

C O O

C R E

A T E

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**CO**CREATE

A CONTEXT  
FOR COLLABORATION

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## FOREWORD BY ROGER MARTIN

My friend and star graphical user interface designer Bill Buxton is struck by just how long it takes for a demonstrably successful innovation to achieve ubiquitous use. He uses the computer mouse as his prime example. It took 30 years from the time it was demonstrated to be a far superior input mechanism at Xerox PARC in 1965 until its widespread use in conjunction with the release of Microsoft Windows 95 in 1995. (Buxton, *The Long Nose of Innovation*, *Business Week Insight*, Jan 2, 2008)

Bill should be consoled by the fact that management theories take even longer to work their way into the mainstream. Take for instance knowledge workers. Peter Drucker coined that term of art in 1959. (*The Landmarks of Tomorrow*, 1959) Along the way in 1973 (*Management: Tasks, Responsibilities, Practices*, 1973) and then late in his life in 1999 (*Management Challenges of the 21st Century*) he spelled out the implications for organizations of the arrival of knowledge workers and knowledge work.

There are many, but probably the most notable was his assertion that given that their organizations now needed them to use their brain not their arms and legs, knowledge workers had to really want to work for the organization. In Drucker's view, to get the kind of creativity required from their knowledge workers, organizations needed to treat them as if they were volunteers for a cause rather than employees with a job.

Well, it has taken about a half-century since Drucker's initial insight for the world of large organizations to really internalize his message. Sure, along the way, some organizations picked up on his insight, just as Apple picked up on the mouse long before 1995. But arguably, it was few and far between until quite recently.

But finally organizations are realizing that they have to create productive, authentic and collaborative work environments in which their knowledge workers can feel that they are

in a place that they would rather be than anywhere else. And if they don't, those knowledge workers pretty soon end up somewhere else.

It is a challenge. Organizational structures and work spaces need to change from the tried and true hierarchies and rows of work-stations. The good news is that today's knowledge workers are eager to help. They have as much at stake as their employers in fashioning a work-life that is rich and rewarding. If there is going to be a collaborative work environment, it better start with a collaborative design thereof.

A half century after his initial insight and five years after his passing, Drucker would be pleased with and optimistic about the lives of his knowledge workers.

Roger Martin

*Dean of the Rotman School of Management  
University of Toronto*



NONE OF US  
IS AS SMART AS  
ALL OF US



DURING THE FIFTIES, A COMMON MAXIM REGARDING THE MERITS OF COLLABORATION WAS THAT "A CAMEL IS A HORSE DESIGNED BY COMMITTEE."

## INTRODUCTION

A QUIET REVOLUTION IS HAPPENING IN THE PLACES WE WORK. And this time, the transformation is only partly driven by technology. It's also a response to a new generation of workers with new ideas about life and work, ready and willing to abandon the conventions that have long governed office life—the 9-to-5 workday, the coat and tie, the once-coveted private office. Change has come and we are just beginning to see what it will look like.

One thing is clear. In the 21st century office, the name of the game is collaboration. And it's played on a field whose boundaries and forms are flexible and fluid, where the walls that once defined structure and hierarchy have yielded to unmapped territories where people can make connections that lead to innovation.

Collaboration doesn't necessarily occur as a limited process in a conference room. Rather, it is a more radical work practice that is seeded throughout the organization and often flourishes where one would least expect. Contrary to common belief, great ideas seldom leap fully formed from the mind of a single "creator," but begin to crystallize when creative sparks fly between people who share a dream or a problem. That is, when people collaborate. Anecdote- and research-based evidence alike bear this premise out, but how do we create the conditions for collaboration? How do we make it happen?

Collaboration comes easily to younger workers—Gen Y or Millennials, as they prefer to be known. Not so for Baby Boomers who may be uneasy with "design by committee." Boomers tend to look to strong leadership and a unifying vision—and then dig in to solve the problem on their own—thus avoiding the issue of passing an idea through too many hands and seeing it reappear distorted, diluted or disabled. Boomers tend to equate collaboration with an excess of "cooks" yielding generic results and needless complexity. Today, however, the scales have tipped in favor of collaboration as Millennials enter and transform the workplace. Our purpose here is to chart the terrain of this emerging workplace. We will take a look at

collaboration and its value to business, as well as how corporate culture, technology and design can enable or disable productive group work and thus, the ability to co-create a breakthrough concept, a system or product.

As we researched the nature of collaboration, it became clear that those three elements—culture, technology and design—must be in place and in sync if a truly collaborative environment is to emerge. The culture must be one that encourages open communication across departments and up and down the hierarchy. Technology must be used appropriately—and not take the place of face-to-face interaction. And the workplace itself must be designed to support co-creative workstyles without eliminating privacy or places to work without noise and interruption. We would also do well to remember a fourth element that is critical to the highest level of performance—collaborative work must be balanced with heads-down or focused work. No job is about collaboration alone.

This book will address each of these elements in detail, as well as offer potential ways—big and small—to design a workplace that allows people to connect, collaborate and create something new and useful and inspiring. There is no one solution, but there are viable strategies for planning those creative collisions and conversations that lead to innovation. The final pages of this book will explore possible design strategies that are congruent with a culture of connection and creativity.

ECONOMIST RICHARD FLORIDA ARGUES THAT 30% OF AMERICAN WORKERS PARTICIPATE IN WHAT IS NOW ESSENTIALLY A CREATIVE ECONOMY; 12% REPRESENT A SUPER-CREATIVE CORE DIRECTLY ACTIVE IN SCIENCE, TECHNOLOGY AND THE ARTS. [1]

**BUT WHAT,  
EXACTLY, IS  
COLLABORATION?**

**01**



A REPORT BY THE INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION (IFMA) SAYS THAT COMMON SUPPORT SPACE OR SHARED WORKSPACES HAVE INCREASED ON BOTH A PERCENTAGE AND SQUARE-FOOT BASIS. [2]

## BUT WHAT, EXACTLY, IS COLLABORATION?

“CREATIVITY IS A TWO-STEP PROCESS THAT STARTS WITH COLLABORATION. WHEN MICHAEL JORDAN AND I SIT DOWN TO DESIGN A SHOE, THE FIRST THING I DO IS LISTEN.”

- TINKER HATFIELD, NIKE V.P. DESIGN AND SPECIAL PROGRAMS, QUOTED IN *FAST COMPANY* [3]

WHAT, EXACTLY, IS COLLABORATION? More art than science, collaboration can be loosely defined as the process of working with others to achieve a common goal—whether it’s changing the world, besting a competitor or building a science project. After all, most of us have been urged to “work well with others” since grammar school and most have experienced the value of “teamwork” in some way as adults.

Yet collaboration is a somewhat looser term than teamwork and may occur spontaneously between people who are not part of an information-sharing network or team. At work, a team is generally part of a plan generated from above. There is generally a clear division of labor with members assigned specific tasks and deliverables according to each individual’s skill set. Meetings are structured and scheduled. Everyone works towards a management-defined goal with checkpoints at each step of the way.

Collaboration can occur between people from different departments or even from different organizations and can take multiple verbal, visual and active forms: talking, showing, messaging and co-creating. It happens when someone stops to chat while on their way to the printer or interjects an idea they see by chance on a whiteboard or screen. It can happen when an architect calls a friend at an engineering firm to help him solve a problem. Teams do collaborate, but collaboration need not occur among members of a team.

“THE EFFECT OF NEW CONDITIONS IS TO DISTRIBUTE POTENTIAL OR CAPACITY, WORLDWIDE AND ALLOW CONTRIBUTIONS BY ANYONE, ANYWHERE.”

- BRUCE MAU, *MASSIVE CHANGE*

New conditions demand that collaboration become an important feature of our working lives because in knowledge economies we continually seek and share new information to



develop and integrate new concepts so that they become valuable fodder for innovation. Information is essential. And our achievements as individuals or organizations rely on how quickly we can access accurate, relevant information and use it creatively to spark innovation.

Contrary to common belief, great ideas seldom leap fully formed from the mind of a single “creator,” but begin to crystallize when creative sparks fly between people with different perspectives. As Dorothy Leonard of the Harvard Business School notes, “the most creative people...understand that breakthrough creativity occurs at the intersection of previously unconnected planes of thought.” [4]

Creativity happens when things—words, ideas, colors or children’s alphabet blocks—get put together in new ways. It may occur as a flash of insight by an individual over-achiever, but it’s more likely to happen when people put their heads together and start bouncing ideas off one another, making new connections and breaking open each one’s habitual way of thinking. That is, when people co-create or collaborate.

Other people remain one of our best resources, giving us access to information that we might not think to look for by merely searching a database. A conversation face-to-face or via IM can be a richly creative meeting of minds, fed by each individual’s reservoir of knowledge—seeding ideas and producing solutions more original than any one person could achieve.

Today, it’s not only design firms or “hot” product development groups who are touting the virtues of collaboration. Take the case of CERN (European Organization for Nuclear Research). Even though this prestigious research center is undertaking a massive project that will “revolutionize” our understanding of physics, there are no directors, presidents or CEOs at CERN. Every office is the same size and “gathering spaces throughout CERN serve as

RESEARCH BY  
DESIGN GIANT  
GENSLER SHOWS  
THAT TOP  
PERFORMING  
COMPANIES SPEND  
23% MORE TIME  
COLLABORATING.  
[5]

SINCE 2001, IBM  
HAS USED “JAMS”  
TO INVOLVE ITS  
MORE THAN  
300,000 EMPLOYEES  
AROUND THE  
WORLD IN FAR-  
REACHING  
EXPLORATION AND  
PROBLEM-SOLVING.

giant ‘water coolers’ where ideas can be shared.” Everyone participates in weekly decision-making summits and thousands of less formal meetings open to all collaborators. [6]

CERN’s democratic and interactive scenario challenges the assumption that collaboration is primarily useful for bringing a new product to market or crafting a brand identity, when in fact, it works equally well for designing organizational systems, operational initiatives other aspects of business that require creative ideas and intelligent decision-making.

“THE CRUCIAL VARIABLE IN THE PROCESS OF TURNING KNOWLEDGE INTO VALUE IS CREATIVITY.”

- JOHN KAO, FACULTY HARVARD BUSINESS SCHOOL, MIT, AUTHOR OF *JAMMING*

CORPORATE JAMMING: OPEN, GLOBAL, MULTI-DISCIPLINARY

“YOU CAN’T IMPROVISE ON NOTHING, MAN, YOU’VE GOTTA IMPROVISE ON SOMETHING.”

- CHARLIE MINGUS

Dubbed a “serial innovator” by *The Economist* magazine, author John Kao (author of *Jamming*) finds jazz improvisation a useful metaphor for creative collaboration. When jazz musicians come together to play, the music that is performed is not the creative product of any one musician. The music is what happens between them, with each musician listening and responding to his collaborators in the process of improvising new patterns of rhythmic and melodic sounds. The co-creative process is analogous to the more or less spontaneous exchange of ideas that characterizes the process of innovation. [7]

Inspired by Kao’s jazz metaphor, IBM launched a series of corporate jam sessions that have proved to be a potent means of generating ideas to improve existing IBM businesses and to launch new ones. Likewise impressed by the jamming concept, Ray Ozzie, Chief Software Architect at Microsoft named a new software product Groove.

CREATIVITY IS  
ONE PART  
INSPIRATION AND  
MANY PARTS  
COLLABORATION.

11 MILLION FORMAL  
BUSINESS MEETINGS  
OCCUR IN THE U.S.  
EVERY DAY; STUDIES  
ESTIMATE THAT  
50% OF THIS TIME  
IS WASTED TIME. [9]

*Group Genius* author Keith Sawyer has also described collaboration in terms of jazz improvisation and the authors of *Uniting the Virtual Workforce* note that the collaborative cycle of gathering, going away and regrouping is very like the way jazz ensembles work. Musicians practice alone, but exercise their talents in a group. “During live performances, ensembles come together in a way that’s coordinated and timely. Each member has to be in sync with the others...[and] can reach their shared goal only by operating together seamlessly. Members of virtual projects also have to come together and perform. Each has to contribute. . .in a timely manner and establish harmonious communications with others to achieve goals.” [8]

The parallel between how a jazz ensemble works and how a collaborative group might work extends to the fact that collaborative business processes provide a platform for specialization. Jazz musicians focus on playing the bass or the saxophone. Individual collaborators can also focus on developing their own unique talents, supported by others who focus on complementary skills. Everyone gains in depth and breadth of knowledge. In a flexible, collaborative organization the expertise of such workers can then be mobilized and orchestrated to address a specific problem or the needs of a particular project.

#### PUTTING OUR HEADS TOGETHER

“COLLABORATION IS NOT A SYNONYM FOR COOPERATION.”

- RANDY NELSON, DEAN PIXAR UNIVERSITY, QUOTED ON THE EDGEHOPPER BLOG, JULY 24, 2010

It’s important to note that collaboration is not the same thing as attending a formal meeting. Rather, it is a more radical workstyle that is seeded throughout an organization. David Kelley at IDEO is one leader who is “adamant about the importance of informal interaction—about the kinds of unscheduled conversations that traditional managers have long dismissed as time wasters.” He believes in the value of “corners” or other “spaces in-between” where people can say what’s really on their mind. [11]

BUSY PROFESSIONALS  
ATTEND ABOUT  
60 MEETINGS PER  
MONTH; 91% ADMIT TO  
DAYDREAMING; MORE  
THAN 1/3 HAVE DOZED.  
[10]

Collaboration is also not the same thing as reaching consensus or compromise. And it’s not the same thing as the less ambitious activities of cooperation in a collective effort. That’s just a matter of alignment or coordinating tasks in order to achieve an objective more efficiently. Whereas, collaboration is a process of accomplishing a goal that one person alone could not achieve, a dynamic co-creative process that endows each participant with new capacity through complementary and diverse skills and knowledge.

With all of the above in mind, we can perhaps now posit a working definition of collaboration as the formal or informal exchange of ideas and sharing of resources between and among people who may or may not be affiliated as members of the same team or even coworkers in the same company, but who are allied in a common purpose.

Collaboration then, can take the form of a freewheeling, spontaneous conversation among coworkers waiting to use the copier, an exchange of instant messages between colleagues on different continents or, for that matter, governments, cities and communities working together to solve common problems. Whatever the form, in essence, the goal is the same: innovation.



# WHY COLLABORATE?

02



ON AVERAGE, SOFTWARE AND INTERNET COMPANIES SPEND 11.4% OF SALES ON R&D; SOME AS HIGH AS 40%; HARDWARE COMPANIES SPEND 7.1%; IN 2010 APPLE SPENT 2.9% [13].

## WHY COLLABORATE

“OUR ONLY CHANCE IS TO BRING PEOPLE TOGETHER FROM A VARIETY OF BACKGROUNDS AND DISCIPLINES WHO CAN REFRACT A PROBLEM THROUGH THE PRISM OF COMPLEMENTARY MINDS ALLIED IN COMMON PURPOSE....”

- WARREN BENNIS, “GREAT GROUPS” [12]

The assumption is that collaboration sparks innovation, which in turn leads to new and better products, services or processes—and thus, competitive advantage. But does collaboration enhance creativity? Does it make a company more innovative? The short answer is “yes.” There is a significant body of research that verifies its ability to yield the highest value for an organization.

But isn't innovation the result of lots of R&D? Not according to most indicators. A 2005 study by Booz Allen Hamilton analyzed 1,000 of the biggest R&D spenders—and found no relationship between R&D spending and sales growth, profit, or shareholder return. For example, Apple's 2004 R&D-to-Sales ratio of 5.9% trails the industry average of 7.6%, and its \$489 million spend is a fraction of Microsoft's \$8 billion. However, by devoting resources to a short list of products with high potential, Apple has consistently introduced successful products like the iBook, iPod and iPad—and revenues have skyrocketed. [14]

*Group Genius* author Keith Sawyer adds that to expect extraordinary results from R&D relies on an outmoded concept of creativity. “If a company expects all new ideas to come from a separate group called ‘research and development,’ they're still using the old linear model of creativity.” [15] In that model, an idea gets developed by R&D with science at the front end and a commercial product as the end result. Whereas, in the most innovative companies, creativity is spread out across the organization and the cross-fertilization (even the collision) of ideas leads to innovation.

Sawyer proposes that the best measure of a company's innovation potential is how successfully it has created a collaborative culture. He points out that major players like IBM are now beginning to map and measure their internal and external networks in order to determine just that. At IBM's Watson Research Center, researchers are using a tool called Social Network

Although executives at SEI were at first opposed to the open office, in a short time those same executives became active proponents. The unconventional workplace—which “made SEI’s culture clear and evident”—strengthened the organization and its performance. [18]

#### IT'S ALL ABOUT THE CONVERSATION

Certainly IDEO’s office space should tell us something about creativity at work. After all, IDEO is known as one of the most innovative design companies in the world. Several years ago, IDEO hired Peter Coughlan, a linguist and behavioral scientist, to help redesign its “set” to maximize “surface area” and each project’s visibility—and thus increase opportunities for “random input.” Translucent meeting-room walls allow passersby to see who’s inside and “pop in” or “pull someone out for a quick chat.” Open work areas allow colleagues to “visually eavesdrop on projects and “plug in” to conversations. At IDEO, says Coughlan, “it’s not uncommon for workers who find themselves struggling with a project simply to shout out a plea for help—and to draw a crowd of interested coworkers.”[19]

So, is IDEO creative? Does that open workspace result in useful innovations? In 2010, IDEO won 12 IDEA awards by IDSA and Fast Company, with designs ranging from banking services to low-income housing communities to communications design work. It would seem that the answer is “Yes.”

#### CHATting IN THE HALL

Why would SEI or IDEO want to encourage spontaneous conversations? Aren’t formal meetings sufficient to transmit information? In truth, productive collaboration doesn’t always occur on schedule. Information that serves as a creative catalyst isn’t always found where we expect it to be. And big ideas can germinate during a chance “collision” in the hallway, as well as during a brainstorming session.

Analysis to measure patterns of collaboration and how well or freely information is transferred across social or task networks.

Who talks to whom, and how and when and how often? Who do people go to for information? In other words, how easily can people bounce ideas off each other? One factor—but only one—that affects how easily and whether or not people collaborate is physical proximity and the absence of physical barriers to spontaneous communication. But as the example of SEI Investments indicates, everyone—and in particular, management—must embrace collaboration and be willing to relinquish old boundaries and hierarchies.

**“IN OUR NEW FLATTER, FASTER, BOUNDARY-FREE WORLD, WE NEED THE INTENSITY, INNOVATION, AND PASSION OF HOT GROUPS....”**

- FROM *HOT GROUPS* BY HAROLD J. LEAVITT AND JEAN LIPMAN-BLUMEN [16]

ONE “RADICAL COLLOCATION” STUDY SHOWED THAT TIME TO MARKET DROPPED TO ALMOST 1/3 AS COMPARED TO THE COMPANY BASELINE, AND EVEN LOWER AS COMPARED TO THE SOFTWARE DEVELOPMENT INDUSTRY AS A WHOLE. [17]

AFTER MOVING TO AN OFFICE WITHOUT WALLS, ONE OF SEI'S DIVISIONS ACHIEVED A 90% CLOSE RATE—DOUBLE THE CLOSE RATE PRIOR TO REDESIGN.

#### ELIMINATING THE BARRIERS TO CHANGE

In the case of SEI Investments, a reinvention of the work setting stimulated collaboration—and company performance. Today at SEI, no one has a private office and there are virtually no barriers to communication. Work is distributed among fluid, self-managed teams who often meet spontaneously in sitting areas placed throughout the office. Everyone can easily talk to anyone.

It wasn’t always like that. In the late 1980s, CEO and SEI founder Al West became frustrated with the “silo” mentality of SEI’s technology, asset management and pension-consulting divisions. For reasons he could not explain, people in the three divisions did not communicate or cross-sell services, prompting West to radically reinvent his company.

With rare insight, West realized that the existing office space could not support the open, collaborative culture he sought. Walls literally had to be torn down so that people could communicate across divisions and up and down the hierarchy, sharing and building on information to reach more creative solutions.

CREATIVITY IN ITS  
PUREST FORM IS  
ABOUT SHARING.

In their book *Distributed Work*, authors Hinds and Kiesler noted the importance of exchanges that occur “in chance encounters in the hallways, over work cubicle walls and in the cafeteria. The postmortem analysis of one canceled international project zeroed in on the lack of casual connections: ‘There was no day-to-day coffee machine conversation, which was needed to make it succeed.’ Remote group members felt cut off from the key conversations over lunch or in the hall, that often followed videoconferences.” [21]

As a condition for productive collaboration, much research indicates that face-to-face meetings are key. The technology-driven transition to a “virtual” workforce and globally distributed teams creates real challenges, simply by reducing the possibility of visual observation and casual conversation. But while every company has to manage somewhat the impact of workers at a distance, our focus here is on the physical workplace, the office, which in some form or other is likely to be around for a long time yet.

**LEARNING FROM EACH OTHER**

Described as a “tight knit company of long term collaborators,” Pixar stands out in the film industry with 20 Academy Awards and billions earned at the box office. Given the company’s renowned record of creative innovation, it would be easy to imagine the Pixar office as a hive of technical wizards immersed in the images dancing across their screens. But Randy Nelson, Dean of Pixar University, emphasizes a company culture of collaboration where people contribute across the entire studio and not just to “their pet projects.”

IT IS ESTIMATED THAT 70% OF WHAT PEOPLE KNOW ABOUT THEIR JOB IS GAINED THROUGH FACE-TO-FACE INTERACTION WITH COLLEAGUES.

“...TRUST BETWEEN PEOPLE WHICH ENABLED THEM TO SHARE IDEAS FREELY WAS THE SINGLE MOST SIGNIFICANT FACTOR IN DIFFERENTIATING SUCCESSFUL INNOVATORS.”[24]

Collaboration, according to Nelson, means the “amplification” of ideas that occurs by connecting “interested individuals” who bring a separate breadth and depth of knowledge that ultimately gels into a creative solution. The Pixar culture encourages people “to communicate on multiple different levels: verbally, in writing, feeling, acting, pictures.” [22]

The Pixar University crest is inscribed with the Latin words *Alienus Non Diutius*, Alone No Longer.

Such anecdotal evidence indicates that economic value is more and more derived from “collective intelligence”—sharing and building on information and ideas in a group process. According to the Gensler 2008 Workplace Survey, “top performing companies spend 23% more time collaborating. . .and consider collaboration more than twice as critical to job success.” Clearly, effective collaboration is a productive way to get the best out of people—and for the new generation in the workforce, collaboration is just doing what comes naturally. [23]

# WHO IS LEADING THE CHARGE?

03





BORN BETWEEN  
1980 AND 1995,  
GEN Y REPRESENTS  
80 MILLION MEN  
AND WOMEN  
WHO ARE ABOUT  
TO FLOOD THE  
WORKPLACE

## WHO IS LEADING THE CHARGE?

“THE BEST WAY TO CONTACT ME IS TO WAIT FOR ME IN STARBUCKS.  
I’LL BE THERE EVENTUALLY.”

- WI OFFICE WEB SITE

EVERYONE PLAYS, EVERYONE WINS  
THE MILLENNIAL GENERATION

With the advent of the 21st century, a new generation of workers—80-million strong and the first true “technology natives”—began to enter the workforce. Optimistic, idealistic and self-confident, the Millennial generation or Gen Y will soon comprise half or more than half of the people who are doing the work we rely on to sustain our economy. Meeting the needs and expectations of these young workers will be essential to any company’s performance.

As Warren Bennis points out, “Great groups are usually young.” They have physical stamina and a youthful spirit, ethos and culture. Most important according to Bennis, “they don’t know what’s supposed to be impossible, which gives them the ability to do the impossible.” [25]

“WE PREFER TO BE CALLED MILLENNIALS”

- E-MAILS BY THE THOUSANDS TO THE LATE PETER JENNINGS FOLLOWING AN ABC BROADCAST.

MILLENNIALS ARE THE GREAT COLLABORATORS.

“IF YOUR EIGHTEEN-YEAR-OLD IS AWAKE, HE OR SHE IS ONLINE.”

While modern workstyles are clearly characterized by communication and interaction, for the generation known as Baby Boomers, collaboration at work may conflict with a strong drive to compete, achieve and be rewarded as an individual. For those who came of age in the Sixties and Seventies, working was often a solitary pursuit. Output—a paper, presentation,

FOR THE FIRST TIME  
IN AMERICAN HISTORY,  
FOUR GENERATIONS ARE  
WORKING TOGETHER  
SIDE BY SIDE.

report, plan—was only shared when it was done. And creativity was perceived as the brilliance of a Lone Ranger like Don Draper of “Mad Men” or an individual entrepreneur working alone in a garage. However, it’s now clear than even a genius like Steve Jobs relied greatly on the support of an intensely collaborative group at Apple.

**COLLABORATION JOKE: HOW MANY APPLE STAFFERS DOES IT TAKE TO SCREW IN A LIGHT BULB? SIX. ONE TO TURN THE BULB. FIVE TO DESIGN THE T-SHIRT.**

Millennials on the other hand appear to be natural collaborators who are challenging traditional management practices and ideas about how work gets done—and if business wants to tap the latent power of this generation, organizations will have to change. So will the workplace.

#### **SOCIAL EXCHANGE BREEDS SUCCESS.**

Most comfortable working in groups, Millennials tend to see coworkers as colleagues rather than rivals, perhaps recognizing that a complex world requires collective creativity. No one person is gifted enough to tackle the problems of this century or as Jobs famously said, “put a dent in the universe.” Rather than thinking of the office as a place for individual tasks, Millennials see the office as a social setting from which one seeks out private spaces when there is a need for quiet or confidentiality. Socializing, in fact, seems to be something Millennials value highly. According to an article in Time, “Friendship is such a strong motivator ...that Gen Y workers will choose a job just to be with their friends.”[26]

In the ideal Millennial workplace teams form organically, leaders arise by merit and people are in nearly constant communication. Fun is expected. In the real world, if a job does not meet expectations, Millennials are quick to jump ship and find a job that satisfies their desire for an engaging and meaningful worklife.

#### **FROM THE CLASSROOM TO THE WORKSTATION**

How can we learn more about the attitudes, behaviors and work habits of those just entering the workforce? We can take a look at what’s going on in our colleges and universities.

Adam Woltag, an Associate Partner with WRNS Studio in San Francisco, describes the library at Santa Clara University. “It’s a very flexible space that lets students choose and even create their environment. The library has a number of small seminar rooms furnished with tables for six to eight people and lounge chairs that can be easily moved around. The seminar rooms have large flat panel screens on the wall, plus floor to ceiling white boards. Students bring their laptops and put their screens up on the big plasma screen. In the rooms where engineering students work, the white boards are covered with formulas that students work on together. Everything is designed for collaboration and flexibility.”

According to Woltag, the school has found that the more static the environment, the less it will be used. He also notes that, “Students study with their iPhone, laptops and now, the iPad. It’s plug in, plug out. Much of the library material can be accessed electronically and even the content of the lectures is available online, so that attendance isn’t mandatory. Students say ‘we learn more from our peers than our instructors. We can talk about things in depth and that really drives home the issue or the content.’”

As an architect at WRNS, a firm that has designed numerous educational settings, Woltag’s observations at Santa Clara University are representative of how many academic buildings and spaces are being transformed. In addition to multi-purpose seminar rooms and multimedia equipment, libraries are being built with blended social/academic spaces and other amenities. The Johnson Center at George Mason University combines a ballroom, food court, movie theater, office and convenience store building within its walls. “And oh, yes, the Johnson Center includes a library as well.”[28]

94% OF MILLENNIALS USE A  
CELL PHONE,  
87% BELONG TO AN ONLINE  
COMMUNITY OR SOCIAL  
NETWORK  
75% USE IM  
75% HAVE A FACEBOOK  
ACCOUNT  
60% OWN AN IPOD OR  
OTHER MUSIC DEVICE  
45% READ A BLOG  
28% AUTHOR A BLOG [27]



A paper published in the *CEFPI Educational Facility Planner* and authored by Sarah Ball describes a classroom designed for presentation and discussion: The classroom setting supports a one-to-many presentation style, which may involve either the teacher or a student as presenter. Student movement in the classroom is facilitated to enable exchange and interaction between groups, as well as the reconstitution of groups during a class. The design of “desks” and the integrated IT allows students to “share” and “distribute” work in progress or completed material with other groups within the class. The classroom supports informal, group-learning activity and blurs the line between study and social interaction. The purpose of this classroom and other spaces for group study is to help students gain collaborative and problem-solving skills that will make them “work ready.” [29]

**WE WERE BORN CONNECTED.**

“Make Way for the Millennials!” by Persis Rickes, Ph.D., describes how Millennials are changing university environments in ways they may subsequently transform the workplace. “Millennials are wanted and nurtured children with, it has been noted by employers, a strong sense of entitlement. They are also the first true “natives” of the Information Age.” [30] For this demographic, according to Persis, personal computers have always been there, as ubiquitous as TVs and toasters. In contrast, Boomers are branded “digital immigrants” who lack Millennials’ familiarity and ease with technology.

At nearly 100-million strong, Millennials are the largest generational cohort in U.S. history, highly peer-oriented and the most racially and ethnically diverse group, with one in five Millennials the child of an immigrant parent. These young people have a different set of life experiences and different expectations about school and work.

Almost every source notes that Millennials are continuously connected via e-mail, Instant Messaging, texting, Facebook and Twitter. And, relevant to our discussion, they prefer to study, travel, socialize and work in groups. They don’t cram for finals alone among the library stacks. And they won’t hide out in a cubicle at work. Millennials are, according to

THOSE AGED 18 TO 30 SPEND MOST OF THEIR WAKING HOURS USING A PHONE, COMPUTER, TV, MP3 PLAYER OR OTHER ELECTRONIC DEVICE— AND MANY CLOCK DOUBLE TIME BY SURFING THE INTERNET WHILE LISTENING TO MUSIC

OF THE 28% OF MILLENNIALS AGES 13 TO 25 WHO ARE EMPLOYED FULL TIME, 79% SAID THEY WANT TO WORK FOR A COMPANY THAT CARES ABOUT HOW IT AFFECTS OR CONTRIBUTES TO SOCIETY; 56% SAID THEY WOULD REFUSE TO WORK FOR AN IRRESPONSIBLE CORPORATION.

Andrae Hershatter, a senior lecturer in organization and management at Emory University, “. . .unbelievably gifted at building, maintaining, and tapping into networks. I think that is a very interesting resource that more companies will figure out how to use.” [31]

In addition to seeking connection with peers, Millennial students regularly seek out faculty for feedback and reassurance, and often meet with teachers in campus cafes or other informal settings. Additionally, these students seek out tutoring and counseling (both academic and personal) and “sheltering parents encourage students to take advantage of all available services.” Such willingness to accept guidance augurs that Millennial workers will likely seek interaction with superiors, initiating casual conversation in a hallway as well as talking across a desk in the private office.

One can reliably project that students who have sought and received such support for personal and academic success will expect something similar from their workplace. Already, many companies have added meditation rooms or wellness facilities to the more usual roster of amenities such as a café or lounge. These amenities address what some have pejoratively called Gen Y’s sense of entitlement, but it is certainly true that Millennials expect a positive work experience that fulfills a broader range of needs.

**COLLABORATION STARTS IN THE CLASSROOM.**

Along with the change in study habits, the university curriculum is changing to reflect a world where boundaries of every sort are dissolving. Although schools have offered inter-disciplinary degrees in the past (the American Studies program at Yale or Stanford University’s Science, Technology and Society program are examples) such programs are becoming more common and more sought after by students. In some cases, schools are implementing programs or courses that integrate disciplines that have traditionally had little connection either in theory or in practice—such as the inter-scholastic program that brings together students at the Rhode Island School of Design (RISD) and Massachusetts Institute of Technology (MIT).

BY 2012,  
MILLENNIALS WILL  
COMPRISE 37% OF  
THE WORKFORCE.  
THEY WILL  
DOMINATE THE  
WORKPLACE FOR  
THE NEXT 40-60  
YEARS.

Millennial employees are here and they are the future. It is our job as corporate leaders, facilities managers and designers to support their far more collaborative and multi-tasking workstyles to get a better work product.

#### MILLENNIAL WORKERS: TOP ASPECTS OF A JOB OUTSIDE OF PAY

- . Challenging, stimulating work
- . Growth and learning opportunities
- . Attractive, healthy work environment
- . Work-life balance
- . Appreciation (non-monetary) recognition
- . Making a difference /contribution
- . Good leadership/boss
- . Treated with dignity and respect
- . Autonomy /opportunity to create

Conceived originally through collaboration with the Corporate Design Foundation (CDF), this inter-disciplinary product development course includes industrial design students at the Rhode Island School of Design, MIT engineering graduate students and MIT Sloan School of Management MBA students. The cornerstone of the course is a project in which teams of management, engineering and industrial design students conceive, design and prototype a product—many of which have been promising enough to engage the interest of venture capital groups for further development.

Such a co-creative experience gives students skills for a lifetime of working with other people. And perhaps given the sheer number of tech-savvy, group-oriented Millennial students, offices may begin to look and feel more like those multi-purpose libraries and technology-rich student centers. And as routine tasks give way to creative knowledge work and group projects, corporations may experience an exciting cross-fertilization of ideas that spark truly original solutions.

The following chart is taken from the *New Directions: New and Enhanced Learning Environments* essay by Mark A. Valenti and John S. Cook published by SCUP as part of *A Guide to Planning for Change*.

#### MILLENNIAL STUDENTS

- . Always connected
- . Active learners
- . Fearless w/ technology
- . Everything online
- . Want to collaborate
- . Global thinkers
- . “Look at me” desires
- . Want to LEARN, not be taught
- . Everything online, pervasive New media
- . Consumer orientation to education
- . Social Learners
- . Visual Learners
- . Expect immediate access to media
- . Expect full access to information
- . Use technology to express creativity
- . Prefer practical applications
- . Want authentic experiences

60% OF MILLENNIALS  
DO NOT EXPECT TO  
STAY WITH THEIR  
CURRENT EMPLOYER  
UNTIL RETIREMENT.  
62% OF GENERATION  
X AND 84% OF BABY  
BOOMERS DO. [32]

# GROWING A CULTURE OF COLLABORATION AND INNOVATION

04



A RECENT GALLUP STUDY FOUND THAT 59% OF “ENGAGED” EMPLOYEES BELIEVE THAT THEIR JOB BRINGS OUT THEIR CREATIVE IDEAS; THESE WORKERS ALSO REACT MORE POSITIVELY TO CREATIVE IDEAS OFFERED BY FELLOW WORKERS; ONLY 3% OF DISENGAGED EMPLOYEES FELT CREATIVE AT WORK.

## GROWING A CULTURE OF COLLABORATION AND INNOVATION

“THEY’RE NOT EMPLOYEES, THEY’RE PEOPLE”

- PETER F. DRUCKER, LEGENDARY MANAGEMENT GURU

“I THINK OF PARC ITSELF AS BEING A KNOWLEDGE ECOLOGY, WHERE THE CROSS-POLLINATION AND CREATIVE ABRASION OF DIVERSE POINTS OF VIEW. . . CREATES THE VIBRANCY OF THE PLACE. AND IN THAT SENSE, A ROLE FOR SOMEBODY LIKE ME . . . IS NOT A ROLE OF MANAGEMENT, BUT RATHER A ROLE OF HUSBANDRY.”

- JOHN SEELY BROWN, FORMER CHIEF SCIENTIST AT XEROX PARC [33]

In the simplest terms, corporate culture is “the way we do things here.” It’s the collective and consistent behavior of people who subscribe to a common vision, values and goals, as well as the specific language, systems and structures of the organization. But in discussing how culture, technology and workspace converge, we will do well to remember that corporate culture is really people. Workers are not biological databases or thinking machines. We are creatures of emotion and intent who seek meaning, connection and self-worth through work, as well as knowledge and achievement.

What does “human nature” have to do with collaboration and innovation? According to researchers in the field of group dynamics, just about everything. Without socially satisfying interactions, the motivation to perform falls off; collaboration and the creative process are greatly impeded. And for social Millennials coddled by parents and teachers, a humanistic corporate culture may be essential to performance and company loyalty. Millennials want an open and “safe” environment in which to express themselves freely.

The importance of corporate culture is not limited to handling Millennials. Ed Catmull, President of Pixar, reinforces the importance of culture in sustaining a creative enterprise. “Everyone must have the freedom to communicate with anyone. This means recognizing

that the decision-making hierarchy and communication structure in organizations are two different things. Members of any department should be able to approach anyone in another department to solve problems without having to go through ‘proper’ channels.” [34]

Catmull adds, “The most efficient way to deal with numerous problems is to trust people to work out the difficulties directly with each other without having to check for permission. It must be safe for everyone to offer ideas.” Catmull’s leadership style helps to create an *esprit de corps* among the disparate groups at Pixar and feeds the creative collaboration of the “community of artists” that has made Pixar a creative powerhouse in the film industry.

Randy Nelson, Dean of Pixar University, expands upon the subject of trust. “If you don’t create an atmosphere in which risk can be easily taken, in which weird ideas can be floated, then it’s likely you’re going to be producing work that will look derivative in the marketplace,” says Nelson in *The New York Times*. “Those kind of irrational what-ifs eventually lead to something that makes you go, ‘Wow, I never would have thought about that.’” [35]

#### CONNECT THE UNCONNECTED.

Writing in *Fast Company*, Dorothy Leonard, Professor of Business Administration at Harvard Business School, offers four key ways to create a corporate culture that enhances creativity by “connecting the unconnected...”

#### HIRE OPPOSITES.

Gerald Hirshberg, president of Nissan Design International, hires people in pairs—and makes sure the people he hires bring different perspectives to the job. First he’ll hire a Bauhaus designer, someone rational and structured in her thinking. Then he’ll hire an artist obsessed with pure form, color, and rhythm. This pair won’t agree on anything—which can spark wonderful creative abrasions.

#### CREATE DIVERSE TEAMS

...not diversity by just race and gender; you also should create intellectual diversity. Mixing cognitive perspectives—different ways of seeing the world—yields new creative insights.

“FRIENDSHIP IS A  
SHORTCUT TO PLAY...AND  
ALLOWS US TO TAKE  
THE CREATIVE RISKS  
WE NEED TO TAKE AS A  
DESIGNER.”  
- TIM BROWN, CEO IDEO  
ON “SERIOUS PLAY”

THE AVERAGE ADULT  
THINKS OF 3 TO 6  
ALTERNATIVES FOR  
ANY GIVEN SITUATION;  
THE AVERAGE CHILD  
CAN THINK OF SIXTY.

#### INVITE VISITORS FROM ALIEN CULTURES.

Xerox PARC recruits anthropologists to work with computer-science teams. At the Harvard Business School, we bring in pure scientists to complement our engineers, economists, and operations researchers.

#### VISIT ALIEN CULTURES.

... Don’t just benchmark companies like yours. [36]

“THE CULTURE OF THE COLLABORATIVE ORGANIZATION IS BASED ON FLEXIBILITY, CONNECTION,  
AND CONVERSATION; IMPROVISED INNOVATION IS STANDARD BUSINESS PRACTICE.”

- KEITH SAWYER, GROUP GENIUS

#### WORK IS CHILD’S PLAY.

P&G’s Clay Street Project takes ten employees from different functional areas out of their day-to-day jobs for three months and challenges them to solve a single problem. Hierarchies and titles carry no weight. The team works and plays together using whiteboards, chalkboards, crayons, toys and other creative tools. Cellphones are left behind. Space is made for meditation and games.

While the Clay Street format is “playful,” the team is expected to arrive at an idea that has been “vetted by consumers, a first take on a financial plan, a marketing strategy and a presentation that can be delivered to senior management.” P&G staff and clients have been so happy with the results that Claudia Kotchka, who spearheaded the Clay Street idea says, “We’d like to embed this way of working more broadly across the company.” [37]

The freewheeling culture of the Clay Street Project may not work for everyone, but it suggests certain attributes that companies are finding do encourage a culture of innovation. Foremost among them may be the “freedom to communicate with anyone” that Pixar President Ed Catmull has proposed. Interaction must be easy, open and frequent.

THE CRUCIAL  
VARIABLE IN THE  
PROCESS OF  
TURNING KNOWL-  
EDGE INTO VALUE  
IS CREATIVITY.



## WORKING OR LOAFING?

Beyond promoting interaction, the corporate leadership must recognize that work doesn't take place only at one's desk or in a meeting. While technology provides us with greater mobility and more control over when and where we work, coffee with a coworker is still often seen as slack time, a work day at home still meets with comments like, "so, what was on ESPN?" Using one's laptop while seated in a comfortable lounge chair may be met with disapproval by one's peers or superiors. This kind of inflexibility inhibits interaction and ultimately, performance.

## THE NON-COLLABORATIVE OFFICE: EVERYONE IN THEIR PLACE

**"YOU MAY HAVE THE GREATEST BUNCH OF INDIVIDUAL STARS IN THE WORLD, BUT IF THEY DON'T PLAY TOGETHER, THE CLUB WON'T BE WORTH A DIME."**

- BABE RUTH

It's fairly easy to tell when you're working in a non-collaborative culture that dictates traditional practices and emphasizes order, hierarchy and supervision. A quick checklist:

- . A prevailing attitude of "we've always done it this way"
- . Strong resistance to risk or change
- . People spend most of their time at their desk
- . Tasks are highly specified and synchronized
- . Conversation without a specific agenda is considered "down time"
- . The cafeteria is just a place to eat lunch or get coffee
- . All meetings take place in bookable meeting rooms
- . People e-mail rather than walking across the floor to talk
- . When you talk to the boss, it's always in his or her private office

11 MILLION FORMAL  
BUSINESS MEETINGS  
OCCUR IN THE U.S.  
EVERY DAY; STUDIES  
ESTIMATE THAT  
50% OF THIS TIME IS  
WASTED TIME.

## THE COLLABORATIVE CULTURE:

SHARING IDEAS AND RESOURCES TO ENHANCE COLLECTIVE PERFORMANCE

### FLEXIBILITY.

The culture provides sufficient structure to prevent chaos, but builds in enough flexibility to respond to new ideas and practices.

### COLLABORATIVE LEADERSHIP.

Leaders provide encouragement and perspective. Participatory managers act as catalysts, facilitators and "ambassadors" rather than as figures of authority.

### FREEDOM TO FAIL.

The organization allows for change; leadership is willing to take risks following IDEO's model of "fail faster to succeed sooner."

### TRUST AND EMPATHY.

The prevailing attitude of openness encourages people of "good intent" to voluntarily share knowledge and ideas. Everyone's contribution is important.

### DIVERSITY.

A diverse culture includes not only diverse genders, ages and races, but also people who see the world through a different lens.

### SOCIAL NETWORKS.

The culture encourages and facilitates informal personal contact to build affinity and trust.

### TIME.

The constant demand to meet tight deadlines and work long hours kills creativity. It takes time to encounter a spark of insight and time for those sparks to ignite new ideas.

### WORKSPACE.

Collaboration requires an open, flexible workspace that provides a variety of places throughout the facility for people to meet both formally and informally.

IS TECHNOLOGY  
THE ULTIMATE  
ENABLER?

05





THE NUMBER OF  
WORLDWIDE EMAIL  
USERS IS PROJECTED  
TO REACH 1.9 BILLION  
BY 2013. [38]

## IS TECHNOLOGY THE ULTIMATE ENABLER?

“ALL TECHNOLOGY SHOULD BE PRESUMED GUILTY UNTIL PROVEN INNOCENT.”

- DAVID BROWER, FOUNDER SIERRA CLUB

And what about technology? We’ve become accustomed to saying that the modern workplace is driven by technology. And when used appropriately, technology is a very helpful tool for bringing people together, particularly in large or dispersed organizations. Technology alone, however, without the right culture and values, won’t make an organization truly collaborative. Creativity is clearly reliant on the dialog, renewal and trust of sustained human relationships.

“COMPUTERS. . .CAN ONLY GIVE YOU ANSWERS.”

- PABLO PICASSO

The Internet, the smartphone and video conferencing are a diverse set of tools that rather magically unite us with colleagues across town or on the other side of the globe. They have a significant impact on collaboration, providing a new realm of “collaborative space” that can be extended almost infinitely. They are limited, however, in providing “social presence” and differ in their degree of “media richness” (image, sound and interactive capability).

Certainly technology makes it easier to communicate quickly, but does the quality match the ease and speed? Does technology help us communicate what we really need to know? How did you learn to drive, ride a bike or use your cellphone? Did you read a manual or did someone show you? How many more misunderstandings occur through e-mail messages than face-to-face conversations?

Much of what people need to know to do their job is tacit knowledge, which cannot be easily transferred by purely verbal or pictorial means. It requires doing and showing, personal contact and usually, an element of trust. Consider how much easier it is to show someone how the printer works than to describe it in an e-mail.

The authors suggest ways to ameliorate the negative effects of Virtual Distance, including remedies such as “media rich” technology. However, they also note that teleconferencing or video conferencing tend to be “task focused” and do not lend themselves to conversations that create the shared sense of attachment or purpose that may occur when people are in the same room or go to lunch together. These tools can, however, be made more useful: “allow time for social exchanges; make sure that all team members can participate and that everyone has an appreciation for everyone else’s context.” [41]

PEOPLE ARE THE REASON WE GO TO WORK.

“TECHNOLOGY, AS POWERFUL AS IT IS, IS ONLY A TOOL—INTELLIGENT OR NOT. PEOPLE ARE THE REASON WE GO TO WORK, SOCIALIZE AND ARE MOTIVATED TO ACHIEVE.”

- FROM UNITING THE VIRTUAL WORKFORCE

Given the choice to work anywhere, most people will choose to work somewhere at least part of the time. If their choice is not conditioned by the need to be on-site to access information or attend a meeting, other “human factors” come in to play—the simple fact that people need contact with others. Contact creates bonds. It helps to clarify group goals and one’s unique part in an endeavor. Thus, the social importance of the workplace is likely to remain in place even as digital tools allow us to be “present” anywhere at any time.

Even those Millennial 20-somethings, who constantly text and e-mail from their iPhones and BlackBerries, also see themselves as social beings who do almost everything in groups. As a generation that also wants a meaningful work life and a chance to contribute to the “larger good,” it makes sense that these young people will value building shared identities and goals in the places where they go to work. In fact, a number of sources note that Millennials are quick to “jump ship” when social needs are not met.

Interpersonal contact at work also has emotional benefits that translate into enhanced performance. In a 1999 *Harvard Business Review* article, psychiatrist Edward Hallowell points out that the anxiety many of us feel at work has a simple antidote: a personal moment between two people in the same place at the same time. This encounter might take only five minutes, but the positive effects can last long after the individuals have walked away. “People begin to think in new and creative ways; mental activity is stimulated.” [39]

#### HOW IMPORTANT IS “FACE TIME?”

In their book *Uniting the Virtual Workforce*, authors Karen Sobel Lojeski and Richard R. Reilly begin by noting that, “In 2002, anecdotal evidence was mounting that people were becoming increasingly dissatisfied with their work and employers. This news came at the same time that the most sophisticated and easily accessible communication tools, designed to increase collaboration all over the world, were being adopted.” [40] The puzzle posed by this unexpected trend—in theory the opposite would have been true—led the writers to research Virtual Distance and its impact on people’s work lives.

What is Virtual Distance? According to Lojeski and Reilly, it is a psychological distance created between people by an over-reliance on electronic communication. Such psychological distance may be attributed to geographical distance or affinity distance as a result of cultural differences. It can happen when people are frequently on the road and on the run or when a rigid corporate hierarchy inhibits personal contact.

As Virtual Distance increases, Lojeski and Reilly’s research shows:

- 50% decline in project success (on-time, on-budget delivery)
- 90% drop in innovation effectiveness
- 80% plummet in work satisfaction
- 83% fall off in trust
- 65% decrease in role and goal clarity
- 50% decline in leader effectiveness

THE NUMBER OF EMAIL MESSAGES PER DAY IS PROJECTED TO REACH 507 BILLION MESSAGES PER DAY BY 2013 [42].

IT’S PROJECTED THAT THE PERCENTAGE OF VIRTUAL WORKERS IN THE UNITED STATES WILL RISE TO OVER 15% IN URBAN AREAS IN JUST A FEW YEARS. [44]

COMPUTERS...  
CAN ONLY GIVE  
YOU ANSWERS

The editors of *The Distributed Workplace* agree that while communication technologies are likely to become more pervasive, social contacts—and the physical work environment—will remain important. The book suggests that, “new and emerging technologies will increase the range of possibilities allowing people and organizations, over time, to make different choices about how they use hybrid environments [those that combine virtual and physical space] to satisfy professional and social needs. In the near term, the increased social role of the workplace is likely to continue to blur the division between work and leisure.”[46]

For group cohesion and the free flow of knowledge, there’s just no good substitute for face-to-face meetings or an office environment. Those meetings, however, don’t have to take place in a conference room.

“...KNOWLEDGE  
ECONOMY SUCCESS  
WILL BE INCREASINGLY  
SOCIAL AND  
RELATIONAL, WITH  
WORK ACCOMPLISHED  
THROUGH INFORMAL  
NETWORKS MORE THAN  
ORGANIZATIONAL  
HIERARCHIES.”  
- GENSLER 2008 US  
WORKPLACE STUDY [45]

MAKING  
SPACE  
FOR  
COLLABORATION

06



A 2002 STUDY AT CORNELL UNIVERSITY SHOWED THAT ONLY 10% OF OFFICES WERE BARRIER-FREE.

## MAKING SPACE FOR COLLABORATION

“...THE MOST VITAL FUNCTION OF AN OFFICE BUILDING IS TO FACILITATE AND ACCOMMODATE CHANGE.”

- FRANCIS DUFFY, *THE NEW OFFICE*

“BUSINESS TODAY SUCCEEDS BECAUSE OF COLLABORATION—SHARING IDEAS, [AND] EXPERTISE AMONG MARKETING, ENGINEERING, R&D AND DESIGN AMONG OTHER DISCIPLINES. AND SUCCESSFUL COLLABORATION REQUIRES A WORKPLACE THAT ALLOWS PEOPLE TO INTERACT FREQUENTLY, FLUIDLY AND SPONTANEOUSLY.”

- PETER LAWRENCE, CHAIRMAN CORPORATE DESIGN FOUNDATION, *DESIGN MATTERS*

It appears that our best chance for addressing the complex problems of a global economy is to bring people together from a variety of backgrounds and disciplines to foster the dynamic evolution of knowledge. Likewise, our review of current research suggests that the spaces in which we work—the context of what is essentially a knowledge ecology—must be designed to facilitate the free flow of ideas and information that leads to successful innovation.

In fact, the new business environment, the relationship between success and the design and use of office space is critical. Architecture, space planning and interior design are powerful instruments of change management and can aid in creating an environment designed to release the potential of the new generation of workers. More than a mere utility, the well-designed office can shape and enhance work itself, making the most of people and technology and effecting a culture of collaboration and innovation.

One may not think of one's office space as a branded environment in the same way that an Apple store or McDonald's is designed to stimulate immediate recognition. However, the office is the physical manifestation of a company's image, identity and corporate culture. Thus, if an organization wants to give more than lip service to collaboration, creativity and innovation, the environment must make it easy for people to engage in dialogue, have experiences that build trust and rapport, provide equal access to information and so forth.



AT GOOGLE, “NAP PODS” PROVIDE A PLACE FOR EMPLOYEES TO SLEEP IN NOISE-MUFFLING CHAMBERS. DURING BREAKS, GOOGLE STAFF CAN RELAX IN COMFORTABLE ARMCHAIRS LULLED BY MUSIC AND THE SOFT LIGHT OF AQUARIUMS.

A 2008 Workplace Survey conducted by Gensler offers evidence that the physical work environment is a true asset with a quantifiable impact on business success. The survey indicates that high performance companies—those with higher profits and a stronger market/brand position—also have high-performance work environments. [48]

A similar survey conducted two years earlier by Gensler “found that of more than 2,000 workers around the U.S., two-thirds believe they are more efficient when they work closely with their colleagues. But 30% said that their workplace doesn’t promote spontaneous interaction and collaboration—a sentiment that’s leading many companies to rethink the office environment.”[49]

Current research places particular emphasis on the need for multiple spaces in the work environment that serve the different functions of learning, collaborating, socializing and focused work. The workstation and the conference room aren’t the only places, or even the most important places, where work gets done. We need to rethink planning throughout the office, from workstations to meeting rooms to cafeterias.

In the best office design, space is flexible and adaptable and there are open, undefined areas where people can gather around a table or simply sit down together and have a conversation. Of course, the workspace needs a certain amount of definition to make it intelligible, but at the same time the environment should offer a sense of openness and adaptability, with lots of different kinds of spaces—including the “spaces in between”—that allow people to improvise within the general structure of their workday.

In some cases, the in-between space is a quiet enclave where two people can meet or a simple worktable placed near a cluster of workstations. In other offices, it’s a coffee bar in a high-traffic area of the office or a space designed primarily for relaxation but that is also

conducive to conversation. The intent of these spaces is the same—to stimulate interaction and make something interesting happen.

How can we set the stage for more productive collaboration, more good meetings? It is our conviction that interaction or meetings that occur informally have particular value for helping coworkers connect and create. Such meetings can happen when someone drops by a workstation or when two people meet at the printer. They have value because they are more relaxed, less bound by agenda and thus, allow a freer flow of ideas, perhaps taking an unforeseen turn or including unexpected contributors who make fresh observations. New ideas and insight are simply more likely to occur. Planning provides for collaboration in all areas—within workstations and via zones just outside of workstations and conference rooms.

The goal is not to eliminate privacy or prevent people from focusing intently on a problem. It is to allow people to come together as necessary and to encourage them to interact more often. Of course, any job requires both focused work and interaction. An architect, for example, will spend time working with other architects on the project, as well as with interior designers, engineers and marketing staff either in scheduled meetings or on an ad hoc basis. But he or she will also spend significant time at the computer.

#### EVERYONE PLAYS.

That stage for collaboration might look something like the solution that interior design firm VOA used to transform the offices of the American Society of Association Executives (ASAE). Among the more common complaints was that the warren of cubicles didn’t permit social interaction. As far as water-cooler talk went, says Robert Skelton, ASAE’s chief administrative officer: “People went up to the roof to smoke a cigarette, and that was pretty much it.” [50] So VOA designers planned small pantries in high-traffic corners of the office where workers could grab a cup of coffee and perhaps linger at one of the high-standing circular tables.

SINCE 2001 TEKNION HAS OBSERVED THE SIZE OF A WORKSTATION SHRINK BY 40%”

Another observation VOA made was that while most of the work at ASAE was done in teams of five or fewer, there was only one place to assemble: a large, formal conference room. “There was no place for five people to meet,” says Sherelle Faulkner, a commerce representative with ASAE. So, VOA designed several small conference rooms as well as cozy alcoves tucked in the sides of hallways, perfect for informal briefings and updates between team members. In other words, VOA created many different kinds of spaces where people could interact in a variety of formal and informal ways. [51]

ACCORDING TO THE INTERNATIONAL LABOR ORGANIZATION, THE AVERAGE ANNUAL HOURS WORKED IN THE U.S. IS APPROXIMATELY 1,815; THE AVERAGE FOR CANADA 1,778. MOST OF THOSE HOURS ARE CLOCKED IN THE OFFICE.

**MAKING CHANGES BIG AND SMALL**

We are learning that designing for collaboration is a multi-dimensional process. The most thoughtful plans may not fully take into account factors like human behavior (which is predictable only within limits), cultural barriers and the continuing evolution of technology. However, while there is no single solution, by observing the best working spaces, we have developed guidelines to facilitate the design of a collaborative working environment. The steps towards that goal are big and small, from the macro-level of corporate structure or the entire layout of an office to simply adding a bench or a table to a space and thus encouraging people to stop and talk to each other.



# THINGS WE HAVE LEARNED

07

### 1. FIND A BALANCE.

This will depend upon the size of your organization and its location(s), the type of business and the varied tasks and workstyles of the staff. In some cases, people spend only a small amount of time in their workstation—which would suggest changing the ratio of 80% individual workstations / 20% public space to 60% individual / 40% public.

Appropriate allocation of space also means thinking about what types of public spaces work best for your company. Do you need enclosed meeting rooms? Or, do cafes, open lounges and semi-enclosed spaces function as meeting rooms? For many firms, the best solution will be some combination, with planning that provides for collaborative zones just outside of workstations and conference rooms, allowing for ad hoc meetings in a variety of spaces.

### 2. MAKE IT VISIBLE.

We cannot emphasize enough the importance of visibility when planning workstations or zones that make it easy to encounter others on the way to the printer, the office café or a scheduled meeting. Visibility can be enhanced with clear glass wall systems, low panel heights and freestanding worktables that provide an uninterrupted worksurface.

It should be noted that visibility refers not only to people, but also to work. Whiteboards that are visible to the group or to passersby can trigger exchanges that spark ideas. Large monitors in the private office or a shared workspace also allow people to gather and contribute to work in progress.

### 3. SET OFF SPARKS.

The workplace must provide for small, impromptu meetings. It is essential to create a variety of visible and accessible locations where people can gather spontaneously, rather than solely in a room that needs to be “booked.” Such meeting rooms are often under-utilized because of the limited time they are available before another meeting is scheduled. If a meeting is interrupted just as the creative sparks are flying, the opportunity for innovation may be lost.

#### 4. PLAN COLLISIONS.

One strategy is to mix environments: move a printer into the cafeteria, create a meeting space in the library, create pin-up walls in the cafeteria or hallways, or funnel traffic to a central circulation zone so that people have chance encounters.

#### 5. MEET QUICK.

Standing-height surfaces encourage spontaneous meetings. At the same time, standing-height tables, with or without stools, do not imply a lengthy conversation. They are collision points with no time commitment. Tables and counters or bars also invite people to stop and talk, providing a place to lean or perch, and easing the awkwardness of hovering or standing without support.

Standing-height tables, counters and bars can be effectively used in workstations, meeting rooms and corridors outside meeting rooms, as well as lunchrooms and libraries—wherever smaller groups of people might want to meet.

#### 6. EFFICIENT USE OF SPACE.

Dedicated spaces are often under utilized because of the limited time that they are available before another group is scheduled to use the space. Dedicated meeting rooms should not be the sole solution to office needs. At the same time, most companies require at least some small meeting rooms, as well as flow-through meeting areas and spaces with casual lounge seating.

#### 7. PROMOTE SHARING.

Shared components promote collaboration. Storage islands, for example, can also act as a conference commons. Displays (including large and rotating monitors) and guest seating in the workstation encourage useful input from team members or passersby. A small mobile table shared among a large team invites members to share data or results, not necessarily with the entire group.

#### 8. FLEXIBILITY IS KEY.

Collaboration takes many forms: mentoring and learning, sharing, showing and co-creating. Collaboration can be a brainstorming session between two people or a conversation among a dozen. The workspace should build in several levels of collaboration in order to be able to adapt to different activities and groups.

However much people collaborate, provision for heads-down, concentrated work must be made. Acoustic and visual privacy are important issues to consider in the open plan office. But privacy is not always a matter of four walls and a door.

Generally speaking, the nature of work shifts throughout the day from quiet, solitary tasks to group discussions or one-on-one conversations. Thus, different levels of privacy can be provided across workstations, casual seating areas and quiet rooms or enclaves for uninterrupted thinking, planning and writing. A library, lunchroom or an empty conference room also offer different places to be, a choice of locations appropriate to the task.

#### 9. CREATE A BUZZ.

Arrange space to maximize traffic flow and places where “creative collisions” can take place. The office landscape is comparable to urban environments that lack public gathering places suitable for mixed use and thus, are not conducive to walking and socializing. On the other hand, in cities with public squares surrounded by a variety of businesses, as well as living quarters, people gather frequently to shop, eat, socialize and attend events. Many urban planners are now creating such pedestrian-friendly places to revitalize deteriorating neighborhoods; a similar approach to office planning can also engage employees and enhance interaction.

## 10. INVITE THEM.

Our research highlights that it is important to find ways to make a space more inviting; this can be achieved with transparency, low-height space division, sliding doors, accent lighting, spaces anchored with fixed furniture in combination with mobile furniture, sculptural shapes and “binding” elements that evoke familiar forms such as a school chalkboard or even meeting “pods” in the form of Swiss chalets and igloos such as Google provides in its Zurich office.

## 11. ADDRESS VIRTUAL DISTANCE.

As society continues its transition into the digital age, companies must also address the opportunities and the difficulties inherent in collaboration among a virtual workforce. While technology allows for communication across geographies, time and organizations, it does not close the distance between social norms and values or make up for the difficulty in building affinity or trust among people who do not work and socialize together on a day-to-day basis.

Even the most advanced technology does not yet solve the problem of sharing tacit information or updating team members in a timely manner. Once again, however, culture is important and an open, adaptive organization is more likely to succeed than one that is adverse to change.

Our focus here, however, is on the workplace and the collaboration and creativity that does or does not take place therein. At least until the next iteration of technology is implemented, the office is still “where the action is.” Intelligent, critical design thinking can help us map and manage an office that fosters the innovation our global economy and our world so vitally need today.

## 12. FINALLY, KNOW THYSELF.

There is no single answer to creating a collaborative culture or workplace. Every company is unique with its own culture, technology, workstyle and space. In general, we emphasize that changes big and small need to be made to encourage co-creativity. A “big” change might be eliminating all walls, as is often the case; a “smaller” change might be lowering the height of cubicle walls or adding mobile tables and guest seating in open work areas.

As Diane Stegmeier points out in her white paper, *Workplace Futures*, the success of workplace strategies is reliant upon a congruence of the physical environment and the company’s core values, culture and image. Space planning is only one element—albeit an important element—in a complex system of physical, psychological and virtual environments that influence behavior in the modern workplace.

Organizational culture is paramount, providing the context for everything else. If leaders and managers do not model the behavior they expect, if they do not support the free flow of information and cross-boundary collaboration, no open plan will induce people to step over the invisible lines of hierarchy and control that impede interaction. At the same time, design thinking remains a key tool for creating an informed physical solution that acts as a sustainable platform for change.

**PRIVATE OFFICE**  
**YESTERDAY, TODAY AND TOMORROW**

Even given the advent of the open plan in the 1960s, the private office has remained a consistent feature of the workplace and, until recently, its design did not change in any significant way. The primary elements of the private office remain: a desk, chair and a credenza or other casegoods storage. Depending upon the size of the office, one or two guest chairs might be provided and perhaps a small table with additional chairs.

A top executive is likely to enjoy a large office with a view; managers generally make do with somewhat less space, but rarely less than 10 feet x 12 feet. While the private office has realized a 10-20 percent reduction in size in recent years, the average size is still 150 square feet, ample space for most users.

While some companies have done away with the private office entirely, most retain some form of partitioning either via panels and screens or by modifying and opening up the fully enclosed office with transparent architectural walls or sliding doors. Such modifications are aligned with the shift in emphasis to interaction and collaboration, but also allow people to retreat when necessary to escape distraction and focus on work tasks.

Space planning that incorporates the private office—and finding the right balance of open and closed—requires taking into careful consideration the culture, structure, goals and brand of the organization.

Today, there is a greater variety of furniture options for the private office, including mobile and height-adjustable tables that can double for a variety of work functions, work walls that keep tools within reach, and modular sofas or benching that provide reconfigurable seating for meetings within the office. Even smaller offices allow for collaboration with a clever mix of such components.

**PRIVATE OFFICE 1**  
**WHERE WE ARE**

AT PRESENT, THE DESIGN OF THE PRIVATE OFFICE MEETS BASIC WORK NEEDS OF THE OCCUPANT, BUT IS LESS SUCCESSFUL IN ACCOMMODATING VISITORS AND PROVIDES VIRTUALLY NO SUPPORT FOR A MEETING OR CONVERSATION AMONG MORE THAN TWO PEOPLE.



# PRIVATE OFFICE 1

WHERE WE'RE GOING

TODAY, EXPANDED FURNITURE OPTIONS OFFER A NEW LEVEL OF FLEXIBILITY IN THE PRIVATE OFFICE. EVEN A SMALL OFFICE CAN BE DESIGNED TO ACCOMMODATE A SMALL GROUP FOR AN INFORMAL MEETING. THIS MODEL PROVIDES AMPLE WORKSURFACE AND STORAGE, AS WELL AS SEATING FOR TWO VISITING COLLEAGUES.

**KEY WORDS**

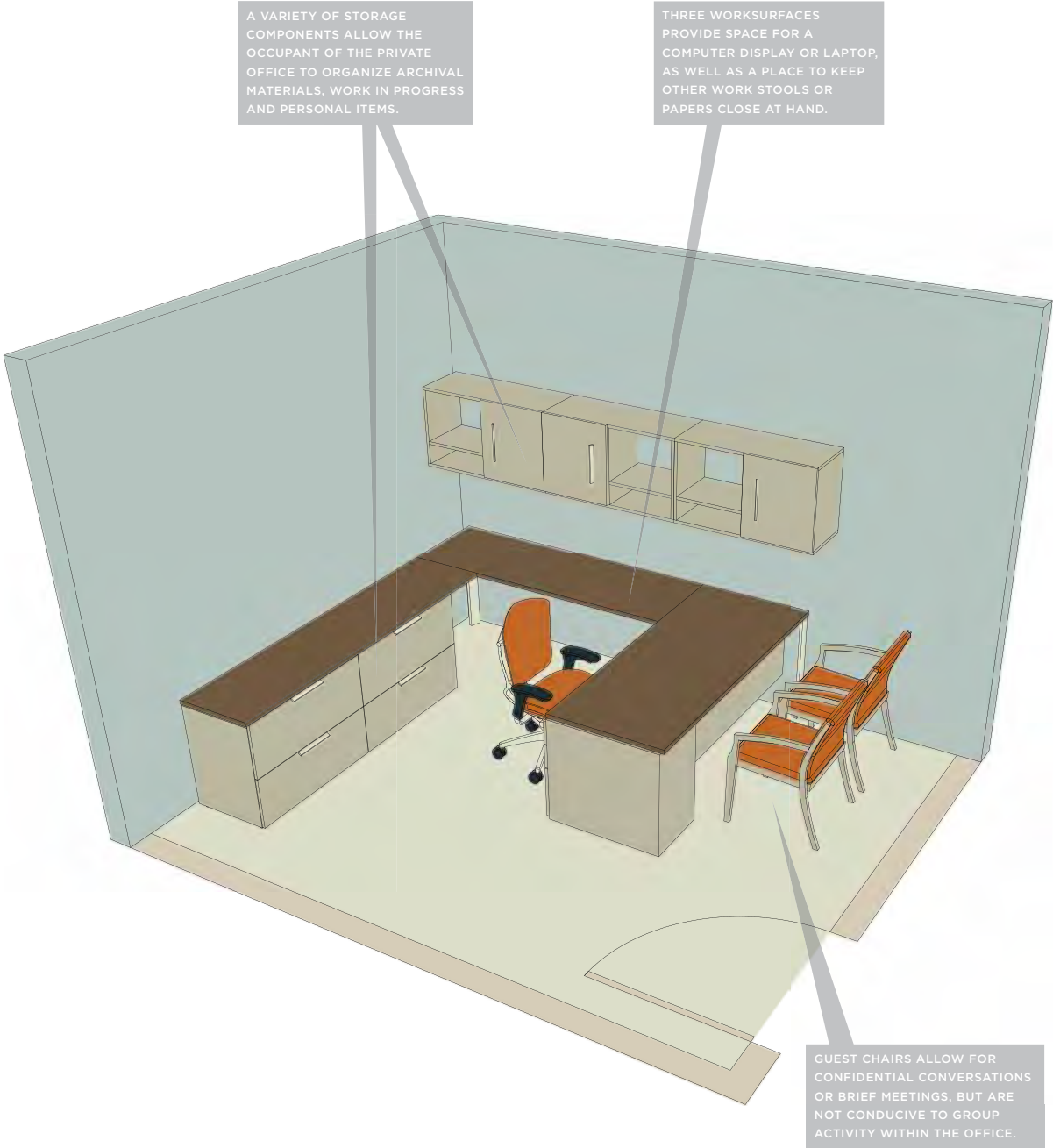
- SMALLER OFFICES
- FORMAL & INFORMAL MEETINGS
- OPTIONS/CHOICES
- MOBILE & MODULAR COMPONENTS
- SLIDING DOORS
- BENCH SEATING
- COLLABORATION



# PRIVATE OFFICE 2

## WHERE WE ARE

THE UBIQUITOUS PRESENCE OF THE PERSONAL COMPUTER ALTERED THE LANDSCAPE OF THE PRIVATE OFFICE, AS WELL AS THE FORM AND FUNCTION OF THE WORKPLACE AS A WHOLE. ONCE EXECUTIVES BEGAN USING COMPUTERS, THEY NEEDED WORKSURFACES AND SEATING THAT WOULD NOT ONLY SUPPORT WRITING, READING AND CONVERSING, BUT ALSO WORKING AT THE KEYBOARD. INTENSIVE TECHNOLOGY USE ALSO HAD AN IMPACT ON STORAGE NEEDS IN THE PRIVATE OFFICE, AS WORKERS GAINED ACCESS TO DIGITAL FILES AND RESOURCES.



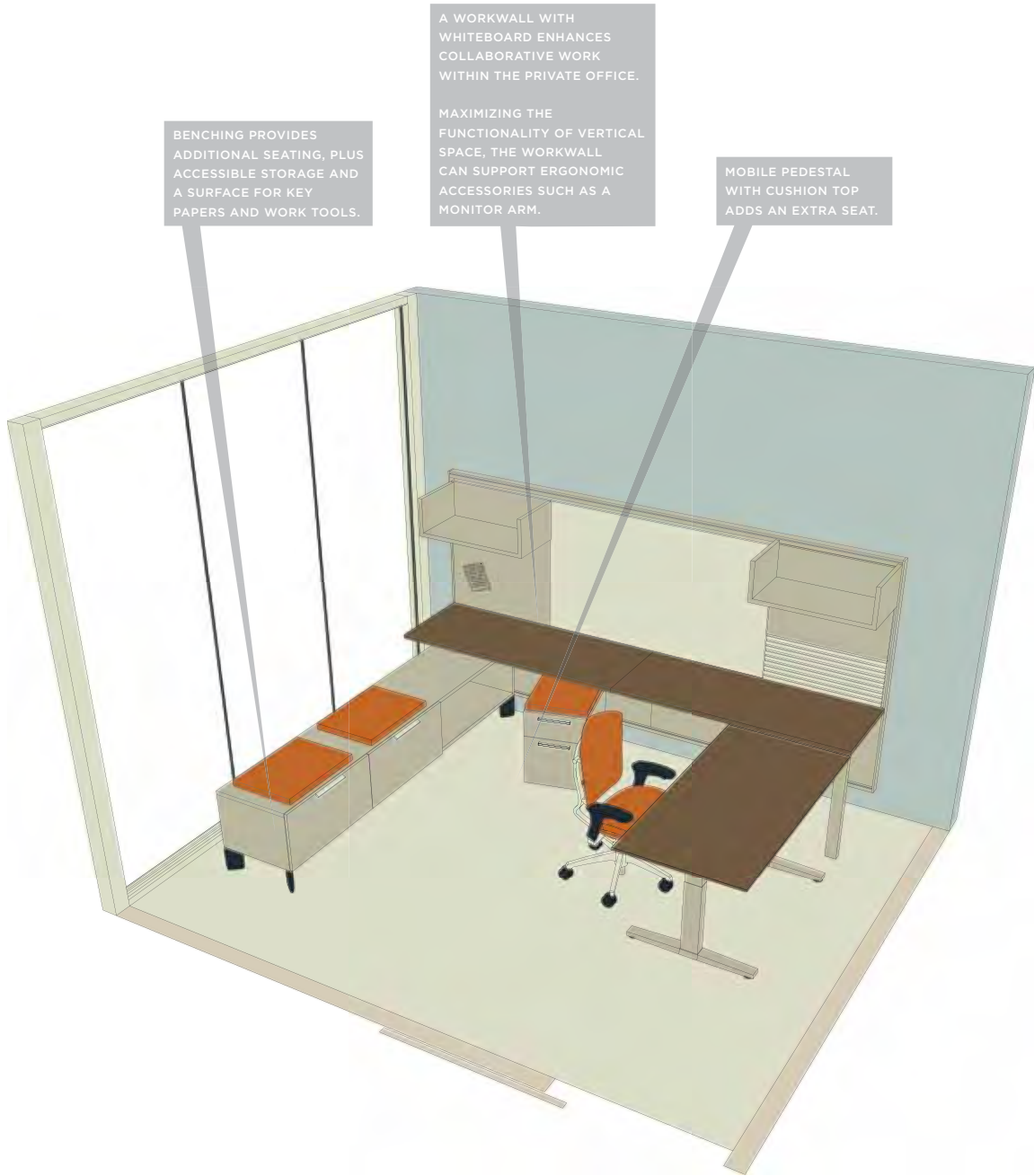


# PRIVATE OFFICE 2

WHERE WE'RE GOING

WHILE STILL OFFERING VISUAL AND ACOUSTIC PRIVACY, THE FUNCTION OF THE PRIVATE OFFICE HAS EXPANDED FROM SUPPORTING THE NEEDS OF ONE INDIVIDUAL TO ALSO SUPPORTING THE WORK OF SEVERAL. NEW FURNITURE OPTIONS AND ADAPTABLE CONFIGURATIONS REFLECT THE TREND TOWARDS MORE COLLABORATION AND GREATER ACCESSIBILITY.

- KEY WORDS**
- SMALLER OFFICES
  - FORMAL & INFORMAL MEETINGS
  - OPTIONS/CHOICES
  - MOBILE & MODULAR COMPONENTS
  - SLIDING DOORS
  - BENCH SEATING
  - COLLABORATION



BENCHING PROVIDES ADDITIONAL SEATING, PLUS ACCESSIBLE STORAGE AND A SURFACE FOR KEY PAPERS AND WORK TOOLS.

A WORKWALL WITH WHITEBOARD ENHANCES COLLABORATIVE WORK WITHIN THE PRIVATE OFFICE.

MAXIMIZING THE FUNCTIONALITY OF VERTICAL SPACE, THE WORKWALL CAN SUPPORT ERGONOMIC ACCESSORIES SUCH AS A MONITOR ARM.

MOBILE PEDESTAL WITH CUSHION TOP ADDS AN EXTRA SEAT.



MOBILE TABLES SUPPORT A VARIETY OF TASKS AND MOVE QUICKLY INTO PLACE FOR CASUAL MEETINGS.

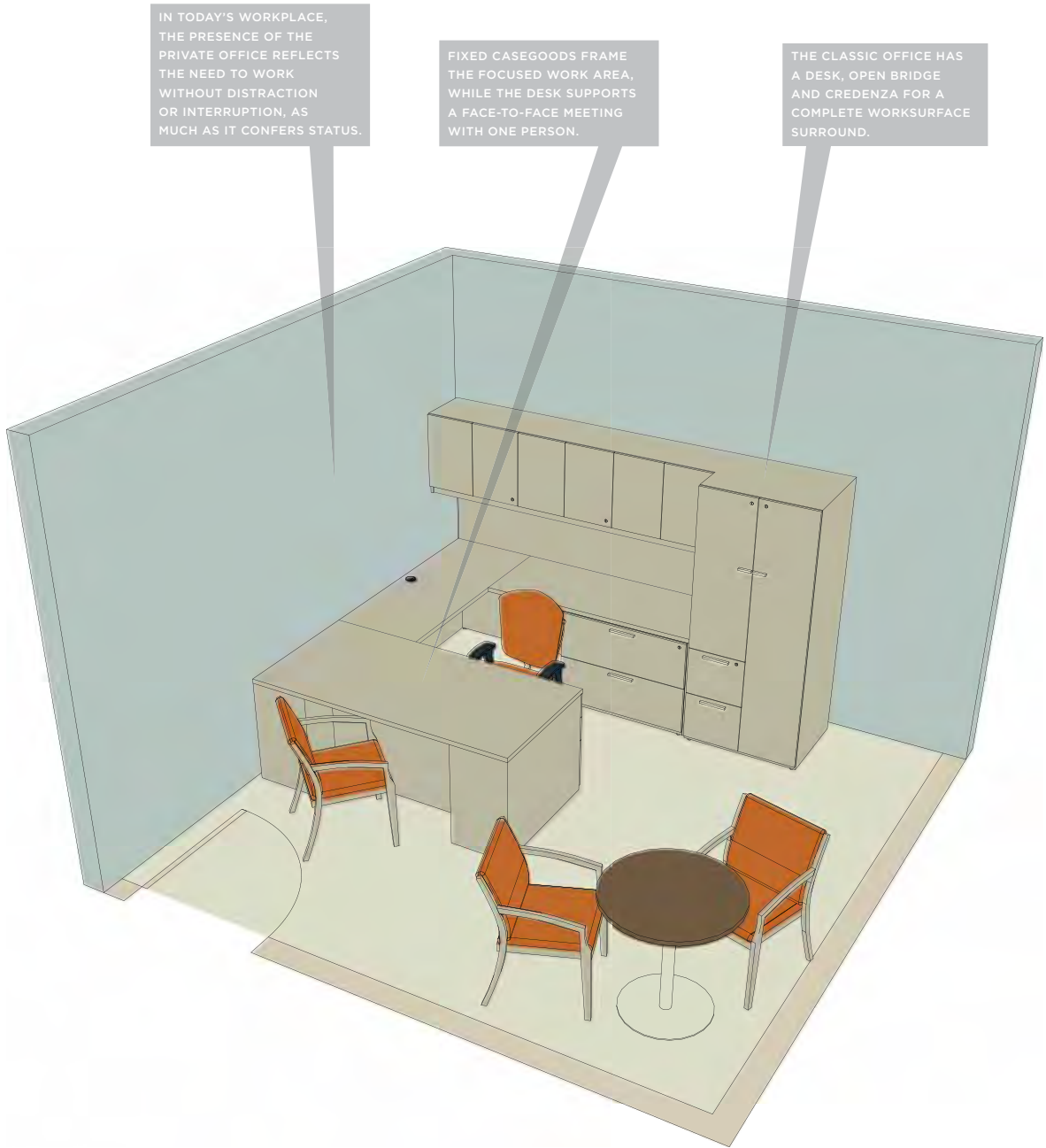
CLEVER MIX OF COMPONENTS CREATES A HIGHLY FUNCTIONAL AND FLEXIBLE OFFICE IN LIMITED SPACE 10 FEET X 10 FEET.

SLIDING DOORS PROVIDE PRIVACY, WITHOUT INHIBITING A SENSE OF ACCESSIBILITY.

# PRIVATE OFFICE 3

WHERE WE ARE

MANY PRIVATE OFFICES ARE FURNISHED WITH A DESK AND CASEGOODS THAT MAY INCLUDE MOUNTED STORAGE, FREESTANDING CABINETS AND A CREDENZA OR LATERAL FILING CABINETS. A SMALL TABLE AND A PAIR OF CHAIRS ACCOMMODATE ONE OR TWO VISITORS, BUT AS A WHOLE, THE CONFIGURATION IS BEST SUITED TO A MORE FORMAL WORK CULTURE OR TO AN INDIVIDUAL WHERE THERE IS A NEED FOR A HIGH LEVEL OF PRIVACY OR CONFIDENTIALITY.



**PRIVATE OFFICE 3**

WHERE WE'RE GOING

TODAY, THE EXECUTIVE OFFICE IS NOT A PLACE TO EXCLUDE PEOPLE BUT RATHER, HAS TRANSITIONED TO A PLACE TO BRING PEOPLE TOGETHER. THE OFFICE MUST BE ABLE TO ACCOMMODATE AN INTIMATE, CONFIDENTIAL CONVERSATION OR A DISCUSSION AMONG HALF A DOZEN PEOPLE. SOME EXECUTIVE OFFICES INCLUDE A LOUNGE AREA FURNISHED WITH SOFAS, ARMCHAIRS AND A COFFEE TABLE FOR CONFERRING ON AN INFORMAL BASIS.

- KEY WORDS**
- FORMAL & INFORMAL MEETINGS
  - OPTIONS/CHOICES
  - MOBILE & MODULAR COMPONENTS
  - SLIDING DOORS
  - BENCH SEATING
  - COLLABORATION
  - LOUNGE IN OFFICE

BENCHING OFFERS ADDITIONAL SEATING, STORAGE BENEATH THE SEAT AND A HORIZONTAL SURFACE FOR PILES OF PAPERS AND FILES.

MOBILE, HEIGHT-ADJUSTABLE TABLES CREATE A MORE FLUID AND AGILE WORK SETTING.

A SMALL HEIGHT-ADJUSTABLE TABLE DOUBLES AS A COFFEE TABLE IF A LESS FORMAL SETTING IS DESIRED.



MODULAR CABINETS ARE CONFIGURED TO MEET INDIVIDUAL NEEDS AND PREFERENCES FOR ORGANIZING MATERIALS, RESOURCES AND TOOLS.

A MOBILE WORKTABLE CAN BE QUICKLY MOVED INTO PLACE FOR A MEETING OF FIVE PEOPLE.

MOBILE PEDESTAL PROVIDES AN ADDITIONAL SEAT.



TRANSPARENT WALLS AND SLIDING DOORS CREATE A MORE TRANSPARENT ORGANIZATIONAL CULTURE.



## KITCHEN/CAFÉ/LUNCH ROOM YESTERDAY, TODAY AND TOMORROW

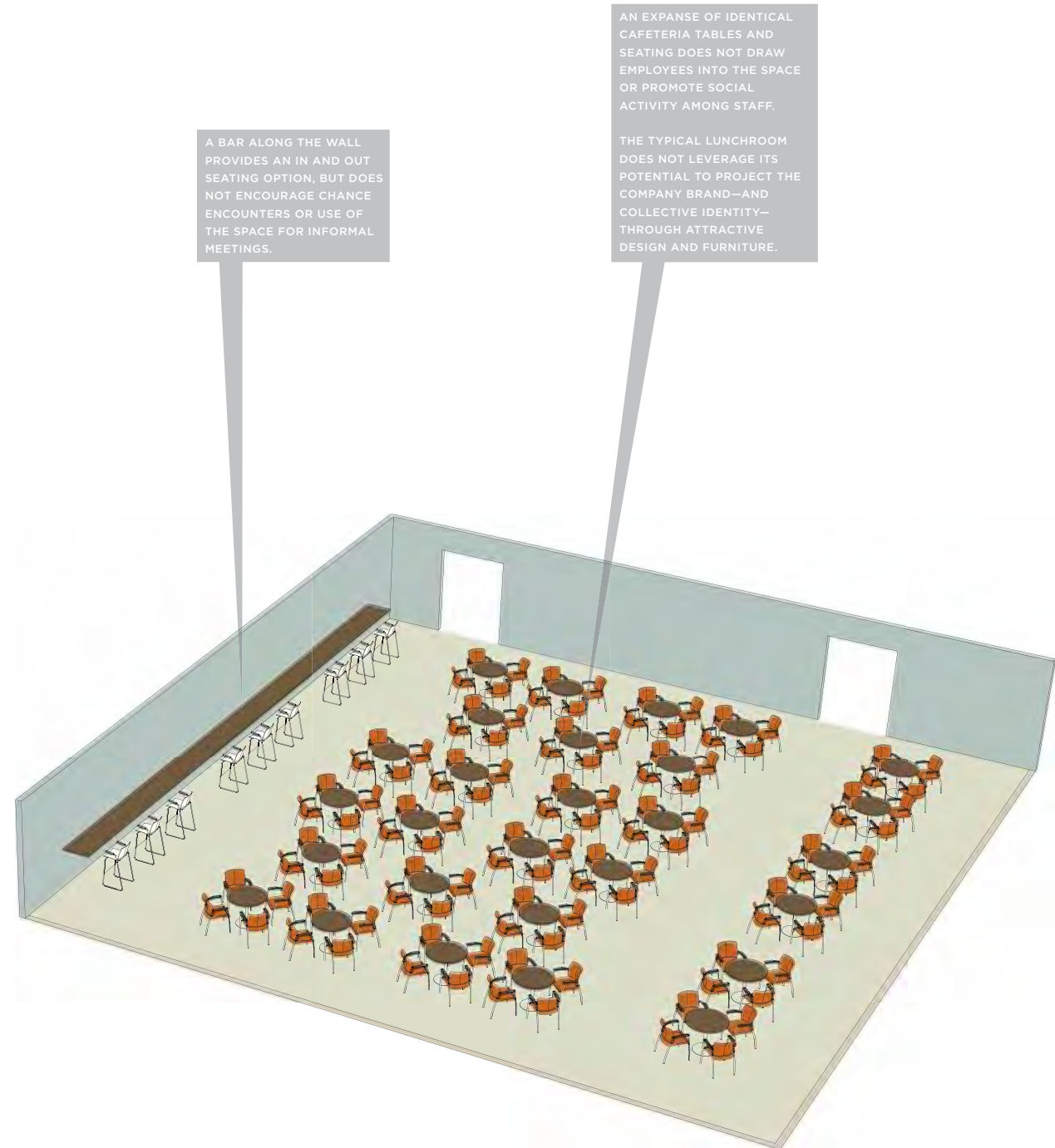
Typically, the office kitchen and lunchroom is an enclosed space that is in use only during the mid-day lunch hours or at coffee breaks. Cafeteria-style furniture predominates, creating a featureless, uninviting sea of identical tables and chairs. A prep area against one wall houses a refrigerator, sink, dishwasher, coffee maker and perhaps other small appliances.

With a view to making the lunchroom/café a more appealing space—and one that is used at all times of the day—designers are now building fewer walls or modifying enclosed spaces with glass fronts to create an airy, open space with natural light. A variety of seating options, including comfortable booth seating, can also make the lunchroom friendlier and more inviting.

Beyond making good use of office real estate, a thoughtfully designed lunchroom or café becomes a key site for employee socializing and collaboration. As an example, bench seating along with communal tables encourages interaction among people from different departments who might not ordinarily sit together. Such casual interaction increases the flow of information between and among people and helps to establish a sense of community.

Other design schemes include creating a bar that is open to the corridor to draw people in from the flow of traffic. The provision of sofas, armchairs and library materials can also make a utilitarian space a more enjoyable place to be, and encourage use of the lunchroom outside the busy lunch hour. Thus, it becomes a place for uninterrupted quiet time or an intimate conversation.

## KITCHEN/CAFÉ/LUNCH ROOM WHERE WE ARE



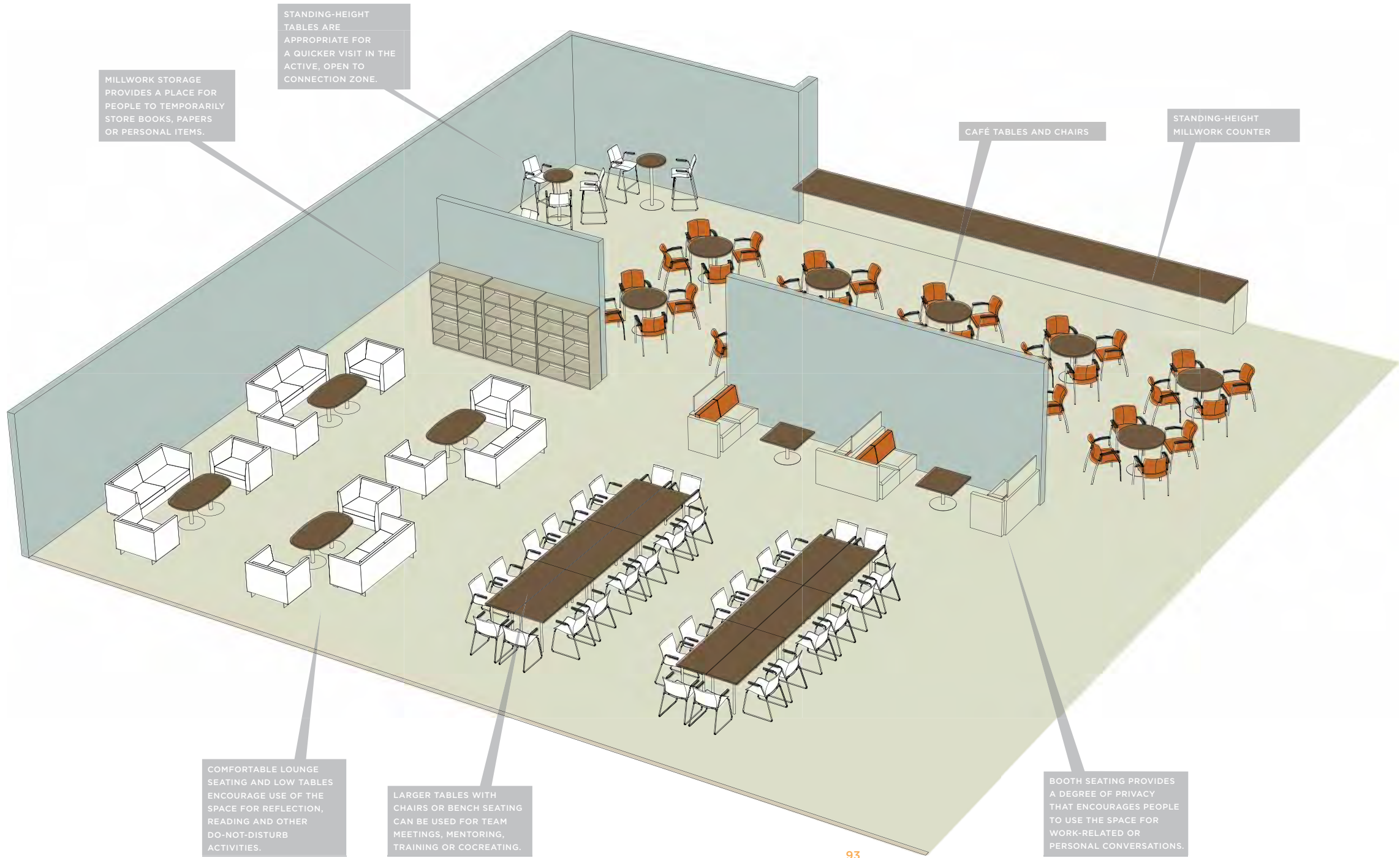
# KITCHEN/CAFÉ/LUNCH ROOM

WHERE WE'RE GOING

TO MAXIMIZE PRODUCTIVE USE OF THE LUNCHROOM AREA, FURNITURE CAN BE USED TO DESIGNATE TWO PRIMARY ZONES: ONE NEAR THE ENTRY AND BUSY PREP AREA WHERE PEOPLE ARE OPEN TO CONNECTION AND A SECOND DO NOT DISTURB ZONE. THE DO NOT DISTURB ZONE IS SUITABLE FOR QUIET MENTORING OR CONVERSATION, AS WELL AS SOLITARY READING, WRITING AND THINKING.

KEY WORDS

- COMMUNAL SEATING & TABLES
- VARIETY/OPTIONS
- EATING & MEETING
- "DO NOT DISTURB" ZONE
- "OPEN TO CONNECTION" ZONE



MILLWORK STORAGE PROVIDES A PLACE FOR PEOPLE TO TEMPORARILY STORE BOOKS, PAPERS OR PERSONAL ITEMS.

STANDING-HEIGHT TABLES ARE APPROPRIATE FOR A QUICKER VISIT IN THE ACTIVE, OPEN TO CONNECTION ZONE.

CAFÉ TABLES AND CHAIRS

STANDING-HEIGHT MILLWORK COUNTER

COMFORTABLE LOUNGE SEATING AND LOW TABLES ENCOURAGE USE OF THE SPACE FOR REFLECTION, READING AND OTHER DO-NOT-DISTURB ACTIVITIES.

LARGER TABLES WITH CHAIRS OR BENCH SEATING CAN BE USED FOR TEAM MEETINGS, MENTORING, TRAINING OR COCREATING.

BOOTH SEATING PROVIDES A DEGREE OF PRIVACY THAT ENCOURAGES PEOPLE TO USE THE SPACE FOR WORK-RELATED OR PERSONAL CONVERSATIONS.

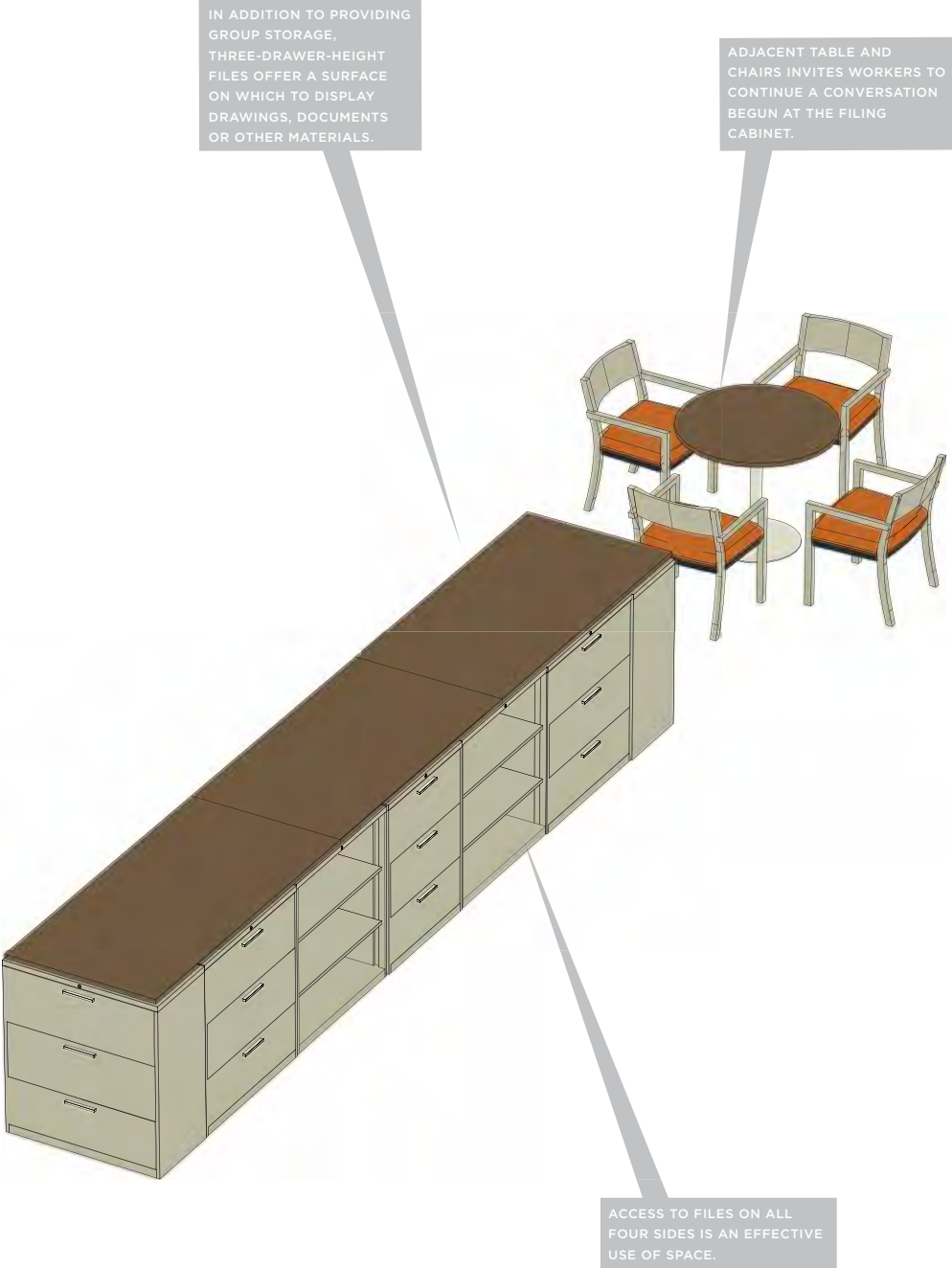
**FILING AREA**  
**YESTERDAY, TODAY AND TOMORROW**

At present, filing and storage areas rarely bolster communication. In the traditional office, four-drawer-high and five-drawer-high files are stacked against walls or ranked down corridors with access from either side. While three-drawer-high files do much to improve light and visibility, high-density filing spaces tend to be awkward places to converse at any length.

In addition to organizing important papers, filing cabinets can be used to define the boundaries of a work area or to create a border between two teams. They provide accessible group storage at the perimeter of the work area, potentially an efficient alternative to panel-based space division. Three-drawer-height files used in this way also provide a shared surface adjacent to the workstation where people can rest a laptop or display materials as they share information.

To enhance the likelihood of easy, informal interactions, three-drawer-high files can also be grouped in banks adjacent to an open meeting area furnished with standing-height tables or comfortable seating. Standing-height tables equipped with a footrest and/or barstools to facilitate perching are ideal for impromptu meetings between people on their way to and from the filing area.

**FILING AREA**  
**WHERE WE ARE**



# FILING AREA

WHERE WE'RE GOING

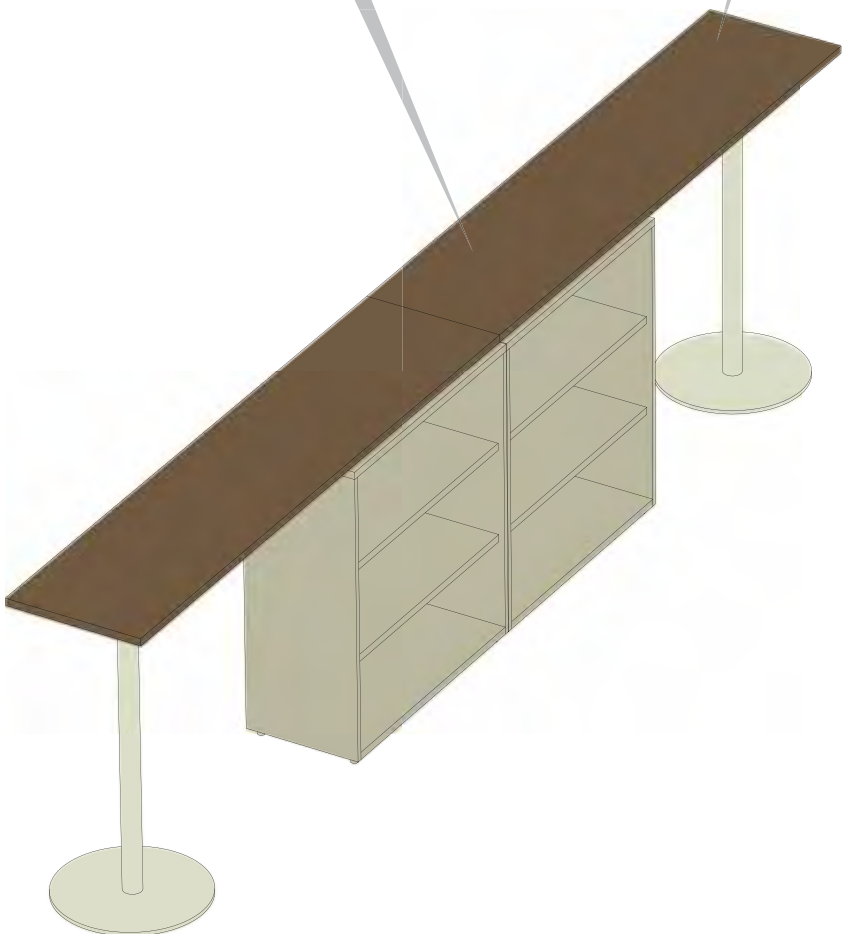
THE TREND TOWARDS A MORE COLLABORATIVE OFFICE DEMANDS A MORE OPEN OFFICE LANDSCAPE THAT EMPHASIZES VISIBILITY, TRANSPARENCY AND ACCESSIBILITY—AND MULTIPLE PLACES TO COLLABORATE. STORAGE IS A KEY ELEMENT IN CREATING AN INTEGRATED WORKPLACE WHERE SHARED SPACES AND RESOURCES ENCOURAGE PEOPLE TO CONNECT AND PROMOTE COLLABORATION.

- KEY WORDS**
- 3-DRAWER HEIGHT
  - LIGHT/VISIBILITY
  - SPACE DIVISION
  - COUNTER AND STANDING-HEIGHT TABLES
  - PERCHING
  - MENTORING ZONE
  - COLLABORATION ZONE
  - DROP-BY ENCOUNTERS

COUNTERTOPS AT BAR HEIGHT ARE IDEAL FOR IMPROMPTU GATHERINGS OF PEOPLE TO SHARE INFORMATION AND RESOURCES.

SIT/STAND OPTIONS ENCOURAGE MORE SPONTANEOUS MEETINGS.

AN EXTENDED COUNTERTOP PROVIDES KNEE ROOM WHEN THE USER IS SEATED.



A COUNTER FURNISHED WITH STOOLS ACTS AS A TOUCH-DOWN SPOT TO WORK WITH A LAPTOP, AND CREATES A LOW-COMMITMENT POINT FOR BRIEF CONVERSATIONS, QUICK QUESTIONS, ETC.

THE COUNTERTOP PROVIDES A SURFACE FOR WRITING AND TAKING NOTES, AS WELL AS DISPLAYING VARIOUS TYPES OF OBJECTS AND MATERIALS.





# MEETING ROOMS

## YESTERDAY, TODAY AND TOMORROW

As little as five or 10 years ago, meeting rooms in most offices conformed to a standard format: an enclosed room with a single large table surrounded by chairs. Many meeting rooms were equipped with dry-erase whiteboards, telephones designed for conference calls and more or less sophisticated audiovisual equipment. It acted as a place for employees to gather, but also as a display area for clients or potential clients.

Although new communications technologies have prompted changes in conference room design—i.e., the need to accommodate equipment, projection screens, LCD displays, etc.—the more significant changes in meeting room design result from profound changes in corporate culture and workstyles.

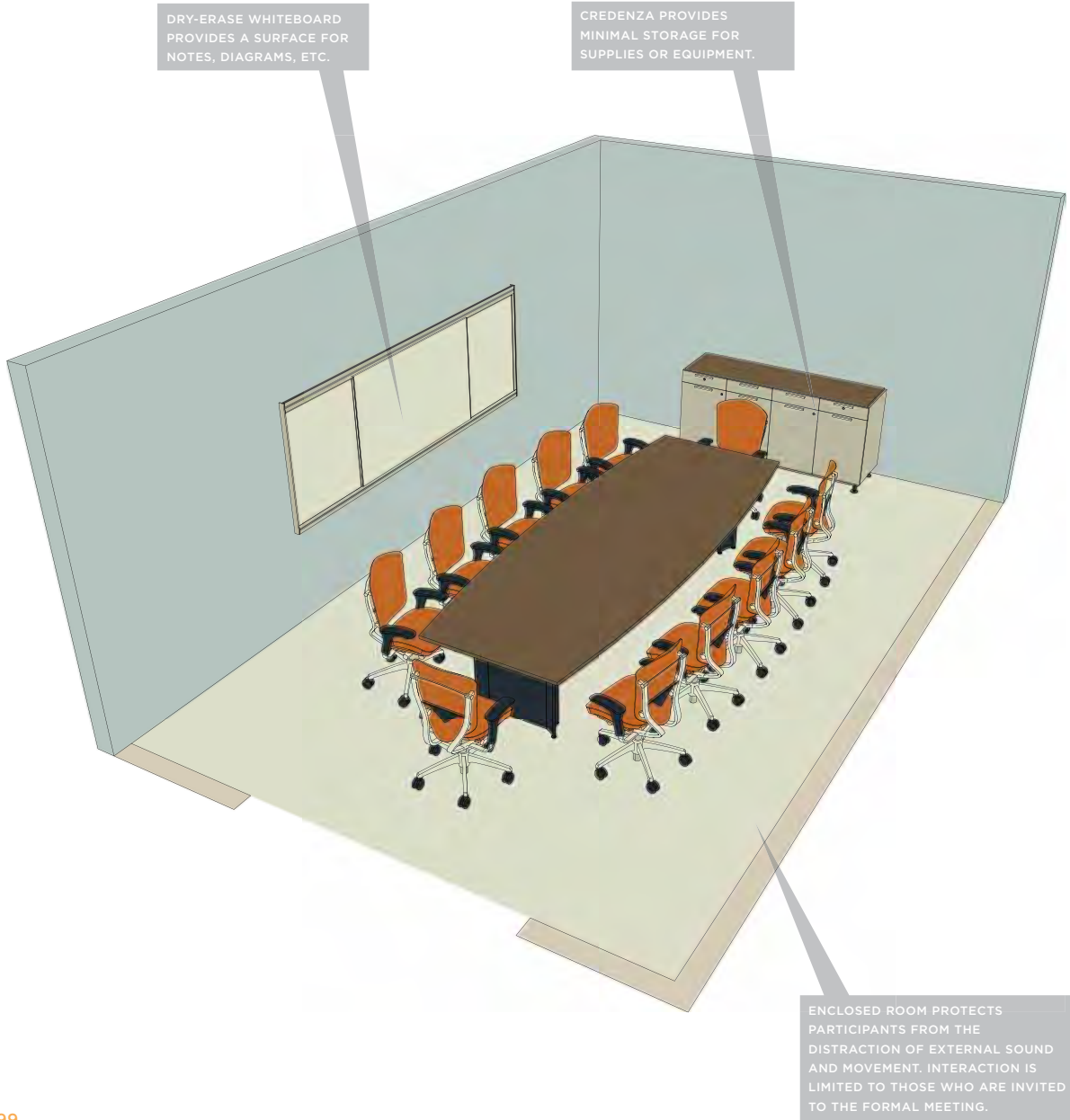
As organizational culture has opened up to a more collaborative model, meeting spaces have become more open and accessible, often designed with clear glass fronts and sometimes defined only by furniture or mobile screens.

Today, there are many variations on the classic conference room with spaces that range widely in size from a small caucus room for six to a spacious, multi-functional room that includes a lounge area, as well as furniture designed for presentations, training or discussions among larger group. Like the workstation, meeting rooms and spaces are becoming more flexible and more attuned to the needs of people who spend more time collaborating.

# LARGE MEETING ROOMS

## WHERE WE ARE

DEDICATED CONFERENCE ROOMS ARE FURNISHED TO SUPPORT LARGE OR SMALL GROUPS INVOLVED IN A VARIETY OF GROUP ACTIVITIES: PRESENTATIONS, CONFERENCES AND TELECONFERENCES, BRAINSTORMING SESSIONS, TRAINING, WEBINARS AND SO FORTH.



# LARGE MEETING ROOMS

WHERE WE'RE GOING

MEETING SPACES TODAY TAKE MANY FORMS. ONE VARIATION IS THE "GREAT ROOM," FURNISHED WITH A COMBINATION OF MOBILE AND FIXED FURNITURE, INCLUDING HIGH-BACK SOFAS, MOBILE CHAIRS AND COMFORTABLE LOUNGE CHAIRS. FULL-HEIGHT WHITEBOARDS DIVIDE THE GREAT ROOM FROM THE MAIN CIRCULATION PATH AND ALSO OFFER A SURFACE FOR DISPLAY.

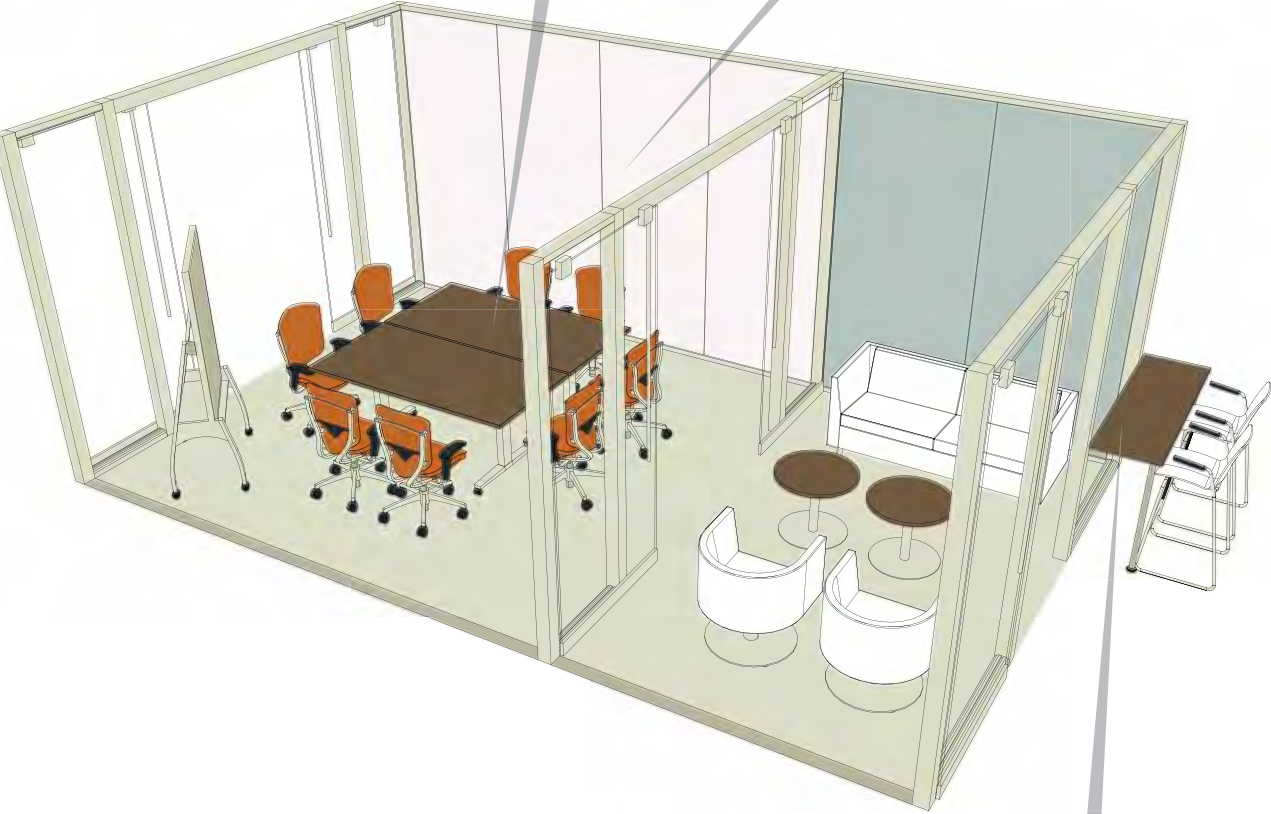
**KEY WORDS**  
- TRANSPARENCY  
- FLOW  
- ANCHOR POINTS  
- STRUCTURE  
- CONVERTIBLE  
- MULTI-USE  
- SEATING OPTIONS

CONVERTIBLE MEETING ROOM CAN BE USED AS ONE SPACE OR AS TWO AREAS FOR GROUPS OF EIGHT PEOPLE OR LESS.  
  
MOBILE AND FIXED FURNITURE PROVIDE BOTH STRUCTURE AND FLEXIBILITY.

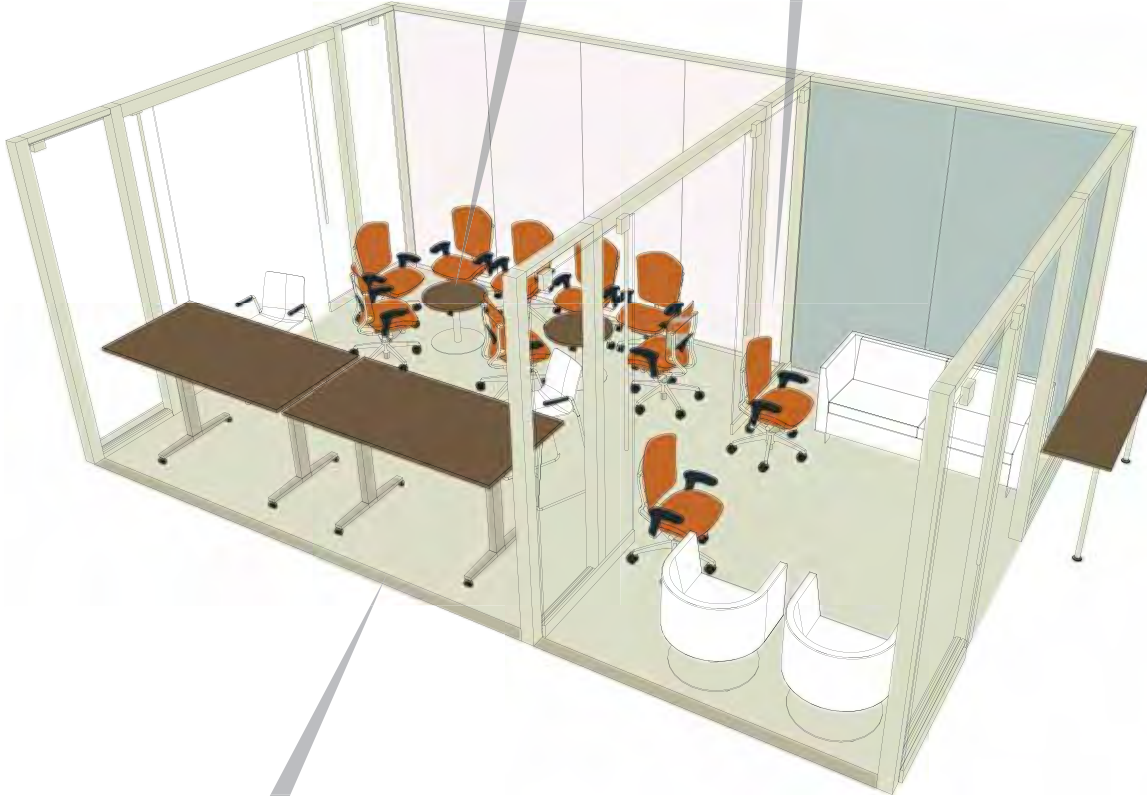
FULL-HEIGHT WHITEBOARD PROVIDES AMPLE DISPLAY AREA TO SUPPORT DISCUSSION OR PRESENTATION.

MOBILE TABLES, CHAIRS AND STOOLS ALLOW USERS TO ADAPT THE SPACE TO CHANGING NEEDS. A MEETING TABLE QUICKLY BECOMES A WORKTABLE; SEATING IS RECONFIGURED TO SUPPORT GROUPS OF DIFFERENT SIZES AND INTENT.

MULTIPLE SEATING OPTIONS HELP TO ENSURE USER COMFORT.



STANDING HEIGHT TABLE SUPPORTS MULTIPLE LEVELS OF COLLABORATION AND CASUAL ENCOUNTERS BEFORE OR AFTER A FORMAL MEETING.

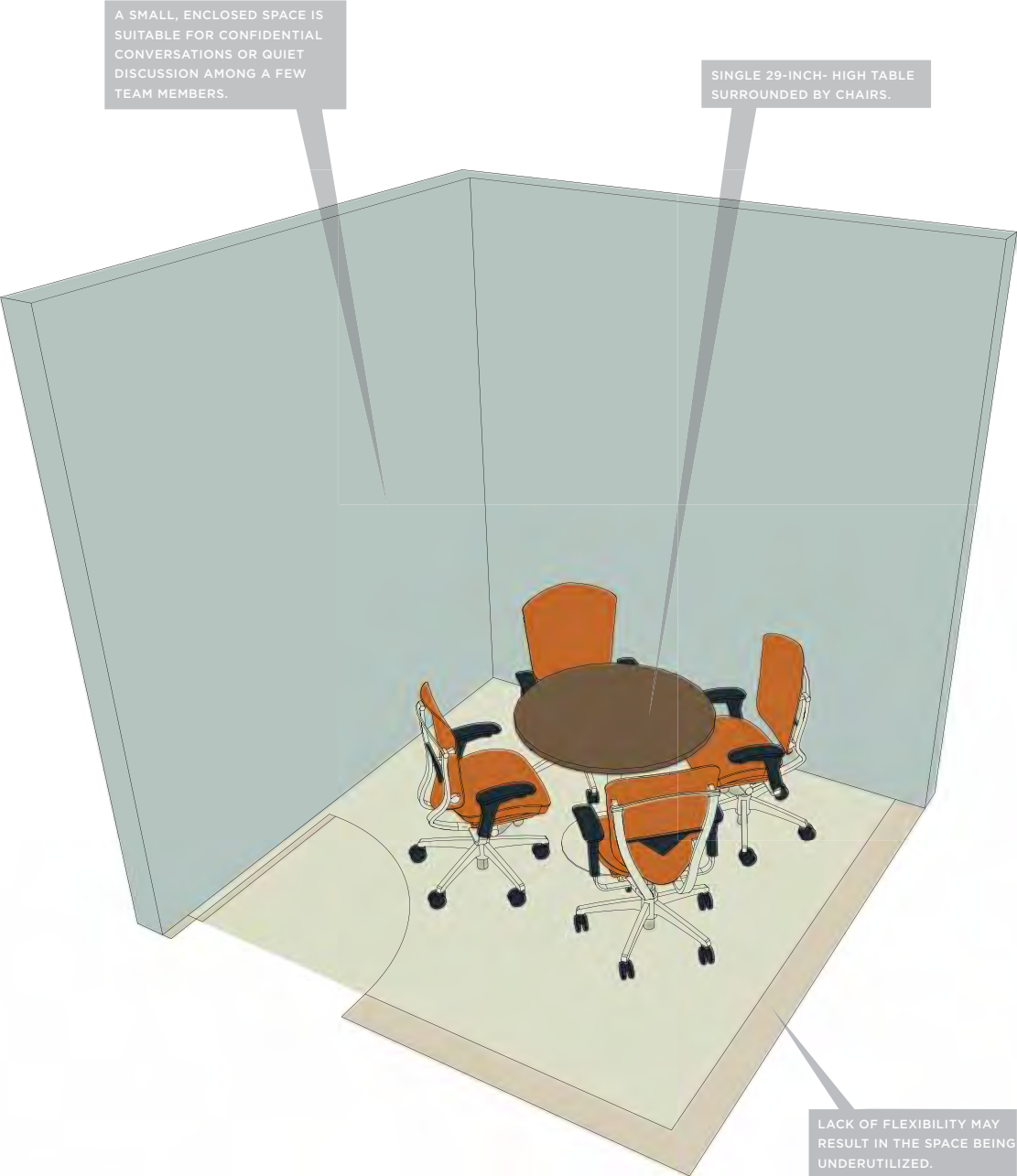


TRANSPARENT WALL CREATES A SENSE OF OPENNESS AND ENHANCES PERCEPTION OF A FLAT ORGANIZATION.

# SMALL MEETING ROOMS

WHERE WE ARE

THE ECONOMICS OF OFFICE REAL ESTATE AND THE CHANGING DYNAMICS OF THE WORKPLACE REQUIRE THAT MEETINGS ROOMS, HOWEVER SMALL, PROVIDE SPACE FOR COLLABORATION. IF MEETING ROOMS MUST BE RESERVED, THEY OFTEN BECOME AN UNUSED ASSET DUE TO IMPOSED TIME CONSTRAINTS.



# SMALL MEETING ROOMS

## WHERE WE'RE GOING

THE NEED FOR PRIVACY AND HEADS-DOWN WORK CONTINUES TO BE IMPORTANT. AT THE SAME TIME, THE PRACTICE OF ALLOCATING ONE PRIVATE OFFICE PER EMPLOYEE IS CHANGING AND INDIVIDUAL USE OF DEDICATED MEETING ROOMS IS NOT AN EFFICIENT USE OF SPACE. THUS SMALLER, TOUCHDOWN WORK SPACES ARE BECOMING MORE COMMON.

- KEY WORDS**
- TRANSPARENCY
- FLOW
- ANCHOR POINTS
- STRUCTURE
- CONVERTIBLE
- MULTI-USE
- SEATING OPTIONS



# OPEN MEETING ROOMS

WHERE WE'RE GOING

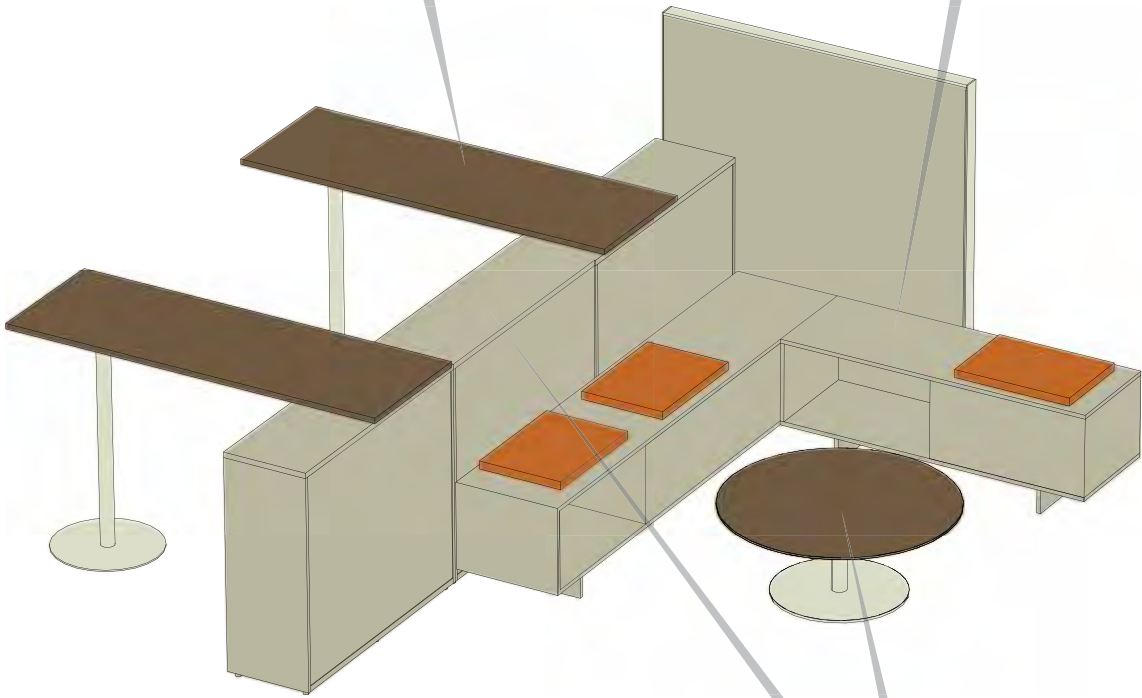
THE MODERN WORKPLACE SUPPORTS MULTIPLE LEVELS OF COLLABORATION IN ALL TYPES OF SPACES: STANDING-HEIGHT TABLES ACT AS POINTS FOR A QUICK CHAT ALONG FLOW-THROUGH PATHS AND COLLABORATION IN A CASUAL SETTING HAS AN ADVANTAGE IN THAT PEOPLE ARE MORE LIKELY TO FLOAT CREATIVE IDEAS AND TAKE RISKS THAT CAN RESULT IN INNOVATION.

**KEY WORDS**

- TRANSPARENCY
- FLOW
- ANCHOR POINTS
- STRUCTURE
- CONVERTIBLE
- MULTI-USE
- SEATING OPTIONS

STANDING-HEIGHT COUNTERS CREATE A SIT/STAND BAR IN THE SPACE IN-BETWEEN.

BENCH SEATING OFFERS A SPACE-EFFICIENT WAY TO CREATE A CASUAL MEETING AREA.



POSSIBILITY OF TWO MEETING SPOTS

FULL-HEIGHT WHITEBOARDS DEFINE SPACE AND OFFER A SURFACE FOR DISPLAY.

OPEN MEETING ROOMS ADJACENT TO THE MAIN CIRCULATION PATH ENCOURAGE USE OF THE SPACE FOR SPONTANEOUS MEETINGS.

HIGH-BACK SEATING CREATES A FEELING OF ENCLOSURE AND PRIVACY WITHOUT IMPAIRING VISIBILITY OR THE FLOW OF TRAFFIC.





# OPEN MEETING ROOMS

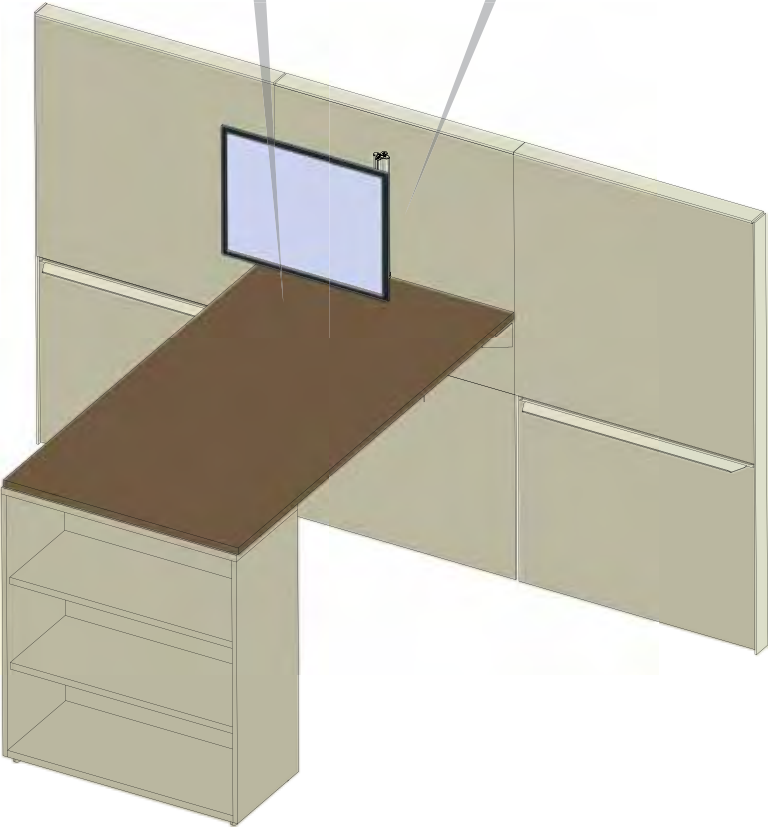
WHERE WE'RE GOING

THERE IS PRESENTLY A TREND TO ALLOCATE MORE SQUARE FOOTAGE TO MEETING SPACES BETWEEN AND ADJACENT TO OPEN-PLAN WORKSTATIONS AND PRIVATE OFFICES, CREATING MULTIPLE INFORMAL SITES SCATTERED THROUGHOUT THE WORKPLACE.

**KEY WORDS**  
- TRANSPARENCY  
- FLOW  
- ANCHOR POINTS  
- STRUCTURE  
- CONVERTIBLE  
- MULTI-USE  
- SEATING OPTIONS

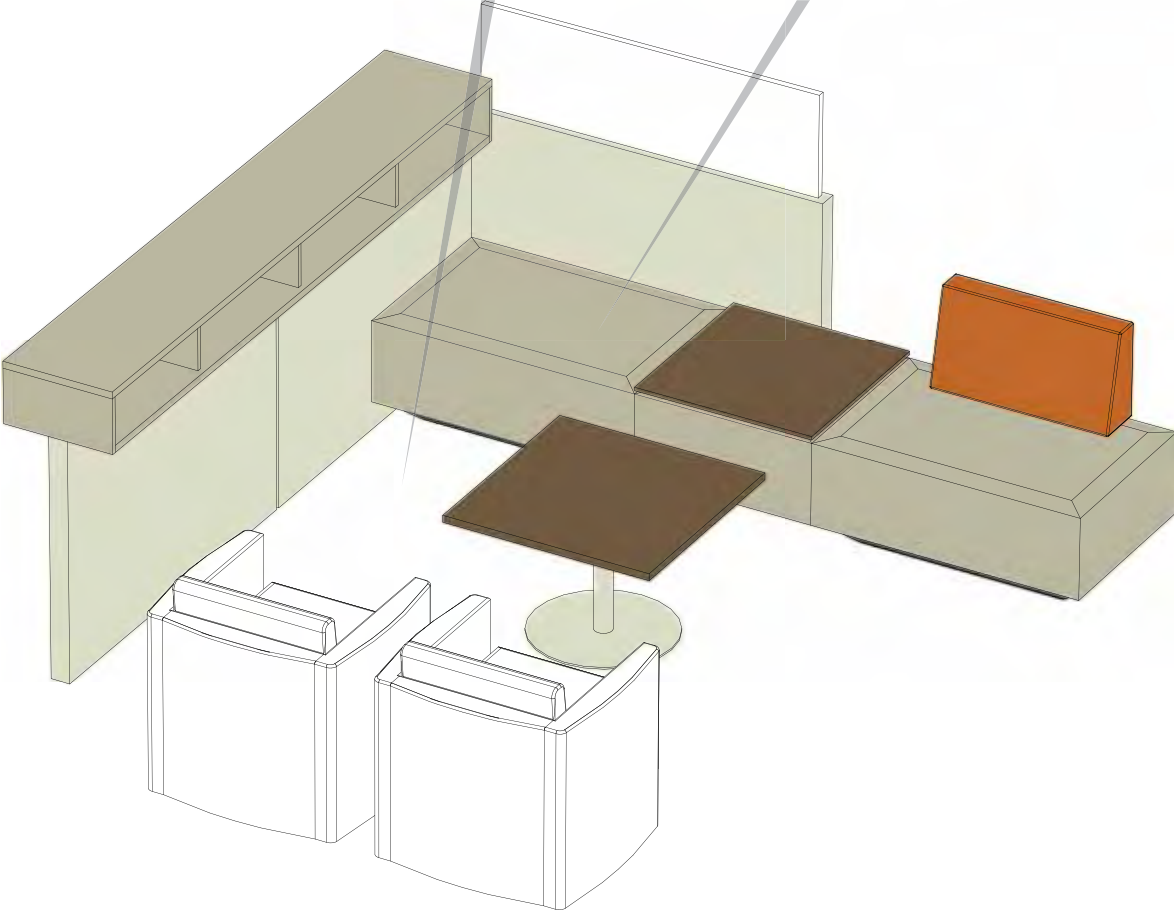
STANDING-HEIGHT COUNTER CREATES A PLACE TO STAND AND SHARE.

WORKSTATION PANELS PROVIDE A VERTICAL SURFACE FOR MOUNTING A MONITOR FOR DISPLAY.



AN OPEN, INFORMAL MEETING SPACE CAN BE FURNISHED WITH A WHITEBOARD, COMFORTABLE SEATING, A LOW TABLE AND STORAGE CUBBIES. OPEN MEETING SPACE ALLOWS FOR FLOW-THROUGH AND INVITES INTERACTION.

COMBINATION OF BENCHING AND LOUNGE CHAIRS CREATES A "CAMPFIRE" ALCOVE ADJACENT TO A GROUP OF WORKSTATIONS.



# OPEN MEETING SPACE

WHERE WE'RE GOING

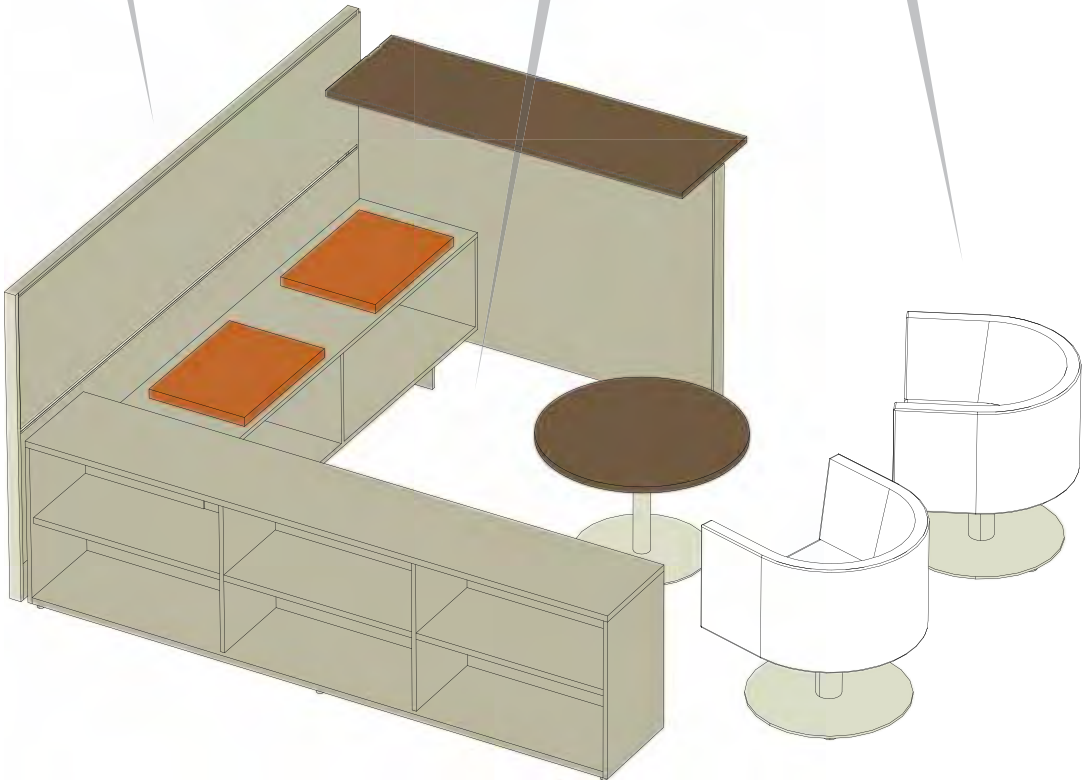
AN OPEN MEETING SPACE ALONG A MAIN CORRIDOR OR TRAFFIC FLOW-THROUGH PATH PROVIDES AN IMMEDIATE OPPORTUNITY TO PAUSE, STAND OR SIT. SUCH SITES FOR COLLABORATION ARE KEY TO LEVERAGING THE POTENTIAL OF COLLABORATION WITH AN INCREASINGLY MOBILE WORKFORCE.

**KEY WORDS**  
- TRANSPARENCY  
- FLOW  
- ANCHOR POINTS  
- STRUCTURE  
- CONVERTIBLE  
- MULTI-USE  
- SEATING OPTIONS

FIXED FURNITURE PROVIDES A SENSE OF ORDER AND STRUCTURE.

SIT/STAND DISCUSSION POINT COMBINES SPACE-SAVING BENCH SEATING AND STANDING-HEIGHT TABLES ALONG A MAIN CORRIDOR OR TRAFFIC FLOW-THROUGH PATH.

ROUNDED EDGES ON CHAIRS AND TABLE ARE APPROPRIATE IN A HIGH-TRAFFIC SETTING.





# OUTSIDE THE MEETING ROOM

WHERE WE'RE GOING

NO MATTER HOW ADVANCED A TELECONFERENCING SYSTEM MAY BE, FACE-TO-FACE MEETINGS ARE STILL AN IMPORTANT FIXTURE IN THE LIFE OF MOST ORGANIZATIONS. MEETINGS AND THE CONVERSATIONS THAT OCCUR BEFORE AND AFTER MEETINGS HELP GROUPS OF PEOPLE DEVELOP A SENSE OF AFFILIATION AND ATTACHMENT—AND BUILD THE TRUST THAT IS ESSENTIAL TO OPEN COMMUNICATION.

MEETING OUTSIDE THE MEETING ROOM MAY ALSO OFFER A UNIQUE OPPORTUNITY TO QUESTION, CHALLENGE ASSUMPTIONS AND TAKE RISKS—ALL CRITICAL TO INNOVATION. EVEN IN A “WHAT-IF?” CULTURE, PEOPLE ARE MORE LIKELY TO PROPOSE A NEW IDEA OR COMMENT ON STRATEGIES OR GOALS OUTSIDE A FORMAL MEETING WHERE THEY MAY FEEL JUDGED BY SUPERIORS OR THE GROUP SPACES OUTSIDE THE MEETING ROOM ARE POTENTIAL SITES FOR PRODUCTIVE COLLABORATION.

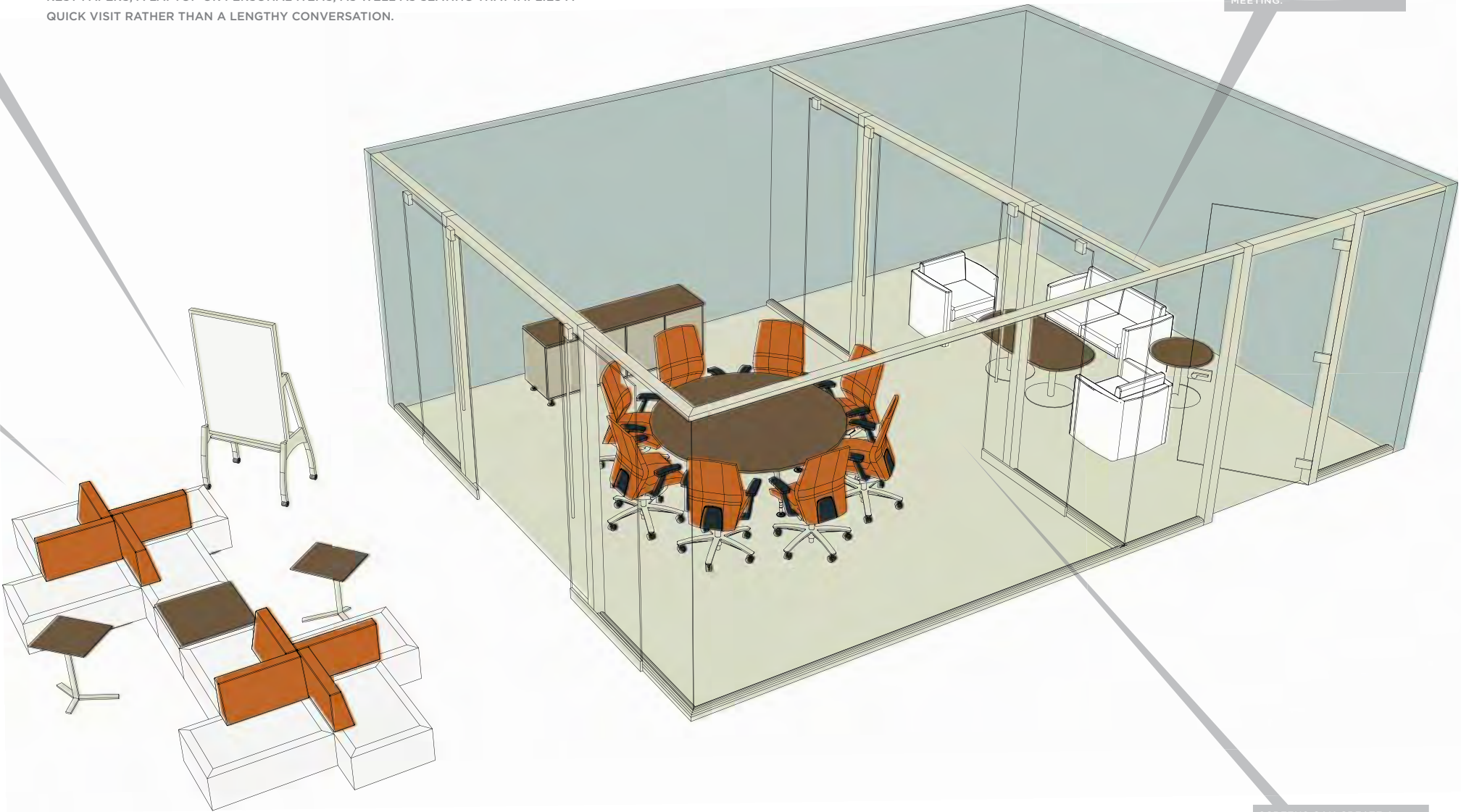
TO MAXIMIZE THE POTENTIAL OF THESE SPACES, DESIGNERS ARE BEGINNING TO USE A VARIETY OF TACTICS THAT ENCOURAGE PEOPLE TO PAUSE AND CONVERSE AFTER THE MEETING. THESE TACTICS INCLUDE ARCHITECTURAL ELEMENTS SUCH AS A STANDING-HEIGHT TABLE OR SHELF THAT PROVIDES BOTH A PERCH AND A PLACE TO REST PAPERS, A LAPTOP OR PERSONAL ITEMS, AS WELL AS SEATING THAT IMPLIES A QUICK VISIT RATHER THAN A LENGTHY CONVERSATION.

**KEY WORDS**  
- NO COMMITMENT  
- LEAN  
- PAUSE  
- ARCHITECTURAL  
- SCULPTURAL  
- CONVERSATION  
- QUESTION  
- SENSE OF PLACE  
- INFORMAL

MOBILE WHITEBOARDS PROVIDE A PLACE TO MAKE NOTES OR ILLUSTRATE AN IDEA.

TABLES OR SEATING WITH SCULPTURAL FORMS ARE “USER-FRIENDLY.”

A FEW CHAIRS OR LOUNGE SEATING ENCOURAGE “OFF-LINE” CONVERSATIONS THAT MAY BE ESSENTIAL TO THE ULTIMATE SUCCESS OF A MEETING.



SCREENS CAN CREATE A DEGREE OF PRIVACY ON A TEMPORARY BASIS.

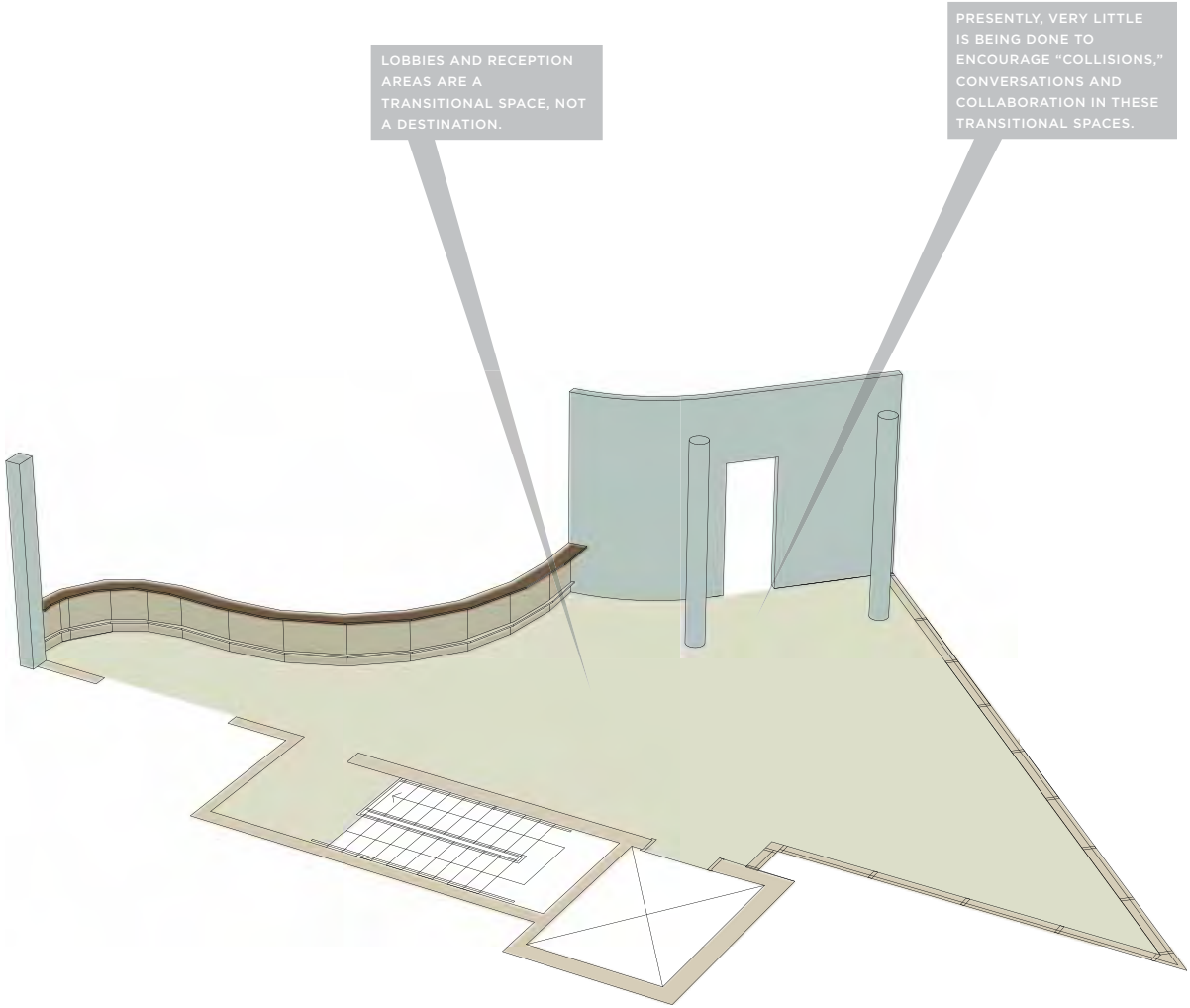
ELEVATOR/LOBBY/STAIRS  
YESTERDAY, TODAY AND TOMORROW

In a large multi-story, multi-tenant office building, the lobby functions primarily as a transitional space between the street or parking garage and the office. It is designed to funnel people towards the elevators and to brand the building or extend the brand of the building's owner. In a building that is home to one company, the first space a visitor passes into may be the reception area. Neither, however, is likely to be furnished to encourage collaboration.

At present, most office buildings are not designed to encourage conversation in the lobby or in areas adjacent to elevators or stairways. However, designers are beginning to propose the implementation of architectural features in such transitional spaces. Sills, bars and counters provide a place to lean or a ledge on which to rest a foot. Anchored tables can be added to create a perch and simple seating like an ottoman can also invite people to stop and connect as they pass by on their way in or out of the office.

The need to identify and define specific ways to support and enhance creative, innovative organizational cultures requires physical elements—spaces, furniture, architectural features that support collaborative behaviors throughout the facility.

ELEVATOR/LOBBY/STAIRS  
WHERE WE ARE



# ELEVATOR/LOBBY/STAIRS

WHERE WE'RE GOING

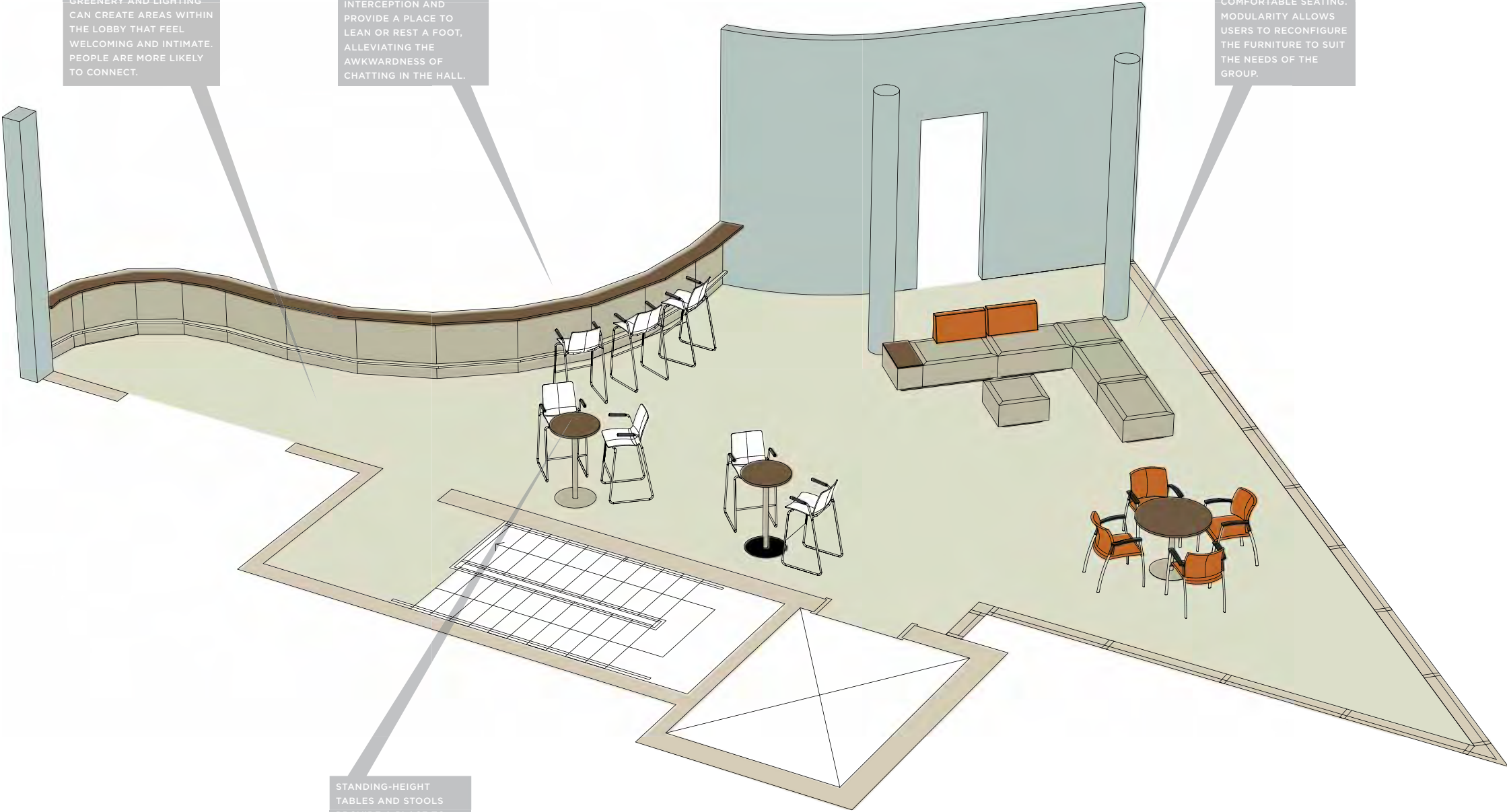
AN INCREASE IN WORKFORCE MOBILITY AND A YOUNG GENERATION OF WORKERS WHO EXPECT ALTERNATIVE WORK SCHEDULES MEANS THAT PEOPLE ARE MORE OFTEN IN TRANSIT AT IRREGULAR HOURS. THANKS TO WI-FI, SMARTPHONES AND CELLULAR DATA CARDS, THEY ARE NO LONGER TIED TO THE DESK, BUT CAN TAKE CALLS, ACCESS THE COMPANY NETWORK AND READ E-MAIL FROM ANYWHERE. THUS, WORKERS PASS MORE FREQUENTLY THROUGH LOBBIES AND RECEPTION AREAS WHERE THEY CAN INTERCEPT COLLEAGUES AND POTENTIALLY ENGAGE IN A QUICK EXCHANGE OF INFORMATION, NEW DATA, PROJECT UPDATES, ETC.

**KEY WORDS**  
- ANCHORED  
- ARCHITECTURAL  
- PERCH POST  
- INTERCEPT  
- PASS BY  
- CONNECTION  
- MID-JOURNEY

FURNITURE, ACCESSORIES, GREENERY AND LIGHTING CAN CREATE AREAS WITHIN THE LOBBY THAT FEEL WELCOMING AND INTIMATE. PEOPLE ARE MORE LIKELY TO CONNECT.

ARCHITECTURAL FEATURES LIKE SILLS, COUNTERS OR BARS ENHANCE THE POSSIBILITY OF INTERCEPTION AND PROVIDE A PLACE TO LEAN OR REST A FOOT, ALLEVIATING THE AWKWARDNESS OF CHATTING IN THE HALL.

LOUNGE FURNITURE ANCHORS A LARGE OPEN SPACE AND PROVIDES COMFORTABLE SEATING. MODULARITY ALLOWS USERS TO RECONFIGURE THE FURNITURE TO SUIT THE NEEDS OF THE GROUP.



STANDING-HEIGHT TABLES AND STOOLS PROVIDE A PLACE TO TALK WITHOUT A LENGTHY TIME COMMITMENT.

**THE WORKSTATION**  
**YESTERDAY, TODAY AND TOMORROW**

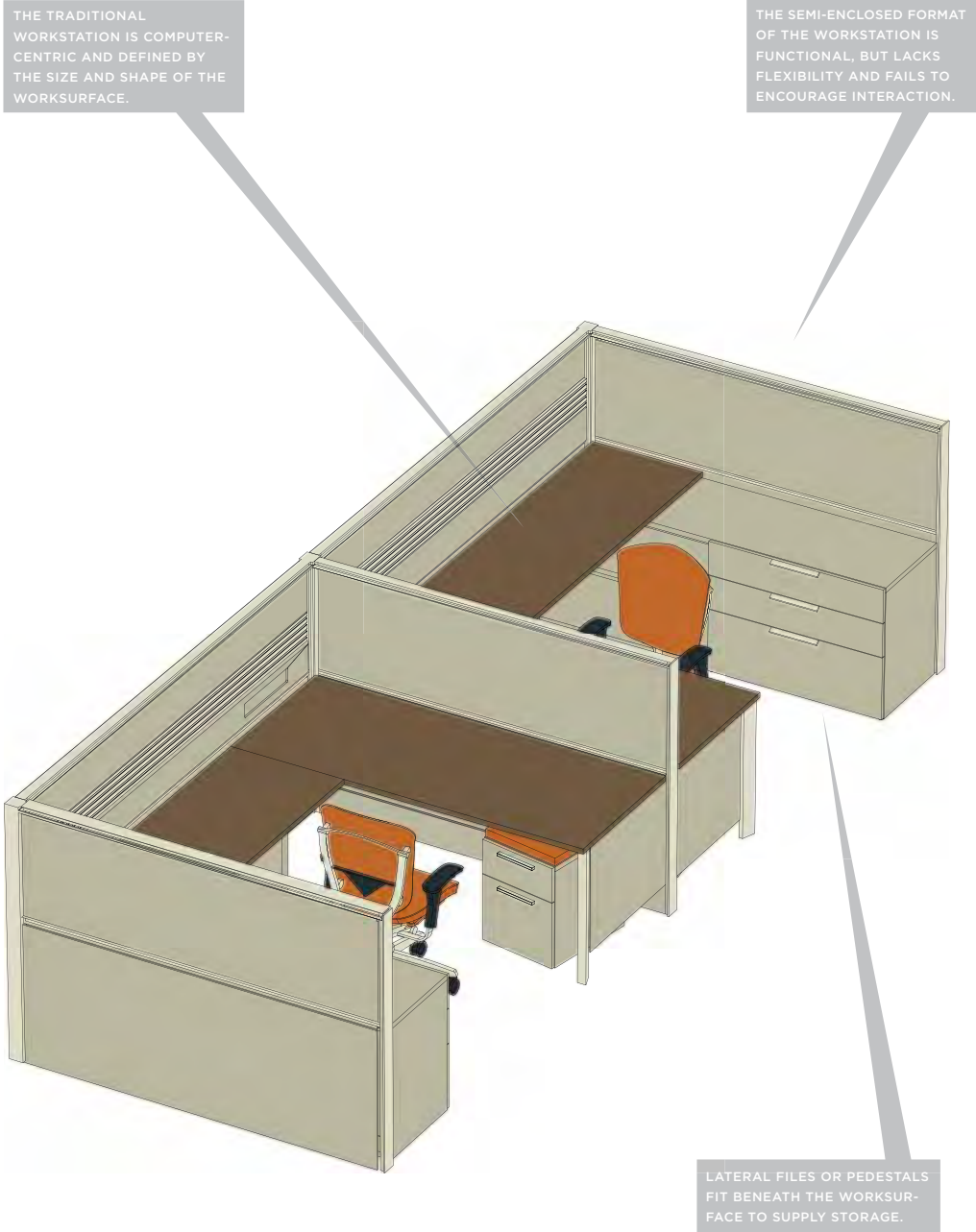
The design of the workplace has evolved as a response to changes in business culture, technology and workstyles. At the same time, workplace design itself acts as a catalyst for change. Perhaps nowhere is this duality more pronounced than in the evolution of the workstation over recent decades.

Traditionally, a typical workstation took the form of a cubicle equipped with a worksurface, filing cabinets, a task chair and perhaps a guest chair. Today, variations on the conventional panel-based workstation include desking systems, freestanding furniture and mobile furniture that function independently or within a panel-based environment. There has been a consistent trend towards lower, more transparent workstations and multi-functional products that make efficient use of smaller footprints.

While several broad trends are driving changes in workstation design—including issues like economy and sustainability—the emergence of collaboration as a dominant workstyle is a key driver in the demand for new and more adaptable workstation configurations. Mobile furniture, multiple seating options and multi-purpose components make it possible to support collaboration within or adjacent to the workstation.

These changes reflect a new awareness among business leaders and designers alike that today's workplace is the site of varied and dynamic interactions and not just long hours at the computer. Collaboration is as important as solitary tasks and the workstation must enable a mix of work modes.

**WORKSTATION 1**  
**WHERE WE ARE**



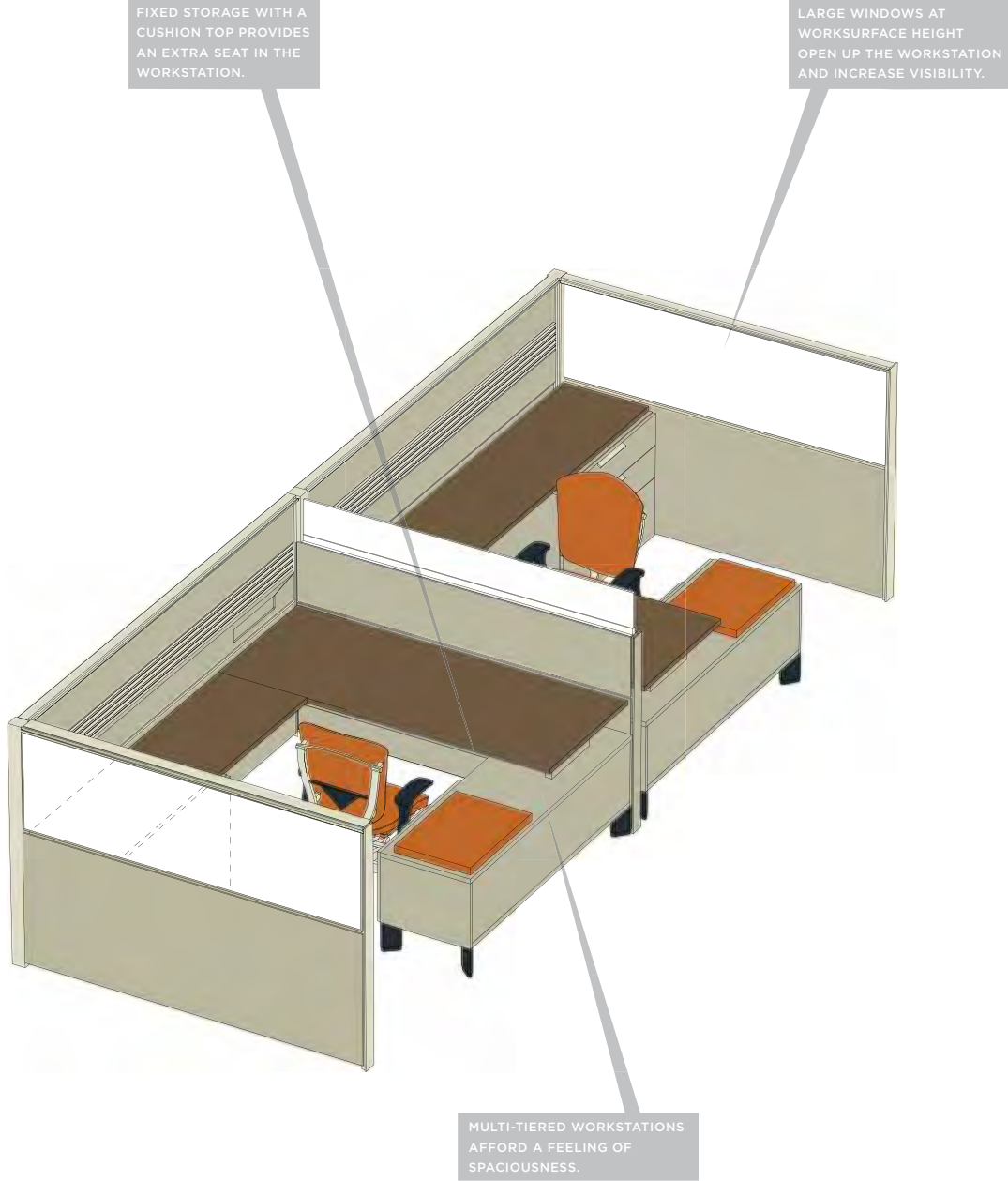


# WORKSTATION 1

WHERE WE'RE GOING

PROVISION FOR COLLABORATION CAN BE MADE EVEN IN A SMALL, SEMI-ENCLOSED WORKSTATION. BY PROVIDING AN EXTRA SEAT WITHIN OR ADJACENT TO THE WORKSTATION, CO-WORKERS ARE ENCOURAGED TO DROP BY TO SHARE KNOWLEDGE AND INFORMATION OR SIMPLY TO SOCIALIZE - AN OFF-LINE INTERACTION THAT CAN CREATE MORE PRODUCTIVE WORKING RELATIONSHIPS.

**KEY WORDS**  
- COLLABORATIVE  
- EASE OF INTERACTION  
- CASUAL MEETINGS  
- ADDED SEATING  
- GREATER VISIBILITY  
- MULTI-FUNCTIONAL



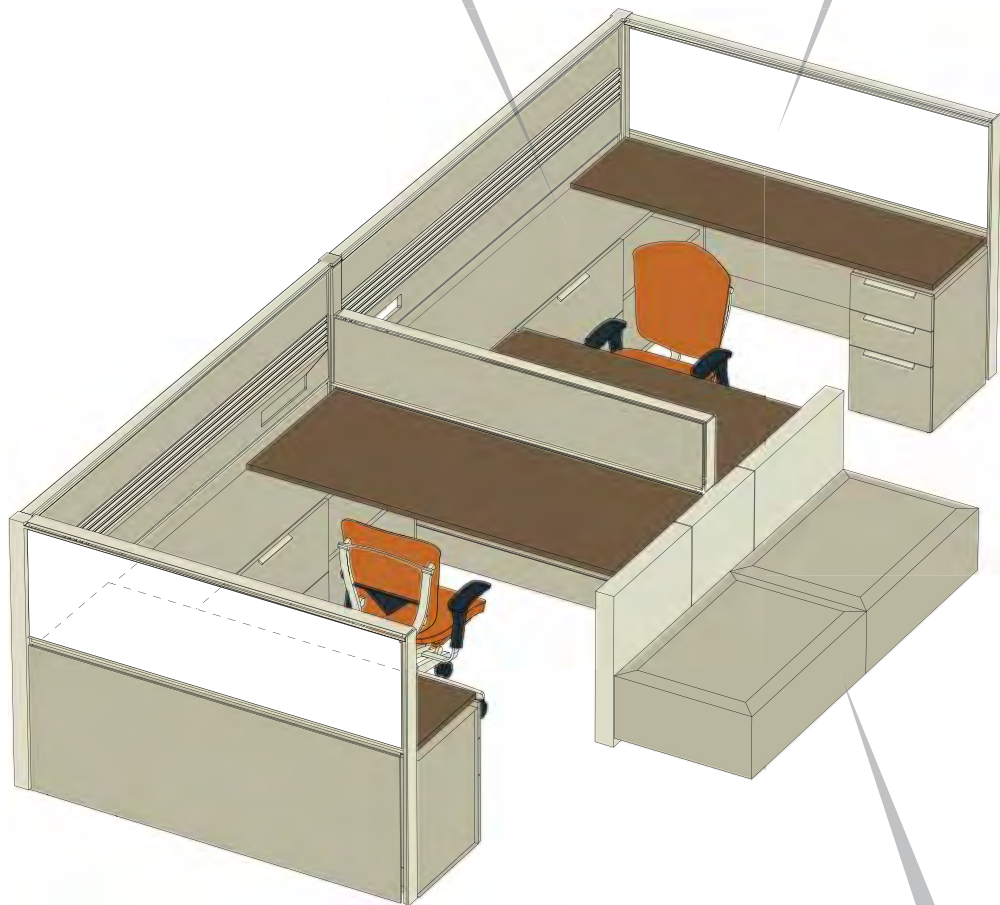
# WORKSTATION 1

WHERE WE'RE GOING

**KEY WORDS**  
- COLLABORATIVE  
- EASE OF INTERACTION  
- CASUAL MEETINGS  
- ADDED SEATING  
- GREATER VISIBILITY  
- MULTI-FUNCTIONAL

OVERLAPPING SURFACES HELP TO MAKE THE MOST OF SMALL SPACES WITHOUT SACRIFICING AESTHETICS OR COMFORT.

MULTI-FUNCTIONAL COMPONENTS SUCH AS A WHITEBOARD PANEL PROVIDE SUPPORT FOR COLLABORATION AT THE WORKSTATION.



OTTOMAN FOR CASUAL MEETINGS.

SCREENS RANGING FROM TRANSLUCENT TO SOLID, OPAQUE MATERIALS CAN BE USED TO DIVIDE WORKSTATIONS, CREATE A DEGREE OF PRIVACY AND CONTRIBUTE TO A DISTINCTIVE AESTHETIC.

EVEN A COMPACT SPACE CAN BE DESIGNED AND FURNISHED TO ACCOMMODATE DIVERSE TASKS AND WORKSTYLES, INCLUDING COLLABORATION.



COUNTER PROVIDES A SURFACE FOR PEOPLE TO PERCH.

# WORKSTATION 2

WHERE WE ARE

MANY COMPANIES HAVE EMPLOYED SHARED WORKSTATIONS TO MAXIMIZE THE USE OF THEIR BUILDING'S FLOOR SPACE. THE SHARED WORKSTATION IS ALSO MORE CONDUCTIVE TO INTERACTION BETWEEN OCCUPANTS, AND MORE OPEN TO VISITORS, BUT REMAINS SOMEWHAT LIMITED IN ITS ABILITY TO ACCOMMODATE GROUP WORK.

THE WORKSTATION REMAINS COMPUTER-CENTRIC.

THE SHARED WORKSTATION OFFERS COWORKERS GREATER VISUAL ACCESS TO WORKSTATION OCCUPANTS THAN DOES THE SINGLE, SEMI-ENCLOSED WORKSTATION.

A SIMPLE TABLE PROVIDES A FOCAL POINT FOR CONNECTION AND CONVERSATION, BUT ACCOMMODATES ONLY TWO OR THREE PEOPLE IN A FACE-TO-FACE MEETING.



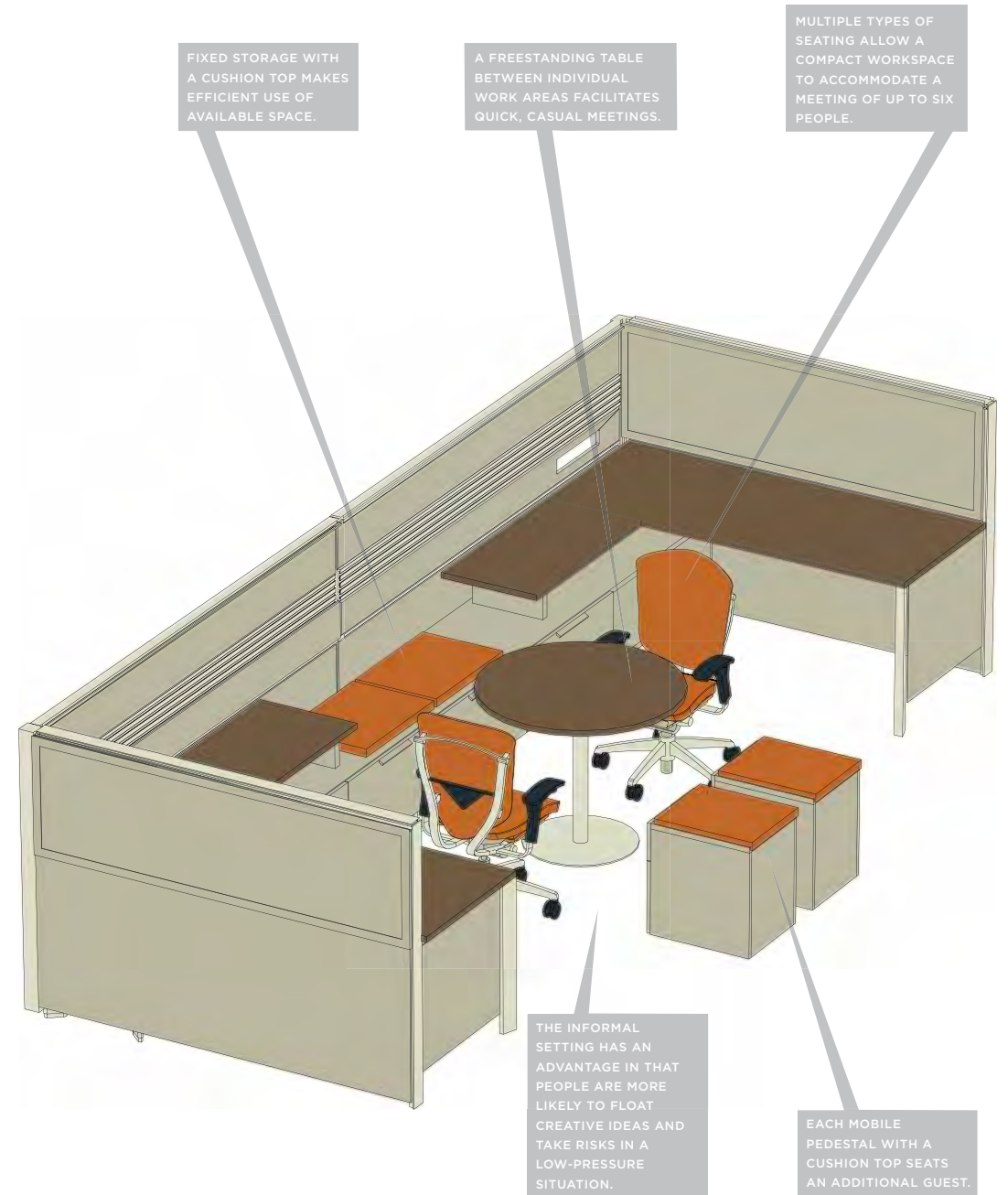


# WORKSTATION 2

WHERE WE'RE GOING

FURNITURE THAT CAN BE EASILY RECONFIGURED ALLOWS USERS TO QUICKLY ADAPT THEIR WORKSPACE AS DIFFERENT NEEDS ARISE DURING THE WORKWEEK OR WORKDAY. THE CHALLENGE IS TO DESIGN SPACES THAT OFFER OPPORTUNITY FOR, BUT DO NOT DICTATE, SPECIFIC TYPES OF WORK. IDEALLY, THE WORKSTATION SHOULD EFFECTIVELY SUPPORT INDIVIDUAL AND INTERACTIVE WORK ALIKE.

- KEY WORDS**
- COLLABORATIVE
  - EASE OF INTERACTION
  - CASUAL MEETINGS
  - ADDED SEATING
  - GREATER VISIBILITY
  - MULTI-FUNCTIONAL
  - BENCHING



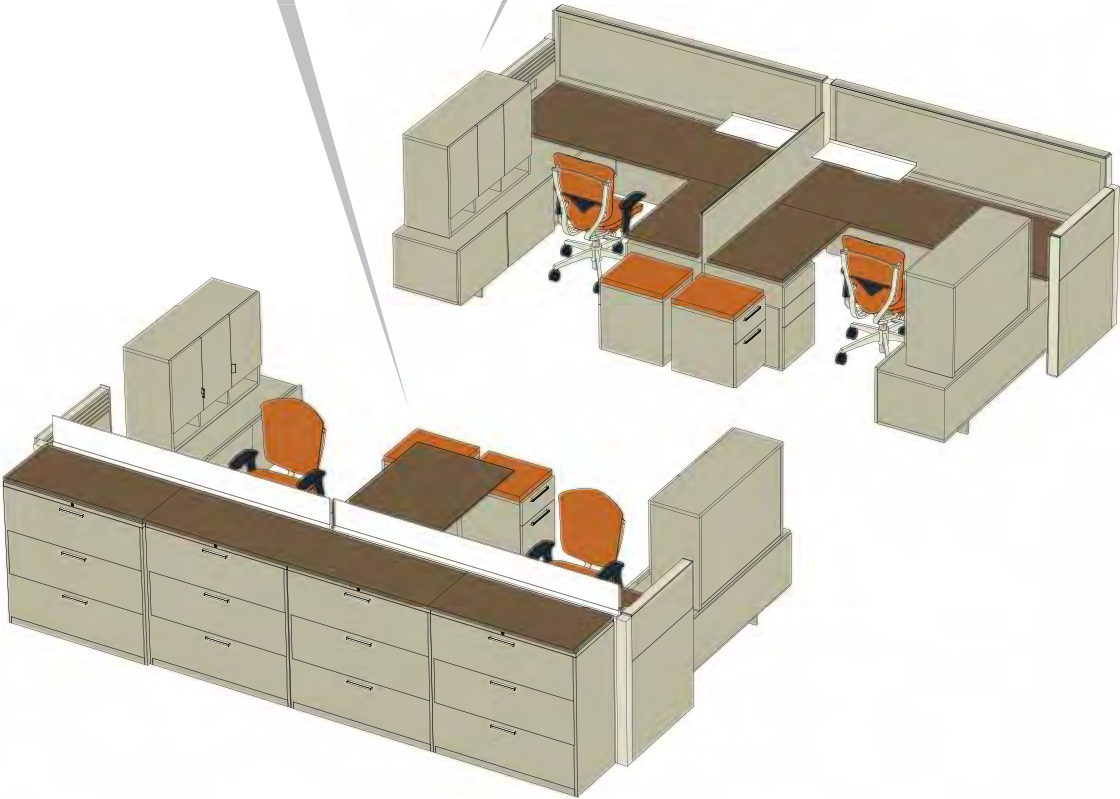
# WORKSTATION 3

WHERE WE ARE

THERE IS PRESENTLY A TREND TO ALLOCATE MORE SQUARE FOOTAGE TO MEETING SPACE BETWEEN AND ADJACENT TO OPEN-PLAN WORKSTATIONS AND PRIVATE OFFICES, CREATING MULTIPLE INFORMAL SITES FOR COLLABORATION THAT ARE SCATTERED THROUGHOUT THE WORKPLACE. THIS MODEL DOES PROVIDE A SITE FOR FACE-TO-FACE COMMUNICATION AND CASUAL, UNPLANNED INTERACTIONS THROUGH MULTIPLE SEATING OPTIONS, INCLUDING MOBILE STOOLS AND PEDESTALS.

MOBILE PEDESTALS PULL UP TO A SHARED TABLE BETWEEN WORKSTATIONS TO CREATE A FOCUSED AREA FOR A SMALL MEETING.

SCREENS AND STACKING CABINETS DIVIDE SPACE AND PROVIDE A DEGREE OF PRIVACY FOR EACH WORKSTATION WITHOUT INHIBITING ACCESS TO THE ADJACENT MEETING SPACE.



# WORKSTATION 3

WHERE WE'RE GOING

MOBILE FURNITURE ENABLES USERS TO MANAGE THEIR ENVIRONMENT, MOVING OR MODIFYING FURNITURE TO REFLECT CHANGES IN WORK FLOW OR THE DYNAMICS OF GROUP PROCESSES. IN CONCERT WITH SYSTEMS OR FREESTANDING FURNITURE, MOBILE FURNITURE CAN CREATE AN OPEN, INTERACTIVE TEAM AREA INTEGRATED WITH THE INDIVIDUAL WORKSTATION OR GROUP OF WORKSTATIONS.

**KEY WORDS**

- COLLABORATIVE
- EASE OF INTERACTION
- CASUAL MEETINGS
- ADDED SEATING
- GREATER VISIBILITY
- MULTI-FUNCTIONAL
- BENCHING

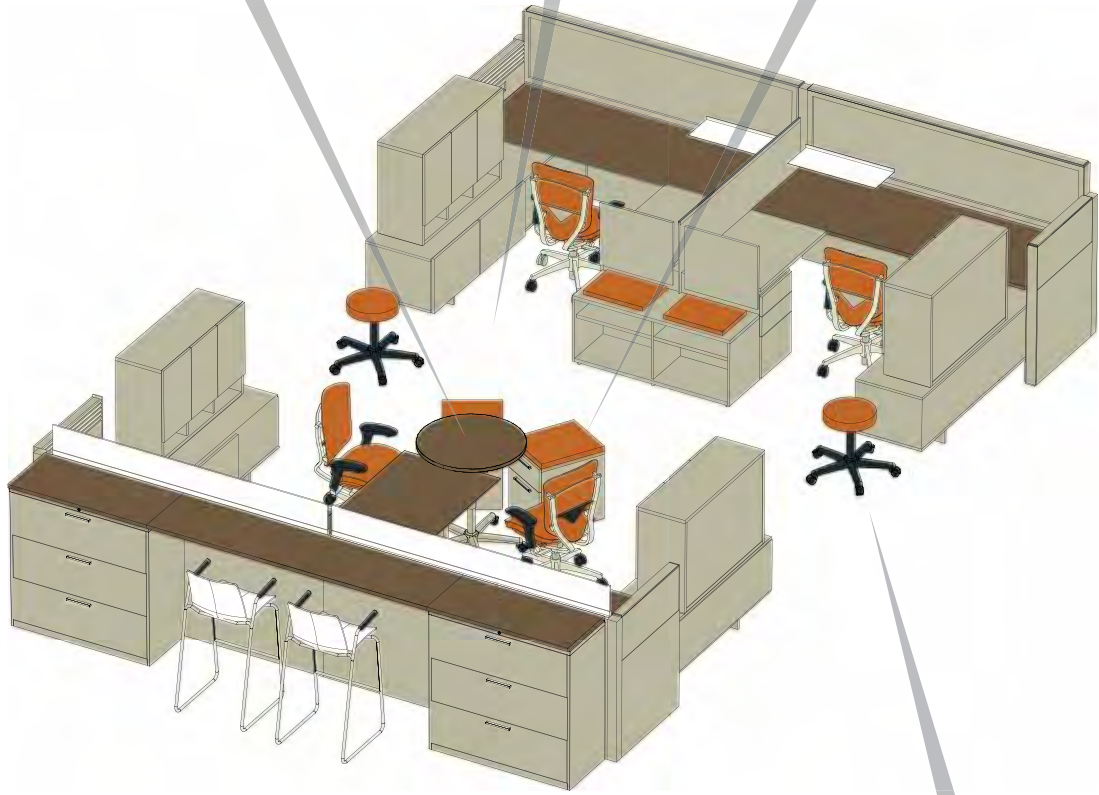
A SMALL HEIGHT-ADJUSTABLE MOBILE TABLE CAN BE QUICKLY MOVED ADJACENT TO EITHER PAIR OF WORKSTATIONS.

A MORE KINETIC, ACTIVE AND INTERACTIVE WORKPLACE REQUIRES FURNITURE THAT CAN MOVE, ADAPT OR BE ADJUSTED TO FOLLOW THE VARIATIONS OF THE WORKDAY.

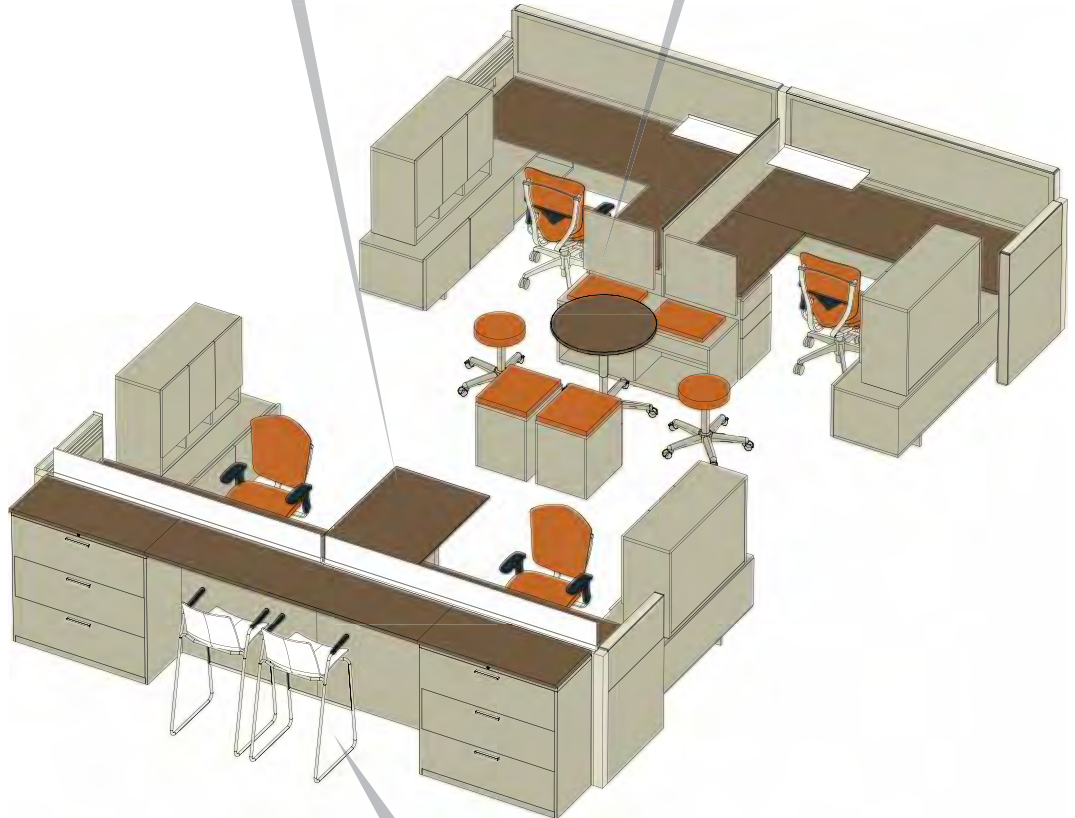
MOBILE PEDESTALS ARE EASILY REPOSITIONED WHEREVER EXTRA SEATING IS NEEDED.

THE HEIGHT-ADJUSTABLE MOBILE TABLE EXTENDS THE USABLE SURFACE OF THE WORKSTATION TO PROVIDE AMPLE WRITING AND DISPLAY AREAS.

BENCH SEATING IN COMBINATION WITH THE MOBILE TABLE, STOOLS AND PEDESTALS MAKES ROOM FOR SIX TEAM MEMBERS TO GATHER.



A GROUP OF FOUR MOBILE STOOLS CAN BE DRAWN INTO THE WORKSTATION FOR A QUICK CHAT.



STANDING-HEIGHT COUNTER AND SEATING PROVIDE EXTRA TOUCHDOWN SPACE

# WORKSTATION 3

WHERE WE'RE GOING

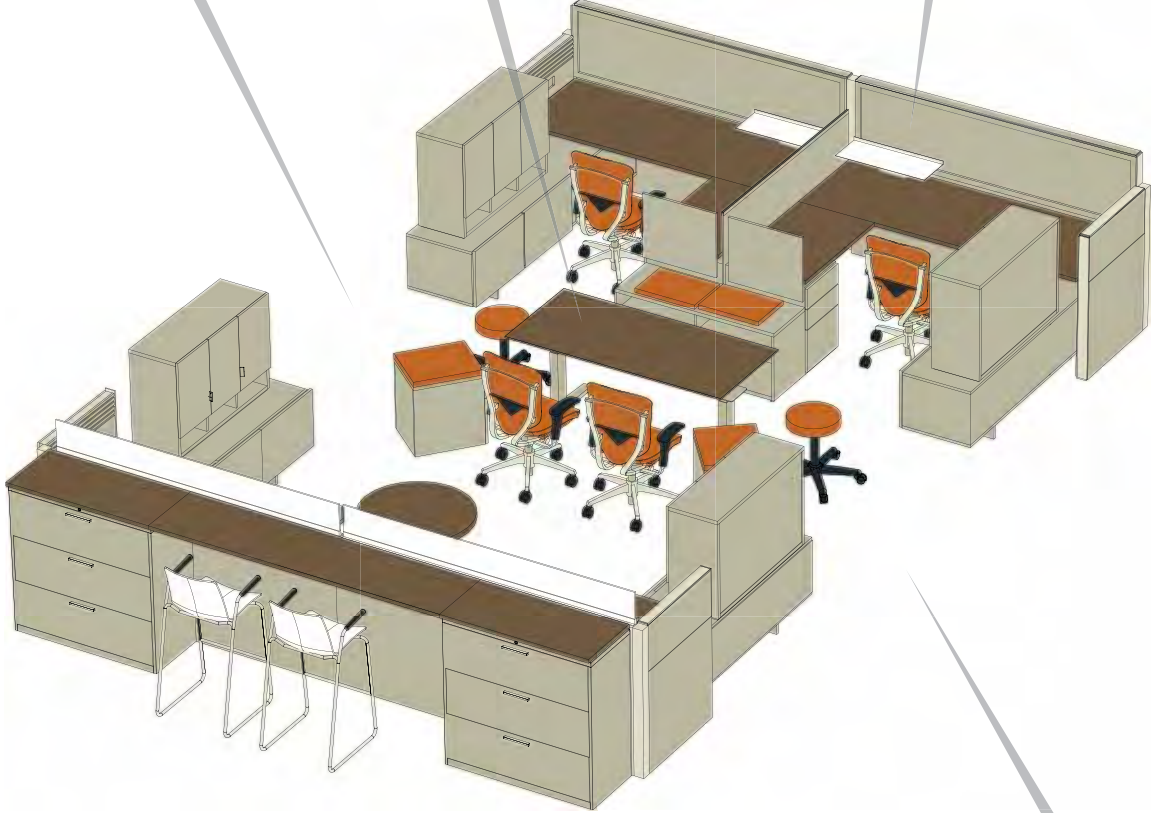
THE PHYSICAL PROXIMITY OR CO-LOCATION OF WORKERS IN THIS WORKSTATION MODEL IS LIKELY TO PROMPT A SIGNIFICANT AMOUNT OF FREE AND EASY INTERACTION. BUT THE FREQUENCY OF MAKING CONNECTIONS IS ENHANCED BY MULTIPLE SEATING OPTIONS AND MOBILE FURNITURE THAT MAKES IT POSSIBLE TO QUICKLY GATHER OR DISPERSE AS NEEDED.

- KEY WORDS**
- COLLABORATIVE
  - EASE OF INTERACTION
  - CASUAL MEETINGS
  - ADDED SEATING
  - GREATER VISIBILITY
  - MULTI-FUNCTIONAL
  - BENCHING

MULTIPLE MOBILE SEATING AND TABLE OPTIONS ALLOW FOR A GROUP OF EIGHT TO GATHER.

A HEIGHT-ADJUSTABLE, MOBILE TABLE CAN SUPPORT LAPTOPS, PAPERS AND BOOKS, SMARTPHONES AND COFFEE CUPS—VIRTUALLY ALL THE TOOLS REQUIRED FOR PRODUCTIVE COLLABORATION.

WITH ACTIVE FILES AND WORK TOOLS CLOSE AT HAND, MEETING PARTICIPANTS CAN QUICKLY RETRIEVE RELEVANT MATERIALS DURING THE MEETING.



THE MEETING SPACE IS OUTSIDE THE MAIN FLOW OF TRAFFIC TO MINIMIZE DISTRACTIONS, BUT STILL ALLOWS FOR FLOW THROUGH.



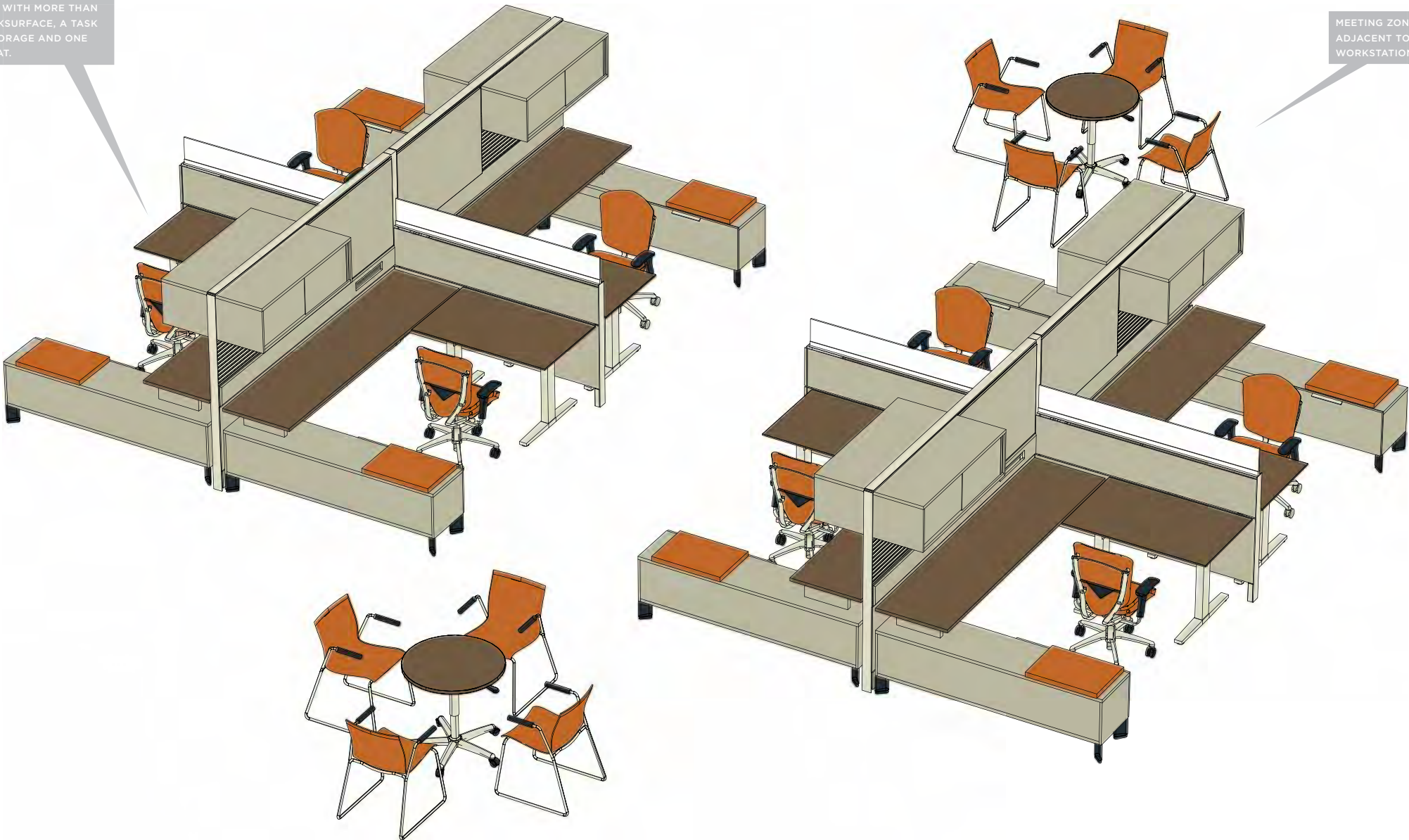
# WORKSTATION 4

WHERE WE ARE

ALTHOUGH TABLES AND CHAIRS PLACED NEAR INDIVIDUALLY ASSIGNED WORKSPACES DO PROVIDE AN OPPORTUNITY FOR TEAM MEMBERS TO ADJOURN TO THE COLLABORATION ZONE, THE PHYSICAL SEPARATION MAKES QUICK ENCOUNTERS AND SPONTANEOUS MEETINGS LESS LIKELY TO OCCUR. APPROPRIATE ADJACENCIES MAY NOT BE ENOUGH TO CREATE AN OPTIMAL COLLABORATIVE ENVIRONMENT.

TYPICAL WORKSTATIONS ARE EQUIPPED WITH MORE THAN ONE WORKSURFACE, A TASK CHAIR, STORAGE AND ONE GUEST SEAT.

MEETING ZONE IS ADJACENT TO THE WORKSTATIONS.



# WORKSTATION 4

WHERE WE'RE GOING

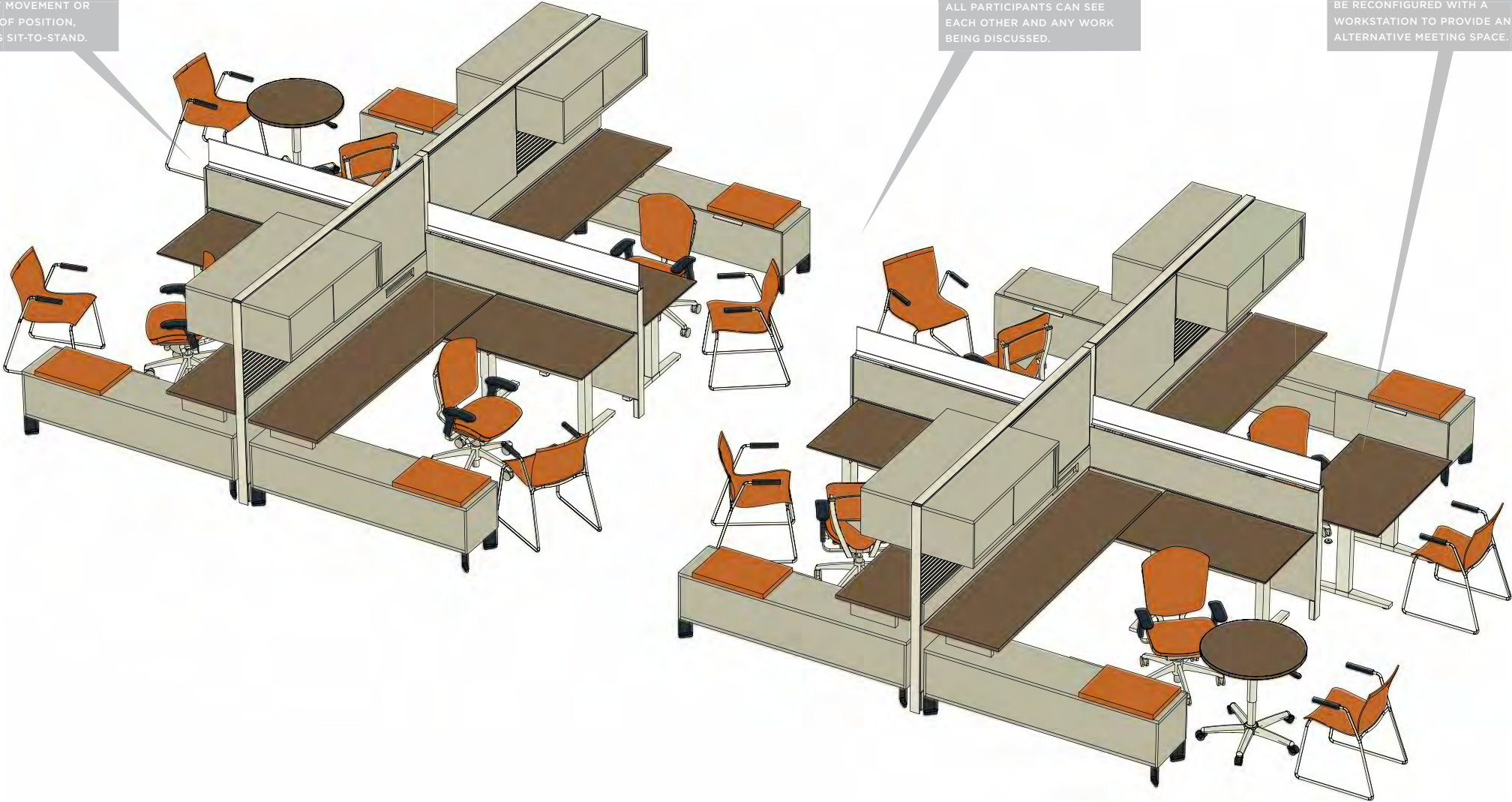
**KEY WORDS**

- COLLABORATIVE
- EASE OF INTERACTION
- CASUAL MEETINGS
- ADDED SEATING
- GREATER VISIBILITY
- MULTI-FUNCTIONAL
- BENCHING

THE SPACE AND THE ARRANGEMENT OF SEATING SHOULD ALLOW FOR FREQUENT MOVEMENT OR CHANGES OF POSITION, INCLUDING SIT-TO-STAND.

MULTIPLE SEATING OPTIONS CAN BE ARRANGED TO ENSURE THAT ALL PARTICIPANTS CAN SEE EACH OTHER AND ANY WORK BEING DISCUSSED.

MOBILE WORKTABLES AND MOBILE MEETING TABLES CAN BE RECONFIGURED WITH A WORKSTATION TO PROVIDE AN ALTERNATIVE MEETING SPACE.





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PUBLISHER  
Teknion

BOOK DESIGN  
Vanderbyl Design  
San Francisco, California

ILLUSTRATIONS BY  
Gracia Lam

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