EDITED BY EDWARD FINCH

Facilities Change Management

WILEY-BLACKWELL

Contents

Pre.	Preface			
Co1	ntributors	xiii		
1	Facilities Change Management in Context Edward Finch			
	Chapter Overview 1.1 Forces of Change Affecting the Built Environment 1.2 Inertia and Change	1		
	1.2 Inertia and Change1.3 Understanding the S-curve	2 3		
	1.4 The Context of Change	5		
	1.4.1 State Versus Direction	6		
	1.5 Facilities Management and the Business of Change	8		
	1.6 The Scope of Facilities Change Management	9		
	1.7 Replacing Like with Unlike	11		
	1.8 The Intelligent Client	11		
	1.9 The Change Management Cycle	12		
	1.9.1 Recognise	13		
	1.9.2 Evaluate	14		
	1.9.3 Adjust	14		
	1.9.4 Carry Out 1.9.5 Track	15		
	1.9.6 Treasure	15 15		
	1.10 Summary	16		
	References	16		
2	Change Readiness Edward Finch	17		
	Chapter Overview			
	2.1 Service Providers and Partnering			
	2.2 Outsourcing Relationships			
	2.3 The FM Supply Chain			
	2.4 Flexibility in Support of Change Readiness			
	2.5 Building Design Decisions and Flexibility			
	2.6 Types of Flexibility 2.7 Conclusions			
	References			
	References	25		

3	Form, Function and the Economics of Change James Pinder, Simon Austin, Rob Schmidt III, and Alistair Gibb		
	Chapter Overview		
	3.1 Introduction	26 26	
	3.2 Changing Demands	27	
	3.3 Designing for Adaptability	31	
	3.4 Adaptive Re-use	35	
	3.5 Conclusions	38	
	3.6 Acknowledgements	38	
	References	39	
4	The Change Management Challenge in Growth Firms Paul Dettwiler	42	
	Chapter Overview	42	
	4.1 Introduction	43	
	4.2 The Dynamic Relation of Facilities Management		
	Variables and Growth Firms	44	
	4.3 The External Factors Relevant to FM	47	
	4.4 External Factors Relevant to FM Requirements	50	
	4.5 Discerning the Relevance of Needs	51	
	4.6 Summary	55	
	References	55	
5	The Business of Space Danny Shiem Shin Then	57	
	Chapter Overview	57	
	5.1 Introduction	58	
	5.1.1 Space as a Business Resource	58	
	5.1.2 Technology and Its Impact on the Corporate Workplace	59	
	5.2 Context of Space Planning and Management	59	
	5.2.1 Business Management and Economic Drivers	59	
	5.2.2 Business Planning and Space Planning	60	
	5.3 Strategic Space Planning — The Accommodation Strategy	61	
	5.4 Assessing Demand — Organisational Needs5.5 Assessing Supply — Premises Audit	63 65	
	 5.5 Assessing Supply — Premises Audit 5.6 Reconciling Demand and Supply — Facilities Solutions 	67	
	5.7 Maintaining Strategic Relevance	69	
	5.8 The Need for Dialogue	70	
	5.9 Managing Occupancy Cost — Monitoring Utilisation	70	
	5.10 Managing Space Demand Over Time	70	
	5.10.1 Future Role of Work and Workplace Design	72	
	5.10.2 Implications on Workplace Management	73	
	5.11 Acknowledgements	74	
	References	74	

		Contents vii	
	ject Inception: Facilities Change Management in Practice Smith and Peter Love	76	
	Chapter Overview		
6.1		76	
6.2	Project Inception	78	
6.3	Definition of Project Inception	79 81	
	6.4 The Decision to Build		
	6.5 Framework for the Decision to Build		
	6.6 Gaps/Discontinuity in the Process		
	6.7 Model of the Project Inception Process		
	6.8 Performance Briefing		
6.9	Example Performance Brief	86	
	6.10 Summary		
App	oendix A: Key Performance Criterion	87	
	Service Delivery (including effectiveness of individual service)	87	
Key	Performance Criterion	89	
	Accessibility	89	
Refe	erences	90	
	-design Evaluation as a Strategic Tool for Facility Managers ila Walbe Ornstein and Cláudia Andrade	92	
Cha	pter Overview	92	
7.1	Introduction	92	
7.2	7.2 The Pre-design Evaluation Stage		
7.3	Pre-design Evaluation: Methods and Techniques	96	
	7.3.1 Facility Audit (Performance Evaluation		
	of the Building Infrastructure)	97	
	7.3.2 Space Audit (Performance Evaluation of the		
	Physical Occupation)	97	
	7.3.3 Survey and Analysis of the Legislative Restrictions	98	
	7.3.4 Financial Feasibility Studies	98	
	7.3.5 User Satisfaction Evaluation	98	
	7.3.6 Data Gathering for the Project Briefing	99	
	7.3.7 Design Team Briefing (Focus on the		
	Definition of the Design Team)	100	
	7.3.8 PDE final report	101	
7.4	Case Study Example	102	
7.5	Conclusions	105	
	erences	106	
	Implementing Change Melanie Bull and Tim Brown		
	Chapter Overview		
	8.1 Participation in the Move		
	8.2 The Project Team and Preparing the Stage		
8.3	Alternative Workplace Strategies and Space Utilisation	111	

	8.4 Communication	112
	8.5 Change Management Theory	112
	8.6 Communication in Change Management	113
	8.7 Communication Methods/Mediums	114
	8.8 Case Study	115
	8.9 Communication Methods Used	115
	8.10 Feedback	116
	8.11 Satisfaction with Method Used	117
	8.11.1 Communicating Impact and Reason for Change	117
	8.11.2 Suggested Methods for Improving Communication	118
	8.12 Satisfaction	118
	8.13 Communication of Change Not Appropriate or Effective	118
	8.13.1 Case Study: Conclusion and Recommendations	119
	8.14 Recommendations	120
	References	120
9	User Empowerment in Workspace Change	123
	Jacqueline C. Vischer	
	Chapter Overview	123
	9.1 The 'Science' of User Participation	123
	9.2 Facilities Managers and User Participation	124
	9.3 The New Workspace Opportunity	125
	9.4 Principles of Workspace Transformation	128
	9.4.1 Transformation as Imperative	129
	9.4.2 Play Out the Process	130
	9.4.3 Embrace Conflict	131
	9.4.4 Avoid the Default	132
	9.4.5 Not a Zero-sum Game	133
	9.4.6 Empowerment is Key	133
	9.4.7 Change is Positive	134
	9.5 Results of Empowering Building Users	135
	References	136
10	Post-occupancy Evaluation of Facilities Change	137
	Theo J.M. van der Voordt, Iris de Been and Maartje Maarleveld	
	Chapter Overview	137
	10.1 Introduction	138
	10.2 Aims and Objectives of Poe	138
	10.2.1 Testing Aims and Expectations	138
	10.2.2 Exploration and Testing of Theory	139
	10.2.3 Improving Understanding of Decision-making Processes	139
	10.2.4 Database of Reference Projects	140
	10.2.5 Input to Existing or New Decision-making Processes	140
	10.2.6 Tools, Design Guidelines and Policy Recommendations	140
	10.3 Data-collection Methods	140
	10.3.1 WODI Light	143

Cantanta	

		10.3.2	WODI Light Performance Indicators:	
			Satisfaction and Dissatisfaction	143
		10.3.3	Workplace Game	144
		10.3.4	Space Utilisation Monitor (SUM)	146
	10.4		ition in Practice: A Case Study	146
		10.4.1	Context and Aims of the Case Study	146
		10.4.2	Data Collection	147
		10.4.3	Moving in	148
		10.4.4	Post-occupancy Evaluation	149
		10.4.5	Lessons Learned	151
	10.5		ding Remarks	151
	Refer	ences		153
11	Chan	ige and	Attachment to Place	155
	Goks	enin Ina	lhan and Edward Finch	
	Chap	ter Over		155
	11.1		e of Everything	155
		Loss an	1	156
			Attachment Healthy?	158
	11.4		sions of Place Attachment	160
	11.5		ocess of Place Attachment	161
	11.6		ce of Place Attachment and Territoriality in the Workplace	165
		11.6.1	Employees' Predisposition to Change	167
		11.6.2	Attitudes Towards Existing Workspaces	167
		11.6.3	Retrospective Views of the Change	167
	11.7	Finding	•	169
	11.8	Implica	itions	170
	Refer	ences		172
12		~	agement and Cultural Heritage Roders and John Hudson	175
	Chap	ter Over	view	175
	12.1	Introdu	action	175
	12.2	Cultura	al Heritage	176
		12.2.1	Cultural Significance	178
	12.3	Cultura	al Heritage Management	181
		12.3.1	Cultural Heritage Assessments	182
		12.3.2	Cultural Heritage Impact Assessments	185
	12.4	_	e Management and Cultural Heritage	187
	Refer	rences		187

Index