



- The Haka –
What's Coming?

Passing Back to Move Forward: Rugby Lessons in Leading Hospital Facilities Teams

Panel Discussion

- Bobby Baird , FASHE, CHFM, CHSP, CHC - UF Health
- Jordan Smith MBA, CHFM, CHC, CHE, AdventHealth

West FL

- Tony Echazabel R.A., CHFM, CHSP , Cleveland Clinic

Florida Market

Why Rugby? Why Now?



RUGBY = TRUST,
DISCIPLINE, TEAMWORK



YOU CAN ONLY PASS
BACKWARD—BUT THE
TEAM MOVES FORWARD



MECHANICAL
LEADERSHIP REQUIRES
THE SAME MINDSET

Meet the Moderator



Candice Bradley
*Envinity – Building Energy
Solutions (BES)*
Director of Business
Development + Marketing

Meet the Panelists



Bobby Baird FASHE, CHFM,
CHSP, CHC
UFHealth
Director of Facilities
Operations



Jordan Smith MBA, CHFM,
CHC, CHE
AdventHealth Riverview
VP & Chief Operating Officer



Tony Echazabel R.A., CHFM,
CHSP
*Cleveland Clinic Florida
Market*
Sr. Director, Building + Design
Operations

“What leadership means to me in your seat” – 1 line each



Understanding the Scrum

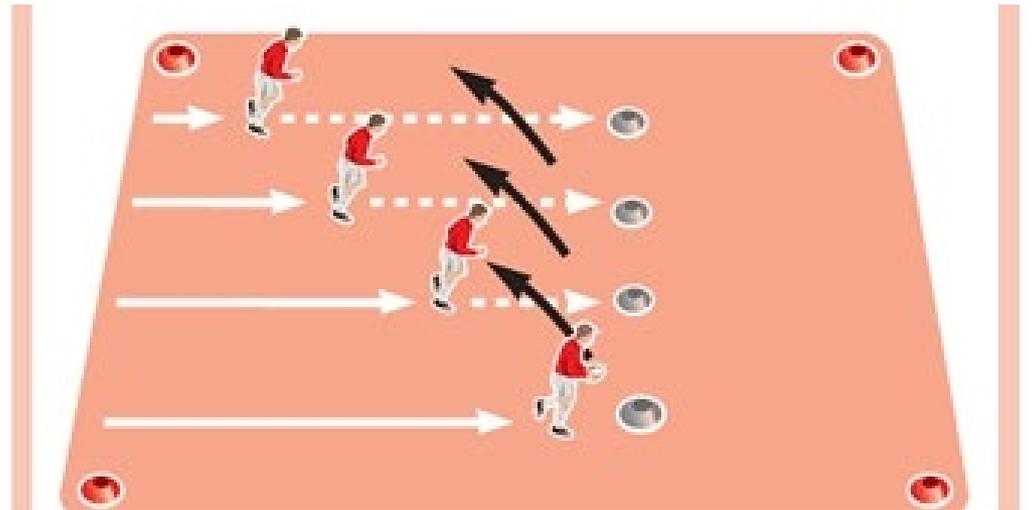
- Scrum = Cross-functional unity in rugby and facilities
- HVAC, Electrical, Controls, Boilers: All interdependent
- **Panelist Question: How are you encouraging collaboration and/or meaningful coordination across trades?**

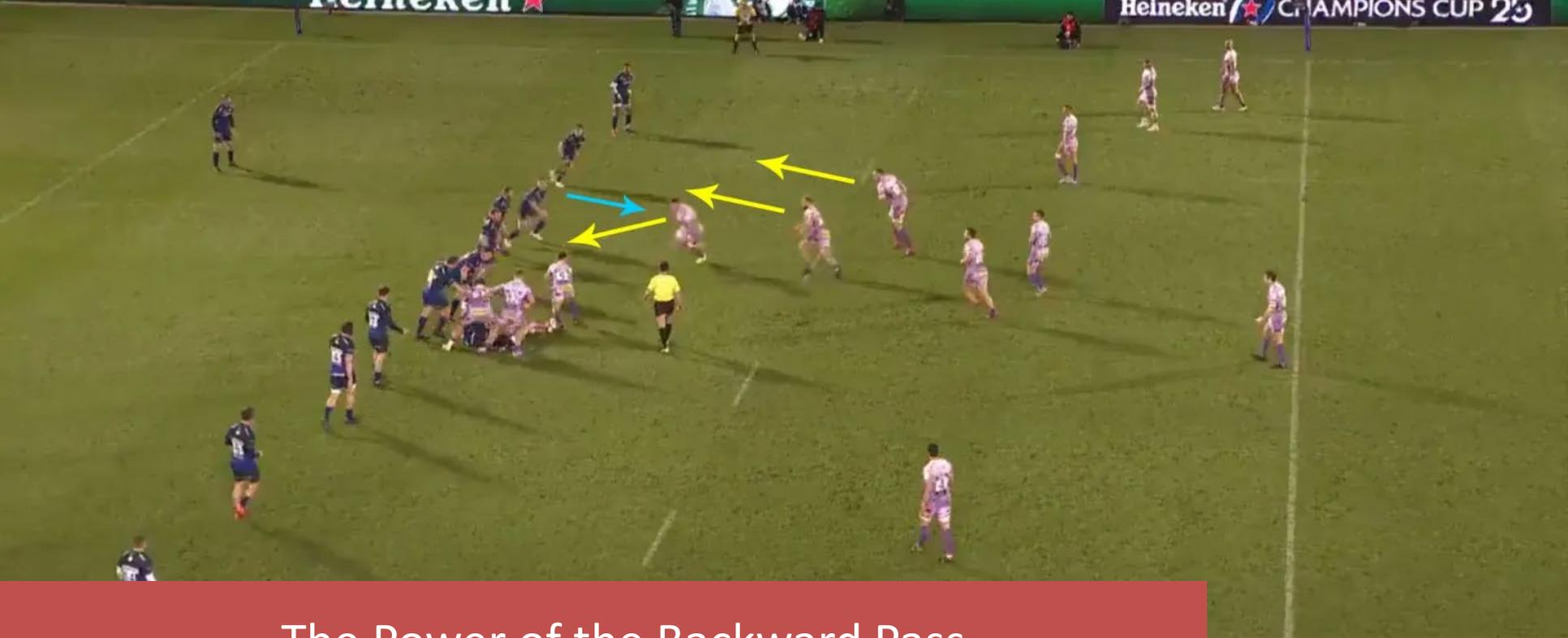
The Power of the Backward Pass

Leadership = Passing opportunity to others

Create space for emerging leaders to step up

**Panel Example:
Leadership handoff
success story**





The Power of the Backward Pass

- **Bonus Question: Describe a time when someone on your team with less experience or a lower title taught you something**

Tackling the Talent Gap



RETIREMENTS &
PIPELINE
SHORTAGES



USE
APPRENTICESHIP
AND COACHING



PANEL Q1: CAN YOU SHARE AN
EXAMPLE OF A PREVIOUS OR
CURRENT LEADER THAT HAD AN
IMPACT ON YOUR LEADERSHIP
STYLE OR CAREER GROWTH?

PANEL Q2: HOW DOES THAT
IMPACT YOUR TEAM STRATEGY
NOW?



Training Through Trust



Micromanagement kills
initiative

Psychological safety
enables growth

Panel Q: What does
trust look like on your
team? How do you
know if you trust
someone?

Staying Match Fit

Conditioning = Ongoing development

Train technical + leadership skills

- Panel Q: Everybody is here for a reason. Describe a specific time where education like this benefitted you and/or your team.

Playbook for Leaders

- Trust is the foundation
- Pass backward to move forward
- Develop your bench
- Coach more, control less
- Never stop conditioning the team
- Learn the signs – communication is key

Open Panel Q&A

Starter: What's the hardest leadership lesson you had to learn?

- Audience questions



- The Haka – What will you rally?

Final
Whistle:
Take It
Back to
the
Facility

1 takeaway from
each panelist

What's your HAKA:
Who will you pass
back to this month?