



RIDER

AN INVITATION TO RIDE

THE WORKPLACE IS changing dramatically and at a fearsome pace. Where and how people work are being transformed. Technology-fluent workers, the imperative for business collaboration, “paperless” initiatives, smart buildings, the cloud, and other mobility enablers—these trends and more are turning facilities management on its head.

At the same time, many of the traditional functions—the nuts and bolts that keep an enterprise operating smoothly—must still be performed, around the clock, day after day. Most people have little notion of what it takes to run a building, let alone a whole host of real estate properties. To top it off, companies seeking lower expenses look to those who manage their real estate to save money. After all, space (whether it is a rented office or a complex of company-owned buildings) represents the second highest operating cost in most companies, right behind payroll.

The constant search for better performance and utilization of real estate assets is just one of the reasons behind the

dramatic changes. Other forces are evolving technology, corporate objectives to “go green,” and the skills and expectations of the young talent that is entering the workforce. In forward-looking companies, workers are not held in by walls or tethered to a specific physical location. Mobility within the corporate setting is enhancing collaboration, innovation, and creativity. Enabled by technology to work anywhere and anytime, employees are more productive and can enjoy more balanced lives.

At iOffice, our vision of the future of facilities management is something we call “Wide Open Workspace” (WOW). WOW is not a passing phase, but a transformation that is already touching companies around the globe.

ENABLED BY TECHNOLOGY TO WORK ANYWHERE AND ANYTIME, EMPLOYEES ARE MORE PRODUCTIVE AND CAN ENJOY MORE BALANCED LIVES.

Companies that hope to compete for the best talent, develop innovative products and services, and excel in customer relationships are embracing the new possibilities. WOW is a movement that supports superior performance of not just the real estate assets, but the business as a whole. The people who are driving this dramatic shift are a group we refer to as Workspace Cowboys. This book is about them and dedicated to those who want to join them in shaping workspaces that will enable and empower the workforce, wherever it may roam.

iOFFICE AND THE WORKSPACE CHALLENGE

iOffice is in the thick of this upheaval. We compete in an industry called integrated workplace management services. We think of ourselves as partners who provide simple, flexible tools to help Facilities Managers get their jobs done. Our software helps streamline a whole host of tasks. For example, iOffice can help the Facilities Team

- ♦ maintain and repair facilities in a timely, proactive manner;
- ♦ monitor supplies to have what is needed without excess inventory;
- ♦ execute efficient moves with minimal downtime;
- ♦ reserve conference rooms and track visitors to support collaboration;
- ♦ manage mail, copying, and printing; and
- ♦ help optimize the utilization of space, furniture, and equipment, with a positive impact on the bottom line.

We recognize that different organizations are at different stages in the evolution of their workspaces. Each is unique, and some may never change from a traditional structure. Nonetheless, our commitment is to provide software that helps manage a traditional office environment *and* solutions to manage in the “new age” of work. We want you to run your business in the most effective manner for your specific needs, no matter where you are on the spectrum—from closed offices to completely open spaces.

iOffice is the name of our company and it is also the name of our product. The iOffice platform is a cloud-based,

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single point of access with multiple functions and support tools. In this book, when we are referring to our software solutions, we will use the phrase *iOffice platform*. Otherwise, *iOffice* will refer to our company and our team of professionals.

Working with our customers to manage and reshape their work worlds, we are seeing firsthand the enormous challenges—and bold moves to overcome them. Being Texas based, we recognize certain parallels between some of our customers and the cowboys who shaped the American West. Like the cowboys of old, Facilities Managers are finding new paths through the Wide Open Workspace of the Digital Age. Cowboys were the original entrepreneurs and innovators of the Old West. At iOffice, we are proud to call ourselves Workspace Cowboys. We, too, are entrepreneurs, working with other business people who are looking toward the future, always wondering what's beyond the next mountain.

COWBOYS AS AN INSPIRATION

The open range serves as an excellent metaphor for today's modern workspace—unbounded, uncharted to a large extent, and full of opportunities. Likewise, the cowboy is an excellent metaphor for the workspace professional. The cowboy has long been a symbol of the great frontier as well as a person associated with honor, respect, and pride. The best of the breed were courageous, adventurous, and heroic, venturing out into the open plains with little more than a horse and a ten-gallon hat. Buffalo Bill and Wild Bill

Hickok, two of the most notable cowboys in the Old West, had appetites for discovery and invention while holding strong reputations as a scout and a lawman, respectively. Cowboys lived a unique lifestyle that was influenced by their surroundings; they slept in the fields, looking into the clear sky above, and envisioned what adventures lay ahead.

AT iOFFICE, OUR VISION OF THE FUTURE OF FACILITIES MANAGEMENT IS SOMETHING WE CALL “WIDE OPEN WORKSPACE” (WOW). WOW IS NOT A PASSING PHASE, BUT A TRANSFORMATION THAT IS ALREADY TOUCHING COMPANIES AROUND THE GLOBE.

As the cowboys of the Old West explored the wide open spaces, they also had responsibilities. The role of the cowboy developed from the need to move cattle from one location to the next. Large herds of cattle managed by teams of cowboys traveled the Chisholm Trail from Texas to Kansas. The journey was nothing glamorous, but for the cowboy it was a way of life and the way he earned his wages. As they traveled the open plains, the cowboys were free to ride the great frontier but they had to be very attentive to their herd. They took great care and initiative in fulfilling their first responsibility—looking after the cattle.

WHO IS THE WORKSPACE COWBOY?

Before answering this question, let's examine the responsibilities of the people who are stewards of the workplace. Perhaps you are one yourself.

Whatever your title may be (they vary dramatically across organizations), you have multiple tasks. You have basic blocking and tackling, everyday requests to which you must respond—demands from Human Resources (HR), demands from Information Technology (IT), demands from the executive leadership, and demands from the workforce.

WE WANT YOU TO RUN YOUR BUSINESS IN THE MOST EFFECTIVE MANNER FOR YOUR SPECIFIC NEEDS, NO MATTER WHERE YOU ARE ON THE SPECTRUM—FROM CLOSED OFFICES TO COMPLETELY OPEN SPACES.

Most Facilities Managers have a broad range of fundamental responsibilities that start with the physical space and what's in it. For example, when a new hire arrives, the Facilities Team coordinates with other areas to be sure things are in place so that the new recruit can do his or her job. They work with IT to make sure that a computer is set up; they make sure there is a desk and a chair to sit in and a phone with a dial tone. When a team or department moves, a whole herd needs tending!

Facilities Teams also deliver the services that maintain the physical plant and ensure that employees have what they need to do their jobs—from pens and pencils to Voice-over-Internet-Protocol phone capabilities. They're often responsible for the reception area and the first impressions visitors have of the company. They coordinate meeting spaces, making sure the rooms are configured correctly and have the right audiovisual support. Typically, they are responsible for the office equipment: the printers



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and MFPs (multifunctional printers), coffee machines, fire extinguishers, and life safety equipment. Sometimes they are responsible for all the office services: incoming mail and package delivery, centralized printing center, or perhaps the file room.

More recent responsibilities include corporate green initiatives—the recycling programs, clean products for building maintenance, and LEED* certifications. In addition to implementing these programs, they monitor and measure to ensure that the enterprise is a good corporate citizen. In a small business, it could be something as simple as getting, labeling, and emptying the buckets for paper recycling. In a large corporation, it could be overseeing construction of a LEED building complex.

If the space is leased, another entity may manage the building and maintain the utility systems, pest control, or landscaping. However, as the tenant's representative, the Facilities Manager must make sure that the lease agreements are executed properly. No one wants to be overcharged or have their lease expire! Another task is the continuous evaluation of whether the space is the right fit for the organization. The Facilities Manager is likely to lead the efforts to find and recommend a new location or explore real estate investments to accommodate growth.

These multifaceted players fall at many levels in company hierarchies, from supervisor to middle manager to senior executive. They carry many titles, ranging from Manager of Facilities Services to Director of Global Corporate Real

* LEED = Leadership in Energy and Environmental Design



Estate to Chief Operating Officer (COO). As workspace evolves, so do the titles. At Google, these responsibilities belong to the Chief of Workplace.

Your title, and your roles, may be unique. But no matter what you are called, we'll wager that you have many, many tasks. You're doing all the basic blocking and tackling . . . and chances are your role is changing.

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The duties of the Facilities Manager are expanding. The job now includes creating a workplace that is attractive to the workforce, an environment that engenders collaboration and raises productivity. This is especially true in industries that compete for "knowledge workers," but it also applies to all kinds of organizations. Facilities Managers not only want to attract and retain workers, they also must be good stewards of real estate that is economically viable for the organization. It is difficult to do all that is expected with just spreadsheets and voicemail. Planning, decision-making, and implementation of workspace activities across this wide spectrum require new skills and the help of the right technology.

If you embrace the tools and mindset of a Workspace Cowboy, you will have opportunities to bring new data, new ideas, and new approaches to your organization. Your

sphere of influence will grow. You will affect the results of the entire organization. You will no longer be in charge of just the physical plant, but a partner in the transformation of your company's way of working. You will be taking care of your herd whether it is home or away, helping to keep a top-notch workforce performing at its peak.

Let us add an important note here. Our notion of the Workspace Cowboy is gender neutral. Many outstanding Facilities Managers are women. The cowboy spirit, the courage to forge new trails in new frontiers, is alive and well in both women and men alike. In this book, the term *cowboy* is used in an inclusive sense, embracing cowgirls and cowboys and the special skills they exercise to get their jobs done.

THE COWBOY CODE

John Wayne, one of the greatest American film and television actors of the 20th century, once said, "A man's got to have a code, a creed to live by." He believed that every person should be guided by a particular code of honor and loyalty. Those traits are still seen in some of the great entrepreneurs and business executives in the modern economy. A business that is guided by a clear mission and dedicated to the needs of its employees and clients has a much better chance of being successful than one without compelling values.

Cowboys lived and worked by a code, and so do Workspace Cowboys. Drawing from our experience with our customers and our Texas heritage, we have identified eight codes—behaviors from another time when new horizons provided opportunity. We have seen these codes played



out by the leaders of the facilities profession and believe they can guide us all through the uncharted workplace territory that lies ahead.

JOHN WAYNE ONCE SAID, “A MAN’S GOT TO HAVE A CODE, A CREED TO LIVE BY.”

These eight codes are not only the chapters of this book, but also the creed that guides iOffice as we work with our customers.

1. Cowboys blaze new trails.
2. Cowboys get together for the roundup.
3. Cowboys have ten-gallon courage to do what needs to be done.
4. Cowboys take pride in their chores.
5. Cowboys keep an eye out for what works.
6. A cowboy’s word is as good as gold.
7. Cowboys share around the campfire.
8. Cowboys ride for the brand.

We will illustrate the cowboy codes with real examples that we have witnessed in our professional activities. Many of these come from our customers, an extremely valuable source of past learning and insight about what might lie ahead. To preserve confidentiality, we do not mention the companies by name, but we do indicate the sector they represent. These examples encompass healthcare, financial services, retail, natural resources, higher education, and business solutions. In talking about our customers, we will

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refer to the individuals with whom we have worked by the generic title *Corporate & Facilities Services Representatives*. In addition, we will use the terms *Facilities Manager* and *Facilities Team* to cover a very diverse group of professionals in these organizations.

When writing this book, we reached out to some of our customers to ask for their views about the evolution of the work environment. Their perspectives are presented in sidebars labeled “Voice of the Customer.” We thank them anonymously for their generous “sharing around the campfire.”

IF YOU EMBRACE THE TOOLS AND MINDSET OF A WORKSPACE COWBOY, YOU WILL HAVE OPPORTUNITIES TO BRING NEW DATA, NEW IDEAS, AND NEW APPROACHES TO YOUR ORGANIZATION.

Along the way, we will share some other stories—of Texas history, cowboy heritage, and business success. The iOffice team has been inspired by these pioneers who have blazed new trails. As Workspace Cowboys at iOffice, we strive to do the same in the Wide Open Workspace. We hope we will see you on the trail.

VOICE OF THE CUSTOMER

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WORKSPACE EVOLUTION

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We spoke to some of our trailblazing customers from diverse industries to get their views about what might lie around the bend. Here are some of the trends they see shaping the new workspace.

FORCES DRIVING CHANGE. "The workplace is changing at a rapid pace. Two forces are driving the change: 1) the expectations of employees and 2) companies looking to improve economics around developing and maintaining space."

GENERATIONAL SHIFT. "There is a generational workforce change that we're seeing across the world. It is across the world, not only here in the United States. As workers get younger and younger and younger (i.e., the Millennials), they are a disruptive force. They have changed the way people view a piece of paper. Now an iPad emulates a piece of paper. Youngsters are accessing and placing documents directly in the cloud. They are not printing those documents and placing them in file folders and cabinets."

CORPORATE CITIZENSHIP. "Many employees working for Fortune 500 companies are very interested in being part of an organization that is environmentally responsible, community driven, and that promotes employee wellness. Company commitment is evident from actions such as robust recycling/composting programs, open space plans with lots of natural light, LEED certifications, company-sponsored fitness programs, support of local charities, and support of our nation's military."

FOCUS ON COLLABORATION. "Today the emphasis is on collaboration, open spaces, lots of natural light, color, mobility, and amenities. This affects our strategy in real estate and our operations for facilities management. The entire organization needs to be nimble."

SMALLER FOOTPRINT AND SMALLER EXPENDITURES. "Leaders in real estate and specifically in facilities management recognize opportunities to leverage new concepts to create more efficient workspaces in order to reduce the real estate footprint and overall spend. This includes promoting worker mobility and investing in technology to improve the performance of the talent base. While the corporation increases productivity and reduces the cost of hosting workers, employees can be more productive and experience better work/life balance."