

Welcome!



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



A Global Workplace Community focused on
increasing Workplace Innovation & Consciousness

WE at WWP13

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!



workplace evolutionaries





WE Tour of GSK's Navy Yard Workplace

World Workplace 2103

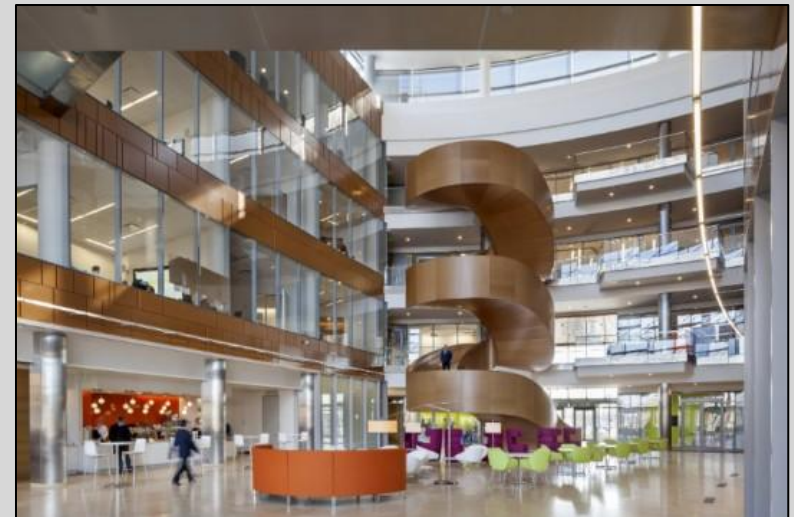
Please join us for an workplace discussion and exclusive tour of GSK's new building at the historic Philadelphia Navy Yard during WW13

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



A Global Workplace Community focused on
increasing Workplace Innovation & Consciousness

WE activities at World Workplace 13

**1 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

**3 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.

**4 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

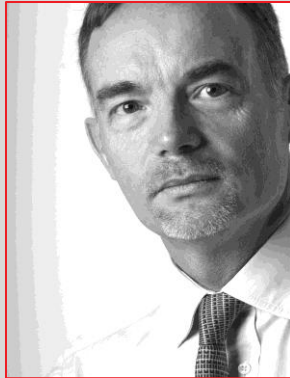
WE Leadership Team...thank you!



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

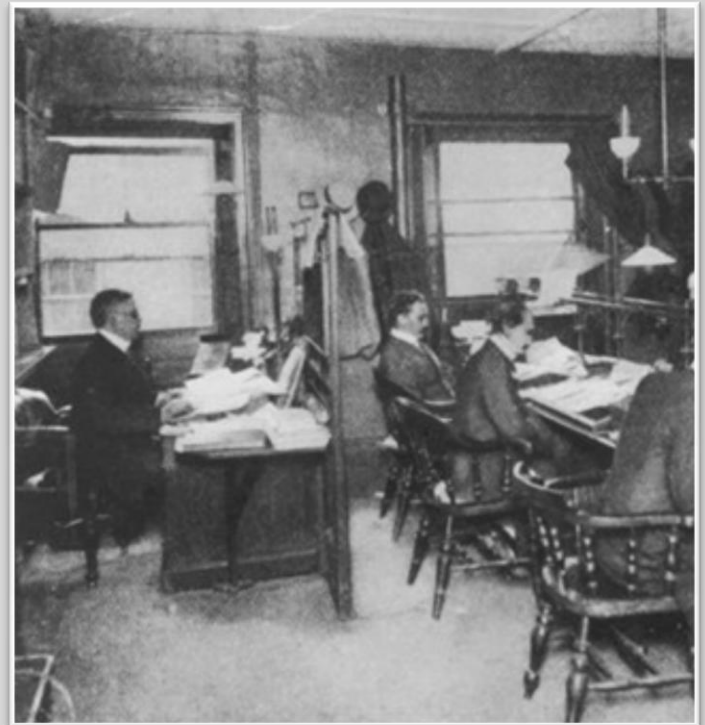
Before the Industrial Revolution

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

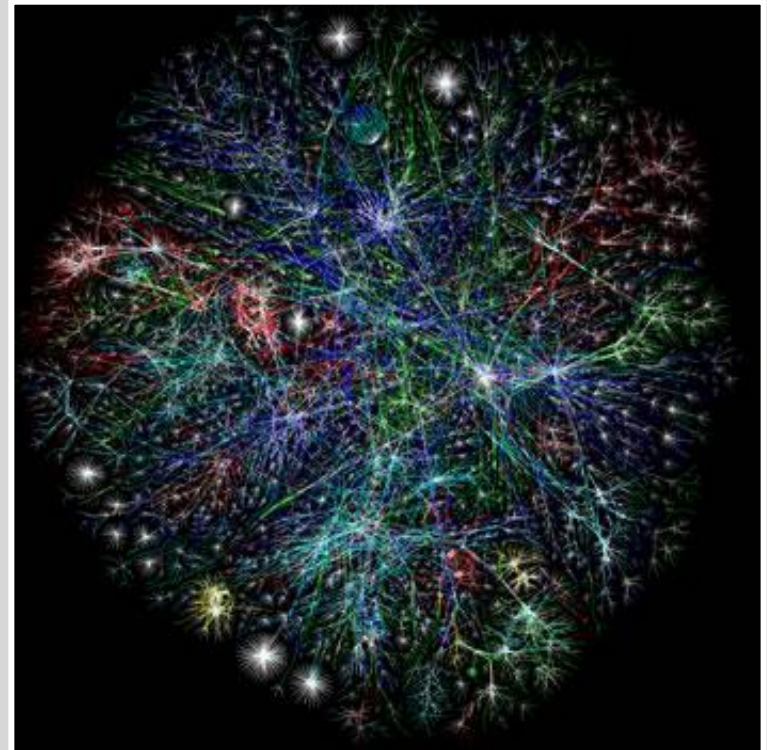
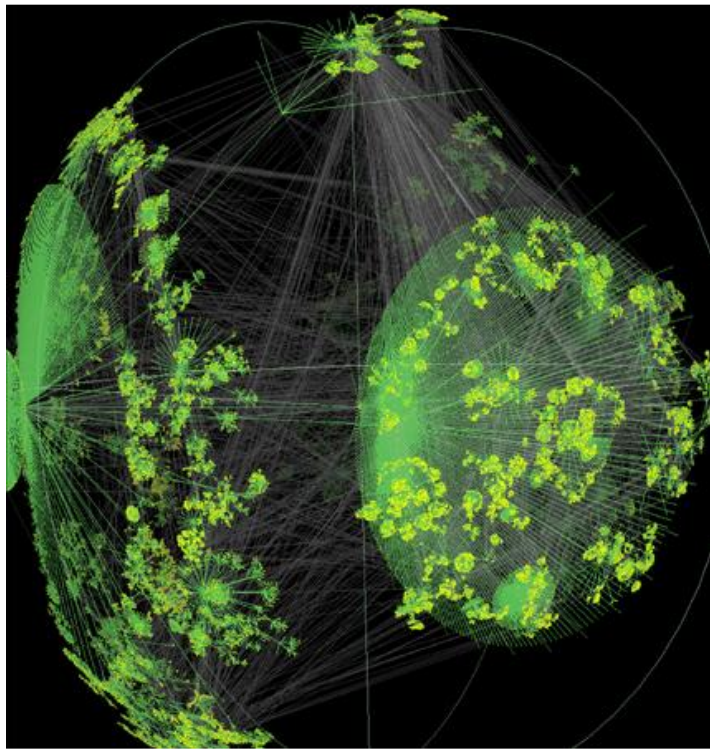


Microsoft, Schiphol, circa 2008

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**

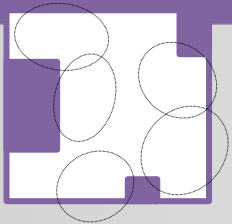









DESIGN

CONSTRUCT

MARKET (OR OCCUPY)



Building Typologies & Attributes

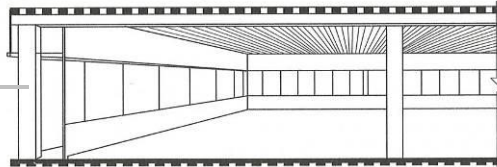
Building Typologies	Bürolandschaft	European Traditional	UK 'Broadgate'-type	N. American 'Super Hi-Rise'	North European-type
					
Height	Low-rise	Mid-rise	Mid-rise	High-rise	Low-rise
Typical Useable FL Area per Floor	2,000 sqm	1,000 sqm	3,000 sqm	3,000 sqm	Multiples of 200 sqm
Typical Useable FL Depth from external glazing	40m	12m	18m	18m	10m
Efficiency: Net to Gross	95%	80%	85%	90%	70% (lots of loss from public circulation)
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 <ul style="list-style-type: none"> Flexible layout, but not a prevalent building type outside of Europe Central areas do not get much daylight 	 Difficult <ul style="list-style-type: none"> Older traditional structures constrain space planning because of the shallow floor depth 	 Medium <ul style="list-style-type: none"> The central light shaft diffuses daylight to the central areas of the floor (good environmental quality) 	 Easy <ul style="list-style-type: none"> This building typology offers the highest efficiency in planning 	 Difficult <ul style="list-style-type: none"> Designed to offer best environmental qualities Fragmented small floor footprint makes it difficult to plan

Courtesy DEGW

Copyright © DEGW and AECOM

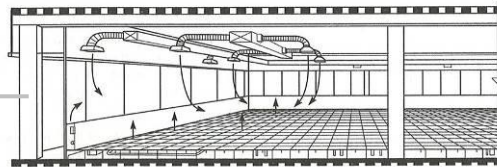
How Buildings Learn

SHELL
50 YEARS



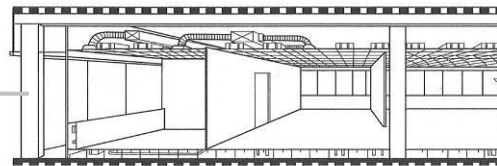
11.10 The building shell, expected life 60 years

SERVICES
15 YEARS



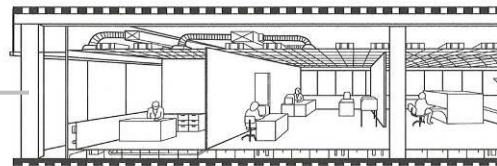
11.11 Building services, expected life 15 years

SCENERY
5 YEARS

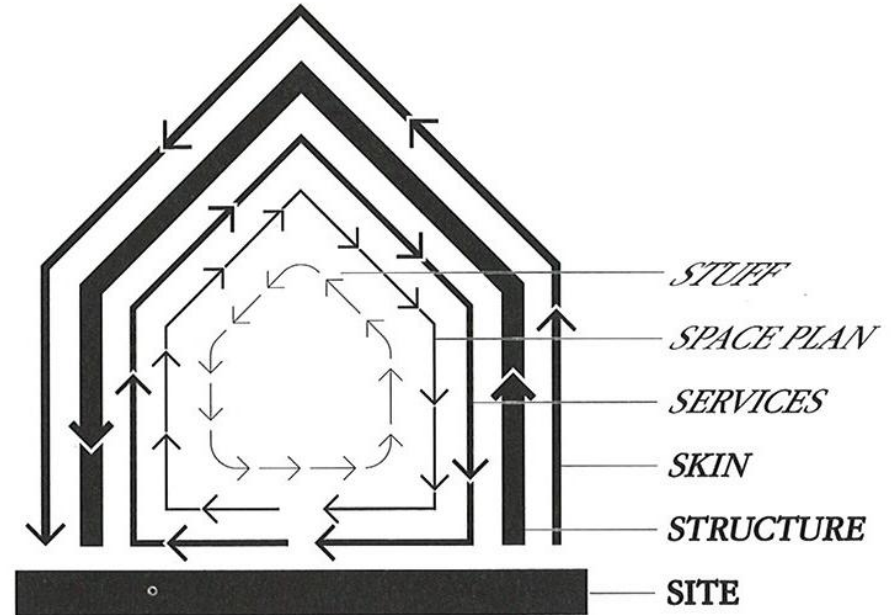


11.12 Scenery, replaced after 7 years

SETS
5 DAYS



11.13 Setting, changing from day to day



Courtesy Stewart Brand & DEGW

Key Ideas and Components

PEOPLE, PLACE, AND PERFORMANCE ALIGNING SUPPLY AND DEMAND



USER RESEARCH

WORK STYLES

MOBILITY

DESIGN IS CHANGE
MANAGEMENT
IS DESIGN



SPACE AS ENABLER
(AND LEVER)

BUILDING IN LAYERS
OF TIME ("The Ss")

USE LESS, MORE

FROM "OFFICE AS CITY"
TO "CITY AS OFFICE"



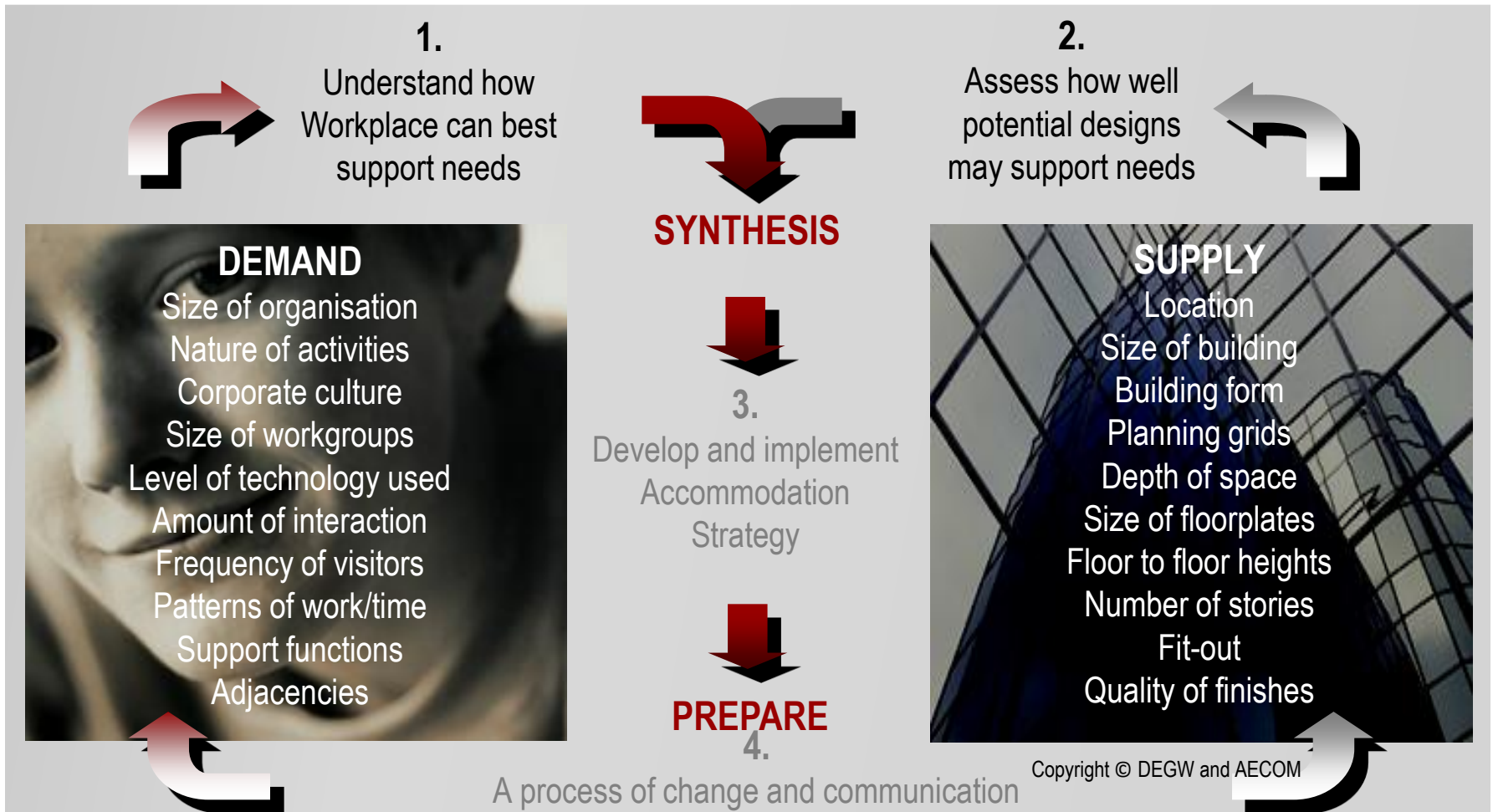
PERFORMANCE
MEASUREMENT

EFFICIENCY
EFFECTIVENESS
EXPRESSION

FEEDBACK, PILOTS,
AND CONTINUOUS
IMPROVEMENT

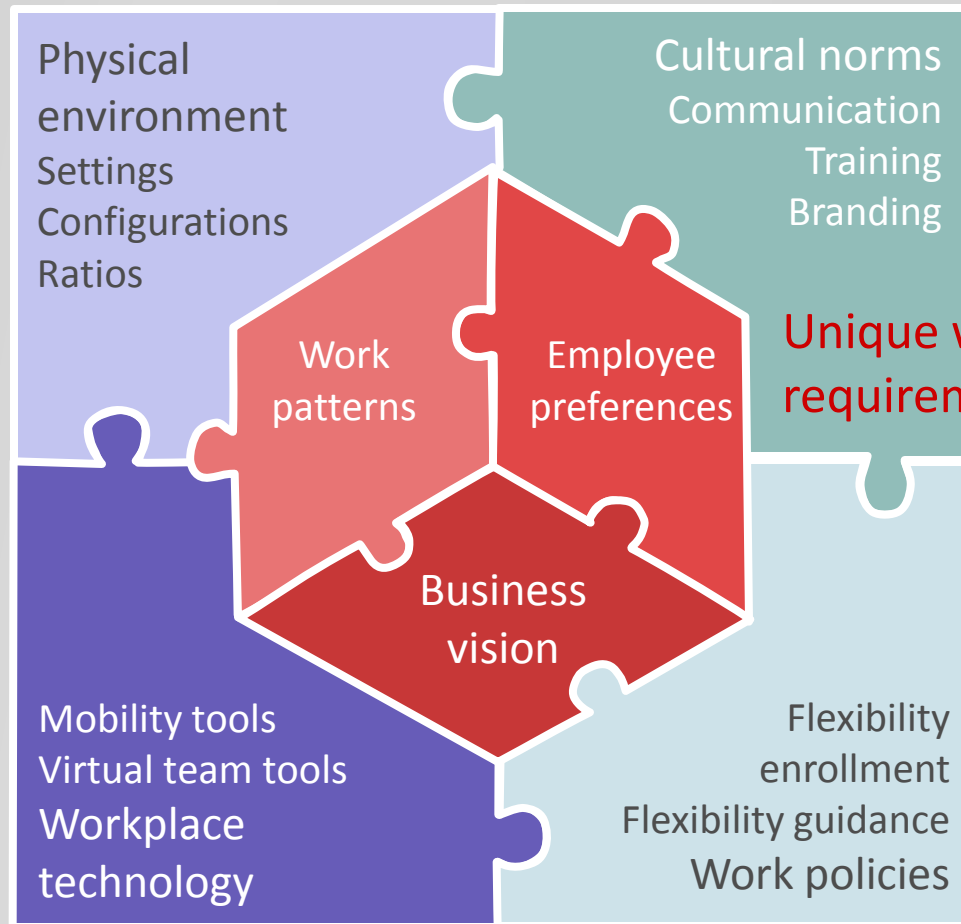
Copyright © DEGW and AECOM

Aligning Supply and Demand



Multi-dimensional Workplaces

Unique
workplace
solution



Unique workplace
requirements

Copyright © DEGW and AECOM

User Research

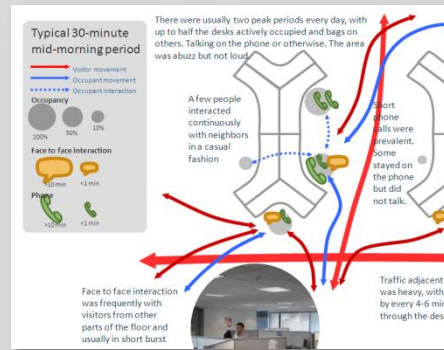
WORKSHOPS

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

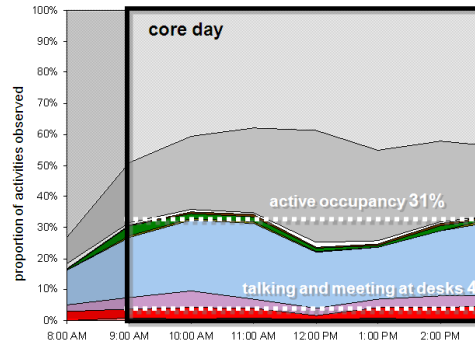


OBSERVATIONS

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

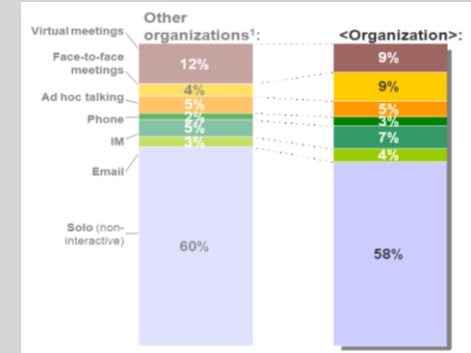


Typical observed occupancy of individual workspace:



SURVEYS

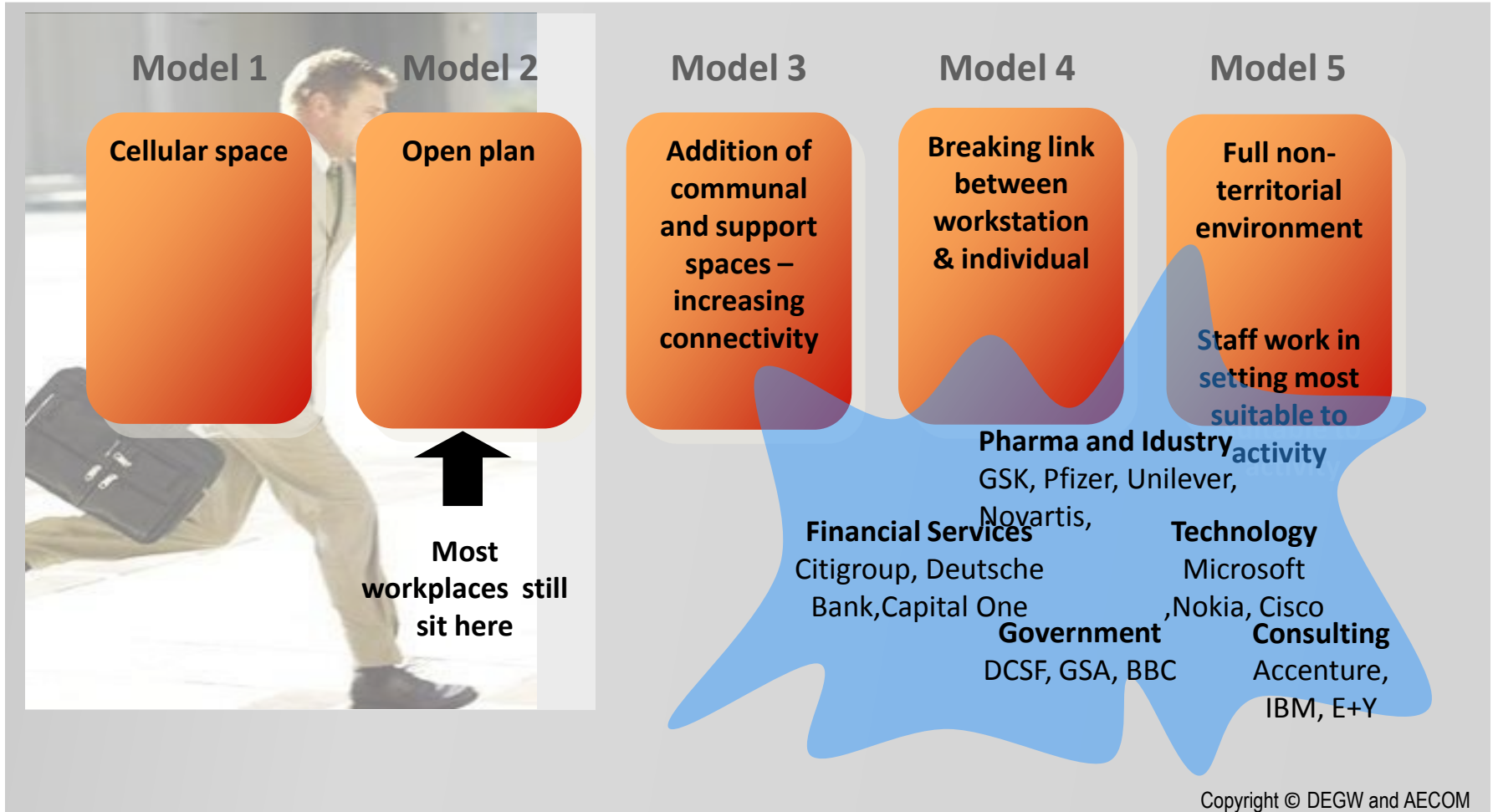
Online surveys of work patterns, space performance, and directions of change / aspirations



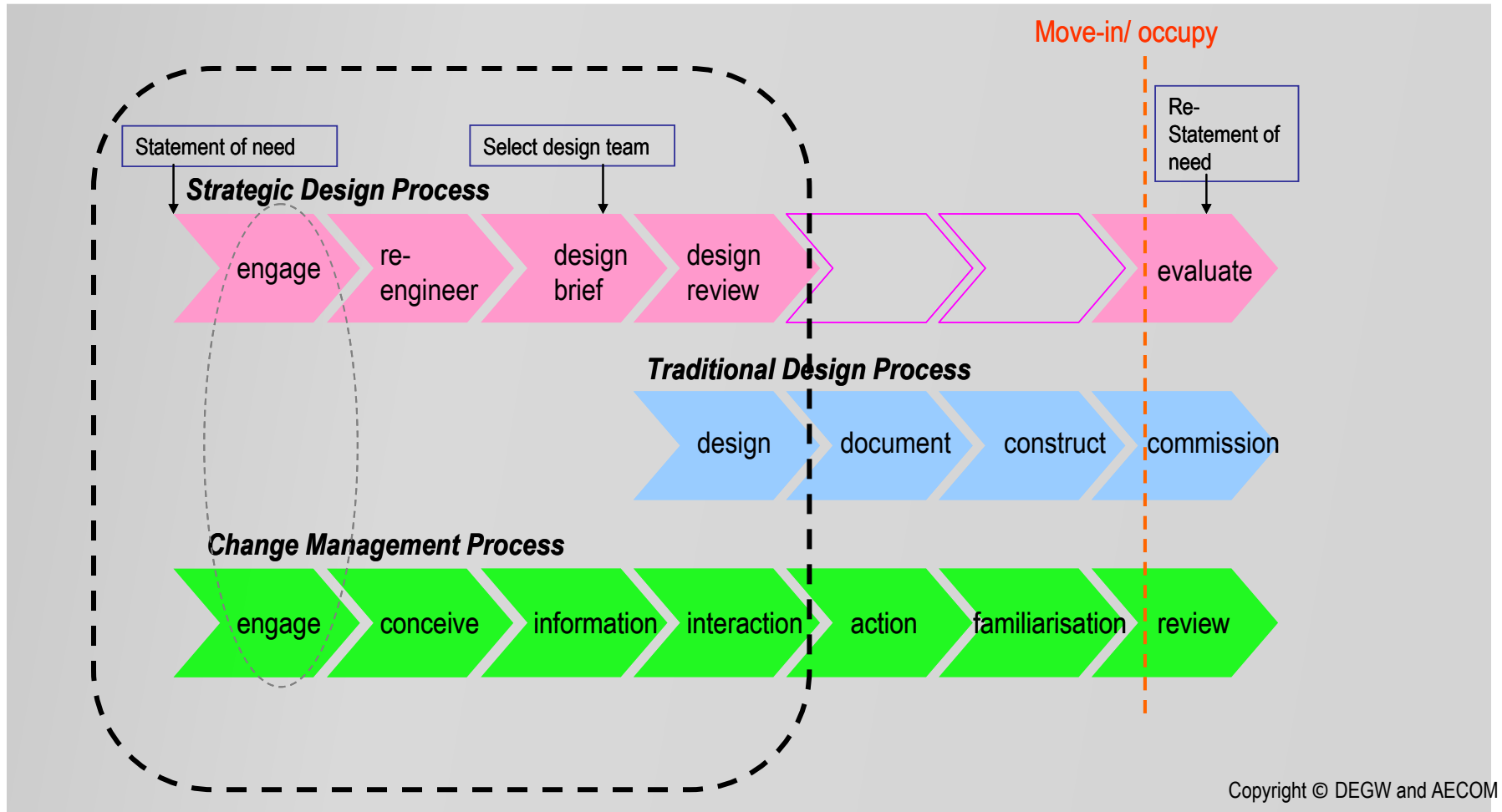
Satisfaction ranges		Finance	Admin	Cons
Good (>70%)	Phone conversations	34%	54%	72%
Fair (60-70%)	Concentrate	93%	12%	75%
Poor (50-60%)	Individual storage	95%	93%	86%
Very poor (<50%)	Comfort at my desk	70%	53%	86%
	Schedule face-to-face meetings	95%	13%	43%
	Spontaneous face-to-face conversations	94%	54%	35%
	Confidential conversations	84%	75%	84%
	Work side-by-side with colleagues	95%	82%	73%
	Work with colleagues in other locations	33%	35%	75%
	Access to colleagues with whom I work	35%	78%	64%
	Access to decision makers in my group	26%	83%	37%
	Awareness of what others in my group are doing	72%	64%	24%
	Awareness of what other groups are working on	12%	23%	21%
	Overall sense of community	85%	74%	85%

Copyright © DEGW and AECOM

Mobility and the Workplace



Strategy and Change Management

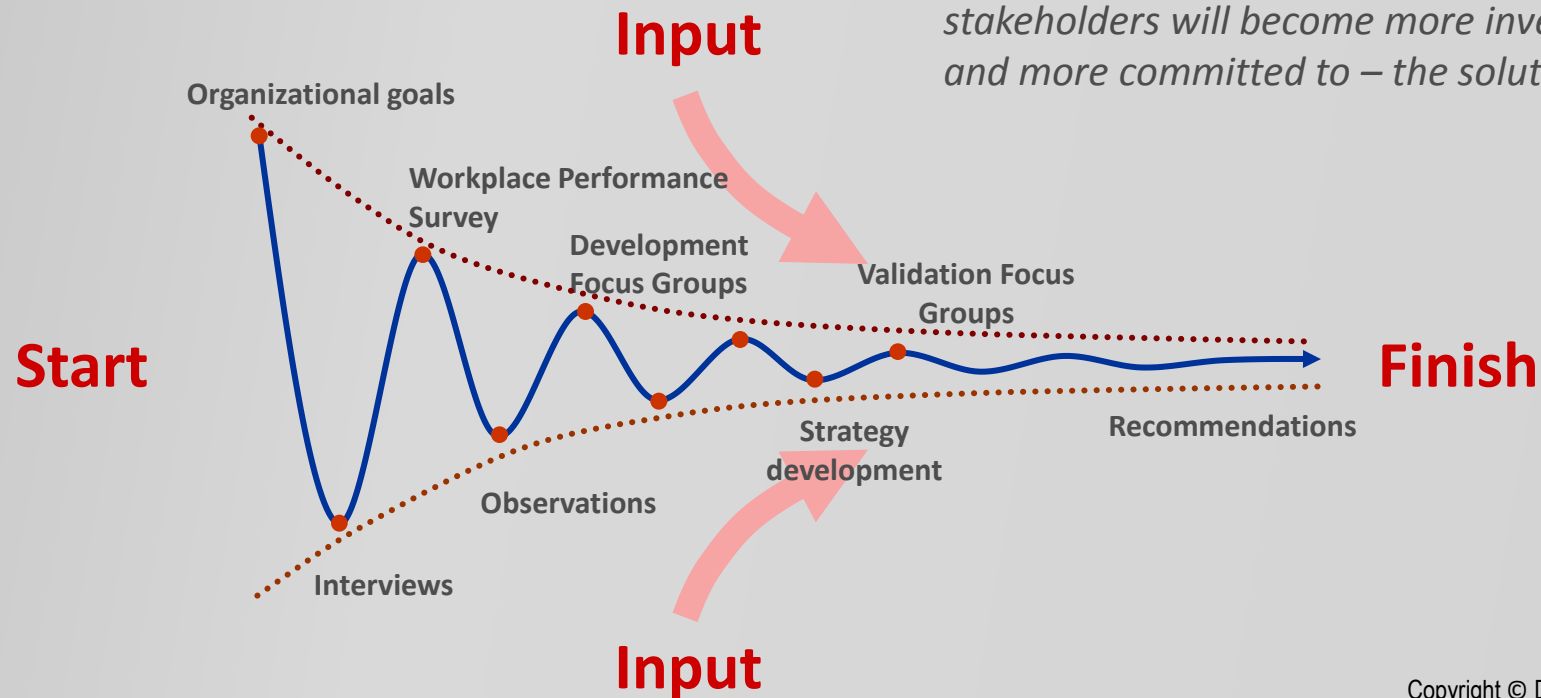


Copyright © DEGW and AECOM

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

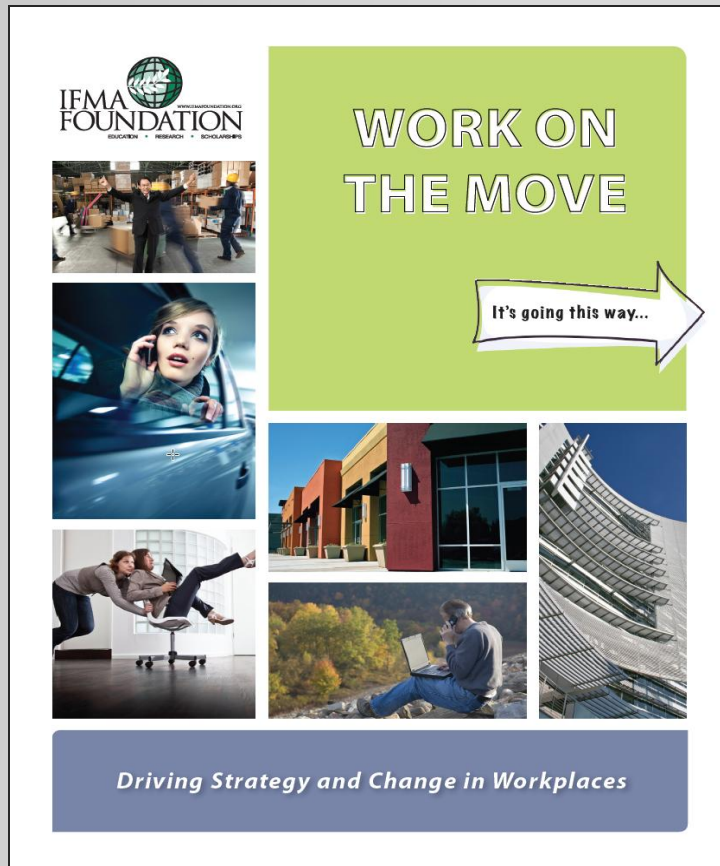


Copyright © DEGW and AECOM

Questions?

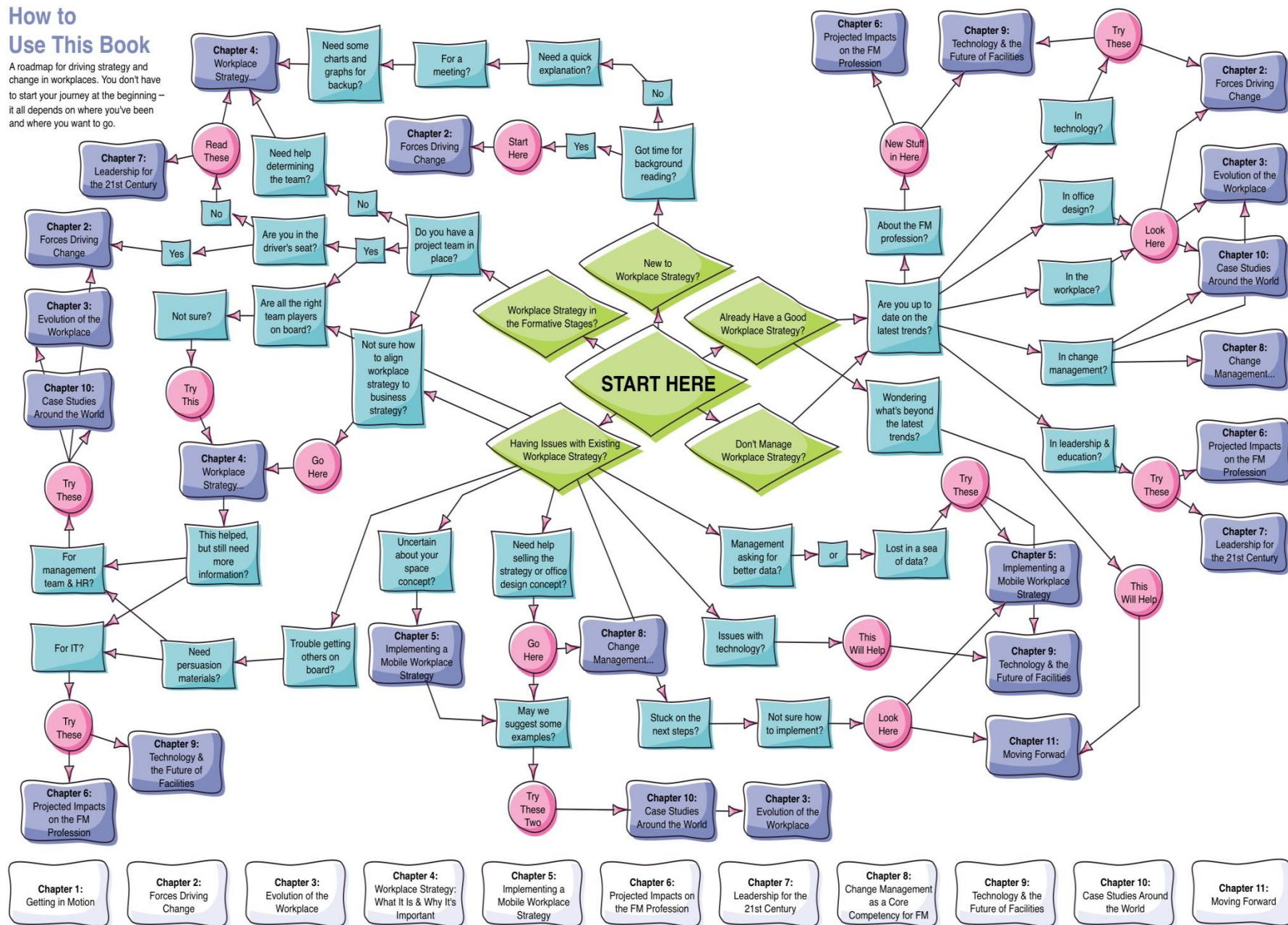


IFMA / WE Resource



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.



Workplace Strategy Summit 2014

WHEN: June 8 – June 10, 2014

WEHRE: Wokefield Park, England

SPEAKERS:

- Frank Becker, Cornell
- Alexi Marmot; University College of London

SPONSORS:

- IFMA
- IFMA Foundation
- University College London





WORKPLACE STRATEGY SUMMIT 2014: RESEARCH IN ACTION

BERKSHIRE, ENGLAND JUNE 8-10, 2014

The second Workplace Strategy Summit will be held on June 8-10, 2014 at Wokefield Park in the United Kingdom. The Summit will be sponsored by the IFMA Foundation, IFMA and University College London.

Presenters will include leading thinkers from the fields of design, facility management, organizational ecology, technology, and management.

Building on the success of the first Workplace Strategy Summit held at Cornell University in 2012, this event will be a way to further the conversation on how the office environment can best serve the activities of today's organizations and to define next steps for serious research needed by the profession.



The conference will facilitate an exchange of views of experts and practitioners with emphasis on the issues of where the field of workplace strategy is, where it is going, and what research is needed to help organizations create effective workplaces.

Attendance at the conference is limited to 160 people in order to facilitate an exchange of experience between all participants. The mix of experts and practitioners will provide a wide range of perspectives grounded in experience of developing and implementing innovative workplace strategies in diverse industries, organizations, and national contexts.

PROGRAM

The conference will include presentations by leading thinkers in the areas of workplace and organizational ecology, as well as on critical topics, and round-table breakout sessions that will facilitate a vigorous exchange of views by conference attendees. Confirmed speakers include Frank Becker from Cornell University and Alexi Marmot from University College London.



For more information visit www.ifmafoundation.org.

A Global Workplace Community focused on
increasing Workplace Innovation & Consciousness

WE activities at World Workplace 13

1 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 opties, # 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 of 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

WE:binar

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



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