Welcome!

A Global Workplace Community within CREC and CFC focused on increasing Workplace Innovation and Consciousness
At World Workplace

• 1st time ever....
  WE Workplace Track!
  • 8 Stimulating Presentations
  • WE Space - Room 121

• Use the WE Room Thurs. and Friday for meetings during the breaks and meet the WE leadership team. Learn about our: Research, Innovation Group, Website, WE:binars and Chapter outreach and much more!

• WE Dine Out Thursday 7pm: an informal networking event. RSVP today – sign-up in the WE Room.

Don’t miss the WE experience!
Please join us for an workplace discussion and exclusive tour of GSK’s new building at the historic Philadelphia Navy Yard during WW13

Date: Tuesday, Oct 1
Time: 8:30 -11:30 AM
Host/Speaker: Nelson Morales, GSK Workplace Design & Change Management
Where: GSK Navy Yard
Five Crescent Drive, Philadelphia, PA 19112
**WE activities at World Workplace 13**

**Tuesday**  
**October 1**

**GSK at the Philadelphia Navy Yard.** Tour with limited capacity  
**City eVent:** Presentation & Workshop: Learn about and discuss FM’s specific goals in the future of cities and how to achieve them

**Thursday**  
**October 3**

**Workplace 3.0:** The latest innovations in technologies, behaviors and measurements using CBRE Los Angeles as a case study.  
**Surveying the Surveys:** what is measured and what it means a sampling of workplace surveys from around the world  
**Workplace 1.0:** A review of historical practices for determining user demand and how we got to where we are today.  
**Workplace 2.0:** Implementing a workplace strategy and managing change: best practices  
**WE EAT!** Join us for an evening of informal networking at Cuba Libre.

**Friday**  
**October 4**

**The Great Debate:** The Impact of Remote Work on Productivity, Creativity and Innovation. Measures and attitudes from all sides.  
**Workplace Strategy Leading Practices:** Game changers you need to know, providing the business case and implementing mobility  
**Workplace as a Service (WaaS):** An introduction to workplace provision through technology linking rather than creating space.  
**Workplace Academic Research Today:** Summary of 4 initiatives to capture latest trends and insights and how they were selected
WE Leadership Team...thank you!
Introductions

Kate North
VP Global Development
e-Work.com
WE Global Chair

Andrew Laing, PhD.
Global Practice Leader,
Strategy+, AECOM
WE Research Advisor

Bryant G. Rice
Founder =C
WE Member Experience

Chris Hood
Managing Director,
Workplace Innovation,
CBRE
Sr. WE Advisor
What is Workplace Transformation?

The opportunity to significantly shift the way in which organizations are working and to align its people, place and technology to support a new way of working.
The History of Work

Before the Industrial Revolution
Work was agricultural or domestic taking place in workshops, guild halls or homes. Transactions were in markets or halls.

The Victorian Office
Commerce after the Industrial Revolution took place in offices assigned largely with a view to comfort, daylight and heat.
The Taylorist Office

Larkin Building circa 1905
A highly structured office for highly structured processes and factory-like efficiency

Osram Building circa 1965
New organic office to support the complexity & unpredictability of knowledge work
The Social Democratic Office

SAS Stockholm, Niels Torp, 1988
Post WWII social / economic reconstruction: socially driven, highly specific, long-term

Centraal Beheer. Hertzberger 1970–73
Planned as neighborhoods, with humanizing scale, configuration, and natural features
The Computer Revolution

Cube farm circa 1995
The computer brings productivity to the desktop, but also adds a new tether

Digital Equipment Corp circa 1995
One of the first mobile offices, but ahead of mobile technology
21st century: liberated

Capital One, circa 2005
Over two-thirds of employees chose enhanced mobile technology instead of assigned desks

Microsoft, Schiphol, circa 2008
800+ employees in no assigned space – more options and more individual control
The Networked Office (Duffy)
The Real Estate Process - Supply

IDENTIFY NEED OR MARKET

PROGRAM REQUIREMENTS

COMMISSION WITH COMMUNITY

DESIGN

CONSTRUCT

MARKET (OR OCCUPY)
# Building Typologies & Attributes

<table>
<thead>
<tr>
<th>Height</th>
<th>Bürolandschaft</th>
<th>European Traditional</th>
<th>UK ‘Broadgate’-type</th>
<th>N. American ‘Super Hi-Rise’</th>
<th>North European-type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-rise</td>
<td>Mid-rise</td>
<td>Mid-rise</td>
<td>High-rise</td>
<td>Low-rise</td>
<td></td>
</tr>
<tr>
<td>2,000 sqm</td>
<td>1,000 sqm</td>
<td>3,000 sqm</td>
<td>3,000 sqm</td>
<td>Multiples of 200 sqm</td>
<td></td>
</tr>
<tr>
<td>40m</td>
<td>12m</td>
<td>18m</td>
<td>18m</td>
<td>10m</td>
<td></td>
</tr>
<tr>
<td>95%</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
<td>70% (lots of loss from public circulation)</td>
<td></td>
</tr>
</tbody>
</table>

**Typical Useable FL Area per Floor**

- Building centralized
- Minimal
- Floor by Floor
- Centralized
- Decentralized

**Typical Useable FL Depth from external glazing**

- Building centralized
- Minimal
- Floor by Floor
- Centralized
- Decentralized

**Efficiency: Net to Gross**

- Building centralized
- Minimal
- Floor by Floor
- Centralized
- Decentralized

**Core**

- Semi-Dispersed, Off-center
- Semi-Dispersed
- Concentrated centrally
- Concentrated centrally
- Dispersed throughout

**HVAC**

- Building centralized
- Minimal
- Floor by Floor
- Centralized
- Decentralized

**Ease of applying BMS workplace program**

- Medium
- Difficult
- Medium
- Easy
- Difficult

- Flexible layout, but not a prevalent building type outside of Europe
- Central areas do not get much daylight
- Older traditional structures constrain space planning because of the shallow floor depth
- The central light shaft diffuses daylight to the central areas of the floor (good environmental quality)
- This building typology offers the highest efficiency in planning
- Designed to offer best environmental qualities
- Fragmented small floor footprint makes it difficult to plan

**Height Attributes**

- Low-rise
- Mid-rise
- High-rise
- Low-rise

- 2,000 sqm
- 1,000 sqm
- 3,000 sqm

- 40m
- 12m
- 18m

- 95%
- 80%
- 85%

- Building centralized
- Minimal
- Floor by Floor
- Centralized
- Decentralized

- Designed to offer best environmental qualities
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How Buildings Learn

- **SHELL**
  - 50 YEARS
  - II.10 The building shell, expected life 50 years

- **SERVICES**
  - 15 YEARS
  - II.11 Building services, expected life 15 years

- **SCENERY**
  - 5 YEARS
  - II.12 Scenery, replaced after 7 years

- **SETS**
  - 5 DAYS
  - II.13 Setting, changing from day to day

Courtesy Stewart Brand & DEGW
Key Ideas and Components

PEOPLE, PLACE, AND PERFORMANCE
ALIGNING SUPPLY AND DEMAND

PEOPLE
- USER RESEARCH
- WORK STYLES
- MOBILITY
- DESIGN IS CHANGE
- MANAGEMENT IS DESIGN

PLACE
- SPACE AS ENABLER (AND LEVER)
- BUILDING IN LAYERS OF TIME (“The Ss”)
- USE LESS, MORE
- FROM “OFFICE AS CITY” TO “CITY AS OFFICE”

PERFORMANCE
- PERFORMANCE MEASUREMENT
- EFFICIENCY
- EFFECTIVENESS
- EXPRESSION
- FEEDBACK, PILOTS, AND CONTINUOUS IMPROVEMENT

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Aligning Supply and Demand

1. Understand how Workplace can best support needs
2. Assess how well potential designs may support needs
3. Develop and implement Accommodation Strategy
4. A process of change and communication

DEMAND
- Size of organisation
- Nature of activities
- Corporate culture
- Size of workgroups
- Level of technology used
- Amount of interaction
- Frequency of visitors
- Patterns of work/time
- Support functions
- Adjacencies

SUPPLY
- Location
- Size of building
- Building form
- Planning grids
- Depth of space
- Size of floorplates
- Floor to floor heights
- Number of stories
- Fit-out
- Quality of finishes

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Multi-dimensional Workplaces

Unique workplace solution

Physical environment
Settings
Configurations
Ratios

Workplace technology

Mobility tools
Virtual team tools

Work patterns

Business vision

Employee preferences

Unique workplace requirements

Cultural norms
Communication
Training
Branding

Flexibility
enrollment

Flexibility guidance
Work policies

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User Research

WORKSHOPS
Visioning sessions, focus groups, workshops, town hall meetings to gather insights and get feedback

OBSERVATIONS
Quantitative (TUS) and Qualitative (TI) observational studies of work patterns and space usage

SURVEYS
Online surveys of work patterns, space performance, and directions of change / aspirations

Typical observed occupancy of individual workspace:

<table>
<thead>
<tr>
<th>Time</th>
<th>core day</th>
<th>active occupancy 31%</th>
</tr>
</thead>
</table>

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**Mobility and the Workplace**

**Model 1**
- Cellular space
- Most workplaces still sit here

**Model 2**
- Open plan

**Model 3**
- Addition of communal and support spaces – increasing connectivity

**Model 4**
- Breaking link between workstation & individual

**Model 5**
- Full non-territorial environment
  - Staff work in setting most suitable to activity

**Partnering**
- **Government**
  - DCSF, GSA, BBC
- **Financial Services**
  - Citigroup, Deutsche Bank, Capital One
- **Pharma and Industry**
  - GSK, Pfizer, Unilever, Novartis
- **Technology**
  - Microsoft, Nokia, Cisco
- **Consulting**
  - Accenture, IBM, E+Y

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Strategy and Change Management

**Strategic Design Process**
- Statement of need
- Select design team
- Engage
- Re-engineer
- Design brief
- Design review

**Traditional Design Process**
- Design
- Document
- Construct
- Commission

**Change Management Process**
- Engage
- Conceive
- Information
- Interaction
- Action
- Familiarisation
- Review

Move-in/occupy

Re-Statement of need

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Success depends on engagement

- More input means better fit
- But the right fit is only half the battle – aligning stakeholders with the strategy is the other half

By helping to guide and shape the workplace, stakeholders will become more invested in – and more committed to – the solution

- Organizational goals
- Workplace Performance Survey
- Development Focus Groups
- Validation Focus Groups
- Observations
- Interviews
- Start
- Finish
- Input

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Questions?
How to Use This Book
A roadmap for driving strategy and change in workplaces. You don’t have to start your journey at the beginning — it all depends on where you’ve been and where you want to go.

START HERE

Chapter 1: Getting in Motion
Chapter 2: Forces Driving Change
Chapter 3: Workplace Strategy: What It Is & Why It’s Important
Chapter 4: Implementing a Mobile Workplace Strategy
Chapter 5: Projected Impacts on the FM Profession
Chapter 6: Technology & the Future of Facilities
Chapter 7: Change Management as a Core Competency for FM
Chapter 8: Technology & the Future of Facilities
Chapter 9: Change Management for the 21st Century
Chapter 10: Case Studies Around the World
Chapter 11: Moving Forward
Workplace Strategy Summit 2014

WHEN:  June 8 – June 10, 2014

WHERE:  Wokefield Park, England

SPEAKERS:
• Frank Becker, Cornell
• Alexi Marmot; University College of London

SPONSORS:
• IFMA
• IFMA Foundation
• University College London
WE activities at World Workplace 13

Tour at GSK
- 1300 people from City Center (375KSF) to Navy Yard (208KSF)
- 1050 desks (80%), 1400 lockers
- Pull & Push Strategies: business case 2010, open space, natural light, visibility, amenities (food, tech, transport & fitness)
- Engagement: 3 pilots, comments, concierge, help lounge, art program
- Metrics: # responses to job oppeties, # email, cost, # meals served, paper reduction, energy use, bus ridership, # cars, # bikes

City eVent
- Cities in US use 10% of land mass and house 90% intellectual capital
- Real Estate has become incredibly democratic
- Location is no longer the driver: LIFESTYLE is
- Technology & People have surpassed Market Factors as the primary decision driver for location strategy
- Impact of Big Data on city services: huge savings in operations
- Adoption of technologies is changing content: from enterprise to social media to sensors & devices
WE activities at World Workplace 13

3 Game Changers JLL
“Choice improves productivity; technology breeds opportunity, interaction builds community

• 80% of corporate costs are people
• Gallup says 70% of employees are not engaged, 17% of those are actively un-engaged (sabotage)
• 73% of CRE Execs are being asked about productivity
• 4 Pillars or Productivity
  • Align Supply & Demand (speed response to change)
  • Channel Information Flow (cross function)
  • Enable work (shape the experience)
  • Develop Sense of Community

4 WaaS Panel Discussion
“Create adversity to encourage interaction: this coffee machine is Italian?!!@#$!”

• Steelcase’s Workspring: Create/Curate experience (from mtgs to workplace)
• WeWork, 7 floors of co-working in NYC: Floors for industries: 4th Technology, 2nd collaborative design, media and film.
• LiquidSpace: consumerization of offering: work extended
• Benjamin’s Desk: Co-working in Philly, creating connections
2013 NewWOW 
Alternative Workplace Benchmarking Survey Results

EMPLOYEE ISSUES DRIVE THE MOVE TO AN ALTERNATIVE WORKPLACE!

Cost has dropped dramatically as the primary driver for workplace programs. 
Join us as Dr. Joe Ouye & Dr. Jim Creighton reveal these fascinating findings what they could mean to your organization.

November 21st, 11:00-12:00 EDT

You don’t want to miss out on the WE experience
WE Thank YOU for joining us!

To be a part of WE, please join either CREC or CFC