# TRADELINE SPACE STRATEGIES

## CHANGING THE CULTURE OF THE WORKPLACE

### PICKING THE RIGHT COLLABORATIVE ENVIRONMENT FEATURES

**KEITH MOCK, AIA**
**KATHERINE AHRENS, LEED AP**

BALLINGER

ORGANIZATIONAL BEHAVIOR FOURTH SPACE
WORK EXPERIENCE DESK SHARE
ACTION OR REACTION ACOUSTIC IMPACT
MOBILITY FOCUS WORK HOT DESK
TECHNOLOGY WORK-STYLE CULTURAL
TRUST UTILIZATION PERSONAL CONTROL
COLLABORATION
HOTELING OCCUPANCY EFFICACY
PROGRAMMING PRODUCTIVITY
THIRD SPACE CHANGE MANAGEMENT
OBSERVABLE ACTIVITY METRICS
SUSTAINABILITY SATISFACTION
SECOND SPACE REMOTE WORK SOCIALIZATION
FLEXIBLE WORK ACTIVITY BASED WORK
HIERARCHY INTERACTION

An act of working together to
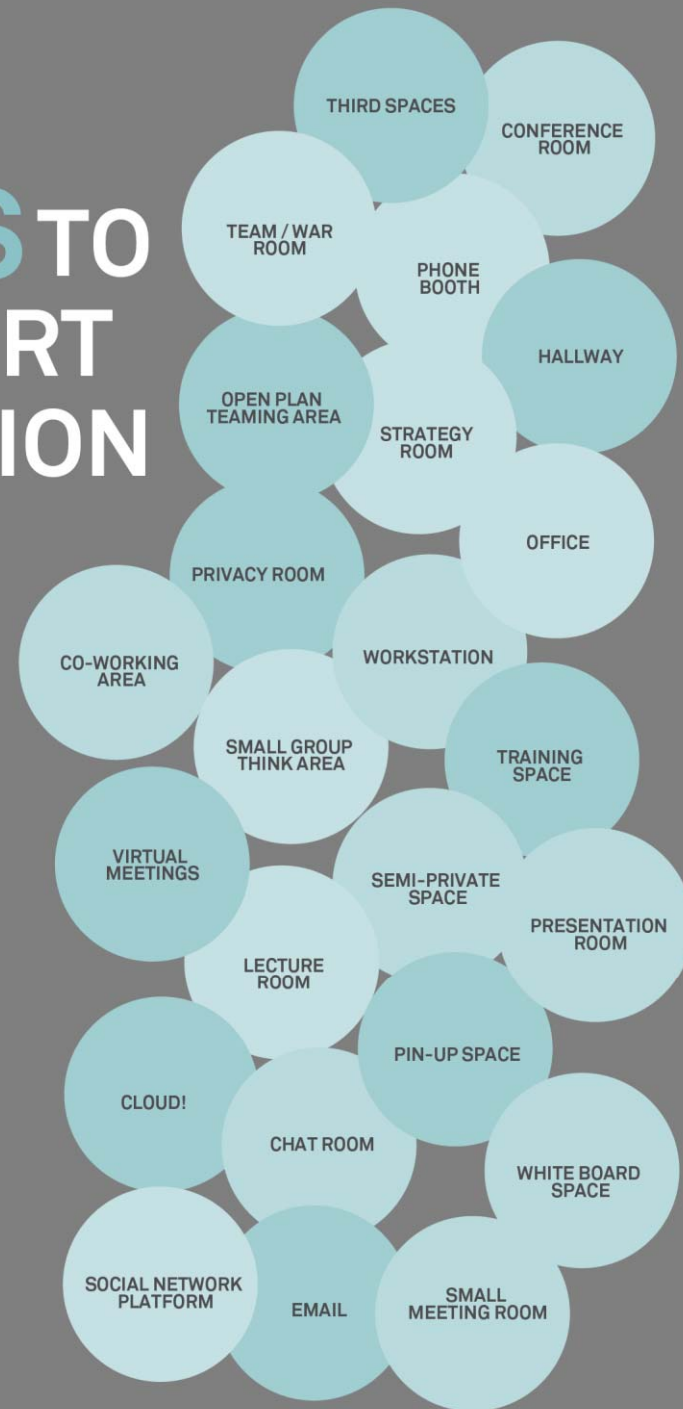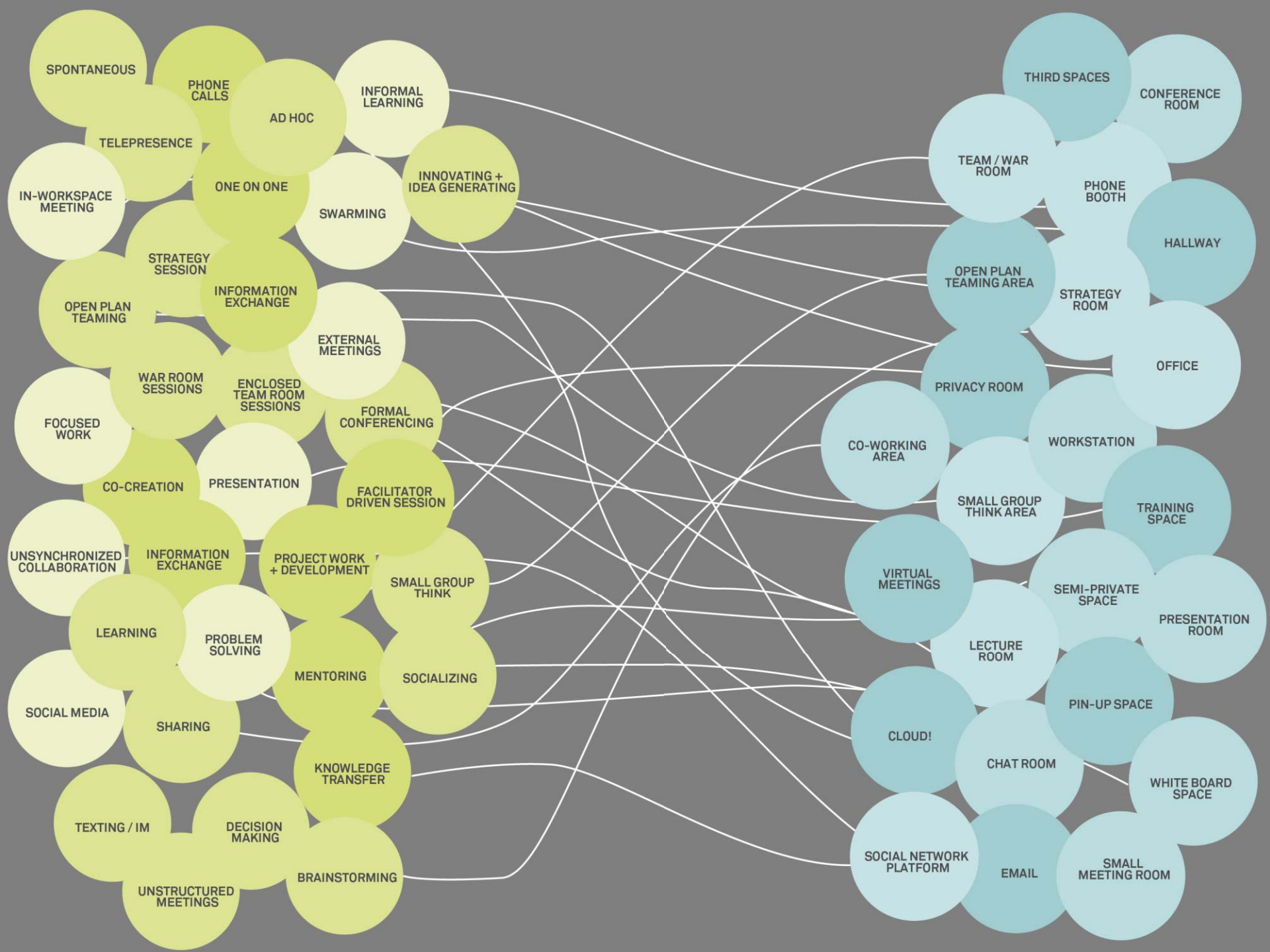INNOVATE, CREATE or PRODUCE.

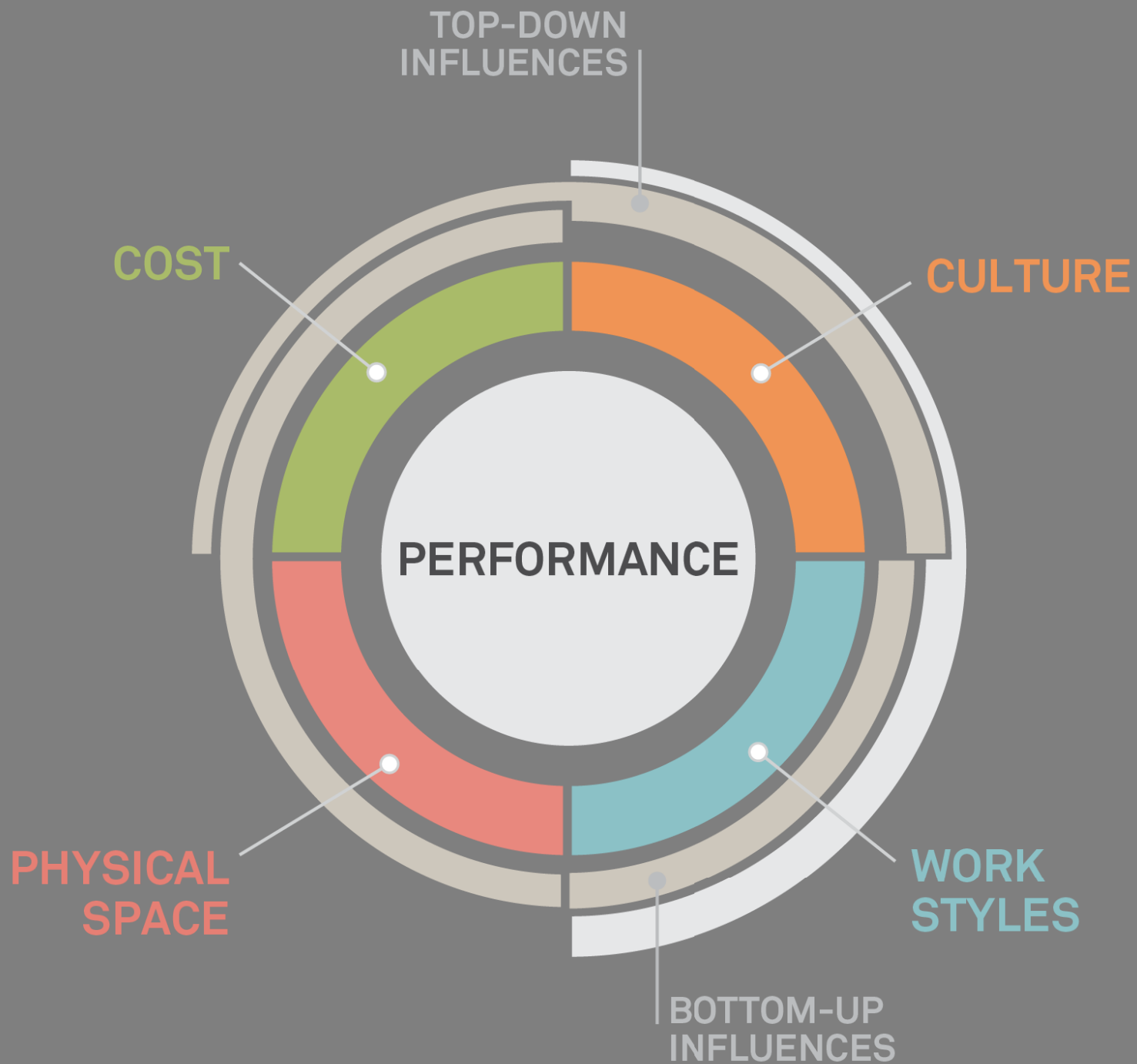WHAT IS COLLABORATION?

it's cultural,
a work style

SPONTANEOUS

PHONE CALLS

INFORMAL LEARNING

AD HOC

TELEPRESENCE

ONE ON ONE

INNOVATING + IDEA GENERATING

IN-WORKSPACE MEETING

SWARMING

STRATEGY SESSION

INFORMATION EXCHANGE

OPEN PLAN TEAMING

EXTERNAL MEETINGS

WAR ROOM SESSIONS

ENCLOSED TEAM ROOM SESSIONS

FORMAL CONFERENCING

FOCUSED WORK

CO-CREATION

PRESENTATION

FACILITATOR DRIVEN SESSION

UNSYNCHRONIZED COLLABORATION

INFORMATION EXCHANGE

PROJECT WORK + DEVELOPMENT

SMALL GROUP THINK

LEARNING

PROBLEM SOLVING

MENTORING

SOCIALIZING

SOCIAL MEDIA

SHARING

KNOWLEDGE TRANSFER

TEXTING / IM

DECISION MAKING

BRAINSTORMING

UNSTRUCTURED MEETINGS

# COLLABORATION AS A BEHAVIOR

# SPACE TYPES TO SUPPORT COLLABORATION

- THIRD SPACES
- CONFERENCE ROOM
- TEAM / WAR ROOM
- PHONE BOOTH
- HALLWAY
- OPEN PLAN TEAMING AREA
- STRATEGY ROOM
- OFFICE
- PRIVACY ROOM
- WORKSTATION
- CO-WORKING AREA
- SMALL GROUP THINK AREA
- TRAINING SPACE
- VIRTUAL MEETINGS
- SEMI-PRIVATE SPACE
- PRESENTATION ROOM
- LECTURE ROOM
- PIN-UP SPACE
- CLOUD!
- CHAT ROOM
- WHITE BOARD SPACE
- SOCIAL NETWORK PLATFORM
- EMAIL
- SMALL MEETING ROOM

Left cluster (green):
SPONTANEOUS
PHONE CALLS
AD HOC
INFORMAL LEARNING
TELEPRESENCE
IN-WORKSPACE MEETING
ONE ON ONE
SWARMING
INNOVATING + IDEA GENERATING
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Right cluster (blue):
THIRD SPACES
CONFERENCE ROOM
TEAM / WAR ROOM
PHONE BOOTH
OPEN PLAN TEAMING AREA
HALLWAY
STRATEGY ROOM
OFFICE
PRIVACY ROOM
CO-WORKING AREA
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SMALL GROUP THINK AREA
TRAINING SPACE
VIRTUAL MEETINGS
SEMI-PRIVATE SPACE
PRESENTATION ROOM
LECTURE ROOM
PIN-UP SPACE
CLOUD!
CHAT ROOM
WHITE BOARD SPACE
SOCIAL NETWORK PLATFORM
EMAIL
SMALL MEETING ROOM

# PERFORMANCE

TOP-DOWN
INFLUENCES

COST

CULTURE

PERFORMANCE

PHYSICAL
SPACE

WORK
STYLES

BOTTOM-UP
INFLUENCES

TOP-DOWN INFLUENCES

COST

CULTURE

PERFORMANCE

WORK STYLES

PHYSICAL SPACE

BOTTOM-UP INFLUENCES

Arguably, the SINGLE MOST IMPORTANT influencer on how interactive work is accomplished within an organization, is their CULTURE

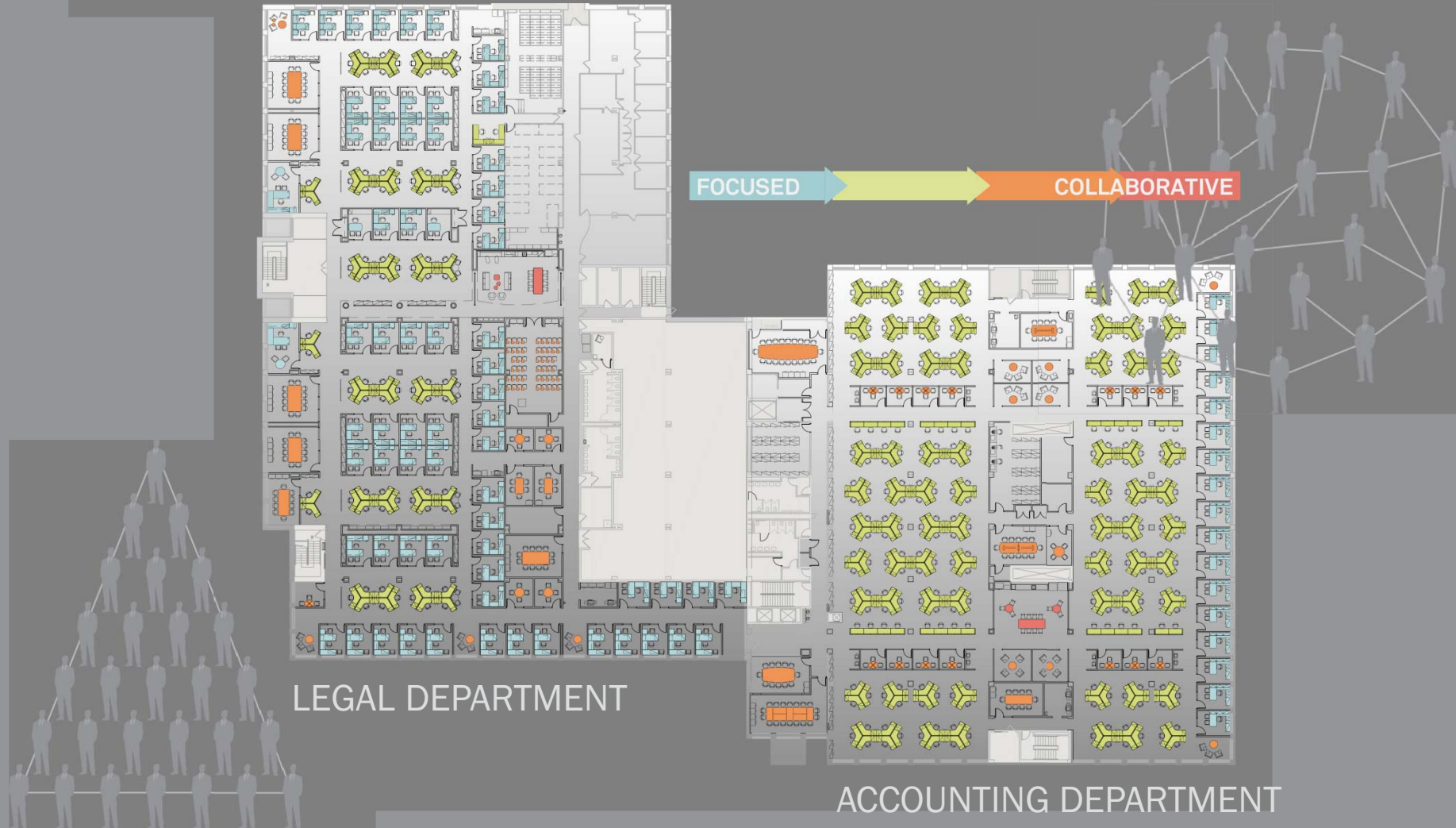An organization's **CULTURE** influences the types of **WORK STYLES** + space

LEGAL DEPARTMENT

ACCOUNTING DEPARTMENT

# FORMALITY +
## organizational STRUCTURE
## can vary across departments

FOCUSED → COLLABORATIVE

LEGAL DEPARTMENT

ACCOUNTING DEPARTMENT

# COLLABORATIVE WORK STYLES

**SOCIALIZATION**

**MOBILITY**

**TECHNOLOGY**
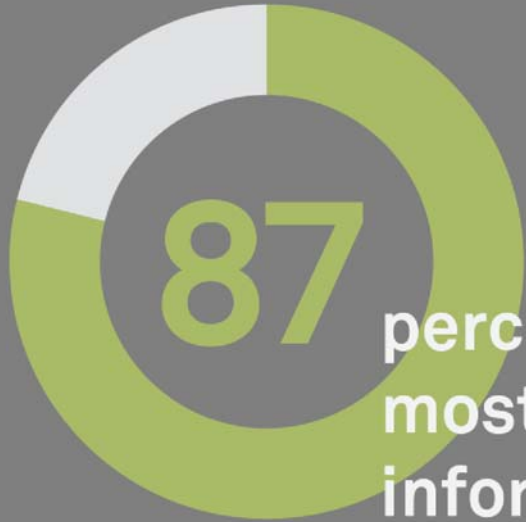
**SPACE UTILIZATION**

**87** percent learn the most through informal interaction

# SOCIALIZATION

Brill, Michael & Weidemann, Sue. "Disproving Widespread Myths About Workplace Design." *BOSTI Associates*. 2001.

**87** percent learn the most through informal interaction

SOCIALIZATION

SOCIALIZATION

# 80%

## portion of a day spent working ALONE or IN PAIRS

# SOCIALIZATION

"How Collaborative Workspaces Nurture Innovation." *Steelcase 360 Deep Dive*. Web. nd.

# 80%

## portion of a day spent working ALONE or IN PAIRS

**AREAS OF COLLABORATION**
**SUPPORT CELLS**
**FINAL ASSEMBLY POSITIONS**
**MANUFACTURING**
**PRE-FLIGHT HANGAR**

# SOCIALIZATION

"How Collaborative Workspaces Nurture Innovation." *Steelcase 360 Deep Dive*. Web. nd.

**2/3 millenials prefer face to face interaction**
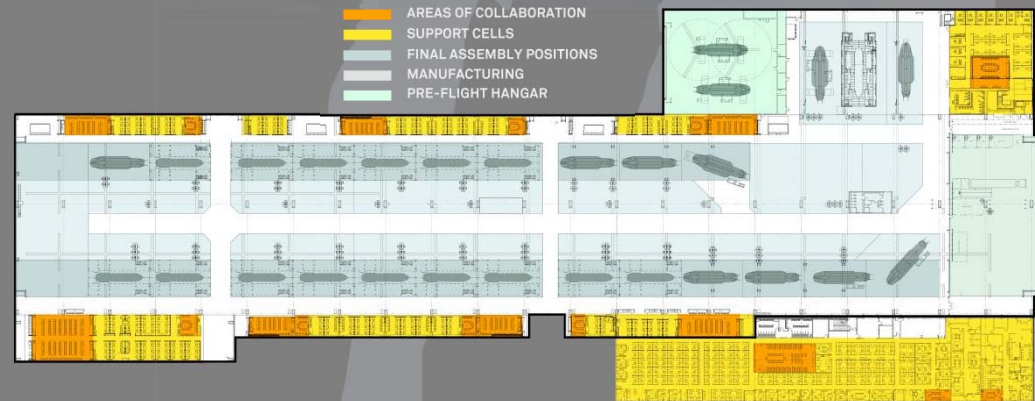
SOCIALIZATION

# 2/3 millenials prefer face to face interaction

# 60%

of the skills employees require to do their jobs are learned INFORMALLY

SOCIALIZATION

Brand, Jay L. "Facilities Strategies to Support Corporate Change and Flexibility." Haworth White Paper. Web. September 2009.
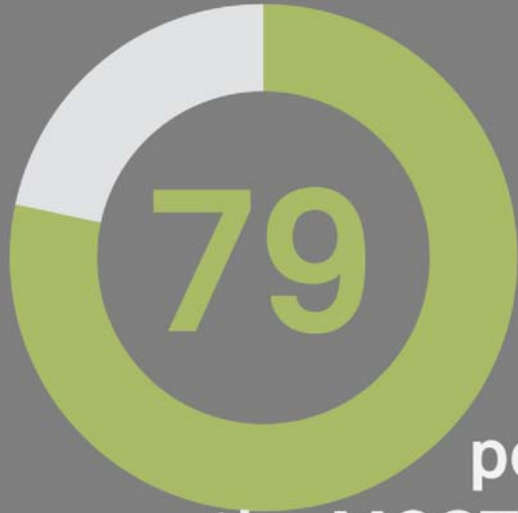
79 percent feel the MOST important leadership attribute is **TRUSTWORTHINESS**

SOCIALIZATION

"Leveraging Complexity." *Steelcase 360 Magazine.* Issue 61. Web. nd.

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"Leveraging Complexity." *Steelcase 360 Magazine.* Issue 61. Web. nd.

52%

of worker's time is spent
**COLLABORATING, LEARNING + SOCIALIZING**

# MOBILITY + FLEXIBLE WORK

Conference Room Seat : Work Seat
1 : 3

Phone Booth Seat : Work Seat
1 : 15

Semi-Open Work Area : Work Seat
1 : 20

Open Work Area : Work Seat
1 : 20

Cafe Seat : Work Seat
1 : 15

MOBILITY +
FLEXIBLE WORK

Intel Corporation's internal research showed **60%** of their workstations were **EMPTY** at any given time of the day.

MOBILITY + FLEXIBLE WORK

"How Emerging Work Strategies are Changing the Workplace." *Steelcase 360 Magazine Deep Dive*. Web. June, 2009.

Intel Corporation's internal research showed **60%** of their workstations were **EMPTY** at any given time of the day.

MOBILITY + FLEXIBLE WORK

"How Emerging Work Strategies are Changing the Workplace." *Steelcase 360 Magazine Deep Dive*. Web. June, 2009.

# 95% of employees say they need spaces for focused work

# 40% say they DON'T have them



# MOBILITY + FLEXIBLE WORK

"Creating an Interconnected Workplace." *Steelcase 360 Magazine.* Issue 63. Web. nd.

**95%** of employees say they need spaces for focused work

**40%** say they DON'T have them

MOBILITY + FLEXIBLE WORK

"Creating an Interconnected Workplace." *Steelcase 360 Magazine.* Issue 63. Web. nd.
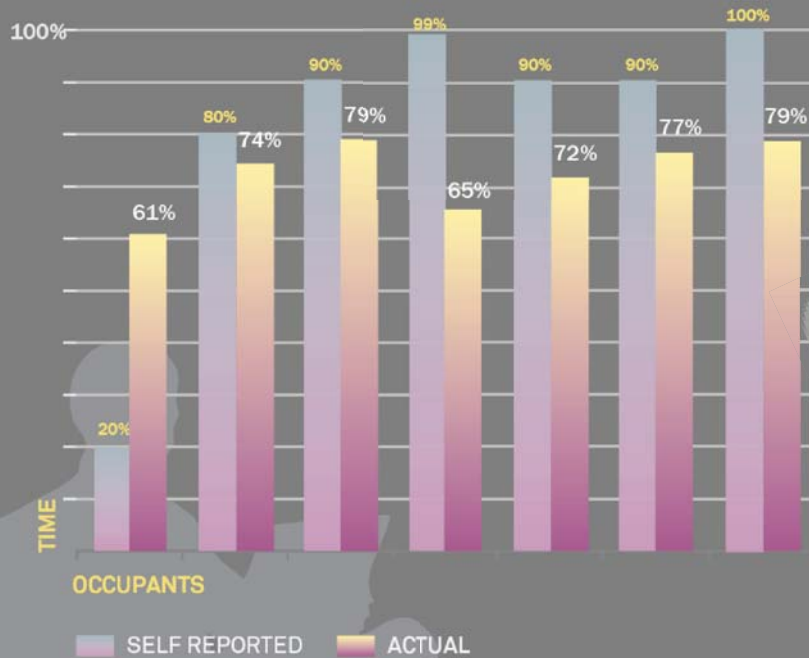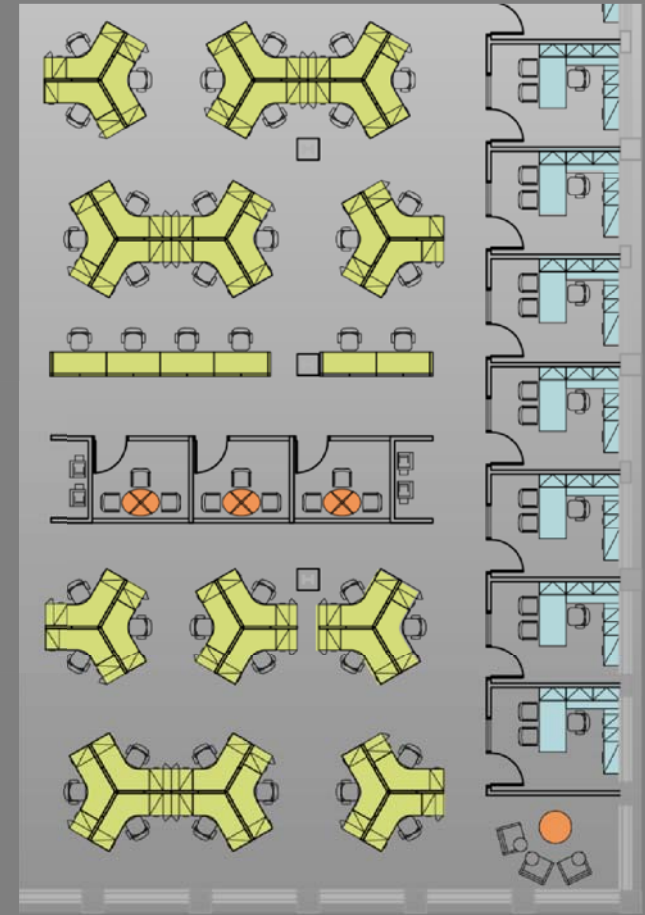
# TECHNOLOGY

**95%** of employees report **EMAIL** as their **preferred collaboration tool**

Kristensen, Dr. Kjetill & Puybaraud, Dr. Marie. "Collaboration 2020: Hype or Competitive Advantage?" Jonhson Controls, 2011.
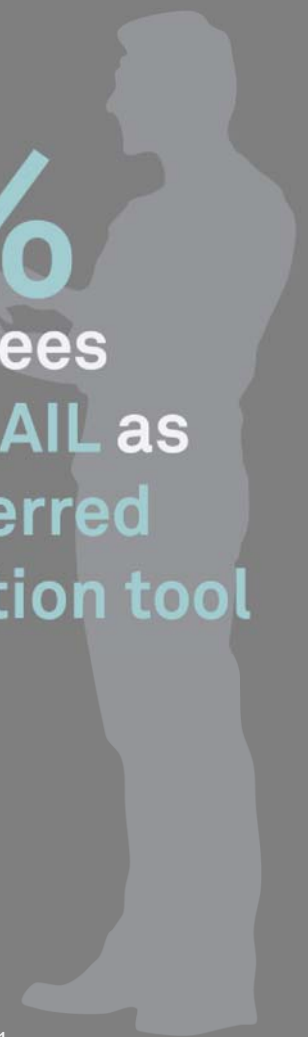
# TECHNOLOGY

Most important work satisfaction issues are **ACCESS TO**

**PEOPLE** relevant to their job
**TECHNOLOGY** + tools
**INFORMATION**

COLLABORATION
CIRCULATION

"Offices on the Cutting Edge." *Steelcase 360 Magazine.* Issue 54. Web. May, 2009.
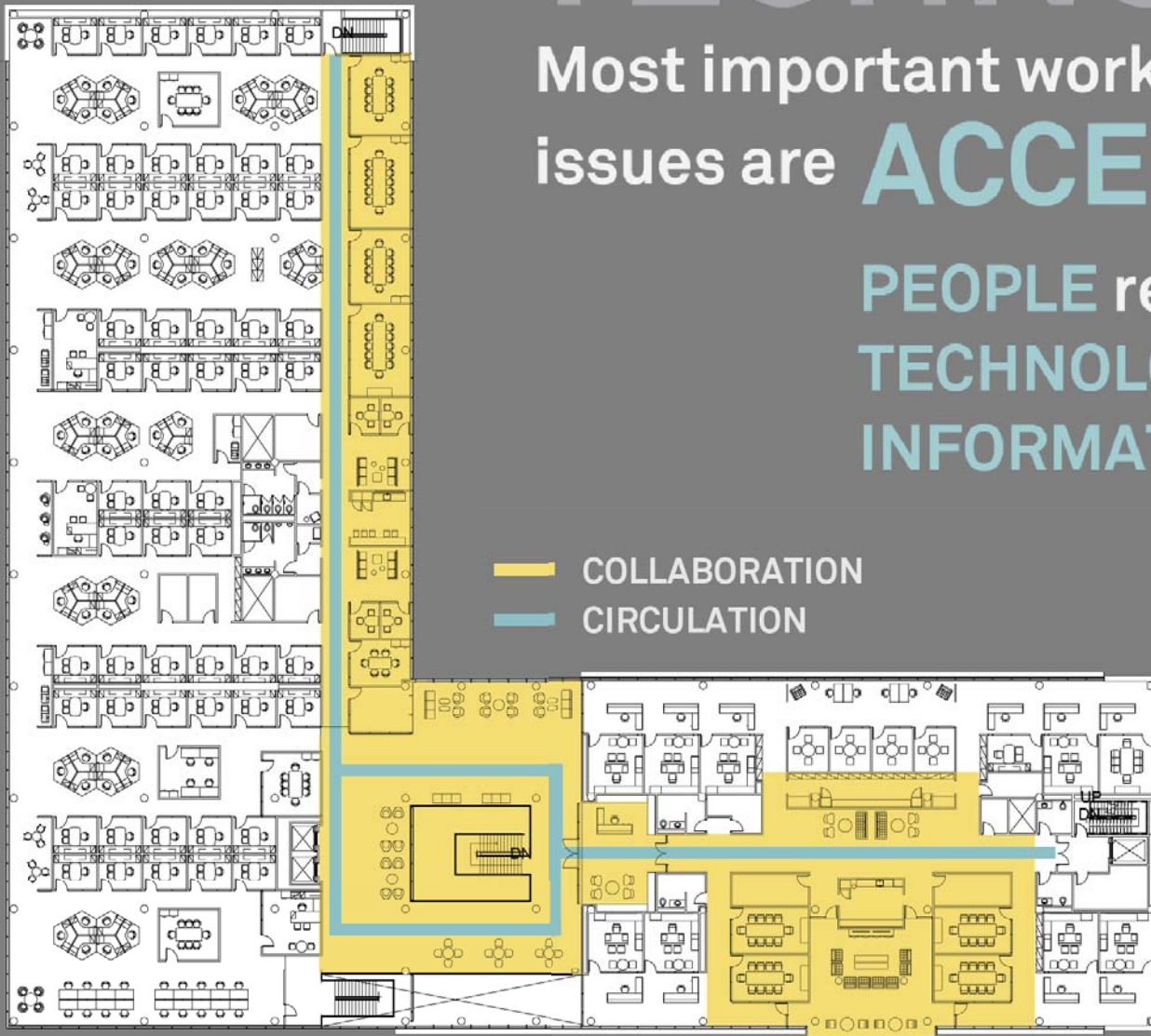
# TECHNOLOGY

Rooms with technology are used **5x** more often than rooms without

"What it Takes to Collaborate: Research Summary."  Herman Miller White Paper. Web.  2012.

**SMALL MEETING ROOMS** have peak utilization rates about **20% HIGHER** than large meeting rooms

# SPACE UTILIZATION



73%
44%

UTILIZATION

X-SMALL    X-LARGE

O'Neill, Dr. Michael, & Wymer, Tracy.  "The Metrics of Distributed Work."  Knoll White Paper. Web.  2011.

# SPACE UTILIZATION

On average, collaborative events are BRIEF

FOCUSED → COLLABORATIVE

They consist of only
2 to 3 PEOPLE
and use few tools

# SPACE UTILIZATION

**70** percent of collaboration happens at the desk

"What it Takes to Collaborate: Research Summary." Herman Miller White Paper. Web. 2012.

# SPACE UTILIZATION



**60%**
more **FACE-TO-FACE**
communication
along main circulation

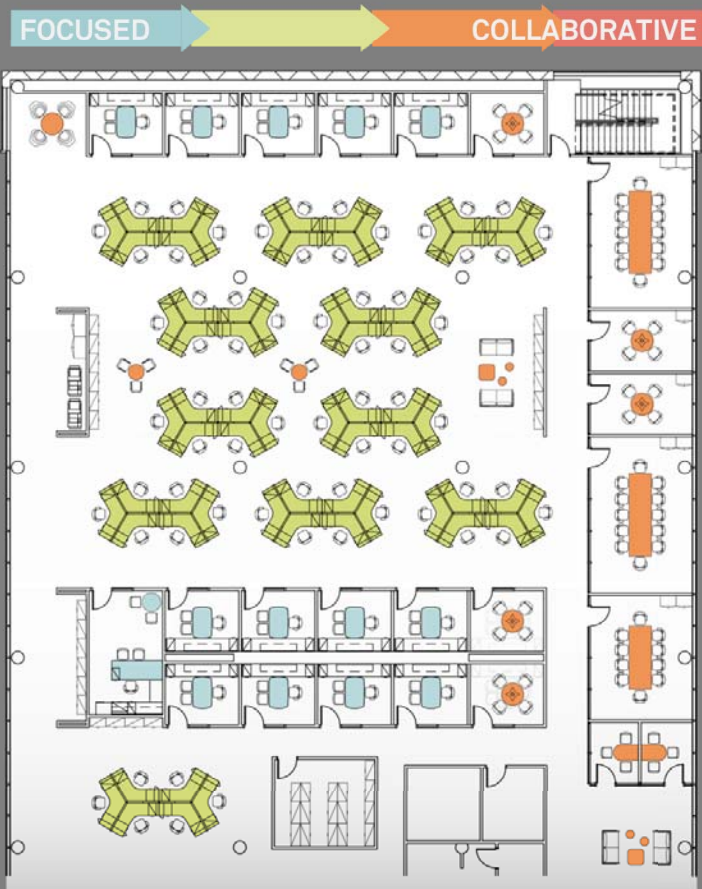High density layouts produce
**84%** **more team-member communications**

"Lessons Learned: Ideas for Creating Harder Working Spaces." Steelcase 360 Magazine. Issue 59. Web. nd.

# SPACE UTILIZATION

FOCUSED → COLLABORATIVE



**58%**

say their groups
have a lifespan of a
**FEW MONTHS OR LESS**
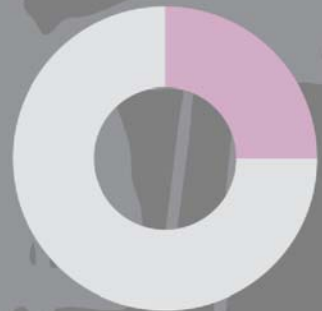
**1/4** defined their groups
in terms of **WEEKS**

Wymer, Tracy. "A Map For the Emerging Workplace: The Y in the Road." Knoll White Paper. Web. 2010.

ORGANIZATIONAL CULTURE

VIRTUAL ENVIRONMENT

COLLABORATIVE WORK STYLES

PHYSICAL ENVIRONMENT

SOCIALIZATION
MOBILITY
TECHNOLOGY
SPACE DISTRIBUTION

# 1 Collaboration is a Behavior

Defining collaboration as a behavior or interaction that needs to be supported - rather than a space type - will lead to a social and productive work environment.

# 2 Research Pays Dividends

Research your environment, knowing there is no one size fits all solution. Collaboration does not automatically mean increased productivity and profitability unless it works for your organization's culture.

# 3 Link Physical and Virtual Collaboration

Collaborative environments are driven by the physical space and virtual space. Thinking of them in tandem will yield the highest dividends.

TRADELINE