

## **Michel Theriault**

### ***Driving the Shift in Facilities Management***

#### **FM Practitioner, Author, Speaker & Consultant to FM**

Michel is a practitioner in Facility/Property Management with a passion for the profession and a track record successfully managing Facility and Property operations in-house, as an outsourced integrated FM provider and a service contractor. As an independent consultant, his experience helps Facility Managers assess, analyze, plan and implement initiatives to improve results.

His work, seminars, articles and his recent book stress the strategic and management aspects of facility management as important to leverage for existing technical and tactical knowledge.

#### **The Facility Manager**

Michel has experience in large corporations and smaller companies ranging from in-house service delivery to subcontractor services to the largest Facility Management outsourcing provider in Canada as Director of Facilities. Michel is a long-time IFMA member and holds the Real Property Administrator (RPA®) designation from BOMI and is LEED<sup>AP</sup> certified.

#### **The Author**

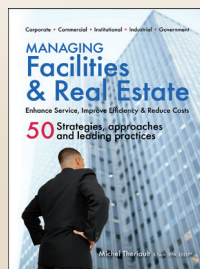
Michel has written the book "Managing Facilities & Real Estate", contributed articles to FM magazines in the UK, Canada, USA, Hong Kong, and the Middle East.

#### **The Speaker**

Michel has spoken at IFMA's World Workplace, BOMA' International Conference, Professional Retail Store Maintenance National Conference, the International Sanitary Supply Association National Conference, PM Expo, IDEX/Neocon and others. He has delivered FM workshops, including in the Middle East, and his seminars are well regarded by participants.

#### **Some of Michel's Seminars & Services**

- Sparring Partners: Build Supplier Relationships for Better Results
- Don't Write, Communicate : Get Your Message Across & Influence Others
- Intelligent Benchmarking and Beyond
- Are You Invisible? Promote your department for visibility & Success.
- Switch from Price to Value: Get Better Bids with effective RFP's
- Stop Spinning Your Wheels: 5 Ways to Shift from Reactive to Proactive
- Between a Rock and A Hard Place: Customer Service in Facilities
- Coaching, Strategic Planning & Facilitation for FM departments.



#### **"Managing Facilities & Real Estate"**

**By Michel Theriault**

ISBN 978-0-9813374-0-1  
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**thebuiltenvironment.ca**  
Also available Online from  
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"This book provides best practice management techniques and strategies for continual improvement that are routinely used by successful senior facility managers and executives to run their operations effectively."  
— Ron Swail, Assistant Vice President Facilities & Services,  
University of Toronto

"I thought the seminar was very good, a lot of good information on where the focus should be and additional materials you'll need to get you the desired results!" - R.D.

"My staff have been coming to me to let me know how they are implementing the ideas you showed us. Your class has been a success." - G.L.

"Thank you very much for the informative session. I believe you presented a very "realistic" approach that I've often seen overlooked." - G.W.

"Your seminar was excellent and informative. I appreciated the information presented as it was very useful." - W.W.

"I'd like to thank you for facilitating our meeting. Not only did you keep us on the 'clock' but your probing questions and summary of discussions will contribute to a better product" - A.M.

"Thank you for an enjoyable 3 days of great learning and participation. I feel the knowledge I gained gave me tools to change views at the office." - C.B.

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**1 hour  
Seminar,  
Keynote or  
Workshop**

**Partnerships**

**Reality or  
Illusion?**

## Sparring Partners : Build Supplier Relationships for Better Results

Subcontract and outsourcing deals are often called 'partnerships' but is it reality or illusion? The word partnership is used by both clients and service providers, so it's easy to believe it. The reality is that the procurement, contract, KPI's, service levels and ongoing management seldom foster a successful relationship.

Based on my past experience managing suppliers in-house and an FM outsourced provider, I've learned what works and what doesn't. It starts with the procurement but it takes two willing parties to make it work. This seminar takes a hard look at the problem and outlines the solution based on real experience and leading practices for performance measurement, management and driving behavior.

The reliance on suppliers/outsourcing in CRE as well as the drive for lower costs has driven the supplier industry to a low initial cost, commodity basis with little regard for value or the 'total cost' of a service relationship over the term of the contract.

By understanding the issues and how procurement, contracts, KPI's and other elements truly affect the ongoing management and results of a service contract on a practical, not theoretical basis, CRE managers will re-consider what they think about the issues and change their approach, building a better relationship with their supplier and contributing to a healthier industry while getting better results.

### Key Learning Objectives

1. Learn a new way of looking at the relationship with suppliers and the structural elements that impact that relationship and why they matter to get results instead of just low cost.
2. Learn that relying on KPI's and Service levels as their main performance tool is can have unintended consequences.
3. See examples presented from someone who has been on both sides of the table in the past living an outsourcing relationship and seeing how bad supplier relationships can stifle creativity, dampens passion and drives bad behavior.

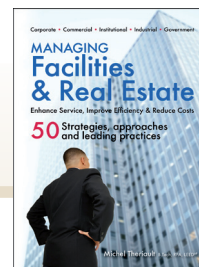
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## **Don't Write, Communicate : Get Your Message Across and Influence Others**

Providing information to occupants is an important part of managing the workplace, whether it's a memo, posting in a lobby or elevator, facility newsletter, 'out of service' notice or a sign explaining your project. Communicating clearly, concisely and with purpose is the key, particularly to diverse occupants.

And getting results in Facilities includes selling your initiatives to senior management. Writing clear, concise and compelling reports and business cases helps Facility Managers get ahead.

Many facility managers mistakenly use what they learned in high school English, Business Writing classes or examples from others. Their writing, including business cases and powerpoint slides, suffer as a result.

This seminar emphasizes the strategy and purpose of communications, the information needed to get the message across and most importantly, the structure for communicating clearly to ensure your message is easily seen and understood while promoting a professional reputation.

- Better communications ensures occupants actually see and follow instructions or information provided to them.
- Better communications enhances the image of their corporate real estate department or property management firm through consistency, professionalism and strategic messaging.
- Knowing how to communicate better will enable the facility managers to either develop better communications themselves or ensure their service provider's communications is effective.

### **Key Learning Objectives**

1. Learn that there is a different, more effective way to write memos, notices, postings, business cases, newsletters and signs for their facility to communicate with occupants.
2. Learn specific, effective techniques they can use immediately to improve communications.
3. See real life examples of typical poor communications and learns why they don't work and how to do it better. They will also see good examples as a contrast to the poor ones.

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### **1 hour Seminar or Workshop**

**Communicate  
Strategically  
For Results**



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**1 hour  
Seminar or  
Facilitated  
Session**

**Selling FM  
within your  
organization**

## **Are You Invisible?** **Promote your department for visibility & Success.**

Does your FM group get the credit or attention it deserves within your organization? Is your department so successful that you are hardly noticed, even when things go wrong?

Do they understand the positive impact you have on their most significant asset and one of their highest costs?

Do they know you belong to a profession, just like other accredited professionals in your organization and it isn't just a job with a technical role, it's a critical business function?

Have you been able to quantify your contribution, demonstrate your value and sell yourself and your group to your boss and the rest of the organization?

Find out the key ways to communicate and promote the importance of professional FM and get appreciation from other departments and senior management. Identify ways to get broad support for your initiatives and get positive attention and credit for success.

Develop ways to brand and promote your department and yourself to increase visibility and awareness of your contribution to the organization while influencing others to involve you in decision making that impacts facilities. Even if you never get to the boardroom table, you should be able to influence those who are at the table.

### **Key Learning Objectives**

1. Learn how to get out of the boiler room and into the boardroom.
2. Find out why you are so important to your organization and why you should be part of the organization and not just a cost centre.
3. Understand how to effectively promote your department and accomplishments to your senior management and to your occupants.

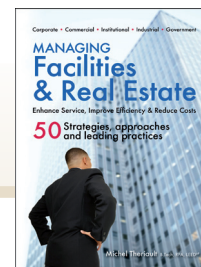
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## Switch from Price to Value: Get Better Bids with effective RFP's

Your success depends on suppliers and contractors so your procurement process is the first step to make it easy to select the best bidder to work with. FM services, whether specific subcontracted services or a fully integrated outsourcing, are much more complex and more important to treat like a commodity or a product when procuring them, particularly since you will have to work with the supplier for several years.

You are responsible for the results after the procurement is done so investing in the selection process is important to your success. Instead of leaving it to your Procurement department or doing it the same way it's always been done, you will get better results with your RFPs by implementing leading practices that focus on capabilities, experience, resources, solutions and results, not just price.

Before you even begin, know what's important to you, what the key comparisons should be between suppliers, how you will evaluate the bids, what information you need to provide bidders and the process you will use to make your final selection, including the evaluation criteria and weights.

This seminar emphasizes techniques, structure and approaches that any Facility Manager can use to improve their procurement practices or to better interact with their procurement department to get the results they need. Michel has both procured services and responded to RFP's as a service provider, so he understands what it takes to get good responses. In addition to his FM book, Michel has written "Win More Business - Write Better Proposals" for the supplier industry to help them bid and help Facility Managers get well written proposals.

### Key Learning Objectives

1. Learn practices to write more effective RFP documents.
2. Discover pitfalls to avoid and techniques to improve your options.
3. Develop questions that are clear, easy to respond to, easy to evaluate and differentiate the bidders.
4. Find out how to create your evaluation matrix and criteria to make evaluation and selection easier.

### 1 Hour Seminar

Leading  
Practices  
For Procuring  
Services

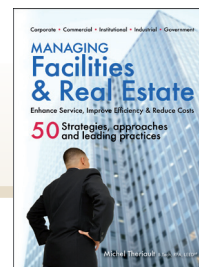
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**1 Hour  
Seminar or  
Keynote**

Moving from  
Tactical to  
Strategic

## Stop Spinning Your Wheels: 5 Ways to Shift from Reactive to Proactive

Are you caught in a Catch 22, running on a treadmill and never getting off?

You have an important and dynamic day-to-day responsibility that keeps you fully occupied yet you need to plan for the future, develop strategies, keep up with issues and developments and sell your ideas to be successful and deliver results for your organization.

In this seminar, you will learn the roadblocks to shifting from Reactive to Proactive and how to overcome them, including finding the time to sit and plan without feeling guilty. Discover how you can develop strategic plans without having it become too large to manage, with simple tools along with techniques to implement them successfully.

You will discover how to turn data into information to make better decisions. If you don't have enough data and information, there are approaches to getting them from your staff, systems and suppliers you can use to make it easier.

Become motivated and arm yourself with the tools and approaches you need to move your career and your department forward with successful initiatives that will get results, get attention and help you get ahead. Change from chasing issues to leading issues and never again feel that you aren't earning your pay if you take time out to simply sit down and think.

### Key Learning Objectives

1. Learn why you can't become proactive until you overcome the obstacles
2. Discover simple techniques you can use to develop strategic plans that work.
3. Find out why information is so important, how to get it and how to use it to improve results.
4. Learn how to use your resources better, including your staff, systems and suppliers.

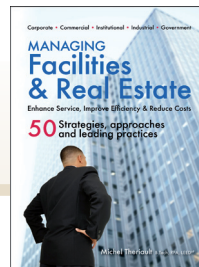
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## ***Drive The Shift in Facility Management : Get Results, Get Attention, Get Ahead***

Part motivational and inspirational, part practical advice, this session explores what Facility Management really means and how FM's fit into the bigger picture.

As the operatives behind the curtain or in the basement, we're neither supposed to be seen or heard. Staff in the Facility Management profession seldom get attention or appreciation until something goes wrong, then the odds are even that the attention won't be the kind we want.

Through this session, Facility Managers will understand why they are so important and why they are the foundation of their organization's success.

Even more importantly, they will get practical advice, tips and examples of how everyone delivering facilities services can raise their profile in their organization and influence the decision makers. Whether it's the way service is delivered, communications sideways and upwards, ways to promote and increase visibility and how to demonstrate value and importance, everyone will be able to participate in advancing their profession.

Whether it's for an association meeting or your staff meeting, this active and engaging seminar will motivate Facility Managers and their staff to action and promotion of their profession.

### **Key Learning Objectives**

1. Learn why Facility Management is the foundation of an organization's success.
2. Discover ways to highlight the value of Facility Management to upper management.
3. Find out how to develop ways to increase the visibility of the facilities team.
4. Discover practical approaches to communicating and selling Facility Management.

### **1 Hour Keynote**

**Motivation for  
the Profession**

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**Workshop**  
Developing  
Strategy

## Strategic Planning: A Team Approach to Planning - The Easy Way

Does your team think Strategic Plans are only for the Executives of your organization? Do they think they have to be a 'brick' that nobody ever bothers to read? Do they know how easy they can be and how useful they are?

This workshop starts with why Strategic Plans are critical to success and why they can be used to deal with any issue or problem by anybody in your department using a quick and easy approach.

Then we frame an issue and in a facilitated session, walk your team through developing a sample strategic plan so they can see the process and how easy it is, starting with the 1-page Strategic Plan and the 1-page Implementation Plan. Part of the process involves helping them understand how working as a team is a better than working alone. An optional group exercise (A Survival Situation from Human Synergistics) can be administered during the workshop to provide a compelling demonstration of the value of teamwork.

Next, depending on the size of the team, we will collectively pick 2 or more issues or problems and working in groups, develop an initial Strategic Plan and Implementation Plan. The process will be facilitated to ensure full participation and an appropriate end result.

Not only will this workshop demonstrate how easy a Strategic Plan can be developed to address their issues, you end up with initial Strategic Plans that your team has helped develop.

### Key Outcomes:

1. Your staff learn that a Strategic Plan is a valuable tool that they can use.
2. Discover simple techniques they can use to develop Strategic Plans that work.
3. Get your team engaged and get results by having them develop a Strategic Plan for an issue or problem your team wants to solve.



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**For a  
Specific  
Problem or  
your entire  
meeting**

Generate Ideas,  
find solutions,  
build your team  
or address  
issues.

## Facilitation: Team Building & Problem Solving for FM Depts.

Are you planning a conference or team meeting for your Facility Management staff? Do you have an issue or initiative you would like input, ideas and even consensus about before moving forward?

If so, an outside resource can get the best results from a group meeting, whether it's to find solutions, generate ideas or simply bring the team together.

As the senior member of the team, you can be involved directly in the exercise without having to manage the input, flow and contribution. This makes for a more open forum for your staff to contribute since a neutral yet experienced FM resource is facilitating instead of their boss.

With Michel, you get a facilitator with deep experience in all aspects of the Facility and Property Management function, adding credibility with your team and ensuring the guidance provided by Michel to the team during the group session is well grounded in the issues and interests of managing Facilities.

### Why use Facilitation?

1. Facilitation is a practical, effective way to help you work with your team to develop solutions and ideas for implementation.
1. You can't run a group session and fully participate at the same time.
2. A neutral facilitator is better equipped to draw out unbiased consensus from the team.

### What will we do?

1. Help you frame the issue and set the agenda, including the purpose and the outcome you want.
2. Work with you to understand personalities, your team's dynamics, pre-conceived notions and other barriers to consensus and work around them during the group session.
3. Provide a structured, planned process for your team to work through the issue, develop ideas, identify solutions and establish consensus.

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## Mentor & Sounding Board.

Develop and grow in the profession

## Coaching: Development For Your Staff, Your Team or Yourself

Coaching is a standard business approach to help managers and leaders with their development and with specific elements of their job.

With a confidential third party who isn't invested in the organization's politics or imbedded culture, you get someone to help guide you through ideas and options with an un-biased, broad based view that helps you look at things more objectively.

As a coach, we are experienced in your profession and understands the industry and the approaches and issues experienced by others, providing you with insight you wouldn't otherwise have available to you.

The coaching is customized to the needs of the individual or the group. It can include coaching on professional and personal development, goal setting, management and leadership including many business skills needed for success, like communications, presentation skills, strategic plans or business cases as examples. Or it can simply deal with issues that require sober second thought and an un-biased catalyst for discussion, discovery and decision making.

### Why Coaching?

1. It's a commonly used tool for developing and retaining important staff, whether that's you or members of your team.
2. It provides an external, confidential and trusted resource that provides stimulation and discussion around important aspects of development or issues.

### What will we do?

3. Develop the specific program of coaching support and develop goals with the individual or team, including the participants' commitments to the process.
4. Follow a planned schedule for coaching as well as being available on an ad-hoc basis to discuss and deal with specific needs as they arise.

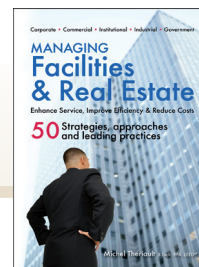
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