

Facilitating Facility Management Creating Sustained Value Added

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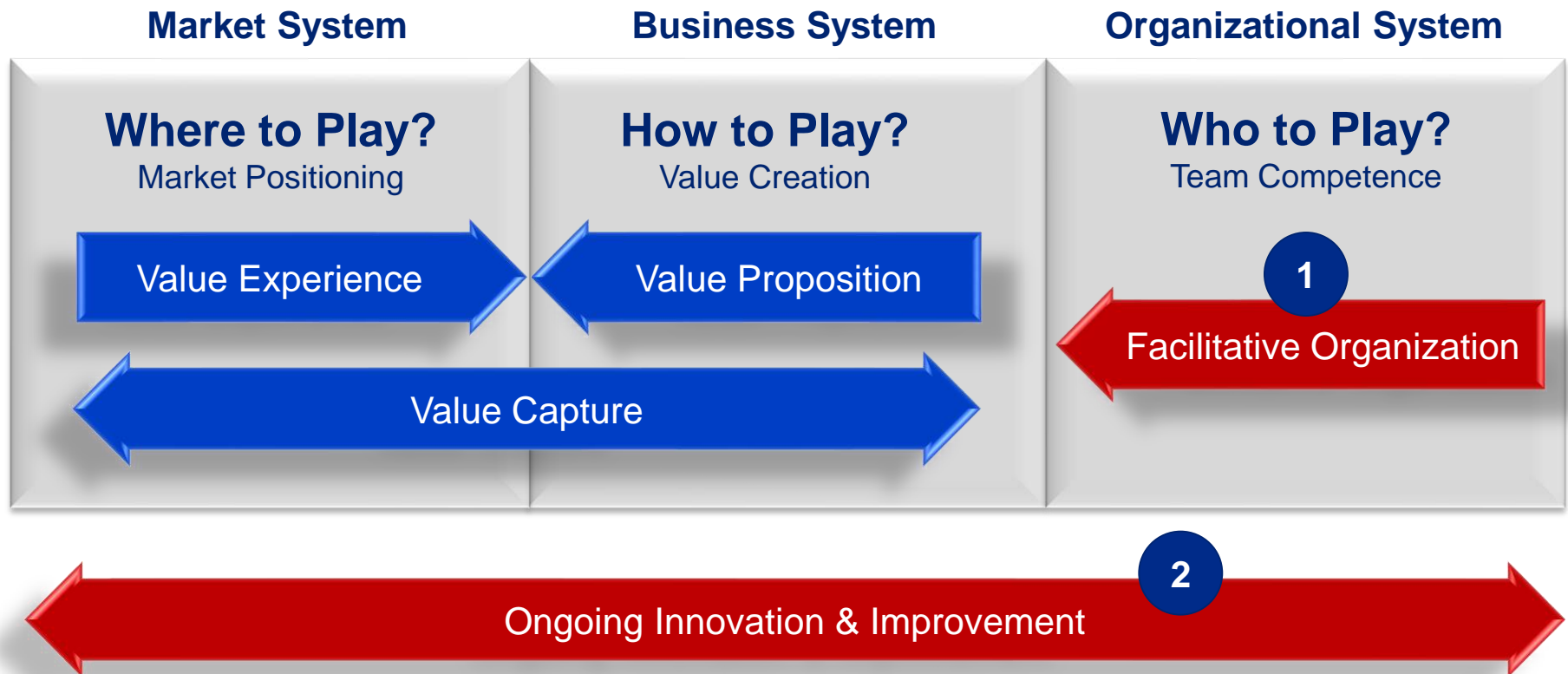


FACILITY

MANAGEMENT

Strategic Alignment

Realizing Sustained Value Added



What is Leadership?

Distinguishing Managers and Leaders

The World of the Manager



I have a **JOB**
with rights and responsibilities

I am **APPOINTED**
by higher level managers

I have **FORMAL POWERS**
to assign, spend, reward and punish

I get people to **COMPLY**
by using carrots and sticks

We have **CALCULATIVE** relations
asking what's in it for me

ACCEPTABLE performance
based on extrinsic motivation

MANAGE THINGS

Make sure that they **HAVE TO**

The World of the Leader



I play a **ROLE**
with or without a formal position

I am **ACCEPTED**
by others who wish to follow

I have **INFORMAL AUTHORITY**
built on trust, ability, inspiration & persuasion

I get people's **COMMITMENT**
by winning hearts and minds

We have **SYMBIOTIC** relations
as both care about a common goal

EXCELLENT performance
based on intrinsic motivation

LEAD PEOPLE

Make sure that they **WANT TO**

What do you
do?

How do you
become one?

Which means
do you have?

What is your
approach?

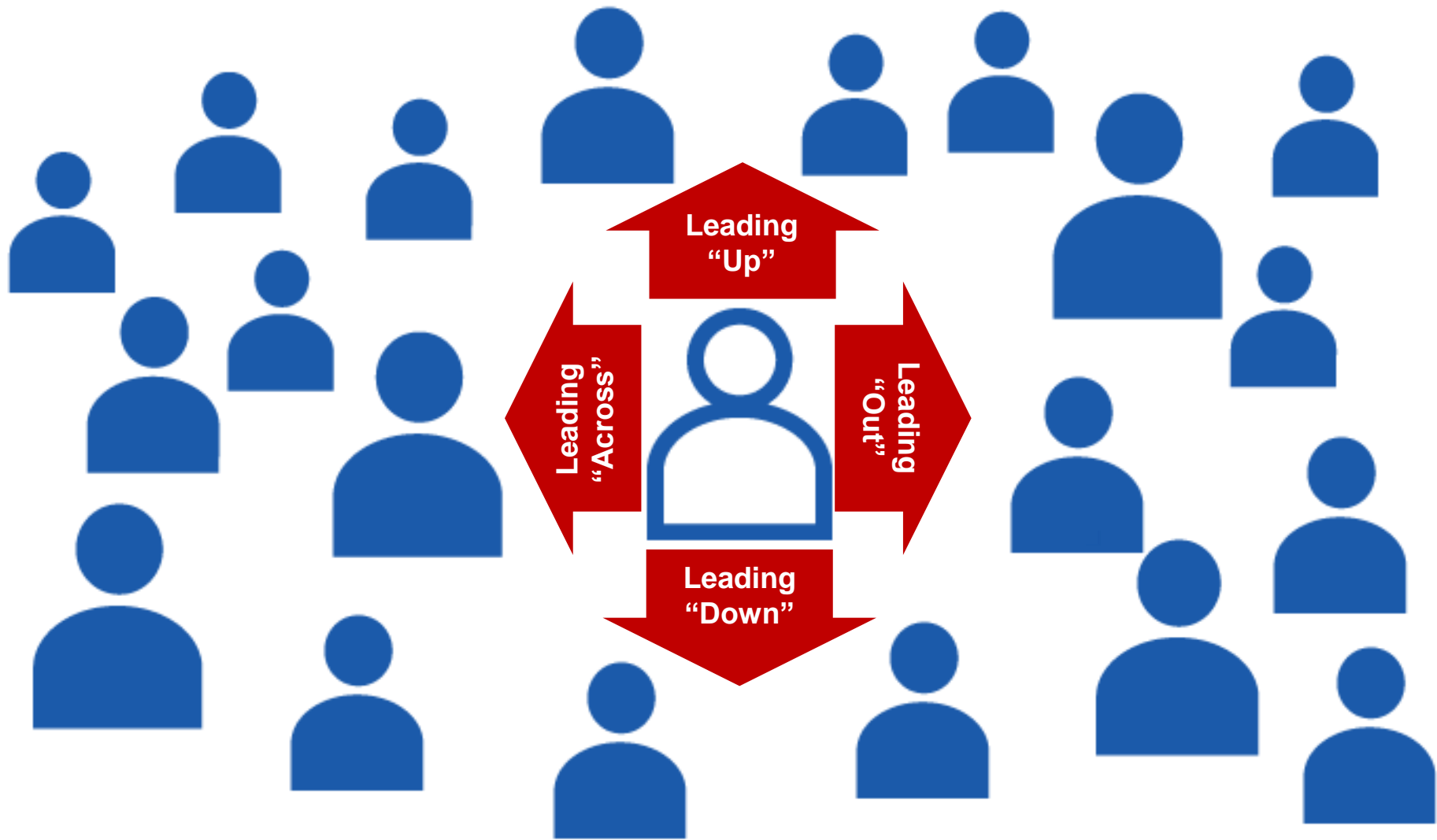
How do people
respond?

What is the
best result?

Rule of thumb
conclusion?

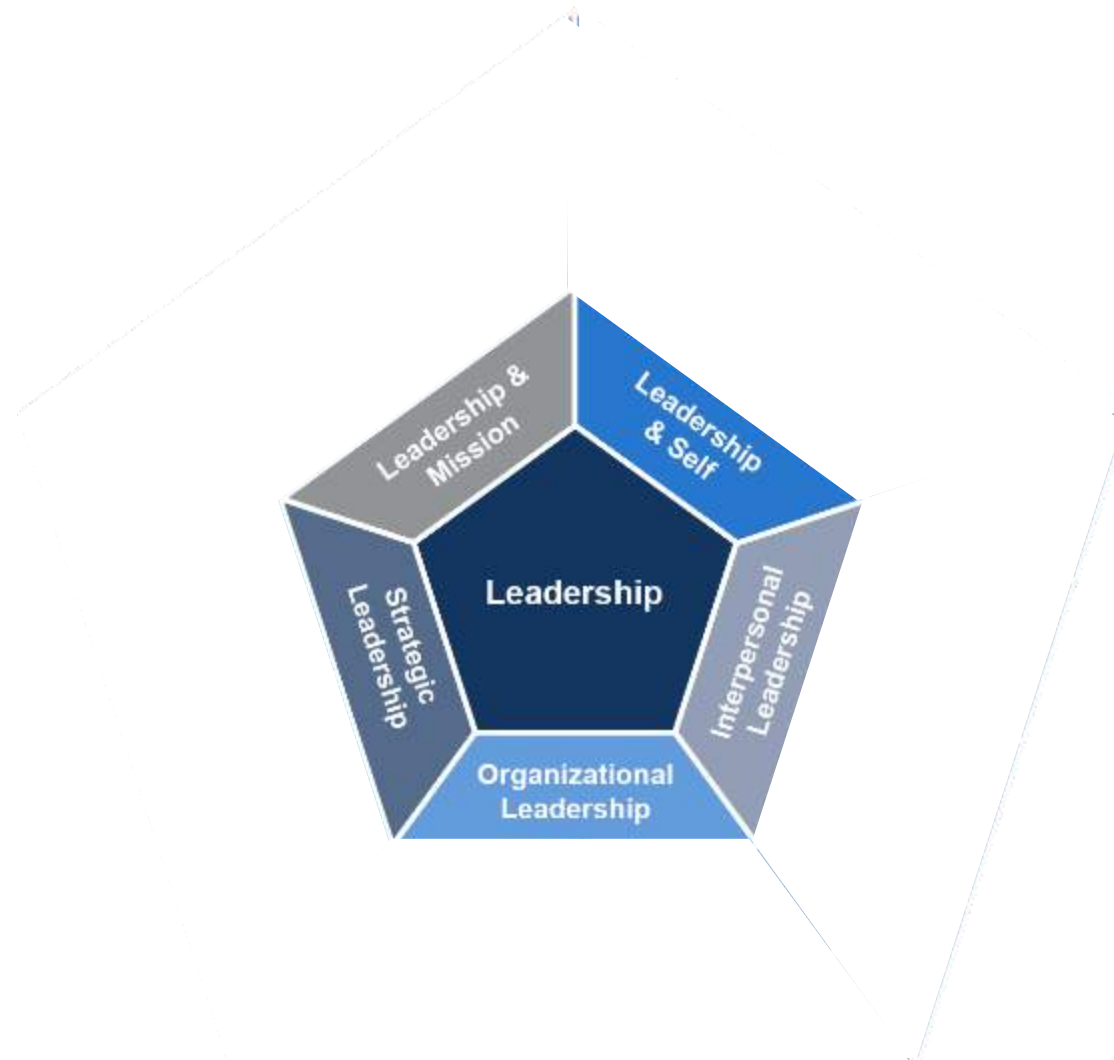
What is Leadership?

Your Circle of Leadership



The Leadership Rose

Leadership Tasks & Styles



Interpersonal Leadership

The Task of Interpersonal Steering

Interpersonal Steering

How should a leader guide someone to move in a certain direction?



Activities



Conditions

Paradox of...

Interpersonal Leadership

The Task of Interpersonal Feedback

Interpersonal Feedback

How should a leader funnel information back to other people?



Challenge



Appreciation

Paradox of...

Organizational Leadership

The Task of Organizational Composition

Organizational Composition

How should a leader select people and get them to work together?



Unity



Diversity

Paradox of...

Organizational Leadership

The Task of Organizational Decision-Making

Organizational Decision-Making

How should a leader ensure that choices are made?



Direction



Participation

Paradox of...

Strategic Leadership

The Task of Strategic Goal-Setting

Strategic Goal-Setting

How should a leader set the direction of the organization?



Idealism



Realism

Paradox of...

Strategic Leadership

The Task of Strategic Priority-Setting

Strategic Priority-Setting

How should a leader determine where to direct the resources, energy and attention of the organization?



Exploitation



Exploration

Paradox of...

Leadership & Mission

The Task of Purpose-Setting

Purpose-Setting

Which purpose should a leader emphasize to give meaning to people's work?



Wealth



Health

Paradox of...

Leadership & Mission

The Task of Interests-Setting

Interests-Setting

Whose interests should a leader primarily serve?



Self-Actualization



Service

Paradox of...

Leadership & Self

The Task of Leadership Problem-Solving

Leadership Problem-Solving

How should a leader deal with issues?



Thought

Action

Paradox of...

Leadership & Self

The Task of Leadership Attunement

Leadership Attunement

How should a leader align with the demands of the situation?



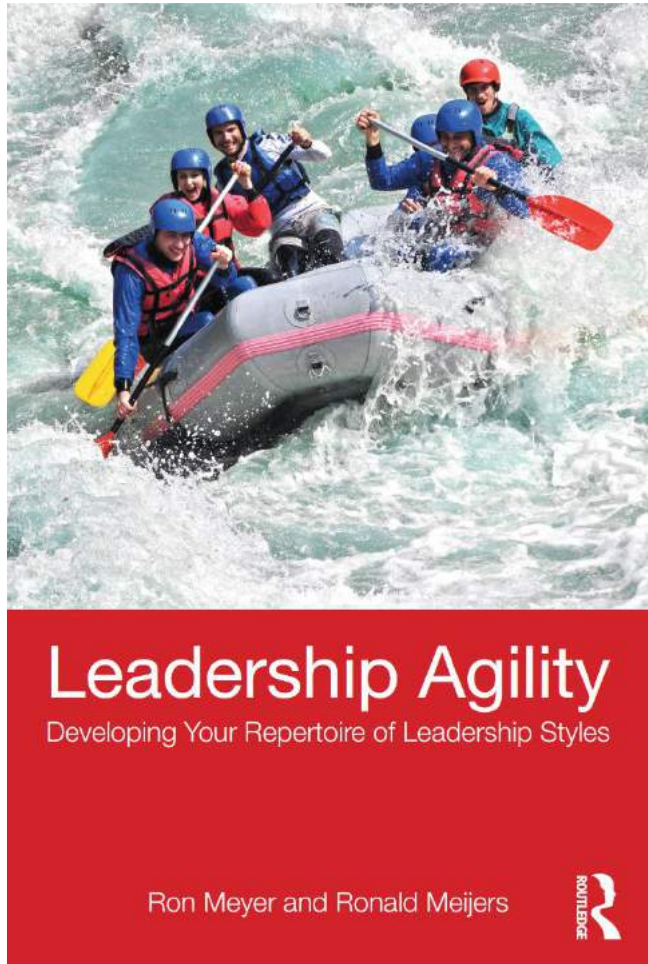
Authenticity

Adaptation

Paradox of...

Leadership Agility

Further Reading



Leadership LEAP



www.leadership-agility.com