Presenters

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Discussion Topics

1. KEY ELEMENTS OF THE CHANGE PROCESS
2. BUILDING YOUR CHANGE TEAM
3. WORKPLACE ENGAGEMENT PROGRAMS: SETTING UP FOR SUCCESS
4. TIPS AND TRICKS
There is no “office of the future.”
There is only change.

Source: Knoll, Inc.
Why Organizations Undergo Workplace Change

- Ergonomic, Health and Safety
- Sustainability
- Minimize Cost
- Maximize Space Utilization
- Support Effective Work Process
- Communicate Corporate Values to Employees
- Communicate Commitment to Employees
- Communicate Brand
- Support Innovation
- Attraction and Retention
- Support Collaboration
- Support Effective Work Process
- Maximize Space Utilization
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- Sustainability
- Ergonomic, Health and Safety
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Source: Proprietary Content, Knoll, Inc.
Goals of Supporting Workplace Change

› Ease anxieties of people affected by the change
› Reinforce behaviors and practices desired in the new environment
› Resolve conflicts in habits, attitudes and organizational culture
› Accelerate the adjustment process and minimizing disruption to normal workflow
› Maximize the return of physical investments

Source: Knoll, Inc.
Change is a Process, Not an Event
The Change Process is Iterative

Source: Proprietary Content, Knoll, Inc.
Clarify Project Scope: Include ALL that is changing

New Spaces + New Desks = New Workstyles, New Habits

- Coffee/water locations
- Copiers/Printers
- Technology (does everyone get the same?)
- Bathrooms
- Adjacencies: who sits next to whom?
- Scheduling: who can book a meeting room?
- Privacy: where to go to make personal calls?

*Human Behavior is the MOST IMPORTANT part of any change!*
Clarify Project Scope: Include ALL that is changing

New Location = New Routines
• Commute
• Parking
• Security Protocol
• Restaurants
• Day care
• Services: doctors, dentists, dry cleaning, grocery stores, florists, etc.

*Human Behavior is the MOST IMPORTANT part of any change!*
Change management should consider 4 elements

- How well does the space currently support our mission?
- What space elements might need to change to meet our future goals?
- What is driving our need for workplace changes?

- How might our work flows change as we work in space with new technologies?
- What opportunities might we open up?

- What do we need to have to enable our in new of working?
- What elements of our human capital strategy, culture, and policies need to change as the work space changes?
- How well does the space currently support our mission?
- What space elements might need to change to meet our future goals?
- What is driving our need for workplace changes?

The Clearing, Inc. Proprietary Information
With the breadth of change in mind, how will this impact the people?

Where are we today?

Where do we need to be?
With the breadth of change in mind, how will this impact the people? (EXAMPLE)

<table>
<thead>
<tr>
<th>KEY SHIFTS</th>
<th>WHERE ARE WE TODAY?</th>
<th>WHERE DO WE NEED TO BE?</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCATION (Tactical Logistical)</td>
<td>My current routine is familiar, convenient</td>
<td>Embrace the unknown, neighborhood amenities, learning</td>
</tr>
<tr>
<td>SPACE ALLOCATION</td>
<td>My space based on tenure and rank</td>
<td>Our space for achieving outcomes/results</td>
</tr>
<tr>
<td>DESIGN AND STRATEGY</td>
<td>Limited options; single purpose, inflexible spaces</td>
<td>Variety, innovative nooks, functionally focused and agile spaces</td>
</tr>
<tr>
<td>TECHNOLOGY</td>
<td>Limited, tethered, untapped capabilities</td>
<td>Wireless, mobile, functional, intuitive</td>
</tr>
<tr>
<td>CULTURE AND PRACTICE (Behaviors and Mindset)</td>
<td>Physical location; “a place I go to everyday”</td>
<td>Tools, resources, colleagues, and community that help “me” deliver on the mission</td>
</tr>
</tbody>
</table>
Define and Build the Change Team and Decision Structure

**SENIOR LEADERS**
(or leadership designees)
- Set parameters on scope of change
- Make decisions

**EMPLOYEE ADVISORY GROUPS**
- Provide diverse, multi-disciplinary input
- Share insights throughout the workplace change process

**INTEGRATED CHANGE TEAM**
- Identify topics for input within the change process
- Drive minimal disruption and high engagement

**Process Overview**

1. Define topic for engagement & decision-making
2. Give initial guidance & parameters
3. Set agenda & frame opportunity for input
4. Capture insights & recommendations
5. Synthesize input to make recommendations
6. Make decisions and communicate vision
Implementation
IMPLEMENTATION GUIDING PRINCIPLES

- Co-creation Leads to Ownership

- Input and Involvement within structured activities; the time invested accelerates adoption

- Ongoing Dialogue, Not Just Communication
# Implementation Practical Program Guide

## Workplace Study
- Surveys
- Town halls
- Building tours
- Focus groups
- Leadership interviews
- Visioning sessions

## Workplace Design
- Showroom tours
- Chair fair
- Open houses
- Articles on workplace trends
- Online comment boards/FAQs

## Build Out / Installation
- Working groups
- Records management & clean-out events
- Showcases
- Interactive intranet sites

## Move / Transition
- Pre-move preparation
- New space orientations
- Trial runs led by Change Champions
- Peer-to-peer coaching
- Day-in-the-Life journals/stories

## Space Adoption
- Training
- Webinars
- Celebration or neighborhood events
- Day-in-the-Life journals/stories

## Feedback Collection
- Post-occupancy surveys
- Interviews
- Observations

[Image: Workplace Evolutionaries - Community of IFMA]
Evaluation: Who cares and what do they care about?

• **Identify** your Audience for the results when planning your project - what is **important** to your decision-makers?

• **Define** “success” criteria for project, **then** outline how you will provide data on those items.

• **Collect** actual, not anecdotal evidence. Ask for specific feedback, not broad judgments. Example: do not ask if users “like” their workplace.
Final Thoughts

• Invest your change energy wisely
• Trendy words come with baggage
• Communicate sooner rather than later
• Commitment to the outcomes through participation
• Make new mistakes, not the same mistakes as others
• With every project, you’re only going to get 90-95% right; new spaces will lead to new behaviors, which will require new elements and support over time.
Remember: Change is On-Going

Source: Proprietary Content, Knoll, Inc.
“A great workplace is about more than real estate. It’s about empowering people and making them feel connected to the company—to our brand and culture.”

—FACILITY EXECUTIVE

Source: Knoll, Inc.
Founded in 1938, Knoll is a constellation of design-driven brands and people, working together with our clients to create inspired modern interiors. Our strength in office systems, furniture, textiles, leather, and architectural elements allows our customers to compose integrated workplace solutions from products and services that naturally work together.

Knoll is Knoll Office, KnollStudio, KnollTextiles, KnollExtra, Spinneybeck, FilzFelt, DatesWeiser, Edelman Leather, and Holly Hunt.

The Clearing is a management consulting firm that public, private, and social sector organizations turn to when they are faced with a changing landscape, when the same rules no longer apply, when their growth has slowed, when their teams are not functioning at the highest levels, or when complexity becomes overwhelming.

We believe that our clients can solve problems, drive change, and make an impact utilizing the fewest, most exceptional people and within the constraints of finite resources and time.