Workplace Strategies: Innovation At the Edge

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2 points like to make today about Workplace Strategies:

1)   Need Research

Neither individuals or companies invest millions of dollars in the stock market without tracking, carefully, the rate of return. We don't do it as a matter of common practice for the investments we make in workplace strategy.

2)   Need Innovation

The status quo is not an option. In the face of new technologies, changing workforce demographics and expectations, shifting markets and regulation, and global competition companies must change; or die.
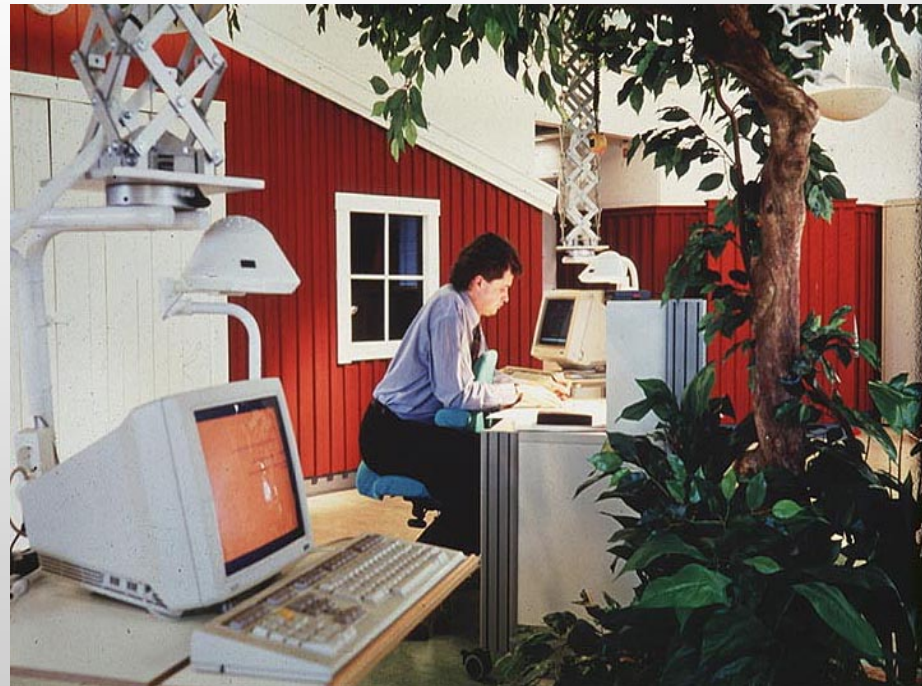
Camenzind Evolution
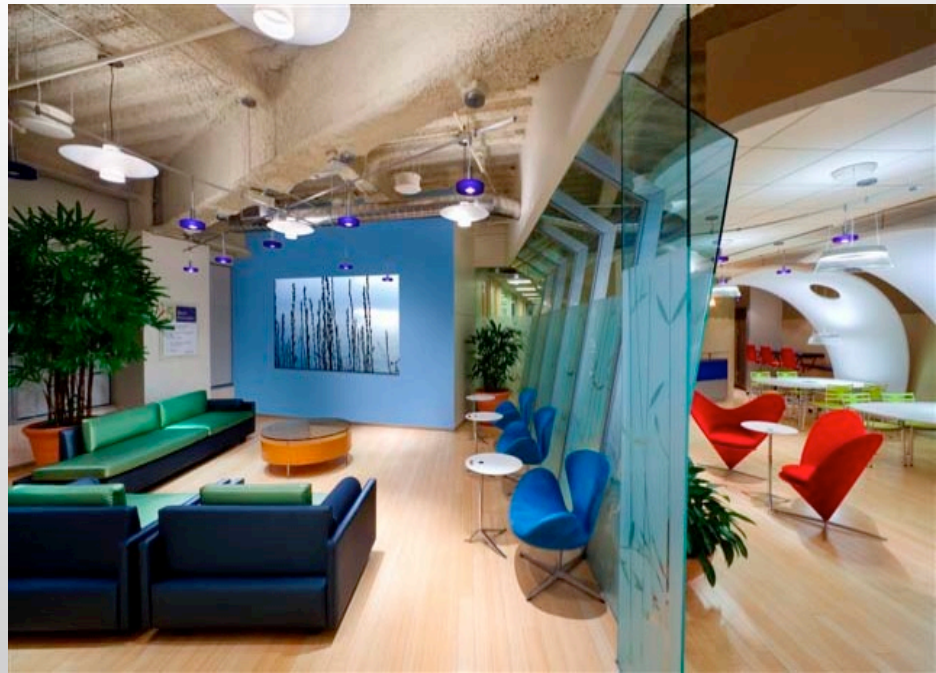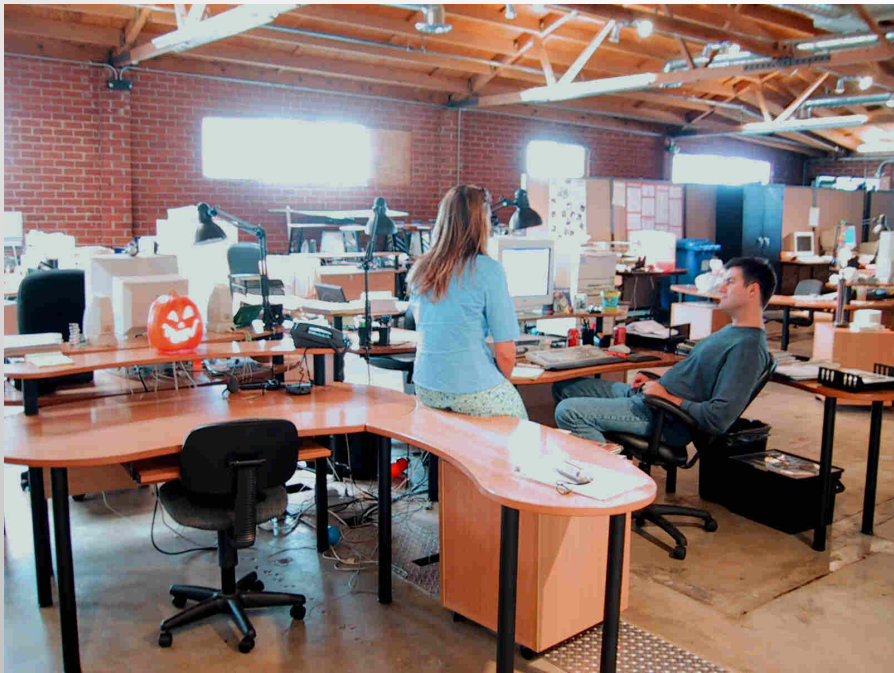
Yes! It's cool.

✧ Here's what we know from research about how such offices affect (human) performance:

✧ ~ZERO. Lots of anecdotes. Lots of stories. Lots of hype. Little actual performance data.

✧ Example: "Measuring Productivity Over Time"
  ➢ 3 case studies
  ➢ Describe briefing process
  ➢ Project Goals
  ➢ Results; e.g., One managers said new design "energized" him.

✧ Confuse Intentions and Performance. Like believing that investing $10m to generate a 15% ROI *is* a 15% ROI.

✧ Distinguish between "productivity" and "performance."

What Do We Mean by "Performance."

◇ More work, higher quality work, more collaboration, increased revenue, more client contracts, higher attraction and less turnover, higher quality hires, more brand recognition….*business value* not productivity.

◇ Thousands of dot.com companies with pool tables and cappuccino machines went out of business. Ones that survived doing something besides providing pool tables and gondola mtg. rooms.
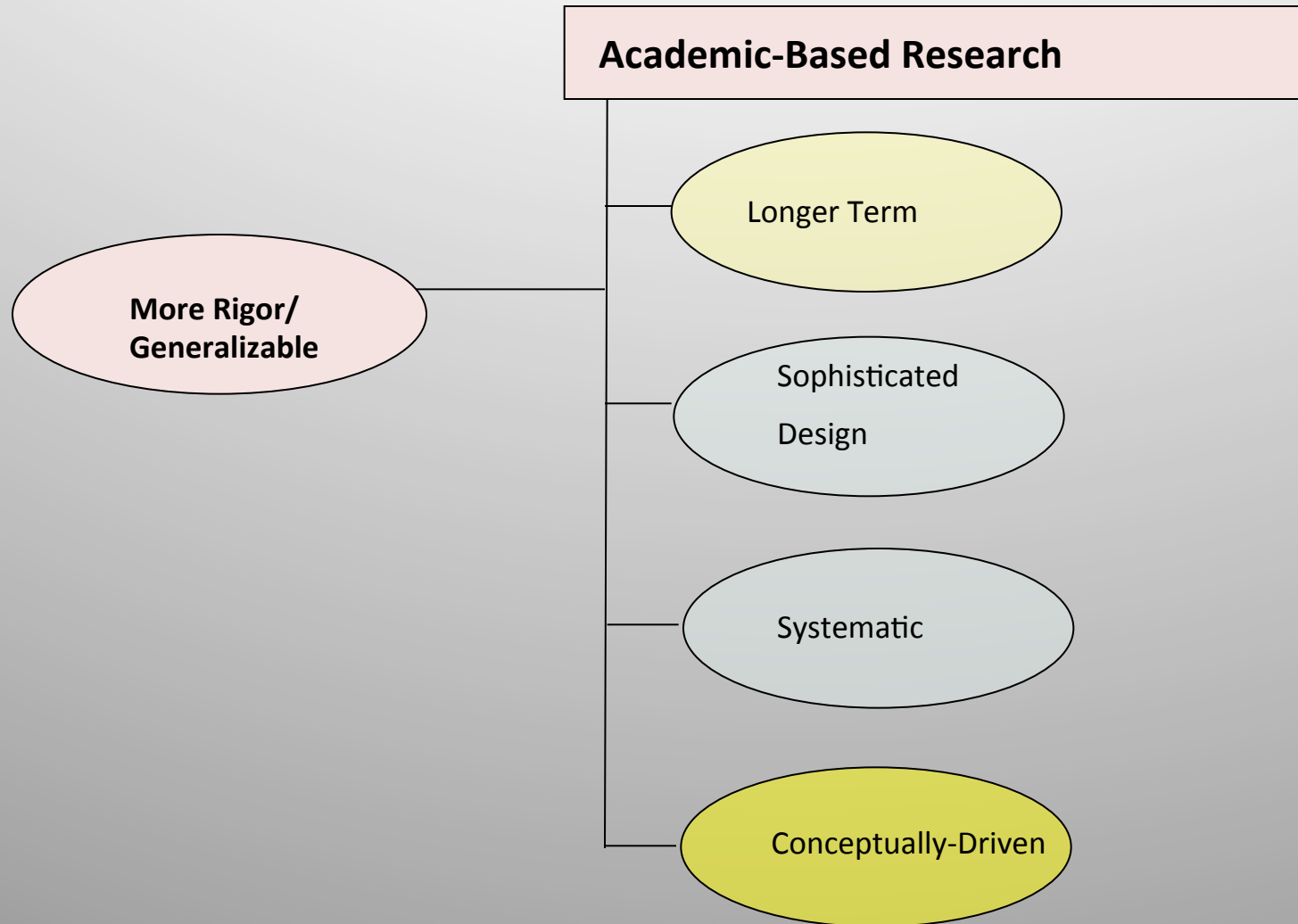
Integrated Workplace Strategies/Organizational Ecology

✧ Design, technology, culture, workforce demographics and work process are aligned and in harmony. They reinforce each other.

What's the Point?
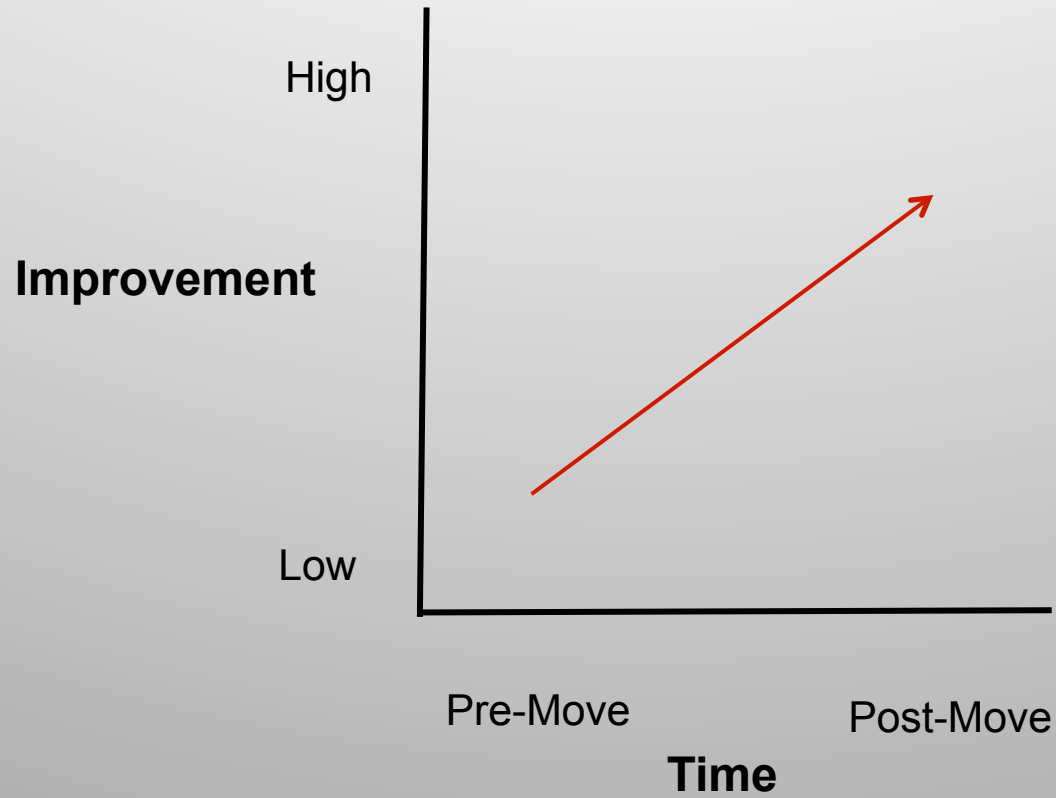
✧ Much of what passes for workplace strategies are better described as part of the of the world of fad and fashion.

✧ When performance is measured, it is typically real estate performance; e.g.,:
  - cost/sf., cost/employee,
  - amount of space required.

  That is necessary; but it is not sufficient. We need to understand how the workplace *system* is functioning.

WAYS OF KNOWING

Academic-Based Research

More Rigor/ Generalizable

Longer Term

Sophisticated Design

Systematic

Conceptually-Driven

Research for Justification

RESEARCH DESIGN: Comparative Time Series

1

Workplace360 + Delos

CBRE/LADT
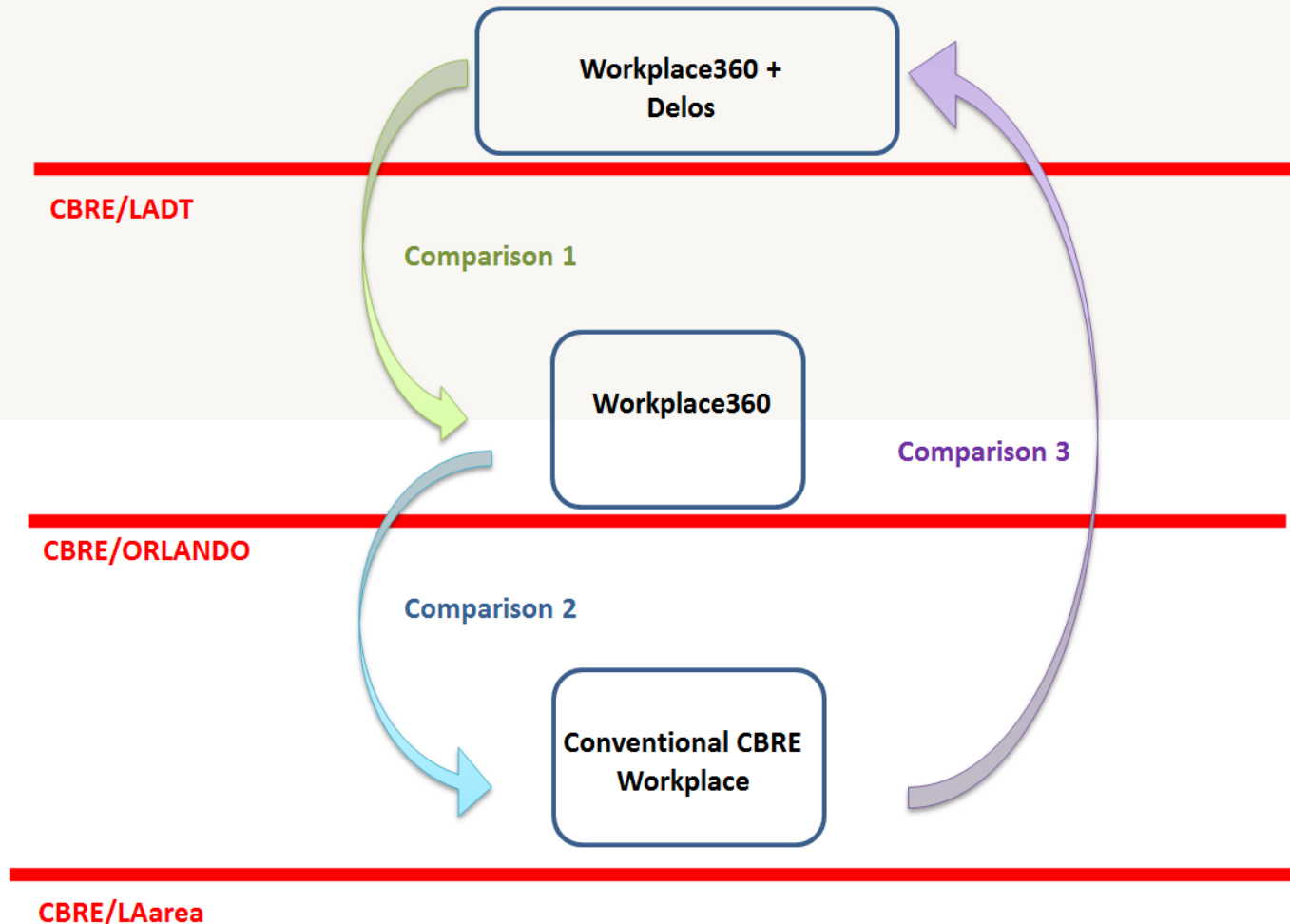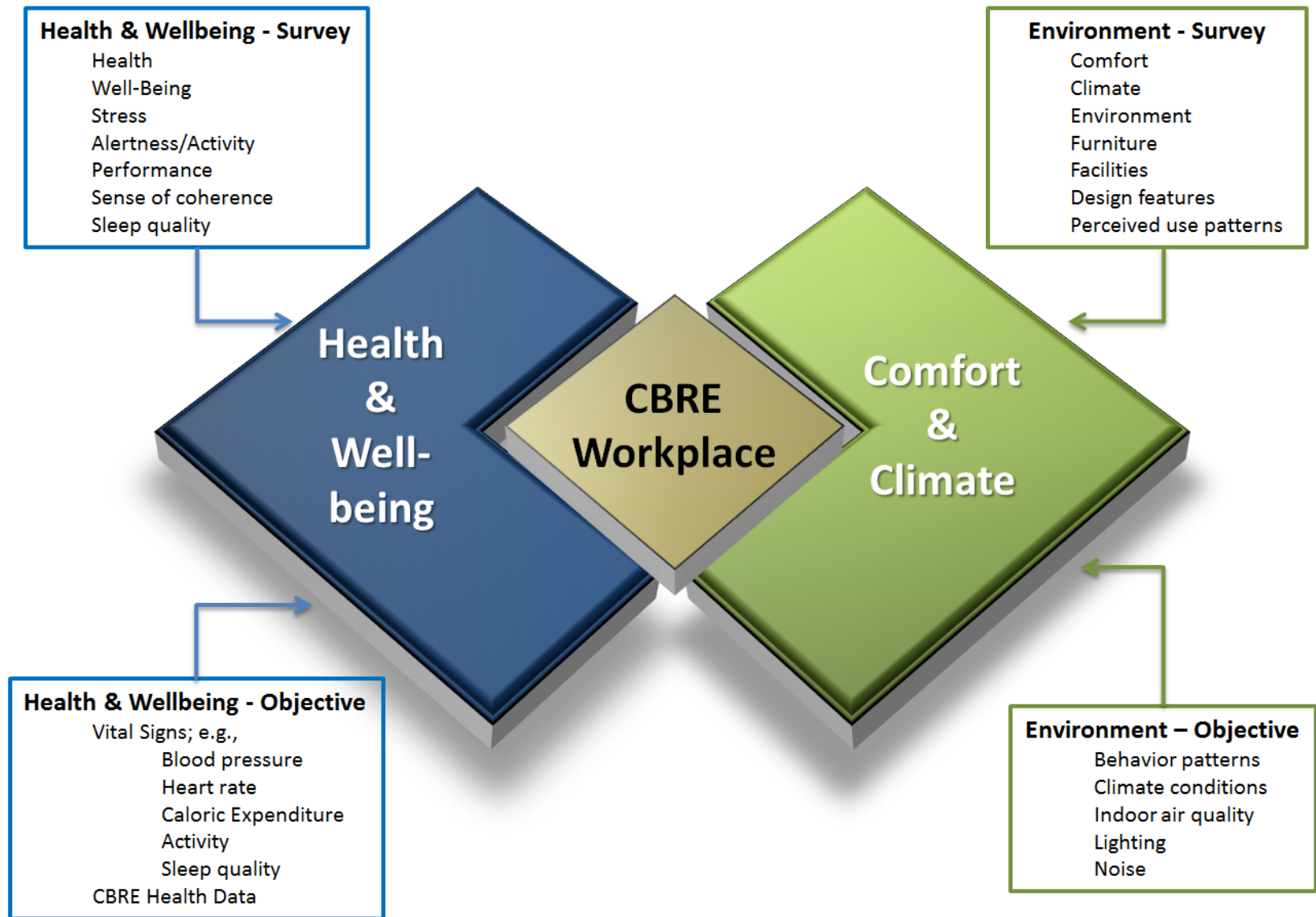
Comparison 1

2

Workplace360

Comparison 3

CBRE/ORLANDO

Comparison 2

3

Conventional CBRE Workplace

CBRE/LAarea

RESEARCH METHODS: Data Collection
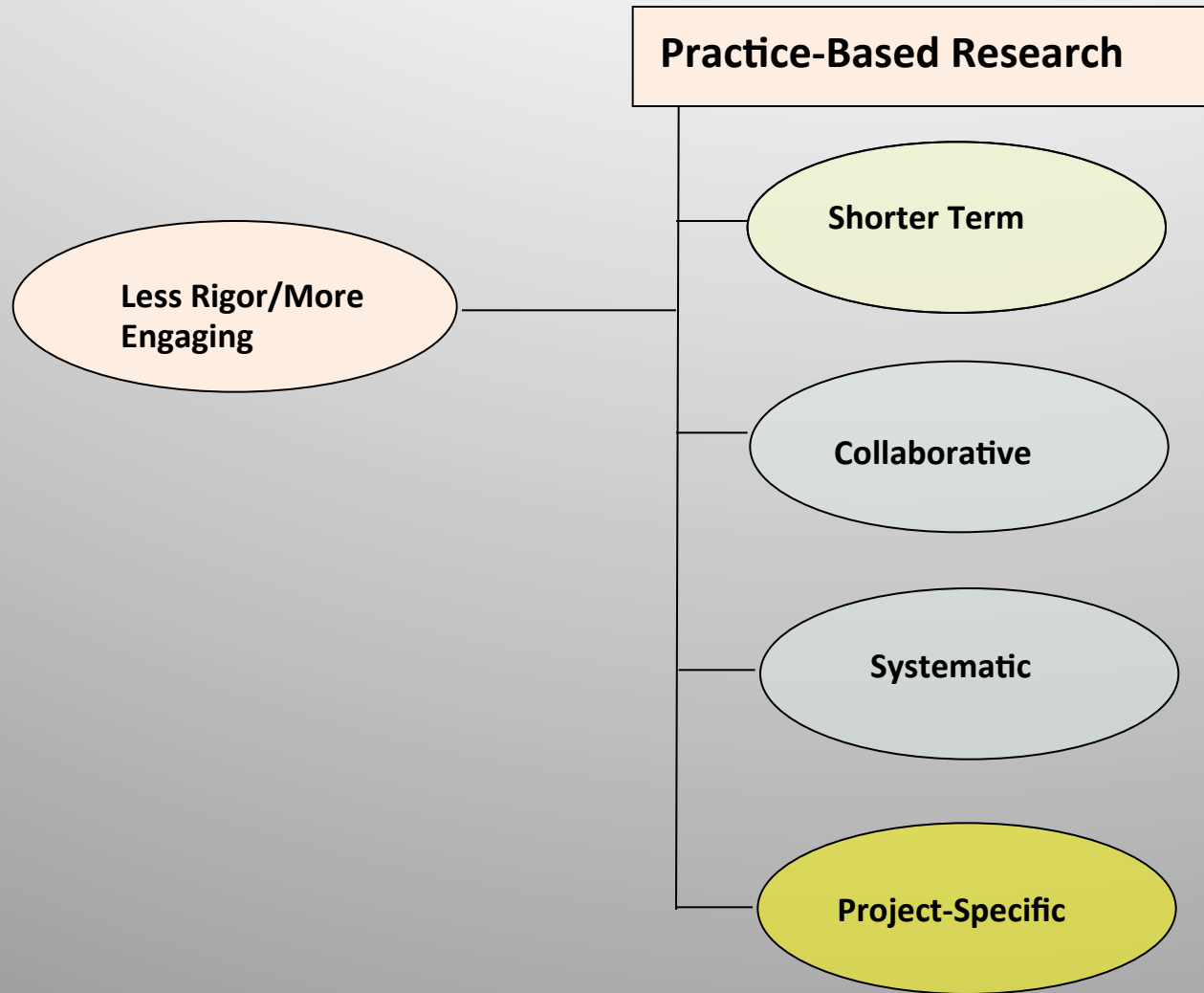
Health & Wellbeing - Survey
- Health
- Well-Being
- Stress
- Alertness/Activity
- Performance
- Sense of coherence
- Sleep quality

Environment - Survey
- Comfort
- Climate
- Environment
- Furniture
- Facilities
- Design features
- Perceived use patterns

Health & Wellbeing - Objective
- Vital Signs; e.g.,
  - Blood pressure
  - Heart rate
  - Caloric Expenditure
  - Activity
  - Sleep quality
- CBRE Health Data

Environment – Objective
- Behavior patterns
- Climate conditions
- Indoor air quality
- Lighting
- Noise

Health & Well-being

CBRE Workplace

Comfort & Climate

WAYS OF KNOWING

Practice-Based Research

Less Rigor/More Engaging

Shorter Term

Collaborative

Systematic

Project-Specific

"DECISION TO INCISION: A LIFE SAVER"
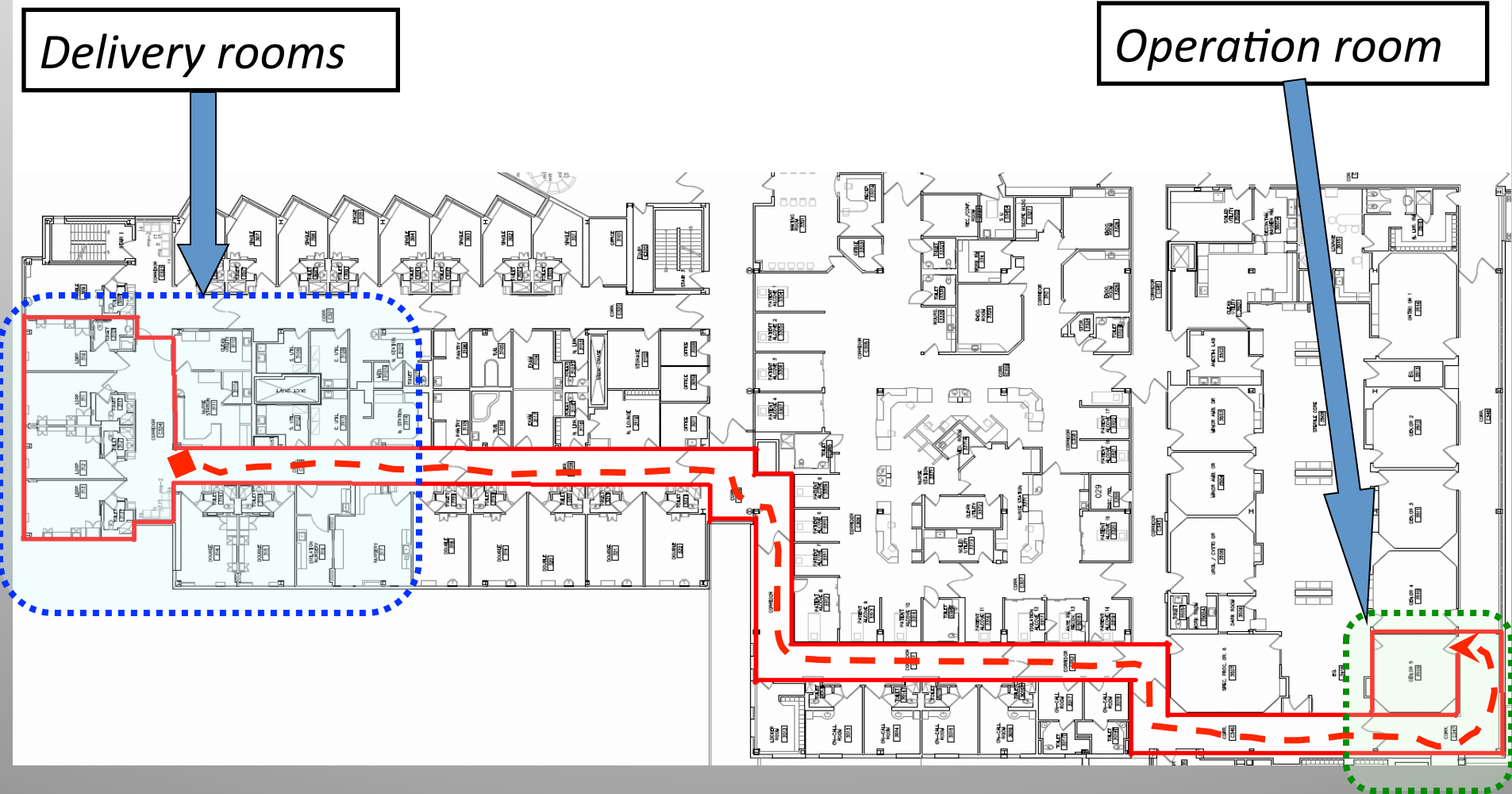## Lean Six Sigma Approach

Srisatish Devapatla MD, MBA, FAAP
Director, Special Care Nursery
Cayuga Medical Center @ Ithaca, NY

Maternal Child Health / C-section Room Layout

Delivery rooms

Operation room

"DECISION TO INCISION" : Current Process Flow

Maternal or Fetal distress → **Emergency C/Section**

— YES → **Delivery Room** **Prepare the patient**

16.73 +/- 13.22*

→ **Transport patient from DR to OR**

6.16 +/- 1.5*

→ **Operation Room** **Arrival to Incision**

16 +/- 8.29*

→ **Mother & Newborn**

NO ↓ **Vaginal Delivery**

Decision ←————————————→ Incision

38.89 +/- 17.67*
ACOG Guideline -> 30 min
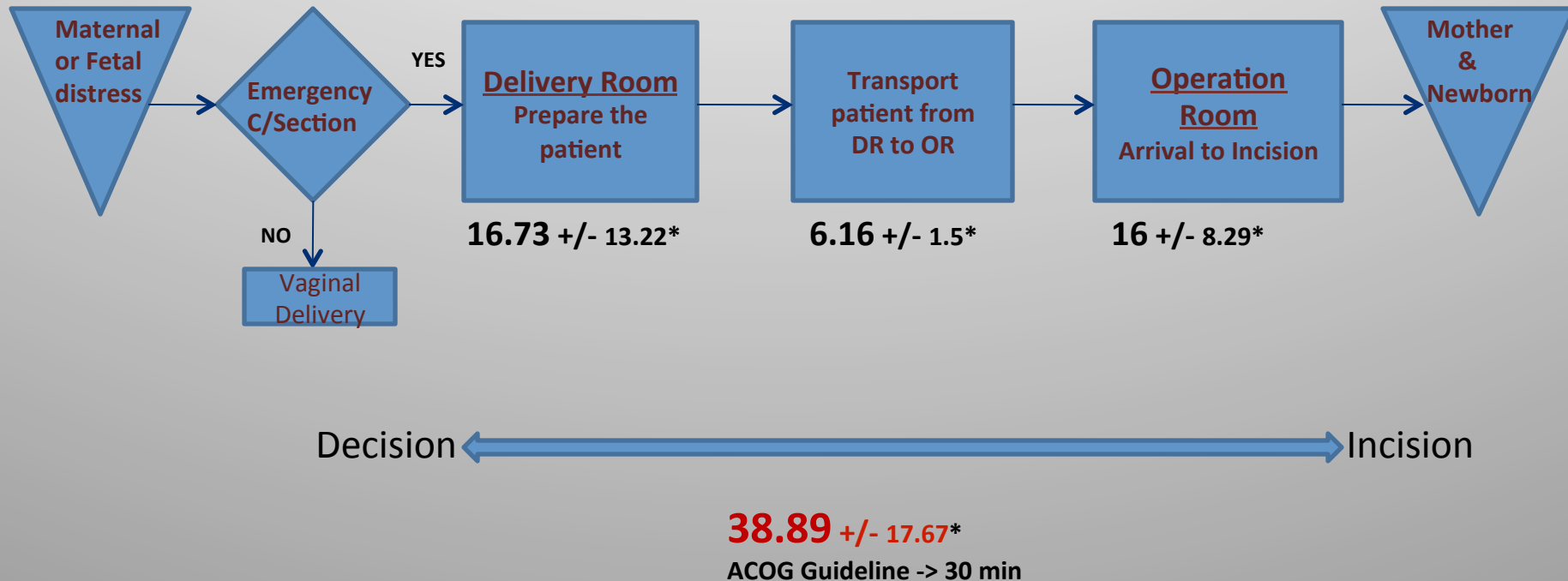
* **Time in minutes**

FISH BONE DIAGRAM: Causes/Perceptions & Effect Relationship

COMMUNICATION

PEOPLE

Who should call MDs(C)

Lack of In house MDs at nights(C&P)

Lengthy QA sheet(C)

Need more nurses(P)

More patient info. for nurses(C)

Nurses busy with other patients(C)

Role of Ob support team(C&P)

How to call: pager vs phone(C)

Better team approach(C)

Finding keys on Med room(C)

Too much paperwork(C)

Who should do what(C)

Scattered supplies(C)

No clock is the same(C)

When to place Foley(P)

Baby warmer in OR(C)

Heavy beds to maneuver(C)

Lack of mock emergencies(C)

Long distance to OR(C)

Double doors(C)

Mixing antibiotics(C)

EQUIPMENT

PROCEDURES

Delay in Decision to Incision

Problem 2: Medication Room Access

LOCK & KEY access
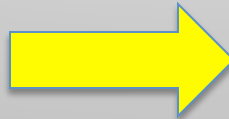
Swipe card access

EMERGENCY C/S: ROLE CARDS

IV NURSE
1. Secure Mom/Baby ID band
2. Secure allergy bracelet
3. Check HR, BP & FHR
4. Insert IV
5. Draw Labs
6. Start IV fluids & Antibiotics
7. Send labs
8. Don bunny suit if going to OR

Communication NURSE
1. Distribute role cards
2. Page Anesthesia
3. Obtain info sheet from MD
4. Call OR
5. Call Surgical assist
6. Call Pediatrics
7. Fill time sheet & SBAR – place in front of chart
8. Don bunny suit if going to OR

OBSTETRICIAN
1. Fill info sheet – give to comm. nurse
2. Talk to Anesthesia
3. Consent for Surgery
4. Mark surgical site

Cath. NURSE
1. Setup IV fluids
2. Open Pyxis
3. Get Bicitra & Antibiotics from PYXIS –bring to rm
4. Mix Bicitra and admin
5. Clip the Surgical site
6. Open & place Foley catheter
7. Deal with pumps/ disconnecting equip/bed & setting up portable Oxygen
8. Don bunny suit if going to OR

AIDE / WARD CLERK
1. Open Medication Room
2. Get IV kit & Clippers
3. Get Pt. Stickers & C/S Packet
4. Assemble Pt. chart
5. Get 2 bunny suits ready
6. Baby bracelet, face sheet, cord blood baggie with bunny suit

Emergency C/Section: Decision to Incision Time

ACOG Guideline	**30 min**
Current Process time	**38.89 min**
Target Time (Anesthesia arrival time + 3min)	**18 min**
Save a Life Project	**18.41 min**

ABN/AMRO Profile

➢ 4 floors; 675 prefab modules; 115,000 s.f.

➢ 710 workspaces (closed, open, group)

➢ 6 month construction

➢ $17m total cost (design, construction, IT infrastructure)

➢ Employees don't distinguish from Class A office space.

➢ Building removed entirely, or leased, if desired.

The "Bridge" Profile

➤ 7,200 gross s.f. (usable 7,000)

➤ Full operational in 25 days

➤ $264 s.f. (site work, foundations, structure, HVAC, plumbing, general electrical and lighting, interior finishes, furniture, partitions, workstation wiring, telephone, IT)

➤ Research scientists like it better than conventional "quality" buildings.

Mindset:
A way of
thinking about
things.

The GOAL:

✧ Grounded Insight

✧ Speed

✧ Small Wins/Continuous Improvement

✧ Feed Forward/New Design

✧ **Engagement**

Workplace Strategies: Innovation at the Edge

The Future of Workplace Strategies

Persistent ISSUES

✧ Chronic uncertainty (products/services; regulation; technology; politics)

✧ Cost pressures (capital and operating)

✧ Competition (Local, National, Global)

✧ Workforce demographics (availability, experience, expectations)

The FUTURE of Workplace Strategies

Solution CHARACTERISTICS

✧ Flexibility (modular, temporary, shared; lease vs. own)

✧ Mobility (individual/team)

✧ Cost/Efficiency (space planning and allocation; hoteling/free address; front and back office; resource sharing)

✧ Technology (Cloud; videoconferencing; web; virtual)

✧ Global operations/relationships

Workplace Strategies: Becker's Best Guess

MICRO SCALE

✧ **Activity-Based Planning:** smaller individual workstations, fewer offices, more free-address (but still expect people in office).

✧ **Flatter Hierarchy:** continued reduction of space and furnishing to mark status and position

✧ **Healthier workplace:** air quality, daylight, food and beverages; exercise/activity. (DelosLiving and CBRE).

Workplace Strategies: Becker's Best Guess

MACRO SCALE

✧ **City-based** (e.g., Twitter Mission SF; Amazon DT Seattle) driven by workforce preferences, including *lifestyle*: for younger employees, much less interest in cars and commuting.

✧ **Extra-Work Involvement:** KEY ISSUE: Affordable Housing (backlash). Like Japanese companies, more corporate involvement in housing provision, transport (shuttle buses), food (take home), healthcare (company clinics and health services).

✧ **Place matters**: Both/And. Unceasing exploitation of new technology and continued development of corporate campus, driven by workforce preferences (corporate identify, social relationships) and realization that real collaboration thrives with face-to-face.

Workplace Strategies: Becker's Best Guess

MACRO SCALE, con't

◇ **Time-Chunking:** National and global teams and operations, but with mobility combination of physical movement and virtual interaction.

◇ **Civic Involvement,** to share resources (e.g., energy and sustainability; public transport/bike lanes; housing) to mitigate anger and hostility from local population.

◇ **Resource Sharing:** As occurs in computer mfg., where one (Chinese) company builds computers for many different firms on same mfg. lines.   Competing companies sharing resources, esp. amenities like gym/exercise, cafeteria, auditorium, transportation.

What Facebook's New Frank Gehry-Designed Headquarters Will Look Like

The tilted roof in the background is like a Gehry design, but not too over the top.

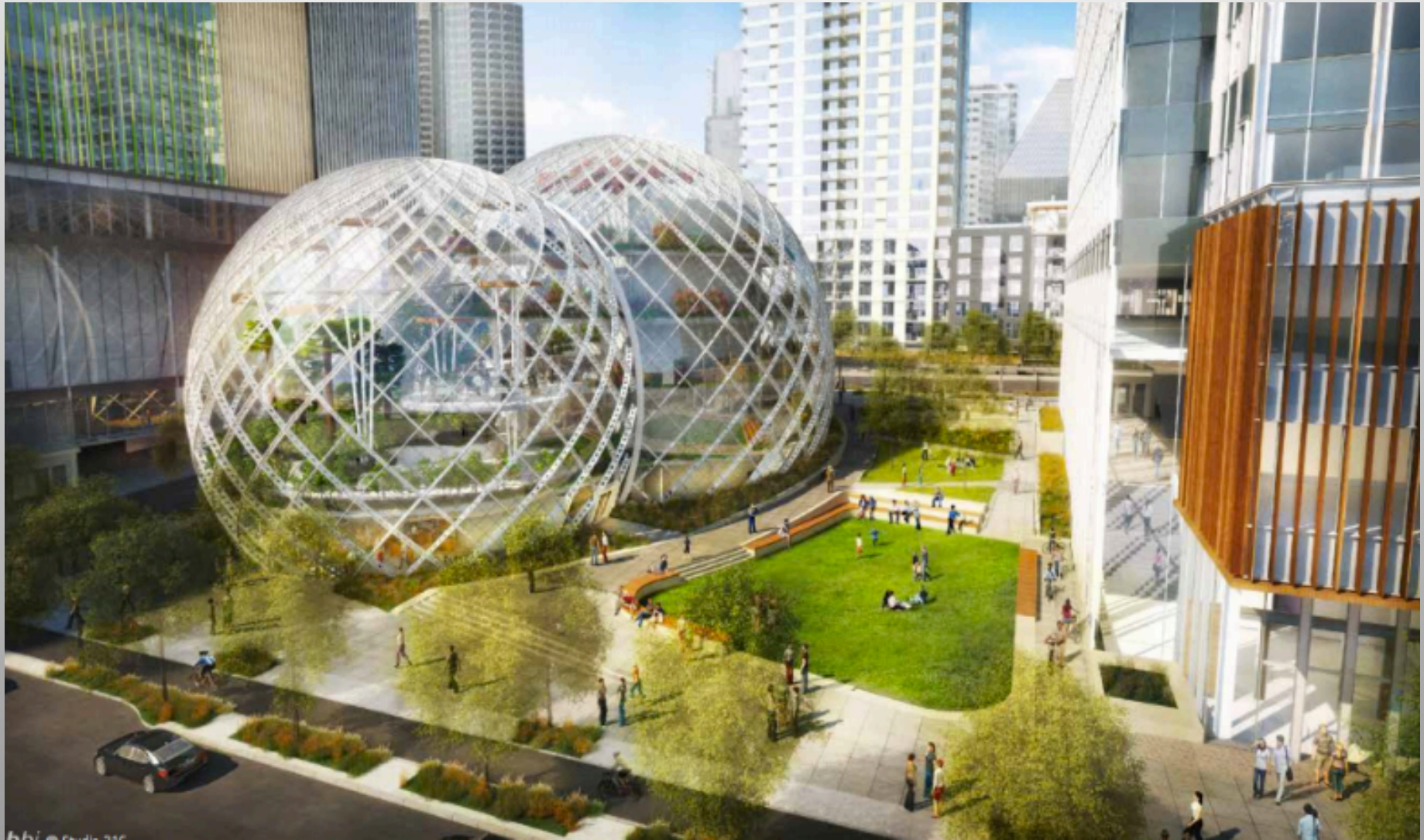# What Facebook's New Frank Gehry-Designed Headquarters Will Look Like

⟳ Share

Here's the results: rows of desks and meeting rooms clustered throughout the building. You'll be able to walk from one end to the other without passing through a door. Note the looping ramp in the upper left—that gets you from the basement to the first floor to the roof.

Previous

Amazon-Seattle

Twitter—San Francisco

City Involvement: Bogota bicycle Lanes/Buses

IMPLEMENTATION: The city constructed 300km of bicycle lanes that connect several networks.   The paths are most extensive in heavily populated areas. There are additional paths that lead to suburban and low income neighborhoods. These extensive paths are what makes the Bogota system innovative. While other cities have installed bike paths in the past, they focus on city centers. Providing paths to the outer areas of the city makes the system accessible and practical for more citizens. All the routes lead to major capital centers. The links the bike paths create to the city enable workers to commute with greater ease. In addition, the city has adopted Car-free   Sundays, known as "Ciclovia." These days prohibit car usage during certain hours thus further encouraging a positive outlook on biking.

www.idrd.gov.co

Source: Madeline Nelson
DEA 2550 2013

RESULTS: The extensive biking network the city implemented inspired other cities to create extensive bike lanes and make efforts to reduce traffic congestion. This result was unexpected but has positive results for the environment overall. In Bogotá, more biking led to a lifestyle change amongst citizens. This newly active lifestyle decreased the likelihood of citizens becoming overweight or obese. Since the construction of the lanes, bike usage has increased 5 times in the city. People save money by commuting via bicycle because they don't have to pay for gas. Bogotá officials are looking to the example of other cities, such as New York, which have initiated bike share programs that allow daily bike rentals at several station.   Implementing this would allow the city to blend it's strong public transportation with the access to great bike paths.

ZAPPOS.COM DOWNTOWN

New, urban office

Old, suburban office

LAS VEGAS, NEVADA
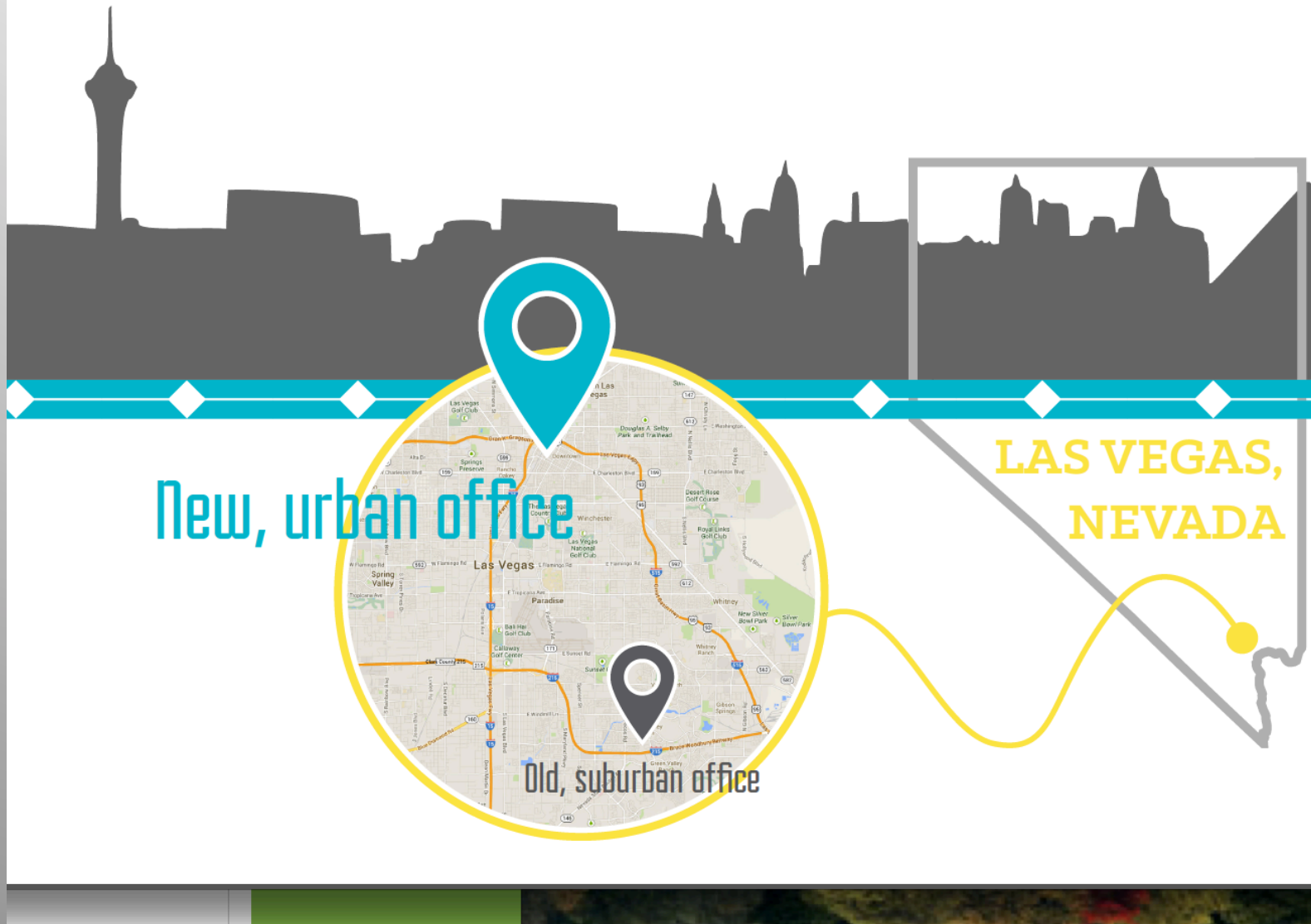
THE COWORKING STRATEGY

By sponsoring spaces for start-ups and passionate professionals to come together, Downtown Project and Zappos have created a community of innovative workers, poised to create innovative solutions for the local community.

BRINGING TOGETHER

DIVERSE POPULATIONS

TO SOLVE COMPLEX PROBLEMS.

BY SHARING ACCESS TO SPACE
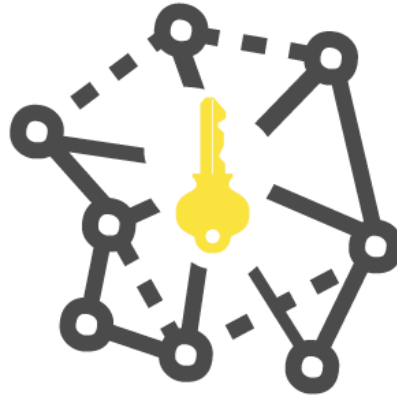
COMPANIES HELP OFFSET COSTLY AND CARBON INTENSIVE PERSONAL OFFICE SPACE.

Putting these spaces in proximity to new urban parks to free up more space for work and offers central destinations for meeting and informal collaboration. What's more sustainable than work in a park? Providing green roofs for new development also helps to make the practice a little more sustainable.
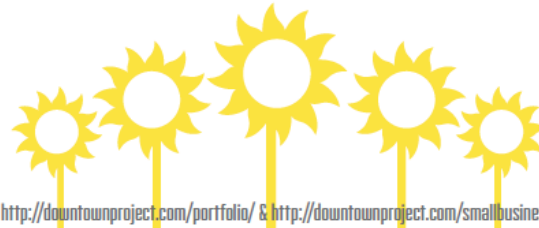
By curating a small, yet flexible group of investments in the community, Zappos is helping businesses

ATTAIN
SUSTAINABILITY
GOALS

without sacrificing other business objectives.

Downtown Project has funded a plethora of sustainable minded companies, but their efforts in a few ventures shows how they envision a unique view of sustainability.

ONE OF THE MORE GENIUS ONES

helps companies more sustainably rightsize their fleets and helps employees leave the office without driving there themselves.

LOCAL MOTION

helps facilities managers develop more sophisticated analytics to streamline fleets to ensure the right vehicles are used for the right jobs.

Future Workplace Strategies

Performance OBSTACLES

✧ Either/Or thinking

   ➤ Order vs. Disorder

   ➤ Standardization vs. Choice (diversity)

   ➤ Efficiency vs. Effectiveness

   ➤ Needs vs. Wants

- *Workstation design/ layout*
- *Activity setting design*
- *Storage alternatives [physical/electronic]*

Design & Technology

- *Computer hardware/ software*
- *Telephony & tele-communications*
- *Furniture*

- *Office*
- *Home*
- *Satellite office/telework center*

Physical settings

- *Customer site*
- *Airports/airline clubs*
- *Car/airplane/train*
- *The City*

- *Formal/informal use policies*
- *Protocols/etiquette booklets/training*

Management/Change Processes

- *Types of communication [e.g. newsletters. hotline]*
- *Employee involvement [surveys, task forces, mock-ups, site visits]*

The Ecology of *Place*

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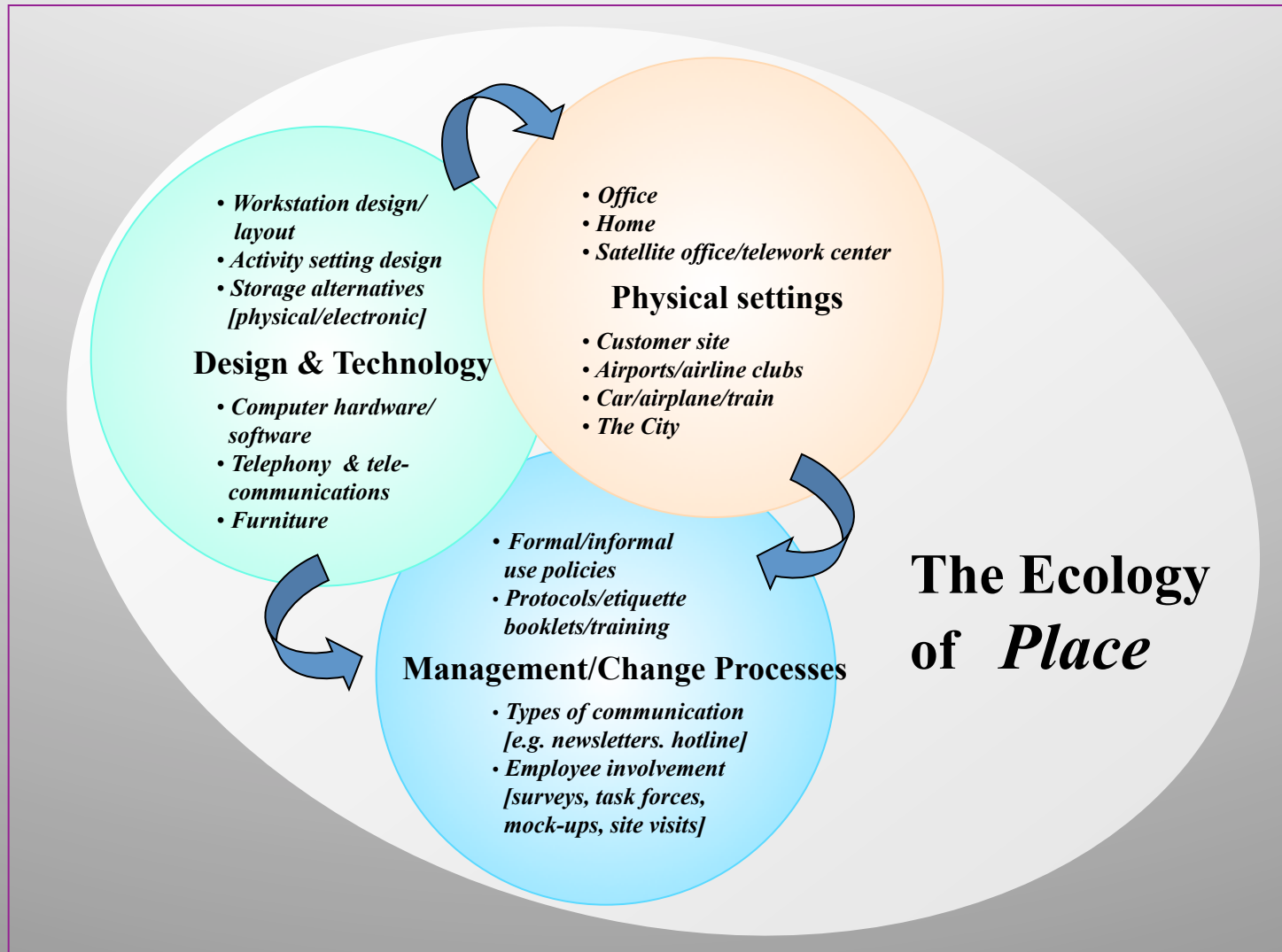
The Larger Question

What Kind of World Do We Want To Live In?

✧ Even greater blurring of corporate, civic, and personal lives—and the boundaries between.

✧ Do we care?

✧ Who decides?

✧ Big Data: "They're Watching You At Work" (*Atlantic,* Dec. 2013)