Fundamentals of Strategic Facilities Planning
Part II – The Workplace

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Outline

Introduction
  History
  Beliefs
  The Business Case
Building a New Workplace Strategy Process
  I Learn
  II Create
  III Use
Case Study

How did we end up here?
How we got here…
Space is an entitlement based on rank.
Available spaces often do not align with staffing needs.
Furniture is complicated and difficult to manage and reconfigure.
Workspaces don’t support new ways of working, especially around mobility, collaboration and technology.

A bit of history…..

The office separates from the factory
The Era of Industry

A factory approach to work.

Everyone works all day and all together.
The Era of Industry

Everyone works all day and all together.

The Era of Information

Post WWII growth of services, travel and middle management.
The Era of Information

The Era of Information 1960’s Action Office
The Era of Information
Supporting new technology and teams.

Executive  278 SF
Manager

Senior Manager  178 SF

Mid Manager  126 SF

Sr Prof  100 SF

Senior Leadership  300+ SF

Jr Prof  80 SF

Admin  48 SF

Sr Admin  74 SF

Ar Prof  80 SF

Prof  90 SF

Intern  36 SF

Sr Prof  125 SF

Md Manager  126 SF

Senior Manager  178 SF

Executive Manager  275 SF

Senior Leadership  300+ SF
The Process is Flawed

Rather than being approached as a strategic asset, workspace and furniture are designed, procured and assigned based on standards that are often outdated, irrelevant, or whose original meaning is unknown.

Workplace Beliefs

The workplace is a strategic tool for organizational success.

The workplace affects social and psychological well-being.

The workplace is not neutral. It either supports employee well-being, engagement and performance or it detracts from them.

Even slight improvements in well-being, engagement and performance can result in greater value.

Increasingly, people can “opt out” of a poor workplace environment.
Employee Well-Being

Making a Business Case

physical, social, emotional, environmental, developmental and occupational considerations of the workplace

Employee Engagement

Making a Business Case

147%
Higher earnings per share for high engagement companies.

27%
Feel more valued

23%
Work more effectively

19%
Stronger sense of community

Only 30% of employees are highly engaged

Gallup’s “State of the American Workplace” Report

197% - Higher earnings per share for high engagement companies.
27% - Feel more valued
23% - Work more effectively
19% - Stronger sense of community

Results typical of over 250 HM customers.
Employee Performance

Making a Business Case

Performance is alignment between work requirements and work environment.

Collaboration is a key driver of employee performance.

Collaboration improves cross-selling, enhances career paths, and improves productivity.

High performers account for most collaborative activities.

Building a New Workplace
Strategy Process
Building a New Workplace Strategy

I Learn
Organizational Context
Current Space Use
Employee Experience
Drivers and Goals

II Create
Work Style Scenarios
Kit of Parts
Universal Zoning
Social Logic of Space

III Use
Launch or Pilot
Observe and Measure
Modify and Implement
Lessons Learned

Organizational Context

1. Mission Statement
   - Consider implications of vision, mission, core values for design direction.

2. Common Drivers
   - Value
   - Process
   - People
   - Brand

3. Departmental Strategies
   - Coordinated efforts to meet specific objectives
Current Space Use - Utilization

- 60% Workstations not in use
- 80% Private offices not in use
- 50% Conference rooms rarely used to full capacity

Space Studies, Tracking, Card Swipes, Login’s, Infrared Video

Current Space Use – Employee Experience

Observations, Focused Workshops, Interviews, Surveys
Common Workplace Attributes

- reflect culture
- help people work together
- help people engage
- let work happen anywhere
- make technology work for people
- strengthen environmental advocacy
- make real estate work harder

Visioning around Obstacles, Enablers and Ideal

Drivers – Challenges, Approaches and Goals

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<tr>
<th>Value</th>
<th>Process</th>
<th>People</th>
<th>Brand</th>
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</table>
Design Manifesto

I Learn

Design Manifesto Part I
Implications of Mission
Quantitative Data Summary
Qualitative Data Summary
Driver Matrix

Bringing it all together....

II Create
Work Style Scenarios

Mobility
How much do people move around to get their job done?

Collaboration
How much do people need to collaborate to get their job done?

Resident
At same desk most of the time.

Flex
At same desk about half the time. In other places half the time.

Mobile
Seldom at same desk.

Keep it simple....
Kit of Parts to Support Mobility

Resident  Flex  Mobile

7' x 7' KOP Illustrated

Collaboration Scenarios

Low Collaborative (Group)
Everyone doing the same thing for different client, project or department.

High Collaborative (Team)
Everyone doing something different for same client, project or department.
Kit of Parts for Mobility and Collaboration

- Head's Down Workers
- Collaborative Workers
- Resident
- Flex

6x8 Footprint Constant

- Group
  - Low Collaborative
- Team
  - High Collaborative

II Create
Kit of Parts For Collaboration with Sit-to-Stand

Living Office Settings

Il Create
Landscape Concepts II Create

Calculating Open and Closed Meeting Seats

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<th>TOTAL STAFF</th>
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<tr>
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<th>STAFF QTY</th>
<th>ASSIGNED SEAT RATIO</th>
<th>WORK SEATS QTY</th>
<th>GROUP SEAT RATIO</th>
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<th>175</th>
<th>100</th>
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* STAFF MIX - BASED ON SPACE UTILIZATION DATA AND / OR MOBILITY TARGETS

RESIDENT - > 60-70% OF TIME AT OFFICE, LITTLE OR NO MOBILITY, ASSIGNED SEAT

FLEX - 30 - 50% OF TIME AT OFFICE, ASSIGNED SEAT BUT SMALLER STATION WITH LESS STORAGE

MOBILE - < 30% OF TIME AT OFFICE, UNASSIGNED SEAT

TOTAL GROUP SEATS DISTRIBUTED AMONG OPEN AND CLOSED GROUP AREAS
Informal interaction is influenced by layout, distance and visibility.
### Furniture Challenge II Create

#### Performance Specification

Describes work styles, general sizes. 
May include block plan

Describes requirements for technology, storage, sustainability.

Includes budget price and evaluation criteria.

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#### Furniture Challenge II Create

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<th>Client:</th>
<th>Acme Engineering Corporation</th>
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<tr>
<td>Project Location</td>
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<tr>
<td>Workstation Size</td>
<td>48 – 50 SF approximately (7’ x 7’ to 6’ x 8’), 75% of panels to be no higher than 48”</td>
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<td>Budget</td>
<td>$2,500 including technology accessories, without chair.</td>
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<tr>
<td>User Profile</td>
<td>Engineer / Baby Boomer</td>
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| Daily Activities | Heads down work (drawing and specification review) for 75% of the day.  
Drawing review – average size of drawing is 30” x 40”  
One or two 15 minute collaborative meetings with one person at workstation per day.  
Two 45 minute team meetings in local conference room per week. |
| Technology Requirements | Two 30” wide monitors, task lighting controllable by user. |
| Storage Requirements | 2 – 3 LF of letter size paper filing,  personal storage, 30” – 36” shelving for binders and books.  
Small amount of piled / stacked papers. |
| LEED Goals       | Silver with contribution to the following credits:  
Credit 4 Recycled Content  
Credit 6 Rapidly Renewable Materials  
Credit 8.2 Daylight and Views - Views for Seated Spaces |
| Ranked Evaluation Criteria | 1 Problem solving  
2 Creativity / innovation of solution  
3 Meet or excel LEED goals  
4 Finish selections  
5 Adherence to budget constraints |
Design Manifesto

Design Manifesto Part II
- Workplace Scenarios
- Company and/or Department Scenarios
- Kit of Parts for Individual Work
- Building Layout Approaches
- Furniture Challenge

III Use
Pilots and Evaluation

Change the Culture, Change the Game by Roger Conner and Tom Smith

Changing Results by Changing Experiences

Results
Actions
Beliefs
Experiences

Change the Culture, Change the Game by Roger Conner and Tom Smith
Pilot Example 3

Goal is to try new ways of working, not just compare product.

Most useful pilot includes a department(s) with a few different ways of working. Aim for at least 30 participants.

Research should focus on vision attributes (e.g. 7 attributes and/or well-being, engagement, performance).

Participants should be willing to identify themselves in most of research.

Locate pilot in highly travelled areas.

Collect utilization data if possible.

Conduct Lessons Learned when pilot complete; be willing to modify concept.
Managing Change

Fairness

D + PC + K + V
inability to let go

D + PC + K + V
resistance & digging in

D + PC + K + V
unable to take action; frustration

D + PC + K + V
lack of direction, confusion

Getting Through Change

denial anger negotiation depression acceptance
Building a New Workplace Strategy

I Learn
- Organizational Context
- Current Space Use
- Employee Experience
- Drivers and Goals

II Create
- Work Style Scenarios
- Kit of Parts
- Universal Zoning
- Social Logic of Space

III Use
- Launch or Pilot
- Observe and Measure
- Modify and Implement
- Lessons Learned

Case Study
Case Study - New HQ for Large Regional Bank

Core Values: Integrity - Caring - Excellence
  - We maintain an open door policy
  - We do what is right.
  - We claim no special privileges with each other.
  - We share experiences and mentor each other.
  - We constantly improve our performance through continuous learning.

Goals
  - Value – reduce real estate and operations costs, eliminate redundancies,
  - Process – improve ability to work and intergroup coordination, simplify fm process
  - People – provide opportunities for people to learn and engage
  - Brand – express the mission.

ATTRIBUTES OF THE IDEAL WORKPLACE

What parts of the current workplace enable this attribute?
What parts of the current workplace are obstacles to this attribute?
How would this attribute be supported in your future, ideal workplace?
Base Building – Typical Quadrant
Common Hard Wall Locations

Common Jump Space Locations
Customizable Locations

Resident Workstations (Assigned)
Flex Workstations

Mobile Workstations (Unassigned at Ratio TBD)
### Capacity Planning

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<th>Seats and Capacity</th>
<th>Seats</th>
<th>Rate</th>
<th>Capacity</th>
<th>Meeting Ration</th>
<th>Meeting Seats</th>
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