



AIA Information

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Overview

Define Strategy

Strategic Framework

- Vision/Mission*
- Goals*
- Tactics*
- Implementation (OKR's)*
- Correction*

Table Exercise

1980 – Porter's Definition

A broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals

1988 – Mintzberg's Definition

A directed course of action to achieve an intended set of goals

Strategy is...

A systematic program that identifies and executes actions to achieve an intended set of goals

Strategic Framework

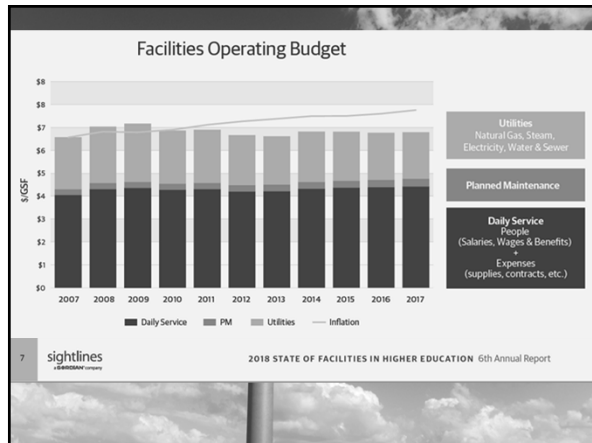
Vision/Mission

Goals

Tactics

Implementation

Correction





Vision – long term success



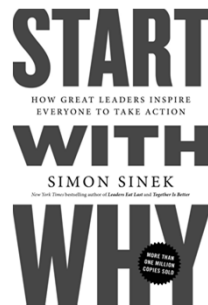
Vision – long term success

"If you don't know where you're going, you might not get there"



Vision

"There are only two ways to influence human behavior: you can manipulate it or you can inspire it."





Vision - Example



To bring inspiration and innovation to every athlete in the world

Vision - Example



To be earth's most customer centric company, a place where people can come to find and discover anything they might want to buy online.

Vision - Example



*A world where everyone
has a decent place to live*

Vision Example



*To be a world-class,
values-centered university*

Mission

*The organization's present
capabilities and core activities*



Mission Example



To educate individuals to think and act as ethical leaders and responsible citizens in the global community

Vision/Mission – Exercise

Safety Program

You have been assigned to develop a safety program for your department

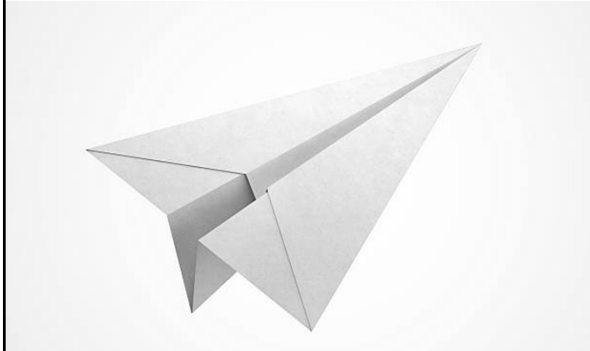
Vision/Mission – Exercise

Safety Program: Draft a vision statement

Some questions to ponder while drafting your statement:

- *What is the purpose of a safety program?*
- *What would a perfect safety program look like?*

Goals



Goals

- *Performance targets an organization must achieve in order to reach the vision*

Specific

Measurable

Attainable

Relevant

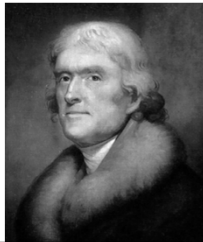
Time bound



Goals

“Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude.”

Thomas Jefferson



Goals - Examples

Reduce Utilities fuel budget by 10% in 2019

Complete 95% of PM's in 2019

Increase the customer satisfaction rating to 90 or greater in the second quarter

Goals – Exercise

Safety Program:

Create a performance target

Some questions to ponder:

- *What can we measure to determine the performance of our safety program?*
- *Are there absolute/relative metrics?*
- *What level of performance must we achieve?*
- *Is it SMART?*

Tactics

- *The selected approach to achieve organizational objectives*
- *Based on specific advantages or disadvantages of current situation*

Tactics

If you know the enemy and know yourself you need not fear the results of a hundred battles



Tactics - Examples

Preventive maintenance vs run-to-failure
Xeriscaping vs turf
Zone maintenance vs centralized maintenance
Sub-metering vs district metering
Cogeneration vs local utility
Outsourcing vs Insourcing
Standardization of equipment vs lowest cost

Tactics - Exercise

Safety Program:

Pick between the following tactics and explain why that is the best approach for your organization

Use our own employees to develop the program or hire a consulting firm

Implementation

Specific tasks to attain goals

- *Sequenced*
- *Projected impact on performance*



Facilities Management Department 2019 Action Plan				Stopped				Responsible Party
				Behind Schedule				
				On Schedule				
				Complete				
Strategic Focus	Objective	Key Results	Target Date (Mo/Yr)	Mar '19	June '19	Sept '19	Dec '19	
1 Safety								
1.1 Establish formal safety policies for critical processes								
	1.1.1	A policy for working in confined spaces is written and distributed to all Facilities personnel	3/19					Leslie Knope
	1.1.2	A policy for maximum shift duration is written and distributed to all Facilities personnel	3/19					Ron Swanson
1.2 Provide comprehensive safety training to employees								
	1.2.1	Determine mandatory and recommended safety training	1/19					Jerry Gergich
	1.2.2	Hire a safety training company and schedule all training	4/19					Tom Haverford
	1.2.3	Complete the training plan for 2019	12/19					Andy Dwyer
1.3 Ensure employees have appropriate PPE								
	1.3.1	Assess the current inventory and distribution process for PPE with a list of corrective actions	4/19					Ron Swanson
2 Customers and other stakeholders								
2.1 Improve Customer Satisfaction								
	2.1.1	Revise the customer satisfaction survey to provide standardized data and more timely feedback. CMMS automatically generates surveys on the "finish date" and managers are automatically notified of any negative responses.	2/19					Jerry Gergich

Implementation - Exercise

Safety Program:

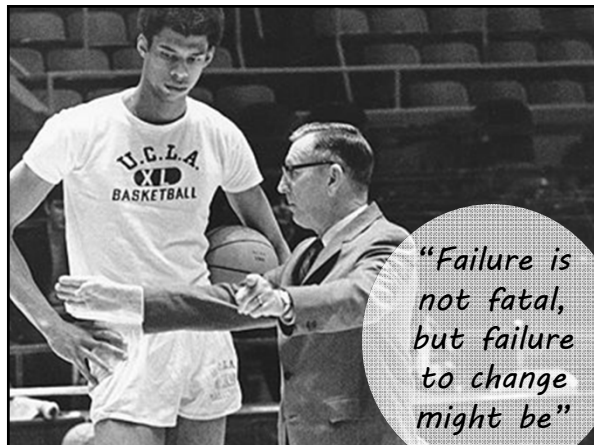
List two tasks for your program

Questions to ponder:

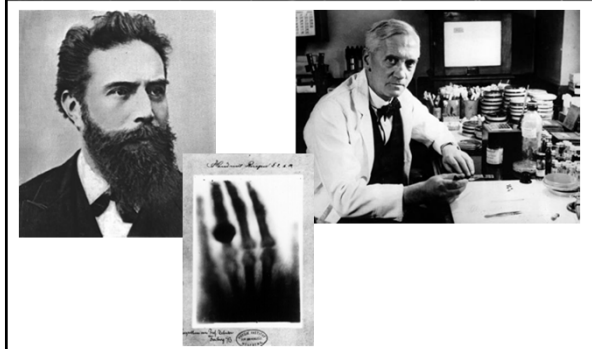
- *Who's the best person for each task?*
- *When do we need to have each task completed?*
- *Is there a particular order of the tasks?*

Correction





Correction Examples



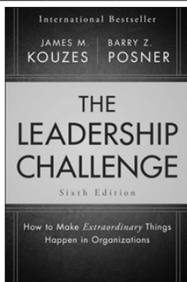
Correction - Exercise

*Safety Program:
What could go wrong?*

Questions to ponder:

- *Is the program achieving the original purpose?*
- *What are our metrics telling us?*

Recommended Reading



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This concludes The American
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