360°

New Work.
New Rules.

How hyper-collaboration is
redefining teamwork and
me work

Make Room for Modern Tribes
Building dynamic spaces
for today's innovators

The Science of Collaboration
How the body activates the brain

**Exploring
Innovation
at Work**

Issue 75

360°

Exploring
Innovation
at Work

Have you noticed?
Familiar patterns of office
work are being upended
as the race toward
innovation intensifies.

In organizations around
the world, most of our work
is now matrixed, project-
based and hyper-collabo-
rative. It's a fast-paced,
active collision of ideas
versus an orderly, linear
sequence of individual
contributions, more like a
soccer game than a
relay race.

This issue of 360 explores
today's imperative of
teamwork and why it calls
for the emergence of
radically different spaces:
environments character-
ized by flexibility and
freedom, choices and con-
trol, and the furnishings,
technologies and tools
that teams need to accom-
plish their very best work.

360°

Exploring
Innovation
at Work

360.steelcase.com

Join The Conversation
Connect with Steelcase and let us know
what you're thinking:

[f] facebook.com/steelcase

[t] twitter.com/steelcase

[▶] youtube.com/steelcasetv

[◉] instagram.com/steelcase

[P] pinterest.com/steelcase

[✉] 360magazine@steelcase.com

[◉] steelcase.com/podcasts

Departments

Features

New Work. New Rules.

Teams are under more pressure than ever, expected to
untangle complex problems, deliver fantastic results and
do it all faster than their competitors. Today's teams are
hyper-collaborators who navigate a fluid, fast-paced flow
of interdependent ideas, redefining both teamwork and
me work. Their work has changed dramatically, but their
workspaces? Not so much. Steelcase researchers reveal
how to create spaces that give today's revolutionaries
what they expect and need to excel at work.

Cover Illustration by
Pat Charoensiri of Hybrid Design

A 360 View

Your Coach Was Wrong: There Is an "I" in Team

My high school locker room was covered with the same motivational posters that hang in athletic facilities around the world: "Hard work beats talent." "If you can believe it, you can achieve it." And the perennial coaching favorite—"There is no 'I' in team." While the intention of that axiom was right, I think the coaches were wrong. Teams are made up of a bunch of "I"s—individuals with unique personalities, skills and needs. On the field or in the office, a team performs at its best when the needs of the group are supported while also addressing the needs of each member. We need to think about the "me within the we."

Teamwork has never been more important or in higher demand. As digital transformation disrupts industries everywhere, companies are banking on collaborative teams to drive innovation and growth. According to our recent study, people collaborate because they feel it will lead to new and better ideas, increase work accuracy, improve productivity and create more innovative solutions. The study also found more than half of people's time is spent working with others. So leaders don't need to convince us to collaborate with our teams—we're already doing it. In fact, we're hyper-collaborating. Where leaders can help is by understanding and balancing the needs of all those "I"s within a team to better help them thrive.

The key to supporting individuals and teams is to give them more control over their experience at work—over their privacy levels, their space and the technology they use. Giving people more control over their environment will take a significant mind-shift for leaders and organizations used to thinking of their workplace as relatively fixed. But, at a time when every organization needs to attract and engage those talented "I"s to join their team, disrupting that paradigm may be a good thing.

Illustration by
Pat Charoensiri of Hybrid Design

Chris Congdon
Editor, 360 Magazine

Perspectives

Meet the people behind this issue.

Julie Barnhart-Hoffman
Principal, WorkSpace Futures
Steelcase

"Learning happens by being connected to one another, by overhearing and overseeing, which seems counter to all the negatives we hear about open offices. This is how we capture multiple points of view and embed learning within the process. But, this level of intense collaboration must also balance the needs of the 'we' with the needs of 'me.'"

John Hamilton
Director of Global Design
Coalesse

"Craft is how we translate ideas from the creative mind to the hand. Craft is how we make something, better. It's a marker of worth, character, training and history. It adds a soul that we can tell is missing when it's not there. In the product development process, craft is a core part of that design solution that we want to build into each and every product we make."

Frank Graziano
Principal, WorkSpace Futures
Steelcase

"What you want to do is achieve a fluid environment, which creates a more open mindset. Visible information forms its own community as a representation of its authors and it becomes usable in knowable space. You're not owned by your chair, instead you're sharing your ideas. And that becomes a very different experience."

Donna Flynn
Vice President, WorkSpace Futures
Steelcase

"I think one of the biggest misconceptions people have about collaboration is that they define it as communication. Meetings happen—many meetings happen—and very frequently there's not a lot of valuable output because the bulk of the time is spent communicating about a problem rather than actively solving it."

Deidre Hoguet
Director of Applied Research
Designtex

"Upholstery may not be the first thing most people consider when they're trying to improve the health of people who sit for long periods of time. But Designtex wondered: How can the upholstery we use on seating combat the health issues of prolonged sitting?"

Vanja Misic
User Experience Lead,
WorkSpace Futures
Steelcase

"A lot of environments today throw everyone into the same general space and say 'collaborate.' And, we're surprised when it doesn't work and people feel frustrated. Teams do not have the control they need to move easily from activity to activity. They don't have the ability to reconfigure their space at will if their team make-up, needs or priorities change."

Bill Bennie
Director, Design
Steelcase

"Teams need flexibility to change their day-to-day activities. Particularly, teams using agile and design thinking practices need to be able to change how they work over time. This shift in how teams are working required us to look at solutions through a new lens."

Work Day

Ideas for a better day at work

Curiosity Thrilled the Cat

New research published by Harvard Business Review confirms that creativity has a positive impact on business performance. Yet, a recent survey of more than 3,000 employees showed a whopping 70 percent feel on-the-job questions are discouraged, thwarting their curiosity, a key component of creativity. Here are five ways to increase creativity at work:

1 Hire for Curiosity.
Ask candidates what books they are reading or to describe a time they learned something new.

2 Ask Questions.
A lot of questions. Research shows that good listeners are more likely to seek creative solutions.

3 Ask Better Questions.
MIT's Bob Langer helps people switch their focus from giving good answers to asking good questions.

4 Set Goals.
New insights suggest that setting goals around learning boosts motivation.

5 Let 'Em Think.
Outside-of-the-box thinking encourages people to take on new challenges.

Face Your Peers

Feeling lonely? You're not alone. A 2018 survey from Cigna found that most Americans suffer from loneliness fueled by isolation and Great Britain just appointed a Minister of Loneliness to tackle the epidemic. Here are three easy ways to combat loneliness at work:

Make time for face time.
Instead of sending that email, walk over to your coworker's desk to talk in person.

Mark your calendar.
Schedule time each week to connect with a friend or colleague over coffee.

Join the club.
Get involved with an office intramural team or create an after-work club everyone can join.

The Cure for FOMO

Want to combat FOMO, aka the fear of missing out, spurred by all of those seemingly picturesque posts on social media? You just need a little JOMO, which celebrates the joy of unplugging and living in the moment. Here's how to get your daily dose:

Assess how much time you're online with a timer or an app like Moment.

Set boundaries with family and co-workers so you're not on call 24/7.

Schedule time to check email and do online research.

Get off the internet and into the present.

Take Your Brain to the Gym

Give your biceps a break, because it's time to train your brain. Faculty at Stanford's d.school and Vienna's Creativity Gym believe we should approach creativity as a muscle to strengthen. Creativity Gyms are popping up around the world to help train people's creativity by exercising their minds. So, if you're looking to get more creative, it might be time to hit the gym.

What Employees Want

When Wharton's Adam Grant partnered with Facebook to survey their employees about what they value most, three key motivators were identified:

Career
Providing autonomy at work fosters learning and development.

Community
Feeling respected and cared about improves our connections with others.

Cause
Having a sense of purpose at work gives people a source of pride.

What We're Reading

Imagine It Forward: Courage, Creativity, and the Power of Change

Beth Comstock with Tahl Raz

Transforming the mindset and culture of a company is messy. There's no simple checklist. Former GE Vice Chair Beth Comstock offers an inspiring, fresh and deeply personal take on how to grapple with the challenges we face with change every day.
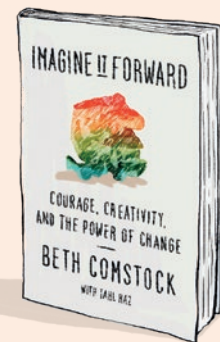
Chief Joy Officer: How Great Leaders Elevate Human Energy and Eliminate Fear

Richard Sheridan

How do leaders create an environment that replaces fear and frustration with happiness and joy? Richard Sheridan shifts his focus from culture to leadership in this new book on finding joy in the challenge of leading others.
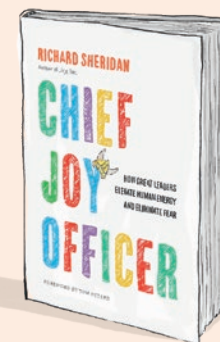
Unsafe Thinking: How to be Nimble and Bold When You Need It Most

Jonah Sachs

Innovation doesn't come from sticking to the status quo. It comes from courageous ideas and looking at problems and opportunities in brand new ways. In Unsafe Thinking, author Jonah Sachs shares how to take the bold yet intelligent risks that will help you thrive in business— and in life.
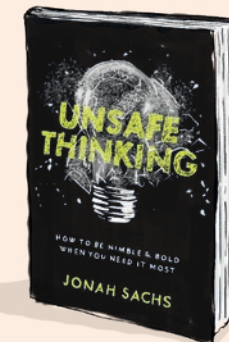
Things I Love

"What I love about Motif wall panels is the ability to personalize my collaborative space through color, patterns, size and configuration."

Amanda O'Keefe
Designer, Steelcase

Creative Blocks

20% Uninspiring space

36% Existing workloads

20% Outdated technology

19% Lack of guidance and permission to be creative
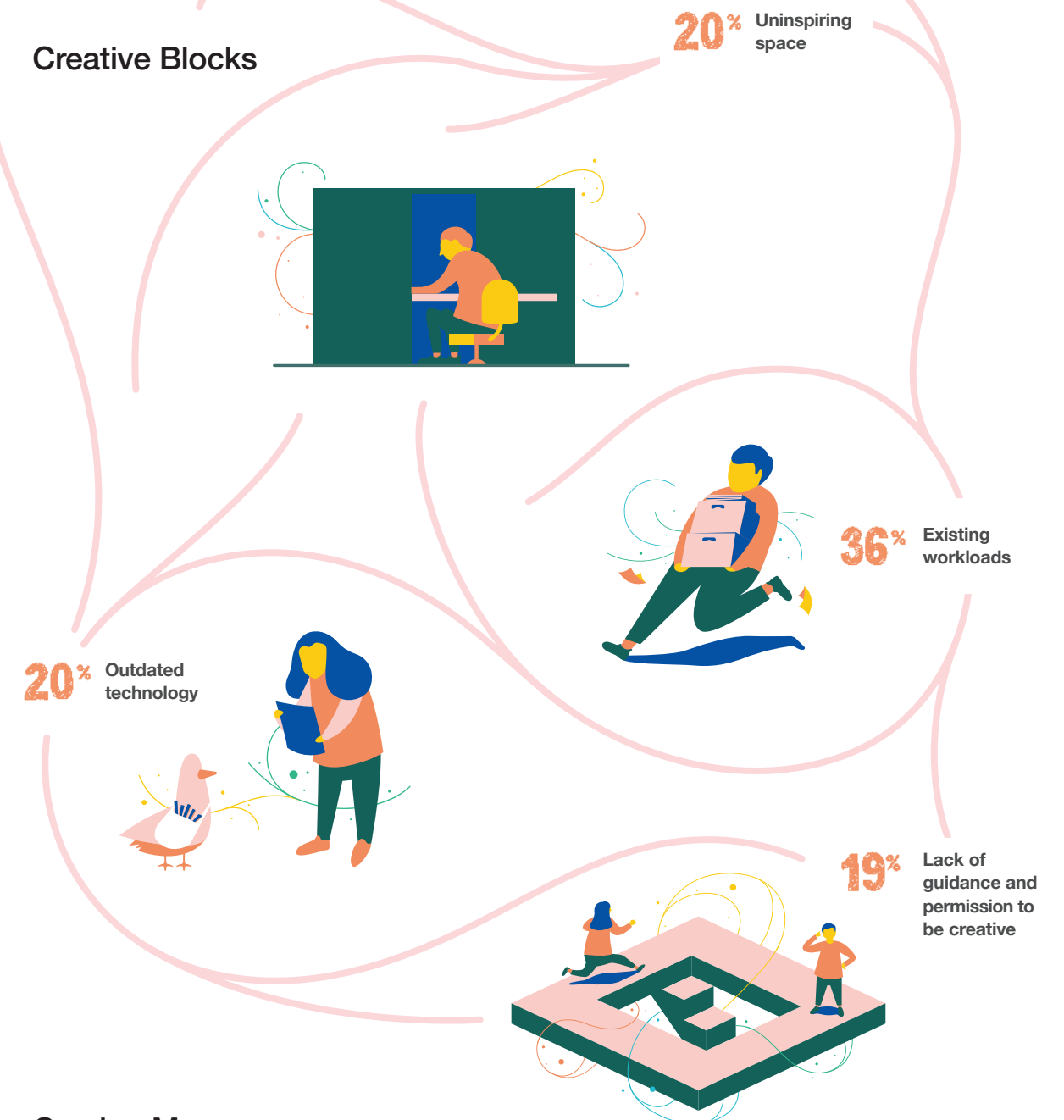
Craving More Creativity?

In this age of innovation, reinvention and need for originality, creativity is a vital skill that can make (or break) your career. Steelcase asked over 4,500 people in Germany, France, England, Spain, the United States and Japan how they view creativity in the workplace and what's preventing them from reaching their full creative potential. The findings might surprise you.

74% flex their creative muscles on a daily basis

14% aren't given a chance to express creativity

55% want to be more creative in their role

Millennials and Gen Z are driving a more creative and diverse workforce:

78% report being creative on a daily or weekly basis compared to only 70% of Gen X and Boomers.

Gen Y and Z also show more creative ambition than older workers (60% vs 50%).

To read the full Steelcase report, head to: https://www.steelcase.com/eu-en/workplace-creativity/

Does Your Work Matter?

Illustrations by
Laura Breiling

Who would be worse off if your job didn't exist? Your answer is what Adam Grant says generates meaning in your work. An organizational psychologist, author and host of TED's WorkLife podcast, Grant spends his time figuring out how to make work "not suck." Working with lots of organizations from diverse industries (even astronauts), he's always learning and trying new ways to approach the traditional office environment. He shared with 360 what he's learning about building trust and finding purpose at work.

360: It feels like we're hearing a lot about the search for purpose at work right now. Why do you think this is front and center?

Adam Grant: It's clear that the strongest driver of meaningful work is feeling like your job makes a difference in the lives of others. When you think about what gives people a sense of purpose, it's about feeling that your work has an impact on others and if your job didn't exist other people would be worse off. What's interesting is if you look at surveys since the early 1970s asking people to rank different features they want most in a job, around 2000 'meaningful work' was number one. Yet, if you go back to the '70s and '80s, it was number one then, too.

360: Teams trying to innovate have to be willing to fail. That takes trust. But, a lot of organizations go about building trust wrong. Why?

AG: I talked to a crew of astronauts who have been to the International Space Station and the leadership experts who helped train them. They all told me the same thing: Trust is not about how much you like your crew. It's about how much you can count on your crew. We don't have to have many traits in common, come from the same place or believe in the same things, as long as I can count on you to do a good job and have my best interest or mission at heart.

In the case of this crew of astronauts, they had actually been enemies. Americans were flying to a Russian space station. Both astronauts and cosmonauts had been in the military. They'd lived through the Cold War. Now, they're supposed to live together, work together and trust each other. That trust comes from clarity of mission. It comes from recognition of competence. It comes

> "Trust is not about how much you like your crew. It's about how much you can count on your crew."

from being a little bit vulnerable so that when you take a risk, the other person doesn't harm you.

360: Are there things organizations do that make you say, 'That's not going to work?'

AG: One of the things that drives me crazy is how many team building activities and exercises people do. It's all shallow. We're going to have a ping pong tournament, a mixer or a party. The problem is that people don't really mix at mixers. They mostly hang out with the people who are similar to them, who they already know. They also don't have to overcome any challenges together. What is it they're possibly going to learn about trusting each other when everything is easy and fun?

360: If that's not the right approach, then how do you build trust?

AG: If you want to build trust, you actually want to de-fun. Instead of doing something simple and lighthearted, you actually work with a group of people to solve hard problems that matter. Bonds of trust are forged, character is tested and you see who people really are when it's not necessarily the most pleasant experience. That happens when you're creating something or trying to solve a problem together.

360: What message do you think the physical workplace communicates to employees?

AG: Office design is huge when it comes to sending signals about hierarchy. I don't know about you, but if I'm leading an organization I don't want to be hidden off in the corner in my own territory. I want to be in the center of it—where the action is. When I walk into companies where there's a separate floor for executives and they all have their own offices, it's like you're in a labyrinth. If I have an idea, how do I get it to somebody who can do something about it?

That doesn't mean I'm a big fan of open plan offices which often wreak havoc for introverts. I think there's a middle ground. That means our leaders should sit in the same general territory as the people who work with them, but we should also give everybody a chance to close the door when they need to focus.

360: People are seeking different places to work, but on the other hand, organizations are asking them to come together to solve big, wicked problems. How do you approach that tension?

AG: I think balance is the key. There was a meta-analysis of every study that looked at the impact of telecommuting. It found if people are able to come together for part of the week, it's fine for them to work independently for the rest of the week. I've had some leaders say, 'How do I monitor them and make sure they're working?' My response is, 'If you need to do that you've failed at leadership because they should find the work meaningful and motivating enough that they want to do it.'

360: Of all the organizations you've worked with, what has surprised you?

AG: One of the bigger surprises is related to status. Generally speaking, the people who cling to status cues are the ones who are the most insecure about their own status. Being in a corner office is not a signal that you've achieved status. It's a signal that you still desperately seek status as opposed to feeling like you don't need it. I even see some of this in my own world in academia when a professor has their students call them Professor Last Name as opposed to their first name. Why do you have to rely on a title for status? Why can't you earn it through the way you command respect? We should talk to each other on a personal level as opposed to trying to create this awkward professional distance that seems to put someone on a pedestal who can't earn it.

> "If you need to monitor your employees, you've failed at leadership because they should find the work meaningful."

Want to hear more from Adam? Check out his TED WorkLife podcast anywhere you get your podcasts. Plus, visit steelcase.com/podcasts to hear How to Make Work Not Suck with Adam Grant and learn why he says procrastination can be a key to creative work.

Trends 360

A Buyer's Market

Digital transformation is here. Whether becoming more data-driven in their decision making or investing in new digital tools, companies are embracing technology to improve efficiencies and forge new business paths.

In fact, 87 percent of senior business leaders say digitalization is a company priority* and almost half of executives believe that by 2020 digital will have an impact on more than half of their sales.**

But, the smart organizations are realizing success isn't just about technology, it's about the people who use that tech to improve the business. For highly skilled, tech-savvy candidates, it's become a buyer's market, as they have their pick of which company they'll call home.

This is forcing organizations to rethink what they're selling, since the competition is offering a lot more than benefits and a paycheck.

So, what exactly is happening in the marketplace today? We took a look at the numbers.

"Every company is a technology company, no matter what product or service it provides. The companies that embrace this fact are the ones that shape our world."

Forbes Technology Council, January 2017

Job Listings Overload

As the number of opportunities increases, employees are less loyal and more selective about where they work.
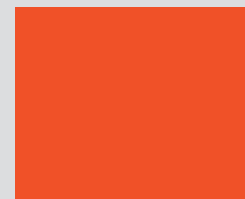
3.5M
people who chose to leave their jobs

1.7M
people who were laid off [1]

According to a Gallup study, the top reasons employees are leaving their jobs include culture and job fit. In addition, 51% of employees would change jobs for one that offered them more flexible work hours. [2]

756,000
estimated number of unfilled IT and communication technology positions in Europe by 2020 [3]

Sources: (1) U.S. Bureau of Labor, December 2018 (2) State of the American Workplace, Gallup, 2017 (3) Empirica, Working Paper: e-skills in Europe, 2015 (4) Future of Skills Report for the Executive Council of AMCHAM EU May 2018 (5) Deloitte Millennial Survey, 2018 (6) Hays What Workers Want Report 2017 (7) Mercer Talent Trends, 2017 (8) Engagement and the Workplace, 360 Steelcase Global Report, 2016

45% employers worldwide struggling to fill open positions

51% employees actively looking for a new job

73% actively disengaged employees likely to seek new jobs [2]
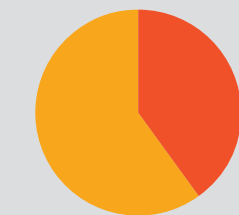
40%
of European employers have difficulty finding people with the skills they need to grow and innovate.

Half of the EU population lacks basic digital skills. [4]

What's on the Wish List?

So, what are these highly skilled employees looking for in the workplace they'll call home?

78%
Ambition: consider themselves ambitious to progress their career [6]

62%
Cultural fit: prepared to take a pay cut to achieve a better cultural fit [6]

51%
Work-life balance: desire a positive work-life balance [6]

69%
Development: would decline a job if it didn't offer professional development [6]

28%
Loyalty: expect to work for fewer than five employers [6]

53%
Health: want their company to focus more on their health and wellness [4]

Thriving employees are three times more likely to work for a company with a strong sense of purpose. [7]

93%
of highly engaged employees say their employer takes a genuine interest in their wellbeing. [8]

Millennials on the Move

As younger generations join the workforce, they have different expectations and shorter shelf-lives at companies. [5]

Percent of millennials who expect to...

43% leave within two years

28% stay beyond five years

29% other

Percent of Gen Z who expect to...
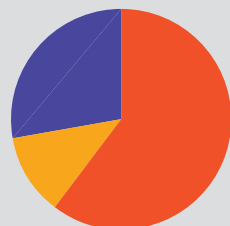
61% leave within two years

12% stay beyond five years

28% other

What's important to millennials?

Pay
63%

Culture
52%

Flexibility
50%
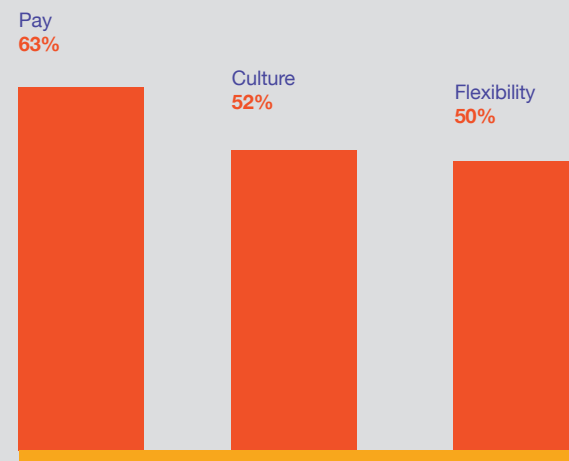
Percentage of millennials who plan to stay at a company for more than five years if they...

55%
can choose where and when they work

69%
work at a diverse organization [5]

New Work.
New Rules.

How hyper-collaboration is
redefining teamwork and me work

Amazon. Airbnb. Uber. Netflix.

These disruptive brands changed the world. They didn't just deliver new products to the market—they upended it and on the way caused a lot of collateral damage. Technological disruption has been credited with reducing the lifespan of S&P 500 companies from 60 years in the 1950s, to less than 20 years today, according to Credit Suisse.

Companies are in a race to understand what consumers need and then deliver something more innovative, more fantastic, more life-changing than their competitors. So it should come as no surprise that leaders are turning their focus toward teams and building a culture to promote the diverse thinking and creativity only they can deliver to drive innovation.

Why Teams? Why Now?

The business case for increased collaboration keeps getting stronger. A new study conducted by Steelcase found 90 percent of people say collaboration is essential to create new and better ideas. Leaders are even more convinced: 93 percent believe it's essential to successful idea generation.

Teams innovate faster, achieve better results and report higher job satisfaction, according to a recent New York Times article about Google's Project Aristotle. Profitability also increases when people collaborate more. Other studies confirm Google's conclusions. Companies that promote collaborative work are five times more likely to be high performing, according to the Institute for Corporate Productivity. Conversely, the lack of collaboration is blamed for workplace failures by 86 percent of participants in a Salesforce survey of corporate executives, employees and educators. This drive for increased collaboration is causing the amount of time people spend in team-based work to explode, ballooning by 50 percent in the past two decades, according to Harvard Business Review. Today, people are spending over half of their day collaborating with others, according to the Steelcase study.

"The world now requires rapid responses focusing on creativity, innovation and design, rather than solely on delivery. To achieve this, work will increasingly be project-based rather than segmented by department, and will need to take place across teams and silos," reports AM Cham's EU Future of Skills report.

Companies are in a race to understand what consumers need and then deliver something more innovative, more fantastic, more life-changing than their competitors.

Steelcase researchers and designers have been studying collaboration for more than 20 years. Most recently, they studied high-performing teams in North America, the Middle East and Europe to understand the macro shift toward a new kind of teamwork. They saw teams focused on two predominant types of work:

New Idea Generation: Imagining and creating new products, services and solutions.

Flawless Execution: Developing and bringing ideas to market quickly and predictably.

Regardless of their focus, these teams are under pressure to solve complex problems and do it faster. Unlike their predecessors, who could focus on an individual task as their contribution to the overall team, these new teams are hyper-collaborators. The research and design team saw people whose days are filled with a never-ending exchange of information and ideas, activating peer-to-peer learning and fostering curiosity and connection with customers. Working in rapid cycles of iteration, tasks are interdependent and their projects fluid. This interdependence and pace is fundamentally different than the way teams used to work. And, as the study showed, it's not easy.

2000

2019

What's different about teamwork now?

"Think about the difference between a swim team and a soccer team," says Gale Moutrey, vice president, Workplace Innovation and Brand Communications at Steelcase. "Swimmers stay in their own lane, but soccer players interact and transition constantly, relying on each other to win. Teams today need to do that, too— navigate a fast-paced flow, bouncing between team members, iterating and improving on each other's ideas. Everyone is accountable to keep work moving forward."

Many of these teams have adopted design-thinking methodologies and agile behaviors to structure their work. Previously relegated to IT or creative teams, these methods are no longer only for early adopters. Many teams are adapting practices like daily stand-ups, sprints and workshops to help them move faster and stay more closely connected to their customers. By understanding these activities and behaviors, we can design spaces to help these teams work in new ways.

"Teams today need to navigate a fast-paced flow, bouncing between team members, iterating and improving on each other's ideas. Everyone is account-able to keep work moving forward."

Gale Moutrey
Vice President, Workplace Innovation +
Brand Communications

Many teams are adapting practices like daily stand-ups, sprints and workshops to help them move faster and stay more closely connected to their customers.

Think Like a Designer

A methodology for creative problem solving, design thinking is physically and cognitively active. Teams are leading workshops, brainstorming, filling walls and whiteboards with content and coming together to share their ideas. Team members sit together so they can interact with each other in real time, build cohesion and work faster. They also need moments of retreat from the group to focus, absorb information and process their own ideas. People stand, sit, draw, gesture and move materials and objects. The work is dynamic and fast-paced.

The Agile Revolution

Agile is a set of values and principles derived from soft-ware development and now used by lots of industries to improve speed, flexibility and customer focus. Agile teams structure their work into a sequence of activities that guide them to execute quickly, monitor progress and re-adjust workflow. Their practice includes daily stand-up meetings, pair-based work, sprint reviews and sprint retrospectives. These teams constantly shift between modes of work, working alone and together as the task demands.

Lack of Control
People feel a lack of control over their environment and struggle to balance their individual work with the demands of the team's work.

No Place to Call Home
Teams need to work in close proximity with easy access to their information, but they often don't have the right "home" where they can do this.

"Most offices are still predominantly designed to support individual work and a linear process."

Julie Barnhart-Hoffman
Principal Design Researcher,
WorkSpace Futures

If the open-plan office draws the most worker ire, technology is a close second. In fact, three of the five top barriers to collaboration are related to technology, according to the Steelcase study. Team meetings frequently start with some frustrating experience involving technology, often related to sound and sight lines. Teams can't access the information they need or visually display their work. And, remote teammates often struggle to participate equally in meetings, especially when the activity requires team members to stand and move around the work.

Another problem: The most common technology used by team members is for individual work or display, but not for co-creation or interaction. The Steelcase study found when large-scale collaborative technology is available it's more often available to executives than to the individuals who make up the teams and who do most of the collaborating. Steelcase researchers also observed the design of the space created friction between people and technology—whether it was the shape of a table or a cushy chair that people didn't want to get out of—the space became a barrier to people interacting with content on the screen or at the whiteboard and resulted in disengagement.

New Work. Old Office.
Most offices are still designed for linear work and don't enable the workflow, activities and behaviors required for design thinking and agile methodologies.

Tools Fall Short
Most people don't have access to large-scale technology for group work, and space often becomes a barrier for those that do, limiting their access and engagement with content on the screen.

The Struggle Is Real

Amidst this intense style of teamwork, the researchers and designers realized that most workplaces were getting in the way of teams, or at least not making work any easier.

"Most offices are still predominantly designed to support individual work and a linear process," says Julie Barnhart-Hoffman, principal design researcher for Steelcase. "Space is usually allocated on a per-person basis, instead of a team basis. And it's almost always organized by department, versus cross-functional project work."

According to Barnhart-Hoffman, many organizations don't provide teams with their own "home" where they can "live together." This is critical to build team cohesion. Teams need to be able to socialize and externalize their thinking with each other and make their work tangible and visible. They also need to be able to shift easily between individual and group tasks. Today, many have to rely on traditional conference rooms (usually a rectangular table with a display screen at the end) for group work. These spaces are not designed to support the kind of physical movement that happens in agile and co-creation work; these spaces are better suited for formal interactions, like leader-led sessions to share information. Also,

since most conference rooms are shared among multiple teams, people can't leave work in progress on the walls or whiteboards to keep work flowing.

Even when teams had a space to call their own, Steelcase researchers still saw teams struggling. "The work being performed by these teams is fluid. But their spaces aren't," explains Barnhart-Hoffman. "They need the ability to change their space and adapt it quickly to their changing tasks. They just don't have the control they need to move easily from activity to activity and can't reconfigure their space at will if their team make-up, needs or priorities change." The result, she says, "is that teams lose momentum and can't keep work flowing."

Steelcase researchers also observed people struggling to find privacy—a perennial issue in open plan spaces—which is exacerbated by the pace and level of activity within the team. Individuals need places for reflection and focus in the open plan and teams need to control their visual and acoustical privacy to mitigate distractions. Without any boundaries to protect them, researchers saw how easily they were interrupted by people walking through their space and disrupting flow.

Ideas Get Stuck
Most collaborative spaces are designed for information sharing and a more passive kind of participation, discouraging people from becoming physically and emotionally engaged in problem-solving activities.

"Forget the old adage that there is no 'I' in team. Teams are made up of individuals. We need to design for multidisciplinary teamwork in a way that also gives the individual what they need to do their best work."

Gale Moutrey
Vice President, Workplace Innovation +
Brand Communications

Office Reboot

The notion of teamwork is not new, and for most of the twentieth century teams functioned like an assembly line, focusing on areas of expertise and the division of tasks. The work was hierarchically structured and space was designed to support that hierarchy. Inspired by Frederick Taylor's "The Principles of Scientific Management," organizations stressed efficiency, dividing work into individual tasks, and designating clear boundaries between those tasks. The Taylor model made sense in its day, but, for the most part, the siloed work style it fostered ended up slowing things down, causing errors to be overlooked and opportunities to be missed.

Many corporate offices today still reflect this linear approach to work. With floor plans focused on individual work, the typical configuration used to include private offices around the perimeter with "bullpen" areas located in the center, according to Barnhart-Hoffman. To facilitate idea flow, that paradigm gave way in many organizations to open offices—according to the Steelcase Global Report, 69 percent of all offices now have an open floor plan. Teams began working at benches, using conference rooms to review their progress toward milestones. But, for the most part, work in these settings was an independent pursuit, interspersed with team meetings and moments of water cooler conversations.

Without question, the need to reboot the corporate workplace is overdue. While the processes and activities teams do today have dramatically changed, their spaces have not. Today work is more matrixed and work gets done through networks and lateral relationships. Employees who once operated in different universes must come together in interdependent, fluid teams. The spaces that best support this kind of work are designed specifically for teams, while embracing the needs of all those individuals who make them up—"me within we."

"Forget the old adage that there is no 'I' in team," says Moutrey. "Teams are made up of individuals. We need to design for multidisciplinary teamwork in a way that also gives the individual what they need to do their best work."

Getting the balance between team and individual needs just right is tricky, and sometimes the first iteration of the space isn't quite right. Giving teams ways to control their environment is key to allowing them to adjust and discover what works.

Barnhart-Hoffman worked on the agile work prototype for the Steelcase IT team and says that empowering users—the people who actually occupy the spaces—to reconfigure their settings within the flow of work is crucial. "There's a growing demand for user control over spaces—people want to be able to adapt spaces at the pace of the project, and to give team members agency in defining how the 'me' and the 'we' need to work together at a given time," she says. "Giving individuals and teams more control over their spaces also contributes to a sense of team cohesion and builds culture and trust. But right now in most leading organizations employees need to file a request with facilities and usually wait weeks or months for the changes they're asking for."

Project work moves through different phases and each phase has its own set of activities. As the type of work the team is doing changes, the team's capabilities and composition also change. "It's important that the space can evolve with the project," says Barnhart-Hoffman. "Teams may have a specific deadline, but they define the scope of work. That kind of autonomy has to be mirrored in the environment. Workers can change their proximity to one another or move products around to suit the activity at hand and the way the team wants to work," she explains.

What Teams Want

So, what do teams expect and need from their work environments? According to Steelcase researchers, companies should consider these three things to help their teams excel.

Build a Home for Teams
The role of team space is bigger than just supporting the work itself. It's also about the human dimension.

Space "Feels Right": The team space should reflect and encourage the type of practices and working style of the team.

Build Trust Together: By building something or "cooking" together, teams foster a sense of identity, cohesion and trust.

Introduce Playfulness: Playful interactions help teams challenge concepts by inspiring new ways of thinking and testing unusual approaches.

Flex Space to Process
Teams need a dynamic space that keeps up with their process and keeps them in flow.

Adaptability & Immediacy: The space should let teams in rapid cycles reorganize in a natural, spontaneous way.

Showcase the Flow: Teams need a place to create a 'stage' where content is curated and prioritized.

Empower Teams
Teams need control over their environments to cope rapidly with individual preferences and project needs.

No Wait Environments: Changing current space and furniture should be addressed like a software request—it's what's needed to move a project forward.

Tweak Space to Personal Preferences: Empower teams and individuals to make quick adjustments to their space on demand.

Shifting Role of Facilities: Easily adaptable neighborhoods allow facilities management to act as advisors instead of gatekeepers.

Teams need a place to create a 'stage' where content is curated and prioritized.

Individuals need to be able to quickly switch between team collaboration and individual focus work.

People need the ability to quickly toggle between digital and analog tools for thinking, creation and collaboration.

Teams need a home where they can foster a sense of identity, cohesion and trust.

The space must allow people to physically engage with their content, change postures, move materials, and gain new perspectives.

Teams and individuals need to feel empowered to reconfigure the space on their own as work flows and changes throughout the project.

"The teams felt strongly that learning happens by being connected to one another, by overhearing and overseeing, which seems counter to all the negatives we hear about open offices," says Barnhart-Hoffman. "This is how we capture multiple points of view and embed learning within the process. But, this level of intense collaboration must also balance the needs of the 'we' with the needs of 'me.' People want their desk to be a 'me place' where they can customize their computer, monitors and keyboard to personal preferences. They want storage for personal items as well as shared team resources, like tools, snacks, etc. And they want ways to control their own privacy so they can focus and develop their own point of view. This requires an environment that can anticipate change and adapt."

The Human Advantage

For hyper-collaborative teams it's all about the human experience. Building trust and cohesion among teammates is crucial. This requires people to work in close quarters and meet face-to-face as much as possible, and not rely too heavily on email and other tools to communicate, so they can solve problems faster. As Menlo Innovations CEO Richard Sheridan says of his company's agile workplace: "We use what we like to call high-speed voice technology—we talk to each other. Face-to-face, in real time. It's amazing. The hardware was pre-installed at birth, you know—vocal cords." When people are present in a space where they can get to know each other, trust each other and learn and grow together, innovation is far more likely to happen.

"Learning happens by being connected to one another, by overhearing and overseeing. This is how we capture multiple points of view and embed learning within the process."

Julie Barnhart-Hoffman
Principal Design Researcher,
WorkSpace Futures

Day in the Life of an Agile Team

When it comes to agile, it's all about the team.

The industrial internet of things (IIoT) is a way for makers to become more efficient, improve quality and control costs. Kim's IIoT team is the engine behind turning those ideas into reality. They create platforms that allow Steelcase to collect facility data around the world and display it visually to help people make better decisions.

Kim's team is made up of IT and business partners like industrial engineers. Over the last two-and-a-half years, they've been following agile principles to create better business results, faster. And, the lessons they're learning from agile are being applied to teams well beyond the world of IT.

In order to keep up with their fast-paced style of work, Kim's team needs to be able to move seamlessly from activity to activity throughout the day, all while staying in flow. Their new team-based workspace designed to support agile helps remove barriers to their progress. In fact, when Steelcase IT teams moved in about a year ago, they increased the amount they got done by 36 percent. (For more information on this, read: Transforming IT at www.steelcase.com/agile-case-study)

To understand how their place supports the fluid nature of agile work, we've shared what a typical day looks like for Kim and her team. Follow them in their space designed to foster a more agile culture, help them move faster, test and execute on new ideas and get closer to their customers.

**8:00 AM
Starting the Day**

Kim's team starts every day together in the team studio — checking in with one another and discussing what's on their plate for the day. The close proximity to teammates makes it easy to get questions answered without scheduling meetings or waiting for email responses. Sometimes she retreats to a workstation in the back of the studio to focus, yet remain within earshot of the team.

**9:00 AM
Daily Stand-Up**

They like to gather on their Front Porch for their daily stand-up. This informal spot adjacent to the studio is also owned by the team. Relaxed postures lend themselves to an open, informal conversation to discuss the day's game plan.

Team studios do not have assigned seats. So, every day team members can connect, figure out who needs to work together and arrange themselves accordingly.
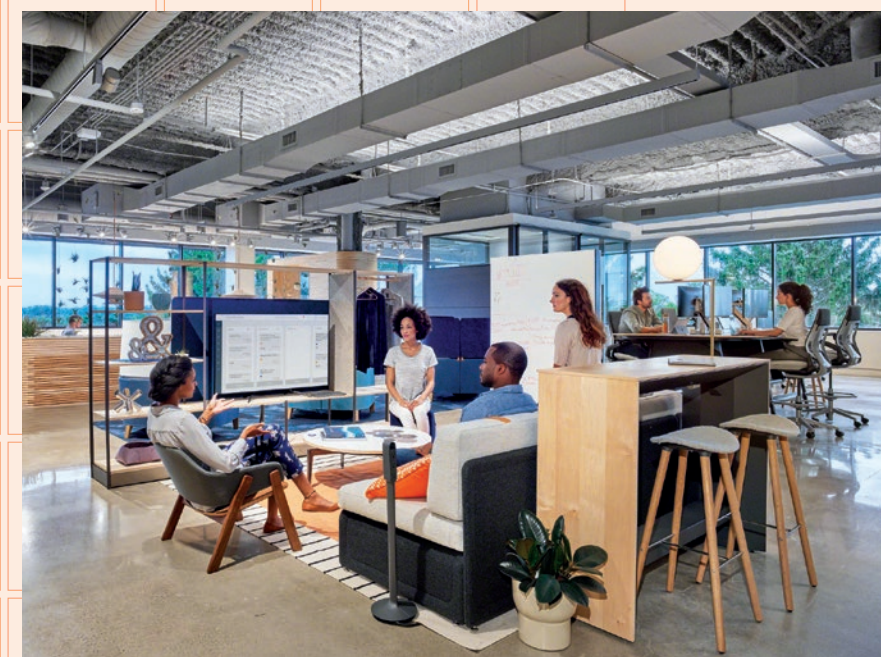
Later in the day, they may return to the Front Porch to host business partners or leaders. It allows people to work closely with the team without feeling like they're intruding on the work happening inside the studio.

9:15 AM
Work Face-to-Face

After the short stand-up, they usually have a block of time to work together—face-to-face in their studio.

Presence and connection are central to the flow of work enabling real-time collaboration, building team cohesion and developing empathy and trust.

10:30 AM
Customer Connection

Kim connects with an internal business partner from operations to review project criteria, hosting them in an enclosed meeting space just a few steps away from the studio. This area called the Business District includes spaces accessible to everyone.

Large meeting rooms, shared enclaves and touchdown spots give Kim's team plenty of places that support privacy and focus for teams, pairs or individuals while being able to remain near their studio. The transparency of these spaces fosters awareness within and across teams.

11:00 AM
Camp Here

During their conversation, Kim and her business partner agree—they will need someone from that business unit to work closely with Kim's team for the duration of the project.

She guides them to the Flex Camp. These spaces are available to anyone—allowing the space to accommodate for change just like the agile practice does. People can "camp" here for hours, or over a period of weeks, to be near the agile team, allowing for informal conversations.
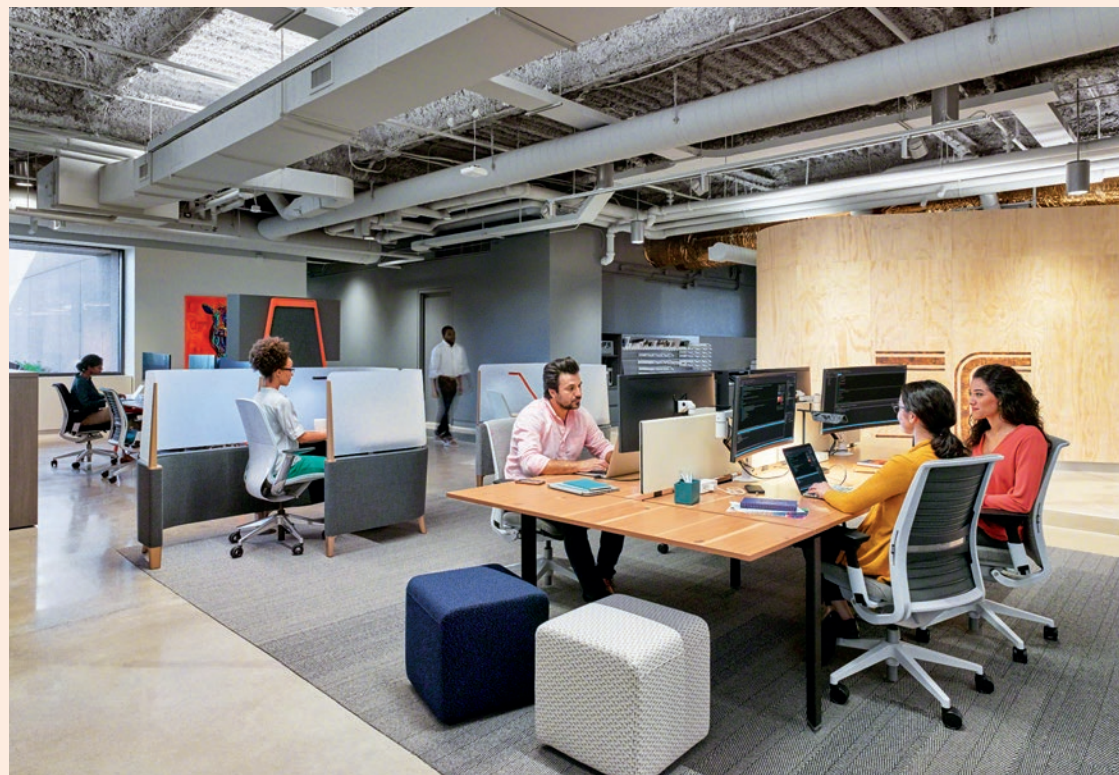
12:00 PM
Café Conversations

Kim uses part of her lunch break to connect with coworkers outside of her team. A central café is a hub for connecting teams, creating new relationships and enriching networks.

Running into colleagues on other teams exposes Kim to what's going on in the rest of the department and helps her learn about other teams' best practices.

1:00 PM
Project Planning

After lunch, it's back to the team studio where the team is planning for the next sprint cycle. They're surrounded by vertical whiteboards and a digital display, which helps them visualize and share their thinking while negotiating the plan for upcoming work.

By making work visible, teams are able to learn from one another and provide assistance if a piece of the project gets stuck.

By being immersed in the content, it makes it easy to get up-to-speed quickly and support one another. Interdependencies are made visible, challenges identified and alternative approaches can be considered in advance as teams learn from one sprint to the next.

2:00 PM
Break Down Barriers

Today has raised a few questions—Kim's team needs help eliminating some challenges in their work. The team heads over to the leadership area where leaders are present and accessible. Here, leaders use digital dashboards that scroll through agile teams' project sum-maries to foster aware-ness and visibility.

Communication with leaders goes in both directions. Teams are empowered to share their progress and challenges so leaders can advocate for them. Leaders share their strategy in visible ways so the team can see how their work supports the business as a whole.

2:30 PM
Re-Energize and Relax

The intense nature of their work means Kim's team members need a place to get away—without going away. To do so, they often retreat to a spot aptly named the Garden.

3:30 PM
Comfortable Collaboration

Refreshed and armed with a few new ideas—members of Kim's team collaborate with a colleague in Portland, Oregon using video-conferencing equipment in one of the shared, central pods.

A break from the typical can help people approach problems in new ways. Individual Garden spaces let people connect to nature and focus away from the team. And collaborative Garden areas offer a spot to socialize and re-energize.

Since more traditional meetings like status updates and problem-solving sessions take place in the team studio, these rooms include relaxed settings and informal postures to create a comfortable vibe that encourages non-traditional meeting behaviors and enhances creative thinking.

4:30 PM
Team Celebration

Before heading out for the day, Kim's team takes time for a team celebration—building trust and positive momentum. Their space lets them move from one activity to the next without disrupting the flow of work.

What We're Learning

Our IT organization is well into its agile journey and now after a few short months of measurement in their new space, early data is available. We have purposefully looked at the intersection of process, culture and place to learn more about enabling a successful agile environment. Measurements so far have come from a variety of sources: sensors, observations, interviews, workshops. In the spirit of agile, we have initial findings we would like to share. We will continue to measure and learn more as we mature our environment. Here are our early learnings:

Learning and Productivity

36%
increase in velocity. Data shows the workplace helps individuals perform better

18%
fewer people concerned about access to equipment and tools

11%
increase in the amount of people who say they have greater choice in the work environment

9%
increase in people who say they have access to privacy

6%
increase in people who say they have places to re-energize

Building Stronger Relationships with Customers and Colleagues

Trust has increased (fewer people are concerned about misunderstandings between colleagues)

The amount of time people connect with others outside the group has increased

Increased collaboration with external partners and IT customers

Feeling Valued and Connected to Purpose

Data shows the workplace makes individuals feel more valued by the organization

Higher accessibility and visibility of leaders with more transparency

Greater connection to organizational strategy and purpose

Increase in the number of one-on-ones between leaders and individuals

Make Room for Modern Tribes

Steelcase Flex Collection builds dynamic spaces for today's innovators

We all want to be on the team that disrupts our industry, rather than the ones who didn't see it coming. We want to be the people who come up with the most novel ideas and anticipate our customers' needs before they even realize they have them; the ones who bring an idea to market so fast and flawlessly our competitors' jaws drop.

We've given up on the myth of the lone genius who will save the day.

The companies that are thriving have learned teamwork—and a culture that supports it—is the only way to make innovation happen. But teams face an unprecedented level of complexity and intensifying need for speed. They have quickly morphed from the hierarchy-laden culture and practices that shaped work in the past, to become modern tribes: tight-knit units that behave in fundamentally different ways than they did even five years ago. (For more about how teamwork has changed, read: New Work. New Rules., page 22.) These tribes are a work family and their hallmark is hyper-collaboration, working interdependently in rapid cycles—instant messages and sticky notes flying in their wake.

These modern tribes embrace practices like agile and design thinking to try to stay ahead of the competition. Previously the domain of only IT or creative teams, methods like agile and design thinking have gone mainstream, and are being adopted and adapted to help teams learn faster, mitigate risks and get things done. These teams are embracing rituals such as daily stand-ups, sprints, brainstorms and workshops to help them stay more closely connected to their customers, so they can develop solutions with a higher chance of hitting the mark.

These tribes are a work family and their hallmark is hyper-collaboration, working interdependently in rapid cycles—instant messages and sticky notes flying in their wake.

An Office Rebellion

"Teams need flexibility to change their day-to-day activities. Particularly, teams using agile and design thinking practices need to be able to change how they work over time. This shift in how teams are working required us to look at solutions through a new lens."

Bill Bennie
Design Director, Steelcase

It's All About Control

Once teams start working in such fundamentally different ways, they quickly realize typical work environments created for more linear, individual processes simply don't work anymore.

"Teams need flexibility to change their day-to-day activities. Particularly, teams using agile and design thinking practices need to be able to change how they work over time. This shift in how teams are working required us to look at solutions through a new lens," says Bill Bennie, Steelcase design director.

Bennie was part of a multi-disciplinary team of Steelcase designers, researchers, engineers and project managers that went out to observe these creative and high-tech teams in the U.S., Europe and the Middle East starting in 2017. They talked to people who had grown frustrated and discouraged trying to muddle through with spaces and technology that didn't support their needs. They learned the most from renegades unwilling to put up with the status quo who began hacking their existing spaces.

These hacks, along with a body of primary and secondary research about team-based work, inspired designers to envision some radically-different solutions.

Their idea: Create an interconnected system that supports the activities of the larger team as well as individual work. "Instead of one new thing, we ended up creating pieces that all move and work together to let people reconfigure their space in a matter of minutes. The pieces work well on their own, but just like a team, they work better together," says Bennie.

Embracing agile concepts, they enlisted Steelcase IT teams to test new ideas in a prototype space. They collaborated, offering fast, cyclical feedback to allow for continuous improvements on initial models.

The result became the Steelcase Flex Collection—aptly named because the idea is all about flexibility—movable desks, tables, markerboards, carts, screens and accessories that can be rearranged on demand by anyone to create environments that both teams and individuals need to do their best work. The collection is designed to make it easy to shift between different activities—from a brain-storm to a workshop, or from a daily stand-up to a sprint review.

Whether on wheels, rollers or glides, Steelcase Flex is designed to move easily and gives teams permission to take control and make a space their own. Details, like the board cart that holds eight whiteboards and pegs on the tables to hang a backpack or other accessories, were designed with the needs of the team—and the individuals who make it up—in mind.

Steelcase Flex was inspired by teams working in spaces not designed for team-based work who became impatient with their static space and hacked their offices.

Five ways renegade teams hacked their space

DIY Workplace

Teams resorted to moving or repurposing objects to create the settings they needed for their diverse activities. One team took a door off its hinges to build a communal "table." This DIY approach forced people to string cords to these makeshift spaces for power, which quickly became a cumbersome spiderweb and made it tough to move around.

Sticky Note Invasion

Teams covered surfaces with sticky notes—whiteboards, walls and even the ceiling—out of desperation to share ideas and information.

Making It Mine

People went to great lengths to personalize their space and control their individual privacy. They used random items like pizza boxes and plants to limit visual distractions and communicate "leave me alone."

Staking Claims

Teams built barricades to claim a territory for themselves and also keep out distractions. They moved display boards, wastebaskets—anything they could find—to create boundaries.

Can't Take It With You

Team members awkwardly balanced laptops in an effort to share ideas with co-located teammates or used selfie sticks to try and help remote teammates feel a part of the group. Unable to lug display boards everywhere or access large-scale technology, people struggled to interact with the content and eventually disengaged.

"A lot of environments today throw everyone into the same general space and say 'collaborate.' And, we're surprised when it doesn't work and people feel frustrated. Teams do not have the control they need to move easily from activity to activity. They don't have the ability to reconfigure their space at will if their team make-up, needs or priorities change."

Vanja Misic
User Experience Lead,
Steelcase WorkSpace Futures

Simple

Hardworking

Approachable

Introducing Steelcase Flex Collection

The Steelcase Flex Collection helps teams adapt their space as their work changes. See how teams practicing design thinking and agile can quickly and easily reconfigure their space.

Creative Studio

Teams practicing design thinking deeply immerse themselves with a problem to develop empathy and an understanding of the customer. They must surround themselves with their information and look for patterns that will point to new needs. They work together to build on each other's ideas and break apart to analyze, synthesize and generate a fresh point of view to bring back to the team. Steelcase Flex Collection supports their ebb and flow between individual work and teamwork.

Visual displays help this magazine design team pitch and share an upcoming layout to their leader. The Steelcase Flex Board Cart lets the team bring the collection's markerboards anywhere and the wall rail and stand support visual displays.

Fuel ideas with a space created to encourage participation for a productive brainstorming session. Slim tables (center) support a standing posture and the team cart (right) includes clips to hold a markerboard or screen as well as group necessities such as sticky notes, dry erase markers and paperclips in the baskets made to fit underneath the display.
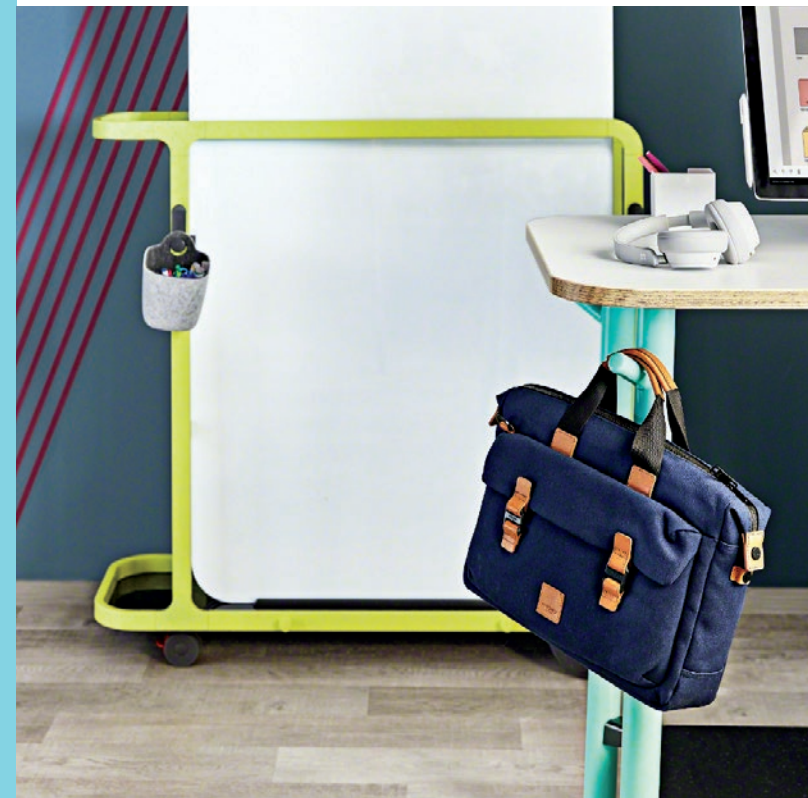
Steelcase Flex is designed to move easily and gives teams permission to take control and make a space their own.

Creative Studio

Freestanding screens
create separation from the
team, allowing individuals
to focus and attend to their
personal needs.

The team rolls together
four standing-height
tables to create one
large worksurface for a
design thinking workshop.
Surrounded by their
information and ideas,
they are able to quickly
jump into flow.

Agile Studio

Agile teams are guided by a set of ceremonies that celebrate their process and keep them connected to their customer's needs. The agile approach to problem solving involves a lot of individual work that connects back to the team as a whole—crucial to advancing a project. Steelcase Flex Collection lets the team transition from collective to pair to solo work without disrupting their workflow.

The team brings two standing-height tables together for a sprint review to review progress with their customer. The acoustic boundary integrates a markerboard to help display information and bring people up to speed quickly.

Agile Studio

Steelcase Flex makes it easy to shift between different activities.

This agile team gathers around the Steelcase Flex Slim Table for its daily stand-up, a quick directional meeting that lasts 15 minutes. The acoustic boundary includes integrated clips to attach the collection's markerboards either horizontally or vertically.

Height-adjustable desks with directional rollers let team members slide side-by-side for pair programming and pull apart when it's time to focus. Integrated power hosts up to seven plugs with just one cord out, simplifying any move. Screens can be adjusted to privacy or modesty mode, depending on preference.

"All the pieces of Steelcase Flex Collection work well on their own, but just like a team, they work better together."

Bill Bennie
Design Director, Steelcase

Height-Adjustable Desk
Designed for mobility and function, the height-adjustable desk comes with directional rollers that allow for movement, one-cord-out integrated power that hosts up to seven plugs, and user-adjustable curved screens that can be configured by anyone for both privacy and modesty.

Acoustic Boundary
The movable acoustic boundary provides flexible space division, acoustic privacy and allows for the integration of marker-boards and screens to display information.

Screens
The lightweight freestanding screens come in three sizes, are tackable and provide infinite possibilities for personal privacy, space division and keeping information visible.

Power Hanger
The ultra-mobile power hanger lets you connect to power nearby at all times.

Screens
User-adjustable curved
screens can be configured
by anyone for both privacy
and modesty.

Carts
The cart family provides
team personalization and
storage, a place to display
information while also
creating boundaries for
space division. Designed
for mobility, the team
cart and board cart keeps
all the team's essentials
accessible and visible.

The Science of Collaboration

How the body activates the brain and makes ideas better

Perching allows

you to come together cognitively
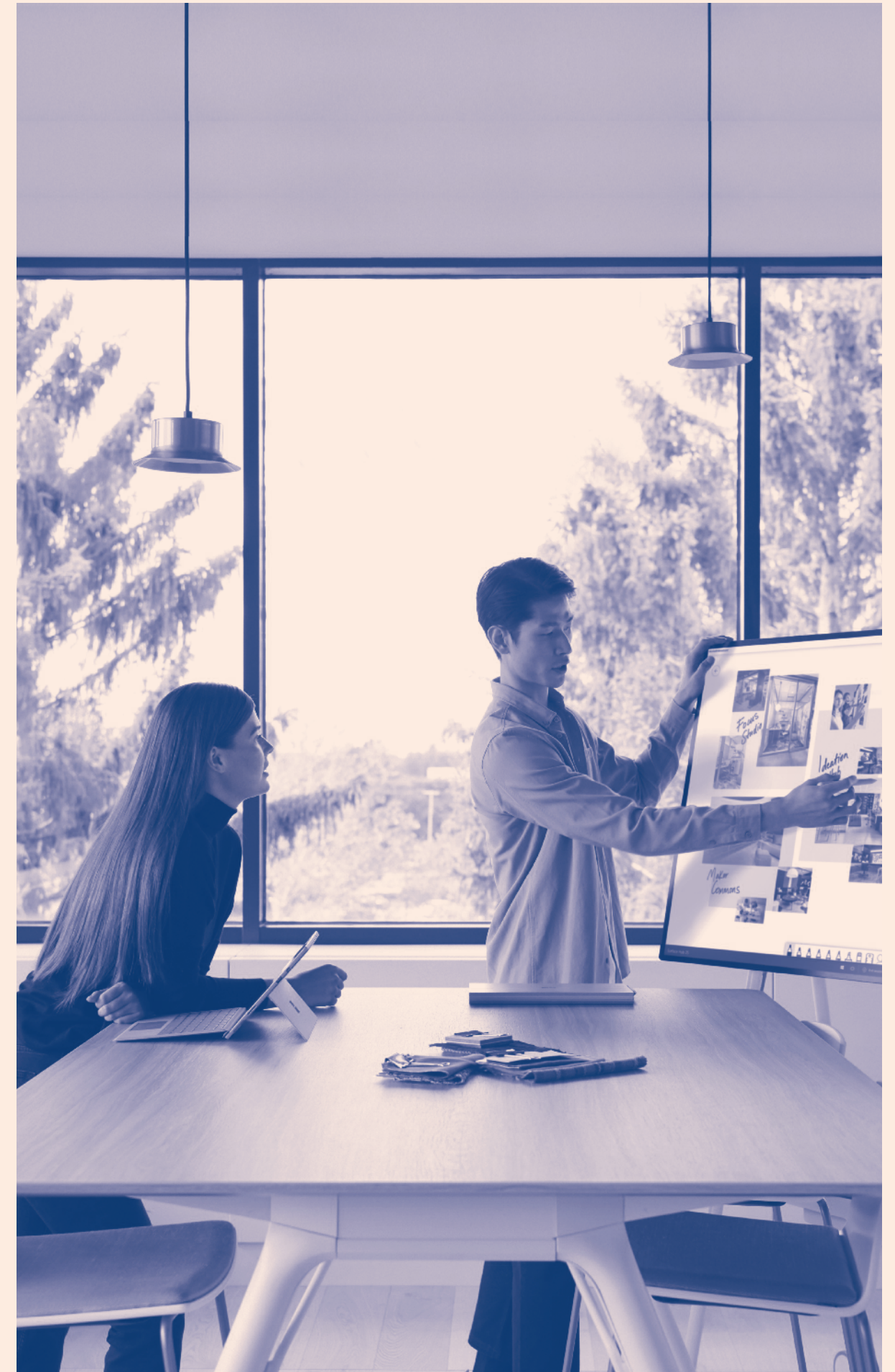
You try to feign interest, but it's hard to stay focused. It's not your fault—workplaces often create an unintentional disconnect between the body and the brain.

Ask people where they get their best ideas and you're sure to hear them say, "when I'm going for a run," "walking in nature," or the ubiquitous "in the shower." But how often do you hear someone say their best ideas come while sitting in a conference room at work? Not likely. Ironically, organizations are in dire need of good ideas as they struggle to thrive and grow, yet the typical places they provide for teams to work together and solve problems are more likely to cause people to zone out and disengage than create something novel and life changing.

We've all been in those meetings: You come into a conference room, sit in a row along either side of a table (where you can't easily make eye contact with everyone), and a leader steers the conversation. Standing up would feel weird unless you're the one presenting, so you stay seated in a comfy chair and pretty soon you notice people checking email and checking out.

Physical movement, postures and gestures impact how we think and feel. As cognitive scientist and now president of Barnard College Sian Beilock says, "The human body is not just a passive device carrying out messages sent by the brain, but rather an integral part of how we think and make decisions." In her book, "How The Body Knows Its Mind," Beilock argues that

our bodies "hack" our brains and movement positively affects our thoughts and decisions. So, why then do we often create work environments that subtly encourage passive postures and behaviors?

For example, why don't more collaboration spaces promote perching? Whether half-sitting on a stool, a rail, the back of a chair or the arm of a couch, people who perch will collaboratively generate more ideas than those sitting in chairs. Settling back in a chair causes people to stay settled in their own ideas and react negatively to those of others. In other words, there's a clear, observable correlation between what people's bodies experience and what's happening in their minds. So, in any environment where idea generation is supposed to occur, a perch is a good option to have, promoting an open mind, easy movement and active interaction.

"Perching allows you to come together cognitively and emotionally but not be overly tethered to your position physically or your position on any idea," explains Frank Graziano, one of the Steelcase WorkSpace Futures researchers who has been studying the impact of environment for decades. But, despite this insight, most organizations are not leveraging the physical environment's potential to provide people with what they really need and want to do their best work.

Meeting is not collaborating

"I think one of the biggest misconceptions people have about collaboration is that they define it as communication," observes Donna Flynn, Steelcase vice president of WorkSpace Futures. "Meetings happen—many meetings happen—and very frequently there's not a lot of valuable output because the bulk of the time is spent communicating about a problem rather than actively solving it."

Teamwork has become the new norm and people working in offices spend more time with others than working individually, according to a recent Steelcase survey of more than 3,000 people in North America, Europe and Asia. The vast majority of respondents (97 percent) feel collaboration

is important to their work and 90 percent believe it is the way to generate better ideas.

A lot of meetings happening today are about sharing information (informative collaboration) and evaluative activities such as feedback sessions, work reviews and executive reviews, which are important forms of collaboration. But the most challenging form of collaboration is generative—it leads to new ideas and fuels innovation, and rarely happens in typical meeting settings. At its best and most creative, collaboration is active and dynamic, versus passive and sedentary. "Our brains and bodies need to move to be creative," emphasizes Flynn.

It's not your fault

As organizations focus on collaboration as a means to innovation, people face some very real barriers. Most of them (70 percent) are still trying to collaborate in those traditional conference rooms that suck the oxygen out of creativity. These spaces are usually enclosed (75 percent) and the large majority of these collaboration sessions are scheduled (81 percent) versus spontaneous. More often than not, collaboration technologies to display information and ideas are non-existent. Expecting people to collaborate in environments like this is like expecting someone to dance in a straightjacket—impossible to do well.

"Organizations need to get better at designing spaces that help people come together to create highly impactful outcomes," says Flynn. "Right now, there's a lot of less-than-effective time spent together. If we can help reframe what collaboration is and how to make it really impactful with the right tools, spaces and practices, everyone will benefit—the individual, the team and the business."

At its best and most creative, collaboration is active and dynamic, versus passive and sedentary.
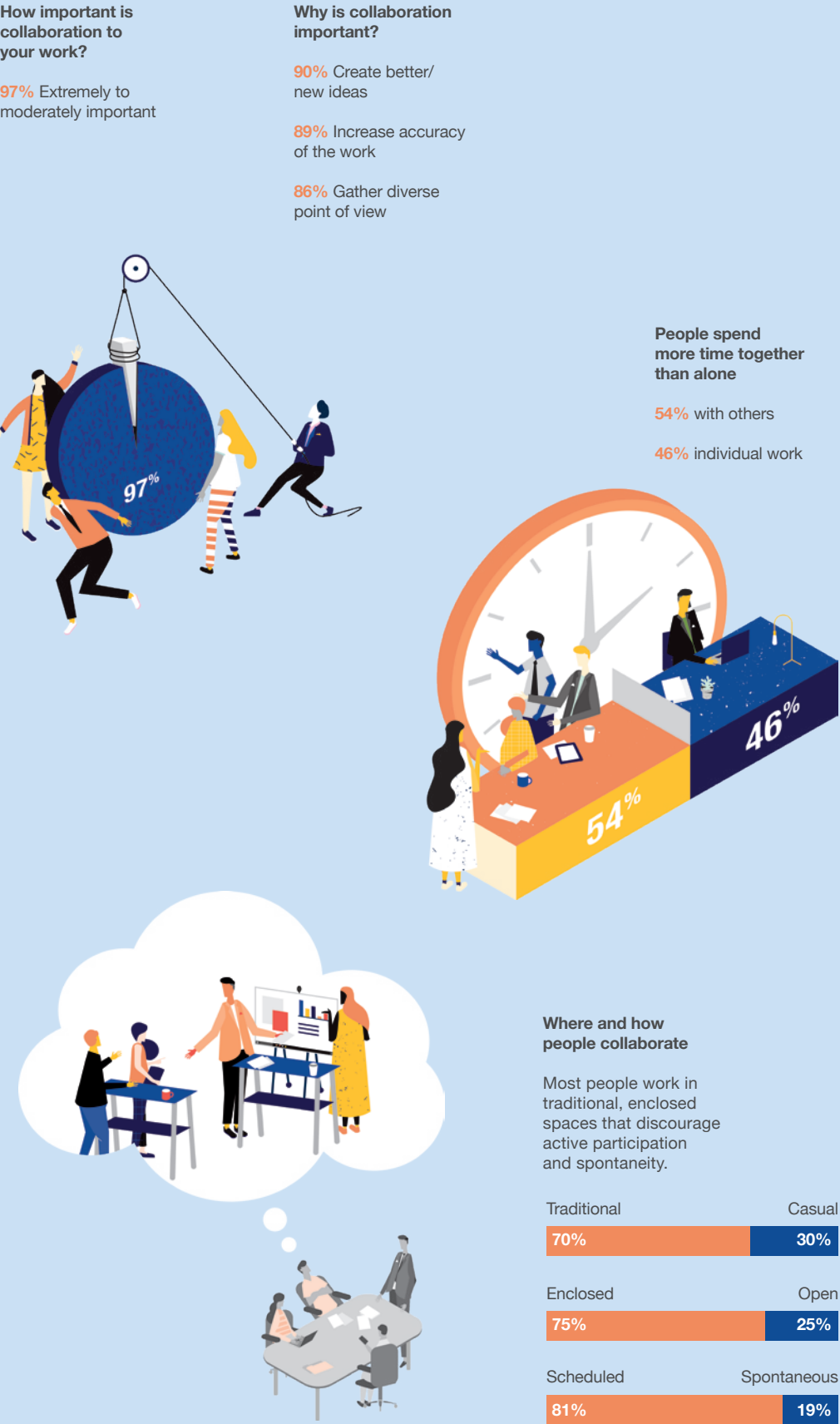
"Our brains and bodies need to move to be creative."

Donna Flynn
Vice President, WorkSpace Futures
Steelcase

Fuel Better Ideas: Get Active

A recent Steelcase study of more than 3,000 people in North America, Europe and Asia reveals people are yearning for a better collaborative experience.

Collaboration Today

How important is collaboration to your work?

97% Extremely to moderately important

Why is collaboration important?

90% Create better/ new ideas

89% Increase accuracy of the work

86% Gather diverse point of view

People spend more time together than alone

54% with others

46% individual work

97%

54%   **46%**

Where and how people collaborate

Most people work in traditional, enclosed spaces that discourage active participation and spontaneity.

Traditional		Casual
70%		**30%**

Enclosed		Open
75%		**25%**

Scheduled		Spontaneous
81%		**19%**

The Barriers

73%
Unable to access the right people

70%
Unable to access the information needed in real time

66%
Lack technology to visually display work

68%
Struggle to stay focused amid distractions

Individual contributors spend the most time collaborating, but have less access than their leaders to technology to visually display work.

Time spent collaborating

C-Suite	23%
Individual Contributors	28%

Access to interactive digital devices

C-Suite	63%
Individual Contributors	33%

Ability to solve a problem is influenced by how you move.

Why Move?

Neuroscience has found a relationship between physical activity, creativity and learning—critical to innovation.

Directed movements of the body can guide higher order cognitive processing; physical movement can aid in learning and memory.

Walking increases creative inspiration by 60%.

Posture has a profound effect on behavior. Active postures facilitate more and better ideas.

Sitting for 30 minutes can slow brain activity.

Standing improves mood and memory while stimulating the brain to forge new neural pathways.

Active Collaboration

72% of people want to be able to move while collaborating
53% can

54% of people want to be able to reconfigure their furniture
38% can

There's a significant gap between people's desire and their ability to move while collaborating.

Active Collaboration encourages people at work to become more physically, mentally and emotionally engaged in idea generation.

Traditional classrooms designed in static rows force students to sit and listen passively.

Similarly, the design of traditional conference rooms can cause people to tune out and disengage.

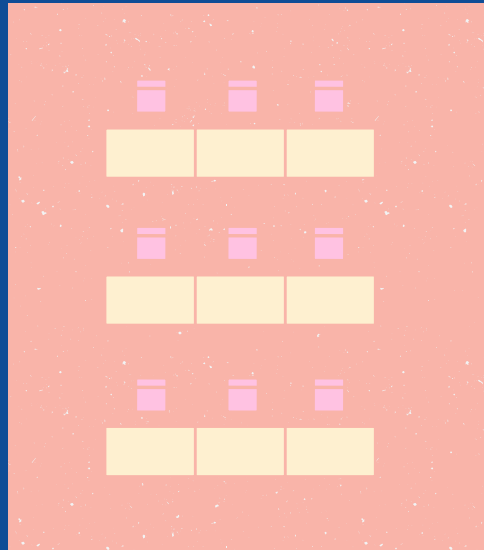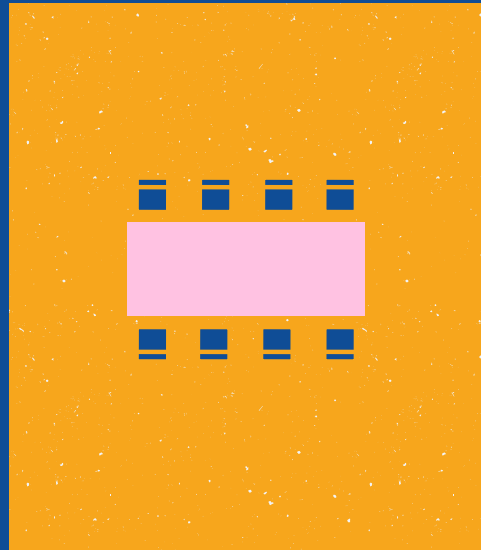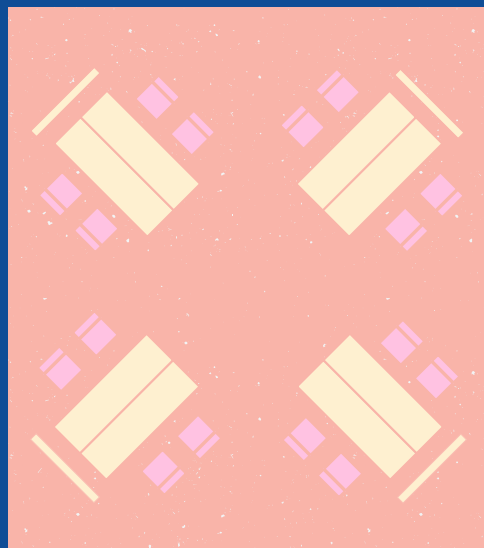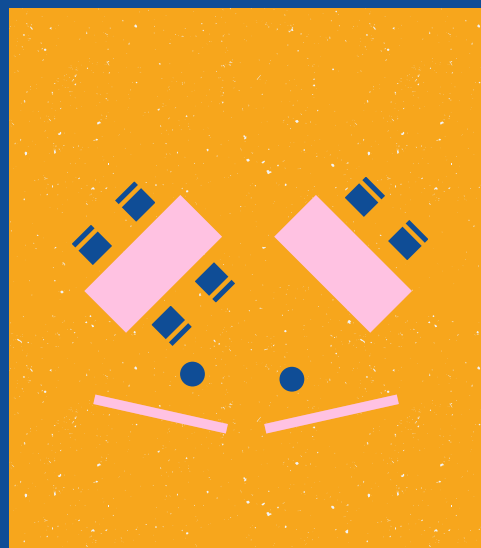Active learning classrooms promote more interaction between students and instructors. Learning outcomes improve as students become more engaged.

Active collaboration settings promote movement, equal participation and deeper engagement.

Linking body, mind and environment

Active learning inspires active collaboration

Organizations that innovate consistently build cultures that nurture learning as a key behavior—teams are encouraged to try new ideas, prototype concepts, learn what works, what doesn't and then iterate. If learning plays such a pivotal role in innovation, it makes sense to look at new developments in learning environments to understand if those concepts could be applied to work environments.

Active learning theory recognized that traditional classrooms designed in static rows were not keeping pace with the ways students need to learn in the 21st century. Steelcase education researchers explored how to design learning environments that adapt to diverse modes of learning and encourage students to participate more actively. In active learning environments instructors and students can easily rearrange their spaces to support small group work, large group discussions or individual learning. Unlike traditional classrooms, students can move throughout the room as needed, and interact with their instructors and classmates. This is a paradigm shift for some educators, but learning outcomes are soaring.

As the empirical evidence accumulates, methods such as active and embodied learning—that recognize the link between body, mind and environment—have rapidly become classroom norms, replacing traditional approaches where students sit and passively receive information from their teachers at the front of the room. One embodied learning study involved middle school students studying gravity and planetary motion using an immersive, whole-body

interactive simulation. When compared to other students who used a desktop version of the same simulation, the results were clear—using the body to enact concepts and experience critical ideas lead to significant learning gains, higher levels of engagement and more positive attitudes toward the topic.

These findings from education research inspired the concept of active collaboration. Just as active learning changed education, active collaboration has the potential to transform work. It is all about designing spaces that encourage people at work to move more, get out of passive behaviors and become more physically and emotionally engaged in the creative process. For example, behaviors such as standing side-by-side encourage "thinking together." Displaying ideas on boards or collaboration devices invites others to build on those ideas. Making sure everyone has equal access to express their thoughts fosters diversity of thinking and leads to better outcomes.

These behaviors can be nurtured in the workplace by designing spaces to promote:

Active postures, such as perching, standing and moving;

Active use of both analog and large-scale collaboration technology to physically connect with content; and

Equal participation among teammates by breaking down hierarchical structures and leveraging technology to include remote participants more fully.

Walking   improves   creative   expression

Why move?

Changing postures and less sitting translates into more physical, mental and emotional engagement in the problem-solving process. Perching or standing signals active engagement and participation, while providing for a variety of postures in a collaborative space assures individuals can move through the full range of team dynamics, from idea generation to critique and reflection, to releasing tension and renewing energy.

Movement is important for generative collaboration because "we negotiate the value of ideas through our physical proximity to how and where they're expressed, which controls our ability to build on ideas and collectively create something new," notes Graziano. Movement assures team members can be close to each other as well as to whiteboards and technologies that array and aggregate their ideas. Even pacing around the room has been shown to increase creativity, according to Beilock. "This fosters more fluid turn-taking and sharing in the construction of an idea," explains Graziano.

"What you want to achieve is a fluid environment, which creates a more open mindset," says Graziano. "Visible information forms its own community as a representation of its authors and it becomes usable in knowable space. You're not owned by your chair, instead you're sharing your ideas. And that becomes a very different experience."

Collaboration is often described as a meeting of the minds. Yet, we also frequently use action-oriented metaphors to describe our thought processes—sorting through ideas, getting our thoughts straight, pulling concepts apart, weighing the pros and cons, etc. This habit had led some researchers, including the Swiss child psychologist Jean Piaget (1896-1980), to suggest that thought is fundamentally internalized action. Children learn, he said, by doing.

As neuroscientists continue to learn about brain functioning, it's clearer than ever that our bodies and brains function interdependently. John J. Ratey, M.D. and associate clinical professor of psychiatry

at Harvard Medical School, and Beilock, are among a growing number of experts who have presented scientific evidence that movement helps us think and feel better. Even just standing up or performing small movements pumps fresh blood and oxygen to our brains, triggering the release of chemicals like endorphins and dopamine, which improve mood and memory and also play a role in creativity by stimulating the brain to forge new neural pathways versus focusing on what it already knows. This means movement can have an immediate effect on how quickly an insight is reached.

Studies conducted at the University of Illinois a decade ago were reportedly the first to show a person's ability to solve a problem can be influenced by how he or she moves. Specifically, swinging their arms helped participants solve a problem whose solution involved swinging strings, demonstrating that the brain can use body cues to help understand and solve complex problems. According to the lead researcher Alejandro Lleras, "... actions influence thought and, furthermore, ... can implicitly guide people toward insight by directing their actions." Another study at the University of Illinois showed that physical movements can aid learning and memory as well as change a person's perceptions or attitudes toward information.

Studies at Stanford University have investigated how walking enhances creative ideation. The overwhelming majority of participants in three experiments were more creative while walking than sitting. In fact, walking increased their creative output by an average of 60 percent. Some researchers suggest that gesturing can enhance our ability to learn and change thought by grounding it in action. As Graziano explains, "Gestures connect content across media to develop new concepts and develop a shared mind."

Conversely, sitting slows brain activity. In as little as 30 minutes, sitting can lead to foggy thinking and becoming more easily distracted. That's especially bad news for the hard work of creative collaboration, which places heavy demands on the cerebral cortex, where analysis, critical thinking and problem solving are centered. Because the cortex is an energy guzzler,

A person's ability to solve a problem can be influenced by how he or she moves.

In the best collaboration experiences, everyone has an equal voice and equal opportunities to actively contribute ideas.

Perching or standing signals active engagement and participation.

movement is key to keeping our brains activated and our creative thinking aroused. As John Medina, author of "Brain Rules" expresses it, physical activity is "cognitive candy"—it makes us more energized, engaged and focused.

The Stanford d.school, which focuses on innovation and creativity, explored how posture and movement impacts generative collaboration. Reported in the book "Make Space" by Scott Doorley and Scott Witthoft, the study observed participants collaborating in four distinctly different prototype spaces. One space clustered them in straight-backed chairs around a table. In another, they leaned back into soft couches facing each other in a typical lounge setting. Another prototype was an empty, open space flanked by perches, the only seating option available. The fourth was dubbed "The Sandbox"—a low box with a padded interior where participants could sit low and close to each other.

To the surprise of the researchers, the comfort, closeness and informality of the low seating in "The Sandbox" made it hard to get up to share a thought, and the intimacy came across as forced and uncomfortable. The participants seated on sofas not only settled in physically, but began to critique ideas more than build on them. In contrast, the space with perches encouraged active,

upright postures. Participants were free to stand and move around. Energy was high and the interplay was lively, resulting in more and better ideas than in the other three prototypes. Doorley and Witthoft's conclusion? Posture does indeed have "a profound effect" on behavior and idea generation. "Through simple prototyping with postures as a focus, we found that even the slightest attention toward posture—standing versus sitting, for example—can greatly amplify the potential of design collaboration."

Equal participation

The perception of working collectively can supercharge performance, according to a study reported in The Journal of Experimental Social Psychology. Participants who were primed to work collectively stuck to their task 64 percent longer than their solitary peers, and they also reported higher engagement, less fatigue and higher success.

In the best collaboration experiences, everyone has an equal voice, equal opportunities to actively contribute ideas and equal access to where the team's ideas congregate, whether it's a digital or analog display. Although analog tools are more prevalent, recent studies at the Beckman Institute for Advanced Science and Technology at the University of Illinois have indicated when technology is used as an interaction tool, it can improve problem-solving as well as strengthen individuals' identification with the content and their confidence in their ability to address problems.

Of course, equal participation is much more challenging when teams are distributed versus co-located, and more teams than ever are facing that challenge. "It's really hard when you're the only person who's not in the room," reports Flynn, who collaborates virtually about 60 percent of the time. "Even if you have a lot to say and everyone knows that you do, our brains are wired to connect with the people we're sitting next to." Intentionally making space in the conversation for people who aren't in the room is critically important. Having team protocols and the right technologies play an important role in closing the distance gap.

Sitting can slow brain activity.

Stanford d.school study explored how posture and movement impacts generative collaboration

War Room
Straight-back seating at a fixed table limits people's ability to move
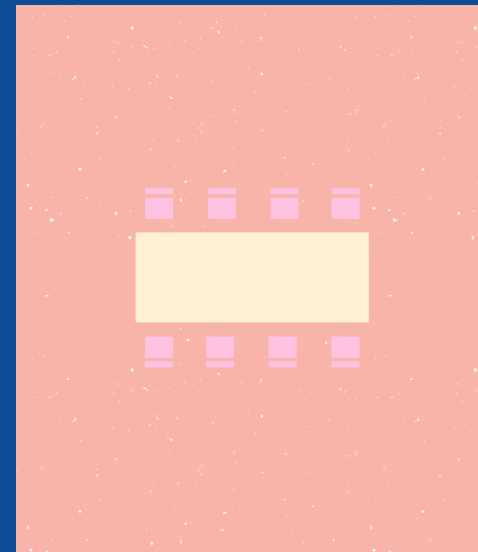
Dance Floor
Open area flanked by perches promotes standing postures and allows people to move easily, resulting in more and better ideas
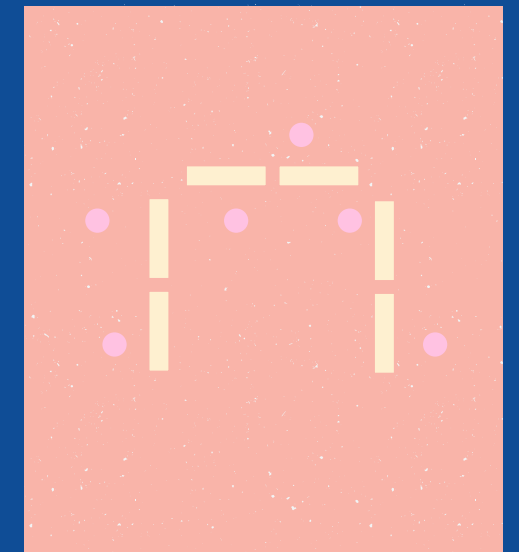
Lounge
Soft seating caused people to lean back and critique ideas rather than develop new ones
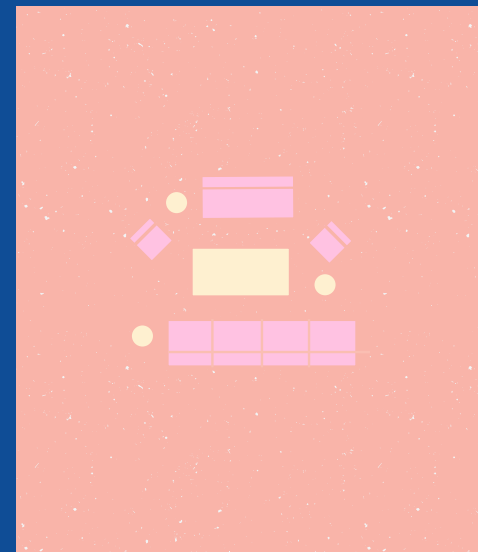
Sandbox
Low padded seats close to each other make it hard to get up and share ideas

Reported in the book "Make Space" by Scott Doorley and Scott Witthoft, the study observed participants collaborating in four distinctly different prototype spaces.

Intrinsic motivation is a central and critical component of creative behavior.

Designing for active collaboration

The vital relationship between physical activity, creativity and collaboration can be translated into thoughtfully-designed places that bring people, place and technology together so teams engage more deeply and generate more and better ideas, faster.
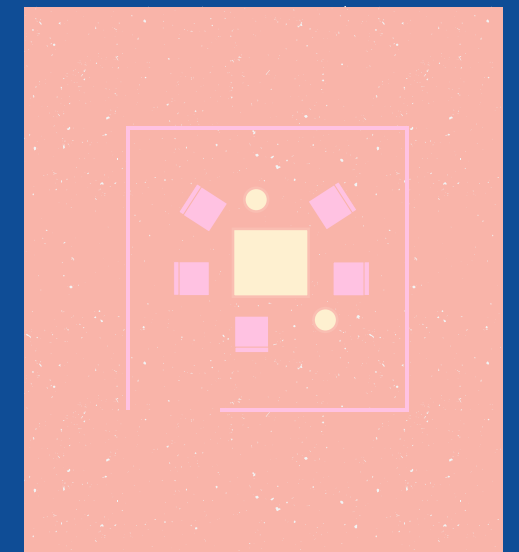
The Steelcase Applications Design Studio offers these principles to create spaces for active collaboration:

Encourage movement

Use light-scale, light-weight furniture to allow fluid movement; allow teams to feel empowered to take over the space and create a space that best suits their needs.

Provide ample circulation space for comfortable proximity between team members and technology.

Design for physical and emotional comfort through posture options and comfortable proximity to other people (eye-to-eye) and content sources. Consider posture relative to the work mode—i.e. standing height for generative meetings so people can easily flow between work surfaces and interaction with wall-integrated technology. Provide seating that supports upright postures such as firm-sit lounge or standing/perching postures.

Combine furniture + technology that encourage visual exploration, experimentation, and equal contribution by all members of a team; when pairing large-scale technology with lounge settings, provide ample space for proper viewing and circulation.

Encourage equal participation

Provide co-creation tools, such as large-scale collaboration devices, that allow everyone to contribute to and interact with content.

Integrate technologies that help speed the visualization process and offer interactive ways to evaluate ideas together.

Support making ideas visible and persistence of information by leveraging vertical planes with postable, writable surfaces adjacent to technology to guide the creative process.

Enable privacy and control over the environment to provide a "safe haven" where new ideas can incubate.

Create an ambient connection to the space

Build a welcoming environment and personal connection to space with authentic design elements, artifacts and materiality that inspire team members.

Design spaces that encourage people to visually explore multiple solutions by experimentation and engagement with integrated technology.

Fueling motivation

Collaboration is a complex human interaction and trust is its vital, core dynamic, especially as teams become more specialized and fluid, and face more and more difficult problems to solve. The best collaborations are built on experiencing togetherness, shared purpose and engagement—feeling that you're actively and essentially a part of the team versus one of its bystanders. Group flow—what improv experts refer to as "deep listening"—becomes the prevailing dynamic.

Working collaboratively fuels motivation; the more people work collectively, the greater their intrinsic motivation to confront issues and solve problems. And according to organizational scientists at the University of California, intrinsic motivation is a central and critical component of creative behavior.

Successful active collaboration doesn't just benefit a team and its organization; the experience of communicating and supporting ideas can also benefit people personally, building their confidence, passion and job satisfaction.

Immersive environments that encourage spontaneous and active collaboration are engaging. There's something intrinsically rousing about the experience of spontaneously sharing ideas, looking at data together and figuring out a problem shoulder-to-shoulder. It levels status, builds trust and creates the psychological safety and sense of cohesive purpose that makes it easier for people to take risks in pursuit of innovation.

Active postures facilitate better ideas

The Microsoft Surface Hub 2S is an interactive team device with a slim, sleek design that can turn any space into a collaborative space. Together with patent-pending Steelcase Roam, they encourage active collaboration to promote better cognitive outcomes and emotional engagement.

Anywhere. Anytime. Any way.

"Today, collaboration is bound by scheduled meetings on our calendars and scheduled spaces in our buildings. With Surface Hub 2S, you have the freedom to take your ideas with you, relocate to any space and huddle where you want, when you want. And anyone, near or far, can actively engage," says Robin Seiler, general manager of hardware engineering, Microsoft.

"Rather than being tethered to a single location, Steelcase Roam gives people and teams the freedom to collaborate virtually anywhere. Made exclusively for Microsoft Surface Hub 2S, our mobile stands go from lounge settings to open areas, to anywhere in between. The system also includes easy-to-hang wall mounts ideal for private offices or smaller spaces," says Steelcase Product Marketing Manager Christina Vernon.

Roam Where You Want To

Collaboration just got easier. Microsoft and Steelcase have introduced a new way to give teams an unprecedented level of control over how they collaborate. Microsoft launched its next generation all-in-one collaboration device built for teamwork: the Surface Hub 2S. Steelcase Roam, a mobile stand and easy-to-hang wall mounting system designed for the Surface Hub 2S, gives teams the ability to collaborate anywhere, anytime, any way.

A casual, informal vibe primes people for creative work by discouraging emotional barriers, and making it safe for everyone to participate by creating a more relaxed, authentic feeling.

Give your ideas the freedom to take off

Great ideas can't always be scheduled. When they pop up, you want to keep them moving. Microsoft Surface Hub 2S and Steelcase Roam let teams collaborate in planned sessions or spontaneously. The mobile stand can be moved easily with one hand. Its small footprint allows it to fit in all kinds of spaces. When used for remote collaboration, distant teammates can actually move around with the team and participate more fully. Teammates can see and hear crisply and clearly—making sure everyone has a place at the table.

Ideal for generative collaboration, the most difficult and elusive form of collaboration, Steelcase Roam and the Surface Hub 2S help teams do the mental heavy-lifting required to come up with new ideas. A casual, informal vibe primes people for creative work by discouraging emotional barriers, and making it safe for everyone to participate by creating a more relaxed, authentic feeling. It helps eliminate hierarchy since people can see eye-to-eye, contribute equally, and not defer to the leader, as so often happens during collaborative sessions. It also encourages a "maker mindset" in which people feel free to experiment, prototype and create something new.

Surprise and Delight

Driving the future of design through the magic of the unexpected

By **John Hamilton**
Global Design Director, Coalesse

or "Wow, this made my day go better," we know we've cracked a little bit of that code. It's the satisfaction that comes from finding something that improves your experience in ways you didn't even know you were looking for. It's the factor of delight and surprise.

This is the extra ingredient in what design is all about for us at Coalesse. It's how we move from the abstract challenge of any problem to the creation of furnishings with a distinctive voice and character, and this is what we've always done through our history as a design-driven brand.

As consumers consistently elevate and personalize what the new workplace will look and feel like, designers have to develop an almost sixth sense to identify what people will want when they arrive in the workplace tomorrow—the things that make a space feel right, feel better, that we realize we needed all along.

There's always something powerful when that extra spark or need in people's behavior is anticipated. With our LessThanFive carbon fiber chair, no matter how many times we tell people how lightweight it is, everyone is surprised when they pick it up. They just

Why a person chooses one object over another will always be intriguing to me. There's something about a detail, a materiality, an unexpected resolution, that resonates above other options.

As designers we're always trying to understand this. What are those little points of differentiation in a room, a chair, a worktable, that can result in transporting, memorable, engaging experiences? What elements can we offer to help someone better connect with their colleagues and their space and their world? How can we help people stay healthy, happy, involved and passionate? How does the work of design help teams solve problems in ways that are truly inspired?

The answer to these questions is constantly evolving. It used to be that durability was the differentiator that set our products apart; now it's assumed. Sustainability is newly and widely expected. Likewise, ergonomics, adjustability, choice and availability are all givens. There's a myriad of foundational measures of a product's value that are simply the norm today.

So, in the work of creating furnishings that bring something more, that catch our attention above all the built-in traits we now expect, we look to the worlds of character and craft. When someone interacts with one of our products and says, "I didn't know I needed this,"

Designers have to develop an almost sixth sense to identify what people will want when they arrive in the workplace tomorrow— the things that make a space feel right, feel better, that we realize we needed all along.

don't expect something so light to maintain its quality, and are visibly delighted at the result. And this response is what rises to make a memorable product. These types of unexpected discoveries are often achieved with material innovation or sophisticated tools or new technology—the ingredients of what we call modern craft. Craft is how we translate ideas from the creative mind to the hand. Craft is how we make something better. It's a marker of worth, character, training and history. It adds a soul that we can tell is missing when it's not there. In the product development process, craft is a core part of that design solution that we want to build into each and every product we make.

As we look to technology and hone our own craft to do entirely new things, we'll continue to expand what we

can make. Some of those things are here even now in ways we couldn't have envisioned a decade ago when Coalesse was formed.

We use our knowledge of the workplace, proven design principles, and a lot of research and testing to guide the development of products and solutions that integrate and support the things that people are going to want and need when they get to work. We use our intuition and craft to elevate those things in their most creative, unique and emotional dimensions. That's the future we envision—design improving people's lives and assisting in transforming the workplace, from a space where people once had to go, to one full of unexpected surprise and delight where they choose to go.

Craft is how we translate ideas from the creative mind to the hand. It adds a soul that we can tell is missing when it's not there.
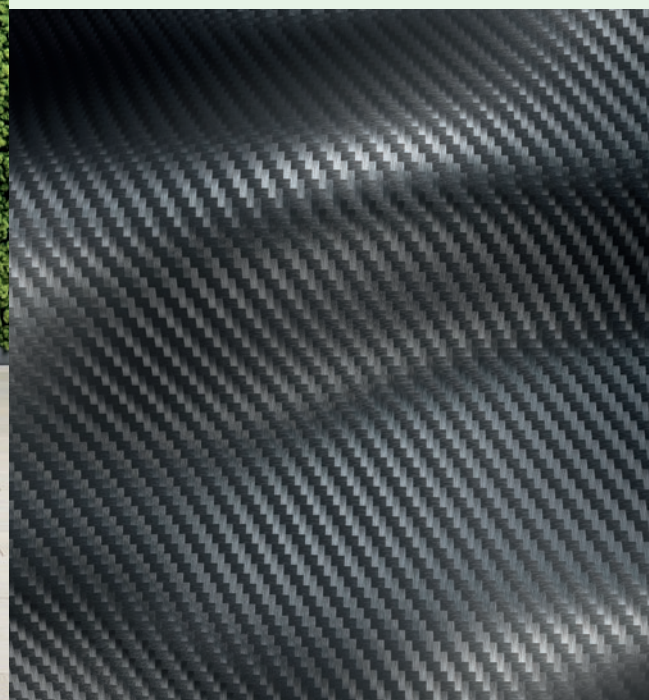
10th Anniversary of Coalesse

Recently celebrating its tenth anniversary as a design-driven brand, Coalesse marked the beginning of its next decade by relocating its design studio to Steelcase's Learning and Innovation Center (LINC) in Munich, Germany. "We are more of the world through this move, with greater centrality to ideas coming, not only out of the US, but also from Europe, the Middle East

and across Asia Pacific," says Coalesse general manager Lew Epstein.

In Munich, the Coalesse Design Group has a global platform from which to explore the future of work and engage with other world-class designers to create thoughtfully crafted furnishings for the modern workplace that bring new life to work.

Office Boost

How this pup-approved textile recharges your body

By
Deidre Hoguet
Director, Applied Research, Designtex

I am writing this story while sitting in a chair with an enhanced upholstery. I don't feel too cold or too hot, scientific studies prove that my circulation is improved by eight to ten percent, and that my capillaries are vasodilated allowing more oxygen to flow to my body tissue. How can a textile improve my health while I'm sitting?

The upholstery is made with Celliant, a fiber embedded with 13 safe, naturally occurring thermo-reactive minerals, including titanium dioxide, silicone dioxide and aluminum oxide. The Celliant technology was created by Hologenix, a responsive textile company, and the fiber has been determined by the Food and Drug Administration to be a medical device and general wellness product. It increases blood flow by opening up capillaries, which promotes greater oxygen flow to cells. This improves energy and can promote alertness and overall comfort.

Multiple research and clinical trials have been conducted to prove that these claims are true. But if you don't believe me, or these studies, just ask some dogs. We conducted a non-scientific test of Celliant, putting the fiber into dog beds and placing them next to non-Celliant dog beds. Without fail, dogs chose the Celliant beds every time!

To achieve the widest application possible, the Designtex R&D team focused on getting Celliant into an upholstery backing, instead of the upholstery itself. That way, we can pair Celliant's benefits with many different aesthetics, including novelty yarns, textures and even coated, faux leather materials, that are applicable for healthcare and many other markets. The durability and aesthetics of the contract fabric is not sacrificed, and we're able to offer the widest variety of materials.

Celliant fibers emit infrared energy, which is a normal, safe wavelength, often found in sports recovery settings and infrared health saunas. It's known to pass through walls, just as heat or sound might transfer from one room to another. We developed and tested many iterations of nonwoven backing formulation to ensure enough minerals were present and evenly distributed to pass through even thick-pile fabrics and coated textiles to reach the user.

Maybe it's time to do a test in your office. If workers are given a choice between a Celliant or a non-Celliant chair, which will they choose?

Celliant is made of 13 safe, naturally occurring, thermo-reactive minerals.

Our work with Celliant began in 2014 when the Steelcase Materials Innovation and Exploration team (MIE) was looking at responsive fibers, or fibers that interact with their environment. The group started investigating whether the benefits of Celliant were perceptible enough to be useful in seating. Realizing the best application was in a textile form, Designtex, an MIE member, began developing an upholstery product in 2015.

With live user tests, we found that the benefits of the upholstery became apparent within minutes of sitting, raising the level of oxygenation in a user enough for that user to reap positive benefits: increased energy, increased blood flow and better thermo-regulation.

The minerals in Celliant are those found in the Earth's crust. While we modern humans spend so much of our time indoors (90 percent on average), we are missing out on contact with these minerals in the environment. We also spend much of our day sitting (12 hours on average) and this sedentary lifestyle is spiking a host of health problems, from obesity to poor circulation.

What does this all mean? More circulation means more energy, performance and comfort, as well as a more moderate internal body temperature. While sitting on Celliant upholstery, the body is able to increase circulation, rebuild and recharge, without making changes in your normal work day (though for your health's sake, we still encourage moving around and getting outside).

Most people don't think about upholstery when they're trying to improve the health of those who sit for long periods of time. We explored how responsive textiles could increase circulation and improve health simply by sitting at your desk. This upholstery addresses well-being in general, and the FDA designation as a general wellness product reiterates that point. It's great for people who spend the better part of their day sitting in front of their computers or patients who may be sitting in a treatment area for any length of time.

The first introduction of fabrics with Celliant backing provides comprehensive color palettes, varied surface qualities and distinct patterning. It's ideal for projects that need to specify high durability, easy cleanability and compliance with standard programs such as Healthier Hospitals.

How can the upholstery we use on seating combat the health issues of prolonged sitting?

Infrared Energy

Infrared energy is widely recognized as a medically proven vasodilator, meaning it promotes circulation, increases tissue oxygen levels, enhances cell vitality and regulates body temperature.

Flashback

"My mother always said, 'We discovered so many interesting fabric structures since we did not imitate patterns, did not copy from the past. We were not instructed by teachers who told us these things—we discovered.'"

Monika Stadler,
daughter of Bauhaus master
Gunta Stölzl

Beyond Bauhaus

This year marks the 100th anniversary of the historic Bauhaus, the German art school that revolutionized creative and artistic thinking.

Influenced by the work and color explorations of Bauhaus master Gunta Stölzl and student Anni Albers, UK-based studio Wallace#Sewell has collaborated with Designtex on a collection of upholstery fabrics reflecting the school's lasting impact on design. Designtex continues to draw inspiration from the now century-old Bauhaus in its work today and is excited to pay homage to the school's heritage in the future.

Get in Touch

Find more ways to experience 360.

360.steelcase.com
Check for the latest
news on workplace
research, insights
and trends on our
website.

360 Real Time Podcasts
Listen to interviews
from experts at IDEO,
MIT, Microsoft and
more and get a behind-
the-scenes view of the
research into the places
where people work,
learn and heal.

Connect with us:

instagram.com/steelcase

pinterest.com/steelcase

facebook.com/steelcase

twitter.com/steelcase

linkedin.com/company/steelcase

360 Events
Contact your Steelcase
representative for
information on
upcoming events in
your local market.

The right mix of furniture and worktools optimizes this space for generative collaboration. Standing postures promote active participation and digital and analog displays keep content visible.

When users need to retreat, this Brody setting offers task and lounge postures for solo work.

Ideal for dyadic work, these adjacent spaces support different levels of privacy and collaborative behaviors, from informal content reviews in the pod to more active co-creation with teammates in the open.

This relaxed, social setting is ideal for building connections with colleagues. Surfaces for technology and access to power support working alone and together.

New

Office

Today so much of our work happens away from the primary workstation.

The casual atmosphere draws us in, but often these spaces do not support our work. When designing shared spaces consider these performance principles:

Privacy
Provide the appropriate levels and types of privacy needed for the work at hand, including visual, acoustic and territorial privacy

Posture
Support the body in a posture appropriate for the task, whether lounge, task, stool-height or standing

Proximity
Intentionally plan the relationships between people, their tools, the furniture and the overall space

Personality
Express the unique brand and culture of an organization to attract and retain talent

When these principles have been considered in the design, good things happen:

Productivity
Individuals and teams can work better collaborating, socializing or focusing

Psychological comfort
People feel good and want to use the spaces

Collaborate

Enclosed space provides a quiet atmosphere for small groups to meet while limiting surrounding distractions

Providing a range of postures that support different experiences allows choice for users based on the nature of their work

Freestanding screens are used as a boundary and to pin up analog content for generative collaboration
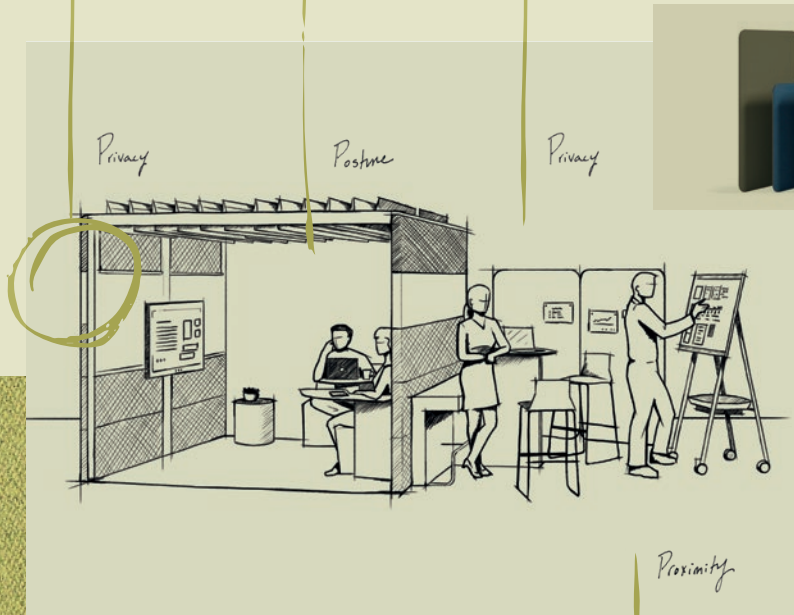
Light scale technology combined with interactive cloud connection allows for a flexible tool that can be positioned where needed

Notable Products: Microsoft Surface Hub 2S, Steelcase Roam Mobile Stand, Steelcase Flex Screen, Montara650 Stool, Blu Dot Bumper Ottoman, Orangebox: Air-25 Pod, Away from the Desk Lounge System, Border Bench

Focus

Intentionally orienting the space for each user to protect their back and limit distractions while taking advantage of the view outside can boost cognitive performance

Integrated screens keep visual distractions to a minimum allowing users to stay in flow

Providing multiple postures allows users to work the way they prefer

Thoughtfully selected surface materials, patterns and color add a shot of personality to the workplace

Notable Products: Brody WorkLounge, Brody Desk, SILQ Chair

Collaborate

Tall boundaries act as a shield from distraction and provide surfaces for users to make their thinking visible

Mobile tools allow groups to control their content and toggle between analog and digital formats to support workflow
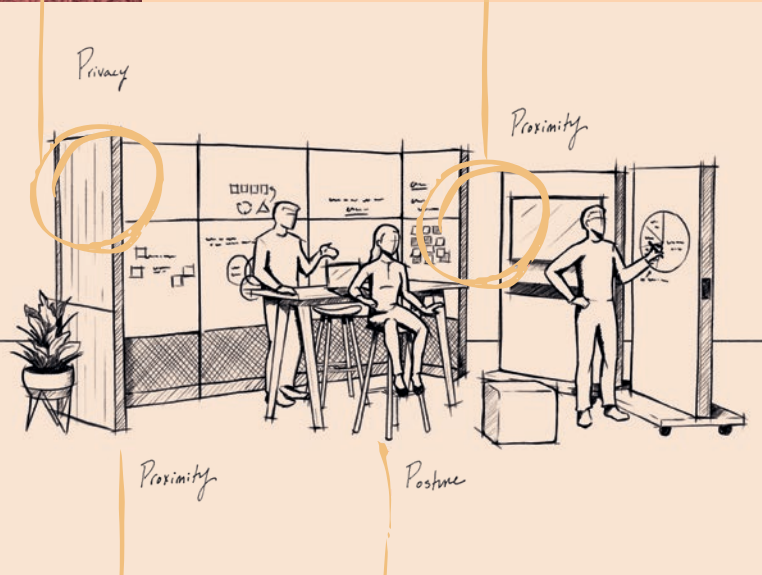
Arranging the table and tools at standing height allows users to have eye contact and equally contribute to the conversation

Offering standing postures promotes an active space that naturally supports generative behavior

Notable Products: Answer Panel, Coalesse Exponents Whiteboard, B-Free Table, Enea Cafe Wood Stool, B-Free Cube

Socialize

Large overhead lighting provides intentional shielding that brings psychological comfort

Thoughtful selection of seating elements similar in height and recline ensures a democratic experience
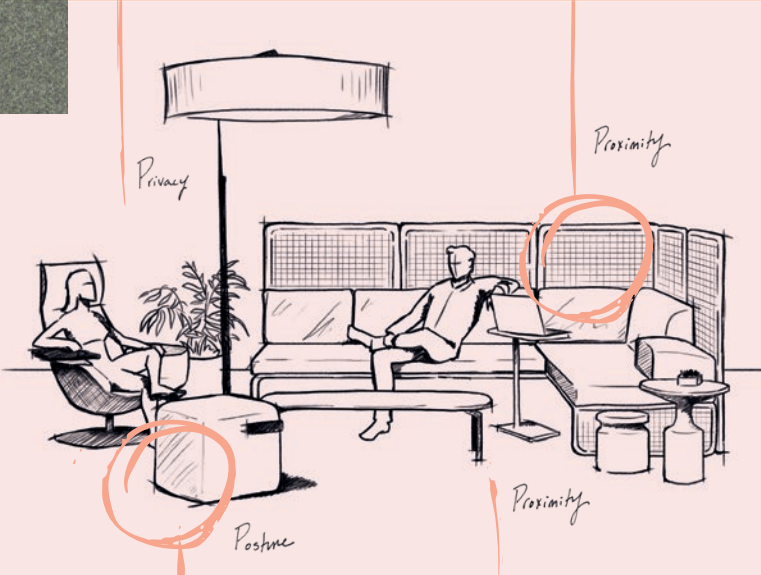
Informal postures foster open connections with colleagues

Access to personal tables and power provides everyone with the tools to get work done

Notable Products: Massaud Lounge, Lagunitas Lounge Seating, Viccarbe Season Pouf, Campfire Big Lamp, Lagunitas Table, Turnstone Bassline Table, Blu Dot Turn Side Table