



Leadership and Strategy

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After completing this chapter, students will be able to:

- Explain the importance and objectives of strategic planning.
- Align the facility’s strategic plan with the entire organization’s strategy.
- Develop a balanced scorecard to define and measure strategic and tactical goals and progress.
- Assess property and services needed to meet current and future organizational requirements.
- Formulate justification for approval of a strategic facility plan and/or a facility master plan.
- Establish a strategic plan change process.
- Obtain approval and funding of tactical plans.

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After completing this chapter, students will be able to:

- Explain the complementary but different natures of leadership and management.
- Discuss the benefits of learning about one’s own and others’ motivations and behavior in work environments.
- Discuss how to lead, inspire, influence and manage the FM organization in support of the entire organization’s goals.
- Describe how to excel as an FM organization using best practices, continual improvement, and change management and reengineering.
- Explain the importance of advocating for facility management needs and priorities.
- Create a strong organizational structure and teams for the facility function.
- Describe the individual roles on teams.
- Develop and support robust FM policies, procedures and practices for the entire organization.
- Clarify and communicate responsibilities and accountabilities for staff and contractors using proper job design and work coordination.
- Resolve conflicts by understanding root causes and using principled negotiation.

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After completing this chapter, students will be able to:

- Promote, encourage and adhere to a code of conduct by serving as a role model, enforcing codes and exhibiting ethical leadership.
- Explain shared components of codes of conduct and the IFMA Code of Ethics.
- Apply relationship management goals and principles to develop and manage/oversee stakeholder relationships and be sensitive to the needs of stakeholder groups.
- Explain how to ensure compliance with corporate social responsibility policies by leveraging the role of facility managers.

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