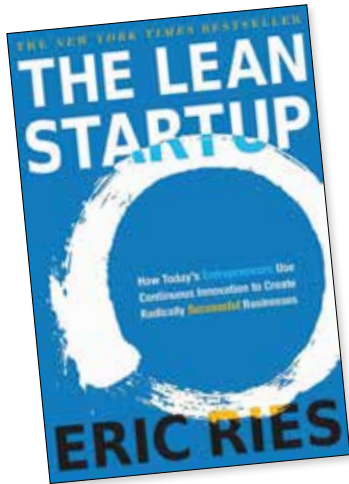


Book Review Editor: By Theodore J. Weidner, Ph.D., P.E., AIA, CEFP, DBIA

Change is the one constant in the world. Time changes, customers change, products change, everything changes. How we respond to change affects us and our environment. Here are two books that look at change.



THE LEAN STARTUP: HOW TODAY'S ENTREPRENEURS USE CONTINUOUS INNOVATION TO CREATE RADICALLY SUCCESSFUL BUSINESSES

Eric Ries, Currency, 2011, 336 pp., hardcover, \$28; softcover, \$15.95; ebook, \$13.99; audiobook, \$23.95

The facilities industry is changing. Sure, occupant needs haven't changed significantly; there's always been a demand for a comfortable work environment even when the comfort was provided by a stove in the middle of the room. However, the sophistication of work environment demands has pushed changes beyond those of new buildings or materials. Facility officers must plan, measure, test, and adapt faster than ever before. Developing a rapid-fire innovation habit to keep up with user demands is well described in Eric Ries's *The Lean Startup*.

Some may argue that facility operations hardly represent a startup enterprise. But think about what is happening at your campus or facility today. The customers change at least once each year: As new students come to campus, they represent 25 percent or more of the total customer base, and they are different. They must be educated about how to work and learn in a new environment, but the facilities operation must also change to meet the needs and new demands of this large shift in customers.

What works? What doesn't work? What minor changes in how work gets done result in large changes in customer response? Did a change make things better or worse? How long did it take to discover that a responsive change was good or bad? What was learned from customer response/feedback? These questions and others are addressed by Ries, an entrepreneur and successful businessman, in *The Lean Startup*.

Education facilities have tremendous inertia; many still provide learning spaces that haven't changed in over 100 years aside from the addition of technology. There are still four walls, a ceiling, and a floor; the

students still sit in a set location looking at a writing surface for instruction (or for a projection of the writing). Research is still conducted in a specialized location, and students rest or recreate in separate areas from their classroom space. But as new students and instructors come to campus, these traditional modes are changing; the facilities and facilities operation must change also. But how?

The answers as to how a facilities organization must change are specific to a campus's mix of buildings and occupants—every campus is unique. One process does not fit all. But the process to identify the changes that work or don't work is described in *The Lean Startup*. The "secret sauce" is hardly secret. It's more an issue of recognizing that small steps are better than big ones when the solution is still unknown: Quick, small steps are better than slow, large steps; and quickly adjusting to an obstacle or negative response is better than accumulating a large list of problems. These are just a few of the techniques identified and discussed.

The techniques described are focused on a startup organization or company where the workforce is small, and communications can quickly touch everyone. But they can also be applied to a large organization that is entrepreneurial and makes changes with small, creative teams. Simply choose a work group or building and test a change, advises Ries. Measure the results and share feedback widely. Don't be afraid to make a mistake, but do remove the mistake quickly.

The book is compelling, easy to read, and has a website with additional information and exercises for the motivated reader. Clearly, the author practices what he preaches by recognizing that a book is static, but that a website can facilitate quick changes and provide better tools for learning and application. What a concept!

WHEN: THE SCIENTIFIC SECRETS OF PERFECT TIMING

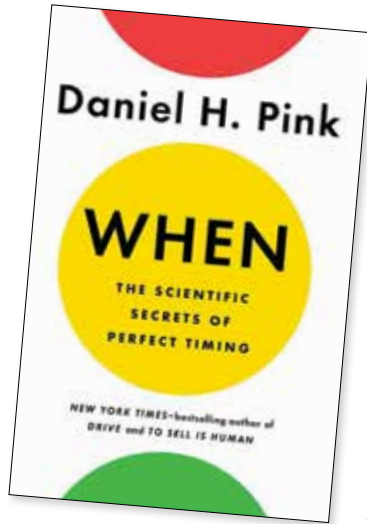
Daniel H. Pink, Riverhead Books, 2018, 272 pp., hardcover, \$28; softcover, \$30; ebook, \$14.99; audiobook, \$20.95

Are you an early riser or do you prefer to sleep late and work late? Why do some people get tired in the afternoon while others are very active? Why do some efforts result in disaster or soaring success depending on when they were conceived and executed? These are just some of the questions addressed in *When: The Scientific Secrets of Perfect Timing* by Daniel Pink. This is the third book by Pink reviewed here; he's written six books to date. Beginning with *Free Agent Nation: The Future of Working for Yourself* in 2001, Pink continues to break the shackles of conformity and explore the details of the world around us.

When explores the relationships between time and the mind. Time—or more specifically, its measurement—is a human invention created to provide a measure of light and dark cycles, hot and cold seasons. The units of time were conceived by humans and not derived from nature like the meter or kilogram.

Interestingly, time or how we experience it influences each of us. Some people are “larks”—they get up early and do their best work in the morning. Others are “owls” and excel in the evening or nighttime. But the cycle is not limited to a 24-hour window, there are subdivisions in a day where we perform well or poorly.

There are physiological influences that occur over time. Teenagers prefer late hours and don't perform well early in the day until they are nearly 30. Older adults have cycles that affect performance and are more prone to mistakes at the trough of their cycle. There are ways to overcome or shorten the troughs, such as the “power nap” or adjusting one's diet. Pink explores these and other devices in an enjoyable manner in *When*.



As he has done in all his books, Pink reveals details about human interactions that would be buried in scientific journals if not for his artful style and inquiring mind. *When* is an enjoyable read, something that will provide a release from the pressures of the day and maybe answer some nagging questions about why you're so astonishingly brilliant sometimes and frustratingly dense other times. ☺

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