Field Notes
Issue 74
Fast Forward

A learning guide
360 Field Notes is a learning guide for Steelcase sales and dealers to better understand the stories and messages in 360 publications.

The intent is to give you an overview of the research and stories we’re sharing in 360 before we publish. This new tool will be released prior to our launch date and will be shared with Steelcase employees and dealers. This is an internal learning guide designed to help you prepare for conversations with your clients and other audiences.
360 Sales Tools
Ecosystem

360 communications are designed to help you develop deeper relationships with your customers, design firms and other influencers. 360 celebrates a broad range of our product portfolio, showcases our design thinking and offers useful insights about the future of work. You can maximize their impact by sharing them broadly and regularly to help stay in touch with our key audiences.

360 Magazine
The magazine has had a makeover. It is more visual, vibrant, covering a range of topics with both quick and in-depth reads.

360 Focus
For readers who want to delve more deeply into the topics we feature in 360 Magazine, we’re launching a new publication, 360 Focus. It offers in-depth examination of our research into topics and trends that have powerful implications for workplace design.

360 Field Notes
360 Field Notes is a learning guide for Steelcase sales and dealers to better understand the stories and messages in 360 publications. The intent is to give an overview of the research and stories we’re sharing in 360 before we publish.

New 360 Website
A newly-designed 360.steelcase.com will feature additional research, insights and news from our brands. The magazine articles will be available, but the site will also feature shorter and more visual stories. Readers will be able to search by topic, watch videos, listen to podcasts, look at slide shows or search for archived content.

360 Real Time
Steelcase 360 Real Time is now available on iTunes and SoundCloud. Our podcast features behind-the-scenes conversations with researchers, influencers and experts from inside and outside of Steelcase.

360 Email Updates
With so much new content coming each week, we are enhancing our email updates to ensure our stories reach the right audiences at the right time. Readers can opt-in to the emails to be alerted to new stories, podcasts and publications as they happen. Subscribe to email updates on 360.steelcase.com.
360°

Issue 74

Themes
Future of Work
Agile Work
Innovation
Quality

A learning guide
What does the future of work look like? This issue of 360 provides some fascinating predictions.

The office you remember is gone. Imagine in its place a workplace in harmony with the new ways in which you work. An agile space of rich colors and textures. An immersive landscape where artificial intelligence and virtual reality come together to help you solve complex problems. A place where you move to intuitive workspaces, connected conference rooms, comfortable lounges. Each day’s demands are different, and you wake up excited to meet them.

This is the future and we invite you to explore it with us.
Fast Forward
How artificial intelligence, smart data and the gig economy will transform the future of work

The cover story of issue 74 presents a fascinating look into how today’s powerful forces of change may impact work and the workplace just one decade from now. Highlighting Steelcase’s decades-long relationship with the world-renowned Institute for the Future (IFTF), the article presents seven engaging scenarios that together tell a story of transformation and opportunity as people’s work becomes increasingly enhanced by human/machine interfaces and the lines between technology and physical space continue to blur.

The seven future scenarios that comprise the article are the result of Steelcase researchers’ training and certification in the IFTF’s foresight practice, an expert methodology that analyzes the most powerful signals and forces of change in our world today. The goal is to inspire a way of thinking that can conceptualize and create the future.

Enhanced with imaginative illustrations, these seven scenarios are a powerful platform for engaging customers in a conversation about where work is heading and how Steelcase can help them prepare and keep pace. As a peek into some of the possibilities that are informing our decisions as we continually work to improve people’s workplace experiences, it further strengthens Steelcase’s position as one of the most well-informed and forward-facing organizations in the world.
Some highlights from the 7 scenarios:

1. **Active Agents in the Gig Economy**
   “There is not a PC to be found. What you see, instead, are touchscreen computers for small or large groups, some fixed, some mobile, in open studios. You meet a freelance data analyst from Senegal, who moonlights as a Lyft driver, a tech writer whose byline you remember vaguely from Wired, and a Ph.D. candidate attending Cambridge who specializes in “topic modeling,” an algorithm used to categorize written text into substantively meaningful categories.”

2. **Intelligent Innovation Networks**
   “Later in the day, you’ll talk to colleagues in Dubai and Berlin in a video-connected conference room where speech recognition and translation software allow you to hear them crystal clear in your native tongue. Large touch-screen monitors that allow for the manual manipulation of apps and programs will invite participation from everyone in the room, and for those who are feeling a bit sluggish in the late afternoon, a condensed synopsis and to-do list will be stored in the cloud, thanks to AI-informed office furnishings.”

3. **Healthy, Sustainable Spaces**
   “Your desk, if you choose one, will move according to the needs of a project cycle or team assignment. To assist with creative thinking, it may recline into recumbent positions associated with deep thought. To help your body get the exercise it needs to produce endorphins and burn cortisol, it may have pedals like a stationary bicycle.”

4. **Spaces that Know Us**
   “Innovations in biosensing technologies and artificial intelligence will do more than predict our personal preferences and desires; these augmented spaces will learn things about us, how sensory stimuli affect our habits and behaviors.”
Some highlights from the 7 scenarios:

5 Room as Team Member

“Artificial intelligence platforms, while not sentient and emotionally developed in a human sense, will detect our moods and impulses with facial and speech recognition software and brain-reading devices. When we’re losing energy and drifting off in a meeting, they nudge us to get a drink or eat a sandwich and refresh ourselves.”

6 Navigating Oceans of Data

“Flat screens and browser windows will become obsolete. We will explore volumetric visualizations of data worlds with broad gestures of our head, arms and bodies. Chairs and other furnishings will operate like joysticks, leveraging our actual body motions to change our physical orientation in virtual space. Numbers will become almost-physical objects that we can, quite literally, play with.”

7 Virtual Social Spaces

“You’ll be able to stand shoulder to shoulder with colleagues in Rotterdam, Shanghai and Mumbai at an augmented reality whiteboard, moving about and speaking to others in the room as though they were in your office.”
Be Agile. Hack Your Space.

This article is about the new space we created for our IT teams in the Grand Rapids Business Center. The article is intended to position Steelcase as a knowledgeable resource for customers on the topic of Agile work and Agile teams and demonstrate how we use this knowledge to design spaces that support the adoption of Agile. The story describes our journey and how Steelcase empowered the people who do the work to drive the design by allowing them to make changes to the space as their needs evolved.
Defining Agile

What is Agile?
Defined by a set of principles written in the Agile Manifesto for software development, Agile is grounded in ideas such as self-managing teams, close cooperation between developers and users, frequent deliverables and consistent customer-feedback cycles. At Steelcase, IT teams are in different stages of adopting Agile. They tend to fall into two main categories.

Agile-Focused
Multidisciplinary teams focused on one project. They have a defined iterative and cyclical process founded in Agile principles. They primarily support software development and often use a development method such as Scrum.

Agile-Inspired
Teams applying some principles and processes based in Agile methodologies to multiple projects. Non-IT teams often fall into this category as well. These teams are influenced by Agile principles or a movement toward an Agile culture.

Steelcase IT leaders knew they needed to make a fundamental shift from a transactional services mindset to a business mindset. They decided to change the physical environment, team culture and processes (all three must be addressed to foster the behaviors needed for Agile work) all at once to accelerate the adoption of Agile.
Empower Teams

Steelcase IT teams volunteered to be part of this new experiment—people willing to move into very basic, open project spaces with a few essential elements. They had complete ownership to create and evolve their space into what works for them. They were empowered to hack their space to figure out what furniture, tools and technologies helped them get their work done. The teams included:

The Focused Team
This team is dedicated to software development for a single product. They practice Agile-Focused work using Scrum methods that include stand-up meetings, visual persistence and iterative customer reviews.

The Multi-Project Team
These three teams use different processes—some are Agile-Focused and are Agile-Inspired. The IT group wanted to create a new environment that supported all of these teams and build connections between them to avoid knowledge silos.

The Discipline Team
This team has a foot in both Agile-Focused and Agile-Inspired work and are adopting some key Agile practices as they build and support a wide range of custom applications and integrate major software platforms company-wide.

The teams using the space provide continuous feedback, fostering a participatory process as they help evolve the key attributes of the new design. The reciprocal learning and first-hand experience with Agile helps groups model new behaviors for others to observe and understand.
Designing for Agile

Designers listened to input from the different teams and drew inspiration from urban planning to create an environment that encourages a dynamic, innovative culture. They balanced three key tensions:

1. Teams needed their own spaces, but the IT department wanted to break down silos and promote connections between teams to support learning and innovation.

2. Teams needed to control their team space within a cohesive overall environment that allowed IT to adapt over time.

3. The space had to provide a balance between team spaces and collective, shared resources.

01 The Neighborhood

Agile teams are residents of adaptable Agile Studios within the overall Neighborhood. This area supports a key insight that Agile team members should be physically present in their space to facilitate the flow of information, problem-solving and learning.

Front Porch. This space lets teams welcome customers or outside colleagues for quick meetups or reviews without a feeling of intrusion.

Agile Studio. Owned and unique to each team, this is where Agile rituals such as sprints and stand-up meetings take place. Teams are empowered to move furniture when the process dictates it.

Agile Camp. This space accommodates nomadic workers who may be joining the team for a project or leaders who want a place to temporarily work near their team.
02
The Commons
A series of larger, shared meeting spaces is a central anchor in the design. In between rooms, you’ll find social spaces to encourage critical connections that support the development of trust within and between teams.

03
The Nexus
This area links IT to the rest of the business. Meeting spaces are accessible to everyone. Analog and digital project displays make the implicit information explicit to help teams learn, respond and develop.

04
The Retreat
Individual and collaboration spaces let IT professionals connect with nature and rejuvenate. These include social and meeting spaces, as well as enclaves for nomadic workers.
Finding Balance

Coming Soon
The design also prioritizes materiality with an array of applications and materials carefully chosen for their visual and tactile appeal, helping to create a sense of calm, comfort and wellbeing in the midst of intense work.

What is Mackinac?
The designer's response: Instead of supporting just one type of work, Mackinac consists of distinct "microzones" that support focused work, collaboration among 2-3 colleagues, privacy for rejuvenation as well as easy accessibility for learning and socializing—all in a compact footprint that works in a private office or a totally open floor plan. Like the Michigan bridge that inspired its name, Mackinac helps people connect and easily navigate from activity to activity.

A key design feature: a beautiful cantilevered worksurface expanse of up to 72 inches. The absence of a support leg at the end removes barriers, allowing people to easily shift from individual focused work to gathering and collaborating.

Quoted in the article are: Steelcase researchers Patricia Kammer and Julie Barnhart-Hoffman; John Allen of the Steelcase design team; and Julie Yonehara, a senior surface material designer.
Innovation Redefined
How a Team of Disruptive Thinkers Changed the Way We Sit

This is an inspiring, behind-the-scene story about the design of SILQ, Steelcase’s new chair that responds naturally to the person sitting in it without the machinery typically found underneath. It showcases how Steelcase’s deep understanding of changing work processes and its commitment to disruptive innovation are meeting the needs of today’s workers in all-new ways.
After some spectacular failures, the team came up with SILQ’s breakthrough design using carbon fiber. Their next challenge, to make the chair widely accessible, was to identify a material that replicates the properties of carbon fiber without the cost. A high-performance polymer satisfied all criteria.

The design story in brief: When James Ludwig, vice president, Steelcase Global Design & Engineering, realized that people are moving around a lot more at work and sitting in one place a lot less, he came up with the original concept of SILQ in 2008. It was an idea ahead of its time. The materials and technologies to create it simply didn’t exist yet. But the design team refused to let the idea die. Years later, at TED, Ludwig heard a talk by Paralympic sprinter Aimee Mullins and was intrigued by the durability, flexibility and responsiveness of her carbon-fiber prosthetic legs.

All members of the design team are quoted: Ludwig; Nick Deevers, senior product engineer; Kurt Heidmann, chief engineer; Bruce Smith, global design director; and Mark Spoelhof, principal designer.

The story ends with a 2-page spread of beautiful photography that highlights SILQ’s features.

There are two 360 Real Time podcasts where the SILQ team members share stories of random acts of innovation that helped shape the final design of SILQ.
Accelerating Innovation

This article positions Steelcase as a well-informed resource for companies that want to be leaders in the rapid development happening in China and India as these countries transition from being primarily locations for outsourced process work toward becoming global innovation hubs.

This shift opens big new opportunities, which are described and well supported with facts and figures in the article. It also requires significant changes in these countries’ workplaces and workplace cultures.

The article quotes Elise Valoe, a Steelcase global research manager who recently completed an in-depth one-year study in both countries to understand their unique challenges and needs as they implement innovation practices and behaviors. It also includes quotes from several business leaders who are innovation leaders in these markets.
Highlights:

1. In China, speed to market and incremental innovation are favored. In contrast, India’s culture is more comfortable with risk-taking and disruptive innovation. Companies in China are generally adopting more internalized innovation models than those in India.

2. Steelcase researchers identified six innovation models currently in play:
   1. Broadly networked and decentralized
   2. Closely networked
   3. Internal
   4. Consultant-led
   5. Satellite operations
   6. Third-party incubators

3. Existing workplaces typically aren’t supporting the collaborative workstyles that innovation requires. Often, people work in traditional cubicles and have little access to project spaces or the digital and analog tools they need. Hierarchy and bureaucracy are other barriers to innovation.

4. Workplace opportunities for accelerating innovation include:
   - Stimulate discussion and feedback in comfortable lounge settings where everyone’s ideas are displayed.
   - Develop the habits of co-creation by providing small presentation settings that are less intimidating than large, formal conference rooms.
   - Provide maker spaces for prototyping ideas.
   - Encourage collaboration by replacing stationary individual desks with team-based work settings and mobile furniture.
   - Encourage shared learning and accomplishment with digital and analog communications tools.
Data Privacy. By Design.

In this story we discuss the importance of data privacy and the responsibility all organizations have to keep their customer’s data safe and secure.

The story reinforces how Steelcase is taking our customer’s data privacy very seriously and is making every effort to ensure its security when developing digital products. Several individuals in various roles share the responsibility: product development, legal, IT. The story focuses on how Steelcase products are always designed considering privacy implications.
Quote Highlights:

“As data becomes the key resource for every business, the security and privacy of data becomes every organization’s concern.”
Stuart Berman
STEELCASE IT SECURITY ARCHITECT

“I'm part of the IT security team that interacts with researchers, designers, software developers, legal experts and others to help ensure that privacy is an integral part of the design process. We recommend privacy-enhancing technologies to mitigate privacy risks, conduct privacy-related risk assessments and help integrate privacy into the software engineering lifecycle.”
Barbara Hiemstra
STEELCASE PRIVACY ENGINEER (A NEW GROWING PROFESSION AND AMONG THE FIRST IN OUR INDUSTRY)

“Privacy by design means we build privacy into the product. You don’t try to bolt it on afterwards. Privacy is part of each digital product’s DNA.”
Shawn Hamacher
STEELCASE ASSISTANT GENERAL COUNSEL

“High expectations and tough requirements have always been part of development at Steelcase. As a company, we’re used to dealing with regulatory guidelines, quality standards and different compliance issues for furniture. We want to not just meet basic standards. We want to be excellent in those areas, so we set even higher design, engineering and manufacturing requirements of our own. It’s the same with digital products. We want to lead in data privacy and security, so it was an easy decision for us to set stringent data privacy and security standards as part of our development process.”
Steve Rodden
DIRECTOR, TECHNOLOGY DEVELOPMENT
Talent Search

This story is about the importance of employee engagement and how to achieve it. It is tied very closely to our key messaging platform: People, Place, Technology.

The article quotes Jacob Morgan, author of “The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate.” After extensive research and interviewing over 150 global leaders, he identified three factors that are critical for companies to invest in to create an optimal employee experience—physical space, culture and technology.

This reinforces our own story about the need to think about people, place and technology holistically in order to create a great employee experience.
The story provides some ideas from Steelcase application designers that can help organizations create a great employee experience.

01 Offer Choice + Control
Give people the freedom to work wherever they want by providing a range of spaces with different tools and atmospheres that meet their changing needs throughout the day.

02 Make it Authentic
Create places where people feel free to be themselves. Lighting, materiality, informal spaces and natural elements are powerful influences on behavior and communicate company brand and culture.

03 Keep Them Nourished
Think about physical and emotional needs. Great coffee and healthy food options signal that wellbeing is a priority. WorkCafés and coffee bars give people a place to meet for coffee and get to know each other better. Stronger relationships create stronger ideas, both of which increase team synergy and creativity.

04 Provide Top Technology
Without easy-to-use, accessible technology, workers can’t do their jobs and often get frustrated and distracted. It’s important to provide both mobile devices and thoughtfully integrated large-scale technology in spaces to make it easy to share ideas and information—anywhere.

05 Support Solitude
Help keep distractions low with respite spaces where individuals can rejuvenate, take a private phone call or focus on heads-down work throughout the day.

06 Keep them Connected to Coworkers and Community
Invest in diversity, inclusion and community outreach opportunities. These groups give employees a chance to form a sense of belonging to the company and feel that what they do and who they work for serve a larger purpose.
Q&A: Comfort For All

Steelcase partner Mitchell Gold + Bob Williams is the subject of this issue’s Q&A. Mitchell Gold and Bob Williams, co-founders of the North Carolina-based furniture design and manufacturing company of the same name, what they mean by “Comfort for All,” and how their company’s purpose manifests itself in their business. They also discuss the importance of investing in their people and their inclusive and open culture at work.

A 360 Real Time podcast with Mitchell Gold and Bob Williams is also available on iTunes.

Think Big and Fix Things

This article is about the world’s largest urban innovation hub located in Toronto’s downtown Discovery District, a fast-growing high-tech hotbed. As a public/private nonprofit alliance, MaRS provides support and a workplace for entrepreneurs and innovative startups. It helps many get to a higher level of impact by matching them to companies in its global network of corporate partners, which includes Steelcase. More than 6,000 innovators come to MaRS every day to meet, share ideas, learn and create coalitions.

The article quotes Sonia Lagourgue, MaRS senior manager, Partner Success, Corporate, Engagement, who is Steelcase’s liaison there. By describing the work of MaRS and its partner relationships, the article helps position Steelcase as a company that is serious about meeting the demand for rapid innovation by establishing partnerships and coalitions with outside companies that have relevance to our interests and goals.
Other Stories

The Future is a Circle

The topic of this story is the Circular Economy. This year Steelcase was nominated for the prestigious Circulars Award that recognizes organizations for their Circular Economy efforts. Others nominees included winner IKEA, Google and H&M.

The circular economy concept promotes the notion of using resources for as long as possible and, once they are worn out, recovering and/or regenerating the materials into something new. Avoid waste—reuse, remanufacture and redesign instead—and keep this mindset throughout the entire design process, not just at the end. The related concept of “cradle-to-cradle” design, made famous by the seminal “Cradle-to-Cradle: Remaking How We Make Things” by Michael Braungart and William McDonough has been foundational in Steelcase product development practices. The story positions Steelcase as an early adopter with an “entrepreneurial and innovator’s mindset” and quotes Angela Nahikian, director of Global Sustainability.

“It’s tempting for people to focus on a narrow set of sustainability problem areas like product waste. These are important, of course, but we need to see these problems for what they really are: symptoms of a much larger problem—an unsustainable economic model. The circular economy requires us to look at the design of the whole business system,” explains Nahikian.

The story includes examples of our efforts: Recapture and redeployment programs that help businesses assess furniture inventory and create optimized redeployment plans.

The New Black surface materials collection with is scrap fabric recycled into yarn, dyed black and rewoven into new textiles for seating products

Planked oak and walnut veneers; traditionally, wood with knots or uneven grain didn’t meet production standards, leaving leftover oak and walnut pieces to be discarded, recycled or resold; now this previously unusable wood is turned into one-of-a-kind furniture that showcase the knots, visible grain and color variations.

Choice is the New Black

In a Q&A style article, Steelcase Vice President of Global Operations Robert Krestakos has some surprising things to say about the impacts of craft, data and technology on scale-based manufacturing.

The story focuses on how Steelcase is leveraging mass-scale manufacturing to create more bespoke goods consumers and organizations are seeking. Krestakos also discusses how technology and data are changing manufacturing.

A 360 Real Time Podcast with Lew Epstein and John Hamilton about how new approaches to quality and modern craft are influencing design at Coalesse is available in iTunes.
The New Office

The New Office is a recurring department in 360 that features our products through inspirational photography. In this issue we feature new product introductions by Steelcase, Coalesse and turnstone, as well as from our partners: Mitchell Gold + Bob Williams, FLOS, Blu Dot and Viccarbe.

The content mirrors a new Steelcase campaign called It’s A New Day, that will celebrate new products from all our brands and partners, and positions Steelcase as a company that understands the importance of providing lost of choices to create inspiring spaces where people thrive and ideas flourish.

Work Day

Quick hits of information about products or insights that can help create a better day at work.

Flashback

Before Agile came the award-winning, ground-breaking Personal Harbor. In 1993, Steelcase introduced Personal Harbor Workspace, an innovative approach to addressing the needs of individuals and teams. The 48-square-foot self-contained workspace, combined with mobile Activity Tables, Walls, Carts and Screens, created a dynamic and agile space where both focused work and collaboration happened side-by-side.