SPACE MATTERS

SPACE AS A TOOL TO BETTER PERFORMANCE IN ORGANIZATIONS
DATA, EVIDENCE & FUTURE TRENDS

GITTE ANDERSEN, GLOBAL HEAD OF WORKSPACE MANAGEMENT & DESIGN

OCTOBER 19 / 2017
Gitte Andersen
Founder and Global Head of Workspace Management & Design of SIGNAL (HQ Copenhagen, Denmark)
Architect MAA & Construction Economist MDB

Creator of the mindset that SIGNAL’s work is founded on – to work with space as a strategic tool for reaching new goals in corporations and organizations to promote the way people collaborate, communicate and innovate – to improve the workspace experience

Author of the books “SPACE AT WORK” & “Intelligent M2”
Gitte has received many awards for her work:

- Role model of the year in the DK building & property industry 2015
- Innovation knowledge champion 2010 in Denmark
- Female role model of the year in the DK building & property business 2005

@GitteAndersen
@SIGNALarki

www.signal-arki.dk
LINKING TOP MANAGEMENT DEMANDS TO OUTCOME WITH WORKPLACE DESIGN & FACILITY SERVICE EXPERIENCE

TOGETHER WE CREATE BETTER USER EXPERIENCE
WORKING WITH STRATEGIC WORKPLACE MANAGEMENT & DESIGN

TOP MANagements DEMANDS TO OUTCOME & CRITERIA OF SUCCESS

CORPORATE PERFORMANCE

CHANGE MANAGEMENT PEOPLE MANAGEMENT

PEOPLE PERFORMANCE

FACILITY PERFORMANCE

WORKPLACE DESIGN SERVICE EXPERIENCE FACILITY MANAGEMENT

BY USING SPACE AS A TOOL TO BETTER PERFORMANCE
THE MENTAL REBUILD® - HOW?

Defining top management’s strategic perspective and criteria of success for how workspace design in the future better promotes performance in the organization – what outcome should be improved?

Collecting data on employee working processes – uncovering potential for where to challenge habits and bring in new ways of working measured up against Top managements KPI’s & outcome for future performance.

Collecting data on desk and space occupancy, collecting data on work processes – uncovering unused space and showing potential for optimizing space and bringing in more facilities that promotes outcome, in optimized space.
STRATEGIC SPACE MANAGEMENT & DESIGN
- A TOOL TO BETTER PERFORMANCE

TOP MARGIN
Spaces that make people perform better and as a result thereof, creates an improved bottom line

- Increased productivity
- Increased inter-disciplinary collaboration
- Increased knowledge sharing
- Shorter response time

SMART M²
Co-thinking of Corporate, People and Facility performance

CORPORATE PERFORMANCE
- Effective and flexible m²
- More synergy
- Improved operations
- Increased functionality

FACILITY PERFORMANCE

PEOPLE PERFORMANCE
- Increased efficiency
- Better job satisfaction
- Increased attraction and retention of staff
- Reduced stress and less absence due to illness

BOTTOM LINE
Optimizes the overall m² usage and as a result thereof improves the operating costs
SIGNAL BENCHMARK - EVIDENCE & DATA THROUGH 17 YEARS

Online Survey  Focus Group Interviews  Desk Research
On Site Observations  Workshops  Network Analysis

BEFORE & AFTER MEASUREMENT
PROCESS START UP: Endpoints are worded
AFTER TAKEN IN USE: Evaluation of goals for performance & follow up
WE WRITE BOOKS ABOUT IT

Looking into global evidence on space & performance, and into SIGNAL benchmark & evidence during 17 years.

SPACE AT WORK

INTELLIGENT M2 – looking into space & future learning environments
DATA ON SPACE & PERFORMANCE?
CORPORATE FOCUS WHEN CHANGING SPACE

• Optimization of m²

• Productivity, efficiency and increased performance
  • 75% of top executives thinks that there is a need to simplify work processes. Technology and globalization have created employees who are overwhelmed with information.

• Employee satisfaction
  • 50% of top executives thinks that the biggest challenge right now is to create meaningful tasks with high commitment and job fit. (SIGNAL BENCHMARK 2017)

• Innovation
  • 94% of the companies says that it is essential for them to create the future organization. But only 56% says that they are ready to do it! (Deloitte survey in 140 countrys & 10,000 companies 2017)
WHAT DO THE EMPLOYEES SAY ABOUT THEIR WORKPLACE?

Only **50%** of the employees are proud to show their workplace. Only **45%** think that their workplace reflects the company’s values.

Almost **6 out of 10** think that inspiring surroundings are important to live up to their full potential.

**60%** consider good colleagues as an important criterion for a creative workplace.

Only **1 out of 3** thinks that their workspace inspire them to perform better.
OUR PERCEPTION OF WORK HAVE CHANGED

From work as a place

To work as an activity - going on in many places . . . .
WORK IS NO LONGER ONLY ALONE AT CHAIR & TABLE

15–30%
Average time out of office

15–30%
Average time in meetings

30–55%
Average time at workstation
TYPES OF WORKPLACE ENVIRONMENTS IS CHANGING

Several persons office

Large office landscape

One person cellular office

Activity based working environment
+ The city as a workplace
TYPES OF COOPERATION IS CHANGING

Sequential Cooperation
They often take place in more dynamic environments with a need for continuous adaptation to new conditions.

Aggregated Cooperation
They often take place in stable and repetitive environments.

Mutual Cooperation
Coordination takes place in the action and often in environments that are unpredictable.

Increased focus from top management on diversity and connectivity
DATA ON ‘ON-SITE’ OBSERVATIONS:
USE OF M² DURING THE DAY IS CHANGING

More than 50% of the M² are empty

Use of M²: 0–33%
Use of M²: 34–66%
Use of M²: 67–100%
THE REASON FOR OPTIMIZING SPACE IS CHANGING

Private ownership of m² → Joint ownership of m²

The more we share our m², the more facilities in the same place

The more facilities, the more space support collaboration and the more we increase employee satisfaction

COLLABORATION, USE OF M² & PERFORMANCE

When people collaborate they use less M²

And they are:
- 15% faster, on average
- 73% better, quality
- 60% more innovative
- 56% are more satisfied (DELOITTE 2015)
Employees that work in activity-based environments with shared workstations have a larger multidisciplinary network within the organization than those who work from fixed desks and private offices.

Activity Based Working provides employees with a choice about how, when and where they work. **88%** of highly engaged employees report that they have great flexibility in their ways of working. The more employees feel a sense of control over where and how they work, the more engaged and satisfied they are.
26% of the people who has a private office, has no face to face-dialog with other colleagues when being in the office.
KNOWLEDGE SHARING & SOCIAL RELATIONS

We mainly share knowledge with those who we have the best social relationship.

With distances over 50 meters, the knowledge sharing falls dramatically.

The more time we spend together, the more sympathy we have for each other.
TIME SPENT ON MEETINGS – A TIME KILLER OR A HIDDEN POSSIBILITY FOR INCREASED PERFORMANCE?

40% thinks that at least half of all their meetings are unnecessary.

30% thinks that most meetings are ineffective and should be shortened.

The time we spend in meetings is drastically reduced if we are having meetings in ad hoc based meeting areas that don’t have to be booked in advance.
NEW DEMANDS TO EMPLOYEE CHARACTERISTICS

EMPLOYEE PROFILE 2010

INTERACTION

ONE MANN WORK

MOBILITY

EMPLOYEE PROFILE 2020

INTERACTION

ONE MANN WORK

MOBILITY
“MORE FOR LESS” WORKSPACE IN THE SHARING ECONOMY
INCIDENTS & STRONG VS. WEAK STRINGS

The knowledge that strong and weak strings provide access to is very different.
(Levin & Cross 2004)

**New knowledge**
In a classic study Granovetter (1973) documents that the weak strings to a greater extent provide access to new knowledge than the strong strings.

**Social needs and secureness**
The strong strings support employees emotionally by giving them a sense of belonging to a social community.
Up to 35 % better performance in the same m² only by challenging behavior – WITHOUT rebuilding or moving walls

More is not always better! It is more important to have access to facilities when we have the need, than owning them 24 hours a day.
SAVING M² BY SHARING

The type of facilities that can be shared normally take up 17–29 % of gross area.
FROM HQ TO CLUSTER – TO NETWORK - THE ART OF SHARING

**TYPICAL HQ >>**
Small front office
Large back office

**ACTIVITY BASED HQ >>**
Big front office
Small back office

**ACTIVITY BASED CLUSTER >>**
Big shared front office / Diversity in back office / Access to hubs & network elsewhere in town / the world
NEW BUSINESS MODELS
FROM FACILITY MANAGEMENT TO PEOPLE MANAGEMENT

Facility Management
- Reception
- Lounge
- Canteen
- Meeting facilities

People Management
- Community breakfasts
- Business pitch
- Rainmaking Kids
- Tech & Tonic
- Thinking Tuesdays
- Thinkubator

Several types of memberships
- Flexible access to private desk in open office
- Private office for SMEs
- Virtual memberships
- Plug’n’work
WORKPLACE TRENDS 2020...?
URBAN CO-WORKING

THE CITY AS A WORKSPACE?

OFFICE SPACE IS OFTEN UNDERUSED OR EMPTY

THE WORKFORCE OF THE FUTURE REQUIRES A DIFFERENT TYPE OF OFFICE

THERE IS A NEED FOR MORE EFFECTIVE COMMUNITIES AND NETWORKS
EMPLOYEE MEGATRENDS
WORK- LIFE BALANCE & FREE LANCERS

FLEXIBLE WORK AND
MORE FREELANCERS

Specialists can work whenever wherever flexible work is the norm.

Most companies expect to hire more freelancers.

More and more employees want to work part–time during their career –
When the employees pass the age of 30–35 their work–life balance changes.

70% of the millennials says that workspace is more important than salary
SIGNAL
SPACE MATTERS!
WWW.SIGNAL-ARKI.DK
QUESTIONS?