Welcome to the REAL World

Orchestrating Strategic Real Estate Conversations with the C-Suite

James P. Ware, PhD
The Future of Work...unlimited
Walnut Creek, California

December 15, 2016
Meet the Speaker

[Image of a man in a suit and tie, smiling]

[Image of a book cover titled "Making Meetings Matter"]
Goals for Today

1. Understand what a strategic conversation looks like
2. Identify the challenges of orchestrating strategic conversations
3. Describe two successful approaches for engaging the C-Suite
We Have a Systemic Problem

The Life of a Building

The Pace of Change
What is Strategy?
What is Strategy?

(1) the creation of a unique and valuable position, involving a different set of activities... [different from what competitors are doing].
What is Strategy?

(2) [including] choosing what not to do...
(3) ... [and] creating “fit” among a company’s activities.
Southwest Airlines’ Activity System

From “What is Strategy?’ by Michael Porter, 
A Strategic Conversation is About...

1. the creation of a unique and valuable position, involving a different set of activities...
   [different from what competitors are doing].

2. [including] choosing what not to do. . . .

3. ... [and] creating “fit” among a company’s activities.
A Strategic *Real Estate* Conversation is About...
The Bottom Line

What is the *Facilities/Real Estate* function doing to strengthen the *company’s* strategic positioning with customers, with employees (and prospective employees), and with the communities where we are located or want to do business?
What Makes a Good Conversation?
Executive Conversations...
Take Charge of Your Future

DESIGNING EXTRAORDINARY CONVERSATIONS
Scenario Planning: From Predictions to Possibilities
Scenario Planning: From Predictions to Possibilities

Stories...

about alternative futures

that are equally possible

today
What do we not know about tomorrow that, if we knew today, would enable us to take charge of tomorrow?
Scenario Planning: Three Questions That Matter

2. What are the two most critical uncertainties we face today?
Scenario Planning: Three Questions That Matter

Four Possible Futures:

- High/Low
- High/High
- Low/Low
- Low/High
Scenario Planning: Three Questions That Matter

3

What will the world be like in those four possible futures?
Four Scenarios: Outlook for Property Values

Urban Population Growth

Growth in Driverless Vehicles

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<th>High</th>
<th>Moderate Growth</th>
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<tr>
<td>Low</td>
<td>Flat</td>
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Significant Increases

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Create Compelling Stories
Questions? Comments?
Future Search

Four Principles:

1. Engage the whole system
2. Explore the whole elephant
3. Focus on common ground
4. Encourage self-management and accountability
Engage the whole system
Explore the Whole Elephant
Focus on
Common
Ground
Encourage Self-Management

Who Is Accountable?
Revisit your original vision
What is good about what you have today?
Write a letter to the 2020 Board of Directors
Time’s Association of the Year in 2020
What has to change?
What is the pathway for getting there?
Questions? Comments?
Final Reflections...
Shameless Self-Promotion:
*Excellent Holiday Reading!*

Chapter 7:

“Designing and Leading Extraordinary Meetings”

At Amazon: [http://amzn.to/1QVsVMM](http://amzn.to/1QVsVMM)

iBooks: [http://apple.co/21EW3Q2](http://apple.co/21EW3Q2)
Take Charge of Tomorrow – Today!

Schedule a free 20-minute telephone consultation with me about your own C-Suite conversations.

Conduct a one-day Discovery Forum to launch a conversation about the challenges and opportunities that real estate and facilities presyour organization.
Keep in Touch

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REAL Tracks at both events!

- Las Vegas sessions:
  - Data Management Requirements for FASB and IFRS
  - Crafting Alliances: Rethinking Our Approach to Enabling Better CEO Decisions in Place and Technology
  - What the Heck is a Chartered Surveyor, and Why Should You Care?
  - A Great Marriage: Process Improvement and Technology for Superior Results on Construction Projects

- Toronto sessions:
  - Real Estate: What’s Hot and What’s Not – Current & Future Perspectives from North America and Across the Globe
  - Crafting Alliances: Rethinking Our Approach to Enabling Better CEO Decisions in Place and Technology
  - Real Estate 2030: A Workshop in Transformative Future Thinking for the Profession
  - The Real Estate Paradox: Options and Investments
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<td>Public Private Partnerships – What CRE/FMs Should Know</td>
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<td>February</td>
<td>RICS Future Trends Report</td>
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<td>March</td>
<td>Shared Economy - Impact on Real Estate and Workplace</td>
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<td>April</td>
<td>Smart Contracts, Blockchain, and Real Estate</td>
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Best Wishes for the Holidays!