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The Northern Illinois Chapter of IFMA  
January Monthly Meeting

Date: January 8, 2008

Location: Tasty Catering  
1900 Touhy Avenue  
Elk Grove Village, IL

Speaker: Kimberly Murphy

Topic: What every FM should know about Balancing aesthetics with Performance

**About our Speaker:**

Kimberly Murphy  
Antron Carpet Fiber Consultant

Kimberly has a degree in Interior Architecture and has been in the interior finishes field for 15 years specializing in the floor covering segments. She has been with INVISTA for 2 and a half years in the Chicagoland and WI areas working with the Architecture and Design community, as well as being a reliable resource for end users who specify their own flooring. She is currently studying for LEED Accreditation through the USGBC; as INVISTA is a sustainability driven organization that prides itself on environmental initiatives. She is also on the membership committee at IFMANI.

**About our Program:**

What every facility manager should know about balancing aesthetics with performance. There's more than meets the eye when selecting carpet for your facility. Join us taking a closer look at carpet fiber types where we'll reveal the importance of fiber engineering, polymer base and soil resist technology. We'll also review an example of total cost of ownership. If carpet performance is important for your facility please join us for this comprehensive presentation.

**About our Host Site:**

Tasty Catering is a family owned catering company based in Elk Grove Village. Starting out of the back of a hot dog stand, they have now expanded into a 23,000 square foot building. Starting at 4:00am each day, the 4,000 square foot kitchen is bustling with activity as the culinary teams begin preparing the day's menus. Separate areas are specially designed for cold or hot food preparation for maximum quality and efficiency. Along with the kitchen, the facility features 19,000 square feet in warehouse and cooler/freezer space to house all of the food, equipment and supplies. Producing over 9,000 events in 2006, Tasty Catering is a full service corporate catering, corporate gift, picnic producing and special event planning company.

RESERVATIONS MUST BE RECEIVED BY FRIDAY, January 4th!

Agenda  
5:00 p.m. Networking/Tours  
6:30 p.m. Dinner  
7:15 p.m. Program

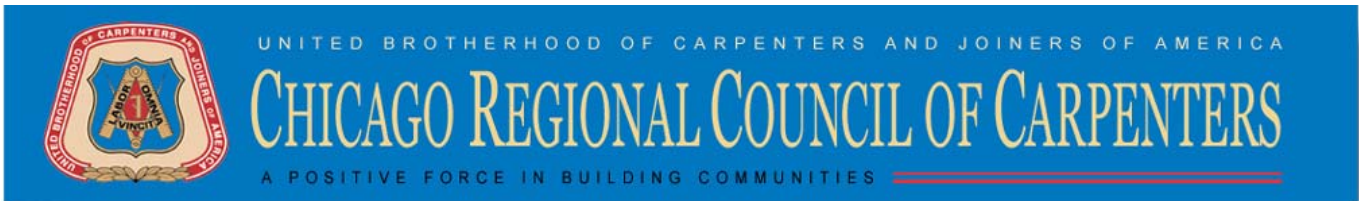
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## President's Message—Dave Falls, CFM, CFMJ



Happy New Year!!

I'm happy to report that we had a very successful holiday/20th anniversary gala in December. We hosted ten of our last twenty presidents as well as Barbara Zlatnik, Associate Director of Member Resources and Pat Turnbull from IFMA Foundation. Memories were shared and good times remembered. I would like to thank all those that were instrumental in planning this event— Seaby Bess, Cecilia Herdegen, CFM, Ted Kubek, CFM, Deb Radek, and Sue Wagoner.

Let's make our next 20 years as a chapter as successful as the first 20 years!!

Since we've welcomed a brand new year, I thought it would be a perfect time to talk about resolutions. This should be the year for all of our members to resolve to get more involved. If you haven't been to a meeting in a while, come check us out. Get involved in a committee. Can't commit a lot of time, write a newsletter article.

### 2007–2008 IFMA NI BOARD

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## Going Green: The U.S. Green Building Council & LEED-CI Certification

### Tom Kapusta, AIA

The intent of this column is that over the next few months, we will explore and explain the U.S. Green Building Council's LEED certification criteria with readers of this newsletter.

The U.S. Green Building Council (USGBC) has developed certification criteria for different conditions such as New Construction, Existing Buildings, Commercial Interiors, and Core & Shell; and is developing new criteria for specific topics such as LEED for Schools, Healthcare, Retail, Homes, and Neighborhood Development. Obviously, the LEED product portfolio is growing, and its impact on the built environment is becoming more and more influential.

This month, we will cover some basic information about the USGBC, and will start to cover the LEED-Commercial Interiors criteria.

Drawing from information available on their own website, [www.usgbc.org](http://www.usgbc.org), the USGBC is coordinating the establishment and evolution of a national consensus effort to provide the industry with tools necessary to design, build and operate buildings that deliver high performance inside and out. As the leading organization that represents the entire building industry on environmental building matters, the Council's unique perspective and collective power provides their members with enormous opportunity to effect change in the way buildings are designed, built, operated and maintained.

### USGBC History and Systems Development

Following formation of the USGBC in 1993, the membership quickly realized that a priority for the sustainable building industry was to have a system to define and measure "green buildings." Less than a year later, their committee included architects, realtors, building owners, lawyers, environmentalists, and industry representatives. This cross section of people and professions adds a richness and depth both to the process and to the ultimate product. The first LEED Pilot Project Program, referred to as LEED Version 1.0 was launched at the USGBC Membership Summit in August of 1998. This system is now called the LEED Green Building Rating System for New Commercial Construction and Major Renovations, or LEED for New Construction. LEED-CI, or LEED for Commercial Interiors, has been added in recent years.

The LEED Green Building Rating System is a voluntary, consensus-based, market-driven building rating system based on existing proven technology. It evaluates environmental performance from a whole building perspective over a building's life cycle, providing a definitive standard for what constitutes a "green building." The development of the system was initiated by the membership, representing all segments of the building industry and has been open to public scrutiny.

The rating system is organized into five environmental categories: Sustainable Sites, Water Efficiency, Energy & Atmosphere, Materials & Resources, and Indoor Environmental Quality. An additional category, Innovation & Design Process, addresses

sustainable building expertise as well as design measures not covered under the five environmental categories.

LEED is a measurement system designed for rating new and existing commercial, institutional and residential buildings. It is based on accepted energy and environmental principles and strikes a balance between known established practices and emerging concepts. It is a performance-oriented system where credits are earned for satisfying criterion designed to address specific environmental impacts inherent in the design, construction and operations and maintenance of buildings. Different levels of green building certification are awarded based on the total credits earned. The system is designed to be comprehensive in scope, yet simple in operation.

### LEED for Commercial Interiors

LEED for Commercial Interiors (LEED-CI) is the system that addresses the specifics of tenant spaces primarily in office, retail and institutional buildings. Tenants who lease their space or do not occupy the entire building can LEED certify their space as a green interior. It was designed to work hand-in-hand with the LEED for Core & Shell Rating System, where developers can certify the core and shell of their development. LEED for Core and Shell and LEED Commercial Interiors establish green building criteria for commercial office real estate for use by both developers and tenants.

If interested in LEED certification, project representatives should review the rating system and be sure the project can meet all prerequisites and achieve the minimum number of points required for LEED certification. If more than one rating system applies, the project team may decide which certification type to pursue.

In future articles, we will explore some of the most common criteria for Commercial Interiors projects in more detail, but for now, following are some highlights and clarifications of the LEED-CI system as it relates to coordination with the base building systems:

- The Sustainable Sites credit applies to the building selected, not the scope of work contemplated by the tenant. This encourages end users to select buildings that have already addressed sustainable design initiatives such as storm water management, heat island reduction, light pollution reduction, water irrigation efficiency, and onsite renewable energy.
- The Water Efficiency credit, Water Use Reduction, is based on the planned occupancy of the space, regardless of when the restrooms are constructed, who pays for them, or where they happen to be located. This also encourages occupancy in buildings that have addressed LEED points.
- The Energy and Atmosphere prerequisite for Fundamental Commissioning, applies to the work done during the project, and as a minimum applies to the energy-related systems affected such as HVAC systems and controls, lighting and day-lighting controls, domestic hot water systems, and renewable energy systems such as wind and solar. It is not expected that the central building-wide systems will be commissioned, but some tenants may elect to have their commissioning authority confirm that

Continued from previous page....

- confirm that these systems meet the owner's project requirements and the basis of design.
- The Energy and Atmosphere credits 1.1 and 1.2, Lighting Power Reduction and Lighting Controls, only look at the lighting power used in the project space, not the entire base building. The goal of these credits is to reduce the lighting power density to as much as 35% below the standards of ASHRAE/IESNA Standard 90.1-2004.

The Indoor Environmental Quality prerequisite 1, Minimum Indoor Air Quality Performance, requires some evaluations of the air handling system, which ideally is done before deciding on the project space. This is a good example of enlisting the services of a qualified architect or LEED Accredited Professional when looking at alternative office spaces.

Over the next several months we will be exploring the details of specific credits in the LEED-CI system, with suggestions for good green design. Until that time, I wish you all a Happy New Year, and encourage you to look for opportunities to Go Green!

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## NI in the News

*(NOTE: some of our best NI IN THE NEWS scoops come from folks simply reading a newspaper or FM publication, or even directly from NI members themselves. So if you or your company have something to "blow your horn" about, email IFMANI@ifmani.com and let us know. Space and editorial content permitting, we'll help you brag!)*

Congratulations to NI Associate member company **Tallgrass Restoration, LLC (Brian Kapusta)** of Schaumburg. The December 27 **Daily Herald** article notes Tallgrass' citation in the award notice for the **Conservation and National Landscaping Award** won by the **Valley Lakes Community Association of Round Lake**.

The award, from Chicago Wilderness and the U.S. Environmental Protection Agency, recognizes local government agencies and businesses for "exemplary natural landscaping and conservation development." The Valley Lakes Community Association of Round Lake (VLA) was honored for their work restoring 273 acres of wetlands and 21 ponds in the Fox Valley watershed. Tallgrass has worked with VLA since spring 2006 to design native shorelines and create wetland management plans.

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## Articles Needed!

IFMA NI newsletter is looking for articles to share with its members. If you have come across an informative and interesting article that you think your fellow members might appreciate, please e-mail a copy or a link to Jonathan Kulis at [kulisj@allsteeloffice.com](mailto:kulisj@allsteeloffice.com). We'll take a look and include it in the next newsletter, with a credit for the sender. Thanks in advance and let us know if you have any questions.



Northern Illinois Chapter of IFMA  
20<sup>th</sup> Anniversary Gala  
Tuesday, December 4, 2008

*Submitted by Cecilia Herdegen CFM (Webmaster)*

Snow fell gently as scores of IFMA/NI members and guests gathered for a grand finale close to the chapter's 20<sup>th</sup> Anniversary year. Members attending the Holiday Gala at Medinah Banquets were dazzled with festive holiday décor, and amazing arias and carols sung - by a property manager!

A very special thank you is extended to IFMA/NI's 20<sup>th</sup> Anniversary Gala sponsors:

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The evening's honored guests included IFMA Associate Director of Member Resources **Barbara Zlatnik** and IFMA Foundation Secretary/Treasurer **Pat Turnball**, bearing greetings from IFMA headquarters in Houston, TX. Amazingly, 11 of IFMA/NI's 20 presidents were present and accounted for this special evening. Chapter Treasurer/Master of Ceremonies **Seaby Bess** provided introductions, and presented each with a special memento of thanks for their service to the chapter. Presidents attending the Gala included:

John Prette, CFM (1988)

Ted Kubek, CFM (1990)

Larry Hassebroek (1994)

Marc Adelman, AIA CFM (1996)

Cecilia Herdegen, CFM (1998-99)

Donna Raasch, CFM (1999-2000)

Terry Melvin, CFM (2000-2001)

Jeff Case, AIA (2002-2003)

Sheryl Callahan, CFM (2003-2004)

Tom Kapusta, AIA (2005-2006)

David Falls, CFM CFMJ (2007-2008)

The evening ended on a high note, complete with game show team competitions, music, dancing and great cheer. Thanks for a memorable year, IFMA/NI 20<sup>th</sup> Anniversary Ad Hoc Committee members: **Seaby Bess, Dave Falls CFM CFMJ, Cecilia Herdegen CFM, Ted Kubek CFM, Deb Radek** and **Sue Wagoner**. Here's to another 20, NI!



L to R: **Michele Stone** (Secretary), **Pat Turnbull** (IFMA Foundation Secretary/Treasurer), **Seaby Bess** (Treasurer), **Dave Falls**, CFM CFMJ (President), **Julie Bizer** (Vice president) and **Barbara Zlatnik** (IFMA Associate Director of Member Resources)



L to R: **John Prette** CFM (1988), **Ted Kubek** CFM (1990), **Larry Hassebroek** (1994), **Cecilia Herdegen** CFM (1998-1999), **Marc Adelman**, AIA CFM (1996), **Donna Raasch** CFM (1999-2000), **Terry Melvin** CFM (2000-2001), **Sheryl Callahan** CFM (2003-2004), **Jeff Case** AIA (2002-2003), **Tom Kapusta** AIA (2005-2006), **Dave Falls** CFM CFMJ (2007-2008)

## Implementing PIPS Principles without ASU: A Case Study at Sharp Electronics

By: Rich Goulet

Many organizations have approached [PBSRG](#) at Arizona State University (ASU), questioning whether the best value principles that are taught at seminars can be implemented, independent of ASU. In order to be considered a true "Best Value PIPS" project, the system must be strictly followed, indicating the need for an expert; someone certified in PIPS. However, we have found that the fundamental principles can be implemented into a project or organization, producing high performance results. One of our associates, Rich Goulet, was able to implement many PIPS principles into a project after carefully reading and studying the manual, analyzing case studies, and attending educational seminars. This is his story:

When Sharp Electronics Corp needed a "class 10,000 clean room" built quickly, their original intent was to hire an architect and consulting engineer to utilize a standard design, bid and build process (DBB). However, with the industry's history of low DBB performance (42% late, 33% over budget), the owner's representative, Goulet & Associates, Inc. proposed an alternative strategy. Richard Goulet had learned of a best value process that resulted in 98% of projects on time, on budget, with a high owner satisfaction level: the Performance Information Procurement System (PIPS). Goulet was confident that he could obtain similar results through the system solely using its manual, without direct assistance from the experts at PBSRG.

Goulet presented the proposed process to Sharp. They discussed the comparative advantages of DBB and the PIPS process. Sharp's two top priorities in construction were time and flexibility. The building of the clean room was critical, as the company's essential product repairs could not be performed without it. Sharp's schedule needed to be ASAP. Also, specifications beyond a one page RFP were unavailable, since Sharp was in the process of building the necessary equipment. As expected, price was another strong influence. In the end, Sharp decided to use a modified version of the PIPS process.

Goulet presented the proposed process to Sharp. They discussed the comparative advantages of DBB and the PIPS process. Sharp's two top priorities in construction were time and flexibility. The building of the clean room was critical, as the company's essential product repairs could not be performed without it. Sharp's schedule needed to be ASAP. Also, specifications beyond a one page RFP were unavailable, since Sharp was in the process of building the necessary equipment. As expected, price was another strong influence. In the end, Sharp decided to use a modified version of the PIPS process.

Sharp advertised the best value project to a network of reputable companies, and 10 companies expressed interest. Through phone interviews, a short list was developed consisting of three contractors with extensive clean room experience (constructed 20 clean rooms over the last five years). It was explained to each contractor that they had been chosen because of their reputation in building clean rooms. They were each given the minimal specification and told to design as they saw fit. However, it was emphasized that they would have their "feet held to the fire" if the system did not operate properly. Additionally, there would be no contractor necessitated change orders permitted. The three companies each submitted proposals, which were compared for completeness and cost.

The proposals came in with a range from \$900,000 to \$1.1M, well in excess of the \$500k budget. The owner realized that they had not provided a realistic budget, but were unprepared for the submitted prices. Each contractor was asked to develop creative value added options to reduce the owner's price while satisfying the scope. Two contractors developed proposals for building free standing clean rooms that more closely met the owner's budget. After final presentations by the competing contractors, the award was presented to Dynamic Heating & Piping Inc for \$523k. It was discovered in the process that the awarded subcontractor's personnel had a history of performance, having participated in building Chicago's first clean room in the mid 60's, which is still operating today.

The total project ran about 11 months; 1 week over schedule. Given that the owner changed the entire location and scope halfway through the project, this was very impressive. All change orders were necessitated by the owner and did not result from contractor errors or omissions. All changes were quickly resolved to the owner's benefit. The project was built within a time frame and quality that Sharp found acceptable. The system is operating per the owner's specifications.

By switching to the PIPS process, the owner was able to shorten the time frame of the project and allow creativity in the design process. Project risk was transferred to the contractor, giving them flexibility and an opportunity to display expertise. The contractors admitted to being unfamiliar with having 100% responsibility for the design, scheduling, and implementation. However, they appreciated the differences and were happy to use their expertise and professionalism. Estimated effects on overall project performance (compared to DBB and DB) indicate a 33% cost savings, and 23% time reduction. Both the owner's project manager and the two contractors indicated their willingness to participate in a best value project again.

### ABOUT THE AUTHOR:

*Rich Goulet (pictured below) has over 25 years experience in the HVAC/R industry. He has been involved in all facets of the industry. He has experience in designing duct systems, ammonia piping systems and other commercial and industrial systems. Mr. Goulet is a Six Sigma Green Belt. He is a member of ASHRAE Technical Committee (TC) 7.8 (Owning & Operating Costs) and TC 7.3 (Operations and Maintenance Management). Mr. Goulet is a member of the United States Green Building Council. He is in the process of getting his LEED certification in Existing Buildings.*

*Goulet & Associates, Inc. is a firm with one mission: Lower the cost of owning, operating and maintaining an organization's HVAC assets. The company has expertise in best value procurement for HVAC systems and service agreements. The company also represents a group of leading edge firms that are focused on how to make organizations more profitable.*



## Shock the System—The Science of Change

By: Kevin Smith

Article Source : [http://EzineArticles.com/?expert=Kevin\\_M\\_Smith](http://EzineArticles.com/?expert=Kevin_M_Smith)

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order to things." — Niccolò Machiavelli

### **The Concept:**

In the early 90s, fresh out of graduate school, I landed the job of "quality support specialist" at a Fortune 500 technology company. What is a "quality support specialist" you might ask? Good question. A "QSS" was a role designed to support the regional director in improving processes, analyzing process data, and improving overall organizational performance. As a QSS and it being the early 90s, we formed teams. Lots of teams. That's what we did back then. Teams to analyze customer issues, teams to analyze workflow, teams to work cross-company issues with our business partners. I must have led (they called it "facilitated" – it sounds fancier) 20 or more teams in the two years I was in the role. Guess how many of these teams' efforts led to lasting, meaningful performance improvement? I'm embarrassed to admit, not very many.

As someone who works in the "performance improvement" field, this is obviously more than a little frustrating. You spend significant time on these change management activities, and yet very little actually "sticks" and produces long-term results. After a few annoyed managers, a couple of aggravated team leaders, and team members who tremble and run when they hear the word "process," you start to wonder: "why doesn't this work?"

Later on in my career, as we have related in previous EIR's, we DID achieve true improvement in a substantial-sized organization by introducing radical change, reinforcing that change with "guiding principles," and communicating the results back to those in the organization. To this day, I'm not quite sure how we hit upon this winning combination – possibly it was our immense, unparalleled, big-brained genius for leadership, but more likely it was a combination of intuition and dumb luck. I don't know – somehow it just worked – but I still wanted to know why it worked and how to make it happen every time...

Well, I didn't find the answer in one of those "business-theory-of-the-month-club" books that everyone seems to rave about. I found it in two places – my own leadership experience and, of all places, the world of physics... The juxtaposition of these two unlikely partners led to a result that I had seldom seen in the process world – tangible, lasting performance improvement.

Here's what happened: A few years after the QSS job, while browsing in a book store, I happened to pick up a book on how new theories in physics are changing our view of how things at all levels behave and interact. Among other things, the book illustrated a concept used

in physics, biology, and other disciplines called "complex adaptive systems." To keep it simple, in studying various systems – whether flocks of birds migrating south for the winter or African termites building a massive, complex mound – scientists have discovered some simple, key rules for how systems must behave in order to be highly successful. All complex systems follow the rules and all complex systems survive or perish based on how well they can adapt to their surroundings while complying with the rules.

As I was reading the rules, I kept thinking, "this is exactly what we did! This is what made our process changes stick! We focused on the 'rules' that drove our organization!" Through some combination of luck and intuition, we had witnessed the beneficial effects of the complex adaptive system principles in our own organization's performance.

So then – what are these principles or rules that govern complex adaptive systems? How can the lessons of flocks birds and colonies of termites be applied to a human business organization and its processes?

The first rule of complex systems is to "shock the system." In order to affect change in a system, you must create some sort of event that forces it to react and behave differently. Shocking the system is a notification that the old way of doing things is history and the new way is the only option. For flocks of birds, the shock may be the cold of the approaching winter. For termites, it may be floodwaters or predators causing them to seek higher ground. For business processes, the shock may be forced upon you (bankruptcy, major shifts in market forces, etc.) or you may need to create a shock that precipitates a desired change.

Inherently, most organizations simply do not want to change – they even have built-in mechanisms – methods, procedures, approval chains, sign-off requirements, etc – to slow the rate of change. This is not always a bad thing, but it does make planned change more difficult. In order to create lasting change, you must overcome the built-in factors that actively resist changes. You have probably experienced this firsthand in your organization. Let's say you decide to implement a new web-based application for tracking projects in your business. What happens? Do people pick up the idea and begin using it as the new method for reporting, or do they mostly revert back to the old way of doing things? In our experience, the majority of people will resist change – even change for the better – and cling to that with which they are familiar. Science tells us that this is not only common, but it is a trait of all complex systems. Organizational systems have a built-in resistance to change - a natural desire to stay at a "stable" state, so don't take it too personally when new ideas and improvements don't get rapidly accepted.

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### **Applications for the Executive:**

Okay – so science tells us that complex systems – such as any business or organization - are naturally reluctant to change. However, in order to stay competitive, we have to change. How can we “shock the system” and ensure that process and performance improvements get implemented and not simply pushed aside? Here are the three steps to create a systemic shock that can help ensure successful change:

#### *1. Float the new ship*

The first step is to implement the change. The key here is communication – the more people know, the more they are “connected” to the change, the more likely you are to succeed. Changes die when they are not communicated to any but a select few. We are big fans of “beta testing” your changes to a small group, but the key is to get the body of the organization on board as quickly as possible. Organizational systems change only when they reach a “critical mass” of people that act or believe in a certain way. If the critical mass is not achieved, the change will die and the organization will revert to the old behaviors. Float your new ship; get as many people as you can on-board, and then...

#### *2. Sink the old ship*

Too often, managers will give people an option – accept the change or don’t accept the change. Complex adaptive systems teach us that one of the keys to successful change is the lack of a choice. I experienced this several years ago when the company where I was employed rolled out a new, more efficient, web-based tool for processing orders. The web-based system replaced a 20-year-old “green screen” application that required the users to remember a myriad of order codes and to type orders in a cryptic language that the system could properly interpret. When the management team implemented the new system, they left the old system in place and you guessed it – the employees refused to use the new system. Even after training, for people who had been entering orders the same way for nearly 20 years, the change was downright frightening. Given the choice of the old, inefficient system they knew versus the new, more effective system they didn’t know, they chose the old system every time. The lesson here is simple – don’t allow people to “choose” not to change. Unfortunately, this rarely happens. Time after time we have witnessed companies’ failures to eliminate the choices: managers that create a new “expense report” process, only to continue to accept the old-style of report; IT groups that run an old system and its replacement in parallel for years, and so on.

Organizations and people like stability. If you are trying to affect a major change, you must “sink the old ship” quickly and decisively after floating the new one.

#### *3. Evaluate the survivors*

You have implemented a changed process and eliminated the ability for people to continue to use the old process.

The next step is to evaluate who has accepted the change and who has not. Even if you achieved critical mass (you got enough people on the ship) and you eliminated all options but the new way (you sank the old ship), some people simply will not accept the change. They will complain, they will tell everyone who will listen what a bad decision this was, and they will sow the seeds of dissent. With these people, you must make a decision – can they be converted to allies of the new way or do they need to leave?

Years ago, one of my former employees was a “ship sinking survivor” who did not take well to the change. After we implemented a new, automated project reporting application, he wasn’t very happy. In fact, he referred to the need to report status using the new tool as “chicken-@!\$% window-dressing.” And he was very vocal in his proclamations. Not quite the reaction I had hoped for. It would have been much easier to allow his team to revert back to the old way of reporting, but instead, we kept at it. I asked him to tone down his opinions a bit – which he did – but he still wasn’t a fan. It took time for him to use the new process and personally experience the benefits to overcome his reluctance. Before long, his group was the most effective, most efficient in the organization in their use of the new process. They even made suggestions on how to improve the application further. Today when we talk, he frequently mentions how great that process was and how he wishes they had it at his new company. Once converted, former “change-haters” can become your most powerful allies in your change efforts.

However, some people will not accept a change even after discussing the rationale, the benefits, and the value of the new way. This poses a significant problem, as one of two things will likely happen: these personality types will either derail your change, or the change will reach critical mass and embed itself in the culture of your organization leaving those who refuse to accept the change ineffective. Neither one of these is a very good option – (a) either the change fails or (b) certain employees are unable to fulfill their new duties. To ward off these two bad options, we recommend the following course of action. Upon recognizing disruptive behavior, you should immediately sit the employee down and explain the options: either the employee actively supports (and uses) the new process, or they find employment elsewhere. You might find this hard-hearted, but think about the possible consequences of letting this person continue bad-mouthing your efforts. If the poor morale spreads to enough people to derail the whole change effort, you risk the time and effort you expended on the project and possibly peoples’ jobs, if the project was key to the health of the business. Work with your people so they understand the purpose and the importance of the change. Insist that they use the new process instead of the old way. If they cannot or will not make the transition, they have to go. False kindness is the enemy of lasting process improvement.

True, effective change isn’t random and it isn’t guesswork. It’s science. Like me, you may not have realized all

of the underlying factors that were in play when you experienced a successful change, but they were there, waiting to be discovered. All organizations are complex systems and all complex systems follow a core set of rules. A flock of birds, a mound of termites, a human business endeavor - it doesn't matter. Understand the rules, and you can more effectively implement change in your organization. Shocking the system is just the first step.

Kevin M. Smith is a co-founder and managing partner at NextWave Performance LLC <http://www.nextwaveperformance.com>

Prior to joining NextWave Performance, Kevin held the position of Vice President at Retreon Inc. where he was responsible for development of process and program management technology and delivery of process management and improvement professional services.

As a Senior Director at Qwest Communications, he led both the Systems Strategy and the Engineering Program Management teams for the National Networks organization. He spearheaded the deployment of new technologies programs and developed innovative web tools used by the corporation to manage as many as 15,000 concurrent projects for more than 6,000 users. A "Six Sigma Black Belt," Kevin also led corporate process management and improvement initiatives at LCI International and MCI, and served with Booz-Allen Hamilton as a consultant in their Process Improvement practice. Kevin holds a B.S. in Finance, as well as an M.B.A. in Process Management, both from the University of Maryland, College Park.

Article Source: [http://EzineArticles.com/?expert=Kevin\\_M\\_Smith](http://EzineArticles.com/?expert=Kevin_M_Smith)

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## NI CALENDAR

### February 5, 2008

Mars Inc.  
Burr Ridge, IL

### SAVE THE DATES

### Thursday, May 15, 2008

IFMA Annual Golf Outing  
[Klein Creek Golf Club](#)  
Winfield, IL

### October 15-17, 2008

World Workplace 2008  
Dallas Convention Center  
Dallas, TX  
[www.worldworkplace.org/2008/](http://www.worldworkplace.org/2008/)

2007-08 IFMA/NI Board Meetings

### January 16, 2008

### February 13

### March 12

### April 9

### May 14

### June 11

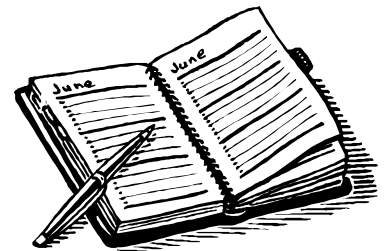
### July 9

### August 13

### September 10

### October 15

### November 12



## Mark your FM Calendar

### Mark Your FM Calendar

note: the following information is provided solely as a convenient listing for IFMA/NI members. Further details may be learned by contacting each group as listed below.

January 22-23, 2008  
Boiler Operation Maintenance & Safety  
Elk Grove, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

January 22  
Chicago Commercial Real Estate Forecast Conference & Expo  
Hyatt Regency Chicago  
Chicago, IL  
[www.rejournals.com](http://www.rejournals.com)

January 24  
OSHA Compliance 2008  
MCHC Conference Center  
Riverside Plaza  
Chicago, IL  
Fred Pryor Seminars  
(800) 556-2998  
[www.pryor.com](http://www.pryor.com)

January 24-25  
Understanding Air Conditioning & Refrigeration Systems  
Elk Grove, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

January 28-29  
The 2008 National Electrical Code  
Elk Grove, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 4-5  
Implementing Total Productive Maintenance (TPM) & 5S  
Elk Grove, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 4-8  
Air Conditioning and Refrigeration/Heating Applications  
Elgin, IL  
National Technology Transfer, Inc.  
(800) 922-2820  
[www.nttinc.com](http://www.nttinc.com)

February 11-12  
Boiler Operation Maintenance & Safety  
Naperville, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 11-15  
Air Conditioning and Refrigeration/Heating Applications  
Joliet, IL  
National Technology Transfer, Inc.  
(800) 922-2820  
[www.nttinc.com](http://www.nttinc.com)

February 13-14  
Understanding Air Conditioning & Refrigeration Systems  
Naperville, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 18-19  
Arc Flash Protection & Electrical Safety  
Naperville, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 20-21  
The 2008 National electrical Code  
Naperville, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 26-28  
Boilers: A Technical and Operational Workshop  
Elk Grove, IL  
American Trainco  
(877) 97TRAIN  
[www.americantrainco.com](http://www.americantrainco.com)

February 27-29  
Best Practices Forum-Management Summit  
Leaders' Conference  
Hilton Houston Post Oak  
Houston, TX  
[www.ifma.org/events/fm3d](http://www.ifma.org/events/fm3d)

March 3-4  
Troubleshooting HVAC Controls & Air Distribution  
Joliet, IL  
American Trainco  
(877) 9787246  
[www.americantrainco.com](http://www.americantrainco.com)

March 10-11  
Generators & Emergency Power  
Elk Grove, IL  
American Trainco  
(877) 9787246  
[www.americantrainco.com](http://www.americantrainco.com)

March 12-13  
Generators & Emergency Power  
Joliet, IL  
American Trainco  
(877) 9787246  
[www.americantrainco.com](http://www.americantrainco.com)

March 17-18  
Steam Systems Maintenance, Safety & Optimization  
Elk Grove, IL  
American Trainco  
(877) 9787246  
[www.americantrainco.com](http://www.americantrainco.com)