

NOW MORE THAN EVER BEFORE ...!

ALAN S. BIGGER

FRUGALPERSON@COMCAST.NET

574-514-6520



A BIG "THANK YOU" TO THE THREE MUSKETEERS



PHIL



SUE AND BOB



THE HOST WITH THE MOST!



LORD (LAIRD) BOB AT HIS
CASTLE IN SCOTLAND



PHYSICAL PLANT QUESTION, IS THIS 3
PIPE SYSTEM BETTER THAN A 2 PIPE
OR 4 PIPE SYSTEM?

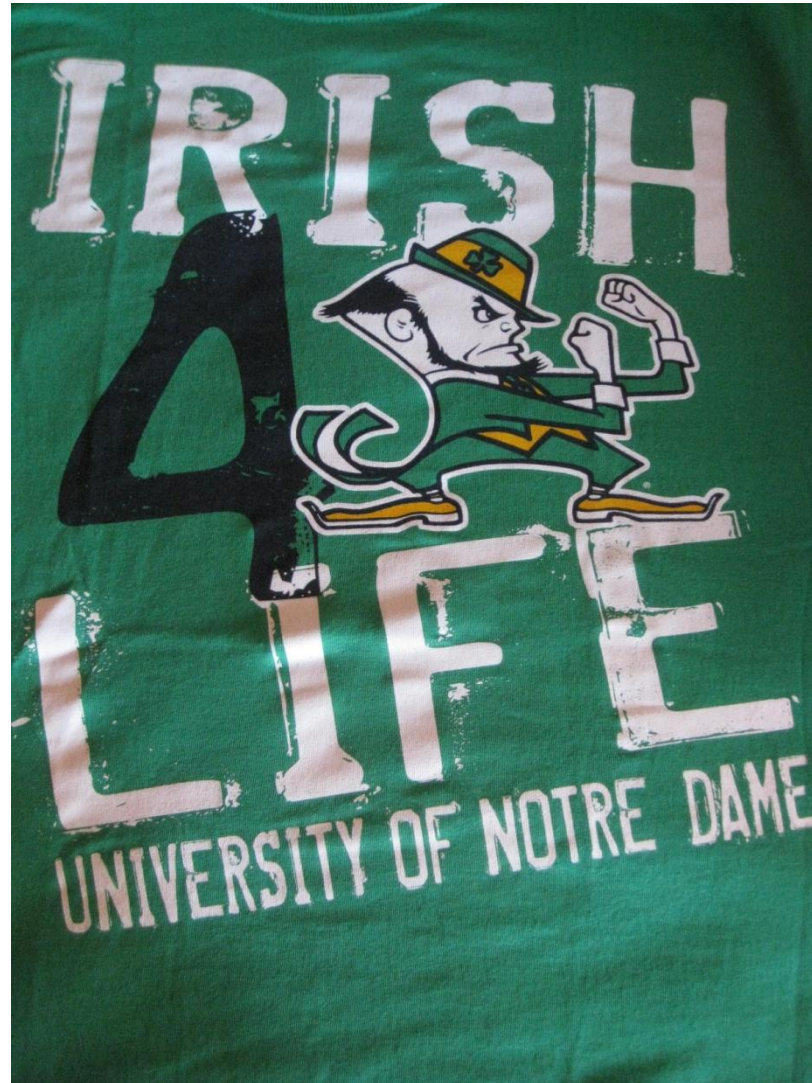
THE CELTS MEET IN PERSON!



BLARNEY CASTLE – A
FACILITIES
MANAGEMENT
PROJECT!



HONORARY IRISH FOR LIFE!











THANK YOU FOR TAKING ENERGY MANAGEMENT TO THE NEXT LEVEL!



THE CONSORTIUM DOES AN AMAZING JOB FREE STUFF!

A CLASSROOM

BOILERS

STREET LAMPS

2' x 6' tables on a pallet

Plastic laminate lockable cabinets

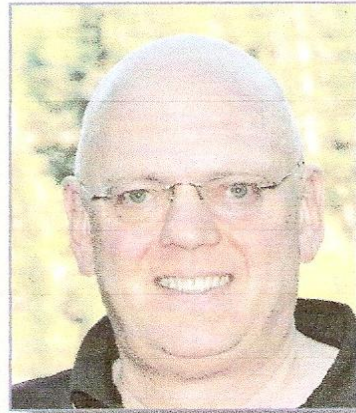
Vapor tight light fixtures

4-drawer vertical file cabinets

Office chairs



CONSORTIUM AND MEMBERS PROVIDE INVALUABLE ADVICE



*Installing things
for the future is
usually expensive,
so make sure you
have a strategic
plan.*

Steve Szablya,
Director of Maintenance
and Operations,
Seattle University



AND AN AMAZING NEWSLETTER!



Opening the Consortium Time Capsule 2011

By Phil Partington, Consortium staff

January 2011 marked the 15-year anniversary of the Plant Operations Support Consortium, an impressive accomplishment by any measure, but especially considering the many changes that have occurred in the last 15 years. Between 1996 and now, cassette tapes have become much less prevalent, the typical home computer no longer weighs the same as a medium-sized dog,

that the first four issues of *Shop Talk* (Summer 1996 to Spring 1997) featured articles on the importance of using the internet, while providing tips on how to use “search engines.” *We’ve come a long way, baby!*

Consortium Members Speak Out

Shop Talk recently asked three Consortium members to reflect on



OVERVIEW

- THE STORY OF THE GAZELLE
- 3 EXAMPLES OF ORGANIZATIONS LIVING “NOW MORE THAN EVER BEFORE...”
- THE STORY OF RUBBER BANDS
- THE LESSONS FROM SILOS
- RECOMMENDATIONS ON HOW TO OVERCOME SILOS
- SOME TIPS TO LEAP “OVER WALLS” - “NOW MORE THAN EVER BEFORE...”





THE LESSONS FROM A GAZELLE

3 EXAMPLES OF NOW MORE THAN EVER BEFORE ...! IN ACTION



IOWA STATE UNIVERSITY



29,000 STUDENTS



CHRIS AHOY, AIA, ASSOCIATE VICE
PRESIDENT FOR FACILITIES 2010
APPA PAST-PRESIDENT

CHALLENGES IN CUSTODIAL SERVICES

- HUGE BUDGET CUTS SINCE 1992, STAFF REDUCED FROM 162 TO BELOW 100 (A TOTAL OF 9 BUDGET CUTS)
- DISCUSSIONS ABOUT OUTSOURCING
- USE OF A FIVE STAR SYSTEM TO INVOLVE STAFF
- LEAD TO SELF-DIRECTED WORK TEAMS
- SIT IN ON HIRING, THEY KNOW THEIR BUDGETS AND ARE ERGONOMICALLY ATTUNED TO PERSONNEL SAFETY ISSUES
- CURRENTLY EACH PERSON IS RESPONSIBLE FOR 69,000 GSF AND THERE ARE 6 TEAMS OF 16
- AGREEMENT THAT THERE HAD TO BE ADJUSTMENTS IN SERVICE LEVELS FROM MANAGEMENT



IOWA STATE UNIVERSITY

IOWA STATE UNIVERSITY
FACILITIES PLANNING & MANAGEMENT

Custodial Services


Serving **6,521,653** gross square feet

[Home](#) [General Information](#) [Teams by Building](#)
[Service Standards](#) [Mission Statement](#) [StarPoint](#)
[Information](#) [Practice & Process](#) [Surveys](#)

STARPOINT STRUCTURE

In 1996 when the team concept was being discussed a Design team was formed. This Team developed the Starpoint system by looking at all areas of a Supervisors position and then dividing these responsibilities between 5 Starpoint roles, as listed below. These roles are the same on each team with different people rotating through each Starpoint every 4 months. The Starpoint Council Representatives attend council meetings with the goal to discuss items of interest and importance to the team.

[STARPOINT COUNCIL REPRESENTATIVE](#)

[SUPPLIES](#)  [ADMINISTRATIVE](#)

FIVE STAR POINT SYSTEM

STARPOINT COUNCIL
REPRESENTATIVE



SUPPLIES

ADMINISTRATIVE

EQUIPMENT/SAFETY

CUSTOMER SERVICE

ENERGY ISSUES

- SINCE ENERGY OPERATIONS WERE ON A RECHARGE BASIS CUSTOMERS AND UNIVERSITY PRESIDENT WANTED TO KNOW WHAT ENERGY WAS BEEN USED ON CAMPUS (BILLING)
- DEVELOPED REAL-TIME INFORMATION
- A line chart plots an energy consumption graph line for:
 - Average for three years (Red)
 - Current usage (Blue)
 - 15% reduction graph line as a stretch goal to achieve energy savings (Green)

One chart displays month to month consumption, the other a cumulative year to date total.

Energy Consumption Benchmarks for Building

- Select Building / Location -

How to use the information?
 Select a building on campus you would like to observe from the selection box above, then click on the meter for Electric, Steam, Chill Water usage, or Sewage Discharge.

Some buildings may only have one or two components of energy usage others may have more.



A line chart plots an energy consumption graph line for:
 Average for three years (Red)
 Current usage (Blue)
 15% reduction graph line as a stretch goal to achieve energy savings (Green)

One chart displays month to month consumption, the other a cumulative year to date total.



USE OF CMMS AND WEB PAGES

- IDENTIFIED ORGANIZATIONAL AND DATA SILOS
- IMPLEMENTED A FACT BASED, DATA DRIVEN SYSTEM TO IDENTIFY TRENDS
- DEVELOPED INTO A SYSTEM THAT ISU CALLED “FIX AND MAINTAIN IMPORTANT STUFF” SOFTWARE
- USED SOFTWARE TO TRACK CONSTRUCTION OF OVER ONE BILLION DOLLARS INCLUDING 12 MAJOR PROJECTS OVER A 10 YEAR PERIOD
- USE SOFTWARE TO STREAMLINE THE VENDOR PROCESS
- USE EXTENSIVE ON-LINE TRAINING SYSTEMS FOR STAFF



IOWA STATE UNIVERSITY

Becoming the best.

Facilities Planning and Management

108 General Services Building ~ Ames, IA 50011

[FP&M Phone numbers](#)

Service Request	Key Request	Billing Info	Campus Maps
---------------------------------	-----------------------------	------------------------------	-----------------------------

[Rates and Fees for FP&M Services](#)

FP&M is on a journey towards becoming a world-class operation.

Space Management

- [Building Information](#)
- [Online Campus Map](#)
- [Other Campus Maps](#)
- [Capital Project Initiation](#)
- [Memorials, Plaques, Class Gifts](#)
- [ISU Cemetery](#)
- [Room Scheduling](#)
- [Room Usage by Building/Department](#)

Planning, Design and Construction

- [Campus Master Plan](#)
- [Capital Planning Process](#)
- [Capital Project Directory Report](#)
- [Construction Manager Assignments](#)
- [Contractor Information](#)
- [Email Lists](#)

FP&M Site Search:

powered by Google™

Scenes from around the ISU campus



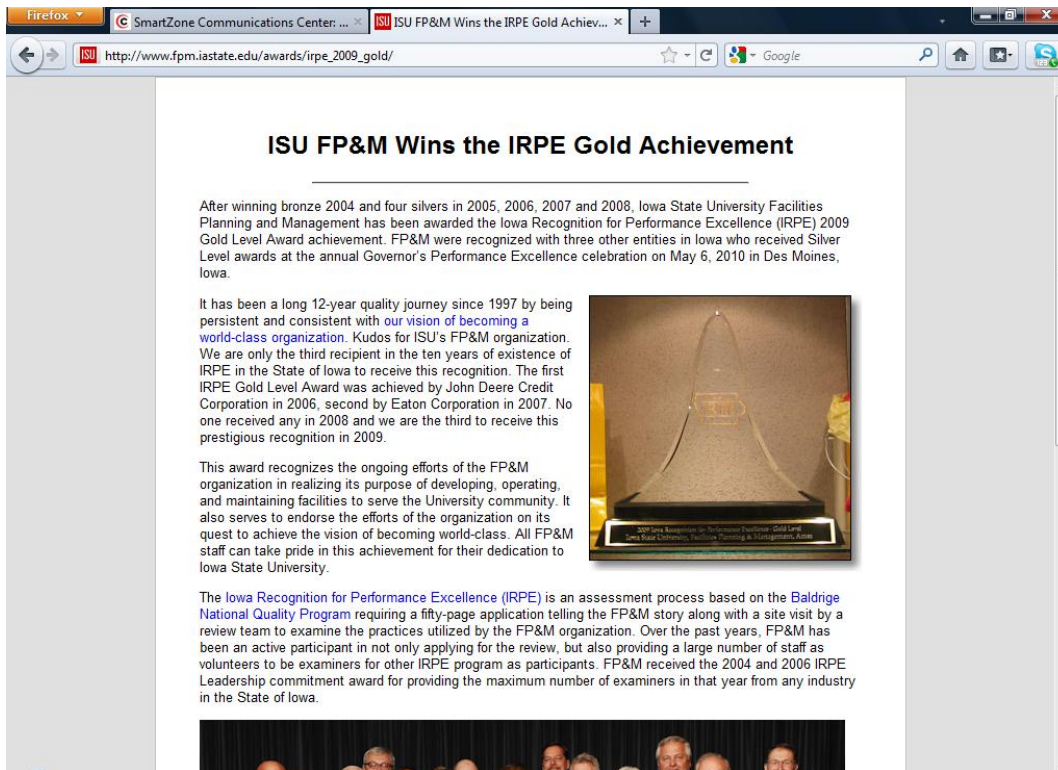
FP&M manages everything physical about the University

Facilities Services

- [Access Card Request Form](#)
- [Building Access Services](#)
- [Building Operation Manuals](#)
- [Building Maintenance Services](#)
- [Campus Services](#)
- [Confidential Document Destruction](#)
- [Custodial Services](#)
- [Customer Notification](#)
- [Job Billing Information](#)
- [Maintenance Support](#)
- [Project Coordination Center](#)
- [Recycling](#)
- [Road/Lot/Sidewalk Closures](#)
- ["Who Pays for What" Manual](#)

Utilities

NOW MORE THAN EVER BEFORE WORKS.....



2009



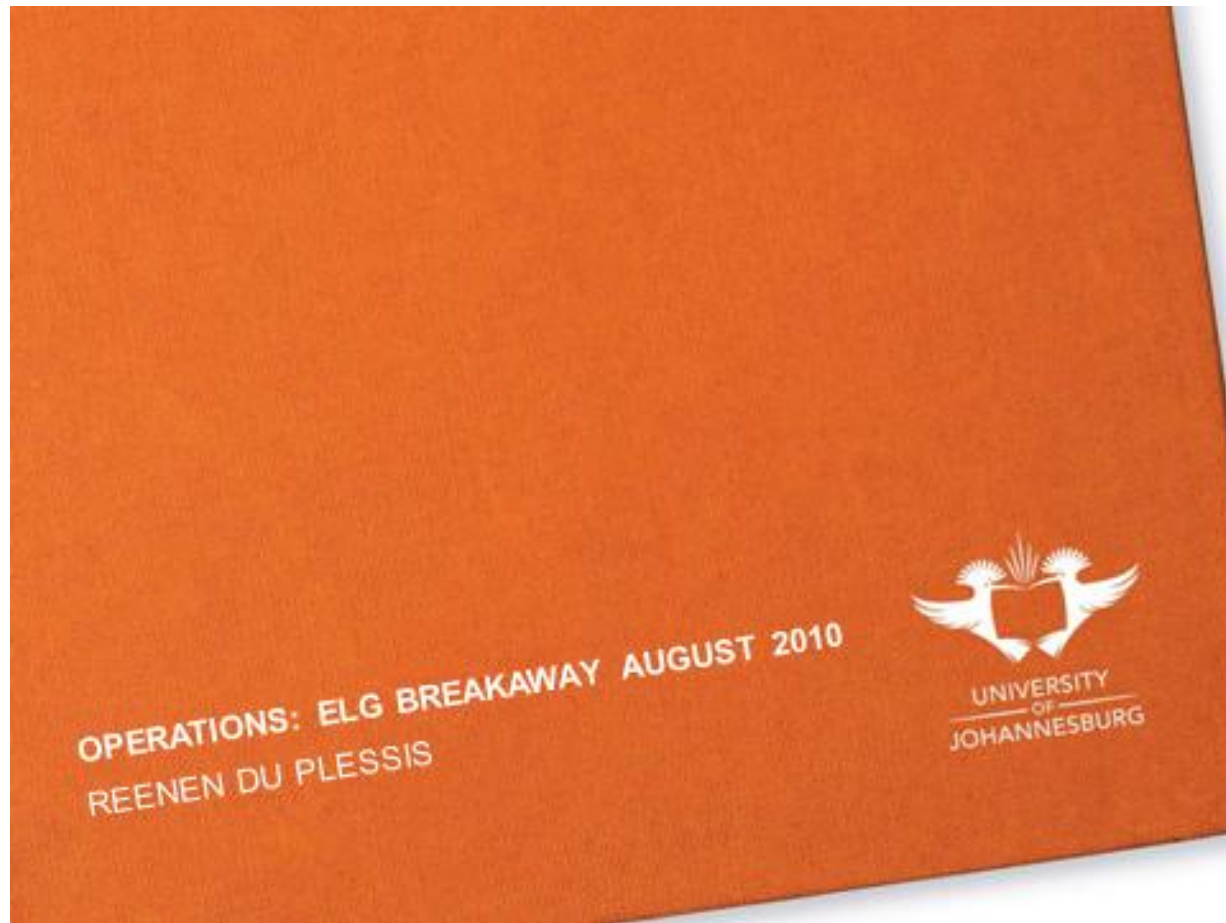
**AWARD FOR
EXCELLENCE
2003**

UNIVERSITY OF JOHANNESBURG, SOUTH AFRICA

45,000 STUDENTS



A screenshot of a Firefox browser window displaying the University of Johannesburg's website. The browser's address bar shows 'http://www.uj.ac.za/EN/Pages/home.aspx'. The website features a navigation menu with buttons for Home, About UJ, Faculties, News & Events, UJ Library, Research & Innovation, Corporate Services, Alumni, and Contact UJ. Below the navigation is a welcome message in multiple languages: 'Welcome - Siyakwemukela - Welkom - Re a le amogela'. To the right is the University of Johannesburg logo and a search bar. A large central banner for 'UJ OPEN DAY on 14 MAY 2011' features an illustration of a smiling woman surrounded by educational icons like books, a microscope, and a graduation cap. A yellow sticky note on the banner lists five items: 1) Study at UJ, 2) Courses & Programmes, 3) Teaching and Learning, 4) UJ Soweto Project, and 5) Spotlight. A sidebar on the left contains various links such as 'Study @ UJ', 'UJ Mobi', and 'Check 2012 Application Status'. The footer includes 'What's New?' and 'Events' sections.



UNIVERSITY OF JOHANNESBURG, SOUTH AFRICA (USED BY PERMISSION)



UNIVERSITY
OF
JOHANNESBURG

OUR MOTTO:
“Quality is something we don’t bargain with.
Quantity we do”



REENEN DU PLESSIS, EXECUTIVE DIRECTOR, OPERATIONS
UNIVERSITY OF JOHANNESBURG, SOUTH AFRICA

THRUST 7: INSTITUTIONAL CAPACITY AND CULTURE, AND FITNESS FOR PURPOSE

➤ **Staff**

- Recruitment of core competencies for key vacant posts
- Development of key people (leadership + facility management skills)
- **Career succession planning to replace core staff**
- Revise role of Campus Directors (in process)
- Structure filled
(Dec 2011)



➤ Budget

- Roll overs 2007/2008/2009 (Dec 2010)
- Deferred maintenance (Dec 2010)
- Integrated planning of budget in consultation with clients
- **Risk register should inform budget prioritization.**
- Clear separation between Maintenance budget vs. Capital budgets.
- Negotiate advance on 2011 budgets to kick-start large capital projects with phased approach.



RISK REGISTER – OPERATIONS – cont...

	Risks Headings	Objectives	Mitigating management strategy/control	Impact	Likelihood	Total Risk	Action plan description	Action Plan owner	Action Plan Commencement date	Action Plan Completion Date
7	Lack of a space management system	32, 33	Revise Campus + Space master plans.	4.0	4.0	16.0	Updated plans.	K de Wet	Jun-10	Jun-11
8	Lack of appropriate transportation services to students may leads to student dissatisfaction and unrest.	32, 35	Payment system will be implemented. The payment system will mitigate bus shortage, over loading, usage of free services by Mariston Hotel students.	3.0	4.0	12.0	Inter Campus Bus Service Plan and SLA.	F van Deventer	2010	Dec-10
9	Delays in capital projects, Incorrect zoning, and inconclusive relations with various authorities.	38	Addressed by Property Management Department and service providers. Property Management policies awaited. Addressed and continually updated.	4.0	5.0	20.0	1. Liaison with project managers to establish requirements and approvals etc. needed. 2. Formulation of Policies.	C Keet	2007	1. Ongoing 2. Dec-10
10	Lack of statutory and legal compliance on all four campuses and none conformity may lead to injury and death to people, business interruptions and damage to property. Non compliance with OHS act and regulations may result in prosecution or reputational damage.	40,41	The Occupational Safety Department has been established and Practitioners have been appointed on all four campuses. Risks are identified on a daily basis and corrective actions are being put in place.	4.0	2.0	8.0	The following controls have been put in place: policy management, legal appointments, safety meetings, safety training, safety audits, safety awareness programs, inspections on the premises including mechanical, electrical and personal safe guarding, fire prevention and protection, waste management, incident management, safety inspections, statutory maintenance and contractor safety.	K de Bruyn	2007	Dec-11

RESOURCE IMPLICATIONS FOR BUDGET PURPOSES 2011 - 2013

- PROJECTS**

- Initiate projects as far as possible during 2010
- Phase according to priority (major risks) and availability of funding
- Figures only estimates
- **Major capital projects**

	R in Millions Total	2011	2012	2013
- Fume cupboards / hazardous storage / ventilation	R 34,7			
- Lifts upgrade and replace	R30 ?			
- HVAC at FADA building APB	R10 ?			
- Emergency Power	R59			
- Tutor venues	R10 ?			
- Electrical, electronic and HVAC Systems at various ICS systems (R15,6m excl. VAT, builders work, professional fees, escalation)	?			
- APK Plantation Road houses development	?			
- Refurbish campus for Engineering + Health Science DFC R200?	budget elsewhere			
- Faculty of Science upgrade and additional labs + offices				

- **Major maintenance projects**

- Air conditioning APK	?			
- Recabling of ICS network	?			
- Waterproofing in Ring building APK	R10 ?			

- SYSTEMS**

- Multi-campus Computer Aided Facilities Management System	R10?			
TOTAL	R163,7			

IN CONCLUSION

- “WHEN EATING AN ELEPHANT, IT IS BEST TO TAKE ONE BITE AT A TIME!”
- OP’s has taken a huge chunk of this “Challenge Elephant” in 2010
- THANK YOU ALL FOR YOUR ADVICE, AND SUPPORT



UNIVERSITY
OF
JOHANNESBURG



UNIVERSITY OF NEBRASKA

ENROLLMENT: 25,000





FACILITIES QUARTERLY

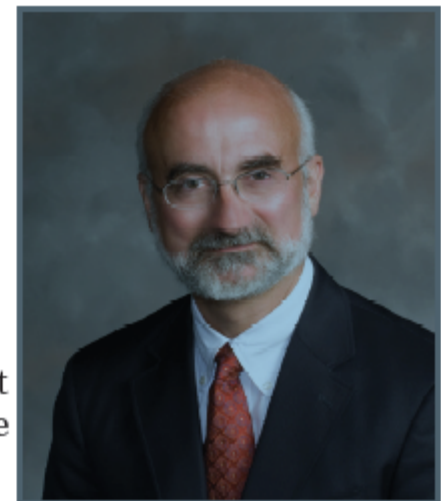


December 2009

Inside this Issue:

- A Message from Ted.....1
- Building Systems Maintenance.....2-3
- Business Operations.....4
- Custodial Services.....5-6
- Facilities Planning & Construction..7-8
- Landscape Services.....9-10
- Utility Services.....11-12

A Message from Ted Weidner



Welcome to the first edition of the department wide newsletter for FMP. This springboards off the newsletter of Custodial Services to reach out to everyone in Facilities Management and Planning.

Each director has been allotted two pages to present an article which is timely, informative, or uplifting. I will not exercise any editorial authority, but I will encourage regular contributions. The sharing of information about the hard work of over 400 highly dedicated people within FMP is important for those in this large organization, as well as those with whom many of you interact throughout campus.

is academic (and fiscal) year continues to present challenges to the FMP leadership. While we all attempt to mini-

SIGNIFICANT CHALLENGE FOR FACILITIES MANAGEMENT

“SUCCESSFUL SERVICE DELIVERY IN AN ENVIRONMENT OF SHRINKING BUDGETS”

**THEODORE J. WEIDNER, PhD, P.E., AIA
ASSISTANT VICE CHANCELLOR FOR FACILITIES MANAGEMENT AND
PLANNING**

UNIVERSITY OF NEBRASKA



ADDRESSING THE ISSUES

- SOUGHT ASSISTANCE OF HIGHER ADMINISTRATION TO IDENTIFY POTENTIAL SERVICE CUTS OVER LAST FEW YEARS, HAVE RUN OUT OF WAYS TO CUT
- REACHING OUT TO CAMPUS CUSTOMERS
- USING BUILDING MAINTENANCE REPORTERS (BMRS) CHANGED MEETINGS FROM QUARTERLY TO MONTHLY
- COLLECT INPUT
- IDENTIFY BUDGET SHORTFALLS
- IDENTIFY PRIORITIES
- BALANCING BUDGETS
- “THE SHORT TERM RESULTS ARE VERY POSITIVE”



ARCHITECTURE HALL



EMERGENCIES

- THE GREAT CATCH-ALL
- PIPES BREAKING OR VANDELISM
- SECURITY EMERGENCIES AND EMERGENCY PLANNING
- IMPROVING SECURITY THROUGHOUT CAMPUS
- IMPROVED LINES OF COMMUNICATIONS
- INTEGRATION OF GISs SYSTEMS WITH SECURITY
- INCLUDES FIRE STANDPIPES, ELECTRONIC DOOR LOCKS, ROOM LAYOUTS, FIRE SAFETY DATA, ETC.
- PRACTICE OF EMERGENCY DRILLS
- HELPING TO RESPOND BETTER TO “NORMAL” EMERGENCIES

OVERVIEW OF PART OF CAMPUS



SHARING OF INFORMATION

- WE ARE ALL IN THIS TOGETHER
- DEPARTMENTS TEND TO KEEP INFORMATION “TO THEMSELVES” SUCH AS ROOF ACCESS AND MECHANICAL/ELECTRICAL ROOMS
- CONTINUE TO SHARE INFORMATION MORE WIDELY
- DISCOVERED SOLUTIONS FROM INTERACTING WITH PEOPLE ON CAMPUS
- IMPROVING SECURITY
- SOLVING BUDGET RESTRICTIONS TOGETHER
- IMPROVING CUSTOMER SERVICE
- STRETCH OUR RESOURCES



A VIEW OF CITY CAMPUS



UNREASONABLE SCHEDULES

- NOT A NEW ISSUE
- MEETINGS AT ALL LEVELS
- COMMUNICATE STEPS IN THE PROCESS
- REVIEW SCHEDULES
- LANDMARKS
- PARTIES AGREE TO WORK SCHEDULE
- COMMITMENT FROM THE TOP

CBA BUILDING



PROJECT SPONSOR AWARENESS

- CONFLICT BETWEEN SPONSORS (PERSON IN CONTROL OF MONEY) AND FM
- SPONSOR DELEGATED PROCESS TO FACILITIES MANAGEMENT
- THERE WAS LIMITED FEEDBACK TO SPONSOR THROUGHOUT THE PROCESS THEN SPONSOR COMPLAINED TO SENIOR OFFICERS THAT THEY ARE NOT IN THE LOOP
- QUARTERLY MEETINGS WITH SPONSORS DURING LIFE OF PROJECT IMPROVED COMMUNICATIONS
- “THE RESULTS HAVE BEEN SOMEWHAT MIRACULOUS”

(AT EARLHAM COLLEGE WE MET WITH SPONSORS EVERY OTHER WEEK DURING A PROJECT, MISUNDERSTANDINGS WERE MINIMAL)

EAST CAMPUS



TOWN – GOWN RELATIONS

- UNDERSTANDING THAT EVEN THOUGH WE MAY BE THE BIGGEST IN THE TOWN, WE ARE NOT THE ONLY GAME
- SENIOR FACILITIES OFFICER HAS REGULAR MEETING WITH CITY LEADERS, FORMALLY AND INFORMALLY
- DISCUSS PROJECTS AND BUILDING SCHEDULES
- IMPACT ON TRAFFIC IN LOCAL COMMUNITY
- RESOLVE ISSUES BEFORE THE ISSUES BECOME A PROBLEM OR A CONFLICT
- SOME MEETINGS HAVE RESULTED IN SIGNIFICANT SAVINGS FOR THE PARTIES
- EXAMPLE: USE OF ECONOMIC & COMMUNITY IMPACT STATEMENTS

OVERVIEW: EAST CAMPUS



LESSONS FROM RUBBER BANDS



FLEX TODAY OR SNAP TOMORROW

A NEW RUBBER BAND CAN:

- BE FLEXIBLE – THEY CAN GIVE AND TAKE
- THEY ARE STRETCHABLE - EXPAND BEYOND THEIR ORIGINAL SIZE OR JOB
- THEY CAN BIND THINGS TOGETHER
- THEY CAN PROPEL THINGS – MOVE THINGS FORWARD
- THEY CAN BE FUN
- THEY COME IN DIFFERENT SHAPES AND SIZES, ALL WITH A JOB TO DO
- THEY CAN ONLY STRETCH SO FAR – BUT CAN GO FURTHER WHEN JOINED TO OTHER RUBBER BANDS

FLEX TODAY OR SNAP TOMORROW

AN OLD RUBBER BAND CAN:

- BECOME VERY INFLEXIBLE – UNABLE TO FLEX – SET IN THEIR WAYS
- RIGID, BRITTLE AND DRY OUT – UNABLE TO COMPROMISE
- CANNOT FUNCTION OUTSIDE THE BOX – LIMITED AND STALE, OUT OF TOUCH



FLEX TODAY OR SNAP TOMORROW

WHAT CAN WE LEARN FROM THE RUBBER BAND?

- FLEXIBILITY – NEW CONCEPTS, IDEAS AND METHODS
- STRETCHABILITY – FIND CREATIVE WAYS TO STRETCH OUR RESOURCES
- BIND THINGS TOGETHER – USE INTERPERSONAL SKILLS TO MULTIPLY OUR EFFORTS
- MOVE THINGS FORWARD – OUR OPERATIONS CANNOT STAY STATIC – WE NEED TO BE CONSTANTLY MOVING FORWARD
- DIFFERENT SHAPES AND SIZES – THE MORE ECLECTIC OUR STAFF AND INPUT THE GREATER THE ABILITY TO STRETCH DURING TIGHT TIMES



THE SILO PHENOMENON



WHAT ARE SOME SYMPTOMS OF SILOS?

- DEPARTMENT INFORMATION AND KNOWLEDGE ARE SEALED OFF FROM OTHER DEPARTMENTS
- WORKERS DO NOT TALK TO PEOPLE OUTSIDE THEIR DEPARTMENT
- DEPARTMENT DOES NOT OFFER NOR SHARE RESOURCES
- DEPARTMENT ONLY FOCUSES ON THEIR WORK GOALS EVEN AT THE DETRIMENT OF OTHER WORK UNITS AND THE ORGANIZATION AS A WHOLE
- **EXAMPLE 1:** ENGINEERS DESIGNED A NEW PRODUCT THAT THE MARKETING DEPARTMENT COULD NOT SELL AND THE MANUFACTURING GROUP COULD NOT BUILD!
- **EXAMPLE 2:** ONE BUSINESS UNIT OF AN ORGANIZATION DISCOVERED NEW WORK PROCESSES THAT WOULD HELP ANOTHER BUSINESS UNIT AND KEPT THE PROCESS SECRET
- **EXAMPLE 3:** THE UNIVERSITY THAT USES ZONE MAINTENANCE, ZONES LEAVING OTHER ZONES “OUT IN THE OZONE!” WOULD NOT SHARE WORKLOAD NOR SHARE RESOURCES
- MORE INFORMATION: DENNIS A. ROMIG, PhD., www.sidebyside.com

HOW THIS HITS HOME IN FM

- BUILDINGS DESIGNED WITH LITTLE INPUT FROM FACILITIES MANAGEMENT
- EQUIPMENT INSTALLED THAT IS INADEQUATE FOR USERS OF BUILDING
- FIXTURES ARE INSTALLED FOR “LOOKS” AND NOT FOR MAINTENANCE
- ARBITRARY REARRANGEMENTS OF SHIFTS
- MANUFACTURERS DESIGNING EQUIPMENT WITHOUT END USER INPUT
- TURF WARS BETWEEN DEPARTMENTS
- LACK OF COMMITMENT TO GOALS
- DYSFUNCTIONAL AND COSTLY PROJECT RESULTS
- CUSTOMER PERCEPTION THAT THE LEFT HAND DOES NOT KNOW WHAT THE RIGHT HAND IS DOING! GENERAL OPERATIONS FM VS RESIDENCE HALLS

RECOMMENDATIONS: HOW TO BREAK DOWN SILOS

- CLOSE COMMUNICATION GAPS
- REWARD COLLABORATIVE AND COOPERATIVE BEHAVIOR
- ENCOURAGE INNOVATION
- SEARCH OUT OPPORTUNITIES FOR CROSS-FUNCTIONAL INITIATIVES
- MODEL THE BELIEF OF COLLABORATION – A LEARNING CULTURE (EARLHAM COLLEGE)
- EXAMPLE: RESIDENCE HALL STAFF PERCEPTIONS VERSUS MAINTENANCE

SOURCE: AMERICAN MANAGEMENT ASSOCIATION (WWW.AMANET.ORG)



THE LESSONS FROM A GAZELLE

SOME TIPS TO LEAP OVER THE WALLS

- EARN A SEAT AT THE CAMPUS TABLE
- INVOLVE ALL STAKEHOLDERS
- COMMUNICATE, COMMUNICATE, COMMUNICATE
- MAKE DATA TALK FOR YOU AND SUPPORT YOU
- USE LEVERAGE OF CAMPUS COMMUNITY TO SOLVE COMPLEX ISSUES
- BE A SILO SMASHER
- BE FLEXIBLE AS A NEW RUBBER BAND
- JUMP THE WALLS
- USE THE POWER OF NETWORKING TO PUT A BOUNCE IN YOUR STEP!



REVIEW

- THE STORY OF THE GAZELLE
- 3 EXAMPLES OF ORGANIZATIONS LIVING “NOW MORE THAN EVER BEFORE...”
- THE STORY OF RUBBER BANDS
- THE LESSONS FROM SILOS
- RECOMMENDATIONS ON HOW TO OVERCOME SILOS
- SOME TIPS TO LEAP “OVER WALLS” - “NOW MORE THAN EVER BEFORE...”



LESSONS FROM A COFFEE POT



NOW MORE THAN EVER BEFORE ...!

ALAN S. BIGGER

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