



# NEW Review

April 2009

## Chapter Mission Statement

*The Northeast Wisconsin IFMA Chapter is an Association of Facility Management Professionals with the common goal of advancing their profession and promoting individual career development through education, networking and information-sharing.*

[www.ifmanewisconsin.org](http://www.ifmanewisconsin.org)

## From the Tri-Chapter Committee...

Every year the three Wisconsin IFMA chapters, Northeast, Madison, and Southeast, get together for a day of educational programming. This year we are excited to present this opportunity at the EAA Airventure Museum in Oshkosh. Following is a listing of the presentations scheduled for the day:

### **From Resistance to Results—Guiding Business Leaders on Managing in the New Workplace**

*Diane Stegmeier*

Workplace professionals have increasingly voiced the need for additional support in convincing the business leaders in their organization to embrace workplace transformation themselves, as well as in helping these individuals learn how to manage their staff in the new work environment. The strongest push-back to workplace strategy often stems from middle managers up to, and including, the senior executives. At the highest levels of the organization—where decisions are being made—business leaders often feel exempt from the behavioral changes expected of the balance of the workforce. At mid-levels of authority, managers are ill-prepared to drive the edicts for workplace change being handed down, and like their peers and subordinates, often do not receive appropriate and effective communications linking the new workplace design to how those physical space changes support shifting business conditions and overall organizational goals.

This interactive educational program will reveal key findings from Diane Stegmeier's 10-year research study on resistance to workplace change, and her discovery of 15 Critical Influences™ affecting behavior in the workplace—and ultimately, of workplace strategy success today and in the future. Well known for taking the complexity of organizational change and simplifying the business issues using everyday language, Diane will use tangible props and thought-provoking activities to engage participants in dialogue on how to proactively support business leaders on managing in the new workplace

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environment, and help attendees become better prepared to respond to managers' resistance to workplace changes.

### **Breakout Sessions**

#### **The Ins and Outs of Landscaping**

*Chris Kujawa, KEI*

Chris will discuss landscaping topics including: Maintenance vs. Enhancements vs. Original/New Install; Cost Savings Programs; and How to Select a Contractor.

#### **Sustainability Economics**

*Dr. Joe Jacobsen, MATC*

Dr. Jacobsen's presentation will focus on sustainability economics as it relates to facilities, covering the merger of natural systems, conservation, depletion, pollution and climate change.

#### **Career Development and Certification - Panel Discussion**

*Mark Sekula, Facility Engineering Associates*

This presentation is a panel discussion on the importance of ongoing personal professional development, specifically attaining the IFMA FMP and CFM designations. The panel will include Tri-Chapter members who have attained those designations. We will discuss the importance of attaining them, the benefits of having those designations and the process required to attain them. Following will be an open discussion with the audience during which time the panelists will answer any of the audience's questions.

#### **Saving money and creating value in a tough economy - How I saved over \$7 million over the last three years.**

*Ty Wagner, Schneider National*

Ty will discuss the benefits of Facilities and Purchasing partnering together to save money and improve effectiveness and efficiencies

Lunch will be included and will give attendees an opportunity to meet members from the other Wisconsin chapters and network with people from all areas of the FM field. Approval is pending on CFM CEU certification for the morning presentation by Diane Stegmeier. At the end of the day, attendees will be able to participate in a tour of the museum if they wish. Please join us for a jam-packed day of learning and relationship-building with your peers and partners in the facilities industry!

*The Tri-Chapter Committee*

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***Anyone who stops learning is old, whether at twenty or eighty.***

***Anyone who keeps learning stays young.***

***The greatest thing in life is to keep your mind young.***

*Henry Ford*

***The moment you stop learning, you stop leading.***

*Rick Warren*



#### *Member Anniversaries*

Jeff Bedore - 4/27/2008

Mitzie Dederling - 4/13/2007

Dale Dorn - 4/8/1999

Tom Green - 4/24/2007

Herb Hardt - 4/30/2007

Chris Monroe - 4/4/2002

Jerry Peterson - 4/17/2008

Lois Peterson - 4/27/2000



#### **REboot.09**

#### **Turning Challenges Into Opportunities**

#### **Realcomm 2009 Chicago**

**June 23-24, 2009**

#### **Energy Efficient Buildings Summit - Putting the Intelligence in Green!**

With the built environment accounting for over 40% of the country's energy consumption, it's no wonder the energy topic has been propelled to the top of every leader's priority list. But just what do the terms "green", "sustainability" or "high performance" mean to the commercial and corporate owner/operator? Despite the recent surge of public awareness, there remains a great deal of confusion on their meaning, and even more importantly, how intelligence needs to be incorporated into building operations strategies.

Join us on Day 2 of Realcomm 2009 Chicago, the leading conference on technology, automated business solutions and intelligent buildings for the commercial real estate industry, as we explore the technology "touch points" of the **sustainability** movement.

- **Innovative Energy Ideas for Commercial Real Estate**
- **Building the Green / Energy / Sustainability Plan**
- **Who is in Charge of Green/Energy in Your Firm?**
- **Why is Sustainability Critical to Commercial Real Estate?**

#### **Second Annual Facility Management Summit**

Technology is drastically changing the way we operate buildings. Rising energy costs, coupled with unstable markets and economic uncertainty, have forced facility managers to cut operating expenditures across the board.

The Facility Management Innovation Summit will address how new technologies can cut costs, improve efficiency, contribute to green building strategies – as well as improve profit margins. Learn how solutions such as integrated building systems, daylight harvesting, automated controls, and energy management software deliver the most efficient building monitoring, management, and operations. For an entire list of educational sessions and registration information, go to [www.realcomm.com](http://www.realcomm.com)

### **Are You Feeling the Pressure to Go Green?**

from FMJ, Mar/Apr 2009, by Christopher Hodges, PE, CFM, LEED AP, IFMA Fellow

Many facility managers are under increasing pressure to make their existing buildings more energy-efficient and sustainable. It helps to acknowledge where this pressure is coming from.

CEO's, elected officials, government managers, university presidents, business leaders and board members are feeling the pressure from competitors, government entities, peers and shareholders as well as environmental and special-interest groups. The pressure to do something about sustainability has increased. Employees in many organizations are starting grass-roots efforts in sustainability. Since our buildings account for about half of the energy consumed in the United States and more than 75 percent of the electricity produced (source: U.S. Energy Administration), our facilities receive a great deal of attention. Whether your organization's sustainability initiatives come from the top-down or the bottom-up, the final resting place for most of those initiatives will be in the facility department.

#### **Where to begin**

Once you get that call (or the calling), where do you start? Obviously, you can't just wave a magic wand and make it happen. Facility managers understand the need for energy efficient and sustainable facilities, but they often don't know where to begin. The reality is that you need to start somewhere. Although the knowledge about making existing buildings sustainable is still in development, it's a good place to start.

Whether your goal is certification, or you just want to take some initial steps toward a more sustainable facility, addressing the following five basic areas is a good place to begin.

1. How *energy efficient* is your building?
2. How much *water* do you use?
3. What's your facility's *purchasing* program?
4. What's your facility's *waste management* program?
5. How healthy is your *indoor environment*?

Let's take the above-stressed concepts one-by-one and see what makes them the drivers of sustainability in existing buildings.

#### **Energy efficiency**

Rising energy costs and diminishing natural resources are the topic of the day. With the fluctuation in oil prices worldwide, it is prudent to assume that we are in for a rollercoaster ride.

Facility managers need to be prepared for the worst in terms of energy cost. The most visible target for greening efforts is energy efficiency. The most common language, at least in the United States, is your ENERGY STAR® score. ENERGY STAR has become the default measure of a building's energy efficiency.

Simply put, it's where your building stands when benchmarked against others in your region and your building class. Although the system has a way to go in terms of the ability to rate buildings other than typical office buildings, it has come a long way in a few years and is the adopted standard in the United States. So when your CEO comes to you with that question, "Can we get certified by the end of this year?," you should at least know your ENERGY STAR score (for more information go to [www.energystar.gov](http://www.energystar.gov)).

#### **Water**

Our use of the Earth's fresh water supplies has increased over the past few decades, and many of the most plentiful sources of fresh water are diminishing. The details of just how much we are taxing our water resources varies depending on where you live and the source of your potable water.

According to the U.S. Green Building Council's (USGBC) Existing Buildings: Operations and Maintenance Reference Guide (2008), the use of public water supplies for buildings is one of the top three uses of water—along with thermoelectric power generation and irrigation. Thus, it is important to know your facility's water use—you may be surprised at how much you use. According to the same guide, a typical 100,000 square foot office building in the U.S. can use more than three million gallons of water per year. Using low flow fixtures, low-flow toilets and implementing water saving strategies can save that same facility over one million gallons of water per year.

Most facility managers are aware of their water use since it is most often metered through their public utility—giving one the immediate answer to the question, "How much water do we use?" The question remains, "How do you determine if your water use is average or above average and which strategies should you employ to save water?" Benchmarking inquiries are answered by building certification programs like USGBC's LEED (Leadership in Energy and Environmental Design)-for Existing Buildings (EB) program. LEED-EB requires that you establish your building's water use and compare it to a baseline water use, calculated by assuming that all of the fixtures in your building meet the 2006 International Plumbing Code. Your efficiency is determined by whether your water use is no greater than 120 or 160 percent of the baseline (depending on the building's age). There is no doubt that tens of thousands of dollars can be saved by employing water saving measures in buildings. Knowing your starting point is the first step in the process.

#### **Purchasing**

Controlling what's coming into your facility can be one of the most effective ways to decrease your environmental footprint and demonstrate your commitment to sustainability. Purchasing programs that promote the use of

environmentally friendly products are becoming much easier and less costly than in years past.

Many of the most important purchases for an organization are within the facility manager's control. If not, the facility manager can act as the proponent for sustainable purchasing since most of these include items that are critical to the functioning of the workplace—the facility manager's ultimate responsibility.

Common purchased products include consumables, durable goods, goods used in the repair and alteration of facilities, food and food service, and goods that contain potentially hazardous materials. The most familiar consumables are paper and office supply products. Durable goods include office equipment, appliances, telecommunications equipment and furniture. Goods used in the repair and alteration of facilities include construction products used in renovations, demolitions, retrofits and facility additions. Food service activities within a facility also offer significant opportunities to purchase and use sustainable consumables and food products. Potentially hazardous materials include purchased products that are required for the maintenance and operation of facilities such as light bulbs that contain mercury.

Knowing whether you have a sustainable purchasing policy in place and leading the education effort to demonstrate the importance and appropriate implementation of that policy is a facility management function in many organizations.

### **Waste management**

A sustainable purchasing plan is effective in determining what's coming into your facility. The next important piece of information is what's going out. Knowing what leaves your facility and where it goes is critical in understanding patterns of consumption and disposal. Waste stream audits are used to assess additional practices that can be employed to reduce, reuse and recycle consumables, durable goods and construction materials.

Waste stream audits often conjure up images of facility management personnel diving into dumpsters to sort through trash. Fortunately, the state-of-the art in waste management has progressed enough that most waste service providers offer waste stream audits as a service. Knowing what's leaving your facility can offer many opportunities for sustainable strategies from recycling to composting. Facility managers should note that there are significant opportunities to mobilize an organization's entire workforce through employee education and buy-in. There is no shortage of willing participants in sustainability efforts in the workplace.

### **Indoor environment**

Since people spend most of their life indoors, and a fair portion of that time at work, the air quality of the workplace can have an enormous impact on productivity. Most estimates of the cost to run an organization place workforce salary estimates near or above 90 percent of total costs to conduct business. Given that large number, it's a mystery why more emphasis isn't placed on the environmental quality of the workplace and its impact on worker productivity.

There are several key contributors to indoor environmental quality—the introduction of outside air in a building's ventilation system, whether or not smoking is allowed in the building, and the use of green cleaning techniques.

The introduction of outdoor air in building ventilation systems is a design feature that is regulated by the building's operating system. Ventilation systems in the United States are governed by American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards. The introduction of outside air and proper ventilation is considered critical in delivering a high quality indoor environment and decreasing the potential for airborne contaminants and subsequent employee sickness. The other important factor is whether smoking is allowed within the building. If so, is the smoking area separately ventilated? Do you know how much outside air is supplied to your building? Do you meet or exceed ASHRAE standards? One important note is that many facilities are actually bringing in more outside air than what is required by ASHRAE. While this may mean lots of fresh air, it also means you are heating and cooling that air by using more energy. Measuring your outside air levels allows you to determine if you need to increase or decrease your outdoor levels to maintain a balance of indoor air quality and energy efficiency.

Finally, the use of green cleaning practices is influential in establishing a healthy indoor environment. The use of green cleaning products and equipment, standard operating



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procedures/strategies for sustainable cleaning, safe storage and handling of chemicals, worker training and occupant feedback form the basis of a sound green cleaning program.

In addition, knowing your ventilation system is an area where your design and operating engineers can help. Cleaning is a function that is normally under direct control of the facility manager.

#### **Focusing on the basic principles**

There are certainly other factors that go into sustainable

facility management than the aforementioned basic five areas. However, energy efficiency, water, purchasing, waste management and the indoor air environment represent core principles in sustainability and are a good starting point. It is no coincidence that these areas mirror the prerequisites of USGBC's LEED-EB certification program. The LEED program has provided us with credible criteria for determining whether we are on the right path to sustainable facilities. Facility managers are faced with difficult obstacles in existing buildings. While many have the privilege of building new facilities, most have an aging inventory of buildings that do

not lend themselves easily to greening efforts. Limited operational and capital funding and the time it takes to implement sustainable initiatives in the form of more energy efficient equipment can slow down the greening process. It usually takes several years to cycle through enough efficient capital improvements to make buildings energy efficient enough to be considered sustainable.

Hopefully, these five areas will provide those facility managers who are faced with a mountain of green literature—and lots of pressure to do something—a simple guide to finding out the basics about their facility when that inevitable directive comes down from the top. If you don't drive the effort, you are likely to find yourself in a position where someone else figures them out for you. Don't put yourself in that situation—start with the basics and build your program from there.

## **GROW!**

*by Dan Paulson, from InVision Biz Bits, March 6, 2009*

I have the opportunity to speak with many business leaders every week. As you can imagine, the conversations with many are about concern. They are concerned about the news they hear, what the future will bring, and what they will do. All too many times the answer that is tossed around is wait, hold back, conserve, let's see what happens in the market and, when things turn around, take action.

You may even be experiencing this yourself right now. The fear of doing something is far greater than the fear of doing nothing. From a rational point of view, this may not make any sense because if you do nothing, how are you going to get anywhere? It makes even less sense when you change the context of the situation. A friend of mine, Ruth Lycke from China Connection, put it this way. If you found out you had contracted cancer and you learned that the only thing that would save your life was surgery to remove the affected area, what would you do? I doubt there is any question in most people's minds that they would elect for the surgery without question after they did the research.

The business model for many years has been "wait and this too shall pass," and a majority of businesses are taking that action out of fear, and there are plenty of reasons to be afraid. I recently did some impromptu research on business articles that talked about growing companies or some other positive news and found none. Zip. Zilch. Nada. I am sure if I looked hard enough and used the right key words, I might have come up with something, but not that day. It's easy to see how someone may become paralyzed if all you hear is gloom and doom, and all you have in your head is fear about what may happen. Like the cancer example, doing nothing will only allow the disease to spread, cause more damage, and prematurely end the life of your company. So what can you do to grow even when your mind says wait? Try these.

**Invest in your business** - This is probably the most important thing to do and is often the first thing that leaders stop doing when things get tight. Businesses grow by selling products and services to others. If you cannot invest in your own business, how can you honestly communicate the need for others to invest in theirs?

**Risk regardless of fear** - Fear exists and persists. Growth focused companies have many of the same fears as other businesses. The difference is they go beyond the fear and take action. Again, if you have not taken action in spite of fear, how can you expect your prospects or clients to do the same?

**Accept the reality and plot a new course** - The news you hear is factual, and the last time I checked, news agencies made more money on printing the negative. Most of us get caught up in the negative news stories. Unfortunately negative information corrupts our minds to believe "if it's that bad for someone else, it must be that bad for me too." Who is going to own your destiny? Will it be you or the media? Overcome this by planning a course for growth. Look for opportunities that exist instead of following the path that everyone else takes.

**Make educated decisions** - Invest in yourself and your business, but do so wisely. Understand the outcomes and know what results you are looking for. Often strategy and development are treated as the "nice to have's." Equate value and return to your decision making process.

**Take action** - Most of your competition is cutting back right now. What can you do to take advantage of this? Having a clear message and differentiating yourself is needed now more than ever. Getting that message out is extremely critical. Work your plan.

**Change your thinking** - Garbage in, Garbage out. It's as true today as when the saying was first created. If all you can pump into your head is how bad everything is, how are you ever going to find the opportunities that exist? Whatever you focus on will grow. If all you hear are cutbacks, layoffs, and failures, then that is all you will find. You choose to create your environment. **Make the right choice.**

The reality is more opportunity is created through times of adversity than in times of prosperity. The road you go down is yours and yours alone. Make sure the path you take is the right one.

## **How's Your Staff Doing During This Economy?**

*from FoxBusiness Online, Mar. 9, 2009*

Employee engagement is more than a 21st century buzzword. Studies indicate that highly engaged employees outperform their disengaged counterparts by as much as 20--28 percentage points. During tough economic times, this significant upside to the bottom line can often foreshadow a company's very survival, according to Greg Harris, president, Quantum Workplace, a market research company that surveys employee engagement, loyalty and retention.

Employee engagement is measured by the ability and willingness of individuals to exert effort for the benefit of the company, their tendency to speak highly of the organization and their intent to stay. "When employees witness corporate downsizing and start to fear for their own jobs they often lose their motivation, which in turn affects their job performance, thereby causing them to become less

productive and less of an asset to the company," adds Mr. Harris.

To check the pulse of your employee engagement, employers may want to ask staff to take this brief Economic Sensitivity Survey, developed by Quantum Workplace:

- Management is providing good leadership and guidance during difficult economic conditions.
- My job is mentally stimulating.
- I understand how my work contributes to the company's performance.
- My company affords me the opportunity to develop my skills.
- I receive recognition and reward for my contributions.
- There is open and honest communication between employees and managers.
- I see professional growth and career development opportunities for myself in this organization.
- I know how I fit into the organization's future plans.
- Considering the value I bring to the organization, I feel I am paid fairly.

"During tough economic times, managers are doing more with less. So you've got to understand each employee individually. If you've just lost a couple of people from a work team due to layoffs, you might have to reposition people a bit. It's very difficult to do that unless you're in tune with what the strengths are of the people on your team. "Now, more than ever, employers should be helping employees know how they're part of the future of the company. You need to quell any negative or fatalistic attitudes that might be present and educate the staff that this isn't something that's going to last forever, and that we need to be prepared for better times once the economy turns around," emphasizes Mr. Harris.

Focusing on employee engagement at a time when companies are experiencing mass layoffs should be a key business objective. The best companies are those that are focusing on maintaining a motivated core workforce that is prepared to tackle the challenges of today while planning for the post-recession recovery. For additional information on employee engagement and the benefits of workplace surveys, please go to [www.quantumworkplace.com](http://www.quantumworkplace.com).

### ***Make the Workplace a Happy Place-Even Now***

*from Forbes.com*

These days it feels like we should be grateful just to be employed. But that doesn't mean it's always easy to go into the office—especially in the aftermath of layoffs and the midst of uncertainty. Peter Barron Stark and Jane Flaherty, the authors of several books about corporate leadership, have just written *Engaged: How Leaders Build Organizations Where Employees Love to Come to Work*. In it, they offer advice on how managers can get their staffers enthusiastic about being on the job—and doing their best work. Barron Stark spoke with Forbes about how the best companies accomplish this and about how your company can, too.

**How is the economy, and all the steady news of mass layoffs, affecting the mood in most workplaces?**

It's distracting people. If I go to work with the thought that I may be laid off, that makes it really difficult to stay focused on what I'm going to do today. Worry and fear are two of the most powerful emotions that detract from what's going on in any organization.

### **How can managers and employees deal with that fear?**

They need to keep a positive attitude and focus on what they can control. You can control your own work every day. Also, make sure you over-communicate with your manager. In times of chaos, people stop communicating. Tell your supervisor what you're doing, on a daily basis, to help improve the organization. Pick up the slack from people who have been laid off. Don't go in there and complain to your supervisor. That's not productive. When someone asks you to do something, never say it's not your job. The people who handle the most responsibility and take it on cheerfully are the most secure people in this environment. Supervisors should over-communicate what is going well and the reality of the situation at the company. They should say: Here's where we're at, here's what we're doing and here's my vision of how we'll maneuver through this.

### **What have been the best practices of employers who have created an environment where employees love coming to work?**

Those companies' leaders have shown a compelling and positive vision of the future. Employees know their top three to four goals for 2009, and they can help realize that vision. Another factor is getting the right people for the right job. I don't mean only that they're technically competent but also that they work well with others as a team. Southwest Airlines does this. They hire people who raise the spirit of a room when they walk into it. Accountability also counts. The best of the best are good at identifying performance standards and holding their staffs accountable. If their staffers don't meet their standards, they coach and counsel them. If that doesn't work, the best thing they can do is share them with their competitors. That's the greatest strategic-planning action.

Good managers recognize success. When people feel valued for their contribution, most of them will do whatever it takes to get the job done.

### **Why is it so important for managers to handle performance problems right away?**

If they don't, other employees will wonder why they should go out of their way to get their own work done, seeing that there is no penalty for doing sub-par work. Managers who hold all people equally accountable get more respect as managers. When people see unfairness, it lowers morale.

### **If you're an employee who's unhappy, what's the best way to talk to the manager?**

If you don't feel your particular job works, you can ask if there's another opportunity at the company. I would respect that employee more for it, because I'd know they're honest. Honesty is huge. It builds trust. The stronger the trust is, the more secure you are in your job.



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# N.E.W. IFMA APRIL PROGRAM

April 21, 2009

## Kimberly-Clark's Customer Immersion & Design Center Tour

This program will give our chapter members the opportunity to tour a 10-year-old LEED Silver building that currently houses its second company. Originally built by Hoffman Corporation as their headquarters, Kimberly-Clark has been using it for the past several years as a center to house two formerly separate design teams as well as their virtual reality customer immersion studio. Due to confidentiality concerns, we will not be able to tour the virtual reality studio—where they bring clients such as Target, Walmart and Walgreens to view prototype products and merchandising displays in a virtual store setting—but we will get a chance to see how they converted a somewhat traditional corporate space into a worksite that better supports the creative process.

Cindy Howery, the interior designer from Iconica in Madison who was heavily involved in the conversion project, as well as several Kimberly-Clark staff, will give us some insight in what it took to think outside the typical corporate Kimberly-Clark "box" for a project like this. We'll discover the ways they altered the facility to accommodate two formerly-independent design teams and the following laundry-list of project requirements:

- Help attract and retain the best industry talent
- Celebrate creativity and innovation
- Showcase Kimberly-Clark's brands
- Incorporate sustainable products
- Be flexible
- Enhance and encourage collaboration and communication

Join us to learn more about the LEED features of the original building, the conversion process, and the additions to the space (including access flooring, streamlined wiring and cabling, VOIP telephony, mobile furnishings) that enable an ever-changing, creativity-fostering and collaborative workstyle.

**LOCATION:** Kimberly-Clark  
N434 Greenville Center Dr., Appleton, WI

**SCHEDULE:** 11:30 – 12:00PM Registration and networking  
12:00 – 12:30PM Lunch  
12:30 – 1:30PM Presentation and tour

**DIRECTIONS:** Take Hwy 41 to the College Ave. exit. Turn left if you are coming from the south and right if you are coming from the north. Travel to the end of College Ave. across from the airport. Turn left onto County CB and travel south past the intersection with Spencer St. The building will be on your left.

Admission:  
\$15.00 Members  
\$20.00 Non-Members

***REGISTRATION PROTOCOL: Go to our website at [www.ifmanewisconsin.org](http://www.ifmanewisconsin.org) and click on the April program in the Events Calendar. Fill out the form to register for the meeting. Deadline for registration is Tuesday, April 14th.***