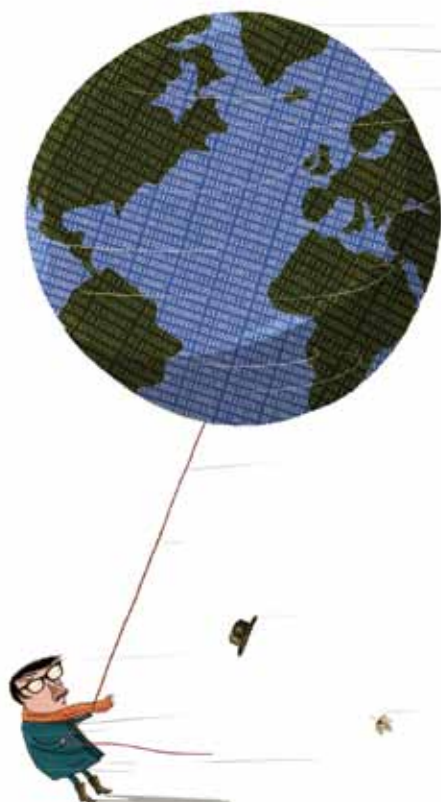


# Work&Place

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Cover illustration: Cameron Law

# Comment

**Welcome to this second edition of Work&Place, from Occupiers Journal Limited. We received such great feedback from you, after the first issue in August, that we now want to publish quarterly. So, we very much look forward to all your comments!**

In our first issue, we talked about the two words, “work” and “place” – this being simple, whilst also in a way comprehensive. I suggested that there will come a time when organisations, and the people who lead them, will think separately about the processes of “work” and physical “places”. “The” workplace will become many “places”. People will be taught, or guided through good HR policy, to think more laterally about a range of “places” where work can be done. Separate but inter-connected management responsibilities will be recognised - for the design and delivery of work – and for the design and delivery of places. But, who will bring these disciplines together?

We are sure that this new journal is relevant to the creators and managers of physical places. One of our key challenges in 2013 will be to find the subjects which are equally relevant to managers of the “work” process. They will be business leaders, and functional specialists who could have a key influence on corporate places – human resources (HR), information technology (IT) and others such as branding/marketing.

Work&Place, is fundamentally about the development of a new, integrated, management discipline. We believe that there is currently a gap in corporate executive responsibilities. There is no existing role responsible for making “work” more effective - we called this potential new role “The Director of Work”. This role may have many titles, but the key factor is that corporate functions are working together, across the enterprise, and with customer-facing business units.

In this issue we have several in-depth articles which challenge our thinking. Gary Miciunas looks at workplace strategy based on design-led innovation. Rich Jordan and Susan Spiers introduce a ‘big data’ model that shows the scope, complexity and connectivity of corporate real estate and facilities activity. Alan Williams explores the factors involved in creating a service brand. And especially, why is it that there is such a gap between the level of service you would expect in a hotel and that which you are likely to receive in so many other places?

Dr. Graham Jervis considers the development of FM into a wider role. Debra Dailey and Rachel Schwartz look at the US manufacturing sector – often ignored by workplace strategists. Kyra Cavanaugh and Jaime Leick look back at the aftermath of Superstorm Sandy, at how tele-working and low-tech alternatives allowed many people to continue working, and what we can learn from this.

And remember, you can now join the discussion, with most of the Work&Place contributors, and many others. We hope that you will take up this opportunity, to ask questions, challenge the writers, or to make a related point.

The link is: <http://www.linkedin.com/groups/WORK-PLACE-Occupiers-Journal-4460089>

We look forward to hearing from you!

**Paul Carder**  
**Editor**



@WorkAndPlace

## Living laboratories

Many cities open government and other buildings to the public on a special day so they can see behind the scenes. Initiatives such as London's Open House are extremely popular and often over-subscribed. You'll find a list of similar schemes around the world at <http://www.openhouseworldwide.org/>

However, these events tend to focus on grand projects, architecture and iconic buildings – embassies, ministries, transport hubs etc. But suppose you could visit innovative workplaces and talk to the people who manage them? Designers, facilities managers, HR people and anyone with an interest in the workplace could see at first-hand how ideas are being put into practice.

A few years ago London-based consultancy Advanced Workplace Associates (AWA) thought this would be a good idea and came up with the idea of Workplace Week, an annual celebration of workplace innovation in aid of UK charity Children in Need.

Last year (5th – 9th November) was the third Workplace Week, with over 150 people taking part in activities, including visits to workplaces and a one-day convention hosted at Microsoft's London headquarters. **Workplaces visited** included PWC, Mintel, the BBC, Innocent Drinks, the Guardian newspaper and KPMG in London; O2 in Slough; ASDA in Leeds and the BBC in Salford and Glasgow.

Mark McNulty and his colleague Katie McLean welcomed visitors to O2's 250,000 sq ft HQ in Slough, and explained how they designed a campus which embodied the greenest technologies and embraced the desire to build mobility and flexibility into how it was used.

The introduction by Mark emphasised this as he presented the background to the project via a



**Microsoft Lync** connection to his home where he was working for the day. He explained that they provide dedicated desks to the “huggers” (those people who work 5 days per week in the office) and provide unallocated desks booked via a desk booking system to the “hoppers” (those who work 2 or 3 days a week elsewhere) - currently, there are about 50% hoppers. The tour that followed clearly illustrated the effect of their flexible working. Fridays are very popular for working at home and the office did appear quiet. O2 have invested heavily in technology to support their flexible working staff and to enable virtual and face-to-face collaboration.

Extensive use of high-end videoconferencing has reduced international travel, pilots are underway to evaluate the use of social networking using **Yammer** and all “hoppers” have laptops. Some people use iPads and they have introduced support for Bring Your Own Device (BYOD). Although accepting that some managers are reluctant for their staff to work remotely Mark said that they were still

on a journey of change and that these attitudes are changing.

Another group visited the BBC's New Broadcasting House which connects the old Broadcasting House and the Peel Wing on the other side of a new piazza, allowing staff and building users to move seamlessly throughout the combined location, which will support around 6,000 staff when full.

The group learned how the BBC is embracing different ways of working and occupying space, as well as uniting different production and broadcasting groups for the first time - enabling them to share content and have access to each other as never before.

Go to <http://www.bbc.co.uk/broadcastinghouse> for information and an image gallery.

AWA's MD Andrew Mawson says: “Once again organisations generously opened the doors on some fascinating workplaces, allowing people to see at first-hand the creativity and innovation of today's offices. What's more, over £8,000 was raised for Children In Need.

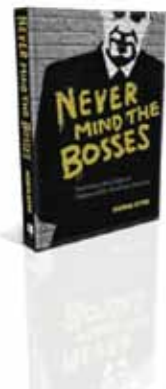
“I see no reason why the Workplace Week concept couldn't be expanded to other countries and we'd be pleased to talk with people about making that happen.”

**For more information go to**  
<http://www.workplaceweek.com>





## A workplace revolution!



### Robin Ryde welcomes the death of deference

Over the years, and in a patchy and uneven manner, a revolution has been taking place. What is occurring is best described as a consistent decline in the level of deference paid to authority or those in positions of expertise. Let's call it

the "Death of Deference".

High profile failures of governance such as Enron, the British MPs' expenses scandal, the recent LIBOR bank fixing scandal, even the shameful case of Britain's once loved TV personality Jimmy Savile – all have prompted the public to be less trusting and to pose serious questions of those in authority. This attitude is also found elsewhere. Even the scene of tens of thousands of people jeering the UK Chancellor, MP George Osborne at the Paralympics is an illustration of this phenomenon. And if we needed any further evidence of what is occurring then we only need look to entities such as Wikileaks, the Occupy movements and the Arab Spring of 2011. All illustrate deep change in our attitudes towards deference.

So the question in relation to all of this is what happens to this phenomenon in the workplace? We don't have Occupy movements in the office, or corporate Arab Springs, but this death of deference is nevertheless making its impact felt, and sometimes in unexpected ways.

Deferential cultures throw up a variety of challenges. In organisational change we see the principle of 'Consent and Evade' in action. We know this story well - the boss stands in front of the organisation and announces the next big strategic change. Employees smile, give a consenting OK sign and display deference because in such an environment it would be unwelcome to do otherwise. But when they return to their workspaces with their questions unanswered, employees privately evade the call to arms. This lack of authentic support is difficult, at least initially, to detect, and leaders may believe that all is on course. Change is then slow

to happen and always lagging behind strategic ambitions.

The implications of this cultural tendency to 'push the mute button' on less senior levels are serious: new ideas and fresh perspectives very often remain unheard, leaders go about the business of decision making without the full picture, and employees feel less inclined to take responsibility. Victoria Holtz once said, "The quickest way to kill creativity is to let the boss speak first". In many organisations, the boss always speaks first. And very often last (and frequently in the middle too). We say we need innovation and fresh ideas in organisations, but deferential systems squash them before they have taken their first gasp of air.

And we don't need to be reminded of the dangers of resting too much power in the hands of a very small group of people at the top. Corporate governance failures come thick and fast these days. One of my favorites in recent times is the case of (what was) one of India's largest IT companies - Satyam - where their Chairman, B. Ramalinga Raju, admitted to inventing \$1bn of cash on the company's books, along with 13,000 non-existent employees. The company, later acquired by the Mahindra group, disclosed that the financial irregularities amounted to \$1.7bn. But of course there are many other examples, taking us from Enron, WorldCom and Parmalat, to the global financial crisis itself which has caused losses in the order of \$3 trillion plus, and counting.

So what should be done? I believe that we should embrace and hasten the death of deference in our organisations. This shift in attitudes, I believe, holds the key to much more successful, ethical, change-ready and innovative organisations. But, for all of this to come to fruition, work needs to be done to hasten the death of deference. This is not about inspiring workers to rebel (although perhaps a little wouldn't hurt). This is really about:

- Preparing corporations to distribute power more widely, and at lower levels, than ever before. This involves leaders more actively building the capabilities and confidence of their people to a point where power can be driven down. This ambition is what we refer to as the 'power down, responsibility up' equation.
- It is also about 'turning the volume up'

on the contributions of junior staff, so that innovation and new ideas flow freely through the system. Leaders cast long shadows and many need to build much greater self-awareness and appreciation of how they, even unintentionally, impact on and constrain others.

- It is about facilitating a better quality of engagement and dialogue between the different levels. The considerable benefits of 'employee engagement' well illustrate the value of this.
- And to start the movement in this direction, we must first dismantle the symbols and signifiers of deference, those things that greet us everyday - the large executive offices, the inaccessibility of the senior team, the inflated titles and so on. Go on, what are you waiting for!
- These actions taken together form the SPEED model: remove the symbols of deference, Shift the psychological contract away from deference, push executive power down, authentically pursue employee engagement, and raise the nature and quality of discourse to an adult-to-adult level.

**Robin Ryde is the author of *Never Mind the Bosses* (J Wiley, 2012) [www.nevermindthebosses.com](http://www.nevermindthebosses.com) and an international leadership consultant**

## Occupiers Journal leads a global benchmarking data alliance

The [LinkedIn "Occupiers' Benchmarking Data Alliance" Group](#), with around 150 members, was initiated by Occupiers Journal in mid 2010. Membership is global, and includes many of the leading benchmarking experts in the industry.

Paul Carder started a discussion in July 2010, with the question: "Do YOU want to see ONE good set of industry data, that we have all contributed to, and we all benefit from....SO WE CAN SPEND OUR TIME ADDING VALUE, not chasing data!...if so, please respond below..."

Many of the leading benchmarking experts around the world DID respond, and [Roger de Boehler](#) stepped forward to take a lead role

as our [Project Director](#). A vision was further developed, and is now that the occupiers' industry should share detailed benchmarking information for comparative performance analysis, through time, across organisations and national borders.

Benchmarking data needs to be independently, confidentially and easily accessible to the whole industry to monitor and improve productivity on a permanent basis. What is proposed in our strategic plan (currently in final draft) is a centralised automated approach that can deliver reliable, current and granular research data for all to utilise to improve productivity.

Once this benchmarking facility is in place for our industry we can then all focus on what we do best; making management decisions based on reliable relevant information. The reality is that most of those decisions today are not based on reliable information. Although often we drown in opinions and advice from digital information overload we also spend most of our time trying to gather the required management data rather than acting upon it.



This collaborative benchmarking goal would need a global alliance from all occupier industry stakeholder groups; real property occupier organisations, their advisors, industry institutions, government, standards bodies, software suppliers, etc., to make it happen. Therefore a steering group of benchmarking experts from each stakeholder group has been formed to compile the strategic plan for a new alliance organisation guided by detailed terms of reference. A series of steering group meetings were administered by the RICS and the OJL during autumn

2012 to formulate this plan.

### The steering group mission

"To develop a strategic plan for an international occupiers reference database facility (to meet the needs of the workplace occupier industry users and their advisors) that will enable workplace data collation, performance analysis and tailored benchmarking reports to deliver improved services and potential cost savings."

To be able to achieve this goal we must describe how we, as a global industry, could organise and implement a trusted centralised source of shared benchmarking research data. Our "strategic plan" does this, and is the collectively agreed output of the steering group. If you would like to know more, or get involved, please contact Roger de Boehmler:

[benchmarking@occupiersjournal.com](mailto:benchmarking@occupiersjournal.com)  
<http://www.linkedin.com/in/rogerdeboehmler>

## IFMA Foundation Workplace Strategy Summit 2012

### Paul Carder

On behalf of the IFMA Foundation, the International Facility Management Association and the Cornell International Workplace Studies Program, [Mike Schley](#) welcomed us all to the Workplace Strategy Summit 2012, held at Cornell University, Ithaca, USA on 5-7 September.

Occupiers Journal was represented by Jim Ware (also a facilitator), Paul Carder and Jose Luis Sanchez Concha, our Regional Partner for Latin America. Presenters included DEGW founder Frank Duffy, Frank Becker of Cornell University, Alexi Marmot of University College London, Noboru Konno of KIRO in Japan, Susan Stucky of IBM, Michael Joroff of MIT, and Philip Ross, founder of the Cordless Group. It really was the 'summit of all summits' for workplace strategists...to be frank (excuse the pun!...but having both Duffy and Becker as keynote speakers, and with us throughout the two days, made it a special event indeed).

In his introduction paper, Mike Schley said:

"Thirty years ago a small group of thinkers put forth some new ideas -

ideas about how work was performed in what was then called the information age. Those individuals, working in London, in Europe and here at Cornell University...had a notion that the workplace of the future would not be bound by the physical constraints of the past. Today much of that theory has become reality. Technology has blurred place and time and the radical idea that individuals should be able to work anywhere, anytime is generally accepted. Telecommuting is now common and concepts like ...spaces for informal collaboration are becoming familiar to many organisations.

But, what do we really know about workplace effectiveness? Where is the evidence? What concepts and ideas need serious research?"

The aim was to "start something together that will propel the exploration of workplace in the decades to come", and certainly the presentations, panels and discussions did not disappoint.

[Summit proceedings](#) will be documented in a book published by the IFMA Foundation.

The IFMA Foundation believes that this publication will "set the framework for critical thinking and research on work and workplaces in the 21st century". We certainly think it could.

**Our thanks to Mike Schley and the Knowledge Management Committee, IFMA Foundation**  
<http://www.ifmafoundation.org/summit/>

## SAFMA Conference Johannesburg August 2012

### Rudd van Deventer & Kathy Mitchell

The SAFMA conference, 'From Strategy to Practice', demonstrated how far away some regions of the world are from the leading edge thinking in Work & Place. Here are some very brief highlights of the conference.

Nicolette van den Eijkel, SAFMA's president, gave an overview of the Frost and Sullivan research conducted on SAFMA's behalf into the [FM industry in South Africa](#). More has been promised on this front later, but it predicts strong growth.

Andrew Mason was the highlight of the conference with a presentation on

‘What do clients want or need’ and it is well worth downloading ([available here on the SAFMA website](#)) and taking the time to go through it. This well-researched presentation touched on so many aspects that it really is the key to industry understanding.

Andrew Bennett gave another very interesting presentation on ‘Greening your Bottom Line’. This introduced a number of concepts that are normally missing from these talks, with a firm foundation in science and the debate about a 2° rise in temperature. Later, Andrew Thatcher presented a paper on the work being done at Nedbank on surveying the impacts of green buildings on the occupants. The presentation was very insightful and something we are going to see a lot more of as we move up the maturity curve with green buildings.

On day two, Professor Dries Hauptfleisch spoke about facilities management training and education in South Africa. He said: “Big bureaucracies with layer-upon-layers of ‘structures’ have failed spectacularly to produce the skilled manpower SA needs”. [His presentation](#) highlighted that 4 out of 5 artisans have been lost to the industry in the past 18 years. The average age of artisans has increased from 40 to 51 in the same period. The number of artisans compared to the total persons registered in the building industry in the Cape has gone from 1 in 5 to 1 in 20.

**All the papers are available here <http://www.safma.co.za/Events/tabid/60/Default.aspx>**

**Rudd van Deventer <http://www.linkedin.com/in/ruddvandeventer>**

**Kathy Michell <http://www.linkedin.com/pub/kathy-michell/b/231/590>**

## CBRE wins CoreNet Innovation & Sustainability Award 2012

CBRE Global Corporate Services (GCS) has been recognised for its Benchmarking and Opportunity Spotting System (BOSS) in the annual [CoreNet Global UK Chapter Awards](#). BOSS has been designed to automate and industrialise the portfolio



optimisation process for occupiers.

The awards ceremony, held over breakfast at the Institute of Directors (IOD) in London, is one of the most prestigious events in the UK Corporate Real Estate calendar, honouring best practice and excellence in the field.

Matt Robertson, of GCS Consulting, collected the Innovation & Sustainability accolade in recognition of BOSS designed to automate and industrialise the portfolio optimisation process for occupiers.

Robertson said: “This innovative tool was created to meet occupiers’ needs for benchmarking reviews, and to address the fact that these reviews alone do not provide occupiers with actionable results with which to generate business cases. BOSS can instantly review multiple scenarios in multiple locations, and its most recent application fully benchmarked a 400+ site portfolio and identified actionable savings of \$40M+ to regear leases, relocate, co-locate, consolidate and improve workplace efficiency.”

BOSS is one of the GCS Consulting tools designed to influence and speed up the decision making process through the interpretation of data and client information. Whether it be related to a client’s real estate, labour force, exposure to risk in different locations, or organisational structure. If you would like further information on how the team have developed these tools and methodologies to the benefit of International Corporate occupiers worldwide please contact:

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## Raising the Bar research project

The Royal Institution of Chartered Surveyors (RICS) has just completed a major research project, Raising the Bar: Enhancing the Strategic Role of Facilities Management. The study was conducted by Jim Ware, PhD, and Paul Carder, of Occupiers Journal.

The report was published on 1st November 2012; the findings and recommendations were presented by Jim Ware and Johnny Dunford of RICS at IMFA’s [World Workplace](#) in San Antonio, Texas, on 2nd November.

The study addressed these basic questions:

- How is facilities management currently organised and governed?
- What are the most common organisational structures and reporting relationships?
- How well are FM and workplace strategies aligned with the business, with financial strategies, with CRE, and with functional peers?
- How is the FM function measured and managed?
- What issues and challenges are FM managers facing in 2012?

You can view or download the presentation slide deck from World Workplace at this link:

[http://www.occupiersjournal.com/files/RTB\\_Panel\\_WW2012.pdf](http://www.occupiersjournal.com/files/RTB_Panel_WW2012.pdf)

And you can download a free digital version of the full report from the RICS website at the following link (free registration is required to access the report):

<http://www.rics.org/us/knowledge/research/research-reports/raising-the-bar-enhancing-the-strategic-role-of-facilities-management/>

In 2013 RICS and OJL will be hosting a series of invitation-only roundtables in major cities around the world to report on the study recommendations and to encourage extended conversation about the future of the facilities management profession.

**Also, take a look at this piece from the international ESSEC Business School on the strategic role of real estate and the response needed from management education**  
<http://knowledge.essec.edu/points-of-view/a-managerial-revolution.html>

**A new model shows the scope, complexity and connectivity of corporate real estate and facilities activity. Looking at the big picture could help to drive integration**

**Richard Jordan and Susan Spiers**

INFORMATION MANAGEMENT • REAL ESTATE • FACILITIES MANAGEMENT

# The architecture of CRE big data

**Every day, millions of people enter their workplace oblivious** to the Herculean behind-the-scenes effort that has gone into ensuring that the workplace is able to support them. Their only interaction with the myriad of people, systems, and processes that make it all happen is the occasional service request, relocation, or renovation. Most workers don't give a second thought to all that went into their workplace as they routinely go about their work.

They would be shocked to see the full scope of information management systems that corporate real estate and facilities deploys in order to provide a warm workplace in winter, a cool workplace in summer, a clean workplace every morning, and a workplace that supports the work they do day in and day out. They would be surprised to see the integration required of their organization to accomplish this feat. In a like manner, given the scope and complexity of the systems and processes, it is likely that few within corporate real estate and facilities (CRE&F) see the big picture and understand the complexity of what they are accomplishing on a daily basis. To help improve this understanding, RealComm developed a diagram; it made its debut November 12th 2012 at CoreTech in Chicago.

To see graphically the scope and scale of CRE&F functions and the processes, activities, systems and assets involved is a bit humbling. In many companies, CRE&F was transformed long ago from "the guys that make cold rooms warm" to a sophisticated organization managing the largest asset of the enterprise.

Does the diagram embody every organization's model? Given the broad range of tools, talent, complexity, size, scale, and maturity of CRE&F organizations, the answer is "not exactly." That said, here is what Howard Berger, managing partner of RealComm and the leader of the team of industry experts who developed the model, has to say about it:

"The diagram represents early thinking and is essentially a rough roadmap of potential opportunities for data and application interoperability in CRE enterprises. The possibilities are endless and I think IT will play an important role. The more that IT understands the business, especially the data relationships, the more fruitful the insights derived from the information mashups. Meanwhile, I think CRE needs to drive it and needs a vision, good data, solid processes, and the analytical tools to get the ball rolling."

However, according to Brad Sill, Walmart International Real Estate's director system & strategy, "This diagram actually does well represent many large corporate organizations like ours as real estate is not our core business but is a major component in our information supply chain. In many cases, we have found that real estate has the foundation information that many other parts of the organization use for master data in their parts of the organization.

"One of the biggest opportunities for large corporations is figuring out the center circle of Consolidated Data / Analytics & Business Process Automation when dealing with the reality of diverse business areas with differing data models depicted on the chart. This is no small feat to accomplish but this is a very good diagram depicting the reality for many of us in the corporate real estate space."

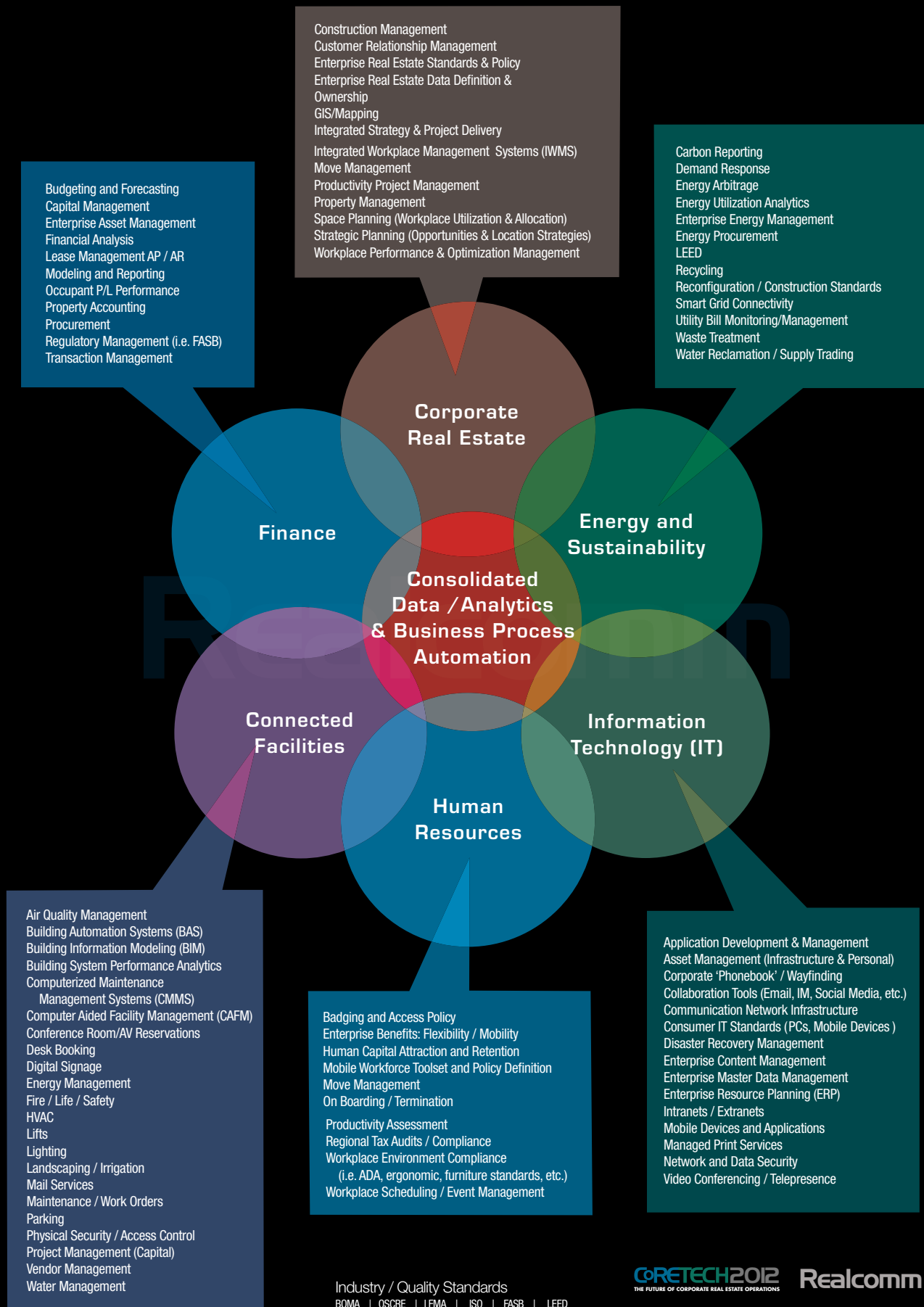
## Purpose

I believe that the diagram advances our understanding of the corporate real estate and facilities space. It takes into account the systems we now see across our industry; the systems we own, leverage, link to, want or dream about during idle moments. It links them together in a manner that minimizes the physical connections and emphasizes the focus and function. It graphically highlights the interactions with the other corporate functions within the enterprise. And it accomplishes these things while rarely calling out a system per se, excepting the industry standard generic systems (CAFM, ERP, etc).

The diagram serves as a starting point for discussions within CRE&F about who we are and how we best serve the enterprise, and it should guide our stewardship of the assets under our management. Building an understanding of the full scope of what an organization does, and how it interacts with not only the rest of the corporate functions but with itself, should lead to a more integrated, focused, collaborative operation. It offers a path to the future, if not a definitive model. Lawrence Melton, Assistant Commissioner, Public Buildings Service, GSA, suggests that "while this diagram may not represent the facilities/real estate organizations of today, an ideal organization will provide these market offerings seamlessly in a future full service facilities management organization."



## Corporate Real Estate and Facilities Information Management Systems Enterprise Architecture Overview



Version 01.07.13 | copyright 2013 Realcomm

## A starting point

While the diagram may not be your model, there is great benefit in an analysis of the organization to gain clarity. The initial challenge is to understand fully where your functions reside, where the responsibility is, and whether the interactions and connections make sense given the unique parameters of your organization. To Howard's point, the diagram is a rough starting point, but there is a great deal of truth to it. The organization in the diagram is logical and not encumbered by the usual politics and bias that has driven so many organizational designs.

The diagram may be accurate or it may need further development, but it should be used to drive the conversation about integration of all the functions, systems, activities, and data that currently exist within a CRE&F organization. Aligning the functions of the organization so that they work together and support each other with relevant, timely, actionable information has the potential to deliver huge gains without buying, configuring, and implementing yet another tool. Turning all the little bits of data that already exist within a CRE&F organization into a large pool of data that can be mined for insight is an opportunity that should not be overlooked.

## Standardized processes

An underlying assumption of the model is that all the business processes supporting all the activities within the boxes are efficient, effective, and, to the extent they can be, globally standardized. It makes no sense to build, analyze, and take actions based on patterns and trends from non-standard processes. Further, if a process is standardized, then every attempt should be made to ensure that it is efficient and effective. While it might seem unreasonable to think that there are inefficient, ineffective, yet standardized processes, there are many examples. Using insights from this kind of data would have greatly reduced value. It could also have unintended consequences for the functions and processes that have interactions with, provide support for, or are dependent on the output. Making sure that your business processes are efficient, effective and standardized is a golden opportunity for a CRE&F organization, and should be prioritized above adding or abandoning tools. A current tool may actually be able to perform if the process was fixed, and a new tool will be less effective if the process it supports is defective. Garbage in, garbage out, only faster.

The bubble at the center of the diagram serves to highlight a critical set of activities, the breadth of their influence, and the scope of data sources that can be drawn from. For most organizations, the reality is that while there are systems, programs and processes in place (or planned) to carry out all the identified functions and activities of CRE&F, the likelihood that even some of them truly share and use data is low. Rarely is there any true consolidation and analysis of all the data available from all the various data gathering programs in place. Intuitively we know there should be, along with an effort to align the organization (and therefore, the organization's focus and efforts), with the data.

Lawrence Melton, looking forward to the future state, notes that "we (Public Buildings Service, GSA) have seen the importance of organizational alignment with these programs, and while most see them as a support function of the real

estate organization, we see them as part of the solution and market offering."

Bottom line? The enormous scope and scale of consolidating the data, combined with the traditional separation of the functions, hinders the CRE&F organization from really leveraging this data to derive any significant benefit.

## Integrated internal data

There was some discussion during CoreTech of the data within the CRE&F system being integrated, but at the same time isolated from all the other data available around it. The new workplace is connected, as is the workforce. Consider the massive amount of data that all of those devices employees are bringing into work and onto our networks could provide – who does what, where, and when. One of the components of what work "looks like" is the location of network activity – email, texts, phone calls, web access, etc. Imagine the incredible value of having a clear understanding of the work practice inside a building, the understanding it would provide about the resident population. Knowing this information within the workplace will go a long way toward informing the design of the space and the design of the networks that support that space.

## External influences

CRE&F should know as much as possible about what goes on inside the building. Only when an organization reaches the point where they have all the internal data sources aligned, can truly informed decisions be made. Adding external data sets that time sync with the internal data sets would be even better. Imagine the insight from seeing the changes in building performance contrasted against external conditions! Not only the weather, but local demographic conditions – sports, parades, events – even seemingly unrelated things can have influence on what happens within a building.

When Apple releases a new model iPhone, imagine the impact on the buildings near their stores from the lines of people, changing traffic patterns, etc. Changes in building access and egress patterns, a lighter HVAC load due to "sick days" of employees getting the latest model, the impact on network security from all the people in line trying to access the network, etc. Events such as these have an impact on CRE&F, but there is an opportunity to understand, predict, and have a ready response. Having outside data included in the discussion would help show cause and effect rather than invent a root cause that may or may not have anything to do with the anomaly.

## CRE&F data scientists

Turn your attention to the data consolidation function at the core. "The graphic reflects what we're seeing in the industry, a strong movement towards a true enterprise operating model. This model requires an increased need for strong data governance & analytics that extends well beyond the traditional source system interfaces and mining a data warehouse." Christina Dorfman head of global workplace technology strategy & architecture at Bank of America sees the opportunity that is present. CRE&F needs to redesign the function and organization at the center of the diagram. First, they should develop a mission that frees the CRE&F

analysts from ongoing fire drills. Then, it's time to turn the focus to the organization, starting with the role and function of the analyst – a typical entry point for CRE&F. The people who manage the function that serves both as air traffic control for all the data that this model seeks to gather, link, coordinate and centralize are also the source of potentially groundbreaking insight - and this function is staffed with the wrong set of individuals. The roles should be filled with “Data Scientists” along the lines of the definition put forward in the Harvard Business Review<sup>1</sup>. This is not a typical analyst, but someone trained in the science of data mining – looking at big data sets – to look for patterns and trends. This may well reduce or even eliminate the possibility of the person being from CRE&F.

## Patterns & trends

When analyzing big sets of data to get an accurate picture of a situation, you look for patterns and trends. Why might we benefit from having a non-CRE&F person looking at CRE&F data? If the analyst already has an idea of what should be found, they may not see something else that truly is happening. Further, they may only look for patterns that are familiar, rather than atypical patterns that have not occurred in CRE&F. This bias may not be a conscious one, but it does exist. CRE&F can take a great leap forward if we leverage all of the data we have gathered to help us understand what the building is telling us, what the resident population's behavior is telling us, and what our own behavior is telling us, in order to manage, support, and execute better.

## Where to go from here

This diagram is a very good representation of CRE&F Information Management Systems (IMS) enterprise architecture. It can serve as a model and be highly effective. It can also serve as a starting point for an organization that wishes to develop an understanding of its own IMS architecture to better align and leverage what already exists, while at the same time assessing the IMS needs and priorities of the organization. It highlights both the need for and the importance of a centralized analytical function to manage all available data. The opportunity in the central bubble highlights a need for individuals who can truly understand and analyze big data sets and find the opportunities for improvement for CRE&F - the CRE&F Lab, staffed by data scientists. The scientists need good data, and good data comes from good processes, so part of building an effective architecture is aligning and standardizing CRE&F processes.

Once all of this is done, the next step is analyzing the CRE&F data set with other, external data sets to learn the influences that drive changes in CRE&F portfolio data. This diagram should open many discussions that lead CRE&F organizations to greater understanding, improved asset management, and enhanced productivity. The challenge to you is: What are you going to do with it? **W&P**

## 1 Richard Jordan and Susan Spiers

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## Editor's footnote:

With so much packed into this great article, it is difficult to make a brief comment! Read it thoroughly, probably twice! Especially, in the middle, discussing the components of “what work looks like” using the location of network activity - email, texts, phone calls, web access, etc. That is hot!

Work&Place LinkedIn Group.

# Fostering employee engagement in manufacturing

**The manufacturing sector employs one of the largest** workforces in the US and includes a diverse group of industries such as food and beverage, wood products, primary metals, fabricated metal products, transportation equipment, furniture, and chemicals. In fact, manufacturing supports an estimated 18.6 million jobs in the US—about one in six private sector jobs – and nearly 12 million Americans (or nine percent of the workforce) are employed directly in manufacturing.<sup>1</sup>

The US is currently the world's largest manufacturing economy, producing 21 percent of global manufactured products.<sup>2</sup> However, today's business landscape presents a number of challenges that jeopardize this leadership position, many of which are a result of the rapid globalization of manufacturing and the widespread growth of digital technologies and automated manufacturing processes.<sup>3</sup> One of the most pressing problems facing manufacturers is a significant talent gap, the result of an ever-increasing shortage of high-skilled workers coupled with the rapid aging of the industry's current workforce.

In fact, a 2011 survey of nearly 1,100 US-based manufacturers found that 67% face a moderate to severe shortage of available, qualified workers, translating into as many as 600,000 jobs that are going unfilled.<sup>4</sup> Survey respondents indicated that access to a highly skilled, flexible workforce will be the most important factor in their future effectiveness and success, ranked above factors such as new product innovation and increased market share. The extent of this shift toward a more high-level, skills-based industry is evident when you consider that only 41 percent of today's manufacturing workforce is directly engaged in production – the remaining 59 percent includes technicians, physicists, chemists, IT staff, and business professionals, to name a few.<sup>5</sup>

Part of the answer to this problem may lie with the recruitment and effective engagement of workers from Generation Y, who will soon constitute a significant proportion of the workforce. In fact, by 2025 an estimated 40 to 60 percent of US workers will come from Generation Y and younger generations.<sup>6</sup> Attracting Gen Y workers

to manufacturing is no easy task, however, because manufacturing jobs have the unfortunate reputation for being low-paid, monotonous, dangerous, dirty, and offering few opportunities for independent thinking. In reality, in recent years many hands-on production jobs have become automated, leading to layoffs of some of the industry's less-skilled workers. Even as more high-skilled jobs have become available, ironically the ongoing mass layoffs have tarnished the sector's image and its ability to provide long-term job security.

To succeed in attracting Gen Y workers, manufacturing needs to implement a system of talent and work management that addresses the unique expectations of this generation, while still attending to the needs of the larger workforce. In particular, it is absolutely crucial that manufacturing

**“... manufacturing jobs have the unfortunate reputation for being low-paid, monotonous, dangerous, dirty, and offering few opportunities for independent thinking”**

organizations strive to promote work environments and systems that encourage employee engagement. The Gallup Organization defines engaged employees as those who “work with a passion and feel a profound connection to their company” and “drive innovation and move the organization forward.”<sup>7</sup> The relationship between engagement and performance at the organizational level is substantial and highly generalizable across all industries; in fact, in 2009 Gallup studied employee engagement in 152 organizations across 44 industries and found that employee engagement was positively associated with better customer loyalty, increased profitability and productivity, improved quality (i.e. fewer product defects), reduced employee turnover and absenteeism, and fewer safety incidents.<sup>8</sup>

Fostering engagement should clearly be a top priority for manufacturing organizations; however, before any





comprehensive strategies are implemented, it is important for employers to address some of the more basic job stresses and engagement issues associated with working in this sector – particularly for those workers engaged directly in production. According to one study of the industry, the major stressors for these employees include high job demands, low job control, low social support, the physical, chemical and ergonomic characteristics of the work environment, and work patterns/schedule.<sup>9</sup> Some of these concerns are realistically outside of the organization's locus of control; however, employers can play a very significant role in addressing a few of these key areas. Health and safety issues, in particular, are some of the foremost concerns for employees working directly in production and can be relatively easy problems for managers to address.

### **Occupational health and safety in manufacturing**

Occupational safety is a major concern in the manufacturing industry. Production line workers are often required to perform challenging and repetitive physical tasks, and they may frequently be exposed to chemical hazards, dangerous machines, and excessive noise levels. In 2010, the sector reported 333 deaths and 501,800 non-fatal occupational injuries and illnesses, with more than half requiring days away from work, job transfer, or restriction.<sup>10</sup> In fact, according to the Bureau of Labor Statistics, in 2010 “the manufacturing industry sector accounted for over 30 percent of all private industry occupational illness cases, resulting in the highest illness incidence rate among all industry sectors.”<sup>11</sup> The leading causes of death and injury in manufacturing were contact with objects and equipment, transportation incidents, and falls. Overexertion and repetitive motion are also significant sources of injury in this sector, often leading to musculoskeletal disorders.

While many employers have made significant strides in improving workplace safety, the Occupational Safety and Health Administration (OSHA) and other agencies should assist employers in their continued efforts to make the workplace safer. This is especially important in the context of

today's challenging and competitive business environment, since experience has shown that reducing injuries and illnesses can improve productivity and reduce workers' compensation and healthcare costs.<sup>12</sup>

There are a few basic strategies that all manufacturing companies should incorporate into their work environments in order to keep employees safe and working at their most productive levels.<sup>13</sup> Ergonomic workstations that can be individually tailored to each worker and do not require an unnatural posture are absolutely essential, and workers should be taught and encouraged to utilize proper lifting techniques. Furthermore, work areas should be free of clutter and debris, and hazards should always be clearly indicated. Finally, machines must have proper safeguards in place, and workers should be provided with any necessary personal protective equipment like goggles, gloves, and hearing protection. Only when the workforce's basic need for health and safety is addressed can an organization begin to contemplate the implementation of strategies and systems that support high levels of employee engagement.

### **Strategies for engagement**

Recent research suggests that a specific type of work and talent management system – one that supports high-involvement work practices – can develop employee engagement and ultimately bring about enhanced organizational performance.<sup>14</sup> Manufacturing companies should also take note of the specific needs of Generation Y if they wish to recruit (and retain) employees from this particular cohort. For instance, Gen Y workers typically place high value on long-term career development, finding a sense of purpose and meaning in work, having access to mentors, work-life flexibility, a tech-savvy work environment, and open social networks. Following is a discussion of the strategies that several leading organizations – including Deloitte and the Ivey Business Journal – have identified as being critical for workforce engagement in the manufacturing sector, with special emphasis on their application to Generation Y employees.

**Training, education, and career development:** Developing employees' skills via training and education is needed to drive innovation and productivity, and to give workers the ability to access employment and advancement opportunities. Education should go beyond the traditional classroom; however, real-life experiences and mentoring opportunities also provide the learning that employees need to master a job. In addition, it is especially important for Gen Y employees that they have opportunities for career mobility and are able to map out a long-term plan for their career development.

**Job control:** When employees have the power to make decisions that are important to their performance and to the quality of their work life, they feel more accountable and connected to the organization. Power can involve giving employees relatively small opportunities for decision-making, or allowing them to have final authority and accountability for decisions and their outcomes. The Generation Y workforce should be encouraged to not only provide input regarding what is meaningful for them at work, but also to get involved firsthand in designing the ideal workplace.

**Connectedness:** It is important for all employees – but especially for Gen Y – that they feel connected to their co-workers, to the organization as a whole, and to a larger sense of purpose. In addition, when it comes to performance, it is essential that manufacturing companies make it easy for people to connect with the resources, tools, and guidance they need to do great work. In particular, Generation Y workers embrace the opportunity to engage in knowledge sharing through social networking, discussion boards and blogs, and should be encouraged to do so.

**Transparency and rewards:** The more transparent managers can make the organization's operations, the more effectively employees can contribute to the firm's success and understand the impact of their work. Managers should strive to provide information pertaining to output, revenues, and profitability – specifically as they relate to an employee's particular area of work – so workers can influence these outcomes by adjusting levels of discretionary effort. The idea of corporate transparency goes hand-in-hand with offering rewards for those employees who do choose to expend extra effort. For Gen Y employees, it is also important that rewards systems encourage efficiency, creativity, and innovation.

In conclusion, improving employee engagement is absolutely essential for any manufacturing company endeavoring to overcome the talent shortage and remain competitive in today's business environment. There are several strategies that can be implemented in order to achieve engagement-related outcomes; however, organizations need strong work systems and exceptional leaders to support these practices. Once organizations recognize the link between strategic business objectives and engagement and embrace these strategies, long-term success for companies in the manufacturing industry will truly become attainable. **W&P**

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### Editor's footnote:

This article is more about 'work' than about 'place', and an example of future articles aimed at helping us all to better understand current management thinking around issues such as 'engagement'. What makes it even more interesting is the focus on manufacturing - a sector often forgotten by 'workplace strategists'.

Work&Place LinkedIn Group.

# The design of work and the work of design

The business world is increasingly turning to design thinking as an innovative way to reconceive products, services and business models. This presents an unprecedented opportunity for designers to expand their scope and influence in the area of workplace strategy. Designers will add more value than ever by applying design thinking beyond workspace design to impact service design. This involves the design of business processes that integrate facilities, technology and work practices. The implications for workplace strategy and business transformation will be significant for both internal and external service providers.

Workplace strategy aligns an organization's work patterns with the work environment to enable peak performance and reduce costs.<sup>1</sup> Absent in this definition is a keen emphasis on the well-being of knowledge workers. Knowledge workers are being offered freedom to alter their work patterns by choosing work environment options for how, when and where to work. Increasingly, this is viewed as a competitive advantage for attracting and retaining talent. Achieving peak performance, reducing costs and lowering levels of work-related human stress through ease of service will require a new approach.

This new approach must equally emphasize two key tenets: 1) improving knowledge workers' interlinked experience of both "work" and "place" and 2) considering knowledge workers as "consumers" of an organization's "workplace" offerings. This expanded scope does not fit neatly into current roles and responsibilities of internal management staff nor designers working as consultants to complex organizations.

Ideas expressed in the first issue of *Work&Place* set the stage, inviting open dialogue about new and exciting possibilities<sup>2</sup>. What are the implications of thinking of "work as a verb" while promoting a new role of "Director of Work?" Exploring these ideas requires that we keep in mind the dual usage of "work" as both a noun and a verb.

"Design" is also both a noun and a verb. If we emphasize designing work, then the work of design must extend beyond the materiality of physical places to encompass the experience of related services. It needs to create the optimal user experience as seen through the eyes of the knowledge worker. This goes beyond the traditional role of designers toward applying design thinking to broader business problems of integrating services that enable knowledge work.

## Workplace-as-a-Service

In the IT industry, "Workplace-as-a-Service" (WaaS) is a third-party service arrangement providing desktop and mobile computing services to employees via cloud computing. WaaS enables virtual desktop capability through a variety of mobile devices including tablets and smartphones. These bundled services are typically provided on a fee-per-usage basis. In the IT domain, the term "workspace" refers to the desktop as opposed to physical workspace. Outside of this IT context, the phrase **"Workspace-as-Service"** is increasingly being used in reference to smart physical workspaces that are bundled with digital services and shared by a community of users.

Increasingly, "consumer" expectations for on-demand services are impacting information technology policies and, we might expect, real estate portfolio management practices as well. As organizations gradually shift toward policies and practices such as Bring Your Own Device (BYOD) and allowing employees to work off of company premises in third places supported by cloud computing, IT concepts such as "Workplace-as-a-Service" are disrupting infrastructure solutions. According to Booz & Company, "employees expect to be able to use all the innovative new devices and tools at their disposal, both to do their jobs and to maintain their always-connected lifestyles while being able to work whenever and wherever they need to."<sup>3</sup>

Should we anticipate that the consumerization of IT will soon trickle over into commercial and corporate real estate? As businesses begin to incorporate third places such as coworking facilities as an extension of their property portfolio strategies, the provision of both space and shared services as a bundled value proposition will become the norm for both internal and external service providers. The Global Workspace Association – representing office business center owners and operators – has already moved in this direction as reflected in its mission statement of "Advancing Workplace-as-a-Service."

The new world of work is certainly enabled by advanced technologies; however, it still takes people to accomplish work. Both technical and social aspects of knowledge work



must be integrated into new service designs. Optimizing this “customer” experience provides organizations with competitive advantage to attract and retain the next generation workforce that increasingly values flexibility. The 2011 Cisco Connected World Technology Report found that young professionals – who want an open environment that accommodates social media, device freedom, and remote working to accommodate their lifestyle and inspire innovation – will take a lower salary, if necessary.<sup>4</sup>

## The design of work

Work design is defined as “the systemic organization, design, and articulation of work activities at one or more levels of the organization: systemwide, process, group, job, and task.”<sup>5</sup> The societal shift from industrial age to knowledge age is causing a “third generation” transformation of work design theory and practice.<sup>6</sup> Addressing these multi-level dynamics, especially in the context of alternative work environments, makes the design of work more complex, especially in terms of sociotechnical systems design that integrates technical and social aspects of non-routine knowledge work.

To this day, the design of work still relies heavily upon job evaluation and work measurement systems that were designed in the first half of the 20th century. The rise of scientific management based on Taylorist principles supported the hierarchical pyramid of command and control styles. Its popularity literally transplanted what worked so efficiently on the factory floor and applied it to the office floor. The jobs within this traditional structure were determined by a breakdown of tasks into work units. This approach proved to be very efficient in routine production work environments; however, it did not envision the impact of the internet and digital work in the networked age.

The future of work relies upon networked organizations

## Cisco Connected World Technology Report

The second annual Cisco Connected World Technology Report\*, based on a survey of more than 2,800 college students and young professionals in 14 countries, cites these findings related to job choice and salary among others:

- The study revealed that one in three college students and young employees under the age of 30 (33%) said that they would prioritize social media freedom, device flexibility, and work mobility over salary in accepting a job offer, indicating that the expectations and priorities of the next generation of the world's workforce are not solely tied to money.
- Mobile networking, device flexibility, and the blending of personal and work lifestyles are key components of a work environment and culture that are increasingly important in determining which companies will land the next wave of industry talent.
- More than two of five college students (40%) and young employees (45%) said they would accept a lower-paying job that had more flexibility with regard to device choice, social media access, and mobility than a higher-paying job with less flexibility.

\*Cisco News Release dated November 2, 2011

<http://newsroom.cisco.com/press-release-content?type=webcontent&articleId=532138>

in which “the vertical arrangements for guiding the flows of knowledge are disrupted, if not subverted.”<sup>7</sup> The vertical arrangement of structuring knowledge is giving way to the horizontal channels of exchanging knowledge and distributing information across social networks inside and outside of organizational boundaries in a networked world. This is causing disruption in forms of organization and styles of management. Given the extent of change and rerouting of authority over the career span of middle-aged individuals, it is easy to understand why managerial resistance to change by this age cohort is often cited as the primary obstacle to adopting new ways of working. Such challenges require strategies for change management and learning opportunities for managers to acquire new skills in working with remote teams and individuals.

Work design theory and practice is playing catch up to the new world of work. With the exception of work environments that still support routine jobs in processing functions, the analysis of inputs, throughputs and outputs does not serve well as a basis for evaluating contributions of knowledge workers. A focus on the management of outcomes is gaining momentum. And increasingly, achieving outcomes amid constraints and competition requires the ingenuity of knowledge workers to innovate on the job and decide the best way to perform the work of the organization. Vertical layers of management control are diminishing as horizontal spheres of influence are increasing in the form of dissipative, self-organizing structures.

This organizational flattening is placing increased demands on knowledge workers' time and challenging notions of work-life balance. It is no longer thought necessary to separate work and life into compartmentalized portions of a day. Work-life integration is becoming the norm in which “working” and “living” follow an interchangeable rhythm throughout the course of a day. Having flexibility to decide when, where and how to work responds to this blurring of work and life and the focus on outcomes.

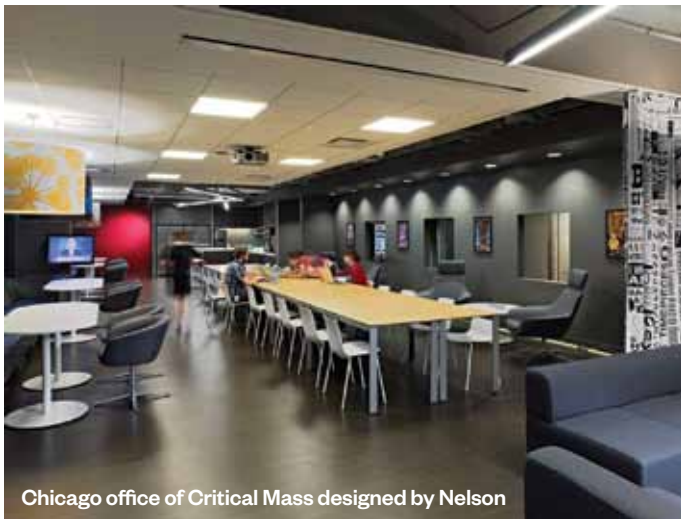
Imagining a day in the life of a knowledge worker in this new world of work becomes critical to understanding how their experience of work and place could be improved in meaningful ways.

## The work of design

The work of design is no longer limited to the role of designers. Everyone needs to be creative in an innovative organization. A design approach to business is injecting unconventional thinking and open and collaborative approaches to innovation in the business world. This growing trend is retooling the skill sets of managers with methodologies to improve products, services, processes and business models. Industry leaders such as GE Healthcare, Procter & Gamble and Philips Electronics have developed in-house programs that emphasize design thinking as a different lens for managers to use in solving business problems, by combining logic and creativity to boost the bottom line.<sup>8</sup>

Why is management increasingly attracted to design thinking to address its business problems? Because logic and quantitative methods do not tell the whole story and storytelling is critical to describing qualitative scenarios of the customer experience with a company's products, services and business processes. For example, a common tool of design





Chicago office of Critical Mass designed by Nelson

thinking plots every stage of the customer experience from the perspective of what the consumer or user is trying to accomplish. Various sources refer to this same tool as Journey Mapping<sup>9</sup>, Customer Journey Maps<sup>10</sup> and User Journey Map<sup>11</sup>. This creates empathy and appreciation for underlying emotions, desires and behaviors and identifies potential gaps in fulfilling human needs, opportunities to enhance offerings with additional features, or streamlining of activities that add no value to the customer experience.

### Design thinking principles

Promoting empathy is one of ten core Design Thinking principles.<sup>12</sup> Others include being action oriented, comfortable with change, human-centric, foresight and anticipatory imagination, iterative process, reducing risk, creating meaning, fostering a questioning organizational culture, and competitive strategy. Applying this set of principles to ambiguous problems provides insight into varying value propositions that may be meaningful to different customer segments, e.g., knowledge workers with different work styles. A “one-size-fits-all” universal approach no longer works in a world of consumer expectations used to mass customization.

When managers become adept at design thinking, what then becomes of the role of designers? The designer becomes the facilitator of a collaborative process that engages stakeholders who have very different perspectives of the problem. Co-creating a service design that improves knowledge workers’ experience of work and place requires such a collaborative process that applies principles and methods of design thinking. According to a special report of the MIT Sloan Management Review, “design thinking – distinct from analytical thinking – has emerged as the premier organizational path not only to breakthrough innovation but, surprisingly, to high-performance collaboration, as well.”<sup>13</sup>

Collaboration is the new elixir of work. Most definitions of collaboration, however, do not make a strong enough distinction compared to teamwork. Working constructively in cross-functional teams, with internal and external partners, involves inherent conflicts that arise and must be resolved. Being comfortable with resolving conflict and overcoming the discomfort of change are hallmarks of effective collaboration. Barbara Gray provides this definition making the distinction:

“Collaboration is a process through which parties who see different aspects of the same problem can constructively

explore their differences and search for solutions that go beyond their own limited vision of what is possible.”<sup>14</sup>

Teamwork often fails because team composition may not represent such diversity or members may not possess skills in collaboration and design thinking. When different ideas naturally collide and people choose to collaborate, not only does the search space for solutions increase, but so does the likelihood of redefining the original problem and reframing project boundaries in a new light. This is most likely when the composition of teams represents multiple parties with different sets of interests and concerns, and the team possesses the requisite skills and methods of constructive conflict resolution.

This is certainly the case when calling for more functions from across the enterprise to work together to improve the knowledge workers’ experience of work and place. The ability to collaborate becomes a critical competency among procurement, finance, real estate, facilities, information technology and human resources. And, their ability to deliver improved services and experiences of work and place requires that they recognize these dynamics:

- work patterns are changing
- permanent employees are engaging with external partners and contingent workforce as much as their internal associates
- a variety of work environment options is necessary
- on-demand services to support distributed work must be integrated and seamless.

### The design of work & the work of design

Workplace strategy that is based on design-led innovation combines the design of work and the work of design. Let’s return to the implications of work as a verb, the role of Director of Work, and how a design approach to business expands the role of designers.

The major implication of understanding “work as a verb” is to focus on what knowledge workers are trying to do when they are working. The implication for a Director of Work is to focus on how an organization orchestrates its work (as a noun). Design thinking offers a set of principles and tools for all stakeholders and managers to apply in improving knowledge workers’ experience of work and place.

The implication for designers is to embrace a broader

### Design thinking

Design Thinking refers to the methods and processes for investigating ill-defined problems, acquiring information, analyzing knowledge, and positing solutions in the design and planning fields. As a style of thinking, it is generally considered the ability to combine empathy for the context of a problem, creativity in the generation of insights and solutions, and rationality to analyze and fit solutions to the context. While design thinking has become part of the popular lexicon in contemporary design and engineering practice, as well as business and management, its broader use in describing a particular style of creative thinking-in-action is having an increasing influence on twenty-first century education across disciplines. In this respect, it is similar to systems thinking in naming a particular approach to understanding and solving problems.

[http://en.wikipedia.org/wiki/Design\\_thinking](http://en.wikipedia.org/wiki/Design_thinking)

role as facilitator of a collaborative process at the fuzzy front end of innovation. As workplace designers, we have an opportunity to expand our expertise to include experience design and service design. Imagine an organization in which the Director of Work and the Director of Work-Place each have their respective teams and value networks. These teams will need to collaborate as allies including their HR and IT peers to develop new business models and platforms for service delivery that cater to mobile knowledge workers. This will involve inherent conflicts and require innovation.

Designers will thrive in the new world of work if they externalize and share the way they think about problem-solving. Redefining workplace strategy to be human-centered and focused on the user experience of knowledge workers will shift the value added by designers beyond creating more efficient places toward making a talented workforce more effective and organizations more competitive. **W&P**

## I Gary Miciunas

Gary Miciunas is principal of advisory services with Nelson, a global interior design, architecture, engineering, strategies, workplace services and information services firm - and serves on the firm-wide Design Leadership Team. He holds a Certificate in Real Estate Development from ULI, BSc in Urban Studies from University of Wisconsin, MSc Environmental Design from Southern Illinois University, and Master of Corporate Real Estate (MCR) from CoreNet Global.

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## Editor's footnote:

Gary's article started off shorter, but I was intrigued by this topic, so I kept asking him more questions. Gary skillfully responded, and it has become a full feature!

For some designers, there is a career opportunity embedded in this article, by applying their skills to the 'design of work'

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- How can you leverage increasingly strategic and collaborative relationships with supply-side service providers?

## 2013 Agenda

MONDAY 25 March 2013	TUESDAY 26 March 2013	WEDNESDAY 27 March 2013	THURSDAY 28 March 2013
8:00 – 17:00 MCR/SLCR Classes	8:00 – 17:00 MCR/SLCR Classes	8:00 – 17:30 Business Center/Lounge, Coffee/Tea Service	8:00 – 9:00 Networking Coffee/Tea
	9:00 – 16:00 Discovery Forum	8:00 – 9:00 Special VIP Breakfast	8:00 – 16:30 Business Center/Lounge, Coffee/Tea Service
	13:00 – 18:30 Registration/Information Open	8:00 – 17:30 Registration/Information Open	8:00 – 17:00 Registration/Information Open
	16:00 – 17:30 Chapter Leaders Best Practices Meeting	8:00 – 9:00 Networking Coffee/Tea	8:30 – 10:30 Site Tours
	17:15 – 18:00 ELC Reception	9:00 – 10:30 Breakout Sessions	9:00 – 10:30 Breakout Sessions
	17:30 – 18:30 Welcome Reception	10:30 – 11:00 Networking Break	10:30 – 11:00 Networking Break
	18:30 – Onward Private Events	11:00 – 12:30 Breakout Sessions/ CORE Fundamentals/ REIMAGINATION Learning Quarters and Arcade	11:00 – 12:30 Breakout Sessions/ REIMAGINATION Learning Quarters and Arcade
		12:30 – 14:00 Peer-to-Peer Lunch	12:30 – 14:00 Networking Lunch
		14:15 – 15:45 Breakout Sessions/ CORE Fundamentals/ REIMAGINATION Learning Quarters and Arcade	14:00 – 16:00 Breakout Sessions
		15:45 – 16:15 Networking Break	15:45 – 16:15 Networking Break
		16:15 – 17:45 Breakout Sessions	16:15 – 17:30 General Session 2

Pre-Summit MCR/SLCR Seminars  
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Regular Registration ends  
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**Why is there such a gap between the level of service you would expect in a hotel and that which you are likely to receive in so many workplaces?**

Alan Williams

BRAND • CUSTOMER EXPERIENCE • ENGAGEMENT • HOTEL • SERVICE

# Could workplace directors deliver a customer experience like a 'service brand'?

**Workplace management (including FM) has long grappled** with its own identity – the definition of what it does. I have often heard it packaged as the provision of a range of services such as reception, catering, security, meeting rooms, housekeeping and engineering, all within a built environment. This is the same list as a hotel general manager would propose for a hotel – a built environment with an almost identical range of services. In both situations, these services are provided to customers – guests in a hotel; employees and visitors in a corporate workplace. So, if the two service scenarios are so similar, why is there such a gap between the level of service you would expect in a hotel and that which you are likely to receive in so many workplaces? This article will focus on some of the issues around this question, and what is needed to create a “service brand”.

## What is a service brand?

Having made the assumption that in many (or perhaps most) cases a hotel will deliver a higher level of customer service, we need a way of generically describing that hotel-type of organisation. We have called it a service brand – any organisation that provides a more general experience for the customer, beyond a pure product. There are various degrees of service brand but, as service becomes the battleground for differentiation, the traditional service brands such as hotels, leisure facilities and airlines are being joined by products that are being developed into service brands. The technology and automotive sectors are classic examples where the product alone can no longer be relied upon for competitive advantage.

Service brands do not just happen. Any leading service brand did not get to that leading position without having developed

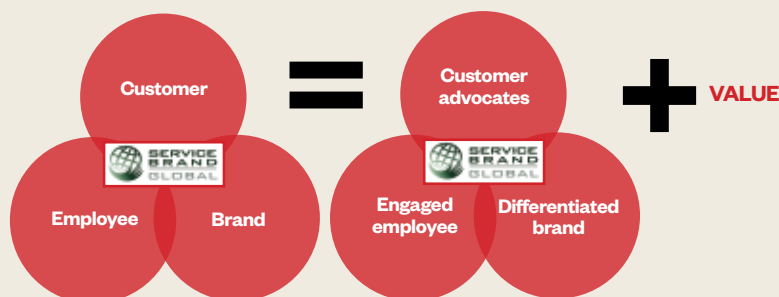
and applied a methodology. As an example, our “Servicebrand” methodology supports organisations to align and coordinate three key areas of strategy to create a strong service brand: brand identity, employee engagement and customer experience.

The output of this approach is a tailor made plan to deliver:

- A clear sense of purpose and identity, unique to the organisation
- Inspired employees being the best version of their organisation
- A customer experience driving advocacy

The underpinning concept is to manage holistically the areas shown in the diagram, in a truly integrated way, so that consistency and credibility is achieved in a sustainable way at all touch points of an organisation (inside and out). The coordination and alignment of the three areas creates the service brand. It also generates additional value which could take the form of any combination of the following: increased profit, increased customer satisfaction and advocacy, improved employee engagement and retention, improved brand recognition and reputation.

## Inspired employees creating a brand aligned customer experience







This approach is relevant in any service environment, including workplace and facilities management. Whilst the service provision in a workplace environment may not be on a direct transactional basis, as in a commercial service business scenario, the same principles of service delivery management apply.

Can we really apply the best of hotel service culture to the everyday workplace? You might argue that these two environments – hotels and workplaces - accommodate such entirely different activities that the parallel is inappropriate. But I would suggest that, as employees become more mobile, the level of service and hospitality experience that will be required (probably expected) when visiting the office (as opposed to being based there every day), will increase.

In this way, the workplace is becoming an extension of any organisation's service brand just as a hotel or any other face-to-face retail operation is. And there are already some organisations that are leading the way. Debra Ward, managing director at MITIE Client Services recently cited a conversation with a very good friend who works for Google; this friend is heavily pregnant with twins (with a two year old at home) and yet she still makes the 40-minute commute into work every day. Debra said, "Everyone would understand if she just worked part time from home." But when Debra asked her why she continued to go to work, her response was unfaltering:

"The food is fantastic and always available and they cater to some of my nutritional requirements and strange requests, there are sleeping pods for me to lie down for 20 minutes in the afternoon, my chair is repeatedly adjusted to meet my changing needs, there is a masseuse on site every week, I feel productive and valued and my team are all there... why would I want to stay at home?"

This is an organisation that understands the impact of workplace services - not only on employee productivity, but also as a way to reinforce the brand image and ultimately, employee and visitor advocacy. It is fascinating that for many other organisations these services are just regarded as a part of the business to outsource (and often outsourced means out of mind).

What could be done differently in the workplace environment? From discussions with colleagues in both sectors, the difference between the management of a hotel and a corporate workplace seems to be about a sense of central purpose, a focus on customer service and operating as

one team. The crux perhaps is in the way the leadership and structure of the service delivery organisation is approached.

FMs often consider themselves as custodians of the built asset, whereas hotel managers are owners of the guest experience. A hotel is operated through a coordinated communication framework, including a daily operational review, a periodic events planning meeting, a monthly operational meeting, performance reporting by department etc. In FM, communication is too often managed and reinforced at a service line level with little effort to align practices, make use of common formats (e.g. for reporting) or coordinate activity across service lines.

In a hotel, the all-important leadership is generally provided by a person who has strong customer service or operational experience, perhaps gained in food and beverage, the rooms division or sales and marketing. A common thread is an understanding of the importance of customer service and the ability to lead and motivate teams of people around this singular goal. These leaders tend to manage by walking about, interacting with guests and employees to find out what is happening, as opposed to relying on management reports and meetings. These leaders are supported with specialist experts in areas such as finance, human resources and property.

The identity of the hotel as a whole is the key driver,

**“FMs often consider themselves as custodians of the built asset, whereas hotel managers are owners of the guest experience.”**

and the constituent parts recognise the importance of their role as part of the whole. In FM, there is still much room for improvement in this area of a single point of coordination and alignment rather than an emphasis on management in functional silos. Of course, if there is a range of service partners (or even different divisions of the same company!) this is more of a challenge, but adopting a “virtual organisation” approach is a good starting point.

So the challenge in FM is whether to continue doing things from a traditional building functionality and contract management perspective, or to learn from relevant sectors like the hotel industry where the focus is more on team leadership and customer experience.

## Hardware and software

Integrate the hardware (built environment) with the software (service, and customers). Few could deny that Apple has completely reshaped the personal computer market by taking this customer centric approach way beyond where others thought possible. "When I called the PC manufacturer they told me it must be an issue with the operating software but when I called them they said it must be a hardware issue". With Apple there is one port of call because they have a joined up product and service offer delivered along with a great attitude and some very clever processes.

As for the relevance to FM, just think of the built environment as the "hardware" and everything to do with people (service providers and customers) as the "software". Could the two be any more closely integrated? If you have not been already, visit an Apple store and you'll experience it for yourself the minute you cross the threshold.

So perhaps the next step for FM is to place customer experience and employee engagement at the centre, rather than buildings and contracts.

How should workplace directors put the customer at the centre? Insight from all stakeholders (employee, customer, community and supplier) would be needed and a measurement framework would assist comparative efforts. This could consist of specific workplace-related questions as part of the business' employee engagement/satisfaction process or a separate survey focussed on workplace. It is also possible to consolidate valuable information from a range of sources such as helpdesk calls, emails and feedback forums to create a rich picture of information from all stakeholders. With such an approach, it is possible to develop a greater understanding of what customers think of their experience, compared to their expectation, and how important this is to them - linking everything back to resource to assist in prioritisation and resource allocation of workplace services.

Analytics (rather than pure opinion) could then drive business strategy and the business planning process - including employee productivity. A more transparent, scientific approach would also facilitate service delivery re-engineering from a customer journey perspective to realise



the challenge is no less for the client to communicate their values and for the service partner to comprehend, then communicate, then drive the client values and brand, rather than their own.

Critically, consideration also needs to be given to emotional perception as well as rational assessment. In a service transaction this is a major contributor (maybe more than 50%) to the overall perception of the customer. Companies like Zappos, the online retailer, and the Four Seasons hotel group, recognise that if the culture in the organisation is right, many other employee issues simply do not arise. But culture needs constant nourishing, attention and referencing to flourish and be strong. Inclusion of emotional factors makes measurement more of a challenge but, if ignored can make any assessment at best flawed and potentially meaningless.

31Practices is a trademarked tool that can bring a service brand to life through day-to-day employee behaviour. It is an articulation of the behaviours expected from everybody in the service organisation. Similar exercises have been conducted in organisations as varied as Northampton Council in the UK (Taste the Strawberries campaign) to Ritz Carlton (ladies and gentlemen serving ladies and gentlemen credo). The 31Practices tool adopts a co-creation approach with employees so that the behaviours are real, and the management team takes responsibility for embedding into day to day processes (e.g., interview and selection, induction, performance management, communication framework etc.)

The bringing together of all of the above in an integrated way results in a very powerful combination of fully engaged employees delivering customer experiences that are consistent with the brand identity of the organisation. This

**“Critically, consideration also needs to be given to emotional perception as well as rational assessment.”**

efficiencies and reduce silo structures.

There are a range of practical challenges to overcome for FM in this scenario, starting with people processes. FM services are often outsourced to a range of service providers, each with its own company processes (e.g., induction focused on their employer organisation rather than the client organisation). And of course the standard can vary enormously from one provider to the next.

Total Facilities Management (TFM) - where one service provider delivers all FM services under one management structure - does provide a compelling solution to disparate service line management. But, this is generally theory more often than practical reality. Even with a TFM service partner,

delivers that indefinable quality that cannot be documented in operating manuals or process flow charts but creates a strong emotional attachment for members of the service team and customers alike – a successful service brand. This is perhaps best demonstrated by a quote from a hotel guest on departure who said:

“When I arrived last night I explained to the young night porter that I had forgotten my business suit. I was amazed when he offered to collect his suit from home to lend to me. How do you do that?”

FM has without doubt evolved from being a department which maintains building functionality to an integral function in managing an organisation's cost base. However, there is an opportunity to evolve further again so that the value of FM as central to core business strategy is appreciated and the impact on brand perception, attracting and retaining talent, employee engagement and productivity is fully understood.

This integration of “hardware” and “software”, as part of a strong service brand, is the way to position FM as more strategic and therefore more valued. **W&P**

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The 31Practices book is published in May. Work&Place will be publishing an extract in our May 2013 issue (Vol.2 Issue2), together with an exclusive 50% discount pre-order offer. To reserve your copy of the book, please send an email to this address [info@lidpublishing.com](mailto:info@lidpublishing.com)

## **Alan Williams**

Alan has more than 20 years senior management experience in demanding customer service based businesses. He has enjoyed roles with Marriott (Hanbury Manor), Whitbread, Compass/RBS, InterContinental Hotels and Barclays Capital. Alan has a track record of success in devising holistic Servicebrand strategies, and then using deep operational experience to turn the creative thinking into sustainable, practical reality. Alan has applied this approach as a consultant and an employed senior director, in global blue chip organisations, as well as smaller entrepreneurial companies and in the public sector. He is a writer and regular speaker on the service brand concept and related subjects.

Alan graduated in hotel & catering administration at Surrey University (where he has since returned as a visiting lecturer). He was a global 'train the trainer' for the Marriott International Spirit to Serve programme, and attended the Whitbread Leadership Course at London Business School. He is a Fellow of the Institute of Hospitality and a board member of the British Quality Foundation.

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### **Editor's footnote:**

With his hotel management background, Alan Williams is making a welcome and positive impact on the corporate workplace management market. I invited Alan to write this article, to open the debate around how far we can progress towards 'hotel-standards' of service. We look forward to more in the next issue!

**Work&Place LinkedIn Group.**

# The future of facilities management – is it to be workplace management?

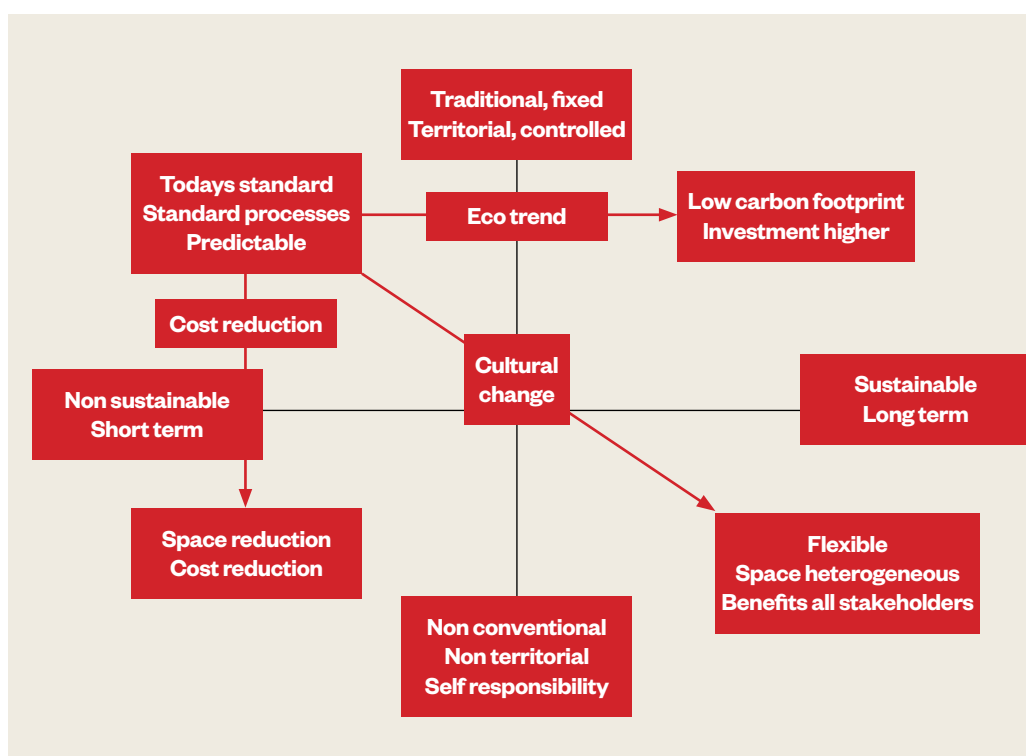
**Facilities management (FM) has long recognised that its role** involved addressing the needs of physical assets, technology and people. The relative importance of these three, however, has changed over time as the increasing technology content of buildings and regulations have introduced greater focus on assets and technology. Now, the emphasis for FMs needs to be more concerned with people and in assisting in the cultural changes that accompany a more mobile, sustainable future.

In 2008 The Chartered Management Institute said: “Tomorrow’s workforce will be increasingly individualistic, older, more mobile, more international and ethnically varied and, in the cases of skilled employees, far more demanding of their employers. Tomorrow’s managers will have the unenviable task of trying to harness these forces of change rather than being overwhelmed by them. Such a task will require them to be flexible and creative.”

In the same year, at a EuroFM Futures workshop in Zurich, the changes facing FM were summarised in this diagram (right) which illustrates the forces that are changing the characteristic of the workplace. Increasing need to accommodate the

environmental concerns over sustainability is a long term trend that will affect all businesses and will not allow an organisation to ignore changes it has to make in its operations and investments.

Another major force at work in the short and medium term is cost reduction to survive the current economic problems that beset the developed world. Many would contend that in order to achieve both, in the medium and long term, we





shall require significant cultural changes; changes in the way in which we view the use of space and how we shift from today's adherence to standardised processes and central control to a more localised active involvement of people and their self-determination.

These are significant changes which shift the focus from physical asset management to design, development, provision and maintenance of workplaces that encourage and support peoples' productivity in all the types of work they do.

However, asset maintenance and provision of building-based services remain, making the job of the FM very demanding and probably too wide to do alone. The collaboration of other service functions (HR, IT, procurement, legal, etc.) and the business itself is, and will be, the foundation for the management of workplaces.

It is with this diversity of management responsibilities that I see a need to bring the existing core capabilities of FM, recognised by BIFM, IFMA and others, together with the best practices which we in AWA have developed with clients. The issues of an agile working world can then be brought into a single management model. The model I chose was influenced by an early IT service management framework developed by CCTA and which I felt may assist in dialogues with IT, by providing some common language.

Before going through our approach to best practice workplace management, let me answer the question: "What is workplace management?"

I would contend that the only asset that an organisation really has is its people. Management of the workplace is about providing environments that allow people to work at their best. In other words, physical assets and services are enablers and it is the responsibility of FM, IT and other service functions to provide these at an economic price. Workplace management is totally about designing and consistently delivering effective and economical workplace experiences to everyone, whenever and wherever they work and under any business condition. All the capabilities in the model enable this.

## The model

Let me take you through an overview of the model so that you can get a flavour of what is covered and how it responds to the demands of the future. It consists of 10 capabilities, see below.

**Strategic Management** involves the creation, championing and leadership of the workplace strategic plan which needs the involvement of the C-suite executive, CRE/FM, HR and IT functions and their support and endorsement of the corporate vision and goals that the plan is based upon.

The workplace manager will need to have much closer access to high level business plans and have an understanding of the direction and scale of the future headcount, type of work and locations. The strategic plan should support the image that the organisation wishes to project into its markets but also embrace the experience of the workplace that is consistent with that image. It is time that such an executive was located on the same floor as the C-suite executive rather than next to the plant room. It implies great changes for CRE/FM executives and for some it will be well out of their

**Management of the workplace is about providing environments that allow people to work at their best**

current comfort zone. For others, the changes are already taking place where C-suite executives have recognised the importance of supporting the changing ways in which their people work.

The **Client Relationship** role is vital in the future, given that the workplace manager will have to develop a closely involved role with business units. In my view, business units should be charged directly for the resources that they consume, and they in turn will seek continual better value for money and demand better understanding of their evolving needs.

These management demands will require internal enhancements in the skills and nature of the future workplace management teams and add to traditional technical based skills. Re-training in, or acquisition of, the new skills of consultancy, data analysis, social network analysis, business analysis and behavioural analysis will be necessary.

Nothing embodies the role of a manager more than his/her



ability to manage the performance of his/her organisation and people. Good **Performance Management** skills can inspire and encourage collaboration; poor skills can lead to confusion, demotivation and wasted effort. All managers should be passionate about building great performance management capabilities in their organisation. Identifying what to measure, and getting others to agree, are the bases for great performance management.

As the Nobel Prize winning economist, Joseph Stiglitz, said: “If you don’t measure the right thing, you don’t do the right thing.”

If people across the organisation don’t see the relevance of the measures then the additional benefit of inspiring people to improve will be lost. Also, there may be agreed, relevant measures in place, but if the statistical significance of changes in those measurements is not recognised, effort will be wasted in trying to address problems that don’t exist. It is therefore important that those responsible for analysing performance data have an appreciation of statistical significance.

New tools, which measure workplace utilisation and can relate results to the type of work and work-styles, need developing and implementing to better understand and quantify the type of work-settings needed to support a changing work dynamic. Many in FM believe that there is a relationship between workplace design and occupants’ productivity, health and feelings of engagement to the business.

However, it has been difficult to prove this causal relationship in a business environment. Given the many places that people now choose to work from, it would benefit businesses if they set up workplace research projects to understand and learn what works best in their business. Gaining an evidence-based understanding of how different working environments, used by their mobile workforce, could best be designed to support their work will become an important capability as our working environment changes. Delivered by mixed teams of FM, IT and HR, such projects could transform the approach to workplace management.

Returning to the model, at its base, are management practices that should be recognised by most mature FM functions, to varying degrees. In our model, these are enhanced by a wider set of management processes which deal with the effects of new working practices on the management of physical resources and the changes needed to support people in working differently.

**Capacity Management** - improvements in utilisation of building assets and changes in working styles may add to the physical demands upon the buildings. Fire regulation restrictions, floor loadings, air-conditioning, power provision, and data network capacities may all be affected. Knowledge of the capacity constraints of workplaces is essential to the planning and implementation of workplace strategic plans and to the management of moves and changes. Capacity management should also inform the policies covering how vacant space identified through better space utilisation is to be dealt with.

**Resource Management** is related to capacity management. It concerns itself with how the capacity is deployed and used. It concerns space standards and policies on vacant and decant spaces. For service providers, resource management informs them of the impact on resources required to satisfy changes

in demand for services arising from workplace changes. Modelling tools that take demand scenarios and convert these demands into resources will need to become more sophisticated to handle the diversity of needs in the future.

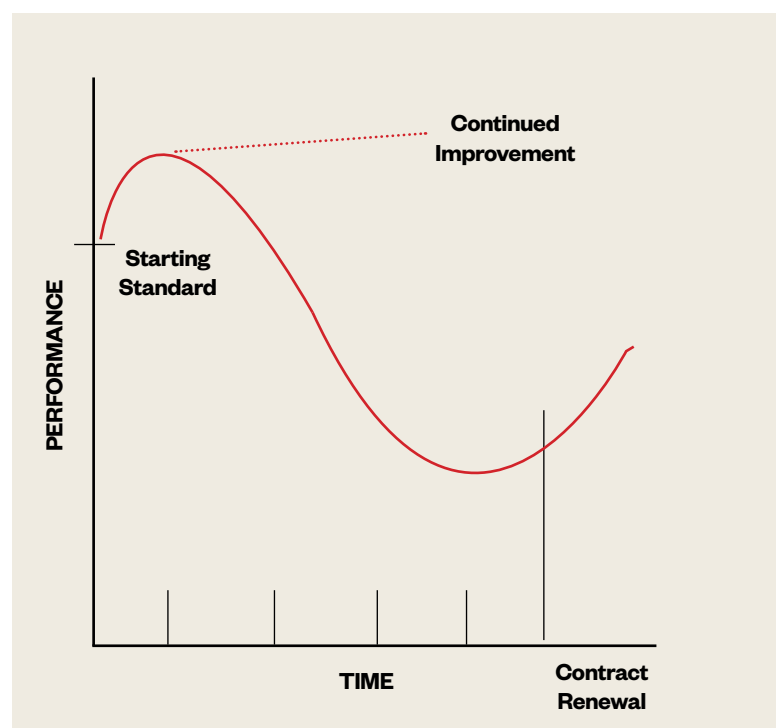
Monitoring of the consumption of workplace capacity through measurements of actual utilisation of workspaces will require a shift from occasional manual observations, currently done by some leading FM organisations, to real-time measurements of activity at desks and in collaborative areas. At the time of writing, there are numerous solutions available to monitor space utilisation, including active badges, image sensors, desk sensors, digital signs, and scheduling systems. IT systems also have the network management tools that can assist in this and there are tools available now that use desktop IT activity to derive reports on individual desk use.

**Supply Chain Management** - the management of third party supplier contracts has received much attention over recent years in a continual drive to improve value through cost reduction and supplier consolidation.

Different supply models have been favoured by different organisations to meet their various requirements. These include:

- In-house supply
- Managing agent, where the management functions are provided by a third party who in turn manages the service contracts
- Single service outsourcing
- Bundled services, where groups of contracts are placed under one, or more, supplier
- Total or integrated facilities management, where one third party supplier manages all the operational services either through self-delivery or through sub-contractors.

Each has advantages and shortcomings; however, true value derives from the nature of the relationship between supplier and client and often the performance of supply contracts is as shown below.



Much has been said of the importance of encouraging closer partnerships with suppliers, with benefits of security of tenure, continuous improvement and innovation. Trust is essential to the working of this type of supply and must be based upon mutuality of benefit to all parties. Transparency of outcomes and openness to the future direction is the foundation of trust and leads to co-operative response to changing requirements. Now, agile contract forms and governance are needed that allow changes to be made without adversarial consequences. The same changes will be needed in the real estate market and already there are indications that this is happening with the general trend to shorter lease terms.

Uncertainty, driven by rapid change, means that contracts need to be flexible and based upon a mutual desire for close partnership to remain. Short-term individual advantages need to be judged against the long-term goals each partner expects of the partnership.

The mobility of workers, the variety of locations, and different response times needed for services, provides a logistical challenge for suppliers and impacts upon existing Service Level Agreements (SLAs). Selection criteria for suitable suppliers will become more demanding. New suppliers are already emerging, seeking to offer services that address the needs of a more agile, mobile, workforce. IT and telecoms companies are involved in setting up localised hubs near to major road routes and the serviced office market has grown considerably over the last few years and will, no doubt, continue to grow.

Uncertainty of an evolving future will stretch traditional Total Facilities Management (TFM) suppliers who seek to self-deliver. They will have to contend with wider geographic spreads and we will see these companies offering new consultative change management services to exploit the growing demand for change.

The notion of "one size fits all" fails to take into account variations in rates of change. Uncertainty will create difficulties for procurement functions that seek to standardise service offerings and suppliers and may influence the outsourcing model that is chosen.

**Risk Management** - most CRE/FM functions understand the concepts of risk in business continuity, security, health safety & environment, and procurement. The changes involved in projects that move towards a mobile, agile future present risks to data security, and impact upon business processes. These risks are enhanced by the unfamiliarity of the territory. However, the agile organisation is also one which can be resilient to set-backs and that can reduce risk. The danger is that organisations that are highly sensitive to risk will become laggards in moving towards an agile future. Best practice would indicate that risk assessment and risk mitigation plans involves all key stakeholders.

**Change Management** - traditionally in FM this has meant changes to the location of individuals, teams and departments within the organisation's built portfolio. Most have effective move management processes that are well integrated across functions of IT and FM. The notion, though, of people sharing desks and working elsewhere shifts the balance of change management completely from that of the physical move to the logical. People need to have changes that work automatically to address their needs wherever they choose to

work. IT and telecoms technology now allow people to access their systems and data and communicate with each other without involving change management procedures from their service providers.

The bigger changes are those that involve people's expectations. There are major differences between desk sharing, where people already work for significant periods of time away from the office, and those that go daily to the office and perceive that they spend a major proportion of their working time at their desk. Although overall, these desks may be vacant for substantial periods of time due to holidays, meetings and sickness, for many people there is an unwritten psychological contract that exists with their employer that has traditionally provided them a personal desk and space. This requires careful, sensitive, change management to alleviate sometimes deeply held worries which may result in disruptive concerns. The involvement of HR in this will grow with the development and deployment of training material, multimedia resources, internal social networking communications and e-learning.

**“Rewards based upon outcomes will replace those done on attendance and working time.”**

HR also has to address new policies to cover employment conditions over a potentially wider range of working arrangements. Rewards based upon outcomes will replace those done on attendance and working time.

**Problem Management** - the importance of dealing quickly with problems reported on FM/IT services is a standard feature of automated workflows that service providers offer through their help/service desk. Today, service desk systems work on the basis that a person is located at a particular desk and can be contacted there during resolution. The mobile, flexible future will rely upon a person's independence of desk and will cover extended service hours. A different relationship between users, services and asset performance will be required. Problem management will have to deal with new unfamiliar types of problems, such as the logistics to support a remote worker, and become more adept at applying fast learning to take on corrective actions.

Performance information on the incidence and resolution of failures is the foundation to the management of quality and to the wider interests of performance management. This capability remains highly important in the future through continuous monitoring of performance indicators.

**Project Management** - FM will continue to run projects involving major physical refurbishments, maintenance and large moves. These well understood traditional major projects will be supplemented by multidisciplinary, complex, possibly lengthy new agile working change projects involving many stakeholders. Such projects will require experienced, well internally connected, programme and project managers supported by business project boards. Project managers will need to understand the cultural change management processes and be actively involved in following the feedback, learning and corrective action processes.

## Best practices

These then are the 10 capabilities in our model. Based upon the above reasoning we at AWA have populated the model with those best practices which we have developed over 20 years of working with clients on best practice benchmarking and consultancy assignments. We now have a tool which can be used by clients to audit the strengths and weaknesses of their own FM management capabilities and which provides a rich library of best practices for them to choose from.

Called Workplace Management Development or WMD (no pun intended), the tool asks over 280 questions about use of best practices in each of the 10 capabilities and scores actual performance to establish strengths and weaknesses. The tool supports benchmark comparisons internally or externally and helps decisions on improvement priorities.

Some people may feel daunted by the prospect of reviewing their organisational competencies and see it as a costly exercise in time and resources. But best practice models such as these are useful in initiating ideas and in picking off improvements that can be incorporated in other initiatives. Change will inevitably come with changes in the business and work environment so I would encourage all FMs to consider how best they set their organisation to be fit for the future.

So is the future of facilities management to be workplace management? Only if FMs step up to the mark and grasp the opportunity of changes to align themselves better with the executive and build strong collaborative relationships with IT and HR. The best practices in the model will certainly help. **W&P**

Dr.Jervis' new Guide, "Moving on.....Facilities Management to Workplace Management" will be available soon. To pre-order your copy, email your contact details to this address [info@occupiersjournal.com](mailto:info@occupiersjournal.com)

## i Dr. Graham Jervis

Graham Jervis is an experienced manager of IT operations in large corporations and a consultant in service management. For the last 20 years he has been a director of Advanced Workplace Associates (AWA), a management consultancy that helps transform business performance by implementing advanced, agile, work, place and management concepts better suited to today's modern business world. Graham has led many assignments in FM process benchmarking, FM organisation, strategic outsourcing and in FM service management. He formerly worked for ICL and Esso Petroleum and holds a PhD in chemistry from Aston University, UK.

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### Editor's footnote:

Graham has written a well-structured guide to 'top tips' in workplace management. He goes beyond what many currently view as facilities management, toward the strategic alignment of workplaces with their occupier organisations. The 'Dr. Jervis guide' will be an essential toolkit for leaders to 'raise the bar' towards strategic FM

[Work&Place LinkedIn Group](#).



# Workplace community

**The concept of Occupiers Journal (which later became our limited company) all started online through LinkedIn, supplemented by 'real' conversations at conferences. You can read about it on our [homepage](#) and in the Financial Times article "[So near and yet so far](#)". Our Global Research Director, Dr. Jim Ware, said in the article:**

*"I don't think we could have started the business in this way five or 10 years ago ... more and more people are working like this, collaborating with people who are halfway across the world. There are two things we can be pretty sure of about the future of business. One is that offices will be more distributed with people working in many different locations. The other is that, paradoxically, people will be collaborating more than ever before."*

And that is precisely what is happening across the global "Workplace Community". There are examples in this issue. On page 4 we cover [Workplace Week](#) in the UK, which will run again this year, 4th to 8th November. On page 6 we cover the IFMA Foundation's excellent [Workplace Strategy Summit](#), hosted by Frank Becker and colleagues at Cornell University, in upstate NY, USA.

## LinkedIn

There is one LinkedIn Group, [The Workplace Community](#), which is global (by its very nature) and non-partisan. All parties are welcome, from the large organisations such as [CoreNet Global](#) and [IFMA](#), to the many smaller 'communities of practice' which form from time to time. It is simply a place to post discussions from your part of the workplace world, make connections with like-minded people and, probably most of all, to keep up with the latest thinking.

Do please share your plans, for your Workplace Community - I posted [this discussion](#) on the LinkedIn Group recently, with the words:

*"Please share YOUR plans for YOUR "Workplace Community" in 2013...let's hear from all please..."*

And from some, we did. Others may follow. But, I will give you a flavour of some of the discussions from these various groups, below, and in future issues of W&P.

These are in the order they appeared, and my thanks to the individuals concerned for posting:

[Mark Catchlove](#) is Director of the Insight Group (@HMInsightGroup) for Herman Miller's EMEA region. He is therefore a one-man 'workplace community'! Mark's Insight Group is a "collective, working on commissioning and sharing workplace research in an interactive and interesting way". And you can follow the events that Mark is engaged with at [this link](#).

[Dr. Rachel Permuth-Levine](#) is Director of Workplace Research at Sodexo (@ToLiveSodexo), in Washington D.C., and champion of their work on "[exemplary workplace experience](#)". Rachel is another one-person 'workplace community'! She also runs a LinkedIn Group called [Workplace Experience](#) and leads many other initiatives.

[Rex Miller](#), a consultant from Texas, USA, leads [Case4Space](#). This is "a cohort of committed thought leaders from organisations like Haworth, Balfour Beatty, Google, GSA, AIA and AutoDesk with diverse expertise...focused on one key question: 'In light of research that measures workplace engagement at less than 30%, why do so few companies ...have a workplace strategy that addresses this gap?'"

[June Langhoff](#) is the editor of NetWORK, part of [New Ways of Working](#), which started in the USA but is broadening its horizons. June says: "NewWOW holds four virtual roundtables and two symposia a year. The next symposium (March, 2013) will investigate Organizational Culture and New Ways of Working". The website also has a [calendar of events](#) around the world that focus on workplace.

There are too many others to mention. Like [Bob Fox](#) and the excellent online [Workspace Design magazine](#). Just follow the [Workplace Community LinkedIn Group](#) and you will not miss out! **W&P**

# Celebrating the data diversity

Now with over 21,000 individual responses, the Leesman workplace satisfaction survey has lots of data<sup>1</sup>. The expectation is that this data will start to reveal some hidden treasures; perhaps letting us 'decode' the complexity of what exactly makes a high performance workplace.

The first step toward that decoding is in partnership with an established academic institute. With 21,000 respondents, each provides around 60-80 lines of personal response. Mining those 1.5 million variable lines for patterns and learning requires considerable cross analysis. So we are partnering with the Department of the Built Environment Urban Science and Systems at the University of Technology, Eindhoven, Netherlands in our first research project.

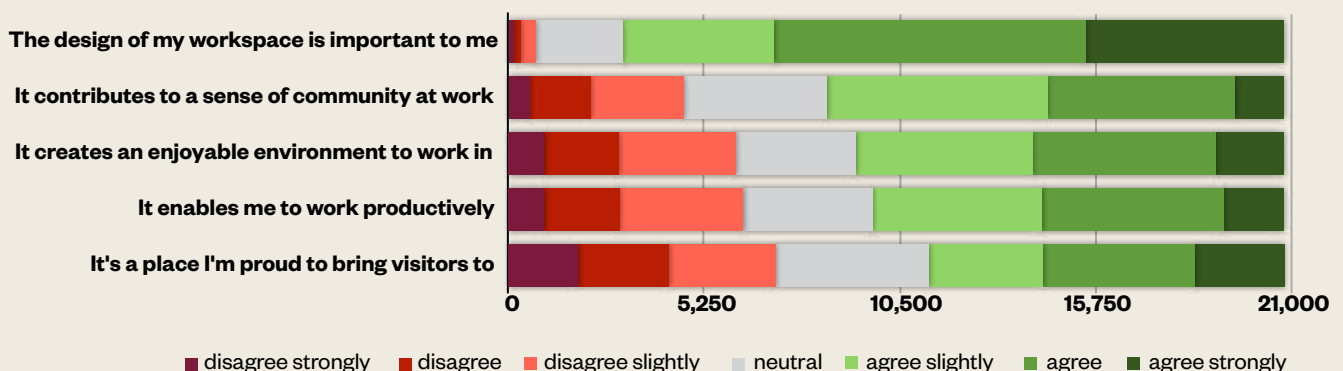
With this volume of data, now increasingly gathered across international portfolios, we will start to draw an ever clearer picture of the relationship between people and place. We will analyse the extent to which place really influences and impacts the behaviours and productive outputs of people.

But, do employers understand, or care enough, about the environments they are building around their teams? Would our evidence-based argumentation really change anything? Does research offer a meaningful impression for the future

of workplace? If more data gives more robust research, would that, in the hands of those who are interested, shift our intuitive gut-based advocating and enable clear and categorical proof to be taken to the executive boards ultimately responsible for both the people and the place?

In all likelihood, the intermediate challenge is finding the key advocates. Who within organisations wants to own and maintain that knowledge? Because, it is going to be thorny. Whilst this new data gives us a clearer view than we have ever had available before, it also shows that the mix of the factors that are impacting on employee performance is highly variable, from client to client. The data does establish a standard hierarchy of need – though it is important to say that this hierarchy is by volume, not by importance. This can be read as a sort of 'DNA blueprint' of what is going on inside the organisation; an imprint of what is important, and what is not. But that core aggregate picture is important in establishing not where we are all the same, but as with DNA and more importantly, where there is difference. Arriving at a profile of "average" makes it far easier to establish a profile of difference. Where those differences are recognised and supported, a high performance workplace is considerably easier to achieve.

## How much do you agree or disagree with the following statements about the design of your organisation's office



So, who wants to get hold of that ‘balance dial’ and start to tune each channel into the frequency of that organisation? Do we need an intellectual tussle between heads of property, finance, technology, facilities and human resources? Surely, if corporate performance can be more closely tracked to the effectiveness of the corporate place, that relationship needs a specific champion, not simply left to fall into the chasms between? **W&P**

For those interested in how deep that data evaluation and analysis could go, Leesman will be launching its QX Report in April this year. The QX Report is an annual deep dive into the data amassed over the prior fiscal year and will offer insights line by line through each area of enquiry. The annual report will then be digitally updated each quarter thereafter to provide reflections on the developing workplace landscape. The QX Report will be available by subscription. For more information, mail us at [qx@leesmanindex.com](mailto:qx@leesmanindex.com)

## 1 Tim Oldman

Tim Oldman is the founder and managing director of Leesman, whose database is Europe's fastest growing resource of consistent and publicly-reported workplace effectiveness performance data.

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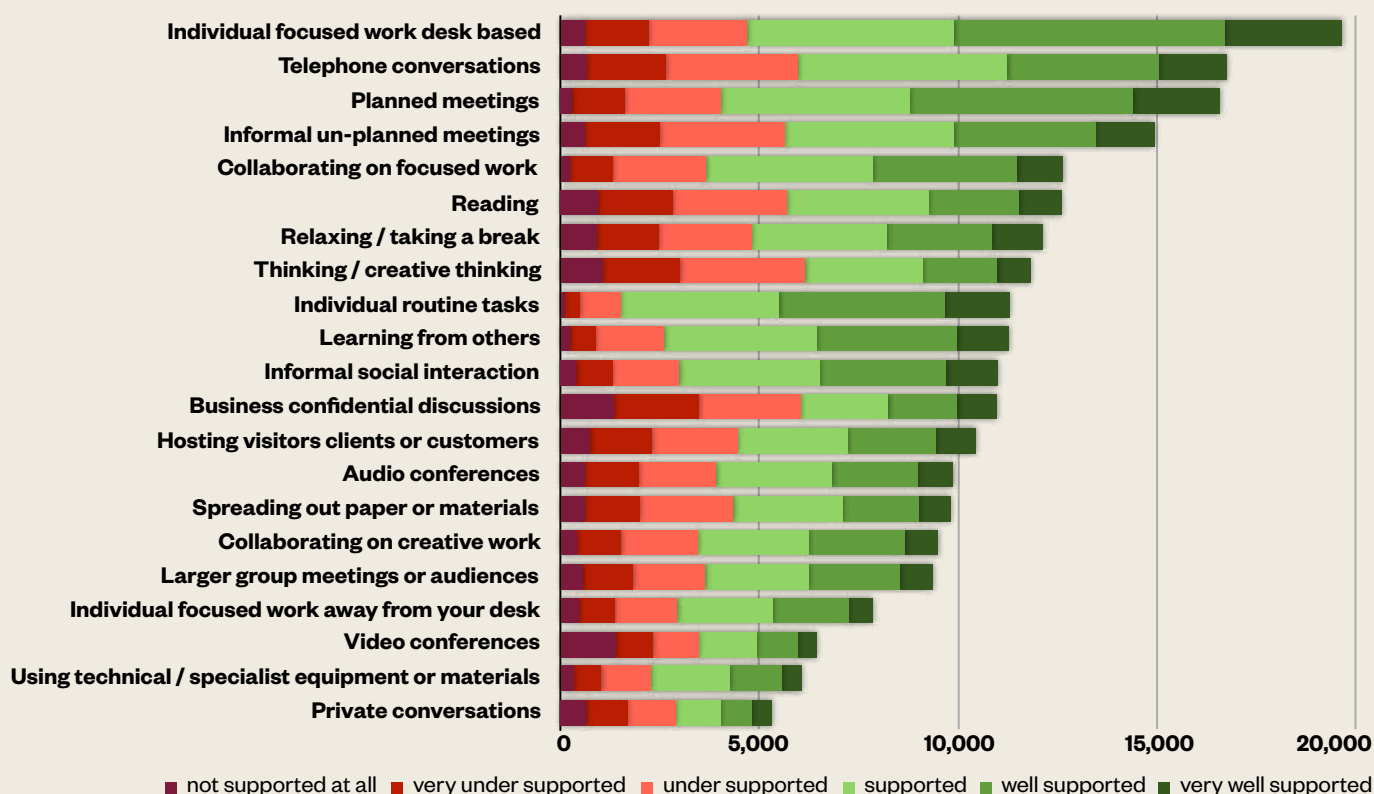
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## Reference

1 Oldman, T. "Listen Up. 10,000 plus people have told you what they think of their current workplace", *Work&Place*, Vol.1 issue 1, August 2012.

## Which activities do you feel are important to you in your work and how well are they supported?



## Teleworking and low-tech alternatives allowed many people to continue working in the aftermath of Superstorm Sandy

Kyra Cavanaugh and Jaime Leick

BUSINESS CONTINUITY • TELEWORK

# Work, after Sandy

**As “Superstorm Sandy” loomed, off the coast of North Carolina USA in late October 2012, we thought of all the telework pieces we’ve ever written about maintaining productivity in a disaster. This storm was no different, and as Sandy subsided, media outlets everywhere began reporting on the benefits of remote work. Sometimes, of course, work can’t continue as planned. Jaime Leick, a member of the Life Meets Work team, learned this lesson from an old college friend:**

“Julie Broihier was a college friend of mine and bridesmaid at my wedding, but I rarely get to see her since she left the Midwest to become a bona fide New Yorker. She married a local boy and now lives on Long Island. I waited days to hear how her family fared in the storm. Finally, her sister posted an update to Facebook. All was well, but internet was out and phone was spotty. It took four days before Julie and I could trade text messages and three more after that before an actual phone call was possible.”

Julie is a project manager with the World Trade Center Health Program at Stony Brook University. The governor asked all non-essential state employees to stay home

immediately after the storm, but Julie’s team felt the clinic should be available.

Getting to work wasn’t the issue—she had a full tank of gas. Although a week after the storm she still had coworkers waiting two hours to get gasoline and counting themselves lucky to be among the “first” in line.

For her, the real hurdle was childcare. Roughly 900,000 Long Island customers were without power, her children’s school and daycare included. She was able to drop off her girls with the in-laws, although they too lacked electricity.

Julie says many of her coworkers live alone, and for them coming into work was preferable to sitting in a dark apartment. But for her, she admits, she was glad when the clinic closed early. “I was torn,” she says. “As a manager, I felt like I needed to be there. But I was also thinking about my community and all their needs.”

Clearly telework won’t always work—not when power and communication services go down and not when people are coping with anxiety and loss. But, for every employee who couldn’t work after the storm, there were hundreds more

who could. All over New York, work was still getting done.

Many employees were able to log in remotely from home. Others simply did “thought-work,” drafting letters, creating action plans. And still others—like Julie—did inadvertent team building in the office, coming together to assess the organization’s needs and capabilities.

### Think ‘old-school’

While telework is a cornerstone for business continuity plans, it won’t always work the way you plan. What we learned with Sandy is that work can still happen, even when IT systems go down. The everyday takeaway, then, is for all those organizations who think they can’t telework because they

### Work, offline

As Superstorm Sandy loomed, organizations began rolling out their disaster plans, topping off generators with gasoline, and warning employees to bring their laptops home in case the storm made travelling unsafe. The reality, of course, is that the storm knocked out power to roughly 8.5 million people across the east coast. And many of those that did have power didn’t have internet or phone service.

So for many organizations, telework (in the technical sense) wasn’t an option. But for plenty, work continued in different, “less modern” ways. Here are some quick thoughts on how work can still be meaningful and productive, even when your systems are offline:

- Tackle projects that require big picture thinking—the kind we never slow down long enough to do otherwise.
- Work on strategic planning, writing, visioning.
- Do goal-setting for you and your team.
- Take advantage of the camaraderie and team building opportunities that come from weathering the storm together.
- Envision new initiatives that would improve the meaningfulness of your job—something you’ve always dreamed of starting but never had the time to plan out.
- Clean out files, organize your work space—purging tangible stuff often makes room for ideas.
- Catch up on industry magazines and journals that you have had the best intentions to read

If you have phone but no internet, make calls to contacts you’ve been meaning to reach out to but haven’t taken the time—old colleagues, coworkers from past jobs, etc.

Or collaborate over the phone with coworkers on a current project. Going back to older forms of communication can change the dynamic of the work you usually do face-to-face or via videoconference.





Metropolitan Transportation Authority/Patrick Cashin

**“Go old school. Consider what it used to mean to take work home with you, and think about how you could free your employees from the office”**

don't have a virtual private network, cloud file storage, video conferencing—or any of those other tech tools we associate with virtual work. Don't let technology hurdles get in the way of your company's work-from-home plans. Go old school. Consider what it used to mean to take work home with you, and think about how you could free your employees from the office.

In the week after the storm, we were able to trade email messages with Kelly O'Neill, a program manager with the Families and Work Institute (FWI). Headquartered in Manhattan, FWI was in the blackout area, so email and file servers were down for the week.

Luckily, O'Neill reported that most of the team still had internet access and power at home. “This meant that all of our staff worked remotely. It looked a little different for each one of us depending on what kinds of services you still had available at home and the type of work you were doing,” she wrote.

Eve Tahmincioglu, another member of the FWI staff, sent this message: “When our office email wasn't working, we were able to text each other and also utilize our own private email accounts to keep the work flow moving.” Tahmincioglu, who commutes to the city by train, had no way to get into work following the storm. Childcare was also an issue. “Given my kids were not able to go to school because of the storm,

telework worked out great,” she wrote.

Among the work O'Neill accomplished from home was to draft a disaster preparedness plan (she acknowledges the irony) with strategies on working from home. For other members of the FWI team, the blackout was an opportunity to focus on writing and strategic thinking in lieu of busy travel and meeting schedules.

### Disaster response

Later, we were able to learn about strategies other companies had in place to work after the storm. At KPMG, for example, on-site childcare was set up so employees could tend clients or even run personal errands. The office was open on the weekend, as well, so employees and their families had a warm place to relax, charge their electronics, and enjoy a hot meal.

PwC provided bus transportation from a severely

### Telework and business continuity

A short list of major news events that have caused workplace disruption and distribution.

- Superstorm Sandy (2012)
- NATO protests (repeated)
- Olympics (repeated)
- UK riots (2011)
- “Snowmageddon” (US East Coast, 2010)
- H1N1 (“swine flu” epidemic, 2009)
- Minnesota bridge collapse (2007)
- Hurricane Katrina (US Atlantic region, 2005)
- H5N1 (“bird flu” epidemic, 2004).

impacted office to an alternate work site and made conference rooms available to clients displaced by the storms. They set up a database for partners and staff to help organize carpools, generators, and lodging.

Many companies kept their cafeterias open, made arrangements with area gyms so employees could use the shower facilities, organized shuttle services, extended paid time off for affected team members, flexed start and stop times, and stepped up community contribution efforts.

Of course there are lessons to be learned as well. Families and Work Institute is keeping a collection of post-Sandy stories on its website so that companies can share best practice information. The American Montessori Society, for example, shared that leaders needed up-to-date contact lists for employees available at their homes—not just on work computers. Several other organizations reported a need for better communication plans, with some considering social media tools as a way to disseminate information.

### Planning ahead for telework

For many companies, telework was already a part of day-to-day operations, and they had the advantage in responding to the storm. When we talk to clients about implementing a telework strategy as part of a business continuity or disaster preparedness plan, we emphasize that the system must be used on a regular basis. It's not enough to put remote work tools in place but reserve them for emergency situations.

Without regular testing and practice, remote work systems

can fail on so many levels. Employees forget how to log in and bombard IT with basic help calls. Networks that were thought to be adequate go down when overloaded with too many remote work requests. Employees and managers miss critical communication exchanges because they've never really learned how to operate in a virtual environment. Essential information, files, and databases turn out to be inaccessible because the process was never tested.

**“Without regular testing and practice, remote work systems can fail on so many levels”**

For telework to work in a disaster, your employees have to use it regularly. They need to be comfortable with both the technology and the interpersonal skills required to remain productive outside the office. At O2, Great Britain's telecommunications giant, company leaders took “disaster planning” one step further in the run up to this year's summer Olympics. Many months in advance, the company ran a one-day test in which nearly all of its 2,500 employees worked remotely for a day. The goal was to try out the company's improved networks and collaboration technologies, ensuring everyone was able to get online and communicate as needed... before an influx of tourists tied up the city's transportation infrastructure for weeks on end.

# Hurricane Sandy and operational building resilience

## Nigel Griffiths calls for a sharing of experience

**The impact of nature looks as though it can still bring down business operations** – and it seems despite the efforts across the facilities management (FM) profession. For those of us in the relative safety of the UK watching events unfold on the east coast of the US, it did seem that much operational resilience built into New York hospitals and corporate buildings was compromised. Perhaps this is unfair, but the news clearly showed a hospital having to be evacuated as a result of power outage and the lights going out across the city as the hurricane struck.

Many of us in the corporate real estate profession which includes FM, have experience of having to evaluate and advise businesses on the risks, and actions to be taken to achieve desired levels of operating resilience. For the major banks in the UK operating globally, it is usual to find resilience requirements ranging from n+1 to 2n depending on the activities within each area of the building. Typically the solution can involve the use of uninterrupted power supply to batteries of heavy duty standby generators kicking in the moment the external power source goes down. In my experience there are even secondary generators to back up the first bank with sufficient fuel based on worst case scenarios. So I was surprised to see vast areas of black out on our TV

screens. From the country that often sets the standard for leading on quality real estate service levels this was surprising. So something appears as though it went wrong.

From disasters such as this though comes opportunity for us to all learn from the experience of others. Why did the levels of resilience fail? Was it a lack of maintenance or investment? Or was it that the standby generators and their switchgear and fuel were positioned in building basements and were vulnerable to the tidal surge? We need to know so as we can best advise our clients based on the real experience of our colleagues across the water. This may require all of us to rethink our approach on building future operational resilience for the work place.

And lastly, is this not a lesson for all those at senior business levels who think corporate real estate and FM has no impact on business?

**Nigel Griffiths FRICS is a director of Aslan Corporate Real Estate Services**

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## Telework, beyond disaster

The benefits to telework go far beyond disaster planning, of course. For HR, there are the obvious talent management benefits like recruitment and retention and expanding a company's geographic talent pool. For real estate, there's the opportunity to shrink the company's office space through hoteling and fulltime remote work options.

For those concerned with corporate social responsibility, telework is an opportunity to shrink commuter miles, reduce the organization's carbon footprint, and support other triple bottom line (profits, people, planet) objectives.

For those in wellness, telework is a way to reduce stress, give employees more control over their schedules (which increases health habits like proper diet, sleep, and exercise), and encourage employees to log in from home when they are sick and contagious. And then we have diversity and inclusion benefits, ADA compliance, and the many, many examples in which telework triggered increases in productivity.

If the lessons from Superstorm Sandy weren't enough to convince leadership that your organization needs an active telework program, point to other bottom line benefits that align with current strategic initiatives. **W&P**

## Kyra Cavanaugh

Kyra Cavanaugh is the founder and president of Life Meets Work, a Chicago-based workforce innovation firm specializing in dispersed and flexible work. Life Meets Work helps organisations create preferred workplaces, building successful flex cultures that attract the best talent and maximise productivity. The online membership community (lifemeetswork.com) is the place for human resource and work/life professionals to keep pace with best practices and trends in workplace flex. Kyra also offers speaking, training and consulting to companies implementing flexible work.

## Jaime Leick

Jaime Leick is the content manager for Life Meets Work. She is a writer, helping B2B and B2C companies create compelling content and share thought leadership.

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## Editor's footnote:

Changing weather patterns, security incidents, transport collisions, industrial and civil unrest...we saw it all in 2012, and we will probably (sadly) see it again this year. Workplace strategists must consider both avoidance (as Kyra & Jaime discuss), and where absolutely necessary to 'be there', appropriate levels of building services resilience.

**Work&Place LinkedIn Group.**

# Simon Heath ponders a new role - the warrior poet, a.k.a. the workplace strategist

I read a multitude of tweets from a multitude of people who claim to be experts in “workplace strategy”. It is increasingly clear that the term is inadequate in describing a discipline of increasing importance in helping businesses prepare themselves for the future world of work. Or, at least, it may continue to be the case if we cannot lift the term out of any individual corporate confine. Those practising the discipline of workplace strategy, from within real estate or design for example, can find themselves constrained by the focus of the core business. And buyers in the C-suite cannot see why they would buy business transformation advice from their real estate and facilities management provider.

The mainstream media continues to report the uptake of ‘flexible working’ (to cite just one example) alongside jocular commentary about personal jet packs and flying cars. But, for many people working today, these notions of choice and flexibility in their work life have become commonplace. Businesses that wish to attract and retain talent are thereby forced to respond to these expectations in the same way that they are forced to respond to the challenges of deteriorating or uncertain economic conditions. In my recent experience, corporate occupiers have moved from attempts to understand what a workplace strategy might entail, to asking instead what best practice in this arena should look like. That, in itself, is another indicator that the ‘tipping point’ may have been passed. When they are uncertain, occupiers have a tendency to ask for benchmarking.

We must also consider the fact that the tipping point to which we refer is really only relevant

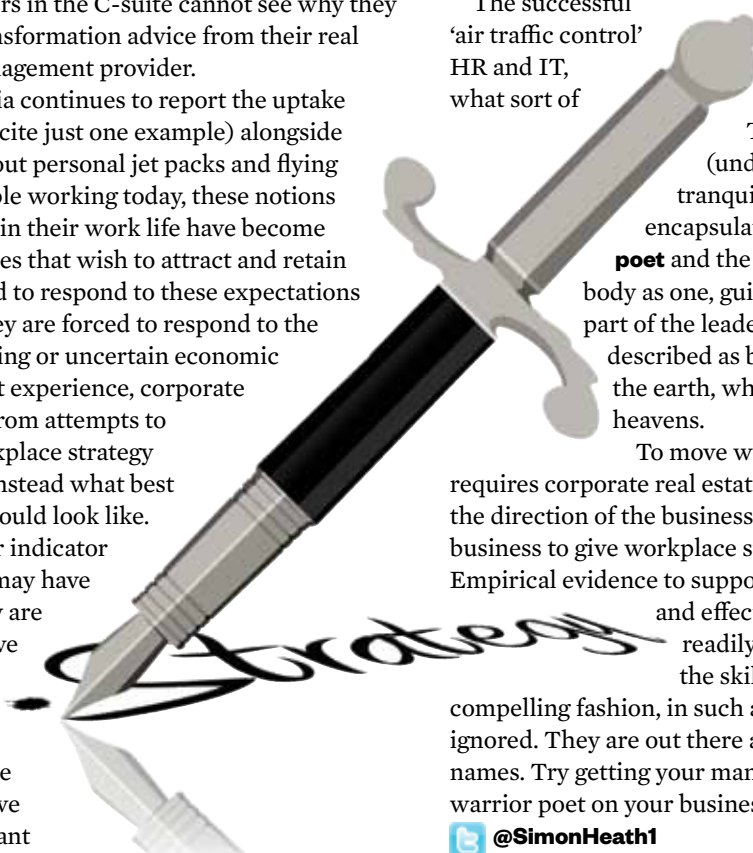
for certain types of worker. Despite advances in robotics (resulting in some interesting stories of robots in the office and elsewhere), work is still done by people, for people, and will continue to be so for some time to come. And of course, the guy behind the counter at your local deli does not have the same degree of choice over work settings or flexibility that today’s knowledge worker does. One must therefore have the broadest understanding of the experience of work to ensure relevancy.

The successful ‘air traffic control’ HR and IT, what sort of

consultant will be able to act as for all the moving pieces, from to audit and compliance. So, person are we looking for? The Tibetan Buddhists’ **Shambhala** (understood to be a **place** of peace/tranquility/happiness) teachings encapsulate a proud tradition of the **warrior poet** and the development of the mind and body as one, guiding with wisdom and courage as part of the leadership class. They are sometimes described as balancing the cruel realities of the earth, whilst living by the standards of the heavens.

To move workplace strategy forward requires corporate real estate, HR and IT to fully align with the direction of the business, and for the leaders in the business to give workplace strategists a seat at the table. Empirical evidence to support the shift to more sustainable and effective ways of working is now readily available. Our **warrior poet** has the skill set to craft that evidence in a compelling fashion, in such a way that the message cannot be ignored. They are out there amongst you, but go by different names. Try getting your manager to agree to you putting warrior poet on your business card or LinkedIn profile...!

 @SimonHeath1



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