Workplace objectives

- Relate office workplaces more directly to the achievement of business and organizational goals

- Re-invent the process by which workplaces – and business goals – are achieved
Contents

The Process
Methodology and tools
Consulting Services
Measurement Support Services
DEGW: who we are
The DEGW Difference
Workplace Evolution

- integration of people, space and technology
- design is more important because it becomes a catalyst for cultural change
- today we need to know how to generate community and “place-make” with and without physical space
Iterative project process

identify objectives
collect data
analyze data
articulate strategy
design liaison
test strategy
review results
Consulting Services

DEGW Methods and Tools

- Envisioning
- Cultural assessment
- Interviews
- Workplace Performance Survey
- Observational studies
- Staff focus groups
- Executive/Designer liaison
- Recommendations and documentation
Two Case Studies

- Morgan Stanley, London
- BBC, UK
Morgan Stanley, UK

Pilot Workspace Objectives

- Property should be strategically driven centrally from a global set of priorities

- Innovation should be led through piloting, supported by data globally

- Benchmarks and tools should support decision making and business change

- Firm leadership should leverage space, people and technology in new ways to support the global business vision
Morgan Stanley, UK

Work Process Mapping: Nine Steps in an IBD Transaction

1. Acquiring
2. Planning
3. Briefing
4. Knowledge Gathering
5. Creating
6. Formatting
7. Reviewing
8. Printing
9. Delivering

There are probably 5 typical projects:

- Coverage:
  - marketing pitch
  - Execution
    - buy side
    - sell side
  - raising debt
  - raising equity

- Personal Filing
- Group Filing
- BIS
- M&A Library
- Other Professionals in IBD or other depts
- equity analysts
- specific

Legend:
- Collaborative process
- Individual process
- Sub-process

The size of the circle indicates the relative amount of time spent on this process.

- Knowledge Assimilation
- Reading
- Modeling, Scenario Building
- Submitting to Creative Services
- Creating or Writing
- Presentations
- Memos
- Letters
- Charts, Models
- BIS
- M&A Library
- Other Professionals in IBD or other depts
- equity analysts
- specific
Morgan Stanley, UK

Focus Group Findings

- Mobility and interaction is critical (inhibited by the building)
- Image of innovation rather than tradition
- Owned offices not required if private space is available
- Important to break down hierarchy and engage staff
Morgan Stanley, UK
BBC Workplace concept

Broadcast House was part of the BBC’s 2020 Property Vision principles:

- Greater interaction and collaboration, creativity comes from interaction
- Attracting new talent and retaining current staff, space seen as symbol of valuing staff
- Increased transparency, reduce ‘fortresses’ sharing space and therefore knowledge
- Flexibility and adaptability, assembling teams and departments quickly
- Decreasing churn costs
Research

Firstly….

• **recorded** management direction and business objectives
• **established** corporate culture and strategies for change
• **analysed** content & location of work
• **observed and measured** the use of space over time
• **surveyed** needs and aspirations
• **audited** current space use
• **Finally….**

• **investigated** the space implications
• **established** principles of space types
Methodology & participants

1. Workshop with Steering Committee: to identify corporate culture structure & business direction and Vision

2. Time Utilization Survey: to find out what people do when & where

3. Personnel Survey: to measure satisfaction with existing workplace conditions & establish key issues

4. Interviews with snr management: to identify management perception of work process & content & Workshops with staff: to identify staff perception of work process & content

5. Space Audit: a measure of current space use and distribution
• Consistency of vision (order & magnitude) in image, innovation and hierarchy

• Contrast between Corporate and Broadcast
Interaction and Autonomy: Staff’s perception (by Directorate)

- The majority of job types show **very high interaction**
- Autonomy: Directorates divide into two principal types:
  1. with **widely varied** autonomy  
     *spanning from low(2) - high(9)*
  2. with **similar** autonomy  
     *Grouped (4,5,6) or (6,7,8)*
Interaction and Autonomy: *Staff’s perception (by Job Type)*

- **Category 1:** assistants, secretaries, runners
- **Category 2:** assistants, creatives, writers and journalists
- **Category 3:** editors, producers, project managers, production managers, directors
- **Category 4:** producers, editors, organisers
Daily activity pattern in workspaces for TV Entertainment
Time Utilisation Survey

Activities by workstyle type

• 8 generic workstyles identified:

  based on -

  – building occupancy
  – internal mobility
  – level of collaboration
  – work content
  – degree of future change
Work style: Type 1

**TUS data**

- @ desk <30%
- Meeting 13%
- Talking 2%
- Out of office >60%
- Elsewhere 10%

- Paperwork 1%
- Reading/Writing 2%
- Phone 3%
- PC 9%

**Workshop data**

- 25% Concentrate
- 15% Process
- 40% Communicate
- 30% Individual
- 70% Collaborative

**Out/resident**

These staff spend a high proportion of time out of the office. When they are in they tend to remain at their primary workplace, conducting a series of meetings. They are also among the lowest desk occupiers therefore do not need to own their own space but need to guarantee access. The nature of their role is primarily communicative, sharing and exchanging ideas. Depending on department and its responsibilities - the individuals location within the office will be paramount and should be central.
Work style: Type 2

TUS data

Out/somewhat mobile

These staff spend a high proportion of time out of the office. When they are in they are mobile around the office. Working and collaborating in a variety of locations. They are among the lowest desk occupiers therefore do not need to own their own space but need to have access to a touchdown position when required. The nature of their role however is primarily individual and specialist. Currently working as individuals in a concentrated nature, in future they foresee
Work style: Type 3

**TUS data**
- @ desk 40-45%
- Out of office 40-50%
- Elsewhere 15-20%
- PC 21%
- Talking 3%
- Meeting 2%
- Phone 9%
- Paperwork 2%

**Workshop data**
- Concentrate 53%
- Process 34%
- Communicate 13%

- 80% Individual
- 20% Collaborative

- Denotes significant future change

**E.g. Engineering Managers, Engineers, Installation supervisor**

- 10% of survey

**Somewhat out/resident**

These staff spend a reasonably high proportion of time out of the office. When they are in, they spend between 15-20% away from their desk. They are among the mid-range of desk occupiers therefore do not need to own their own space but need to have access to a touchdown position when required. The nature of their role however is primarily individual and with a good proportion of routine work. Currently working individually, in future they foresee themselves being more collaborative.
Work style: Type 4

E.g. Head of Programmes, Producers, Snr Mgmt, Presenters, Reporters, Journalists, Editors, Prod. Mgmt. 17% of survey

TUS data

Out of office 30-40%

PC 16%

Else where >30%

Meeting 3%

Talking 4%

Reading/Writing 4%

Phone 6%

Paperwork 2%

@ desk 30-40%

Workshop data

61% 24% 15%

Concentrate Proces Communicate

86% 14%

Individual Collaborative

Out/mobile

These staff spend a fairly high proportion of time out of the office. When they are in they are the highest mobile group. Working in a variety of locations. They are therefore among the lowest desk occupants and do not need to own their own space but need to have access to an enclosed work setting when required. The nature of their role is primarily individual and of a concentrated nature.
Work style: Type 5

E.g. Head of function, Team Leader, Managers, Snr Project managers & PMs, Mgr Prof. Function

7% of survey

Somewhat out/ somewhout resident (changing)

These staff spend a reasonably high proportion of time out of the office however, in the future they see this as being even higher. Today they are among the mid-range desk occupiers but in the future they will not need to own their own space. Again the nature of their role today is primarily concentrated individual work, in future however they foresee themselves being more collaborative. Hence the allocation of a shared enclosed setting to support individual and collaborative, concentrated work.
Work style: Type 6

E.g. Research, Analyst, Advisors, Sales and Marketing
Pas, Creative, Resource Development, Broadcast Assistants, resource Co-ordinators

@ desk 40-50%
PC 23%
Open Plan
Out of office 20-30%
Else where 25-35%
Meeting 2%
Talking 5%
Reading/Writing 5%
Phone 8%
Paperwork 2%

In/mobile

These staff spend a low proportion of time out of the office. When they are in however they are mobile around the office. Working in a variety of locations. They are among the highest desk occupiers therefore need to own their own space. The nature of their role is primarily individual. Currently working in both a concentrated and routine nature.

Workshop data

57% 15% 28%
Concentrate Proces Communicate

85% 15%
Individual Collaborative
Work style: Type 7

E.g. Business Managers, Product Assistants, Accountants, Finance, Production Mgmt.

TUS data

@ desk 50-70%

PC 35%

Out of office <20%

Elsewhere 20-30%

Reading/Writing 6%

Phone 8%

Meeting 7%

Talking 7%

Workshop data

32% 41% 27%

Concentrate Process Communicate

68% 32%

Individual Collaborative

9% of survey

In/Resident

These staff spend a low proportion of time out of the office. They are among the highest desk occupiers therefore need to own their own space. The nature of their role is both individual and collaborative. With an emphasis on PC use. Currently working in both a concentrated and routine nature.
**Work style: Type 8**

**TUS data**

- **@ desk 60-70%**
  - PC 28%
  - Out of office 20-30%
  - Else where 20-30%
  - Meeting 1%
  - Talking 5%
  - Reading/Writing 7%
  - Phone 12%
  - Paperwork 6%

**Workshop data**

<table>
<thead>
<tr>
<th></th>
<th>Concentrate</th>
<th>Process</th>
<th>Communicate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop data</td>
<td>12%</td>
<td>83%</td>
<td>5%</td>
</tr>
</tbody>
</table>

- 95% Individual
- 5% Collaborative

**E.g. Admin, Support, Help desk, Drawing Office, Assistants**

27% of survey

**In/Resident**

These staff spend a low proportion of time out of the office. They are among the **highest desk occupiers** therefore need to own their own space. The nature of their role is **primarily individual**. With an emphasis on PC use. Currently working in **highly routine nature**.
Menu of settings

Predominant individual work environments

Enclosed Worksettings

- Multi-task activity setting (inc. 1:1 Interaction.)
- Multi-task activity settings (inc. 1:1 Interaction Video/Audio monitoring)
- Study Booth - concentrated/confidential short-term work

Open Plan Worksettings

- Multi-task activity setting (inc. 1:1 Interaction)
- Specialist Technical activity setting
Predominant collaborative work environments

**Enclosed Worksettings**
- **Interview room/confidential work (for 1:1 Interaction)**
- **Concentrated/confidential meeting (3/4 people)**
- **Concentrated/confidential meeting (ranging between 6 to 10+)**

**Open Worksettings**
- **Informal interaction**
- **Project space/team work**
- **Support area (photocopy, print, fax)**
Touchdown, log-on......

Touchdown Hub and Informal meeting

Pick-up and Personal Storage
BBC before

Highly cellular
Poor information management
Poor team identity & boundaries
Chaotic
Leading to high churn costs
BBC Workplace main elements

Business Lounge
For use by ‘The Regions’
Open work area
Majority of executives
gone into open plan,
including the Director
General and the CFO

Branded group
vending points

 tv’s, monitors,
stereos, coffee,
printing, newspapers
BBC work space

Half the executive team retained offices & half are in open plan.

Open plan benches with flat screens & low partitions.

Vending area viewing 'products'.

Hot desks marked with colored screens.

Informal meeting space adjacent to HR.

Typical executive open plan, small desk with meeting table.

### BBC Corporate Centre

<table>
<thead>
<tr>
<th>Headcount</th>
<th>Workspace p.p.</th>
<th>Occupancy Density (NOA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>241</td>
<td>11.5sq.m.</td>
<td>13.5sq.m.</td>
</tr>
<tr>
<td></td>
<td>124sq.ft.</td>
<td>145sq.ft.</td>
</tr>
<tr>
<td>Total NOA</td>
<td>3253.5sq.m. / 35,022sq.ft</td>
<td></td>
</tr>
<tr>
<td>Total Support</td>
<td>~19%</td>
<td></td>
</tr>
</tbody>
</table>

~19% executive open plan, small desk with meeting table.
Drop in for the Regions

Flat screen PC's available for use at benches

Somewhere for visitors to base themselves and leave bags and coats

Meeting rooms

De-mountable partition to large conference room allowing for one large open space for events
Lessons learned - Quotes from the business

‘Major benefits; accessibility, openness, dealing with issues quickly, more embracing approach to work, definitely positive and friendlier and it doesn’t reduce my status’

‘This is the positiveness of open plan office: The amount of stuff which bounces off other peoples conversations/comments etc is amazing. It also makes staff feel more like a team’

‘No question about it - the group dynamics that this space fosters is highly beneficial and the right way to go’

‘The new workspaces have brought a more informal style of operation. I can deal with several things at once now just by being around my team. On my way to meetings I sometimes deal with several issues - this saves time’

‘I like the idea of hubs - they are important because they are places where we can chat with guests over coffee - it also makes sense that there are televisions in there because it is our business’ ‘The hub works very well and has taken some time for people to get used to it’

‘Huge improvement on what we had in the past - we used to have rabbit hutches’. ‘Genuinely makes a difference to the working day.’
Measurement Support Services

- Project specific research objectives
- Productivity impact measurements
- Post occupancy evaluation
- Data analysis
- Design implications
Project Specific Research Objectives

Synthesizing Demand and Supply
- DEGW to IW Steering Group and University Research Team
- Identify project hypotheses and priorities
Measurement

Children’s Place

How has the new environment affected your productivity?

- very negatively: 1 (1%)
- negatively: 7 (8%)
- no affect: 26 (30%)
- positively: 39 (45%)
- very positively: 14 (16%)

Total: 61%
Post Occupancy Evaluation

Capital One

Small meetings
Ad-hoc meetings
Flexibility and re-configurability
Working in teams
Displaying ideas
Visitor space
Productivity
Concentration
Your workspace for shared activities

Comparison results of Workplace Performance Survey and Post Occupancy Evaluation
The Framework - The three lenses of management purpose are being used to explore our five ‘work environment’ buckets

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Environments for Working Individually</th>
<th>Environments for Working Collaboratively</th>
<th>Environmental Quality</th>
<th>Technical Infrastructure</th>
<th>Amenities, Services, Security, Service</th>
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<tbody>
<tr>
<td>cost, resources</td>
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<tr>
<td>Effectiveness</td>
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<td>people/productivity</td>
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<tr>
<td>Expression</td>
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<td></td>
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<tr>
<td>the brand</td>
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</table>
Affecting Change

Resistance to Change

Acceptance and Buy-In

**Awareness**
- One way communications: newsletters, brochures, management memos

**Acceptance**
- Two way facilitated communications: website, mock-up, FAQ’s

**Commitment**
- Two way activities: lunch –n- learns, pilot workspace

**Ownership**
- Partnership: management coaching, department meetings, protocols

Increasing risk
Ingredients for Success

Clear vision
  - stating and sustaining project objectives

Good data
  - detailed information: people/place/process

Integrated strategy
  - balancing needs of people/place/process

Buy in
  - achieving the support of staff at all levels
DEGW: who we are

- An international business focused on the changing nature of work and its impact on people, places and technology
- Integrate research, strategy and design
- Recognized as global leader in research on design, management and use of the workplace—widely published
- Since 1973, provided clients with innovative solutions that deliver measurable business benefits
DEGW Research Experience

Research Projects

- Orbit 1
- Orbit 2
- Trading in 2+3 Cities
  - 11 buildings compared (1986)
- Changing City
- Responsible Workplace
- Changing Workplace
- IB Europe
- IB SE Asia
- New Environments for Working
- Housing Quality Indicators
- IB Latin America
- Sustainable Accommodation in the New Economy

Time Period:
- 1982
- 1983
- 1984
- 1985
- 1986
- 1987
- 1988
- 1989
- 1990
- 1991
DEGW

Partnering with Clients

- (1971-) IBM
- (1980-) Digital /Compaq
- (1983-) Hewlett Packard
- (1986-) Andersen /Accenture
- (1989-) Disney
- (1993-) Shell
- (1995-) GlaxoSmithKline
- (1997-) Fidelity Investments
- (1998-) Pfizer, BBC
- (1999-) HM Treasury, Home Office, MoD
- (2000-) Morgan Stanley, Capital One
- (2001-) Johns Hopkins, United Nations
- (2002-) GLA, CDC, McNeil, GSA
- (2003-) MIT, Yale, Radioshack, Visteon
DEGW

Partnering with Architects

Alsop
CUH2A
Davis Brody Bond
Foster
Francis Cauffman Foley Hoffman
Gensler
Hillier
HOK
Kohn Pederson Fox
Richard Meier
Renzo Piano
Richard Rogers
Terry Farrell
SOM
The Environments Group
TVS
TVA
The DEGW Difference

- Thirty years of leadership in thinking about the workplace
- International experience and local context
- Unparalleled research applied in practice
- Working closely with users