

Interface's Net-Works: A Study in Do-Gooder Psychology

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FULL STORY ON PAGE 3...



Cathy Leidersdorff of Architectural Flooring Resource: Long Term Thinker

Since all construction projects require a finished floor, it helps interior designers and architects to be surrounded by resources in the flooring business that are focused on doing the job right the first time, as opposed to getting the job done quickly and poorly. **Cathy Leidersdorff** and her team at **Architectural Flooring Resource (AFR)** have earned their reputation in the New York Tri-State design community as a trustworthy confidant and influential leader in its market. This influence comes from a hearty mix of honesty, experience, and eyes trained on the future of every business relationship.

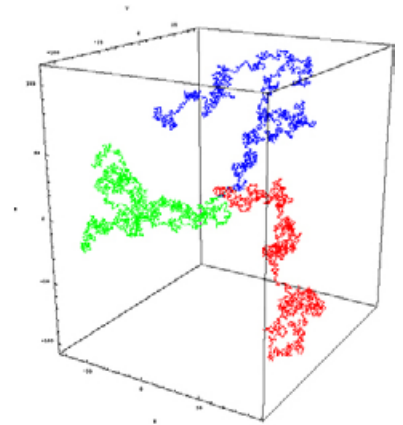
FULL STORY ON PAGE 11...



A Random Walk: "Yes-AND", not "Either-Or"

Officeinsight contributor **Jay Brand** outlines the dichotomies that many of today's human experience luminaries employ in support of their arguments. None of these luminaries presents their case in "either-or" terms; rather, their contentions involve more "yes-and." They're not so much saying, "Don't do that; do this instead" as "In addition to that, also do this." This "Yes-AND", not "Either-Or" distinction incites an interesting discourse when applied in a design context.

FULL STORY ON PAGE 18...



CITED:

"IF WE ARE LEARNING ANYTHING IN THE ANTHROPOCENE, IT IS THAT WE ARE NOT REALLY SEPARATE FROM THE PLANTS AND ANIMALS."
—DIANE ACKERMAN, "HANDMADE LANDSCAPES", NY TIMES, 8.30.14

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Interface's Net-Works: A Study in Do-Gooder Psychology

by Mallory Jindra

At the annual meeting of the **Clinton Global Initiative (CGI)**, in late September 2014, the carpet tile company **Interface** announced its commitment to expand its **Net-Works** program, a cross-sector collaboration that addresses the growing environmental problem of discarded fishing nets in some of the world's poorest coastal communities.

Launched in the summer of 2012, Net-Works is a joint effort Interface has undertaken in partnership with the international scientific, conservation and educational charity **Zoological Society of London (ZSL)** and **Aquafil**, an important supplier of nylon fiber to Interface globally. The "inclusive business model" Net-Works employs starts with

local fishermen who collect discarded nylon fishing nets from beaches, waters and reefs, and process and sell them back to Italian yarn manufacturer Aquafil. Aquafil then recycles the nets in its **ECONYL® Regeneration System** into nylon yarn that Interface uses to produce carpet tile, providing social and financial benefit to people in need, enacting positive environmental change to Mother Earth, and helping itself reach its own recycling goals.

The public is smart enough to catch on to the differences between companies that are simply writing checks and companies that are truly making an effort to collaborate beyond industry boundaries to solve social and environmental problems in our world. And

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increasingly, public support follows the latter. With that said, we embark on an in-depth study of Interface's Net-Works program, one we've found to be an excellent example of all of the things that embody a true "good deed."

Coastal communities are riddled with contradictions. Many of the most beautiful and naturally rich marine ecosystems in the world are shored by these communities. But these communities are saddled by poverty due to lack of business and legal infrastructure to protect and support their natural resource assets. Discarded nets on the beaches or in the sea have a detrimental effect on the environment and marine life as they can persist for centuries.

"These communities desperately want to look after their natural resources, but their financial situations prevent them from being able to invest the proper time and money to protect them," said **Dr. Heather Koldewey**, head of global conservation programs for the Zoological Society of London. "Efforts such as restoring coral reefs and planting mangrove trees for economic security take time – time that the people within these communities don't have. For example, they need to send their kids to school *now*, not in 15 years. We've struggled to find solutions that offer benefits with both immediacy and longevity.

But, most nylon from these fishing nets is the same material used to make carpet yarn. Enter Net-Works.

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The Net-Works program taps into this connection by connecting the supply chain links. Here's how it works: in poor Philippine coastal villages in and around Danajon Bank, where marine life and reefs are endangered, fishermen gather, clean and bundle discarded nylon nets (which would otherwise last for 600 years), then sell them into the supply chain. They get a price per kilo of nets, which is higher with larger quantities of nets, therefore encouraging higher levels of collection. This is coordinated at the village level by a community member assigned as 'net manager' of the community bank scheme. The Net-Works team manages overall logistics, i.e. communicating with net managers from different



Dr. Heather Koldewey, head of global conservation programs for the Zoological Society of London (ZSL)



Net collecting on the water

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villages and getting the nets from them to a central hub, where they are baled by community members, and then to the point of export. The nets are then shipped to yarn supplier Aquafil, which recycles them using its nylon recycling technology ECONYL® Regeneration System.

Interface describes the benefits in its own words:

“Net-Works has three goals: to address the issue of discarded fishing nets, which clog reefs and beaches, needlessly ensnare wildlife, and deplete fish stocks – and, consequently, effect fishermen’s livelihood; to support and strengthen developing economies and improve the livelihood of local, of-

ten impoverished, fishing communities (by way of access to financial services through self-run community banks, so they can take out micro-loans for education and business ventures and have secure savings); and, to establish a new stream of high-value recycled material for Interface’s core product offering, acting as a buffer against raw material volatility.”

Community members are now able to take out loans for educational needs and tap funds to start new forms of sustainable income, including seaweed farming.

Another important aspect of Net-Works is that it gives women an equal opportunity to participate and receive

an additional source of income from net collection, making them integral, decision-making members of the community banking systems developing as a result of the program. Net-Works does not employ children directly, although many of the village children participate with their family members in “beach cleanups” to collect nets and learn about conservation.

Already, the program is established in rural coastal areas in the central Philippines (including the Bantayan Islands and Danajon Bank, one of only six double-barrier reefs in the world). To date, the Net-Works program, which supports one of Interface’s Mission Zero® goals to source 100%



Gathering the nets



Packed netting ready to ship



Coastal village children learning at school



Coastal community Net-Works meeting



Participants experience Interface samples made from recycled nets

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recycled nylon, has collected in excess of 38,600 kg (85,000 lbs.) of discarded fishing nets during the past 18 months, helping 4,500 villagers in communities in the Philippines to earn supplemental income equal to 84,000 additional meals. For every 2.5 kilos of nets collected, a family can purchase 1 kilo of rice – this could equate to approximately 4,800 extra meals per village annually on the tables of poor families.

In June 2013, Interface delivered its first product to incorporate fiber that includes Net-Works material. Designed by David Oakey, **Net Effect™** draws inspiration from satellite images of deep oceans, swirling tides and strong, linear currents.

Why is this a more lucrative investment of time and money than the average Joe do-gooder campaign? Net-Works extends far past a one-off beach clean up. It's an inclusive business model; a way of enabling remote communities to become part of the Interface supply chain by selling discarded and waste nylon fishing nets to its partner Aquafil. These links secure a lot more than just positive public opinion.

“The idea of becoming a supplier of materials to your supplier creates an extremely strong bond between partners. If you are intricately invested in your partners' success, the bond becomes stronger. The inclusive business model is one we hope other industries will take on.”

All of these pieces of knowledge were not simply strung together with relative ease over the course of a few months, and one would be very naïve to assume that a venture this successful did not first encounter failure – what **Nigel Stansfield**, Chief Innovations Officer at Interface, refers to as “successful failures.” About 10 years ago, Interface identified a hole in the message its products were sending.

“We were being called one of the top environmentally sustainable companies, and we were doing very well with all things to do with environmental stewardship, such as reducing carbon footprint and making the most of product lifecycles,” said Mr. Stansfield. “But the biggest problem in sustainability is the social component, and our products did not speak socially. We wanted our products to speak environmentally *and* socially through a sustainable livelihoods business model. We wanted to be charitable and philanthropic, but we also wanted to avoid being exploitative. The sweet spot is an inclusive business model.”

In 2004, Interface launched its Fair-Works program, which accomplished essentially the same things Net-Works does now, but on a highly niche level. The final product of the Fair-works program was a hand-woven river grass piece of flooring art, which was

hand-woven in India. It garnered a lot of great press when it launched, but failed to sustain itself on a mainstream level. This successful failure provided Interface with a constructive roadmap for Net-Works.

The team focused on finding a global-scale problem with a global-scale application, pulling together a workshop with various groups who were interested in conservation to develop ideas. Working with Dr. Nick Hill, PhD, of the Zoological Society of London (ZSL), who had just completed his PhD in the Philippines, they decided to pursue the problem of discarded fishing nets.

“The issue of solid waste, such as discarded fishing nets, is one of the most, if not the most, detrimental problem to these coast environments,” said Dr. Koldewey. “The workshop with Interface provided the platform for extending conservation efforts on a large scale. Interface has provided the market for nets, which we never would have been able to facilitate alone.

The team then went about setting

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up a community-based supply chain infrastructure to fit the scale of the problem, which is no small feat.

“The objective from the start was to set up a business that could ultimately stand on its own two feet,” said Mr. Stansfield. “A lot of care went into researching and formulating the partnerships we made. We needed scientific and conservation knowledge, knowledge about the cultures and communities we were inserting ourselves into, logistical knowledge surrounding the value of the fishing net in the supply chain, and the marketing and capital to support it. This all took time to develop and much more effort than a regular partnership.”

The highly integrated level of collaboration between Interface, ZSL, Aquafil, and the coastal community members is hard to understate. Each party understands that the success or failure of one partner translates to the success and failure of everyone.. The degree to which all parties in the Net-Works partnership make any challenge *their* challenge is indicative.



Nigel Stansfield, Chief Innovations Officer at Interface



Discarded fishing nets: to date, just in the past 18 months, the Net-Works program, which supports one of the company's Mission Zero® goals to source 100% recycled nylon, has collected in excess of 38,600 kg (85,000 lbs.) of discarded fishing nets. Laid end to end, these nets would stretch 90% of the way around the world.

Dr. Koldewey noted the collaboration needed to understand and develop a sustainable packing and shipping method for the nets.

"The nets are very light and not easy to ship. We had to develop a way to compress the netting bales in a way that ships with reasonable costs. We ended up using the technology of carjacking, which was cheap and used no electricity, to squish the nets into bales."

When an earthquake and super Typhoon struck the islands of the Philippines in October 2013, many of the original Net-Works cleanup communities were affected. Net-Works team members worked diligently to make certain food, water and shelter were brought to those people who needed it most. Interface associates, Aquafil, and customers raised \$40,000 in relief aid. The money, donated to ZSL, went directly towards immediate relief efforts. Better still, the Net-Works

program itself helped injured communities continue making money while in crisis mode.

"It was a very difficult time for everyone involved in the project, but these communities had something in place that they could fall back on in a time of need. This unforeseen challenge helped prove the strong resilience of the Net-Works business model."

The expansion plans announced at the CGI in partnership with Zoological Society of London are being made possible thanks to nearly \$1 million in grants from the Darwin Initiative, a U.K. government funding program that helps countries with rich biodiversity but poor financial resources to meet their objectives. In addition to the continuation of the its operation in the Philippines, the Net-Works model will be adapted to a new net collection hub in the Lake Ossa Wildlife Reserve region of Cameroon (an important refuge for West African manatees and other freshwater species) this year, and two additional hubs that will engage at least 10,000 local participants anticipated over the next three years.

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Dr. Koldewey said she and all parties involved in Net-Works believe it is both scalable and replicable. To that end, a Net-Works tool kit will be released in first quarter of 2015, a field guide that will help additional partners set up Net-Works collection hubs in pursuit of inclusive business.

Weathering learning curve challenges and unforeseen bumps in the road have made Mr. Stansfield wise to the realities of doing good works, but his, and Interface's, passion is no less present than it was at the inception of Net-Works. Interface, ZSL and Aquafil all want to guide Net-Works into becoming its own entity – a free-standing, financially viable program independent of Interface and ZSL, and this is a testament to the honest, genuine partnerships these companies have nurtured. Net-Works could become a valid source ingredient within recycled nylon, and perhaps even an ingredient to be used in other industries.

A word of advice to future authentic do-gooders? "These things take time, and you must find the right partner. It's about being present and finding the



Packing & weighing



Dr. Heather Koldewey with Net-Works workers

right partners to connect the supply chain. And it's about being a global citizen."

The small fact that this company is announcing its commitment to continue doing good works is not particularly interesting. It is now naturally expected of companies to give back to their communities – socially, environmentally, financially. The public now holds businesses accountable for things that simply were not considered high priorities even 10 years ago.

To the untrained eye, it can prove difficult to distinguish true, authen-

tic *good works* from the charitable donation variety of good deeds, which are by all means helpful and necessary. How do we determine the exact involvement a company has in its own good works, and how much does this matter to us? People care. They cared enough in the past two decades to give life to a youthful, activist culture that takes the time to look up what the things they surround themselves with are made out of, how these things are being made, and who by.

Companies would do well to understand that while there is a place at the

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charitable table for both solely monetary donations and from-the-ground-up programs that help solve problems, the inherently authentic qualities of the latter of these options will capture the hearts and long-term support of more customers.

A company's good deeds not only help the environment and/or people in need; they also help shape its image, they help people see how it prioritizes its values, and they help its bottom line. Interface found a way to achieve all of these things without sacrificing one for another. ■

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Cathy Leidersdorff of Architectural Flooring Resource: Long Term Thinker

by Peter Carey



Cathy Leidersdorff

What does it mean to be a resource? The word can refer to a person or place with supplies, support or aid. Being “resourceful” can refer to an individual’s capability, ingenuity and initiative when facing difficulties. In a relationship-based industry like commercial interiors, however, being a resource to others is a position of influence requiring earned respect. In our current economic climate of low budgets and fast turnaround for construction projects, most resources, human or otherwise, are having their capabilities tested on a daily basis.

Since all construction projects require a finished floor, it helps interior designers and architects to be surrounded by resources in the flooring business that are focused on doing the job right the first time, as opposed to getting the job done quickly and poorly.

For more than twenty years, **Cathy Leidersdorff** has been a trusted partner to many in the New York Tri-State design community. She and her team at **Architectural Flooring Resource (AFR)** have earned their reputation as

a trustworthy confidant for designers, developers and end users. A conversation with Ms. Leidersdorff yields a glimpse into the thinking that has led her company to an influential position in its market. This influence comes from a hearty mix of honesty, experience, and eyes trained on the future of every business relationship.

To call AFR just a flooring contractor would be to miss the point of what sets them apart: they care deeply about the quality of the work they do. Ms. Leidersdorff notes that the care and the quality of the work put into each project elevates their standing with specifiers and end users alike.

“One of the things I always tell my customers,” said Ms. Leidersdorff, “is that I have the capability to sell them anything; any brand of carpet or flooring – it doesn’t matter. However, I’m not going to sell anyone the *wrong* flooring for their application.

Because of our deep experience in the flooring business we regularly assist and advise on the many details to consider and the type of flooring mate-



Seven air-conditioned basketball courts installed by AFR at Basketball City in NYC



AFR's resource library of carpet and flooring binders

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rials that will work best in a particular application. And sometimes what won't work is just as important to know. We are able to advise and bring value not just to the architectural firm that uses us, but also to the general contractor."

Acting as a critical link between a designer's aesthetic intentions and firsthand knowledge of how each flooring product performs in real-world applications, Ms. Leidersdorff notes that she and her team of experienced installers and advisors know that honesty with respect to known weaknesses or shortcomings is the best way to make professional relationships last. Helping a client avoid a costly mistake is usually not quickly forgotten.

"Our value proposition is that we are going to save our customers money," she said. "It may not be immediately, but over the long run, we will save them money. More than anything we are problem solvers; often through problem avoidance."

Located on the sixth floor of 135 West 27th Street, AFR's office boasts one of the biggest carpet and flooring resource libraries in NYC. "Any designer looking for carpet or any other flooring product is welcome to visit us. In one setting, designers can find everything that is available to fulfill their project vision, rather than having each carpet rep visit their design studio individually. Instead of a process that may take half a day or longer, we can find designers what they need very quickly."

Ms. Leidersdorff takes the name of the company, Architectural Flooring Resource, seriously. Being a flooring resource for the design community involves a blend of technical know-how, a knack for keeping in touch with current aesthetic sensibilities and knowledge of the performance capabilities of the many products in the marketplace.

"Some junior designers who are doing the first pass of selecting flooring materials for A&D projects do not yet have enough experience to parse the



Resilient floor installation by AFR: Manhattan Star Academy



Wood flooring and carpet installation at Harper Collins headquarters in NYC



Sports flooring is a specialty at AFR: the basketball court of Lehman College in NYC

people

products available in the marketplace today. They may come to us and say they are looking for product that costs \$2.50 a square foot, but it has to be funky and new and different and it has to hold up to the environment where it is installed.

These days, everybody's thinks polishing concrete is cheap, but it's not. Using an already installed substrate may still require several steps of finishing. You have to bead blast it, then polish it, and then you have to seal it; all of a sudden the flooring budget jumps from \$2.50 to \$6.00 a square foot."

To that end, Ms. Leidersdorff has a favorite motto she uses when people claim she is priced too high: "Cheap pays twice." She notes that most experienced architects and designers know what they are looking at and will know if a flooring product is good quality or not. "Many times, they have chosen a bad product and tell me it is all they can afford for this project. I understand the situation, but it is unfortunate when we all know a particular product is not going to perform over time. It will perform long enough for everyone to get paid, but a year or two down the road the product *can* and most likely *will* fail."

With an approachable but no-nonsense attitude, Ms. Leidersdorff and AFR credit their high level of repeat business to identifying both present flooring conditions and potential future flooring problems in each installation. "Our first customer still comes back to us," she said. "Many of our customers have been friends for 20 years or more; the reason they come back is that I won't pull any punches with them. I will tell them when I think a product is a piece of garbage. If they want to install it that badly, or their boss or client wants it installed, I tell them to get somebody else to put it in. Then two years later, I end up replacing what they 'had to have' with something that is appropriate for the conditions of the space."

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Throughout the commercial design industry, the demand for wood flooring has increased significantly in recent years.

“Wood flooring is a big trend right now, and it will probably be popular until the end of this decade,” she said. “It also happens to be the most mis-specified product around right now. All wood flooring requires that you keep the climate of the installation stable. Heat and humidity cannot fluctuate very much over time, and if they do, the wood will move and curl. Every wood flooring manufacturer tells you that you have to acclimatize the product, but almost nobody does it.”

AFR recently began a partnership with the Austrian wood flooring manufacturer **Mafi**. Ms. Leidersdorff

pursued the partnership because the product is very reliable as well as being beautiful. “I can’t sell something that I am not confident in.”

Indeed, Ms. Leidersdorff’s confidence in Mafi led her to open a showroom for the manufacturer three floors up on the ninth floor of the building that houses the AFR office.

We sell a lot of other wood flooring products in addition to Mafi, but what I am looking for most in wood flooring products and what I’ve found in Mafi is a company that stands behind its product. If there is a failure, I want to be able to go back to the manufacturer and ask them to inspect the installation, and Mafi will always do the right thing.”



A Mafi executive office installation at Interpublic Group in NYC



Barn door installation at the Mafi showroom in NYC



A conference table made of Mafi wood flooring

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Instead of being made from solid hardwood, Mafi wood flooring is an engineered, or multilayer wood flooring system. As with all engineered wood, each layer is oriented perpendicular to the last. Over time, solid hardwood has a tendency to swell and shrink with changes in the humidity in a room. Due to the cross-grain layers, engineered wood typically moves less than solid wood. A top quality product like Mafi has a balanced or “symmetrical” 3-layer construction. The visible top layer and the back layer, or counter layer, are made of the same wood and undergo the same treatment. A mid-layer has corresponding size and strength but does not need to be as hard as the surface layers.

“Many times, designers ask us to write the specifications for their wood flooring projects,” said Ms. Leidersdorff. “We are happy to do it. If they buy the wood, but do not buy the installation from us, we will go to the jobsite the day they are installing it. If we see their installer is not using the correct adhesive or is not taking moisture readings, we will report back to the architect. It is our job to protect them because we know what is in their specification. Maintaining our relationships comes down to adding value, and our clients know they can count on us for that level of service.”

Since 2001, AFR has also been in the floor maintenance business.

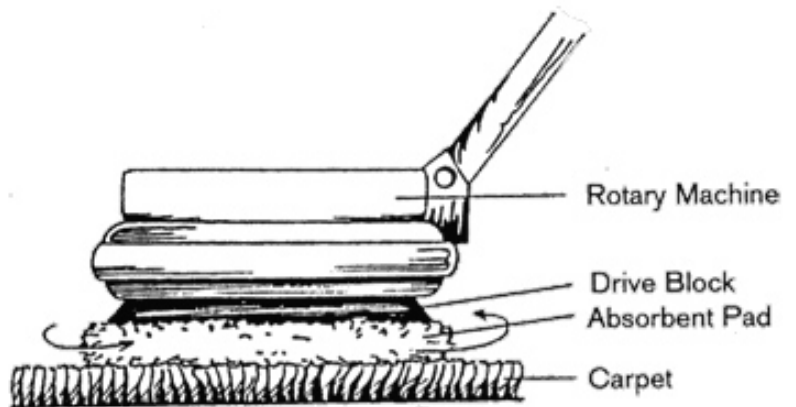
“Maintenance is a science, and we know how to properly clean things,” said Ms. Leidersdorff. “All of my cleaning mechanics came from **DuPont** and they know the proper techniques to get stains out of carpet. For example, most building maintenance crews use Bonnets; these machines don’t extract soil, they just move it around. Every carpet manufacturer states in the warranty that if Bonnet machines are used on the carpet, your warranty is null and void.” Ms. Leidersdorff offers the metaphor of taking a nice jacket or silk shirt to a dry cleaner. “You don’t give your cleaning lady your dry cleaning; you take it to a professional. We are the dry cleaner of the flooring business.”



The symmetrical 3 layer construction of Mafi flooring



Oak Vulcano Molto by Mafi flooring



Bonnet cleaners void carpet manufacturer warranties

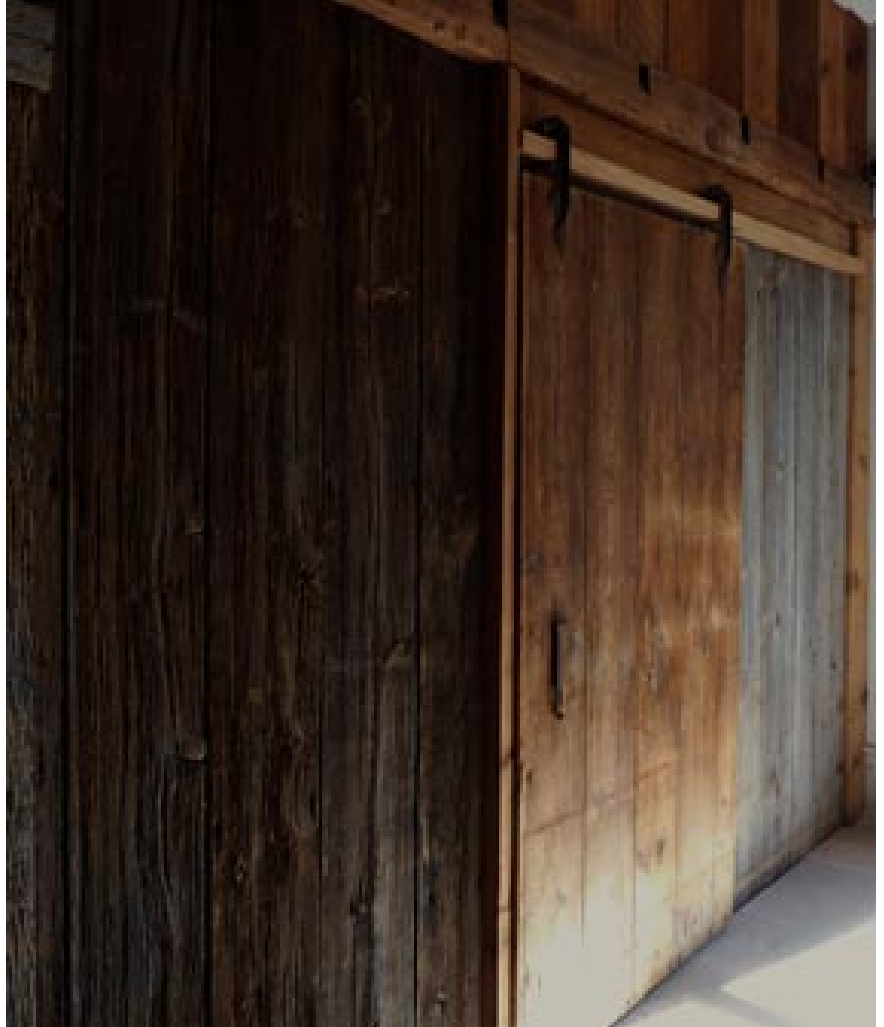
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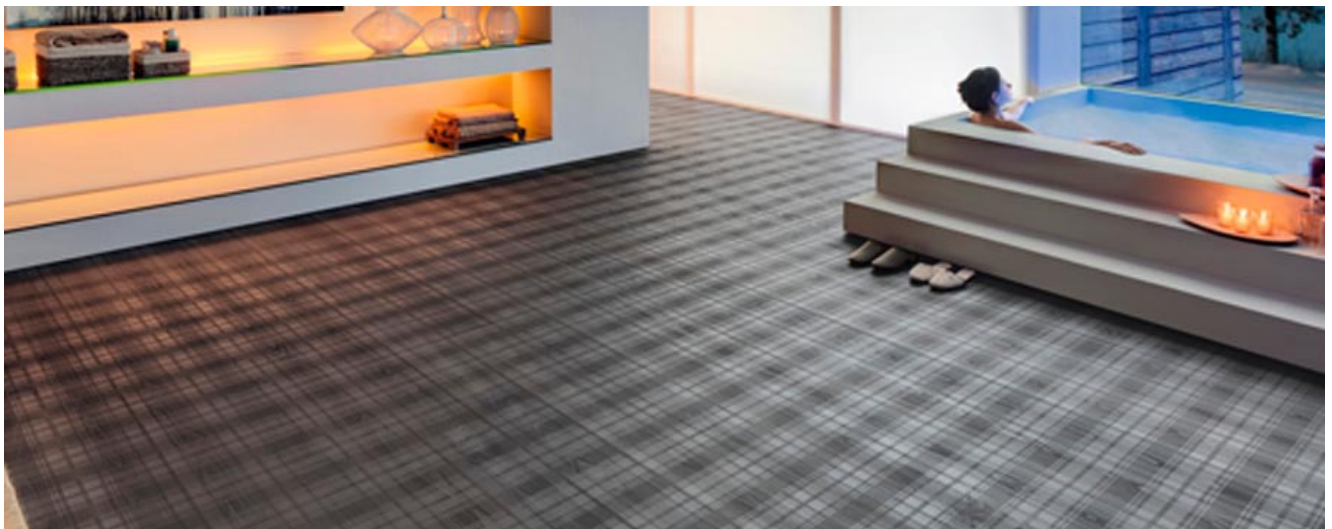
Another aspect of being a resource to the design community is vigilance. “Often times, it comes down to what is *inspected*, not *expected*,” she said. “If you just write the specification and don’t pay attention, anything can happen. You must deliver something that is not tangible. My competitors are bidding the job, but they don’t have a relationship with anyone there. For the most part, other flooring contractors are bidding jobs from general contractors, not architects. For us, there is an obligation to do the right thing for all of the people involved.”

Bad decisions will inevitably pop up at one time or another in most careers, which makes choosing partners to do business with all the more important to a project’s success. Architectural Flooring Resource (AFR) possesses a strong foundation of knowledge, innovation, and, oh yes, resourcefulness.

For more information regarding AFR, visit <http://www.afrny.com>. ■



A barn door installation of reclaimed wood by AFR



Carving Club, an oiled wood floor pattern by Mafi

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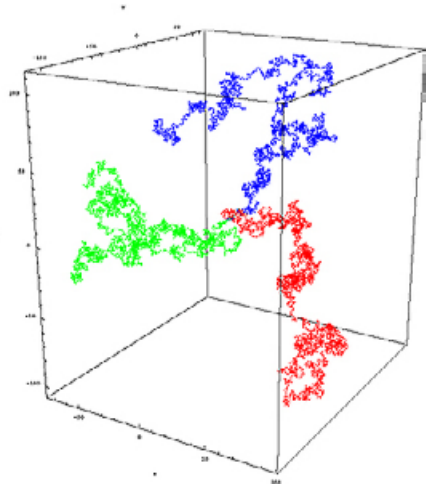
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A RANDOM WALK “Yes-AND”, not “Either-Or”

by Jay L. Brand, PhD



In her intriguing book, “The Capitalist Philosophers – Geniuses of American Business: Their Lives, Times & Ideas”, Andrea Gabor outlines a fascinating behind-the-scenes portrait of the uneasy truce between the “Human Side of Enterprise” (Douglas McGregor) and the myopic focus on P&L (profit & loss statement) so prized by investors.

This struggle between the quality



Jay L. Brand, PhD

of human experience and financial growth as competing definitions for success (in business as well as in life) has much in common with other conceptual dichotomies, all of which oversimplify the world, yet also strangely enlighten at the same time: Daniel Pink’s “Right Brain” as opposed to “Left Brain” thinking; Margaret Wheatley’s “New Science” compared to some presumed “Old Science”; Peter Senge’s “Fifth Discipline” (or the “Learning Organization”) updating four well-accepted disciplines characterizing more typical (non-learning?) organizations; Peter Drucker’s “Knowledge Worker” defining a unique distinction within the office work force; Jim Collins’ “Built to Last” implying that some companies are not; Stephen Covey’s “Seven Habits” that suggest there must be some highly ineffective people with other habits than these; Marshall Goldsmith’s “What Got You Here Won’t Get You There,” a title that divides business acumen and competence from the interpersonal skills mandatory for leaving a lasting legacy; and Malcolm Gladwell’s “Blink” arguing that although expertise rests on a great deal of experience over time, it can be quick and gut-oriented.

Lest you surmise that I’m parodying any of these thinkers or their publications, I actually highly recommend them all and have learned much from their ideas. I merely wish to highlight the usefulness of dichotomies, if only as tools to define a good argument. In the end, none of these luminaries presents their case in “either-or” terms; their contentions involve more “yes-and.” They’re not so much saying, “Don’t do that; do this instead” as “In addition to that, also do this.”

Returning to Andrea Gabor’s delightful journey with American business as it bounces back and forth between financial imperatives and human aspirations, she similarly concludes that to be sustainably successful, businesses must appeal both to people (including customers and employees) and to investors. They must understand both psychology and accounting, both motivation and spreadsheets.

By now, you must be wondering what this wandering through the executive self-help aisle in Barnes & Noble has to do with good design. Simply this: most of the skills you mastered while in school and employed in your first several firms as a practicing designer are and will remain important.

But what will truly differentiate you as a value-add to your customers involves the quality of human experience provided by the places you create. Yes, you’ll have to show the “bean counters” how you’ve managed to squeeze a few more people into slightly less space. You’ll have to produce some sealed drawings for the architect and/or contractor, you may have to coordinate with subcontractors or negotiate a lease or two, and you’ll need a bit of “Wow!” in your design presentation.

But all that is mere marketing and financial wizardry, skills that any middle manager needs in order to stay abreast of the competition and remain relevant in his or her company. To understand, consistently, how to delight the people who experience your designs – such insight cannot fail to distinguish you and your craft – if you can demonstrate such an ability by also measuring human-centered outcomes in organizationally relevant ways, so much the better.

Think of all the traditional designer-abilities that come second nature to you as the “world-as-is” side in each of those business dichotomies from well-known authors. Then think of their suggestion(s) for improving the future (the higher-priority ‘side’ of their dichotomy) as your ability to inspire delightful human experience through creative design. No one else in the boardroom can duplicate that feat.

Whether you’re a fan or not, the late Steve Jobs’ obsession with BOTH science/engineering AND the arts & humanities strikes a great balance in this regard, replacing a useless, “either-or” contrast with a “yes-and” that inspires. Gadgets must work, they must be reliable & dependable. But they must also

delight their users and be easy to use. We want to enjoy touching, holding, seeing, and being seen with our gadgets. Do your clients, their employees and their customers love being in the places you create for them?

Ironically, Apple’s new “Jetson doughnut” headquarters emphasizes very traditional CRE frameworks over the quality of employees’ experiences – unfortunately, in my opinion. The financial metrics may turn out just fine, but if there’s no “Joy!” in Mudville, the mighty Casey (of design) will strike out. ■

Jay L Brand, PhD, is currently Professor of Leadership & Higher Education at Andrews University where he teaches academic writing. Mr. Brand previously served in Haworth’s Ideation

Group as a Cognitive Psychologist, Organizational Behavior Specialist and Corporate Ergonomist, investigating and applying workplace knowledge and strategy for internal & external clients. A Richard Upjohn Fellow of the American Institute of Architects, educator, and frequent national and international speaker, Mr. Brand has published more than 100 articles on psychology, creativity & innovation, human factors & ergonomics, interior architecture, workplace design & strategy, organizational design & strategy, and science & faith. He holds PhD and MA degrees in Experimental Psychology from the University of Louisville and a BA degree from Southern Adventist University.

SUDOKU

Fill in the empty cells so that every row, column and cube contains a digit from 1-9, without duplication. (Level: Easy)

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RESEARCH-DESIGN CONNECTION**Transparency's Implications Are Clear**

by Sally Augustin, Ph.D.

Environmental psychologists have been saying for years that too much transparency (literally) in workplaces and elsewhere can create difficult situations. Ethan Bernstein, a professor of leadership and organizational behavior at Harvard, has reached similar conclusions after synthesizing many years of research done by himself and others. He describes the transparency paradox: "For all that transparency does to drive out wasteful practices



and promote collaboration and shared learning, too much of it can trigger distortions of fact and counterproductive inhibitions. Unrehearsed, experimental behaviors sometimes cease altogether. Wide-open workspaces and copious real-time data on how individuals spend their time can leave employees feeling exposed and vulnerable. Being observed changes their conduct. They start going to great lengths to keep what they're doing under wraps, even if they have nothing bad to hide. If executives pick up on signs of covert activity, they instinctively start to monitor employee behavior even more intensely. And that just aggravates the problem." Bernstein supports "boundaries around individual teams – zones of attention – to avoid exposing every little action to the scrutiny of a crowd." ■

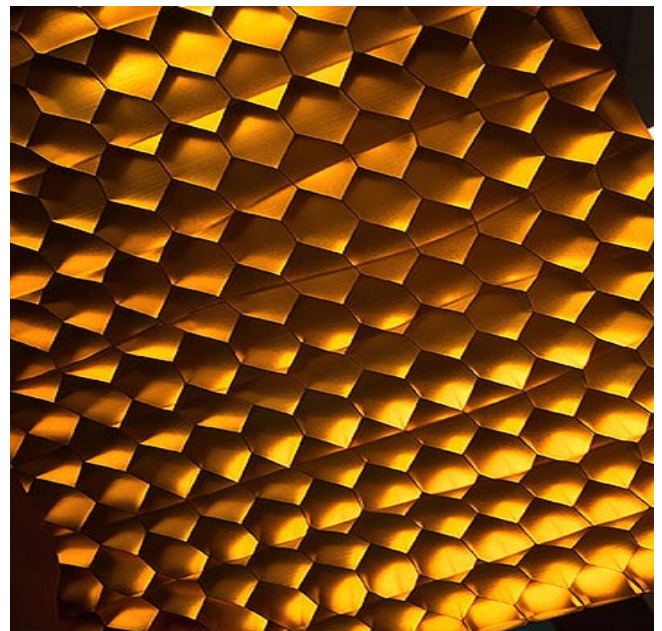
Ethan Bernstein. 2014. "The Transparency Trap." *Harvard Business Review*, <http://hbr.org/2014/10/the-transparency-trap/ar/1>.

Sally Augustin, PhD, a cognitive scientist, is the editor of Research Design Connections (www.researchdesignconnections.com), a monthly subscription newsletter and free daily blog, where recent and classic research in the social, design, and physical sciences that can inform designers' work are presented in straightforward language. Readers learn about the latest research findings immediately, before they're available elsewhere. Sally, who is a Fellow of the American Psychological Association, is also the author of Place Advantage: Applied Psychology for Interior Architecture (Wiley, 2009) and, with Cindy Coleman, The Designer's Guide to Doing Research: Applying Knowledge to Inform Design (Wiley, 2012). She is a principal at Design With Science (www.designwithscience.com) and can be reached at sallyaugustin@designwithscience.com.

MATERIAL OF THE WEEK**MC# 6216-13**

NIDALU: This transparent polymer resin panel by Lamellux® has an encased aluminum honeycomb grid that creates a regular shadow pattern throughout. The proprietary resin is solvent-free and does not contain volatile organic compounds (VOCs) or formaldehyde. The edges of the panels can be machined (mitered, grooved), dressed, veneered, pre-banded and molded. Applications include wall panels, doors, furniture, counter and tabletops, signage, ceilings and partitions for hospitality, corporate, marine and residential interiors..

This column is published in collaboration with Material ConneXion. For more information regarding the material previewed, please contact Michael LaGreca at mlagreca@materialconnexion.com. T: 212.842.2050.





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PRODUCT INTROS

>**Architectural Systems, Inc.** introduced Ecolinea® Porcelain, a new interpretation of natural stone designed to evoke the illusion of movement. Suitable for both walls and flooring, it is available in honed and semi-polished finishes with striated patterns simulating marble. It is made of low-emitting materials and is GreenGuard Children and Schools Certified.

officenewswire.com/15620



>**DAM** launched Pipo, Dora, and Dina – inspired by Portugal's Douro Valley wine region. Pipo is a stool/side table that won POPs Serralves 2014 and is the first piece created by DAM in cork. Dina and Dora are chairs designed for both elegance and simplicity, featuring an ash wood frame and agglomerated black cork seat.

officenewswire.com/15605



>**Falcon** offers custom lounge and booth furniture for creative options in reducing noise and distraction.

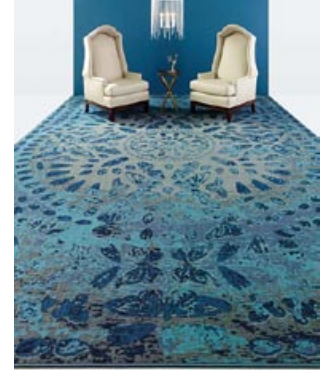
Applications include dining, meeting and training rooms, and lobbies.

officenewswire.com/15606

>**Luxo** introduced Split, a powerful new task light designed by Aleksander Borghov for large, demanding workplaces. With twice the light output of other LED task lights, it is particularly suitable for large work surfaces where more light is needed. It has a spring-balanced arm for maxi-

mum reach and flexibility, and an automatic shut-off for energy savings. Two custom-made 6-watt LED modules are positioned at a 30° angle for a wide light distribution. The lamp head is made of a slim sheet of aluminum cut and shaped so that the LED light sources are directed to illuminate across the desktop. The remainder of the head forms an intuitive grip that shades the light sources from direct view. The lamp head remains parallel to the work surface, providing asymmetric and ergonomically correct lighting.

officenewswire.com/15607



>**Shaw Hospitality Group** unveiled Natural Curiosities, its second collaboration with renowned architect David Rockwell.

Like the first collection, Layered Luxe, this new carpet collection of 27 field, corridor and rug patterns further explores elements found in nature. Mr. Rockwell drew inspiration from cabinets of wonder from the 19th and 20th Centuries, where rich arrays of exotic and colorful specimens were on vivid display. Some of the patterns in Natural Curiosities explore the effect of light and shadow on natural surfaces, while others reflect a more textural and abstract approach. (Pictured: Wonder Kaleidoscope)

officenewswire.com/15621

>**Wolf-Gordon's** new licensed collection Overlay/Underlay by artist and designer Kevin Walz is now available online and in Wolf-Gordon showrooms. The collection, which consists of five Type II wallcoverings, explores two-sidedness in a distinctly painterly way. Mr. Walz used translucent inks for visual richness, replicating the effect of paint seeping through canvas from the other side. While taken through serialized

manufacturing, these geometric designs retain a sense of craft, evoking silkscreen or block print.

officenevswire.com/15601



NOTEWORTHY

>Christian D. Giordano, principal and director of Architecture at Mancini•Duffy, was appointed president of the firm. In this role, Mr. Giordano is charged with leadership of the growing firm as it moves into its 100th year in 2015 and beyond. The announcement was made by Anthony P. Schirripa, FAIA IIDA, the firm's CEO and co-chairman. Mr. Schirripa also announced that **Theodore Hammer**, who most recently served as president of Mancini•Duffy, is taking



on the role of chief operating officer and co-chairman.

Mr. Giordano has almost two decades of experience, including work for major corporations and developers at HLW and Swanke Hayden Connell in New York as well as the firm Morphosis in Los Angeles. In his role as director of architecture at Mancini•Duffy, Mr. Giordano's portfolio of work and relationships have helped the firm establish a new presence in hotel and multifamily architecture, as well as broadening the company's service on behalf of some of the largest creative corporations in the nation, especially in the broadcast and advertising worlds.

officenevswire.com/15611

>Eric Holland was promoted to principal at ADD Inc.

Mr. Holland represents ADD Inc's Workplace Practice in Miami, where his design talents and leadership abilities have played a significant role in the expansion of the firm's client base. He joined the firm in 2007 as a senior designer and most recently held the position of senior associate principal. Prior



to ADD Inc, he worked at Swanke Hayden Connell Architects in Miami. His recent work in South Florida includes new offices for accounting firm Morrison, Brown, Argiz & Farra; the award-winning headquarters of advertising agency BGT Partners, now part of PwC; Brickell Link, a co-working space; Inktel Contact Center Solutions; and the offices of Hamburg Sud.

officenevswire.com/15612

>Sean Ozlu was named regional manager of New England for Stone Source.

Since joining the company in 2012, Mr. Ozlu has been instrumental in project development and management, as well as global product sourcing. He has more than 15 years of experience in the stone and tile industry, with extensive experience in sales management, client relations and project management. Prior to working with Stone Source, he held sales and management positions with Bonami Tile & Stone in New Jersey, as well as Marme Inc, throughout Texas and the West Coast.

officenevswire.com/15609



>Brian Rutherford was named president of Neutral Posture, Inc. During his tenure with Neutral Posture, he has served as vice president, chief accounting officer and controller.

officenevswire.com/15610

>Tom Smith was promoted to business development manager at ROCKFON®, overseeing the company's complete offering of ceiling systems. With more than 30 years of experience in the commercial ceilings industry, Mr. Smith leads new product development and project management for all of ROCKFON's product lines. He joined Chicago Metallic in 2002 as a product manager for metal ceilings. Throughout the next 12 years, he was promoted to management



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roles overseeing ceiling suspension products, strategic projects and marketing communications. Most recently, he served as ROCKFON's technical services manager where he helped strengthen relationships with architects, installers and other key partners.

officenevswire.com/15608

>John Snellinger was promoted to corporate vice president at Chambers. Based in Baltimore, Chambers is a 360°planning, architecture and interior design firm specializing in private country, golf, city and yacht clubs. He also retains his role as director of Planning. Since joining Chambers more than a decade ago, Mr. Snellinger has been an integral driver of the firm's strategic and facilities planning efforts. He has worked with more than 150 of its club clients, guiding planning efforts and developing financial models and pro formas to help them gain financing for capital improvements.

officenevswire.com/15614

>Kirby Williams was promoted to product manager of acoustic stone wool ceiling tiles at ROCKFON®.



With more than 20 years of experience in construction products and 17 years working with stone wool products, Williams works closely with customers and colleagues to provide high-quality, competitive ceiling panel products that meet both aesthetic and performance requirements for their commercial interior projects.

officenevswire.com/15608

>Carnegie was a sponsor of the 14th edition of the Museum of Arts and Design, LOOT MAD about Jewelry annual exhibition, held last week. The exhibition, considered the ultimate pop-up shop for contemporary artist-made jewelry, featured designs from 50 emerging and acclaimed international jewelry artists. Carnegie partnered with highly regarded designer and LOOT veteran Danielle Gori-Montonelli for the event. Ms. Gori-Montanelli chose multiple styles of the company's high performance Xorel textile to create ornate works of wearable art.

officenevswire.com/15603



>Conneaut Leather, a U.S. manufacturer of upholstery leather since 1903 in Conneaut, OH, has acquired the sister companies Cortina Leathers and DMS Leathers. "Bringing together these two great companies offers our customers a 'best of both worlds' leather solution," said Jack Prause, president of Conneaut Leather. "In addition to what Conneaut Leather has always stood for – producing American-made leathers with competitive pricing and short lead times – we are now able to offer a broad array of in-stock, high-end Italian leathers as well. This is a combination that no other company in the U.S. can match."

officenevswire.com/15602

>IIDA Northern California Chapter's Leaders Breakfast was held Oct. 1 in San Francisco. Anna Hernandez, founder and CEO of Luna Textiles, received the Distinguished Achievement Award; and Laura Guido-Clark, principal of the Laura Guido-Clark design studio, received the Leadership Award of Excellence. Tony Smith, San Francisco market manager for Teknion Studio, provided a report on the event, attended by more than 500 guests. Keynote speaker was Chip Conley, founder and former CEO of Joie de Vivre and current head of global hospitality at Air BnB.

officenevswire.com/15604





>OFM is asking office workers to share what their desk says about them on Twitter as part of a new contest called "My Desk Says." To enter, workers simply post a photo of their desk on Twitter with the handle @OFMINC along with the hashtag #Mydesksays and a brief description about what their desks says about them. The contest will run Nov. 1. OFM will then select three winners in the following categories, each of whom will receive the OFM chair of their choice: 1) The Catch All Desk; 2) The Messiest Desk and; 3) The Most Organized Desk.
officenevswire.com/15617

>ZweigWhite has changed its name to Zweig Group and introduced a new corporate logo. "We are bringing the mission that we were founded on into sharp focus along with a renewed commitment take this company to the next level," said Chad Clinehens, Zweig Group executive vice president. "It is important that our new name and new logo preserve those equities we built over the past 25 years, while communicating we are changing and evolving with the times and that we will be exactly what our clients need us to be. Going forward, we are going to look and feel different."
officenevswire.com/15600



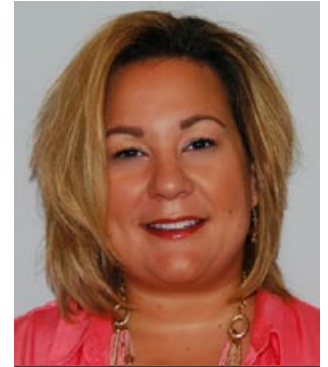
RE-SITED

>Edward Pedrick joined Stone Source as regional manager of New York. Mr. Pedrick most recently served as senior vice president of Arenson, a Knoll office furniture distributor with offices in New York, New Jersey and Stamford, CT. He was a member of the executive management team and was responsible for annual sales exceeding \$100 million. Prior to that, he was president of North America for Wilkhahn, a premium German manufacturer of contract office furniture. He began his career as an industrial designer focusing on furniture design and production.
officenevswire.com/15609



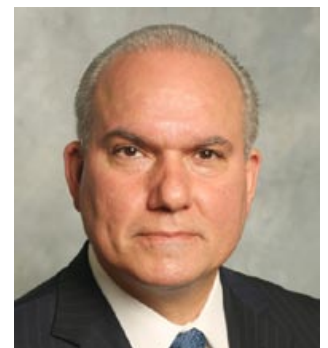
>Jill Reninger was hired as manager of construction services at ROCKFON®, responsible for the company's technical services and project management teams. Ms. Reninger has a strong background in the industrial engineering and construction services industries and 16 years of experience in both domestic and international manufacturing and distribution. Most recently, she worked for Ace Hardware Corporation, with previous roles held

at Elston Window & Wall LLC, Castle Metals, and Republic Windows & Doors, LLC.
officenevswire.com/15608



EVENTS

>Ted Moudis of Ted Moudis Associates is being honored by James Lenox House and Carnegie East House at its Autumn Leaves Gala Tuesday, Oct. 14. The Gala raises funds to support much-needed services and activities at NYC's premiere not-for-profit independent and enriched living communities for older adults. It will be held at 6:00 p.m. at The University Club, 1 West 54th Street in Manhattan. Mr. Moudis will receive the Mary Lenox Sheafe Award, presented to those who demonstrated extraordinary dedication and leadership to NYC and its older adults.



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Also being honored are NYC council member Daniel R. Garodnick, recognized as a problem-solver and champion for maintaining affordability in housing; and philanthropist William C. Patterson, who will receive the organization's Lifetime Achievement Award. officenevswire.com/15613

>Ergotech Group is offering a promo code with a \$75 discount on registration for ErgoExpo, Dec. 2-5 at Caesars Palace in Las Vegas. In addition to ergonomics products and services on display in the Expo Hall, including Ergotech's innovative technology mounting equipment in Booth 412, the conference will feature 53 educational breakout sessions in five program tracks. Leaders of major corporations will share their experience and insights on the latest practices to help build or improve ergonomics, safety and wellness initiatives. officenevswire.com/15619



>Interface will host an evening event Thursday, Oct. 23, in New Orleans with Janine Benyus and Paul Hawken to investigate the relationship between beauty and sustainability. Nadav Malin will moderate this intimate conversation between two iconic leaders of the sustainability movement, 5:00-7:00 p.m. at Renaissance New Orleans Art Hotel. Interface also has a full schedule planned for the Greenbuild International

Conference and Expo, Oct. 22-24 at the Morial Convention Center in New Orleans. officenevswire.com/15616

>LMNOP and the NY Chapter of the Society for Marketing Professional Services (SMPS), will present a Digital Marketing Workshop at the iGuzzini Showroom Oct. 21, 6:00-8:00 p.m.

Presenters Sarah Kelley, digital marketing at Simpson Gumpertz & Heger, Inc., and Jenna M. McKnight, digital editor at SOM, will share their experiences and success with digital marketing as a key medium and their knowledge setting policy and implementing best practices. Each will present a case study highlighting their recent professional experience. officenevswire.com/15615

>Material Connexion will host a Materials Exhibit and Cocktails event highlighting its top Spotlight materials on Thursday, Oct. 23, 6:30-8:30 p.m. at its NYC showroom, 1271 Avenue of the Americas, 17th floor. officenevswire.com/15622



Caesars Palace, Las Vegas
December 2 - 5, 2014

You are invited.

To discover the innovations of our top Spotlight materials.

Materials Exhibit and Cocktails

Manufacturers:

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Arjowiggins	MediaGraph
Art of Board	Mosalco Digitale
Carnegie	Nissha
Colite	Sommers
Fenner Drives	Styrolution
Glen Raven	Tactility Factory
Hishimetal	Technogel
Lea Ceramiche	

October 23, 2014 | 6.30pm – 8.30pm

RSVP is required by 10.17.2014

pr@materialconnexion.com

Material Connexion

1271 Avenue of the Americas, 17th Floor
New York, NY 10020



BUSINESS AFFAIRS

>DIRTT Environmental Solutions reported that the timelines for a project it announced in June valued in excess of \$30 million have accelerated slightly. The company now anticipates recognizing approximately 10% of the project's revenue in the fourth quarter of 2014. As previously stated, most of the revenue from the project will still be recognized in 2015. The company also reported that sales volumes returned to anticipated levels in the third quarter following the negative impact of adverse weather conditions in the second quarter, and that early sales forecasts for the month of October suggest a positive start to the fourth quarter of 2014. Finally, DIRTT announced that **Rowland Fleming** has resigned as a member of the board of directors of the company to focus on other interests, effective Oct. 3. <http://ir.dirtt.net>

>At Herman Miller's annual meeting of shareholders of, held on Oct. 6, the following nominees were elected to serve three-year terms on the company's Board of Directors: Mary Vermeer Andringa, J. Barry Griswell, and Brian C. Walker.

The following individuals continued their service as directors of the company: **David A. Brandon, Douglas D. French, John R. Hoke, Lisa A. Kro, Heidi J. Manheimer, Dorothy A. Terrell, David O. Ulrich, and Michael A. Volkema.** Shareholders also approved **Ernst & Young LLP** as the company's independent auditors for the fiscal year ending May 30, 2015, and the First

Amendment to the 2011 Long-term Incentive Plan. On an advisory basis, shareholders voted to approve the compensation paid to the company's named executive officers and the company's Executive Compensation plan.

Also, effective Oct. 6, Herman Miller's Board of Directors adopted an amendment to the company's Bylaws. The amendment added a provision that, unless the company provides otherwise, the local state and federal courts in Michigan (the location of the company's headquarters and the jurisdiction in which the company was formed) are the sole and exclusive forum for specific claims brought against the company. <http://investor.shareholder.com/mlhr/sec.cfm>

>Interface, Inc. announced the consummation of an amendment of its existing syndicated facility agreement, effective Oct. 3. The amendment expands the aggregate borrowing availability for revolving loans under the credit facility from \$200 million to \$250 million, and provides new borrowing availability for a \$200 million Term Loan A which may be used to repurchase or redeem, before Dec. 31, the company's existing 7.625% Senior Notes due 2018. The amendment also extends the maturity of the facility until Oct. 3, 2019. In furtherance of its capital allocation strategy, the company also announced that its Board of Directors has authorized a program to repurchase up to 500,000 shares of common stock per fiscal year, commencing with the 2014 fiscal year.

Industry Stock Prices

	10.10.14	9.26.14	6.27.14	3.28.14	12.27.13	9.27.13	%frYrHi	%fr50-DayMA
HMILLER	28.4	30.4	30.7	31.2	29.8	28.9	-13.1%	-5.6%
HNI	35.1	37.0	39.0	35.4	39.4	35.8	-13.3%	-6.4%
INSCAPE	2.3	2.5	2.3	2.2	2.1	2.5	-10.7%	-3.8%
INTERFACE	14.1	16.3	18.9	19.6	21.5	19.7	-37.1%	-14.1%
KIMBALL	15.3	15.4	16.7	18	15.3	11.2	-23.8%	-1.3%
KNOLL	16.9	17.9	17.4	17.8	18.3	17.0	-16.2%	-6.8%
LEGGETT	33.8	35.5	34.1	32.2	31.1	30.4	-5.9%	-3.4%
MOHAWK	128.1	136.6	136.9	134.7	146.8	130.1	-17.6%	-8.7%
STEELCASE	15.2	16.7	15.5	16.3	16.0	16.4	-15.1%	-3.8%
USG	25.2	28.3	29.9	32.1	27.9	28.2	-30.4%	-11.4%
VIRCO	2.5	2.7	2.3	2.5	2.3	2.0	-25.3%	-5.1%
SUM	317.0	339.2	343.5	342.0	350.4	322.2		
DJINDUST	16,544	17,113	16,852	16,323	16,478	15,258	-4.7%	

Interface also announced preliminary results for the third quarter ended Sep. 28. Based on preliminary data, the company expects third quarter revenue to be in the range of \$250 million to \$255 million, compared with \$255 million in the third quarter last year. In addition, the previously announced pre-tax restructuring charge in the third quarter of 2014 has been increased to an aggregate amount of \$12.5 million. The charge is now comprised of approximately \$9.5 million of cash expenditures, primarily for severance expenses, and approximately \$3.0 million of non-cash charges for the write-down of the carrying value of impaired assets. This restructuring plan is anticipated to be substantially completed by the end of 2014, and is expected to yield annual cost savings of approximately \$14 million beginning in FY15. Excluding the restructuring and asset impairment charge, third quarter net income is expected to be between \$8 million and \$9 million, or \$0.12 to \$0.14 per diluted share. In the third quarter last year, net income was \$15.0 million, or \$0.23 per diluted share. Including the restructuring and asset impairment charge, the third quarter of 2014 bottom line result is expected to be between a net loss of \$0.7 million and net income of \$0.3 million, or \$(0.01) to \$0.01 per diluted share. Orders received during the third quarter of 2014 were \$262 million, compared with \$255 million in the third quarter last year, and backlog at the end of the third quarter was up \$33 million (or 33%) compared with the beginning of the year.

“We’re pleased with the amendment to our syndicated credit agreement, which gives us the opportunity to refinance our existing debt at a substantially lower interest rate,” said Chairman and CEO **Daniel T. Hendrix**. “These arrangements also will allow us to improve our capital structure by repurchasing shares of our common stock and thereby enhancing our earnings per share.”

Mr. Hendrix continued, “Unfortunately, our preliminary results in the third quarter have not shaped up to our expectations, starting with lighter than expected revenues primarily due to customer deferrals of order delivery dates, disruptions in yarn supply and lower order intake levels at the beginning of the quarter. These factors brought about lower manufacturing throughput and increased margin pressure, prompting us to look for deeper cost cutting as part of our restructuring efforts and resulting in a charge that is larger than our previously announced estimate. Most of the restructuring activities are within the SG&A line item and have a payback period of less than a year, so we are currently targeting 2015 SG&A expenses to be in the neighborhood of \$250 million. Our restructuring and refinancing plans, along with our healthy backlog, should put us in a much improved operating and capital structure going forward.”

Interface intends to release its definitive third quarter 2014 results on Wednesday, Oct. 22, after the close of the market, and host a conference call the next day, Thursday, Oct. 23. Detailed information regarding the conference call will be announced at a later date.

<http://interfaceglobal.com/Investor-Relations/Press-Releases.aspx>

>Interface, Inc. on Oct. 10 announced that it has elected to redeem \$27.5 million in aggregate principal amount of its 7 5/8% Senior Notes due 2018. The notes will be redeemed at a price equal to 103% of the principal amount of the Notes, plus accrued interest to the redemption date, which is Nov. 26, 2014. An aggregate of approximately \$29.3 million, which includes interest that will accrue by the redemption date, will be required to redeem these Notes. **U.S. Bank National Association**, trustee in respect of the Notes, is processing the transmittal of the redemption notice to the holders of the Notes that will be redeemed.

The company also said that it expects to redeem, prior to year end, the remaining \$220 million aggregate principal amount of outstanding Notes, but that it has not yet commenced the redemption of those remaining Notes.

<http://interfaceglobal.com/Investor-Relations/Press-Releases.aspx>

>Kimball International, Inc. will be making presentations to the equity investment community in anticipation of the completion of the company’s spin-off of its Electronic Manufacturing Services segment on Oct. 31. Discussions will include unification of Class A and B Stock. Leading the meetings will be **Bob Schneider**, anticipated post-spin CEO and chairman, **Michelle Schroeder**, anticipated post-spin CFO, and **Dennis Gerber**, anticipated post-spin treasurer and director of Investor Relations.

Kimball International will continue to operate its furniture business post-spin under the Kimball brand names of **Kimball Office**, **National Office Furniture** and **Kimball Hospitality**. The company plans to change its NASDAQ trading ticker symbol from KBALB to **KBAL** as of the first trading day after completion of the spin.

The company announced on Oct. 6 the timing and details regarding the spin-off. Kimball International’s Board of Directors has approved the final distribution ratio and declared a pro rata dividend of the outstanding shares of Kimball Electronics common stock, which will result in the complete legal and structural separation of the two companies. On the distribution date of Oct. 31, Kimball International shareholders of record as of 5:00 p.m., New York Time, Oct. 22, will receive three

business

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shares of Kimball Electronics, Inc. common stock for every four shares of Kimball International Class A or Class B common stock they hold on the record date. On Oct. 7, the company announced that the U.S. Securities and Exchange Commission has declared effective the Form 10 Registration Statement filed by Kimball Electronics, Inc., regarding the spin-off.

http://kimballinternational.com/press_releases.aspx

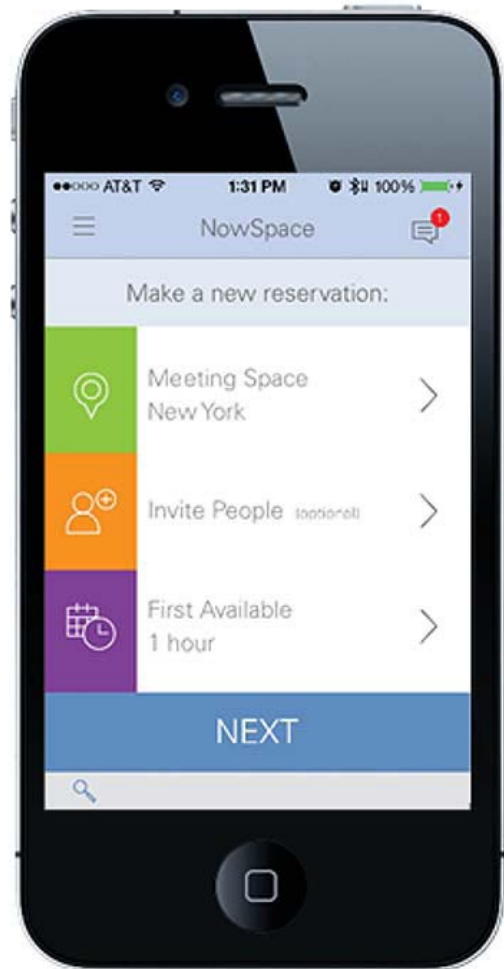
>Kimball Electronics, Inc., filed a Form 8-K with the SEC on Oct. 10 in connection with the spin-off from Kimball International. The company notified its directors and officers who are subject to Section 16 of the Securities Exchange Act of 1934, as amended, informing them of a restricted period (the "Blackout Period") that is being imposed on participants in the Kimball Electronics, Inc. Retirement Plan and notifying them of trading restrictions applicable to them during this Blackout Period.

Senior management of Kimball Electronics will present an overview of the company and information related to the company's separation from Kimball International to analysts and investors beginning the week of Oct. 13. The slides used in the presentation were furnished as Exhibit 99.2 in the Form 8-K filed with the SEC on Oct. 10. http://kimballinternational.com/sec_filings.aspx

TECHNOLOGY


>Asure Software launched AsureSpace NowSpace. This is an intuitive new mobile app that provides users with all the scheduling functions of a desktop or laptop on their mobile device. It enables users to check attendee and room availability, reserve meeting rooms and workspaces, and schedule meetings in three easy steps. Asure has scheduled a free webinar to introduce and demo NowSpace on Wednesday, Oct. 22, 11:30 a.m. Central Time.

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Kimball®Office

A Unit of Kimball International

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Be a key contributor as you assist with Solution Selling using your creativity and knowledge to generate sales for the success of your Kimball Office team.

As a Product Application Specialist located in New York City, you will provide service and support to secure business within your assigned territory. You will provide support to the sales staff, Regional Manager, Showroom Manager, and dealers. This position will assist our sales team with product positioning, dealer presentations, territory support, and/or anything else that would help secure the business.

Primary Responsibilities for this position include:

- Team with field sales and internal resources to strengthen relationships with our customers
- Serve as a resource to augment our presence at the dealer level
- Serve as the first point of contact for all dealer inquiries.
- Provide day-to-day showroom support to assist sales and showroom initiatives
- Serve as a backup showroom manager
- Provide specification support as needed
- Interim field sales support

Skill Requirements:

- Have a clear understanding of the sales process
- Have a clear understanding of the specification process
- Efficient with computer tools; Salesforce.com, internal and external Web Sites, Excel, Word, Power Point e-magine
- Proficient with e-tools

As a business unit of Kimball International, we offer an attractive salary and flexible benefits packages, including a 401(k) feature.

Our successful candidate will enjoy being a key part of delivering solutions that enable work to get done in many facets. "Your Work, Your Way". To learn more about this opportunity or others, please visit our website at www.kimballoffice.com. To apply for this opportunity, please submit your profile and job interests online through our careers link, job requisition #14-2216.

Kimball Office is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, age, national origin, genetic information, disability, or protected veteran status.

Your Work. Your Way.

