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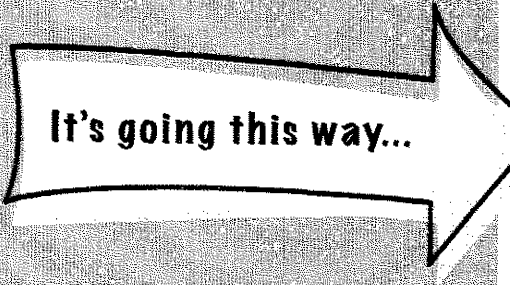
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WORK ON THE MOVE

It's going this way...

Driving Strategy and Change in Workplaces

Work on the Move

Driving Strategy and Change in Workplaces

Edited by Diane Coles

Work on the Move
Driving Strategy and Change in Workplaces

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Work on the Move
Driving Strategy and Change in Workplaces

TABLE OF CONTENTS

4 Chapter Four
Workplace Strategy: What It Is and Why It's Important

Pat Turnbull
Kayhan International

Janice Cimbalo
Jones Lang LaSalle

Paul Doherty
Screampoint

Cary Johnson
Gensler

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> "The first step toward creating an improved future is developing the ability to envision it."
>
> Anonymous

The Idea in Brief

• The aim of this chapter is to help you gain a strategic mindset and comfort level with which to lead and/or participate in workplace strategy development and measurement. It provides information on the new world of work, key information sources for workplace strategy and an effective measurement system (using the balanced scorecard approach) to identify performance objectives and/or outcomes and their observable drivers. Chapter 5 will address the specifics of workplace strategy implementation.

• Workplace strategy has become an important tool for business leaders who seek to optimize productivity, profitability and/or brand image. Over the past decade, workplace strategy has evolved beyond traditional real estate portfolio and space planning to deliver substantive triple bottom line business results critical to C-suite executives, such as:

  ◦ Attracting and retaining talent

  ◦ Improving productivity

  ◦ Driving cost efficiency ($/SF, capital efficiency)

  ◦ Reducing environmental impact of the property and workforce

  ◦ Evolving organizational cultures

  ◦ Fostering innovation

• As we learned in Chapters 2 and 3, workplace design and the workforce itself are changing radically in response to a combination of demographic, sociopolitical and economic factors.[1] This is especially true from a global perspective. The type of work performed by the knowledge worker or members of the "creative class" is changing as are the locations in which work is done around the globe. The goal of the employer, no matter what industry, is to ensure the knowledge worker is being as productive and innovative as possible in a work space that supports and enhances their activities.

• Effective work environments can encourage people to behave in new ways and, when aligned with corporate goals, help achieve desired business results. Studies show that workplace design can shape and influence workflow and productivity through layout and through space design (addressing different work modes). Top-performing companies are embracing new ways of working and are designing workplaces to support a variety of work activities, including collaboration, sharing, learning, socializing and focusing. This includes primary work spaces, common areas, meeting areas and training areas. Workplace design has also been shown to help achieve emotional engagement among workers, a critical factor for attracting and retaining Gen X and Gen Y talent in the emerging innovation age where knowledge is created and shared through networks.

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[1] Grantham, C. and Ware, J., "Why You Need a Workplace Strategy," reprinted from *Future of Work Agenda*, April 2004.

The Idea at Work:

Having read this chapter, you will be able to:

- Articulate the value and benefits of workplace strategy as a business enabler
- Define and align real estate and facility management initiatives with executive management objectives
- Use the "Workplace Strategy Matrix" to involve stakeholders and assemble relevant data
- Understand the new world of work
- Build a balanced scorecard to effectively measure and continuously improve results

Executive Summary

Workplace strategy has become an important tool for business leaders who seek to optimize productivity, profitability and brand image. This chapter provides an approach to understanding what the development of an effective workplace strategy is and how you define the key stakeholders and find the relevant data to enable a successful strategy deployment.

We will discuss the development of workplace strategy and the importance of aligning real estate and facility management initiatives with executive management objectives. We explore how to lead strategy development and engage critical stakeholders. This holistic approach helps link workplace, facility and business strategy for enhanced business results. We provide a methodology for developing an effective workplace strategy and provide a framework for developing/using the balanced scorecard as a measurement tool.

Strategy and Workplace

Business strategy is important because it aligns all individual activities within a business entity toward a shared vision. It helps channel decisions about the organization's focus, the investment of resources, what activities make sense and how to coordinate those activities across the entire organization.

One cannot mention the word "strategy," in the context of business, without thinking of the work of Professor Michael Porter of the Harvard Business School. Porter refers to strategy as the movement of an organization (in this case the workplace resources group) from its present position to a desirable but uncertain future state. Since the organization has never actually been in this future state, the roadmap to get there is defined as a series of hypotheses and activities. The success of the strategy is dependent upon the choice of these activities and how well they are performed.

Sometimes referred to as strategic facility planning, strategic workplace planning or real estate and facility life cycle management, workplace strategy refers to aligning an organization's work patterns with its environment to enable peak performance and reduce costs. Regardless of name, workplace strategy must be part of, and integrated into, a company's business strategy to support the overall goals of the business entity.[2]

It is the responsibility of the person who is charged with developing the strategy (i.e., the workplace strategist), to understand the organization's requirements and recommend a workplace solution that will address current and future needs. Often, workplace strategy provides a response to either running out of space, having too much space, or wanting to introduce organizational change to increase productivity, innovation and/or operational efficiencies. Therefore, an effective workplace strategy often includes achieving corporate goals relating to physical space such as:

- Reducing costs
- Increasing the productivity of the occupant
- Attracting and retaining talent
- Supporting creativity and team-oriented work
- Creating more transparency
- Reducing the environmental impact of facilities and the workforce
- Merging two or more organizations/cultures
- Relocating or consolidating occupied buildings

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[2] Heery, G., *Strategic Facilities Planning*, (Atlanta and San Francisco: Brookwood Group, revised January 2009).

At a granular level, workplace strategy focuses on how to use the space more efficiently and effectively. Recommendations often include moving from cellular (predominantly private office) environments to open plan, introducing new ways of working and/or moving to a flexible or agile working environment, as first proposed by Frank Duffy. "Flexible work" is where the occupants have access to a range of work settings, including working at home or on the move. Employees may also share workstations, often referred to as alternative workplace strategies (AWS), hot desking or hoteling. AWS has been around now for more than two decades, so we may want to abandon the word "alternative" since it has essentially become mainstream.

Stakeholder Engagement

The inclusion of workplace strategy as a part of a business's overall strategic planning process is a relatively new phenom-enon. Because most C-suite executives are not experts in real estate, facility and/or workplace design, the functional leaders of real estate and facility management need to *define, educate and drive executive management understanding* of how real estate and workplace design can support overall business objectives while effectively delivering a great place to work and related building support services.
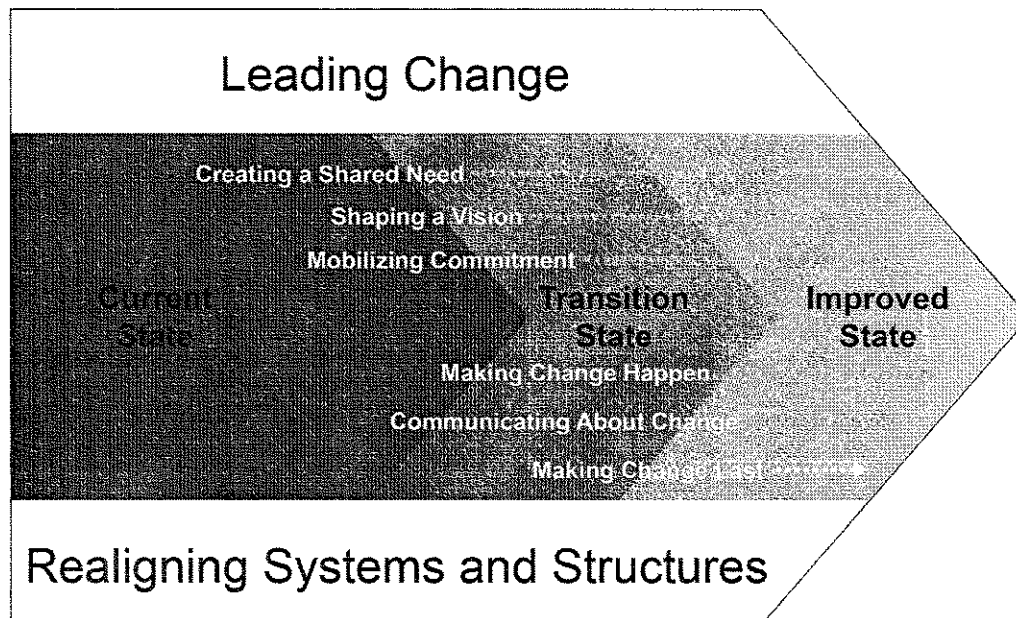
Traditionally, strategic planning is driven by executive/senior management who may or may not be aware of the significant contribution that strategic real estate and facility planning ("workplace strategy") can make toward achieving corporate goals. A strategic plan almost always involves a series of stakeholders who act as stewards of the plan; therefore, it makes sense to include "workplace" as a part of the strategic mix.

Workplace strategy should be developed by those with the responsibility to carry out the results. The highest level real estate and facility manager (executive/senior management) should be personally involved in the strategic planning process (versus delegating the responsibility entirely to staff). Involvement of high-level managers sends a signal to the entire stakeholder community of the importance of the planning process.

Figure 1 depicts a framework for change. Key components of the change process are:

- Strategy alignment
- Early engagement
- Plan and measurement development

Figure 1: A framework for change. (Adapted from Change Association Process (CAP) materials developed by GE Management Development Institute, Colorville, New York)[1]

Leading Change

Creating a Shared Need
Shaping a Vision
Mobilizing Commitment

Current State

Transition State

Improved State

Making Change Happen
Communicating About Change
Making Change Last

Realigning Systems and Structures

[1] Robertson, K. 2000; then 1999, 2003, CoreNet Global, 2004.

Strategy alignment requires real estate and facility management leaders to define key RE principles in terms of how they integrate with overall business objectives. Real estate and facility management leaders must drive C-suite understanding of *how alignment will deliver specific and quantifiable results.* In addition to executive leadership support, alignment requires functional area collaboration, innovative design and intelligent technology integration.

Real estate and facility management professionals must engage early in the process with their human resources and information technology counterparts to help define and align all resources on executive objectives and corporate strategy. This alignment contributes significantly to an organization's ability to "survive and thrive" in today's increasingly dynamic and competitive business environment.

Outside assistance, in the form of a facilitator/consultant, is not a requirement for this process. That said, an outside consultant can be very helpful in assessing the latest trends and marketing strategies, as well as tying together the company's strategic business plan with all of the available possibilities. An outside facilitator/consultant can also share creative ideas/pitfalls learned from other engagements, provide a neutral viewpoint and pose difficult questions without having a stake in the outcome.

Certainly having someone who is focused only on the task of strategic planning and not distracted when other priorities emerge is a positive. The questions below should help determine if there is an inside resource or if hiring an outside facilitator/ consultant would be beneficial:

- Is there a staff person who has the skills necessary to facilitate meetings? If not, are there training resources available to help staff develop these skills?
- Is there a staff person who has the training to gather and present data? If not, are there resources that may provide assistance at no cost or at a low cost, such as professors or graduate students at a local university?
- Is executive/senior management willing to devote staff time to the assignment? Planning takes time, and the senior executive leadership of the organization must be willing to allocate staff time to strategic planning. If there is no ability to devote staff time, then an outside resource may be needed.

- Does the organization have sufficient credibility in the stakeholder community to effectively engage and gather input? If not, consider partnering with an organization or individual who can help gather input for the plan. Sometimes, going ahead with a stakeholder outreach plan will help to increase the credibility and visibility of the FM organization among stakeholders.
- Is there a staff person who can step outside the process and not participate but rather facilitate? A facilitator should not be a participant, but one who can move the conversation forward, ask probing questions, and not be tied to any particular outcome. This is often the most difficult element for an insider who facilitates a strategic planning process for their own organization.

Tactical plans are made in concert with a measurement system in order to gauge actual versus desired results. A communication plan should also be woven into the strategy in order to gain support and critical feedback from stakeholders.

Workplace Strategy Stakeholder and Information Source Matrix

Table 1 represents all of the stakeholders involved with workplace strategy design in terms of sources of information that may or may not be available to the workplace strategist when formulating their plan. The matrix was designed as an easy visual aid to view all of the stakeholders in the horizontal bar at the top and where they are involved in supplying data to the facility management planner. The sources include the C-suite, the business units, support organizations (finance, HR, IT, sustainability) as well as the facility management and corporate real estate groups. The following sources are critical in strategy development:

- C-suite: By C-suite, we mean the executive management team otherwise known as chief executive officer, chief operating officer, etc. It is important to understand the corporate strategic direction and plans, including quarterly updates that might alter the direction of that plan during the course of a year. Also, key information on branding and image, overall corporate culture, and sales, marketing and business development strategies are important to understanding the organization's corporate direction.

An excellent example of corporate and workplace strategy alignment is found in the Panduit Corporation case study in Chapter 10. The challenge was to define and drive C-suite

understanding of facility management and corporate real estate's ability to contribute to the overall corporate goals relating to:

- Global vision
- Innovation
- Collaboration
- Sustainability

Success hinged on executive leadership support, employee engagement, functional area collaboration, innovative workplace design and intelligent smart building integration.

- Business units: Each business unit's strategy is also critical to understanding how it is responding to corporate initiatives. This includes future headcount, location analysis, revenue growth, work initiatives, change in workplace requirements (i.e., more lab, less office for that particular unit), historical trends, strategy mappings, and performance monitoring and measurement. This understanding may come from embedded workplace strategists in each business unit from facility management or corporate real estate, often referred to as relationship managers, or if they are not in place, from interviews with key members of the leadership team.

- Marketing and sales: It is important for the workplace strategist to understand the strategies of sales and marketing for increasing revenue and communicating most effectively with existing and potential customers, as well as understanding their relationships with each of the business units.

- Human resources: HR is the source of data on headcount (both employees and contractors), total cost of ownership (cost of people in seats), historical trending, labor market statistics, workplace planning, on-boarding and off-boarding analyses and any other information on the workforce necessary to understanding provisioning of workplace.

- Information technology: As we have discussed in Chapter 2, technology and rapid changes to existing IT makes it more and more important for the workplace strategist to be close to the strategies of this organization. What are their plans for new mobile technologies — such as "bring your own computer" (BYOC) or "bring your own technology" (BYOT) — now in place, cloud computing versus data centers versus outsourcing models and most importantly, new technologies networking the operations of a building into a smart infrastructure? More information about these technologies can be found in Chapter 9.

- Finance: While CRE either reports directly to or is in a dotted line reporting structure to finance, it is important that the workplace strategist understands the financial direction of the company, as well as understanding the best strategy for a leased and owned portfolio and how newly proposed changes to real estate accounting rules (FASB/IASB[4]) changes that strategy.

- Real estate and facility management: Obviously, much of the information for designing and implementing a workplace strategy is going to come from the facility management and corporate real estate departments. The critical list of information is listed in the "Workplace Strategy Matrix" (Table 1).

Table 1: Dimensions of workplace strategy

Departmental sources:	C-suite	Business Units (BUs)	Finance	Marketing/ Sales	HR	IT	Sustainability Officer	RE	FM	Workplace strategist
Organization Analysis: Corporate and Business Unit Strategies										
Corporate Strategy	•		•							
Business Model (keep the same or change?)	•	•	•				•			
Branding/Image (keep the same or change?)	•			•			•			
Cultural Environment	•			•	•					
Financial Strategy	•		•							
Business/Market Environment	•	•		•						
Marketing/Sales Strategy	•	•		•						

[4] The Financial Accounting Standards Board (FASB) develops generally accepted accounting principles in the US. The International Accounting Standards Board (IASB) is responsible for developing international financial reporting standards.

57

Departmental sources:	C-suite	Business Units (BUs)	Finance	Marketing/ Sales	HR	IT	Sustainability Officer	RE	FM
Organization Analysis: Corporate and Business Unit Strategies									
Business Unit Strategy	•	•	•						
Existing Conditions (employees by location, type of space…)		•			•	•			•
Demand/Revenue Growth [5]	•	•	•	•	•				
Need for Collaboration with Other BUs	•	•							
Historical Growth/ Reduction		•	•		•				
Strategy Maps, Scorecards, Metrics	•	•	•	•	•	•	•	•	•
Leadership Interviews	•	•						•	•
Business Continuity & Risk Management Policies		•	•		•	•			•
ERP data and analysis (ROA, NPV, etc.)			•						
Organization Analysis: HR Strategy									
Headcount for BUs & Contract Workers (existing)					•				
Employee costs			•		•	•			•
Historical Trending			•		•				
Labor Market Opportunities					•				
Labor Contract Issues by Site		•	•		•				
Workforce planning	•	•			•				
Technology: IT Strategy									
Corporate IT Strategy	•	•				•			
Data Center / Cloud / Outsourcing Strategy						•			
Mobility Strategy					•	•		•	•
Smart Building Strategy						•	•	•	•
Financial Strategy									
Corporate Financial Strategy (reduce costs, improve productivity)	•		•						
Relocation & Improvement Costs		•	•		•	•		•	•

[6] Types and number of spaces required by year, future headcount, choice of locations, consolidation opportunities, technology requirements and amenities.

Departmental sources:	C-suite	Business Units (BUs)	Finance	Marketing/ Sales	HR	IT	Sustainability Officer	RE	FM	Workplace strategist
Financial Strategy										
Annual and NPV Costs			•							
ROI Analysis	•	•						•		•
Capital Planning						•		•	•	•
Gov't/Legal Regulations/Issues		•	•					•		
Space Analysis: Real Estate & FM										
Goals and Objectives								•	•	•
Challenges and Opportunities								•	•	•
Occupancy Strategy								•	•	•
Site Analyses	•	•	•	•	•	•	•	•	•	•
Total Cost of Occupancy of Entire Portfolio (by building)								•	•	•
Space Utilization Study								•	•	•
Lease Abstract Data & Projections (FAS/IAS)			•					•		
Charge-back Policies		•	•					•		
Technology (IWMS/ CAFM & GIS including analytics)		•						•	•	•
Technology (CAD & BIM)								•		
Workplace Standards & Guidelines									•	•
Sustainability Strategy & Policies							•		•	
Performance Metrics & Benchmarks			•		•	•	•	•		•
RE Market Data & Analysis			•					•		
Building Condition Assessments								•	•	
Scenario Plans ("what if")	•	•	•	•	•	•	•	•	•	•
Adjacency Analysis (+/- travel time, distance: people, places, things)		•			•	•	•	•		•
Stack Plans									•	•
Block Plans									•	•
Project Management										•

Departmental sources:	C-suite	Business Units (BUs)	Finance	Marketing/ Sales	HR	IT	Sustainability Officer	RE	FM	Wa... str...
Space Analysis: Real Estate & FM										
Move Management						•			•	
Process Mapping										
Portfolio Strategy (lease, own, acquire, dispose)	•		•	•	•	•			•	
Workplace Strategy (including value & risk)	•	•	•	•	•	•	•	•	•	

Required Workplace Strategy Information

The New World of Work

> My generation has a completely different view and understanding of unbounded, unlimited social connectivity, science and technology, and cultural conglomeration that leads to more open, interconnected ambitions.
>
> Student, United States[6]

The purpose of workplace strategy is to advance overall corporate goals and often includes reduction of cost and/or increased productivity. Measuring the first is straightforward; however, measuring workforce productivity is more challenging and has become the ultimate goal of many corporate real estate and facility management departments.

What are the characteristics of today's workers? If we look at the most progressive organizations, observed by expert business pundits, we arrive at the following picture:

- Individual "knowledge workers" (the "creative class") are at the center of these organizations.
- Today's workers are more empowered, motivated and passionate about what they do and with whom they do it, regardless of age group or location in the world.
- The "new" worker "swarms" in hyper-connected, collaborative, virtual as well as physically connected teams, executing both nonroutine (innovative and creative) and routine work.
- Technology tools allow them to do more analytical work with advanced business and location intelligence.

- Technology also enables more simulation and experimentation through the use of gaming and virtual reality activities

Gartner calls the new worker the "Extreme Individual." Here is its prediction for the worker in 2015:[7]

- More than 60 percent of jobs will be unique to a company — that is, fluid, non-repeatable and without comparison
- People will customize 90 percent of the information, tools and educational and technological resources they use at work, at home and for entertainment
- Workers will spend more than 80 percent of their time working collaboratively, either face to face or remotely, aided by technology tools
- Average 18-year-olds in developed countries will spend 50 percent of their waking hours using personally programmed devices for communication, entertainment, education, news and time management requirements
- Today's "baby-boomers" (age 51 to 68) in developed countries will lead another wave of entrepreneurship and innovation
- 40 percent of bloggers will be over 65

So, what impact does the new worker have on the workplace?

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[6] "Capitalizing on Complexity," IBM Institute for Business Value.

[7] Morello, D. and Burton, B., "Future Worker 2015: Extreme Individualization," Gartner Research, March 27, 2006 (updated yearly).

Aligning New Worker Requirements to Workplace Strategy

An important consideration affecting workplace strategy is worker satisfaction and effectiveness. As shared in Chapter 2, changing workforce composition and increased worker mobility are having a profound impact on the workplace. As a result, increasing attention is being given to factors relating to personal and cultural diversity. Almost 50 percent of global organizations have a mobility strategy, or are considering one. Workers spend less time at an assigned desk. Almost 50 percent of workers surveyed claim they work harder now that they are mobile. They cite the home as being the most productive environment for their focused work. The majority of respondents, however, still feel the office is a better environment for collaborative work. The reality of a multigenerational, mobile workforce means that workplace design must also change to address these challenges and opportunities.

When developing workplace strategy, the team should consider the following for a mobile, distributed organization:

* Cultural diversity
* Generational diversity
* Personal diversity
* Social responsibility and well-being

Cultural Diversity

Workplace design is affected by increasingly global business practices and resulting interactions between clients, suppliers and team members. We see the impact of culture in terms of space design, work styles and personal interaction. The workforce now encompasses a wider spectrum of talents and skills, physical capabilities, languages, communication styles, work ethics, lifestyles requirements and learning preferences. While we strive to create an acceptable universal style for conducting business between the varieties of cultural influences, we also seek to celebrate the richness of cultural differences. As a result, the new workplace is being designed to encourage understanding, tolerance and collaboration, critical elements for a diverse workforce. An excellent example of this can be seen in the Sultanate of Oman BankMuscat case study in Chapter 10.

Generational Diversity

A second challenge in the workplace is workforce composition. Today, we can have as many as four generations of employees working together, inter- or intra-companywide. Each generation has different skills, ways of communicating, needs and expectations, yet all of these people need to work side by side successfully in spite of any cultural, skill and/or life experience differences. Common expectations of the workers include respect, trust, interesting work, feedback and a chance to learn and develop new skills. Along with these aligned expectations, differences include lifestyle, education level, and exposure and fluency with technology, as well as other socioeconomic conditions.

Among the biggest hurdles of a multigenerational workforce is communication. Poor communication and/or inability to successfully collaborate negatively impacts both knowledge transfer and team-driven innovation efforts. Workplace strategy uses physical space to help support desired behaviors. Environments can be designed to encourage/support collaboration and socialization, critical elements for bridging generational differences and contributing to overall business success. See the Panduit Corporation case study, from Chicago, Illinois, in Chapter 10, which demonstrates the positive effects of workplace strategy on a generationally diverse workforce (Figure 2).

Personal Diversity

A third consideration affecting worker satisfaction and effectiveness stems from increased worker mobility and the "distributed" workforce. In its white paper on "Understanding Distributed Work" (2003), the Work Design Collaborative discusses the fact that computing and communications technology have transformed traditional workplaces into "virtual work spaces." The transformation of the way work gets done — and managed — is one of the most distinctive aspects of the so-called "new economy," since "knowledge" work can be conducted effectively from just about anywhere. The "distributed" workforce has also significantly impacted workplace design. An excellent example of this can be seen in the Macquarie Group case study in Chapter 10, which highlights the business results derived from an effective workplace strategy.

Figure 2: Changes in workforce composition at Panduit.
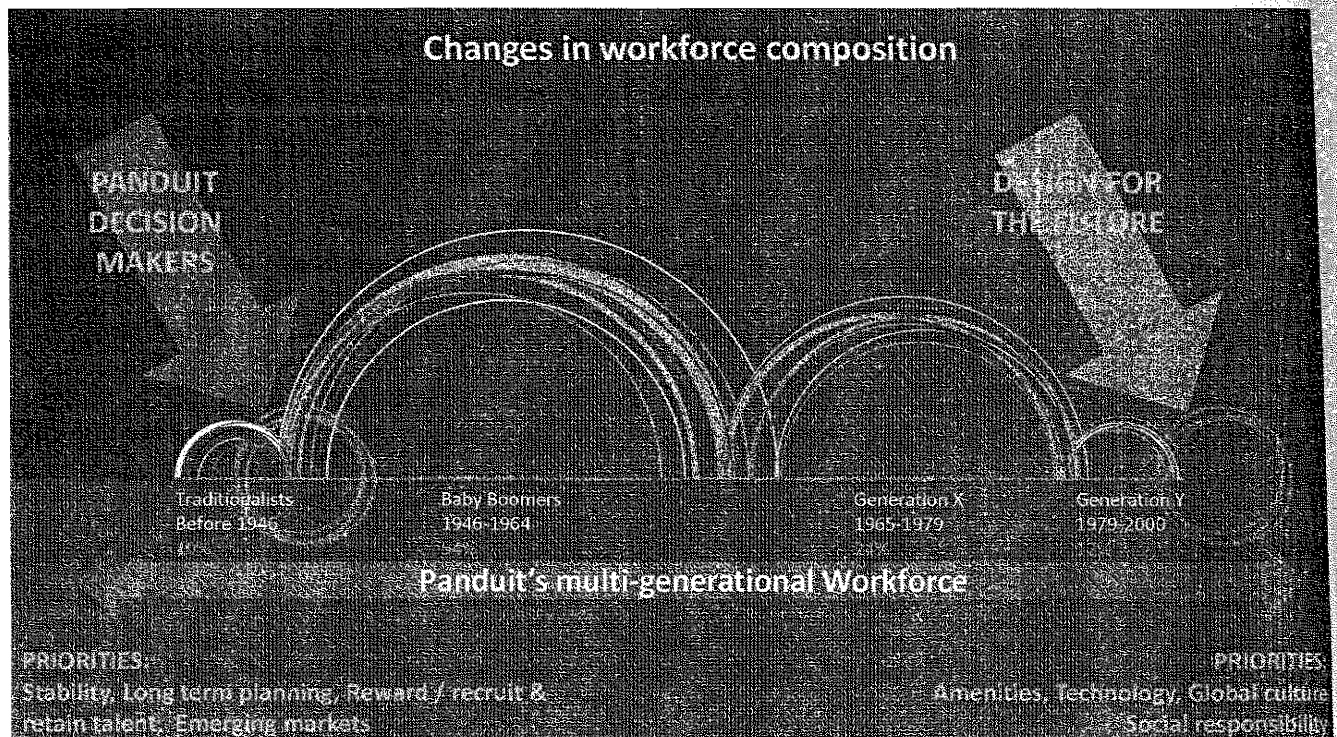
Social Responsibility and Well-Being

The convergence of generational priorities and a growing awareness of the physical environment where we live, play and work has created a profound desire to live healthier lives. Environmental considerations, such as energy conservation, clean air and natural light, have moved from options to expectations. Everywhere we turn, it is there. Schools teach it, governments promote it, consumers demand it, cities embrace it, stores sell it, and finally, workers expect it. How sustainability fits into the design of the work environment is a primary focus and must be communicated to C-suite leadership as a priority.

Up until recently, many of the corporate stakeholders overlooked using their real estate and workplace environments to enhance their image or brand. Today, research shows that, not only do well-designed work environments lower operating costs, help bring higher rents/sales prices, decrease tenant turnover and increase property values, but they also satisfy the new agenda of the younger generations in the workforce. An interesting example of branding in the workplace can be seen in the KARL STORZ Endoscopy case study in Chapter 10. One of the main challenges encountered in this project was extending and imple-

menting KARL STORZ's European/German standards into the Southern California culture.

At the top of the checklist for employees looking at career opportunities is the perception of the company's ethics and social responsibility policy. What is its carbon footprint? This can affect the company's ability to attract investors, customers and top talent. Therefore, being a good citizen and providing a high-quality physical environment allows companies to recruit and retain top talent and enhance productivity. Today's employee has an increased awareness of the environment and a potential employer's social responsibility and values. It may cause them to join, stay or leave. For an example of this in action, see the Panduit case study in Chapter 10.

Healthy building environments are not only about occupants feeling better while there; healthy environments also have an impact on reducing health care costs and lost productivity caused by a substandard building or workplace design. Whether it is cleaner air, better temperature control, daylight access, quality lighting, noise control or individual user control of these ele-

ments, together they create a package that gets and keeps people at work, enhances productivity and increases job satisfaction levels. These are powerful ways for organizations to demonstrate they care about their employees and their well-being.

Summary

In summary, cultural, generational and personal diversity are sensitivities that must be addressed in today's global workplace. They are important considerations for every organization. Furthermore, technological advances supporting today's mobile workforce help create a better work-life balance, enhancing worker productivity by enabling people to work from home and decreasing the amount of commute time. With mobile technology, work in the field can be highly productive and efficient. For the employer, better space utilization, lower operating costs and a smaller carbon footprint are all benefits. Ultimately, it is a win-win situation.

The New "Workscape"

A decade ago we would not have even thought of a workplace "experience." Just as restaurants and stores care about the experience the customer has from the moment they enter the eating establishment or retail center, the workplace strategist needs to provide various types of experiential environments for the knowledge worker. We no longer think of going "to work" (a building) as much as going to "do work" (at various locations within a specified building and outside of it). Workplace experience becomes an important part of the strategy to attract and retain talent, which then builds and sustains the company's competitive advantage by capitalizing on the combined power of the individual worker and their collective intelligence.

"Workscape" of Office Buildings

What does the workplace strategist need to consider when the business culture is one that wants its employees to come to a centralized office location to encourage the kind of communication and collaboration only face-to-face encounters can make happen more easily? Table 2 offers a view of the "workscape" keyed to particular types of activities required in an office complex today.

Table 2: Overview of the "workscape" of office buildings.

Activity	Space and Amenities
Concentrated: nonroutine, noninteractive and singular	Cube in open office, private enclosed office, touchdown space (for mobile worker), phone booth, library
Collaborative work	Conference/team room with videoconferencing, white-boards and/or tables, group workstations for co-working
Socialization	
Rest/relaxation	Home like environments (den, kitchen table, backyard porch) Hotel-like (lobby) Park (nature trails, lake)
Eat	Restaurants, cafes, gardens (fresh vegetables)
Play	Basketball court, biking, skate boarding
Sustainability	Energy efficient systems, natural light
Work-life balance	Childcare, dry cleaner, wellness clinic, fitness center

"Workscape" of External/Alternative Work Locations

External locations, called alternative workplace solutions (AWS), were originally designed for real estate cost savings. AWS were made possible by technology advancements that untethered workers from the desk in their office building. Now AWS is used as a broader business strategy to support work-life balance and to provide additional space for teamwork and collaboration, as well as to embrace sustainable practices. These locations include satellite offices, telework centers and home office locations. AWS are also referred to as lodges, evoking thoughts of an era when the home, community and work were a synonymous location. An interesting service being provided in the UK is the leasing of workplace environments that resemble a garden shed — an enclosed work pod that can be placed in a worker's home or outdoor area. These are considered "second places" of work.

63

"Third places" of work are all the locations where we can now work with mobile devices, such as airports, hotels, parks, restaurants, bars, beaches, mountains or wherever and whenever we feel like working anywhere in the world. "Fourth places" of work are leased facilities, both traditional and nontraditional. Traditional office leasing companies like Regus (global) or MetroOffice (Washington, DC, area) allow for an organization to rent space and/or services by the hour, day or month. These locations are also known as the "Agora" or "assembly place," where people come together outside of the main office for commerce and activity and then go back to the main office location when that work is completed.

A new model has emerged in London (the Workspace Group) that not only leases office space, but virtual space, studios and light industrial. Another growing trend for the new knowledge worker who wants to get out of their home office and mingle with entrepreneurial folks like themselves are co-working offices or "jellies," as promoted by companies like NextSpace in the San Francisco Bay Area and Los Angeles. These are a combination of coffee house and workbench-style environments on a small scale.

> "We provide innovative physical and virtual infrastructure that freelancers, entrepreneurs, and creative class professionals need to succeed in the 21st century knowledge economy. In an increasingly disconnected world, NextSpace creates a collaborative community that is revolutionizing the nature of work."

These collaborative communities are becoming more like medieval guilds that focus on one area of work. Pizza Island is a great example in the Green Point neighborhood of New York. Six female cartoonists have come together to rent studio space and be able to get out of their apartments and have a place they can work together and share thoughts and ideas. On a larger scale, the BBC is also considered a guild since freelancers come together for various projects and mix with employees on specific programming projects.

Developing a Workplace Strategy

To successfully lead and manage the strategic planning process and to define the optimal workplace strategy for a company requires several steps.

1. Define goals and targets of workplace strategy
2. Define the team
3. Define and categorize processes to determine infrastructure requirements including capacity planning
4. Measurement and reporting, focusing on "as is" and "should be" requirements for infrastructure
5. Real estate evaluation and initial space design
6. Coordination and guidance of architects and planners, specialists
7. Change management processes and marketing activities

Step 1: Define and align goals of workplace strategy

Getting executive/senior management understanding and endorsement of workplace strategy goals is critical to the success of your program. Dialogue at this level also helps ensure that the FM strategic plan aligns with the organization's strategic plan. Alignment provides a more fertile environment for executive/senior management buy-in and involvement. By getting executive/senior management involved, the organization's strategic planning team can provide the proper guidance to the workplace strategic planning team.

In the first step, the goals of the project have to be defined and aligned. Many goals are possible. Some examples are:

- Cost reduction
- Increase of productivity of employees
- Support the "war for talent"
- Support creativity, team orientation/work
- Create more transparency
- Create a culture shift

In most projects, a combination of goals is to be reached. Goal definition and alignment should be done together with decision-makers (executive management). The achievement of the goal should be quantifiable, such as 15 percent cost reduction. Measurement supports the evaluation of the success of the project when it is finished.

An excellent example of goal alignment is found in the Panduit case study in Chapter 10. The challenge was to define and drive C-suite understanding of real estate/facility management's ability

to contribute to overall corporate goals relating to global vision, innovation, collaboration and sustainability. Success hinged on executive leadership support, employee engagement, functional area collaboration, innovative design and intelligent technology integration.

Step 2: Define the team

The next step is to define the workplace strategy team consisting of stakeholders who represent the employees and management who will be using the new office environment and solutions. There is no one person who implements workplace strategy, but a series of stakeholders who contribute to the entire strategic planning and implementation process. Of course, there is a project manager overseeing the workplace strategy project, and this is where facility managers can take the lead and drive change in the workplace. The process consists of intense, focused teamwork up front and then strategy reviews throughout the year.

Stakeholder engagement is especially important for the ultimate acceptance of the project. The workplace strategy planning team should include key stakeholders, such as real estate, facility management, business operations personnel, senior management, information technology, human resources, finance/accounting, and marketing and sales. These departments help provide all available information about planned developments in the organization. Including the IT department is necessary as in most cases the new environment can only be implemented with the help of the information and communication technology (ICT) department. For example, access to data from every workplace, telecommunication such as VOIP devices and implementation and measurement of sustainability goals all have an important impact on innovative workplaces. The team should also consider who should not be part of the team or drive the agenda, but who should be consulted.

Step 3: Define and categorize processes to determine infrastructure requirements including capacity planning

Step 3 is to analyze the work processes that should be carried out in the work environment. This is mainly done through workshops. The goal is to define and categorize processes in respect to the following criteria:

- Routine/complex
- Individual/team; project

- In-house/outside
- Contact with customer: intensive, frequent, rare, none

Based on this classification the requirements for the infrastructure, including capacity planning, can be carried out. Routine work processes and team orientation are best supported by team offices. Examples are shown in Figure 3.

Figure 3: A team office view and its layout.
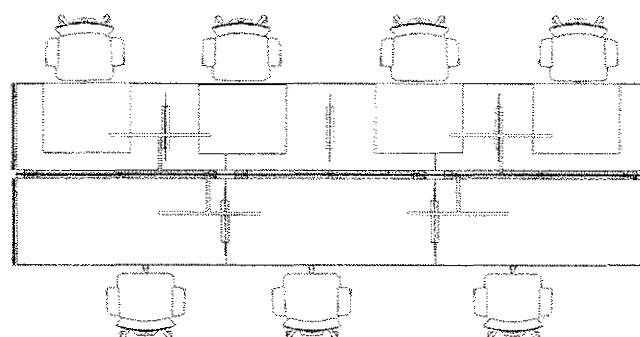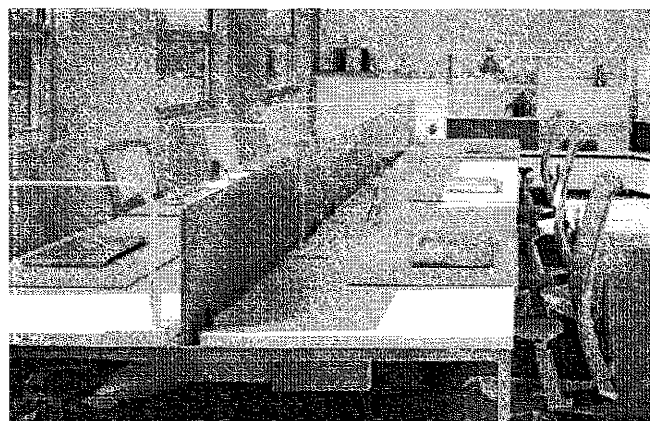
Individual complex work requires areas that support employee concentration and focus, like think tanks. Examples of areas for concentrated, focused working are shown in Figure 4.

The higher the rate of interaction with customers and internal interaction, the more the need for special meeting areas result. If there is a lot of telephone conversation, noise reduction measure have to be taken. The analysis also takes into account the intensity of internal communication. This data is used for the allocation of the departments and the teams within each department. Teams with a high demand for communication should be located nearby. See Chapter 5 for more information in this area.

Figure 4: A view of an area that supports concentrated, focused work.
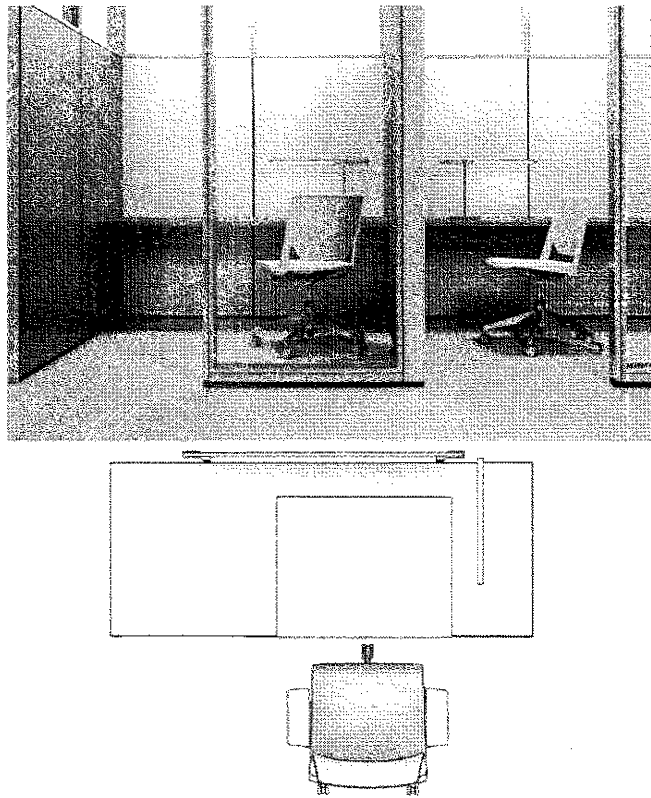
Step 4: Measurement and reporting

The results of the prior steps, especially the "as is" and the "should be" process analysis, and the derived requirements for infrastructure are stated in a status report, which is the basis for the further steps. The report also includes an estimation of the space needed for each of the office types and a rough space design (which team should be located where). This data provides the framework for Step 5 evaluations as to whether a building is capable of supporting the requirements and is efficient. It is also the basis for the interior design and office furniture planning.

By using a matrix-style process called the balanced scorecard, knowledge worker performance can be tracked and the impact on top line strategy/bottom line results can be measured and communicated. The balanced scorecard will identify performance objectives or outcomes and their observable drivers. More details on measurement and the balanced scorecard is in the section on "Balanced Scorecard." The measures for each can be readily identified:[8]

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[8] Mankins, M. and Steele, R., "Stop Making Plans; Start Making Decisions," *Harvard Business Review*, January 2006.

- Financial perspective: Measured by return on investment or economic value added

- Customer perspective: Measured by customer's satisfaction and retention, by market penetration and account share

- Internal processes perspective: Measured by quality improvements, decreased response time, decreased cost or rate of new product introduction

- Learning and growth perspective: Measured by employee satisfaction, increased employee training and rate of skills acquisition

The balanced scorecard also provides a process for measuring continuous improvement. The process is continuous and should be a series of strategy reviews throughout the year. By spreading strategy reviews throughout the year, workplace strategy can focus on and resolve one issue at a time, as well as adapt to changing conditions.

Step 5: Real estate evaluation and initial space design

After the team has been defined and the company's strategic and cultural considerations evaluated, all of the corporate goals must be integrated into an action plan. This typically takes place within the real estate delivery process, either as a reconfiguration of existing facilities or a plan for new ones.

Since real estate is the second-largest expenditure in a typical company's budget (with the exception of companies with high technology requirements, where it is the third largest), any decision made with respect to a real estate requirement will greatly impact the corporate operations. This significant financial impact coupled with the immobility of a facility and the large costs associated with a reconfiguration or relocation create a necessity to plan early in order to secure the best options with the most leverage.

After the company has completed an initial internal process identifying that a workplace strategy evaluation is in alignment with the company's strategic plan, it is essential to consult experts in the field to bring the latest and best in workplace strategy ideas in alignment with the corporate vision. These experts can be retained independently or can be aligned with the company's real estate advisers.

As a rule, definition and alignment of workplace strategy goals and objectives should take place before the evaluation of real estate options, as the decision about size and type of building, new or renovation could potentially change as the result of goal definition (Figure 5). The early formulation of a workplace strategy team can also save a significant amount of time and money, since the company only has to travel down a path one time after it has considered the alternatives early in the process.

This portion of the evaluation process provides an excellent opportunity to develop not only benchmarking standards for departmental use throughout the portfolio but also to create an internal check-and-balance system for ensuring that the company's real estate requirements match corporate objectives.
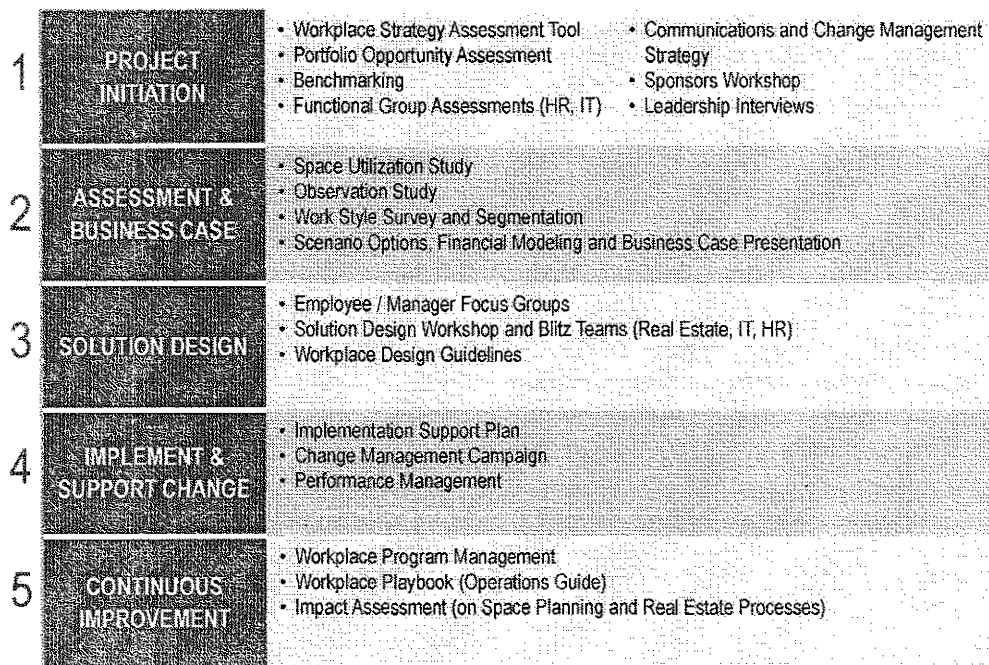
Many corporations choose to enlist the assistance of an architect, who can evaluate the portfolio along a number of critical dimensions. A specific and commonly used tool worth mentioning is a space program, which has been defined as "a process for fulfilling the dreams, hopes, wishes, and desires of the building's .... inhabitants."[9] Space programming is a useful tool for benchmarking a company's efficiency in terms of using space and how closely that space use is following established corporate guidelines.

In practical terms, a space program sets out an orderly delineation of each department's designated size and therefore generates a total size range for the particular location. The data is collected by interviewing members of the work groups, as well as relevant managers, to determine the optimal sizes and locations of each affected department. Space programming is often done to determine the ideal size for a particular location prior to a relocation; however, the use of programming at existing locations can assist in this determination in order to adjust the size of that location and create office standards across the portfolio. This part of the process is explained in detail in Chapter 5.

Step 6: Coordination and guidance of planners

In the next step, architects, planners and specialists in occupational health and safety convert the status report into a detailed space and furniture plan that, on one hand, fulfills the defined requirements of the status report and, on the other hand, all legal requirements like industrial safety regulations. The emerging use of Building Information Modeling (BIM) and its use in facility management is a catalyst for this two-way continuous communication between your design consultants and your workplace strategic planning team. You are encouraged to explore the use of BIM as a process to create an environment to help coordinate and guide your internal planning and/or design consultants. For more information about BIM, see Chapter 9.

Figure 5: Real estate analysis within workplace strategy development process. (Developed by Patricia Roberts and team, Jones Lang LaSalle)

1	PROJECT INITIATION	• Workplace Strategy Assessment Tool • Portfolio Opportunity Assessment • Benchmarking • Functional Group Assessments (HR, IT)	• Communications and Change Management Strategy • Sponsors Workshop • Leadership Interviews
2	ASSESSMENT & BUSINESS CASE	• Space Utilization Study • Observation Study • Work Style Survey and Segmentation • Scenario Options, Financial Modeling and Business Case Presentation	
3	SOLUTION DESIGN	• Employee / Manager Focus Groups • Solution Design Workshop and Blitz Teams (Real Estate, IT, HR) • Workplace Design Guidelines	
4	IMPLEMENT & SUPPORT CHANGE	• Implementation Support Plan • Change Management Campaign • Performance Management	
5	CONTINUOUS IMPROVEMENT	• Workplace Program Management • Workplace Playbook (Operations Guide) • Impact Assessment (on Space Planning and Real Estate Processes)	

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[9] Duerk, D., *Architectural Programming: Information Management for Design*, p. 8 (John Wiley & Sons, 1993).

Step 7: Change management processes

As in most cases, changes in the organization go together with changes in the workplace and vice versa. It is important to manage the change process. Only an optimal change management program can ensure that the whole project is successful. Organizations are all about people. People prefer the familiar to the comfortable and prefer the comfortable to the better. So a strategic planning process must account for the real and perceived challenges to the changes proposed to an organization's people. For information on how to develop and implement a change management program, see Chapter 8.

Measuring the Success of Workplace Strategy

The concept of measuring performance is not a new concept, and in today's Information Age, a variety of measurement tools exist that consider efficiency and effectiveness. The idea was documented in Frederick Winslow Taylor's book *Principles of Management*, published in 1911. In his book, Taylor describes systems intended to gain maximum efficiency from both workers and machines in the factory environment. He used time and motion studies to help determine the best methods for performing a task in the least amount of time. Today's knowledge workers pose a more difficult challenge in terms of how to measure their output. By using a matrix-style process called the balanced scorecard, however, knowledge worker performance can be tracked and the impact on top line strategy/bottom line results can be measured and communicated.

Gerald de Kerchove of PdK Consulting wrote in a research paper presented at the IIDA 1999 Research Summit at the Salk Institute that the first step in measuring knowledge worker performance is to isolate its components. Methods to identify and understand complex organisms are nothing new to physicists and chemists. When attempting to learn about complex organisms, they start a decomposing process until they can identify small elements of the organisms that they recognize and therefore can analyze. Similarly, we can start decomposing performance into a chain of smaller and smaller elements until we identify elements that are familiar and easy to recognize and measure. Joe Akinori Ouye observed that workplace performance can be decomposed into three distinctive directions:[10]

- Strategic performance: How is the workplace supporting the mission, goals and objectives of the business?
- Worker performance: How well are the workers who use the workplace performing their functions?
- Workplace effectiveness: How effectively does the workplace support the performance of the workers?

Balanced Scorecard

Robert Kaplan and David Norton in a series of three seminal articles in the *Harvard Business Review* (1992 to 1996) demonstrated that existing performance-measurement approaches, primarily relying on financial accounting measures, were becoming obsolete. In response, they developed the "balanced scorecard."[11] The balanced scorecard is an improved measurement system that can be adapted to the identification of performance measures for various work groups.

The balanced scorecard will identify performance objectives or outcomes and their observable drivers. Measures for each can be readily identified.

- Financial perspective: Measured by return on investment or economic value added
- Customer perspective: Measured by customer's satisfaction and retention, by market penetration and account share
- Internal processes perspective: Measured by quality improvements, decreased response time, decreased cost or rate of new product introduction
- Learning and growth perspective: Measured by employee satisfaction, increased employee training and rate of skill acquisition

For each of these four perspectives, quantitative measures can be defined. Three examples are:

- A producer of very expensive medical equipment needed to deliver high-reliability equipment to its customers, and then measure customer satisfaction. It developed two customer-based metrics for its operations: equipment uptime percentage and mean-time response to a service call.

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[10] Ouye, J. A., "Measuring Workplace Performance," presented at The American Institute of Architects Conference on Highly Effective Facilities, Cincinnati, Ohio, March 1998.

[11] Kaplan, R. and Norton, D., *The Balanced Scorecard: Translating Strategy Into Action* (Boston: Harvard Business School Press, 1996).

• An office product manufacturer set out to reduce cycle time by 50 percent. This led to radically cutting the time to process customer orders, order and receive materials from suppliers, assemble products, and package and ship to customers.

• An insurance company had a goal of being recognized for the diversity of its talented workforce. This led to designing a workplace particularly inviting and convenient for physically challenged people.

Kaplan and Norton further demonstrate that the measurement system should make the relationships (hypotheses) among objectives (and measures) in the four perspectives explicit so that they can be managed and validated. The chain of cause and effect should pervade throughout. A good balanced scorecard should have a mix of outcome measures and performance drivers. Outcome measures without performance drivers do not communicate how the outcomes are realized. A balanced scorecard should have an appropriate mix of outcomes (lagging indicators) and performance drivers (leading indicators) for the work group.

Strategic Performance

Using the balanced scorecard concept, you should identify measurements for the strategic performance perspective first. You should start by identifying four or five specific objectives for which a measuring technique can become readily obvious:

• Financial: What are the cost savings (as measured by net present value or economic value added) achieved through the replanning of the space?

  ◦ Improved utilization as measured by employee density or net square foot per employee

  ◦ Lower initial move costs as measured by soft and hard costs for construction, and costs of furniture and equipment for each employee

  ◦ Lower churn costs or lower costs of moving employees as measured by costs for moving furniture, technology and boxes; by space reconfiguration and re-cabling; by employee "downtime"

• Customer: What are the improvements in business results derived from improved customer perception as a result of workplace designs focused on the customer's perspective?

  ◦ Better customer image as measured by customer perception and customer satisfaction surveys

  ◦ Greater customer convenience as measured by change in frequency and time of customer accessibility to the workplace or the employees (customer service)

• Internal processes: What are the improvements in the processes aimed at satisfying the shareholders' objectives?

  ◦ Improved product or service quality as measured by product defect rate or service incident reports (timeliness, completion and satisfaction)

  ◦ Faster product to market as measured by changes in product development cycles

  ◦ Greater effectiveness (doing the right things) as measured by the unit of labor required to complete the process

  ◦ Greater efficiency (doing things right) as measured by the volume of transactions processed by unit of time

• Learning and growth: How improved is the organization's ability to extend the capabilities of its staff and to align with the company's values and vision?

  ◦ Improved worker satisfaction as measured by employee surveys

  ◦ Improved staff retention as measured by the distribution of time between hire date and termination date

  ◦ Decreased time it takes for a new hire to come up to speed as measured by training time (trainee and trainer)

  ◦ Greater learning as measured by changes in the rate of coverage of anticipated needs and capabilities

Workplace Effectiveness

Workplace effectiveness measures how well the workplace supports the performance of the workers.

• Financial: What are the costs of operating the workplace that can be reduced through better design of the workplace?

  ◦ Reduction in HVAC operating costs through building insulation and operable windows

  ◦ Increase in perceived audio privacy through the introduction of "white noise" in lieu of full height partitions

  ◦ Decrease in maintenance costs through sustainability improvements

69

- Customer: How convenient is the workplace for customers to do business?

  ◦ How convenient is the location of the workplace for customers to conduct business as measured by customer surveys?

  ◦ How accessible is the workplace for visitors (parking, signage, reception, greeting) as measured by customer survey?

  ◦ How well does the workplace meet the customer's needs: general accessibility and comfort; availability and accessibility of conference room: multimedia presentation technology: training or demonstration space?

- Internal processes: How well does the workplace enable the workers to perform the various tasks needed to meet their performance objectives?

  ◦ How well does the personal workplace enable workers to perform their tasks as measured by worker surveys?

  ◦ How convenient, accessible and equipped (projection equipment, whiteboards, conference phones, networked desktop, SMART Board, etc.) are the meeting places as measured by worker surveys?

  ◦ How convenient, accessible and equipped (copier, fax, mail distribution, coffee, supplies, etc.) are the support areas as measured by worker surveys?

  ◦ How convenient, accessible, reliable and effective (clock speed, screen size, memory, software, etc.) is the personal technology (phone, computer) as measured by worker surveys?

  ◦ How well does the workplace satisfy the needs for quietness and privacy as measured by worker surveys and measuring equipment?

- Learning and growth: How does the workplace facilitate the workers' ability to increase their knowledge?

  ◦ How convenient and accessible are the training areas as measured by usage and worker surveys?

  ◦ How diverse and relevant are the training resources (classrooms, video rooms, CD tutorials, reading rooms, etc.) as measured by inventory and worker surveys?

Worker Performance

Worker performance measures the outputs and capabilities of individual workers and teams of workers.

- Financial: What are the cost reductions associated with improvements in worker performance?

  ◦ Reduced absenteeism through better ergonomics and employee training as measured by attendance records

  ◦ Reduction in employee counseling through better design (lighting, color, availability of comfortable room for employee and supervisor discussions, etc.) as measured by number of referrals or cost of outside counseling

- Customer: Is the workplace helping workers better respond to customers' needs?

  ◦ Improved accessibility of customers to the workers through technology (cell phone, conference phones, videoconferencing, email, fax, extranet, etc.) as measured by employee and customer surveys

  ◦ Increased customer accessibility through alternative office solutions (telecommuting with follow-me phones, remote access to network, Web access, etc.) as measured by contacts outside of normal business hours

- Internal processes: Is the workplace conducive to improvements in the workers' ability to perform?

  ◦ Improvements in personal factors, such as motivation, technical competence and visibility through better design, and as measured by psychological testing and feedback analysis

  ◦ Improvements in technology factors, such as groupware, communication software and office automation networks, as measured by employee surveys

  ◦ Increase in physical comfort, such as spatial comfort, ambiance control, privacy, isolation and lighting, as measured by employee perception surveys

  ◦ Improvements in the ability to balance privacy and isolation, concentration and interruption as measured by video ethnography

- Learning and growth: Are the workers participating in determining how the workplace is arranged?

  ◦ Increase in independence and initiative to do the work as measured by employee surveys and benchmark comparisons

  ◦ Improvement in the ability to choose between meetings via groupware information technology (time, place, agenda, purpose, required versus optional attendees, etc.) and concentrated, focused work as measured by employee surveys

Table 3: An illustration of the balanced scorecard process using one generic example for each cell of the table.

		Financial	Customer	Internal processes	Learning & growth
Strategic performance	Outcome measures	Reduced R/E costs	Improved customer convenience	Improved service quality	Improved staff retention
Strategic performance	Performance drivers	Increase employee density	Increase frequency and duration of customer accessibility	Establish total quality management (TQM) programs	Increase training and career counseling
Workplace effectiveness	Outcome measures	Reduced workplace operating costs	Increased accessibility to customer	Improved teamwork	Increased employee knowledge
Workplace effectiveness	Performance drivers	Increase building insulation	Customer training facility	Increase availability, accessibility, and quality of project rooms/areas	Increase availability, accessibility, diversity and relevancy of training resources
Worker performance	Outcome measures	Decreased absenteeism	Improved response to customers	Increased workers' ability to work independently	Increased workers' knowledge
Worker performance	Performance drivers	Improve ergonomics of personal space	Availability of cell phones, conference phones, videoconferencing, pagers	Availability of alternate workplace, such as telecommuting, flextime, satellite office centers	Training facility accessibility and diversity

Three observations on using the balanced scorecard for facility management as a measurement tool:

1. The combination of the decomposition principle and of the balanced scorecard concept is a very detailed and thorough, perhaps even tedious, process

2. The result is a very rich set of performance drivers that can be acted on to improve the performance of the work group

3. Performance improvements require a combination of changes to the physical environment, employment of technology, improvements to processes and management of behavior changes[12]

By using the balanced scorecard tool, facility managers can better measure the performance of its knowledge workers in order to design environments and processes that deliver measurable improvements (Table 3).

Summary

As described in this chapter, workplace strategy has become an important tool for business leaders who seek to optimize productivity, profitability and/or brand image. By moving the focus of the workplace beyond just the function of real estate, a successful workplace strategy will embrace people, planet and overall business objectives. Indeed, workplace strategy is a triple win to help achieve bottom line results:

- People: Employees are empowered with work environments that support private and collaborative learning as well as help create balance between work and life demands.

- Planet: The natural environment wins as we deliver healthier and more sustainable places to work (with benefits that include reduced energy, improved water efficiency, reduced construction waste, better air quality, daylight harvesting, etc.). Effective work space evaluation and planning can lead to overall conservation of resources.

- Profit: Businesses reap the benefits of workplace strategy alignment to corporate goals, such as the ability to attract and retain talent, increase workforce productivity and reduce operating costs by maximizing usable space and reducing unnecessary space in the workplace.

Every organization has its own unique challenges and opportunities concerning its workplace strategy, but every organization requires an effective work environment that encourages people to behave in ways that, when aligned with an organization's goals, will assist in achieving the desired business results.

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[12] De Kerchove, G., "Performance Measurements: Myth or Reality," PdK Consulting, IIDA 1999 Research Summit, Salk Institute, La Jolla, California.

A successful workplace strategy is not only about doing more with less space, but more about doing more with the "right" space. When "the office" can be anywhere, traditional notions of how to manage "space" move beyond the physical office and into the new, innovative realm of the mobile, distributed workforce. Leaders that embrace, enable and properly manage this new and creative mobile workforce will directly impact the "value" they can bring to their organization.

Be sure to reference this chapter often as you develop and implement your workplace strategic plan and share this information with your key stakeholders.

Chapter 5 takes us one more level down in the planning and implementation process. Traditional models of space programing do not work very well in a new world of multiple work sites, globalization and cloud computing.

This chapter is very tactical. It gives you a set of tools and questions to be addressed to successfully develop and implement a forward-looking workplace strategy. It examines what you need to make a plan successful, what the trade-offs are in different workplace environments, how sustainability fits into this and lastly, how to deal with increasing degrees of uncertainty when you have to deploy resources today.

This chapter is the journeyman's guide to the future. This is the one you copy and paste up on your wall on Monday at 8 am.

ABOUT THE AUTHOR

Pat Turnbull, MA, LEED AP
President & COO, Kayhan International

Pat Turnbull is president and COO of Kayhan International, a leading workplace strategy and furniture distribution company head-quartered in Chicago, Illinois. Turnbull has 22 years of professional experience leading businesses to higher levels of performance. In her work, she is involved at the C-suite level helping corporations, educational institutions and government agencies achieve highly productive, adaptable and sustainable work space while delivering unique work environments tailored to meet specific business needs. During the course of her career, Turnbull has focused her efforts on contributing to a more productive and sustainable built environment as well as to advancing the facility management profession. She joined IFMA in 1993, is the past chair of the IFMA Foundation and is an active member of the IFMA sustainability committee. Turnbull has been recognized by Chicago's Women in Real Estate Association and is a prominent, highly rated speaker at industry events/global conferences. Turnbull has a master's degree from UCLA and is a LEED Accredited Professional.

Janice Cimbalo
Senior Vice President, Jones Lang LaSalle

Janice Cimbalo has been representing tenants with their office space requirements for 13 years. She is responsible for strategic planning and implementation for portfolio tenants throughout Southern California, as well as nationally and internationally.

Before joining Jones Lang LaSalle, Cimbalo assisted corporate users in a wide variety of industries and geographies while at Cushman & Wakefield and Studley. Prior to her position as a tenant advisor, she was a litigation attorney for seven years, handling cases relating to real estate, corporate, international, antitrust, bankruptcy, product liability and medical malpractice law. Her legal experience assists clients in evaluating their real estate transactions on an additional level, while coordinating the various transactional elements, including incentive negotiations for clients throughout the United States.

She also provides clients with cutting-edge strategic solutions, such as her REMMY award-winning work with SCAN Health Plan in Long Beach, California, evaluating and implementing cost-saving strategies in the development of SCAN's "Office of the Future." A partial list of clients represented include the City of Long Beach, California, 21st Century Insurance, LodgeNet Interactive Corporation, First Regional Bank, International Rectifier and World Poker Tour. Additionally, Cimbalo is a co-author of *Cut it Out!*, a book that provides creative solutions to reduce facilities expenses. She addresses the topic of leveraging the current market to decrease bottom line real estate portfolio costs.

Cimbalo is the past president and current vice president of the board of directors for the Corporate Real Estate Council of the International Facility Management Association (IFMA) and is actively involved in CoreNet Global, through which she has received her Masters of Corporate Real Estate. She is also the program director for the Organization of Women Executives and is a founding member of Executive Real Estate Women. She received a bachelor of arts degree in psychology and economics and a bachelor of science degree in biological sciences from the University of California at Irvine. She acquired her law degree from Pepperdine University and is a member of the State Bars of California and Tennessee.

73

Paul Doherty, AIA
Senior Vice President, Screampoint

Paul Doherty is a senior vice president of Screampoint and is one of the global industry's most sought after thought leaders, strategists and integrators of process, technology and business. His experience as an author, educator, analyst and advisor to Fortune 500 organizations, global government agencies, prominent institutions and the most prestigious architectural, engineering and contracting firms in the world provide Screampoint with world class leadership. He is a licensed architect and the former chief technology officer of Satellier, Inc., the industry leader in global workshare solutions and BIM services, for the design, construction and real estate industries. Doherty is also the former vice president of land development and home production processes for K. Hovnanian Homes (NYSE:HOV), the sixth-largest home builder in the United States. He is a prominent and highly rated speaker at numerous industry events around the world each year and has been appointed as a guest lecturer at leading universities throughout the world. A former board of director of the International Facility Management Association (IFMA), Paul is a co-founder of IFMA Shanghai, the first Western professional industry association in the People's Republic of China.

Cary Johnson, FIIDA, LEED AP
Senior Associate, Gensler

Cary D. Johnson, FIIDA, is Gensler's north central regional workplace leader. A recognized leader in the design community, Johnson is past president of the International Interior Design Association, served as the vice president for government and regulatory affairs, and guided the Illinois Interior Design Coalition as a member of the steering committee. For more than seven years, Johnson served as a member on the Illinois Department of Regulation board of directors for interior design. In 2003, the Illinois IIDA Chapter honored him at its annual leadership breakfast, recognizing Johnson's lifetime achievement as a practitioner and supporter of the design community. He is also chairman of the CIDA board of directors and liaison to NCIDQ.

Ricardo Nabholz, LEED AP
Marketing, Kayhan International

Ricardo Nabholz is responsible for marketing and strategic initiatives at Kayhan International, a leading workplace strategy and furniture distribution company headquartered in Chicago, Illinois. Nabholz comes from a multidisciplinary design background and has extensive experience collaborating with architects, interior designers and their clients to deliver seamless integrated design and high performance work space. At Kayhan International, Nabholz is responsible for developing and executing key marketing strategies in order to strengthen Kayhan's position in the marketplace. Nabholz has a bachelor of interior architecture degree from the School of the Art Institute of Chicago and he is a LEED Accredited Professional.

Darrin Norbut, LEED Green Associate
Director of Global Real Estate, Panduit

Darrin Norbut is responsible for providing strategic leadership and support to Panduit's global real estate organization. The global real estate organization consists of three departments: workplace resources, facilities and environmental, and health and safety. Norbut's responsibilities include directing the development/implementation of strategy, policy, plans and procedures relating to strategic real estate planning, capital project design and implementation, capital budget control, asset analysis and utilization, lease management, development of standards and guidelines, facility services and maintenance, building automation services, energy management, operational budget management, environmental regulations and compliance, and health and safety compliance and employee security. In summary, Norbut ensures that Panduit's real estate and facilities activities are aligned with Panduit's overall corporate goals of global vision, innovation, collaboration and sustainability, which in turn support Panduit's employees and property life cycle.

Dr. Alex Redlein
Professor, Vienna University of Technology

Dr. Alexander Redlein is a university professor for facility management at the Vienna University of Technology and past president of IFMA Austria. After his interdisciplinary studies at the Vienna University of Technology and at the Vienna University of Economics and Business Administration he has now been engaged in research, education and consultancy in the area of FM for almost 20 years. He is head of the Centre for Information and Facility Management (IFM) at the Vienna University of Technology. Beside his research activities, he is responsible for technology transfer between the university and CEE companies. In numerous projects hes set up FM concepts for international companies and optimized their FM processes, ICT and space management. As a researcher he conducted international studies about the status quo of FM in CEE and about the value added by FM. In the area of sustainability he compares building ratings systems and their impact on facility and real estate management. In addition, he heads a MBA for FM at the Vienna University of Technology.

Nancy Johnson Sanquist
Vice President, Manhattan Software

Nancy Johnson Sanquist, IFMA Fellow and AIA Associate, is a vice president for Manhattan Software. She is an internationally recognized technology specialist with 25 years of diverse experience in corporate real estate (CRE) and facility management (FM).

Sanquist is considered an internationally recognized leader in the CRE/FM technology field and created the first seminar for the International Facility Management Association (IFMA) over 15 years ago. She has conducted numerous technology seminars and training sessions for both IFMA and CoreNet Global in North America, Europe, Australia and Asia. Additionally, she has contributed substantially to the research and development of CRE/FM technology through her many written works.

She has a B.A. from UCLA, a M.A. from Bryn Mawr College and a M.S. from the Graduate School of Architecture and Urban Planning at Columbia University. She currently serves on the occupancy cost standards workgroup of the Open Standards Consortium for Real Estate (OCSRE), is the vice president of the design committee for the Del Mar Village Association and is on the Del Mar Planning Commission.

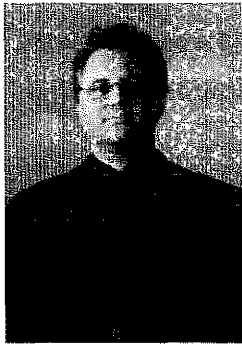Laurie Aznavoorian   Stephen Ballesty   Marcus Bowen   Janice Cimbalo   Diane Coles

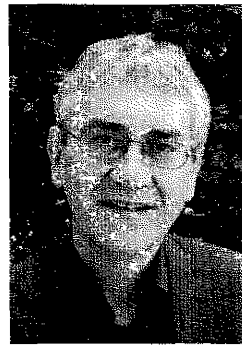Paul Doherty   Charles Grantham   Chris Hood   Erik Jaspers   Cary Johnson

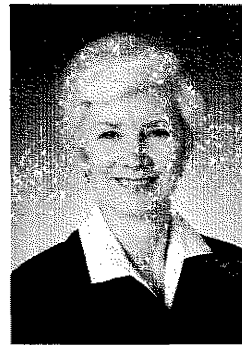Ellen Keable   Alexi Marmot   John McGee   Ricardo Nabholz   Darrin Norbut

Kate North   Alex Redlein   Kathy Roper   Nancy Sanquist   Eric Teicholz

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