

ISSUE 63

**Exploring workplace
research, insights
and trends**

360.steelcase.com

**Even the alternatives
have alternatives**

Not just third places: now there are 'fourth' places, coworking spaces and more.

Sustainability Spotlight

Business and environmental goals sync up beautifully at Vertical Screen.

Small is beautiful

A new study reveals what every company can learn from the little guys.

360°



THE NEXT OFFICE:

**WHY CEOS ARE
PAYING ATTENTION**





Mobile workers spend 60% of their time at the office.

40% of workers come to the office for access to the tools & technology they need.



72% of workers say the office is the best place to interact with colleagues.

ABOUT THIS ISSUE

On the priority list for senior executives everywhere: maximize assets, cut costs, compete in the new economy, boost innovation, build the brand. Meanwhile, topping the list of most-overlooked yet waiting-to-be-leveraged assets: the office. The solution is Steelcase's concept for the "next" office: an Interconnected Workplace. It does more in less space, whether it's a building, a campus or offices separated by thousands of miles. This isn't just a new look, it's rethinking the office for the new economy, today and tomorrow.

320 HOURS
STUDYING
GLOBAL WORKERS

2400
observation
PHOTOS

FRAME

MEMO

bench

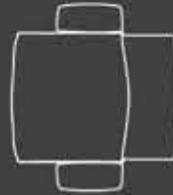
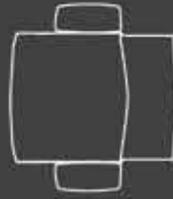
A LOT OF
INSIGHT
ON BENCH
APPLICATIONS.*

NOMADS

RESIDENTS

PROJECT TEAMS

FUNCTIONAL GROUPS



* Research conducted by Steelcase WorkSpace Futures

Through our research, we found that the traditional, one-size-fits-all bench is ineffective for both workers and the organization. It's important to consider the levels of mobility and collaboration required by workers and adjust the solution accordingly. FrameOne was designed to do just that, offering more customizable options than other bench applications.

Learn more by reading our **Benching White Paper** available at 360.steelcase.com.

Steelcase

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360°

Exploring workplace research, insights and trends

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PERSPECTIVES

Meet some of the people who contributed information and ideas to this issue.



Jim Keane

Keane has observed firsthand how business has grown increasingly interconnected, mobile, global and complex. He's president of the Steelcase Group, which includes Steelcase, Turnstone, PolyVision and Details brands.

"We know business today is more challenging and business leaders are always looking for ways to gain a competitive advantage. Yet we often overlook how real estate can be used as a lever to help organizations innovate and drive growth. Space shapes behavior, so if you want people to share information, collaborate better and innovate more, you have to

invest in the kinds of spaces that help them do that. It is possible to leverage real estate and better utilize it by providing workers with choice and control – these are the new status symbols for knowledge workers."

Based on these insights Steelcase prototyped two new environments (pg. 12) at their Global Headquarters building that give workers more of what they need: stronger connections with their colleagues, better ways to collaborate, and shared access to technology and tools.



Cherie Johnson & Barbara Goodspeed

The editor of a major design publication had just toured the new WorkCafé at Steelcase's Global Headquarters. "You know what this is? The culmination of what Steelcase has been talking about for the last few years: the blurring of professional and personal lives. New products. New ways of working. Technology integration. Living your brand. Now I understand what you're talking about." Music to the ears of Johnson and Goodspeed, designers who reclaimed a corporate cafeteria to create the multifunctional dining/meeting/working/socializing WorkCafé. Goodspeed is a senior interior designer. Johnson is design manager in the company's North American industrial design studio.

Joey Shimoda & Susan Chang, Shimoda Design Group

"I don't think any corporation in the U.S. has an entry like this," says Joey Shimoda of the dramatic entrance into the new WorkCafé (pg. 1). His architecture firm, Shimoda Design Group, has worked for many innovative companies: Rolex, Harwood International, Mikimoto, Malin and Goetz, MTV Networks. He credits his associate partner, Susan Chang, for hatching the idea of "blowing out the space to the second floor for a big entrance and to tie it in with the rest of the building." The Los Angeles-based architect says the WorkCafé architectural concepts "came from thinking about how our personal and professional lives have meshed. This environment blends spaces for both." Shimoda has also designed Steelcase WorkLife spaces in Chicago, Illinois, and Santa Monica, California.



Melanie Redman

The senior design researcher with Steelcase's WorkSpace Futures Explorations group co-led the in-depth study of small companies (pg. 48) with Sudhakar Lahade (pictured right). She also has conducted extensive research in the healthcare industry for Nurture, the Steelcase healthcare brand, work which led to an innovative line of infusion treatment furniture. She's also studied workplace issues ranging from collaboration to Gen Y workers in Asia.



Sudhakar Lahade

For more than 15 years, Lahade has worked to discover the hidden needs of users in North America, Asia and Europe as a design researcher for Steelcase. Now manager of growth initiatives for the company, he has been studying the emergence of coworking spaces around the world (pg. 64). "As businesses become more global and the world more interconnected, "one size fits all" workplaces won't do. "Understanding the differences between cultures is more important than ever."



RESHAPING THE COLLABORATIVE EXPERIENCE

media:scape boosts collaboration and helps teams excel. Scan the code to learn more, or visit steelcase.com/mediascape.

Steelcase

media:scape™ with HD Videoconferencing

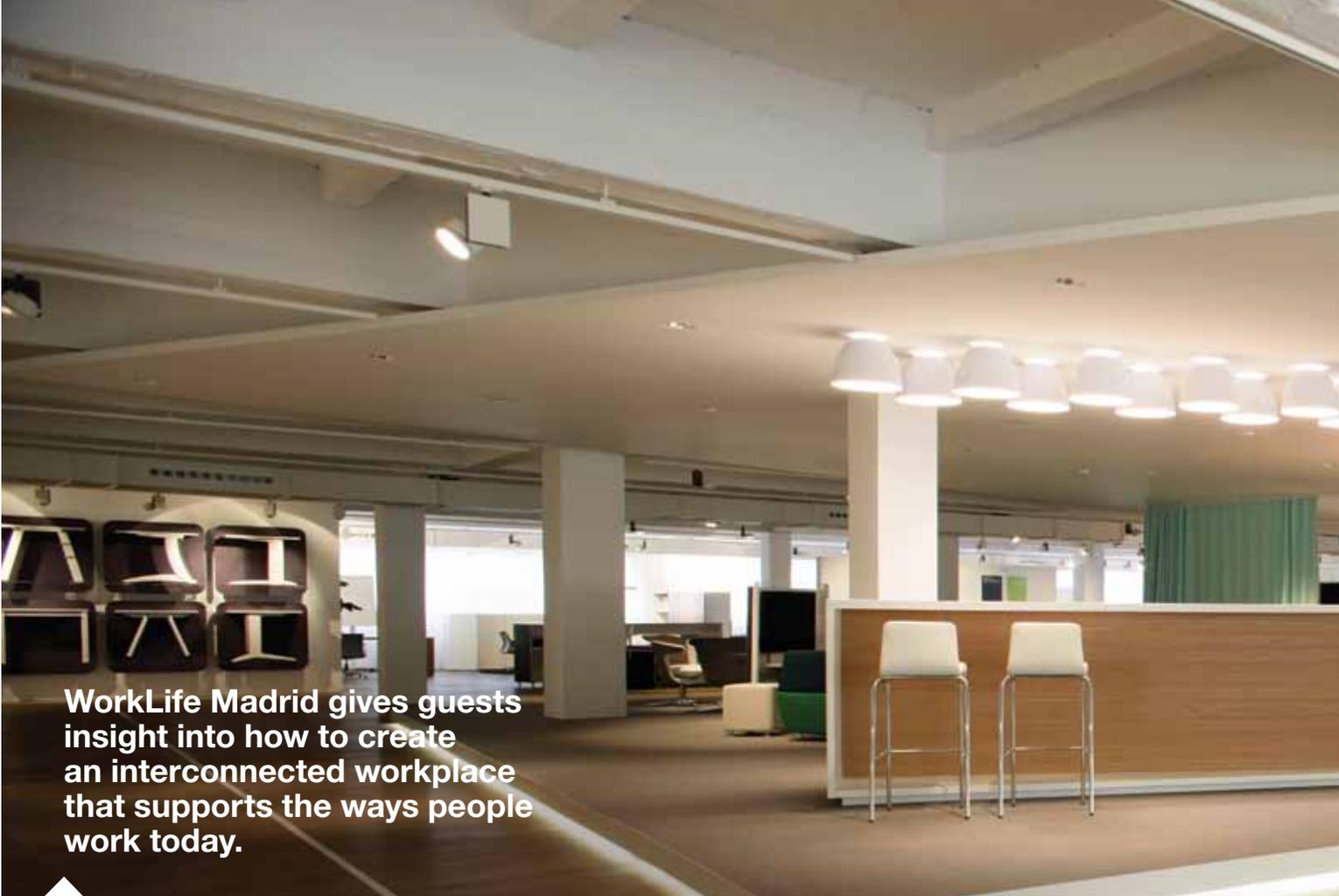


MADRID: READY FOR AN INTERCONNECTED WORLD

UN ENSAYO **FOTGRÁFICO**

WorkLife Madrid was recently renovated to demonstrate how the workplace can help organizations thrive in our accelerated, interconnected world. The space reflects new insights, ideas and solutions that address the diverse ways people are working today and demonstrates how the workplace needs to be designed to support them.

The Madrid WorkLife space opened on October 20 and joins 30 other locations around the world. The opening night event was attended by nearly 800 guests, including Esperanza Aguirre, the president of Madrid (shown top right, third from left).



WorkLife Madrid gives guests insight into how to create an interconnected workplace that supports the ways people work today.



The new 1,800m² (19,000ft²) facility showcases a variety of solutions designed to support the ways people work in an interconnected world.



media:scape® Team Theater™ boosts the collaborative experience by creating dynamic spaces that help local and distributed teams stay connected.



An interconnected workplace provides a palette of place – a diverse range of settings, organized into interrelated zones; a palette of posture – a variety of options for people to sit, stand or move throughout their day; and choice and control over how and where they work.



This classroom designed for active learning is created using node™ seating within a LearnLab™ environment design.



Benching solutions like FrameOne™ adapt to meet individual needs and workstyles.

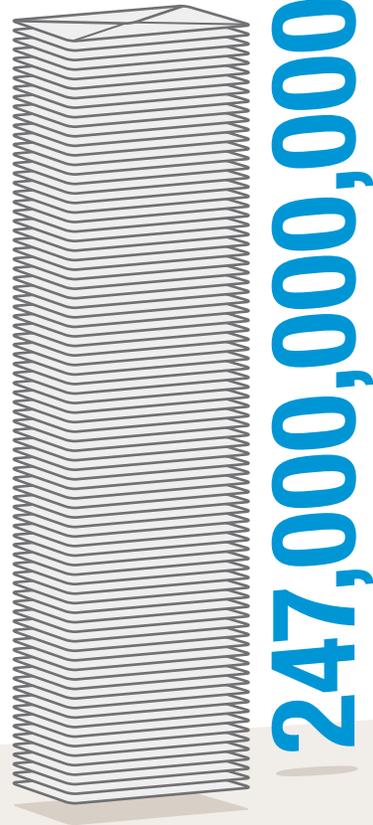
TRENDS 360

Taking measure of an interconnected world.

AT LAST COUNT

Talk about virtual connections: Around the world, 247 billion emails are sent daily, according to Radicati Group.

Data in the world is doubling every 18 months, and by 2013 most computing experiences in the world will go through a smart device, says *USA Today*.



PHONE ETIQUETTE GOES RETRO?

In the beginning, phones were sold only for business purposes. Phone companies tried to stop people from using telephones for social interactions for about 30 years because it was considered improper, according to Claude S. Fischer, author of two books on the history of the phone.

Today, many people still consider phone calls rude and intrusive, even at work. Increasingly, business-related phone calls are scheduled in advance.

● **GLOBAL REACH**

For multinationals, global integration can't happen rapidly enough. Gross domestic growth is still expanding in China, India, Russia, Brazil and other emerging markets. The 1 billion customers of yesterday's global businesses have been joined by 4 billion more, according to strategy-business.com, and 75 percent of them need the infrastructure, products and services that global companies can provide.

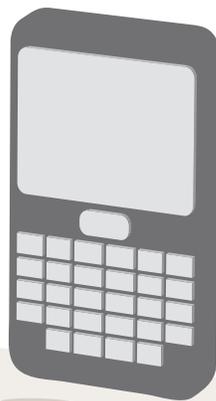
Together the following 20 countries now house 70 percent of the world's population and generate 80 percent of its income:

- Developed: Australia, Canada, France, Germany, Italy, Japan, the Netherlands, Spain, the United Kingdom, the United States
- Emerging: Brazil, China, India, Indonesia, Mexico, Russia, South Africa, South Korea, Thailand, Turkey

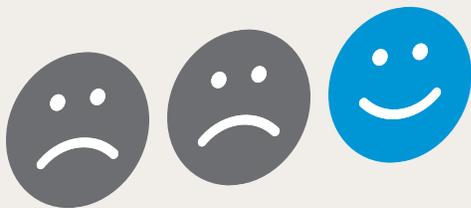


● **MOBILE WORKFORCE GROWING**

More than one-third of the global workforce will be mobile by 2013. The U.S. and Japan have by far the highest percentage of mobile workers (75 percent and 74 percent, respectively), followed by Western Europe (50 percent), Asia Pacific (37 percent), and the rest of the world at 15 percent.



**MORE THAN
1/3
OF THE GLOBAL
WORKFORCE WILL
BE MOBILE IN 2013**



**2/3 OF WORKERS
AROUND THE WORLD
ARE DISENGAGED**

● **WAITING FOR THE BELL TO RING**

Do you remember as a child at school when you waited for the bell to ring to signal "time to go home" or "time to go play"? Unfortunately, more than two-thirds of workers around the world have the same feeling, according to Gallup researchers in their recent book titled *Wellbeing*. These disengaged workers are just waiting to leave, while workers who are highly engaged are happier throughout the work day and not ready to rush out the door. Not only are disengaged workers not as productive, they're likely to cost an organization more because of the physical and mental health issues associated with stress.

97% of workers want access to tools and technology; 98% want access to people; and 99% want access to information.

89% of workers say it's important for the workplace to attract + engage

THE NEXT OFFICE:

WHY CEOs ARE PAYING ATTENTION

Executives everywhere are being asked to deliver higher performance from every company asset. Yet they often overlook an asset that's both highly leverageable and pivotal to the organization's success: the office.

60% of CEOs rank creativity as the most important leadership skill.



Like all executives around the world, Steelcase president Jim Keane is always looking for ways to gain a competitive advantage, especially in today's tough economic climate. And he knows first-hand what others may not recognize yet – the power of real estate to help organizations create, innovate and drive growth.

This insight has been pivotal in Steelcase's ability to face today's business challenges: complexity, global competition for customers and talent, cost pressures and the driving need to innovate. With pressures like these, the workplace is an opportunity waiting to be discovered by most businesses today.

Keane says many executives admit that their offices haven't kept up with the sweeping changes in business. "They know that innovation requires a more agile organization and a more collaborative workforce, and a workplace that encourages both," he says.

When designed and equipped to meet the challenges of the new, interconnected world, the workplace can help shape the kinds of employees that leaders want most: creative and highly engaged workers, who can collaborate with teammates anywhere in the world, iterate work easily and make quicker decisions.

To meet the challenge of optimizing its own workplaces for competitive advantage and to leverage opportunities created by an interconnected world, Steelcase recently completed a series of strategic real estate projects. Each sets new standards for what the workplace can be – and, more important, what it can accomplish: a better place for people to work that enhances collaboration and innovation, attracts and engages workers, strengthens the organization's brand and culture – and optimizes the company's real estate investment.

Drawing insights from its extensive research and behavioral prototypes – spaces where the company tests new theories on itself in real work environments – Steelcase reinvented spaces at its global headquarters in Grand Rapids, Michigan, and at its European hub in Strasbourg, France, to deliver more collaboration, greater employee satisfaction and more agility for the future, while also reducing the amount of real estate needed to support its workforce.



Choice and control is the new status symbol – workers want freedom to choose where and how they work.

Quality of work environment is the second most important factor determining job satisfaction.

↑ New work environment, Steelcase Global Headquarters, WorkCafé, Collaboration Zone

**“THIS IS THE KIND OF OFFICE A COMPANY NEEDS
IF YOU WANT IT TO BE A COMPETITIVE ASSET.”**

Dave Sylvester
Steelcase CFO

43%
09%

Leaders spend 43% of their time meeting with small groups, only 9% with groups of 12 or more.



The average worker visits
40 websites a day.

↑ New WorkCafé space at Steelcase's Global Headquarters

At the global headquarters campus, a wing that formerly housed just one department is now home to three – Finance, Procurement and Quality. Another redo project, the WorkCafé, creates an on-site third place by reclaiming traditional cafeteria space and integrating areas designed for collaborative and individual work, creating the best of both worlds: a coffee shop vibe with the functionality of a well-planned office.

In Strasbourg, a redesigned environment now supports 340 mobile, nomadic and resident users in a varied range of worksettings designed to encourage communication and collaboration.

“We’re always looking ahead to see what the next evolution of space needs to be and we always start by testing our concepts and ideas on ourselves,” says Keane. “These new spatial concepts will work for any industry and location, and will contribute measurably to a company’s business results.”

NEW ECONOMY, NEW DEMANDS, NEW OFFICE

Business today is more challenging, tasks more varied. People move constantly from focused individual work to one-on-one meetings, project sessions to impromptu collaborations, a series of planned and unplanned interactions throughout the day, and 5 o'clock is no longer day's end for most workers with colleagues spread across time



Can choose to work at home but chooses to work here - it's the best place to connect with people.

zones and countries. A recent IBM study of human resource executives found that 80 percent of organizations want workers to collaborate more. Given the increasingly distributed and mobile workforce, however, they aren't quite sure how to do it: 78 percent of executives want their organizations to be better at it.

Meanwhile, offices in every organization stand empty for hours each day simply because business has changed while offices have stagnated. Running a successful business requires teamwork and frequent collaboration, but rare is the office that can ably host even a two-person meeting. Technology and tools are often hard to access and operate. Teams are

needed to tackle most business problems, yet workers search in vain for meeting rooms and dedicated project space.

"Space influences behavior, so if you want people to share information, collaborate better and innovate more, you have to invest in the kinds of spaces that help them do that," says Keane.

Organizations have tried to offer choices. A recent study of businesses throughout North America and Europe by Steelcase and CoreNet Global shows that 86 percent of companies offer alternative work strategies such as home offices, hotelling and mobile work. The rationale is that technology is mobile, information can be accessed

anywhere, and alternative work strategies can help support work-life balance.

Yet few workers are rushing to set up shop off-site. Nearly half of the companies reported that 10 percent or less of their employees regularly work remotely. In that same study, 72 percent of workers say the office is the best place to interact with colleagues. It's also the place to access tools and technology.

Besides the need to choose how and where you work, people need a sense of participation in the collective enterprise, as well as a connection to the organization's culture. The best place to meet all of these needs is the office.



90% of employees say a great view is important – working in that great view is even better.



↑ Outdoor Terrace, WorkCafé

NEW WAYS OF WORKING

But not just any office. Rather, an entirely new approach to it, like the office Lauren Renner uses.

A full-time employee in the Finance department at Steelcase, Renner doesn't have an assigned desk or workspace. She commands few of the traditional trappings associated with being a financial analyst for a global company. No office with a nameplate outside the door, no shelf of family photos and memorabilia, not even her own file cabinet.

Instead, each day she chooses one of many shared desks in the open, daylight-filled Finance department, and selects the most appropriate individual and group spaces during the day as her work changes. She and her colleagues, about 75 total, are typical of today's knowledge workers: highly connected,

mobile, full-time workers doing business in a world that itself is global and mobile, and more unpredictable than ever. Having the right workspace and tools at hand is far more valuable to them than having an assigned desk.

These Finance workers are like any other knowledge workers, switching between work modes throughout the day, moving from focused work to collaboration with coworkers, spending time in meetings, learning, networking, communicating.

"People are always surprised when they visit our workspace," says Dave Sylvester, Steelcase's chief financial officer. "They ask, 'Where are the enclosed offices? Why isn't everyone in heads-down work? This is so... open. People are working in groups, moving around. Is this really Finance?'"

↓ Financial analyst Lauren Renner (far right) doesn't have a dedicated workstation. Instead she and her colleagues choose where and how they work by selecting the most appropriate individual or group spaces throughout the day as their work changes.



With three departments housed in the new space, cross-functional collaboration is easier than ever. Another big plus: The three departments now occupy a bit more than half the amount of real estate each used previously. Floor space per person decreased from 191 to 154 square feet. Desk-sharing ratios went from one desk for every person to one desk for 1.4 to 1.9 people, depending on the group. Post-occupancy surveys will address the qualitative factors after a settling in period, but recent anecdotal evidence and worker feedback has been overwhelmingly positive.

“Everyone now has more choices in group and individual workspaces, more tools, even more access to natural light, important elements that people need to be productive,” says Nancy Hickey, senior vice president and chief administrative officer.



↑ Photos - top: media:scape TEAM theater meeting space, WorkCafé; bottom: Library, 3rd Floor, Global Headquarters

“YES, THERE ARE MORE PEOPLE IN THE SAME SPACE, BUT THEY HAVE MORE AND BETTER PLACES TO WORK. THAT HELPS PRODUCTIVITY AND WELLBEING AND THAT’S GOOD FOR BUSINESS.”

Nancy Hickey
Steelcase Chief Administrative Officer



CREATING THE BEST PLACE

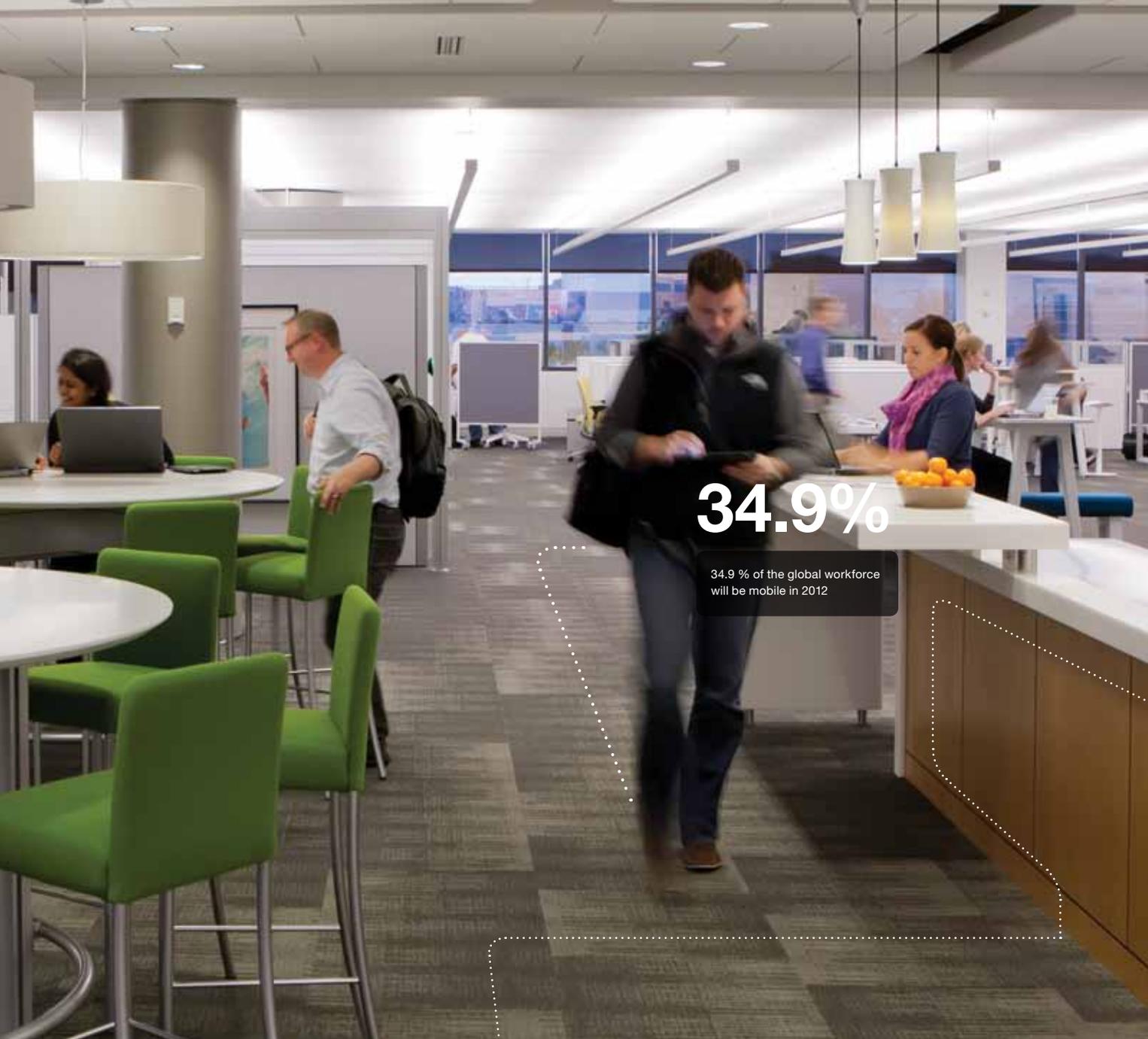
“No matter what we consider our office or home base, work keeps us moving. People can determine where and how they work best. The best place at 10 a.m. might not be the same at 2 p.m. because you do different kinds of work,” says Hickey.

“Using a strategy we call ‘Best Place’, we created a great range of flexible workspaces to meet changing needs. You have the freedom to move, to collaborate, to put your head down and focus. Freedom to seek the best experience at work, however you choose to define ‘best.’”

“‘Best place’ for Lauren and her colleagues means a range of settings so they can choose

how and where they work,” says Julie Barnhart-Hoffman, design principal with WorkSpace Futures, the Steelcase research and design group, and principal designer of this new work environment. “They have a palette of place – individual and group workspaces in the department, across the entire floor, the building and the Steelcase campus. People and work are mobile. A one-size workspace doesn’t fit anyone anymore.”

The new approach fits Renner just fine. “I work in different places around the department, but I usually set up shop in the nomadic camp (an area of bench-style workspaces) because people are so accessible here,” she says. “It’s nice to be able to bounce ideas off of other



↑ Global Headquarters, 3rd Floor, Cafe

people. You might work on a spreadsheet all day and can't find something, and someone else will find it right away." (For a typical day at work for Lauren, see "It's all in a day's work" on pg. 36.)

FINANCIAL CONSIDERATIONS

The planning for "best place," of course, began with the financials. "It started for us as it does for most organizations, as a real estate issue. We had two buildings and we needed to bring people together into one so they could work and collaborate better. The question became: How do we put more people into one building but at the same time give them more of the spaces they need and better tools to work with?" says Hickey.

The factors that are easiest to measure – such as square footage, net usable space per person, desk sharing ratios, the cost of technology, etc. – aren't always the things that add the most value to the organization. More important are issues such as encouraging mentoring to share knowledge and reinforce organizational culture, supporting a range of workstyles for healthier, more engaged and more satisfied employees, improvements in social networks for better cross fertilization between departments, and other qualitative factors. These factors lead to the outcomes CEOs seek today: new product and service innovations, talent attraction and retention, better customer support, etc.

"It's not just about compression. Yes, there are more people in the same space, but they have more and better places to work, and many more choices. They can work more productively, communicate more easily, collaborate at a moment's notice, and adjust their environment to their work. That's good for business now and in the future," says Hickey.

Sylvester believes this new type of workplace should become the norm. "This is the kind of workplace companies everywhere should be creating if they want to make real estate a competitive asset for the company."



80%

80% of companies want people to collaborate more.

↑ The nomadic camp, a series of bench-style workspaces open to everyone.



84% of workers say they stay connected to the organization via team meetings.

Doesn't need a dedicated space anymore, but does need to be able to easily connect with other people.

QUESTION ASSUMPTIONS

"Some people need a dedicated space for their work, but most people don't. Those people who need a dedicated space have them, but they also can get up and move around, change postures, or meet with others in a different space," says Hickey.

Any next workplace should be inherently adaptable. Gone are the days when cookie-cutter solutions could work – each organization needs its own blend of spaces, and it's important to balance owned and shared spaces.

Collaboration shouldn't just happen in meetings. It should happen effortlessly in informal interactions in lounge areas, team spaces, project rooms, and throughout the day as people communicate easily in this open office. Private spaces for focus or private conversations are equally important, of course, and it's important to provide space where small collaborations can break off from larger groups.



**A “PALETTE OF PLACE”
A “PALETTE OF POSTURE”**

Workstyles, mobility and job requirements differ, so an interconnected workplace should include assigned workspaces for people considered residents, a “nomadic camp” shared by mobile workers, and a variety of places for individual and group work that anyone can use. A “palette of place” design strategy assures a range of settings organized into interrelated zones.

In addition to “palette of place,” there’s an important corollary design strategy: “palette of posture.” Steelcase research shows that workers will switch between a variety of physical postures during their work – if the space allows them to do so. Changing postures is physically energizing and mentally stimulating, and it supports different work modes. Workplace designs that allow people to vary postures help keep them refreshed and engaged, and support overall wellbeing.

(continued on page 29)

→
**STEELCASE GLOBAL
HEADQUARTERS:
AN INTERCONNECTED
WORKPLACE**

THE INTERCONNECTED WORKPLACE

CHALLENGE

How to leverage the complexities of competing in an interconnected world.

UNDERSTAND

PEOPLE NEED TECHNOLOGY

PEOPLE NEED PEOPLE

PEOPLE NEED SPACES THAT BRING TECHNOLOGY AND PEOPLE TOGETHER

OFFER

CHOICE AND CONTROL

over how and where people work

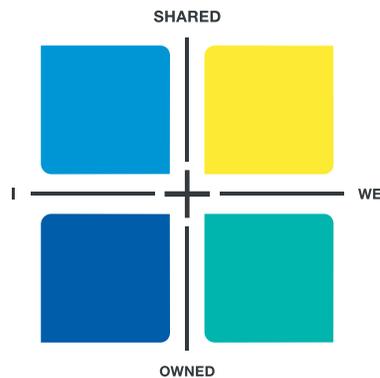
CREATE

PALETTE OF PLACE

a range of settings organized into interrelated zones

PALETTE OF POSTURE

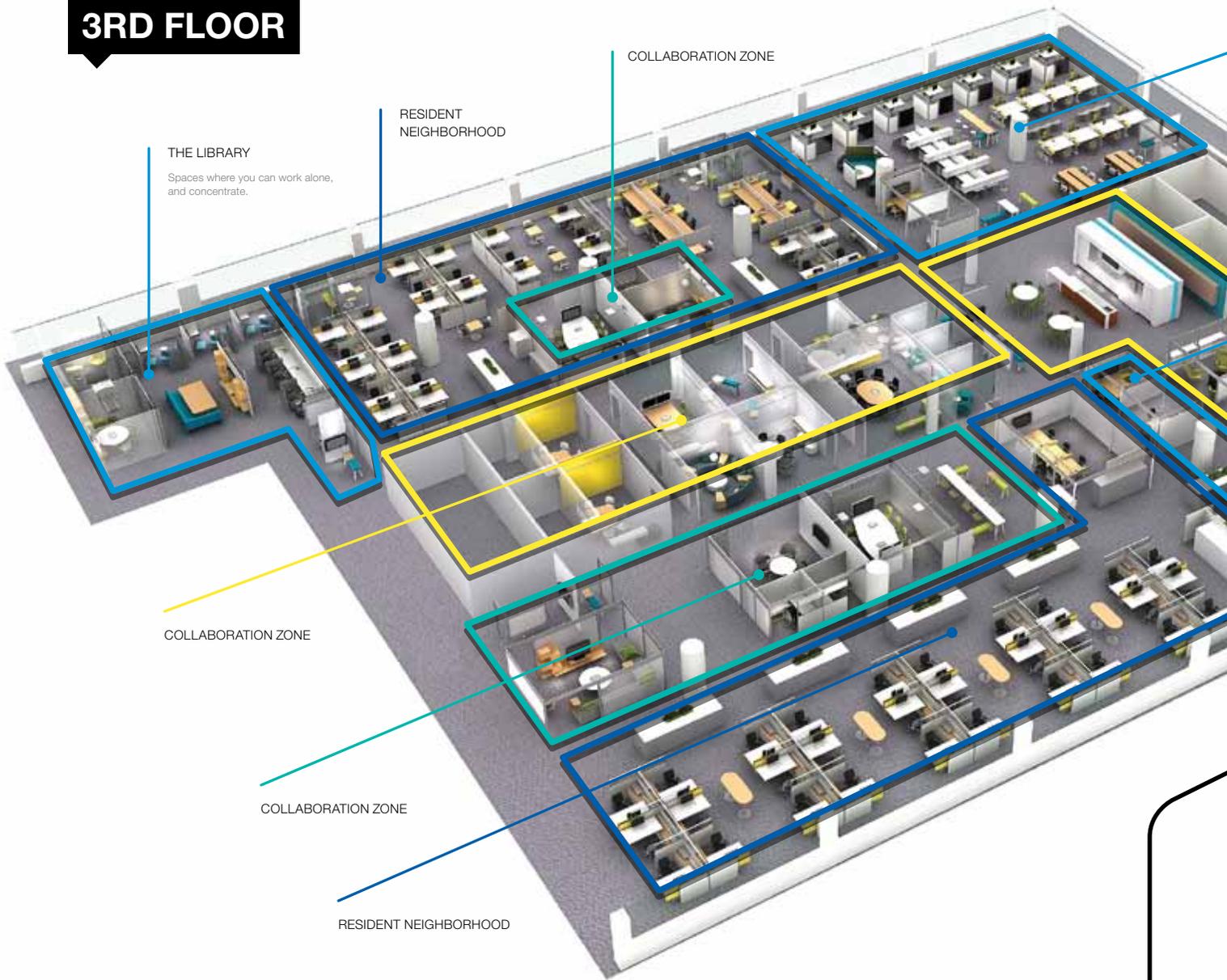
a range of solutions that encourage people to sit, stand or move throughout the day



This framework provides a methodology for creating and assessing a workplace designed for an interconnected world. It recognizes that people need to do both individual “I” work and group “We” work. And it also breaks the paradigm that all individual spaces should be assigned or “owned” or that all group spaces should be shared. The range of spaces in an interconnected workplace need to support focused work, collaboration, socializing and learning.

STEELCASE GLOBAL HEADQUARTERS

3RD FLOOR



Space metrics

	Pre Project	Post Project
Net usable square feet	51,681	26,925
Net usable SF per person	191	154
Net usable SF by function:		
Finance	26,975	11,550
Procurement	21,340	12,782
Quality	3,366	2,618
Net usable SF per person by function:		
Finance*	184	154
Procurement*	198	154
Quality*	198	154

Mobility/utilization metrics

	Pre Project	Post Project
Desk-Sharing ratio by function:		
Finance	1 to 1	1 to 1.36
Procurement	1 to 1.77	1 to 1.80
Quality	1 to 1	1 to 1.89

Note: * The Finance pre-project space was intended for 146 occupants, the figures above reflect that. 75 people occupied the space at the time of the move.

** The Procurement pre-project space was intended for 108 occupants, the figures above reflect that. 83 people occupied the space at the time of the move.

NOMADIC CAMP
A space shared by mobile workers

NOMADIC CAMP

THE COMMUNITY CAFE & HIVE

A space designed for everyone to use when they want to see and be seen, but also get work done.

SHARED

I/SHARED

WE/SHARED

I/OWNED

WE/OWNED

OWNED

WE

WORKCAFÉ

COLLABORATION ZONE

KITCHEN

INFORMATION BAR

LOUNGE

BASE CAMP & CONNECT BOOTHS

DEN

COLLABORATION ZONE

LIVING ROOM

DINING AREA

TERRACE



CREATING AN INTERCONNECTED WORKPLACE

The workplace can be a competitive advantage when it's designed to leverage opportunities created by an interconnected world. To accomplish this goal the workplace must address the five key workplace issues affecting organizations around the world. Looking through the lens of these workplace issues, here are some design principles to consider:

01

Optimize Real Estate

- Provide a range of settings that supports a variety of workstyles and the four modes of work: collaborate, focus, learn and socialize.
- Organize into interrelated zones with specific intent and vibe.
- Design settings for multiple functions.
- Consider alternative workplace strategies.

02

Enhance Collaboration

- Create spaces designed to support different types of collaboration: informative, evaluative and generative.
- Support both physical and virtual collaboration.
- Create spaces to promote unplanned interactions: collaboration is iterative and rolling.
- Allow for transparency which builds trust – the heart of collaboration.

03

Attract, Develop, Engage People

- Provide choice and control over where and how people work.
- Create “third places” on campus for people to gather, or get away.
- Foster learning and mentoring in close proximity to workers.

04

Build Brand and Activate Culture

- Create spaces that communicate your brand to both internal and external audiences.
- Space shapes behavior – create authentic spaces that foster the desired culture to build your brand.
- Design spaces that reflect your values and demonstrate the value of the people who deliver your brand promise.

05

Wellbeing@Work

- Design spaces to encourage a variety of postures – sitting, standing, perching, lounging, walking.
- Create zones that amp up or down the amount of sensory stimulation – from bustling activity to quiet concentration.
- Create settings that encourage socialization and collaboration, and help people feel a part of the organization.

For more information on how to create an interconnected workplace contact us at 360magazine@steelcase.com.



Having the right workspace and tools is far more valuable to knowledge workers than having an assigned desk.

91% of employees say it's important to have a space where they can recharge and reenergize – but 49% say they don't have them.

91%
49%

↑ The new Steelcase space in Strasbourg supports 340 mobile, nomadic and resident users in a varied range of worksettings designed to encourage communication and collaboration. Previously 80% of the real estate was private, enclosed workspaces; now just 30% is enclosed.

(continued from page 24)

In the Strasbourg group's previous office, 80 percent of the real estate was dedicated to private, enclosed workspaces; now just 30 percent is enclosed. The floorplan co-locates spaces for different types of users, which makes it easy for people to find space to work near colleagues with whom they regularly collaborate, whether they're a resident, nomad or mobile worker.

"Research shows that if people have to walk more than 21 meters/65 feet to see someone, they'll send an email instead. If they're close, they'll walk to see each other and communicate in person. Shortening the physical distances between people is one factor that helps us improve our productivity. In fact, we're handling twice as many projects now, with the same number of people," says Georges Roux, architect and sales consultant in the Strasbourg office.



Research shows workers switch between a variety of physical postures during their work – if the space lets them.



95% of employees say they need spaces for focused work – 40% say they don't have them.





Heads down focused work or teamwork? This space does both!

IF PEOPLE HAVE TO WALK MORE THAN ABOUT 65 FEET/21 METERS TO SEE SOMEONE, THEY'LL SEND AN EMAIL INSTEAD.

SINGLE-USE SPACES NO MORE

To optimize real estate, in Strasbourg a key feature of the new workplace is Le Kitchen. "Our cafeteria space is a place for doing business," says Roux.

Overall, the Strasbourg floorplan dedicates 10 percent of the space to Le Kitchen, coffee corners and other spaces that purposely combine dining and working. "These spaces become a crossroads, places where people socialize and communicate and do business," says Roux.



PEOPLE NOW COME TO THE WORKCAFÉ FROM ACROSS THE STEELCASE CAMPUS AND OTHER LOCATIONS WORLDWIDE TO EAT, WORK, MEET, SOCIALIZE, NETWORK, RELAX.

In Grand Rapids, Steelcase's former headquarters cafeteria had drawbacks typical of many corporate dining areas. It was busy in the morning for coffee, during lunch and again for afternoon breaks. Outside of those times it was a ghost town. Furniture was designed for dining, not working, and its basement location put it out of the main traffic flow.

Researchers examined how people were using their lunch and break times. "Free time, in North America is now used for exercise, taking meetings instead of breaks, eating lunch at the desk while you make phone calls, search on the web or catch up on work. People want more freedom to schedule their time and choose when and how they work," says Cherie Johnson, a Steelcase design manager.

Workdays are longer, schedules are erratic. "When your client or team is in another time zone, you need to work early or late, outside of traditional business hours. When you can get food easily and work alongside your colleagues

who are having a similar experience, it's more satisfying and it's healthier, too," she says.

This understanding led to design strategies for WorkCafé, an on-site third place that combines dining and working. Food and beverages are available throughout the day. Focused and collaborative areas for both individual and group work are blended with areas for dining. Social and respite areas support socializing, working, networking and relaxing. Informative learning spaces help workers connect with colleagues and learn about the global company.

The space is welcoming, inspiring and well-equipped (including Wi-Fi, power outlets, media:scapes, etc.)

People now come from across the Steelcase campus and other locations worldwide to the WorkCafé to eat, work, meet, socialize, network, relax. "The space has become an attractor because you meet more people face to face," says Johnson.

“INNOVATION REQUIRES A MORE AGILE ORGANIZATION, A MORE COLLABORATIVE WORKFORCE AND A WORKPLACE THAT ENCOURAGES BOTH.”

Jim Keane
Steelcase President

connection and collaboration, such as group workspaces, content-development tools and technology. People are more engaged when their space supports the predominant work mode in business today – project work – through team project spaces, content displays, etc.

For most companies, successful changes in worker mobility, collaboration, and alternative work strategies require a shift in the culture of the organization. According to the Steelcase/CoreNet Global survey 48 percent of companies believe culture change management is very important to successful adoption of a new work environment.

Steelcase began the culture change management process two years before they opened new workspaces. “Using employee surveys, we identified organizational practices that needed to change and then got management alignment around them. For example, we saw a need to make decisions faster and made it a priority. We worked with leadership to encourage employees to make more decisions at lower levels of the organization, identified the resources people needed, and worked with managers on the discipline required to support new approaches to decision making,” says Hickey.

Since more workers would be mobile in the new workplace, “we focused on helping people learn how to manage employees when you

don’t have line of sight of your staff, how to set objectives and measure results instead of seat time.”

A culture change management group with cross-functional representation created a playbook with information and direction for managers.

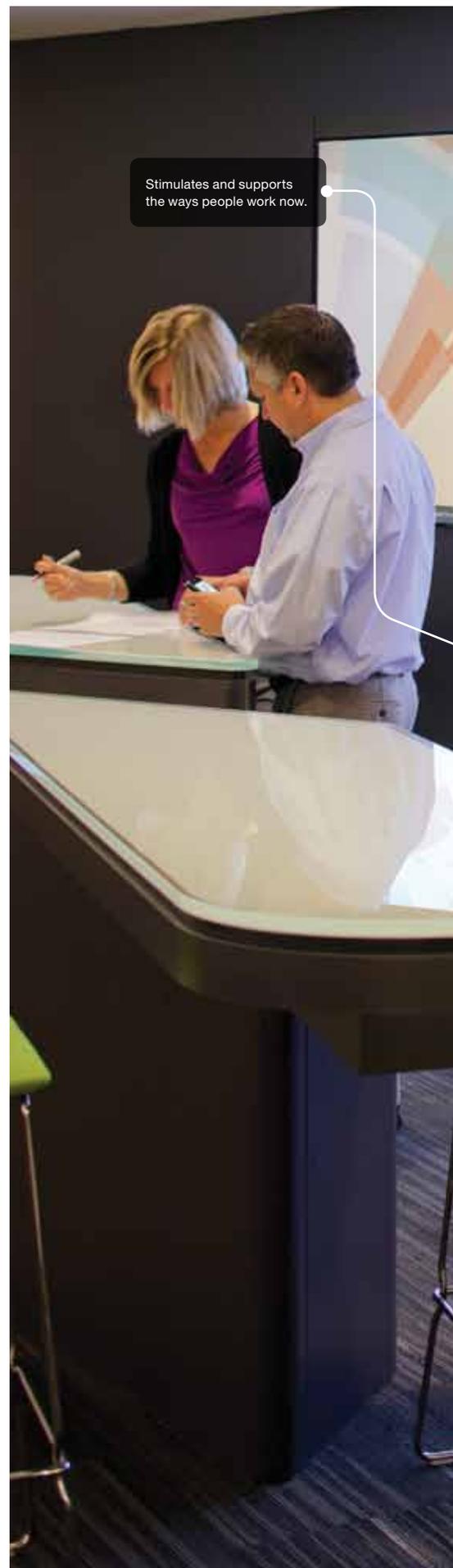
“The playbook is one tool for helping to change the culture of the organization and ease the transition to the new behaviors,” notes Hickey.

TEST, MEASURE, ADJUST

Before redesigning and renovating Steelcase’s new spaces, Steelcase designers built prototype spaces. Worker feedback helped refine the spaces, and post-occupancy evaluations and ongoing observational research will not only help to further refine these spaces, but also will inform other spaces to be renovated in the future.

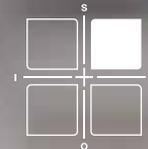
No workspace is ever completely finished, says designer Barnhart-Hoffman. “At the Pixar animation studio, they say they never really finish a film, they just release it. I think that’s the way we have to look at work environments. Not just because you want it to be as good as it can be, but business changes so quickly now. You can’t relax. You have to give users more options, more control over their space, and be ready to change any space, even the spaces you love the most.” ◉

Stimulates and supports the ways people work now.

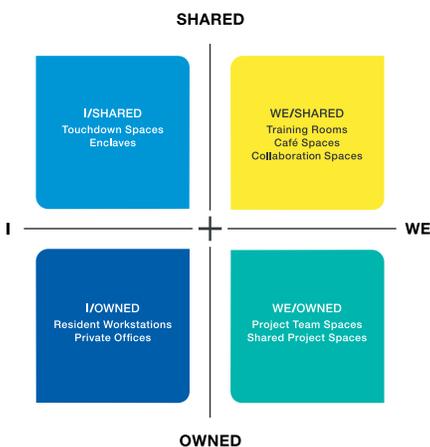




• Eat, work, meet, socialize, network, relax.



08:07



IT'S ALL IN A DAY'S WORK

Lauren Renner represents much of what's refreshing and new about business today.

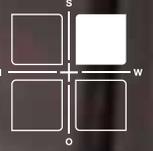
At 26, she's a part of Gen Y, the young people who are seemingly comfortable with all technology, eager to learn from everyone, ready and willing to collaborate with colleagues.

A financial analyst at Steelcase, her career exemplifies how much business has changed. Little more than a generation ago, women mostly held clerical positions. Today they hold over half – 51.5 percent – of management, professional and related occupations according to Catalyst, a nonprofit foundation that advocates for women in business.

Renner's workplace is especially new. Her "office" is a series of workspaces at the Steelcase global headquarters, a work environment of individual and group spaces with flexible furniture and tools that support a range of workstyles, and a palette of place and posture that are essential elements of an interconnected workplace.

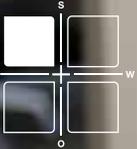
Her typical day starts with a visit to the WorkCafé, an on-site third place for dining and working and where she often has an impromptu meeting with a colleague about a current project. Sometimes she grabs a space to catch up on email, make some calls, write a report. The WorkCafé is purposely designed to support this blend of individual and collaborative work common among mobile workers like Renner.

(continued on page 43)



Dropping into the WorkCafé, financial analyst Lauren Renner collects breakfast at the coffee bar. She often meets colleagues she works with on different projects, and they take a nearby workspace to discuss a current issue.

08:16

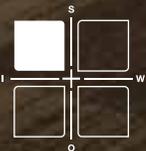


Knowledge work today means frequent collaboration. Renner's supervisor, Tim Fennema (shown with Lauren above), schedules twice-weekly team updates so everyone stays in touch. Even so, managers must adjust to not having "line of sight" to their direct reports. "You have to trust that, as long as the work gets done, it doesn't matter if I can see my team at work," says Fennema.

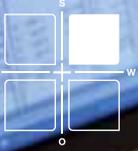
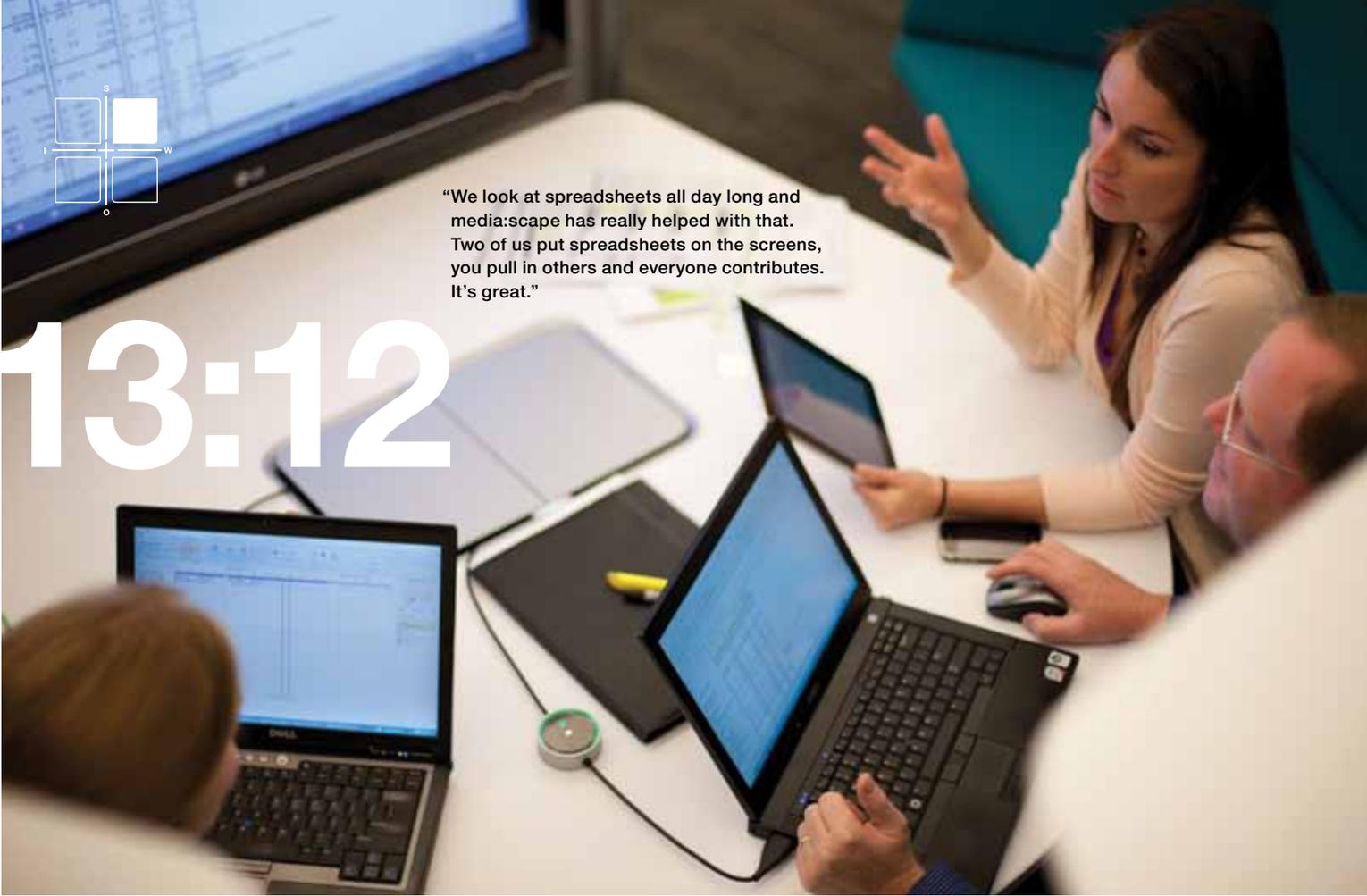
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10:09

-  16 ACCIDENTAL ENCOUNTERS
-  114 EMAILS
-  07 VOICEMAILS
-  04 PROJECTS
-  05 WORK SPACES
-  02 COFFEE, CREAM, NO SUGAR

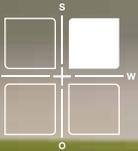


A height-adjustable desk is one option for Renner, who has no assigned workspace. A favorite home base for the day: one of the bench-style workstations in the department's nomadic camp, spaces available to any worker.



"We look at spreadsheets all day long and media:scape has really helped with that. Two of us put spreadsheets on the screens, you pull in others and everyone contributes. It's great."

13:12



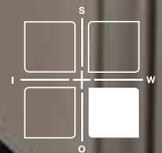
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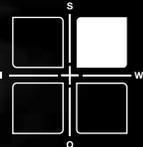




This Collaboration Zone has everything Lauren needs to work through the budget process with the Brand Communications team: display and projection surfaces, data and power access and easily reconfigured tables and chairs.

15:17



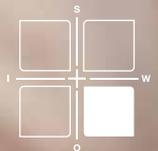


16:22

The Finance group closes the company books during the first two weeks of each month. "You need to be visible to others when you're closing the books because it can get pretty stressful," says Renner. "We work closely together so we can help each other out, get another perspective on an issue."



Renner's colleagues are sometimes located in other countries and telepresence helps bridge the distance. When team members are located in different time zones, a mobile worker's day often extends beyond normal business hours.



(continued from page 36)

The new work environment for Finance, Quality and Procurement serves the three groups (it used to support just one), as well as visitors from other areas of the company. Most spaces are unassigned and can be used by anyone. Configurations range from wide open to fully enclosed, in sizes right for individuals, and small or large groups.

Renner's day is a series of collaborative meetings punctuated by solo work. Her tools of choice are a smartphone, laptop and portable laptop stand, a wireless mouse, keyboard and numeric keypad. She carries few papers, working almost exclusively with digital files. Although she's assigned a drawer in a file cabinet for storage, she uses it rarely. "I used to store my purse there, but I'm moving around so much I just carry it with me now."

Renner's generation is often reported to prefer working at the local coffee shop, hunched over a keyboard and plugged into an iPod. Yet Steelcase research, including recent planning with the people in the Finance, Procurement and Quality departments, show that "a preference for a certain type of workspace varies more by workstyle than by age," says Julie Barnhart Hoffman, design principal with WorkSpace Futures, the Steelcase research

and design group, and principal designer of the new work environment.

"There are different workstyles within each generation – Boomers, Gen X and Gen Y. The important thing is not labeling workers by generation. We all need to be able to choose the places we work, the tools we use, what's best for the work at hand," she says.

Tim Fennema, director of finance and Renner's supervisor, says, "We all had assigned desks before, but we're all mobile, we deal with global finance issues and people around the world, so we're used to working without 'line of sight' to each other. We use instant messaging, media:scape to compare documents and share ideas, and we meet face-to-face if needed, either in person or using telepresence. As long as the job gets done, that's the test. People appreciate this level of freedom. It makes it more enjoyable to come to work."

Renner changes locations throughout the day, switching between her bench workspace, a media:space collaborative work setting, a client's office in another building, the WorkCafé on the first floor, and other spaces. "Sometimes I finish a meeting in the WorkCafé and just stay there and work for the rest of the afternoon."

CHOICE + CONTROL

She doesn't have an assigned desk or other traditional totems of corporate success. Instead she has much more choice and control over her work environment than previous generations, as well as better tools to support the ways she works.

"I think success today is measured by the work you're doing and the responsibility you have. It's not about having your own desk. I'd rather have the ability to choose where and how I work." For Renner and knowledge workers like her, the new status symbol is the freedom an interconnected workplace provides. ●

DISTRIBUTED BUT NOT DISTANT: BRINGING REMOTE TEAMMATES TO THE TABLE

Knowledge work is becoming increasingly collaborative as we tackle more projects in groups, working side by side with colleagues. But what if your job requires collaboration with people you rarely, if ever, meet? Distributed teams are common in business, but that doesn't make the essential challenge easier: How can widely dispersed people work well together? Better yet, how can they become true teammates whose work is greater than the sum of their individual efforts?

Stephen Gale thinks he's found the answer. He's director, sales and marketing communications for Steelcase's Global Business Center in Kuala Lumpur, Malaysia, a group of 350 people who provide product specification, renderings, and other sales and marketing support for various Steelcase offices and dealerships throughout Asia. "Our people in the Global Business Center work in teams that support particular markets. We wanted them to better understand those markets and get to really know the people they're working with, whether they're in Beijing, Mumbai or Melbourne," says Gale.

Thus began the One Team initiative to turn distributed teams into tightly knit colleagues. About a third of the Kuala Lumpur teams received high-definition cameras and life-size monitors linked to corresponding equipment in the cities they support. These telepresence links are located at the end of each team's FrameOne bench workstation, and they're always connected, always on.

"You look up, there's your colleague in Sydney, Australia. It's like they're seated at the table with you even though they're over 4,000 miles away. You don't have to start up a computer, connect it, put in a password and all that. It's real-time communication; you feel like you're in the room together."

This type of real-time telepresence link is sometimes called a "wormhole," which is a hypothetical large-scale shortcut through space and time. Steelcase has been using real-time telepresence for a few years, but this is the company's first large-scale implementation of the system.

Gale says they started seeing results in a matter of weeks. "It really simplifies the business. It eliminates putting out a phone call or message, hoping to reach someone, waiting for a response or even having to schedule a conversation. You just look up and see if they're there and start talking."

The Kuala Lumpur team tested a variety of hardware and software solutions before settling on telepresence. Training was minimal. Workers were told to consider the wormhole link another person or group at the table, and to use the same standards of office etiquette: consider what the person is doing before interrupting, keep your voice down, etc.

Eleven teams in Kuala Lumpur have wormhole links with colleagues in other cities and, given the growth of the company's business in Asia, more links will likely be installed in the future.

"What it does is remove the demarcation between offices," says Gale. "Before, the relationship between the people in the other cities and our folks in the Global Business Center was kind of a customer/supplier relationship. Now there's more of a sense that we're on the same team, we're in this together, sharing wins and losses. People are getting to know each other better, they're looking out for things rather than waiting for them. It's like having your coworkers sitting right next to you." ●

"IT'S LIKE THEY'RE SEATED AT THE TABLE WITH YOU, EVEN THOUGH THEY'RE 4,000 MILES AWAY."



↑ Steelcase's Global Business Center in Kuala Lumpur, Malaysia has real-time telepresence links with 11 different cities in Asia.

BEIJING

KUALA LUMPUR

LESSONS LEARNED

People prefer working at an office because it's where colleagues, technology, and tools (in that order of importance) are most accessible. Keep that ranking, and these lessons, in mind when planning an interconnected workplace.



VALUE REAL ESTATE EFFECTIVELY

Balance sheet valuations, while important, miss the point. How well office real estate fosters communication and supports collaboration, how well it contributes to worker engagement and activates culture, how it contributes to health and wellness – these are the measures of an office's value to the organization.

Post-occupancy evaluations can show if collaboration has increased. They also measure how well people can access tools, technology and workspace, how well departments are communicating with each other, indicators of how well your real estate is contributing to your business results. So, go figure.



DETERMINE CRITICAL SUCCESS FACTORS

What must the company do to achieve its goals? Since the office must support these factors, identifying them helps drive workplace planning and design. Example: To enhance organizational collaboration, space must support one-on-one meetings at workstations, group collaboration and impromptu meetings, while also supporting the different types of collaboration: informative, evaluative and generative.



HONESTLY ASSESS CORPORATE CULTURE

How much change does the organization need? How much change can it handle? What does the company need to do to adapt to the new economy? How broadly distributed are teams? A clear understanding of the organization's culture should precede any significant work environment changes.

Communication is key, and it extends from the initial examination of company culture into planning, designing and testing of the proposed new work environment through post-occupancy evaluation and tweaks to the space.

04

MANAGEMENT SETS THE TONE

Workers won't adapt to a new work environment and new work processes if leadership doesn't model the behavior the organization needs.

Involving both management and employees in developing new work environments also helps generate earlier employee buy-in and support for new ways of working.

05

LEVERAGE MOBILITY + MAKE IT EASY

Plan for nomadic workers to easily find a space. Provide places for backpacks, room to spread out, access to colleagues. More workers are going mobile every day; the office that offers a variety of spaces that workers can easily find and adapt, will be the most successful.

06

UNDERSTAND THE GENERATIONS, BUT THINK AGELESS

Yes, the generations are different, but every generation borrows from and models the others, so you can't plan spaces based on age alone. A thorough understanding of business goals, group objectives and work styles drives the work environment design for all ages.

07

REFINE. REDESIGN. REPEAT.

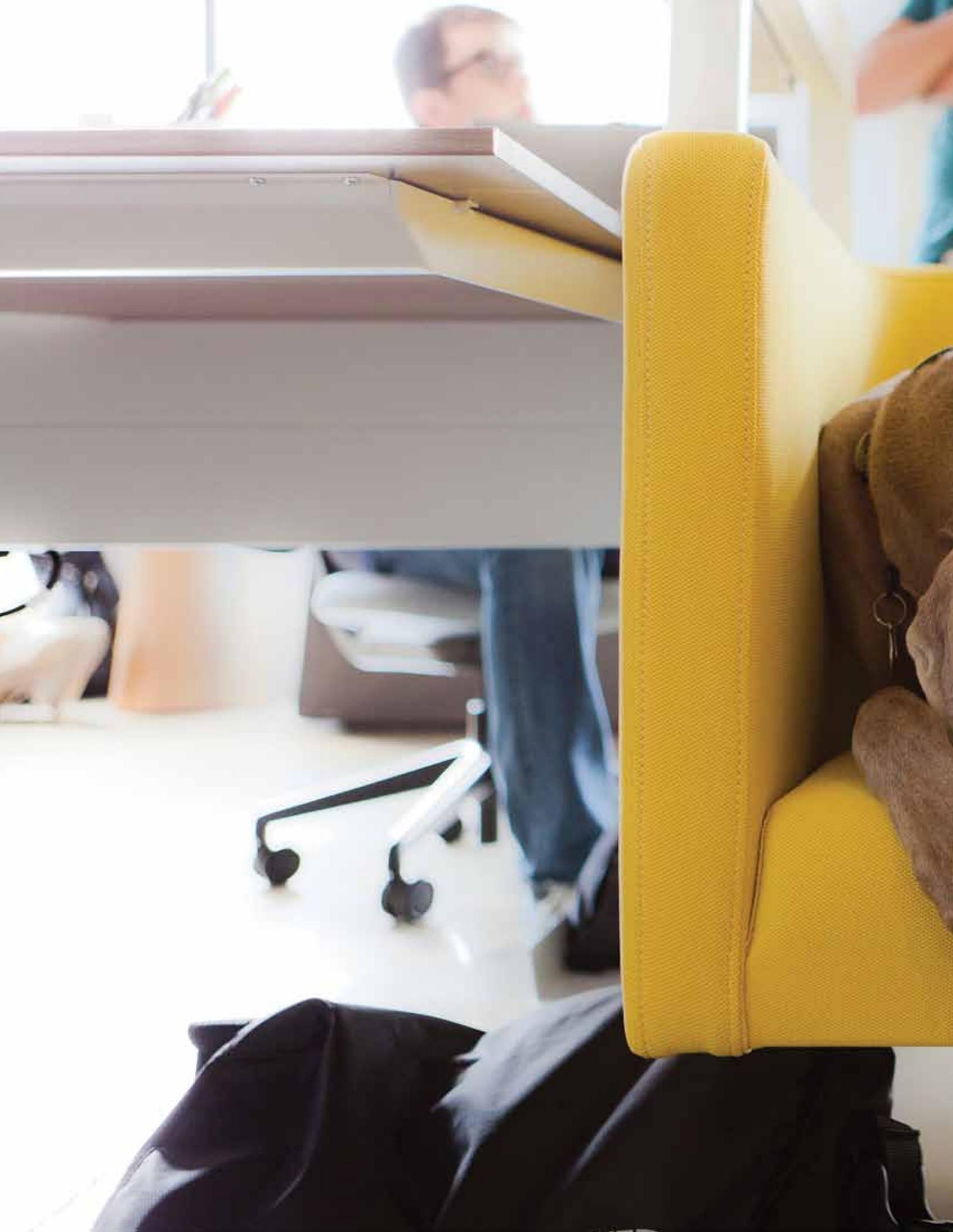
Prototype the space, use it, refine it. After move in, check it again. What's not used? Any places overbooked? Need more collaboration space? What's in the way of better staff communication? Are there any work process workarounds? Great workspaces get that way because they are continually measured, reevaluated and improved.

08

NO SINGLE-USE SPACES

Would you hire a person who can do only one thing? Don't pay for real estate that can't multi-task. Consider how many different ways the space can be used. How easily the users can configure the space for the work at hand. How furniture can be used for multiple types of activity.

Consider adding Wi-Fi, collaboration and technology tools to dining spaces, lobbies and in-between spaces to better leverage those spaces and provide workers with more choice and control.



A Weimaraner dog is lying on a yellow sofa, looking towards the right. The dog's head is resting on its front paws. The background is a bright, slightly blurred indoor setting with a window. The text is overlaid on the right side of the image.

**SMALL COMPANIES
ARE JUST LIKE BIG
COMPANIES...**

**ONLY
DIFFERENT.**

IT'S NOT THE SIZE OF THE DOG IN THE FIGHT THAT MATTERS, IT'S THE SIZE OF THE FIGHT IN THE DOG, ACCORDING TO THE OLD SAYING. IT'S THE SAME WITH A COMPANY IN TODAY'S GLOBAL, MOBILE, INTERCONNECTED WORLD.

Large or small, every company competes in the same marketplace for talent, suppliers and, of course, customers so it takes something special for a small company to thrive in this environment.

Since their resources are comparatively limited, small companies have to think and operate differently. Hiring from the same overall talent pool, they use their unique environments and workstyles that are seldom found at big companies to attract workers. Hiring decisions are often based on how well a person fits the company culture as much as the skills they offer. Company assets, such as real estate, furniture and technology, are not only carefully husbanded but used in different ways, too.



↑ At RocketSpace, a shared office space in San Francisco for high-tech companies, bench workstations support impromptu collaboration, knowledge-sharing and a sense of shared endeavor. Benches reconfigure at, well, rocket speed.

These insights and more were gathered in a study of small companies conducted recently by the Steelcase WorkSpace Futures research and design group and sponsored by Turnstone, the Steelcase brand inspired by the spirit of small business. It's the second study of small companies sponsored by Turnstone.

"We work with many small companies. Some act like big companies; others act completely differently. We wanted to understand new ways to create a better experience for our customers," says Jim Abraham, head of product marketing for Turnstone. "Our Turnstone team itself numbers about 30 people, so we learned some things about being a better company, too."



The research involved on-site visits, interviews and observations at 19 different companies in the U.S., including private and nonprofit organizations across a range of product and service industries. The average company size was 40 to 50 employees.

"We discovered some important nuances in how small companies view their business and how their size changes the way they operate," says Melanie Redman, one of the lead researchers.

A FOCUS ON EMPLOYEE WELLBEING

For example, small companies are like small towns. Everybody knows each other, individual distinctions are apparent, even celebrated. It's

impossible for the president of a Fortune 500 company to personally know every employee, but the owner of a small company can.

Consider an employee for a cleaning products company in Chicago. The woman's car broke down on the way to work. It was an old vehicle, the single mother's only transportation, so she caught a cab to the office. The company owner soon heard the story. That afternoon he took her out to find another car, loaned her the money to buy it, and arranged for her to pay it back through payroll deduction.

"Small companies are better able to react to individual situations, instead of relying on corporate policies and procedures," says Redman.

Other small companies have their own ways of watching out for their people:

- ▶ A software design firm founder believes that the industry's typically crazy-long hours aren't good for a healthy lifestyle; he insists on maintaining regular business hours, and at 3 p.m. each day all employees take a group walk outside to get refreshed.
- ▶ The owner of a search marketing firm founded his business where he could enjoy an outdoor lifestyle; he had a bike track built outside the office door for everyone to use.
- ▶ One company's human resources department is named the "people department," to recognize employees as individuals.

“PRETTY MUCH EVERY WEEK WE’RE MOVING FURNITURE. IT’S LIKE A GIANT GAME OF TETRIS.”

Duncan Logan
RocketSpace founder

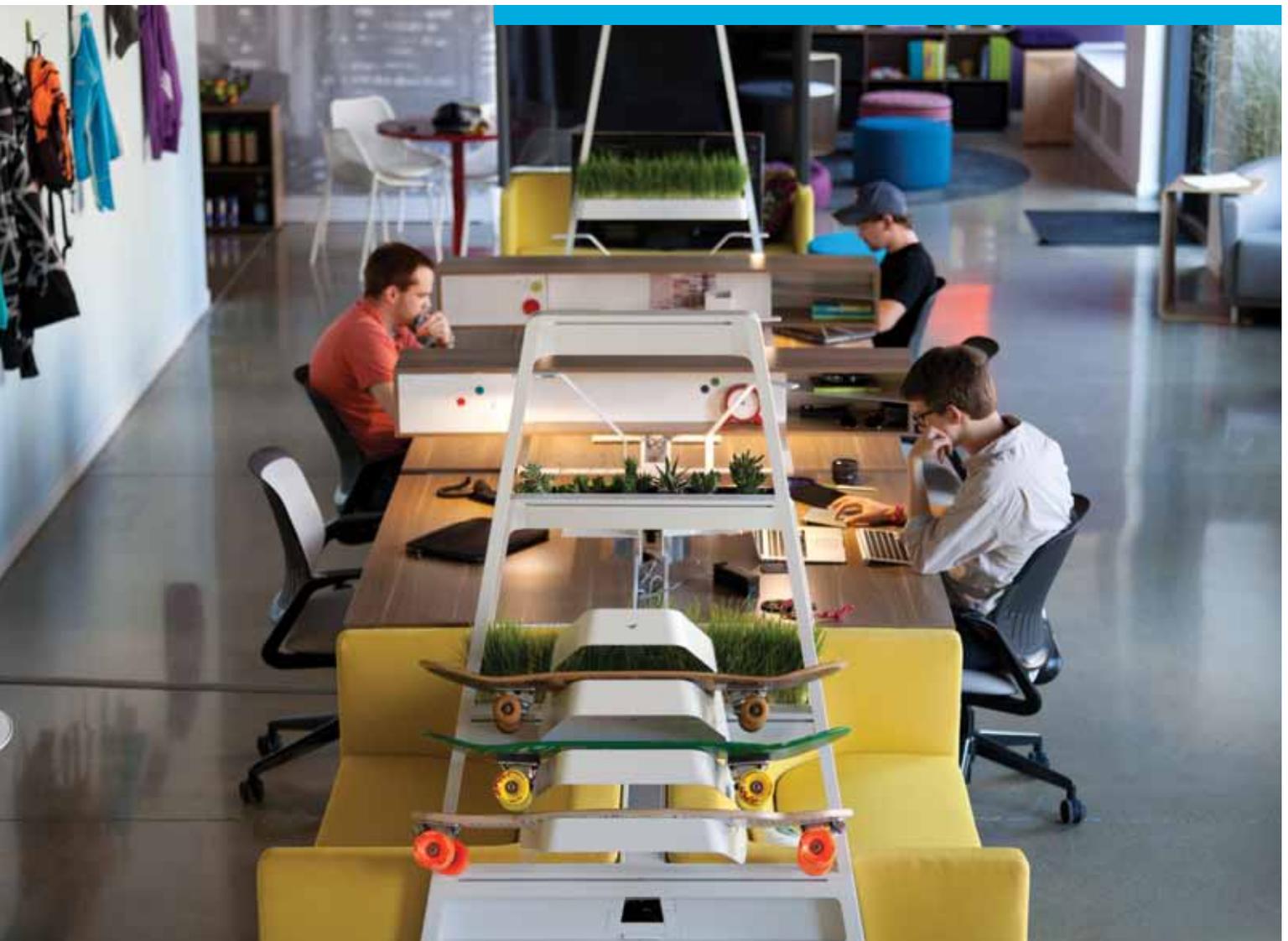
MAXING OUT WORKSPACES

Small companies don't have the resources of their larger cousins, so they expect space, furniture and tools to be hardworking. Furniture that's simple, adaptable and technology-friendly is a continuing theme, allowing employees to move between individual and collaborative work. Entry areas are used in some businesses for company meetings. A few organizations rearrange desks on a regular basis to keep people from getting into ruts.

“We use space as a platform for building an ecosystem for technology and new media companies,” says Duncan Logan, founder of RocketSpace, a shared office space in San Francisco for high-tech organizations. Logan's

company (not part of the research study) uses its Turnstone furniture in its marketing efforts to prospective customers. “Try hiring a programmer these days and asking them to work on beat-up old furniture.”

RocketSpace's open plan offices include a variety of workspaces, technology and tools in its monthly fee. “We know the importance of good office space as well as the enormous benefits in sharing with like-minded, fast-growth companies. Companies here specifically mention RocketSpace in their ads as a draw for potential employees because the environment makes a difference to these people, and the market for talent is very competitive,” says Logan.





↑ Small companies believe it's crucial that new employees can work well with others and fit easily into the company culture.



↑ Open-plan offices at RocketSpace reinforce the transparency that inspires employees of small companies. People know how their work impacts their coworkers and the overall company.

WHEN THE COMPANY OWNER HEARD HIS EMPLOYEE'S CAR HAD BROKEN DOWN, HE BOUGHT HER A NEW ONE.

Open offices are popular in small companies. Walls, panels and doors can inhibit open communication and collaboration, key work modes for these small organizations. Open environments encourage employees to be informal, get to know each other and, not incidentally, have fun at work. Employees on skateboards, roaming pets and bikes used for commuting are frequent sights at smaller firms. At an online sports equipment retail company, the staff is so passionate about sports that it's not unusual for people to bike to work and start work while still in their bike clothes.

SMALL COMPANY WISDOM

Organizational culture is duly recognized as critical to a small company's success and they communicate their culture at every opportunity, often using their products, packaging and marketing materials as decor. Company values are posted prominently. And since people drive culture, finding the right employees is approached with great care. Prospective

employees at an online craft and art marketing firm are interviewed over a game of table tennis, since the owners believe it reveals how well people deal with competition and stress.

Small company insights have influenced the experiences that Turnstone provides its customers. "Employees put bikes, skateboards and snowboards on display on shelves like artwork. They have a passion for their space and how it reflects their company. The way individuals can express themselves is a big reason why they work at small companies," says Abraham. It also inspired some unique storage approaches, incorporated into the new Bivi™ benching system.

At RocketSpace, with nearly 100 companies and 400 people using its 40,000 square feet of shared space, "Pretty much every week we're moving furniture," says Logan. "It's like a giant game of Tetris. One company says 'We want to take that corner space and we want to reconfigure the desks,' and another one will say 'We'll take their space.'

SMALL BUSINESS INSIGHTS

Individuals matter

Employees are individuals, not "people" or "staff."

Employees are hired first for culture fit, not skill fit.

What is appropriate in personal life is appropriate at work.

Employees are empowered to make decisions and take on different roles.

Community matters

Interdependency between the company and the local community is mutually beneficial.

Invest time, resources and money in the local community, regardless of direct benefits.

External transparency engenders trust among customers and employees.

Space matters

Spaces need to quickly and easily transform.

Open spaces promote energy in an informal, fun and sociable context.

These spaces were never intended to be offices.

Financial matters

Invest in people regardless of direct benefits.

Business critical issues may be different than that of large companies.

Spend money on what's available and what's within budget, and be intentional about it.

Spirit matters

Be nimble, respond quickly and think outside of the box.

Question yourselves and try new things.

Be true to who you are in terms of values and mission.

Success is not about becoming big.

Passion matters

Make the world better.

Be extremely passionate about customer service.

Passion and purpose attract new employees.

Passion for the environment isn't just about marketing.

For more information about Turnstone, visit myturnstone.com.



COMPANY SIZE INFLUENCES HOW FIRMS THINK ABOUT PEOPLE, REAL ESTATE AND FURNITURE.

"It's absolutely no problem for us. We just disassemble the Bivi desks, move and reassemble them. All the fasteners are metal on metal, or going into bolt holes. You can disassemble and assemble it as many times as you want. Whether it's a one-person office or a meeting room or a desk for six people, it's the same legs, so we're not constantly looking for parts. It's been easy."

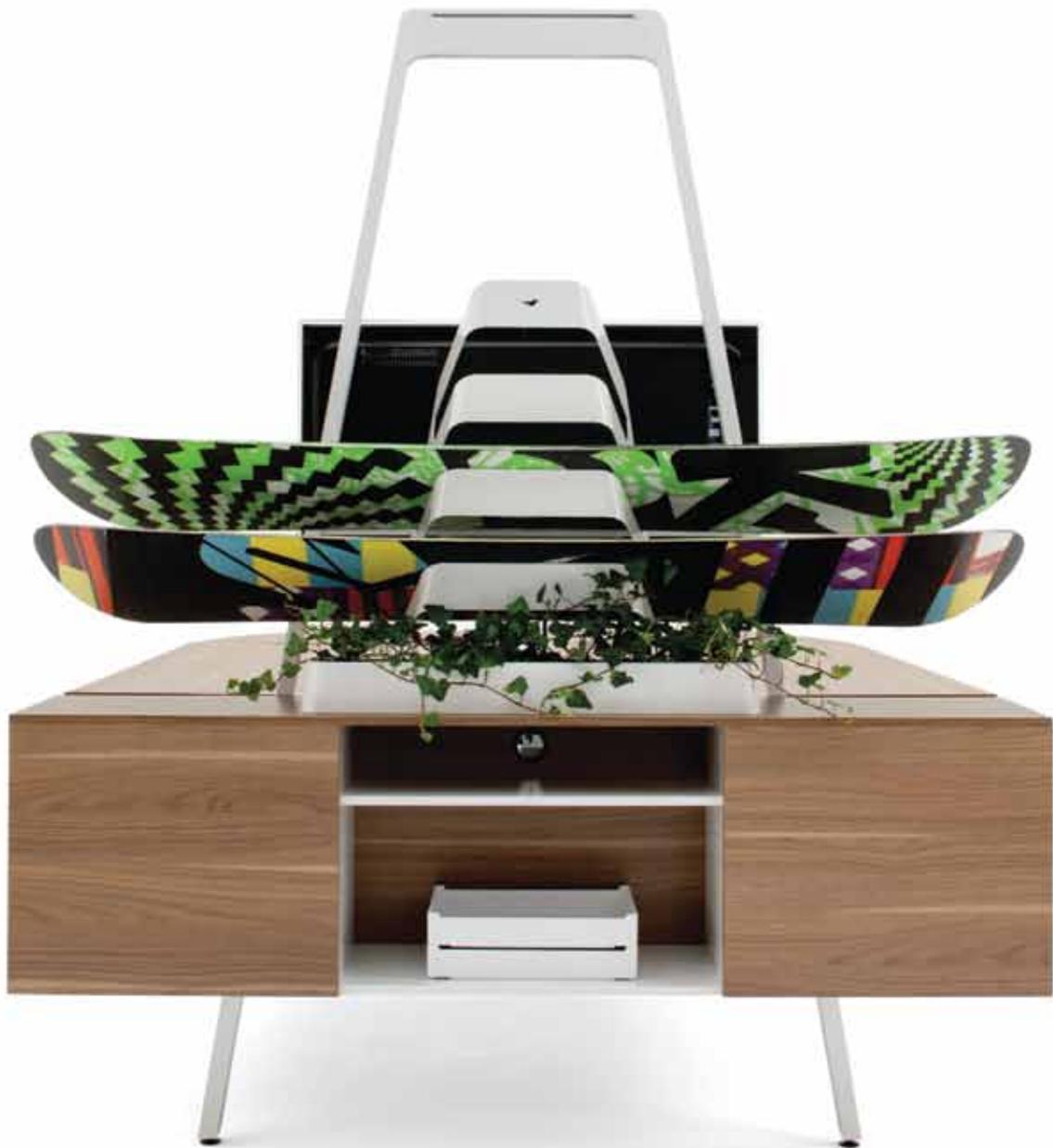
Turnstone, in turn, learns from RocketSpace users. Workers at one start-up turned a small Turnstone table on its side so they could use it in a new way. Few of the high-tech firms ask for pedestals, since workers store most content digitally, yet many tech workers want a lot of digital display – as many as four, 30" monitors on a single desk.

Most any company can learn from how small companies operate: Real estate should contribute to your business performance.

Space, furniture and tools must be utterly adaptable in today's globally competitive environment. Each individual brings unique characteristics to the organization's culture and identity.

"A CEO at a large corporation can't help every employee whose car breaks down," notes Redman. "But the idea of supporting the individual, fostering better communication and collaboration, using space to express company culture – those are helpful insights for organizations of any size." ●

For more insights from Turnstone's small company research, contact Jim Abraham at jabraham@myturnstone.com



when is a desk more than a desk? when it's bivi.

Bike rack. Lounge. Snowboard rack. Viewing station. Working station. Introducing Bivi - putting the power to define space and culture in your hands. Bivi is a simple desking platform with imaginative add-ons that let you create a space that works the way you like to work.

Running a business is hard enough, having a great space to work in should be easy.

Q&A WITH LYNDA GRATTON

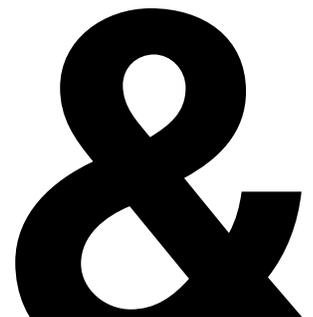
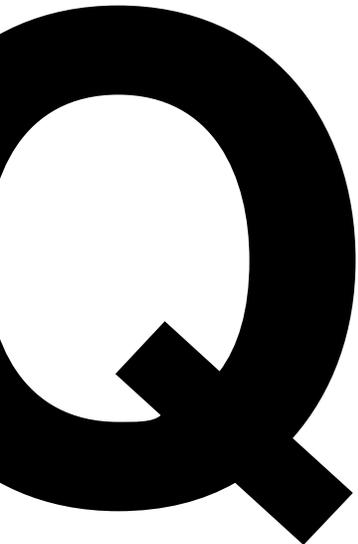
LONDON SCHOOL OF BUSINESS PROFESSOR AND AUTHOR
SEES FIVE FORCES AFFECTING OUR LIVES: TECHNOLOGY,
GLOBALIZATION, DEMOGRAPHY AND LONGEVITY, SOCIETY
AND ENERGY RESOURCES.

LIFE WOULD BE SO MUCH EASIER IF SOMEONE
GAVE US A PEEK AT THE FUTURE, RIGHT?

Meet Lynda Gratton. She says the forces shaping the future are here now, changing how we work today and how we'll work for the next 10 to 15 years. She's a London School of Business professor, consultant, author and global entrepreneur, and she explores a deeply challenging future in *The Shift: The Future of Work is Already Here*. *HR magazine* recently named her Most Influential UK Thinker. *The Times* and *The Financial Times* rank her as one of the most influential business thinkers around. Gratton spoke with 360 from London.

What do people respond to the most in *The Shift*?

Two things. The first is the 32 trends (implications of the five forces) we've identified through our research, and the second is the shift around networks. I think people have really begun to realize the importance of your "posse," the people that surround you who are your community of support.



A



You say that people struggle with networks. How so?

Their ideas of networks have been too simplistic that the best thing you can do is to meet everybody else. You have to be much more explicit about the quality and type of networks you want. What we know is that networks form through proximities. The layout of a place and the circulation process are absolutely crucial. In my book *Hot Spots*, I talked about how gaining a level of mastery of your skills is influenced by who you decide to sit near or next to. Are you sitting next to the right people?

How can space help an organization adapt to the five forces shaping the future?

One way is through flexibility in terms of where you work. A number of companies are considering how to create a way of working that suits people from many different backgrounds and will also allow them to have some of the excitement that comes from working in great locations, and also the comfort of occasionally working from home. But it's complicated. British Telecom (BT) put a lot of people to work from home, and found that these people got really lonely. At the same time they didn't want them all commuting into the center of London. So they're creating community hubs where people from all different parts of BT can come together, to actually see each other and get an opportunity to use video conferencing and other tools. Just putting everybody into a home office isn't necessarily the right solution. You also have to think about how to connect them.



How can companies help workers upgrade and adapt their skills to adapt to the five forces?

A company can play a huge role by encouraging people to do so and by making resources available. Not only technical resources, but actually giving people time to think. In academia we get sabbaticals where we can go and do something else for six months at a time.

I remember talking to a man last year about sabbaticals and he said, 'Yeah, I had a sabbatical.' And I said, 'That's great, did it last for six months?' And he said, 'No, it was a day.' That's not a break! The sheer pressure of technology – hundreds of emails everyday, meetings, the level of fragmentation and the level of interruption that occurs – make it terribly difficult for people to step back for the learning and development that's so important.

Are teams getting larger because the problems are more complex or is it because technology allows us to connect easily with so many people?

It's a bit of both. Organizations that go across more than one country are, in a sense, forced to create these very diverse teams. Some of them can be really quite large and as a result they struggle.

What are the offices like for your company, Hot Spot?

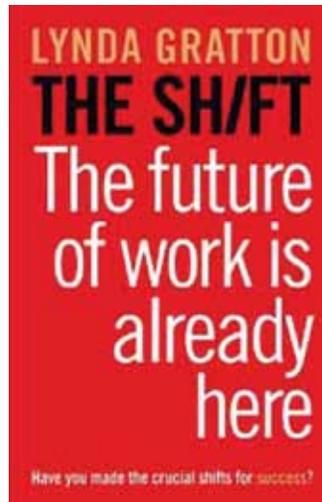
We're now located at Somerset House, an old government building in London that's been turned over to become the largest creative cluster in Europe. It's full of little creative companies like ours, with a buzzing, amazing atmosphere. We were a virtual team and now work together. It's made such a difference to us in terms of creative energy and excitement. Somerset House also has an art gallery, exhibitions, fashion shows. It's an extraordinary place. If you can create different hubs where you get different people together, the opportunities are endless.

What's your office like?

I have four of them and they're all quite different. At Somerset House I work at a table in the middle of our office. My office at home I use for my writing, because I need to have complete silence when I write. My London Business School office is only for meetings. I carry a little MacBook Air with me. I do all my emails off my iPhone. I also work in a weekend home near Barcelona.

What's your workstyle? Do you array information around you?

I don't put stuff on the walls. I use different screens. When I write books I do that on my own, in silence, in my house in London. Or in Barcelona, where I sit on a couch that looks over the Mediterranean. I just put my feet up, and write.



How prepared is Gen Y to confront these five shifts?

Gen Y people are very keen for an opportunity to work. The tragedy for this generation is that when a person doesn't work in the first three or four years of their careers, according to our research that actually blights their career for decades. They don't establish work habits; working at the university is not the same as work. And work habits, the habits of getting in and working and focusing, take time to develop. My worry is that these young people, especially educated individuals that struggle to get an opportunity to work, lose the capacity to build work-ready skills. But once they're in the workforce you can stand back and let them get on with it, and you'll find that they do extraordinary things.

You write a lot about the importance of tacit knowledge and sharing it with younger people. How can companies tap this knowledge?

It's a huge challenge. There are some American companies where three-quarters of the work force will be leaving within five years. And a lot of the knowledge they've got is tacit knowledge in the sense that it's knowledge they haven't really shared yet. Mentoring and coaching are going to play a very important role. We need more experienced workers to mentor young people and share with them the knowledge they've got of the market, of customers, and so on.

How do you encourage mentoring?

We did a lot of research on it, and we found that whether or not companies made it a requirement didn't seem to make any difference as to whether it was happening. You have to make it an explicit role and then you train people how to do it. But what really made a difference was the role modeling of senior executives. Once people see management mentoring others, they're more likely to do it themselves. ●

SUSTAINABILITY SPOTLIGHT

A look at people and organizations that are making the world better for us all.



VERTICAL SCREEN

Tony D’Orazio is like a lot of people.

He’s a businessman who doesn’t think of himself as an environmental activist. But in the process of pursuing business goals, he’s discovered ways to have big impact. And the more he’s learned about sustainability, the more he wants to do.



As CEO of Vertical Screen, Inc., an applicant screening company in Warminster, Pennsylvania, D’Orazio recently moved more than 300 employees into a new 50,000-square-foot LEED Platinum Certified headquarters building.

“We’d been growing for years and I needed to make a decision: lease another building or build new. We couldn’t find the right space to lease, so I was stuck with the other option. Everybody knows that built structures have a huge negative impact on the environment if they’re done in the standard way. I felt a personal responsibility to build in an environmentally responsible way,” he says.

Creating a building that could achieve LEED Platinum certification offered practical business advantages, too. D’Orazio knew it could help make Vertical Screen an employer of choice among the Gen Yers that comprise most of his workforce. He knew it would tangibly position Vertical Screen to clients as a progressive company by providing a real-world demonstration of what a green building can do. He knew investing in a sustainable building would pay off down the road in energy savings. And there were tax advantages. It all added up to the right thing to do.

Built at the end of a large runway on the former Naval Air Warfare Center, the new building resembles a huge hangar. In total,





it's a testament to an accumulation of environmentally responsible choices made in concert with Erdy McHenry Architecture – from the barrel shape that encloses space with minimal surface geometry, to the redevelopment of an existing Brownfield site, to construction processes that minimized waste, to materials such as bamboo casework and recycled tire carpeting, to the energy-efficient mechanical systems including geothermal HVAC and rainwater harvesting systems. Even the art collection displayed throughout, which depicts environmental neglect, is integrated into the message: the building represents a conservation-focused future, rather than the wasteful past.

Just as important was creating a workplace that supported the comfort, productivity and wellbeing of his employees.

Having started his business in 1989 in an extra room of his apartment, D'Orazio knows how much space can matter. In this new building, he didn't want his employees to feel closed in, especially because of the kind of work they do.

"My employees are basically knowledge workers who do a lot of focused, solitary research. Like most businesses, and especially because we're still growing, we needed to maximize our real estate, which translates into density. I wanted to create a functional setting that would look and feel great, too," he says.

With lots of glass on three sides, including 40-foot-high glass curtain walls on the east and west sides of the building and a 10-foot-high, all-glass south wall, the building was designed to let the sunshine in and provide picture-perfect views of the countryside. A large garden wall brings nature inside, and private offices were sited in a central mezzanine instead of on outer walls. As a result, non-management employees enjoy the best views.

D'Orazio gave his employees a choice at the beginning of the project: an open bench setting or separate workstations. They chose workstations to improve concentration, but that hasn't put them in cubicles. Instead of panels, Steelcase Post and Beam screens between workstations provide visual privacy without enclosure.

With his new headquarters, D'Orazio is clearly moving his business forward by putting the needs of people and planet first.

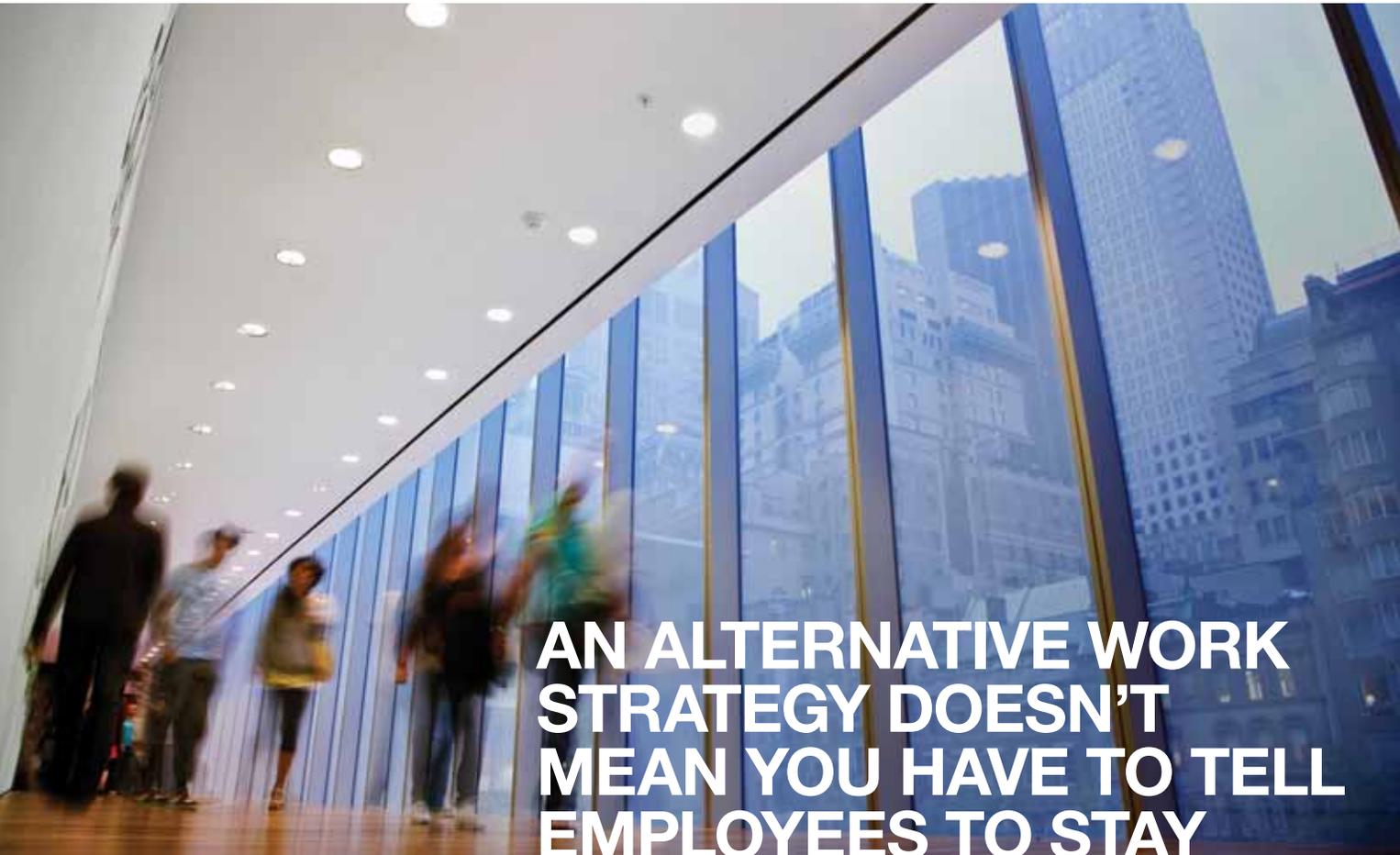
"I wanted to create a unique building and provoke discussion," he says. "I'm not trying to convert everybody to be green, but I am hoping this building will help more people at least think about the choices they have. I've had the advantage of being able to learn through this project. I hope others can learn from it, too." ●

THE NEW THIRD PLACE

↑ Outdoor Terrace, WorkCafé, Steelcase Global Headquarters

**GIVING WORKERS CONTROL
AND CHOICE OVER WHERE
AND HOW THEY WORK**





AN ALTERNATIVE WORK STRATEGY DOESN'T MEAN YOU HAVE TO TELL EMPLOYEES TO STAY AWAY FROM THE OFFICE.

Free-address workplaces. Collaboration hubs. Third places, and now even fourth places. Alternative workplaces. Coworking spaces. Serviced offices.

Whatever they're called or where they're located, they're the workplace equivalent of the Zipcar – spaces that are shared, swapped, reserved, rented or simply claimed for a time, versus individually "owned." Like the Zipcar, these new workplaces offer a trio of advantages: financial, cultural and environmental. No wonder they're fast becoming an important component of the new normal for progressive companies all over the world.

The timing is right – some say overdue – for an extreme makeover of the traditional workplace. Shared spaces give owners a way to shrink real estate or optimize what they have to accommodate more people, which translates quickly into cost savings. At the same time, shared spaces are more appealing to build community and give workers choice and control over where they work, depending on the task at hand. And, as a form of collaborative consumption, they're an Earth-

friendly way to use fewer resources while still having everything that's needed for productive work in an interconnected world.

No wonder a growing number of organizations recognize that non-traditional workplace strategies and spaces can contribute to their overall business effectiveness and efficiency. By increasing shared space and decreasing assigned space, organizations can quickly and dramatically improve their real estate ROI.

A TURNAROUND ON THE WAY TO THE NEXT LATTE

The phenomenon of alternative work settings started more than a decade ago, as mobile technologies led to an eureka: knowledge work can happen almost anywhere – at home, in coffee shops, at the library, in a park or even, if you believe the ads, by the pool or at the beach.

In those early dot-com days, workers were lured away from the office and owners were lured by the potential to reorganize their workforce and spend less. A new term, "alternative work strategies," was born. It means allowing or even encouraging people to work anywhere they want.

Findings from a March 2011 survey sponsored by Steelcase Inc. and CoreNet Global confirm that now most companies have formalized an alternative work strategy. Only 14 percent said they don't have an alternative work strategy and aren't planning to implement one this year.

When alternative work was still a new trend, people speculated that workplaces could eventually disappear because everyone would instead be working at home or in "third places," a term defined by sociologist Ray Oldenburg as "great good places" where people can gather and interact, in contrast to a first place (home) and second place (work).

"Oldenburg identified eight essential characteristics that define third places," says Steelcase workplace researcher Frank Graziano. "Together, these characteristics create a de-stressing destination providing a sense of ease and warmth – a cozy feeling known in Germany as '*gemütlich*.'"

Because coffee shops were among the first public places to serve up wireless along with a *gemütlich* vibe, they quickly became popular third places for work.

8 CHARACTERISTICS OF THIRD PLACES

AS DEFINED BY RAY OLDENBURG

1. Placed on neutral ground
2. Act as a leveler
3. Conversation is the main activity
4. Allow for accessibility and accommodation
5. Host a stream of regulars
6. Keep a low profile
7. Maintain a playful mood
8. Act as a home away from home

That is, until reality started colliding with the dream. “Everyone thinks working away from the office is ideal until you do it,” is a sentiment expressed often by today’s mobile workers.

The Steelcase/CoreNet survey confirmed that, while most companies have alternative work strategies in place, most workers are still coming into the office anyway. Nearly 50 percent of respondents said they have 10 percent or fewer employees covered under their alternative work strategy.

Most workers are still coming to the workplace because they believe it’s the best place to get work done. Specifically, more than 70 percent of respondents said the office is the best place to interact with colleagues, and 40 percent said the office provides access to needed tools and technology.

But that doesn’t mean they’re satisfied with the workplaces they have. They’re working in new and unconventional ways, and their needs are different and more complex than ever. Despite this reality, two out of every three workers feel that their current spaces don’t support a variety of activities, according to Steelcase Workplace Satisfaction Surveys.

Especially because more is being asked of workers today, they want the best of all worlds: the right tools, a range of comfortable and

welcoming settings and, more important, the ability to collaborate easily with other people.

Increasingly, says author and social theorist Richard Florida, there’s a need for what he calls fourth places – “where we can informally connect and engage and dialogue, but also where we can work.”

MORE CHOICES FOR WHERE TO WORK

A growing number of organizations now recognize that non-traditional workplace strategies and spaces can contribute to their overall business effectiveness and efficiency. Steelcase researchers have categorized the various places where work gets done, and focused on alternative workspaces that extend a company’s real estate or are within existing facilities.

The lingo is evolving almost as fast as the spaces, but in general here’s what the terms usually mean:

- **Coworking facilities** are an alternative to working at home with an emphasis on creating community, usually for self-employed individuals and small start-ups
- **Serviced offices** provide convening spaces for groups that need to work together for a specific number of days; used concurrently or sequentially by multiple groups or companies; also sometimes called collaboration hubs.
- **Co-owned/leased facilities** put multiple companies into one workplace on a long-term basis, usually with separate spaces assigned to each company and some shared.
- **Satellite offices** provide corporate hoteling options for a company’s mobile employees.
- **Hybrid facilities** combine resident and mobile employees in a single corporate space.
- **In-house third spaces** provide a casual, coffee-shop atmosphere for work within a corporate space.

These types of spaces, especially coworking facilities, are emerging in major urban centers around the globe. According to one estimate, the number of coworking facilities has doubled in the past 18 months, now up to about 1,000 worldwide. Coworking spaces and satellite offices are proliferating especially fast in much of Europe, according to Steelcase’s Sudhakar Lahade, who has researched workplace cultures and generations globally. Looking at regional, cultural and social trends, it’s clear that there’s negative stigma attached to working at home throughout most of Europe. No doubt a contributing factor: Many residences in Europe are smaller compared to North American standards, and there’s typically not extra space for a separate home office.

Another reason European companies and municipalities are aggressively supporting coworking is to reduce the negative environmental impacts of car commutes. For example, in France every day 50,000 people come into Strasbourg for work, 87 percent of them by car. The city hopes to create six coworking centers in the next three years to reduce the distances that people commute for a least a few days a week.

In India, streets are congested and commutes are long even on mass transit. Working from home typically isn’t possible, due to a joint family system and the size of homes. As a result, India could quickly gravitate to the emerging trend of satellite offices, says Lahade. This could have a favorable effect on a company’s ability to attract and retain the best talent, a big issue in India’s economic climate of galloping opportunity. Moreover, he adds, “such places could act as a leveler for people coming from diverse social, financial, educational and religious backgrounds, and therefore become highly desirable.”

No matter where they’re located, as alternative workplaces are created, they’re bringing people, space and technology together in new ways.





↑ Social networking is a big part of the draw of coworking spaces (like betahaus in Berlin - pictured above and left), and shared team spaces make it easy to mingle and exchange ideas.

COWORKING: BETAHAUS BERLIN

“The coworking concept is perfect for the daily working life of our generation,” says Tonia Welter, co-founder of betahaus in Berlin, a coworking facility that caters to a growing number of freelancers and small start-ups. “It’s the materialization of Facebook, social networking in real life.”

Workers rent space by the day or month, and share all the resources there, including wireless connectivity, laser printers, open areas for conversation and brainstorming, meeting rooms for collaborative brainstorming or customer presentations, a kitchen and what’s called the “Open Design City,” an experimental studio to create mock-ups of new product ideas.

Designed by Klemens Vogel from Vogel/Wang Architektur, the ambience is a cross between a café house in Vienna and an internet café in Silicon Valley, providing social contact within a supportive workplace.

Coworking facilities provide a better balance in what Welter describes as “the small frontiers between work and life.”

“Everyone needs an efficient work environment that provides all the necessary technical equipment and also supports wellbeing,” she says.

At betahaus, there’s good food in the café, indoor plants and access to an outdoor garden and multiple environments to suit a mood or task. Sited close to public transportation and restaurants, the facility makes it easy for people to leave their cars at home. The median age of users is 25–35, and most of them come by bike.

The café is the entry point where people can meet and mingle. A weekly breakfast forum is opportunity for people to present themselves and share ideas. One floor above the cafeteria are open spaces for people working on their own. Another floor up is for start-up companies, with team spaces for 4–8 people furnished by Steelcase with *cobi*® chairs and mobile *Frisco*® tables. At the center, separate teams can come together to exchange, collaborate and co-create.

Karim Bouchouchi from the two-person company *netzweise* says he appreciates that the furniture does its job without demanding a lot of attention whenever it needs to be moved or adjusted.

The entire facility was intentionally designed to be a platform for networking.

“Some users have cooperated to create new start-up companies, win a new customer or simply consult with each other. Users are very

open and see ways to improve by tapping into coworkers’ expertise,” says Welter.

Opened in 2009, betahaus Berlin now attracts about 120 users on a regular basis. The founders have recently opened a betahaus in Hamburg and are planning for facilities in Lisbon, Cologne and Zürich.

The demand for coworking facilities is increasing rapidly in Europe. Although the movement started primarily to meet the needs of freelancers and small companies, a spill-over effect is underway as corporations and cities see the attraction these spaces have for employees and the potential they create for better, faster innovation. Perhaps a sign of what’s to come: “Is a coworking ecosystem the future of innovation in corporations?” was a topic covered in the “Coworking Europe 2011” conference.

“Coworking opens up new possibilities,” says Welter. “Imagine you can be in Lisbon in the summer surfing and in the winter in Zürich skiing in the Alps. Work wherever you want!”



↑ Not all collaboration is the same, and different types require different spaces. At GRid70, this room supports focused, generative collaboration, while other spaces have been designed for informative and evaluative work.

CO-LEASING: GRID70

Imagine the possibilities when you bring creative workers from five very different companies together in a single building.

GRid70 is a first-of-its-kind design hub in downtown Grand Rapids, Michigan. Amway, Meijer, Wolverine World Wide, Pennant Health and Steelcase occupy different areas within the four-story building, but share common spaces, too.

“Our belief is that mixing creative teams from different industries will spawn ‘happy accidents’ that inspire innovation, new products and different ways of thinking,” says John Malnor, Steelcase’s vice president of growth initiatives.

“Another benefit is that we’re all sharing the cost of very high-performance collaborative spaces that are being utilized 80 percent of the time. If each company created comparable space just for them, everybody would spend significantly more and have a much lower utilization rate. Especially in today’s economy and with commitments to sustainability stronger than ever, this kind of collaborative

consumption makes good business sense. Using less is better than using more.”

The fourth floor of GRid70, the shared space, consists of four different collaboration areas. The design of each is based on insights from Steelcase research, with different applications to support different types of collaboration: informative, evaluative and generative.

The Media Conference Room, for example, is equipped with a four-monitor media:scape collaborative setting, perfect for generative work among up to six people.

The Skunkworks Room, in contrast, is a highly flexible space designed for information sharing, brainstorming and iterative work involving up to 24. There are no doors, the furniture is all moveable and accommodates sitting, standing or leaning. There are whiteboards all over and, of course, the room is equipped for videoconferencing and projection.

The Forum is a private, closed-off room for up to 32 people. Equipped with both interactive and traditional whiteboards, it’s designed for intense and focused idea generation.

The Gallery is a fairly formal space for information sharing and evaluation, with a boardroom-style table that allows up to eight users to show their content using a media:scape offset application, with displays at each end of an asymmetrical surface providing optimal visibility for all participants.

The variety of spaces at GRid70 are tools that support worker’s basic needs, says Malnor – the need to be around others, to be stimulated by choices and changes, and the opportunity to network your way to new ideas and innovation. He describes it as “open platform thinking” applied to real estate.

Wolverine moved its product designers for eight diverse brands to GRid70. These designers were previously siloed in separate facilities. Wolverine made the move to increase communication, collaboration and innovation across the brands, says Rob Koenen, vice president and general manager for CAT footwear, a division of Wolverine World.

“The space and the technology at Grid70 are perfect in so many ways,” says Koenen. “We’ve learned that space can drive innovation as



much as people can. It can create a whole 'tribe' that looks out for each other and shares experiences and what they know."

The business benefits are clear. "We're seeing innovation get more engendered in the DNA of all of our company because of this space," says Koenen.

Cross-company collaboration is starting to happen, too, as people from all five companies mingle in shared areas. Recently, just by talking together informally, designers from Steelcase and Wolverine discovered that a material used in Steelcase seating could be a perfect solution for a Wolverine footwear product.

"The real value is driven by outcomes and impact on the organization in terms of more innovation and reduced cycle time on product development," says Malnor. "But there's an efficiency gain, too, in terms of needing less core space and realizing higher usage of the real estate."





“Our personal and professional lives are meshed now, and people need spaces where they can flourish whatever way they’re working.”

↑ Dining space, WorkCafé, Steelcase Global Headquarters

**IN-HOUSE THIRD SPACE:
STEELCASE WORKCAFÉ**

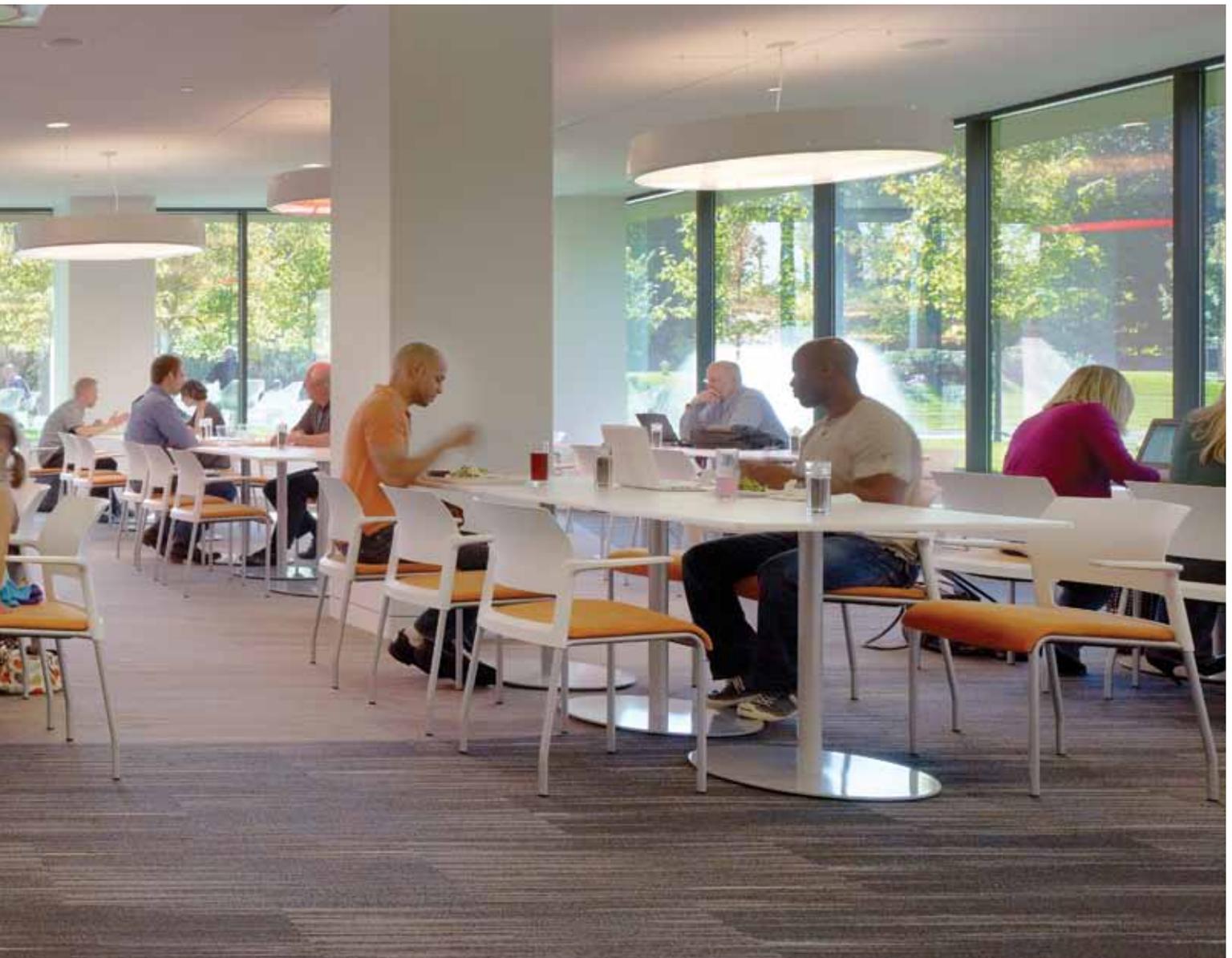
Adopting an alternative work strategy doesn't mean you have to tell your employees to stay away from the office. It's possible to reduce your real estate and keep employees at the workplace by creating an in-house alternative space.

At Steelcase's Global Headquarters in Grand Rapids, Michigan, the recently opened WorkCafé optimizes real estate by combining a cafeteria and a variety of work areas into square footage that was previously underutilized as just a cafeteria.

With a bistro ambience and high-functioning work settings, it's immediately become a destination of choice throughout the day for building residents, and mobile and visiting employees.

“We wanted to create workspace in the corporate world that typically was only available to small companies – you know, five guys and a dog in a small boutique firm,” says Joey Shimoda, AIA, principal of Shimoda Design Group in Los Angeles, the project's architectural firm. “Our personal and professional lives are meshed now, and people need spaces where they can flourish whatever way they're working, from very private spaces to very public spaces and everything in between.”

Designed to be both a hub and a haven, the WorkCafé supports almost anything employees want to do – catch up on work, catch up with colleagues, catch up on news and, of course, eat. There are a variety of spaces, including open and closed meeting spaces, areas that accommodate stand-up, sit-down or



perch postures as well as indoor and outdoor options. Choices range from places designed for focus to an open lounge with a Starbucks and a stand-up bar for quick, passing-by connections.

Colors were carefully selected to contribute to the mood of the different spaces, starting with bright colors that greet visitors as they come down a broad walnut entrance stairway canopied in part with a wayfinding sculpture. "I don't think any corporation in the U.S. has an entry like this," says Shimoda.

"As you come down the stairs and enter the space, that first area is the most open, the most social. It has more vibrant, warmer colors. The coffee bar is there, a pantry, the monitor wall with virtual links to Steelcase companies and locations around the world, and there's always a lot of activity there.

You see a lot of people and feel the energy of the space right away," says Barbara Goodspeed, senior interior designer with Steelcase WorkSpace Futures.

The intensity of hues progressively amps down until you reach a quiet study zone tucked in the rear corner.





Today's Specials:

Breakfast
Pasta, sauce and chicken legs

Entrees
Meat roasted pork tenderloin
+ 3oz. size of roasted vegetables

Desserts
Tiramisu

Sides
Chef's choice

Salads
Pasta salad

Pasta
Meat sauce

Soup
Chicken soup
Chicken sandwich
Pasta & salad

Sunday's Specials
Red Lobster
Pasta & chicken

↑ Most company cafeterias boast a 60%+ occupancy rate only during lunch and are virtually empty the rest of the day. Steelcase's new WorkCafé provides spaces for working as well as eating, thereby boosting the overall efficiency of the space throughout the day.



↑ Collaboration Zone, WorkCafé, Steelcase Global Headquarters



↑ And you can eat here, too! All these spaces are directly adjacent to the food service area in Steelcase's new WorkCafé, occupying floor space that was previously for dining only.



↑ Den, WorkCafé, Steelcase Global Headquarters





↑ Base Camp and Connect Booths, WorkCafé, Steelcase Global Headquarters



Brand displays are inspirational and informative, especially an immersive sculpture that has engraved on it the numbers of all 1,320 patents Steelcase has secured during its 100-year history. Above, a reflective surface showcases the person standing beneath. The embedded message: Every employee is important to the success of the company.

Abundant video-conferencing capabilities make it easy for distributed teams to meet virtually, and there's a business center right down a hall if printing, scanning or photocopying is needed.

Near the kitchen/cafeteria are lockers to stash laptops and other valuables. Healthy food is available for extended hours, so employees who need to stay late or come earlier to videoconference with someone on the other side of the globe can be nourished.

The WorkCafé was carefully designed to merge work and dining and support varied workstyles, says Cherie Johnson, design manager, showrooms and branded spaces, Steelcase Design Studio. "We wanted to create a social, psychological and physical balance to promote a more positive sense of wellbeing. We wanted Steelcase employees to realize all the benefits of a connected workplace."

"This is a great example of leveraging real estate in new ways," Goodspeed says. "It doesn't always mean smaller, or simply more people in the same space. It means being smarter about what space can do, how you apply furniture, tools and technology to support how people live and work today."

PUTTING WORK IN ITS PLACE

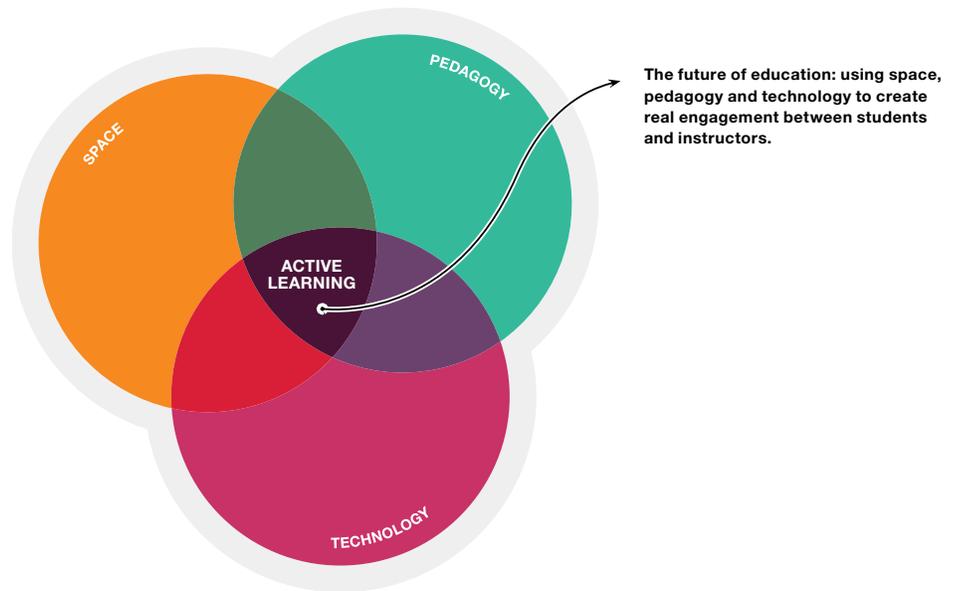
With more and more mobility, work is becoming what you do versus where you go. Ironically, the freedom to choose where to work is raising the bar for workplaces everywhere. "Good enough" spaces are only good enough if you're required to be there or have nowhere else to go.

As IDEO's Tom Kelley says in his book *The Art of Innovation*, "Everyone knows the legend that innovation starts in a garage, but sooner or later we all grow up and need a place to work."

The same can be said of coffee shops, libraries, park benches, pools and most other casual third-place destinations: sooner or later, they're just not good enough places to do really good work. ●

A NEW LEARNING CURVE

Ideas on planning and designing learning spaces from Lennie Scott-Webber, Ph.D.,
director of education environments for Steelcase Education Solutions



ABOUT THE AUTHOR, LENNIE SCOTT-WEBBER, Ph.D.

I've owned and operated design firms in the U.S. and Canada, taught at three universities and held administrative positions as well, all the while researching educational environments. Over the years I've seen the insides of more classrooms than I can count. Many of them are an insult to students and teachers alike.

My passion, and my job, is helping people understand the behaviors that come from different environments, and creating classrooms that truly support new ways of teaching and learning.

A woman and her daughter drove six hours to a prestigious university, eager to attend the orientation program for prospective students. The next morning, just 10 minutes into the big campus tour, the daughter spotted a classroom. It wasn't on the tour; classrooms rarely are. But the young woman peeked inside anyway. She turned and ran to catch up with her mother. "Mom, they use chalkboards. We are so out of here."

It's a true story – and points to what's wrong with education today.

It's not that Gen Y or Millennial students prefer shiny new technology to old-fashioned chalkboards, or that parents expect shiny new facilities, or that colleges cling to teaching methods that are decades out of date.

Actually, it's a bit of each, but overall it's this: that classroom and chalkboard represent to the young woman, her mother and anyone who visits that classroom that it's not ready for the kind of teaching and learning we need today.

The world has changed since chalkboards came along but the classroom hasn't gotten the word. Too many are not-ready-for-prime-time learning, a situation that helped inspire

Steelcase to form the Education Solutions group. (More on this later.)

If you plan, manage or design environments, you know that environments influence behavior. So, what kind of behavior comes from the typical, rectangular classroom (traditional row-by-column fixed seats, a podium, a board bolted to the wall) found at practically every college, high school and elementary school in North America?

Passive learning. Students find a seat, the teacher presents, everyone listens (more or less). Raise your hand if you have a question but don't move around. And don't expect any kind of active engagement in the process.

We've all suffered in this kind of classroom – even slept in them, right? They're the vestiges of a production-line approach adopted from the manufacturing floor and first put in classrooms 200 years ago!

Meanwhile, the world has moved on. Rote memorization doesn't cut it anymore. Businesses need people who can solve tough problems, collaborate with others, and generate the new ideas and ways of thinking that drive innovation.



ACTIVE LEARNING: A NEW CLASSROOM PARADIGM

Education itself needs innovation, and there's never been a better time to reinvent learning and teaching than right now. Students are ready for change and their parents are demanding it; that young woman and her daughter are not the only ones walking out on this movie.

Fortunately, some educators are getting the message, rethinking pedagogies, introducing new concepts in instruction and student involvement in the learning process. But they need help. They're entering uncharted territory that's formed by three factors – pedagogy, technology and space. This territory is called active learning, and it's the future of education.

Active learning means real engagement between students and instructors, students and peers. Collaboration in pairs and small groups. Team projects. Students presenting to other students. Content creation and evaluation through a problem-based curriculum.

Steelcase Education Solutions was created specifically to support these new approaches. It's also why I left my post as chair of the department of interior design & fashion at Radford University to become director of

education environments at Steelcase, and why I'm writing this column.

We're kind of like the Lonely Planet guide to this new territory. We study educational spaces, from secondary through higher ed, working with public and private institutions across North America. We're going to school every day, listening and learning, working with teachers, students and administrators, as well as architects and designers, to help create new, innovative learning spaces that improve learning outcomes by asking questions such as:

- › Does the space allow everyone to be seen and heard?
- › Does it support the dynamic presentation of information?
- › Is it designed for mentoring, apprenticeship, and assessment?
- › Can the space support temporary ownership by different classes throughout the day?
- › Will it support the different rhythms of different classes – English in the morning, math in the afternoon, science later on – as well as the varied rhythms within a class period?

- › Does the space give users clear permission to adapt the technology, tools and furniture to the learning needs of the work they're doing right now, and in the future?
- › Does the space contribute to student success?

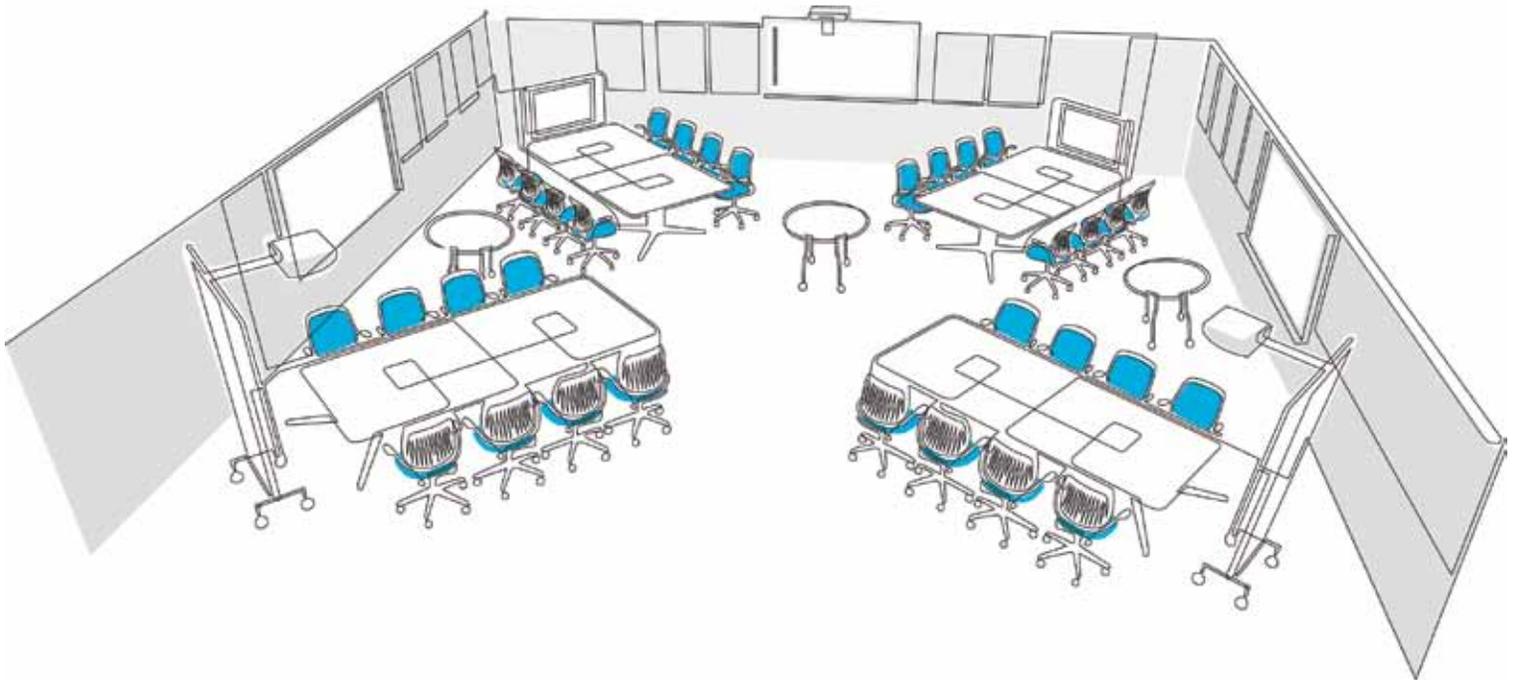
Every school, every design firm is at a different point in understanding and embracing active learning, how it works, and what it takes in terms of pedagogy, technology and space. We're working to bridge the worlds of academia and design through a common language and by creating forums for the conversation.

Using our research and insights as guides, this column is one way we're trying to get everyone involved. I hope you'll join the conversation. Email your ideas and questions to lscottwe@steelcase.com or [Lennie_SW@twitter.com](https://twitter.com/Lennie_SW).

This is too important a conversation for being a passive note-taker. ○

DESIGN APPS

Innovative Application Ideas



CLASSROOMS FOR ACTIVE LEARNING

OBSERVATION

How do you make a classroom more engaging for both the student and the instructor?

No learning space is more in need of fresh design thinking than the classroom. Everyone agrees it's time to reconsider a new classroom paradigm where technology and the physical space are integrated to support pedagogy and create a more active and engaging experience for instructors and students.

SOLUTION

A media:scape LearnLab environment integrates furniture, technology and worktools to support a variety of teaching methods and learning preferences. Multiple stages make it easy for both students and instructors to share content, and a unique X configuration gives everyone clear sight lines to digital and analog content. Combining the innovative LearnLab design with media:scape has helped to reshape the ways students and educators think about the classroom. It supports three distinct modes of sharing digital content: lecture, co-creation and group share. ●

View <http://www.youtube.com/watch?feature=endscreen&v=BXSFv91fFJ8> and see how media:scape LearnLab supports multiple learning and teaching styles.

For more information on how LearnLab environments enhance student and faculty collaboration and learning, visit: <http://www.steelcase.com/en/resources/industries/education/pages/learnlab.aspx>



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ATOMS + BITS



← DESIGNING BETTER, TOGETHER

How might we restore vibrancy in cities and regions facing economic decline? Steelcase and OpenIDEO have presented a “challenge” to OpenIDEO’s global community of over 19,000 people in over 180 countries to contribute their inspirations about what could be done to help restore vibrancy in challenged cities around the world. Together they’re looking to design solutions – from entrepreneurship and education to community mobilization and campaigns – that reinvigorate and help restore areas facing economic decline, population loss, unemployment and erosion of social/civic services or other critical issues. As global economies become more intertwined and interconnected, we have a unique opportunity to consider ways to bring vibrancy and prosperity to our own neighborhoods, towns and cities.

OpenIDEO is an online platform for creative thinkers – a place where people design better, together for social good. Its success depends on participation – your inspirations, his comments, her concepts, our design process. It’s these efforts, these big and small moments of sharing and collaboration, that make this platform a dynamic resource for tackling significant global challenges. IDEO developed OpenIDEO as a way to include a broader range of people in the design process through inspiration, concepting and evaluation.

For more information on how to get involved: <http://www.openideo.com/open/vibrant-cities/brief.html>.



← IT’S A BOY

Interior Design magazine has awarded media:scape mini and media:scape mobile Best of the Year (BoY) Product Design honors in the Office: Accessories category. These new solutions extend the media:scape experience by transforming any existing space into collaborative work environments.

The design competition recognizes superior interior design projects and products in more than 50 categories. Winners were determined by a jury of leading architects and designers.



← **SIMPLY THE BEST!**

Steelcase was included among the top 10 organizations honored by the American Society for Training and Development's BEST awards competition. This honor recognizes Steelcase's success driving innovation through employee training, specifically in the development of the node™ chair. The ASTD BEST Awards are the training industry's most rigorous and coveted recognition.

The award celebrates the yearlong research process during which Steelcase learning professionals evaluated new design-thinking methodologies and developed a new Steelcase University curriculum called "Think" to teach employees throughout the company. The renewed investment in employee training has enhanced the company's design process. The first product the company has brought to market following the implementation of this program is node™, a mobile classroom seat that supports multiple teaching styles, room configurations and student preferences.

"This acknowledgment of our learning and development practice validates the guidance and investment from our CEO Jim Hackett," said Faye Richardson-Green, director of the Global L&D Center of Expertise and Global Talent Management Group for Steelcase Inc. "Whether it is employee education through our Steelcase University or training on the job, innovation is at the heart of Steelcase's business."



↑ **SPARKS FLY**

The Turnstone Design Team and Bivi™ have been awarded a Spark! Award, an international design competition. Bivi is a unique benching system that helps workers connect to work and life. It's targeted at small and emerging companies. The first-of-its-kind product contains an integrated Rumble Seat and Hoodie and arches that support canopies, mountain bikes and snowboards. Bivi is designed to be the most reconfigurable, most adaptable and most affordable system of its kind, all with the Steelcase promise of quality.

Bivi also won a Best of NeoCon Gold Award earlier this year.



↑ **IDEA RECOGNIZES MEDIA:SCAPE**

media:scape with HD videoconferencing has received a Bronze award from the International Design Excellence Awards (IDEA), an annual competition that recognizes product designs that enhance quality of life and the economy. A jury from the Industrial Designers Society of America (IDSA) chose media:scape with HD videoconferencing as a winner in the Office & Productivity category.

Founded 31 years ago, the IDEA competition received a record amount of entries in 2011. Out of 524 finalists, 27 were honored with the Gold Award, while 68 received the Silver Award and 96 won the Bronze Award.



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