Pushing to “WOW” – Building Trust for Bold Workplace Innovation

Ellen Keable, Associate AIA
Principle, Workplace Strategies, Jacobs

May 4-5
Montreal, Quebec, Canada
/// The Fairmont Queen Elizabeth
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Log into the Attendee Service Center
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Meet Our Presenter:

Ellen Keable
Jacobs Workplace Strategies
Review Session Learning Objectives

1. **Orchestrate** a workplace process to ensure support and advocacy for organizations undergoing significant change.

2. **Leverage** existing change processes and internal change agents for dialogue, critique, and orientation to new ways of working.

3. **Measure** success to inform corporate standards and FM process for large, diverse, dynamic companies.
The Client and Project Context

- Reinventing Organization for Rapid Business Change
- Very Cost Conscious
- Maximize Real Estate Assets, Efficient FM
- Multiple Parallel Projects, Tasks with Aggressive Schedule
- Ongoing Workplace Strategy
- Pilot Opportunity
- Change Ready - Test to “Fail”
Values and Drivers

Core Values:
• Caring, Committed, Creative, Collaborative

Project Drivers:
• Agile
• Best Practices
• Collaboration
• Productivity
• Mobility and Choice
• Efficiency

Working together, we are...
Project Governance & Engagement

- Engagement and Transparency
- Co-Creators in Strategy and Design
- Senior Management Leadership champions
- People Leaders
- Facilities Team
- Working Groups
- Change Agents
Discovery Process/ Data Collection

- Pre- and Post-Occupancy Surveys
- Focus groups
- Working Groups
- Observations
- Design Concepts Review

Chain

Hub

Set

Web
Discovery Process/ Key Findings

Best:
- Collaboration
- Communication
- Connection to Team
- Flexibility

Worst:
- Noise
- Interruptions
- Collaboration Technology
- Whiteboarding
- Scarce Meeting Space
- Personal Space
## Discovery Process/ Key Findings

<table>
<thead>
<tr>
<th>Work Patterns</th>
<th>Whole</th>
<th>PMO/BPE</th>
<th>DM</th>
<th>WPR</th>
<th>ALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk Bound</td>
<td>43%</td>
<td>47%</td>
<td>38%</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>Internally Mobile</td>
<td>38%</td>
<td>35%</td>
<td>23%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Externally Mobile</td>
<td>19%</td>
<td>18%</td>
<td>23%</td>
<td>14%</td>
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</table>

#### Desk Bound Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Whole</th>
<th>PMO/BPE</th>
<th>DM</th>
<th>WPR</th>
<th>ALL</th>
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</thead>
<tbody>
<tr>
<td>Interacting</td>
<td>40%</td>
<td>38%</td>
<td>39%</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>Concentrating</td>
<td>60%</td>
<td>62%</td>
<td>61%</td>
<td>66%</td>
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#### Internally Mobile Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Whole</th>
<th>PMO/BPE</th>
<th>DM</th>
<th>WPR</th>
<th>ALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interacting</td>
<td>68%</td>
<td>67%</td>
<td>69%</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Concentrating</td>
<td>32%</td>
<td>33%</td>
<td>31%</td>
<td>41%</td>
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</tr>
</tbody>
</table>

#### Externally Mobile Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Whole</th>
<th>PMO/BPE</th>
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<th>WPR</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Interacting</td>
<td>46%</td>
<td>29%</td>
<td>44%</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Concentrating</td>
<td>54%</td>
<td>71%</td>
<td>56%</td>
<td>58%</td>
<td></td>
</tr>
</tbody>
</table>

- Pilot Groups
- Less Desk Bound
- More Internally Mobile
- Variety of team structures, activities
Discovery Process/ Activity Based Working

- “Yo-Pro’s” Group
- User Experience Metaphor
- NC State Hunt Library
Discovery Process/ Engaged Design

- Exploring Activity Settings
- Co-creating
- Visualizing
- Transparent Design Process
Workplace Strategy/ Zoning

- Neighborhoods
- Focus Areas
- Collaboration Areas
- Public Space on Circulation Routes
Work Settings
Work Settings for Choice

- **Enclaves** for individual focus and choice
- **Project Room** for focused group
- **Living room**: Break area with informal collaboration with meeting space
- **Collaborative work tables**
- **Multiple individual work setting options** for increased choice
- **Team Studio space** for small team collaboration with increased technology and whiteboards
- **Delicated lockers** for individuals’ storage near workspaces
- **Huddle Rooms** for small focused meetings
- **Increased conference rooms** for enclosed collaboration
- **The Park**: Collaborative work tables, focused work settings and a variety of open meeting spaces equipped with technology and whiteboards
# Workplace Strategy/ Work Settings

## Individual Work Setting Example

<table>
<thead>
<tr>
<th>Individual</th>
<th>Neighborhood</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Setting</td>
<td>Studio</td>
<td>Enclave</td>
</tr>
<tr>
<td>Studio</td>
<td>Enclave</td>
<td>Huddle Room</td>
</tr>
</tbody>
</table>
Existing Work Settings
Workplace Strategy/ Work Settings

The Park

<table>
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<th>Individual</th>
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<tbody>
<tr>
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<td></td>
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<td>Project Room</td>
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<td></td>
<td>Conference Room</td>
<td>Living Room</td>
</tr>
<tr>
<td></td>
<td>Park</td>
<td>Perch</td>
</tr>
<tr>
<td></td>
<td>Quiet Zone</td>
<td></td>
</tr>
</tbody>
</table>

interiors@jacobs.com
## Workplace Strategy/ Work Settings

### Quiet Zone

<table>
<thead>
<tr>
<th>Individual Work Setting</th>
<th>Neighborhood Work Setting</th>
<th>Community Setting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio</td>
<td>Enclave</td>
<td>Conference Room</td>
</tr>
<tr>
<td>Studio</td>
<td>Huddle Room</td>
<td>Living Room</td>
</tr>
<tr>
<td>Studio</td>
<td>Project Room</td>
<td>Park</td>
</tr>
<tr>
<td>Perch</td>
<td></td>
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<tr>
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</table>

![Workplace Strategy Diagram](image-url)
Workplace Strategy/ Work Settings

People Leaders - “Landing Pads”
Workplace Strategy/ Technology

- Enabling Individual Mobility
- Collaborative Tools
- Meeting Rooms that Work
- Special Tech Support on site Day 1
Workplace Strategy/ Work Settings

- Integrate Technical and People sides of Change
- Leverage Existing Change Agents and Processes
- Carry Over from Working Groups
- Leadership/ Agents Partnership
- Ambassador “Tour Guides”

Team Structure & Sponsorship

Integrated Team Project & Change Management

Groups’ Sponsors & Their Change Agents

Sponsor on the team

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Change Management

What’s changing?
- Share Vision
- Correct Info
- Include WHY

How does it affect me?
- Discussion Q&A, Blog
- Visualize
- Experience

Do I have a say?
- Input
- Alternatives & Choice
- Group Protocols

What do I need to do & when?
- Schedule
- Tasks
- Teams

Move & Occupancy
- Hands-on Assistance
- Welcome Guide, Quick Tips
- Fine-Tune, Evaluate

Working Groups & Subteams
Champions & Change Agents
## Change Management

<table>
<thead>
<tr>
<th>OUR Needs</th>
<th>Design Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration</strong></td>
<td>The new workplace will provide more places for formal and informal collaboration: Huddle Rooms, Living Rooms, and more Meeting rooms.</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>The new workplace will zone for activity levels – focus, mobility and interaction. There will be more places for individuals to choose from for Focus: Enclaves, Quiet zones or open work areas free from distraction.</td>
</tr>
<tr>
<td><strong>Choice</strong></td>
<td>The new workplace will provide a range of space types that can be self-selected to support the work at hand: Open team space, open individual spaces, Living Rooms and collaborative spaces, enclaves and huddle rooms.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Technology is a tool for work. The new workplace provides a consistent approach to technology for enclosed meeting rooms and enabled open spaces for collaboration. We are exploring solutions for individual workspace technology (e.g., universal docking stations) which will be resolved before move-in.</td>
</tr>
</tbody>
</table>
New Ways to Work

FLEXIBLE SPACE - FLEXIBLE GUIDELINES

Your Change Agent and WPR have defined protocols for how to use and share the new spaces in Building 400.

For each type of space, there are guidelines for:

• Time usage and reservations
• Noise
• Food in spaces
• Cleaning up when you leave

Protocols help define what “BE CONSIDERATE” means when we share a variety of spaces for different need. We expect to learn and adjust expectations during the Pilot evaluation.

Be Considerate!

When working in this open work environment, please remember to:

• Keep personal conversations low
• Have group conversations in community areas
• Leave neighborhood and community spaces neat and tidy: clean the white board, discard excess paper and trash
• Clean your desk and put work materials in your locker or file drawer when you leave for 2-3 hours; and at the end of the day
• Return mobile furniture to proper location for others to use
• Respect other people’s privacy and property
## OUR Community Work Spaces

<table>
<thead>
<tr>
<th>Living Room</th>
<th>Park</th>
<th>Quiet Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td>A place to catch up and be social</td>
<td>A place to collaborate or work alone in the open office environment</td>
<td>A place to work undisturbed in a variety of open work settings</td>
</tr>
<tr>
<td>• No time limit</td>
<td>• 2 hour limit for Media Scape</td>
<td>• No time limit</td>
</tr>
<tr>
<td>• Be considerate to others</td>
<td>• Be considerate to others</td>
<td>• No phone calls</td>
</tr>
<tr>
<td>• Food is allowed</td>
<td>• Food is allowed</td>
<td>• No conversations</td>
</tr>
<tr>
<td>• Take all belongings with you when leaving</td>
<td>• Take all belongings with you when leaving</td>
<td>• Mute computers &amp; cell phones</td>
</tr>
<tr>
<td>• Dispose of all trash</td>
<td>• Dispose of all trash</td>
<td>• Food is allowed</td>
</tr>
<tr>
<td>• Return furniture back to proper location</td>
<td>• Clean white board</td>
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What spaces to use when

“What do we do with all this flexibility?”

Everyone’s day consists of different work modes. When in those modes each individual can now choose a space that makes them feel comfortable, productive and efficient. With the new space types everyone should find a space that suites them in their tasks.

Here are combinations that could work for you:

<table>
<thead>
<tr>
<th>Chat</th>
<th>Create</th>
<th>Group Focus</th>
<th>Co.Create</th>
<th>Divide &amp; Conquer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living Room</td>
<td>Individual Work Setting</td>
<td>Studio</td>
<td>Studio</td>
<td>Individual Work Setting</td>
</tr>
<tr>
<td>Park</td>
<td>Focus Room</td>
<td>Huddle Room</td>
<td>Huddle Room</td>
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<table>
<thead>
<tr>
<th>Group Problem Solving</th>
<th>Formal Group Meetings</th>
<th>Individual or Group Respite</th>
<th>Group Production</th>
<th>Warm Up, Cool Down</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Room</td>
<td>Project Room</td>
<td>Focus Room</td>
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Measuring Success/ KPIs

- Employee & Leadership Ratings
- Ease of Mobility
- Choices Used
- Cross-function Team Support & Awareness
- SF/Person
- Cost
- Agility for Change
**SUCCESS**
- Flexibility & Choice
- Collaboration & Learning
- Ability to Focus
- Reduced Noise & Interruptions
- White Boarding
- Media Technology
- Socialization
- Private Conversations
- Meetings
- Change process

**CONCERN**
- People Leaders’ Landing Pads
- Noise & Interruptions

**MIXED**
- Connection to Team
- Communication Storage

**Improvement:**
- 46% for Collaboration
- 32% for Focus
- 35% for Socialization

**Efficiency:**
- Sharing Ratio 1.16:1
- 17% Savings in USF per Work Seat
- 15% Savings in Furniture $/person

**Culture:**
- 96% I’m proud of our new space
- 89% I love our new space

Measuring Success/ Findings
Measuring Success

89%
“It was easy to settle in and learn to use our new space.”

98%
“I was given the information I needed about our new space prior to the move.”

100%
“Touring the new space before the move was useful.”

86%
“I feel our group’s needs were well addressed in the planning process.”

87%
The SharePoint site provided useful information.”

92%
“Presentations to my group were timely.”

96%
“The communications about the design of the new space were easy to understand.”
Key Learnings

Activity Based Working
- For internal mobility
- Efficient
- Choice for work styles
- Trust to test

Engagement Works
- Leadership
- Co-creation
- Honesty

Facilities Management Benefits
- Simplifies onboarding and change
- Takes adjustment – give it time
- Makes staff more self-sufficient to get & use space they need
How Many Sprinkles Do We Get?

Factors for “WOW” Workplace

- Focus and Collaboration
- Champion Leadership
- Frequent Change
- Visitor Use
- Mobile Technology
- Diverse Workstyles
- Well-Being Focus

From Now to WOW - what’s next?
Unassigned workspaces don’t work well for people who come to the office every day.

Engaging employees as partners during design development is important for building trust and support.

A Quiet Zone is a place for quiet discussions.

The 300 person size of the pilot project allowed testing of many furniture and work setting arrangements that a smaller pilot could not.

Managers found that having a standing height workstation encouraged people to come talk to them.
THANK YOU!

Be sure to evaluate the session online at the Attendee Service Center

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