SO GOOD THEY CAN’T IGNORE YOU

HENRY (Hank) SCHUURMAN CHC, CHSP
PUBLIC SPEAKING

Some people have a way with words, while others... um... thingy
YOUR PART
“Many times the reading of a book has made the future of a man.”

– Ralph Waldo Emerson
Based on the book, *So Good They Can’t Ignore You* by Cal Newport, this session helps prepare our membership for the changes faced by each of us in the healthcare facility profession.

Career coaches note that the optimal word in career planning for 2014 is “**AND.**” What added value do candidates bring to a potential position or in many of our cases our existing positions?
SO GOOD THEY CAN’T IGNORE YOU

Learning Objectives

1. Understand the process of developing your skills to the level of a craftsman.

2. Understand the use of the power of career capital.

3. Be able to use the resources provided by ASHE to develop your skills as a craftsman and to build career capital.

Additional Learning Objectives

• Understand not just the hard skills necessary but the soft skills as well.

• Understand the soft skill subset referred to as Emotional Intelligence.
SO GOOD THEY CAN’T IGNORE YOU

“Nobody ever takes note of (my advice), because it’s not the answer they want to hear. What they want to hear is ‘Here’s how you get an agent, here’s how you write a script,’...but I always say, ‘Be so good they can’t ignore you.’”

Steve Martin during a 2007 interview with Charlie Rose
And now, the 2014 word of the year: ‘AND’

By ELI AMDUR

Special to NORTHERN NEW JERSEY JOBS

In the last column of 2013 and the first one of 2014, I emphasized the concept of a word that I believed was central to job searching and career development, but to self-development as well: self-definition, creating an identity — solely yours — based on as many elements and dimensions as possible. The idea is to fashion yourself into someone that only you can say you are, to make yourself unique and to give yourself a competitive advantage based on your uniqueness.

Well, it’s now two years later, and now, what was a pretty good assumption has become a widely accepted fact. I believe it now; I know it now. It has become the prevailing condition of the beginning of the 21st century — and I don’t see it changing in the future. Certainly it won’t revert; it will most probably intensify. Over the decades there are natural cycles in life and work: post-WWII rewarded those with vision; the Sixties, rebellion and entrepreneurship; the Seventies and Eighties, conformity; and the Nineties, enterprise. And now the 21st century demands — and will reward — self-definition. This is different from rebellion; many can rebel together. This is about being unique.

Which brings us to today’s point. You’re going to be unique by bringing added value, not different value, to an organization. “Added” meaning something (or more than one thing) over and above what you already have. The job recovery that has brought back so many of the jobs lost during the Great Recession (most of the private sector jobs, while government payrolls have shrunk) has taken an interesting form. You can’t just be a nurse or a teacher or a bank manager or anything else that millions of others also can claim they are. You have to be special at it, like being bilingual or even multilingual, teaching a specialty, or doing specialized training and mentoring alongside your job. This involves the concept of “AND” rather than “but” or “instead of” or anything else like that.

For instance, Mike, who was laid off from his job as a shift supervisor in a manufacturing plant, has taken specific courses in metal fabrication — a new skill for him — and recently landed a new job as an assistant plant manager (a step up) at a company that does high-precision manufacturing (another step up). Mike has manufacturing experience AND shift supervision AND his new skill. AND a better job.

Kerry is a registered nurse with 15 years’ experience and a MSN degree. Three years ago, not facing layoffs but simply thinking ahead, she enrolled in business school for an MBA, which she will complete in a few months. She is a nurse AND has worked in two specialties AND will now have business credentials. AND she got a job as the administrative head of a large medical practice AND will eventually go into nurse education.

Jeanne earned her degree in mechanical engineering 20 years ago and was laid off three and a half years ago when the construction sector was still taking big hits, so she enrolled in a six-course sustainability certificate program at a leading technology university. Jeanne is now an engineer AND an energy analyst AND a compliance advisor AND a strategic sourcing program manager, AND only two courses into the certificate, she was offered — and took — a job with an engineering firm that she said “was ahead of the curve and intended to stay there.”

Mike, Kerry and Jeanne are three people whom I have coached, so I tell you their stories first-hand. I have many, many, more, all of which have the word AND in them.

By the way, one of the most important “ANDES” is language. If you can say “I speak Spanish” or “I speak Korean” or “I speak Mandarin” or many other languages, you will, in this increasingly global and multicultural business environment, have an advantage.

So there you have it. “AND” is the word of the year. Actually it’s the word for more than this one year, but this year is as good as any to start. The key to securing your place in this job market is self-definition, creating an identity — solely yours — based on as many “ANDES” as possible.

When I first wrote about this, we were still millions of jobs behind where we were before the recession; now we’re in much better shape. The mistake you could make, though, is to be lulled into thinking that the job market is less demanding and that you can rest on your laurels.

Just the opposite, for the simple reason that, while employers figured out how to survive (well, not all of them) with 8.3 million fewer people on their payrolls (yes, that’s how many job losses we suffered during the Great Recession), they know full well that they now have to do more than survive; they must grow and they must compete in a much tougher ball game than they ever played in before. And they’ll be looking for the candidate who can help them do it: not the one-dimensional accountant or teacher or contracts administrator or anyone else; but the special, unique individual who brings something extra to the table: the word “AND.”

Career Coach Eli AMDUR conducts workshops and one-on-one coaching in Job Search, Career Planning, Résumés and Interviewing. Reach him at eli.amdur @amdurcoaching.com or 201-357-5844. Please visit www.amdurcoaching.com and “like” him at www.facebook.com/AmdurCoaching.

To find previous columns by Eli AMDUR, visit NorthJersey.com and click on Jobs.
The “AND”

in before. And they’ll be looking for the candidate who can help them do it: not the one-dimensional accountant or teacher or contracts administrator or anyone else; but the special, unique individual who brings something extra to the table: the word “AND.”
Topgrading

MORE THAN 100,000 COPIES SOLD

“No company can expect to beat the competition unless it has the best human capital and promotes these people to pivotal positions. Topgrading is the definitive manual for becoming an A player and for recognizing those traits in others.” —Larry A. Bossidy, Chairman and CEO (retired), Honeywell, and coauthor of Execution

Topgrading

HOW LEADING COMPANIES WIN BY HIRING, COACHING, AND KEEPING THE BEST PEOPLE

BRADFORD D. SMART, Ph.D.
GOVERNMENT EFFICIENCY

See how simple the ObamaCare will be? It'll be cost effective too. It won't delay your care or get between you and your doctor. Trust us, we never lie.
If you can’t explain it simply, you don’t understand it well enough.

– Albert Einstein
Changing Environment

“If you don’t like change, you’re going to like irrelevance even less”

General Eric Shinseki, Former US Army Chief of Staff
WALLY, SHOULD I TRY TO BECOME INDISPENSIBLE SO I WON'T BE FIRED?

NO. INDISPENSIBLE PEOPLE END UP WORKING TOO HARD BECAUSE THEY CAN'T RISK SHOWING ANYONE ELSE HOW TO DO WHAT THEY DO.

BEING USELESS SEEMS RISKIER.

HAVE YOU SEEN THE TIE CLIP I GOT FOR 20 YEARS OF SERVICE?
SO GOOD THEY CAN’T IGNORE YOU

Why Skills Trump Passion in the Quest for Work You Love

CAL NEWPORT
Rule #1 – Don’t Follow Your Passion

The Passion Hypothesis

The key to occupational happiness is to first figure out what you’re passionate about and then find a job that matches this.

Passion is Rare – In which it is argued that the more you recognize its rarity.

Passion is Dangerous – In which is argued that subscribing to the passion hypothesis can make you less happy.
Rule #2 – Be So Good They Can’t Ignore You

• The Clarity of the Craftsman
  – Craftsman mindset - What you can offer the world.

• The Power of Career Capital
  – Career Capital – Rare and valuable skills to offer.
Becoming a Craftsman
Becoming a Craftsman

The 10,000-Hour Rule
The idea that excellence at performing a complex task requires a critical minimum level of practice surfaces again and again in studies of expertise. In fact, researchers have settled on what they believe is the magic number for true expertise: ten thousand hours.

Outliers, by Malcolm Gladwell
Becoming a Craftsman

Neil Charness at Florida State University published a decade long study of chess tournaments.

• Tournament Play
• Serious Study
• Deliberate Practice
CHFM – Essential Competencies

1. Compliance

1. Planning, Design, and Construction

2. Maintenance and Operations

3. Finance

4. Administration
Power of Career Capital

Traits That Define Great Work

• Creativity

• Impact

• Control
Rule #3 – Importance of Control

Control over what you do, and how you do it, is one of the most powerful traits you can acquire when creating work you love.
Rule #3 – Importance of Control

The Law of Financial Viability

When deciding whether to follow an appealing pursuit that will introduce more control into your work life, seek evidence of whether people are willing to pay for it. If you find this evidence, continue. If not, move on.
Rule #3 – Importance of Control

- **Control** – Having a say in what you do or how you do it.

- **Control Trap #1** – Control that is acquired *without* career capital is *not* sustainable.

- **Control Trap #2** – When you acquire enough career capital to acquire meaningful control over your work life, you’ve become valuable enough for your employer that they will try to prevent you from making the change.
Building Career Capital
Rule #4 – Importance of Mission
(Think Small, Act Big)

• **The Meaningful Life** – A unifying mission to your work life can be a source of great satisfaction.

• **Missions Require Capital** – A mission chosen before you have relevant career capital is not likely to be sustainable.
Rule #4 – Importance of Mission
(Think Small, Act Big)

• Missions require Little Bets – Great missions are transformed into great successes as a result of using small and achievable projects – little bets – to explore the possibilities.

• Missions Require Marketing – Great missions are transformed into great successes as a result of finding projects that satisfy the law of remarkability.
Law of Remarkable

The law says that for a mission-driven project to succeed, it should be “remarkable” in two different ways.

First, it must compel people who encounter it to remark about it to others.

Second, it must be launched in a venue that supports such remarking.
"Believing that leaders are born, not made, is like believing Serena Williams came out of the womb hitting a tennis ball, ready to win the French Open.

Great leaders, like great athletes, become the best they can be by first learning the skills they need for success and then by relentlessly practicing them."

– Peggy Klaus
Soft Skills

1. MANAGING YOURSELF
2. COMMUNICATION
3. ORGANIZATIONAL SAVVY
4. SELF PROMOTION
5. DEALING WITH DIFFERENCES
6. HANDLING OTHERS
Being fully prepared to sell your company’s investment advantages throughout this exhaustive process is key to your success and nothing short of a herculean effort. Your potential investors will be evaluating your products and services but they will also be looking to you to inspire confidence and demonstrate leadership and teamwork - not to mention an unflappable ability to field tough questions on the fly.

So how does this work?

While each client is unique and receives personally designed coaching for their needs, a successful roadshow is best achieved following my trademark process.

Once the underwriters have been selected and a broad outline has been drafted, I work with your team in creating the script and the presentation. This includes working on the key messages, developing the tone, and drilling down into the technical details that might be important to your audience. We then put it all together into a polished and coherent presentation that will be sure to impress your audience and leave a lasting impression.
1. Other people (bosses, co-workers, etc.) are holding my career back.
   - True  - Mostly True  - Mostly Untrue  - Untrue

2. Intuition and feelings should be considered when making important business decisions.
   - True  - Mostly True  - Mostly Untrue  - Untrue

3. Luck is something you either have or you don't.
   - True  - Mostly True  - Mostly Untrue  - Untrue
4. Working harder and being more organized will stop procrastination in its tracks.
   - True  - Mostly True  - Mostly Untrue  - Untrue

5. Before I communicate with someone, I first find out their preferred method of contact from me (i.e. voice mail, email, memos, in-person, etc.).
   - True  - Mostly True  - Mostly Untrue  - Untrue

6. I always apologize when I've done something wrong.
   - True  - Mostly True  - Mostly Untrue  - Untrue
7. People at work judge me primarily by how well I do my job.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue

8. I'm willing to ask seemingly stupid questions when I don't understand something.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue

9. I make an effort to form and maintain connections with the higher-ups at work.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue
10. Office politics should be avoided.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue

11. If I'm unhappy with my boss, it's ok to go over his or her head.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue

12. When it comes to dating someone at work, what I do on my own time is my own business.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue
13. I keep colleagues and my supervisors updated about my current projects.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue

14. Team players should make sure they are given credit for their individual contributions.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue

15. Telecommuters inevitably fall off of everyone's radar.
   - True
   - Mostly True
   - Mostly Untrue
   - Untrue
16. The only time I talk about my accomplishments is during my performance review.
   - True  - Mostly True  - Mostly Untrue  - Untrue

17. Crying on the job is ok if someone feels humiliated or has been yelled at.
   - True  - Mostly True  - Mostly Untrue  - Untrue

18. Older employees who have been around for a long time are stuck in the past and get in the way of progress.
   - True  - Mostly True  - Mostly Untrue  - Untrue
19. Connecting with colleagues by acknowledging their feelings will have a positive impact on the bottom line.
   ○ True ○ Mostly True ○ Mostly Untrue ○ Untrue

20. If everyone I worked with was more like me, it would be easier to get things done.
   ○ True ○ Mostly True ○ Mostly Untrue ○ Untrue

21. People won't do what you want unless they like you.
   ○ True ○ Mostly True ○ Mostly Untrue ○ Untrue
22. Leaders are responsible for strategy and the big picture while managers take care of the day-to-day operations.
   ○ True ○ Mostly True ○ Mostly Untrue ○ Untrue

23. It's never ok to be rude to someone, even when they are incompetent.
   ○ True ○ Mostly True ○ Mostly Untrue ○ Untrue

24. When a boss or supervisor bullies you in public, they must be confronted about it then and there.
   ○ True ○ Mostly True ○ Mostly Untrue ○ Untrue
Emotional Intelligence

“Succinctly explains how to deal with emotions creatively and employ our intelligence in a beneficial way.”

— THE DALAI LAMA

EMOTIONAL INTELLIGENCE 2.0

INCLUDES A NEW & ENHANCED ONLINE EDITION OF
THE WORLD’S MOST POPULAR EMOTIONAL INTELLIGENCE TEST

TRAVIS BRADBERRY & JEAN GREAVES

INTERNATIONAL BESTSELLING AUTHORS OF
THE EMOTIONAL INTELLIGENCE APPRAISAL®
Emotional Intelligence

Being Smart Is Overrated. You may think your company’s success depends on great ideas and brilliant insights, but the truth lies deeper.

Patrick Lencioni, The Advantage and The Five Dysfunctions of a Team
Emotional Intelligence

“Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.”

- Drs. Travis Bradberry and Jean Greaves

Emotional intelligence 2.0
Emotional Intelligence

EQ is responsible for
58%
of your job performance

90%
of top performers have high EQ

$29,000
People with high EQ make $29,000 more annually than their low EQ counterparts
Emotional Intelligence

PERSONAL COMPETENCE

SOCIAL COMPETENCE

What I See

SELF-AWARENESS

SOCIAL AWARENESS

What I Do

SELF-MANAGEMENT

RELATIONSHIP MANAGEMENT
Emotional Intelligence

My EQ Scores
What The Scores Mean
Now For The Numbers
My EQ Strategies
My EQ Lessons
Self-Awareness Lesson
Self-Management Lesson
Social Awareness Lesson
Relationship Management Lesson

©2014 TalentSmart, Inc.
www.talentsmart.com
Emotional Intelligence

Personal Competence: 73

The collective power of your self-awareness and self-management skills. It's how you use emotional intelligence in situations that are more about you privately.

<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>72</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Self-Management</th>
<th>73</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.</td>
<td></td>
</tr>
</tbody>
</table>

Social Competence: 68

The combination of your social awareness and relationship management skills. It's more about how you are with other people.

<table>
<thead>
<tr>
<th>Social Awareness</th>
<th>64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.</td>
<td></td>
</tr>
</tbody>
</table>

| Relationship Management | 71 |
Skill Development Opportunity

NEHES Initiative

- DISC – Personality Inventory
- Situational Leadership
- Conflict Resolution
- Leading People Through Change
- Servant Leadership
100 – Day Action Plan

A Comprehensive Onboarding Strategy for Leaders at Every Level

The New Leader’s 100-Day Action Plan
How To
Take Charge, Build Your Team, and Get Immediate Results

George B. Bradt, Jayme A. Check, and Jorge E. Pedraza

Free downloadable forms
ASHE Certifications
### Essential Tasks / Competencies

<table>
<thead>
<tr>
<th>American Hospital Association Certification Center Certified Healthcare Facility Manager Examination Content Outline</th>
<th>Current Required Competency</th>
<th>Career Capital</th>
<th>Future HFMSNJ Subject Matter</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Compliance: 25 items (Recall - 10, Application - 15, Analysis - 0)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Assure that code-required testing is completed and documented (e.g., monthly generator test, fire protection system test).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Ensure that healthcare facility permits, licenses, and certificates are maintained, recorded, and current (e.g., boilers, elevator, heliport).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Ensure that all healthcare facility staff licenses and certificates are maintained, recorded, and current (e.g., boiler operator, electrical, refrigeration).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Evaluate space environmental conditions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Review fire events by category (e.g., electrical, smoking, construction).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Conduct fire training for staff (e.g., fire drills).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H. Coordinate corrective action for compliance with fire safety codes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Coordinate with the Fire Department for inspections and touring of healthcare facilities.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### American Hospital Association Certification Center Certified Healthcare Constructor Examination Content Outline

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Organization of Healthcare:</strong> 1. Consider unique functions and occupants of healthcare facilities when scheduling and implementing construction work (e.g., medical office buildings, hospitals, outpatient facilities, nursing facilities). 2. Use appropriate healthcare terminology in communications. 3. Consider healthcare departmental relationships and functions when scheduling and implementing construction work.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B. Business of Healthcare:</strong> 1. Consider impact on organizational sources of revenue when planning and implementing construction work (e.g., Medicaid, Medicare, third-party payers). 2. Consider organizational expense categories when planning and implementing construction work. 3. Consider impact on hospital operation when planning and implementing construction work. 4. Maintain awareness of current healthcare trends.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Additional Comments


Essential Tasks / Competencies

**Frequency:**

- 0 = Not Performed
- 1 = Every few months to annually
- 2 = Every few weeks to monthly
- 3 = Every few days to weekly
- 4 = Every few hours to daily
- 5 = Hourly to many times each hour
Essential Tasks / Competencies

Importance:

• 1 = Not Important
• 2 = Somewhat Important
• 3 = Important
• 4 = Very Important
• 5 = Extremely Important
Essential Tasks / Competencies

Distinguishing Value:

• 1 = Not Valuable
• 2 = Somewhat Valuable
• 3 = Valuable
• 4 = Very Valuable
• 5 = Extremely Valuable
Essential Tasks / Competencies

Need for Training:

• 1 = Training Is Not Needed
• 2 = Some Training Is Needed
• 3 = Considerable Training Is Needed
• 4 = Do Not Know / Not Part of the Job
### Assessment and Action Plan

<table>
<thead>
<tr>
<th>Component</th>
<th>Current Required Competency</th>
<th>Career Capital</th>
<th>Future HFMSNJ Subject</th>
<th>Matter</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>B.</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>F.</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>G.</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>H.</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

1. Place either a frequency or importance rating in the competency column.

2. Place a Distinguishing Value in the Career Capital Column.

3. Place a level of additional training needed.

4. Add any additional tasks and ratings in the additional comment box.
Senior status (SASHE) is granted to an ASHE active member demonstrating a commitment to the healthcare facilities management profession and recognizes their contribution to the industry through leadership, education and publishing.

Fellow status (FASHE) is granted to ASHE active members who have achieved Senior status and continue to demonstrate commitment to the healthcare facilities management profession. The status recognizes one’s contribution to the field through one’s leadership, education and publishing.

Enhance your professional portfolio and gain the recognition of your peers and colleagues... earn your Senior ASHE (SASHE) or Fellow ASHE (FASHE) designation.
ASHE RESOURCES

If you aren’t sure what type of resource you’re looking for but want to search by topic, please use the google search bar at the top left of the page.

This area of the website is intended to provide immediate access to publications, tools, news, and other relevant information developed by ASHE to help you plan, construct, and maintain an optimal healing environment. This section links you to:

**News**
- ASHE News: news from the ASHE Insider electronic newsletter, Inside ASHE, and other ASHE sources.
- Inside ASHE: quarterly magazine mailed to all ASHE members.

**Publications, Research, and Conference Recordings**
- Monographs: a series of publications on single topics or emerging issues related to facility management, design and construction, clinical and biomedical engineering, and safety and security management for health care facilities.
- 2012 Salary Survey 📊
- Reports: industry survey results, reports, and analysis.
- The Center for Health Design Knowledge Repository: a searchable database of research on health care design.
- ASHE Store: a complete list of ASHE publications and DVDs available for purchase.
- Live Learning Center: session recordings and handouts from the ASHE Annual Conference and PDC Summit.
Developed by leaders in health care facility design and construction, operations and maintenance, supply chain, and environmental services, the Sustainability Roadmap for Hospitals provides access to reliable, unbiased resources that can help organizations integrate sustainable practices into the health care environment.

Review strategies and performance improvement measures (PIMs), or how-to-guides, to get started on your journey toward sustainability for your health care facility.

Also, be sure to participate in ASHE’s free Energy to Care program, which includes a robust dashboard that will allow you to track energy data and visualize progress made toward your sustainability goals. In addition, the Energy to Care program offers awards to celebrate hospitals’ achievements in energy reduction.
Search Results

- Green Light Strategy

Found 90 results.

Chemicals

- Implement integrated pest management (IPM) practices in your facility.
- Environmental Considerations for Fleet Management

Energy

- Establish a baseline for current energy consumption.
- Develop an organizational environmental principles statement.
- Evaluate setback of temperature and airflow settings at night.
- Evaluate and implement operating room airflow setback.
- Retrocommission HVAC controls.
- Reevaluate HVAC equipment scheduling.
- Practice preventive maintenance of major HVAC equipment.
- Evaluate steam traps for repair or replacement.
- Insulate hot water system equipment and piping.
- Replace air-handling unit (AHU) filters regularly.
- Perform economizer maintenance.
- Install variable frequency drives on pumps and motors.
Retrocommission HVAC controls.

All PIM content was independently developed and reviewed to be vendor-, product-, and service provider-neutral.

Description

Perform retrocomissioning (RCx) of HVAC controls to fine-tune operating conditions and improve performance. RCx, also called existing building commissioning, is a three-stage process:

- Developing an operations plan
- Test systems to determine whether they are meeting the plan's requirements
- Repair or replace under-performing systems

Project Talking Points

- Provides a comprehensive picture of the facility's HVAC systems and optimal operating conditions.
- Identifies opportunities where repairing or replacing equipment would lead to substantial savings on utility bills.
- Optimizes performance both of individual pieces of equipment and of the entire building HVAC system.
- Extends the life and efficiency of HVAC equipment through preventive maintenance.
- Locates and addresses leaks, moisture accumulation, and faulty sealants before they attract mold growth or pests.
- Sets the foundation for development of a preventive maintenance plan.
- Sets the foundation for development of a preventive maintenance plan.

- Triple Bottom Line Benefits
- Commissioning Connections
- How-To
- Tools
- Case Studies
- Regulations, Codes and Standards, Policies
- Cross References: LEED
- Cross References: GGHC
- PIM Synergies
- Education Resources
- More Resources
- PIM Descriptors

Interested in underwriting this PIM? Contact us to find out how!

**Participate!**

1. Let us know if this PIM is helpful. To rate it, click on the star below and to the right.
2. Comment, and please add information, tools, or additional resources you think should be added to the PIM.
3. Write a case study or a PIM to contribute to the Roadmap (links are to instructions).
Retrocommission HVAC controls.

All PIM content was independently developed and reviewed to be vendor-, product-, and service provider-neutral.

Description

Perform retrocommissioning (RCx) of HVAC controls to fine-tune operating conditions and improve performance. RCx, also called existing building commissioning, is a three-stage process:

- Developing an operations plan
  - Test systems to determine whether they are meeting the plan's requirements
  - Repair or replace under-performing systems

Project Talking Points

- Provides a comprehensive picture of the facility’s HVAC systems and optimal operating conditions.
- Identifies opportunities where repairing or replacing equipment would lead to substantial savings on utility bills.
- Optimizes performance both of individual pieces of equipment and of the entire building HVAC system.
- Extends the life and efficiency of HVAC equipment through preventive maintenance.
- Locates and addresses leaks, moisture accumulation, and faulty sealants before they attract mold growth or pests.
- Sets the foundation for development of a preventive maintenance plan.
Benchmark with Energy to Care

Reduce your hospital’s energy costs through ASHE’s Energy to Care program.

Energy to Care is the health care facility energy benchmarking program that allows users to access detailed energy data at no cost, compare and challenge similar or nearby facilities using a robust data visualization tool, and if they are an ASHE member, apply for awards. This program gives professionals the opportunity to provide value back to their organization through energy savings — ultimately freeing up resources to support quality patient care.

Benefits of participating in Energy to Care:

- Gain access to a free, robust energy benchmarking dashboard, underwritten by Johnson Controls, to visualize data and identify trends.
- Compete in energy saving challenges with other facilities in your region to compare data.
- Receive recognition for improved energy performance. ASHE members will be eligible to win awards for energy savings achievements.

If you are already participating in the program, work on completing performance improvement measure (PIMs) projects for energy on the Sustainability Roadmap and track your data using the Energy to Care dashboard.

If you are not yet participating in Energy to Care, visit energytocare.com to take the first step toward reducing your health care facilities’ energy costs.
Begin your journey to greater efficiency by joining the Energy to Care program.

In today’s challenging health care climate, energy efficiency is more important than ever before. And benchmarking is critical to becoming more efficient—you can’t manage what you don’t measure.
Review – Did We Reach Our Objectives

Learning Objectives

1. Understand the process of developing your skills to the level of a craftsman.

2. Understand the use of the power of career capital.

3. Be able to use the resources provided by ASHE to develop your skills as a craftsman and to build career capital.

Additional Learning Objectives

• Understand not just the hard skills necessary but the soft skills as well.

• Understand the soft skill subset referred to as Emotional Intelligence.
MOJO


Mastering the 4 keys: Identity, Achievement, Reputation, Acceptance

MOJO

How to Get It, How to Keep It, How to Get It Back If You Lose It

MARSHALL GOLDSMITH

WITH MARK REITER
MOJO – Definitions

• MOJO is the moment when we do something that’s purposeful, powerful, and positive and the rest of the world recognizes it.

• MOJO is: that positive spirit - toward what we are doing – now – that starts from the inside – and radiates to the outside.
MOJO – Key factors

• MOJO is impacted by four key factors:

1. **Identity** – Who do we think we are?

2. **Achievement** – What have we done lately?

3. **Reputation** – Who do other people think you are and what have you done lately?

4. **Acceptance** – What can you change and when do you need to just “let it go”?
References

**So Good They Can’t Ignore You**, Why Skills Trump Passion in the Quest for Work You Love, by Cal Newport

**The Hard Truth About Soft Skills** – Workplace Lessons Smart People Wish They’d Learned Sooner, by Peggy Klaus

**Emotional Intelligence 2.0**, by Travis Bradberry & Jean Greaves

**Topgrading** – How Leading Companies Win by Hiring, Coaching, and Keeping the Best People, by Bradford D. Smart, Ph.D.

**The New Leaders’ 100-Day Action Plan** – How to Take Charge, Build Your Team, and Get Immediate Results, by George B. Bradt, Jayme A. Check, and Jorge E. Pedraza

**MOJO** How to Get It, How to Keep It, How to Get It Back If You Lose It, by Marshal Goldsmith

**Kingmaker Be The One Your Company Wants To Keep...On Your Terms**, by Joanne Cini

**Brag!** The Art Of Tooting Your Own Horn Without Blowing It, by Peggy Klaus

**The First 90 Days** – Proven Strategies for Getting Up to Speed Faster and Smarter, by Michael D. Watkins

**ASHE Website**

- Certifications – CHC & CHFM
- Sustainability Road Map for Hospitals
- Energy to Care
Two explosions occurring simultaneously in a desert landscape.
SO
GOOD
THEY CAN'T
IGNORE
YOU
I AM A BOMB TECHNICIAN
IF YOU SEE ME RUNNING
TRY TO KEEP UP