



EuroFM
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SWITZERLAND



Executive job sharing brings additional skills to senior management

by Pieter Poldervaart

Too many cooks spoil the broth – except when it comes to executive duties, where the sharing of senior management positions can actually allow the company to benefit from a wider breadth of knowledge. This working model in turn enables executives to work part-time and thus enjoy improved quality of life, despite holding a senior management position.

The election of Manuela Weichelt-Picard from the Green Party to the Executive Council of the Canton of Zug in January 2007 certainly made the canton's HR policy more interesting: The position of Chief Executive was advertised with a note that the role could be filled jointly by two people. In the event, Paul Schmuki and Marianne Kohli Caviezel, who had already been job sharing for eleven years, applied for the position and were successful. "My former job share partner has now taken

up a different professional role," says Schmuki. "For the past year I have been sharing the executive position with my new job share partner, Kathrin Arioli." This type of arrangement has several advantages for senior management: For instance, executive job sharing allows the different strengths of the two executives to be combined. Having two executives also leads to more prudent planning and a broader range of opinions. And two points of contact for the staff – in this

case a man and a woman – can benefit everyone. "Personally speaking, executive job sharing has allowed me to devote more time to my family and to non-professional activities," explains Schmuki. This in turn leads to a greater sense of inner equilibrium and a better work-life balance, which is very important in an executive position.

"Nothing but positive experiences"

Compared to standard job sharing, job sharing at the top level has a few differences. For instance, in the context of conventional part-time working, there should be as few overlaps and joint decisions as possible, in order to minimize loss of momentum. With executive job sharing, however, part of the workload is explicitly reserved for this coordination time. While the division of an executive post between two individuals can occasionally be found in the public sector, in the private sector executive job sharing is still very much in its infancy. At the chemical company Lonza, for example, joint applications from executive job sharers will be considered, "but so far we have not received any," reports spokesperson Dominik Werner. He says that in Lonza's experience, candidates at the highest level rarely want to share

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Comment

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Issue 1: Productivity, not reducing costs, should be the main goal

Many people continue to believe that the goal of FM is to reduce costs. This misconception has persisted for years. In many cases, reducing costs means a reduction in service levels, and a fall in performance and quality. This in turn has a negative impact on our employees' "hygiene factors" and decreases their motivation. Would it not be more effective and more efficient to optimize processes, to improve workplaces and

the infrastructure in and around the workplace, in order to increase employee productivity? Professional FM often leads to a reduction in costs. This is a positive side effect of professional FM, but it is never the main goal.

Issue 2: Facility management goes far beyond building management

Building management is responsible for the availability of all agreed building functions in one or more buildings during the period in which the buildings are being used. Facility management is responsible for the infrastructure of the organization or company in question, for a long time before and after the building is in use.

Issue 3: The correct use of CAFM as a tool

In almost every area of work and life, IT is now an indispensable tool. This, of course, also applies to FM. When it comes to floor space information, information on the furnishing of that floor space, vacancy rates, the potential for

optimization or source-related cost allocation, CAFM is required. When it comes to recording and monitoring costs and budgeting in FM, CAFM is required. When it comes to relocation management and scenario planning prior to the move, CAFM is once again required. CAFM is not just necessary for managing real estate-related data and non-building-related facility services, CAFM is required for an integrated management of real estate and tangible and intangible infrastructure, and is THE management control tool in FM.

Issue 4: Economic, environmental and social sustainability is only possible with FM

As early as the planning stage, FM provides facilities support for planning and construction, and thus lays the foundation for economic, environmental and social sustainability, purely in terms of the property. In the planning stage it is decided how social and communicative the building is to be (e.g. cognitive ergonomics, among other things). In the planning stage, the future operating costs are decided (the future operating costs are determined at 75% in the planning, taking into account the total cost of ownership). In the planning and implementation stages, decisions are also made

on the environmental sustainability of the real estate (see energy consumption, emissions, pollutants, carbon footprint, composites, contaminated materials etc).

Issue 5: Users as customers of FM

If we seriously want to achieve the goal of "increasing productivity", rather than just using it as an empty slogan, FM must assume responsibility for the productivity of each individual workplace. This also calls for an intensification of our communication with our users. Primarily, it is about showing the benefit for the customer. To say we focus on our customers (the employees), but then acting as if they're getting in our way, is probably the wrong approach.

Issue 6: FM on its way to the board of directors

Are these issues actually important? Do they represent a success factor? If we believe this to be the case, FM should be positioned accordingly within the organization. It is, however, quite rare for the Head of Facility Management to be a member of the board. On the other hand, FM can be found in the second tier of management in many places.

Executive job sharing brings additional skills to senior management

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their workload. As well as the advantages, such as twice the energy and twice the specialist expertise, Werner highlights some potential drawbacks: Availability, the demarcation of responsibilities and difficulties in transferring knowledge between meetings.

Kuoni is a little further down the line. "We don't pursue an actual strategy of promoting it, but we facilitate executive job sharing if it makes sense for the executives' personal situation and the business unit," says Kuoni spokesperson Peter Brun. The working model is already being used for the management of travel agencies. Brun: "So far, we have had nothing but positive experiences with it." He adds that it is important that the management duo should be compatible and should communicate well.

Shared power, shared success

Executive job sharing is also possible in healthcare institutions, as is shown by the two doctors Brida von Castelberg and Stephanie von Orelli. Since 2008, they have been sharing the role of Chief Physician at the gynecology and maternity clinic of the Zurich Triemli hospital in two 70% positions. "I consider myself to be very privileged to be able to carry out a challenging professional role while at the same time having a fulfilling personal life," says Dr. von Orelli. Compared to a normal part-time job, a clear agreement needs to be in place to ensure that each doctor is informed about what happens in the hospital during their absence. It is also

important to create a clear demarcation between leisure time and work, which is something that Dr. von Orelli is still struggling with. "In the final analysis, I'm perhaps working 100%, while with a full-time executive position it would probably be as much as 140%." Executive job sharing also yields benefits for employers. The two Chief Physicians contribute two sets of specialized skills, extra input and ideas, and are have access to different networks in professional associations and other bodies. It is important to provide clarity to the staff. On the one hand, the staff should not be able to play one executive off against the other, "I can't overrule my colleague's decision without consulting her," says Dr. von Orelli. On the other hand, it is important to agree upon and clearly define the two executives' responsibilities. For instance, at present, Dr. von Orelli is responsible for gynecology and oncology and her colleague is responsible for obstetrics and the outpatient clinic. This also allows the necessary continuing professional development to be divided more effectively. Despite all the organizational challenges, psychology also plays a big role in executive job sharing, according to Stephanie von Orelli: "Anyone who shares an executive position must also be willing to share the power and the success – a skill that perhaps comes more naturally to women than to men."

Not a case of "till death do us part"

Executive job sharing could be particularly attractive for women with a senior management background who are returning to work – in this way, the company can potentially employ highly skilled professionals who would not be sufficiently challenged in an ordinary



City hospital sets an example: Executive job sharing has been used for four years in the maternity clinic of the Zurich Triemli hospital.

Photo: wikipedia.org

part-time job. In addition, it increases the executives' sense of attachment to the workplace – they will be very motivated, which in turn will benefit the company. The company will also be able to pride itself on its innovative work structures, which will reflect positively on its reputation and on the quality of products and services offered.

As an executive duo, the two managers have to work together very closely – which means it is an advantage if you already know the second person and can submit a joint application. Internet platforms such as www.teilzeitkarriere.ch can help people to find a suitable executive partner. Nonetheless, you are not married to each other: If the collaboration is unsatisfactory and no other solutions can be found, even after coaching, you can separate from – or even fire – your executive job share partner.

The seven executive job sharers in Bern

There are no figures to indicate how widespread executive job sharing actually is. One may assume the model is relatively common in SMEs – such as in the catering industry or retail, where a married couple will run the company. Elsewhere, however, things are moving slowly and employers are only gradually becoming more open to the idea. There is, however, one prominent example where executive job sharing has been working for over 150 years: "The Swiss Federal Council is based, in effect, on the principle of executive job sharing," says Julia Kuark, owner of JKK Consulting in Lenzburg and author of a booklet on the subject. Important decisions are taken jointly in the Federal Council, which consists of seven members, but each councilor is responsible for his or her own department. The example of the national government shows that, in theory, more than two people could share the management of a company. Kuark: "In organizations with a three-shift operation, a three-person executive job sharing arrangement might make sense." Experience shows, however, that there are usually two bosses, working part-time, which makes executive job sharing particularly attractive for men and women with childcare responsibilities.

"Executive job sharing brings the company expertise and stability"



Issue Part-time employees often work harder than their full-time colleagues. This fact also applies to senior management, but this is not the only way in which executive job sharing can bring significant benefits to employers, says organizational consultant Julia K. Kuark.

Interview: Pieter Poldervaart

fmpro service The higher someone is on the ladder, the more they think they are irreplaceable. In that case, how can the concept of executive job sharing ever become established?

JULIA K. KUARK Every person needs a deputy for vacations or in the event of illness. With executive job sharing, this is organized particularly efficiently, because the two managers already need to keep each other up to date on an everyday basis. Two executives, however, do not share everything, but only a specific range of tasks: Strategic decisions, such as changes in organization or development, are made jointly. When these important decisions are not made alone, but are

discussed by two people, their quality improves. In addition to these explicit areas of overlap, both executive job sharers also have their own domain in which they operate largely autonomously.

Aren't employees irritated by having to report to two superiors?

KUARK Who is responsible for what must, of course, be clearly defined. But employees definitely experience a positive difference: Four eyes are better than two. Because far-reaching decisions have been discussed in advance, they are more readily accepted by the workforce. And because two complementary sets of skills are available at executive level instead of just one, in areas such as finance, technology, communications or IT, management is more broadly based.

Executive job sharing sounds attractive: work 60% or 80% and still have an executive position...

KUARK The advantages are obvious for both sides. Nonetheless, executive job sharers must be real team players, i.e. they must deal with people in a respectful and tolerant rather than an authoritarian manner, and must have outstanding social skills. Cohesion must also be maintained to avoid the job sharers drifting apart.

How can you counteract any such negative developments?

KUARK You have to keep reviewing the duties and the interfaces, which is actually equivalent to team development. This also prevents one person from gaining too high a profile and the executive job sharing team suddenly mutating into a standard manager-deputy duo. This type of reflection, often moderated externally, stabilizes and strengthens the executive model.

Many senior managers boast of 120% jobs. Is there a danger of this even with executive job sharers?

KUARK Certainly, but you have to keep an eye on your own working hours. It is well known that part-time employees often work significantly longer than their official working hours per week. And they often postpone visits to the doctor until the times when they are not working. Working in the evenings and at weekends is common practice among executives – this is an area where people have to set their own boundaries.

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When a generation X meets a generation Y and a babyboomer

by Flore Saulnier

More than two-thirds of companies today believe that office lay-out plays a key role in resolving intergenerational issues. Jones Lang LaSalle has been investigating how four companies have successfully implemented this key factor in the early stages of their office planning. Is there a recipe for harmonious intergenerational cohabitation?

How can we explain this newfound enthusiasm for generation-related issues that revolve around the formidable challenge of integrating the famous Generation Y? Intergenerational cohabitation is not a new concept and, taking account of cultural differences between generations, three major demographic phenomena are occurring today:

1. Retirement en masse: between now and the year 2020, one third of the active population will have retired from the labor market, which raises the delicate issue of knowledge transfer;
2. Increased retirement age, introduced as part of recent government measures, which means that the role played by older-generation employees in companies needs to be considered more carefully;
3. New generations, who are more

qualified than their predecessors, are joining the labor market and this involves new challenges for employers in terms of recruitment and loyalty.

Given the current situation, with waves of employees retiring and with an aging working population, there is a need for dynamism and renewal in organizations, which can only be achieved by scouting for new talent. However, these new-generation employees have higher demands and their integration into the modern workplace can result in somewhat of a culture clash. Our survey unveiled that 62% of directors believe that recruitment and management departments must take into account the specific expectations of different generations*.

Improving collaboration between different generations is essential for development, and intergenerational

Recipe for harmony in a multi-generational environment

1. A building with meaning. The projects that generate the strongest support are those that tell a story, whether through a particular architectural style, commitment to an environmental cause or the promotion of horizontal, as opposed to traditionally vertical, work modes, etc.;
2. Social mixing. Mixing different ages, roles, operational and functional jobs to promote the sharing and cross-fertilisation of knowledge, 'out of the box' thinking and, consequently, innovation;
3. An attractive working environment. An attractive address and green surroundings help foster a sense of pride in belonging to a company and encourage employees to get involved in company projects;
4. An offer that meets employees' needs. In order to help employees to balance their professional and personal commitments, it is important to offer them not only quality services but also services that meet their specific needs;
5. An ambitious space-development plan. This will establish an organizational logic that is fair, based on job-related requirements and the need for employee interaction rather than individual employee status;
6. A space typology that could be described as an 'activity-based workplace'. This will allow all generations to choose the best place for a particular activity at a given time t (depending on whether they require individual working conditions, a relaxed atmosphere or interaction);
7. Reorganization of space. Reduce the individual workspace to allocate larger areas for shared working;
8. A variety of living spaces and areas for informal meetings: chat corners, lounges, cafeterias, meeting points, etc. These areas are designed to promote the exchange, sharing and transfer of knowledge and skills to ultimately lead to co-creation;
9. Cutting-edge technology. This allows companies to incorporate modern teleworking methods, using IT systems and high-performance, specifically adapted connections and interaction;

Finally, support throughout the project. Even projects that look the most attractive on paper require considerable preparation. Management must be able to listen to and consult with employees, advise them on how to 'live' and manage themselves in these new workspaces and help them adapt to these new shared workspaces.

cohabitation can be considered as a key factor to adding value. In the context of the knowledge economy, it is a concept of primary importance, placing the human factor at the heart of organization performance. The challenge is being able to retain the company's human capital (knowledge, know-how, social skills) while, at the same time, ensuring generational renewal. This challenge can prove particularly difficult in the context of economic crisis and sluggish growth,

a climate in which companies must continue to attract and retain the best talent despite harsh economic conditions that restrict what these companies have to offer new talent.

An under-exploited tool

In order to deal with these new challenges, Human Resources experts provide a plethora of advice, none of which, however, really addresses the important issue of working conditions. Studies nevertheless show that an attractive working environment can play an important role in company performance: it can help to build employee loyalty and influence candidates at recruitment stage, especially where younger generations are concerned. Can the working environment really provide solutions to generation-related issues?

This is the feeling shared by the majority of the companies we questioned: 69% believe that the office can contribute to resolving generational issues. What can be drawn from this then is that, even if the majority of these companies are still not using their office space as a 'tool' as such, many of them are planning to do so and they are convinced of the importance of considering generation-related questions at the early stages of office planning. Three quarters of the companies are already planning to adapt their workspaces, technology, flexibility and even the services they provide for their employees to provide a working environment that is more in tune with modern-day generational challenges.

In this respect, four large companies agreed explain the ways in which they designed their work environments to address the generational challenges they faced. Two of these companies, Google and Ubisoft, were representative of Generation Y while the other two companies, Sanofi and Le Crédit Agricole, represented a more balanced distribution in terms of employee age. The

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Anyone wanting to work part-time and looking for an executive position can take advantage of the support offered by specialized portals.

Groundbreaking employment law in Zug

"Despite its enormous advantages, this form of management is still all too rare," concludes executive job sharing veteran Paul Schmuki from Zug. He believes there needs to be a willingness not just to talk about work-life balance and increasing the proportion of women at the executive level, but actually to create the necessary conditions to make it happen. The Canton of Zug is a pioneer in this area: When a position is advertised, the job ad must always state that the position can be shared by two people, insofar as this is operationally possible. Schmuki: "Not only does this raise HR managers' awareness of the issue, it also alerts job seekers to the possibility of job sharing."

Author:

Julia K. Kuark: Together at the Top. The executive job sharing model. 10 Swiss francs, available from the author's website (www.jkk.ch).

Links:

www.topsharing.ch
www.jkk.ch
www.teilzeitkarriere.ch

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interviews with these companies revealed that, despite their different demographic structures, they all pursue the same aim: to attract and retain talent of all ages and to facilitate effective collaboration among employees, regardless of differences in working attitudes, relationships with authority and career aspirations.

Challenge No. 1: attracting and retaining talent

First of all, the working environment is an opportunity to maintain and expand the company's human capital, in other words, the individual skills of employees. Considering the volatility of the next generation, the working environment can, in fact, act as a powerful tool for fostering employee loyalty and we can predict that, as soon as growth picks up again, organizations that have invested in improving their work environment will be better prepared for doing business in the future. For the young people of Generation Y, their work forms an integral part of their lifestyle. Unlike previous generations, they expect their work environment to reflect their life choices and to respond to their modern tastes and requirements.

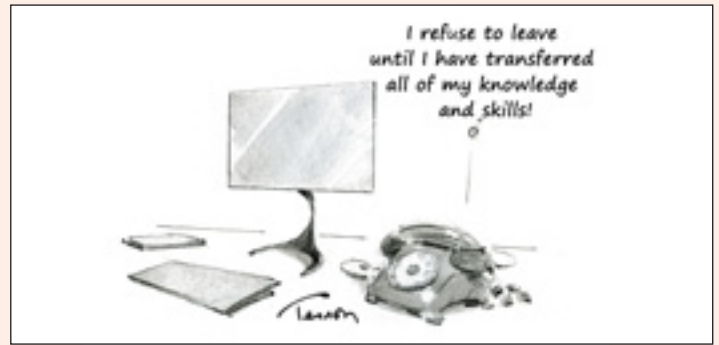
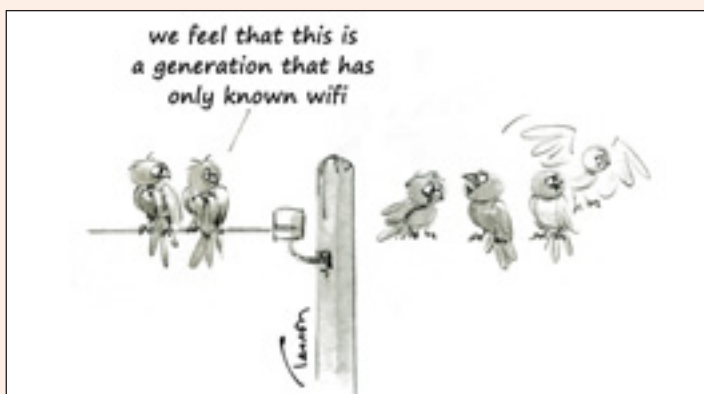
The work environment as a 'Social Theater'. It is very typical for those who belong to Generation Y to have overlapping professional and private lives. They view their workplace as an opportunity to socialize, a place where they can form solid friendships that go beyond conventional employee relationships. Companies must adapt to this modern vision by enhancing the team workspace, allocating areas for informal meetings and interaction, focusing on creating a feeling of 'being at home', providing multifunctional areas where employees can work or just relax and

disconnect. They can also set up the office in the city centre so that employees can leave the office to socialize with colleagues and friends.

A work environment that promotes interaction and co-creation. The young people joining the labor market today have grown up with group work learning techniques. They value teamwork, which they view as a way of embracing the company's culture and defining their specific role vis-à-vis their colleagues. Collaborative spaces (specially designed reception areas dedicated to social interaction and not simply work posts in an open-plan workspace) have become particularly important in the working environment. Similarly, certain facility-related choices can be viewed highly by young recruits: locating the office in a campus building, implementing an ambitious development plan, assigning the same space-allocation rules to everyone or even reserving the most attractive space in the building to be used as the company's main quarters are just some of the decisions that reflect new management methods and are more in tune with the expectations of younger generations.

The work environment should provide freedom. More than ever before, today's working environment should offer opportunities and not be restrictive. Having grown up in a consumer-driven society, the young people of Generation Y are inclined to behave like well-informed consumers: they expect choice and they want to know what the company has to offer before they get involved. This behavior contrasts sharply with that of previous generations who believed they had to prove themselves before they could even start to negotiate with their employer! Cutting-edge technology, tool synchronization and secure remote data access are the latest features of the modern office environment in which these young employees aspire to work and which will allow them to telework, choose exactly when and where they work and manage their own breaks.

However, while it is certain that young employees value flexibility and freedom, they are not all convinced by the concept of desk-sharing. There is still a strong desire for an individual workspace. This is why, as collaborative spaces become increasingly important in the work environment, personal space must remain structured, even if it is open-



plan and smaller than that of previous generations. Young people also expect to work in spaces with an original style: they want spaces that contrast with the standard, impersonal offices of the past; they want spaces they can adapt to their modern ways; and they want spaces they can bring to life with a new atmosphere by inventing new uses for them.

Finally, it is increasingly important for the space to have a significant meaning. For example, a meaning can be expressed through history, architecture or a 'green' footprint. In fact, younger generations are particularly sensitive to the cultures and values of the companies they apply to. Although not 100% driven by ideology, they might decide against a particular company or a particular brand, because they could never see themselves working there.

Taking all of this into consideration, it is clear that choices of location, building and development can prove to be key communication factors for a company. As a framework for established and shared management approaches, these decisions can help lay the foundations for a new company culture and transform the work environment into a real living space. Prestige, innovation, collaboration and even fairness are just some of the values this environment tool can provide for an organization both within (to retain the best potential talent) and outside of (to attract new talent) the organization.

Challenge No. 2: Helping different generations work together

While attracting and retaining (young) talent is a primary objective for Human Resources, the highest-performing companies are, without doubt, those which, besides their human capital, know how to maintain their social capital, which is founded on relationships formed between their employees. This approach is all the more challenging given the fact that generational gaps will continue to increase in the majority of companies in years to come.

In the context of this particular challenge, office spaces can offer a solution. Given the increasing variety of office spaces available and the new communication tools in use, offices favour a new type of relationship between employees: relationships that are more spontaneous, more direct and more rewarding. Supported by an appropriate management team, offices can help to create environments that promote trust between employees, which is essential for ensuring successful intergenerational collaboration, something that will bring meaning and value to the company.

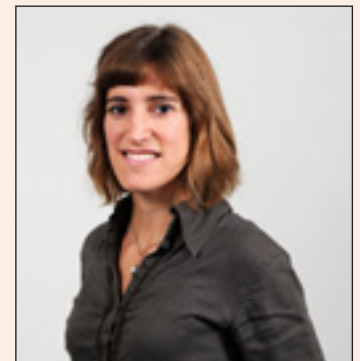
In this way, rather than focusing on generational differences, the real challenge for companies involves identifying the different methods that

will allow employees to work together and interact with each other regardless of their age. If behaviors and work methods differ and if employees' relationships with their individual space change, the basic requirements and expectations of the younger generations will be a far cry from those of their elders. Meeting, collaborating, learning and progressing, performing, relaxing and finding inspiration are expectations shared by everyone and, despite the fact that they may take different forms when translated into the working environment, what is important is that they are adapted to meet the specific desires and requirements of each generation.

* Actineo/TNS-Sofrès, 2011.

** Investigation conducted by Jones Lang LaSalle, April 2012.

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Recent publications by Flore Saulnier:

Demain, tous nomades ! [A future of mobile teleworkers] and Quand un Y rencontre un X et un babyboomer [When a Generation Y and a Babyboomer] for Jones Lang LaSalle.

Change management is out. Personal leadership is in!

by Ab Reitsma and Pekka Matvejeff

All over the world, everybody is talking about change management. It is a term which refers to a set of tools or structures employed to make sure that a particular process is under control. When managing change, we try to minimize the disruption caused by and the impact of the change. It is obvious that factors such as the time required to complete the change, the number of people required to execute it and the expected economic results are at the top of the agenda.

How about approaching it differently? In the context of change management, too many managers think about the what- and how-questions but seem to forget about answering the why-question. When the why-question is left unanswered, resistance to change is inevitable. There is no doubt that it is not easy to change attitudes or relationships given that they are deeply embedded in the organization and the individuals themselves. It is important to remember that people should be placed at the center of the change process, and it requires leadership to understand the attitudes of these people. Furthermore, Personal Leadership helps individuals to find out what the change process can offer them as individuals. In this way, people will be more likely to apply their personal skills and behave in a way that is conducive to the transformation process. As we all know, leading people and business – not to mention change processes – cannot be done without firstly knowing and understanding yourself and others.

At the core of developing a Personal Leadership approach, is the ability to think ‘outside-in’ and ‘inside-out’. It is essential that you are able to identify your

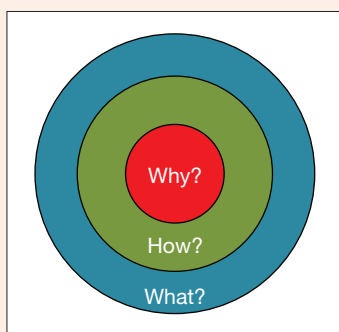


Figure 1. The Golden Circle (Sinek, 2010)

own ways of coping with your dynamic environment and that you feel that you can be yourself in the workplace. This can be achieved by thinking ‘inside-out’, knowing who you are, recognizing your own values and opinions, understanding why you are the way you are and, finally, by accepting yourself for who you are. When we find this balance between ourselves and our surrounding environment, we can make the engine go faster, act a little bit smarter and run more efficiently. Personal Leadership forms part of a picture that is much bigger than ‘just’ change management. It opens doors to new opportunities and initiates large-scale and sustainable changes.

Change Management: The Old Approach

Simon Sinek (2010) discovered “The Golden Circle” which deals with What, How and Why (figure 1). Sinek stresses that the why-question is the most important question to be answered. However, people, employees and managers in general pay very little attention to why they act; it is all about what and how.

Projects involving change implementation typically start with analyzing the external environment, defining the potential Opportunities and Obstacles that may arise and identifying how to respond to them using internal Strengths and Weaknesses. From here, strategies and scenarios are envisaged and actions are planned and executed in order to achieve the new goals. It is a very rational process in which, often, people only become involved once the what and how of the change are clearly defined. At this stage, the ‘only’ thing that needs to be done is find the appropriate tools, methods and change strategies to convince people of how they can develop and

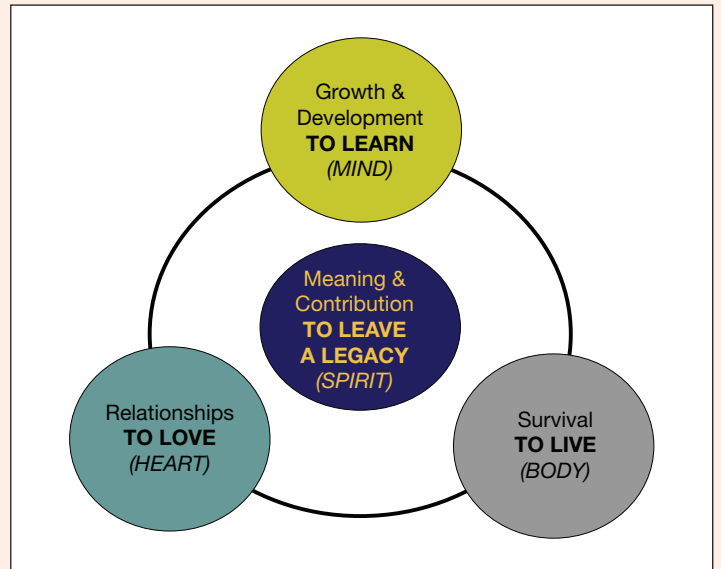


Figure 2. The whole person approach, the four needs of people (Covey, 2004, p. 21)

progress in the desired situation. However, in most cases, questions such as Who desires a new situation? and Why should we change? are not considered. It is for this reason that experts recommend that we start asking: Why should we, you and I change? And it is possible that, by answering these why-questions in an honest way, we may have a totally different and unexpected outcome. The philosophy is that people will be open to change provided that they can stick to their beliefs and what really matters to them!

A Different Approach: Personal Leadership

Personal Leadership can ensure sustainable change for people in the workplace. It is an approach which, above all, focuses on taking people seriously, it is a balanced Leadership approach.

Personal Leadership embraces the four needs of people (see figure 2), whether they are the customers, the employees or the leaders themselves. According to Covey (2004) these four needs or intelligences are:

- IQ. The Mental Intelligence. This is the mind which enables us to learn and develop ourselves.
- PQ. The Physical Intelligence of the body that requires all of the other intelligences.
- EQ. The Emotional Intelligence, dealing with social sensitivity, empathy and communication.
- SQ. Spiritual Intelligence is the most fundamental. It represents our drive to find meaning and the ultimate reason for living.

Personal Leadership addresses the whole person in a respectful way; it creates a balance between our own intelligences and those of other people. Leaders first need to find and understand their own voice: what is driving me, and why? After that, they can help others to find their voice. When voices come together and are supported, people begin to see change as a way of developing, they call for change because they believe that things can be done more efficiently, or that customer service can be improved, for example.

People Make the Difference

Facility Management is often viewed from an integrated perspective. Dutch academics have connected the IFMA model: People,

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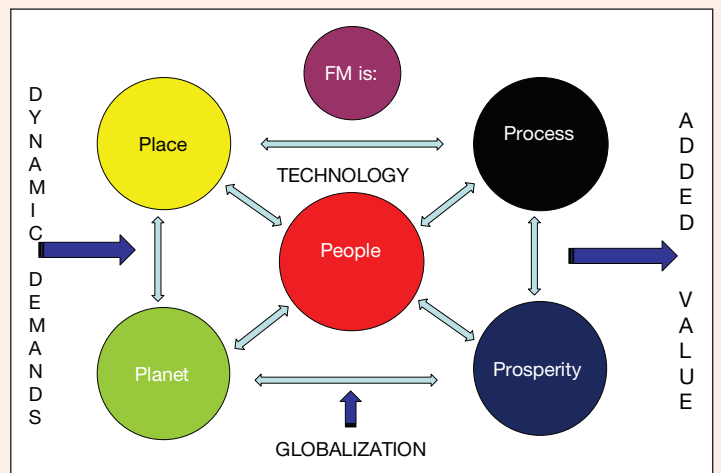


Figure 3. Basic model for Facility Management in The Netherlands (LOOFD, 2010)

Change management is out. Personal leadership is in!

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Place, Processes and Technology with the 3 P sustainability model. Using this resource, future facility leaders can meet the highly dynamic requirements of modern FM. In Finland, specific service design tools have been used to identify change-related ‘bottlenecks’ in businesses which often have to do with a lack of Personal Leadership. These studies reveal that FM adds most value when it positions people at the center of organizations, at the center of processes or at the center of building design and construction. In the end, an optimal outcome can be achieved at organizational, employee and global level.

From a Dutch perspective, facility managers are characteristically associated with the 5 Ps (People, Place, Process, Planet and Prosperity) and T (Technology) in relation to changing demand in an international context. Viewing facility managers in this way adds value for the people and the organization, as visualized in the basic Facility Management model (see figure 3). Essentially, this model is formed by combining IFMA’s 3 P-model with sustainability P’s resulting in a sustainable 5 P Facility Management model.

From a Finnish perspective, the main objective is to provide students with an integrated holistic view on the main driving forces affecting changes in the FM working environment. Universities use a Service Design (SD) approach, implementing their tools to support

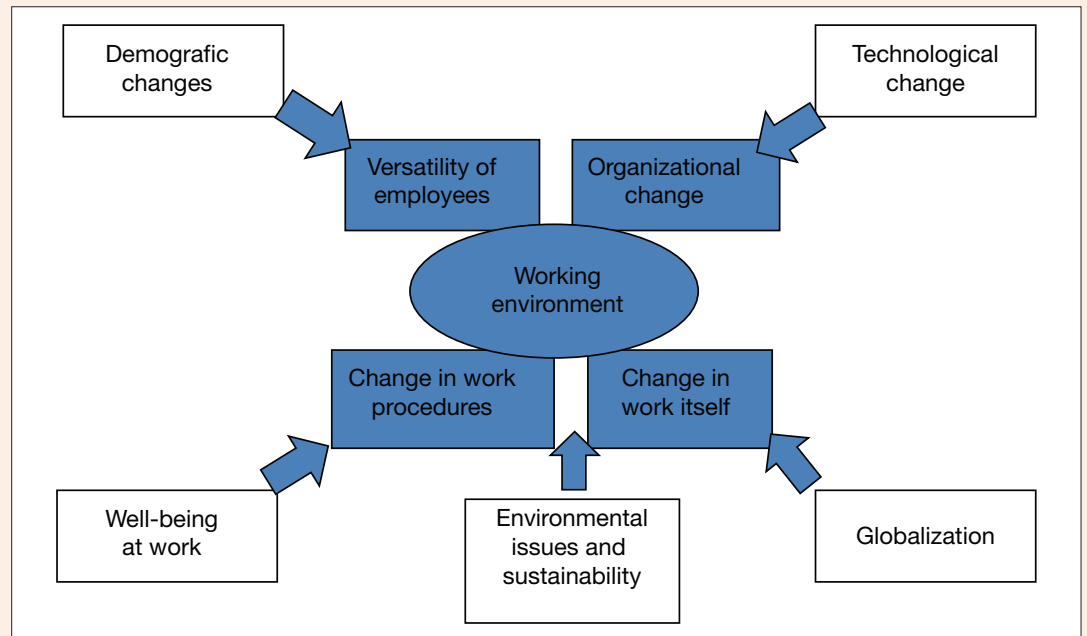


Figure 4: Driving forces for development in working environment (Rothe, 2011).

innovative service development, change management and leadership in organisations (Rothe, 2011).

In working environments, SD tools can be used to get to the core of service encounters which are where the customers, service staff and other service providers meet. By identifying the respective behavior of the different parties during these encounters, a leadership approach can be implemented in these situations more easily.

Dutch and Finnish FM-education organisations have strengthened their cooperation in the context of, for example, developing leadership by combining some of the basic elements of these models. Recently, they launched a knowledge exchange program called “Learning by Sharing” which is designed

to boost and enhance staff and student exchange between partner universities and promote cooperation with business and public enterprises.

Developing Personal Leadership

Figure 5 demonstrates the so-called “Seven Shell Model” (Blekkingsh, 2006). This particular model is used extensively in the Four-Dimensional Leadership elective at the Hanze University of Applied Sciences in Groningen to find out whether there is a connection between people and the environment in which they live.

First of all, to find out how you interact with your environment, you go from OUTSIDE > IN. Are your behavior and your skills effective in dealing with this environment? What are your norms, how relevant are egos in your environment, what are your values and what really matters to you? Do you feel you can be yourself (Authentic) in the workplace? When you have done this Outside > In exercise in order to find out if there is a balance or not, you proceed to the INSIDE > OUT-exercise, starting with Who Am I, Why, Values and Norms. Then, move on to How can I apply my Skills and Behavior in the Environment? Can I stay here or do I have to search for a different (work) environment where I can be myself?

The core of this “Seven Shell Model”, made up of Authenticity and Values, is similar to Sinek’s WHY-question (2010) and the SQ of Covey (2004). So the key concept is: Authenticity.

In order to better understand this model, we can analyze real life experiences, follow the individual steps and discuss the experience encountered at each step. In this way, you become aware that it is important to know what drives YOU and OTHER PEOPLE before you can

start to change the environment, and the structures, procedures, behavior and skills in that environment. And, in some cases, perhaps it is not other people who need to change, but YOU as a manager because of a big Ego which makes you believe that you know what is best for everyone (when it is perhaps not the case).

PERSONAL LEADERSHIP: And Nothing Else Matters!

This article is an edited version of a Conference paper and a presentation compiled by Ab Reitsma and Pekka Matvejeff for the 2013 IFMA Facility Fusion Conference in Los Angeles.

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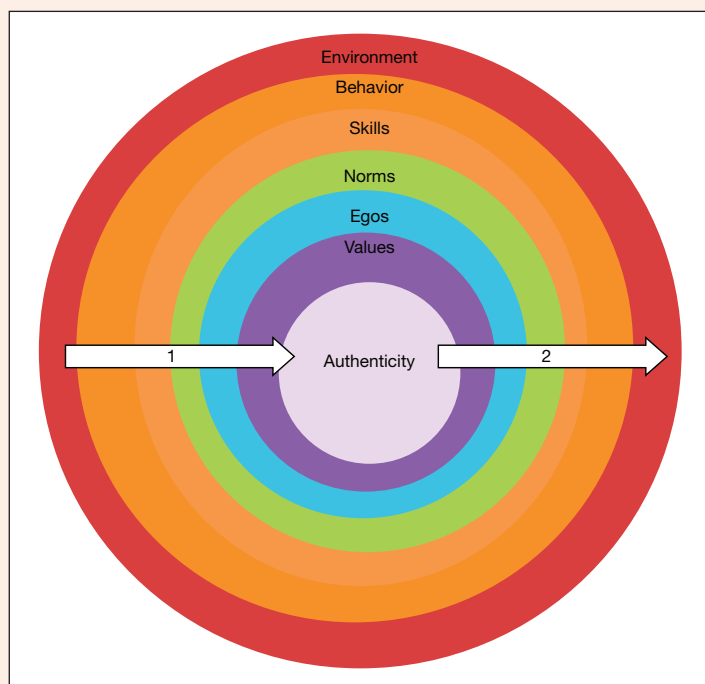
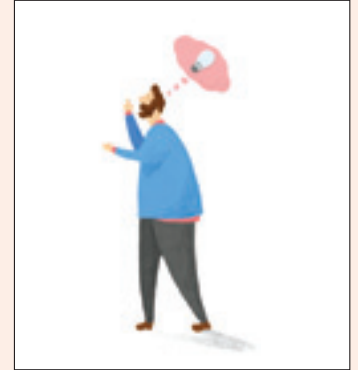


Figure 5 The Seven Shell Model (translated from: Blekkingsh, 2006)





Perfect settings

by Elisabeth Jeffries

Temperature, air quality, space... environmental factors have a big impact on how well we perform our jobs. As Elisabeth Jeffries explains, this science is much more than just ‘on-off’

Turn up the heat. That was the conclusion of a team of scientists studying the contribution made by environmental factors to employee productivity.

When scientists observing workers at an insurance company in Florida raised the temperature in the office building, they found that typing errors fell by 44 per cent and output rose by 150 per cent.

The team, from Cornell University in the US, also discovered that at a temperature of 25°C, workers typed at their keyboards 100 per cent of the time, with a 10 per cent error rate.

However, at 20°C, the employee typing rate fell to 54 per cent, with a 25 per cent error rate.

Results from this experiment and others over the past few decades suggest that internal environmental quality (IEQ) is key to good worker performance. It would seem that the answer to productivity is to keep the temperature, lighting and other factors at the optimal level.

A good atmosphere

A temperature of 21-24°C is now typically recommended for a productive working environment. IEQ also takes



staff members’ working areas into account.

10 square metres of desk space for individual office workers and eight square metres for individual call centre operators is also often viewed as being sufficient. From a lighting perspective, 400 lux is considered a decent standard for office lighting. Ventilation is another factor thought to affect office performance.

‘If you give school children no ventilation and poor air quality, but give them a tablet computer, they will be very, very happy’

These parameters are often decided on the basis of worker IEQ satisfaction surveys. However, new research from the International Centre for Indoor Environment and Energy at the Technical University of Denmark suggests that we should be wary of drawing conclusions from this data. Employee perceptions of comfort are not necessarily connected to performance.

The new research indicates that many studies been misled by worker self-assessments of good working environments.

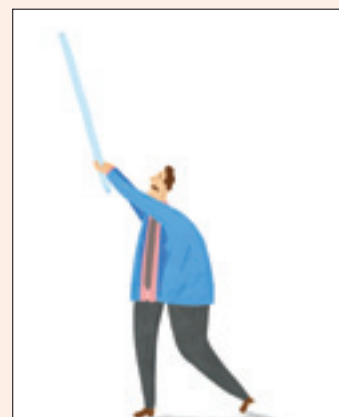
Dr Pawel Wargocki, who ran the Danish study, remarks that he was surprised to find that “occupants of the building valued lots of space the most”. But he also suggests researchers on ergonomic conditions should not be taken in by the employees’ preoccupations with the amount of space they have to themselves.

The study used wide-ranging data collected in the US by the Center for the Built Environment (CBE) – part of the University of California – over a 10-year period across 600 buildings, not just offices, but also hospitals and schools. It covered 52,980 responses from occupants in 351 office buildings.

“We wanted to find out whether there were maybe some dominant factors that influenced overall satisfaction and to predict overall satisfaction with IEQ based on different individual parameters,” says Wargocki.

Many previous studies had looked at IEQ parameters together. But a focus on individual parameters might allow office or facilities managers to tweak the dominant factors.

The researchers found some interesting discrepancies. When workers were asked about their satisfaction with their workspace in the context of various IEQ parameters, space came



far ahead of anything else. Second and third in importance were noise level and individual privacy.

“Satisfaction with the amount of space was most important regardless of occupants’ gender and age, type of office [single office, shared office or cubicles] and distance from a window,” observes Dr Wargocki.

Occupants in private offices were more satisfied with their workspace than those in shared offices or cubicles, while those close to a window were more satisfied than those closer to the centre of the room. Meanwhile, lowest satisfaction levels were observed on sound privacy and temperature metrics.

However, employees showed different priorities when they were asked about job performance as a function of satisfaction with IEQ and building features. They were asked this because the research scientists believed workspace satisfaction affects self-estimated job performance.

But, in this case, the issues considered most important by employees were

temperature, noise level and air quality. Space was about half way down the list. The study concludes that the biggest increase in self-estimated job performance is achieved by increasing satisfaction with temperature, noise level and air quality.

Commenting on the research, Wargocki says: “If you want to increase satisfaction with the IEQ, give people bigger volumes of space. But if you want to make work more efficient, make sure you control the classic parameters of IEQ, such as temperature and air quality.”

continues on page 8

Perfect settings

continued from page 7

Status symbols

In other words, a preoccupation with space does not tend to affect efficiency at work, but instead has an impact on employee self-esteem and is a status symbol.

Wargocki compares it to other status symbols, such as tablet computers. "In a school classroom, if you give children no ventilation and poor air quality, but give them a tablet computer, they will be very, very happy with the computer. The fact that they have a tablet will probably, to a certain extent, help them absorb lessons for a while. But the learning process will



be inhibited by the IEQ parameters."

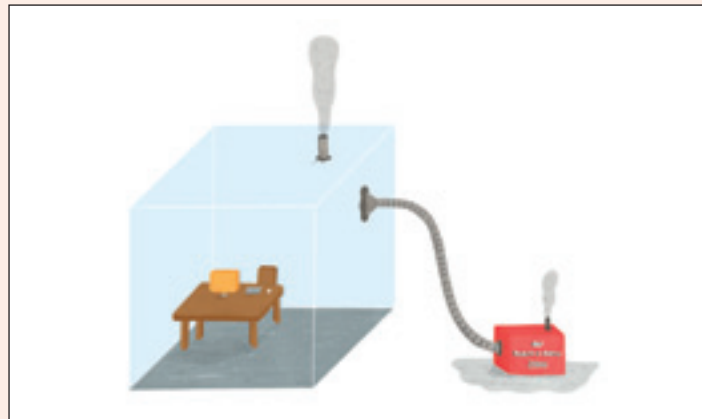
This satisfaction, he indicates, will not in itself be sufficient to significantly improve work efficiency. The impact of greater amounts of space is similar to that of tablets.

"Our results probably indicate that the focus should be to find out where there are distracting factors and use that to improve satisfaction. Other models have shown that employees associate the size of room with productivity but in fact other factors are more important," asserts Dr Wargocki.

In other words, status symbols do not necessarily make a major impact on productivity and work performance.

Managers at water utilities company Severn Trent Water found some employee behaviour confirmed the Danish study's findings. The company went through a major transformation when it decided to consolidate eight offices in Birmingham into one new sustainable building in Coventry.

"You often hear the old adage that there's not enough space," comments Ian Humphray, the workplace manager supervising some of the changes to



Fm quick facts

21-24°C Temperature range in which it is suggested employees are most productive

8-10 Square metres of desk space considered to be 'a good working environment'

the buildings, people, layout and environmental systems.

Open-plan thinking

The work spaces have changed from an old-fashioned, cellular style, to an open-plan office layout with break-out meeting rooms and meeting spaces. "We wanted buildings that reflect open landscapes and collaborative teamwork. On an open floor, people can talk to each other and face-to-face collaboration is easier," points out Humphray.

Humphray and his team used worker satisfaction surveys to assess how well the change was going. "Temperature and noise are commonly an issue. Also, people were asked to change their working environments – some who had been in quiet zones now sat in open, collaborative spaces, for example. It was different from what they were used to."

Overall, however, he believes that worker satisfaction results are fairly reliable, but not necessarily the key to good performance, nor the key to good IEQ planning.

"If they are happy, it doesn't necessarily mean they are productive," he explains.

Nonetheless, a base of good IEQ is essential. "It is an enabler to being productive but doesn't mean people actually are. No-one has come up with a measure of productivity from office workers; all you can do is put enablers in place. Then it's about how well you manage," he says.

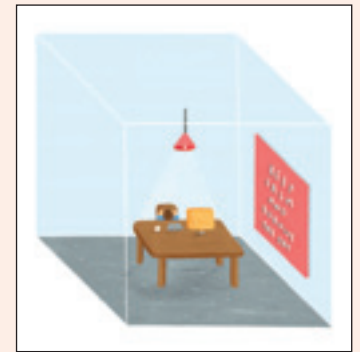
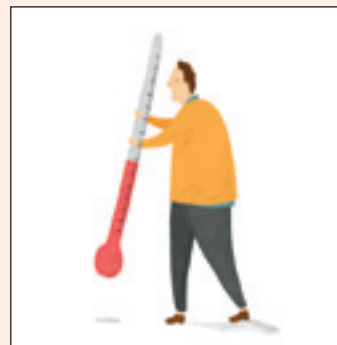
Findings suggest surveys may not be a comprehensive tool. But Dr Marie Puybaraud, director of Global Workplace Innovation, a specialist unit at buildings technology and management company Johnson Controls, agrees that they are a reasonable starting point. However, she also indicates they may have limits.

"Surveys on satisfaction levels relating to noise, lighting, quality of space and so on are the most common

way to measure satisfaction. They give an indication of the quality of the environment, but this doesn't necessarily indicate efficiency or effectiveness. People often make the mistake of using a satisfaction survey as a measure of performance. But it is actually a measure of performance of the space," she points out. The Leesman Index is among the high-profile analytical tools available to facilities, human and other managers to assess workplace effectiveness. It is designed for all those involved in the brief development, design, delivery and management of commercial workplace environments. It provides a systematic, standardised approach to the collection, analysis and benchmarking of workplace satisfaction data across a range of organisational settings.

However, it assesses a range of different parameters, many of which go beyond satisfaction with the workplace environment.

It measures four main areas: first, it considers what activities are important to employees in their work; second, it measures the physical features and the facilities services they consider to be an important component of an effective



workplace; and finally, it assesses the impact that the workplace design is having on the employee's personal sense of pride, enjoyment, community and productivity.

Tangible intangibles

The index is one example of the increasingly sophisticated efforts to help link the tangibles of the IEQ with the often intangible issues affecting performance. "Experts have managed to show a higher-quality working environment is improving the productivity of the working space. But we all need more detailed research to extract employee productivity in relation to heating, lighting and so on," says Dr Puybaraud.

Among the many findings in recent years, a trend has emerged towards personal control – it's a very important factor in worker satisfaction, if not necessarily productivity.

"For years, there was a tendency to create a 'chickenfarm' effect in the office. People were considered more or less similar. But now the trend is that people are in fact different with different preferences and wishes, says Dr Wargocki. "Therefore, it is not surprising to find out that most people like, for example, to control their own lighting themselves."

All this is of course not necessarily good news for policy-makers engaged in environmental compliance. For instance, while particular types of energy efficient systems may be helpful in controlling emissions, there is little evidence they automatically have a positive effect on employee satisfaction or performance.

Facilities, management and organization

by Ilfryn Price

The comma is deliberate. Facilities are, or should be, the responsibility of organizational managers. They are a key tool used by management to enable an organization to meet its set objectives. A building is not just a product but a process and part of an organization's unfolding narrative. Tom Peters summarizes it nicely on page 413 of *Liberation Management* where he argues that:

space management may well be the most ignored — and most powerful — tool for inducing culture change, speeding up innovation projects, and enhancing the learning process in far-flung organizations. While we fret ceaselessly about facilities issues such as office square footage allotted to various ranks, we all but ignore the key strategic issue — the parameters of intermingling

In many cases, this message has been lost on FM departments or the departments responsible for specifying FM contracts. By wasting time worrying about the myriad Facilities Services that they are contracting, they forget that physical space can indeed induce change, speed up innovation and enhance learning, not only in offices but also in classrooms, hospitals and communities. However, this is only true if the narrative, the way in which the services are defined, is developed in a different way. While it is true that the managers of the organizations concerned often do not see the potential of the space they have, nor are they encouraged by those who provide and manage the space. Equally, the issue of space is not something that is usually included in the research and educational agenda of the relevant academic groups. In the last 30 years, the concept of providing functional space has been placed under the umbrella of Facility or Facilities Management. The difference is a historical accident. However, despite the intentions of its pioneers, such as Fritz Steele and Franklin Becker, FM at organizational and community level does not feature greatly in most FM research and education. Thus, Peters's criticism remains valid.

In June 2012, my attention was drawn to a paper published in the *Harvard Business Review* which was titled 'Leadership is a Conversation' ('Leadership is a Conversation' by Boris Groysberg and Michael Slind, HBR, June 2012). At the same time, a copy of the which book Keith Alexander and I have recently edited was released. The whole theme of the book is that the key to successful FM is dialogue and conversation. One of the chapters is one from Rachel Macdonald which demonstrates that communication was the key factor that made the difference between NHS trusts with consistently excellent PEAT (Patient Environment Action Teams) scores and the rest. It was not about location, structure, KPIs or SLAs. It was about leaders who set out

to have conversations and dialogue with their organizations.

In today's economy, conversation is what drives production. Conversations take place in buildings. People who run real service businesses such as clubs and restaurants know that. They are renting space for people to have conversations. Unfortunately, most (FMs) view building operations as being more important than business results and managers/users remain unaware of the hidden potential of the space. Their respective narratives are as divided as ever.

FM as a discipline emerged in the USA in the decade before Peters wrote *Liberation Management* and brought some early success to organizations. It has since become a global concept yet, while it has expanded in scope, it seems to have diluted in impact. FM has continued to embrace the building services as advertised by its providers and commentators yet its professional and research press shows little concern with the results of the organizations and communities who implement the facilities. On the supply side of the equation, I don't actually think that this as a problem. I have met and worked with many FM providers who are aware of the (sector-specific) contributions that they can make to businesses but they are frustrated by supposedly Intelligent Clients who do not seem to get it.

We hope *Managing Organizational Ecologies* will remind FM of its roots and urge organizations, in the broadest sense, and theorists to become more aware of the importance of space. We asked our contributors to stimulate debate and challenge various aspects of predominant thinking. As a result, we are now calling for and trying to raise awareness of the benefits of a fundamental re-evaluation of practice.

Research in management and organizational theory generally neglects the role of space in organizations. It is viewed as something 'limiting' without actually 'existing'. In making 'the case for space', we encourage organizations to develop a spatial and ecological theory that markedly breaks with the resource-based view typical of organizational theory and practice. Organizational space describes all of the issues concerning the relationship between the spatial environment and the health, mind, and behavior of humans in and around an organization. It is a field of research in which inter-disciplinarity



is of primary importance. It draws on management, organization and architecture, environmental psychology, social medicine, and spatial science.

Traditional organizational structures continue to exist in the minds of managers and employees who want to create flexible, 'boundary-less' organizations. In reality, they often end up with something that is far from the original design. The key factors here are the organizational, architectural, technological, and natural conditions under which organizations operate.

These factors also influence social contact within and the functionality of the spatial environment. It is for this reason that space can influence performance, for instance, the health, the mind, and the behavior of people in and around organizations. The spatial environment can cause illness or contribute to malaise, for example, in the case of sick building syndrome but it can also positively influence people like those recovering after an operation. In order to ensure the optimal performance of people in an organization, managerial intervention is required. This managerial intervention should focus on making changes to these key factors which, in turn, will change the different elements of the conditions under which people work.

Organizations, and relationships between them, run on 'conversations'. These conversations are often silent and simply frame the way people see the world and hence the way they act in it. A client contract manager who expresses an opinion that "you cannot trust the private sector" is likely to implement mechanisms which will evoke a response from the supplier. In this way, a contract manager's narrative can become a self-fulfilling prophecy.

Nearly thirty years ago, Sir Charles Goodhart, who was, at that time, the chief economic advisor to the Bank of England formulated his 'law' that performance indicators would lose their value if they became performance measures. Of course, having an empty space that you spend nothing on and do not invest in makes the operational cost per square meter look better. Even though it ties up someone else's capital, this is not a problem for the party being measured. Manufacturing firms generally got the message sometime in the 1980s when they either abandoned mass production or went out of business. FM is still making the same mistake.

I am told that David Emmanuel is writing about the industry's 'missing data' in this year's book ('Facilities Manager 2012/13', iFM and FMA, Atalink) — i.e. readily available hard evidence that, yes, FM does deliver. In 1994, Henry Mintzberg discussed *The Rise and Fall of Strategic Planning*, claiming that there was a lack of evidence for the benefits of strategic planning for anybody except strategic planners! I would say the evidence for the benefits of FM is as good, or bad, as the evidence for the benefits of finance, or HR, or strategic planning. There are plenty of cases in which the inclusion of FM in a management or leadership process has produced results. *Managing Organizational Ecologies* includes many examples and there is also a case in which FM has the opposite effect and it actually helps to drive an organization to extinction. This is an example of destroying value not adding it.

This brings me back to where I started. There is a large market out there where a range of facilities services (without the capitals) are being supplied, in some cases, in an increasingly professional manner. These providers are contributing to the creation of genuine business or social capital.

There are some individuals who are so fixed in their particular ways of seeing the world that their views will never change and their world will always be that way. In the case of the FM provider faced with the client I described earlier, the FM manager provided the client with useful contacts and training for the recruitment of future contract managers who would be able to fill positions that were high enough in the organization to be managing relationships not just buildings and services. There are also many others who cannot progress because they approach the subject without questioning their own narrow-minded views and end up being limited by them.

Ilfryn Price, Centre for FM Development, Sheffield Business School, Sheffield. June 2012

An earlier version of this article has been published in 'Facilities Manager 2012/13' on behalf of iFM and FMA by Atalink.

Innovation is life

By **Mariantonietta Lisena**

Innovations not only change our way of working but also transform the very philosophy of business production. David Bevilacqua, MD of Cisco Italia and Vice-President of Cisco Corporate, explains: “Change is decisive for growth, by incentivizing employees to use their initiative and take risks, and by focusing on quality over quantity. Facility Managers? Crucial. They are the only ones with a complete vision of what is happening.”



The urgent need to boost competitiveness to avoid succumbing to the recession; the impact of technology; the special characteristics of a new labour force – in recent years, businesses have been forced to grapple with a series of pressing challenges. Each challenge has required organizations to rethink not just their processes but the foundations of their culture and outlook.

To explore these issues and to understand how to turn them into advantages, we spoke to David Bevilacqua, Managing Director of Cisco Italia and Vice-President of Cisco Corporate. In this interview, he offers his vision of Italy's business sector, its present and future, its relationship with technology, and the need to reinvent its working and business culture.

What do you see as the truly winning strategies for increasing competitiveness?

Above all: never stop. Even if a company is a leader in its sector, to stop evolving would be a grave mistake. Innovation is always necessary. I know, it's a word that is so overused nowadays that its true meaning seems to have got lost along the way. Innovating does not mean inventing but finding a new way to do the same things.

That is the only way to avoid one of the biggest pitfalls for any organization: inertia.

The fact is that it is widely believed, especially within Italy's business community, that if a formula has proved successful, then all you need is to repeat it ad infinitum, and you will keep obtaining the same results. That might be true but for one little detail: the world around us is changing, and now it is changing faster

than ever. So it is unlikely that the same plan will yield the same success. It is more likely that the outcome will worsen.

What is the best recipe for innovation, then?

It is important to create a company culture that lets people feel free to take risks and even to make mistakes. That means shunning off a protective culture to embrace one based on risk attitude.

This involves asking people to push themselves to go the extra mile: for only then can they find a new approach, a new way to do things, to create value and give the business a real injection of competitiveness. Still, too many organizations send their staff an altogether different message: slip up and we will come down on you like a ton of bricks, because every mistake is a capital offence. In an atmosphere like that, people are unlikely to venture outside their comfort zones and their daily routine. As a result, the business stagnates.

An employee who takes risks, on the other hand, may get it wrong three times out of ten, but the seven successes will help drive the organization to another level. And that is simply priceless.

What is truly innovative today, in your view?

Simplicity. Businesses are finding themselves up against a market and organizational structures of increasing complexity. And they are developing more and more elaborate processes. The problem is that, when the process stops being a support and turns into a rule, the company begins to focus on the process alone, on doing things well in that framework but ignoring what is going on outside in the market. To help the company move forward, the answer is to make each process and activity as simple as possible.

Your company has invested heavily in employee welfare. Do you believe this is also a way to foster innovation?

Yes, because it empowers staff to give their best, by providing them the mental space to take risks and to go beyond the confines of routine, as I said before.

How do you go about it? What is your firm's core concept of welfare?

I believe that employees should use their offices only when they really need to. And when they do, they should always find an environment that is not only functional but also very attractive. I am not a fan of the model that was all the rage 15-20 years ago, which sought to make the company a kind of microcosm where staff had everything they needed, from a gym

to a crèche to a bank, where they might be stuck inside for up to 13 hours a day. It seems crazy to me, especially nowadays, for various reasons.

Such as?

First of all, today's world is virtual. We interact in a virtual space, and companies have fewer and fewer boundaries, so an organization that barricades itself inside its own four walls has totally lost the plot. The market has changed completely; some companies gain 50% of their turnover from the inputs they receive from the end users.

In a world like that, what is the point of building enormous headquarters for receiving suppliers and customers? It is as expensive as it is ineffective, because the market is now saying that physical spaces are becoming less and less important.

What's more, technology nowadays allows us to work on the move, with great flexibility, and these are two features that we need to exploit to the fullest. And besides, I am convinced that the people who manage to keep a good work-life balance are also those who are most productive, certainly more than those who spend at least half their day shut up inside the office, frustrated and stressed.

Furthermore, perhaps the most important factor the radical change in the workforce.

In what way?

In virtually every way. The generation of workers joining the business world today has a profoundly different attitude to work from previous generations. They think differently; they communicate differently; they are familiar with and want to use the most advanced technological tools. It is totally anachronistic to force these people to spend 10 hours in the office, sometimes without even letting them use Facebook.

Unfortunately, Italy is often ill-prepared for this new generation. Rather than make the most of their fresh potential, it tries to force them, like square pegs in round holes, to operate in ways that cannot bring out the best in them. We are, in fact, still bogged down in an old cultural outlook, that of the “good worker”, if you like, who values a permanent job for life at the same company and believes it is important to be first to arrive in the morning and last to leave at night. It was a model that rewarded quantity. Now, though, the market rewards quality – and businesses should do likewise. If an employee manages to produce quality in 5 hours a day rather than 10, so much the better for everyone. A good way to emerge from the recession, however, would be to start uprooting the culture of physical presence in the workplace and to move toward rewarding merit only.

If that is how your company works, why have you taken such trouble to create an office environment that is in many ways cutting edge, especially from the welfare perspective?

Because the office must still be a positive experience; it still has its role, and it must fulfil it as effectively as possible. The fact is that this role is no longer about housing all the company employees for at least 10 hours a day, 5 days a week. The office today is one of many tools at the employee's disposal, so it must be used only when actually needed, such as for customer meetings. On those occasions, workers must still

have a comfortable, pleasant environment that stimulates innovation while breaking down communication barriers (values the company is trying to promote).

Creating a kind of virtual office where everybody can work wherever they happen to be on the planet is certainly an intriguing prospect. However, it demands a technology investment that maybe not every business can afford.

I'm not sure about that at all. It all hinges on how the investment is made and how the costs are managed. Cisco, for instance, has a policy called “Save to invest”, whereby part of the money saved through one initiative must be ploughed back in elsewhere. Take this example. Until three years ago, travel – especially air travel – was a huge cost for the company. It was then decided to invest in telepresence technology, which allows you to have meetings with people on different continents without leaving your own office. Meanwhile, a policy was introduced banning (with rare exceptions) travel for internal business purposes; with telepresence, it becomes superfluous. This has helped to save around 800 million dollars, much more than the cost of investing in telepresence.

As a result, we saved money, and at the same time, we introduced a technology that has improved corporate productivity, saving staff wasted time and the stress of travelling for meetings from one part of the world to another.

Again, think how much it costs to rent a major headquarters in a place like Milan: maybe 300-350 euros per square metre every year. If you insist on people working in the office, then your need for space will be huge – as will the costs. Yet a virtual office demands a much lower overall investment, thus slashing the floor-space requirement and bringing significant savings. You lower costs; you invest; you modernize the company – and yet you save money.

A company that merely cuts without reinvesting is just losing pieces without adding new ones, becoming impoverished and less competitive in the process.

Do you believe that your business philosophy helps your company recruit the best people?

Absolutely. A Cisco study interviewing 2,600 IT professionals and staff in 13 countries showed how two thirds of the sample (66% worldwide and 68% in Italy) said they would accept a job with a lower salary if it offered greater flexibility in terms of using devices, access to social media, and mobility. These are all factors that we guarantee and that we focus on as a priority. This brings us to another important point: in a world where even the latest technology is within everyone's reach, what really gives you a competitive edge is your people. They are the real asset to invest in. I believe, then, business should learn to adapt to them, and not the other way around. As I have said, the new generation of workers thinks, communicates and works in a completely different way from its predecessor. Companies need to understand this new style. They must assimilate the underlying concepts and apply them in the business, so that young talents can express themselves at work and fulfil their potential.

We, for example, have created some internal communication tools in the same

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Seven tips for a green office

by Marieke Schoenmaeckers



In 2013, it is now quite clear that sustainable purchasing can offer a company many benefits. Energy savings can be significant, an environmentally and socially conscious organization will attract people who are dedicated and committed to the company, while more and more customers want to find out exactly what steps companies are taking to become greener. But although you are probably already convinced of these benefits and you want to get started on this issue, it still needs to be doable. Your working week is, by definition, already full, so the question arises: how can I tackle sustainability as efficiently and as effectively as possible, and ensure that its implementation stands a real chance of success?

Innovation is life

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vein as YouTube, Twitter, Facebook, and so on.

I find it completely absurd that some companies ban their staff from using social networks during working hours.

These companies think that, if employees are using Facebook, then they are not working. To a certain extent, the same applies to all welfare policies.

It is a completely wrong-headed attitude, the product of the old culture of the "hard worker". It casts the employee as a disloyal, cunning so-and-so who is out to beat the system, and that is a battle that you've lost from the outset. Above all, because sly and shiftless workers will always exist, and they will find a way to

Sustainability is an item that has been on your to-do list for months, perhaps even for years. As a facilities manager, you've been reading about sustainable purchasing in newsletters and trade journals since 2008, and about why it is such a good idea to invest in this development. The government gave it a kick-start, and, since then, companies have changed their policies or they are still struggling with how to implement this idea in practice.

This article is based on a number of important tips from the book *The Green Office* and aims to help readers make their offices more sustainable. To give an example: when you start out, it is a good idea to know in advance exactly what you're going to make greener and how you're going to approach it. This is the only way that you will be able to actually see the results of being greener and monitor how much more sustainable the company is becoming. Below, I discuss seven interesting and important tips.

Tip 1. Align your sustainability drive with the company's mission

Make sure you have the starting point clear in your mind. In other words, make sure your sustainability vision is an extension of your company's mission. This will ensure that the sustainability drive will remain directly aligned with your core business, thus making your approach and strategy clear to yourself and to all the company's internal and external stakeholders.

Tip 2. Decide the ways in which you want to make the office greener

The possible ways are:

slack off without being found out. The real problem is that, in trying to avoid being cheated by this kind of employee, you end up sapping the morale of all the good ones, because you give the impression that the company has no faith in them whatsoever. The main objective – actually, the only one – should be to reward good workers, valuable resources, workers who want to contribute. They are the ones who can give the company an edge over its competitors. However, if you base your policy on the shiftless worker, then you are dooming yourself to failure.

What part does the Facility Manager play within your company in spreading the philosophy you have articulated?

First of all, they are part of my staff, and I'm not sure how often this happens elsewhere. It is a vital role, because they have a truly complete vision of everything that is going in the company, a vision



- making the building more environmentally friendly;
- purchasing sustainable items for the running of the office;
- starting to work in a different way;
- consciously changing your staff's behaviour.

It is important to realise that all these ways are interconnected. If you are going to be purchasing sustainably and adapting your office equipment to reduce energy consumption, you will also need to make sure that your staff behave in a sustainable manner. It's all very well buying LED lighting, but if everyone leaves the lights on all the time, then the purchasing policy and the technology will not have achieved their goal. In addition, it will affect your credibility. As a company you will be claiming to be highly sustainable, while actually addressing only one of the four points.

Tip 3. Analyze your current purchasing

By analyzing your current purchasing, you will be able to decide which would be the best areas to make greener first. Your approach might be to make the purchasing of large volumes more sustainable first, because that will lead to the biggest benefits (in financial terms, they represent a large proportion of your sustainability policy). But the chances are that a lot of time and energy will be required to make these products and services more sustainable. You will need to hold

discussions with your current supplier and perhaps also with the new (more sustainable) supplier, and these sorts of products and services are also often tied to long-term contracts that are not easy to get out of.

You might decide instead to focus first on making your regular purchasing more sustainable. The good thing about that is that it is a very easy and natural way of showing your employees and your customers that you are working on sustainability, without claiming to do so as a company. Another great advantage of analyzing your purchasing is that it will allow you to accurately monitor the whole sustainability process, so that the results will be visible. You will be able to clearly communicate to your employees what issues are going to be tackled; the staff will respond enthusiastically and will feel involved at an earlier stage in the company's new (more) sustainable policy.

Sustainable purchasing cannot be considered separately from behaviour and technology

Tip 4. Consider what effect your sustainability drive will have

Think carefully about where you might expect employee resistance to the process of increasing sustainability. The more effort people have to put in to do something, the more important the role of communication becomes in preventing or overcoming resistance. For instance, when making purchasing and behaviour in the office more sustainable, it is essential to also have a clear communication plan.

Tip 5. All issues are inter-related

Tip 2 has already shown that you cannot separate sustainable purchasing from behaviour and technology. But this also applies to making other areas of the office more sustainable. Take, for example, the recycling of waste. If, in your office, you are going to separate out the waste produced by coffee and tea consumption (cardboard cups, plastic and paper components, coffee grounds), then you need to look at the

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Seven tips for a green office

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consumption of plastics in the office, the recycling of the coffee grounds and the recycling of catering waste, and the cleaners will also need to know that they should separate everything. Are you planning on making the area of waste more sustainable? If so, sit down with your waste processing company, your cleaning company, your catering service and your coffee suppliers. This will ensure you get the best results. Since most office issues need to be addressed on a company-wide basis, it is a good idea to have a number of people dealing with this topic. This allows you to allocate tasks, while ensuring that a number of employees will become committed to the project. One possibility is to set up a 'Green Team' whose goals are:

- to make a start on sustainability;

- to ensure the project is implemented;
- to monitor its progress.

Make sure the Green Team holds regular meetings and that someone is appointed Green Team coordinator.

Tip 6. Prepare a Supplier Questionnaire

In your Supplier Questionnaire, make a list of your new, sustainable purchasing requirements and wishes. Send this questionnaire to all your current and new suppliers and ask them to tick the boxes to indicate the requirements and wishes they can meet at present or in the near future (use this document as a guide in face-to-face meetings with your key suppliers). This not only informs the supplier of your new purchasing policy, but also gives you a clear overview of all your suppliers. The benefit to the supplier is that this won't take them a lot of time, while the benefit to you is that you don't have to keep asking different suppliers if they can supply in a

more sustainable manner. It is best to prepare this document together with your Green Team, so that the most important users in your organization will be able to help define your sustainable purchasing requirements and wishes.

Make sure your sustainability vision is an extension of your company's mission

Tip 7. Continue to provide regular communication on the new policy and its results

Employees must continue to feel part of the new (more) sustainable company culture, or the project will die a slow death. In addition, communication is crucial in order to maintain the desired behaviour in the office, in terms of separating waste, lower energy consumption, etc. Communicate frequently on the actions being taken to increase sustainability, e.g. by placing these actions on the intranet and continuing to make people aware of the behaviour that is now required of them. Another good initiative is to ask employees for their opinions and ideas. Involve them in the new sustainable culture by installing a suggestion box (digital or physical) or by organizing a competition for the best sustainability ideas.

This article could easily be expanded with lots of other tips. For example, facilities manager should not forget that sustainable purchasing can lead to big savings. Sustainable



products are fundamentally designed to last longer, and good service is a part of that. Make sure to always ask about the maintenance conditions, to avoid disappointments. Sustainable products are also designed to use less energy and/or water. Given the substantial rises in energy prices over recent years, this is an interesting area in which to make savings.

This article uses information from the book *The Green Office*. This book contains many inspiring examples, interesting tips and a useful list of sustainable suppliers that will allow you to make your office greener in no time.

Marieke Schoenmaeckers is the owner of 'Duurzaamheid op kantoor' ('Sustainability in the office'). She is also the author of the book *The Green Office*.



Zoning in on performance

By Niklas Moeller

Sound masking systems are a common component of today's interiors, from their original use in commercial offices and call centers, to relatively newer applications such as hospital patient rooms. Without this technology, these types of facilities usually feature inadequate ambient—or background—sound levels, leaving occupants trying to work or sleep in the proverbial pin-drop environment.

These systems basically consist of a series of loudspeakers installed in a grid-like pattern in the ceiling, as well as a method of controlling their zoning and output. The loudspeakers distribute an engineered background sound, raising the facility's ambient level in a controlled fashion.

The premise behind this solution is simple: Any noises that are below the new background level are covered up

and the impact of those still above it is lessened because the degree of change between baseline and peak volumes is smaller. Similarly, conversations either are masked entirely or their intelligibility is reduced, improving occupants' privacy and decreasing the number of disruptions to their concentration.

Most people have experienced this effect when running water at their

kitchen sink while trying to talk to someone in the next room. They can tell the other person is speaking, but it is difficult to comprehend what is being said because the running water has raised the background sound level in their area. Examples are, in fact, endless: the sound of an airplane engine, rustling leaves, the murmur of a crowd in a busy restaurant. All have the potential to mask sounds the listener otherwise would hear.

Of course, when introducing a masking sound to a workplace, it is vital to ensure that it is as comfortable and unobtrusive as possible. Otherwise, the sound runs the risk of becoming a source of irritation and rather than solving a problem, it becomes part of it, as was the case with "white noise" systems in the 1970s. Their hissing quality caused many facility managers and owners to either lower the volume to the point where occupants were comfortable, but the masking was practically ineffective, or shut the system down.

Preparing, or even evaluating, a sound masking specification can be challenging, but the payoff is worth the effort. These systems typically have a long lifespan. When properly

designed, they help to keep acoustics under control even as densities swell and, if included in a project's planning stages, also increase flexibility, typically allowing an organization to remain in their facility for a longer period. In other words, one can end up living with the system for quite some time. Therefore, the specification must include factors to ensure sound quality and adjustability. If not, the system may not provide the desired level of acoustic control. Occupant comfort may be sacrificed, as well as the ability to easily make changes.

The best approach is to focus on six qualities that are critical to comfort, effectiveness and flexibility. Whether one's role is to write the specification or evaluate an existing document, these performance-based factors provide a solid foundation for a successful sound masking installation in any type of facility:

- Adjustment zone size;
- Masking sound generation;
- Volume adjustment;
- Frequency adjustment;
- Loudspeaker requirements; and

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• Measured results.

With these six factors forming the framework for the document, one can easily add other requirements, the importance of which varies by project (e.g. the appearance of the loudspeakers in an open ceiling), application (e.g. individual room control in a hospital patient room) or geographical region (e.g. UL 2043 compliance in the United States).

Adjustment zone size

The single most important factor within a sound masking specification is to place an upper limit on adjustment zone size (i.e. individually controllable groups of loudspeakers).

Acoustic conditions and user needs vary between private offices, meeting rooms, corridors and reception areas, as well as across open plans. Designs that use large adjustment zones (e.g. involving more than a few loudspeakers) require one to make ever-increasing compromises. For example, if the volume needs to be raised to improve the system's effectiveness in one area, it might be too loud in another, affecting comfort. If comfort is desired, the masking's effectiveness may be diminished in some areas.

Zone size also impacts the ease with which one can make changes in response to, for example, renovations or moving personnel. Large zones require the system's design to be altered, which usually involves moving loudspeakers and rewiring.

In this case, less truly is more: one to three loudspeakers in each zone (i.e. 225 to 675 square feet) provide a high degree of control and flexibility, enabling users to adjust their volume and frequency to meet diverse needs.

Masking sound generation

Each small adjustment zone should feature a dedicated masking sound generator in order to avoid a phenomenon called phasing (uncontrollable variations in the masking levels).

To maximize unobtrusiveness, each generator should provide a sound that occupants perceive as random (i.e., with no noticeable repeat cycle). If there is no noticeable loop, and the masking also can be finely tuned to suit the needs found throughout the space, occupants do not focus on the sound.

The sound produced by the generator should cover the entire masking spectrum of 100 to 8,000 Hz.

Volume adjustment

The workplace design, furnishings and other materials used within it will impact the masking sound

regardless of how the loudspeakers are installed. For this reason, the ASTM standard for measuring and evaluating masking performance in open offices, ASTM E1573-09, Standard Test Method for Evaluating Masking Sound in Open Offices Using A-Weighted and One-Third Octave Band Sound Pressure Levels, requires measurements to be taken in areas that are representative of all workspace types.

If the zones are large, many loudspeakers are set to the same volume setting, but the masking nonetheless fluctuates across the space as it interacts with the aforementioned variables. Some large-zoned designs try to mitigate this problem by providing audio transformers on each loudspeaker; however, they only offer coarse adjustments in three decibel (dBA) steps.

When the masking volume cannot be finely adjusted in small areas, the user needs to set it to a level that is best on average, compromising comfort or effectiveness at various unpredictable points across their space. They typically can expect a 10 percent reduction in performance for each decibel below the target masking volume. A poorly designed system can allow as much as four to six dBA variation, halving the system's effectiveness in some areas. Furthermore, these peaks and troughs call occupants' attention to the sound as they move through the space.

The system's performance is further reduced if it must be tuned to a lower overall volume in order to avoid exceeding the typically recommended maximum of 48 dBA in some areas.

Therefore, the spec should call for fine volume control for each small zone. Increments of 0.5 or even 1 dBA enable adjustment wherever needed in order to accommodate variable acoustic conditions, ensuring that the masking sound is both effective and unobtrusive across the entire space.

Frequency adjustment

The system should provide fine frequency control for each small adjustment zone. The range of masking sound is generally specified to be between 100 to 8,000 Hz. The system should provide control over these frequencies via third-octave adjustment, because it is both the industry standard and the basis for masking targets set by acousticians.

Loudspeaker requirements

As long as the system can meet the volume and frequency targets established by the specification, it is not essential to specify the loudspeaker's size, wattage rating or other parameters. However, it is worth noting that very small drivers (less than 76 mm [3 in.]) are unlikely to generate sufficient

levels below several hundred hertz (i.e. down to the required 100 Hz), which are necessary to create the full masking spectrum. While they play a relatively small role in reducing speech intelligibility, they are vital to occupant comfort. The masking loudspeaker drivers should be 102 to 203 mm (4 to 8 in.) in diameter and rated from 10 to 25 watts.

Measured results

The process should not end as soon as the system is selected. The true gauge of whether it is performing as expected is gained from measurements performed after installation and initial tuning.

The spec should require specific results that are measured and documented. Best practice is to call for a test in each 93 square meters (1,000 square feet) area, and have the vendor adjust the sound masking system within that area as needs dictate. Some providers may outperform this requirement, but it is a good baseline.

Measurements should include overall volume and variation tolerances. The result should be consistent within a range of 1 to 1.5 dBA or less to ensure comfort and dependable performance across the space. The masking frequency curve should also be checked. There is a general curve that the acoustical community considers effective and comfortable, which defined in third-octave bands. The specification should set maximum variations for each frequency band. Plus or minus 2 dB variation is a reasonable expectation in most frequency bands.

Additional considerations

As mentioned earlier, depending on their significance to the project at hand, secondary characteristics such as timer functions, zoning and control methods, security features, paging and music functions, and aesthetics also may need to be included in the specification.

Also, sound masking systems must meet Underwriters Laboratories (UL) or similar standards for electrical safety. In the United States, any components installed in air-handling plenum or via cut-throughs in a suspended ceiling must also meet UL 2043. Cables must be plenum rated. Low-voltage power supplies should conform to the UL 1310 standard for Class 2 power sources or the system requires conduit. Digital masking systems must meet electromagnetic interference (EMI) standards. If sustainability is a goal, one should request Restriction of Hazardous Substances (RoHS) compliance.

Own the spec

Even with a well-written specification, an organization can end up with a non-conforming sound masking system unless the user or another person involved in the design

and procurement process is appointed as a guardian whose responsibility it is to ensure bids, and the system ultimately selected, actually meet the criteria outlined.

Asking for drawings can help to identify differences between proposals because they show the components, quantities and locations, making it easier to spot design shortcuts and discuss them with the vendor. Requesting a spec compliance form indicating their adherence to each aspect can also be useful. Vendors should note any deviations from the spec, describing how their system's design differs.

It is also wise to learn what services are offered in conjunction with each proposal under consideration. The system should be supported by professionals who can properly design and implement it and provide the user with ongoing support.

Sound masking is a critical design choice for which one does not want to leave a lot of room for interpretation. Without a set of performance standards, the desired level of speech privacy, noise control and occupant comfort may be sacrificed, as well as the user's ability to easily and cost-effectively adjust their system in the future. The best approach is to write a performance-based specification focusing on qualities critical to comfort, effectiveness and flexibility. Focusing on these elements as outlined allows competitive bids and, providing the terms are upheld, ensures a high level of performance from the system selected.



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Chairman's report in lead up to historic EFMC 2013 in Prague

Prof. Ron van der Weerd
Chair EuroFM



As I stated in the previous edition of EuroFM Insight:

“There was something in the air at the EuroFM members meeting in Wädenswil.”

I already have that same feeling now in the lead up to the EFMC 2013 in Prague. The idea of bringing EuroFM back to its roots and recognizing it as a network organization is a theme that will be continued this year. Prague's impressive and historical Karl's bridge is particularly symbolic of this theme. Building bridges between countries, between national associations, between IFMA and EuroFM, between cultures and between histories, between North and South, East and West, between young and old, between Practice, Science and Education is what lies at the heart of EuroFM. I am sure that the EMFC in Prague will, like all of the other EFMCs before, serve as a testament to what EuroFM really stands for.

One person who I really must mention here is Ondrej Strup. He was the driving force behind bringing the EFMC to the Czech Republic. Not only that, but he was also responsible for seeking collaboration with Slovakia. These two politically separate nations are now coming together again as they organize the EFMC 2013. I think that is an especially unique and beautiful



aspect of this EFMC. In light of this, the EFMC 2013 will certainly be historic but it will also be significant because it was 10 years ago that the first IFMA conference was held in Prague. Having IFMA on board as our partner is evidence of the growing collaboration between IFMA and EuroFM.

At European level, further legislation is being established for FM and other business support industries. While EuroFM is not a supranational FM association or a lobby organization, it is essential for us to be at least present “in Brussels” in order to discover how we can optimize information exchange and collaborate with other organizations that are also interested in promoting the FM profession and FM-related industry. We want to support and facilitate our members so that they can set up interest groups that will be active at a European (political) level. It is for this reason that EuroFM is actively looking to communicate and collaborate with other interest organizations in accordance with the requests and the approval of its members. We also view this as an opportunity for a stronger and more intensive collaboration with the IFMA organizations and the IFMA chapters in Europe.

But, before realizing all of these future projects, we will be meeting in Prague. Having looked at the conference program, and now knowing a little more about the venues, the welcome reception and the gala dinner, I am certain that it will be a big success. I am looking forward to it very much just as I am looking forward to seeing you all there.

Ron van der Weerd, Chair of EuroFM

EuroFM Reports

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Research Network Group

Prof Keith Alexander, Chair



Research exchange

A one-day RNG meeting, including a research workshop and seminar, was held as part of the FM Innovation theme day at the EuroFM Spring meeting in Waedenswil on Thursday 7th February 2013. One important feature of the EuroFM research network meetings is the round-table session designed to enable the open exchange of current research being carried out in member organizations.

The RNG's approach supports the development and creation of centers of excellence as focal points for the development of a collaborative network. There were fourteen active research network members representing six research institutes from five European countries who contributed to the round table in Waedenswil, sharing their research interests and current activities.

Nils Gersberg and Christian Coenen represented the four active research groups that comprise the Institute of Facility Management (IFM) at ZHAW in Zurich, Switzerland. They, along with other colleagues, discussed current research being carried out in relation to workplace management, service value management, hospitality management and real estate. Simone Sesboüé, a newly appointed faculty member, talked about her views on leadership and change management.

Per Anker Jensen and Susanne Nielsen presented the main areas of research being pursued at the

Center for Facilities Management (CFM Realdania) at the Danish Technical University in Copenhagen, Denmark. At CFM Realdania, five themes – work environments, sustainability, market and added value, knowledge implementation and innovation and partnerships – provide the framework for a full program of research projects and for postgraduate research.

Thomas Thyssen and Brenda Groen discussed current research themes being investigated at the Research Center for Hospitality, as part of the Facility Management Program at Saxion University of Applied Sciences in the Netherlands. Hospitality, media, corporate social responsibility, human resource management, regional development and sustainability were just some of the research themes identified.

Similarly, a broad range of research interests are being pursued at the Academy of Hotel and Facility Management at NHTV, Breda University of Applied Sciences in the Netherlands and these were presented by Pieter le Roux. Pieter highlighted supply chain, procurement and workspace issues as areas of particular interest.

Technology is the main focus of the research work being carried out at the Competence Center in Facilities Management (CCFM), HTW, at the Berlin University of Applied Sciences in Germany. Michael May provided information on projects relating to ICT, BIM systems and gaming applications in the context of FM.

Keith Alexander presented the current research interests being pursued at the Center for Facilities Management (CFM) in Manchester in the United Kingdom. This current research work is a continuation of previous research carried out in the areas of usability, value co-creation and social sustainability in FM. New research work will focus on the concept of open innovation in FM and will be based in Media City UK where the BBC has relocated five of its departments.

The meeting acknowledged the importance of these round-table discussions in defining a development program for the research network. All participants agreed to provide further details of their current research interests and an up-to-date description of their research organization to be included as an appendix to the round-table report.

These centers of excellence will be encouraged to contribute to the three newly-formed working groups

in order to define a focus for future collaboration in EuroFM. Some of these centers already participate in existing projects such as Added value of FM and Sustainability in FM. The FM innovation theme day and forthcoming sessions at the EuroFM Research Symposium in Prague will enable further discussion of the agenda for research in this area, which has also been chosen as the focal theme for the next conference in Berlin in 2014

Practice Network Group

Susanna Caravatti-Felchlin, Chair



FM brand

The importance of creating brand experiences was the focus of the presentation delivered by the owner of brand agency NOSE at the EuroFM Meetings in February. In the discussions after the presentation, FM professionals stated how important it is for them that FM is seen as a high-quality and customer-oriented industry.

The new European standard for FM, EN 15221, contains seven different parts including taxonomy, quality and processes which form an important and common basis of understanding facility management. Furthermore, the approval of the EuroFM vision and strategy at the general meeting in February confirms that we all share the same vision. However, we must still clearly establish our different approaches to Facility Management both in our respective countries and at European level. This will form part

of the discussion at the next PNG meeting in Prague on 22nd May.

One excellent idea for the FM image was introduced at the general meeting of the Swiss Association for Facility Management and Maintenance, fmpro, which involves setting up an energy management expertise network. FM plays a key role in energy in management; various measures can be taken to save energy or to optimize energy consumption, however, FM professionals are required for the successful implementation of these measures. The energy management expertise network will serve to promote cooperation and collaboration between researchers, engineers and other corresponding market and the FM professionals.

The Research Network Group, like the PNG, places importance on the question 'How can we increase the usability of academic FM research for practitioners?'. In the joint session on the first day of the EFMC in Prague, FM practitioners and researchers alike will discuss how they can collaborate effectively in order to develop a robust and reliable knowledge base. In the PNG, we will reflect on our current situation and decide upon the most relevant approach to collaborating more effectively and to contributing to the development of an FM-research agenda

Education Network Group

A.J.M. Otto MA, Chair



At the EFMC 2013, there will be 15 student representatives for the Student Poster Competition. The posters,

from 8 universities, have already been judged by the panel and students will have the opportunity to present their

posters on Thursday 23rd May at the EFMC 2013.

The ENG meeting will be held in Prague on 22nd May from 09.00 till 11.00. All of the student and university representatives are welcome to attend.

At the meeting, we will discuss, in particular, two projects done by German students and we will introduce a new international Change Management game that can be played between the university representatives.

I am looking forward to meeting up with Facility Management colleagues, old and new.



Media City, Manchester

