

(verbally as well as written), sympathetic versus empathetic, high integrity, perseverance.

Wright has used innovative officing consultants to provide a good starting point with new concepts. These concepts get modified as they go along. He expects the interior design firms that he retains to implement the concepts to “Make it their own. They need to take ownership. I expect them to modify the concepts to meet the needs.” (See Figure 19-5.)

### **Benchmarking**

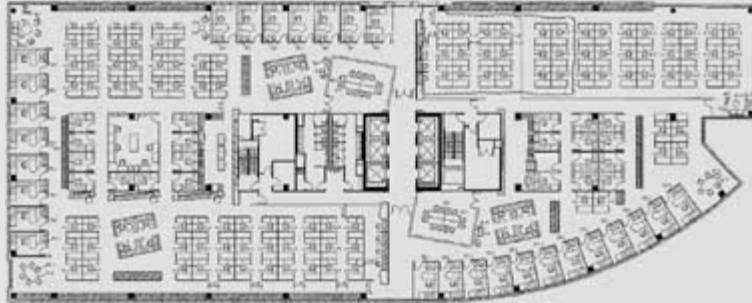
According to former Xerox CEO David Kearns, the definition of benchmarking is “the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders.” In the facilities world, this can be interpreted as the practice of comparing one’s own data and practices against other organizations in order to understand and evaluate facilities and the workplace. By benchmarking we learn by borrowing from the best and adapting their approaches to fit our needs. Benchmarking provides an opportunity to share successes and leverage knowledge and experience between organizations. The interior design professional is well positioned to lead this benchmarking consultation. Often, the design professional is already working in the facility and is aware of many factors which may need to be benchmarked, or could be used in the data-gathering process. Sometimes, the facility department may just need to be “jump started” in the process, and use the services of a benchmarking consultant to lead this first-time effort.

Facility managers as well as corporate executives often seek consultation regarding the performance of their facilities. They list four major rationales for such consultation:

1. The business desires to continually improve the performance of its operation.
2. It needs to analyze the comparative costs of maintaining a facility.
3. It has identified a goal of improving the profitability of the company through direct impact on the bottom line.
4. It needs to present a business case to emphasize the importance of the facility manager’s role.

## WORKPLACE DESCRIPTION

### Ernst & Young LLP McLean, Virginia



#### THE CHALLENGE

Recruiting, employee retention and quality of life can have a great affect on an organization's productivity and success. In today's job market, employers scramble for new hires and will do just about anything to keep a good employee. Many organizations are challenged to provide an environment conducive to the employees' productivity and quality of life.

In response to the challenge, Ernst & Young's National Real Estate Group (EYNRE) developed national standards and established a quality benchmark for all locations that address four specific areas;

- Quality of Life
- Workplace Standards
- Workplace Amenities
- Cost Effectiveness / Timeliness

#### QUALITY OF LIFE

In an effort to provide both a better quality of life for their employees as well as better service to their clients, Ernst & Young acquired 130,000 rsf of space at Westpark Business Park in McLean, Virginia. The relocation meant a shorter commute for employees to and from work. It also meant less time on the road as most of the firm's high tech and health care clients were headquartered in the area. Creating the new workplace, Ernst & Young implemented the new Workplace of the Future standards to provide consistency and quality that was comparable to recent successful projects recently implemented in California and Texas.

**FIGURE 19-5**

The design and client team set the goals of the workplace at the onset of the project.