



2012-2013 IFMA Foundation

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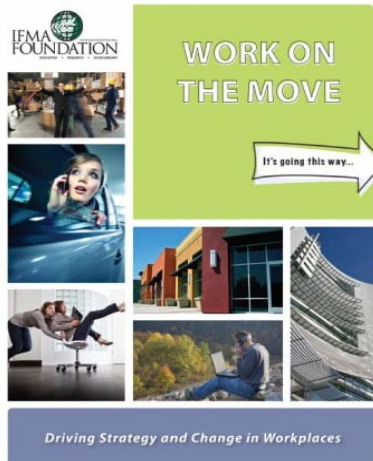
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This month's IFMA Foundation Newsletter welcomes Erik Jaspers, one of the authors from [Work On The Move](#) and Sponsor, Planon.

In today's workplace, the photo of the kids and dog has moved from the desk to the smartphone or tablet. Technology advances, especially wireless and mobile, are rapidly changing how and where we work.

Workforce mobility is becoming a global trend, and collaboration a virtual phenomenon. As a result, individual desks, which sit empty far too often, are being replaced with flexible, agile environments where workstations and other resources are shared and booked by the minute. Facility managers must understand the challenges and opportunities that these trends are imposing and the way technology can be applied to respond in an effective way.

The transformation to more agile office concepts – if done right – can greatly reduce costs while also improving employee morale. Flexible work means employees can work from home or anywhere else on their laptop computers, smartphones and tablets which have access to the internet.

IWMS software programs play instrumental roles in understanding the demand for space and other resources while also giving staff many ways to book and use these assets. More efficient use of workstations can greatly reduce a firm's real estate footprint, as well as avoiding the expense of setting up and supporting single-user desks with furniture and equipment.

In recent years, IWMS developers are making great strides in integrating monitoring systems, such as radio frequency identification, to track resources and enable employees to find their way. Combined with mobile and wireless technology, a sophisticated IWMS system will literally open doors for people carrying smartphones and tablets.

There are plenty of benefits from being able to monitor staff and resources, including enhanced workplace safety and security. But facilities managers do need to properly manage the changes in order to get full employee buy-in.

Flexible work environments unshackle employees from their desks, a freedom that results from increased trust from employers. But the monitoring will also force personnel to be more responsible with assets. For example, since integrated sensors will know a room is or is not being occupied, an employee booking a conference room will now have to ensure they cancel reservations that are no longer needed.

Remote sensors give IWMS systems eyes and ears, creating huge potential to make life easier for employees. Imagine you are called to a meeting in a company building you're not familiar with. If you arrive by car, you are granted access to the parking lot. Personal digital signage can lead you to the meeting place; even show you to the restroom to freshen up. Your preferred beverage is waiting for you. The temperature of the room, which was unused overnight, is automatically adjusted to the perfect setting. Interactive displays are synchronized with your tablet computer. You just need to decide which chair you want.

This scenario is already reality. The best part is that resources are being used much more efficiently, saving the organization money and putting less pressure on the environment.

For more insights on how technology is changing the workplace, visit <http://pages.planonsoftware.com/On-DemandWorkonthemove.html> for a free webinar. Several of the speakers are contributors to [Work on the Move](#). Purchase your copy here: <http://www.ifma.org/pv/Core/Orders/product.aspx?catid=33&prodid=928>.

Erik Jaspers, Chief Technology Officer, Planon Software



Goodbye, Best Wishes, and a Huge Thank You to Foundation Trustee, **Peter Ankerstjerne**, Group Marketing Director at ISS A/S Copenhagen Area, Denmark. Peter served on the board for 2 years, contributing to several committees, was our European representative, and worked the International Student of the Year program. The IFMA Foundation survives on the generosity of our supporters but thrives on the energy of volunteers like Peter. Thank you Peter for a job well done, you will be missed!.



Welcome Incoming Trustees:

Julie O'Loughlin, an IFMA member since 1998, served as president of the Silicon Valley Chapter and president of IFMA's Legal Council. Julie is IFMA's Distinguished Facilities Professional of the Year 2011-2012, and we have heard her say at least once or twice, "I believe that one person can make a difference!"



Kenton Miller, an IFMA member since 2000, served as president of the Greater Phoenix Chapter for 2 years, founder of the Vegas Mixer (Southwest Symposium now), which donated >\$35,000 to the Foundation, and was a Foundation Regional Liaison for the southwest. Kent is much energized about serving on the board.



David Martinez, an IFMA member since 2001, IFMA Ambassador for Spain and Portugal, former Chapter vice president, and responsible for Chapter member training since 2005. David is also very active with EuroFM, and brings an international perspective to the board, as well as his high energy and great sense of humour.



*iBelieve...
the power of the dream*

**We're Looking for More
Volunteers**

Plan on attending the Foundation's #1 fundraiser, the annual **iBelieve Foundation**

Gala at IFMA's World Workplace, in San Antonio, Texas, USA on October 30th, and support the Foundation by volunteering time. Feel the satisfaction of providing much needed and appreciated support! Contact Christy Jellets at +1-404-591-1578, or cjellets@atlantabotanicalgarden.org

**European Student Poster Competition
(EFMC 2012)**

Once again the IFMA Foundation sponsored the European Student Poster competition, with Roger Peterson chairing the judging panel and the winner earning a trip to attend World Workplace 2012 in San Antonio.

The 2012 European Student Poster winner was Dore Steenhuizen from Hanze University in The Netherlands for her work FM Recognition in Portugal.

Congratulations Dore!!



EFMC 2012 Copenhagen: This year's EuroFM and IFMA conference had an attendance of over 700 people, the largest EFMC yet, with a theme of "Facility Management – Global Responsibility Local Acting."

The IFMA Foundation was represented by Trustees: Peter Ankerstjerne, Roger Peterson, Stephen Ballesty, Tony Keane, and incoming board member David Martinez, plus several Ambassadors and "Work on the Move" authors.

DID YOU KNOW? *The Little Mermaid was a gift from Carl Jacobsen (Carlsberg Breweries) to the city of Copenhagen, sculpted by a then little known sculptor, Edvard Erichsen, and unveiled in 1913. After seeing Ellen Price in Fini Henriques' ballet "The Little Mermaid" at the Royal Theatre, the brewer asked if she would pose. Ellen initially agreed but became disinterested after realizing how public the statue would be. The sculptor's wife had to step in and model for the body.*

Foundation Social Media: Keep up with what's going on, stay in touch, and join these important groups:

- **LinkedIn:** IFMA Foundation: Chapters, Councils, Communities, Ambassadors & Regional Liaisons, http://www.linkedin.com/groups?gid=2367574&trk=hb_side_g
- **Twitter:** <https://twitter.com/FMFoundation>
- **FMpedia:** <http://www.fmpedia.org/>



Make your next IFMA Meeting an Aussie kind of day!

Stephen Ballesty does it again, this time with the Greater Phoenix Chapter!

2009 Shiraz/Syrah 'Horizontal' Wine Tasting

FM International Update: It's a small world after all!

'Rock the Foundation' 2012: The "tour" continues

Following speaker's appearances by Diane Coles and Pat Turnbull at Facility Fusion in Chicago. Then in May our profile and fundraising 'Rock the Foundation' initiative, now in its fifth year, hit the Greater Phoenix Chapter of IFMA, thanks to Cindy Heller, Fred Williams and Stephen Ballesty. Also in May the ISS University in Copenhagen hosted a breakthrough seminar with Andrew Price, Peter Ankerstjerne, Kathy Roper, Tom Mitchell, Alex Redlein, and Stephen Ballesty, looking at the global FM trends and scenarios for 2020. While in Denmark EFMC followed where, thanks to Planon, Stephen and Kathy joined with fellow co-author Erik Jasper to present 'Work on the Move.' Tom Mitchell joined in with a presentation Future Roles and Relationships between FM and Real Estate.

Currently we're planning for the following gigs;

- Total Facilities Live 2012, Sydney 19-20 July, <http://www.totalfacilities.com.au>
- IFMA's World Workplace Asia, Singapore 25-27 July, <http://www.worldworkplace.org/asia>
- IFMA's New York Chapter event on 19 September with Dr. Jack Bacon presenting



Want to support the IFMA Foundation, and be a Rockstar?

Contact Jeff.Tafel@ifma.org

Milliken

IFMA Foundation Board of Trustees May Strategic Meeting

The Foundation Board of Trustees met for their May/June Strategic Meetings at the Milliken & Co.'s Spartanburg, South Carolina facilities, and would like to extend our sincere thanks for Milliken's generous support!

Recap of Meetings:

- Welcomed the new 2012-2014 Board of Trustees
- Paid considerable attention to the Foundation's Accredited Degree Program
- Defined the Foundation's Cause for Giving
- Reviewed endowed funds and scholarships
- Set plans in motion for Foundation events at WWP 2012, San Antonio, Texas, USA



IFMA's WORLD WORKPLACE 2012
The Facility Conference and Expo
Oct. 31 - Nov. 2 | Henry B. Gonzalez Convention Center

A gentle reminder, the IFMA Foundation is a separate entity from IFMA and receives no funding from annual membership dues to carry out its mission and activities (i.e., research, books, student scholarships, how-to guides, FMJournal, etc.).

The IFMA Foundation is Solely Dependent on Your Generosity!

Ways to support the IFMA Foundation:

- Membership Applications (new/renewal), fill in the IFMA Foundation Donation section
- Attend the Recognition Gala (separate cost then WWP registration), and participate in fundraisers (i.e., auctions, wine toss, etc.)
- Donate items for the live/silent auctions
- Host Chapter fundraisers and donate a percentage to the Foundation
- Sponsor Foundation events and fundraisers
- Sponsorships and donations contact John Carrillo at +1-925-867-8985 or e-mail at jc1782@att.com

Together We Can Make a Difference

peterston-roger@aramark.com or www.ifmafoundation.org

Workplace Strategy Summit 2012: Research in Action

On September 5 through 7 of this year, Cornell University will host a gathering of the leading thinkers in workplace strategy. Many of the workplace ideas and concepts initiated in the 80's and 90's have now become reality. Advances in technology have made it possible for office workers to work anywhere. Telecommuting is now common and concepts like hoteling, free address system, and spaces for informal collaboration are becoming familiar to many organizations.

But what do we really know about workplace effectiveness? Where is the evidence? What concepts and ideas need serious research? Do we understand the nature of collaborative work or are we relying upon theory and supposition? What changes in lifestyle, organizational and urban infrastructure do future workplaces demand?

The Workplace Strategy Summit will gather 160 of the leading thinkers and practitioners in workplace strategy for an exploration of the key issues of work and workplace in the 21st century. The event will be a way to further the conversation on how the office environment can best serve the activities of today's organizations and to define next steps for serious research needed by the profession.

www.ifmafoundation.org/summit



Francis Duffy, DEGW

Buildings-in-Use: The Necessity of User Research in the Context of Practice

Practicing designers and many clients, especially on major projects, are notorious for their love of novelty (amnesia is their middle name). Design and particularly architectural education, for its part is equally notorious for its ignorance of client requirements and failure to integrate user research into the curriculum. It seems to be nobody's job to reflect on the where we are going and why. Meanwhile all the construction industry seems to be interested in is easy delivery and BIM is making things potentially much, much worse. Easy delivery is taking over. And yet the interfaces between designers, users and the delivery system is where the action ought to be; and what needs to be improved to generate innovative workplace strategies go beyond efficiency and fashion to enhance work effectiveness and enrich lives and communities.



Franklin Becker, Cornell

[R]evolution: Using Science and Imagination to Improve Workplace Performance.

Organizations seek to be productive. In the pursuit of high performance, companies considering innovative workplace strategies often justify them in their planning and design stage by the anticipated benefits. These include more innovation stimulated by more collaboration, the ability to attract and retain the best and brightest staff, strengthening of the brand, and increased productivity. Yet, in fact, most assessments of performance focus not on these outcomes, but on cost savings and/or employee satisfaction. Both are important, but neither are sufficient. Professor Becker argues for the need of organizations to actively support and become involved with "practice-based" and "academic" research that help sort out intentions from outcomes; and that also strive to achieve what he calls "synergetic design," design that works on multiple performance levels.



Alexi Marmot,
University College
London

WhenWork, WhereWork: The Time and Place of Work

Once upon a time, going to work was synonymous with going to a workplace such as an office. Today however, lifetime, annual and daily patterns of work are undergoing a revolution across the globe. The drivers include technology, demographics, sustainability, and the corporate imperative of cost savings. This paper reveals evidence of change in the locations where work occurs, and the hours when it happens. Drawing on government statistics, research on time use and diaries, and the evidence base of AMA, a London based workplace consultancy, past trends are summarized and future scenarios revealed. The presentation speculates on future changes that will increasingly be essential for the design and management of workplaces, homes and communities, as the trends evolve.



Michael Joroff, MIT

The Importance of Every Place in a Blended Physical-Virtual World

Workplace-makers in corporations around the world race to institute strategies that save money, increase resource efficiency, improve employee satisfaction and align place design with a multiplicity of work activities. Hard wrought achievements are commendable but are not enough in these times of continuous and sometimes disruptive change. Although strategies in current use (first played out by innovative companies in the 1980s) are still valid, enterprises now on today's edge go beyond those to focus on the design of work practices that create enterprise value by co-inventing work processes, tools and physical and cyber places that are appropriate for what has to be achieved at the moment. This leads to the creation of agile workplaces that are quickly designed, redesigned and deployed with minimal friction. These places are "thrifty" in their use of resources, regardless of 'ownership', preconceived notions of "workplace" or standard operating procedures. Every place is a blend of the physical and the virtual.



Susan Stucky, IBM

Work Marketplaces: Whither the workplace?

A lot of experimentation in the market-sourcing of work is taking place. We see open innovation in different organizational forms: the Netflix Prize conducted as a one-off open competition within the context of a firm, the X Prize Foundation, a non-profit that runs open competitions to foster “radical breakthroughs for humanity”, and Innocentive, a for-profit organization that hosts challenges to solve long-standing problems. At the same time we see a move toward micro-work: the Liquid Program at IBM, SamaSource at google.org, and ODesk, a for-profit firm. Globally, these innovative examples of how to source work now number in the thousands, not merely hundreds.

Taken together this now vast landscape should give us pause. What does this mean for the workplace? Does anything change fundamentally? Does this imply anything other than changes in the mix of co-location, sometime location (remember hoteling?) and no-location (aka working virtually) that we now have? Is the nature of work really changing? In what ways might this move toward more “open work” have an impact on the workplace itself? What sorts of challenge might this have for firms, governments, NGO’s and more unorthodox organizational forms? The presentation will lay out a space of inquiry in the spirit of framing the hard questions a research agenda should address.



Philip Ross, The Cordless Group, UK

Real Time Real Estate (RETR)

Philip will look at how new and emerging technology will change real estate from dumb container to real time asset, connecting not just inanimate objects but the people who come to work. The future workplace will no longer house headcount but become a place for people and activities, shaped around the real work that needs to be done. RETRE space is smaller, more dynamic and thinner, responding to the migration of technology and software to the cloud. Philip will predict that RETRE space will become a variable cost, and paint a vision of the future, illustrated with examples of early adopters of workplace innovation from around the globe.



Noboru Konno, KIRO, Japan

Organizational Knowledge Creation and “ba” or Shared Context in Motion

Many Japanese firms are in turmoil now. They are faced with the weakening of the traditional organizational collective work culture based on devoted middle managers, labor diversification, and changing business models comprised of an industrial structure based on manufacture and export. Consequently, the workplace is also facing challenges, especially in adopting networking technology and becoming a more open work-style for innovation. Organizations are being forced to change from a unified group-based mindset and routine information processing to a workplace that fosters dynamic connections between individuals and the creation of knowledge.

Here the Japanese word “ba” might be useful. It denotes place or meaningful space shared by individuals and organizations. The essence of “ba” is a sense of place-ness both ontological and relational, a “shared context in motion”. The creative challenge is how to design the ba.

The presentation will introduce some experimental offices founded upon the concept of ba. The question is whether the hybrid of a Japanese traditional collaborative culture and networked office is possible. Based on these studies we offer a workplace model for knowledge creation.



Warwick Johnson, Brookfield Multiplex, Australia

Delivering High-Performance Buildings- The One Shelley Street Experience

Brookfield Multiplex and Macquarie Bank created a new world headquarters building for Macquarie Bank that implemented innovative workplace practices for all employees and also established ongoing research to evaluate the results. Warwick Johnson will present the experience of the project team in developing and implementing the concept and in evaluating actual and perceived benefits of staff operating within high performance designed buildings.

Panel Discussions

How Group Work is Done in a Distributed Environment- Michael Joroff, Susan Stucky, Philip Ross, Frank Duffy

Issues of Mentoring and Company Culture - Jim Ware, Alexi Marmot, Noboru Konno, Bethany Davis

What to Measure, How to Measure- Frank Becker, Ellen Keable, Gary Evans, Stephani Robson, Ziona Strelitz

To register and for additional information, go to www.ifmafoundation.org/summit.

Program Schedule

Pre-conference	Wednesday September 5, 2012
6:00 PM – 8:00 PM	Welcome Reception: Martha Van Rensselaer Hall, Human Ecology Commons, Cornell Campus
Conference Day 1	Thursday September 6, 2012
7:30 AM – 8:30 AM	Breakfast
8:30 AM – 8:45 AM	Opening Remarks
8:45 AM – 9:30 AM	Keynote Address- Buildings-in-Use: The Necessity of User Research in the Context of Practice - Francis Duffy
9:30 AM – 10:00 AM	Work Marketplaces: Whither the Workplace? - Susan Stucky
10:00 AM – 10:30 AM	Organizational Knowledge Creation and “ba” or Shared Context in Motion- Noboru Konno
10:30 AM – 10:45 AM	Morning Break
10:45 AM – 11:00 AM	General Remarks
11:00 AM – 11:45 AM	Panel 1: How Group Work is Done in a Distributed Environment – Michael Joroff, Susan Stucky, Philip Ross and Frank Duffy
11:45 AM – 12:15 PM	WhenWork, WhereWork: The Time and Place of Work – Alexi Marmot
12:15 PM – 1:15 PM	Lunch
1:15 PM – 1:45 PM	Delivering High-Performance Buildings: The One Shelly Street Experience – Warwick Johnson
1:45 PM – 2:30 PM	Round Table Discussions *
2:30 PM – 2:45 PM	Afternoon Break
2:45 PM – 3:15 PM	Report Back from Round Table Discussions
3:15 PM – 4:00 PM	Panel 2: Issues of Mentoring and Company Culture – Jim Ware, Alexi Marmot, Noboru Konno and Bethany Davis
4:00 PM – 4:30 PM	The Importance of Every Place in a Blended Physical-Virtual World- Michael Joroff
5:15 PM	Buses Depart for Aurora Inn
6:15 PM – 8:45 PM	Reception and Dinner at Aurora Inn on Lake Cayuga
8:45 PM – 9:30 PM	Buses Return to Cornell Statler Hotel
Conference Day 2	Friday September 7, 2012
7:30 AM – 8:30 AM	Breakfast
8:30 AM – 8:45 AM	Opening Remarks
8:45 AM – 9:30 AM	Keynote Address- [R]evolution: Using Science and Imagination to Improve Workplace Performance – Frank Duffy
9:30 AM – 10:30 AM	Round Table Discussions *
10:30 AM – 10:45 AM	Morning Break
10:45 AM – 11:30 AM	Panel 3: What to Measure, How to Measure – Frank Becker, Ellen Keable, Gary Evans, Stephani Robson, Ziona Strelitz
11:30 AM – 12:00 PM	Real Time Real Estate (RETR) – Philip Ross
12:00 PM – 1:00 PM	Lunch and Closing Remarks

* Round Table Discussions will allow all conference delegates the opportunity to exchange ideas on selected topics in groups of ten to fifteen people at each table.

Conference events will be held at the Cornell Statler Hotel. The Wednesday evening reception will be held at the recently expanded Martha Van Rensselaer Hall on the Cornell Campus. The Thursday evening reception and dinner will be held at the historic Aurora Inn on Lake Cayuga. Coach bus transportation to and from Aurora will be provided.