



Book Review Editor: Theodore J. Weidner, Ph.D., P.E., AIA

This is a time for initiating changes to deal with restricted and constricting budgets, staffing changes, looking for efficiencies, trying to become a better organization. The facility officer is called upon to do more than just keep things working.

The first book addresses how to leverage teams to work effectively. The second book looks on the technical side to measure building efficiency and responsiveness to user needs. Right now, I'm up to my eyebrows in work that demands the help of both of these books. You may find similar reasons to use them.

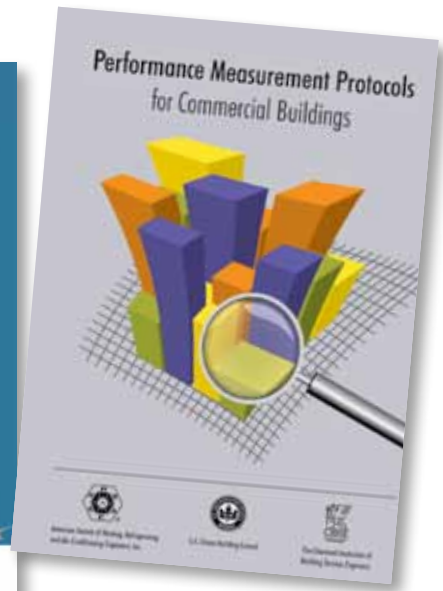
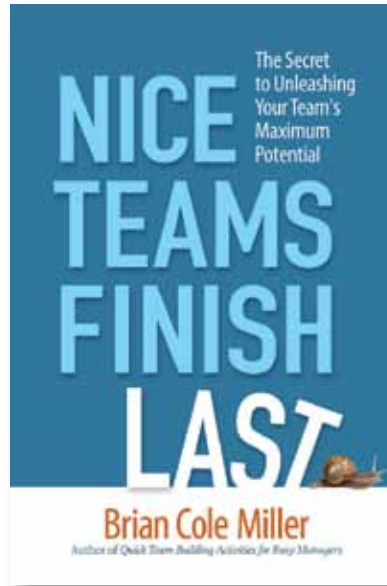
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NICE TEAMS FINISH LAST: THE SECRET OF UNLEASHING YOUR TEAM'S MAXIMUM POTENTIAL

Brian Cole Miller, AMACOM Books, New York, NY, 2010, 204 pages, softcover, \$17.95.

Management books all focus on a few things: difficult people; focusing teams; getting the most out of people; overcoming behavioral preferences; and resistance to change, to name a few. One of the latest books to appear from AMACOM is Brian Cole Miller's book *Nice Teams Finish Last*. The title is catchy and it caught my interest. As things turned out, meeting publication deadlines and regular work responsibilities meshed well with this book.

It is nothing new for the leader of a large organization to assign a team of different people to identify a problem and find solutions that will work to make the organization better. Leaders are good at finding symptoms that define a problem; the difficulty lies in getting the team to perform and excel in the assignment. In *Nice Teams Finish Last*, Miller identifies nine different styles of team members, a fairly comprehensive list



from my experience, and how they will work to suboptimize the team's output as they work together either being "nice" or "fierce."

Fierce is the opposite of nice and at the other end of the team's behavioral continuum presented. Miller describes nice as an ineffective working relationship among team members where each person retreats to his or her comfort zone based on their style and lets the compromise (least common denominator) solution win out. At the opposite end, fierce teams exhibit the visceral side of each person's comfort zone resulting in much the same compromise outcome but through cutthroat results. Neither gets to a truly effective solution quickly.

Between nice and fierce is "bold"—an effective team behavior or attitude that gets the most out of shared ideas and opinions by working openly and courteously together. To achieve the bold results, the team leader needs to lead the participants to a balance of courage and compassion often by get-

ting them to commit to being bold and not nice or fierce. It requires a blend of Covey and Carnegie, "beginning with the end in mind," "seeking first to understand," "criticizing without being hated," and "making the fault easy to correct," among others. While there are several examples provided where one word in a paragraph is changed, (i.e., *but* to *and*), the techniques are reasonable and understandable.

In short, I find the recommendations and techniques effective and applicable. In a recent meeting where I was leading a strategic planning team to make some significant organizational changes, I was able to apply several of the recommendations in *Nice Teams* to increase the effectiveness of the team and redirect it from a stagnating situation. I'll happily add this book to my arsenal of management tools.

PERFORMANCE MEASUREMENT PROTOCOLS FOR COMMERCIAL BUILDINGS

American Society of Heating, Refrigerating and Air-Condition Engineers, Inc.

(ASHRAE), U.S. Green Building Council (USGBC), and The Chartered Institution of Building Services Engineers (CIBSE), Atlanta, GA, 2010, 257 pages, softcover, \$75 ASHRAE member; \$89 nonmember.

Three organizations in the U.S. and Canada have teamed up to create a protocol to measure the effectiveness of building mechanical and electrical systems. *Performance Measurement Protocols for Commercial Buildings* provides for three levels of complexity and detail to measure building environmental systems: heating, cooling, ventilation, lighting, noise, and water use. While the focus is on commercial buildings, educational facilities (K-12), residence halls, and other space types typical of colleges and universities are included.

There's a lot in this book. It presents an organization structure to measure a lot of complex systems that make a modern building run. Despite having taken courses in HVAC, lighting, and acoustics, I don't recall seeing any reference that brought all three together in a single evaluation method. Facility owners who hired designers and consultants working under the architect of a new building really didn't have a single system to evaluate the end product after the project was complete, or to evaluate an older facility to identify sustainability or energy conservation initiatives.

There are tables and graphs in both U.S. and SI units covering energy, lighting, heating/cooling, water, IAQ, lighting, and acoustics. Many of these tie to the USGBC LEED metrics allowing for retro-commissioning or recertification of certified facilities. Occupant surveys provide uniform questions and can be tied to large datasets of existing survey results. Finally, there's a reasonable glossary and list of acronyms and an extensive bibliography to provide clarity and supporting material. This book is dense.

Given the challenges of buildings today and our customer demands – which seldom relax despite shrinking budgets and increased conservation demands—this book will prove to be a valuable reference. I'll be using my copy extensively to develop strategic plans for future facility renovations and

development, as well as to measure the effectiveness of recently constructed facilities. ☎

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