Increasing Collaboration & Space Utilization
Mark Zavislak · IDC Architects | Marilee Lloyd · IDC Architects | Jude Shemon · Bayer Corporation

Tradeline
October 2013
Increasing Collaboration & Space Utilization

Bayer Material Science
Pittsburgh Consolidation and Sustainability Initiative

• Part 1 Financial Drivers
• Part 2 Process: Rapid Prototyping
• Part 3 Plan Development
• Part 4 Sustainability
• Part 5 Bayer Building Products
Increasing Collaboration & Space Utilization

Video of Skip and ML walking in.
Add pics of buildings here.

Audio of Skip Introduction

Tradeline
October 2013
Increasing Collaboration & Space Utilization

Bayer Material Science
Pittsburgh Consolidation and Sustainability Initiative

• Part 1  Financial Drivers
• Part 2  Process: Rapid Prototyping
• Part 3  Plan Development
• Part 4  Sustainability
• Part 5  Bayer Building Products
Part 1 – Financial Drivers

- Elimination of off site lease space
- Reduce building energy costs
- Employee wellness = less sick days
- Right sizing of staff
- Culture change (productivity with workplace of the future)
Part 1 – Financial Drivers

- INVEST IN BAYER CORPORATION’S FULL OWNERSHIP AND GOVERNANCE OF THE INTERNAL SPACE ON THE PITTSBURGH CAMPUS, THEREBY SECURING SIGNIFICANT SAVINGS OVER TIME AS COMPARED TO THE CURRENT AD HOC APPROACH.
Part 1 – Financial Drivers

BAYER BELIEVED NEW WORKSPACE CONCEPTS WERE NEEDED.

“Interviews and observations indicate that BMS workspace might not reflect BMS future business model.” – Toffler Associates

Bayer Management wants a new office design concept as part of a desired culture and business methods change.

Reference: Toeffler Study conducted for BMS Building 16
88% of C-level/upper management respondents believe that the workplace environment would have a positive impact on their company’s bottom line.

O’Neill (2007) found a 5.5% reduction in business process time and cost for employees who moved from traditional enclosed office space into a mix of non-assigned and assigned open plan furnishings.

While these results show quantitative improvements in work process efficiency related to use of open office environments, simply placing employees in a open environment designed for collaboration without training or re-designing work processes will not produce the best performance gains.
Part 2 – Rapid Prototyping

Bayer Material Science
Pittsburgh Consolidation and Sustainability Initiative

• Part 1  Financial Drivers
• Part 2  Process: Rapid Prototyping
• Part 3  Plan Development
• Part 4  Sustainability
• Part 5  Bayer Building Products
‘A process for designing that features live digital modeling in a collaborative environment’

'Proto' means 'early'; 'type' means 'example' or 'model'
   – To 'prototype' is to 'develop early models'

'Rapid' does not imply 'incomplete' or 'haphazard'

Enlightened trial and error: 'Fail early and often to succeed sooner.'
   – IDEO

Systematic roving through a possibility space: being insightfully wrong leads to success
Based on the idea that Thomas Edison used to motivate his research:

- To get a great idea, begin by getting many

Using 3D modeling in a live environment

- Even simple 3D provides significantly better information for making informed decisions
- Allows better understanding for all participants whether they are familiar with traditional 2D drawings or not.
Part 2 – Rapid Prototyping

*What is Rapid Prototyping?*

Engages key stakeholders as active participants in the design process rather than as passive observers.
Part 2 – Rapid Prototyping

*What* is Rapid Prototyping?
Part 2 – Rapid Prototyping

**What is Rapid Prototyping?**

Conventional approaches:
- Perform programming and concepts as separate processes
- Design without direct client input, guess what is preferred, and then present our concepts and hope we guessed right
- Generate a limited number of options for client review
- Participate in a lot of time consuming back and forth of concept development, feedback, more development, more feedback, causing schedule extension

Rapid Prototyping
- Perform programming and concepts integrally (concepts inform definition)
- Design with direct client input, no guessing
- Generate many options to allow good solutions to emerge
- Reduce the ‘back and forth’ by getting feedback immediately and driving to full consensus.
Part 2 – Rapid Prototyping

Model the Program
Space Requirements
Part 2 – Rapid Prototyping

Organize by Critical Adjacencies
Part 2 – Rapid Prototyping

Define Larger Space Groupings
Part 2 – Rapid Prototyping

Options for Overall Building Organization
Part 2 – Rapid Prototyping

Start with Concept Client Used to Get Board Approval for the Project
Part 2 – Rapid Prototyping

Labs and Offices Sandwiched between Manufacturing and Pilot Plant
More Daylight if Office/Labs
Face North and South
Part 2 – Rapid Prototyping

Stack Labs and Offices over the Pilot Plant
Part 2 – Rapid Prototyping

Rotate Facility to Open Views from Existing Building
Part 2 – Rapid Prototyping

Combine ‘EL’ Shape with Rotation and incorporate Atrium as Circulation Hub
Part 2 – Rapid Prototyping

Approved Scheme Maximizes Best Features of Multiple Schemes
Part 2 – Rapid Prototyping

Conceptual Planning of Lab and Office Organization
Part 2 – Rapid Prototyping

Use Planning Module, Casework and equipment ‘Kit Of Parts’
Part 2 – Rapid Prototyping

Synergies between Spaces led to Efficiency and Area Reduction
Part 2 – Rapid Prototyping

Stacking Options:
Combine Detail Lab Layouts with Office Plans
Part 2 – Rapid Prototyping

Maximize Daylight and Views while controlling Heat Gain and Solar Glare

Study Building Envelope Options: Branding, Blending with Existing
Part 2 – Rapid Prototyping

Approved Exterior Concept
Final Concept Design: Three Weeks of Interactive Meetings over a Five Week Period
Part 2 – Rapid Prototyping

Why Rapid Prototyping? To be Competitive

Clients continually strive to reduce COSTS and TIMEFRAME
  – Clients expect same from design provider
  – Need to be both LEAN and AGILE

Competitive markets compel us to seek ways to:
  – Price services at market levels
  – Reduce cost, improve profitability
  – Improve quality of deliverables
Part 2 – Rapid Prototyping

Importance of Front End Design

Typically only 10% of effort, less than 10% of total project time
Significant impact, early decisions critical (domino effect)

Weak concept design effort results in backtracking, rework, detailed design effort cost overruns

Ability to Change Design

Cost to Change Design

Project Timeline

1 to 5 week schedule reduction
Part 3 – Plan Development

Bayer Material Science
Pittsburgh Consolidation and Sustainability Initiative

• Part 1  Financial Drivers
• Part 2  Process: Rapid Prototyping
• Part 3  Plan Development
• Part 4  Sustainability
• Part 5  Bayer Building Products
1 Bayer management believes new workspace concepts are needed. “Nature of work determines the nature of space.”

2 Staff Typology and Work Concepts. “No one size workspace solution fits all.” “There should be standardization around a small number of workspace models.”

3 Staff Perception. Toffler Associates surveys and work by others

4 Generational differences should be considered. “Workspaces should anticipate/accommodate a multi-generational workforce.”

5 Additional Research / Case Study

6 Sustainable Design Considerations. “Goals are operational cost savings and LEED certification.”
<table>
<thead>
<tr>
<th>Emulate</th>
<th>Current Condition</th>
<th>Avoid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural light diffusion (glass walls)</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Lower cubicle walls</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Plentiful, unassigned quiet rooms</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Informal team space</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Public areas that welcome collaboration</td>
<td>No</td>
<td>?</td>
</tr>
<tr>
<td>Fewer offices</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Floor plans encourage unplanned encounters</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Improved sound masking</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Hoteling space</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
Part 3 – Plan Development

EXISTING BMS CONCEPTS

Industrial Age
- Fixed partition offices, packed cubes
- Optimize privacy, limited access

TODAY’S CONCEPTS

Information Age
- Adaptive workstations
- Social integration practices

“If you have an environment where people like to work, you’re increasing your likelihood of success. [Our headquarters] expresses above all the value we place on our employees.” – Discovery executive

“Successful workspaces don’t just happen…they’re shaped by external and business factors” -
Part 3 – Plan Development

**BAYER CURRENT WORKSPACE CHARACTERISTICS**

48 staff / meeting space

**WORKSPACE SPACE CHARACTERISTICS THAT FOSTER COLLABORATION**

Westinghouse – 18 staff / meeting space
Alcoa – 10 staff / meeting space
Cisco – 8 staff / meeting space
Medrad – 17 staff / meeting space

1:3 private offices/staff

Westinghouse – 1:5 private offices/staff
Alcoa – 0 private offices/staff
Cisco – 0 private offices/staff
Medrad – 1:7 private offices/staff

“The old way of allocating workspace by who you are versus what you do – I get a title, I get a space. I get a bigger title, I get a bigger space – that system just doesn’t allow for the ways people work now, which is more collaborative, faster, less ‘silo’ if you will.” – Senior VP and Chief Administration office of RadioShack
### Other Work Space Characteristics That Impact Improved Work:

<table>
<thead>
<tr>
<th>BAYER CURRENT WORKSPACE CHARACTERISTICS</th>
<th>WORKSPACE SPACE CHARACTERISTICS THAT FOSTER COLLABORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of work spaces hierarchical</td>
<td>“You are not defined by where you sit, but by what you do”</td>
</tr>
<tr>
<td>Fixed drywall &amp; packed cubes</td>
<td>Adaptable furniture system solution, portable technology</td>
</tr>
<tr>
<td>NO natural light reaches interior</td>
<td>Views to exterior for all</td>
</tr>
<tr>
<td>NO quiet/meeting rooms</td>
<td>Small rooms for quiet work, impromptu meetings. Other less enclosed spaces for impromptu meetings.</td>
</tr>
</tbody>
</table>

“The old way of allocating workspace by who you are versus what you do – I get a title, I get a space. I get a bigger title, I get a bigger space – that system just doesn’t allow for the ways people work now, which is more collaborative, faster, less ‘silo’ if you will.”

– Senior VP and Chief Administration office of RadioShack
“Increased collaboration will be a defining feature of the company of 2020.” — survey of 1,656 executives from 100 countries
Part 3 – Plan Development

GENERATIONAL GAPS SHOULD BE CONSIDERED:

**BOOMER**
Values conveyed by parents can lead to a workaholic approach

**GEN X**
Need balance between work and home

**MILLENIALS**
Work must fit their needs

“The small number of Mgmt/Admin staff perceive more alone time, while other departments perceive greater need for meetings at workspace and conference rooms.” – Toffler Associates

Reference: CH2M HILL; Knoll; Steelcase; Hayworth; Herman Miller
### GENERATIONAL GAPS SHOULD BE CONSIDERED:

<table>
<thead>
<tr>
<th></th>
<th><strong>Boomers</strong></th>
<th><strong>Gen X</strong></th>
<th><strong>Millenials</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work Styles</strong></td>
<td>“Workaholic”</td>
<td>Work-home balance</td>
<td>Work must fit <em>their</em> needs</td>
</tr>
<tr>
<td><strong>Attitude about career</strong></td>
<td>2-3 careers, desire for change</td>
<td>“Free agent” mentality</td>
<td>Openness to changing jobs</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Command and control</td>
<td>Informal and collaborative</td>
<td>Eager for mentorship</td>
</tr>
<tr>
<td><strong>Communication style</strong></td>
<td>Comfortable with teams and meetings</td>
<td>Likes direct communication, questions</td>
<td>Needs active involvement in communications, likes using technology</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>“Necessary evil”</td>
<td></td>
<td>Equivalent to breathing</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>Doesn’t need much</td>
<td>Needs frequently</td>
<td>Needs immediately, prefers non-negative</td>
</tr>
</tbody>
</table>

*You’ll find younger workers have totally different outlooks toward privacy. Older workers think having a high cubicle is somehow having privacy. There’s an illusion that the partition absorbs sound. Walls affect sound absorption very little.*” – Kevin Kelly, GSA

Reference: CH2M HILL; Knoll; Steelcase; Hayworth; Herman Miller
Part 3 – Plan Development

COMPETING VALUES

• Constant attention to new information
• Managing resistance to new ideas
• Communication systems and partnerships are sensitive to needs, abilities, aspirations of everyone

Leaders think purpose of organization is to build relationships, nurture community and empower individuals, as much making tangible goods

INWARD FOCUS

• Concerned with cutting costs and improving quality
• Standardized procedures
• Emphasis on rules
• Value increased regularity of outcomes

Leaders gravitate toward incremental transformational efforts; prize processes like TQM and reengineering

COLLABORATE

“The Irresponsible Country Club”

“The Frozen Bureaucracy”

• Inward focus
• Concerned with cutting costs and improving quality
• Standardized procedures
• Emphasis on rules
• Value increased regularity of outcomes

Leaders judge success on share value, revenue, brand equity, profitability

CREATE

“The Tumultuous Anarchy”

“The Oppressive Sweat Shop”

(Market)

• Focused on external world
• Design for flexibility, adaptability
• High tech and bio-tech companies
• Highly responsive to turbulent and accelerating conditions

Leaders judge success on innovativeness, future-readiness of products, services and quality of ideas

HIERARCHY

ADHOCRACY

PUBLICLY TRADED COMPANIES

• Pharmaceuticals, consumer electronics, financial services
• Perceives the external world as hostile and customers as self-interested, choosy

Source: University of Michigan. Ross School of Business
Part 3 – Plan Development
Part 3 – Plan Development

High-Tech Manufacturer

Standardized Parts Producer
Government Agency

Part 3 – Plan Development

Fast-Growing Bancorp
Part 3 – Plan Development

Multinational Manufacturer

Data Systems Firm
## GLOBAL WORKPLACE USE OF SPACE

<table>
<thead>
<tr>
<th>Trends in Space Allocation</th>
<th>% Usable Square Footage Today</th>
<th>% Usable Square Footage in 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual workspaces</td>
<td>74%</td>
<td>63% **</td>
</tr>
<tr>
<td>Collaborative or group spaces (i.e. meeting rooms, team rooms, informal meeting space, etc.)</td>
<td>26%</td>
<td>36%</td>
</tr>
</tbody>
</table>

For many types of work, more collaborative space = more collaborative work = more productivity. But not all types of work require collaboration: HR, some Accounting? , ?

** Greater number of workstations placed in the same amount of space

References: Knoll study, “Global Workplace Trends and Workplace Preferences: The Employee Perspective”
Part 3 – Plan Development

Traditional Planning Model @ 7,000 sq. ft.

- Staff = 30
- 266 SF/Person

Emerging Planning Model @ 7,000 sq.ft.

- Staff = 41
- 177 SF/Person

33% improvement in efficiency
BAYER BELIEVED NEW WORKSPACE CONCEPTS WERE NEEDED

The concept solution was based on the latest theories of the nature of work. The key parts of that concept for the organization of the work space are:

- Remove perimeter offices. This increases the efficiency of the available office space while allowing natural light to flood the entire floor.
- Create shared meeting spaces. This encourages impromptu meetings and collaborative work as well as opportunities for spatial interest and variety.
- Locate offices in the center of the floor plate. Offices will have glass walls facing the windows allowing visual cues to the outdoors.
BAYER BELIEVED NEW WORKSPACE CONCEPTS WERE NEEDED

The concept solution was based on the latest theories of the nature of work. The key parts of that concept for the organization of the work space are:

• Reduce the size of individual workstations and private offices. Occupant density increased from an average of 250 SF per person to 170 SF per person.
• Recognize the concepts of changing values from generation to generation. The Millennial’s desire for active involvement in daily office communications was shown to align with quantitative justifications for a more open, landscape type of workplace.
• Introduce the idea of competing values among different activities within the staff of an office. Develop of a mix of meeting space types that will accommodate the different needs within the use groups.

Reference: Toeffler Study conducted for BMS Building 16
Part 3 – Plan Development

HIGHLY COLLABORATIVE PROCESS
Design is a Team Sport
Highly Participatory Users and Stakeholders
Extensive team of design experts, including engineers, architects, designers, technicians, analysts

I truly appreciate the effort, dedication, and professionalism of every member on the IDCA team. We all feel that you are real partners, not just A&E design service providers. Thank you and looking forward to a very successful completion of a project that we will all be proud of.

Best Regards,
Dr. Ahmed Tantawy, Executive Director
Egypt Nanotechnology Center
**APPROACHES TO WORKSTATION DESIGN**

“Nature of work determines the nature of space.”

**Advantages:**

- Message to staff that their unique skills are recognized
- More storage in workstation may be possible
- A modular application to workstation sizes makes space planning easier and more logical. Number of different components can be minimized
- Amount of enclosure (privacy) can be varied
- Younger workers will like to see everything – potential exists for few walls to hide what is going on

“`They appreciate my unique skills`”

**Disadvantages:**

- Distinctions made between people’s workstations send messages that may be unintended
- Every time a person gets promoted, does the workstation size change?
- Larger workstation footprints are hard to plan in small buildings with tight column bays
- More expensive when more components are used
- More high panels will frustrate Millenials

“`What do you mean that I have to move again just because we hired a new widget expert`”

“No one size workspace solution for all.”  
“Standardization around a small number of workspace models”
APPROACHES TO WORKSTATION DESIGN

Advantages:
Use of smallest footprint will optimize number of people each building can accommodate
Workstation size is no longer a message regarding rank or importance
Same footprint still allows for varying types of components to make different workstation types
Less expensive furniture solution
Less expensive HVAC controls and lighting (true for varied footprint approach as well)

“No one size workspace solution for all.”
“Standardization around a small number of workspace models”

Disadvantages:
Less can be stored in a workstation
Radical departure for long time staff
Workstations will still change over time by changing components

“One for all and all for one”
Low panels and small workstations work for Millennials

“We are all just worker bees”

“Nature of work determines the nature of space.”
Part 4 – Sustainability

Bayer Material Science
Pittsburgh Consolidation and Sustainability Initiative

- Part 1 Financial Drivers
- Part 2 Process: Rapid Prototyping
- Part 3 Plan Development
- Part 4 Sustainability
- Part 5 Bayer Building Products
SUSTAINABILITY PRIORITY FOCUS AREAS

Reduction Targets

Reduction/Recycle

Treatment/Disposal

Reduction/Abatement

Cost Payback

Ranking by Weighted Value

Public Safety
Part 4 – Sustainability

Audio only-Skip- Sustainability

Video Exterior Patio
## Part 4 – Sustainability

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action/Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved energy efficiency</td>
<td>Direct/indirect = fewer lamps for equivalent lighting &amp; lower heating load</td>
</tr>
<tr>
<td>• Lighting</td>
<td>Less constructed MEP and lighting controls. Lower CFM = lower fan power need</td>
</tr>
<tr>
<td>• Controls for MEP</td>
<td></td>
</tr>
<tr>
<td>Comfort issues</td>
<td>Homogenized climate in space. Fewer HVAC zones</td>
</tr>
<tr>
<td>• Thermal comfort and the</td>
<td>Less glare, more adjustability w/ task lights</td>
</tr>
<tr>
<td>need for controls</td>
<td></td>
</tr>
<tr>
<td>• Seeing comfort</td>
<td></td>
</tr>
</tbody>
</table>
## Part 4 – Sustainability

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action/Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limit use of virgin materials</td>
<td>Recycled content</td>
</tr>
<tr>
<td></td>
<td>Salvaged materials</td>
</tr>
<tr>
<td>Long term adaptability</td>
<td>System components allow for reconfiguration</td>
</tr>
</tbody>
</table>

---

**Image Description**

- **FUEZ**: Image of recycled materials.
- **McGee Salvage**: Image of salvaged materials.
- **System Components**: Image of system components allowing for reconfiguration.
- **Office Chair**: Image of an office chair, indicating sustainability in workplace design.
## Part 4 – Sustainability

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action/Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemically benign products/systems</td>
<td>Green Guard systems: Furniture</td>
</tr>
<tr>
<td></td>
<td>Green Label Plus: Carpet</td>
</tr>
<tr>
<td></td>
<td>Green Seal: Cleaning products &amp; methods</td>
</tr>
<tr>
<td></td>
<td>Low VOC and formaldehyde-free materials</td>
</tr>
<tr>
<td>Cleaner interior air</td>
<td>Better ventilation to remove toxins and allergens; more fresh air</td>
</tr>
<tr>
<td>Connection to the outdoors</td>
<td>Views to exterior very important for productivity</td>
</tr>
</tbody>
</table>
SUSTAINABILITY: SITE CONSIDERATIONS

The Bayer Pittsburgh Consolidation and Sustainability Initiative required minimal impact on the existing site:

- Even though building population increased by almost 200%, no additional parking was added.
- Connections to walking trails were maintained.
- A charging station and preferred parking was designated for electric and hybrid vehicles.
- Native, drought tolerant plants were specified in order to nullify an irrigation system.
- Existing plumbing fixtures exchanged for low flow types.
- Diverted over 90% of construction waste from landfills.
The team strove to improve energy efficiency as well as support wellness and collaboration in the workplace. Many HVAC and HVAC control strategies were implemented, such as:

- Old, inefficient reciprocating chillers replaced with efficient screw chillers.
- R-22 refrigerant replaced with more environmentally-friendly HFC-134A.
- Decoupled chilled water pumps replaced with primary variable flow units, requiring less pumping power and decreasing energy use.
- Old, inefficient condensing units replaced with new, more efficient units.
- Pneumatic controls changed to all digital controls.
- Variable frequency drives installed on pump and fan motors to ensure efficient operation.
- Demand controlled ventilation implemented to ensure optimum outdoor air quantity.
- Night setback used to minimize HVAC energy use during periods of low building occupancy.
- Terminal unit damper positions are continuously monitored and fan pressure reset as necessary to ensure optimum airflow.
SUSTAINABILITY: ELECTRICAL

The building’s new open design maximizes natural lighting and energy efficiency. Lighting approaches included:

- Client commitment to procure 100% Green Power for the building.
- Fluorescent lighting replaced with LED Lighting.
- Daylight harvesting controls integrated into the lighting design.
- Occupancy sensors installed throughout the space including individual workstations.
- Window shades and tinting installed to control heat gain and glare.
- Day time housecleaning policies applied to conserve power after business hours.
- The project achieved a 30% overall energy reduction.
- Energy Star laptops, monitors, printers, and appliances included equaling 90% of the total equipment and appliances.
Part 4 – Sustainability

Safety, sustainability and health
Bayer Material Science
Pittsburgh Consolidation and Sustainability Initiative

- Part 1  Financial Drivers
- Part 2  Process: Rapid Prototyping
- Part 3  Plan Development
- Part 4  Sustainability
- Part 5  Bayer Building Products
Audio only-Skip-Bayer Products
Part 5 – Bayer Building Products

- Bayer Makrolon® Polycarbonate panels in workstations.
- Technogel® foam in seating, foam insulation, paints and coatings in the furniture and steel.
- Bayer Low VOC MDF binders and coatings.
Specplus LED 2’x2’ Recessed Luminaire
GLASS REINFORCED POLYURETHANE INSULATED CURTAINWALL SYSTEM
1. Early and continued involvement from the key stakeholders and user groups is imperative.

2. Sustainable solutions can provide innovative design ideas, financial benefits as well as increase employee wellness.

3. Today’s open office design concepts are proving to increase productivity, close generational gaps, and better meet financial needs.
1. Privacy versus collaboration

2. Experts say that collaboration = improved productivity. Does staff share this view? Collaborative space model requires major change from existing.

3. Do we try to inform staff of the recommended attributes of the future along the way (achieve their buy-in?) or have the CEO mandate all without discussion? *Change is not readily accepted by most people.*

4. Is the message “We appreciate your unique skills and your rank in the company”….or….“We need to change our workplace to increase collaborative work processes and reduce the Industrial Age model of work”?

5. Is it “No one size furniture workstation fits all”….or….is it “No one set of furniture components works for all”?

6. For whom do we design? Current staff? Staff in 5 years? Staff in 10 years?
Discussion

Increasing Collaboration & Space Utilization
Mark Zavislak · IDC Architects | Marilee Lloyd · IDC Architects | Jude Shemon · Bayer Corporation
Thank You

Video – Interior Lobby