

MartinCompany

Management Consultants, Inc.

Quality Process Development and Training
Facilities Management, Operations and Maintenance



“Beyond Mess”

Transforming Tribal Lore into Global Systems
Facilities Operations and Management

...know this place like the back of our...

Tribal lore: “the way we do things around here!”

Where does that “way” come from?

How do we know... anything?

How do we learn the “way” and take things in?

How do we remember some things?

How do we not remember others?

Is not remembering the same as forgetting?

Do we trust that what we know
is worth knowing?

Do we value what others know because...
we know it too?

Or because we don't?

We don't “get it”.
Certainly, not all of “it”. Usually, not enough of “it”.

Facilities are not only becoming
more complex or the work more technical.
The expectations and the demands are increasing.



We are losing our memory skills.
We've gone digital.
The tribal lore is on a chip.

Institutional memory is drawing a blank.
The “go to guy” is gone, or soon will be.

The Savvy Gap: “knowing what to do and how to do it”



It is about more than
how we use information;

It is about
how we use our minds.

Tradition vs. Technology



Reactive
vs.
Process-driven

Values – Memory – Response
vs.
Cues – Analysis – Plan

“technology-enabled forgetting”

David Allen – GTD (WIRED, 10/07)



“Our primary task
is to pick out
from the surrounding environment
cues that require processing.”

“...no longer at ease in the old dispensations...”
T.S. Eliot – Journey of the Magi

Roadblocks to Implementing FM Quality Systems

- The physical asset is complex
- The work is too variable to organize
- The demands of the.. uh.. client? operations? tenant? resident? visitor?...
- Facilities' job is to support whatever its "customer" wants
- The facilities team is conditioned to reactive, legacy practices
- The facilities team lacks critical business competencies and skills
- Support staff, technologies and resources are inadequate
- Current work overload prevents change initiatives – no capacity
- Facilities data is scattered, outdated, unformatted, overwhelming
- Facilities does not have support from management
- We're on top of things now, we're as good as it gets... etc...

... it's all true!

... and it's a big mess!

Problem-Solving Mindset

- Resolve

Fix the condition, maintain current state

- Solve

Prevent the condition, improve current state

- Dissolve

Transform the condition, achieve optimal state

The fact is, facilities tackles others' problems.
It needs to cure its own messes.

"The Art and Science of Mess Management", Russell L. Ackoff
Interfaces, Institute of Management Sciences
The Wharton School, University of Pennsylvania
February, 1981

Mess-Solving Approach to Transformation

■ Mess

Large, complex set of dynamic, inter-connected problems or processes

■ Engineered – “Tasky”

Targets individual problems, misses the links

“The perfect answer! What was the question?”

■ Facilitated – “Consensus”

Targets relationships and interactions, misses the problems

“We love it! Will it work?”

■ Messy Design Logic – “Attack Systems of Problems”

Integrates hard facts and soft issues, nodes and links, engages roadblocks

“Takes us from where we are to where we need to be”

P-D-C-A – the “Messy” Way

■ Plan1, Plan 2, Plan 3, Plan 4, Plan 5

1. *Map the Mess – properties, interfaces, dynamics and outcomes*
2. *Devise the Model – properties, interfaces, dynamics and outcomes*
3. *Close the Gaps – focused objectives, standards, processes, connections*
4. *Marshall Resources – labor, technology, material, training, communications*
5. *Implement and Control – tasks, interfaces, deliverables, assignments, dates*

■ Do

*Very precise, immediate improvements (Kaizen)
Cumulative process gains and systemic improvements*

■ Check

Measure, elicit feedback, adjust the plan

■ Act

Correct, refine, communicate, integrate, affirm

A “Messy” Vitality* (not to mention validity)

❏ Continuous

“... improvement of plans and processes... and organizational and individual learning, adaptation and development.”

❏ Constraints

“The principle obstructions between the present and the desired states are self-imposed...”

❏ Logic of Creativity

*“Dominated by the need to be in control, to be effective and to be right**, we impose answers, rather than discover opportunities. A simple ‘perhaps’ can open new doors...”*

** “Richard Rohr, cited in The Spirituality of Imperfection, Ernest Kurtz and Ketherine Ketcham, Bantam Books, 1992

❏ Plan – Do – Check - Act

Allow solutions to evolve and messes to dissolve, because we explore them to the full, rather than triggering stopgap fixes and bolstering sketchy processes and systems with hopeful consensus.

* Robert Venturi, Complexity and Contradiction in Modern Architecture

“Blueprint for Facilities Excellence” – Facility Operating Plan



Customer Service Agreement – Workscope Statement

Define work requirements and standards, set goals and priorities, and confirm customer expectations

Work Process Development – CMMS

Focus on work design and job assignments, applying information management technologies to raise performance, extend asset life and reduce costs

5S Workplace Organization and Visual Management

Bring clarity, order and efficiency to workspaces, storage, and the selection, maintenance and use of equipment, tools and material

Service Contractor Management

Transform vendors into partners, allies in lean process development and cost savings

Customer Surveys and Communication

Focus on opportunities for continuous improvement, cost reduction and customer support

Value Scorecard Reporting

Identify and track opportunities for lean, sustainable facility operations

