

Managing Change in Turbulent Times
CREATING A SENSE OF URGENCY TO LEVERAGE THE POWER OF PLACE

Presented by:
DIANE STEGMEIER
Author, Innovations in Office Design: The Critical Influence Approach to Effective Work Environments



The You Universal
Facility Management Experience

Oct. 7-9, 2009
Orlando, Florida, USA

Economic Darwinism



© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo



The You Universal
Facility Management Experience

Disproportionate Corporate Response

COSTS **PERFORMANCE**

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo
The youuniversal
Facility Management Experience

The diagram features a large, light blue downward-pointing arrow on the left, labeled 'COSTS' in bold black text. To its right is a smaller, light blue upward-pointing arrow, labeled 'PERFORMANCE' in bold black text. The background is white, and the entire slide has a black header and a yellow footer.

Seeking the Ideal Balance

COSTS **PERFORMANCE**

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo
The youuniversal
Facility Management Experience

The diagram features a central cartoon illustration of a person in a purple suit balancing on a unicycle. The person is holding a green globe on their head and two yellow briefcases, one in each hand. To the left of the person is a large, light blue downward-pointing arrow labeled 'COSTS' in bold black text. To the right is a smaller, light blue upward-pointing arrow labeled 'PERFORMANCE' in bold black text. The background is white, and the slide has a black header and a yellow footer.

Leveraging the Power of Place

**A Timely Opportunity for
Facilities Professionals**

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo
The *you*universal
Facility Management Experience

Leveraging the Power of Place



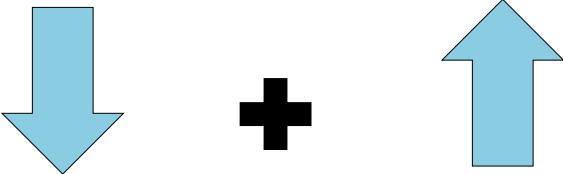
**WORKPLACE
COSTS**

**FM must go
beyond
organizational
mandates to
reduce
workplace costs**

© 2009 Stegmeier Consulting Group


IFMA's World Workplace 2009 Conference & Expo
The *you*universal
Facility Management Experience

Leveraging the Power of Place



WORKPLACE COSTS **WORKFORCE PERFORMANCE**

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo
The youniversal
Facility Management Experience 

Leveraging the Power of Place

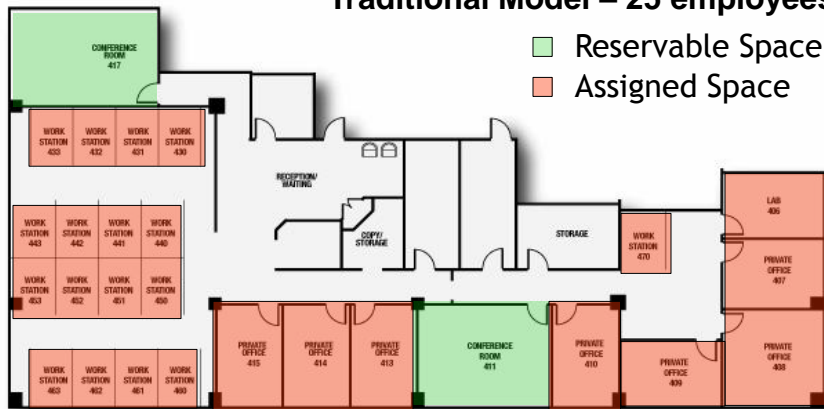
The Business Case

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo
The youniversal
Facility Management Experience 

Leveraging the Power of Place

Traditional Model – 25 employees



Allocation of costs is typically based on space assignment

Courtesy of PeopleCube

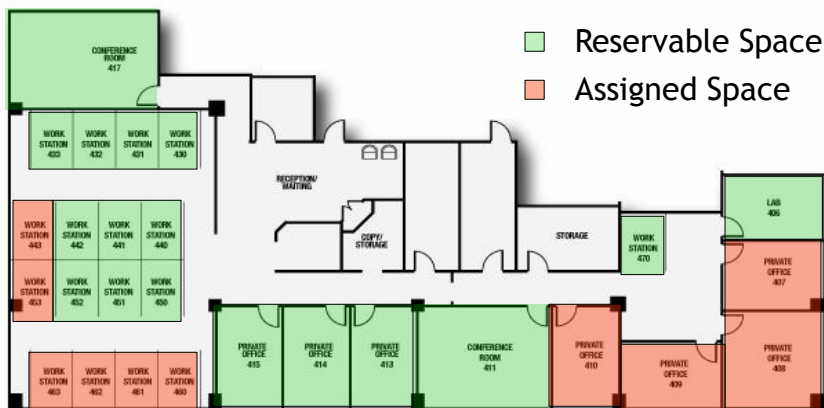
IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience



Leveraging the Power of Place

Alternative Workspace Model – 40 employees



Allocation of costs can be based on how space was actually utilized

Courtesy of PeopleCube

IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience



Leveraging the Power of Place

Divesting under-performing real estate assets

- Implement shared-space work environment, supported by telework and virtual work programs
- Save \$1M or more per year for every 100 workspaces eliminated



Adding employees without increasing real estate portfolio

- Increase ratio of worker to desk
- Avoid \$8,000-14,000 or more per year for each space not procured



Reducing energy consumption

- Increase awareness and monitor energy usage
- Reduce consumption up to 30% by eliminating wasted energy



© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience



Leveraging the Power of Place

**Contributing to the
Improvement of
Workforce Performance**

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience



The Potential Savings are Significant



**So why the
resistance
to move
forward?**

© 2009 Stegmeier Consulting Group



Research Findings

**Discovery of Weak Links in
Driving Workplace Change**



© 2009 Stegmeier Consulting Group



**What if the workplace
enabled both?**

WORKPLACE COSTS **WORKFORCE PERFORMANCE**

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo
The youniversal
Facility Management Experience

Case Study

Case Study

From...

Shortage of team & meeting spaces, while individual space empty >63% of time



To...

Default behaviors designed into the overall space

“It takes 3 tries to get a ‘yes’” culture



Accountability in using space as intended

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience



Case Study

From...

1:1 ratio would be an improvement!



To...

Portfolio of 1:1, 4:1 & 10:1 ratios which could support a 43% increase in workforce

Lack of operational control beyond facility inventory data; assumption an extension to the HQ footprint was required



Capacity to increase provision of services by 29% over 2 years using existing space, coupled with a conservative number of new hires



© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo


The **you**universal
Facility Management Experience



Case Study



From...		To...
<p>Working same time, same place</p>		<p>Working same time, same place; same time, different place; or different time, different place</p>
<p>Isolated focus on individual performance</p>		<p>Social facilitation of organizational performance</p>

IFMA's World Workplace 2009 Conference & Expo




© 2009 Stegmeier Consulting Group

Case Study

From...		To...
<p>Allocation-based charge backs</p>		<p>Activity-based charge backs</p>
<p>Improvements in technology contributed to increased mobility, however decreased accountability</p>		<p>Policies, leadership education, end-user training, communications, and reinforcement ensure accountability in the new work environment</p>

IFMA's World Workplace 2009 Conference & Expo



© 2009 Stegmeier Consulting Group

Workforce Performance Results



Work-Time studies indicated managers had an average decrease of 41.2% interruptions following the workplace changes



These same studies showed a reduction in the length of department / staff meetings, from an average of 154 minutes to 96 minutes each



Non-managerial study participants logged an average of an extra 20 minutes of planning, goal setting, & strategizing per week

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience



Summary

© 2009 Stegmeier Consulting Group

IFMA's World Workplace 2009 Conference & Expo

The **you**universal
Facility Management Experience





CONTACT INFORMATION

Diane Stegmeier

diane@stegmeierconsulting.com

Phone: 440.846.1410

www.stegmeierconsulting.com

IFMA's World Workplace 2009 Conference & Expo

The
youuniversal
Facility Management Experience

