

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^{AP} certified.

The Author

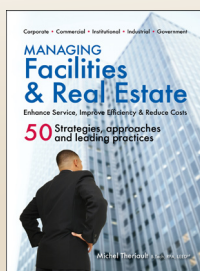
Michel has written the book "Managing Facilities & Real Estate", contributed articles to FM magazines in the UK, Canada, USA, Hong Kong, and the Middle East.

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, IIDEX/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

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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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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.

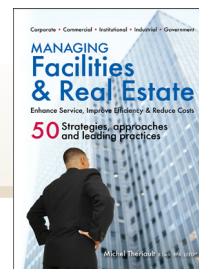
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**1 hour
Seminar,
Keynote or
Workshop**

Partnerships

**Reality or
Illusion?**



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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.

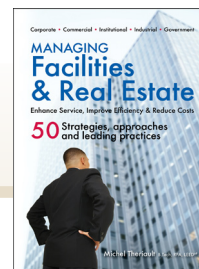
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**1 hour
Seminar
or a 1 day
or half day
Workshop**

**Communicate
Strategically
For Results**



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Strategic Writing Workshop : Get Your Message Across and Influence Others

Facility and Property Management staff often don't have the writing experience to communicate clearly, influence decision making and persuade clients, colleagues and supervisors. While grammar is important, the real skill is the ability to develop and structure information in a clear, organized and focused method on paper so you get your message across and influence your reader, whether it's a business case, justification, policy, procedure, memo, letter or email.

This workshop emphasizes goes beyond spelling and grammar and shows the FM how they can develop their objective or strategy and create writing that is clear, compelling and convincing.

The workshop uses real-life examples and exercises that are tailored to Facility Management and Property Management requirements and is delivered by an industry professional with extensive experience writing persuasive documents and published magazine articles.

Content

This is a workshop style seminar that provides instruction in a presentation format with real-life examples that demonstrate the techniques. This is supported by exercises that provide practice and feedback on their progress and understanding of the material.

Material Provided

Each participant receives a copy of the workshop presentation material, complete with examples, a workbook with exercises that reinforce the material, a one page summary reference of the key material, a two page guide to writing facility/building newsletters and a wallet size laminated reference card

Workshop

The 1 day workshop includes examples, in-class exercises and instruction in an open format with participant involvement focusing on Facility & Property Management issues. The workshop:

1. Illustrate the need for strategic, well structured writing, along with good and bad examples.
2. Demonstrate how to develop writing that gets their message across and influences readers.
3. Provide writing, structure and strategy techniques they can use improve their writing.
4. Discuss real-life examples, to emphasize and reinforce the techniques they are learning.
5. Exercises to practice techniques and illustrate how to improve their writing.

Participants

The workshop is designed for all Facility and Property Management staff at all levels who need to communicate in writing internally or externally.

Outcomes

Participants learn how to develop their ideas, facts and arguments using an effective structure that conveys important information, has an impact on their audience, influence decisions or persuade the reader to take actions they recommend.

The participants learn to write effective material regardless of their spelling and grammar skills.

**1 day or
half day
Workshop**

**Communicate
Strategically
For Results**

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.

**1 hour
Seminar or
Facilitated
Session**

**Selling FM
within your
organization**



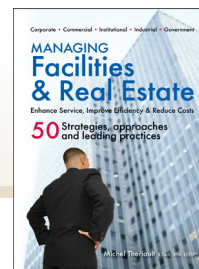
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Switch from Price to Value: Get Better Bids with effective RFP's

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.

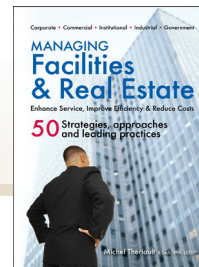
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Stop Spinning Your Wheels: 5 Ways to Shift from Reactive to Proactive

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.

**1 Hour
Seminar or
Keynote**

**Moving from
Tactical to
Strategic**

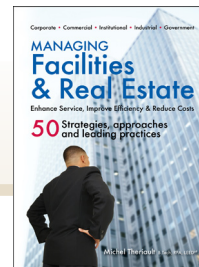
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Drive The Shift in Facility Management : Get Results, Get Attention, Get Ahead

Part motivational and inspirationsl, 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**



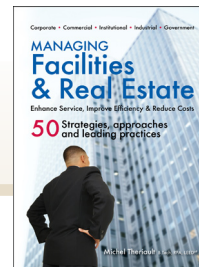
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Strategic Facilities Management Workshop

Getting Results needs a strategic approach to Facilities Management. This program builds on the fundamentals and shows you how to get better results through Strategic Facilities Management techniques you can apply in all aspects of your responsibilities at the local or regional / global level.

You learn leading practices and practical innovative approaches to getting better value out of the suppliers, staff and process you use to deliver services and manage your facilities or buildings.

The Program is a series of sessions, each using a strategic focus to build on your existing Facility Management services and competencies in areas that are crucial to success. This includes:

- Learn how strategy and strategic plans can improve your results in all areas of Facilities Management. Improve decision making and strategic thinking for problem solving. Get guidance on developing a Mission and Vision statement and how to develop strategic plans.
- Get better strategic management information to improve results by leveraging existing systems and processes and learn how to take data and turn it into information you can make decisions with.
- Improve procurement with approaches that ensure you receive what you need on an ongoing basis to be successful, including the best techniques for evaluating and selecting the service provider.
- Learn how to decide whether outsourcing or subcontracting can benefit you and how to plan your initiative, including contracts, scope, financial structures, KPI's, transition and management.
- Communicate strategically to get your point across, influence decisions and present a better image to your customers/occupants, including facility or building newsletters.
- Develop tenant, customer and occupant satisfaction processes and programs that have a real impact then measure and act upon the feedback.
- Implement a performance management framework that delivers results and drives the right behavior instead of measures and indicators that simply penalize failure and develop into a game. This includes strategies to develop better relationships with your suppliers.
- Learn how to use corporate facilities cost information to drive better decisions and lower costs by implementing a Facility Cost Allocation process.

Who should Attend?

Whether you are an experienced Facility Manager or new to the profession, you can benefit from the strategic techniques and tools you will learn in this workshop, enabling you to get results, get attention and get ahead. This includes:

- Facility Managers and Property Managers
- Facility Contract Managers and Stay-Back team members
- Operations Management Professionals
- Senior Regional and Global Facility and Property Management professionals
- Contractors and Outsourcing Service Providers
- Developers and Owners

Multi-Day Workshop

Customize to
your specific
needs

Strategic Facilities Management Workshop

Benefits of Attending:

- Better management of internal resources and subcontractors or outsourced providers
- More management information you can use for decision making that gets results
- Enhance your communications and customer service strategies to improve services
- Leverage your existing processes, procedures, suppliers and staff to improve effectiveness
- Learn leading practices for transforming Key Performance Indicators from simply measuring failure to managing performance for both your suppliers and staff.
- Get better suppliers by focusing on operational requirements and effective evaluation techniques during procurement processes combined with effective supplier management techniques

Seminar Outline

Each of these components introduces strategic approaches to driving performance in Facility and Property Management by leveraging existing knowledge.

- Strategy in Facility Management
- Performance Management : Optimizing Performance
- Strategic Management Information for Decision Making and Results
- Outsourcing / Out Tasking / Subcontracting
- Developing RFP's to Procure Services
- Supplier Relationship Management
- Customer Service
- Facility Cost Allocations (Chargeback)
- Communications
- Developing Key Strategic Skills

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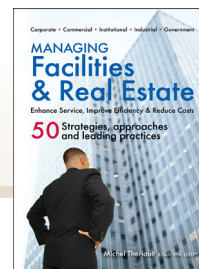
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