

Strategic Leadership for Large Organizations

..or, what I wish someone had told me
before I took this job!



APPA 2018 Conference and Exposition

1

Strategic Leadership for ~~Large Organizations~~

..or, what I wish someone had told me
before I took this job!



APPA 2018 Conference and Exposition

2

Learning Objectives

- Evaluate personal skill sets and hear what worked for promotion and success
- Think differently about problem solving in a large organization and view your actions from the eyes of your institutional leadership



APPA 2018 Conference and Exposition

3

Learning Objectives

- Learn about organizational behavior and motivation in a complex institution
- Engage in a fun and informational dialogue with chief facilities officers having a combined facilities experience of almost a century and a half



APPA 2018 Conference and Exposition

4

Presenters

Dave Button

Vice President, Administration
University of Regina

Glen Haubold

Associate Vice President,
Facilities and Services
New Mexico State University



APPA 2018 Conference and Exposition

5

Presenters

Mike Johnson

Associate Vice Chancellor
Facilities Management
University of Arkansas

Peter Strazdas (Pete)

Associate Vice President
Facilities Management
Western Michigan University



APPA 2018 Conference and Exposition

6

Presenters

- Been in their position for a day or two
- Good relations with their administration over several Senior VP/VCs and Presidents/Chancellors
- Accomplishments involve their community as well as their institution
- Particularly interested in mentoring others



APPA 2018 Conference and Exposition

7

Dave Button, University of Regina



Vice President, Administration
University of Regina



APPA 2018 Conference and Exposition

8

University of Regina



Doctoral High Research

16,000 students

Established in 1974

20% international students

Campus is largest urban park in North America

290 Acres, 3.5 Million Building GSF

All buildings connected both at grade and tunnels

Central Plant, Gas Storage Cavern, Owners of 72Kv Substation



APPA 2018 Conference and Exposition

9

Background

- Civil Engineer and Planner
- Military College Graduate
- 22 years as Military Engineer – Facilities

- 22 years at University of Regina
 - 10 as AVP Facilities and Planning
 - 12 as Vice President, Administration

- Take-away: be consistent, fair and transparent



APPA 2018 Conference and Exposition

10

Simple Way to Success

- My key learnings were reinforced when I read what is now my favorite leadership book

“Strength Based Leadership”

Tom Rath and Barry Conchie



APPA 2018 Conference and Exposition

11



https://youtu.be/l_q_ayTpUBs



APPA 2018 Conference and Exposition

12

Simple Way to Success

- My key learnings were reinforced when I read what is now my favorite leadership book

“Strength Based Leadership”

Tom Rath and Barry Conchie

- Work to yours and others **STRENGTHS**
- Followers work for leaders that they **TRUST**



APPA 2018 Conference and Exposition

13

Why People Follow

Gallup polled 10,000 followers and found – that the Most Effective Leaders

Invest in Strengths

- When leadership does not focus on strengths, the odds of an employee being engaged are 1 in 11, or 9%
- When leadership focuses on employee strengths, engagement soars to 3 out of 4, or 73%.



APPA 2018 Conference and Exposition

14

Why People Follow

Gallup polled 10,000 employees and found – that the Most Effective Leaders –

- When leadership does not focus on strengths, employee being engaged are 1 in 4, or 25%.
- When leadership focuses on employee strengths, engagement soars to 3 out of 4, or 73%.



APPA 2018 Conference and Exposition

15

Why People Follow

Gallup polled 10,000 employees and found – that the Most Effective Leaders –

- When leadership does not focus on strengths, employee being engaged are 1 in 4, or 25%.
- When leadership focuses on employee strengths, engagement soars to 3 out of 4, or 73%.



APPA 2018 Conference and Exposition

16



APPA 2018 Conference and Exposition

17

Why People Follow

Gallup polled 10,000 followers and found – that followers wanted the following four attributes from the Most Effective Leaders

- Trust
- Compassion
- Stability
- Hope

“If you want to go fast, go alone. If you want to go far, go together.”

African proverb



APPA 2018 Conference and Exposition

18

Trust

- Trust is built through honest integrity and respect
- Trust increases efficiency
- Successful teams rarely talk about trust....
But it dominates the discussion of struggling teams

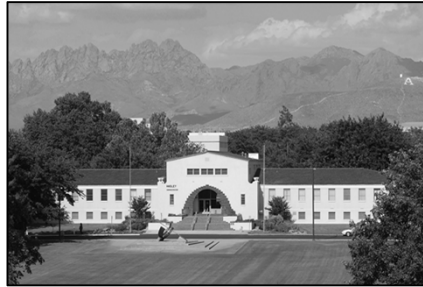


Trust

- Do your employees trust you...and feel you have their back
- Trust comes through consistency, fairness and transparency... can your direct reports finish your sentence?



Glen Haubold



Associate Vice President, Facilities and Services
New Mexico State University



APPA 2018 Conference and Exposition

21

New Mexico State University



Doctoral High Research

14,000 headcount

Established in 1888

Housing for 2,900 students

1,200 acres

383 Educational Buildings

7 Million Building GSF in System

FM – 325 employees

Cogeneration and thermal storage



APPA 2018 Conference and Exposition

22

Background

- Came up through the controls and utility operations side of the house
- Gained experience in construction at the University of North Texas and in private industry
- Take-away: pay attention to all those things you think you'll never use



Background

- Associate VP of Facilities and Services for the NMSU System
- Worked for Texas Christian University, Texas Woman's University, University of North Texas + defense contractor and oil and gas company



You Can't Know What You Don't Know

- Everybody comes from somewhere
- Learning how the campus works not just Facilities!
- Degree in business administration
- NMSU Facilities and Services include Environmental Health Safety and Risk Management and the Fire Department
- Led the campus strategic planning effort



APPA 2018 Conference and Exposition

25

Check and Fill Knowledge Gaps

- University budgeting
- Uniform guidance/F&A rate
- Construction contracts and controls
- Architectural and engineering design



APPA 2018 Conference and Exposition

26

Move From Tactical to Strategic

Transactional/Tactical	Strategic
Hiring	Recruitment and retention
Budget over/under	Budget development
Transactional orientation	Process driven
Leads firefighting efforts	Prioritizes while others execute
Calendar always full	Delegates



APPA 2018 Conference and Exposition

27

Move From Tactical to Strategic

Transactional/Tactical	Strategic
Focus on functionality	Focus on who not how
Daily meetings	Coaches the team
Symptoms of paranoia	Trusts team

A Leadership Success Journey: Moving from Tactical to Strategic Project Leadership
 Mr. James B. Forman, MBA, PMP Principal Project Manager ProjectPlus, LLC.
 Dr. Richard Disenza, PhD, PMP Professor Emeritus, University of Colorado, Colorado Springs



APPA 2018 Conference and Exposition

28

Mike Johnson



Associate Vice Chancellor, Facilities Management
University of Arkansas



APPA 2018 Conference and Exposition

29

Background

- 34 years U.S. Navy Civil Engineer Corps
- 14 years at University of Arkansas
- 8 years Professor Civil Engineering (UofA)
- Community Service
 - Chamber of Commerce (VP) Board 9 years
 - Regional Airport Board 10 years (chair)
 - Regional Planning (MTO) 14 years
 - Walton Arts Center Council 8 years (chair)
- Take Away-
"Learn Something New Everyday"



APPA 2018 Conference and Exposition

30

University of Arkansas

Doctoral High Research

27,558 students

Established in 1871

5729 students in residence halls/1350 in Greek houses

665 primary campus acres

140 Buildings (E&G)/248 Total with Auxiliary

8,537,353 Total GSF

340 FAMA (full-time equivalent) employees

Central Utility Plant/Co-Generation

Over 5.5 miles of Utility Tunnel Infrastructure



APPA 2018 Conference and Exposition

31

Leadership Nuggets (Core Values)

- Integrity
- Professionalism
- Tradition of Service



APPA 2018 Conference and Exposition

32

Leadership Nuggets (Principles)

- Set the example
- Take responsibility
- Know yourself / seek to improve
- Know your job
- Know your team/create unique environment
- Insure everyone understands
- Make sound and timely decisions
- Set stretch goals – Yourself & Team
- Keep everyone informed
- Teamwork – No “I” or “Me” allowed



APPA 2018 Conference and Exposition

33

Leadership Nuggets (Traits)

- * Ethical
 - * Knowledge
 - * Courage
 - * Decisiveness
 - * Dependability
 - * Initiative
 - * Tact
 - * Bearing
 - * Endurance
 - * Unselfishness
 - * Loyalty (Trust)
 - * Judgement



APPA 2018 Conference and Exposition

34

Leadership Nuggets (Bottom-Line)

No more satisfactory reward, anywhere, than to accomplish your mission while commanding the willing obedience, confidence, loyalty and respect of your team.

- Lead Them
- Teach Them
- Let Them Try
- Observe and Adjust Them
- Praise / Discipline Them
- They Will Be You / You Were Them



APPA 2018 Conference and Exposition

35

“ALWAYS”

Watching the Balance and Weighing



- Work and Family
- ↕
- You and Your Team
- ↕
- All Together



APPA 2018 Conference and Exposition

36

ASCE Protégé (All Beginners at Heart)

- Maintain a positive attitude
- Be eager
- Be a team player
- Listen with an open mind
- Establish ground rules



(credit ASCE mentoring)



APPA 2018 Conference and Exposition

37

ASCE Mentor (Lead by Example)

- Listen carefully
- Tell about yourself first
- Be responsive & clear in your communications
- Open up the dialogue
- Establish the information boundaries
- Spark conversations
- Offer positive reinforcement



(credit ASCE mentoring)



APPA 2018 Conference and Exposition

38

Pete Strazdas, Western Michigan University



Associate Vice President, Facilities Management
Western Michigan University
Kalamazoo, MI



APPA 2018 Conference and Exposition

39

Background

• 38 Years at WMU

- 10 years Assistant Professor Construction Science & Mgt.
- 5 years Construction Administrator – capital projects
- 16 years Physical Plant Operations – maintenance and remodeling
- 7 years AVP (Planning; Construction, Engineering, Architecture; Maintenance, Grounds, Custodial, Power Plant, Transportation; Business Office, HR/Collective Bargaining, IT
- Take-away: Dedication, relationships, and exceeding expectations have been my ethos



APPA 2018 Conference and Exposition

40

Doctoral High Research

25,000 students

Established in 1903

Housing for 5,500 students

1,200 acres

151 Buildings

8 Million Building GSF

FM – 500 employees

Central Heat and Power Plant Co – generation

Over 100 Miles of Underground Infrastructure

Western Michigan University



Main Campus



Engineering and Business Tech Park



APPA 2018 Conference and Exposition

41

Find the balance in life & BE ENGAGED

Senior Facility Officer –

more than 8 hours a day

Get the right division leaders, coach them, and leverage your time

Teach a class and be engaged with the Academy and Students

Family –

always come first for you and your employees

Don't miss your children's events – blink your eye and they are grown-up

Be engaged with your family's events – soccer, boy scouts



APPA 2018 Conference and Exposition

42

Find the balance in life & BE ENGAGED

Community –

give something back with your skillsets

Church building committee

Volunteer City Boards

Planning Commission, City Council, Mayor

Michigan OSHA Commission

Chamber of Commerce

Profession –

Are you engaged in APPA

State Chapter, Regional Board,

International APPA committees and Board



APPA 2018 Conference and Exposition

43

The 3 R's to your SFO success

• Relationships

- Trust
- Respect difference and add diversity to your senior leadership team
- Understand personalities (Myers Briggs or Color Code) and create teams and assignments based on this.
- Understand and support individual's PASSIONS
- Small things are BIG (thank you notes, first names, track family issues)
- Show up and be seen
- Relationships with VPs, Deans, President, BOT
- Mentor someone inside and outside of your organization



APPA 2018 Conference and Exposition

44

The 3 R's to your SFO success

• Resources

- Understand team members needs vs. wants
- Communicate financial realities above and below you
- If your team earns respect, resources are easier to get- what is the perceived and real image and talk of your organization ?
- Be the #1 cheerleader for appropriate resources
- Don't miss a good crisis opportunity
- Work those relationships



The 3 R's to your SFO success

• Results

- There is no final destination in FM, it is a journey with incremental improvements
- You must constantly talk about the vision and the "why"
- Plan the work and work the plan
- Everything involves a process – shoot the problem in the process, not the person
- You can't improve if you don't measure
- Simple metric visuals that are meaningful to the team will work
- If you don't toot your team's horn, no one else will
- Celebrate the small and big successes



Wrap-Up

- Find a mentor
- Cultivate work friends on campus
- Build knowledge
- Engage with internal and external campus community
- Develop leadership and teambuilding skills



Discussion

- What questions do you have?



Thank you – and let us hear from
you!

Dave Button
Dave.Button@uregina.ca

Mike Johnson
mrj03@uark.edu

Glen Haubold
ghaubold@nmsu.edu

Peter J Strazdas
peter.strazdas@wmich.edu

