
- Become strong resource to advancement of the FM profession

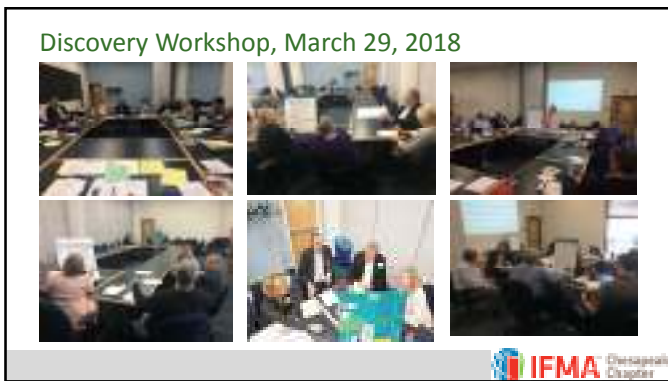
Expected outcomes:

- Continued education opportunities
- Increased advancement within members organization
- Growth in member compensation









AI begins with a few Foundational Questions

- Q1: Peak experience or high point?
- Q2: Things valued most about ...
 - yourself?
 - your role and participation with your organization?
 - the organization itself?
- Q3: What are the core factors that give "life" to the organization?
- Q4: A Dream Question: Imagine 5+ years



Workshop attendees paired up for AI mini interviews

- A dialogue in pairs. Paired up with someone we didn't know well.
- A interviewed B, and B interviewed A (20 minutes each).
- Engaged in a spirit of curiosity and **Discovery**.
- Listened and jotted down some notes on the question guide.
- After the break, we summarized for the other, in the larger group.



Then selected TOPICS we were more curious about

Built on patterns, common themes
Narrowed to 3-4 topics

- Good topics are:
- Bold...a stretch....beyond status quo
 - Desired...you want it
 - Potential to energize, mobilize, be strategic
 - Can "link" seeming opposites (both/and)



Chesapeake Chapter Topics

- Equipping our Members through Training, Education, and Tools
- Engaging and Connecting our Members
- Expanding FM Awareness
- Attracting the Next Generation of Facility Managers



Next step: to develop thought-provoking questions to ask our stakeholders



Prepared Questions for Stakeholder Interviews

Questions for 4 topical areas

Plus:

- A few warm-up questions
- What 3 things would you do to heighten vitality and overall success?
- Dream question



Stakeholder groups:

- | | | | |
|--|--|--|---|
| Relationship to IFMA: (check primary stakeholder group) | <input type="checkbox"/> Professional Member | <input type="checkbox"/> IFMA Fellow | <input type="checkbox"/> Chesapeake Chapter staff |
| | <input type="checkbox"/> Associate Member | <input type="checkbox"/> Retired Member | <input type="checkbox"/> Former Member |
| | <input type="checkbox"/> Student Member | <input type="checkbox"/> Chapter Sponsor | <input type="checkbox"/> Potential Member |
| | <input type="checkbox"/> Young Professional <i>aka</i> | <input type="checkbox"/> IFMA HQ (staff/board) | <input type="checkbox"/> Affiliate Association <i>aka</i> |
| | | | |



Conducting the Stakeholder Interviews

- Compile list of interviewees by stakeholder groups and make assignments
- Host webinar for interviewers, re. how to conduct an AI interview
- Provide interviewers with contact information of interviewees and email message template
- Conduct 55+ stakeholder interviews within designated timeframe
- Submit stakeholder summaries with 24 hours after each interview
- Schedule Workshop #2 to dream chapter's future and draft aspirational statements



Appreciative Inquiry: 4D Phases

Discovery
"What gives life?"
(The best of what is)
Appreciating

Dream
"What might be?"
Envisioning Results

Design
"What should be—the ideal?"
Co-creating

Destiny
"How to empower, learn, and adjust/improvise?"
Sustaining

Workshops #2 and #3:
Conclude Discovery
 • Analyze Data
 • Identify Positive Core
 • Determine Topics
Dream
 • Draft Dream Narratives
 • Present Creatively
Begin Designing
 • Draft Aspiration Statements

IFMA International Franchise Association

Dream Workshop, July 18, 2018

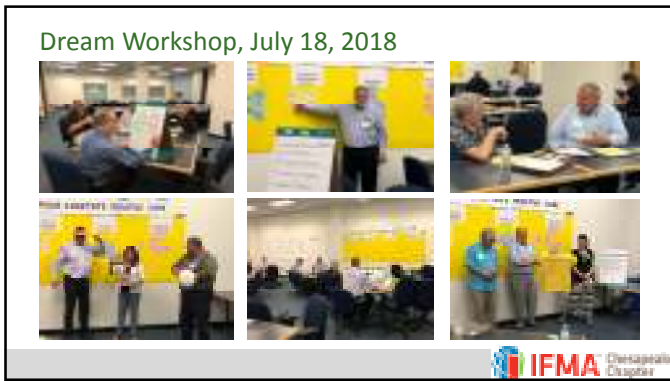
Preparations included Pre-Workshop reading assignments by all attendees. Each person received 5-7 interview summaries to read.

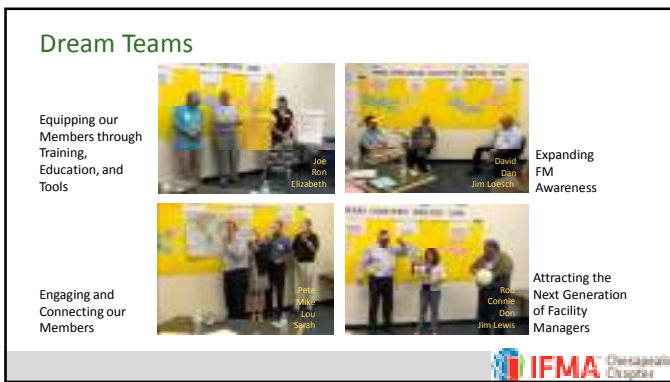
IFMA International Franchise Association

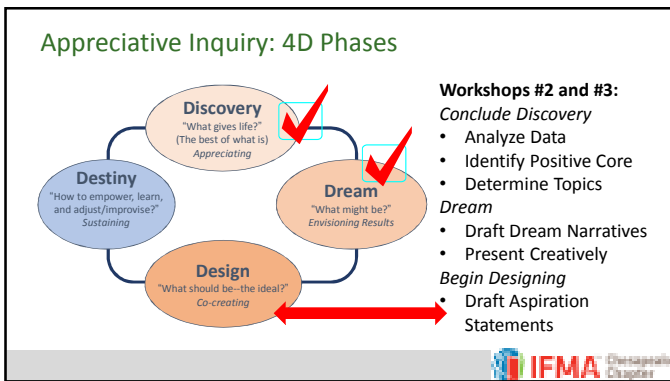
Shared data from interviews and mapped our Positive Core

Stories and dreams were shared, which led to mapping the Chapter's Positive Core in each topic area.

IFMA International Franchise Association







Needed to introduce Dream Teams on second night

First: go around the table and share why you chose this dream. What excites you the most?

Then

- Brainstorm your dreams a bit more
- Reread the dream narratives
- Discuss what an ideal chapter looks like (related to your dream)

Capture key points on flipcharts

Be provocative

Challenge the status quo!

Flipchart page



Tables drafted Aspirational Statements

Worked with tablemates to create their topic's Aspirational Statement, with one laptop in each group.

Shared to large room.

Roamed room to give feedback to other tables.

Refined based on feedback.

*Envision 3-5 years from now
And push beyond the status quo!*



What are Aspirational Statements?

Aspirational Statements are bold, affirmative statements of the desired future of the organization.

They are intended to be provocative, challenging the status quo.



Aspiration Statement # 1

Equipping Our Members through Training, Education and Tools

It is 2022 and change continues to accelerate although time and resources remain limited. In order to stay relevant and engage our experienced and emerging FMs, the implementation of technology has become critical. By becoming technology centric, we provide our membership with critical training, education and tools. Members' interpersonal skills are enhanced at quarterly social gatherings and semi-annual special events, creating a more personal and engaging experience.

Improving our members' abilities to network and interact through collaborative activities strengthens the connections with each other and the industry. As the Chapter focuses on maintaining the best interests of our members, we provide resources and opportunities to achieve a sense of inner purpose, and direction for continuous growth.

The Chapter has embraced the reality that all members have unique needs. It is simply not possible to execute events that resonate with the entire membership. The Chapter works diligently to create experiences that "touch" as many members as possible. This is being accomplished by offering many different options with Chapter activities. Providing a healthy mix of events to address the preferences of the different demographics of our membership, including Associates, Professionals and Sponsors:

Meetings:

- Sponsoring face-to-face and virtual (Webinars, podcasts, etc.) meetings
- Having a standard meeting schedule vs. various days of the week and times
- Providing both larger programs and smaller events
- Educate the members on both technical and "soft" skills ex. leadership, communication



Aspiration Statement # 1 Continued

Technological Implementation:

- Webinars, Podcast, Social Media- Twitter, Facebook, Linked-in, Instagram
- Creation of content library, Topic Forums
- Virtual Membership Directory
- Associate to FM connection link
- "FM Match"
- Recorded monthly meetings and webinars available on website

Quarterly social gatherings:

- Trivia night, Gamefication
- Mini Events for members with common interest

Semi-annual mega events:

- Exciting / Intriguing locations
- Quality, informative head line guest speakers



Aspiration Statement # 2

Engaging & Connecting Our Members

IFMA Chesapeake engages and connects our members by employing technology to educate and social interactions to bring people together. Our chapter aims to build an environment utilizing our members' time and energy to celebrate our human connections. We develop and share our passions by way of technology, virtual education and social interaction.

The world is getting smaller – the key to our organization's success and future is technology.

Our chapter engages its younger members, leveraging their electronic communication and technology skills to enhance our online presence and tools. Using online technology the Chapter leverages the web to provide FM tools, tips and tricks to include:

- Customized Mobile app
- Instagram or messaging app to facilitate discussions
- Blogs (both personal & professional)
- Pictures of past events
- Case studies "listen to this" / lessons learned
- White papers
- Videos of education sessions and Chapter meetings
- Charette – online discussion or in person

The focus areas for engaging and connecting our members include the human element, education and partnership. We achieve these goals by:



Aspiration Statement # 2 Continued

Human element

Sponsoring social gatherings
 Scheduling technical meetings & interactions
 Giving back / community involvement (i.e. ToolBank; construction related community projects like Habitat for Humanity, schools; Adopt-a-Road; etc.)
 Discovering personal passions with social events that are hobby related (i.e. reading, biking, painting)
 Creating a group – focused on the younger members; social activities & lessons learned

Education - providing

Case studies
 Best practices & Lessons learned
 Online webinars / seminars / discussions



Partnership

Developing a FM to FM mentorship to include shadowing opportunities
 Creating an emerging leader development program
 Connecting with other organizations to help with education & training initiatives



Aspiration Statement # 3

Expanding FM Awareness

Dream Statement: Facilities Management is the #1 professional team sport!

We believe that it is imperative for Facility Managers to improve the workplace environment for all of our customers. FM customers comprise a wide variety, from an individual purchaser of goods and services to managing a sizable workforce at a major corporation. As Facility Managers, we must provide an exceptional experience to all end users.

Often the role of the Facility Manager is unknown. When this occurs, appreciation for the hard work and dedication produced by the professional goes unnoticed. In addition, the Facility Manager may not fully understand the roles of other internal departments, vendors, and the general consumer which can lead to miscommunication of ideas, wants, and needs.

To ensure that the Facility Manager is not taken for granted, the Chesapeake Chapter actively develops and strengthens the bonds between Facility Managers and the people they serve. Enhancing the understanding of the Facility Management role itself will directly deliver the recognition back to the FM professional.



Aspiration Statement # 3 Continued

How does the Chapter accomplish this?

In order to improve overall customer experience, Facility Managers must be in the trenches with the people they work with to understand their methods, culture, and way of life. When working alongside and collaboratively, the experience must be rewarding for all parties involved. Towards that end, the Chesapeake Chapter is actively engaged in:

- Promoting community involvement such as volunteering and participating in other group programs that may or may not be Facility Management focused.
- Working with Associate Members (vendors) to develop their skills and in turn, have Associate Members help to develop FM's knowledge base.
- Expanding marketing efforts of the FM role for continued educational training and certification (CFM, SFP, FM).
- Providing introductory seminars for aspiring FMs.
- Leading and participating in hands-on and cross-training sessions within their own workplaces.
- Increasing networking between individual departments (marketing, c-suite, accounting, HR, sales, etc.).
- Increasing presence within other social groups and professional affiliations in the Chesapeake Bay area.



Aspiration Statement # 4

Attracting the next Generation of Facility Managers

The Chesapeake Chapter of IFMA's dream, working with IFMA HQ and local educational institutions, is to create a pathway for students and young professionals to become facility management professionals. This outreach effort would begin with elementary school through high school and continue with accreditation and college degree programs. Developing a new cadre of FM professionals would be achieved in part by making facility management known as true career choice through outreach and education, as well as, making training and education in the field more affordable.

Goals that would create a process to give emerging talent a path into the facility management profession can be broken down as follows:

Education

- Developing story books and games centered on facilities and use these when volunteering to read to children and playing fun games/roleplaying.
- Introducing a young member's story sharing section in our newsletter to show success and how they were achieved.
- Developing degree programs in facilities management at local colleges and universities
- Working with IFMA headquarters to obtain college level accreditations for FPM and CFM training
- Providing webinars and Twitter messaging on a myriad of topics applicable to the emerging facility manager



Aspiration Statement # 4 Continued

Outreach

- Educating high school and vocational school counselors on FM careers
- Presenting overviews of the profession in high school, college and industry meetings and seminars
- Educating HR Directors and Recruiters on the field and the various certifications people in the field can hold
- Developing a playbook that members can use as a guide for all the different facets of facilities management they may come across.
- Developing apps and other electronic formats to better connect and communicate with the newer generations

Affordability

- Holding quarterly fund-raising events to raise scholarship money for talented individuals who want to take courses in the facilities field
- Lowering membership fees for emerging talent
- Create and design a program to allow the chapter to encourage emerging FM discounted fee membership, based on where people are in their career

The realization of our dream is a dynamic profession where schools, colleges, local institutions, local chapters and the International Facility Management Association are all working together to create programs that are identifying and encouraging emerging FM professionals.



Next Steps



Next steps

Receive reaction and feedback from chapter members:

- Share Aspirational Statements via webinar
- Webinar recording will be shared with entire membership via access on the website
- Interviewers will share with their interviewees

After feedback, we will update statements.

Board to adopt the Aspirational Statements and oversee the action planning.



We believe AI will revitalize our Chapter. It is already happening!

Empowering Inclusive Energizing

Contact Rob, Ron, Jim or Pete to [Join in the Conversation](#)

Rob Parker

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Ron Sauter

relsauter@outlook.com



Jim Loesch

loescje1@outlook.com

Pete Notari

pnotari@k2mdesign.com



Participate in the Discussion in January 2019

Workshop will be held to delve into the Aspirational Statements and decide on the direction of the action plans

Thursday, January 17, 2019

4:00 to 8:00 PM

Location To Be Determined

Contact Pete Notari to be

included in the Invitation

pnotari@k2mdesign.com





This presentation on **Appreciative Inquiry: Join Our March to Improvement** can be applied to IFMA CFM Maintenance Activities:

1 hour attendance of the CEU can contribute toward Category 1 – FM Related Education self report points and activities on the IFMA website under the CAMP Portal www.ifma.org

Webinar Sponsors:



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Thank you to the Panelists for sharing their expertise!
Thank you to the webinar Sponsors for their support!
For additional information about the Chesapeake Chapter please visit: www.ifmacheapeake.org

Join us in: **December** to ring in the holidays and spend quality time networking with fellow Chapter members and Guests

January for the next Appreciative Inquiry Workshop to move the conversation forward!

Thank you for attending!

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