GUIDING PRINCIPLES
For The Implementation Of Your Workplace Strategy

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Welcome!

Learning Objectives:

• How to define and develop the Planning and Data Management principles that can be used throughout the implementation of your Workplace Strategy.

• How to link the ‘tactical to the strategic’ in both Planning and Data Management in order to provide a measurable foundation and define the appropriate metrics.

• How to develop a simple method to score your current situation and allow for identification of improvements.
INTRODUCTION
“People think of execution as the tactical side of the business, something leaders delegate while they focus on the perceived “bigger” issues. This idea is completely wrong. Execution is not just tactics – it is a discipline and a system. It has to be built into a company’s strategy, its goals and its culture. And the leader of the organization must be deeply engaged in it.”
Our Observation...

60-70% of a portfolio is not ready to implement a new Workplace strategy – it needs some sort of “trigger” to occur.
Challenges to WP Implementation – Business Environment

1. Business headcount change coming impacting future plan
2. Regional business strategy being developed – cannot act yet
3. Business case missing – cost too high, payback too long
4. Building layout not conducive to new workplace plan
5. Lease term negates opportunity
6. Business does not want the change
7. Site to be vacated shortly
8. Legislation
9. Security
10. Market conditions.
11. Etc…
Challenges to WP Implementation – Available Information

1. “I didn’t know we had a building there”
2. “What do you mean we don’t have a drawing of that space”
3. “What is the headcount”
4. “What is the occupancy”
5. “Why is the lease number so much larger than the plans”
6. “The floor doesn’t look like that”
7. “100% vacancy is good – it means we can react to a business need”
8. “Telling us a group moved a month afterwards is not soon enough”
9. “That SF includes the mechanical room on the roof, we can’t use that”
10. “He isn’t supposed to have two offices”
11. “The capacity of the building changes with the amount of mobility, that is why that number never is the same”
12. Etc.....
Continuing the Portfolio Statistics

Developing Trigger… 60% – 70%
Further Study… 10% – 20%
Not Required… 10% – 15%
Project Underway… 5%
If you renovate **5%** of the portfolio every year, it will take you **20 years** to implement a *new* workplace strategy across your portfolio.
Keeping pace with the speed of change

Workforce Transition every 5 years

Business Change every 3 years

Technology Change every 18 months

Workplace Change every 10 years

Building Revitalization every 40 years
Audience Question?

How many people know of a firm that has implemented their workplace strategy across their entire portfolio?

Definition of a Portfolio
5 Million SF, Corporate Offices in 10 countries
Recognizing the Global Challenge

Five - Data Management Principles

Five - Planning Principles

Workplace Strategy Neutral
Facility, space and occupancy data, captured and reported as part of on-going project and/or business as usual activity, typically captured in a CAFM/IWMS application.

Example:
Space classification, vacancy, occupancy, capacity, lease and headcount and organization
Provide ongoing strategic and daily operational planning to create projects to address the space and occupancy needs of the business units all in compliance with the established workplace strategy.

Example:
Stacking plans, test fits, occupancy strategies, facility strategies, consolidation plans, MAC.
PLANNING PRINCIPLES
Planning Principle #1

Planning is an activity that merits a dedicated focus and occurs on activities of all sizes.
Workplace Strategy - 52 Things You Need to Consider

Paradigm Shift
Globalization
Managing a Global Real Estate Portfolio
Mergers and Acquisitions
T.A.R.P.E.
Sharing Economy
Space Efficiency and Effectiveness
Productivity
Speed to Innovation
Engagement
Generational Shifts

Organizational DNA
Integration
Industry
Regional Influences
Demographics
Organizational Structure
Work Style
Culture
Social Networks

Organic social networks are forming within the workplace. It’s important to understand the relationships and interactions that link people and the specific dynamics of how an organization functions.

Leveraging the way people connect across informal communication paths and processes can help key influencers improve knowledge transfer and drive workplace change.

Hierarchy of Needs
Health and Wellness
Wellbeing
Mindfulness
Personalization
Flexibility
Mobility
Go-bility

Up to 30% of today’s employees are contingent workers. Many of these people embrace go-bility in which they can work at various sites outside the office and home.

Even among full-time employees, the ability to work remotely has changed the way we manage corporate real estate. Leveraging go-bility can help optimize space and accommodate growth.

Branded Places
Curated Experiences
Privacy
Acoustics
Engineer Thinking
Biophilia
Security
Tech-enabled
Carbon Neutral
Regeneration

We only have one Earth. We need to design places that don’t compromise the environment we leave for the next generation.

By leveraging biomimetic design principles from nature, we can evolve beyond green. The spaces we create must go beyond sustainability to restore, renew or revitalize our environment.

Choice and Variety
Activity-based Working
Neighborhood Choice
Environments
Coworking
Space Fusion
Adaptable
Smart Buildings and Big Data
Continuous Improvement
Change Engagement
Success Factors
Innovations
Disruptors
Transformation
Rise of the Human Factor

The most valuable assets in any space are the people.

We need to design spaces that reflect our humanity by creating environments that support well-being and engagement, we can drive innovation and productivity.
Facility Plan

Ecosystem of many spaces
Responsibility Matrix – An Organizational Tool to Ensure Planning Occurs on All Activities

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Main Defining Criteria</th>
<th>End-to-End Process Ownership</th>
<th>Functional Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAC</td>
<td></td>
<td>Onsite Planner</td>
<td>Onsite Planner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>OPERATIONAL RESOURCES</th>
<th>PROJECT FUNDED RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor Project</td>
<td>RE Manager</td>
<td></td>
</tr>
<tr>
<td>Major Project</td>
<td>Asset Mgt Prime</td>
<td>RE Manager</td>
</tr>
<tr>
<td>Strategic Project</td>
<td>Onsite Planner (+ addtl res)</td>
<td>Asset Mgt Prime</td>
</tr>
<tr>
<td>Minor Lab/Technical Project</td>
<td>RE Manager</td>
<td>BU, IS, FM (as req'd)</td>
</tr>
<tr>
<td>Major Lab/Technical Project</td>
<td>RE Manager</td>
<td>BU, IS, FM (as req'd)</td>
</tr>
</tbody>
</table>
Audience Questions?

Is it possible to **MAC yourself away** from a workplace strategy?

Is it possible to **MAC your way into** a workplace strategy?
Planning Principle #2

Planning occurs before a project direction is chosen.
## Pre-Project Planning

<table>
<thead>
<tr>
<th>Planning Deliverable</th>
<th>Planning Recommendation</th>
<th>Planning Brief</th>
<th>Supplemental Planning Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliverable Description</strong></td>
<td>Complete analysis of the existing conditions, variance to targets outlined via current planning approach, options for consideration, advantages &amp; disadvantages, and resulting recommendation for scope of change.</td>
<td>Summary document includes of project description, general scope of works, and concept for implementation; to be used by project team to go to the local market to engage resources for the further development of the project.</td>
<td></td>
</tr>
<tr>
<td><strong>Planner Role</strong></td>
<td>Assessing COMPLETE planning challenge, and developing potential options to address</td>
<td>Documenting all known information for COMPLETE project (for approved option). To include all info known at time of preparation.</td>
<td>Advocate for Project Intent.</td>
</tr>
</tbody>
</table>
Separate Planning from Project Management

**Planner**
- Plans required work
- Understands the logic behind the strategy
- Links strategy with reality
- Numbers and design oriented
- Deliverable is a recommendation
- Can work remotely

**Implementer**
- Implements planned work
- Understands the strategy and what needs to be done
- Doer mindset
- Activity oriented
- Deliverable is physical work completed
- Needs to be onsite
Planning Principle #3

Planning is primarily an analysis activity.
# Space Calculator

**Space List needs for Group A**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SPACE TYPE</th>
<th>QUANTITY</th>
<th>ASF</th>
</tr>
</thead>
<tbody>
<tr>
<td>OFFICE PROGRAM</td>
<td>Workstation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enclosed Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Drop In</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Proj Studio (5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dept Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dept Copy/Print</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Storage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Collaboration</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meeting Room</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Garage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Purpose Space</td>
<td>Library</td>
<td></td>
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<td></td>
<td>Customer Facing</td>
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<td></td>
<td>Laboratory</td>
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<td></td>
<td>Training</td>
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<td></td>
<td>Hardware</td>
<td></td>
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<td></td>
<td>MultiMedia</td>
<td></td>
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<tr>
<td></td>
<td>Lab Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORT SERVICES PROGRAM</td>
<td>Coffee</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Voice Data</td>
<td></td>
<td></td>
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<td></td>
<td>Corp Copy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conference L</td>
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<td></td>
<td>Conference M</td>
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<td></td>
<td>Conference S</td>
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<td></td>
<td>Phone Booth</td>
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<td></td>
<td>Emp Services</td>
<td></td>
<td></td>
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<td></td>
<td>Security</td>
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<tr>
<td></td>
<td>Storage</td>
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<td></td>
<td>Video Conf</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Mail Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kitchen</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Cafeteria Seat</td>
<td></td>
<td></td>
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<td></td>
<td>Wellness</td>
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<td></td>
<td>Fitness</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Exec Brief Ctr</td>
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</tr>
<tr>
<td></td>
<td>Auditorium</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PROGRAM TOTALS - RECOMMENDATION**

<table>
<thead>
<tr>
<th>SEATS</th>
<th>USF</th>
<th>RSF</th>
<th>PS/SEAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0.00</td>
<td></td>
<td>0.00</td>
</tr>
</tbody>
</table>
Planning Principle #4

Portfolios evolve via delivery of individual projects.

HOK Toronto Office
Planning Principle #5

Portfolio Planning should include a “bottom up” analysis.
Summary of 5 Planning Principles

1. Planning is an activity that merits a dedicated focus and occurs on activities of all sizes.
2. Planning occurs before a project direction is chosen.
3. Planning is primarily an analysis activity.
4. Portfolios evolve via delivery of individual projects.
5. Portfolio Planning should include a “bottom up” analysis.
DATA MANAGEMENT PRINCIPLES
Data Management Principle #1

Collect only the data needed.
Reporting
Data Management Principle #2

Maintain a clear system of record.

- Ownership
- Integrity
Data Ownership

Process: Lease/Building Data Management Process

Master Data Mgmt.
- Submit Change request for Building data updates
- Main use Office Type
- Building Status
- Building Name
- Address

Asset Manager
- Submit Change Request for Building Closure
- Submit Change request for Lease updates
- Other Notifications:
  - Finance Controller
  - IDP Master Data Mgmt.
  - S&P Asset Mgr.
  - FM Space Contact
  - TDS Data Mgmt.

Lease Admin
- Mark Lease record 'Archived'
- Mark Building Record 'Closed'
- Update portfolio change report
- Review change requests and make necessary updates
- Email notification to requester and other parties

FM Contact for Space
- Coordinate closure of drawings/data/occupancy/allocation with FM

Space Data Mgmt.
- Submit Change request for Manual building updates
- NIA Workstations
- Occupancy
Data Flow
Data Management Principle #3

Use recognized standards.
## Space Classifications

<table>
<thead>
<tr>
<th>OS&amp;CRE</th>
<th>Manhattan Space Types</th>
<th>Workplace Function</th>
<th>Workplace Setting</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Auditorium</td>
<td>Auditorium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mail</td>
<td>Mail / Delivery Services</td>
<td>Mail</td>
<td>Mail / Delivery Services</td>
<td>Corporate mailroom and depot, generally located near Shipping &amp; Receiving.</td>
</tr>
<tr>
<td>Mail Support</td>
<td>Mail Support</td>
<td>Mail Support</td>
<td>Any other space within the 'Mail Footprint' that is not readily categorized into one of the other Mail classes</td>
<td></td>
</tr>
<tr>
<td>Audio/Visual Room</td>
<td>Audio/Visual Room</td>
<td>Audio/Visual Room</td>
<td>Equipment room supporting technology in various meeting room types</td>
<td></td>
</tr>
<tr>
<td>Boardroom</td>
<td>Boardroom</td>
<td>Boardroom</td>
<td>Meeting space designed for large gatherings of very senior firm leadership</td>
<td></td>
</tr>
<tr>
<td>Conference Room</td>
<td>Conference Room</td>
<td>Conference Room</td>
<td>Conference - Video</td>
<td>Space specifically designed for groups of people to interact on an occasional basis having appropriate seating and other amenities to support this activity with added technology.</td>
</tr>
<tr>
<td>Breakout</td>
<td>Breakout</td>
<td>Breakout</td>
<td>Breakout</td>
<td>1-4 person open collaboration space</td>
</tr>
<tr>
<td>Conference - Support</td>
<td>Conference - Support</td>
<td>Conference - Support</td>
<td>Conference - Support</td>
<td>Space specifically designed to support operations of a conference room.</td>
</tr>
</tbody>
</table>

### Space Planning Guidelines

- **OS&CRE Manhattan Space Types**
- **Meeting**
  - Small meeting Area w/ tech
  - Large meeting Area w/ tech
  - Large meeting Area w/o tech
  - 5+ person open collaboration space
  - 1-4 person open collaboration space
  - 13-20 Person enclosed meeting room
  - 5-10 Person enclosed meeting room
  - 3-6 Person enclosed meeting room
  - 1-2 Person Non-bookable room (In some cases may be a furniture solution ie Pod)
  - 7-12 Person enclosed meeting room
  - 1-4 Person enclosed meeting room

- **Mail**
  - Mail
  - Corporate mailroom and depot, generally located near Shipping & Receiving.

- **Conference - Video**
  - Conference - Support
  - Space specifically designed to support operations of a conference room.

- **Breakout**
  - Breakout
  - Small meeting Area w/ tech
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  - 7-12 Person enclosed meeting room
  - 1-4 Person enclosed meeting room
Data Management Principle #4

Data should always be accurate.
Data Integrity
Data Management Principle #5

Data should be ‘Live in Real Time’.
Timely Updates
Summary of 5 Data Management Principles

1. Collect only the data needed
2. Maintain a clear system of record
3. Use recognized standards
4. Data should always be accurate
5. Data should be “Live in Real Time”
How many of you believe these Principles will help with the implementation of a Workplace Strategy?
THE LINK....
Principles to Implementation of WP Strategy

• In place and or implemented as part of your WP Strategy
• Information flow is essential
• What happens if…
  • You have no consistency in process
  • You have no measurement standards
  • You have no common elements to assess
• Projects built outside of WP Guidelines cannot be tracked
• Comparison of before and after is not possible
## Planning Elements

<table>
<thead>
<tr>
<th>Roles and Responsibilities</th>
<th>Processes</th>
<th>Test Fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Planning Deliverables</td>
<td>Planning Recommendations</td>
<td>Concept Sketch</td>
</tr>
<tr>
<td>Project Type Development</td>
<td>Planning Briefs</td>
<td>Adjacency Standard</td>
</tr>
<tr>
<td>Activity Responsibility Matrix</td>
<td>Data Collection / Programming</td>
<td>Utilization Studies</td>
</tr>
<tr>
<td>Planning is separate from Delivery / Implementation.</td>
<td>Space calculator</td>
<td>Workplace Strategy</td>
</tr>
<tr>
<td>Occupancy Project</td>
<td>Building Stacking tool</td>
<td>Planning Recommendations</td>
</tr>
<tr>
<td></td>
<td>Supply / Demand</td>
<td>Portfolio Plan</td>
</tr>
<tr>
<td></td>
<td>graph tool</td>
<td>Portfolio Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support</td>
</tr>
</tbody>
</table>
## Data Management Elements

<table>
<thead>
<tr>
<th>Key data elements for Planning Reports</th>
<th>Drawing Integrity Data Integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glossary of Terms</td>
<td>Monthly Data Quality Reports</td>
</tr>
<tr>
<td>System of Record Spreadsheet</td>
<td>Monthly Space Management Reporting</td>
</tr>
<tr>
<td>System Set up and Polices</td>
<td>Data Management Documentation and Processes</td>
</tr>
<tr>
<td>CAD Standards</td>
<td>Maintain 'As Built' &amp; Polyline Spaces</td>
</tr>
<tr>
<td>CAFM Standards</td>
<td>&quot;Occupancy Tracking Processes, MAC's and Projects&quot;</td>
</tr>
<tr>
<td>Space Classification Hierarchy</td>
<td></td>
</tr>
</tbody>
</table>
Measures the supporting elements

Actions that can be taken to improve the quality and effectiveness of the data

- Data Management Principles…
- Practice Scorecard…
- Improvement Plan…
- Continued Results.

### Planning and Data Management Scorecards

**Practice Application Scorecard - Data Management**

Assessment of the Data Management practice on each account. How effectively has the practice been established? What are the potential areas for improvement? Seeking to understand how the service is currently being delivered (tools & efficiency), and develop an improvement plan where possible.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Element</th>
<th>Rollup Score</th>
<th>Area of Question</th>
<th>Current Status</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Define only the data needed.</td>
<td>Key data elements for Planning</td>
<td>2.0</td>
<td>Occupancy, capacity, type, status, measured area, Bldg ownership, allocation (brick/plants or not), etc.</td>
<td>Documented, rules established and clearly understood.</td>
<td>GREEN</td>
</tr>
<tr>
<td>2. System of Record.</td>
<td>System of Record spreadsheet</td>
<td>3.0</td>
<td>Tools and is clearly defined.</td>
<td>UNDERSTOOD and adhered to.</td>
<td>GREEN</td>
</tr>
<tr>
<td>3. Use recognized standards.</td>
<td>CAD Standards</td>
<td>3.0</td>
<td>Defined and documented.</td>
<td>GREEN</td>
<td>ACTION</td>
</tr>
<tr>
<td>4. Data should always be accurate.</td>
<td>Occupancy Tracking Processes MACs and Projects</td>
<td>3.0</td>
<td>Established and defined ‘run around’ times for updates.</td>
<td>RED</td>
<td>ACTION</td>
</tr>
<tr>
<td>5. Maintain ‘As Built’ &amp; PEP space.</td>
<td>Data Management Documentation and Processes</td>
<td>1.0</td>
<td>Key processes identified and developed.</td>
<td>GREEN</td>
<td>ACTION</td>
</tr>
<tr>
<td>6. Data should be ‘Live in Real Time’.</td>
<td>Monthly Data Quality Reports</td>
<td>1.0</td>
<td>Weekly report prepared and distributed.</td>
<td>RED</td>
<td>ACTION</td>
</tr>
<tr>
<td>7. Monthly Space Management Reporting</td>
<td>Data Management Processes and Procedures</td>
<td>1.0</td>
<td>Monthly metrics report prepared and distributed.</td>
<td>GREEN</td>
<td>ACTION</td>
</tr>
</tbody>
</table>

**Average client score across all elements key to the Principles of Data Management**

78%
DM Score
- Determine and develop reports required for Planning
- Review and Update CAD Standards
- Determine Process documentation and Work Instructions required

Planning Score
- Development of Space Calculator to align planning with WP strategy
- Organization effort to focus on assessing each site
- Process effort to align regional responsibilities

Case Study

Average client score across all elements key to the Principles of Data Management 69%

Average client score across all elements key to the Principles of Planning 61%
THREE KEY WAYS TO MEASURE SUCCESS
Planning – Portfolio Readiness Metric

Four of five Planning principles being implemented

1. Planning has occurred before a project direction is chosen
2. Planning has been an analytical activity
3. Portfolio Planning included a “bottom up” analysis
4. Portfolio will evolve via delivery of individual projects

Understanding this metric means you have analyzed all facilities, know what can be done, the gains to be made, and are ready to put into action

60-70%
## Data Quality Metric

### Weighted Score

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Description</th>
<th>Region A</th>
<th>Region B</th>
<th>Region C</th>
<th>Region D</th>
<th>Region E</th>
<th>GLOBAL</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation 1.1</td>
<td>Space Classified that should never be allocated</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.09%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.01%</td>
<td>&lt; 0.25%</td>
</tr>
<tr>
<td>1.2 Space level allocation with locked CCs</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>14</td>
<td>14</td>
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<tr>
<td>People 2.1</td>
<td>People without primary location</td>
<td>2.33%</td>
<td>2.21%</td>
<td>4.61%</td>
<td>4.31%</td>
<td>1.10%</td>
<td>2.51%</td>
<td>&lt; 4%</td>
</tr>
<tr>
<td>2.2 Overbooking</td>
<td></td>
<td>1.63%</td>
<td>2.12%</td>
<td>2.93%</td>
<td>6.51%</td>
<td>2.27%</td>
<td>2.72%</td>
<td>&lt; 5%</td>
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<td>Space 3.1</td>
<td>Shared Space Types where Capacity = 1</td>
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<td>0.00%</td>
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<tr>
<td>Portfolio 4.1</td>
<td>Pending leased buildings with lease active</td>
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<tr>
<td>4.2 Closed buildings with active lease</td>
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<td>1</td>
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<tr>
<td>4.3 Building measured NIA</td>
<td></td>
<td>3.03%</td>
<td>6.17%</td>
<td>3.57%</td>
<td>6.67%</td>
<td>0.00%</td>
<td>4.13%</td>
<td>&lt; 5%</td>
</tr>
<tr>
<td>Drawings 5.1</td>
<td>Open buildings not linked cad</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td>5.2 Sublease drawings vs. Lease (failed)</td>
<td></td>
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<td>0</td>
<td>2</td>
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<td>0</td>
<td>3</td>
<td>&lt; 5</td>
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</table>
Each dot represents one project at first day of occupancy and is measured against your key WP metric.

See how you are performing for all projects over time.
What is the worst thing to do when implementing a WP Strategy?

A. Not having principles or structure to help guide you
B. Assuming this is a simple or easy process
C. Assuming deployment will be quick
Thank you!

If you are interested in learning about or joining WE, please look for a Red Beret!