

The Facilitator

News from the Boston Chapter of IFMA
The International Facility Management Association

You're in the Boardroom, Now What?

by Frank Murphy

IFMA-Boston has long discussed the need for Facility Managers to speak the language of business; specifically the business language of their corporation or organization. So, let's assume you've mastered that. Then what?

Issue selling in the Organization, an article in the Spring 2002 *MIT Sloan Management Review* provides guidance. Issue selling is the "earliest stage of change." To be a successful "issue seller," one must show that their issue fosters corporate goals. You need to know what type of information your CEO and CFO values. Is it raw data, employee satisfaction as reflected by attendance, or customer satisfaction reflected by repeat business from the same clients?



Successful issue sellers are conservative in their approach. They tone down "radical" ideas. They introduce their issues incrementally and slowly. They "tailor their presentation to the organization's culture and overall strategy."

Remember change is a process. It doesn't happen all at once. You need to chip away. You need to be happy with incremental gains. Don't expect to knock the ball out of the park your first time at bat!

One honest question to ask yourself: "Do you work for an organization that values change?" Does your organization on the highest levels permit critical dialogue? Or is it more like, "Shut up and do your job!" Executives in dynamic organizations step out of the way and give employees the "power to put the gears of change into motion."

A full exposure to this subject can be had by reading *Moves that Matter: Issue Selling and Organizational Change*. Go to www.aom.pace.edu and search dutton.pdf.



Thank you to the hard-working golf committee. L to R, standing: Kathy Creed, Peter Atkinson, Kristin Hedderman, Alicia Dernier. Kneeling: Judylynn Monaco and Dave Caron



IFMA-Boston on the veranda after this year's Annual Golf Tournament. Thank you to this year's major sponsor Eastern Building Service Corporation.

Smoothing the Move



By Lori Steward Coletti

A business relocation or renovation is a golden opportunity to make positive changes in an organization. This is the perfect time to improve efficiency, enhance corporate image, improve teamwork and collaboration, or save money. It is also a process which inspires fear and dread in facility managers. A move or renovation project involves a lot of work, potential for disruption, and potential for conflict with internal “clients” who may not be as concerned with the long term improvements as with the immediate affect on their work, status, or commute. Despite the facility manager’s best efforts, not everyone will be happy with the process, the new space, or perhaps both. Still, the best way to improve satisfaction and minimize disruption is to go back to the basics. Clear communication and management of expectations alleviate the majority of problems, or at least address issues early enough in the process that the major chaos associated with move-in day is avoided.



- **Communicate frequently, using a variety of methods and forums.**

Regular communication throughout the project enhances people’s understanding and acceptance, particularly when the changes are dramatic. It helps to keep four points in mind:

- *Appropriate information, appropriately timed*

It’s important not to overwhelm people with too much detail early on. A better strategy is to establish a communication plan which addresses the big picture early in the process, and introduces more of the details later. Sharing a schedule with milestone dates or activities helps alleviate concern.

- *High tech is not always the most effective*

It’s important to assess the culture of the organization to determine the best communications vehicles. Since we are all bombarded with electronic messages every day, often email is not as effective as a simple poster or newsletter campaign. And developing a logo or other project symbol helps people to identify move-related communications quickly and easily.

- *Tell ‘em, summarize, and tell ‘em again*

People only retain about 20% of what they read and hear, so it’s best to communicate important information or instructions on more than one occasion, and preferably in more than one format.

- *A picture is worth more than a thousand plans*

Most people have trouble visualizing space and reading floor plans, so it’s not enough to distribute plans and

expect your clients to understand the space. In fact, distributing plans too early in the process to too wide a population often causes more problems, because people focus more on where they are sitting than the space overall. Whenever possible, photos, mockups, finish boards, renderings, and other planning and communication tools are more useful than floor plans. Particularly useful are tools which help people understand how best to utilize the spaces that they will use. And if plans are posted or distributed, it’s important to supplement with verbal or other visual information.

- **Manage expectations**

As part of the communication plan, it is essential that people’s expectations of the space and the move process are not unrealistically high, or conversely, wildly pessimistic. Either extreme is rarely accurate and can cause difficulties. There are a variety of areas where realistic expectations lead to a more successful project, from the internal clients’ perspective:

- *Expectations about the space*

Not every request made in the programming process can be accommodated. It’s important to be clear about the space, amenities, and individual workspaces well before the move occurs. Even if conflict arises, the long-term repercussions and move-day chaos will be greatly reduced when clients clearly understand what they will be getting and have a chance to be heard, and prepare.

- *Expectations about the process*

It’s important to make sure that people understand what they can expect around the critical move days in terms of access, support, and activity. Many of the normal support channels, such as facilities and IT, are generally absorbed in the move process, and access to the work site is limited. People need to be aware of the activities, and the impact on their work, if any, in order to be able to adequately plan and prepare to meet their own work responsibilities. For example, if people expect to find their files unpacked and readily accessible, and they find them boxed and in a storage room, they experience more disruption and annoyance than simply expecting to unpack their own files and planning their day accordingly.

Problems can be averted and post-move issues minimized by making sure that an organization pays as much attention to its communications as to the project plan. Successful moves happen with a whisper, not a bang, and the only truly welcome surprise is opening-day breakfast. The best way to minimize complaints is to keep people informed, and deliver as promised.

Lori Steward Coletti is Vice-President of Fox Relocation Management. Lori also serves on the Executive Board of IFMA-Boston as Vice-President for activities. She welcomes your feedback to this article and can be reached at lcoletti@foxcorp.com.

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THE PRESIDENT'S COLUMN

As I prepare to go on vacation grabbing the last bit of summer, I am wondering what the next year will bring. Will the economy start to recover? Will safety and security continue to be paramount? Will there be further progress made addressing the many environmental issues we face?

I am approaching the year with optimism. I think a lot of good people are doing a lot of good things to make the world a better, safer place. Although our world has changed significantly since last September, I believe that we all will find ways to adjust and deal with it. IFMA is part of leading the way to better, safer workplace environments.

At IFMA – Boston next year, you will find many interesting and relevant programs and events. We have planned a variety of things from a tour of the Seaport District, Managing Your Career, and programs on facility practices to promote health, safety, and security. Additionally IFMA – International will be hosting a two day seminar in December in Cambridge, MA on Emergency Preparedness – Writing a Plan.

You will find IFMA – Boston's Local Networks valuable. We have networks focusing on Financial Services, Research and Development, Manufacturing, Academic, and Corporate Headquarters. These groups are opportunities to network and share ideas and experiences with professionals closely aligned with your work situation.

IFMA – Boston has also planned many fun events throughout the year. Our annual Holiday Gala and golf tournament were smashing successes last year as they are every year. I look forward to them again.

Our community project for this year is the Jimmy Fund – Boston Marathon Walk for cancer treatment and research. IFMA – Boston will be staffing a water station and also walking to raise money. If you are interested in participating please check our web site www.ifmaboston.org. If you can't participate, please consider sponsoring a walker for this worthy cause.

I know you will find these events and activities interesting, valuable, rewarding, and best of all enjoyable. I hope to see you at as many as you can attend.

Let's have a great year!





Boston Chapter of

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Scott Tibbo Awarded President's Citation

Scott Tibbo, CFM, the Boston Chapter's Past President, has been awarded the President's Citation "for meritorious service as Chapter President of the Boston Chapter of IFMA" from David J. Brady, President and CEO of IFMA.

Dear Scott:

On behalf of the entire IFMA staff I want to take this opportunity to thank you for serving as the President of the Boston Chapter of IFMA during the past year. Your dedication and many hours of selfless service have been evident in the success the Chapter has enjoyed during your tenure. You've taken the Boston Chapter to new levels of professionalism through the benefits and services you've initiated and expanded.

I'm enclosing a President's Citation to commemorate your dedication and service.

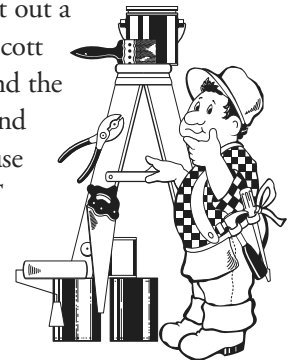
This has truly been a special year for the Boston Chapter and I hope for you, too. Starting with the strategic planning, I knew it would be a year full of exceptional accomplishments. It's met my expectations and more. Best wishes to you and thank you again for the exceptional contributions that you made. It's been a special pleasure for me to watch your accomplishments with the chapter. I will certainly look forward to your continued active support and hope you will stay in touch with me.

Warmly,

*Linda Beverly
Director, Member Services*

CAP House Update

CAP (Children with Aids Project) sent out a "we need help" call to Past President Scott Tibbo. Classrooms needed painting and the day care room, a large assembly area and playroom at the heart of the CAP house needed to change from carpet to VCT flooring. As usual our membership responded. Righter Associates painted the rooms and Business Interior supplied and installed the VCT flooring.



The Facilitator

The Facilitator is the newsletter of IFMA Boston and published quarterly.

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Laura Wohlford/Facility Management Consultant, Assistant Editor
Seema Pandya/Catharsis Corporation, Health Editor

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Electronic submittals can be sent to Frank Murphy: fmurphy47@aol.com

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Back to Basics

By Seema Pandya

Four out of five adults will experience significant low back pain sometime during their life. After the common cold, problems caused by the lower back are the most frequent cause of lost workdays in adults under the age of 45.

Low back pain can be caused by a number of factors from injuries to the effects of aging. For the purpose of this article, we will concentrate on low back pain due to a bulging and/or herniated disk



The Disk – Think of the disk as a jelly donut. It has concentric layers with the jelly (nucleus) concentrated in the middle. When pressure is placed in front of the disk, as in sitting in slouched or forward flexed posture, bending forward at your waist to lift, or from trauma of an accident, the disk starts to push through, usually to the back. The

nucleus is surrounded by a tougher outer portion called the annulus.

What is a bulging or herniated disk?

If the nucleus pushes out the back as shown in this picture, it can compress the nerve roots that supply sensation, strength, and reflexes to your lower legs, bowel, and bladder. This is called a bulging disk. If the crack extends out of the disk, material from

the disk may push out or rupture. This often is referred to as a herniated or slipped disk. A bulging disk is easier to treat than a herniated disk since the annulus is intact.

What is the best treatment?

Most low back pain can be safely and effectively treated following an examination by your orthopedic surgeon and/or physical therapist and a prescribed period of activity modification, anti-inflammatory medications to relieve the pain and diminish the inflammation on the compressed nerve, traction, exercise, and most importantly, increased knowledge and implementation of proper posture and body mechanics.

When is surgery needed?

Most low back pain, whether acute or chronic, almost always can be treated without surgery. The most common reason for surgery on the lower back is to remove the pressure from the nerve when it causes unbearable pain to the back/legs, when the compression on the disk has created weakness to the lower extremities, or when the ability to control bowel and bladder is lost.

Prevention

Low back pain due to bulging disk or herniated disk may be prevented by:

- exercising regularly to keep the muscles that support your back strong and flexible
- using the correct lifting and moving techniques; regardless of how light or heavy the object is
- maintaining your proper body weight; being overweight puts a strain on your back muscles
- maintaining a proper posture when standing and sitting; don't slouch

Seema Pandya is the executive director of Catharsis Corporation. She is a licensed physical therapist specializing in orthopedic injuries.

BOSTON CHAPTER/IFMA HAS MOVED!

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Special thanks to
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Tom Smart of
First Choice Office Services
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Boston Chapter/IFMA is managed
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Environmental Solutions



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www.trainedbeavers.com

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2002 – 2003 Program & Events Calendar

September 29, 2002

Sunday

Community Project: Jimmy Fund Walk

Join your IFMA colleagues as we staff a water station and, for the more athletically inclined, participate in the walk. Go to www.ifmaboston.org and download our PDF describing the event.

September, 2002

date TBD

Boston Chapter Fall Membership Breakfast

Learn about opportunities to become more involved in the Chapter.

September, 2002

Boston Chapter Local Networks - Meetings Resume

Active LNs include Academic, Corp. HQ, Financial Services, Manufacturing, R & D.

October 5-8, 2002

World Workplace, Toronto

Annual extravaganza presented by our International HQ.

October 16, 2002

Wednesday Morning

Managing Your Career - Part II

Cynthia Ingols, back by popular demand, for a 1/2 day training session.

November 13, 2002

Wednesday, 5:30 – 8:30 pm

Elasticity of Space

A presentation on the options facing us in today's difficult real estate market.

December, 2002

Holiday Gala

Annual high spirited event in support of CAP - Children's AIDS Programs.

January 29, 2003

Wednesday

Ergonomics

A panel discussion providing updates on ergonomics legislation, issues, and possible resolutions.

February, 2003

New Balance

A tour of the new facility you've passed by so many times.

March, 2003

Spring Membership Breakfast

Another opportunity to meet other members and learn about the Chapter.

March 26, 2003

Building Controls

A presentation regarding new regulations and progress in building controls

April, 2003

The Biotech/Pharmaceutical Explosion

A presentation about the recent growth of this industry, and the issues of converting office/hi-tech space to biotech space.

May 23, 2003

MFA - Master Plan and Project Updates

The Museum of Fine Arts is in the midst of a major renovation and expansion, a perfect location for this topic.

June, 2003

Annual Awards and Chapter Celebration

Great networking, great food - a wonderful time for all who attend.

June, 2003

9th Annual Golf Outing

A must for FM industry golfers, both serious and otherwise.

Go to www.ifmaboston.org for details on these events.