

INNOVATION CENTER IDEABOOK



Innovation is the driving force of today's economy, more essential for business success than ever before and harder to achieve. A well-designed workplace has the power to propel an organization's innovation potential, amplifying the performance of individuals, teams and entire enterprises.

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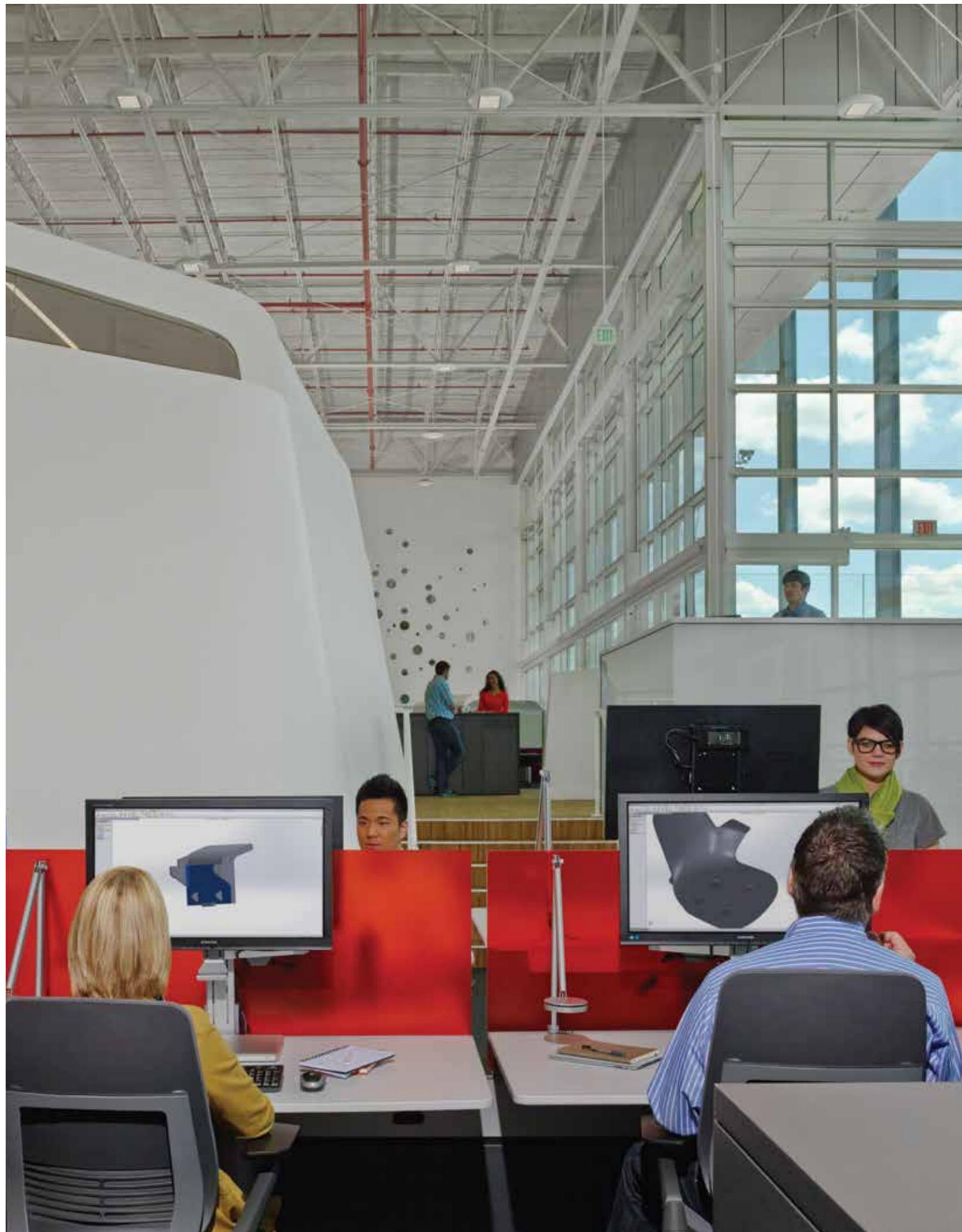
WHY INNOVATION?

Innovation drives advancement. That's always been true – throughout history, in every enterprise and in every part of the world.

Today, however, the drive for innovation is more intense than ever before. Global competition, rising customer expectations and escalating complexity now make innovation a business imperative, impossible to ignore. Companies know they need to improve and reinvent continuously to stay competitive.

And yet, innovation doesn't come easily. It requires building an innovation culture and creating the right kind of environment where people and their ideas can thrive.





TRENDS

Two notable workplace trends affect the process of innovation:

Empowerment

To do their best work, people want control over how they work. Having choices is empowering. It helps build an environment of trust, encouraging people to share ideas, take risks and make decisions – fundamental behaviors for creating innovation.

Restoring boundaries

Constantly connected to one another and surrounded by abundant, easily accessible information, workers today deal with workplaces full of distractions and noise. This threatens their productivity, creativity, decision-making, emotional wellbeing and willingness to engage with others – all key for effective innovation. Controlling the flow of information and level of stimulation has become critical.

KEY TENSIONS

PLANNING AND CREATING AN INNOVATION CENTER THAT SUPPORTS PEOPLE WORKING TOGETHER AND ADVANCES THE SPEED OF INNOVATION REQUIRES BALANCING A NUMBER OF NEEDS.

Secure

Support experimentation and protect fragile ideas.

Self-serviced

Provide basic provisions and amenities for teams to access on their own without disrupting their workflow.

Static

Create a sense of permanence with consistent tools, space and experience.

Owned

Assign settings exclusively to an individual or a team.

Open

Invite engagement within the community of innovators.

Facilitated

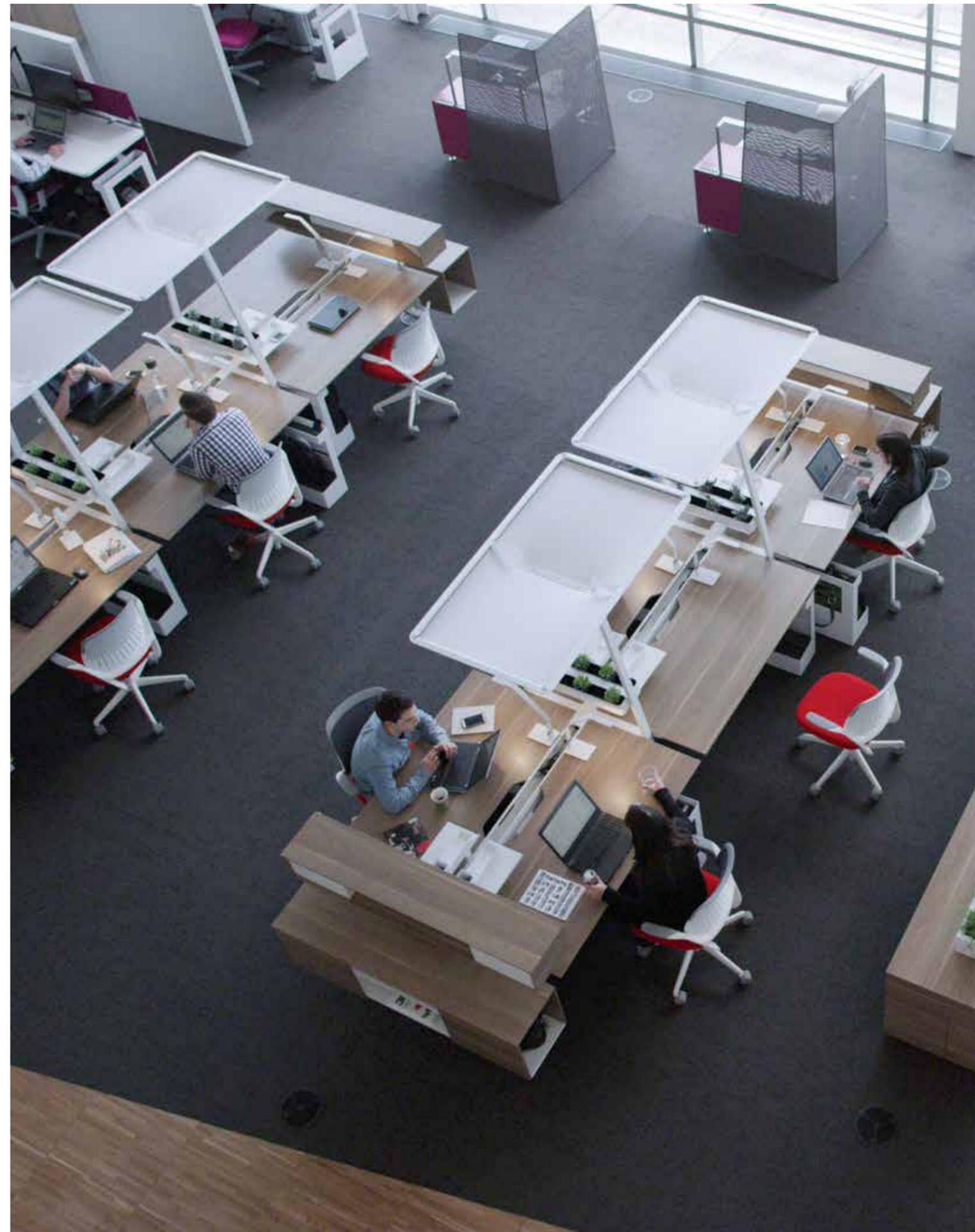
Facilitate and provide services to organize space and orchestrate interactions when teams require additional assistance.

Evolving

Embrace change as processes evolve over time; "always under construction."

Shared

Create spaces for everyone's use at different times.



KEY ELEMENTS

FOR ANY ENTERPRISE THAT WANTS TO AMPLIFY ITS CAPACITY FOR INNOVATION, THREE ELEMENTS ARE KEY.



SAFE HAVEN FOR NEW IDEAS

In a protected “incubator” environment, teams are free to test and develop fragile ideas, accelerating iteration and innovation.



CULTURE OF INNOVATION AND COLLABORATION

Space can encourage curiosity, experimentation and collaboration. It can inspire new thinking and communicate key aspects of brand and culture.



LOCAL/GLOBAL CONNECTEDNESS

Co-located and distributed teams have distinct needs. Thoughtful integration of teams across distances requires planning, insight and commitment to minimize disparities.

SAFE HAVEN FOR NEW IDEAS

In a protected “incubator” environment, teams are free to test and develop fragile ideas, accelerating iteration and innovation.

Create a nurturing environment

- Provide areas for thinking alone and together, plus areas to build and test ideas.
- Understand that messiness is often essential to the process.
- Facilitate generative collaboration (i.e., combining content and knowledge to solve problems).
- Support the flow of ideas, good and bad.
- Provide a safe haven for generating, sharing and prototyping.
- Support the rhythm of collaboration – breaking apart for individual work and then coming back together again.



CULTURE OF INNOVATION AND COLLABORATION

Space can encourage curiosity, experimentation and collaboration. It can inspire new thinking and communicate key aspects of brand and culture.

Inspire curiosity

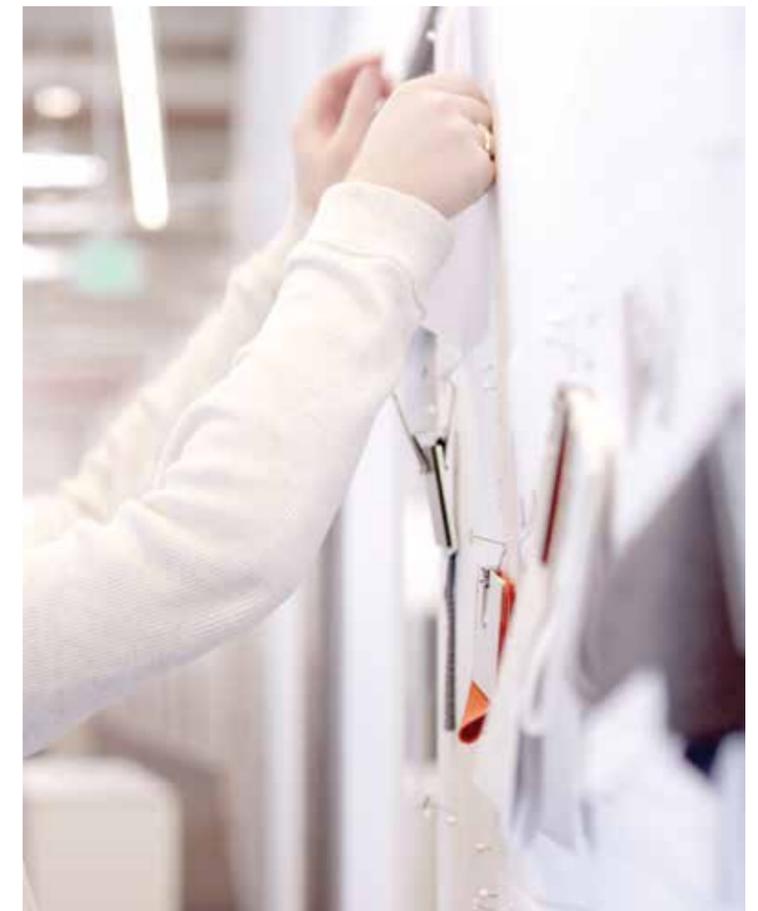
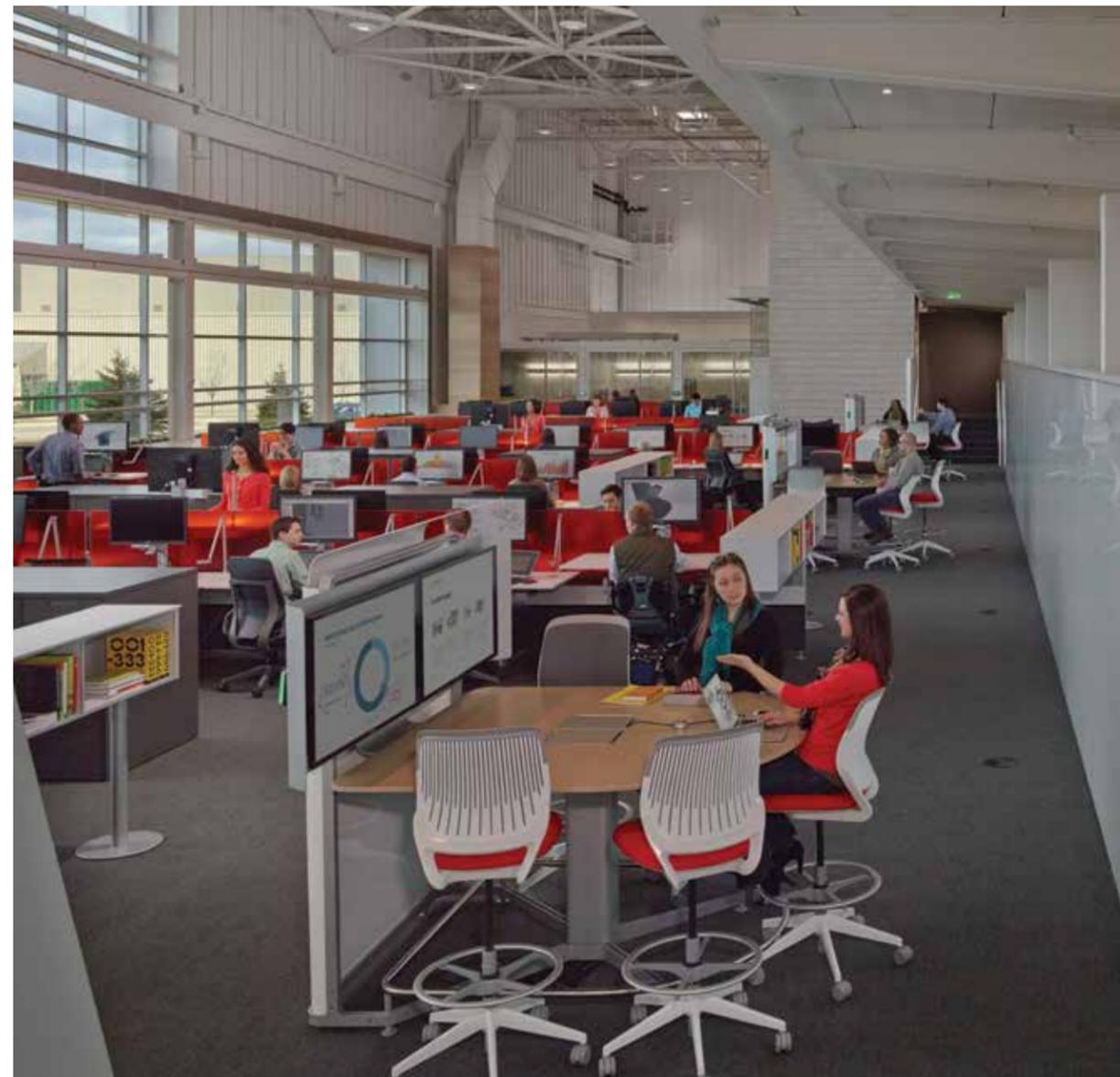
- Reinforce openness, transparency and gaining inspiration from others' work in progress.
- Stage items that inspire.
- Provide access to subject experts to disrupt conventional thinking and expose learning opportunities.
- Make sharing social.
- Create space for storytelling.

Encourage experimentation

- Create a set of permissions that empower people; move away from a "rules-based" approach.
- Plan for serendipity; allow unplanned encounters to occur easily in the space.
- Celebrate risk-taking, whatever the results.
- Allow teams to own a space for the length of their project.

Stimulate collaboration

- Allow for the messiness of brainstorming.
- Build diverse, interdisciplinary teams to solve problems in new ways.
- Cultivate a vibe of enthusiasm and optimism.
- Create spaces for different modes of collaboration: informative, evaluative and generative.



7 HABITS OF INNOVATION

IN PREPARATION FOR THEIR MOVE INTO STEELCASE'S NEW INNOVATION CENTER, A CROSS-DISCIPLINE TEAM DEVELOPED A MANIFESTO OF SORTS FOR NEW RESIDENTS. THE AIM: ACCELERATING INSIGHTS TO INNOVATION.

1

Raise central questions

Ask big questions, and then start digging in. It can be intimidating to work in uncharted territory without familiar paths to follow, or with no right or wrong answers. But accept this ambiguity as a part of your process and go with it. Question your assumptions and ask crazy, lofty questions... then explore these mysteries by breaking them down into focused pursuits.

Be observers, listeners and learners

We are all explorers of ideas, and we need to uncover the edges of what we already know so that we're able to step into new territories. So roll up your sleeves, get dirty and take risks to venture into the unknown! Covering a lot of ground quickly will help you uncover the most exciting opportunities to take further.

2

3

Make ideas visible

Get ideas out of your head – make them visible! Write it, doodle it, hack it, build it, act it out, make a video, whatever. Ideas are useful only to the extent that they can be shared, evaluated and built on by others. If you have trouble finding a way to express or visualize your ideas, team up with someone who can help you get your ideas out in the open.

Share and co-create

Reach out to foster connections and meaningful relationships both inside and outside of the company. Inspiration, opportunities and partnerships can come from anywhere; they feed your intellectual appetites and assemble a more dynamic community. So, spark some interesting and even provocative discussions by inviting more diverse voices into your conversations. Mix it up – great ideas can come from unexpected places.

4

5

Make others successful

A great measure of your success is how well you have made others successful. Build an environment of trust and respect around you. Recognize your colleagues, encourage their contributions and build on their ideas. Celebrate courage, and create more opportunities for the people around you to shine.

6

Be an optimist

Enthusiasm is contagious. We all share an innate optimism in the very work that we're doing; our collective efforts create solutions that can improve people's lives and build a healthier world. Openly embrace this enthusiasm, and listen to constructive criticism – it makes ideas stronger, and doing so also gets others excited about what you're creating together.

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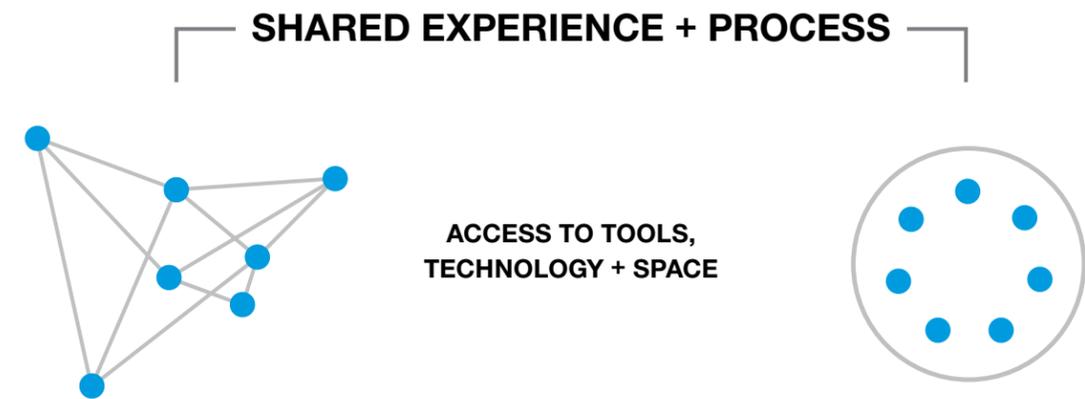
Fail faster to succeed sooner

Learn, rinse, repeat. Don't wait to try and get everything right the first time. Even if something doesn't work as expected, we still learn from it. Rapid prototypes gradually grow your understanding of the big problems that we're trying to solve, piece by piece. And the more things you try out, the more you learn – faster!

LOCAL/GLOBAL CONNECTEDNESS

To foster innovation between co-located and distributed teams, an organization must provide a consistent and equitable experience through access to tools, technology and space.

However, co-located and distributed teams have distinct needs. Thoughtful integration of teams across distances requires planning, insight and commitment to minimize disparities. Acknowledge the need to solve for co-located and distributed teams in different ways.



Distributed teams

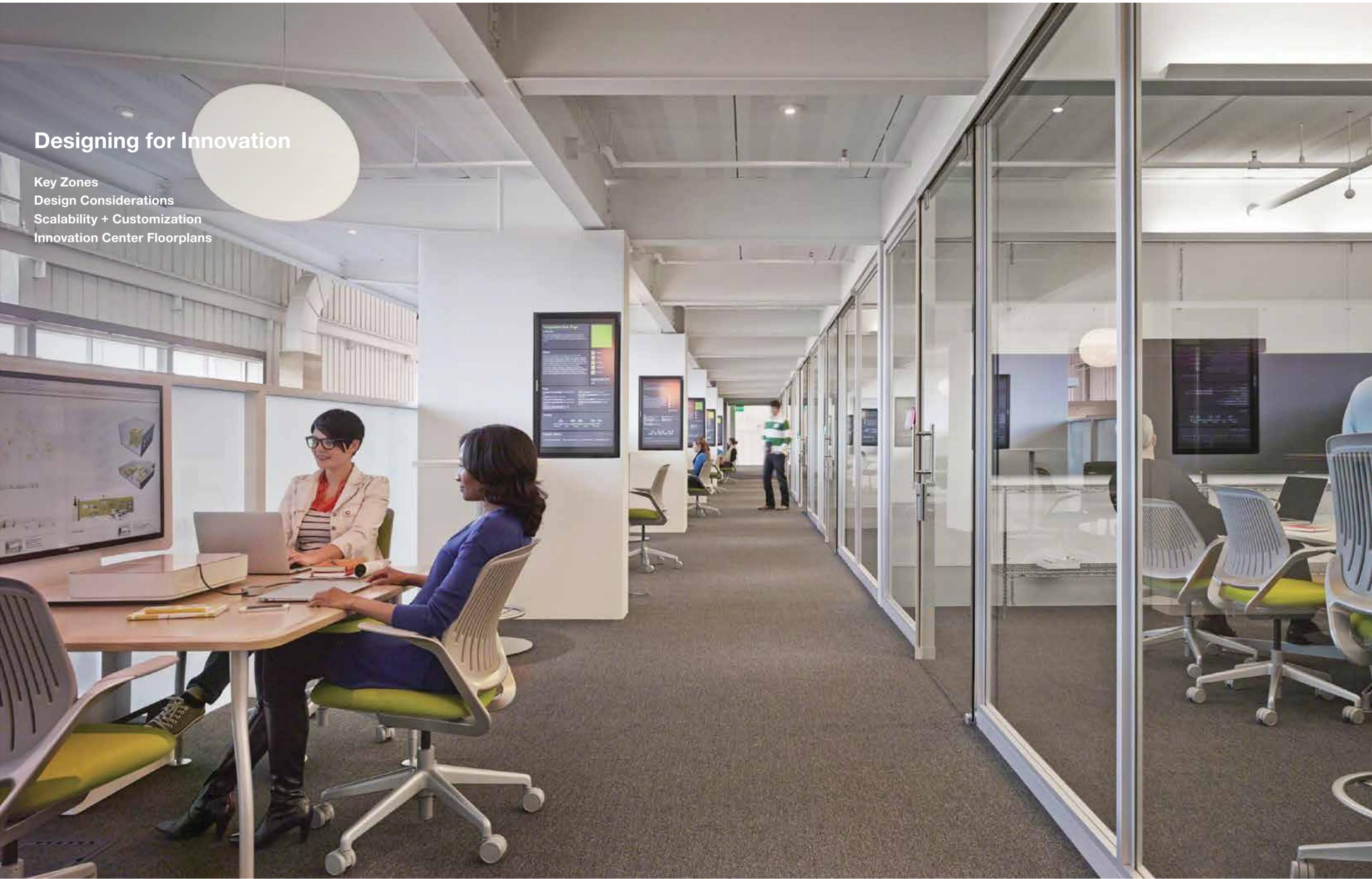
- Make interactions fluid by facilitating informal video communication throughout the day and providing videoconferencing rooms for meetings.
- Provide technology that makes content-sharing easy for everyone.
- Provide multiple monitors so participants can see one another and shared content concurrently.
- Create spatial context by providing similar environments in all locations.
- Support movement during videoconferencing with technology that captures the entire setting.
- Create a dashboard that communicates phases and status of work.

Co-located teams

- Increase opportunities to network, interact and build trust for stronger working relationships.
- Inspire new thinking with a venue for informal interactions, workshops and speakers.
- Provide spatial flexibility with mobile furniture and assets that can be easily reconfigured to meet worker needs.

Designing for Innovation

- Key Zones
- Design Considerations
- Scalability + Customization
- Innovation Center Floorplans



KEY ZONES

Social hub

This inviting space promotes both intentional and chance encounters with coworkers. It supports social behaviors around connecting with others to help foster a community of innovation.

Meeting commons

This space is designed for deep collaboration, supporting the cycle between individual and collaborative modes throughout the duration of a project. Settings are planned purposefully to accommodate project needs over time, while promoting connection across the table or across the globe.

Resident neighborhood

Designed to grow expertise and community within their discipline, the resident neighborhood supports workers who are tethered to technology and have assigned spaces.

Resource center

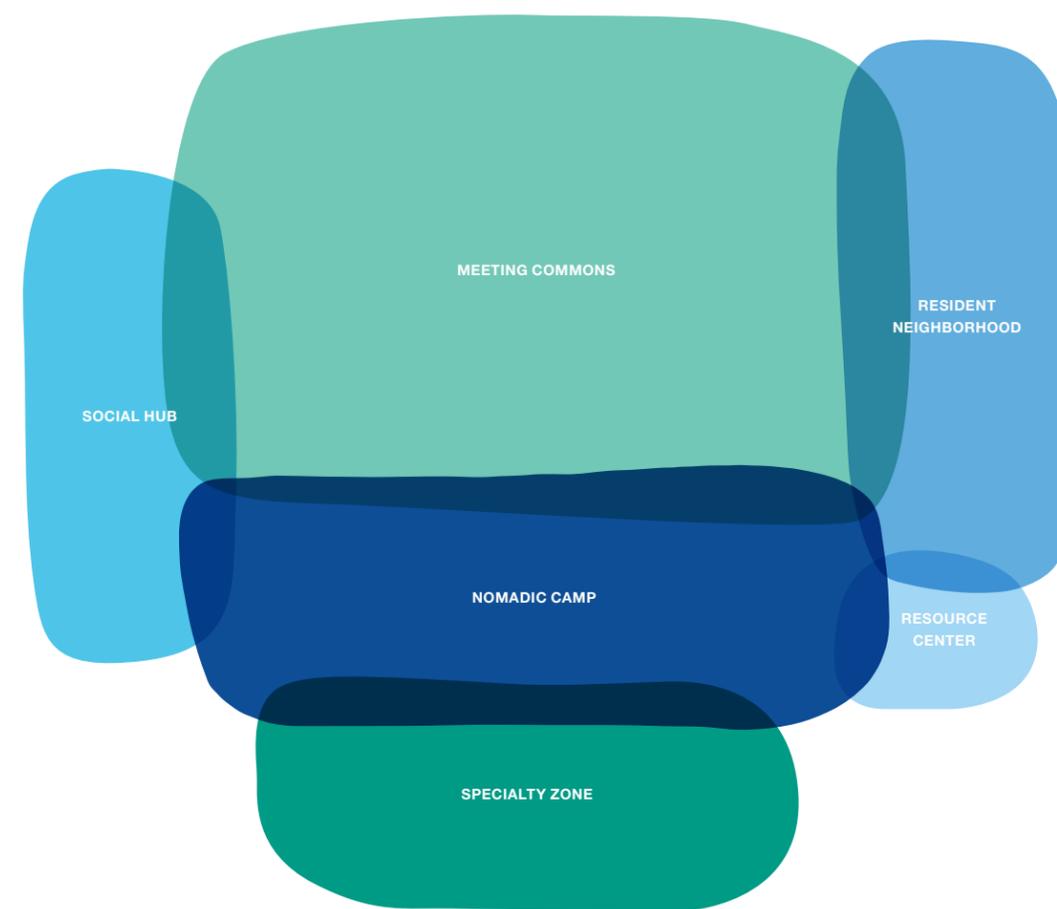
The host for the Innovation Center supports the tools, culture and processes that are necessary for innovation. This space houses the work tools and shared materials that support the residents of the Innovation Center.

Nomadic camp

The nomadic camp invites individuals who are transitioning throughout the day between projects and tasks. Located close to the concierge, and with easy access to work tools that help workers manage their day, the space gives individuals everything they need to be productive.

Specialty zone

A specialty zone would be an area specific to the innovation at hand. An example might be a prototyping area, machine shop, laboratory or resource library.



Space is the stage for the overall experience and, as such, it needs to work hard on all fronts: supporting the business processes, positively influencing the culture, and fully accommodating the appropriate technology and tools. An ecosystem of interdependent zones can increase team engagement in the innovation process and better support the key behaviors and habits of innovation.

ZONE: SOCIAL HUB

This inviting space promotes both intentional and chance encounters with coworkers. It supports social behaviors around connecting with others to help foster a community of innovation.

Design considerations

- Leverage technology to organize and deliver company information, creating an enterprise-wide link for employees.
- Create small collaborative and social settings to support planned and unplanned interactions throughout the workday.
- Create engaging experiences that attract workers to the space.
- Leverage the space to strengthen relationships and build trust.
- Provide informal settings where workers can unwind and rejuvenate.
- Incorporate flexibility to hold events and host experts, ensuring that the technology and furniture are scaled to the size of the group.
- Provide access to food and beverages throughout the workday.

Worker behaviors supported

- Socializing with others
- Relaxing to recharge
- Refueling with nourishment
- Staying connected to organizational information



ZONE: MEETING COMMONS

This space is designed for deep collaboration, supporting the cycle between individual and collaborative modes throughout the duration of a project. Settings are planned purposefully to accommodate project needs over time, while promoting connection across the table or across the globe.

Design considerations

- Tailor spaces for various worker needs (e.g., different tools and technologies, levels of formality, duration of use and postures).
- Provide transition spaces that allow workers to prepare for or debrief between meetings or to step aside during a meeting to take a phone call or complete an individual task.
- Incorporate videoconferencing and technology to enable distributed collaboration for remote users.
- Consider adjacencies of resident and nomadic spaces so people can quickly switch between individual and group work modes.

Worker behaviors supported

- Presenting to others
- Generating new ideas
- Connecting with other geographies
- Co-creating with others
- Preparing for meetings



ZONE: RESIDENT NEIGHBORHOOD

Designed to grow expertise and community within their discipline, the resident neighborhood supports workers who are tethered to technology and have assigned spaces.

Design considerations

- Provide customizable assigned work settings for individuals in a co-located team.
- Carefully consider the blend of spaces for focused thinking (both individually and as a team) and spaces for making prototypes.
- Provide alternative work settings, such as private enclaves, so workers can choose where to work based on the task at hand.
- Enable seamless transitions between work modes – focus, collaboration, learning, social, rejuvenation – within the surrounding ecosystem of spaces.
- Incorporate intuitive tools and technologies for ease of use.
- Consider “aside” and “porch” spaces where people can connect, share or get away.
- Balance collaboration with spaces for rejuvenation where workers can refresh, access nature or spend meaningful time alone.

Worker behaviors supported

Working on tasks
Concentrating
Absorbing information
Sharing ideas
Connecting with others
Building relationships
Working together
Seeking respite



ZONE: NOMADIC CAMP

The nomadic camp invites individuals who are transitioning throughout the day between projects and tasks. Located close to the concierge, and with easy access to work tools that help workers manage their day, the space gives individuals everything they need to be productive.

Design considerations

- Provide a mix of reservable and on-demand individual spaces for planned and impromptu needs.
- Support users' work modes, personal preferences and wellbeing needs by providing a variety of settings.
- Provide for the privacy experiences of focus and rejuvenation.
- Consider lockers for mobile workers to house belongings, long and short term.
- Plan for easy access to the meeting commons and social hub.
- Consider adjacencies and protocols to create or manage the intended vibe and stimulation of the space.
- Incorporate collaborative spaces where teams can gather to share ideas and information quickly.

Worker behaviors supported

Focusing on a task
Taking a moment to rejuvenate
Having a private conversation
Working alone among others



ZONE: RESOURCE CENTER

The host for the Innovation Center supports the tools, culture and processes that are necessary for innovation. This space houses the work tools and shared materials that support the residents of the Innovation Center.

Design considerations

- Provide workspace for a host/concierge.
- Consider the entry/welcome experience for guests and residents, so they can connect to tools, spaces and people, as needed.
- Enhance effectiveness by providing appropriate tools and technology on an as-needed basis.
- Provide storage for work tools that support customized meeting experiences (mobile telepresence, whiteboards, presentation tools, etc.).
- Provide appropriate self-serve and facilitated hosting services so team members can maintain optimal efficiency in their workflows.

Worker behaviors supported

- Seeking assistance
- Accessing work amenities
- Pursuing technology help and advice
- Designing a personalized meeting experience



ZONE: SPECIALTY ZONE

A specialty zone would be an area specific to the innovation at hand. An example might be a prototyping area, machine shop, laboratory or resource library.

Design considerations

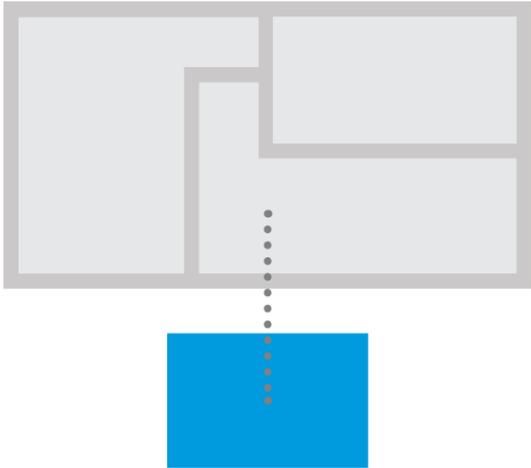
- Understand the unique needs of the organization and the requirements of its development process.
- Ensure easy access and adjacency to team work areas to support optimal workflows.
- Provide a place for prototyping and testing ideas – virtually or physically.

SCALABILITY + CUSTOMIZATION

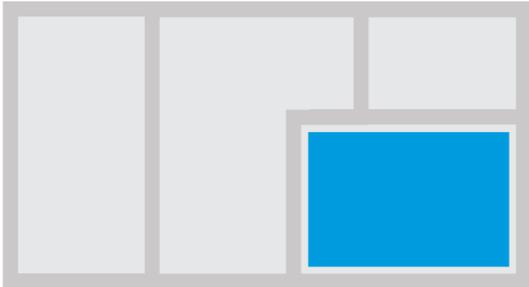
The different zones within an Innovation Center create an ecosystem of interdependent spaces that act as a platform for the innovation process. Each must be customized and scaled to the organization in alignment with its specific business needs and goals. Working together, the zones create an inspiring environment where innovators can come together in interdisciplinary teams to create and advance innovation.

INTERNAL MODELS OF INNOVATION

OFF-SITE MODEL



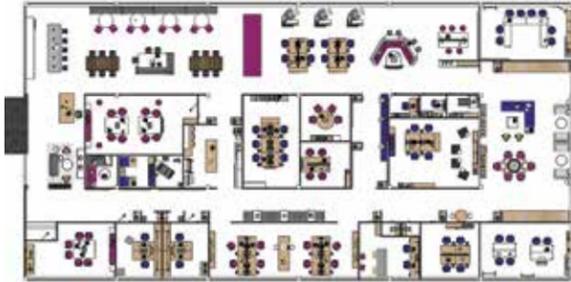
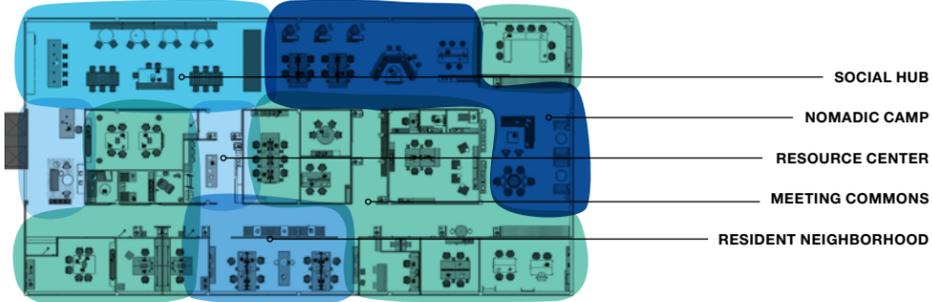
ON-SITE MODEL



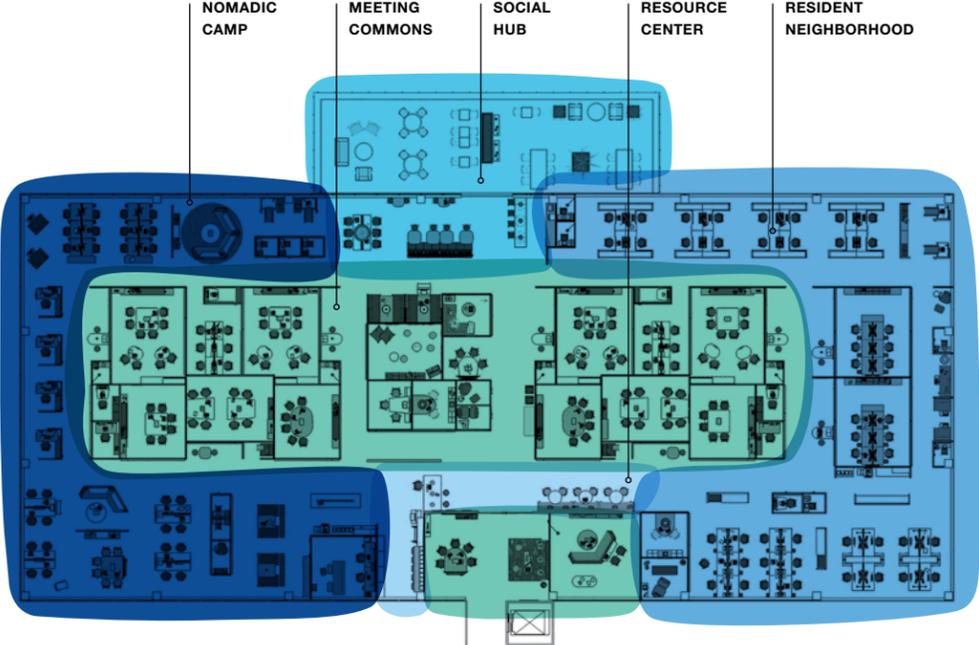
Organizations seek innovation in a number of different ways, from internal grassroots efforts to external partnerships. Within this ideabook, we'll be exploring two internal models: an off-site floorplan and an on-site floorplan.

INNOVATION CENTER FLOORPLANS

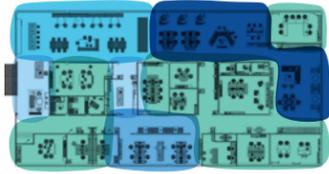
The process of innovation is unique to each organization, so the space to support it should be unique, too. There are many ways to design for innovation in organizations with different needs related to location, size and project type. Exploring these two examples of internal Innovation Centers – an off-site model and an on-site model – may help identify and visualize opportunities.



OFF-SITE
SAMPLE SCENARIO: 11,500 SQUARE FEET



ON-SITE
SAMPLE SCENARIO: 20,000 SQUARE FEET

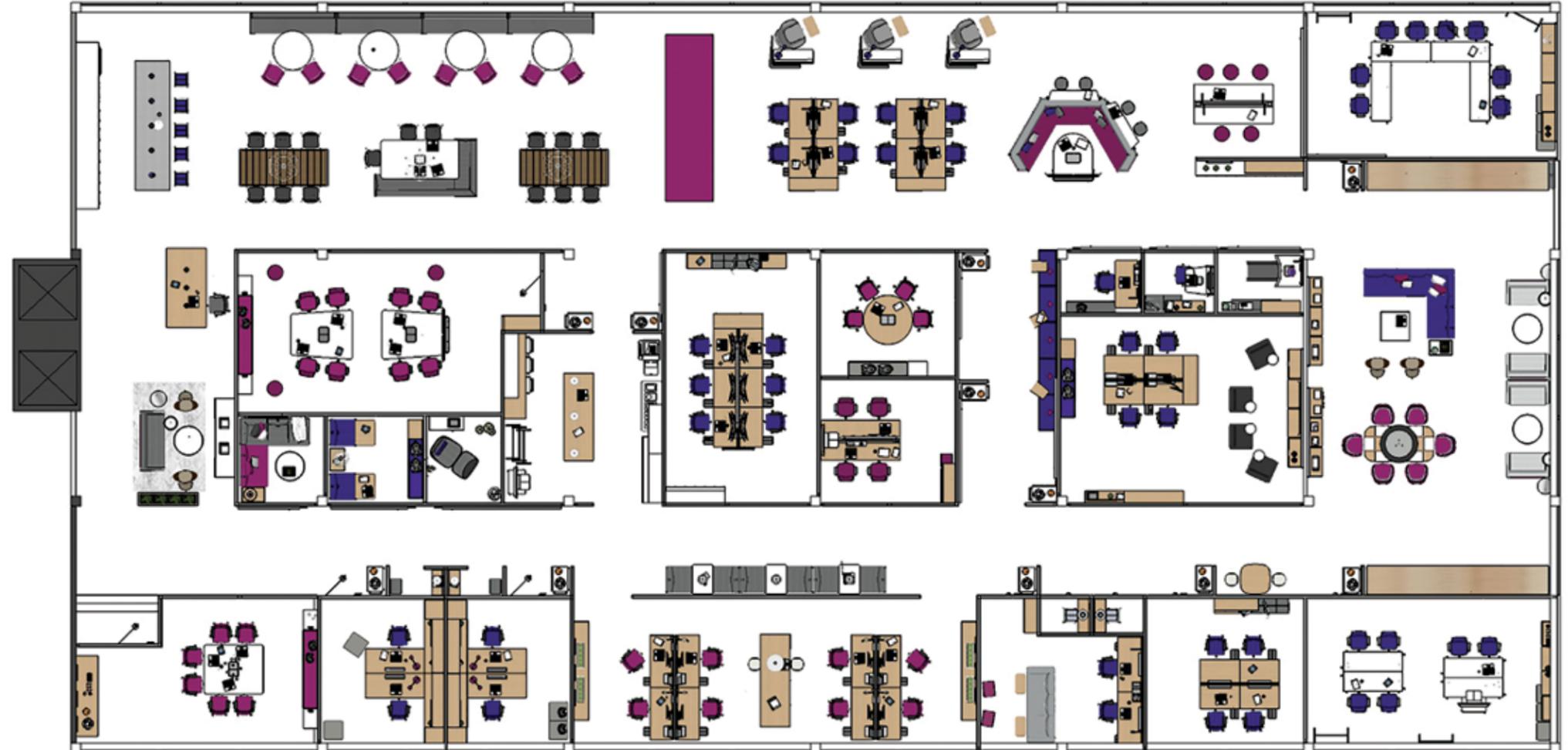


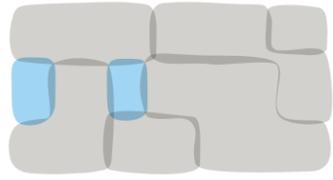
INNOVATION CENTER OFF-SITE MODEL

For some organizations, getting away is how innovation happens best. In this off-site model, a team can develop, prototype and validate innovation initiatives in a distinctly different, counterculture-like environment with the freedom to pursue distinct values and processes. The space supports small teams that repeatedly come together and disperse, accommodating individual work within the cycle of collaboration.

Design solution includes:

- Ample videoconferencing for keeping in touch with headquarters or other on-campus sites
- Hospitality for hosting visitors
- A variety of meeting spaces to accommodate the varied needs of project teams as they move through the innovation and development processes
- Nomadic spaces for mobile team members as they move in and out of the space
- Small phone booths, enclaves and individual settings for spontaneous privacy needs





ENTRY + RESOURCE CENTER



The entry sets the stage for a welcoming experience with a concierge to help introduce and orient workers to the space.



A centrally located resource center supports all business needs. Here workers have self-service access to necessary supplies and meeting tools.



Lockers help to host mobile users with secure storage and easy access to their belongings throughout the day.



SOCIAL HUB



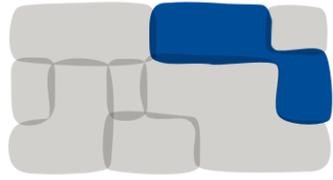
Providing a change of pace in this Innovation Center, the café acts as a place for individuals to connect with others, work individually or take a break from meetings in a social environment.



The café acts as a crossroads, connecting the entry with the working space. Here workers gather, connect and gain nourishment.



Dyadic booths connect the café and nomadic camp and also support transitions throughout the space. This space allows workers to informally collaborate without removing themselves from the energy and activity of the café.



NOMADIC CAMP



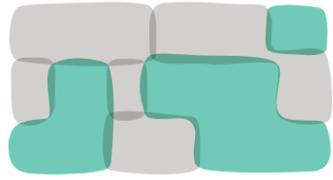
These collaborative settings support short-term group sessions and also provide spaces for breakouts from project rooms. Whiteboards and media:scape support brainstorming and content-sharing.



This open library acts as a connection point between the nomadic camp and the meeting commons. Guests can use this space to quietly connect or individually decompress and focus.



Benches support workers with a place to touch down while transitioning between individual and collaborative work. This setting accommodates workers by offering light storage, easy access to power and technology.



MEETING COMMONS



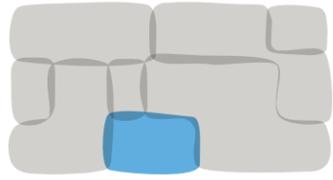
This owned project space allows teams to be co-located for the duration of a project. The surroundings provide collaboration and brainstorming through amplification, whiteboards, storage for artifacts and a separate lounge zone.



Intimate in-between spaces provide places for workers to connect or step away during transitions throughout the day.



Project spaces equipped with mobile furniture allow teams to reconfigure the space to accommodate their needs. Space for hosting inside the room limits interruptions throughout an all-day working session.



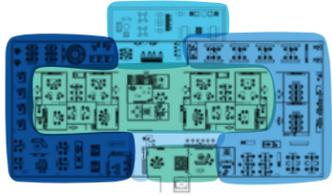
RESIDENT NEIGHBORHOOD



These informal spaces support spontaneous connections and serendipitous interactions. Adjacency to the staff space also supports collaboration and impromptu planning with the resident team.



The resident workstations are shielded and centrally located to ensure privacy and to support focused work, while remaining connected to the people and activity of the space. Height-adjustable benching provides workers with choices in posture within a setting optimized for connection to the team.



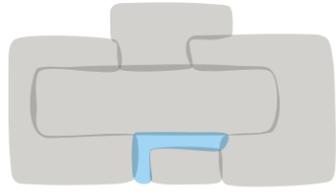
INNOVATION CENTER ON-SITE MODEL

This model creates a safe haven for new ideas within the larger space of an organization's campus. It's designed to empower a distinct cross-functional group that is responsible for innovation within the organization. Highly secure, the space can be accessed only by designated employees who actively contribute to innovation and development processes. With opportunities for individual work as well as group collaboration across distances, the space intentionally fosters a culture of innovation through creating, sharing and testing ideas. A range of settings provides for individual choices, and dedicated team spaces support key innovation behaviors.

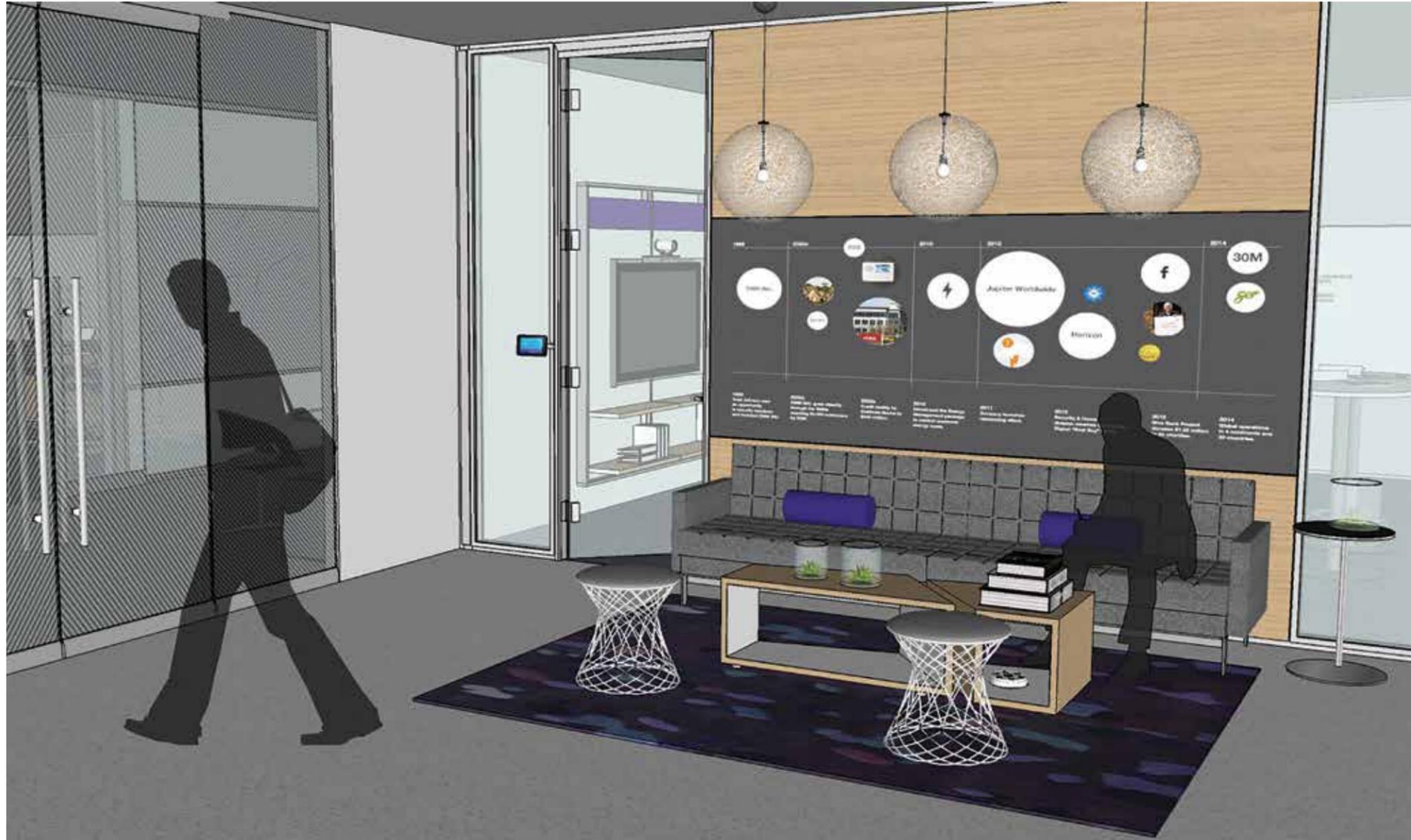
Design solution includes:

- Individual spaces adjacent to and embedded in project studios for shifting from individual to group work
- Small phone booths, enclaves and individual settings for spontaneous privacy needs
- Front porch spaces for project studios to accommodate collaborative transitions
- Anticipation of constant expansion and contraction of project studios as project teams and phases change over time





ENTRY + RESOURCE CENTER



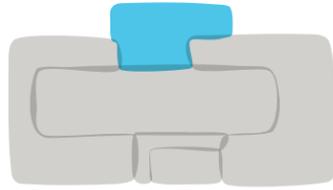
The entry commons welcomes guests and helps them easily transition into the Innovation Center. The heritage wall displays organizational culture and values, which strengthens the culture within the space.



As visitors enter the Innovation Center, a concierge welcomes them and helps them connect with the people, space and tools they need.



The resource center provides access to storage lockers, mobile carts and work tools such as media:scape mobile, mobile whiteboards and various office supplies.



SOCIAL HUB



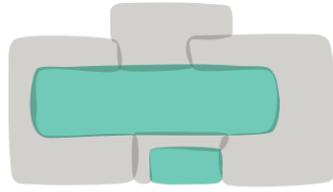
Semi-enclosed booths shield workers and provide a space for personal or casual conversations. Mobile media:scape offers the option of digital content-sharing.



A centrally located café helps build a sense of organizational culture and belonging. Workers can connect, socialize and build valuable social capital.



An outdoor extension of the social hub includes settings for workers to socialize and connect to nature. Outdoor options help extend the workspace, provide choice and promote wellbeing to create a productive work environment.



MEETING COMMONS



Groups can quickly immerse themselves here, hold a brainstorming session and easily rearrange the space to meet their needs.



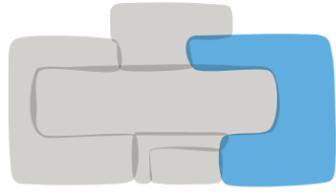
The team studio allows a project team to generate analog and digital content. There is ample space to spread out, and videoconferencing provides a way to connect distributed teams easily.



The front porch supports transitions before, during and after meetings. Also included in the porch area is a place to display and share team communications.



A project room provides a team with a dedicated, owned space for a period of time. Lockable storage, access to power and data, integrated technology, and display space aid the project in process.



RESIDENT NEIGHBORHOOD



Height-adjustable tables give residents the ability to shift postures throughout the day. Power access, lighting, work tools and bag storage help maximize the work area.



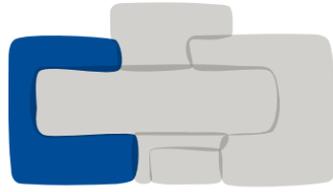
Workstations wrapped in full-height panels provide residents with boundary, ensuring privacy and helping define and separate the space. Each resident is provided with storage, technology support and work tools.



A shared, dynamic space provides a team with acoustical privacy from the rest of the office, with space for idea-sharing and feedback, as well as social interaction – building a sense of community among team members.



The back porch of the team room provides individual spaces to make private phone calls, engage in focused work away from teams or simply unwind.



NOMADIC CAMP



This nomadic setting provides storage and defined boundaries for workers seeking focus.



Private enclaves offer workers a high degree of control and boundaries for rejuvenation or shallow-focus work.



Individual settings with high boundaries are provided for nomads who seek minimal interruption. Height-adjustable tables allow for movement and customization, ideal for longer durations.



In this reservable workspace, a dyadic team can work side by side at a worksurface or in an alternative-posture lounge area that offers a comfortable place to share content or connect.

Steelcase Innovation Center



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