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# FMJ



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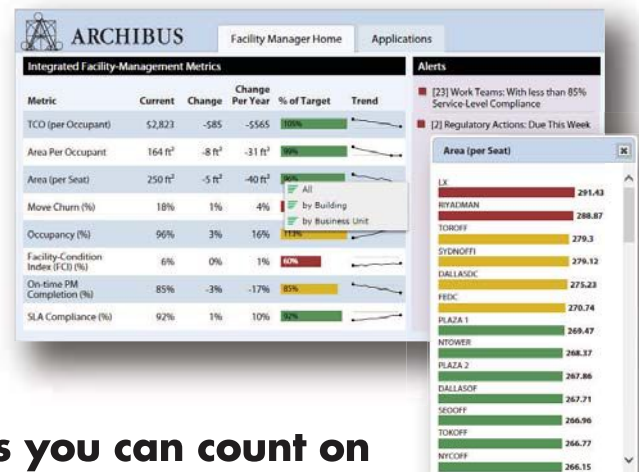


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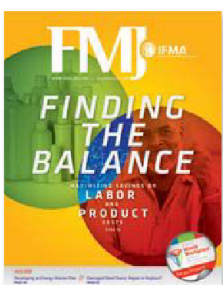
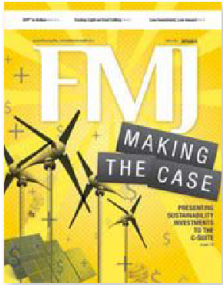
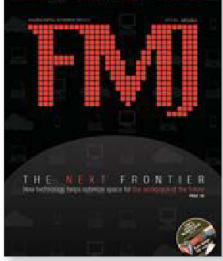
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**BEHIND THE COVER:** *The large market of young professionals represents many new facets of opportunity, change and innovation – like the numerous angles and colors on this issue's cover. But their impressive resumes can be daunting when attracting new hires. Find out how to maximize your resources while bringing in young blood.*



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### ABOUT IFMA

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## THIS ISSUE

*The online version of the publication includes interactive resources.*

- **RESEARCH REPORT:** “The Future of Facility Management: Attracting Millennial Talent” to accompany “Tapping the Millennial Talent Pool” (p. 20)
- **VIDEO:** “How to be an Innovative Leader: A Jam Session with Stanford Faculty” to accompany “Building Successful Leaders with a Culture of Innovation” (p. 26)
- **BLOG POST:** “Facility Managers Develop Workplace Strategy Around Style and Culture” to accompany “Home on the Range” (p. 42)
- **ARTICLE:** “Five Major Differences Between Tactical and Strategic Intelligence” to accompany “Leadership Development” (p. 56)
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# EDITOR'S COLUMN

**ANDREA SANCHEZ**  
Editor-in-Chief  
Facility Management Journal



## “BEING POSITIVE IN A NEGATIVE SITUATION IS NOT NAÏVE, IT'S LEADERSHIP.” - AUTHOR UNKNOWN

Over the past year I moved to the other side of the world and back, adapted to a new culture, transitioned to working as a 100 percent remote employee, changed my work hours to the night shift in order to continue engagement with my U.S.-based colleagues, and worked on projects that required skillsets I didn't know I had. One could say that my comfort zone was redefined.

Despite all of the above challenges, I would not change a thing.

Life has a unique way of leading you to where you're meant to be. It is up to us to recognize these moments of opportunity — instances that allow us to broaden our minds and reveal hidden aspirations.

### Leadership inspiration is all around us

I have been a learning enthusiast since childhood, with my passion revolving around people and, more specifically, leadership. With limited availability to connect with colleagues while living in Baku, Azerbaijan, I turned to social media to fill that void.

I quickly discovered a wealth of information in Twitter leadership chats that enabled me to continue my networking and knowledge sharing. Led by coach, speaker and trainer Kate Nasser (@KateNasser), my favorite by far is the #peopleskills chat — addressing topics on leadership development, coworker interactions and change management. The participants (who I now call my friends) have broadened my vision of what it means to be a leader.

To be a leader is not to have all the answers. A true leader empathizes, yet is able to see beyond obstacles. A true leader is human, yet finds strengths in challenges. You don't need a fancy title to be a leader — you just need to believe in yourself and, most importantly, in others.

### Join IFMA and help shape the profession's future

As the FM thought leader, IFMA continually works to enhance the engagement and learning opportunities available to help you to excel in your field and promote the facility management profession (see page 32). This issue's feature focuses on how to tap into the millennial talent pool (page 20), our successors in magnifying the profession. The IFMA Foundation also continues to make great strides in promoting FM as a career choice through innovative initiatives that include students participating in real-world experiences (see page 137 in the FMJ Extended section) and molding them to becoming the top FM leaders of tomorrow.

Speaking of great leaders, I would like to wrap up by saying thank you, congratulations and farewell to my mentor, friend and past IFMA Chief Operating Officer Mike Moss as he moves on the next exciting chapter in his life (more highlights on page 60). Not only has he led IFMA to new heights over the past three and a half years, but he has been instrumental in my own leadership journey — making me become aware of strengths and talents I didn't know I had.

It is never too late to take the reins of your future and lead yourself to success. The choice is yours: will you let life happen to you or will you happen to life?

Don't let anyone or any circumstance deter you from your potential.

See you soon at the World Workplace Conference and Expo in New Orleans!

Until next issue,

*Andrea*

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# HOW DO GREAT LEADERS INSPIRE?

To answer this question we may think of historical political figures, heads of state, great military leaders or look to charismatic CEOs of Fortune 100 companies. Some may even consider the actions of legendary coaches of championship sports teams. While there is no question we can find many examples of great and inspirational leaders there, the answers may also be a little closer to home.

In fact, we may need to look no further than our own IFMA Fellows, chapter and council leaders, as well as many dedicated volunteers. I recently had the honor to participate in the final selection of this year's class of new IFMA Fellows. In reviewing the collective impact that IFMA's new fellows Alana Dunoff, John McGee and Melissa van Hagan have made to the FM profession and on thousands of IFMA members, it is impossible not to be inspired. Our congratulations to each of them as they join an exclusive group of highly respected industry leaders.

The commonality of great leaders is that they have tremendous vision and passion to change their environment in positive ways. They are thought leaders. They not only embrace change but drive it and seem to stand apart by thinking a little bit differently than the rest.

I remember a wonderful Ted Talk by Simon Sinek during which he described the concept of thinking from the inside out. He opined that while most people talk about what they do and how they do it, great leaders first focus on why they do what they do.

### **Ignite your passion**

For those who have the opportunity to experience World Workplace in New Orleans, you will undoubtedly hear leaders in our industry share best practices and their passion for why we should embrace changes in the workplace. In addition to presentations about how great leaders tackle tough challenges, there will be sessions related to the workplace as an experience,

reshaping the workplace, making mobility work, emotional intelligence in transforming the workplace, healthy workplaces, organizational performance and fluidity in the workplace. These are just some examples in one of the 14 competency tracks covered at this year's World Workplace.

### **Leadership and FM**

This issue of FMJ also focuses on leadership skills/best practices, the aging and mobile workforce and alternative workplaces. Today, space planning and management is not about CAD drawings, but leadership. It is about implementing innovative practices in optimizing the use of space in today's dynamic work environment to best serve organizations.

Leadership in workplace and facility management is about taking the mindset of the owner, aligning facilities services with the mission, integrating across service lines and innovating to improve overall performance.

In my opinion, it is not simply about how we fix things, how we react to customer demands or even what we do in managing security services, workspaces, custodial services and building HVAC maintenance. It is about what we believe in and why we do what we do as FMs.

As facility management professionals, we believe in providing services that improve the quality of life, optimizing workplaces to enhance corporate performance and in protecting buildings, infrastructure, and our natural resources for current and future generations. We are in business to ensure that millions of facilities are operated, maintained and repaired in a productive and sustainable manner, to optimally perform, and help our stakeholders successfully achieve their organization's mission.

I believe we do this by providing innovative, experience-based, quality professional facilities services.

Regards,

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# PRESIDENT'S COLUMN

**TONY KEANE, CAE**  
President and Chief Executive Officer



It's September, which means another summer or winter is coming to an end. I hope that you were able to use the season to its fullest!

## Future leaders

I recently had the opportunity to talk to fourth-grade students at a U.S. elementary school. These 9- and 10-year-olds were a bright bunch of kids. Many of them had some idea of what their future profession might be, and I encouraged those who didn't to always have goals. I also talked to them about facility management. As expected, they didn't know that the profession existed. What amazed me, though, was how fast they absorbed and accepted it. Unfortunately, I didn't have any immediate converts, but who knows — the seed was planted.

My other observation about this class of children was how well traveled they were. Many of them had been to or were from different parts of Africa or India. Many of them had traveled to Europe. This was not a special class or school; it was a very typical school in a low- to mid-income level community.

We have heard many times how the children of today are the leaders of tomorrow. These children already have experienced more of the world than I had at that age. They are also using computers and tablets for their homework and in-class instruction. So how can the facility management profession attract a percentage of these worldly, tech-savvy youngsters?

There is a simple answer to this question and it starts with each one of us. What will you do to help lead today's youth to a rewarding profession in FM? There are many leadership opportunities for you to help this cause:

- Suggest that your chapter become more involved with local schools to talk and share about FM.
- The IFMA Foundation has scholarships but always has room for more. Encourage fundraising within your chapter, community or council to establish a new or bigger scholarship program.
- Take the initiative to reach out to a local school and offer yourself as a resource.
- Reach out to local community colleges and encourage them to consider offering an FM degree program and seeking accreditation by the IFMA Foundation.

These are just some ideas and I am sure that you can come up with many more. The important aspect is to take charge, be a leader and advocate for FM in your sphere of influence.

## Extending thanks

I would like to take this opportunity to thank Mike Moss, IFMA's former COO, for his dedication and the contributions he made to IFMA during his tenure. His last day at IFMA was Aug. 31 due to a wonderful opportunity for him to become president of the Society for College and University Planners in Ann Arbor, Michigan. He has been a great colleague and we wish him well in his new endeavor.

I would also like to thank all those who attended this year's Advocacy Day and Public Policy Forum in Washington, D.C. in July. The IFMA members in attendance represented the profession extremely well. Our next public policy event will be with our EU Coalition in Brussels on Oct. 14. This will be followed by our European IFMA Chapter Leadership program on Oct. 15, also in Brussels.

## Join us in New Orleans

And now, the best for last: it is time for World Workplace! I look forward to seeing you in New Orleans on Sept. 17-19. Even if you haven't yet registered, we invite you to join us at the Ernest N. Morial Convention Center, where we will be happy to accommodate on-site registrations. This annual event will help you with your leadership skills, solutions, education, networking and making new friends. It is a busy, action-packed week that will leave you exhausted by Saturday (but in a good way).

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## IFMA, RLE Technologies release study on emergency preparedness/business continuity planning

The International Facility Management Association (IFMA) and RLE Technologies released a report in August on facility management perspectives on emergency preparedness and business continuity in North America. The report, “High Stakes Business: People, Property and Services,” which draws on data gathered at multiple IFMA emergency planning and business continuity research forums and the IFMA 2014 Business Continuity Survey, makes a strong business case for the importance of practicing emergency preparedness/business continuity planning, and provides a step-by-step guide to do so effectively.

“When people think of business emergency preparedness plans, they tend to imagine massive newsworthy catastrophes like hurricanes, floods, earthquakes, tornadoes, bombings and shootings,” said Tony Keane, president and CEO of IFMA. “These events are certainly significant in their scope, but for most organizations the bulk of business interruption risk actually comes from more mundane threats like a leaking or bursting pipe, an internet access outage or a power outage caused by an external event. The difference between bouncing back with minimal disruption or costly, long-term damage is often the plan that was in place long before the disaster occurred.”

The full IFMA/RLE Technologies report, available online, found that nearly one in five (19 percent) of surveyed organizations did not have an up-to-date emergency preparedness/business continuity plan. This figure is only more shocking considering the catastrophically high cost that unforeseen emergencies can incur — including the possibility of total business failure. The study suggests that the 81 percent of organizations with an up-to-date plan are “not only able to handle identified risks, but they are also

“EMERGENCY PREPAREDNESS AND BUSINESS CONTINUITY IS AN ORGANIZATION’S LIFELINE. WITHOUT IT, A SUCCESSFUL COMPANY CAN COLLAPSE IN A HEARTBEAT.”

– MARK SEKULA, IFMA FELLOW, CFM, FMP, LEED AP AND PRESIDENT OF FACILITY FUTURES INC.

more resilient when recovering from unplanned events.”

“Emergency preparedness and business continuity is an organization’s lifeline,” said Mark Sekula, IFMA Fellow, CFM, FMP, LEED AP and president of Facility Futures Inc. “Without it, a successful company can collapse in a heartbeat.” Sekula moderated the 2014 Research Forum on Emergency Planning and Business Continuity.

The study makes a compelling case for elevating the role of facility management professional as a strategic partner as organizations and facilities gain complexity. For businesses developing or updating their emergency preparedness/business continuity plans, there are 10 areas that must be considered. An FM professional plays a significant role throughout this process.

- **Define roles** – Determine who is responsible for the formation and execution of the plan. This is often a role assumed by a facility management professional and/or a facility management team.
- **Define mission-critical functions** – Prioritize functions so you can determine which to dedicate resources to protecting and which to address first in the case of a failure.
- **Define risks** – Assess vulnerabilities, especially to mission-critical functions, and determine their likelihood.
- **Calculate costs** – Estimate the

cost of downtime as well as the cost of preparation and planning.

- **Monitor** – Utilize manpower and technology to catch disasters before they occur.
- **Communicate** – Make sure your post-emergency communications plan is resilient.
- **Test** – Ensure the elements of your plan are in good working order.
- **Practice** – When possible, conduct live drills and tabletop exercises.
- **Adapt and adjust** – A plan should be organic, not something you write and file. Make regular adjustments based on testing, practice and changing situations and priorities.
- **Crowd source** – Develop a network of strategic partners and facility management professionals to whom you can go for advice when disaster strikes.

Each of these aspects is explored in much greater detail in the full report complete with survey results which is available online at <http://ifma.org/marketplace/store/product-view/high-stakes-business-people-property-and-services>. The price is US\$90 for IFMA members and US\$180 for non-members.

“Every organization from 10 to 10,000 or more employees needs to consider what can and will happen when threats to uptime arise,” said Nick Bettis, director of marketing for RLE Technologies. “Far too many organizational leaders think it will never happen to them. They are wrong.”

# Trimble acquires Manhattan Software to expand role in facilities and real estate management

Trimble (NASDAQ: TRMB) announced on Aug. 19 that it has acquired privately held Manhattan Software, a leader in real estate and facility management software and IFMA Corporate Sustaining Partner headquartered in London. The acquisition extends its Trimble Buildings' portfolio of design-build-operate (DBO) solutions by providing building owners, facilities and real estate managers with integrated, end-to-end property, asset and facilities management systems. Financial terms were not disclosed.

The combination of Manhattan's software with Trimble's broad technology portfolio in positioning, building information modeling, analytics and visualization accelerates Trimble's ability to deliver total life cycle solutions that will allow owners and facilities managers to access data captured during the building planning, design, construction and renovation phases, thereby providing deeper insight, better operating decisions and better asset performance.

Manhattan Software provides on-premises and software-as-a-service solutions, including:

- Manhattan Integrated Workplace Management System (IWMS) provides an enterprise solution for planning and managing any organization's real estate portfolio of buildings and assets. The deep functionality of the Manhattan IWMS is designed for the entire facility life cycle to maximize resource utilization while reducing the total cost of occupancy.
- Manhattan CenterStone Computer-Aided Facilities Management (CAFM) allows facility managers to effectively and efficiently plan and manage their space, facilities, assets, leases, work orders and operations.
- Manhattan Analytics enables clients to derive insight from IWMS and CAFM data to make more effective

“FACILITIES AND REAL ESTATE MANAGEMENT HAS BECOME ONE OF THE MOST STRATEGICALLY IMPORTANT PARTS OF AN ORGANIZATION'S OPERATIONAL STRUCTURE – AND WHERE THE MAJORITY OF THE COSTS RESIDE FOR BUILDING OWNERS AND OCCUPANTS.”

– **BRYN FOSBURGH, VICE PRESIDENT RESPONSIBLE FOR TRIMBLE'S CONSTRUCTION TECHNOLOGY DIVISIONS**

decisions to optimize their real estate portfolios. By blending data with scientific methodology, Manhattan Analytics provides a comprehensive view of space utilization, capacity, square footage, lease expirations and total cost of operations across clients' real estate and facilities portfolios, and enables all opt-in clients to benchmark against a database of peer organizations in real time on an aggregated level.

- Manhattan Space Scheduling provides a scalable end-to-end solution for booking and managing meeting space and flexible desk space, through to meeting and greeting visitors, coordinating catering deliveries and arranging complex video conferences.
- Manhattan Capital Asset Planning enables clients to measure past, present and future performance, and makes evidence-based decisions to optimize the use and management of assets in line with long-term corporate objectives.

“Facilities and real estate management has become one of the most strategically important parts of an organization's operational structure — and where the majority of the costs reside for building owners and occupants,” said Bryn Fosburgh, vice president responsible

for Trimble's Construction Technology Divisions. “Trimble's focus is to transform the workplace of the future by providing holistic tools to property owners, occupiers and managers to drive agility, efficiency and insight across the life cycle from planning and design, through transactions, building occupancy and operations. Our acquisition of Manhattan Software will enable customers to leverage the data and intelligence gained through construction and renovation workflows, and to achieve benefits that endure throughout the full operational life cycle of buildings.”

“Buildings are by nature spatial, making it essential for owners to visualize their usage, performance and costs,” said Steve Vatisdis, founder of Manhattan Software. “By combining Manhattan's leading IWMS and CAFM solutions with Trimble's depth of spatial and modeling technologies — including BIM, scanning, mobility and more — we are excited about our ability to redefine the future of workplace management innovation.”

With locations in 35 countries and more than 7,200 employees dedicated to providing solutions that make workers more productive, Trimble is well positioned to leverage its global footprint to expand and support Manhattan's growing client base. Manhattan Software will be reported in Trimble's Engineering and Construction Segment.

## ISS named world's best outsourcing services provider

For the second year in a row, ISS Facility Services, Inc., a leading global facility services provider and gold-level IFMA Corporate Sustaining Partner, has been ranked number one on the International Association of Outsourcing Professionals (IAOP) annual list of the world's best outsourcing service providers — The Global Outsourcing 100.

ISS successfully defended its ranking in competition with other global outsourcing companies such as Accenture, Johnson Controls, CBRE, Capgemini and Aramark. The entire list of rankings was published in a special edition of the Fortune 500 magazine.

“What was very obvious in reviewing ISS’ application was that they have made a tremendous investment in the areas that we evaluate, and they really hit it out of the ballpark in terms of demonstrating

that they are the best in the world in all of the criteria,” said Michael Corbett, IAOP Chairman.

The international specialist jury assessed the participants on a number of parameters. ISS received highest possible scores from all jury members on these parameters: size and growth, customer references, organizational competencies and management capabilities.

Jeff Gravenhorst, Group CEO at ISS, points to his 529,199 colleagues as ISS’ key factor for success: “I am so proud of my colleagues throughout the world. It is their appreciation and understanding of how our services help our customers’ businesses, coupled with their strong engagement in delivering those quality services day after day, that make our customers happy and satisfied,” he said.

In addition to achieving the top ranking, ISS was delighted to receive a number of “sub-list honors” such as “Leaders in Overall Revenue,” “Leaders in Number of Centers Worldwide,” and “CSR in Outsourcing.”

At a time when there is a growing need to outsource, independent assessments and rankings of outsourcing providers and advisors “have become invaluable reference tools to help companies research service providers,” said Debi Hamill, CEO of IAOP.

“With developing economies expected to see high growth and the global economy accelerating in 2014, choosing the right outsourcing partners will be more important than ever,” Corbett added.

The IAOP jury panel included independent researchers from universities and business schools as well as industry and customer representatives.

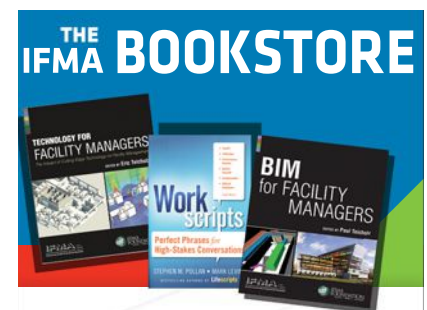
## Call for presentations for IFMA Facility Fusion events in 2015

The International Facility Management Association invites industry professionals to share their knowledge and business expertise as presenters at one of two Facility Fusion events in 2015.

IFMA’s Facility Fusion is a dynamic educational event that provides a powerful opportunity for facility managers to network with like-minded professionals and develop innovative FM solutions. The Facility Fusion Canada 2015 Conference and Expo will be held at the Sheraton Wall Centre in Vancouver, British Columbia on March 10-11, 2015. Facility Fusion will come to the U.S. the following month, where it will be held at the Rosen Shingle Creek in Orlando, Florida from April 21-23. Both events are currently accepting proposals for educational sessions during the open call for presentations, which will close at 11:59 p.m. CDT on Friday, Sept. 26, 2014.

Facility Fusion welcomes presentation submittals from professionals in both the public and private sectors. Educators, topic experts, authors, students, practitioners and IFMA members will unite with exhibitors, sponsors, government representatives and members of partnering organizations to explore solutions and share notes, ideas, experiences and lessons learned. In addition to five topic track areas, sessions will be categorized by levels of learning, allowing attendees to plan an educational program based on their unique needs. All submitters will be notified of their final selection status via email within six to eight weeks of the call closing date.

Learn more about submitting a session for review and consideration by the Facility Fusion program committee at [facilityfusion.ifma.org](http://facilityfusion.ifma.org).



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The Future of Facility  
Management: Attracting  
Millennial Talent

# TAPPING THE MILLENNIAL TALENT POOL





BY CHRIS PESEK

As Baby Boomers begin to retire, many companies are looking for new facility management talent to replace departing workers – while also striving to increase the technological expertise of the workforce as a whole. A new pool of talent is emerging from values-driven, technology-savvy millennials – but many organizations are not yet equipped to tap into this rich talent source. The good news is that all companies should be able to connect with this generation eager for the benefits a career in facility management has to offer.

A better understanding of millennials, along with new recruitment and management strategies, is required to refill the talent well and successfully recruit these eager and technically adept workers. Concurrently, companies can benefit from IFMA and the IFMA Foundation's efforts to help millennials better understand facility management and view this field as one offering a rewarding career path with plentiful opportunities.

#### **An industry at a crossroads**

The demand for facility management workers far exceeds supply, creating a pronounced talent gap which will only worsen in the years to come. Facing this looming challenge, the facility management industry needs proactive strategies to educate millennials about the advantages of the field. Currently, few millennials can even begin to define facility management, let alone realize its potential to match their

values, skills and goals, according to a new JLL research report, *The Future of Facility Management: Attracting Millennial Talent*.<sup>1</sup>

While the population of workers in the United States is aging across the board, this trend is particularly pronounced in the facility management industry where the average worker is 49 years old — a full six years older than the nation's general working population average of 43. Clearly, the facility management sector will be exceptionally challenged to replace its aging workforce.

By the end of 2014, millennials are expected to account for 47 percent of the U.S. workforce. However, of this fast-growing group, a miniscule one percent currently plan to pursue facility management as a career, according to *The Future of Facility Management*. Why the low turnout? JLL's research shows that many millennials simply have not been exposed to the work of facility management, a behind-the-scenes field that does not attract the public's attention the way that other industries do.

The sector is further hampered by persistent misconceptions about millennials. One such myth is that millennials distrust or otherwise

oppose working for large multinational companies. However, JLL's report reveals the reality that just over half of working millennials already are employed by national or multinational corporations.

### Building interest to develop the millennial talent pool

How aware are millennials of the facility management profession? A significant proportion of employed millennials work in science, technology, engineering or math (STEM) fields, using skills transferable to facility management. Yet, only 43 percent have heard of the field, and a paltry nine percent express a clear understanding of it. Of those 30 to 34 years old, 67 percent have at least heard of facility management as a field, while only 25 percent of the 21-to-24-year-olds have. Women, in particular, are missing out, with only 30 percent having heard of the facility management field in contrast to 56 percent of the men.

Among the millennials who are aware that facility management is an industry, fewer know what the work actually entails. When asked what facility managers do, nearly 30 percent simply did not respond to the question. Eighteen percent offered only superficial impressions such as "managing facilities" or simply "managing." Fourteen percent mentioned "daily operations" or "upkeep of a facility," while nine percent said "building or facilities maintenance."

Facility management professionals know that, in reality, the field offers a variety of roles and career paths. Given that 71 percent of millennials say they are open to new career ideas, what can facility management professionals do to create visibility for the field — and therefore a more sustainable future for the industry?

As many IFMA members are aware, the IFMA Foundation is charged with being an advocate for the profession and is already helping to bring new workers into the field through scholarships, university partnerships, educator collaboration, accreditation programs and more. Its accreditation program initiative has created degree opportunities for more

than 800 facility management students at 27 colleges and universities in eight countries, increasing more than 150 percent since 2008.

However, the IFMA Foundation alone — supported by private donations, not IFMA membership fees — cannot solve the industry's talent challenge. Companies must consider how best to ensure the productivity and performance of their real estate assets into the future.

Aside from uncovering the general need to position facility management as a career of choice, The Future of Facility Management reveals several trends that suggest a way forward. The following are strategies for recruiting and retaining the next generation of facility management leaders:

- **Meet them where they are.** Direct contact to help millennials make career decisions is much more effective than waiting for them to voluntarily explore the field. Seventy-six percent of millennials say that internships are their most useful source for choosing a career, which suggests that facility team managers should pursue this avenue more aggressively. Simply providing information on the company website or in a corporate brochure is the least effective approach — only 44 percent of millennials say corporate information is among the most useful sources.
- **Convey the alignment of millennial career values with facility management.** The typical millennial values jobs that offer constant learning opportunities, a clear career path and an enjoyable, rewarding workplace. These are hallmarks of facility management careers that organizations could more effectively convey in their recruitment tools.
- **Communicate the relevance of a facility management career to millennials' own experience.** Though they do not realize it, many millennials already possess the skills they need to begin a successful

career in facility management. Recruitment materials that connect the dots between STEM-related programs and facility management careers can help millennials realize they have hands-on skills and education that is highly relevant in today's technology-driven world of facility management. Additionally, vocational school students who have mastered highly technical skills such as HVAC management can easily transfer their knowledge of systems and machinery operations to pursue new goals in FM.

- **Define a successful career trajectory.** Millennials have positive impressions of several different facility management jobs such as energy manager, sourcing manager and performance manager, as well as roles involving workplace strategy, relationship management and data and analytics. Defining such job roles as steps on a ladder to achievement can inspire millennials who seek a career path with clear advancement milestones.
- **Promote diversity.** Engaging with a diverse talent base will help expand the potential workforce and position the industry for a more sustainable future. JLL's study found that 95 percent of millennials consider working for an organization that embraces diversity "very important" or "extremely important" and 85 percent want to interact with diverse groups of clients and coworkers.

### Thinking beyond recruitment

Harnessing the power of millennials will require most organizations to rethink their FM recruitment strategies. However, recruitment is only the beginning of transitioning millennials into the facility management sector. A new wave of incoming talent entails investment in onboarding, training and education — no small expense, especially as the talent and skills gap worsens. Younger employees may have the qualities and knowledge needed, but they will not have the skills and experience

A NEW POOL OF TALENT IS EMERGING FROM VALUES-DRIVEN, TECHNOLOGY-SAVVY MILLENNIALS.

BY THE END OF 2014, MILLENNIALS ARE EXPECTED TO ACCOUNT FOR

**47 PERCENT**

OF THE U.S. WORKFORCE.

ONLY

**43 PERCENT**

OF WORKING MILLENNIALS HAVE HEARD OF FACILITY MANAGEMENT.

**30 PERCENT**

OF FEMALE MILLENNIALS HAVE HEARD OF THE PROFESSION.

**56 PERCENT**

OF MALE MILLENNIALS HAVE HEARD OF THE PROFESSION.

to fully replace retiring workers without significant training and development.

Since 2009, U.S. companies have spent upwards of US\$461 billion on developing employee talent through learning — and US\$162.2 billion on talent development in 2012 alone — according to the American Society of Training and Development. One Fortune 50 multi-sector conglomerate pours US\$1 billion a year into training and education programs for its employees, while another, a global technology leader, enrolled more than a third of its 33,000 employees in training programs in just one year. As facility management becomes more expensive — costing at least US\$1 trillion annually, according to The Economist — corporations that self-provide their facility management will be hard-pressed to achieve efficiency while addressing the talent challenge.

Facility management outsourcing is one solution for corporations seeking to offset FM talent recruitment and development challenges. One reason is that companies that are not in the business of providing real estate services tend to prioritize talent development for their core businesses rather than for support operations. In contrast, the real estate service providers have, by necessity, an ongoing commitment to recruiting, retaining and developing the facility management talent essential to their businesses. These companies already are engaging with millennials in social media, on college campuses and in other channels.

Working in a professional real estate services company can give members of the millennial generation the career they want: a well-defined work path with career-building experiences and the opportunity to make a difference. A well-organized outsourcing firm can also motivate millennials who want mentorship and career options, alongside opportunities to expand their careers by working on multiple client accounts, whether at home or around the world, and in positions requiring technical expertise, relationship management and more.

Of course, a company may choose to outsource its facility management for reasons other than the talent crisis. Professional real estate service providers can help boost facilities productivity significantly through economies of scale in their service delivery, enhanced by cutting-edge facility management technologies, data-driven decision making and new concepts in workplace productivity.

### Millennials are ready — are you?

For companies facing a retirement wave of facility management professionals, a serious talent gap is taking shape in which the need for workers far exceeds the supply. With the increased sophistication of today's building systems and operations and the growing influence of facilities data analytics, many companies will be challenged to replace retiring Baby Boomers in their facilities departments. Millennials have the potential to thrive in a facility management career, bringing their fearless technology adoption and desire for innovation. The question is, what will be the most effective approach for refilling the well with millennial talent? **FMJ**

### REFERENCE

- Commissioned by JLL in March 2014, The Future of Facility Management: Attracting Millennial Talent is based on an online, independent survey of 200 workers and students in North America born between 1980 and 1998.



**Chris Pesek** is executive vice president and director of integrated facility management for JLL's Americas Corporate Solutions group, where he helps lead a team of 19,500

professionals supporting three billion square feet of corporate real estate facilities in 74 countries.

With 22 years of facility management experience, Pesek has established a reputation for creating innovative programs and reengineering processes to boost organizational performance. Under his leadership, JLL's IFM team delivers innovative, technology-driven solutions that help corporate clients improve the productivity of their people, properties and portfolios, and achieve their business goals. Pesek can be reached at [chris.pesek@am.jll.com](mailto:chris.pesek@am.jll.com).



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How to be an Innovative  
Leader: A Jam Session  
with Stanford Faculty

# BUILDING SUCCESSFUL LEADERS

The background of the entire page is a collage of several light bulbs in various colors: blue, yellow, purple, green, pink, and orange. The bulbs are arranged in a way that they appear to be glowing and overlapping each other, creating a vibrant and dynamic visual effect. The text 'BUILDING SUCCESSFUL LEADERS' is superimposed over this background in a large, bold, black font.

A glowing lightbulb is positioned on the right side of the page, with its filament visible. To the left, a portion of a yellow balloon is visible. The background is white with faint, light-colored circular patterns.

# WITH A CULTURE OF INNOVATION

BY HENRY NUTT

In today's marketplace, companies need strong leaders to stay competitive. This business fact applies as much to the facility management domain as it does to the construction industry. Both sectors face growing demands from customers for new and better ways of doing things. Companies must continually improve their products, processes and people to ensure customer satisfaction. Of those three essential elements, people have the most potential to make a difference, which is why leadership is critical. To establish and maintain a competitive edge, businesses must find and develop future leaders who are able to adapt quickly to changing market dynamics while exceeding customer demands.

Effective leadership is critical to meet constantly evolving client expectations. Customers want innovative yet cost-effective ideas and solutions, and will not hesitate to look elsewhere if their existing partner fails to meet their needs. Companies involved in designing and building or operating and maintaining facilities have a growing need for in-house workforce development training to build skilled professionals who are capable of team leadership and successful job completion.

Individuals and teams who inspire the confidence of customers can be the difference between a short-term project and a long-term relationship. Developing such employees, therefore, is critical for client retention and business expansion. Leadership building cannot begin without the right culture — one that encourages an open exchange of ideas and creative thinking from all levels of staff. These processes are the hallmarks of innovation, and they inspire the kind of culture that leads to the development of successful leaders for the future.

## Is your leadership style outdated?

With customers' growing demand for new approaches to problem solving, the days of relying on a top-down style of leadership have long passed, as the method has proven ineffective and antiquated in building the kind of relationships that today's clients demand. More often than not, the top-down leadership approach produces frustration within teams, particularly among those attempting to complete the day-to-day tasks required to manage a project. Because it provides little room for staff input, a traditional top-down effort can lead to poorly run meetings that produce ineffective



# INDIVIDUALS AND TEAMS WHO INSPIRE THE CONFIDENCE OF CUSTOMERS CAN BE THE DIFFERENCE BETWEEN A SHORT-TERM PROJECT AND A LONG-TERM RELATIONSHIP.

strategies and, inevitably, projects that run themselves into disarray.

When old-school leaders fail to tap into the knowledge and talent of those “closest to the work,” both groups become less able to meet their customers’ expectations. If there is no ability to offer input from the bottom up, there is likely no room for thinking outside of the box. This type of environment precludes innovative ideas and solutions that may directly improve the performance, quality and safety of buildings. The traditional top-down method of leadership creates almost zero value. To move beyond this style of leadership, a company must assess its existing culture and recognize the potential of a culture shift to develop a new breed of leader, in addition to a new path for success.

## Building a culture of innovation

A company’s culture reflects its fundamental beliefs and explains how that company conceives every aspect of its business. It also predicts how a company feels about innovation. The culture within a company ultimately permeates every aspect of small- and large-scale operations, both daily and long-term. Therefore, if a company’s culture fails to truly encourage innovative thinking at all levels, the company is likely foregoing valuable resources — it may be stifling the growth of its best people and becoming less effective as a result.

From a leadership perspective, this means that potential future leaders are being overlooked and deprived of learning opportunities. Their ability to thrive is diminished, and they are unable to make meaningful contributions to the overall performance of their company and to the successful management of their clients’ facilities.

## The components of a culture shift

Does your company embrace the concept of innovation and foster an environment that promotes and cultivates input at all levels? Does your company recognize and champion promising ideas, bringing

them to the table in a way that fosters actual change or, better yet, real improvement? If not, your company may benefit from the implementation of a culture of innovation. If you see an opportunity to increase innovative thinking and develop new leaders, the following steps will help you get started.

A culture of innovation will only build new leaders if several essential components are in place. The following elements are necessary to create a long-term sustainable environment that supports the growth and development of young leaders.

- **Management support.** Without executive support, there is no real basis to sustain a culture of innovation once things become challenging. It is always easier to abandon new methods in favor of old habits when times get tough. Acceptance of and adherence to new policies from management are essential to sustain company changes.

It’s important that management not only supports the concept of innovation, but demands it as a way to maximize value to customers and to ensure the development of strong leaders at every level. In these types of organizations, the company culture fosters continual improvement through direct training, reviews and goal setting with follow-ups to ensure progress. Additionally, promising staff are provided with mentoring and coaching and best practices are established through a lessons-learned approach.

While this process can take years, it results in passionate, company-minded employees who perform their jobs with excellence. The culture not only acknowledges an individual’s role in the company, but also historically advances those people to the next level of growth and performance, thus creating employees who are assets to the company.

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# LEADERSHIP BUILDING CANNOT BEGIN WITHOUT THE RIGHT CULTURE — ONE THAT ENCOURAGES AN OPEN EXCHANGE OF IDEAS AND CREATIVE THINKING FROM ALL LEVELS OF STAFF.

- **A team unsatisfied with the current state.** In order for authentic change to occur, the existing team must believe that the current approach has run its course and that a new direction is required to achieve success. Short-term fixes must be rejected in favor of long-term adjustments that provide a foundation for success. This readiness to change often follows many iterations of trial and error, or occurs due to widespread discontent with existing processes or systems. Although potentially frustrating, this period of discontent spurs change, and can thus be the beginning of great improvement.
- **A willing and egoless team.** Nothing encourages and prepares future leaders more than active contribution. The best ideas are often proposed by one individual, and, with the addition of thoughts from many other minds, can blossom into truly great concepts that hugely impact customers. The origin of an idea, whether it comes from a CEO, a mid-level manager or an intern, should not matter. What does matter is the environment in which such ideas are offered. Specifically, teams and individuals must be open, receptive and willing to share credit for an idea. This will set employees, and by extension whole companies, on a path to real change, where new ideas, leaders and solutions can emerge for the benefit of the company, individuals and, most importantly, customers.
- **Ownership and accountability.** No one team, group or department can become a silo — working together is absolutely necessary. Ultimately, someone must assume responsibility for the execution of the project. This can be an individual or a specific group of team members. However, each task must be accounted for by someone who will advance the project with the end goal in view, regardless of the circumstances.
- **Trust and openness.** A company that creates trust and openness fosters the transparency necessary to encourage new ideas. A culture of innovation empowers employees by letting them know that their opinions are valued. By acknowledging their abilities and fostering their development through affirmations, a company gives its employees a voice and a reason, beyond a paycheck, to come to work each day. There should be no fear of criticism or ridicule for offering a crazy idea, asking a stupid question or arguing a key point. In fact, passionate disagreements will likely happen often, precisely

because they can. Such debates may require two different ideas to be vetted, proven and presented, allowing for the selection of an idea that presents the most value to customers or the lowest cost to the company.

- **Failure.** No one likes to fail or be on a losing team. But without failure, how can you test limits and push boundaries? The key to creating an innovative culture is recognizing the value of failure as an opportunity to learn and grow. According to an old saying, “Nothing beats a failure like a try.” A culture of innovation gives people the confidence to try out new ideas, learn from initial failures, improve upon ideas with newer, better ones and try again. This is a critical step in the development of future leaders.

True leaders don’t give up or find someone else to blame. Instead, they turn a failure into a success. This ability must be developed, and will produce successful leaders with the right attitude and perspective.

There is no real science to building a great culture that will produce the kind of forward-looking, innovative leaders that help make companies successful. Ongoing training is important, as is technology. However, people are a company’s most valuable resource. They alone hold the keys to their respective successes. So before upgrading to a new platform, purchasing different equipment or implementing company changes, ask yourself the following questions: Who are the people who will be using the new technology or applying the new processes? Do they believe in it because management told them to, or did they have an opportunity to actively participate in selection and purchase decision making? If they were a part of the process, then your company may well be on its way to a culture of innovation and building its next generation of leaders. **FMJ**



**Henry Nutt III** began his career in sheet metal trade as an apprentice in 1987. He is now responsible for the sheet metal labor portion of Southland Industries’ Northern California Division. Having served as Division Sheet Metal Superintendent for the past seven years, Nutt has managed up to 150 shop and field employees. He is directly involved with Southland’s lean construction delivery method, which includes division-wide alignment processes and specific training for project managers, shop personnel and field staff.

Nutt is an instructor and frequent participant of the Lean Construction Institute’s quarterly trainings and annual congress seminars. He also teaches and develops related courses for tradespersons in San Jose, California, USA.

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- Strategic Thinking & Planning: Seven Facility Planning Exercises for the "New Normal"
- Workplace Evolutionaries Connect & Learn: Workplace Strategy, Research & Implementation



#### Opening Keynote Speaker Wednesday, Sept. 17

Peter Sheahan, author of "FIIP," shares creative strategies for turning challenge into opportunity, and change into competitive advantage. Gain inspiration for taking the

intelligent risks required to innovate and drive change.



#### Closing Keynote Speakers Friday, Sept. 19

TED Talk-style closing keynotes will give you fresh perspectives on problem solving. Take away solid advice for making positive improvements in your work and personal life.



#### The Expo Wednesday & Thursday, Sept. 17-18

See facility solutions in action! Representing the best in facility and business solutions, World Workplace exhibitors will demonstrate the latest

and greatest FM tools and resources, both on the expo floor and in Solutions Arena sessions.

FM + Strategy x Innovation  
[www.worldworkplace.org](http://www.worldworkplace.org)

# Build your FM know-who—benefit from the best in professional networking.

Special networking events are held throughout the week, starting with the IFMA Foundation Tuesday on Sept. 16, and concluding with IFMA's Awards of Excellence on Friday, Sept. 19.



## 24th Annual Doug Underwood Memorial Golf Tournament Tuesday, Sept. 16 7 a.m. – 2:30 p.m.

Presented by DTZ, IFMA's Utilities Council & the IFMA Foundation

This annual tournament raises funds for student scholarships

and World Workplace travel and attendance expenses for scholarship recipients. Held at the Stonebridge Golf Club of New Orleans, the event will feature an award ceremony where prizes will be presented to: 1st, 2nd & 3rd Place Teams, Longest Drive, Straightest Drive and Longest Putt.

Title sponsor:



## Career Fair Thursday & Friday, Sept. 18-19

**NEW** this year, IFMA will host a job fair at World Workplace! Whether you're interested in an internship, a new position or other career assistance, you can speak directly with representatives from companies seeking FM talent.

## Expo Grand Opening Wednesday, Sept. 17 11:30 a.m. – 4:30 p.m.

Immediately following the opening keynote address, attendees will join the parade that leads to the official opening of the expo. Enjoy the day in a relaxed atmosphere geared toward making the browsing-and-buying experience fun. Join exhibiting companies for games, refreshments and product demonstrations.

Sponsored by **Office DEPOT**

## Welcome Reception Wednesday, Sept. 17 7 p.m. – 10 p.m.

New Orleans' Mardi Gras World is a working warehouse where magnificent floats are created for parades in the U.S. and Canada. Enjoy delicious N'awlins cuisine, sip on a "hurricane" and dive for beads as parade floats pass by. Experience a true Fat Tuesday tradition created exclusively for us.

Sponsored by **CAT**



## Awards of Excellence Luncheon & Banquet Friday, Sept. 19 | Luncheon @ 1:15 p.m.; Banquet @ 6:30 p.m.

IFMA's Awards of Excellence recognize the outstanding achievements of individual members, chapters, councils and partners. Cheer on fellow IFMA members as they're recognized for their achievements. Enjoy fine dining, entertainment, award presentations and opportunities to network with those seated at your table.

Awards Banquet Sponsored by



■ Create your personal schedule online at [www.worldworkplace.org](http://www.worldworkplace.org)

# New this year: Create your World Workplace schedule online.

Create your personalized event schedule and make appointments with exhibitors through the Attendee Service Center.

Get started at [worldworkplace.org](http://worldworkplace.org) > Schedule > Create Your Schedule.

## ■ Program at a Glance

Ernest N. Morial  
Convention Center  
900 Convention Center Blvd.  
New Orleans, La.

Saturday, Sept. 12 - Friday,  
Sept. 19

8 a.m. - 5 p.m.  
IFMA's Fall Symposium

## ■ Monday, Sept. 15

2 p.m. - 5 p.m.  
Satellite Registration  
@ Marriott Downtown

## ■ Tuesday, Sept. 16

7 a.m. - 2:30 p.m.  
24th Annual Doug Underwood  
Memorial Golf Tournament

7 a.m. - 5 p.m.  
Satellite Registration  
@ Marriott Downtown

8 a.m. - 5 p.m.  
On-site Registration

Noon - 5 p.m.  
Master Classes: Deeper Dive  
Sessions 1-3

1 p.m. - 5 p.m.  
Facility Tours

2:30 p.m. - 4 p.m.  
IFMA House of Delegates  
/ Annual Meeting

7 p.m. - 10 p.m.  
IFMA Foundation Celebration

## ■ Wednesday, Sept. 17

7 a.m. - 10 a.m.  
Satellite Registration  
@ Marriott Downtown

7 a.m. - 6 p.m.  
On-site Registration

7:30 a.m. - 10 a.m.  
IFMA Council Meetings

8 a.m. - 9 a.m.  
First-time Attendee Orientation  
& Breakfast

8:30 a.m. - 9:30 a.m.  
FM Expert Panel

9:30 a.m. - 10 a.m.  
FMP Informational Session

9:30 a.m. - 10 a.m.  
Morning Coffee

10 a.m. - 11:30 a.m.  
Welcome & Opening Keynote  
Address

11:30 a.m. - 4:30 p.m.  
Expo Grand Opening

Noon - 2 p.m.  
Lunch in the Expo Hall

1:30 p.m. - 2 p.m.  
CFM Informational Session

2:30 p.m. - 4:30 p.m.  
Speakers' Lounge Open

5:30 p.m. - 6:45 p.m.  
Credentials Reception

7 p.m. - 10 p.m.  
Welcome Reception

## ■ Thursday, Sept. 18

7 a.m. - 4 p.m.  
On-site Registration

7 a.m. - 5 p.m.  
Speakers' Lounge Open

7:30 a.m. - 8 a.m.  
Morning Coffee

8 a.m. - 9 a.m.  
Concurrent Educational Sessions  
1.01-1.12

9 a.m. - 4 p.m.  
Career Fair

9 a.m. - 5 p.m.  
IFMA Council Pavilion

9 a.m. - 9:30 a.m.  
Morning Networking Break

9:30 a.m. - 10:30 a.m.  
Concurrent Educational Sessions  
2.01-2.12

10:30 a.m. - 2:30 p.m.  
Expo Hall Open

11 a.m. - 1 p.m.  
Lunch in the Expo Hall

1 p.m. - 3 p.m.  
ePoster Competition

1:30 p.m. - 2 p.m.  
SFP Informational Session

2:30 p.m. - 3:30 p.m.  
Concurrent Educational Sessions  
3.01-3.12

3:30 p.m. - 4 p.m.  
Afternoon Networking Break

4 p.m. - 5 p.m.  
Concurrent Educational Sessions  
4.01-4.12

6 p.m. - 7 p.m.  
FM Academic Awards Reception

## ■ Friday, Sept. 19

7 a.m. - 3 p.m.  
On-site Registration

7 a.m. - 1 p.m.  
Speakers' Lounge Open

7:30 a.m. - 8 a.m.  
Morning Coffee

8 a.m. - 9 a.m.  
Concurrent Educational Sessions  
5.01-5.12

9 a.m. - 4 p.m.  
Career Fair

9:15 a.m. - 10:15 a.m.  
Concurrent Educational Sessions  
6.01-6.12

10:15 a.m. - 10:30 a.m.  
Morning Networking Break

10:30 a.m. - 11:30 a.m.  
Concurrent Educational Sessions  
7.01-7.12

11:45 a.m. - 12:45 p.m.  
Concurrent Educational Sessions  
8.01-8.12

1:15 p.m. - 2:15 p.m.  
Awards of Excellence Luncheon

2:15 p.m. - 3:15 p.m.  
Closing Keynote Address

6:30 p.m. - 11 p.m.  
Awards of Excellence Banquet

# Strengthen your FM know-how –stay ahead of the curve on forward-thinking FM strategies.

Education is the cornerstone of IFMA's World Workplace. Each session is hand-selected by a committee of knowledgeable practitioners, partners and IFMA staff to ensure the quality and relevance of the content presented.

- Gain proven methods and practices for improving operational efficiency.
- Take away concrete information and action plans for heightening facility performance.
- Discover field-tested strategies for increasing employee productivity through a better work environment.

## Leadership



Focuses on C-suite conversations, needs and expectations.

## Leading & Bleeding Edge



Highlights visionary FM concepts and practices.

## Management Skills



Focuses on soft skills for those who want to perfect their management style.

## Standards & Performance



Highlights best practices from world-class organizations and individuals.

## Session Sub-categories – reflecting facility management competencies, coupled with FM solutions and research:

- Operations & Maintenance
- Real Estate & Property Management
- Human Factors
- Environmental Stewardship & Sustainability
- Project Management
- Leadership & Strategy
- Quality
- Communication
- Technology
- Emergency Preparedness & Business Continuity
- Academic & Research
- FM Solutions

## Session Learning Levels – representing career experience:

- 100 Level: Geared toward new or emerging facility professionals with less than two years of experience.
- 200 Level: Geared toward facility professionals with two to five years of experience. Ideal for credentialed or aspiring FMPs, CFMs and SFPs.
- 300 Level: Geared toward facility professionals with more than five years of experience. Ideal for credentialed or aspiring FMPs, CFMs and SFPs.

Search sessions online at [www.worldworkplace.org](http://www.worldworkplace.org)



Leadership



Management Skills



Performance



Leading & Bleeding Edge

**Environmental Stewardship & Sustainability:** sustainable management of built and natural environments

Sponsored by



**Operations & Maintenance:** building operations and maintenance, occupant services

Sponsored by



**Finance & Business:** strategic plans, budgets, financial analyses, procurement

**Human Factors:** healthful and safe environment, security, employee development

**Real Estate & Property Management:** real estate planning, acquisition, disposition

**Leadership & Strategy:** strategic planning, organize, staff and lead facility functions

1.01	1.02	1.03	1.04	1.05	1.06
<p>Managing the Building Life Cycle With Sustainable Facility Management</p>	<p>In Emergency Response, Great Plans are a Smart Thing</p>	<p>Federal Buildings Personnel Training Act</p>	<p>Pay Me Now or Pay Me a Lot More Later: Get the Budget You Need to Prevent Catastrophes, Not Clean Them Up</p>	<p>Supplier Management &amp; Procurement Strategies for Facility Managers</p>	<p>The Workplace as an Experience</p>
2.01	2.02	2.03	2.04	2.05	2.06
<p>Sustainability Metrics: A Tale of Two Companies</p>	<p>A City Rising From the Sea</p>	<p>Benchmarking: It's Much More Than a Bunch of Numbers!</p>	<p>Download the World Workplace App!</p>	<p>Cost Center to Profit Center: Leadership &amp; Business Management for Facility Managers</p>	<p>How Academic Design Trends are Reshaping the Workplace</p>
3.01	3.02	3.03	3.04	3.05	3.06
<p>Advancing Sustainable Facility Performance with the SFP: Case Studies &amp; Panel Discussion</p>	<p>Making Your Facilities Safer for Your Staff &amp; the Public</p>	<p>Sustain Energy Reductions Through Continuous Commissioning &amp; Occupant Behavior Modification</p>	<p>Innovations in Retail, Restaurant &amp; Corporate Facilities Management</p>	<p>The Art of Telling Your Story</p>	<p>Making Mobility Work</p>
4.01	4.02	4.03	4.04	4.05	4.06
<p>Creating a Successful Sustainability Committee: Case Study &amp; Best Practices</p>	<p>Risk Management &amp; Mitigation Through Strategic Facility Management</p>	<p>IFMA Research: Distributed Work: The Latest Industry Trends &amp; Practices</p>	<p>Re-commit or Re-source? How To Decide if It's Time to Break up With Your Outsource Partner</p>	<p>Straight Talk: Building &amp; Maintaining Your Wealth the Way a Facility Professional Would</p>	<p>Emoticons: Emotional Intelligence in the Transformation of Space &amp; Employee Engagement</p>

- Communication: communication plans and processes for both internal and external stakeholders
- Quality: best practices, process improvements, audits and measurements
- Project Management: oversight and management of all projects and related contracts

- Technology: facility management technology, workplace management systems
- Emergency Preparedness & Business Continuity: emergency and risk management plans, procedures
- Workplace
- FM Solutions

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1.07	1.08	1.09	1.10	1.11	1.12	1.13
<p>10 Value Propositions for Intelligent FMs to Create Intelligent Buildings, Properties, Cities, Nations &amp; Communities</p>	<p>How Great Leaders Tackle Tough Challenges &amp; Come Out on Top</p>	<p>Pumping up your Profession: FM as a Leadership Position</p>	<p>The Future of FM Technology, From the U.S. to Europe</p>	<p>You Know Change Management is Critical, But How Can You Sell it Internally?</p>	<p>How to Migrate Paper-based Processes to an Intelligent Cloud Solution</p>	Academic & Research
2.07	2.08	2.09	2.10	2.11	2.12	2.13
<p>Coveted Operations &amp; Project Manager Positions: You're There, Now How Do You Measure Success?</p>	<p>High Heels &amp; Hard Hats: Women in FM</p>	<p>Managing Human Error: The Leading Cause Behind Workplace Incidents</p>	<p>The Velocity of Workplace Innovation: Smart Buildings, Smart Cities &amp; Infinite Data</p>	<p>It's Not What You Said; It's What You Didn't Say: The Secrets of Body Language</p>	<p>Best Practice: The Business View of Optimizing Service Across the Facilities Portfolio</p>	Academic & Research
3.07	3.08	3.09	3.10	3.11	3.12	3.13
<p>Construction Project Management Deconstructed: How To Be an Influential Team Player</p>	<p>Municipal Facility Management: Case Study on the City of Houston's Strategy &amp; Vision</p>	<p>Wax On Wax Off: Balancing Innovation and Operations in the United Arab Emirates FM Market</p>	<p>Eight BIM 4.0 Case Studies From Around the World</p>	<p>Communicating with Influence to Drive Business Results</p>	<p>Tales of the Unexpected: Perceptions of Excellence Shape Facility Services</p>	Academic & Research
4.07	4.08	4.09	4.10	4.11	4.12	4.13
<p>Global Facility Planning in the Growing Economies: Failure is Not an Option</p>	<p>The Art of Starting at the Bottom &amp; Working Your Way Up</p>	<p>The Science Behind Making Employees Happy in the Workplace</p>	<p>Business Intelligence Isn't What It Used to Be (Thank Goodness!)</p>	<p>Exceeding Expectations by Developing an FM Peer Group</p>	<p>The Code of the Cowboy: Wide Open Spaces &amp; Free-range Thinking Put the Traditional Office Out to Pasture</p>	Academic & Research



Leadership



Management Skills



Performance



Leading & Bleeding Edge

**Environmental Stewardship & Sustainability:** sustainable management of built and natural environments

Sponsored by



**Operations & Maintenance:** building operations and maintenance, occupant services

Sponsored by



**Finance & Business:** strategic plans, budgets, financial analyses, procurement

**Human Factors:** healthful and safe environment, security, employee development

**Real Estate & Property Management:** real estate planning, acquisition, disposition

**Leadership & Strategy:** strategic planning, organize, staff and lead facility functions

5.01	5.02	5.03	5.04	5.05	5.06
<p>Download the World Workplace App.</p>	<p>IFMA Research: Proven Practices in Business</p>	<p>It Makes Sense to Support a Flexible Workforce, So Why the Resistance Toward Implementing an Alternative Workplace Strategy?</p>	<p>CMMS: A Necessary Tool for Today's FM to Drive Business Decisions &amp; Return Value to the Bottom Line</p>	<p>An American in Paris: A Guide to European Real Estate</p>	<p>Moving Beyond Productivity: Shifting the Discussion From Productivity to Organizational Performance</p>
6.01	6.02	6.03	6.04	6.05	6.06
<p>The Future of Refrigerants</p>	<p>Are You Prepared for 2015 Disasters? Part 1</p>	<p>The World of Workplace is Changing: How Companies &amp; Service Providers Approach Workplace Strategy</p>	<p>Prevention Better Than Cure: How To Increase Cost Savings &amp; Productivity With Planned Maintenance</p>	<p>Bonding With Brokerages: Effective Partnering With a Brokerage to Manage Your Real Estate Portfolio</p>	<p>The Dollars &amp; Sense of Healthy Workplaces</p>
7.01	7.02	7.03	7.04	7.05	7.06
<p>Building Enclosure Air Barriers Improve Building Energy Use</p>	<p>Are You Prepared for 2015 Disasters? Panel Discussion Part 2</p>	<p>Military Services Facility Management Practices</p>	<p>Moisture Management in Buildings: What Goes Wrong &amp; How To Get It Right</p>	<p>Blessed Are the Placemakers, For They Shall Inherit the Real Estate Market</p>	<p>Future Proofing: Are Your Workplace Program Metrics in Order?</p>
8.01	8.02	8.03	8.04	8.05	8.06
<p>Advance to Green: Driving Behavioral Change in Environmental Sustainability</p>	<p>Risk Mitigation &amp; Critical Operations</p>	<p>A Deliberated Talent Management Approach Toward Developing Future FM Leaders</p>	<p>How To Improve Your Mechanical Systems Maintenance Program</p>	<p>Creating Corporate Value From Excess Space</p>	<p>Bending Boundaries: SAP on a user-designed workplace where fluidity inspires rapid innovation</p>

- Communication: communication plans and processes for both internal and external stakeholders
- Quality: best practices, process improvements, audits and measurements
- Project Management: oversight and management of all projects and related contracts

- Technology: facility management technology, workplace management systems *Sponsored by* 
- Emergency Preparedness & Business Continuity: emergency and risk management plans, procedures
- Workplace
- FM Solutions

5.07	5.08	5.09	5.10	5.12	5.13
 <p>Chess Games: Making All the Right Moves</p>	 <p>Blowing up Bureaucracy: Building a Great Work Culture</p>	 <p>Propelling Productivity: The Power of People &amp; Place</p>	 <p>High-performance Building Design Meets Big Data</p>	 <p>Comparing High-speed, Energy-efficient Hand Dryer Performance: An Analysis of Independent Testing</p>	Academic & Research
6.07	6.08	6.09	6.10	6.12	6.13
 <p>Building Better Projects: The Advantages of Negotiated Construction Contracts</p>	 <p>The Importance of a Strategic Facility Plan: A Real Life Example</p>	 <p>Top Five Ways to Reduce Fall Hazard Risk</p>	 <p>How To Create a Transparent Business Model With Customer-facing Analytics</p>	 <p>Minimizing the Radius of Distraction: A Guide to Speech Privacy Concerns &amp; Sound Masking Systems</p>	Academic & Research
	7.08	7.09	7.10	7.12	7.13
	 <p>Revolutionizing the Future of FM: Utilizing Expertise, Metrics, Simplicity &amp; Value</p>	 <p>How To Develop a Career Management Strategy</p>	 <p>Developing a 3D Building Information Management Practice for FM</p>	 <p>Cut the Cord: Retrofitting Environmental Monitoring Into Your Facility</p>	Academic & Research
	8.08	8.09	8.10	8.12	8.13
	 <p>Running With Scissors: Leading Change is Risky Business</p>	 <p>C-suite Ready: Business Etiquette to Show Them You Belong</p>	 <p>Current Generation Mobile FM Technologies: Leveraging ROI Across Industries</p>	 <p>ISO 55000: Changing the Conversation</p>	Academic & Research

# Expand your FM know-what

—visit with exhibitors Sept. 17-18, in Halls I-J.

Exhibitors as of July 25, 2014

**CSP** IFMA CORPORATE SUSTAINING PARTNER Companies in **BOLD** are IFMA's Corporate Sustaining Partners

2/90 Sign Systems  
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**ARAMARK Facility Services**  
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**ARCHIBUS, Inc.**  
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Building Operating Management  
Building Technology Associates  
Buildings  
CadapultFM  
**Cambridge Sound Management**  
CannonDesign  
CardioReady  
Carrier Rental Systems  
Cat® Rental Power  
CE Maintenance Solutions, LLC  
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Century Sign Builders  
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**COIT Cleaning & Restoration Services**  
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DC Group  
Diama-Shield  
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**DTZ**  
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Graybar  
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Haven Innovation, Inc.  
**HD Supply Facilities Maintenance**  
**Honeywell International**  
IA Interior Architects  
IBM Corporation  
IFMA Foundation  
Indus Systems, Inc.  
Innerface Architectural Signage  
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InPro Corporation  
Institute of Real Estate Management  
Interface  
**Intermatic Inc.**  
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Interstuhl Büromöbel GmbH & Co. KG  
**INVESTA/Antron Carpet Fiber**  
**iOffice, Inc.**  
ISCO Industries  
**ISS Facility Services, Inc.**

ISSA, The Worldwide Cleaning Industry Association  
**Johnson Controls, Inc.**  
Kellogg Brown & Root (KBR)  
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Light Pole Systems  
Link Systems  
LOFTwall  
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Marsden Services  
Master Mfg. Co., Inc.  
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Miracle Method Surface Refinishing  
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MRI Workspeed  
NaceCare Solutions  
National Purchasing Partners  
Natural Choice Corporation  
NEBB  
Nespresso Business Solutions  
Network Services Company  
New Orleans Chapter of IFMA  
Nexstep Commercial Products  
NFS Technology Inc.  
Noble Americas Energy Solutions  
North American Roofing  
Off Duty Services, Inc.  
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Office Moving Alliance, LLC  
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ORR Protection Systems  
**Patcraft**  
Paul Davis National  
**Planon Corporation**  
Polygon  
Powering America (NECA and IBEW)  
PPG Architectural Coatings  
Precision Concrete Cutting  
Prestige Maintenance USA  
PRIDE Industries  
Qube Global Software  
R&K Solutions, Inc.  
R.E. Whittaker Co.  
**REB Storage Systems International**  
REC Solar  
RedVector  
**Rentokil/Ambius**  
Re-Stream  
**RLE Technologies**  
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SALTO Systems

San Jamar  
SaniGLAZE International  
Sanvic, Inc.  
Sapling Company Inc.  
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Sealed Air Diversey Care  
**Securitas Security Services USA**  
Serge Ferrari  
Servpro Industries  
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SKF Maintenance Products  
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**Sodexo Facilities Management**  
Sound Management Group, LLC  
SoundTITE Solutions, Inc.  
SprinkGUARD  
**Staples Advantage**  
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StructureTec Group  
Sunbelt Rentals, Inc.  
Sustainable Modular Management, Inc.  
Swiftspace Inc.  
Synergis Software  
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**TMA Systems LLC**  
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Trane  
Tremco Roofing & Building Maintenance  
TURIS System, LLC  
Tyga-Box Systems, Inc.  
U.S. Department of State  
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**URS Corporation**  
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**Versteel**  
**VFA, Inc.**  
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Water Signal  
West Sanitation Services, Inc.  
Whelan Security  
Wizard Software Solutions  
Yardi Systems  
Zip-Up  
ZOO Fans Inc.

Can't attend the full event? Spend the day with us as an Expo-only attendee. Expo-only registration is free of charge and includes access to the expo hall and Solution Arena sessions and demonstrations. Pre-register online or register on site at the Ernest N. Morial Convention Center, Sept. 17 or 18.

View the Expo Floor Plan at [www.worldworkplace.org](http://www.worldworkplace.org)

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Join us in thanking these leaders in their respective industries for adding to our event's "WOW" factor.

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Expo Prize Card

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### ISCO Industries

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### ISS Facility Services Inc.

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# HOME ON THE RANGE



## THE CHANGING FACE OF FLEXIBLE WORKSPACES

BY ELIZABETH DUKES

**F**acility management professionals are changing the way they get things done. They are riding on the frontline of uncharted terrain, where fast-paced business needs, technical innovation and employee mobility are all converging. This creates a powerful driving force that is leading to a complete re-evaluation of the way companies manage facilities and workspace design. Facility managers are today's "workspace cowboys," corralling innovations such as cloud and mobile computing, Internet-accessible cloud services and consumer tech advances to organize office spaces in bold new ways.

Employee engagement and churn is impacted by where companies locate their physical offices, how they manage their real estate and corporate facilities and how they design their workspaces. The opportunity to spur creativity and higher productivity, therefore, is a key motivator for facility managers. Companies strive to bring out the best in their employees, whether they work remotely, on site or in any combination.

Office space itself is undergoing a dramatic about-face. Companies are adopting newer, more open and flexible workspaces where designs focused on light, space and



**FACILITY MANAGERS ARE RIDING ON THE FRONTLINE OF UNCHARTERED TERRAIN, WHERE FAST-PACED BUSINESS NEEDS, TECHNICAL INNOVATION AND EMPLOYEE MOBILITY ARE ALL CONVERGING.**

connectivity replace traditional floor plans characterized by cell-like cubicles, pre-fabricated walls, poor lighting, inadequate conference rooms and cramped common areas.

Facility managers are charged with implementing facility moves and changes and designing new floor plans that buck old traditions and shake up the status quo. Employees who support these initiatives are typically Internet-savvy, mobile device-driven and enthusiastic about social media. No matter what generation, today's employees expect a certain flexibility of hours, space and location that meets an evolving aesthetic and accommodates mobile productivity needs.

By using an integrated, configurable software-as-a-service (SaaS) solution with modules to address forecasting, floor space utilization, occupancy scenarios and much more, companies can optimize their facility management in a standardized, simple and transparent way. Software that collects, presents and analyzes workspace data in just a few clicks can help simplify the complex facility and process needs of a free-range workforce.

Some employee perspectives, along with tried-and-true teachings that these workspace cowboys have learned along the winding road to flexible workspace achievement, are shared below:

**Sometimes the best way to get people to follow a new trail is to let them lead.** While new software and cloud technology may help facility managers plan and implement different office schemes and manage the accompanying changes, there is a human face to the new flexible workspace, or "flexspace."

Facility managers realize that effective change management programs of a large scale usually require substantial employee input and communication from start to finish. Creating a comfortable, homey feel requires facility managers to accommodate employee needs and account for several considerations. Mobile workers and off-site and on-site employees with varying schedules can accomplish more work in less space. Employees, whether from Fortune 1000 companies or smaller businesses, are benefitting from flexspace designs.

**Employees become more creative, productive and engaged.** At the headquarter offices of a major credit monitoring organization, an executive team seeking to boost employee creativity wondered: "How can we inspire our employees to think about things differently if they are not stimulated in their day-to-day environment?"

As they began to plan a more open, innovation-inspiring environment, the

firm had to reevaluate their current facility that had 64-inch "tall, dark, noise-sucking, light-sucking wood panels." Within this office, employees were tucked into 6- by 8-foot gray box cubicles. Perimeter offices with closed doors outlined the space.

The company began collecting data on current sitting locations and space utilization. They then entered the data into their space management system, their security system and their HR records. Additionally, the company formed and solicited input from employee focus groups on existing problems and potential solutions. Employees submitted ideas for naming conference rooms and helped select furniture. As a result, long-time employees became engaged in the process and overcame their initial resistance to change. Candidates and employees who visited the new offices were impressed with the redesign.

With their flexspace-aided analysis in hand, the company created a new space by dismantling cube walls, adding white reflective light and installing lighter carpets. Perimeter offices with glass fronts and sliding doors permitted light to penetrate beyond the exterior rooms into the interior space. The company also integrated casual seating into the workspace, encouraging people to sit down and mingle.

The firm doubled their number of offices and conference rooms, and placed non-reserve huddle rooms and travel offices on each floor. They added white noise machines to every space, reducing issues with loud or long-winded talkers. The whole new space facilitated impromptu conversation, team collaboration, creativity and productivity.

By actively engaging the workforce and incorporating their suggestions into the design and transformation, the company gained a more efficiently utilized space, heightened employee productivity and a stimulating, empowering environment that fosters creative thinking.

**Employees become more self-serving for the sake of the team.** When two major health care researchers merged in Texas, the additional employees had to fit into the existing space yet still remain productive and cooperative. This necessitated better coordination of office space use.

The facility management team rose to the challenge and integrated the two companies by producing a state-of-the-art headquarters recognized by the whole organization as the best place to meet. Run like a hotel, the new space is efficient, modern and attractive to employees across the company.

One of the keys to success was employee access to a new space management system that facilitated the transformation. "I know my team was a little scared about that. We are going to let everybody enter a service request? Well, yes, we are," commented a lead facility manager. People were very responsible and adaptable, and they quickly used the new tools to request additions, moves and changes, and to book their own meetings. Now, the facility management team answers between 300 and 600 service requests per month. These range from scheduling meetings to changing the location and configuration of the office space.

Employees learned to leverage technology that empowers their own ingenuity and teamwork across widespread locations and amidst the coming and going of remote team members while managing diverse tasks and projects.

**Employees seek out and find their communities in the new workspace.**

The facility managers of a company that serves the travel industry acted as full strategic partners in their organization, rather than behind-the-scenes supporters. They planned and executed a flexible workspace program that was an integral component and key driver of business strategy, and thus pushed the frontiers of their company.

The facility managers at this organization were charged with defining and measuring performance-studied, well-tested approaches, including office "hoteling" (used by service firms with a traveling workforce) and transformable spaces (common in fast-growing start-ups that prize collaboration). The firm

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also engaged external partners with experiences complementary to their own. They added a change management professional to their team to orchestrate the complex process within a very aggressive timeframe. CEO leadership, multifaceted communication and manager-employee participation were all critical to the successful transition. The company found a balance between “what already works” and what must be customized for employees.

To further diversify the flexspace, the company created workspaces for different communities, driving the term “flexible” to new heights. When employees arrive at work, for example, they relocate their file cabinets and laptops to the community with which they need to work that day. In this way, the flexspace builds diverse connections, allowing employees to respond to daily company needs and challenges.

### **Employees use and share more of the workspace, with greater flexibility and openness.**

One of the largest privately held independent oil and natural gas exploration and production companies in the United States rapidly expanded its workforce, but not its workspace. The company’s employee count experienced exponential growth, having doubled in just five years. Employees were tasked to accomplish more with fewer individually dedicated spaces.

Some features of the existing workspace encouraged productivity. One employee noted: “I saw one of our developers working from three different spaces yesterday. I saw him sitting on the couch with his laptop, then he was in the phone room working, and then he was sitting there working at the table next to my desk. That is exactly the flexibility we are trying to provide.”

Flexspace-aided analysis helped this firm decide to retain certain existing features of the space, and introduce some new ones. They added 2-foot clerestory windows to the corridors, making them feel wider, taller and more colorful.

The facility was redesigned to include some collaborative rooms dedicated to teamwork, where the company’s engineers and geologists can break into functional asset teams based on the regions they serve. The rooms are large and include generous perimeter seating space. The inclusion of ample advanced technology also adds value to the company. Employee engagement, productivity and creativity flourished after the refurbishment, enabling the company to meet, and sometimes exceed, its growth plans and bottom line.

### **CEOs and CFOs embrace the results. Support from the top is just as critical as bottom-up employee engagement.**

At many companies, CEOs, CFOs and other top executives appreciate the enhanced employee engagement, creativity, flexibility, productivity and satisfaction in addition to the overall improved communications that result from implementing flexspace transformations. They also value the boost to bottom-line results.

Real estate expenditures typically represent the second-largest component of a company’s cost structure, after human resource costs. As such, real estate is usually a targeted expense when companies want to trim operating costs. Seeking ways to improve the performance of both the people and assets, most facility managers plan important but incremental adjustments.

Sabre Holdings’ workspace, however, did not change incrementally. Its dramatic break from tradition created significant results through a program that cut Sabre Holdings’ corporate real estate footprint in half. The company used a combination of telecommuting, desk sharing, hoteling and workspace redesign to shrink from five buildings, totaling 1.04 million square feet, to two buildings, covering only 470,000 square feet of office space. By creating a flexspace, the company saved US\$10 million in operational expenses, reduced global real estate costs more than 25 percent and increased the

previous .81 employee per cubicle metric to 1.35.

The flexspace program was not implemented as a standalone initiative. It complemented and leveraged numerous other corporate investments, including:

- One of the first LEED-certified headquarters in the United States with flexible, open architecture and enabling technology,
- A voice-over-Internet-protocol telephone system and
- Mobile laptops for employees, enabling the elimination of stationary desktop computers.

CFOs should make early and frequent decisions about the use of their companies’ flexible workspace tools. Such tools are essential, as they can project, track, measure and communicate results of workspace changes, including the costs and impact to a company’s bottom line. Facility managers who take time to understand their CFO’s perspective are better able to deliver measurable results that play to broader concerns. By offering a menu-like range of different cost-choice levels and the option to combine different choices, facility managers can engage the interest, support and partnership of C-suite management.

In all of the above cases, the flexspace modifications yield benefits for employees and positive results for the bottom line and broader managerial concerns. Facility managers are using flexspace to round up points with employees from top to bottom. They are making everyone feel at “home on the range” on the exciting frontier of the wide open workspace. **FMJ**



**Elizabeth Dukes** is co-founder, executive vice president and chief marketing officer of iOffice, one of the fastest-growing facility management

software providers and consulting companies in the country. Dukes also co-authored the new book “Wide Open Workspace.” She may be reached at +1-713-526-1029 or edukes@iofficecorp.com.

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# WINNING EDGE

## WINNING EDGE

BY BILL CONLEY

Some people are born leaders, some become leaders and some have leadership thrust upon them. Regardless of how it is attained, however, being an effective leader is critical in facility management. FMs are responsible for managing the built environment, maintaining operational efficiency and ensuring a prime quality of life for all personnel. Facility managers need to find ways to achieve all of these tasks. Developing and exercising leadership skills can aid in successful implementation of strategic and tactical plans.

Leadership is not for the faint of heart. Leaders must show a willingness to take risks and accept that they may fail, while always maintaining confidence. Leaders should also be capable of gaining strength from positive outcomes and learning from negatives ones.

An important step toward success for facility managers is to identify their existing leadership strengths and strive to further improve them. They also should recognize and accept their personal limitations, and surround themselves with others who can complement and supplement their shortcomings. This will make the road forward less

prone to pitfalls. Showing reliance on and trust of others fosters collaboration, and team players are the leaders of tomorrow.

A competent facility manager is able to lead the facility organization in all aspects of its operation. Ensuring that the FM department personnel recognize and appreciate a strong leader is of inestimable value.

Facility managers, by definition, manage facilities. Simply put, managers are people who do things right, while leaders are people who do the right thing. The two represent different processes and should not be confused. FMs ensure that a building operates efficiently and healthfully through supervised processes and the implementation of procedures. They must plan the operation and function of a facility in a way that accomplishes established goals, which requires awareness and the ability to administrate. Facility managers are tasked with organizing the production of work while measuring and monitoring performance. They must also sustain the business. The job description does not always list leadership as a necessary requisite. However, when running a facility, it is best to be both a manager and a leader.

# WINNING EDGE

## WINNING EDGE

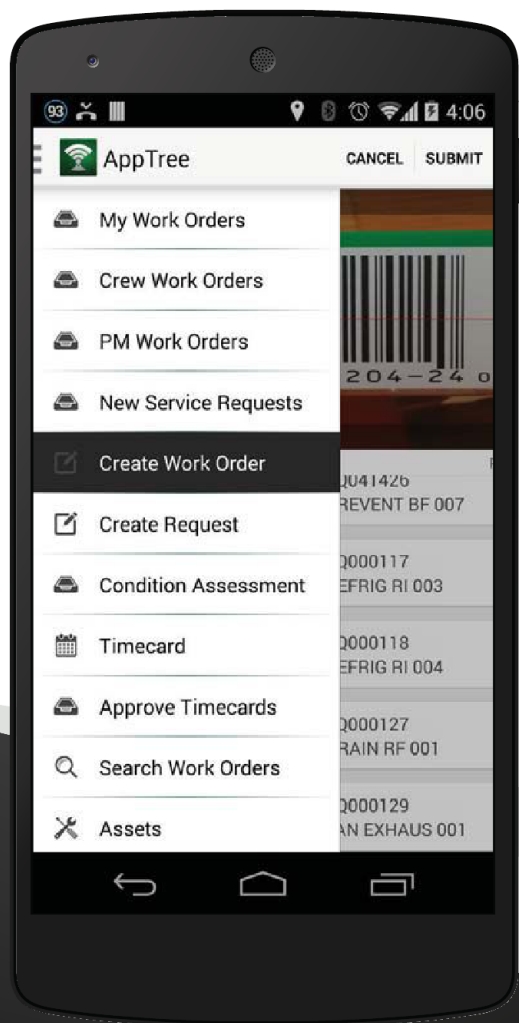
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A large part of successful managing involves good leadership. A leader is someone who guides people toward key objectives. In an informal group setting, the person who is most confident, intelligent, trusted or well-regarded tends to stand out as a leader. In a more formal structure, however, leaders must step up to the task. Good facility managers possess the traits necessary to assert their leadership. In fact, FMs would be remiss in their duties if they failed to incorporate the best practices of strong leadership, not only in their department, but throughout the business.

With all this responsibility, FMs need the cooperation and willingness of stakeholders to get things done. The most effective way to garner such trust and respect is through leadership, which invites and empowers eager participation. As leaders, facility managers must inspire others to push themselves and their organizations to greatness. To do this, FMs must always be willing to lead by example. A manager gives directions, but a leader heads in the right direction.

Leadership entails providing employees with the appropriate resources, training and support to contribute to the department's overall mission. It is the process whereby one individual influences the behaviors, attitudes and thoughts of many others. Leaders spearhead positive change by helping others to see what lies ahead and by rising to the coming challenges. They see everyone's potential and encourage and inspire those around them. A leader discovers ways to make people want to follow through and ultimately succeed. Motivation can never be forced — people have to want to do a good job.

A group of individuals without a leader will quickly degenerate into conflict because everyone sees things differently and will thus lean toward different solutions or give up when challenged. Witnessing a leader's efforts and understanding his or her intent will instill an intrinsic desire to follow suit.

Dwight D. Eisenhower once professed that "leadership is the art of getting someone else to do something you want done because he wants to do it." Such a mindset can be created and fueled by passion and enthusiasm, and can be reinforced by persuasion, leading by example and common sense.

### **Leading by leading**

Simply possessing leadership qualities does not actually make someone a leader. How people comport themselves in the workplace and how their attributes are exercised is what distinguishes leaders from followers.

Leadership potential comes down to the distinction between professed capabilities and actual performance. Leaders need to be competent and intelligent. They must be forward-looking, decisive and imbued with intellectual honesty. They should display a strong work ethic that inspires others to reach peak performance. Possessing these qualities, though, is not enough

## **AS LEADERS, FACILITY MANAGERS MUST INSPIRE OTHERS TO PUSH THEMSELVES AND THEIR ORGANIZATIONS TO GREATNESS.**

— leadership traits should be conveyed by obvious actions in active demonstrations. These skills do not accompany the job title, and no one will assume that they exist. Facility managers' ability to exhibit their leadership qualities is strongly correlated with others' desire to follow their lead. Active leaders inspire confidence. Conversely, if these traits are not evident, leaders will have decreased influence. FMs must earn trust through their actions.

### **Leading by listening**

Leaders are good communicators. They understand the power of broadcasting success. Through compelling case studies, measurable cost savings and productivity increases, FMs must provide stakeholders with solid data that shows how processes are contributing to the bottom line. Leaders should meet or exceed stated objectives and bring visibility to successes. FMs have achieved success if benefits are realized through their actions. But, if no one hears about these contributions or appreciates them, they are lessons lost. Translating FM achievements into terms that stakeholders use and understand is an integral part of leadership.

Communication is not a one-sided exchange, but rather an open dialogue: nobody is more persuasive than a good listener. Effective leaders are active listeners. They should not only act interested, but should actually be interested in what they are being told. A leader designs and asks questions that expand a person's mind. This opens the door to a myriad of possibilities, and may provoke answers that satisfy previously unspoken needs.

Facility managers must listen to the personnel in their building and seek input. Everyone with whom a facility manager interacts is a stakeholder; each person's perspective is critical to achieve quality service. Good leaders understand the needs of those they serve. Discovering what is important to others is paramount in meeting their expectations. The roots of success lie in the acknowledgement of others' points of view. Leadership takes seed when those perspectives are recognized, and blossoms when the reasons behind them are understood.

## Leading by example

Leaders must lead with their actions as well as their words. People who say one thing but do another eventually lose credibility. A leader creates situations that compel attention. Leadership is the act of setting the right example for those who follow. It is about actively demonstrating a belief — not just talking about it. Leaders have to effectively translate intention into reality by acting on the concepts and messages they teach to those around them. People believe what they see for themselves. Leaders find a way to show people a truth rather than tell them a truth.

Leaders should have a relentless passion for growth and excellence. For an organization to grow, the people within it also must grow. To bring a team to a higher standard, leaders must themselves commit to a greater challenge. The abilities, talents and characteristics of leaders provide a larger foundation upon which those around them can learn and improve. By being the example of greater discipline and greater drive, FMs can encourage those who follow to adopt a higher standard as well.

Good leadership requires strength of character and a firm commitment to do the right thing, at the right time, for the right reason. Leadership is not only about inner strength, though. It is an exhibition of that resolve and is a quality that engenders trust and teamwork. This means following through on stated goals and activities. If a team cannot trust their leader, the group's performance will suffer and the motivation to excel will be hindered. If a team knows that a leader is willing and able to do whatever is expected of them, they will likely work hard to help achieve success. Great leaders remind themselves regularly that actions speak louder than words.

In this way, leaders are mentors, if only by default. They guide another person or a group of people toward a goal. A mentor acts as a role model by demonstrating traits, skills and behaviors that others can emulate, as does a leader. Mentoring is the transfer of wisdom from a wise and trusted counselor to help to guide the development and careers of others. It is a process for the informal transmission of the knowledge, social capital and psychosocial support that is relevant to work, career and professional growth. Mentoring entails informal communication and continuing education through on-the-job lessons. It forms an implied social contract between the leader and those whom the leader serves, creating mutual benefit for all involved.

## Leading by sustainable actions

The whole topic of leadership and its role in facility management can be illustrated by a critical strategy employed when managing the built environment: sustainability. Facility management is one profession that can make a significant difference in organizations' impacts on the environment. It takes true leaders to initiate, implement and perpetuate sustainability programs that fully

serve the companies by whom they are employed. Sustainability entails doing the right thing at the right time for the right reason. Leaders follow that formula. Sustainable organizations are designed to maintain their excellence by ensuring that resources and operations are presently managed in a way that will sustain the company into the future. Facility managers have the ability to lead that charge.

The message about sustainability is out there. But, even if most organizations know the term, many have no idea how to jump-start a program. It is primarily a grass-roots, consumer and employee-driven initiative that must be facilitated by leaders.

Implementing and driving organizational sustainability requires adherence to the same principles that guide leadership. Facility managers need to create trust, encourage change, measure what matters and be able to report back to stakeholders. Goals should be set that are clear, challenging and obtainable. Affinity discussions can be held with employees to gather their suggestions and empower them to assist in attaining those objectives. The sustainability program's overview must address short-term tactical concerns in addition to planning for future advancement of the initiative. What helps achieve success today may not work in tomorrow's world.

Competent facility managers are able to plan strategically. They especially need to ensure that the facility and sustainability strategy is tied into their organization's future plans. However, although a strategic plan is necessary, it is only a small component of a leader's responsibilities. FMs must next articulate and bring to life the kind of organization to which they want to belong. This progression advocates a far-reaching vision aimed at long-term sustainability that is necessary for continual success.

Leading and managing correctly is a delicate balance that FMs must maintain. Management, with its focus on process functionality and improvement, delivers outcomes. Leadership, with its promise of personal growth and tangible achievements, creates loyal followers. Managers tend to tell others what they want. Leaders seek to get from others what they ask for. When it comes to being a leader, carrots work better than sticks. And carrots are rapidly renewable resources. That is leading sustainably. **FMJ**



**Bill Conley**, CFM, SFP, FMP, IFMA Fellow, LEED AP is owner/CSO of CFM2, a facility management and sustainability consulting company based in Orange County, California, USA. Conley has more than 35 years of experience in the facility management profession and has been a proponent of sustainable operations for more than 20 years.

Conley has served on the IFMA board of directors, is a recipient of IFMA's distinguished member of the year award and has twice received the association's distinguished author award.

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Five Major Differences  
Between Tactical and  
Strategic Intelligence

# LEADERSHIP DEVELOPMENT

BUILDING ENGAGEMENT AND  
CULTIVATING STRATEGIC INTELLIGENCE

## BY BILL WHITMORE

**W**hat separates the world's most admired and successful companies from those that are merely "doing well?" The top executives at many leading businesses know from their own experience that leadership is essential. They understand that the best organizations are not "managed" to greatness; they are led there. A company that fails to embrace a leadership culture with a definitive mandate on what characterizes leadership for each employee will not achieve greatness.

An effective leader does not simply stand on a soapbox and preach. Instead, leaders should assume accountability to their employees and their company, setting an example through their own actions every day. If effective leadership is practiced, the leader's vision and values will cascade throughout the organization, making everyone more attuned to a cohesive, ethical culture that will fuel the company's success. Mentoring is a major element of this dynamic, as it breeds pride, ownership, teamwork and a sense of belonging.

Acclaimed organizational theorist and author Chris Argyris and many others have shown the importance of trust for effective leadership. Trust can vary along many dimensions, and encompasses factors such as quality of communication, individual performance and growth, problem solving and overall cooperation. Leadership effectiveness hinges on individual desire to succeed, ability to "walk the talk" and ability to gain the trust of employees. Effective leadership encourages a company's employees, the major trust holders, to support and believe in upper management. This, in turn, fosters an environment in which employees perform desired tasks and behaviors with earnest effort and sincerity.

Trust, therefore, works both ways: employees considered trustworthy behave in ways expected of them with little or no supervision. They are more supportive of and committed to their leaders and the organization overall. They also are likely to be more satisfied with their position within the organization, more loyal and committed to its goals and more willing to behave in ways that help further those ideals.

An ongoing commitment to a leadership culture and to developing leaders throughout an organization should be a primary concern for companies. In order

to encourage leadership support, this commitment should be pervasive, and must be woven throughout everything the organization does. Building a leadership culture requires continual learning and development initiatives to ensure that all employees embrace opportunities for leadership.

Communication is a key component of leadership: all employees must be aware of the organizational culture. It is important to clearly convey expectations for colleagues, and to make sure that they understand that they have the company's support as they do their jobs and contribute to the organization's mission.

### Leadership boot camp

Leaders should have involvement and responsibility in areas such as career development, performance and care. Leadership "boot camps" provide an effective way to teach and train leaders. These gatherings create memorable experiences for individuals from all levels of management by bringing them together to talk, share stories and work on leadership issues. The primary goal of the boot camps should be to engage employees in all aspects of leadership.

Leadership boot camps and other programs dedicated to building capable leadership teams are important focus areas for any organizational leader. At such meetings, personal interaction should be a top priority. Each company's program must be focused on the concerns of its employees. To maximize the return on the invested time and effort, program facilitators should distribute a survey to attendees in advance to determine their concerns, which can help them to build an agenda centered on key issues.

Teamwork should be fostered at every step, and managers should be constantly reminded that they are empowered leaders within their organizations. Encouraging cooperation and communication must always be a part of the agenda and a major area of focus.

The learning and collaboration fostered in leadership boot camps should be just one element of a company's ongoing plan for leadership development. To fully engage employees across an organization and to fulfill a growing spirit of leadership, engagement and development initiatives must occur regularly. When an appreciation of the importance

of leadership is woven throughout a company's organizational culture — and supported with accessible and actionable resources for employees — enhanced personal and professional growth will occur at all levels.

Employee resources take many forms, and can include everything from training modules and reading materials to formal mentorship programs and hands-on working sessions designed to challenge leaders. The key is for organizations to create regular opportunities for leadership development in which employees can engage while still fulfilling their daily responsibilities. This structure of integrated learning promotes ongoing development and allows employees to incorporate lessons and skills learned into their daily activities.

### Challenging leaders to take action

Leaders must be challenged to enact the strategies and tactics outlined in their organization's strategic plans. The foundation for this next step is built in the leadership boot camp and other similar programs. Utilizing leadership skills to address and solve real business challenges is an important evolution that signals the shift from leaders-in-training to actual practitioners.

As this shift occurs, the benefits of leadership development initiatives become increasingly more evident. Leaders who are empowered to take ownership of their business functions are better prepared to support their company's culture and values. These leaders also exemplify what is expected and possible within an organization, and thus positively influence their colleagues. New employees and those just beginning leadership development will be motivated and inspired by the more experienced leadership veterans who surround them — especially when the organization recognizes the leaders' strong contributions. The call to enact leadership firmly reinforces an organization's belief that leadership lies at the core of organizational and personal success.

Once established, leadership must be maintained. This can be achieved through the establishment of a formal structure that ensures consistent participation, recognition and organizational support. Leaders should be tasked to develop real-world solutions to challenges they have faced. Subsequent participation in forums or working groups requires leaders to share how they have tackled business obstacles specific to their regional or functional areas, and to present those solutions to a cross-departmental group. This solution sharing

should be delivered in a manner that extends beyond the leader's immediate point of view, as there may be an opportunity to impact the entire enterprise.

The knowledge and expertise of leaders throughout an organization can be incredibly helpful. In order to tap this resource, companies must acquire feedback from local or department leaders. Supervisors and managers should be encouraged to take a fresh look at existing processes and to identify untapped resources or unfulfilled needs. Positive change occurs when managers look beyond their day-to-day operations, and instead try to make an even bigger impact. Infusing national or company-wide initiatives with locally inspired ideas results in robust programs and enhanced customer service.

The front line managers who implement an organization's policies and work with clients every day are a valuable source of strategic intelligence. Neglecting that wealth of knowledge is a missed opportunity. These leaders can accurately evaluate a procedure's success and are able to identify whether client needs are being fulfilled, how the organization is perceived in the local marketplace, where opportunities exist for company growth and where there may be new sources of talent. Additionally, quality leaders relish the chance to be heard. They feel gratified when their recommendations are accepted and implemented.

An organization's managers should always take great pride in and ownership of their work. Implementing a company's core purpose while striving to serve the people, homes and businesses of its community is a significant challenge. Locally uncovered best practices — whether they involve new approaches for certain vertical markets or streamlined processes in district offices — should excite leaders, who should strive to quickly communicate and implement them. Any business will benefit from creating outlets to share what has already been learned and from developing new strategies collaboratively.

In large organizations, leaders are also the voice of company staff, and are responsible for bringing questions and concerns to upper management. In addition to client and employee surveys, it is important to recognize that managers of people can also be a good resource for feedback. Leaders must protect the interests of both employees and clients, which can demonstrate that a company values feedback and is willing to accommodate its workers and customers. Therefore, leaders must be challenged to raise the concerns and ideas of their constituencies.

Leadership development involves much more than cultivating good people who can carry out an organization's mission: leaders must have the potential to make an even larger contribution. Ongoing, action-oriented leadership development initiatives create opportunities to capitalize on collective experience and expertise to develop solutions to company problems. They also facilitate collaborative work which continually improves businesses and allows employees to develop personally and professionally. The push to take action is a critical differentiator between development programs that simply exist and those that generate actual results.

While it starts at the top, leadership development must involve everyone in an organization. Leadership qualities should be embodied by all employees at every level of operation. This inclusivity is particularly important in service organizations where many account-level employees are directly charged with securing the people, property and assets of clients. Creating an effective leadership program is a multi-disciplinary challenge that requires clearly articulated values, in addition to the formal programs necessary to support and nurture them. Long-term leadership initiatives provide employees with continual training and learning opportunities to ensure that leadership values are embraced at every level of the company. **FMJ**



**Bill Whitmore** is chairman and CEO of AlliedBarton Security Services ([www.alliedbarton.com](http://www.alliedbarton.com)), the largest American owned and managed contract security company. With the help

of Whitmore's vision and leadership, AlliedBarton has grown from a small, regional security company to one of the most respected and innovative firms in the industry.

Whitmore began his career in law enforcement in the early 1970s before entering the security industry, first with The Spectrum in Philadelphia, Pennsylvania, USA, and then with SpectraGuard. Whitmore served on the Private Sector Senior Advisory Committee of the Homeland Security Advisory Council under U.S. President George Bush.

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# CONGRATULATIONS AND FAREWELL TO **MIKE MOSS, CAE**



**P**lease join us in congratulating Mike Moss, immediate past IFMA chief operating officer, as he says farewell to IFMA and begins his new role as president for the Society for College and University Planning in Ann Arbor, Michigan, USA.

Over the past three and a half years Mike has been a key player in the continued evolution of the association — taking the lead in projects ranging from a new headquarters office relocation and laying the foundation for enhanced infrastructures and processes, to creating strategies to take member engagement to the next level. Mike was also the recipient

of a Chairman's Citation bestowed by IFMA 2013-14 Chair Jon Seller for his outstanding service to the association and the board of directors.

When asked for some parting thoughts, he shared the following:

“It has been a great experience serving as the COO for IFMA. The opportunity to work with a future-focused staff and dedicated member volunteers has been amazing. The more I learn about facility management the more I realize how important the industry is to the global workforce. I look forward to seeing the organization continue to grow as the

knowledge source for FM supported by an engaged global FM community.”

A big thank you to Mike for his innovative leadership, passion for bringing out the best in people and processes, and most importantly the fun memories that define the uniqueness of the IFMA family.

We wish him and his family the best.

A full interview, which includes memorable IFMA moments and inspirational thoughts on leadership, can be viewed at <http://bit.ly/1tC0NoT>. **FMJ**



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The IFMA Foundation, along with our scholarship partners, awards scholarships to deserving FM students pursuing FM degrees annually at World Workplace. Our sincere thanks and appreciation are extended to our sponsors and partners who have contributed to our mission to make FM a career of choice and to educate tomorrow's FM workforce. We are proud to announce the 2014 scholarship recipients.

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DFW-Dallas/Fort Worth Chapter	Jessica Bickel	Lone Star College, TX
Denver Chapter (Pat Harris Scholarship)	Johnny Cioara	Arizona State University
East Bay (Karen Marciel Scholarship)	Dhaval Gajjar	Arizona State University
FMN	Andrei Vasile	Hanze University of Applied Sciences
Greater Louisville Chapter	Francis Boabo	University of North Carolina at Charlotte
Greater Philadelphia	Zahra Khaku	Temple University
Greater Triangle (Buck Fisher Scholarship)	Marcus Gregory	Temple University
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ISS	Astrid Huitema	Hanze University of Applied sciences
ISS	Janneke Engel	Hanze University of Applied Sciences
North Alabama Chapter	Mitchell Smith	Auburn University
Public Sector	Steven Filips	Temple University
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San Diego Chapter	Leo (Won Suk) Kim	Pratt Institute
Sodexo	Paul Gerritsen	Weber State University
Southeast Michigan	Stephanie Williams	Pratt Institute
Southeast Wisconsin Chapter (SEW)	Jordan Fevold	Bemidji State University
Staples	William Higgins	Cornell University
Suncoast Chapter	Michael Anthony	Georgia Institute of Technology
Utilities Council	Anthony Joseph	Pratt Institute
Utilities Council	Stephen Balanowski	Conestoga College
West Michigan (Jim Hickey Memorial Sch)	Jeremy Lowe	Wentworth Institute of Technology (WIT)
Western New York	Sultan Alraddadi	Rochester Institute of Technology

**ABOUT US**

ESTABLISHED IN 1990 AS A NONPROFIT 501(C)(3) CORPORATION AND SEPARATE ENTITY FROM THE INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION, THE IFMA FOUNDATION HAS – FOR 20 YEARS – WORKED FOR THE PUBLIC GOOD BY PROMOTING PRIORITY RESEARCH AND EDUCATIONAL OPPORTUNITIES FOR THE ADVANCEMENT OF FACILITY MANAGEMENT. THE IFMA FOUNDATION IS SUPPORTED BY THE GENEROSITY OF THE FACILITY MANAGEMENT COMMUNITY, INCLUDING IFMA MEMBERS, CHAPTERS, COUNCILS, CORPORATE SPONSORS AND PRIVATE CONTRIBUTORS WHO ARE UNITED BY THE BELIEF THAT EDUCATION AND RESEARCH IMPROVE THE FACILITY MANAGEMENT PROFESSION. TO LEARN MORE ABOUT THE GOOD WORKS OF THE IFMA FOUNDATION, VISIT [WWW.IFMAFOUNDATION.ORG](http://WWW.IFMAFOUNDATION.ORG). FOR MORE INFORMATION ABOUT IFMA, VISIT [WWW.IFMA.ORG](http://WWW.IFMA.ORG).





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# BEHIND THE BRAND

*Insight on IFMA's Corporate Sustaining Partners*



**COMPANY NAME** ISS Facility Services  
**EXPERTISE** Facility services  
**CSP LEVEL** Gold **CSP SINCE** 2008  
**WEBSITE** www.issworld.com



**FMJ:** *What is ISS' approach to environmental responsibility?*

**ISS:** Managing our impacts on climate change is a part of our overall commitment. We are committed to continually reducing the environmental effects of our operations, and we do so through a number of initiatives. One initiative is the Green Offices Program, which is an office-based program designed to reduce the impact of our

own offices and daily work practices on the environment through behavioral and structural changes.

ISS has developed an IT tool to provide a cleaning methodology using products and materials in alignment with our green cleaning practices. This simple and user-friendly tool allows our operational employees to recommend alternative solutions to our customers that incorporate environmentally friendly products and materials that are recyclable, ergonomic, reduce the usage of water and electricity and reduce emissions, waste and storage. The solution also offers improved cost in use and productivity.

**FMJ:** *ISS was recently named the world's best outsourcing service provider – tell us a bit about that.*

**ISS:** ISS has, for the second year in a row, successfully defended its ranking

as the world's best outsourcing provider by an independent industry jury for the International Association of Outsourcing Professionals. ISS received the highest scores from all jury members regarding customer references, organizational competencies and management capabilities.

As a leading global facility service provider, this title holds great value for us, as we live in a time during which there is a growing need to outsource. With developing economies expected to see high growth and the global economy accelerating in 2014, choosing the right outsourcing partners will be more important than ever. We point to our ISS colleagues worldwide for this success — it is due to their understanding and appreciation of how our services help our customers' businesses, coupled with their strong engagement in delivering those quality services daily that make our customers happy and satisfied.



**COMPANY NAME** JLG Industries, Inc.  
**EXPERTISE** Building construction and design  
**CSP LEVEL** Silver **CSP SINCE** 2008  
**WEBSITE** www.jlg.com

**FMJ:** *Can you share some tips on selecting the right accessibility system?*

**JLG:** The following questions should be considered to ensure the selection of the boom that is most appropriate for the tasks at hand.

- What is the required reach?
- Are there any obstacles that need to be reached over or around?
- Will the boom lift be used indoors or outdoors?
- How congested is the work area?
- Will a tight turning radius be required?

- What kind of power supply is acceptable? Can you use gas or diesel fuel, or will the boom be used in an office, requiring an emission-free, quiet unit?
- What kind of access to the work area is available — a standard doorway, garage door, etc.?
- What kind of surface will the machine work on? Is it soft turf or concrete, level or sloped?
- How many people need to use the boom, and what tools and materials does the task require? This will determine the platform size required.
- What types of accessories are available with the boom lift?
- Does the boom lift manufacturer or rental house offer a comprehensive aftermarket service program?

By carefully answering these questions, a company is more likely to rent or purchase the boom lift that will best meet the facility's immediate needs.

**FMJ:** *What are the advantages of using automated lifts, cranes and/or booms versus ladders or scaffolding?*

**JLG:** Scaffolding takes time to erect and tear down. Boom lifts do not require these steps, and thus save time. Unlike booms, scaffolding is stationary, making it difficult to move quickly through a facility while performing routine maintenance tasks.

Although ladders are more portable than scaffolding, they have their own set of disadvantages when compared to boom lifts. To use a ladder correctly, a worker is required to maintain three points of contact, leaving just one hand free to perform a task. Using a boom lift, the same worker can stand in a platform with two free hands and space for tools and materials, safely tied off and surrounded by railing. As a result, work can be performed safely and efficiently, improving job site productivity in the process.

Behind every successful FM are a host of product and service providers that offer solutions to make the hectic task of ensuring seamless facility operations a little smoother. IFMA's Corporate Sustaining Partners (CSPs) are trusted vendors that support the operational excellence of facility management teams. By partnering with IFMA, this elite group demonstrates the highest commitment to creating a more comfortable and efficient built environment.

This showcase goes behind the brand to reveal the culture that makes these powerhouse businesses the best in class.

**FMJVIDEOEXTRA**

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**Thought Leaders  
Partner with IFMA:  
Interview with CORT's  
Margaret Schwartz**



**COMPANY NAME** CORT  
**EXPERTISE** Furniture  
**CSP LEVEL** Silver **CSP SINCE** 1988  
**WEBSITE** [www.cort.com](http://www.cort.com)

**FMJ:** *How does furniture placement impact workplace productivity?*

**CORT:** The layout and design of offices is key in encouraging interaction. Businesses that thrive on creativity, collaboration and innovation can reap great benefits from an open space plan that encourages spontaneous interaction, conversation and idea-sharing among employees. By creating hoteling stations, areas for conversation and common spaces, businesses can encourage a more positive work environment and foster good employee relationships.

On the other hand, offices that require certain levels of privacy need to ensure that their employees have quiet areas to complete meticulous tasks without participation from a group. Panel systems are better suited for these environments as they allow employees to concentrate and stay on task. However, just because a certain level of privacy is needed does not mean that common areas should be kept to a minimum. Seating options that allow spontaneous conversation should still be considered. By creating individual workspaces that afford the level of privacy or openness needed, along with a balance of seating and gathering areas, you can empower and engage your employees, leading to a more productive workforce and a better business.

**FMJ:** *CORT serves both small and large clients, within the U.S. and internationally. How do you tailor your services to meet the needs of each customer?*

**CORT:** We start by getting to know our clients.

We spend time exploring their current needs and how those relate to the overall goals, processes, decisions and culture that drive the business. Then we craft a solution for the specific issue, or set of issues, our clients are facing based on realistic parameters, whether they are set by budget, operations or timing. Often we have an "off-the-shelf" solution, but other times we combine services from all aspects of our business to provide a more holistic offering. We act as a partner to our clients. Just because one solution was right at the beginning of a partnership doesn't mean that it is still right three years later. We continue to evolve and grow with our clients, listening to feedback, thinking outside the box and constantly working to make sure they are doing everything they can to make the most of their workplace. As they grow, we grow.



**COMPANY NAME** Excel Dryer  
**EXPERTISE** Hand dryers  
**CSP LEVEL** Silver  
**CSP SINCE** 2006  
**WEBSITE** [www.exceldryer.com](http://www.exceldryer.com)

**FMJ:** *How do Excel dryers compare to recently introduced "trough-style" dryers in terms of efficiency, user-friendliness and hygiene?*

**EXCEL:** Excel Dryer, manufacturer of the original, patented, high-speed, energy-efficient XLERATOR® hand dryer and new XLERATOReco® hand dryer, is committed to providing the most hygienic hand drying solutions. XLERATOR dries hands completely

(in 10-15 seconds\*) while using 80 percent less energy than conventional hand dryers. Both XLERATOR and XLERATOReco cost 95 percent less than paper towels and eliminate the associated labor, maintenance and waste. Unlike recently introduced "trough-style" hand dryers, XLERATOR does not collect residual water in a trough or tray. These trough-style hand dryers create a bacterial breeding ground that threatens restroom patrons and the facility managers who maintain and clean them.

The general manager of Massachusetts-based Max Burger restaurant recently switched from trough-style hand dryers to XLERATOR hand dryers in his restaurant and said, "We had installed trough-style hand dryers and it was my job to clean them — a dirty job. They were high maintenance and included trays to collect excess water that needed to be emptied out frequently. The bacterial buildup was overwhelming... I will never forget the smell alone." Additionally, XLERATOR and

XLERATOReco can be ordered with the new HEPA Filtration System that removes 99.97 percent of bacteria and particles at 0.3 microns from the air stream and 3M thermoplastic MICROBAN® anti-microbial Wall Guards.

**FMJ:** *What advice can you offer FMs looking to implement sustainable measures in bathrooms?*

**EXCEL:** Excel Dryer not only offers hygienic hand drying solutions, but also the most sustainable hand dryer available. The new XLERATOReco hand dryer dries hands in 15 seconds\* using only 500 watts, making it the most energy-efficient and environmentally friendly hand dryer on the planet. Excel Dryer encourages facility managers to visit [exceldryer.com](http://exceldryer.com) to complete a customized cost-savings analysis that also features an environmental impact calculator.

*\*Dry time based on third-party testing performed by SGS International on standard XLERATOR® hand dryer with 0.8 nozzle to 0.2 g or less of residual moisture.*



IFMA's **Corporate Sustaining Partners (CSPs)** are an elite group of companies that have made a powerful statement in support of facility management by partnering with IFMA. It goes beyond just selling a product or service - these companies believe in the FM profession and believe in supporting its future.

**These outstanding providers can enable you to:**

- Easily find the top FM products and providers
- Make informed buying decisions
- Take part in increasing the role of your profession
- Help your association offer exceptional services, products, resources and opportunities



Contact **April Tone** to learn more about how you can benefit from IFMA's corporate programs.

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 Lowe's Companies Inc. | [www.lowes.com](http://www.lowes.com)

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# FLEXIBILITY AT WORK



BY KIM LOOBY, JANET MORRA & MATTHEW STEGMEIER

**T**he workplace as we know it is changing, and with it, how and when we work. Mobile technology and longer commutes are prompting us to work from home, and a multi-generational workforce is changing how office space is designed. Companies are adapting to workplace change in various ways, spurred on by technology, human resources and real estate demands.

Iron Mountain, the global storage and information management company, saw these issues in 2012 when it faced lease expiration, a dated work environment and an edict to shrink its real estate footprint. The company's global headquarters had remained at 745 Atlantic Avenue in Boston for 20 years, and its work style had evolved significantly in that time. Recognizing that its workforce had evolved ahead of its workplace, Iron Mountain made flexibility and mobility essential components of its workplace strategy and used a corporate headquarters relocation to drive change through the workforce and corporate culture. But first, the company had some change management, real estate and design decisions to make.

### Challenge and opportunity

In addition to lease expiration, Iron Mountain's workplace challenges included talent attraction and

retention, geographically distributed employees and an unofficial mobile workforce with managers granting staff remote work privileges on an ad-hoc basis. From a design perspective, Iron Mountain's then-current office did not facilitate collaboration or project the company's global reach and professionalism to its associates, customers or prospective employees.

Offices with solid walls and doors ringed the perimeter, and coupled with gray six-foot high interior workstations, cut off all visibility from coworkers and natural light, creating a maze-like effect that was isolating and draining. With little opportunity for informal collaboration, there was a great demand on conference rooms, resulting in constant overbooking, hoarding and under-utilization. Spread across nine floors, there was no consistency in look, feel, furniture or branding.



**ABOVE** The staircase connects Iron Mountain's two floors at the reception area and at their café named the Vault.

**PREVIOUS PAGE** Iron Mountain's reception area features multiple types of branding, including a custom-built, back-lit world map featuring their 548 markets across 36 countries. Located just off of the reception area are two HR interview rooms and a staircase connecting the firm's two floors.

The question facing Sarah Abrams, Iron Mountain's senior vice president of global real estate, and her corporate real estate team was whether to renovate and right-size its current space or relocate and start from scratch. In both scenarios, the design of the physical workplace would shift radically to reflect the increasingly collaborative nature of the company and the reduced need for private offices.

This dramatic change also provided an opportunity for Iron Mountain's human resources leadership team to craft a formal mobile work program that would reflect how its workforce was actually working. The proposed program was bolstered by research showing that moving work to optimal times and locations for employees creates a more flexible, agile workplace; lowers employee-related costs; reduces real estate costs; and helps attract and retain top talent.

Iron Mountain decided to relocate its headquarters to One Federal Street in Boston and embrace a cultural shift toward workplace flexibility. Aware of the need for change management, Iron Mountain engaged Stegmeier Consulting Group (SCG) to formalize a flexwork program that was branded the "Mobile Mountaineer" program (Iron Mountain employees are referred to as "Mountaineers").

Flexible work arrangement guidelines and criteria for participation were developed, employees interested in flexwork completed suitability assessments, qualifying participants were selected and enrolled, and managers were prepared for leading in new ways. At the same time, Iron Mountain selected Margulies Perruzzi Architects (MPA) to design a collaborative, sustainable and branded office environment to support the mobile workforce, address the inefficiencies created in its former workspace, and support the company's focus on health and wellness for its employees.

Many companies today can make a strong business case for workplace flexibility. According to the Telework Research Network, employers who offer choice of when and where to work have workers who are 12 percent more satisfied with their jobs. Remote workers log an average of four more hours per week than their on-site counterparts, and flexwork yields the strongest relationship to overall wellbeing among employees. Thirty million Americans now work from home at least one day a week, with that number forecast to increase sharply in the coming years. By 2020, one in three people will be hired to work online from anywhere they want, according to an estimate from Odesk, an online marketplace for hiring remote workers.

### The Mobile Mountaineers

The rollout of Iron Mountain's Mobile Mountaineer program required research, communication and training — as well as a partnership among the corporate real estate, human resources and information technology departments — to ensure success. With the goal of realizing workforce flexibility and real estate savings, the CRE, HR and IT departments set out to win buy-in from all levels of the company, holding information sessions and communicating progress to build excitement. In conjunction with the HR department, SCG held separate employee focus groups and manager roundtables to learn what had been working for the employees who worked remotely and what was still needed in the new program.

HR led Mobile Mountaineer information sessions to answer questions about the program and to identify employees interested in participating. SCG then led all interested Mobile Mountaineer candidates through an assessment process, to determine the best fit for remote work based on job role, individual suitability and social needs. In analyzing the results, SCG provided a list of recommendations to HR, ranking employees from most suitable to least, detailing a suggested number of maximum days for each candidate to

work remotely, and listing any potential impediments to a candidate's success in the program. HR then worked with the candidates' direct supervisors to inform them of acceptance or to provide them with the rationale and steps that could be taken to improve eligibility, thus removing a specter of favoritism.

To support this work process aligned with the new office design, SCG continued to work with Iron Mountain's HR department to educate managers on how to effectively manage people in the flexwork program as well as train employees on best practices for working remotely.

In addition to the flexwork program, the decision was made to transition director-level employees from private offices to workstations, creating a more open workspace while increasing the number and size of conference rooms. SCG assisted HR with this drastic culture shift, emphasizing the efficiency gained by such a move and illustrating what those employees would get back in terms of amenities.

An employee engagement group known as the Business Advocate Team (BAT) regularly convened throughout the project, providing the design team with an ear to the ground and helping to inform employees about the shift to an open office culture. Comprised of 15 employees and representing each department in the company, the BAT served as a focus group and provided feedback on workplace changes and the new office design. SCG also worked with the BAT to develop an office etiquette document, detailing the protocols for reserving conference rooms, being mindful of open concept seating and not camping out in shared space.

Based on job function and employee assessment, 150 of Iron Mountain's 600 Boston employees enrolled in the Mobile Mountaineer program and were provided 100 workstations for a ratio of 1.5 employees to 1 seat. Approximately 40 Mobile Mountaineers found a

partner with whom to “share” a workstation on alternate days, providing both with dedicated yet shared space and affording Iron Mountain the benefit of reaching a head-to-seat ratio of 2:1 in those instances. Non-mobile employees were able to maintain a dedicated workstation. Mobile Mountaineers were provided a one-time US\$1,000 stipend to outfit their home office with whatever would allow them to be more productive when working remotely. The Mobile Mountaineer initiative has proven to be extremely successful and allows Iron Mountain to occupy less space today than it did at its old headquarters.

### Designing for workforce flexibility

MPA’s design challenge for Iron Mountain’s global headquarters was to create a high-performance workspace that was achieved on-budget and:

- Supported the Mobile Mountaineer program while reducing the company’s real estate needs;
- Provided substantially improved collaboration space and promoted greater communication among employees; and
- Promoted the global reach of Iron Mountain’s business including its brand values of security, trust, proactivity, value, sustainability and community within the design of the new office.

Featuring an open, flexible and efficient floor plan with individual workspaces, 100 fewer offices and technology-supported conference and collaboration rooms, the high-performance workspace design of Iron Mountain’s new global headquarters spans two floors with large 56,000-square-foot floor plates. The decision to substantially reduce the number of private offices, and to keep perimeter windows accessible by placing those offices in the interior of the space, paved the way for the design. All offices and conference rooms feature glass fronts to promote better visibility, and all — save for the CEO office and boardroom — are located on the interior and oriented perpendicular to the windows, maximizing natural light and views to the entire office. Low-height workstations are arranged in “neighborhoods,” encouraging collaboration while avoiding the feel of a large sea of people. Reservable workstations devoted to remote workers are interspersed in each neighborhood, as well as touchdown workstations in bullpen configurations providing

### PROJECT TEAM:

- **Margulies Perruzzi Architects** – interior architecture and branding
- **Stegmeier Consulting Group** – change management consulting
- **Structure Tone** – construction management services
- **Fort Point Project Management** – project management services
- **RDK Engineers** – mechanical, electrical and plumbing engineering consulting
- **LeMessurier** – structural engineering
- **Communication Design Associates** – audiovisual design
- **Colburn & Guyette** – food service design
- **Horton Lees Brogden** – lighting design
- **Acentech** – acoustical consulting
- **Entegra** – LEED consulting
- **Red Thread** – furniture
- **JLL** – brokerage representation
- **McCarter & English LLP** – legal representation of Iron Mountain
- **Gamble Design** – signage design
- **Boston Art** – artwork



Conference rooms are clustered around “nodes” so that those waiting for a meeting to begin, or those exiting a conference room, have a place to congregate. Nodes are branded with images representing Iron Mountain’s core values, and also serve as wayfinding on the large floorplates. Branding is continued with conference room naming convention; each room is named after a country in which Iron Mountain is located.



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additional space for visiting employees to work near a given neighborhood.

Conference space has more than doubled in the new headquarters. A key design choice was to cluster conference rooms around oval-shaped branded “nodes,” creating informal breakout spaces reinforcing brand attributes and separated from work areas; previously, conference space spilled out into staff cubicles. Four-person “huddle rooms” and two-person “nooks” were also created to allow space for smaller, informal collaboration or private conversations that would not tie up larger conference rooms. An executive briefing suite adjacent to the main reception area features a large boardroom with adjoining prep kitchen and a separate waiting area. To foster chance encounters between people in different departments and truly “connect” all employees, MPA designed a dramatic, open inter-connected staircase to unite the main reception area with the café (called “the Vault”) and training center directly below.

Three unique applications characterize this project: branding, sustainability and wellness. To meet the objectives of having the space reflect Iron Mountain’s brand values and be clearly recognized as the company’s global headquarters, MPA instituted a strong branding program utilizing Iron Mountain’s brand colors and images reflecting brand attributes. The reception area features a backlit world map showing Iron Mountain’s 548 markets across the 36 countries in which the company operates. As part of Iron Mountain’s holistic approach to wellness, sustainability was a priority for this project, which has been submitted for LEED Gold certification. Iron Mountain also completely re-envisioned the company’s café from a place that was undersized and poorly laid out to a bright, colorful, full-service cafeteria with multiple seating options and a new healthy eating approach.

### Increased technology

Iron Mountain has increased its use of

technology throughout the new space to improve efficiency and productivity, and in some cases to benefit staff health and wellbeing. Technology is incorporated throughout the space, with flat screen panels in the reception area, the Vault and off the elevator lobby, and videoconferencing and presentation technology in the training and conference rooms. All conference rooms and half of the huddle rooms have flat screen panels for projection, and six conference rooms are outfitted with videoconferencing to connect Iron Mountain employees around the globe.

Conference room booking has been upgraded from a “sticky note” arrangement in the old space to a high-tech reservation system incorporating touch screens at the door of each conference room. Those approaching a conference space can clearly see from a green or red light if the room is free or reserved, and what the schedule of that room looks like for the day. Meetings can be scheduled online or directly from the touchscreen.

When Mobile Mountaineers do come into the office, their reservable workstations are equipped with a wireless ergonomic keyboard and a monitor attached to a flexible arm, reducing the eye and joint strain of being held captive by a tiny laptop screen. The ergonomic arm allows the monitor to be moved in any direction, at any angle.

All employees are issued a wireless headset, providing the flexibility to move freely around the workspace if necessary. When employees accept a call at their desk, they can move into a huddle room if they need privacy without putting the caller on hold.

Iron Mountain moved to its new headquarters in February 2014, reducing its square footage from approximately 128,000 square feet in its previous headquarters at 745 Atlantic Avenue to 112,000 square feet at One Federal, while increasing its conference rooms from 14 to 31 and adding a tremendous number of amenities.

Employees are thrilled with the new workspace, and very vocal about it. Both the HR leadership and CRE teams are regularly stopped by employees who want to tell them how happy they are coming to work and how much they love the new space and amenities. **FMJ**

*To get an even better understanding of the Iron Mountain project, please view this video at: <http://bit.ly/1ftwP3e>*

**Kim Looby** is the vice president of HR business partnerships at Iron Mountain. She is a strategic human resources business partner with 20 years of experience in the information management, software development and financial services industries. Looby studied at the University of Massachusetts at Amherst and Lesley University.



**Janet Morra, AIA, LEED ID+C** is a registered architect and principal with Margulies Perruzzi Architects. Since joining MPA in 1991, Morra has overseen some of the

firm’s largest and most complex projects, specializing in corporate headquarters and large renovations.

Morra earned a Bachelor of Arts degree from the University of Pennsylvania and a Master of Architecture degree from Harvard University’s Graduate School of Design. She is a member of the American Institute of Architects, the U.S. Green Building Council and New England Women in Real Estate.



**Matthew Stegmeier** is a consultant in change management with Stegmeier Consulting Group and has been instrumental in applying the firm’s best

practices and proprietary critical influence methodology to clients’ flex work, mobility, shared-space environments and other alternative workplace strategies.

His experience prior to joining SCC includes a background in human resource analytics, finance and intellectual property protection. Stegmeier completed his undergraduate studies at Miami University. He has been interviewed about flex work by multiple media outlets including NBC News.

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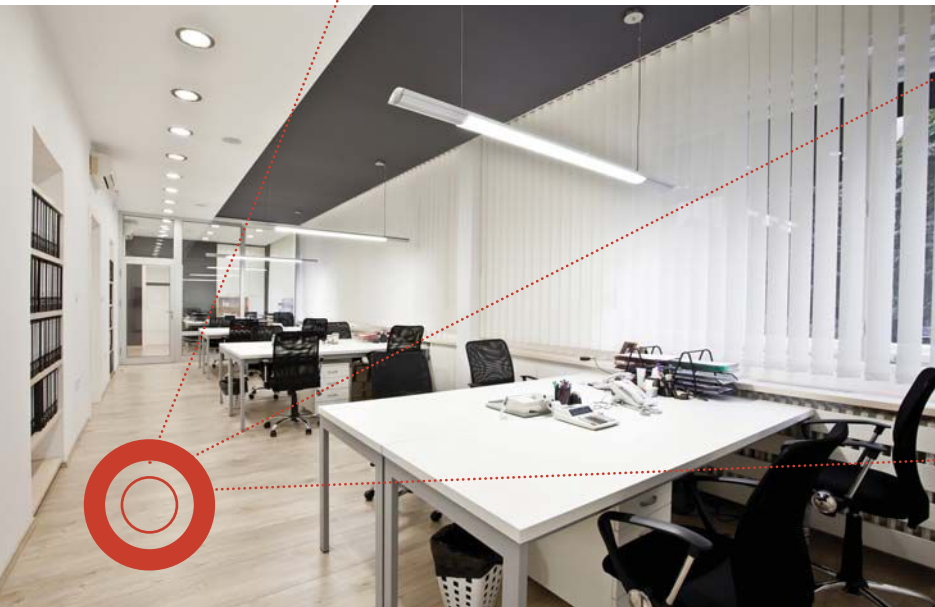


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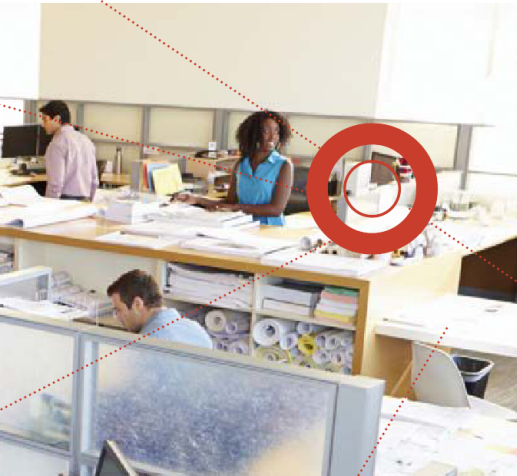


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## HOW FM LEADERS CAN DRIVE TRANSFORMATION ACROSS THE ENTERPRISE

BY GEORGE BOURI

**W**hen facility management professionals discuss leadership, they usually talk about how they manage their own operations. Only rarely do FM leaders consider how to drive positive change across the whole enterprise. In other words, not enough members of the FM community think and act like true business leaders — many fail to devise appropriate strategies that drive the entire company forward.

This leadership deficit provides an opportunity for FM leaders to raise their profiles and expand their horizons. The C-suite, faced with many high-priority issues — from globalization and technology shifts, to talent management and changing workplace demographics, to the innovation imperative and supplier relationship management — likely seeks improvement from all company levels. Therefore, companies using large-scale transformation programs to achieve breakthrough performance gains can utilize innovative facility managers to further support and propel their aims.



This managerial approach produces maximum impact.

There are numerous areas through which forward-looking FM leaders can make substantial strategic contributions to their respective enterprises. In some cases, such as those involving sustainability and alternative workplace initiatives, management personnel often solicit the help of facility managers. So, how can FM leaders can apply their unique expertise and experience to help their companies navigate pressing challenges and facilitate successful transformations?

### Enabling global growth

For companies seeking to globalize their operations, FM teams can play a critical enabling role. From procuring quality facilities to ensuring the safe transit of executives and employees in high-volatility regions, there are many facets of the globalization process to which FM leaders can add value by applying a range of best practices. For instance, many organizations need to quickly and efficiently scale up operations in new geographies. In some cases, they may also be looking to simultaneously scale down in other regions. FM leaders must possess the capabilities necessary to help complete such undertakings.

So how can FM leaders shape — rather than react to — global expansion plans? Being proactive and engaging with their businesses is key. FM leaders can research market intelligence and benchmark data for everything from energy consumption to janitorial services. This will allow them to build accurate cost projections. Further, they can educate themselves and the company employees who they serve on cultural norms to ensure that new facilities and amenities accommodate both local workers and expats. Good communicators may even play quasi-ambassadorial roles by educating local suppliers about company operations and culture while simultaneously informing internal audiences about business practices in new markets.

For example, at a fast-growing, high-tech company, teams invested billions of dollars in new facilities around the

world as part of a globalization initiative. The FM team was actively involved in ensuring the company's facilities portfolio could help it meet its need for advanced engineering skills around the world. In fact, the FM team made a major contribution to the development of a 10-15 year roadmap.

More significant than supporting the construction of high-end LEED-certified facilities, the FM team demonstrated its ability to truly serve as a business partner. The facility managers were out in the forefront, not on the sidelines, helping the company chart a smart course to global growth. The success of the expansion tangibly boosted the bottom line, but also strengthened the company in the human capital and cultural realms as well.

Facility managers may support upper-level management, for example, by ensuring that a company's facility portfolio can always accommodate its growing needs. In such instances, facility managers can provide valuable advice regarding the immediate construction of new facilities, and can actively contribute to their companies' long-term roadmaps. FM professionals, therefore, do not have to remain on the sidelines — they can take a place on the forefront, helping to boost their organization's bottom line and strengthen its human capital and cultural realms.

### Human capital and talent management

It is impossible to overstate the importance of quality facilities for companies seeking to promote collaboration and generate more value from their people. Even as the remote working revolution continues and the very notion of the workplace changes regularly, good facilities remain critical to a company's success.

The 2013 telecommuting controversy at Yahoo! makes clear how the lines between facility management and talent management are blurring. When Yahoo! CEO Marissa Mayer greatly limited telecommuting, requiring all remote employees to work in the company's office, many FM professionals feared a setback in the progress toward an alternative "work anywhere" virtual office environment.

However, it is likely that Mayer sought to make a positive change in the Yahoo! company culture. She was aiming to reignite a teamwork-based culture and spark innovation by promoting interaction among the company's smart people and teams. Of course, the quality of facilities at Yahoo! will be critical to the success of this collaboration-focused initiative.

Despite Mayer's vision, however, off-site work is becoming more permissible. Clearly, the pendulum of conventional wisdom in facility management has swung in favor of remote work, even though many in the facility management world were initially opposed to, and even threatened by, the advent of telecommuting just a few years ago. Still, both sides are right — companies need the infrastructure to support remote workers in addition to great facilities that drive collaboration. The major metrics are productivity and the quality of the work accomplished.

Organizations need high-quality output from their employees now more than ever. The world's top-performing companies are highly reliant on the skills and ideas of their people. If changing workforce demographics and technology advances are considered, it is easy to see how human capital and talent management can truly make a difference across many industries.

Companies, to a large extent, win or lose based on their ability to attract and retain the right workers. So, if HR is responsible for filtering and identifying appropriate job candidates, then FM leaders can contribute to talent acquisition and retention by creating and maintaining user-friendly environments that foster productivity. Thus, facility managers must shift their focus from simple bricks-and-mortar thinking to designing and managing environments, systems and capabilities that allow employees to produce high-value work in a range of settings.

There are significant implications for the FM discipline as the millennial generation enters the workforce in large numbers. Current FM professionals must clearly define the amenities and

components of the workplace experience that truly matter to the next generation of workers. For instance, the incoming millennial workforce expect to work more collaboratively in nonhierarchical settings with advanced (or at least not outdated) technology.

Facility managers must track the latest architectural, technological and cultural trends in alternative workplaces. Now is a time of great invention and creativity. For example, The Barbarian Group, a New York ad agency, recently furnished their office with a “Superdesk” — an enormous, curving, multi-layered desk where all of the firm’s employees sit and work every day. Engaging FM counterparts in HR, IT, procurement and real estate is a great first step towards instituting leading practices in buildings and campuses. That is how FM leaders can shape and influence the workplace revolution, as opposed to simply reacting to others’ views of it.

#### **Building collaborative and innovation-driven cultures**

FM executives must always lead with

the bigger picture in mind. Therefore, the job involves more than overseeing construction projects and making sure that trash cans are emptied every night. Facility managers ensure that the company’s most valuable asset — its people — are productive, motivated and safe (especially in companies with operations in high-risk locations). Inspiring people and unleashing their creativity by providing forward-thinking workspaces and quality facilities adds much more value to the bottom line than does saving a few dollars on a food services budget.

The importance of facility management cannot be exaggerated. Some of the world’s best brands and most successful companies view their facilities as a physical expression of corporate values and strategies. Consider the Googleplex in Mountain View, California and Bloomberg’s headquarters in Manhattan, New York. Innovative workplaces have become standard at firms that emphasize information sharing, collaboration and free-flowing ideation.

FM teams should not just share floor plan options and take orders, but should instead help find the right answers to critical questions such as:

- How can a company create a competitive recruiting and retention advantage through its facilities and its overall workplace experience?
- What is the business case for establishing alternative workplace facilities, such as those to accommodate hoteling staff?
- What technology is necessary to ensure that remote workers are productive?
- How can a company better measure worker productivity?
- What cultural changes are necessary to drive new ways of working and to promote collaboration in both face-to-face and virtual situations?

Facility managers should seek involvement in both large- and small-scale operations. For example, companies that want to improve employee health may add gyms and walking paths to their

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campuses and encourage staff to use them. FM leaders should contribute to the design of such amenities and services, keeping in mind the benefits of offering a great workplace experience.

Sustainability is one area in which the FM industry has begun to demonstrate its strategic leadership potential. Fortuitously in some cases and by design in others, real estate and FM teams have recently become involved in sustainability initiatives, especially as sustainability has become embedded into the DNA of many companies and is no longer viewed as a separate agenda item. Success has been achieved in domains including environmental health and safety, energy management and utilities.

In the future, the FM industry will move beyond LEED certification, platinum building status ranking and other such achievements to focus on bigger-picture initiatives. Future facility managers may, for example, collaborate with manufacturing plants to design more energy-efficient facilities and intelligent systems. They may also focus on implementing small yet impactful programs, such as one focused on finding the optimal mix of recyclable materials.

### Establishing stronger and more valuable supplier relationships

Intense cost pressures and a rigorous focus on core competencies have driven many companies to rely on their supplier base to an unprecedented extent. Despite profuse talk about “partnership,” adversarial relationships too often arise when suppliers are treated like vendors. The tendency is for companies to squeeze savings out of every contract. However, there are bigger-picture value metrics to consider.

For obvious reasons, facility managers have traditionally worked to save costs on catering and janitorial services. However, these services should not always be treated as commodities. Instead of tirelessly bartering with a food services vendor, a facility manager should instead establish a partnership to improve the quality and healthiness of food provided. This initiative could

improve worker productivity by eliminating the need to leave for lunch. It could also boost employee satisfaction. Engaging suppliers on dimensions other than cost often enables FM professionals to make stronger value propositions.

Truly strategic FM sourcing can allow companies to align goals, select the right incentives and build win-win relationships with important suppliers. However, great sourcing relationships start with open and engaging request for proposal (RFP) processes and thoughtful, rather than contentious, negotiations. Optimally, the RFP process can be used to refine overall portfolio and service strategies, with suppliers making helpful recommendations to facilitate the achievement of core objectives that are clearly articulated in advance.

External suppliers can provide valuable input throughout the RFP process if they are encouraged to do so. As such, facility managers should engage in more dialogue and proactive conversations with their suppliers, especially since the current seller’s market gives service providers an advantage, allowing them to choose selectively from many available concurrent RFPs. In such a market, it is critical for FM leaders to distinguish their organizations while engaging with suppliers throughout.

When negotiating contracts, facility managers should strive not only to maximize savings, but rather to establish a foundation for success, with flexibility for course corrections and appropriate modifications as business conditions change or unexpected events arise. Such an approach precludes the development of tense or antagonistic relationships.

Company-supplier relationships should focus on transparent information sharing, clear communication and frequent collaboration. Regular reviews of relevant metrics and incentives can help keep service levels and costs on track, while simultaneously ensuring alignment to big-picture goals. Reviews also allow for smooth adjustment of key performance indicators should the need

arise, as it often does. Because these sourcing and relationship management best practices can impact a company at all levels, they represent leadership opportunities for facility managers.

### The bottom line

Adopting leadership roles requires FM executives to think and behave differently. Typically, facility managers must ensure that their daily agendas emphasize proactive engagement with the business and make time for long-term thinking about innovation. Of course, they need to be aware of the latest cost trends and best practices for managing suppliers. However, deep knowledge and eternal curiosity about their businesses are more important FM characteristics in the long run.

The top talent in facility management — just as in finance, sales, marketing, IT and other so-called functional areas — truly understand the business. That is how they come to be viewed by the C-suite as strategic thought partners rather than narrow specialists or functional “order takers.” Given the nature of many of the top C-suite agenda items — from globalization and sustainability to cultural matters and human capital management — there is an urgent need for FM expertise that can deliver real value in both the near and long terms. In other words, the time is now. **FMJ**



**George Bouri** is managing principal for the Americas region of Trascient Management Consulting, LLC. He has more than 20 years of combined

senior-level management consulting and corporate experience.

Prior to joining Trascient, Bouri served as senior vice president of global shared services real estate and facilities for Time Warner Inc. and has held senior management positions at Deloitte Consulting, Andersen Business Consulting, Sun Microsystems, Hewlett-Packard and Richard Ellis (now CBRE). Bouri has been frequently featured on broadcast media and quoted in national media publications, such as The Wall Street Journal, Forbes, Fortune Magazine and San Francisco Chronicle, in addition to many leading industry journals.

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Certification is granted to those who are able to pass a comprehensive exam covering all FM core domain areas, including:

- Communication
- Emergency Preparedness and Business Continuity
- Environmental Stewardship and Sustainability
- Finance and Business
- Human Factors
- Leadership and Strategy
- Operations and Maintenance
- Project Management
- Quality
- Real Estate and Property Management
- Technology

As a result of the most recent IFMA global job task analysis, the CFM Exam has been updated to include 11 competencies!

Although no coursework is required, CFM candidates have a variety of preparation resources available to them, including IFMA's new FM Learning System and CFM Exam Prep Workshop.

Earn the most prestigious certification in your profession—earn the CFM!

▶ [www.ifma.org/cfm](http://www.ifma.org/cfm) 

## Sustainability Facility Professional™ (SFP™)

Recommended for all facility management and like-minded professionals who have an interest in sustainable workplace practices.

The SFP training and assessment program teaches professionals about sustainability across the entire FM spectrum, through three comprehensive focus areas:

- Strategy and Alignment for Sustainable Facility Management
- Managing Sustainable Facilities
- Operating Sustainable Facilities

The SFP program equips facility professionals with the knowledge and skills to:

- Integrate sustainability efforts with the organization's values and strategies;
- Present a business case for sustainability initiatives;
- Evaluate initiatives from a financial point of view; and
- Track and report accomplishments.

SFPs have the ability to implement sustainability strategies that will significantly reduce costs and positively impact their organizations' bottom lines.

Optimize FM performance for a better tomorrow—earn the SFP!

▶ [www.ifma.org/sfp](http://www.ifma.org/sfp) 

Learn more at [www.ifma.org/credentials](http://www.ifma.org/credentials).

# Earn the must have credential in Facility Management.

## Facility Management Professional® (FMP®)

IFMA's Facility Management Professional (FMP) designation is a knowledge-based credential that will help to accelerate an FM's transition into the profession and demonstrate a proven comprehension of the foundations of facility management. It is ideal for:

- Facility management practitioners looking to increase their depth-of-knowledge in the foundational FM topics deemed critical by employers.
- Individuals who are transitioning into the FM profession.
- Related-industry practitioners such as architects, designers and safety engineers.
- Facility-related product and service providers.
- Students entering the profession from colleges, universities, certificate or technical programs.
- LEED professionals seeking continuing education hours.
- Federal employees and contractors looking to comply with the Federal Buildings Personnel Training Act (FBPTA).
- Experienced FMs intending to pursue the CFM credential.

### Updated and enhanced courses addressing the foundational elements of facility management:

**Operations and Maintenance:** The primary role of facility managers is to manage/oversee an operating facility. To do this, facility managers must have a working knowledge of building systems, structure, interiors and exteriors and grounds so the facility and all of its required systems function efficiently, reliably, safely, securely and in a manner consistent with existing regulations and standards. Effective operation and maintenance of facilities is a complex responsibility in today's environment.

**Project Management:** Facility managers make use of all aspects of project management beginning with planning, scoping, scheduling and ending with evaluating. Project planning and management are core skills in facility management. The skills are particularly important because of the wide range of projects assigned to the facility organization. Projects vary in scope, complexity, duration and financial risk.

**Finance and Business:** Facility managers manage/oversee high-value assets that represent significant financial investment in technology, buildings, structures, interiors, exteriors and grounds. Since facility managers are typically responsible for the oversight, operation and maintenance of the buildings and grounds, as well as oversight of various service contracts, understanding the basics of finance and business is critical.

**Leadership and Strategy:** To be effective, facility managers must develop strategies to successfully carry out major initiatives by influencing the decisions and attitudes of others. Effective strategies require that facility managers are able to integrate people, places, processes and technology. They must be able to align the facility portfolio with the entire organization's missions and available resources, and to be innovative in order to move forward with their staff and processes to respond to the ever-changing requirements.

The IFMA FMP Credential Program is the only tool you need to earn your FMP. The program will help you gain a solid understanding of the facility management profession and develop the knowledge and skills demanded by employers.

**Earn the must have credential in Facility Management and gain a competitive advantage—earn the FMP!**

▶ [www.ifma.org/fmp](http://www.ifma.org/fmp) 



"I recommend the FMP program to everyone that considers themselves a facility professional. The FMP credential helps professionals better understand and apply the core elements of the various FM disciplines, challenges their decision-making skills and sets the stage for the CFM credential. I feel stronger in my knowledge base knowing I passed the rigorous FMP online self-study program."

- Brian Rush, CFM, FMP

CLICK TO VIEW



Six Dimensions of Wellbeing in the Workplace

# WORKPLACE WELLBEING



HOW THE BUILT  
ENVIRONMENT  
CAN AFFECT  
HEALTH AND  
WELLNESS

BY STEPHANIE FANGER

**T**he workplace is often portrayed as the root cause of employee discomfort, and is thought to induce backaches, weight gain and eye strain. While many modern-day offices do foster employee injuries and ailments, it is possible for workers to leave their companies each day healthier than when they arrived. With careful planning and an understanding of the relevant research, facility managers can create healthful workplaces that minimize adverse health risks and the associated costs. Thoughtful design considerations, flexible user-controlled arrangements and a forward-thinking company culture are just a few elements that contribute to employee wellbeing within the physical workplace.

### Workplace evolution

Acknowledging the workplace's potential to be safe and healthy is a recent concept, which began with section five of the Occupational Safety and Health Act of 1970. Health issues pertaining to the workplace environment are ever-evolving, but sitting is currently the most-discussed challenge that today's companies face. At a time when over one-third of Americans are considered overweight and obese (Centers for Disease Control and Prevention), sitting for a greater part of the work day is certainly not healthful or beneficial.

Sitting for long durations of time is a relatively new behavior with which humans fill the majority of their day. For the past 400,000 years, humans have primarily been walking, sleeping, leaning, running or squatting, states Eric Jensen, author of "Teaching with the Brain in Mind." The action of sitting only recently became a common behavior, following the invention of the chair. Over the last 500 generations, the time that people spend sitting has increased, which has changed the way that the human body naturally moves. While formerly very active, people are now significantly more sedentary. Due to improvements in modern technology and communication, sitting has become the most convenient and natural position for humans to accomplish their work tasks.

The concept of work and, by extension, where it should occur, has recently undergone drastic change and redefinition. Only a century ago, the worldwide predominant industry was farming, which necessitated hard manual labor. Tasks like tending to crops and livestock created a demand for physical work. Thus, people spent most of their time

moving and almost none sitting down. However, the Industrial Revolution prompted rapid development in the banking, rail, insurance and oil industries, each of which opened centralized facilities to conduct business and to process orders. Several decades later, technology became more efficient, and several lines of work began to concentrate on deep problem solving and educated industries of focus. This trend led to employees who became labeled as knowledge workers. The invention and subsequent widespread use of computers directly influenced workplace culture: companies began using dictated work stations and conforming standard hours.

Human beings are tethered to technology because it permits immediate communication and quick answers; our heavy reliance on technology is evidenced by a steady rise in smart phone sales each year. The challenge with modern-day technology, however, is that it limits body movement, as many tasks that used to require a series of actions can now be completed digitally while sitting. Individuals can spend more than 75 percent of their work day sitting, which allows them fewer opportunities for healthy movement (McCrary and Levine, 2009).

Because we are so anchored to technology, the whole spectrum of behaviors that our bodies are able to execute becomes severely limited. Specifically, sitting in a stagnant state for the majority of the work day slows metabolism. According to TIME Magazine, "Since more jobs require people to sit at a desk, Americans are burning 120 to 140 less calories a day than they did 50 years ago." This explains, at least partially, the spike in obesity that has occurred within the past century.

### Health risks

"Sitting is the new smoking" is a newly popular tagline that cites actual research directly affecting office workers. The American Journal of Epidemiology recently published a study that exposed the dangerous consequences of sitting for long stretches of time. The study revealed that those

**THOUGHTFUL DESIGN  
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A FORWARD-THINKING  
COMPANY CULTURE ARE  
JUST A FEW ELEMENTS THAT  
CONTRIBUTE TO EMPLOYEE  
WELLBEING WITHIN THE  
PHYSICAL WORKPLACE.**

who sit for over six hours each day are at least 18 percent more likely to die from diabetes, heart disease and obesity than are those who sit for less than three hours each day.

Sedentary human behaviors cause human muscles to burn less fat, which in turn causes blood to flow at a slower rate. This allows fatty acids to easily clog the heart. Additionally, if an individual's family has a medical history of colon, breast or endometrial cancer, sitting can lead to a greater risk of cancer in that individual. Although the specific mechanisms through which this occurs remain unknown, one theory suggests that regular movement boosts natural antioxidants which kill off cell-damaging cancer agents.

Those at risk for osteoporosis should be aware that sitting can accelerate the development of this disease as well. This is because weight-bearing activities like walking and running stimulate bones in the lower body to grow thicker and stronger. A lack of such activity, in addition to prolonged immobility, can impede the body's ability to grow healthy bones. The typical office worker has been shown to have more musculoskeletal problems than a worker in any other industry sector. This can be explained by the amount of time that office workers spend sitting.

Not surprisingly, this absence of physical activity amongst employees can dramatically affect the bottom lines of the companies for whom they work. According to Cornell University, the typical employer loses an average of US\$2,598 per employee a year due to health-related physical or mental stress. Back pain is a particularly costly ailment: employers spend about US\$7.4 billion on back-related issues a year for workers aged 40 to 65. Poor quality office chairs and lack of ergonomic education both contribute to compromised employee health.

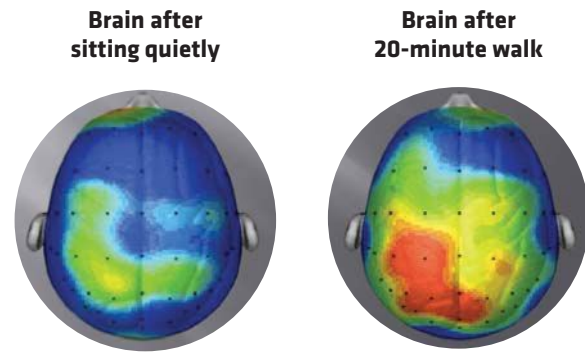
### Creating healthy environments

It is in companies' best interest to prevent workplace ailments. Healthy employees require less money to be spent on insurance. As health insurance rates continue to rise approximately 5 to 10 percent a year, wellness should be a top priority for a company's C-suite. So, what can facility managers do to enforce a healthful work environment and to prevent unnecessary ailment-related expenses?

Arranging a facility in a way that encourages employees to walk around can eliminate some of these hidden costs. Exercise and active movement directly support employee productivity and self-satisfaction. When humans walk around a space, the soft discs between their vertebrae expand and contract like sponges, soaking up fresh blood and nutrients.

Gretchen Reynolds, author of "The First 20 Minutes," stresses the importance of physical activity. She writes that even 20 minutes of mobility can reduce an individual's risk of disease, thus contributing to a prolonged life. In her book, Reynolds proposes a plan for physical activity that is tailored to office workers. She does not call for hours of exercise, but rather

**FIGURE 1:** The human brain becomes more active after exercise.



*Research/scan compliments of Dr. Chuck Hillman, University of Illinois*

suggests short 20-minute walks. In addition to health benefits, such regular movement also confers increases in brain activity.

The scans completed by Dr. Chuck Hillman in Figure 1 verify the benefits of short walks: the scan following movement shows significantly more brain activity than does the scan following immobility. This spike in brain activity can stimulate better ideas and can result in more productive employees.

Walking, therefore, can be the behavioral answer to reducing risks of obesity, cancer and diseases. The design of a facility should encourage walking without annoying or inconveniencing employees.

Consider the following facility design ideas to increase employee health:

- **Height-adjustable surfaces.** Height-adjustable desks allow employees to modify their working conditions based on how their bodies feel. These desks are especially beneficial to employees who are unable to easily move their technology because of immobile desktop computers or a need for constant access to company files. Height-adjustable desks give employees the option to sit or stand. Standing keeps blood flow moving throughout the body at a higher ratio than sitting. At the recent interior design industry yearly showcase, NeoCon, sit-to-stand desks could be found throughout the Merchandise Mart. Because there are now so many products to choose from, creating competition, the cost of height-adjustable desks has decreased significantly.
- **Walking desks.** Tread desks, or walking desks, feature a work surface mounted atop a treadmill. They allow employees to exercise without having to bear extreme outdoor conditions. Webinars, phone calls and email follow-ups can all be completed on a tread desk, allowing employees to feel a sense of multitasking satisfaction. Furthermore, employees may not even break a sweat if they keep their miles per hour range between 1.5 and 2.5. Tread desks are especially beneficial for offices located in aggressive areas of town where outdoor exercise is a safety concern.



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**FIGURE 2:** Reactive Media's conference room features a ping pong table that is used during meetings to maintain productivity.

- **Defined walking paths.** A distinct floor plan between office spaces can direct inter-facility movement and can also double as a walking path. Employees who choose to walk within the company's boundaries during their lunch hour will be able to track how many steps they have taken with the help of a walking path legend. A recent study conducted by the George Washington University School of Public Health and Health Services revealed that subjects who take a few strolls throughout the day have better control of their blood sugar than those who opt for one long, sustained walk. Regular daily strolls, therefore, can enable employees to more effectively control their food cravings.
- **Unconventional meeting rooms.** Meetings are traditionally conducted in rooms with a desk-height conference table. However, if they rethink the way their meetings are led, companies can give their employees a choice of where in the space they would like to participate. Providing several standing-height tables in large board rooms, for example, gives occupants the freedom to select a spot and to move around the space. Some companies even lead their meetings by walking around their facility rather than sitting. This approach is most successful with teams of 2 to 6 individuals. Figure 2 showcases a meeting room at Reactive Media. The company uses a ping pong table to keep employees active and focused.
- **Centralized trash and recycling.** By removing personal trash and recycle bins from each employee's desk and instead using centralized compartments, building occupants are subtly forced to break away from their personal space. Centralized trash and recycling also helps eliminate odors caused by meal disposal in personal bins.
- **Centralized amenities.** Establishing distinct zones for break rooms, mail rooms and areas of relaxation encourages employees to get out of their desks.

Additionally, placing printers and mail supplies within 50 feet of employee desks also facilitates inter-office movement, if only for a brief moment.

- **Exposed stairwells.** Stairwells placed in the central core of a building are more likely to be used than egress stairwells located around the perimeter. Additionally, stairwells that break through multiple floors allow employees to see the people in their surrounding spaces. Instead of designing spaces to embellish elevators, architects and interior designers are beginning to focus on connecting floors aesthetically through exposed stairwells.
- **Flexible interiors.** Laptop computers allow employees to choose which zones they would like to work in, and also enable them to break away from assigned desk spaces. By inserting bar-height tables into office environments, companies can give their employees the opportunity to stand and work. Installing white boards and other user-manipulative materials permits employees to brainstorm while standing.
- **Multipurpose open space.** Multiuse rooms are helpful not only for elementary education facilities, but also for large companies and corporations. These spaces are flexible, and can thus host a range of different activities; onsite yoga lessons, for example, could occur in a facility's multipurpose open space. If a fitness class is conveniently located and easily accessible, employee participation will increase.
- **Daylighting applications.** Evidence-based design encourages access to views of the outdoors because they confer health benefits for occupants' mental psyches. This concept can also be applied to workplace design, as both individual and collaborative spaces should provide views to the natural environment. Flexible workspaces near windows allow employees to choose where they want to work, and also limit the amount of sitting that occurs during one day.

Well-programmed buildings focused on employee health can reduce the amount of time that occupants spend sitting. Companies with offices that encourage exercise and physical activity can better stimulate their employees, while simultaneously decreasing their risks for disease and cancer. Improved levels of employee health decreases health insurance spending, which means more profit overall. **FMJ**



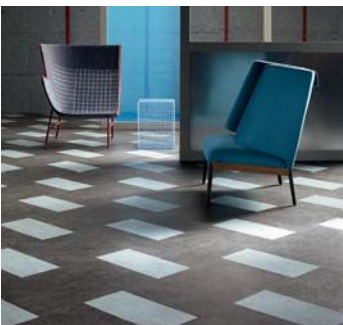
**Stephanie J. Fanger, M.S., NCIDQ, LEED AP BD+C,** EDAC, FMP, IIDA is a workplace strategist at Goodmans Interior Structures in Phoenix, Arizona, USA. Fanger focuses on improving office interior environments by educating customers about the future of the workplace. She influences and documents change management,

establishing strong connections between companies' values and the physical spaces that their employees occupy.

Additionally, Fanger is a faculty associate at Arizona State University, where she instructs a fourth-year interior design studio class focused on workplace environments.

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# IFMA Community!

Exchange information and benefit from the collective knowledge and expertise of fellow FM professionals as a member of the IFMA Community.

Through the IFMA Community, members will have access to real-time discussion and information exchange related to facility management and building operations and management.

The IFMA Community provides a place for users to post and generate discussion on either a general or specific topic and to learn from the collective wisdom of peers.

Community volunteer opportunities:

- Volunteer manager
- Regular contributor
- Volunteer moderator
- Subject matter expert
- Share ideas, expertise, best practices



Have your say or follow a discussion on topical issues and matters that affect you professionally. Join the conversation at [www.Community.IFMA.org](http://www.Community.IFMA.org).

Questions? Contact us at: [components@ifma.org](mailto:components@ifma.org)

# MEMBERSHIP COLUMN

**JAN WAUGH**  
Director, Membership



Perhaps every association's membership director says this, but I believe it to be true: There's never been a better time to be an IFMA member. We can deliver what members say they want most from their professional association, which is education and networking with others in the FM industry. Here are a few of the current and newest member benefits that should add value to your IFMA experience in the weeks and months ahead.

## Sustainability community

At Facility Fusion 2014, IFMA Board Chair Jon Seller announced the launch of an online community on a topic of great significance to the FM profession: environmental stewardship and sustainability. A community is a group of people held together by a common interest who come together to share and learn from one another and who are driven by the desire to share problems, experiences, insights, templates, tools and best practices. Regardless of job title and responsibilities, everyone in the facility management profession should be "in the conversation" about sustainability. For that reason the sustainability community is open to all members of IFMA. Ask a question, respond to others, exchange ideas, share documents and network. To get started, simply go to <http://community.ifma.org> and log in with your member credentials.

## Other online communities

Sustainability is just the first of many communities available to IFMA members. If you belong to any of IFMA's 17 councils and eight communities of practice I encourage you to participate in their niche-based discussion forums. This is networking and education at their finest; you'll be conversing online with those in your own industry, whether it be an airport, corporation, law office, restaurant, data center or other facility type. Participation in these "vertical" communities is an exclusive benefit for members of each respective group. They are live and operational right now, so jump in and get the conversation started. Select how frequently you wish to receive messages by choosing the daily or weekly digest option.

In the coming months and through your participation, our focus will be building traffic so that the communities will become an indispensable resource for you. Whether you choose to be an active participant (as we hope) or a passive one, do not overlook this members-only option that is accessible to you 24/7.

## Career fairs

IFMA held its first virtual career fair in June. The success of this event, as demonstrated through job-seeker and employer evaluations, will result in another virtual offering next spring. But you don't have to wait till then for the next FM job fair! An in-person event is planned for the World Workplace conference in New Orleans. Companies with internships and paid position openings will be exhibiting in the career fair on Thursday

and Friday, Sept. 18-19. These company representatives look forward to meeting you and sharing information about their organizations and open positions.

The IFMA Foundation will have a presence at the career fair as well. In particular, instructors, students and those looking to get their FM career underway should visit with the foundation trustees to learn about accredited degree programs, scholarships and more.

## Councils and communities of practice

IFMA's councils and communities of practice allow you direct access to industry-specific information and peer connections that can be hard to find elsewhere. They include:

### COUNCILS

- Academic Facilities
- Airport Facilities
- Banking Institutions and Credit Unions
- City and Country Clubs
- Corporate Facilities
- Corporate Real Estate
- Environmental Health and Safety
- FM Consultants
- Food Service and Restaurant
- Information Technology
- Legal Industry
- Manufacturing, Industrial and Logistics
- Museums/Cultural Institutions
- Public Sector Facilities
- Religious Facilities
- Research and Development Facilities
- Utilities

### COMMUNITIES OF PRACTICE

- BIM Lifecycle Operations
- Casino and Gaming
- Contact Center
- Data Center Facilities
- Hospitality FM and Engineering
- Public Transportation
- Retail Facilities
- Workplace Evolutionaries

For a nominal fee you may join a council or community of practice at any time by contacting [memberservices@ifma.org](mailto:memberservices@ifma.org). Or, if you want more information first, talk with our components staff at [components@ifma.org](mailto:components@ifma.org). Also, be sure to visit with representatives in the Council Pavilion on the expo floor at World Workplace. They can provide additional details about their programs and events.

Through active engagement in these and other benefits of membership your facility management knowledge and expertise will grow, ensuring you have a seat at the table with other top decision-makers in your organization. The time has never been better. **FMJ**



# CAPACITY EXPANSION IN DEVELOPING REGIONS

CRITICAL STRATEGIES FOR SUCCESS



Finding viable land options,



securing proper title validation,



and scouting the local allure for employees

**B**uilding a new greenfield manufacturing facility or expanding an existing operation in a developing region like the Middle East, Africa, India or Southwest Asia presents unique challenges requiring robust execution strategies and long-term planning to ensure project success. Elements of achieving success include business and capacity master planning, site and facility master planning, pre-qualifying construction contractors and fostering collaborative relationships with local residents, community leaders and others during the project's execution.

Unfortunately, these critical elements often are not documented and aligned in sufficient detail or are overlooked altogether, which can have a significant negative impact on the cost, schedule and quality of a manufacturing facility expansion project.

#### **Robust property and infrastructure search criteria**

Establishing the criteria for a property and infrastructure search is an essential pre-requisite to any greenfield project. This is even more vital when planning an investment to localize production or distribution in a developing region, due to the increased investment in travel (airfare, visas, vaccinations, etc.), professional resources (attorneys, surveyors, real estate brokers, etc.), interpreters and sometimes even security.

Elements of a successful property search and acquisition include:

- **Development of a documented and aligned business and capacity plan outlining your year-on-year strategic growth plan.** The business and capacity plan should include near-, mid- and long-term incremental production volumes, production capacities, corresponding making/converting and packing line counts to support

the stated volume growth across all product categories planned at your site through full build-out.

- **Creation of a documented full-build site and facility master plan based on the site's business and capacity master plan.**

Ideally, the site and facility master plan defines the land area, optimal property geometry, property access requirements and placement and transportation needs including rail, highway and deep seaport.

In 2009, I was appointed West Africa Program Manager to lead a greenfield manufacturing production expansion in Nigeria. The initial land search criteria called for 20 hectares of land but lacked critical supporting data such as an aligned full-build business plan, capacity master plan, site and facility master plan and utility requirements to deliver the business into the future. We briefly suspended the land search until these critical elements were properly defined, reviewed and aligned within the business unit. Because we did not compromise on the critical front-end planning

effort, new land search criteria were defined, including the need to secure 40 instead of 20 hectares of land to meet the long-term business growth strategy.

- **Development of the (full-build) utility requirements necessary to deliver the capacity master plan.** This step allows the land search team to quickly reject properties that don't have existing reliable municipal utility supply or to aid in developing the delivery strategy and feasibility estimates when self-generation becomes necessary. Utility demand data is critical for confirming availability of utility services and validating reliability of supply, such as water yield, power, steam or natural gas.

At this early stage, investigate and begin the contract negotiation process on municipal supply infrastructure and delivery rates. In addition, define expected lead times to delivery and the needed infrastructure improvements (domestic water, wastewater treatment or natural gas supply) to synchronize these with your planned start of production. Many of the sites we examined for the Nigeria facility had no municipal water supply. To even consider these sites further, we drilled wells and tested the water yield to determine if we could obtain a reliable yield for the volume of water needed for the facility.

- **In many areas of Nigeria power supply is unreliable, necessitating the need to self-generate power, or at a minimum, install back-up power generation to avoid unscheduled and costly production interruptions.** Our solution was to build an on-site combined heat and gas power generation facility. This decision to self-generate power was made



**CLOCKWISE FROM ABOVE:** Local construction and craft labor mode of transportation provided by construction company; open-market shopping near Lagos, Nigeria; local schools for employee's families; local housing for families



early in the planning phase of our project. The need and quantity of gas supply were known and became critical requirements in our land search criteria.

- **Identification of employee and family amenities and local infrastructure necessary to ensure the company can attract and retain talent to operate the facility.** To accomplish this goal, having access to housing, schools, medical care, public transportation, recreation and shopping should be an essential part of a property search and selection criteria. Define these requirements in collaboration with a qualified country or regional human resources manager who knows what the personnel needs and issues will be and how to accommodate them.

BECOMING KNOWLEDGEABLE ABOUT LOCAL CONSTRUCTION PRACTICES, CAPABILITIES AND LIMITATIONS IS AN ESSENTIAL ELEMENT OF DUE DILIGENCE FOR ANY PROJECT EXECUTED IN A DEVELOPING REGION.

Even when these needs are met, recruiting can be challenging in many developing countries. Providing safety, security and incentives for families who will live in a developing country also are key considerations as qualified personnel weigh risks versus career growth opportunities. If all of the details have not been carefully planned and integrated

into your project recruiting strategy, the ability to attract and retain high-quality talent will be reduced.

Investing the time early in the planning stages of your project to define these critical elements and document them as part of your land search criteria will streamline the process. In addition, it will eliminate the possibility of investing valuable time and resources visiting, investigating and potentially investing in properties that will not meet your long-term business needs.

**Construction contractor pre-qualification process**

Regardless of project size or planned execution strategy, a rigorous construction contractor pre-qualification process is of paramount importance to ensure your project is delivered with quality, on time, on budget and with no



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FROM LEFT: Local construction practices to be avoided; local infrastructure poses challenges

safety incidents. In-person on the ground inspection and validation of a prospective construction company’s capabilities and capacity, including auditing active construction projects, are necessary to manage project risk.

Here are a few key points for pre-qualifying contractors:

- **Never rely solely on previous client endorsements.** Your definition of success or expectations for safety and quality performance may far exceed those of others.
- **Create an up-front agreement with your purchasing department to invite only technically pre-qualified construction companies to submit bids and proposals.** This approach eliminates the cost and productivity loss associated with evaluating bids from non-qualified companies and subsequent internal discussions to eliminate prospective companies whose only qualifications were that they submitted the lowest bids.
- **Establish detailed construction contractor selection criteria as part of your technical pre-qualification process.** Each selection criterion should be weighted based on the importance it has on the success of your project. No two categories will be the same because every project is unique.

- **Use the construction pre-qualification meetings and interviews as opportunities to gain advance knowledge of possible construction execution strategies most suitable for your project location based on locally available skills and experience.** Don’t assume that because your last successful project adopted an engineering, procurement and construction management or design-build delivery method that the same delivery method can be adopted in a developing region. Become knowledgeable about the local capabilities and define your delivery method accordingly.

Your pre-qualification meetings provide an early indication of how successful a company may be at delivering your project. In developing regions or remote locations, a company’s ability to articulate something as fundamental as its strategy for ensuring all skilled craft personnel arrive to the site each day offers tremendous insight into its level of project and construction management capabilities.

These execution strategies can influence the cost of your project in other ways. There may be a need to establish a life camp for expatriate managers, superintendents and

supervisors for the duration of the project given the remote location, commuting challenges or lack of local temporary housing. An on-site concrete batch plant may need to be built to ensure reliable quality concrete supply for the duration of your project. There may be a need to establish and maintain an on-site heavy construction equipment mechanical workshop for repairs.

Although the site selected to execute our manufacturing expansion was only 35 kilometers from Lagos, the second most populous city in Africa, the lack of modern infrastructure and deteriorating transportation services and roadways combined with stagnating traffic congestion frequently resulted in a three-to four-hour commute each way to the project site. Unless your construction contractor has a plan to ensure all construction and craft personnel arrive on site on time each day, your project schedule will be at risk and the probability of cost overruns increases.

Of equal importance is the ability of prospective construction companies to define their strategies for reliably supplying construction building materials and equipment. Here again, poor infrastructure in developing regions can pose unexpected supply chain challenges. Many of the construction companies I met with could not articulate how they would supply materials to the site. Often they could not state where or how heavy construction equipment would be sourced

or their strategies for repair. These companies were immediately disqualified.

Visiting active construction project sites of prospective contractors is an essential step in the pre-qualification process. This offers tremendous insight into each company's project and construction management capabilities and commitment to quality and safety. A key indicator of how well a construction project is managed is the overall housekeeping appearance on site. Poor housekeeping on a construction site often indicates lacking or non-existent safety and quality standards. It also suggests the supervisors and personnel have a lack of pride in the work they are performing. A deeper investigation into the overall project performance metrics may indicate that the project is over budget and behind schedule.

As part of our due diligence and pre-qualification process we penetrated the execution strategy details of these and other aspects of each prospective construction company. The company to which we ultimately awarded the project articulated in extensive detail its material supply chain, procurement, logistics and staffing execution strategies. It demonstrated its commitment to quality and safety on active projects visited. To address challenges specific to our project, this company constructed a life camp near the project site consisting of containerized housing, a cafeteria, diesel power generation and dining, recreation and laundry services. It also understood that many of the skilled craft and labor personnel would be contracted from local villages where water was scarce. The company constructed a shower facility so construction personnel could shower prior to returning to their families each evening.

Becoming knowledgeable about local construction practices, capabilities and limitations is an essential element of due diligence for any project executed in a developing region. Taking that knowledge and formulating it into a robust construction execution strategy combined with the skilled resources and infrastructure necessary to bring it to life may come at a premium versus projects executed in developed regions. It is imperative to define the right strategy and associated costs early and be willing to invest in the success of your project.

### Appoint a project spokesperson

One of the most important steps at the project conception is to appoint a highly qualified external relations or public relations manager to your project team. Ideally, this person is a country national who understands the local culture and possesses the ability



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to speak the local language. Interaction with the local residents during a large capital project is inevitable, and it is crucial to be aware of and sensitive to how your project is perceived and how it may affect their lives and livelihoods. Demonstrating a sincere interest, sense of concern and respect for them contributes to the success of the project and the community while potentially avoiding unwanted conflicts, disruptions or delays during construction execution and start-up.

It is crucial for the project leader and external/public relations manager to define a community communication plan and to arrange time to meet with local leaders. This meeting allows for a discussion of non-confidential aspects of your planned project and in return provides a venue for local leaders to express their concerns. This conversation also offers insight in how to prepare for

any public comment period that may be required as part of a construction, environmental, operational or occupancy permit application.

Sometimes, you may learn that local leaders view your project as an opportunity for training, skill development and job creation for young men and women in their community even during the construction phase. Including legitimate skill development and job opportunities for local community members as part of your construction execution strategy should be discussed and negotiated in advance with your appointed construction company leadership. Gaining their agreement to purchase consumable construction office supplies such as printer paper, restroom tissue and towels locally may be viewed as another legitimate win-win by the local community.

The importance of building collaborative relationships with people whose lives may be affected by your project cannot be understated. Another way to demonstrate trust, show sincerity and foster collaboration and cooperation during your project is to invite local leaders to planned formal ceremonies, such as the ground breaking, and recognize them at those events to show respect.

The significance and value of investing in relationship building with local leaders became very clear during the bulk earthwork phase of the Nigeria project. Early one morning the construction entrance to our site had been blocked by local residents using primitive means. Rather than using force or involving security and police which may have escalated an already tense situation, we elected to adopt a more gentle and diplomatic approach. We met directly with local leaders to understand their grievances and align on a mutually agreeable solution. The events of that morning easily could have turned into a significant conflict resulting in construction delays, increased costs, productivity losses and potentially lingering safety concerns. Instead, the issue

was resolved in a few short hours due to the early investment in relationship building and maintaining open communication with local community leaders.

### Strategic planning, due diligence and collaboration

Constructing a manufacturing facility in a developed region presents challenges and requires a significant investment in capital, time and resources. These challenges and investments are even greater when expanding your operations into developing regions. Establishing an aligned long-term business and capacity plan that forms the basis of your site and facility master plan and land search criteria minimizes these risks. When these critical steps are rushed, it can result in unnecessary and avoidable rework later in the project.

Of equal importance is gaining firsthand knowledge of local construction practices and capabilities through extensive due diligence and leveraging the knowledge gained to define your execution strategy and contractor selection criteria. Finally, investing the time early in your project to foster collaborative relationships with local leaders and community members enables you to swiftly address and resolve issues that arise during your project.

These are a few critical elements to consider when expanding in a developing region. When incorporated within your overall project execution strategy, they contribute significantly to your ability to deliver against defined cost, schedule, quality and safety goals as you bring your project to life. **FMJ**



**Michael D. Verdier, P.E.** is vice president and integrated industrial design market leader for BHDP. Established in 1937, BHDP designs environments that affect the

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**Jennifer Graham, CFM**  
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**Adeleke Awoniyi, CFM, FMP, SFP**  
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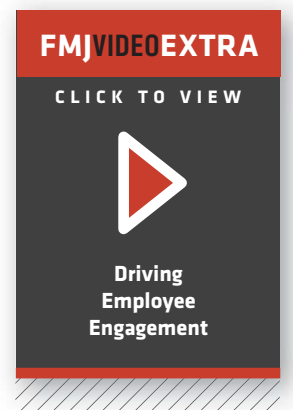
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# CULTIVATING A WORKPLACE OF FULFILLMENT

Imagine working for an organization that allowed you to develop and achieve your full potential. What kind of impact do you think it would create if all employees were able to perfect their talents and skills on the job? Of course, every company strives to maximize profits through an engaged and passionate workforce. Organizations seek to retain customers, minimize employee turnover, expand business and turn a profit. The challenge, however, is actually achieving these objectives on a consistent and long-term basis.





BY JOE CARROLL

Companies are often impacted by the economy. Depending on the product or service that they provide, some actually thrive during a downturn, while others soar only during boom times. Company success can be unpredictable, and can rapidly change. Suppose, however, that there were a way to ensure business growth and prosperity despite a seesaw economy. What specific initiatives could companies adopt to achieve this seemingly daunting task? Walt Disney asserted that “It’s kind of fun to do the impossible.” The key word in that quote is “fun,” and it is one of the secrets to success in the workplace.

According to a Gallup poll, 70 percent of workers are not completely engaged and never reach their full potential on the job. This number is staggering, and demands an explanation. What is preventing employees from connecting with their work? Many attribute this detachment to inflexible bosses, recruiting mishaps or the daily churn, burn and pressures of the job. However, the question is much more complicated, and its answer is rooted in human complexity.

Humans are one of the few intelligent species on the planet who can smile on purpose: most zoologists believe that when animals smile, they are simply carrying out conditioned muscle reflexes that create the illusion of a smile. Only people’s outward expressions of emotion, therefore, provide an accurate and reliable indication of how they feel. Unlike animals, people cannot be conditioned and trained to adopt joyful expressions. While humans are endowed with the ability to purposefully smile, they only exercise this ability if they truly feel happy. Workplaces, therefore, must be designed to elicit genuine happiness from employees.

#### **Develop a friendly company culture**

Fun and festivity are often believed to indicate a lack of productivity that the C-suite naturally opposes. However, having fun at work likely improves worker efficiency. There have been many instances indicating a direct correlation between happy employees and happy customers. Everybody needs an occasional reprieve from work to enjoy themselves and to recuperate. In many companies, such a break can only be achieved through vacations, holidays or paid time off.

However, the incorporation of fun in the corporate culture can allow employees to feel that they are not working tirelessly all day. To some, this idea may sound radical — employees are expected to put in an honest day's work in exchange for an honest day's wage. But, if only 30 percent of the workforce is engaged, are companies really getting a bang for their buck?

To establish a fun culture, companies should set aside time for their employees to enjoy themselves without worrying about work. Occasional parties, for example, allow staff to relax, laugh and celebrate together. While the snacks, games, prizes and lost productivity may cost the company money, everybody will remember the fun that they had. Research suggests that strong emotional events can become permanent fixtures in our memory banks. Therefore, the company costs are small when the long-term benefits are considered:

developing and nurturing a fun culture will have a huge impact on productivity and engagement. This accords with the universal truth that “what goes around comes around” — when a company invests in its employees, they are in turn more likely to become earnestly invested in the company.

Great organizations do not focus exclusively on performance reviews, time management, strategic planning and meeting deadlines. Of course, these elements are important in corporate work life. However, the big picture must account for employee needs. On average, people spend 100,000 hours of their lives working.

That makes it very personal. Upper management, therefore, must ensure that workers are happy and engaged. Because corporate-wide initiatives require top-management support, the C-suite should encourage employees to “play in their corporate sandboxes” — the more, the better.

### **Align talent and work**

The late Steve Jobs, co-founder of Apple Inc., once said: “Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do.” Some people find jobs that they consider to be exciting and fulfilling. However, not everybody is so lucky.

The key to cultivating a winning organization is ensuring that employees' talents, skills, interests and natural gifts are aligned with their jobs and responsibilities. This is a difficult and challenging task for any company to achieve, and requires focus and attention. Too often, organizations rely solely on corporate training programs to solve the problem. While there is a definite need for such programs in every company, it cannot be assumed that training will create fulfilled and satisfied employees. There is rarely post-training follow-up by the facilitator or the manager, and it is usually assumed that workers are excited to practice their newly-minted skills. However, these false assumptions often predict disappointing results. Even if employees are taught how to work and behave, organizations may lack worker commitment due to the misalignment of talents and job requirements. People should not be boxed into jobs that fail to utilize their strengths.

The mismatch between employees and their job titles begins with a company's recruiting process. With the advent of smart applicant tracking systems, employers tend to be more interested in key word searches, and they often neglect important strengths and talents. Companies rigorously evaluate potential candidates' personalities, but do not spend enough time assessing their motivation, talents and interests. In fact, job candidates oftentimes do not know themselves what motivates them.

How can companies improve recruiting and training protocol to positively impact their bottom-line results? One solution is to develop a workplace of fulfillment that goes beyond the executive level. This process can begin when employers accept that employees will and should pursue their passions, which may or may not necessitate switching companies. Striking a balance between passion, purpose, talent and work can be achieved with assistance from a recruiter or trainer who has been schooled in the art of coaching. Coaching is very different from training or mentoring. Trainers help with skill development. Mentors may use some coaching techniques, but their main job is to impart information and knowledge to their mentees. Coaches, however, dig much deeper: they refrain from telling employees what to do, and instead find other means to catalyze change. Ultimately, they aim to teach employees to tap into their top talents and skills on the job. Successful coaching results in organizations with exceptional, motivated and happy employees.

### **Create a flexible work environment**

People have worked since the dawn of time, but not always in offices. Over 150,000 years ago, humans

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Creating a flexible work environment that leverages employee abilities and passions can have a significant positive impact on a company's performance.

spent their days hunting and scavenging. Men navigated the wilderness in search of food. Women prepared plants, meat and other such nourishment in caves and huts. The workplaces of early men and women, therefore, were different from those used today: people worked in primitive dwellings rather than modern high-rises. Instead of sitting at a desk, they actively prepared food and defended themselves from enemies. The Uffizi (Italian for "office") was the first office building, and was not constructed until 1560 in Florence, Italy. Only in the second half of the nineteenth century did people begin to forego farm work, opting instead for office employment. The human species, therefore, is accustomed to living and working outdoors. People have traditionally worked in exciting, challenging, strenuous and dangerous environments, and are thus programmed for agility, quick thinking and adaptability. Today, most people work in office buildings or city skyscrapers. But,

given the historical timeline of Homo sapiens, are these really suitable work environments? It is certainly unhealthy to spend hours each day in a cramped car commuting to work. It is also unhealthy to be cooped up in a cubicle or office all day, with only occasional bathroom visits or coffee breaks. Therefore, companies should provide their employees with more elective options in the workplace. These alternative choices could allow workers to take advantage of flex-time, additional time off and remotely working from home, their favorite café or a nearby park. While it may seem that such arrangements would preclude truly productive work, it is important to consider that most jobs today require only a computer and cellphone. The advent of teleconferencing, Skype and social media further erode the need to come to the office every day.

Developing a workplace of fulfillment increases the likelihood that employees

will use their best talents each day at work. Creating a flexible work environment that leverages employee abilities and passions can have a significant positive impact on a company's performance. Employees must simply be given better opportunities to succeed. As Johann von Goethe once said, "A really great talent finds its happiness in execution." **FMJ**



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# AGE: APPROPRIATE



**STRATEGIES FOR LEADING AND LEVERAGING A MULTI-GENERATIONAL WORKFORCE**



**BY SCOTT RICE**

**T**he facility management industry relies on the contribution of a diverse group of employees. They bring different skill sets, education levels and professional backgrounds, and will inevitably be a part of different generations. These age differences and generational gaps bring both obstacles and opportunities, and understanding how to minimize the former and capitalize on the latter can create success for facilities across the organizational spectrum.

Successfully running any facility necessitates not only promoting clear and consistent communication, collaboration and connection between leadership and individual team members, but also encouraging engagement and relationship-building between facility professionals of different ages. The advantages conferred by successfully harnessing the skills, expertise and perspectives of different age groups can make a significant impact on the quality and efficiency of a company's operations. Thus the strategies and techniques used to make that positive impact have subsequently become an integral and essential prerequisite to a building's long-term success.

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**Managing Today's  
Multigenerational  
Workforce**



## An evolving industry

Successfully leveraging a multigenerational workforce has become more important than ever largely because of the changing face of an increasingly competitive facility management landscape. A significant amount of industry knowledge has been and will continue to be lost because many training and mentoring programs that feed the skilled trades are becoming antiquated.

Today's relentless focus on "efficiency now" means that employees are no longer permitted to gradually learn on the job under the tutelage of a more experienced professional. New personnel are instead required to hit the ground running and make an immediate impact. Technology, while an invaluable asset and source of powerful new synergies and efficiencies, has inevitably led to the loss of many acquired skillsets — knowing how to push a button or fill out the correct form has, in some instances, replaced the need to legitimately understand how the parts of a building really work.

Today, facility managers must be flexible and multi-talented: they should be able to manage vendors, satisfy tenant requests in a timely manner and jump in when needed to perform clean-up duty as the janitor. The facility management landscape used to be much more job-specific. Today, however, FMs need to accomplish much more with much less. Therefore, maintaining a flexible workforce where employees of all ages are able to make important contributions is absolutely critical.

### "Different" makes a difference

When dealing with a workforce of varied ages, it is important to recognize and accept that different generations are in fact different. They have different perspectives, approaches and expectations. For example, different generations tend to have very different levels of comfort and familiarity with technology. At a time when this technology is advancing rapidly, and when sophisticated new computerized control systems and increasingly technical operations and management infrastructure have become a part of

day-to-day work, these generational differences can become an issue if left unaddressed.

Demographically, facility management professionals are older than much of the workforce, and, as a group, can at times be resistant to change. Other age-related "cultural" differences also exist. While often more technically savvy and flexible, younger employees tend to prefer casual dress at work, which some companies may find unacceptable for a professional, service-driven culture.

### Resisting generalizations

It may seem contradictory to follow a discussion of trends and generalities with an admonition to avoid overgeneralizations. However, there is a "sweet spot" of sorts: an approach that honestly appraises and addresses generational differences without stereotyping employees and oversimplifying complex issues. In other words, it is important to understand these trends and to be wary of potential workforce impacts, but also to avoid snap judgments and to evaluate each individual worker based on his or her own merits.

At times, age differences can lead to generational friction: the way that divergent groups of employees perceive each other can create beliefs and opinions that ripple through an FM team and affect the members' quality of work, sometimes for better and other times for worse. It is not uncommon for the older generation to criticize younger employees for a supposed lack of follow-through and perseverance. Older facility professionals may express their disapproval with phrases like "he is just too young" or "she does not understand what it means to work hard". While there may be some truth to these perceptions — many agree that the work ethic of generations past does not align with that of today's workforce — it is a serious mistake to let them go unaddressed.

Generalizations are dangerous primarily because of their limited predictive value: age is not determinative. There exist technically savvy septuagenarians, as

well as talented young employees with no computer or technology experience. It is important to remember that the truly essential characteristics of great employees are unrelated to their skillsets or their age-related tendencies. Passion is not determined by age, and neither is commitment. A positive attitude does not have an expiration date. Consequently, one of the most important ways to ensure that a multigenerational workforce is a cohesive and collaborative unit is to make sure that the right people make up the group.

### Working together and working it out

Leveraging a multigenerational advantage is about recognizing what intrinsic qualities are most important, regardless of age, and adjusting hiring, training and management strategies accordingly. The best way to encourage team-building and cooperation among diverse employee groups is to ensure that the groups are alike in all the ways that really matter. Then, the rest of the differences, technology-driven or otherwise, become smaller obstacles to achieving facility-wide cohesion and success.

This effort begins before an FM team is deployed. In fact, it begins before a team has even been created. Successful hiring involves understanding a company's values and selecting employees who fulfill them. Because so many industries today are customer service-driven, prioritizing a positive attitude, professional enthusiasm and a commitment to the job pays dividends. These traits are not age-dependent, but are difficult, if not impossible, to teach with training. Values translate into behaviors. The behaviors that companies seek are the same regardless of the generation: if the collective attitude of a team and the resulting company culture are in alignment, age does not matter. A company's hiring system must be designed to bring in the right people, and what that means is subjective to each organization.

Management often fails to unite diverse workforces when they use seminars and training sessions to solve inefficiency or generational discord. This assumption that the pieces of the puzzle will simply



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“fall into place” is an oversimplification. Culture is not a motivational poster on the wall, but is rather expressed by the true nature of a company. Culture is built and shaped based on who companies hire, fire, promote and rely on for leadership. The components of an organization’s culture must be reinforced every day at every level, not just during “extra-curricular” opportunities. A focus on organization-wide culture, rather than individual appearances, skills and resume lines, will create a cohesive team despite age disparity. Old zebras and young zebras are all still zebras. A mixture of zebras, lions and elephants, however, is a recipe for discord.

### Communication and motivation

Facility managers must recognize and avoid the dangers of assuming that everyone works and converses in the same way, and should adjust their communicative approaches accordingly. Communication can be modified depending on the audience. For older employees who may be accustomed to doing things a certain way, patience and subtlety are key when introducing change. Managers should begin the request with an explanation of why the change is important. They must then listen and respond constructively to questions and comments.

Thoughtful communication and education, however, does not require FMs to tell workers what they want to hear, soft-pedal the truth or patronize staff. The tactics of communication may vary on an individual basis, but the core message must always be conveyed.

When working with multi-generational teams, many different communication tactics may arise. The key to embodying a company’s core values is to avoid adversarial relationships, and to promote a productive and honest exchange of ideas. FMs should emphasize to employees of all ages that they can and should learn from their peers. To jumpstart the learning process, managers can solicit and utilize quality employee feedback. The method of delivering information can vary, but ultimate expectations should be the same for all age groups. The best managers are skilled at recognizing,

acknowledging and accommodating differences without compromising core values or bottom-line goals.

### The multi-generational advantage

Fortunately, many of the challenges that accompany multigenerational workforces are actually opportunities. When handled skilfully, age diversity is no longer a problem, but instead an advantage.

Employees of different ages and backgrounds have different perspectives and experiences to draw from. This not only increases the likelihood of creative, effective conflict resolution, but also gives team members the chance to learn from each other. From a managerial perspective, reaching the point when those differences become advantageous, and not troublesome, will take some time and up-front investment. However, once all team members are on the same page and have been equipped with the tools and perspectives necessary to work cooperatively and collaboratively, the built-in growth can be compelling.

The bottom line is that generational gaps are as much a form of valuable diversity as are ethnicity, gender and cultural differences. And, like all diversity, age variance can make an organization stronger by contributing a range of different perspectives, skillsets and experiences that serve as invaluable assets.

### Diagnosis: Diversity

The Karmanos Cancer Institute in Detroit, Michigan, USA, exemplifies the benefits of employing a multi-generational work force. In a successful and cutting-edge health care setting, the staff age differences have consistently yielded positive outcomes and have taught important lessons about the value of generational diversity.

In the world of cancer treatment, hospitals service patients of all ages. This trend also occurs in the staff demographic: individuals form a range of generations are tasked with maintaining the facility. Every member of the FM team must understand and embrace the challenge of working to comfort and care for patients enduring tremendous hardship.

Staff-patient relationships, however, are not governed by age: older patients may enjoy the presence of younger facility management professionals, while younger patients may prefer older staff. Employees of different generations bring unique styles of communication and caring to the table, which helps support the institute’s inherent patient diversity.

The Karmanos facility team was not always successful. However, the introduction of a values-driven approach that showcased the commonalities among generations helped the team improve their performance. Modified hiring strategies and ongoing training sessions helped align the generational groups while still allowing them to appreciate their differences. The interview processes, language used in training and ongoing positive management reinforcement demonstrated the company values to every team member.

In some ways, understanding how to lead and leverage a multigenerational workforce addresses some of the fundamental questions about a company’s culture and core values. Managers cannot appreciate and address the issues presented by a diverse team without first determining the company’s professional priorities. This is a prerequisite, not just a preference, for operating a successful and competitive facility management company. **FMJ**



**Scott Rice**, president and COO of Powerlink, joined the company in 2003 when it had only one customer and 20 employees, and has helped the organization grow to include more than 500 facility management, staffing and construction employees in a variety of industries.

Rice’s expert process development and implementation skills were honed during his time in the manufacturing world, where he oversaw the successful turnaround effort of two plastic injection molding facilities. He is also an active member of EO (Entrepreneurs Organization) Detroit and serves on the boards of the Walsh College Foundation and Winning Futures, a youth mentoring non-profit.

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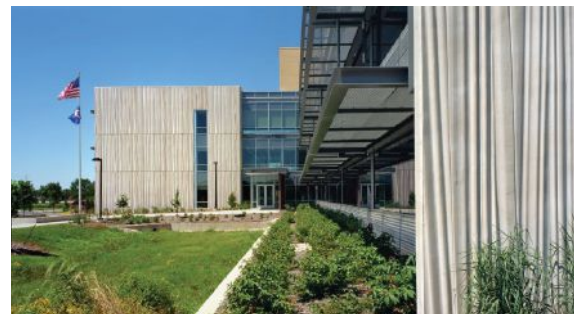
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# OLMSTED COUNTY REAL ESTATE ASSESSMENT

BY STEVEN ORFIELD | IMAGES VIA STUDIOS ARCHITECTURE

O rfield Laboratories (OL) is the only multi-disciplinary building performance consulting lab in the United States. OL has focused on research-based design consulting in architecture for decades. OL founded a workplace research collaboration, the Open Plan Working Group (OPWG), in 1998 and an architectural collaboration, the Architectural Research Consortium (ARC), in 2009. Additionally, OL has hosted 31 national design research conferences, which have included presentations by IFMA leaders, members and researchers. This article addresses the first ARC project completed by ARC member Studios Architecture of Washington, D.C., for Olmsted County in Rochester, Minnesota.

Despite a very limited starting budget, an advanced 72,000-square-foot office building was developed based on design research practices. The progressive client collaborated with a top national workplace architect who generally designs high-budget corporate headquarters rather than limited-budget civic architecture. The resulting building was amazing, yet low-cost, and thus dispelled the myth that cost and quality must be proportional.



## Background

In the mid-2000s, the Director of Facilities for Olmsted County, Helen Monsees, began to assess Olmsted County's real estate assets as part of a survey to determine the long-term utility of the county's building inventory. She had recently taken over this position, and due to past experience was aware of the difficulty of constructing high-quality spaces with a modest budget. Monsees had been involved in the OPWG conferences, and she was interested in applying research-based design to her first project. Monsees was tasked with creating more office space that would improve working conditions for the user group, the human services staff of Olmsted County.

**OCCUPANCY  
QUALITY WAS  
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INCREASE THE COST  
OF BUILDINGS.**

Olmsted County hired a national architect, DLR Group, to perform a real estate assessment study. Some of the topics addressed included:

- Condition of each building
- Value of each building
- Needed repairs to bring each building up to desired standard
- Value of buildings after repairs versus construction of replacement buildings

This study of Olmsted County's real estate assets spurred consideration of building reuse, building renovation and new building construction. While the study was underway, another question arose regarding the existing real estate assets. Could a newly renovated building confer the same occupant benefits as a newly constructed building? In other words, if Olmsted County's existing office building was renovated to a high-quality condition, would it be able to improve occupancy quality to the extent that a new building could? Monsees wondered which of the two options would most benefit occupants, and if the results of increased occupant satisfaction would result in financial and human resource gains. The OPWG and ARC collaborations were formed to develop tools to measure both occupancy quality (using pre- and post-occupancy studies and subjective measures of preferences) and building performance (by measuring acoustics, lighting, daylighting, thermal comfort and indoor air quality).

#### **The CBPM pre-occupancy study process**

To measure occupant preferences, a certified building performance measurement (CBPM) occupancy study of the human services department and the Olmsted

County Human Services Building was undertaken. The department occupied an old hospital building, and each former patient room was used as a joint office by two social workers. The old hospital lounges at the end of each hall were configured with four to six cubicles for other staff. The study benchmarked the current facility and gauged worker satisfaction. It also gathered data on whether employees were interested in relocating to an existing specification grade building that could be used as an open-plan office where each social worker would occupy one cubicle in a large floor space.

This CBPM study included a 20-minute automated computer survey to be completed by building occupants as well as a set of performance measurements for the building itself. The occupancy study included five sets of ranking questions about:

- Organizational quality
- Work task quality
- Compensation quality
- Local environment (work station) quality
- General environment quality

The accompanying building performance measurement survey used a custom CBPM measurement system designed to quantify the values of building performance, also known as perceptual comfort:

- Daylighting
- Lighting
- Acoustics
- Thermal comfort
- Indoor air quality

The CBPM study intended to measure employee satisfaction, and to determine the extent to which it was impacted by workspace quality. The study also sought to measure levels and sources of satisfaction and concern, and to determine the specific building performance metrics that cause positive and negative employee sentiments.

#### **Study results**

The study confirmed that Olmsted County's employees were satisfied with their organization, work tasks and compensation, but unsatisfied with the quality of their general and local environments. The physical measurement of building performance confirmed that the workspace did not provide occupancy comfort and lacked perceived quality.

The study also revealed that the building occupants were concerned with their environment, and felt that the "cube farm" setup in the potential new office space would lack privacy, daylighting, thermal comfort,

etc. They also feared that the more open spaces might be less favorable than their current semi-private or private spaces, a concern that has widely been expressed in other similar research.

Monsees presented this CBPM study to the Olmsted County Board along with a request for funds to begin the process of designing a new building. Some of the funds were allocated for architectural and construction services, and another portion was set aside to conduct building performance and occupancy quality research, including design and testing, to ensure occupant satisfaction with the new space.

### CBPS building performance standards

Prior to selecting the design team for the new project, the county adapted CBPS Building Performance Standards. The standards provided exact numerical targets and recommended practices for each area of building performance. The standards were incorporated into the requirements for the architect under the RFP that was issued. Additionally, research-based design consulting services were provided, free of charge, to the architect for design, modeling, measurement and other efforts related to occupancy quality.

### The RFP for the architect selection process

Olmsted County had, over the past decade, completed three buildings, each of which was designed using a requisition-type process for which the county issued and published an RFP describing its objectives. For all three buildings, local architects who already provided most of the county's design services responded to the RFPs. However, each of Olmsted County's three prior buildings had problems that resulted in occupant complaints, and there was generally little recourse in the contracts to resolve them without exceeding the pre-established budget.

For the new human services building, Monsees knew that the selection and design processes could be completed more efficiently using research-based design methods that assist with the selection and development of high-quality design teams and processes.

The new RFP focused extensively on occupant satisfaction and stated that "the architectural quality of this project shall be determined solely at the seated occupant position." The county placed more value on workspace quality than on quality of the facade or the public area amenities. The RFP also stipulated that more building space would be dedicated to staff for use of their own work areas and less to ancillary meeting facilities, as a higher quality work area would have more privacy for confidential discussions and would be more efficient than reserving and using conference rooms.

The county also included clauses in its RFP requiring that the project meet sustainability and energy efficiency guidelines similar to those in LEED. Still, it was clearly stated that occupancy quality was a greater concern than LEED, as some LEED practices compromise quality and increase the cost of buildings.

### The architect selection

The RFP requested an exact set of information from each architectural firm, in lieu of non-comparable information that could not later be benchmarked.

The RFP did not guide the design team candidates to simply repeat client interests, but it rather allowed each design team to focus on its own orientation. A scoring instrument was developed to review each RFP that gave points and rankings for the quality of coverage for each topic. The RFP also required compliance with CBPS and sustainability standards.

The intent of the RFP was to find interested architects, especially those who were well-oriented to the issues of research-based design. This RFP yielded three local responses, two regional responses and one national response. Two of the local respondents took exception to the CBPS standards, and three finalists were chosen from the six respondents. The interview process was then explained to each of these finalists. The process had the following provisions:

- Only the actual team could participate. No principals or marketing staff were invited.
- Each team was given a design problem description and was asked to develop a solution and to present it to the client committee.
- The design problem required candidate teams to explain how they would create a superior local work environment for the seated occupant.
- The client committee was provided with a scoring instrument, and was asked to listen to each presentation and to rank its topic coverage and quality of discussion.

### The presentation

The three presentations occurred over two days, and the presenters provided very different, distinct solutions for the problem. Some presentations were very general and reassuring; others addressed specific concerns. The committee voted and almost unanimously selected a clear winner. Orfield Laboratories was not tasked with the selection, only with the design of the process.

### The collaboration between the architect and Olmsted County's consultant

Orfield Laboratories had suggested that significant assistance be offered to the design team, as most have

very little technical knowledge of occupancy quality and are unfamiliar with the relevant metrics. The client provided a fixed budget for assistance during the schematic and design development phases of this project, and also paid for performance commissioning to verify standards at the end of the process.

### Schematic design

The schematic design phase (SD) of projects, which defines the approach to the building design, is usually very short. In most cases, this phase does not successfully resolve the design approach. Furthermore, on many projects the timing of the design process is not critical, as the new building can proceed within a range of schedules. Olmsted Laboratories compared the design schedule to the actual progress. In this phase, critical decisions were made to incorporate:

- A south-facing, very narrow cross-section for high-quality daylighting and 25-foot maximum distance to major daylighting
- A layout that placed open offices on the south side and private offices on the north side
- Continuous banded windows across the south with punched windows on the north
- An open ceiling with greater height and no plenum for deeper daylighting
- Open office ceilings to deck, with high levels of acoustic treatment and very uniform sound masking for better acoustical privacy, daylighting and spatial comfort
- Very low-brightness, non-symmetric ambient lighting to resolve lighting needs while avoiding uniform illumination and high energy costs
- Three facades (south, east-west and north) all designed differently to account for different daylighting orientation and climatic conditions
- Larger workstations and fewer conference facilities
- Thermal comfort zones to provide high levels of seated personal comfort
- Humidification for thermal comfort
- Very limited HVAC noise for aural comfort



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Often as teams move on to the design development phase, they must revise SD decisions that should have already been perfected. Orfield Laboratories arranged with the client to allow SD flexibility until sufficient schematic clarity was available. As the design process continued, the SD period was extended by one month in order to complete it comprehensively. The resulting SD provided the site selection, footprint, performance attributes, sections and 3-dimensional rendering for the project. The CBPS performance standards were major drivers of the design process.

### Design development and construction documents

As the design proceeded, the more specific questions about performance and budgeting were all resolved without deviating from initial agreements. When budget compromises were necessary, cost reductions that least affected the seated worker were selected. The facade and public areas were constructed well but inexpensively, and the seated workspace was emphasized as the primary objective. Maintaining an occupancy quality standard despite budget limits was crucial to occupant satisfaction.

Construction documents were completed, and the building was bid out to regional contractors under a value-based bid process. When completed, the new building came in 35 percent under budget and saved approximately 10 times the cost of the research-based design process.

### Building opening and performance commissioning

Performance commissioning took place before re-occupancy, and evaluated all the areas of perceptual comfort listed in the CBPS standards. The initial results of testing showed that the building met many standards. Some areas needed further adjustment, such as HVAC commissioning and sound masking for optimal speech privacy. To perfect the space, the necessary adjustments were ordered and completed.

The research-based design approach provided Olmsted County with a very advanced building that supports its workers. Because the approach prioritizes employees, the new office was built with strict adherence to high occupancy quality standards. The entire process demonstrates that positive user experience is strongly supported by advanced design research, an exceptional client and an insightful architectural team. **FMJ**

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- Today's Facility Manager, "Occupancy Research and Building Performance – Before and after studies related to new construction and renovation projects empower facility managers," Orfield, Steven J., Oct. 21, 2009.



**Steven J. Orfield**, founder of Orfield Laboratories Inc. in Minneapolis, Minnesota, USA, has been involved in the architectural and product consulting field for four decades. His career began with acoustical and lighting research and design in open plan office areas, and he has since

become involved in product research.

Orfield has also developed extensive testing and evaluation methodologies for architecture and product research. He takes a human factors approach to architectural technologies and places user experience as the principal criteria. Orfield has authored and been featured in more than 300 national articles, and is the founder of the Open Plan Working Group and the Architectural Research Consortium. He can be reached by email at [steve@orfieldlabs.com](mailto:steve@orfieldlabs.com).

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Navigate to [www.magnusongroup.com/products/outdoorwastereceptacles/balloon.html](http://www.magnusongroup.com/products/outdoorwastereceptacles/balloon.html) for more information on BALLOON receptacles.

**WAVE-SHAPED CEILING BLADES CREATE UNIQUE SPACES**

Armstrong Ceiling Systems has expanded its inventory to include MetalWorks™ Blades – Concepts™ and Infusions® Blades – Concepts™. These new linear wave designs are available in two distinct, unique looks that can transform building interiors:

MetalWorks Blades – Concepts offer the warm look of wood in thin, lightweight aluminum panels, and are available in three wood-look finishes.

Infusion Blades – Concepts provide the same linear wave design in playful translucent panels that interact with light to enhance the aesthetics of any space, and are available in 35 standard colors and patterns.

Both panel types are produced with an upscale, linear design, and can thus be used to create varying visual effects depending on the spacing and direction of application. The blades can be used to embellish an accent area, or to add dramatic visual impact with full-room installation.

The six-inch deep blades are available in 4’, 6’ and 8’ lengths. They are seismic tested



and have a Class A fire rating. The panels easily hook over suspension bars for quick installation.

Learn more at the Armstrong Ceiling Systems website: [www.armstrong.com/blades](http://www.armstrong.com/blades).



**WATER USAGE MONITOR MAKES EFFICIENCY EASY**

The Banyan Water Bracelet™ is a new flow monitoring solution that attaches to water mains without pipe cutting or disruption and provides customers with real-time intelligence to control indoor water use and cost. Produced by Banyan Water, a technology company specializing in smart water management, the product provides consumption data that better enables efficiency.

Information collected by the Bracelet is displayed on intuitive dashboards that show customers how water is being used and where opportunities for

efficiency exist. The system automatically detects and alerts users of leaks and other anomalies that may signal a water system issue.

Data analytics allow users to set benchmarks and compare their water efficiency measures to reduce consumption and improve their overall water portfolios. The flow monitoring system allows users to monitor, understand and adjust water usage, which results in ongoing cost savings.

More information about the Banyan Water Bracelet can be seen at [www.banyanwater.com](http://www.banyanwater.com).



**USDA-APPROVED FLOOR TILES OFFER DURABILITY AND SUSTAINABILITY**

The global market leader in commercial floor covering solutions has introduced Marmoleum Modular, a naturally sustainable tile collection. The product provides beautiful, durable, sustainable and hygienic flooring solutions for health care, education, government, corporate and retail facilities.

The tiles come in three coordinated sizes and are produced in 44 different colors. These options allow for easy creation of different designs, including chevron, herringbone, checkerboard and mosaic. Additionally, an online design tool allows customers to experiment with tile placement options.

Marmoleum Modular is currently the only floor tile that is USDA Bio-Preferred Certified 100 percent bio-based. Made from natural, renewable ingredients, the tiles feature inherent antimicrobial and antistatic properties that improve indoor air quality and resist bacteria growth without chemical additives. Marmoleum Modular can be easily and cost-effectively renewed, even after years of heavy use – the tiles have a system service life of 30 years.

For more on Marmoleum Modular tiles, navigate to [www.forboflooringNA.com](http://www.forboflooringNA.com).

**SOLIDS HANDLING PUMPS DELIVER MAXIMUM PERFORMANCE AT MINIMAL COST**

BBA Pumps has released BA pumps, a new line of electrically driven solids handling pumps that operate at 100 m3/hour and can achieve a maximum of 6500 m3/hour. While the diesel-driven pumps have been actively used on the market for many years, they have been modified to comply with the new Standard Norm Block Construction (NMC), and now offer an improved modular and compact design at a low price.

The pumps are built with high efficiency components and IE2 electric motors, and provide maximum performance at minimal cost. In addition to a standard control box and a soft starter, the pump sets also feature a frequency converter that ensures careful control over the pumping process.

The BA Pumps feature:

- A complete, fully standardized series of different-sized pumps, ranging from the small 3" to the large 24"



- Large free passage, an excellent net positive suction head (NPSH) and high efficiency
- Compact, modular construction using norm block assembly
- Sustainable operations, free from oil leaks or diesel engine-emitted pollutants
- The BBA Four-Year Limited Warranty

Due to the standard, lockable sound-attenuated canopy, the pumps are extremely quiet and can thus be deployed effectively and safely in densely populated areas. This series of pumps operates without noise emissions and with a high resistance to damage and vandalism.

For more information on BA Pumps, visit [www.bbapumps.com](http://www.bbapumps.com).



**NEW LED PRODUCTS PROVIDE 79 PERCENT ENERGY SAVINGS FOR COMMERCIAL BUILDINGS**

Power management company Eaton has introduced the Corelite™ Divide™ Series from its Cooper Lighting division. The architecturally inspired family of recessed, suspended, surface and wall luminaires incorporates WaveStream™ light-emitting diode (LED) technology, and is an energy efficient and affordable solution for commercial building owners.

The product line's diversity offers solutions for a unified look throughout an entire building, and accommodates spaces like open and private offices, corridors and stairwells.

The WaveStream LED technology features laser-precise optics arranged in exacting patterns, which provide unparalleled brightness control while delivering maximum light levels. The Divide Series meets the Illuminating Engineering Society's (IES) 30 foot-candle office space lighting requirement, and, when using the 2012 International Energy Conservation Code (IECC), has been shown to offer up to 79 percent energy savings for commercial buildings.

To learn more about the Corelite Divide Series, visit [www.cooperlighting.com/wavestream](http://www.cooperlighting.com/wavestream).

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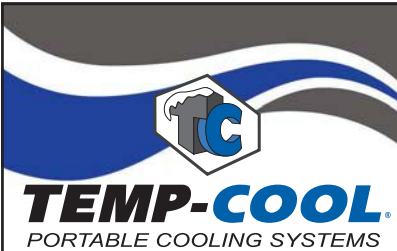
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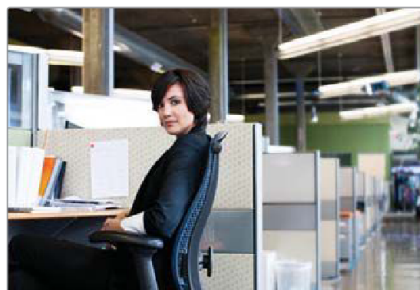
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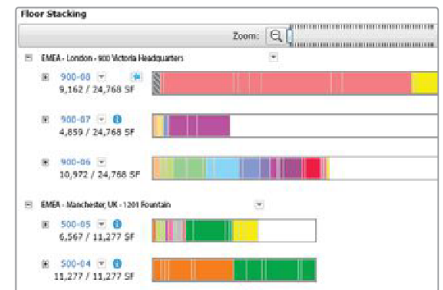
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# AND THEN THERE WAS PARTNERSHIP

BY JOHN DOMMERHOLT AND GEORGE MAAS

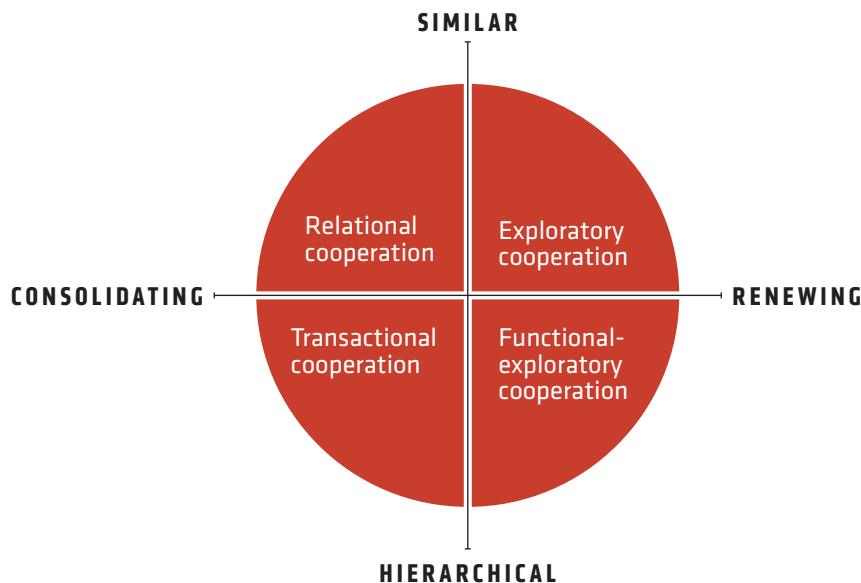


FIGURE 1: The cooperation quadrant showing the four forms of cooperation.

**P**artnership is the new buzzword in facility management — it is high on the agenda both with principals and contractors. The real fleshing out of a partnership is, however, often difficult. One of the reasons for this is that partners do not have enough insight into each other's objectives. Essentially, the basis of the partnership is unclear.

Sound evidence has verified that the average duration of general and technical support contracts is increasing. Ten years ago, a contract duration of three years was completely normal. Today, however, contracts are active for five to eight years, or sometimes even longer. This trend means that the principal will have more time to recoup investments and that the transaction costs for the principal will be reduced.

Amicable partnership is an important objective when negotiating service contracts. Because parties are becoming associated for longer periods of time, they realize that change will likely occur during the extended contract period. Partnership is a better strategy to compact such change than the traditional principal/contractor relationship. While partnership is usually established and fostered during the tender period of service transactions, further development is typically very limited. This stagnation can be partly attributed to partners' limited insight into each other's ambitions and objectives, which hinders the partnership. This article explains the various forms of cooperation, and discusses general and technical support.

### Cooperation between organizations

In their standard work on cooperation between organizations, Kaats, van Klaveren and Opheij define and describe the various forms of cooperation. The four cooperation archetypes, depicted in Figure 1, were developed based on the thoughts of Kaats, van Klaveren and Opheij.

The model has two axes: the cooperation relationship and the cooperation

**TABLE 1:** The characteristics of similar and hierarchical relationships.

	<b>SIMILAR</b>	<b>HIERARCHICAL</b>
<b>RELATIONSHIPS</b>	Interdependent	Principal-contractor
<b>DECISION-MAKING</b>	Consensus	Order
<b>BASED ON</b>	Trust	Contract
<b>COORDINATION</b>	Horizontal	Top-down

**TABLE 2:** The characteristics of cooperation relationships aimed at consolidation and innovation.

	<b>CONSOLIDATING</b>	<b>INNOVATION</b>
<b>TIME HORIZON</b>	Tomorrow	Future
<b>GUIDE</b>	Result	Ambitions
<b>ORIENTATION</b>	Better	Other
<b>APPROACH</b>	Step-by-step	Breakthrough
<b>AIMED AT</b>	Continuity	Creativity

objective. The cooperation relationship can be similar or hierarchical. The characteristics of the two various cooperation relationships are shown in Table 1.

There are often similar cooperation relationships between organizations. There exist, for example, joint ventures like the Social-Economic Council in which employee and employer organizations cooperate using purchasing combinations, collaboration between various hospitals and universities and other forms of teamwork. With similar cooperation relationships, there is

never a superordinate or a subordinate constituent. Still, while there is no boss, there can be a chairperson who is tolerated by the other partners. The maxim in the case of similar relationships is “consensus.”

Each principal/contractor relationship is a hierarchical arrangement. However, some hierarchical relationships function so well that the structure is transparent to most partners, and the leader becomes apparent only when difficult situations necessitate upper-level intervention.

The horizontal axis from the cooperation quadrant represents the cooperation

objective. There is essentially an objective any time that organizations collaborate. This objective sometimes involves representing each other’s interests or producing something together. However, it can be as basic as a simple transaction. Table 2 shows the differences between cooperation relationships aimed at consolidation and those seeking innovation.

**The four archetypes of cooperation**

The cooperation quadrant depicts four unique sections that differ along dimensions of relationship type and objective. Each quadrant represents a unique form of cooperation.

### Relational cooperation

Relational cooperation is characterized by similar parties whose collaborative efforts are aimed at consolidation. Branch associations, for example, focus primarily on representing members' interests.

Collective benchmarking of general and technical support costs among organizations is another example of relational cooperation. With this type of cooperation, mutual interests are often limited with long-term aims. Partnerships typically resemble a business club or a students' association. Participants take part mainly because involvement is fun — other results are considered secondary. The energy invested in the cooperation is altruistic. The partnership is often successful because neither of the parties is a threat to the other, and neither benefits more.

### Exploratory cooperation

Exploratory cooperation is characterized by parties that strive for innovation. This cooperation type could involve alliances between various companies to develop new products or consortia regarding PPS projects that are jointly responsible for a project. Joint ventures between a cleaning organization and a care institution are also categorized as exploratory if there is an ambition to create something completely new.

This type of cooperation begins when the parties recognize that they need each other for strategic innovation. Exploratory cooperation is typically a skill that one organization has that the other does not. Some organizations prefer independent work, while others have learned that success lies in cooperation.

Philips is an organization that has learned the value of cooperation. Just 40 years ago, Philips performed many in-house functions that ranged from general and technical services and research and development to facilities

production. Philips' operations have since changed, and it now engages in many types of cooperation. With exploratory cooperation, both parties have a major interest in the collaborative work and are therefore prepared to invest energy into the partnership and into each other.

### Transactional cooperation

Transactional cooperation is hierarchical cooperation aimed at consolidation. Almost all outsourcing relationships can be classified as transactional, where there is a clear principal and contractor and the transaction (the service) is central. This type of cooperation is often aimed at the effective and efficient exchange of persons, products, services or information. Partnership is a relative concept as, with this type of cooperation, the exchangeability of the hierarchically subordinate partner is often great and the horizon of the cooperation is clear in advance. Partnership therefore occurs only during the first stages of the cooperation, and is characterized by a proper and pleasant manner of networking.

### Functional exploratory cooperation

This archetypal cooperation type is hierarchical and aimed at innovation. Functional exploratory cooperation can be exemplified by the relationship between an architect and his principal or between a university and a pharmaceutical company developing new drugs. Additionally, the cooperation between a service provider and a principal that results in the development of a new solution is also functional exploratory.

There is a great deal of dependence in this type of cooperation. The hierarchically subordinate party has a skill, talent or patent that interests the hierarchically superordinate party. This makes the hierarchical relationship seem more equal than it does in transaction cooperation. The success of this type of partnership, among other things, demonstrates that

both parties have an interest in the cooperation. This can, for example, be due to the fact that the managers show an interest in the cooperation.

### Successful cooperation

Partnership is the umbrella term for the four above types of cooperation, all of which are used in the field of general and technical support. Each different kind of cooperation can lead to a successful partnership if the partners are aware of their position in the cooperation quadrant. This is the basis of the cooperation and, by extension, of the partnership. There is potential for misunderstanding if the principal assumes that the cooperation is transactional, while the contractor believes it to be functional exploratory, or vice versa. When ambitions are misinterpreted, there is a significant likelihood of miscommunication.

A major task for both the principal and the contractor, therefore, is to unambiguously convey the type of cooperation that is sought. In a tender procedure, the principal should indicate his ambitions and expectations very clearly. It is also the contractor's responsibility to be clear when submitting a quotation. It is not enough to strive for a partnership — clarity and action are key. **FMJ**

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# ONLY FACILITY MANAGERS CAN BOOST FACILITY MANAGEMENT

BY LUCIE RYJÁČKOVÁ AND ONDREJ STRUP



**T**o begin, let us quote the definition of facility management according to the current European standard EN 15221: “Facility management is the integration of activities within the organization to ensure and develop the agreed services, which support and enhance the effectiveness of its core activities.”

In a historical context, facility management is a relatively new field. However, during its short period of existence, it has become sufficiently established. Facility managers have found their position in the management structures of companies. In this article, we would like to point out the actual

## IF FM WANTS TO BE PERCEIVED STRATEGICALLY, IT MUST ESTABLISH ITSELF STRATEGICALLY.

and potential positions of facility managers within the larger management structures of the organizations they serve. We will examine whether facility managers could play a more important role and, if so, what we can do to contribute.

Let's start with a brief consideration of the needs of owners or senior management executives of private or public institutions. In terms of their consideration of the benefit of their subordinates within the organization, the focus is on minimizing problems, clarity of management, the adoption of clear and concise information, but most of all the added value of each activity (for profit).

### Perception of facility management

If we look at three related professions — asset manager, property manager and facility manager — in the first two professions it is quite clear: there, the relevant experts acquire and manage valuable possessions (and they add value) or are looking for quality tenants who bring profit. Logically, these professionals represent a financial

benefit and therefore tend to be appreciated by owners/upper-level managers.

However, if we take a look at the current perception of facility managers, the situation is very different. The vast majority of owners and senior management executives perceive our industry as merely “building management.” In a way, facility managers are seen as a necessary evil. While the C-suite perceives that without FMs assets would gradually be neglected and spaces would not be protected and or cleaned, they also often perceive this role as costly.

In the wake of the recent economic crisis, this

perspective has only deepened, extending beyond required savings to what many facility managers would warn against as rash cuts. This causes our profession to seem even more inconvenient and it becomes less popular among financial stakeholders. However, we may only change this ourselves. No one else can build a new image for us.

Therefore, if we admit that our position is no longer tenable, we must start determining how to reestablish our field and, particularly, how future facility managers should present themselves. To be respected by owners and managers, we must be able to prove facility management's ability to bring added value to the company. Most traditional facility managers would point out that FM is by nature a support role and as such does not intrinsically offer value. While this is partially true, it neglects a more vital point: that facility management exists not only to support business functions, but the people who perform them.

Leaving aside the traditional management areas that are FM's primary bailiwick, let's further examine the role of supporting people.

Staff salary allocations are an important part of any business budget (for office-oriented companies, such as banks, insurance companies or public administration, they represent approximately 80 percent). The productivity of these employees is therefore a vital element to consider in any financial balance sheet. Delving deeper, the theory of Lean Six Sigma states that employees bring real added value (profit) to their companies only 5 percent of their working hours. Although this figure initially looks downright scary, it takes into account activities that must be performed but which do not in themselves generate profit (e.g., filing, reporting, accounting, training, etc.), or activities that directly constitute a loss when performed inefficiently.

All of these activities fall into auxiliary operations and therefore they can be integrated into the area of support. Facility managers who are responsible

for the management of integrated support services often either ignore many of these services or do not assume responsibility for them.

### Hard versus soft services

The European Standard EN 15221 introduces the concepts of “space and infrastructure” and “people and organizations.” The first is the common term for so-called hard services. These encompass tasks such as space optimization, real estate, technology, energy and cleaning, tasks which are well known to facility managers. The second group, “people and organizations,” comprise so-called soft services which cover areas that directly support people (employees) and the organization as a whole. Soft services include functions like safety, direct assistance to individuals, IT support and securing internal logistics.

Here the potential benefits to the productivity of each employee are already fully manifested. If we made a working snapshot of an individual employee, in it we would find many unproductive tasks, which are usually caused by historical blindness (such as, “this is how it is done for many years”) or by the lack of superior managers to possibly streamline the work of subordinates (“if we are paying them, let them handle it”).

However, if we want more productive employees, we must offer them a functional base, offering them easy communication and clear monitoring of their requirements. By doing this, facility management leaves the area of net savings and embarks into the realm of increasing the productivity of the principal activities of employees. Like consultants, facility management professionals can discover possible increases in productivity and thereby actually increase the value of the organization’s core operations.

### Evolving role of facility management professionals

Facility managers must therefore present themselves as adept asset managers who can minimize risk, both

in normal operation and in emergency situations. At the same time, however, they must demonstrate a dual role as consultants who are ideally positioned to create a more productive environment for all employees to result in increased company profits. True optimization can often lead to a reduction in required staffing levels for basic production and services, and these skilled professionals will in turn strengthen FM services. This will lead to a natural increase of workers in FM services, as has been seen in the Anglophone world for many years.

The following are a few examples of where improvement of the quality of FM services can lead to streamlining of core processes:

- **Establishing internal mail delivery.** Many companies (especially in Central and Eastern Europe) have not yet introduced internal delivery/ collection of mail. Each assistant/ secretary or even some workers must therefore pick up their mail daily at the mailroom. Thus, companies lose considerable amounts corresponding to the cost of daily mailroom trips rather than workers focusing on the core tasks for which they were hired. The deliveries could instead be performed by one person hired for this activity. Internal mail can also be linked to the courier service and reception support. (This may be obvious for many advanced societies who may be surprised at the fact that some places still operate inefficiently).
- **Introduction of help desks.** Although it may seem absurd, there are still many companies in which help desks work only for reporting failures and for nothing else. Many workers thus spend hours of time

## FACILITY MANAGEMENT PROFESSIONALS MUST TRANSFORM THEIR APPROACH.

searching for someone who can arrange any necessary support. True help desks (or better yet, request/ticketing systems) allow the introduction of requirements and the subsequent monitoring of their status of execution. Therefore not only the time of the employee who issued the request is being saved, but also that of the fulfilment team, which does not continually have to answer queries on the status of execution.

- **Integration of certain services.** Many companies still provide individual services separately. This is a relic of the past, or management's misguided idea that in this way they have more control of costs and can push individual prices down. If, however, whole service areas can be integrated into packages, then, for example, it would suffice to simply issue a request for relocation of the department and FM support would automatically involve all components (spatial planning, human resources, inventory, maintenance, moving, IT, internal foliage, etc.). The entire moving process would then be easier and cheaper.
- **Integrated system of booking meeting spaces.** If the company has a good record of meeting rooms, it is possible to implement a highly efficient booking system that can be automatically linked to refreshments, copying and printing services, IT and video technology, internal transport (cars for representatives, transportation from the airport) or other special VIP services.
- **Integrated service and representative vehicle systems.** In the case of complex internal transport support, the booking of vehicles for representatives with the option to offer/order the sharing of other seats in the vehicle for other workers planning to travel in the same direction can be effectively offered. This will save costs and at the same time this

service will also be made available to workers without a driver's license. Combining this service with the possibility of ordering a taxi, bus or plane, the system becomes a simple and fast assistant, which again saves time during the employee's normal working activity.

If FM wants to be perceived strategically, it must establish itself strategically. In other words, FM must be incorporated into the value chain of the company, be able to identify its direct or indirect impact on profit and be able to speak the language of the value chain (i.e., to understand exactly what brings the company added value/profit). It is important not only to understand how FM influences business processes, but to highlight its impacts on profit and look proactively for ways in which to further enhance the value chain. To survive, FMs of the future must innovate and be on the leading edge of trends, both in FM and in the core business of company serviced.

Put simply, facility management professionals must transform their approach. Only then can FMs truly take a seat at the strategic management table and be able to assess contemplated strategies' potential impact on the entire value chain. **FMJ**

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# EXCITING YOUNG PEOPLE ABOUT A CAREER IN FM



BY DIANE COLES-LEVINE AND NANCY SANQUIST

**T**heresa Taylor is only 18 years old but she has learned the principles of facility management as part of a high school and community training program where she spent a “Day in the Life of an FM” and attended a behind-the-scenes tour of the Walt Disney Concert Hall in Downtown Los Angeles, California, USA. She did not even know that the field of FM existed until her local community offered her a chance to attend an IFMA “Essentials” course and she thought it would be a fun learning adventure. The year after next she will enter the FM program at the Pratt Institute in New York City and is excited to continue to learning about facility management, a profession she has found out offers many paths to a great career.

Sound too good to be true? While this is a dream today, this is exactly what the IFMA Foundation is working hard to present to the high school and college audience this year. To ensure the continuation of the FM profession with enough educated professionals entering the FM workforce in the years ahead, we must encourage FM as a career of choice to younger audiences.

For years, the IFMA Foundation has been focused on expanding the FM Accredited Degree Program standard around the world. Students graduating through accredited colleges and universities have the unusual privilege of enjoying a nearly 100 percent graduation rate, excellent salaries and multiple job offers. With more than 30 accredited FM programs in place, the time is now to focus on younger constituents to fill the student seats in the growing number of FM accredited degree programs worldwide.

## Global Workplace Workforce Initiative

The foundation’s effort to reach younger students, the Global Workplace Workforce Initiative (GWWI), involves

connecting key constituencies to introduce FM to students. The first pilot program is taking place this fall in San Bernardino County, California, which is both the largest and the most economically challenged county in the United States. Working with the San Bernardino County’s Alliance for Education and IFMA’s Inland Empire Chapter, students will be introduced to the FM profession.

The Alliance for Education is San Bernardino County’s premier partnership between businesses and education communities, fostering Science, Technology, Engineering and Math (STEM) learning both in and out of the classroom. From kindergarten through college, students and their families, educators and businesses make an equal investment and commitment to achieve the goal of producing an educated and skilled workforce that ensures the economic wellbeing for the county.

In addition to FM educational offerings, this initiative will include participation in real-world FM experiences which will pique students’ interest in the profession. The team will work with high schools and community colleges that have STEM programs. These schools, with other learning programs, will then be primed to feed the wide-ranging, diverse career pathways in our field, plus the FM accredited degree programs. Because FM has so many career pathways, with high numbers of jobs coming available in every business sector (jobs which cannot be offshored), it’s time to be proactive, tell our story and develop our future FMs.

According to Mary Jane Olhasso, assistant executive officer for San Bernardino County, “Significant change is needed to create large-scale, lasting solutions. No organization can accomplish this alone. To create lasting

solutions and prepare the workforce of tomorrow, government, business and communities must coordinate their efforts and work together around a defined goal.

“Education is a critical component for individuals looking for STEM jobs and opportunities. Long gone are the days of manually switching on lights, turning on sprinklers and setting the temperature of a building room by room. As part of the solution, the IFMA Foundation is taking a collective impact approach by working with community partners and educators to prepare educated professionals with the educational opportunities to learn skills needed to enter the FM workforce.”

Corey Lee Wilson, president of the IFMA Inland Empire Chapter, added, “Our chapter is taking a leading role in helping the IFMA Foundation develop its Global Workplace Workforce Initiative for San Bernardino County, one of the two counties that comprise the Inland Empire area of Southern California. We’re very excited about educating our local students in San Bernardino County about facility management and I’m confident this initiative will open their eyes to the many benefits of FM as a first-choice career that will in turn help their county economically.”

The GWWI will require more volunteers and financial resources than the IFMA Foundation has today. If you are interested in helping youth get excited about FM, join the foundation’s 15-500 club. Help connect, educate, engage and invest in FM, and learn how FM is moving into the future.

Learn more at [www.ifmafoundation.org](http://www.ifmafoundation.org) or email us at [dcoleslevine@outlook.com](mailto:dcoleslevine@outlook.com) and [nsanquist@manhattansoftware.com](mailto:nsanquist@manhattansoftware.com).

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[usa.sarnafil.sika.com](http://usa.sarnafil.sika.com) | +1-800-576-2358

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