

The logo features a stylized 'D' in a brown square with a grid pattern, followed by 'CI' in a smaller brown square, a vertical line, and the word 'CLIPS' in a bold, black, sans-serif font.

DCI | CLIPS

In this, our eleventh issue of DCI Clips, we continue to bring you a digest of articles relevant to today's business environment. The nature of this publication remains centered around the theme of change – especially in the areas of technology, work process, and corporate culture.

It is with that theme in mind that I take this opportunity to introduce myself as the new President of Dayton's Commercial Interiors. I come to DCI from other roles within the Property Development Group at Target Corporation, at a time when our goal of Flawless Execution is taking on life as the standard by which every customer encounter will be measured.

We at DCI are striving to deliver performance that surpasses your expectations, while helping you realize the possibilities for improved corporate performance provided by cutting-edge office design that can reduce property costs, increase organizational flexibility, and renew creativity and dedication from the workforce.

I believe the stories of innovation and creativity summarized here can help you derive benefits from changes taking place within your own companies.

As always, if you would like the full text of any article here, please contact John Jurgensen at jjurgensen@workspacedci.com. Thank you for your continued interest in Clips, and I look forward to meeting and communicating with each of you in the future.

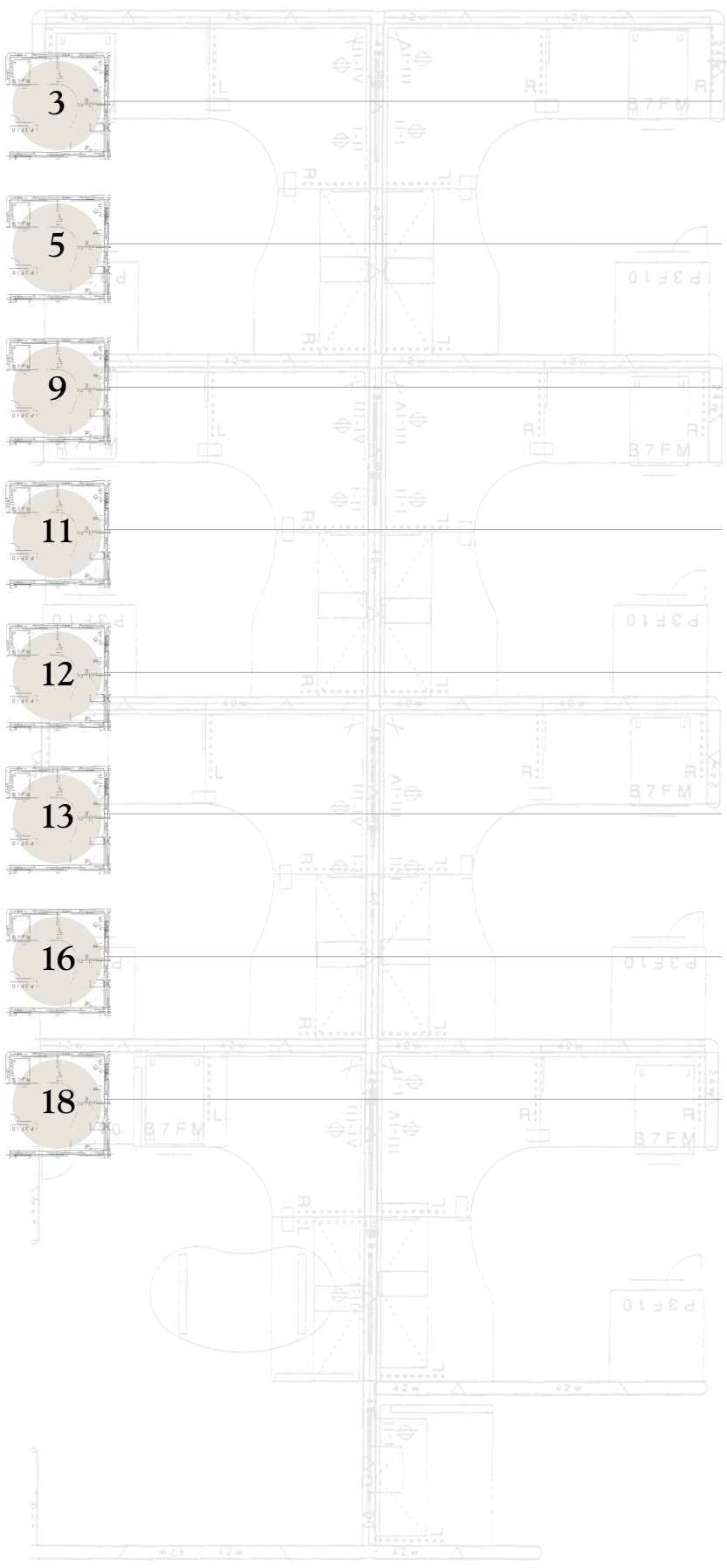
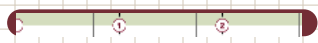
Sincerely,

A stylized signature in green ink, consisting of a vertical line and a horizontal line forming a 'J' shape.

JOSEPH M. PERDEU

PRESIDENT

DAYTON'S COMMERCIAL INTERIORS



DESIGN

CULTURE

TRENDS

FURNITURE

HEALTH

SOHO

TECHNOLOGY

OFFICE MANAGEMENT

1

A Window On The Workplace.

Piers Caulfield.

- *Estates Gazette*; November 16, 2002, p2.

Summary:

Today, buildings that digitally manage access, monitor temperature and humidity and adjust lighting are a reality, thanks to the spread of wireless technology. This article explores the state of the art of high-tech site-management systems and the wireless technology that drives them. Among the new applications explored:

- Speed cameras that can digitally photograph your car as you arrive and leave and upload data to a control center within seconds of your passing.
- Systems that can monitor arrival and departure times and trigger a response to absent key team members so that "just-in-time" replacements can be found.
- Asset tracking that allows for a complete log of tagged items like laptops and projectors.

Soon-to-arrive applications discussed in this article include e-mails read to employees in their arriving elevators and employees notified automatically as visitors pull into parking ramps.

2

Room For Improvement: Property Rental Costs Are A Substantial Outgoing For Most Companies, But They Can Be Reduced Considerably By Making More Efficient Use Of Office Space.

Jonathan Davies.

- *Financial Management (UK)*; February, 2003, p20.

Summary:

Great workplace design goes far beyond mere aesthetics to embrace technological advances and trends, environmental considerations, workflow, flexible working conditions and other operational issues that directly affect cost and profitability. As the author of this article notes, payroll and property are two of the greatest costs businesses will incur, making a well-designed workplace a distinct competitive advantage.

This article explores the different methods designers use to make the most efficient use of space and determine how much overall space an organization really needs. It discusses key factors such as the amount of cellular space to open-plan space, the effects of work style, culture and flexible working conditions on design, and the full scope of design services and their typical cost as a percentage of total contract value. The article ends its case for better office design with a discussion of how it impacts on teamwork, creativity, recruitment and measurable performance

3

Cubicle Culture Shock: A Look At The Evolution Of Corporate Design And Its Implications For The Office Of The Future.

John Hopkins.

- *Midwest Real Estate News*; January, 2003, v19 i1 p38.

Summary:

This article explores the impact of office design on corporate culture and business operations, showing readers how it has both mirrored and directly affected marketplace social trends and technological advances. Discussion ranges from the turn of the century assembly lines through the ordered hierarchy of offices following World War II, the workstation clusters of the 1960s, the isolated cubicles of the '70s and '80s, and the 1990s productivity enhancement that was built around mobility and connectivity and spawned hoteling and just-in-time space.

The influence of technology and a societal movement away from formality are discussed, along with the collapse of corporate hierarchies and the simultaneous search for more privacy. The article notes the "special challenge" of balancing privacy and collaboration in idea-driven businesses and the need for a "menu of options" rather than a one-size-fits-all design approach.

Further discussion about the driving forces influencing office design are available at www.mwrenonline.com.

4

Introduction.

Max Nathan.

- *Design Week*; November 14, 2002, v17 i46 p55.

Summary:

The author believes that the increase in interest and discussion over workplace design is caused by the growing number of professionals with multiple workplaces and nomadic workstyles, the greater flexibility offered within office walls powered by changes in technology, and a general "re-imagining" of the workplace. The result: groundbreaking ideas about how to organize work, including drop-in centers for mobile workers.

Experts have proclaimed that companies looking for improved performance need only exploit the possibilities provided by cutting-edge office design to reap reduced property costs, increased organizational flexibility and renewed creativity and dedication from the workforce. This author notes their impact but cautions against the wide-eyed acceptance of every new workplace design development. Instead, he argues for prudence and a careful evaluation of the ramifications of issues like telecommuting, hot-desking and open offices. He then provides a number of suggestions that will lead to tailored solutions based on a sophisticated understanding of space and organizations.

5

Create Wealth: Enrich Your Corporate Culture.

Frank Aloï.

- *Bank Marketing*; March, 2003, p. 20.

Summary:

This article provides readers with ways of refining and focusing a corporate culture by “introducing and molding the type of high performance practices and habits that beef up the bottom line and enhance sales initiatives.” The foundation of this effort is what the author terms a “cultural initiative” that creates consistency in the workplace, enhances employee training and treatment and ensures that clients/customers know what to expect from the organization. The article outlines steps that companies should follow to define and develop a cultural initiative and includes an example of how one organization was able to implement a cultural initiative that increased its profits, expanded its client base and reduced employee turnover.

6

Fixing Dysfunctional Corporate Culture.

Shawn Smith

- *Fairfield County Business Journal*; February 17, 2003, p.4.

Summary:

This author suggests that in difficult economic times, organizations that seek to expand, downsize, move offices or simply compete more effectively may seek to fix any serious flaws in their corporate culture. Fixing an inappropriate corporate culture is important, but the author notes that it requires a full commitment of time and other resources as well as careful planning. This article is not a “how to” on cultural change. Rather, it provides a list of well thought out questions for organizations to ask themselves to determine if they're truly ready for cultural change. By addressing these questions readers become aware of the breadth of the issues involved and can more accurately assess the readiness of their companies to make the necessary commitments to change.

7

Stories That Sell, Stories That Tell: Effective Storytelling Can Strengthen An Organization's Bonds With All Of Its Stakeholders.

Barbara Kaufman.

- *Journal of Business Strategy*; March-April, 2003, v24 i2, p14.

Summary:

Research has shown that storytelling is far more convincing to an audience than rational arguments or facts. This article explores how effective corporate "storytelling" can reinforce an organization's culture, influence its full range of stakeholders and "align organizational mission and values with people's intrinsic needs to belong and contribute." Examples are given throughout the article of how executives have successfully used storytelling to deal with resistance to change, develop meaningful mission statements, enhance fundraising and recruitment, rekindle the passion and commitment of employees and other stakeholders and connect organizations to their communities. The author shows how leaders can develop a repertoire of stories and assures them that the lasting bonds they create will provide great personal and organizational returns.

8

The Character Of Organizations: The Dictum, "Know Thyself" Applies To Organizations As Well As To People.

Jorge E. Fernandez; Robert T. Hogan.

- *Journal of Business Strategy*; January-February, 2003, v24 i1 p38.

Summary:

An organization's character, like an individual's personality, is unique, distinctive and revealing. It springs from the organization's core values and shared beliefs and defines in powerful ways the range and limits of a company's leadership practices, membership criteria, structure for activity, strategic direction and criteria for success. Research by the authors has uncovered four distinct organizational characters that can help define organizations as a whole or divisions and departments within organizations:

1. The Achievement Character
2. The Safekeeping Character
3. The Collaborative Character
4. The Creative Character

The article gives insight into each of the types above and provides examples of companies that fit into each of the four categories. The implications for organizational development are explored and suggestions are provided for assessing an organization's character and understanding its developmental implications. The authors emphasize that better performing organizations have values that are congruent with their environment and that the distinct characters of great organizations are defined by their core values and purpose.

9

The Need For Speed: Only Those Institutions that Can Adapt And Respond Quickly To Shifts In Consumer Preferences Are Likely To Survive.

Robert Gandossy.

- *Journal of Business Strategy*; January-February, 2003, v24 i43 p29.

Summary:

The speed of technological change has become extraordinary, as has its ability to transform our lives. Corporations have likewise been buffeted, with new companies like Nokia emerging as market leaders while former market leaders that responded too slowly to new competition and changes in consumer preferences disappeared.

The key for company survival in changing times is speed and agility. This article points out that people are the ultimate means by which companies leverage themselves into becoming faster and more agile, but notes that only a minority of companies have their human relations leaders playing a role in this effort. The result, they report, is much wasted effort. Speed without clarity simply results in dumb decisions made faster, while agility without focus results in companies straying from their core business and mission.

Unfortunately, speed and agility can't be bought or dictated. To achieve the right tension between agility and speed, to understand the subtleties of rhythm and pace, to navigate in a faster and more uncertain world all require a talented workforce and well-founded plans and procedures. The author notes that fast and agile companies seem to share "five basic characteristics which overlap, interact, and create a momentum that's hard to beat":

1. Clear purpose
2. Engaging climate
3. Small unit accountability
4. Outside-In focus
5. Collective will

The article discusses each of these characteristics in detail and provides examples of companies that achieve success in each. It then provides "a six-step process that can literally get a company moving in the right direction in 60 days or less." The author concludes by warning that once an organization is fast and agile it faces a formidable task to avoid complacency. After all, Bill Gates asserts that Microsoft is never more than two years from going out of business.

10

The Eyes Have It: Recognize The Symptoms Of Your Disengaged Workers And Use These Strategies To 'Brighten' Their Outlook.

Eric Allenbaugh

-HRMagazine; April, 2003, v48 i4 p.101.

Summary:

The premise of this article is that three cultures generally exist in companies, with the dominant group defining the overall culture:

1. **The Glazed Eye Group:** Comprising about 54% of employees, members of this group lack spirit and vitality, preferring to dwell on why things cannot be done. They feel unappreciated and insignificant and look to others to fix problems. Neutral or mildly negative about the company, this group will drain an organization's vitality if allowed to predominate.
2. **The Beady Eye Group:** While this "actively disengaged group" represents about 17% of the corporate workforce, dealing with them takes a disproportionate amount of resources. They focus on problems and resist solutions. Angry, frustrated and blaming, their power is gained through cynicism and relentless resistance and their prime accomplishment is raising the stress levels of themselves and those around them.
3. **The Bright Eye Group:** Comprising some 29% of the employee population, this "can-do" group is highly engaged and committed to the vision and values of the organization. Personal accountability and self-reliance are key traits of this problem-solving group.

Corporate culture directly affects productivity, creativity and profitability and the author declares that leaders cannot leave culture formation to chance. He offers an overall blueprint of six strategies for energizing and engaging employees and creating and sustaining a "Bright Eye Culture."

11

The Changing Corporate Landscape: Three Trends To Watch.

Roger Herman. Joyce Gioia.

- *Incentive*; April, 2003, v177 i4 p61.

Full Text: COPYRIGHT 2003 The Herman Group.

Over the past few years, employers have downsized to reduce personnel costs. Word to the wise: Change is on the horizon. Here's what employers can expect:

- As the economy improves, employers will hire again to build their human capital strength. Some of the chairs will be filled by returning employees. Other employees will be new to the organization and will need to learn--or recreate--the culture.
- The new hires will be different than the people who left, and different than the people who remain. Some may be more entrepreneurial. Others will be accustomed to an incompatible reward structure or have more expertise.
- Leaders should anticipate conflict between these various groups of employees because of their experience and expectations. The mission of the senior executives will be to clearly define the desired culture, then communicate that culture effectively to all members of their team ... as the organization goes through a metamorphosis while in motion. Leaders who plan now for this change will gain a competitive advantage in the future.

12

Office Space: Designing Your Next Office: A Workplace That Will Know Who You Are, Where You Are And What You're Doing.

Brad Stone.

- *Newsweek*; April 28, 2003, p46.

Summary:

Researchers at Cisco and Microsoft are among the forefront of those exploring how technological change will reshape the topography of the office. The author of this article has worked with both organizations to understand and communicate to readers their vision of the office of the future. Cisco VP Dave Rosetti heads a group of 100 colleagues imagining the office of the future. Their vision includes "free-floating employees" who enter a building and search out empty "generic offices" near their current collaborative team. The offices are alerted to employees by their badges and automatically customize themselves so that e-mail accounts are routed to the appropriate PCs, the PCs adopt the employees' Internet telephone extension and blank screened frames render the employees' favorite images. To create this scenario the Cisco team is currently working on a technology called "presence" that will work on all your phones, PCs and handheld devices so that when someone phones or e-mails you, the connection is routed to whichever device you're currently using.

Microsoft has a somewhat different vision of a future office where employees walk into meetings carrying laptops or handheld PCs that immediately establish a wireless connection to the nearest monitor or printer. It is a world of videoconferencing where cameras record each participant and broadcast meetings on the company intranet. Microsoft's BestCom software operates like a secretary, able to read your calendar and have a good idea of where you are every moment. You will be able to tell it how you prefer to be contacted (phone, e-mails, IM) and by whom.

The author makes some insightful observations and the overall visions of these two cutting-edge companies makes for interesting reading.

13

Home Office Trends: Minikitchens And Fitness Furniture.

- Fairfield County Business Journal; December 23, 2002, v41 i51 p18.

Summary:

This article provides readers with an overview of some of the latest home office trends. Stylish minikitchens with refrigerators, microwaves and coffeemakers are in vogue, as is fitness furniture with matching desk, storage, treadmill and weight bench. Home office garages are also discussed a la Hewlett Pachard, Apple Computer and Walt Disney Company.

14

LightCongress Highlights Global Design Trends.

- Home Channel News Fax; Feb 18, 2003, v14 i7 p2.

Summary:

This article explores some of the latest design trends in the lighting industry identified by a panel on new products and trends at the first LightCongress held February 12 at the Westin Time Square in New York. Among some of the trends identified:

- High-tech sensors that automatically shut off lights when no one is around.
- Digital controls that immediately adjust the light output depending on the amount of day light streaming into a room.
- Color fluorescent lamps in retail settings, monitored digitally through the use of control systems.

15

More Engineering On The Internet: If You Can Imagine A Faster Way To Design And Deliver Products, It'll Happen On The Web.

- Machine Design; Jan 19, 2003, v75 i1 p60.

Summary:

Among the Internet trends discussed in this article are:

- Electronic brochures that generate a 3D model when specs of nonstock items are typed in.
- Movies online that promote new products, processes or services.
- Online subcontracting that makes "virtual staffs" a reality.

As the article notes, "companies are allowing customers to enter specs that enable them to design just-for-you in seconds on the Internet." In the future, it seems, designing and delivering products and services is liable to be an Internet-based experience.

16

I'm So Driven, I'm At My Desk Before I Reach The Office.

- *Europe Intelligence Wire (from Western Daily Press); March 15, 2003, pNA.*

Full Text: COPYRIGHT 2003 Financial Times Information Ltd .

It gives a whole new meaning to the phrase hot desk and would come in handy for any executive looking to drive their company forward. Yesterday the unique motorized desk stopped off in Bristol to promote the launch of new serviced offices in the city.

The desk was built for serviced office provider Business Environment Group (BE) by automotive boffin Edd China, whose previous vehicles have included motorized sofas and four-poster beds. Powered by a 1.4 litre engine, it features a computer, phone, printer, water cooler and conference table with three chairs.

BE used the desk to promote its 50,000 sq ft Temple Gate business center which has recently undergone a multi-million pound refurbishment. It includes offices with a staffed reception and switchboard, security and broadband access. BE has spent more than £32 million acquiring and refurbishing buildings in Bristol, Milton Keynes and London in the past year.

17

It's A "Smoothie".

Alice Blanco

- *Plastics Engineering; March, 2003, v59 i3 p10.*

Summary:

This article concerns itself with the business furniture applications of Honeywell Plastics' Petra grade polyesters. The high surface smoothness of seating molded of these resins means manufacturers don't have to paint the surfaces, while high fatigue strength and good surface appearance make them ideal materials for chairs and arm rests. The article explores the characteristics of these resins and provides contact numbers and addresses for obtaining more information.

18

Knotty By Nature.

Douglas McGray.

- *Fast Company, April, 2003 p14.*

Summary:

This article discusses "sustainable" office furniture, particularly desks and bookcases made of knotted [or "character"] wood. Such products avoid the waste involved in finding perfect lumber. Further, it is not mass-produced from one kind of wood (often planted in plantations), but is based on small timber contracts from a network of local, ecologically-minded landowners. This helps to avoid excess transportation by diesel trucks and encourages a diverse mix of trees that helps maintain a healthier forest. This sustainable furniture movement is active in Vermont, but it is clear that ecologists are pushing for similar programs throughout the country.

19

Ergonomic Advice: How Ergonomically Friendly Is Your Workspace?

Karen Fritscher-Porter.

- *Office Solutions*; Jan-Feb, 2003, v20 i1 p20.

Summary:

Widespread cutbacks and workers being asked to work longer and harder make an ergonomically sound office all the more vital. This article discusses work-related musculoskeletal disorders (MSD's) as well as injuries resulting from static posture and repetitive motion. It then offers a five-step program for achieving a sound ergonomic program, both as office manager and as end-user of office equipment and furniture. A short related article provides additional ergonomic tips for office workers and an extensive list of ergonomic sources and their websites.

20

The Light Idea.

Nadine Heintz.

- *Inc.*; April, 2003, pNA.

Summary:

Lighting was on everyone's short list when insurance company Magna Carta conducted employee focus groups on office improvements. This should have come as no surprise since poor lighting is a well-documented cause of employee discontent and an important contributor to sick days and productivity loss. The author discusses the physiological reasons behind this phenomenon and makes suggestions -- e.g. cool, white fluorescent bulbs for above-desk placement and warmer incandescent or fluorescent lights for meeting areas.

Magna Carta managers increased the amount of natural light into offices and suspended fluorescent lights that diffused light both up and down. [A study at Xerox revealed that employees working under similar lights had half as many daily health complaints like headaches and eyestrain than those working directly under recessed lighting.] They were delighted with the resultant gains in productivity and employee satisfaction.

The article ends with some quick fixes for those lacking the time and money to adopt a full-fledged lighting programs like Magna Carta's.

21

Now More Cost-Saver Than Benefit.

- *Work & Family Newsbrief*; April, 2003, p8.

Full Text: COPYRIGHT 2003 Work & Family Connections, Inc.

About a third of IBM's workforce is "mobile" -- the company saves about \$10,000 per year per employee on facilities costs alone. That's a calculation every firm is making now before letting staff work from home, say experts quoted here. IBM, says Pamela Stanford, director of the company's on-demand workplace initiative, has worked hard to develop an environment conducive to mobile workers. Back in 1993, when their first telecommuters started, they were pioneers. Their joke was that IBM stood for "I'm By Myself." Now each mobile worker gets a ThinkPad, a highspeed Internet connection and a second phone line for business calls, and workers say they enjoy the autonomy and scheduling flexibility. When someone in Dallas has to call a client in Europe or Australia, they can get up at 3 a.m. and walk over to the computer rather than driving to the office. "The people who consider it a perk, and are concerned about not seeing people in the workplace," says Stafford, "come from command and control cultures. Command and control doesn't cut it anymore. This kind of mobility is just right for us."

17524 Dallas, TX, DALLAS MORNING NEWS, 3-9-03

The Benefits And Challenges Of Telework -- An Employee's Perspective. (Part one in a three-part series)

Donna Ireton.

- Contract Management; February, 2003, v43 i2 p14.

The Benefits And Challenges Of Telework -- The Employer's Perspective: What's In It For The Employers? From Another Point-Of-View, There Are Numerous Benefits, As Well As Challenges, To Consider.

Donna Ireton.

- Contract Management; March, 2003, v43 i3 p16

The Benefits And Challenges Of Telework -- Implementing A Program: Find The Most Effective Program For You By Taking An Assessment Of Employer And Employee Capabilities For Handling Telework. (Part Three in a three-part series).

Donna Ireton.

- Contract Management; April, 2003, v43 i4 p122

Summary:

This author has teleworked herself for over three years and has researched how other individuals and organizations have implemented their telework programs. She shares what she has learned in a series of three articles in *Contract Management* where she explores the benefits and challenges of teleworking from the perspective of employee (part 1) and employer (part 2), and examines a number of different approaches for implementing a successful telework program (part 3).

In the first two articles, the author notes the cost savings for individuals [fuel, tolls, parking, auto maintenance, insurance, wardrobe, etc.] and companies [improved recruitment and retention, reduced sickness and absenteeism, decreased capital investment and reduced office expenses to name a few]. She discusses health benefits [fewer sick days, less stress and commuting time, less exposure to communicable diseases, more family time, more rest time] and societal benefits [reduced traffic congestion, decreased energy consumption]. Productivity gains are also explored. She provides a profile of an ideal teleworker; questionnaires dealing with "work assessment," "venue assessment" and "employee self-assessment;" guides on dealing with employers/employees and on how to establish expectations and procedures; and a list of do's and don'ts tips.

In the final article, the author shows how to analyze what positions and people to make eligible for telework. Success stories are given and readers are provided with a step-by-step methodology for creating both formal and informal telework programs, policies, procedures and means of evaluation. The article includes a number of Internet links that allow readers to resource sample telework agreements.

23

Desk Be Not Proud.

- CFO, *The Magazine For Senior Financial Executives*; Spring, 2003, v19 i4 p14.

Full Text: COPYRIGHT 2003 CFO Publishing Corp.

It's telling that corporate employees, lauded as "stakeholders," "clients," "team members," or what have you in certain contexts, are simply--one might say disparagingly--labeled "users" by IT folks. But, to paraphrase George Bailey, these rabble that pester the help desks do most of the working and adding and producing and thinking around here: Is it too much to ask that they get a decent upgrade once in a while?

Meta Group analyst Jack Gold doesn't think so. He cautions companies against the current make-do approach, arguing that recent and forthcoming advances in operating systems, tablets and notebooks, and other technologies will soon boost the productivity of users--er, employees. (British Telecom's "BT Reel Office" project, an effort to study how employees use technology, has found that workers often feel overwhelmed by it: the volumes of information generated exceed what they can cope with, and the pervasiveness intrudes on work/life balance.) One big change coming to the desktop: workers are less likely to be at one. Gold says companies should prepare for a larger reliance on mobile workers by revamping help desks to provide 24/7 support, modifying software-license agreements to address mobile deployment, and updating security policies and internal systems to accommodate remote workers.

Remote Chance

The number of employees working from remote locations is expected to rise steadily.

<u>Year</u>	<u>U.S. Commuters (millions)</u>
2000	18
2002	26
2004	32
2006	36
2008	39
2010	42

Source: JALA International

24

Expanding Office Tech In A Cost-Conscious Environment: High-Tech Options Help Firms Stay Tuned In.

Jonathan Heit.

- San Diego Business Journal; January 13, 2003, v24 i2 p17.

Summary:

With companies trimming staff and cutting costs, technology spending by businesses is expected to slow in 2003. But while many companies are scrambling to update legacy equipment, extend the lifespans of existing technologies and buy used products, this article suggests that that may not be necessary. The author believes that companies can take advantage of new technologies and falling prices to achieve cutting-edge capabilities at affordable outlays. Potential cost-savings are explored involving everything from computer systems and email-equipped PDA's to Wi-Fi technology.

25

Cut The Cord: Embedded Modules Ease Wireless Woes: Off-The-Shelf Wireless Modules Can Transform A Static, Fixed-Feature Embedded Product Into An Upgradeable Device With Real-Time Access To Remote Information And Internet Services.

Warren Webb.

- EDN, March 6, 2003, v48 i5 p71.

Summary:

This article notes that companies are beginning to use off-the-shelf wireless modules to connect portable embedded products to real-time data sources. The resultant wireless networks can link devices like laptops and PDA's to other devices, data servers or the Internet. The author discusses the pros and cons of these off-the-shelf wireless connections, as well as the relative virtues of short-range networks versus longer range connections. In particular, the potential of cellular or satellite communications for long-range connections are explored and various competitive embedded modules are evaluated. A list of resources is provided for those seeking further information.

26

Oracle e-Business Suite Helps To Increase Employee Productivity.

- Payroll Manager's Report; March, 2003, p13.

Full Text:

Oracle e-Business suite helps to increase employee productivity. The Rochester Institute of Technology (RIT) recently upgraded to Oracle e-Business Suite 11i from Oracle applications release 10.7 to automate its HR processes and streamline accounting and procurement products. RIT deployed this new software with zero customization, saving significant implementation time. For more information: Visit Oracle's Web site (www.oracle.com).

27

Putting The Web To Work: A High-Tech Office Infrastructure Allows The Instant Communication High-End Clients Love.

Todd Wacome.

- *The Journal of Light Construction*; February, 2003, v21 i5 p67.

Summary:

This article details how a contracting company uses a high-tech office infrastructure and website to provide up-to-date project information 24/7 to clients around the world. Equipment and software specifications are provided, as is a no nonsense explanation of Internet connections and protocols. Although there are powerful software packages on the market for file transferring to the Internet, readers learn that everything needed to push and fetch files is already available in the Windows operating system. Commercial web-authoring tools are discussed, as is a quick way to update notes and other changeable content by turning everything from text files and existing databases into basic web pages. All information is available to clients instantaneously with no delays or postage charges. The author also delves into online proposals, virtual meetings, web cameras and a number of nifty cell phone tricks that help to hold down the flood of e-mail.

28

Clear Your Desk To Reduce Stress.

- *Essential Assistant*; March, 2003, v16 i3 p7.

Full Text: COPYRIGHT 2003 Aspen Publishers, Inc.

What's on your desk? If you're interested in reducing your workplace stress levels, take a look.

- Remove items you rarely use. Is there a stapler or a tape dispenser on your desk? If you don't staple several times each day, or haven't used tape for 24 hours, put them in a drawer until you need them.
- Every item on your desk competes for your attention. Get rid of clutter and unnecessary items. You'll be more focused and better able to concentrate.
- Organize your files. Look at the piles of boxes and files under your desk. Does it all need to be there? Store anything that you don't actively use. Even if you do use the material, find a better place for it.
- Clear the clutter. Keep a "work to be done" file in your desk drawer instead of in a basket on top of your desk. Use a drawer organizer to store pens and clips and miscellaneous office supplies.

Here's how you'll benefit:

- Less stress. You won't feel overwhelmed with only one project on your desk at a time.
- More control. You'll have fewer distractions, and you can focus on the item you are working on. That sends a message to your boss that you're in control.

29

Turning Chaos Into Calm: Creating Your Productive Environment.

Barbara Hemphill.

- *Agency Sales Magazine*; April, 2003, v33 i4 p56.

Summary:

This author has spent over 25 years working with people from every profession to improve their productivity by cutting down on their office clutter. She identifies four distinct "clutter categories" -- situational [stemming from specific events], embedded [accumulated over the years], impending [waiting for a decision on where to put it] and invitational [the unwanted magazines, gadgets and giveaways]. Each category has its own characteristics and its own unique strategy for successful resolution. A related article ["Trim The Fat Off Your Desk"] provides a list of questions that will help readers to determine what to keep and what to throw away.