

# WE

## Workplace Evolutionaries

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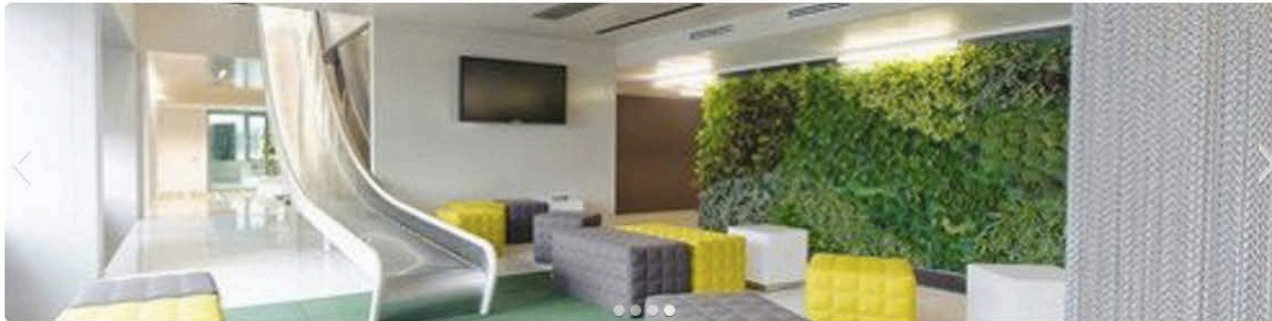
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# we.ifma.org

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Slideshow images provided courtesy of [Work Design Magazine](#).



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# Kate North

Global Chair, WE

VP, Workplace Innovation, [PlaceValue](#)

*“Leading the Workplace Revolution”*

**Passionate Workplace Instigator &  
Cultivator of Community**



placevalue

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# What I know for sure....

The opportunity us to make a difference is NOW  
and the **power of community** will harness our  
**collective intelligence**, expand our **workplace IQ**  
and provide us with the **courage** and wisdom to  
activate what WE know is **possible!**



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# What **WE** Know for Sure

Nine Workplace Thought Leaders Share Insights

1. Leadership & People
2. Place & Change
3. Disruption & FM Role



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# Round 1

Lynda Ward  
Kevin Schlueter  
Angie Lee



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# Lynda Ward

Workplace Transformation,  
Leader, Strategy Integrator,  
AAA Certified Mediator



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# What I know for sure....

the



is changing...



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# What I know for sure....

*Engaged Leadership:  
One of Three Consistent Barriers to Success*



*Engage Leadership about  
business strategy:*

- Vision and Mission
- Business Performance Metric
- Clarity and Compelling

# What I know for sure....

## *Engaged Leadership: Vision and Mission*

To alleviate pain,  
restore health, and  
extend life for millions of people each year.



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# *Engaged Leadership: One of Three Consistent Barriers to Success*

## Finance

- Capture 75% of Global Healthcare Expenses in Emerging markets
- Global Leadership in Chronic Disease
- Reduce Costs
  - Reduce real estate & operating expenses
  - Improve space flexibility & cost of change

## Customers

- Reach 25 M people by 2020
- One B new patients in emerging markets
- Corporate Reputation (product donations; progressive environmental stewardship)
- Corporate Citizenship

## Business Processes & Technology

- Create cost-effective therapies & successful delivery models
- Collaborative Culture of Innovation
- Flex Work for Commuters
- Partner with Local Governments
- Provide chronic disease management

## Learning & Growth

- Aligned workforce with vision & objectives
- Total Employee Engagement
- Attract Talent and a diverse workforce
- Improve workplace satisfaction



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Source: Robert Kaplan, Harvard Business School & Robert Norton, Palladium Company  
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# Question To Explore.....

*Engaged Leadership:  
One of Three Consistent Barriers to Success*

*What Does Leadership  
Care About?*

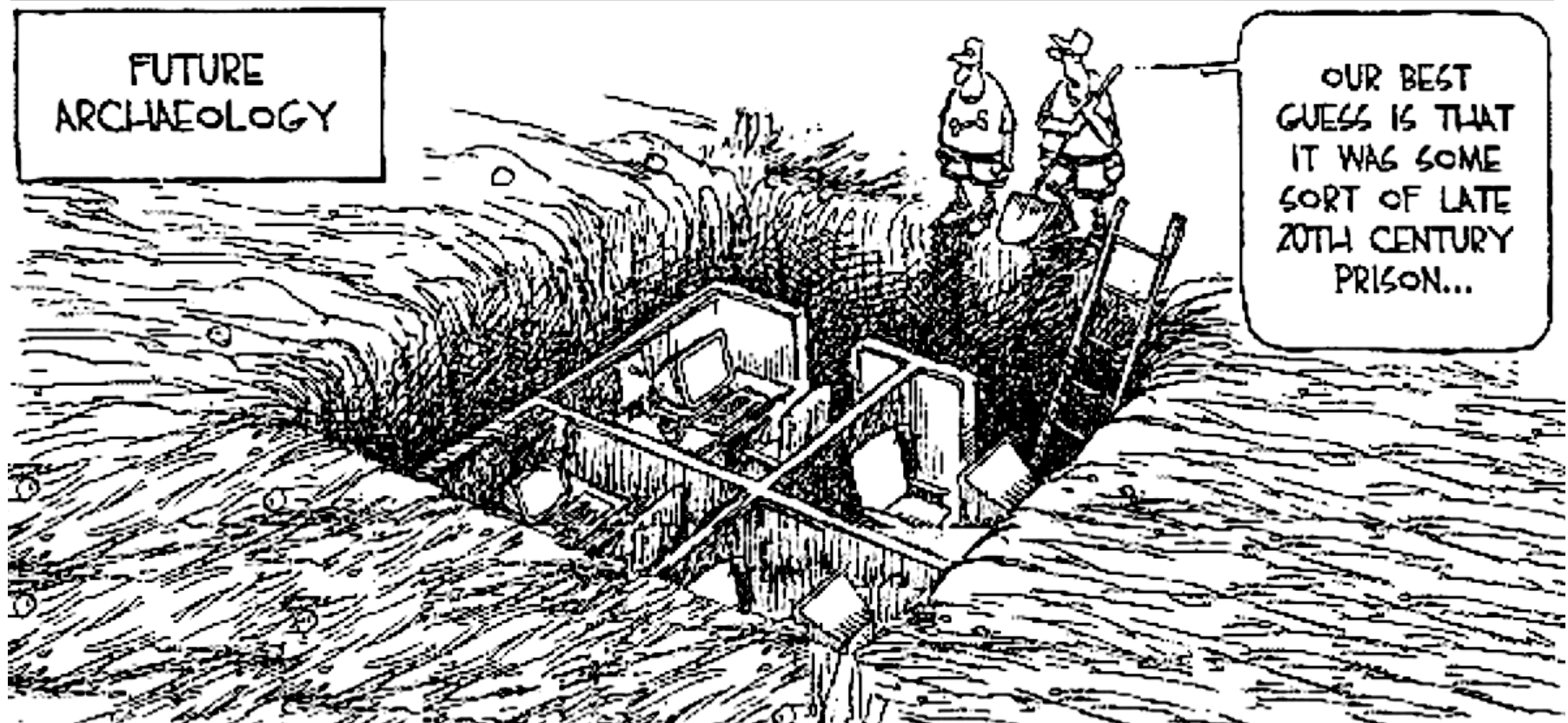


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# Question To Explore.....

*The Future Is Now.....*



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# Let's Connect

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# Kevin Schlueter, WPA North America

## Work + People + Analytics

*"Engaging Workforce to  
Understand and Create Change"*

Futuristic | Ideation | Strategic |  
Connectedness | Deliberative



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What I know for sure....

Workplace Strategy  
begins with  
Work and Workforce



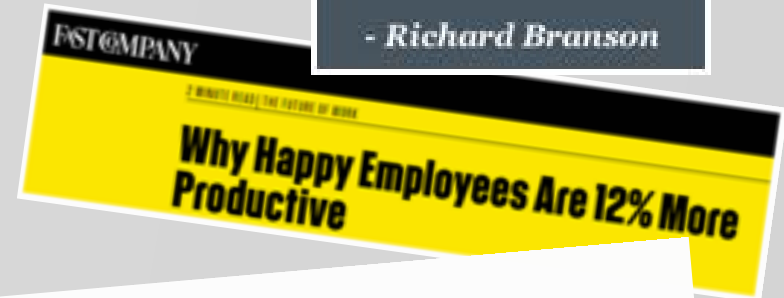
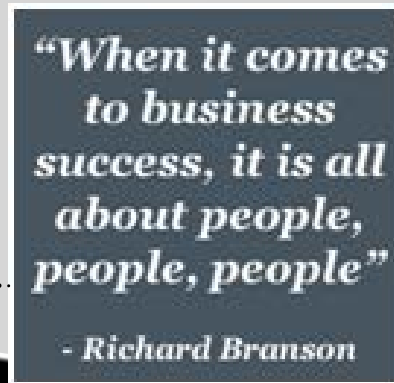
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# People are the organization...



People centric businesses make more money....



Forbes July 21, 2014  
People Are What Matter Most In Business



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# Work



= the performance of people.



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# Measure



the work of your people.



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# Question to Explore

How do you measure  
the success of your  
workplace strategies?



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# Angie Lee, FAIA, IIDA, LEED

Passionate about...

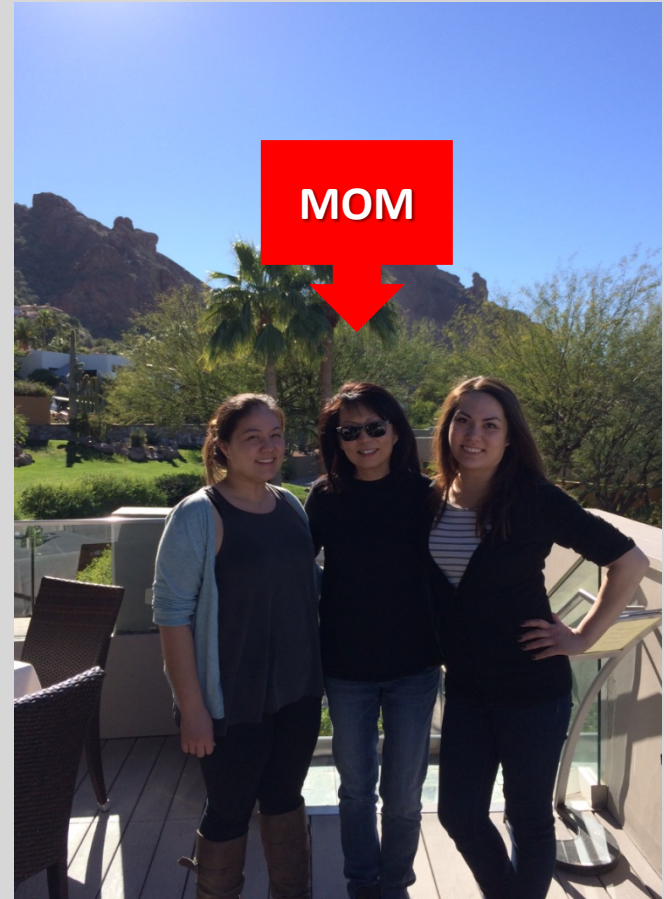
People

Communications

Relationships

Design and so many more

Having Options...





# What I know for sure....



The 3 Cs in Life

**CHOICE | CHANCE | CHANGE**

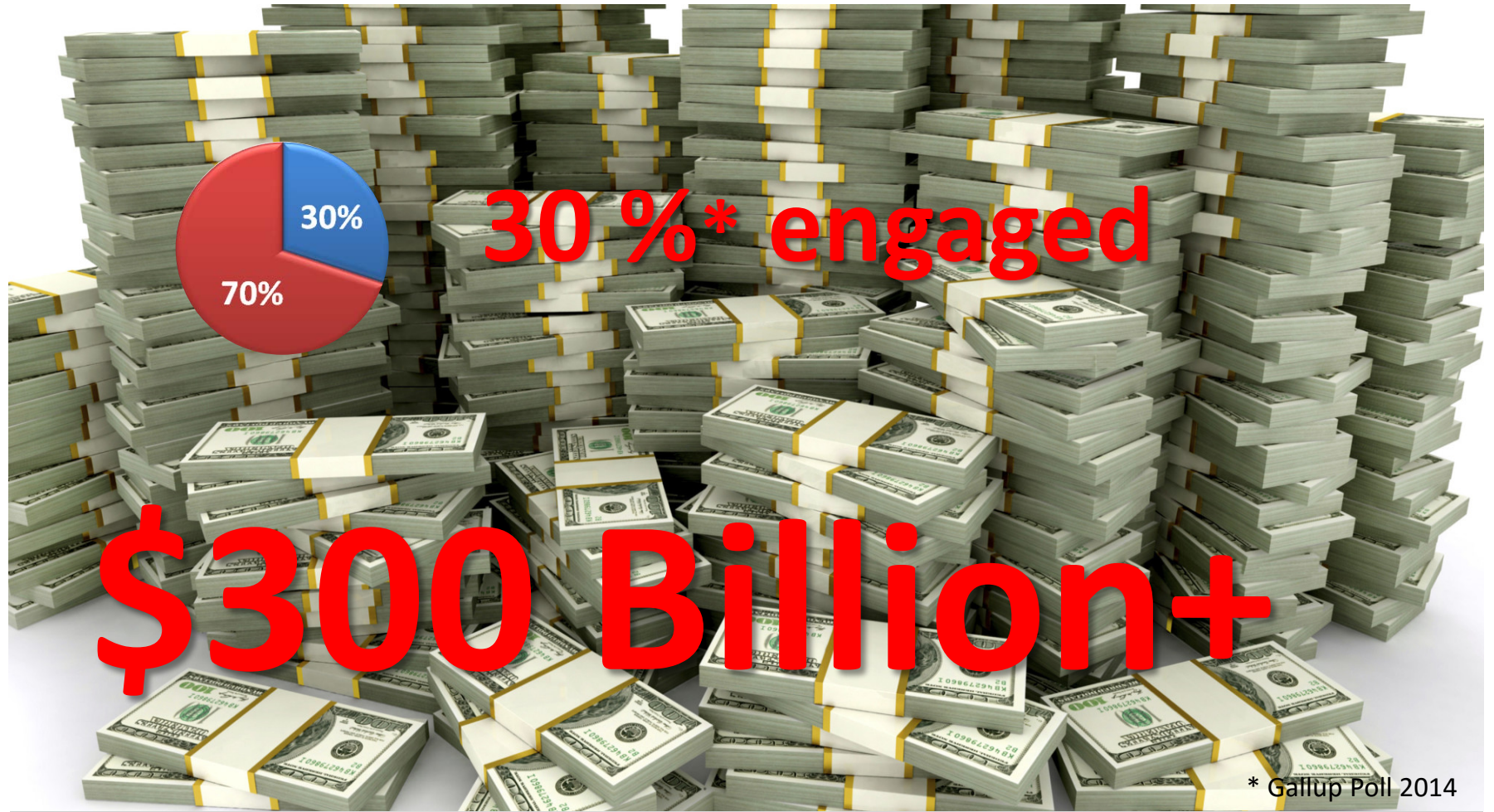
**You must make a choice, and have the courage to take a chance, or your life will never change...**



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# What I know for sure....



\* Gallup Poll 2014



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What I know for sure....

# Having CHOICES



Power  
Control  
Ownership  
**Empowered!**



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# What I know for sure....

## Happy Employees = Productive Employees



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# Question to Explore

**Now that you have provided lots of options for people to choose from, what do you think are the biggest challenges to fully embrace their ability to choose?**



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# Let's Connect

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**Principal | Global Market Leader**

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# Let's Explore

- Question #1
  - Each person shares their thoughts - 1 minute each
  - Capture it on the post-it note and give to your table moderator
- Question #2 – Same
- Question #3
- Stand-up, stretch and move to another table
- Meet your peep and get ready for the next round



# Questions to Explore

- Lynda Ward
  - XX
- Kevin Schlueter
  - How do you measure the success of your workplace strategies?
- Angie Lee
  - Now that you have provided lots of options for people to choose from, what do you think are the biggest challenges to fully embrace their ability to choose?



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# Round 2

Bob Fox

Gary Miciunas

Laura Hambley



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# Bob Fox

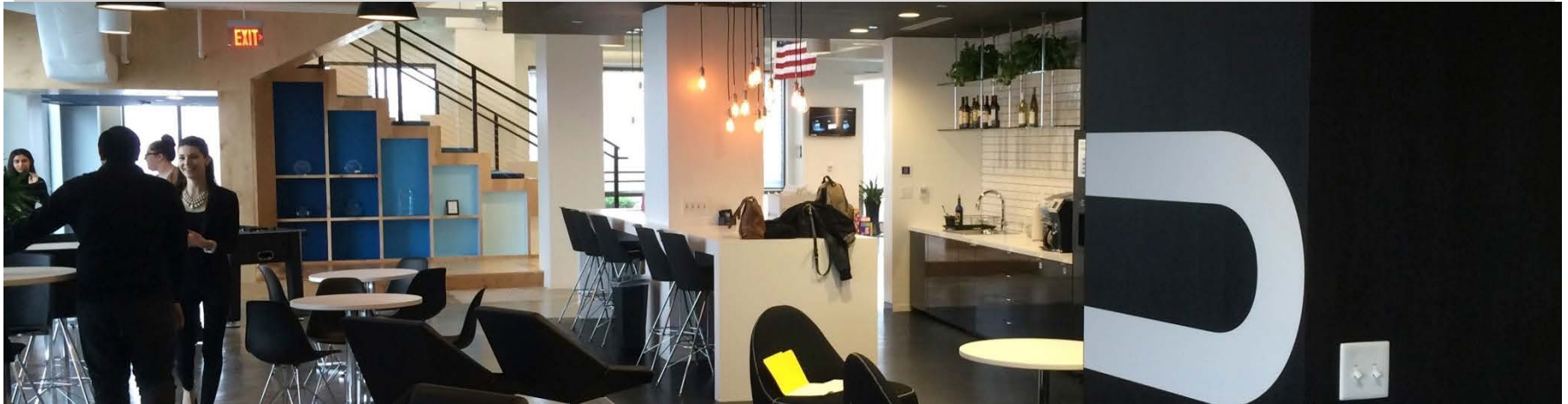
Visionary, Futuristic,  
Connector, Arranger  
Workplace Innovator



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# What I know for sure is....

...that the spaces we occupy  
**speak to us.**



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# Question to Explore

How do you see the places  
where we work **influence,**  
**shape & communicate**  
our **behavior?**



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# Let's Connect

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[Work Design Magazine](#)

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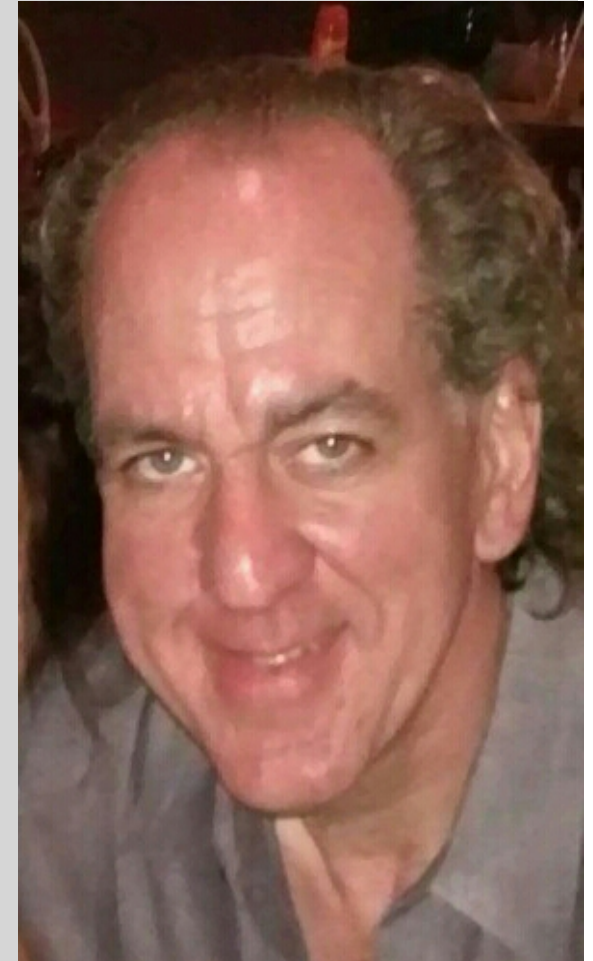
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# Gary Miciunas

**NELSON Advisory Services**

**Workplace Innovation &  
Change Management**

- **S**ervice Design
- **I**nformation Design
- **X**perience Design



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# What I know for sure....

## “Change Management” declaration, or certification?



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# Find Change in Pockets



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# Variance



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**“Keep your friends close, but your enemies closer”**



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## Question to Explore

What about your own  
management style is  
hindering change?



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# Let's connect...

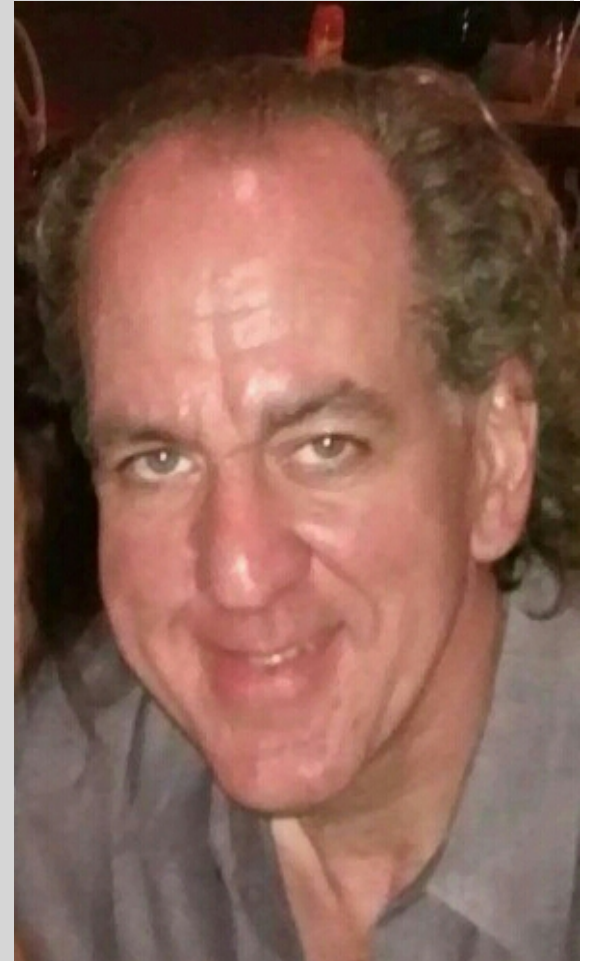
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# Dr. Laura Hambley

- Innovator
- Leader
- Organizational Psychologist
- Distributed Workplace Enthusiast!



# What I know for sure....

...assessing people is a **powerful** way to drive successful workplace change

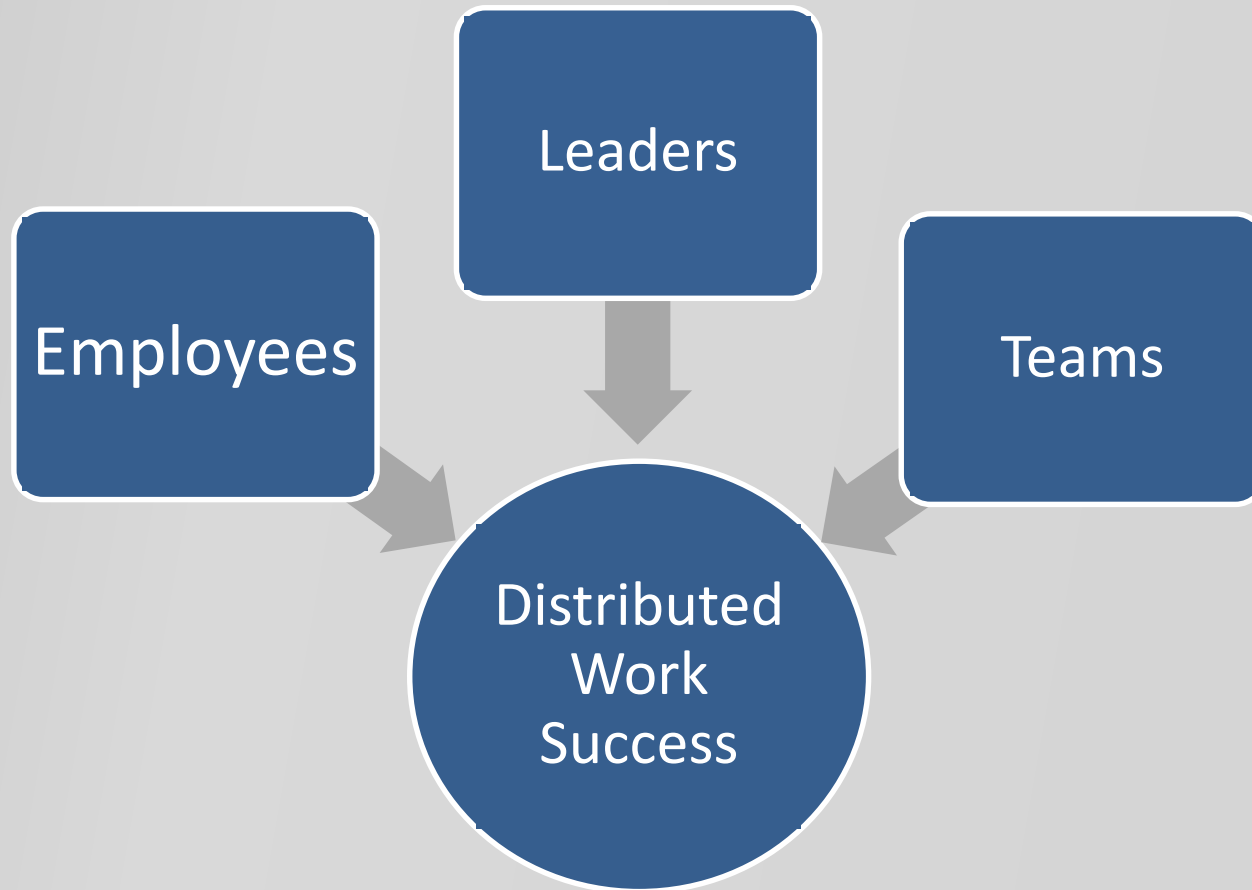


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# Assessing the People



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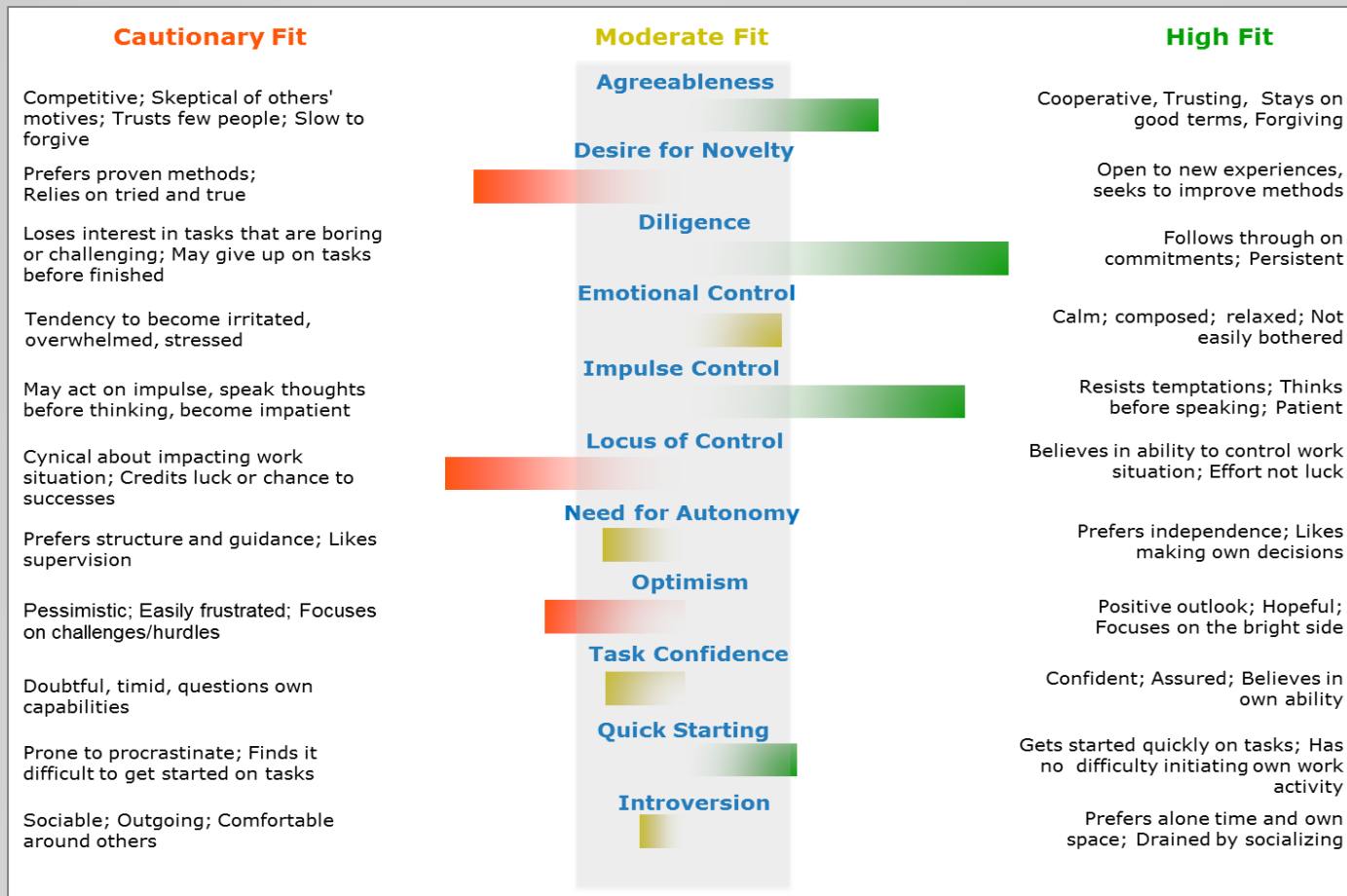
Not assessing your people is like walking into the change blindfolded!



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# Personality Fit Profile

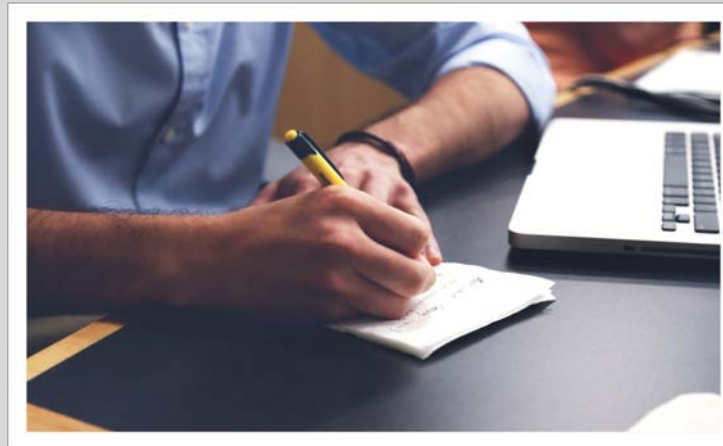


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# Question to Explore

How can gaining **self-insight** help leaders and employees maximize their performance in the distributed workplace?



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# Let's Connect

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# Questions to Explore

- Bob Fox
  - How do you see the places where we work **influence, shape & communicate** our **behavior**?
- Gary Miciunas
  - What about your own management style is hindering change?
- Laura Hambley
  - How can gaining **self-insight** help leaders and employees maximize their performance in the distributed workplace?



# Refresh

15 minutes

Final Round Starts at 10:05



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# Round 3

Nancy Sanquist  
Arnold Levin  
Stephen Monaco



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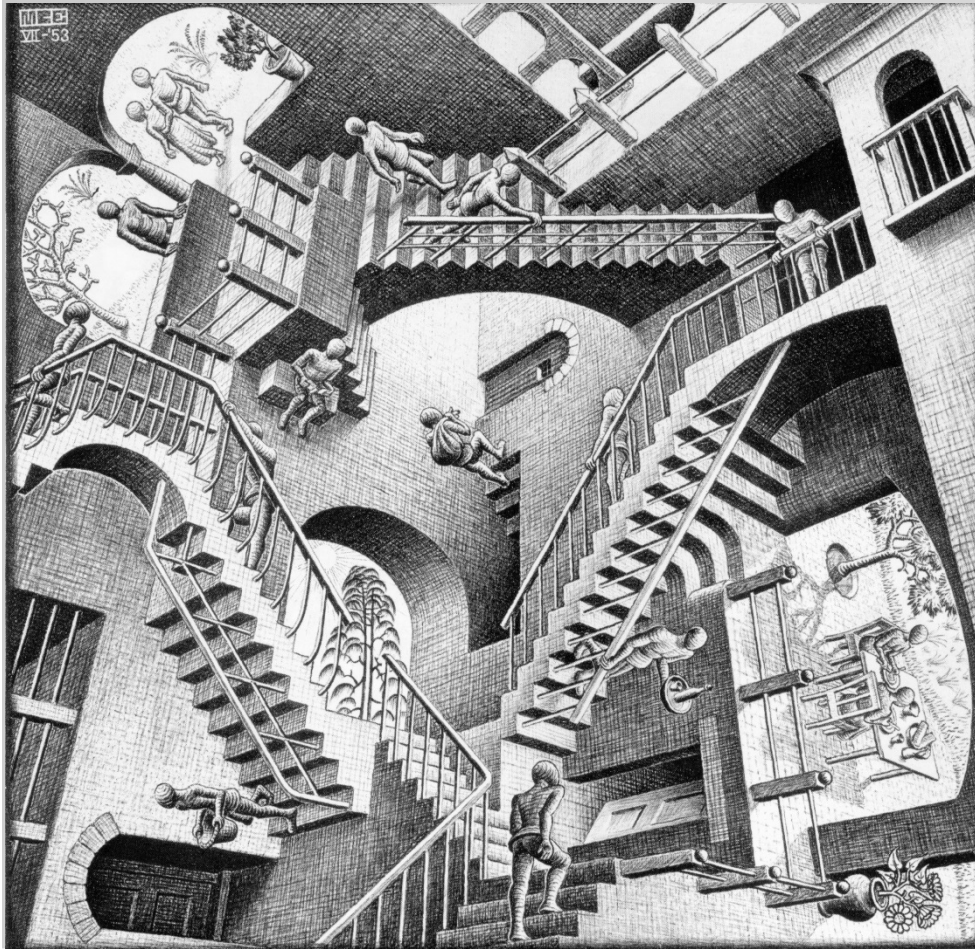
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# Nancy Johnson Sanquist, IFMA Fellow and AIA Associate

- Strategist for Trimble Buildings Real Estate & Workplace Solutions
- International speaker
- Author and co-editor of *Work on the Move I (II coming out in Oct)*, Sodexho's *Workplace Trends 2016* "Urban Transformations" chapter and new articles for CoreNet and IFMA publications



# What I know for sure....



We know that new disruptive technologies will transform the way we create and manage workplaces in a new Building Digital Workplace.



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# Question to Explore

What are some of these new technologies (i.e. virtual reality, robotics) and how can we be prepared to harness the power of transformation for our work and for strategizing on the workplace?



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# Let's Connect

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Trimble Real Estate & Workplace Solutions

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# Arnold Levin

Arnold Craig Levin  
Principal, Design Strategies  
Smith Group JJR



I know that I don't know

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# What I know for sure....

**What we think we know as certainties  
will be derailed by the uncertainties of  
what we don't know but should know.**

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COVER STORY | Automotive

# DRIVING MOBILITY

In an exclusive interview, Mark Fields, president and CEO of Ford Motor Co., peers into the future world of autonomous vehicles, on-demand transportation, and ride-sharing.

EXCLUSIVE  
INTERVIEW

BY TON MURRAY | JOE VAUGHN

“Before we do anything, I gotta give you the tour” says Mark Fields, CEO and president of Ford Motor Co. It’s 9 a.m. on a gorgeous fall day in Dearborn, and brilliant sunlight is streaming into every nook of his spacious corner office on the 12th floor of Ford’s world headquarters, the iconic Glass House.

Although Fields has already been at work for hours—he typically arrives before 6 a.m.—he’s fresh and energized. The 54-year-old CEO has been on the job for 18 months, but he’s been at the company for virtually half his life, after being recruited by Ford in 1998. He divides the view from where he sits at the very top of the building. And now he’s spotted something he’s eager to share.

“Right down there I can see one of my competitors,” he says, pointing to the southeast toward downtown Detroit. “GM’s right down there. And on a clear day you can see... all the way up to Ashland Hills [headquarters of FCA US], and on a really clear day, if you look that way, you can see all the way over to Japan.”

He’s joking, but not so much. In his position, Fields not only has to keep a wary eye on what Ford’s traditional rivals are up to, but he also has to stay abreast of a slew of new competitors outside the automotive business who, every day, are flexing the Big Three to access their strategies and goals for the 21st century.

The way we’re looking at the business, and the way I have to look at it, is to have one foot in today and one foot in tomorrow, right? he asks—the first of several times that he’ll end a statement with a rhetorical question. “We have to have one foot in today in delivering this month’s sales objectives, this quarter’s financials, this year’s overall objectives. And then we have to have one foot in tomorrow, which is: What is our view of the world 10, 15 years out? And then, based on that, we [have to] make decisions on where we want to play and how we want to play, and make investments in people and in the business to allow us to be successful.”

As far as achieving his goals in the “one foot in today” category, there’s much to celebrate. At an early morning global town hall meeting just a few weeks earlier, Fields broke some exciting news to Ford employees around the world: Thanks, in large part, to flourishing sales of the F-150 truck and the

recently-refurbished Mustang and Escape, among others, third-quarter earnings of \$1.5 billion more than doubled the results from a year earlier, generating Ford’s best quarter ever in North America.

Positive trends in Europe and South America also bolstered the good news, as Fields secured his global team of a strong fourth quarter, too, despite a predicted increase in material costs and signing bonuses that were part of the recently renewed five-year contract with the United Automobile Workers.

“We positioned this year as a breakthrough year for us,” Fields says, “and part of it was all the recent launches we had in 2014. We had 24 global launches, and in 2015 we had 15. So that’s really starting to pay off in the business, and it’s shown in our financial results.”

For his “one foot in tomorrow” part of the equation, Fields starts to answer, then suddenly pops out of his chair, walks over to his desk and grabs a piece of paper. On it is an infinity symbol—a figure eight, lying on its side. In the space to the left side of the symbol is written “Core Business.” On the right, “Emerging Opportunities.”

“This is how we approach the question of how do we remain relevant,” Fields says. “We love the core business that we have, which is designing, developing, manufacturing, and marketing just terrific cars, utilities, and trucks, along with financing and servicing them. We’re proud of every single vehicle that we introduce into the marketplace, and we can’t expect our customers to be more excited and proud about those products than we are. And then we have these emerging opportunities around autonomous vehicles, ride-sharing, car-sharing—all under the banner of Ford Smart Mobility, our strategy to use innovation to get us to the next level of connectivity, mobility, and autonomous vehicles.”

Fields pauses, leaning forward in his chair.

“We’re not just thinking about this as oh-my-gosh, we have to have an autonomous vehicle, or are we going to do a ride-sharing service, or things of that nature,” he says. “We’re thinking about it more holistically, about how do we make people’s lives better; we think of ourselves as a mobility company, and not just a car and truck company.”

“And the reason we use the infinity symbol here,” he says, pointing to the document, “is to send the message to the



68 BUSINESS | January, February 2016

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Carmakers are looking to a future of driverless and shared vehicles. Some are embracing technological advances while others are preparing for a time when selling vehicles is no longer their core business.

By Richard Waters, Andy Sharman and Tim Bradshaw

9/10 January 2016

From the early 1900s, cars like Henry Ford's Model T began to appear. The first mass-market cars brought Americans the first efficient, economical and relatively unrestricted means of personal transportation.



Ford Model T

The mechanical age

The electronic age

Electronic engine control units, fuel injection systems and ignitions start to be introduced in the 1960s and 1970s. The first airbags are included on cars and audio systems begin to replicate the quality of home set-ups.



1972 Chevy Pickup

Cars begin to incorporate autonomous features linked by software from the mid-1990s, from the first models with adaptive cruise control to modern cars with millions of lines of code capable of hands-off, feet-off driving.

2000 Toyota Prius



The software age

A new direction of travel



The digital age

Carmakers are now embracing AI as they seek to create fully self-driving cars, which rely on high-resolution maps as well as sophisticated hardware such as remote-sensing technology and ultrasonic cameras. Real-business models driven by autonomous software — such as Uber — have emerged.

BMW's Vision Future Interaction concept car at the 2016 CES trade show in Las Vegas.

This week the world's biggest carmaker contemplated a world beyond cars. While most companies facing digital disruption like to pretend it is business as usual, Toyota wants the world to know that it is ready to think the unthinkable: a future in which cars are no longer its main business.

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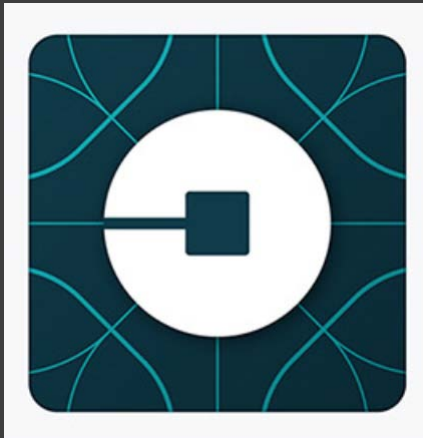


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# Question to Explore

In your organization and industry, what could happen that **has not been thought of** that will **disrupt** both your business and the way you think about workplace solutions.

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# Let's Connect

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# Steve Monaco

FM Superhero

What-if Evangelist

Trusted Listener

Storyteller

Designer of Engagements

Global Real Estate Executive

Loving Father & Husband



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# What I know for sure....

## 24/7:

Job requirement of all Facility Managers.



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# Facility Managers are always on the clock

work order  
management

vendor  
management

daily operations



construction  
projects at night

weekend  
shutdowns

monthly  
reporting

# FM Beware: don't live in your silo



# Question to Explore

## 360 degrees:

Do Facility Managers realize their efforts must connect with the entire organization?



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# From Silo to Watchtower





# From Clock to Compass

Engineering:  
Hack-a-thons

HR: recruiting  
videos & tours

Benefits:  
Wellness programs



NFP: Volunteer  
events

CFO: Utilization  
Studies

CEO: Change  
Management

# Let's Connect & Make a Difference!

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# Questions to Explore

- Nancy Sanquist

- What are some of these new technologies and how can we be prepared to harness the power of transformation for our work and for strategizing on the workplace?

- Arnold Levin

- In your organization and industry, what could happen that **has not been thought of** that will **disrupt** both your business and the way you think about workplace solutions.

- Stephen Monaco

- Do Facility Managers realize their efforts must connect with the entire organization?



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It's your turn.....

What do YOU know for sure?



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# Kate North

Come [join](#) us at **WE**

Let's stay connected!

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