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WORKPLACE
TRENDS

**TREND AUTHOR
BIOGRAPHIES**

WORKPLACE
TRENDS

WORKPLACE TRENDS AUTHORS

sodexo
QUALITY OF LIFE SERVICES

2013 WORKPLACE TRENDS

TOP 12 TRENDS AT A GLANCE



1. The Built Environment's Crucial Role in Organization Performance
2. Superstar Recruitment - The Power of Community
3. Inspiring A Connection To People, Community, & Brand through CSR
4. The Contemporary View of Inclusion & Its Effect on Psychological Health
5. 21St Century Mentoring
6. Thriving in The Cloud
7. Ushering in The New Era of Recognition
8. Facilities Management: A Strategy, Not A Tactic
9. Data Reporting OUT; Predictive Modeling IN
10. International Design & Construction; A Shifting Paradigm
11. The Changing Office...Literally
12. Integration as THE Solution

The Built Environment's Crucial Role in Organizational Performance

Author 1: Richard Kadzis, VP of Strategic Communications, CoreNet



Richard Kadzis is Vice President of Strategic Communications for CoreNet Global, the world's leading professional association for corporate real estate and workplace executives. He also serves as Editor at Large of LEADER Magazine, CoreNet Global's professional journal and is a subject matter expert on best practices surrounding workplace, sustainability and location strategies. He earned an MS in Mass Communication at Boston University and holds the Certified Association Executive designation given by the American Society of Association Executives. Kadzis is widely quoted in major media channels including the New York Times, Fortune, MSNCB, CBS Market Watch, USA Today and the Wall Street Journal. His numerous research analyses include CoreNet Global's Corporate Real Estate 2020 Synthesis Report summarizing more than 500 pages of findings about the changing nature of business and work. He is also a contributing member of the "Case4Space" think tank examining new ways of designing and measuring productive employee work experiences and work environments while facilitating the advocacy of CoreNet Global's first-ever issues position statement on the same topic.

Author 2: LuAnn Heinen, MPP, VP at National Business Group on Health



LuAnn Heinen is vice president of the National Business Group on Health with responsibility for the Institute on Health, Productivity and Human Capital and the Institute on Innovation in Workforce Well-being. The National Business Group on Health is a Washington, DC based nonprofit representing large self-insured employers.

Heinen currently serves on the STOP Obesity Alliance Steering Committee. She was on the Steering Committee and Awards subcommittee for CDC's 2012 Weight of the Nation initiative and chaired the Subcommittee on Workplaces for CDC's first Weight of the Nation initiative in 2009. She recently served on the planning committee of the National Diabetes Conference sponsored by sanofi-aventis. She has also been a member, NCQA Measurement Advisory Panel for Obesity in Adults; liaison, NCQA Wellness and Health Promotion Advisory Group; member, National Initiative for Children's Healthcare

Quality (NICHQ) Childhood Obesity Advisory Committee; and member, CDC Expert Panel on Worksite Obesity Prevention and Control. She was formerly a member of the National Priority Partners Patient Safety Workgroup. She is a frequent speaker, media commentator and author.

Heinen earned a Master of Public Policy from the Kennedy School of Government at Harvard University and an A.B. in human biology with distinction from Stanford University.

Superstar Recruitment: The Power of Community

Trish Freshwater, Senior Communications Manager, Sourcing & Talent Acquisition, Sodexo



A member of the marketing and communications team for Sodexo's Talent Acquisition department since 2010, Trish is a senior communications manager and an Accredited Public Relations professional through the Public Relations Society of America. She is an employment expert who aims to educate job candidates about the hiring process, networking opportunities and the culture of Sodexo. A graduate of Marist College (BA – Psychology) and the University of Southern Mississippi (MS – Public Relations), Trish has never been far from the classroom. As a former adjunct professor for the College of Charleston and professional advisor for the college's Public Relations Student Society of America chapter, she enjoys helping students reach for their potential and guiding them through the process of preparing for their future careers. As such, she now contributes posts to the Student Branding Blog every other week and oversees Sodexo's monthly e-newsletter, Career Connections. Prior to joining Sodexo, Trish worked for the utility

industry, healthcare, education and local government where employee communications, web development and social media pioneering played a prominent role in her career development.

Inspiring a Connection to People, Community & Brand through CSR

Author 1: Kristen Rainey, Director, Sustainability, Corporate Services, Sodexo



As the Director of Sustainability in Sodexo's Corporate Services division, Kristen Rainey leads sustainability efforts within Sodexo's corporate accounts and also serves as the Director of the Local Artisan brand. Prior to Sodexo, she advised food, beverage, hotel, and spa companies on sustainability strategies, strategic planning, marketing, and business development. In addition, she has also worked for a range of clients overseas such as Winrock International in Indonesia; The United Nations World Food Program in Bhutan; and Los Senderos, a sustainable resort in San Miguel de Allende, Mexico. She serves on the Sustainability Advisory Council for the National Restaurant Association.

Kristen earned an MBA at the Johnson School of Management at Cornell University, where she focused on sustainability in the hospitality industry and completed a semester of coursework in a food and beverage master's degree program at SDA Bocconi (Milan, Italy). Kristen also holds a Master of International Affairs from The Fletcher School at Tufts University and a Bachelor of Arts from Princeton University. Her graduate thesis at Fletcher addressed the Triple Bottom Line in the food industry. Additional published works include *Workplaces that Promote Sustainability*, which she co-authored with Rachel Sylvan in Sodexo's 2012 *Workplace Trends* report. An excerpt was also published on the website for the Society for Foodservice.

Inspiring a Connection to People, Community & Brand through CSR

Author 2: Rachel Sylvan, Director, Engagement Office of Sustainability & Corporate Social Responsibility, Sodexo North America



Rachel Fineberg Sylvan is a Director of Sustainability & CSR at Sodexo. In her current role, Rachel facilitates meaningful communication with stakeholders to shape Sodexo's strategy, enhance the brand, inspire commitment to the Better Tomorrow Plan, and encourage behavior change for a more effective approach to sustainability. She has over 20 years of experience creating and implementing innovative strategies that protect the environment. She was previously the first Director of Corporate Responsibility and Sustainability for U.S. Foodservice, one of America's largest food distributors. She has also advised Ford and Volvo on corporate sustainability, helped shipping companies protect our natural resources, and facilitated strategic planning processes to achieve both business and environmental results. She holds both an MBA and MS from the University of Michigan's Erb Institute for Sustainable Enterprise.

The Contemporary View of Inclusion & Its Effect on Psychological Health

Author 1: David W. Ballard, PsyD, MBA, Asst Executive Director for Organizational Excellence, American Psychological Association



David W. Ballard, PsyD, MBA currently serves as Assistant Executive Director for Organizational Excellence at the American Psychological Association (APA). In this capacity, he designs and directs efforts related to health and well-being in the workplace and spearheads APA's Psychologically Healthy Workplace Program, an initiative designed to help employers promote employee well-being and organizational performance. He has provided research and consultation services to government agencies, medical schools, and universities in the areas of public health, prevention, workplace health promotion, and health care finance. Dr. Ballard is currently on the boards of the Health Enhancement Research Organization and The Health Project / C. Everett Koop National Health Awards. He previously served on workplace health and wellness advisory bodies for the National Business Group on Health and Partnership for Prevention. Dr. Ballard received his doctorate in Clinical Psychology and his MBA

in Health and Medical Services Administration from Widener University, where he completed concentrations in organizational and forensic psychology.

The Contemporary View of Inclusion & Its Effect on Psychological Health

Author 2: Rachel S. Permuth, PhD, MSPH, Senior Director of Workplace Research, Sodexo



Dr. Permuth is a behavioral scientist by training. She spent a decade at the National Institutes of Health studying behavioral components of disease management and prevention. Before joining Sodexo, she was Director of the NHLBI Center for Employee Wellness and Health Promotion as well as their Deputy Director of the Office of Strategic and Innovative Programs. She received her PhD in Public and Community Health from the University of Maryland and her Master's degree in Epidemiology and Biostatistics from the University of South Florida.

She has numerous publications focusing on corporate wellness and workplace trends. Dr. Permuth is also the co-creator of National Yoga Month, a nation-wide public health observance held every September.

Author 3: LaShanda Blisset, M.S., Chief Executive Officer, The Blissett Group, Corp



LaShanda Blissett is a PhD student at Capella University, working toward a Doctorate in Education with a specialty in Training and Performance Improvement. She is the Principal Consultant with The Blissett Group, Corp, a management consulting firm based out of Rockville, MD, near Washington, DC. LaShanda has an extensive background in training and performance improvement, primarily on federal government contracts. Her roles have ranged from instructional design consultant to training manager.

21st Century Mentoring

Randy Emelo, President and CEO of Triple Creek (www.3creek.com)



About the Author: Randy Emelo, President and CEO of Triple Creek (www.3creek.com), has devoted much of his life to helping others learn and develop. With more than 20 years of experience in management, training and leadership development, Randy has worked with hundreds of clients showing them how to close skill gaps and increase knowledge sharing with interactive, relational and measurable enterprise mentoring and collaboration software.

About the Company: Triple Creek is the market leader for enterprise mentoring and knowledge sharing systems, with our patent-pending Open Mentoring® software being used by more than 100 organizations with users in over 50 countries. Featuring our OpenRank matching algorithm, Open Mentoring® helps people build meaningful connections across the enterprise that can address real business issues. This cost-

effective SaaS solution reduces administrative burdens and provides a variety of reports showing competency gaps, networks formed for knowledge sharing, and participation metrics.

Thriving in The Cloud

Jim Ludlow, MBA, Founder and CEO of Liquid Interactive



Jim has varied and deep professional business experience. As founder and CEO of Liquid Interactive, Jim successfully leads and manages profitable growth. Liquid Interactive provides Internet related marketing and technology support to many global based brands.

Jim is an active member in Vistage International, Inc., the world's largest CEO membership organization. Jim spent 24 years in a variety of financial and technical management positions at DuPont and Air Products and Chemicals. Jim's expertise centered in; financial advisement, business process improvement and the deployment of electronic commerce technologies.

He has 22 published professional articles and has been quoted in many publications including Harvard Business Review and Fortune. Jim taught 14 accounting and finance courses at the University of Delaware and Penn State University and has spoken at many conferences and panels. He has also worked in leadership and non-profit Board positions with several organizations. In 1994, Jim's first book *The Road to Wealth* which reflects his personal investment philosophies and advice appeared in bookstores nationwide.

He earned an MBA in Finance from Indiana University and a BS in Marketing from Indiana State University.

Ushering in The New Era of Recognition

Jennifer Tekin, Sr. Marketing Manager, Sodexo Motivation Solutions



Since joining Sodexo in 2011, Jennifer has utilized her background in marketing and communicates to share the benefits of recognition in the workplace. As the Senior Marketing Manager for Sodexo Motivation Solutions, she blogs on recognition strategies, program best practices and employee motivation techniques. Outside of the Motivation Solutions LinkedIn group, she is a member of the Incentive Marketing Association and the Incentive Gift Card Council. Jennifer has a bachelor's degree in business management from Frostburg State University and is currently attaining her masters in marketing from the University of Maryland University College.

Facilities Management: A Strategy, Not a Tactic

Author 1: James P. Ware, Ph.D., Founder & Executive Director of The Future of Work



Jim Ware works with senior executives who want to take charge of their future by attracting exceptional people, leveraging innate talents, and increasing productivity.

He is a former Harvard Business School professor who has spent his entire career helping clients invent their own futures by exploring and interpreting the changing nature of work, the workforce, and the workplace. He facilitates conversations and collaborative learning, builds scenarios of alternative futures, and transforms ideas and insights into bottom-line results.

Jim is currently the founder and Executive Director of *The Future of Work...unlimited*, Global Research Director for *Occupiers' Journal Ltd.*, and a Partner with *The FutureWork Forum*.

Previously, Jim held senior management positions at several leading-edge professional services firms, including KPMG (now Bearing Point), Computer Sciences Corporation, Unisys Corporation's Information Services Group, and The Concours Group, where he led a number of futures investigations and served as Executive Director of the HR Concours, a membership organization limited to Chief HR Officers. He also served for several years as the Director of the Fisher Center for Management and Information Technology at the University of California Berkeley.

The Future of Work...unlimited is a research and advisory services firm that creates visions of the future and helps clients achieve them. *Occupiers' Journal Ltd.* is a global peer and knowledge-exchange network providing

Facilities Management: A Strategy, Not a Tactic

Continued...

proprietary research and advice to end-user real estate and facilities management executives. The *FutureWork Forum* is a global think tank of more than 20 independent consultants devoted to reviewing, researching, reporting, and responding to issues surrounding the future of work.

Jim was a co-author and the lead editor for *Cut It Out! Save for Today, Build for Tomorrow*, published by the IFMA (International Facility Management Association) Foundation in 2009. He also authored the chapter on change management for the recently-completed book *Work on the Move: Driving Strategy and Change in Workplaces*, also from the IFMA Foundation (October 2011)

Corporate Agility (2007), co-authored with Charles Grantham and Cory Williamson, addresses the need for organizations to coordinate and integrate HR, IT, and CRE/facilities management to develop new business capabilities for competing in a flat, global economy. *Corporate Agility* was named one of the ten best business books of 2007.

Jim is Editor in Chief and a principal writer for the monthly newsletter *Future of Work Agenda*, and he posts regularly on the *Future of Work* blog. He participates actively in, and often presents at, many national and international professional conferences.

He holds PhD, M.A., and B.Sc. degrees from Cornell University and an MBA (With Distinction) from the Harvard Business School. Jim is an active member of the National Speakers Association; he is currently the elected president of IFMA's Corporate Real Estate Council. He lives and works in Berkeley, California.

Facilities Management: A Strategy, Not a Tactic

Author 2: Paul Carder, Co-founder, Managing Director, & 'Chief Networking Officer' for *Occupiers' Journal*



Paul is the co-founder, Managing Director, and 'Chief Networking Officer' for *Occupiers' Journal Limited*. He is also founder/publisher and Editor of *Work & Place*, the new quarterly publication by *Occupiers' Journal*. Paul formed the many groups that carry the 'OJ' brand on LinkedIn, and on Twitter @occupiers; in fact, he built the global network primarily using a combination of social media and networking at conferences. Paul now maintains an active network of well over 30,000 professionals in CRE, FM and Workplace professions around the world.

Paul has specialised in comparative analysis between occupier organisations and their CRE & FM supply chains, drawing on almost twenty years of experience in the corporate workplace and facilities management fields. Prior to launching *Occupiers' Journal* in 2011, Paul worked with Advanced Workplace Associates in the UK to create and build the "Workplace Performance Innovation Network" (or 'PIN') for occupiers. His experience has also included 'in-house' roles as FM Strategy & Planning Manager at Barclays Bank PLC, as an International Director at IPD Occupiers, consulting with Deloitte, and work with several global FM suppliers. His core experience spans client research, workplace strategy, performance management and supplier/contract management.

Paul has been an External Tutor for the College of Estate Management (UK) and University College, London. He has written many papers for FM journals, and spoken at conferences on corporate real estate, FM and performance management, around the world. He is married, with four children, and lives near Cambridge, UK.

Data Reporting OUT; Predictive Modeling IN

Author 1: Dr. Hank Gardner, Founder & Managing Partner of HCMS Group



Dr. Hank Gardner is the Founder and Managing Partner of HCMS Group LLC. Dr. Gardner's 40-year career includes medical practice and healthcare organization administration, health professions education, and health economics research. He has founded and built significant value in several businesses and health organizations, and is an advisor to public and private sector organizations on health economics and healthcare reform. Dr. Gardner is a Wyoming native and received his post graduate education at the University of Rochester.

Author 2: Neil Sullivan, Senior Account Manager & O|BI Service Manager for HCMS Group



Neil Sullivan, MPH is a Senior Account Manager and O|BI Service Manager for HCMS Group. In these roles, Neil guides the application of O|BI reporting services to the HCMS client base, as well as provides strategic direction to selected large group clients through the interpretation of human capital analyses and research. Neil's education includes a B.S in Community Health Education and a Masters in Public Health.

HCMS Group is an independent (not captive of health industry insurance carriers/ administrators or medical service providers) private information services company established in 2002. HCMS provides disruptive innovation to employers of all sizes to reduce waste in health benefits, recruit/retain high performing human capital, and increase business profitability. They are the only combined health information technology and clinical information services company that uses custom data analytics to help businesses reduce their health benefit costs and support those employees with the greatest health risks.

HCMS uses a unique Health as Human Capital conceptual model that structures data analytic management information in business economic performance terms and includes an understanding of how moral hazard and information problems results in waste and inefficiency.

International Design & Construction; A Shifting Paradigm

James Chu, MBA, Director of Research, American Institute of Architects (AIA)



James Chu, MBA, joined the American Institute of Architects (AIA) in 2005 as the Director of Research. He graduated from McGill University in Montreal, Canada, with a B.Sc. and MBA from George Mason University. He has taught and worked in the private and non-profit sectors in the field of market research. Prior to joining the AIA he was a business consultant representing a state economic development office in Tokyo, Japan.

The Changing Office... Literally

Author 1: Robert Fox, Founding Principal, AIA, IIDA, LEED AP



Bob Fox is a leader in the architecture and interior design profession and is well respected by his peers for his innovative approach to workplace design. He inspires those around him to look beyond the physical environment to consider the boarder spectrum of organizational and cultural issues affecting today's workplace. He possesses nearly 30 years of experience integrating high-quality architectural design services with graphics and multimedia technology to provide a high return on every project.

Bob founded FOX Architects in April of 2003 in Washington, D.C. His firm specializes in architecture and interior design for the commercial industry and is focused on providing quality design and dedicated customer service on every project. In his current role he acts as an advisor to his clients to ensure the strategic objectives and executive expectations are achieved. Today, the firm is recognized as an expert in design, and has been nationally recognized for their work.

In 2010, Bob started *Workspace Design Magazine*. The online publication provides an unbiased resource for information on the future state of the workplace. Inked on a monthly basis, the magazine focuses on new ideas, products, people and projects that influence the workplace and how people work. Workspace Design magazine opens the door to new creative ways of thinking about the future of office space and provides an open forum for industry insiders and design professional to share information, ideas and inspiration.

Bob has a Bachelor of Science in Architecture from Temple University.

The Changing Office... Literally

Author 2: Sabret Flocos, Managing Principal, Virginia Office, IIDA, LEED AP



As a founding principal of FOX Architects, Mrs. Flocos brings nearly 30 years of experience in the architectural/design industry and possesses highly specialized interior design skills, including strategic planning, programming, space planning and concept development. Alongside her partners and with the help of a talented staff of designers and architects, Mrs. Flocos has built a thriving business that has grown exponentially since its inception. While she is adept at translating programmatic requirements into the physical environment, her greatest strength lies in her ability to synthesize ideas and create a space which tells a story and supports the message and vision of her clients.

Mrs. Flocos has earned numerous awards for her and her teams' work and received top honors at the 2011 IIDA Mid-Atlantic awards. The winning project, American Chemistry Council (ACC), received both a Gold Award for its category and the evening's top honor, the Pinnacle Award. Mrs. Flocos was personally honored as one of the prestigious 2011 Women Who Mean Business by The Washington Business Journal.

Mrs. Flocos is a valuable asset in her field, but it is her focus on stewardship that makes her stand out from the rest. She encourages her team members to play an active role in the community by devoting time and efforts to groups including: Construction®, Jubilee Housing, and the Arlington Partnership for Affordable Housing (APAH). In her spare time she also serves as a board member for the March of Dimes - National Capital Area.

A transplant from Colorado, Mrs. Flocos has resided in the DC metro area for 20 years and currently lives in McLean, VA with her husband and two children. At an early age, she applied her passion for being able to lead and adapt to an evolving environment on her working ranch in Colorado. Training that now applies to her career - helping clients achieve the optimal built environment through the use of Workplace Strategy.

Mrs. Flocos has a Bachelor of Science in Housing and Interior Environment from Colorado State University with a Minor in Business.

Integration as THE Solution

Debra Dailey, MA, BSN, VP, Human Capital Solutions and Outcomes, Sodexo



Debra joined Sodexo in December 2008, bringing more than 20 years of leadership experience in the health and human capital fields. As Vice President of Workplace Strategy within Sodexo's Marketing Community, Debra works with executive leaders in diverse work and community settings to design and develop environments and experiences that enhance employee engagement, well-being and business performance. She is responsible for driving the integration and alignment of supportive environment, motivation and well-being initiatives in a way that enhances the quality of the work/life experience. She brings a unique human centric perspective and approach to facility and real estate management by ensuring costs and assets are view secondarily to quality of life.

Throughout Debra's career she has held key leadership roles including VP of Wellness for Nationwide Better Health, and Executive Director of Health and Productivity for a Tri-C and Corporate College in Cleveland, Ohio. Debra also spent several years in occupational health and wellness management for the Harley-Davidson Motor Company in York, PA where she launched the company's first wellness initiatives.

Debra holds a Master's degree in Health Promotion and a Bachelor's degree in Public Health Education from Central Michigan University. In addition, Debra holds a Bachelor's degree in Nursing from Cedar Crest College in Allentown, PA. Debra currently sits of the National Business Group on Health's Institute for Innovation in Workforce Well-Being. Her work has received regional and national awards and has been featured at major conferences throughout the country.

Trending Now

Philip Rogers, Division Vice President, Solution Center



As Division Vice President, Solution Center, Phil leads the NorAm Solution Center team in identifying and developing solutions and offers that enhance Sodexo's credibility and competitiveness in the marketplace and provide a platform to strengthen our Comprehensive Service Solutions offer to our clients. Currently the NorAm Solution Center offers include Facility Engineering, Energy, Construction, Mobil HVAC, Roofing Asset Management, National Energy Monitoring, Maximo CMMS and Corporate HS&E.

Phil has 35 years of experience in facilities management, engineering, construction and real estate. Phil was previously with Linc Facility Services, where he was President and CEO. In this position, he managed integrated facility management services, technology and high value facility services to a diverse range of corporate, institutional and government clients. The company expanded internationally. Under his leadership, the company more than quadrupled its revenues and improved its financial performance

10 fold through organic growth and acquisition activity.

Prior to his position at Linc, he was President and COO at Consolidated Engineering Services, Washington D.C.'s largest Engineering and Facilities Management Company, where he accelerated profitable growth of the firm both organically and through acquisitions and achieved sustainable results. The company grew revenues from \$70M to \$430M and eventually was sold to Emcor.

During his career, Phil has been a pioneer in the Facilities Management industry and has worked with many of the largest corporations including: IBM, DuPont, AT&T, Delta, Applied Materials, Nortel, and Bank of America in creating value for their companies.

Phil graduated from Miami University in Ohio with a Bachelor of Science in Finance. His certificates and professional affiliations include:

- IREM, board member, past chapter president, Advisory Asset Management Board, AMO Corporate Representative, CPM
- BOMA, National Advisory Council, board member, Chairman of Code and Regulations
- Previous CEO/Board Member of 20 acquired companies
- Hughes Associates, Inc. and K2 Holdings, Inc. Board Member

Phil lives in old town Alexandria, VA, with his wife Joan (a registered dietitian) and they enjoy tennis, golf and swimming.

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