social spaces

IQ—EQ



ARESILIENT WORK CULTURE CAN OUTLIVE ANY SPACE— EVEN AN EMPTY ONE.

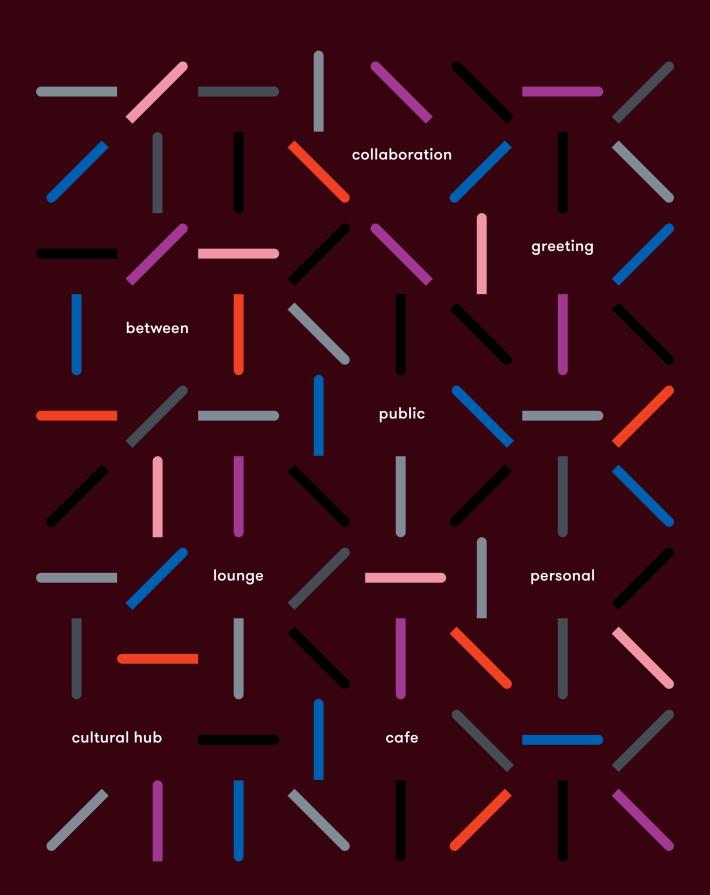
BECAUSE They burrow deep in our ideals and When our work culture takes hold, aspirations, flow effortlessly through it becomes part of our identity, our interactions and expressions. nearly inseparable from who we are or the way we get things done.

AND YET, THEY WAYS, It's as though lying beneath the surface And often, all it takes is a gentle nudge or a subtle cue to reveal a culture's is a sleeping giant waiting for the right set of conditions to provoke something intrinsic potential. That's why social truly spectacular in the workplace. spaces matter.

SOCIAL SPACES CREATE RICH ENVIRONMENTS WORKCULTURE TO THRIVE.

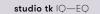
By aligning the performance (IQ) and poetics (EQ) of the workplace, they can unleash an alchemy of new thinking that previously lay dormant.





studio tk new products

SOCIAL SPACES NEED PRODUCTS THAT ARE ROOTED IN IQ AND EQ THINKING TO MAKE THE WORK CULTURE TRULY SING,

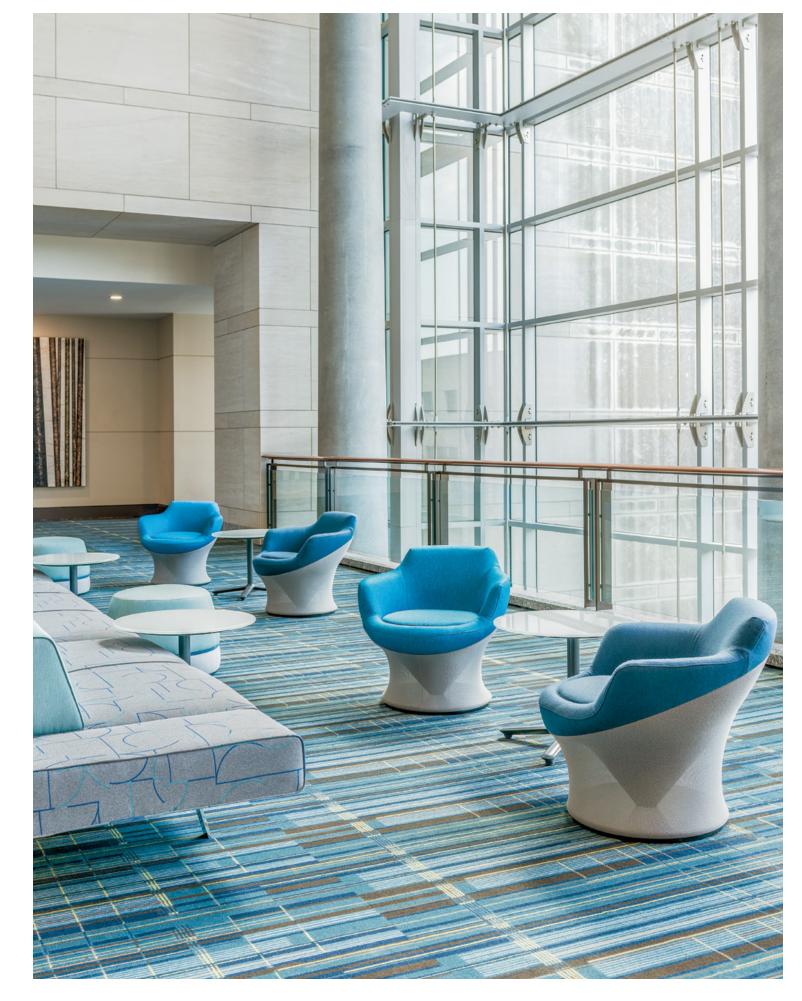


dual

toan nguyen

SAY HELLO TO DUAL, A DYNAMIC SEATING CONVERSATION.





dual

toan nguyen

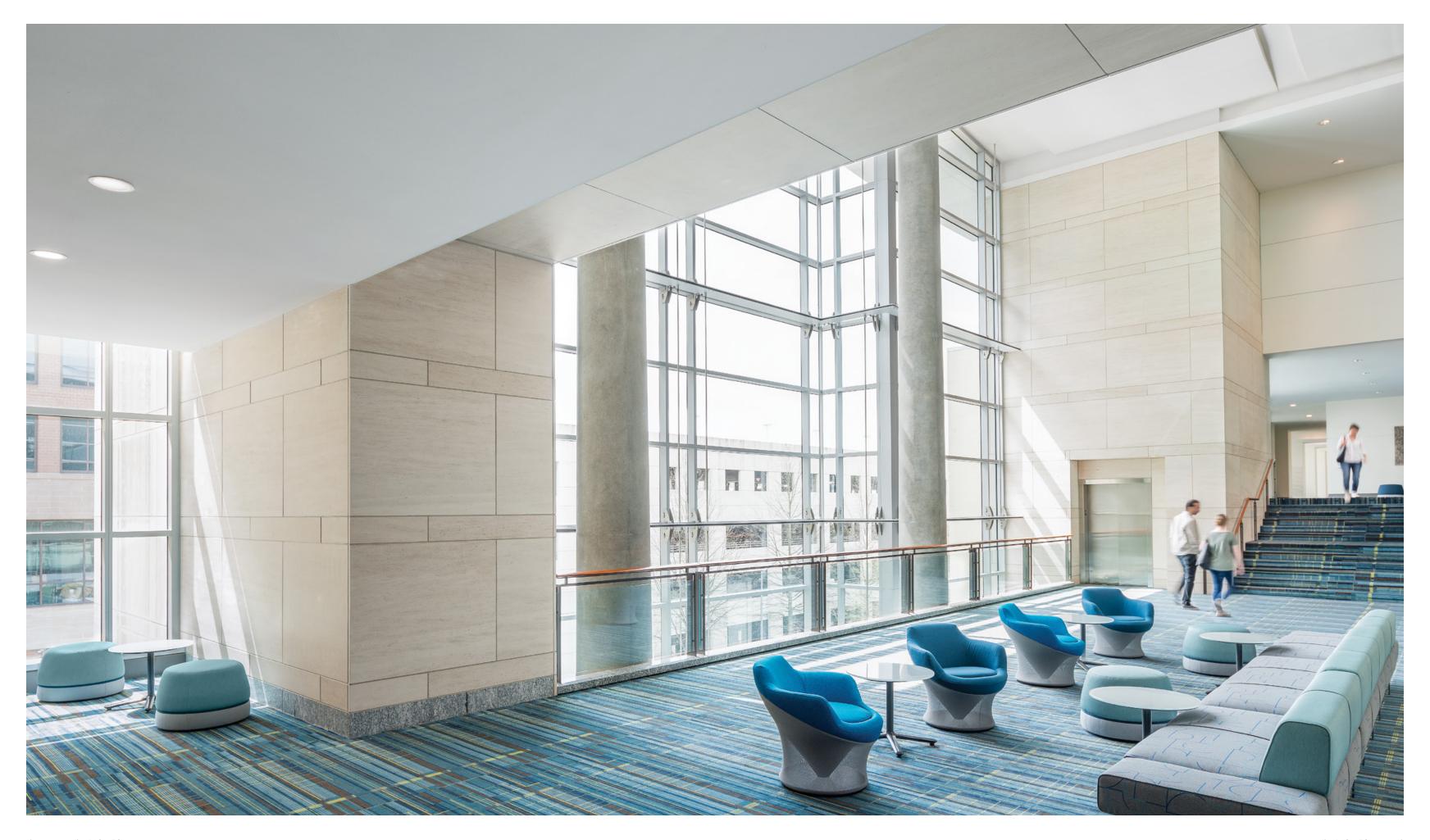




Detail— Seaming accentuates the natural contours



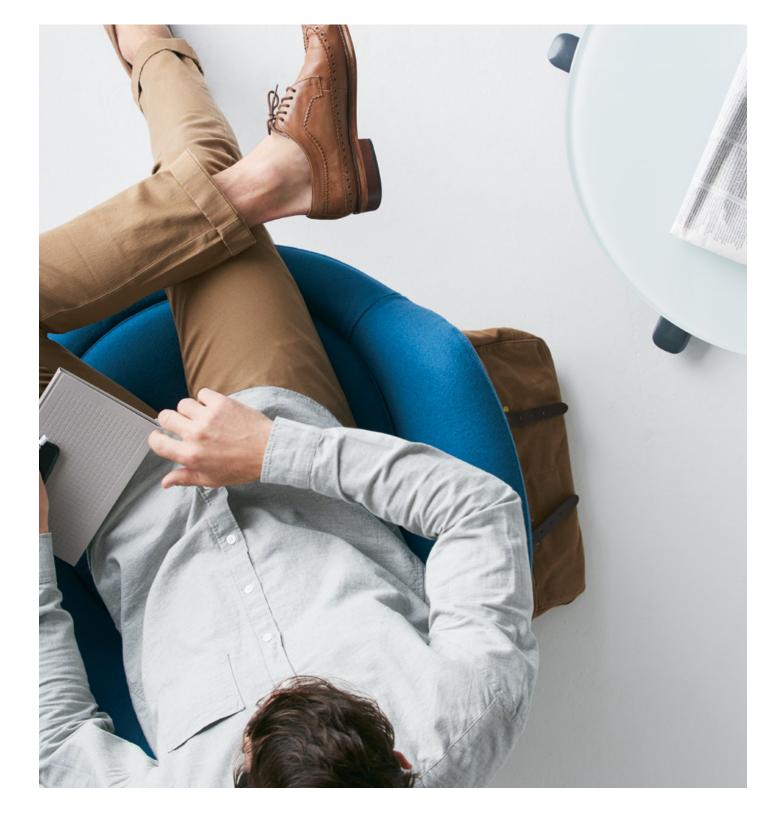






IQ— Swivel, Swivel

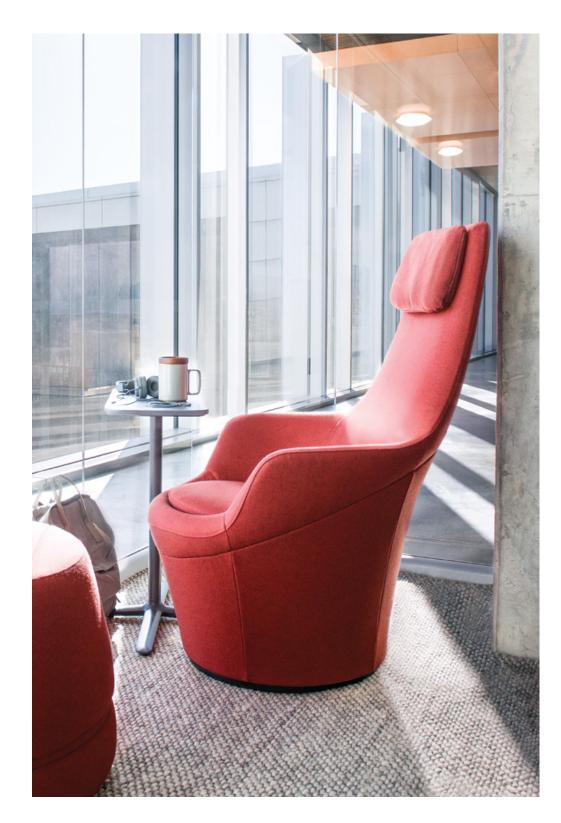
Each chair is equipped with a return-to-center swivel. This subtle gesture can change a static setting into a dynamic space that keeps the conversation flowing and ensures good ideas spread far and wide.



14 **studio tk** |Q—EQ **studio tk** |Q—EQ 15

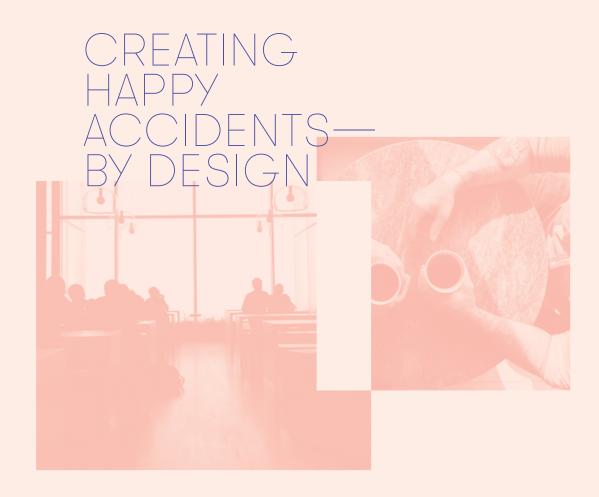
EQ— A Warm Welcome

Home is where the heart is, but the office needs heart too. The lounge design introduces a residential aesthetic to create a welcoming environment for focus and recharge—so that work doesn't feel like work.



STUDIO TK <u>IQ</u>—EQ

IQ



IQ-EQ

In 15th century Florence, the House of Medici had become one of the most powerful ruling dynasties in Europe. History looks back at the Medicis as having ushered an era of peace and stability into an otherwise volatile region. And yet everything they achieved politically was least among their successes. Outside of their public affairs, the Medicis were patrons of the arts and sciences. They sponsored people from all fields and disciplines to pursue their craft in Florence. For many in the Medici family, this was their passion project writ large. But little did they realize that by bringing a cross-section of artisans together and affording them the independence to create without precept or expectation, the Medicis would contribute to one of the most creative periods in human history: the Renaissance.

This story is instructive for two reasons. First, it reminds us that our beliefs, values, and ideas are innate. Whether we're a 15th century sculptor moving from Venice to Florence or a 21st century company moving from Vancouver to Fort Worth, everything we know and believe travels with us. Second, under the right set of conditions—whether in a city or an office—our ideas can give birth to something even bigger and more consequential. As the Medicis demonstrated, when we break down barriers, improve accessibility to other people, and build a permission structure that values individual autonomy over prescription, we can unleash a groundswell of new thinking and expression. It's from this story that management consultant and author Frans Johansson coined the term "The Medici Effect." Johansson argues that while the Medicis never intentionally aimed to usher in the Renaissance, they established that breakthroughs can be achieved when you foster an environment that allows for seemingly unrelated ideas to mingle. Johansson's theory is rooted in a notion he calls, "intersectional thinking." It's the belief that

when you allow people from different disciplines and backgrounds to intersect, you increase the likelihood of growing everyday ideas into extraordinary ones.

These "happy accidents," as they're often called, occur all the time. The problem, however, is that we initially attribute success to logic and reason. "Our mind abhors these serendipitous explanations, and searches for convenient patterns instead," says Johansson. "Ask for the keys to career success and you'll get logical explanations, recommendations, pathways and approaches. Then ask someone how he or she became successful and suddenly it becomes a story of serendipitous encounters, unexpected changes in plans, and random consequences."



18 19

IQ—EQ

Steven Johnson, author of "Where Good Ideas Come From," cautions that we are quick to attribute big ideas to a singular instance of clarity—a "eureka!" moment—when in fact, "a lot of great ideas linger on, sometimes for decades, in the back of people's minds." Johnson argues that ideas compound and require spaces like the 17th century English coffeehouses, "where you have lots of different ideas (coming) together; different backgrounds, different interests, jostling with each other, bouncing off each other." Much in the way the Medicis helped cultivate the Renaissance, English coffeehouses were instrumental in bringing about the Age of Enlightenment. It was the coffeehouse's communal nature and open architecture that nurtured the exchange of ideas. But arguably, even more important than acknowledging architecture's role was a growing realization that

"we take ideas from other people, from people we've learned from, from people we run into in the coffee shop, and we stitch them together into new forms and we create something new."

When we accept that ideas thrive in the company of other ideas, we can begin to address how space can best support those interactions. It's one thing to run a coffeehouse; it's another to run a company with employees sprawled across building wings and floors. Steve Jobs understood this when he set out

to design Pixar's offices.

"If a building doesn't encourage (unplanned collaborations), you'll lose a lot of innovation and the magic that's sparked by serendipity.

So we designed the building to make people get out of their offices and mingle in the central atrium with people they might not otherwise see." John Lasseter, Pixar's Chief Creative Officer, immediately experienced what Jobs was aiming to create. "Steve's theory worked from day one. I kept running into people I hadn't seen for months. I've never seen a building that promoted collaboration and creativity as well as this one."

What Pixar was able to nurture is what author Matt Ridley provocatively calls, "when ideas have sex." Ridley makes the persuasive case that

humans and, by extension, the cultures they create, are built on exchange.

The exchange of ideas, he asserts, is a uniquely human characteristic, and is ultimately what allows cultures to thrive. By way of example, Ridley points to Tasmania, which, due to rising sea levels, became an island 10,000 years ago, completely cut off from Australia. "The people on it not only experienced slower progress than people on the mainland, they actually experienced regress." Now, 10,000 years later, research is reaffirming that whether we're discussing the geography of a landmass or the layout of an office space, continuous human contact and the transacting of information are vitally important to progress. In a series of experiments conducted by Dr. Alex Pentland and his team at MIT's Media Lab, office workers were equipped with electronic badges to capture information about their communication, ranging from body language and vocal tones to which colleagues they interacted with and how often. What they found was that

communication was the most important predictor of team success, more than intelligence, personality, skill, and substance of the discussions combined.

That last factor—substance—is particularly interesting. The researchers found that idle chatter, even benign conversations about the weather, increased productivity. Dr. Pentland explains:

"When you're chatting with others, you see people's reactions to things— how other people live their lives and how seriously they take this sort of thing and how seriously they take that sort of thing. What you're learning implicitly and tacitly from chatting is how to manage your life in job situations. Part of that is about actual job issues, but a lot of it is about your attitude toward the job and your attitude toward other people."

This line of thinking is challenging the gospel of modern management. The problem, Dr. Pentland argues, is that management literature assumes that humans are isolated and rational beings, when in reality, they are imperfect and, by nature, social, finely attuned to the

nuanced moods and attitudes around them. In theory, highly structured and regimented workplaces are potentially undermining what would make their employees more productive and their companies even more successful. "It's a bad thing to keep people chained to their desks because they're actually out collecting information...people with different perspectives should sit near each other and work together."

Dr. Pentland's work is part of a chorus of thinking that is changing how we design at the intersection of people, culture, and space. Management and Organizational Behavior experts Anne-Laure Fayard and John Weeks have shown that the most effective spaces bring people together and remove barriers. Their studies on the impact of proximity draw on the work of Professor Thomas Allen, and the eponymously named Allen Curve. The Allen Curve shows that human interactions decline exponentially as the distance between workspaces increases. Allen demonstrated that beyond physical proximity, "functional centrality" to such things as entrances, restrooms, and coffee machines, proved most consequential.

To create conditions ripe for disseminating exchanging, and growing ideas.

Allen proposed creating spaces designed around shared resources that would attract people from across the office.

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<u>IQ</u>—EQ



Fayard and Weeks also highlight the importance of a permission structure. If a culture sets norms for behavior, "people generally deem a space to be a comfortable, natural place to interact only if company culture, reinforced by management, designates it as such." Fayard and Weeks make the case that it's not enough to just create a space management needs to empower employees to use it. Human Resources expert Jeanne Meister suggests that to create such an environment requires management to recognize that employees each have unique needs from their workplace. By providing a culture of choice, it allows "employees to decide where they want to work in the office each day, be it a collaborative space or a focused, quiet place." This marks a shift away from standardization, which defined the old way of space planning. Ironically,

as the office has become more social, the experience for each employee is becoming even more personalized.

Throughout history, there are few constants. Among them: humans are innately different, yet uniquely connected by a common social fabric; and, ideas are innately human yet have no formal structure that connects them together.

This incongruence is in part because we haven't created the right environment for ideas—and the cultures from which they originate—to thrive.

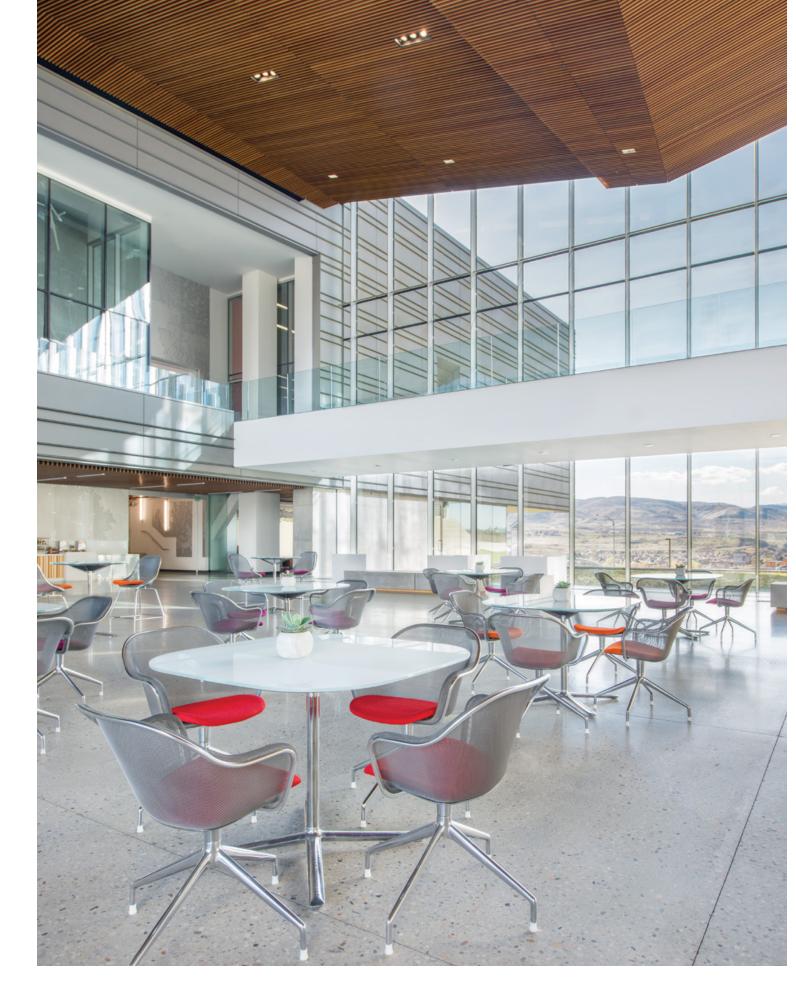
Much like a young seedling, culture needs to be nurtured. It needs the right conditions to grow and the ideal environment to propagate. It's when things cross-pollinate that we begin to realize that the power of our culture is bigger than the sum of its parts.

These are the happy accidents we seek, but there's no reason why they should be purely accidental. When we make an effort to break down barriers, improve accessibility to other perspectives, and create permission structures that value personal autonomy, accidental anomalies become intentional norms.

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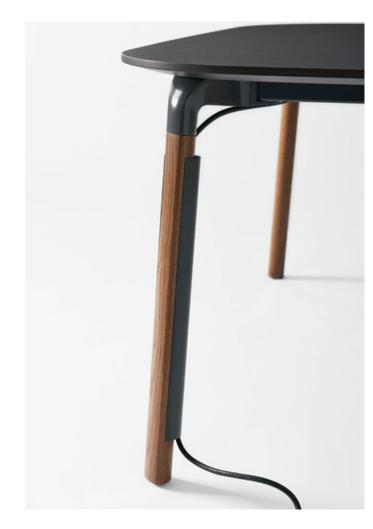
bevy mario ruiz

THIS IS BEVY,
A DYNAMIC
TABLE DESIGN
YOU CAN
CONFIGURE
TO YOUR HEART'S
DELIGHT.



24 studio tk IQ—EQ

bevy mario ruiz



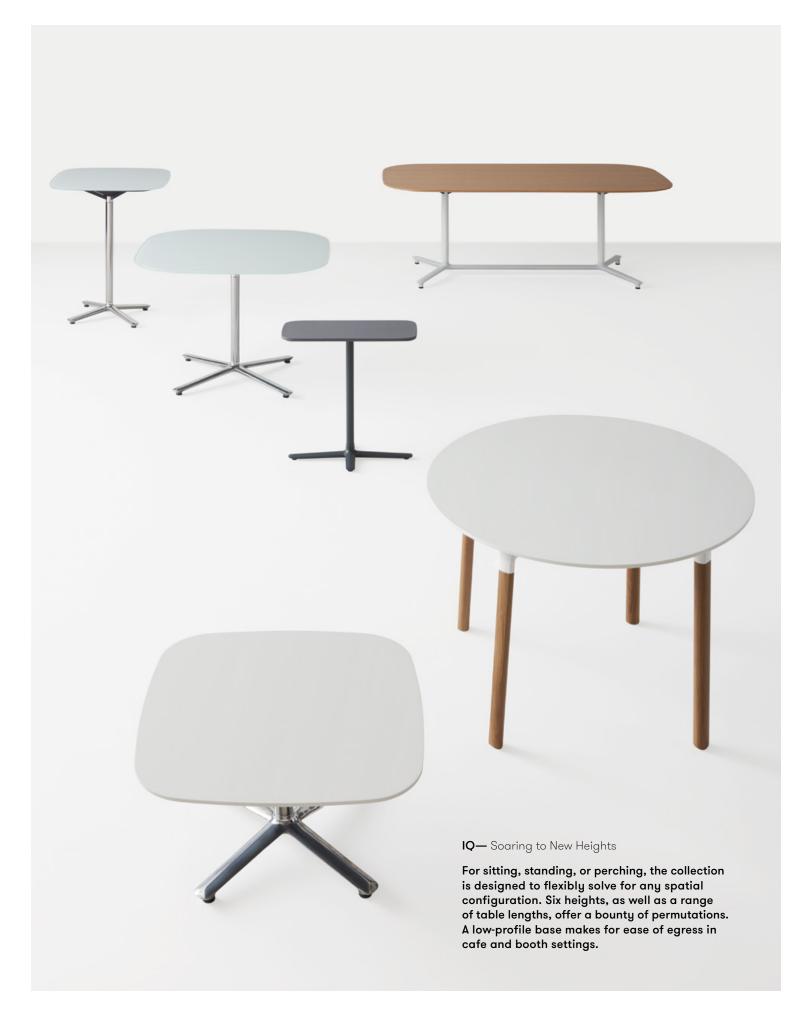
EQ— Below the Surface

Reimagine the workplace from the ground up. Multiple base options and a variety of finishes offer a range of ways to customize for the perfect cultural fit. Natural wood, polished aluminum, or a versatile powdercoat available in three colors offer different ways to soften the workspace.

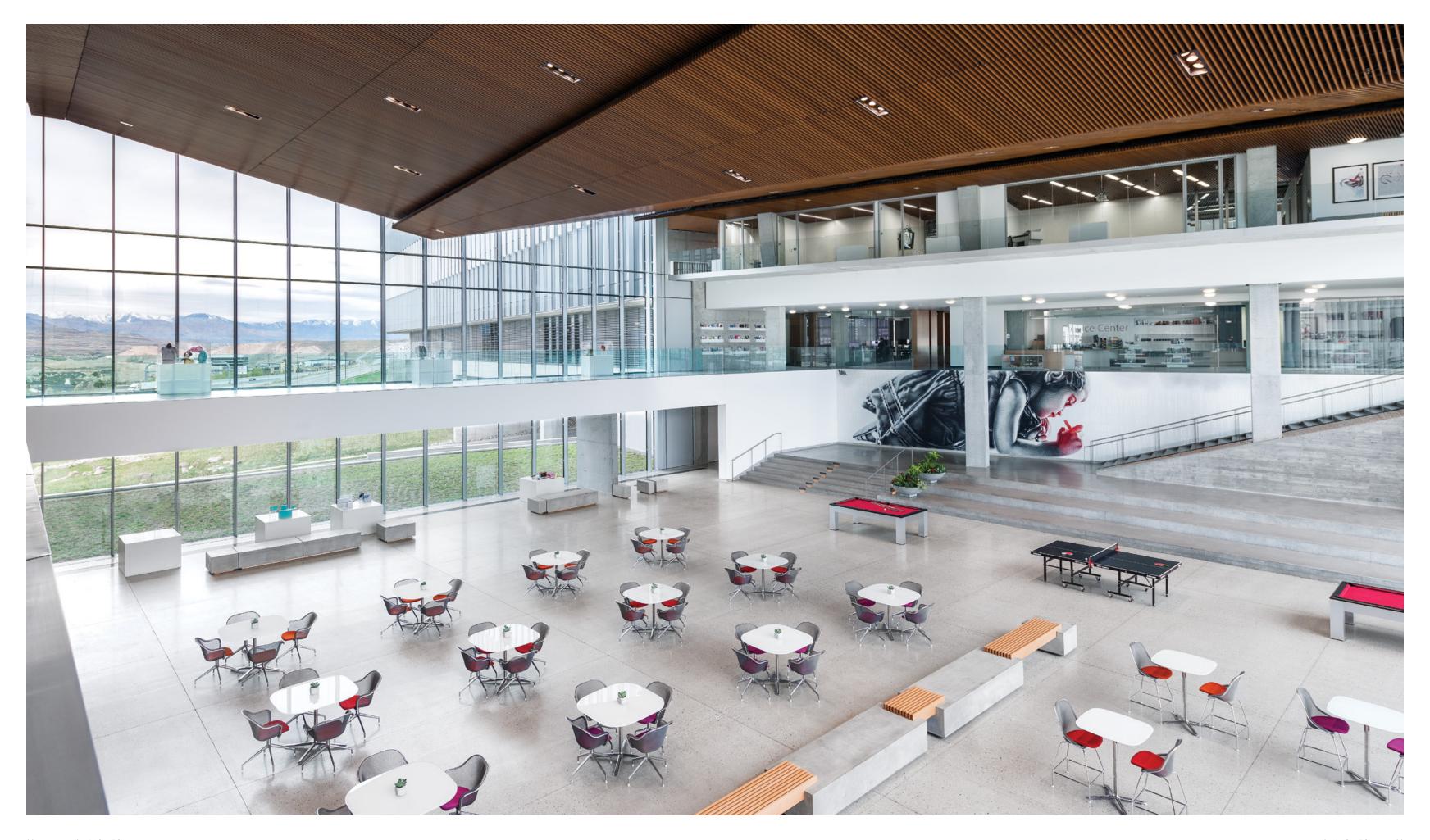
IQ— Power Onward

In spaces that value serendipity, spending time in search of an outlet and away from work and colleagues is a missed opportunity. Each table can be configured with power and a thoughtful chord management system to ensure all your energy is going to the right place.





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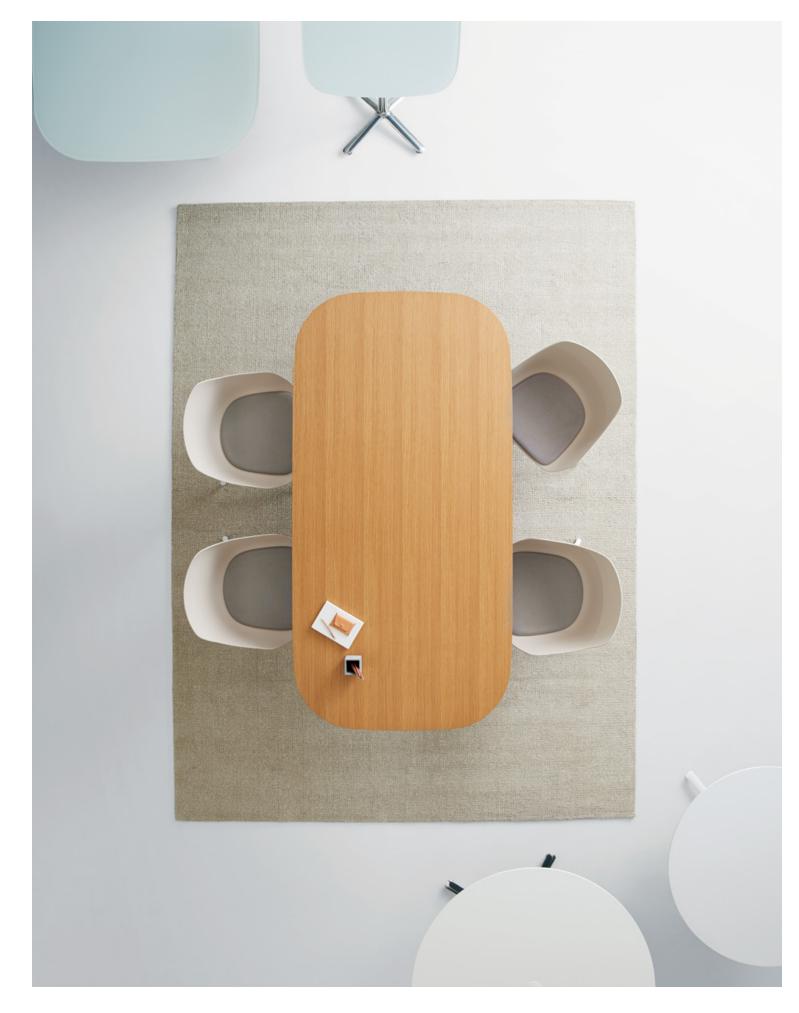
studio tk |Q-EQ|

EQ— Top it Off

Personalize your space to express all that your work culture aspires to be. With a range of tabletop shapes and finishes, including laminate, veneer, solid surface, and backpainted glass, you can create surface appeal with a deeper cultural meaning.

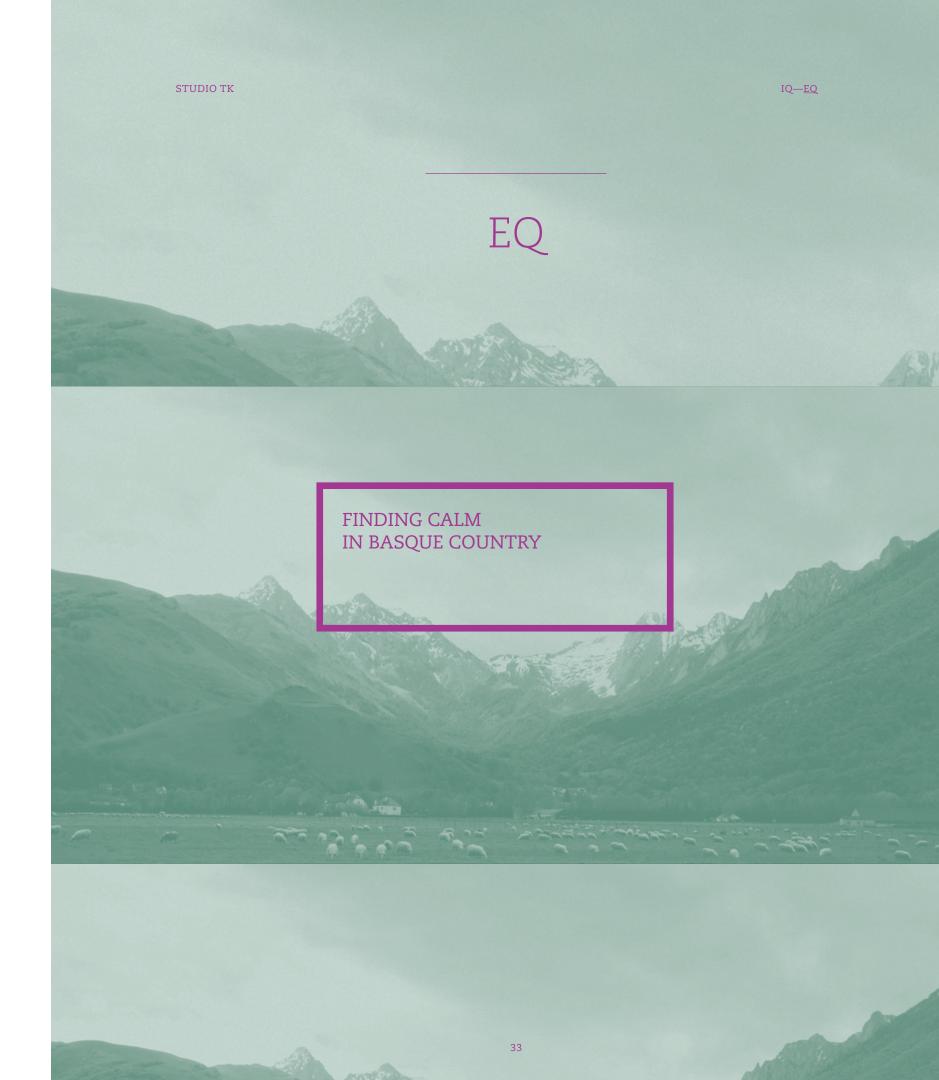


Detail— Oak veneer surface



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- Nestled between

the northern Atlantic coast and the western stretches of the Pyrenees Mountains lies the village of Itsasu. Here, they call it Basque Country. Straddling the borders of France and Spain, the region reflects a mix of geography, language, and culture melded into an identity all its own. It was in this tradition that the Itsasu-based workshop and furniture studio, Alki, was founded.

FOR OVER 35 YEARS, ALKI
HAS BEEN DRAWING
UPON THE REGION'S RICH
ARTISAN TRADITIONS AND
THE QUIET BEAUTY OF ITS
NATURAL SURROUNDINGS
TO DESIGN PIECES THAT
COULD BE DESCRIBED
AS MODERN BASQUE CRAFT.

For many who work at Alki, Basque Country is the only place they've ever called home. Building the workshop here was born of a desire to work wherever it is you live. And that's a sentiment you can appreciate immediately—as if passing through each product, Alki is imparting a sense of what it means to live wherever it is you work.

That feeling of welcome and warmth was among the many things that drew us to Alki. Given our interest in social settings, we're always looking at the ways design affects work inside space, but we're equally curious about its effect inside ourselves. At one level, social spaces express the values and identity of the work culture—but that only cuts at the surface. Ultimately, we are looking at the way social spaces deliver a new form of emotional ergonomics that extends the role of design into the realm of the sensory.



Alki is unique

in this regard. Their appreciation for form and materiality is what imbues their designs with an emotional resonance. In every detail, there are strong visual textures as well as tactile expressions that can elicit joy, project calm, or mitigate the effects of workplace stress.

So often, traditional approaches to design are too narrow in their scope, optimized to perform a specific task or singular function. Design of this nature is destined to treat people like cogs, bereft of any ability to think or feel. But people are impulsive, their fate tied to the whims of a state of mind constantly in flux, whose moods and motivations can change on account of a splash of color or a fleeting conversation.

Understanding the ways people respond to and derive pleasure from design informs how Alki approaches their craft. "I'm especially interested in the emotional relationship that we, as people, develop with certain objects," says Jean Louis Iratzoki, Alki's Artistic Director. "Why do we like something?' and 'Why do we keep only some objects?' The search for this affection is a constant in my work." For Alki, design is a holistic endeavor.

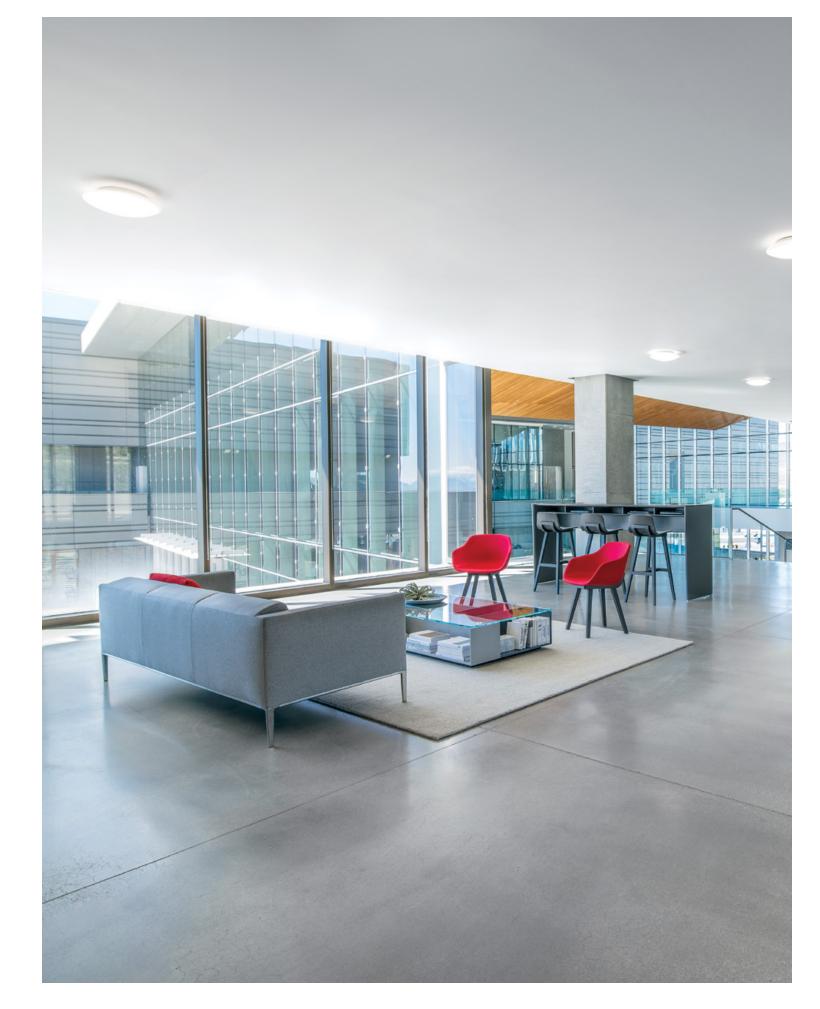
The sanctity of the essential is a prevailing influence in their work. Design, to Alki, is not a disguise, "but rather a continuous pursuit of purification." It's among the many reasons they design with natural materials—most notably, sustainably managed oak. Wood transcends the indulgences of contemporary living. There's a connection to oak that is steeped in local traditions and endemic to Alki's outdoor surroundings. But in many ways, it speaks to something more innate—a sentiment resembling what sociobiologist Edward O. Wilson would describe as our predisposition to subconsciously pursue connections with nature.

ATTRACTION TO OUR NATURAL ENVIRONMENT IS ROOTED IN OUR HUMANITY.

For Alki, this deep kinship with natural materials not only symbolizes a commitment to sustainable development, but also serves as a constant reminder that our desires—no matter where we work—are to find harmony within the world we inhabit.

kuskoa — kuskoa bi alki

INTRODUCING
KUSKOA AND
KUSKOA BI, TWO
COLLECTIONS
RETHINKING THE
ROLE OF FORM S
MATERIALITY IN THE
WORKPLACE.



kuskoa

jean louis iratzoki alki

IQ— Low to High

A seat for every intent. From large cafes to small collaboration zones, the chair, counter-height stool, and bar-height stool configurations offer



oak base, which can be finished five ways. Material accents can complement the warmth of the wood with optional inner and outer seat upholstery.

Detail— Oak trestle cradles a curved oak shell





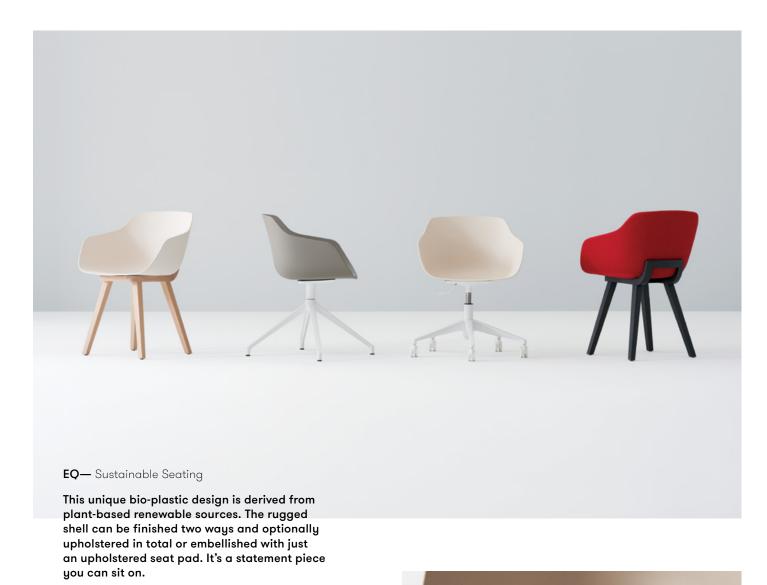
studio tk IQ-EQstudio tk IQ—EQ



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kuskoa bi

jean louis iratzoki & ander lizaso alki



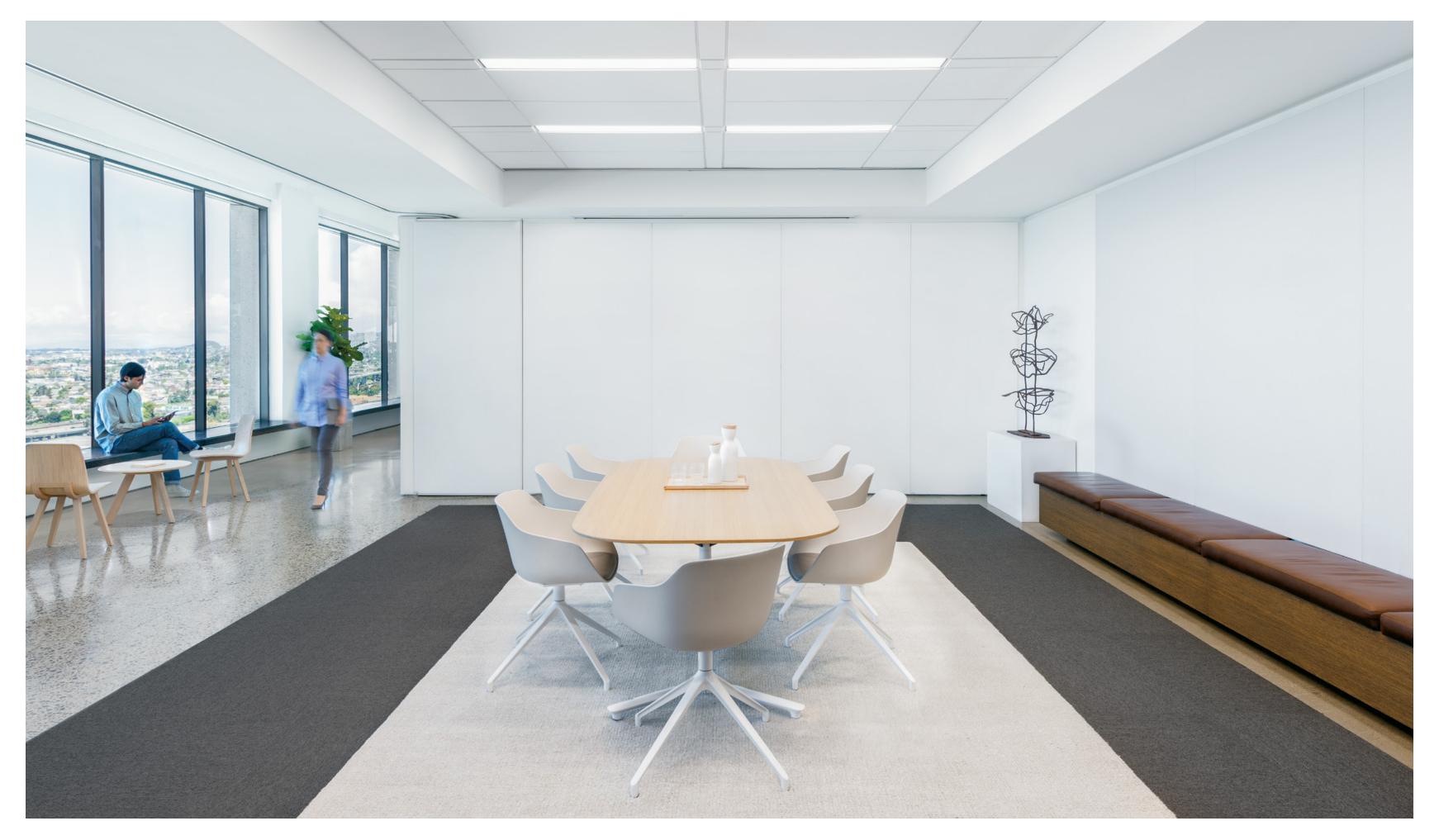
EQ— Cast into Comfort

The molded shell provides ample back and arm support for long stretches of work. Two desk versions offer supreme mobility, available with a 4-star swivel or 5-star caster in two powdercoat finishes. The guest chair sits firmly on a solid oak trestle available in five finishes. Perfect for collaboration and conference room scenarios.

studio tk IQ—EQ



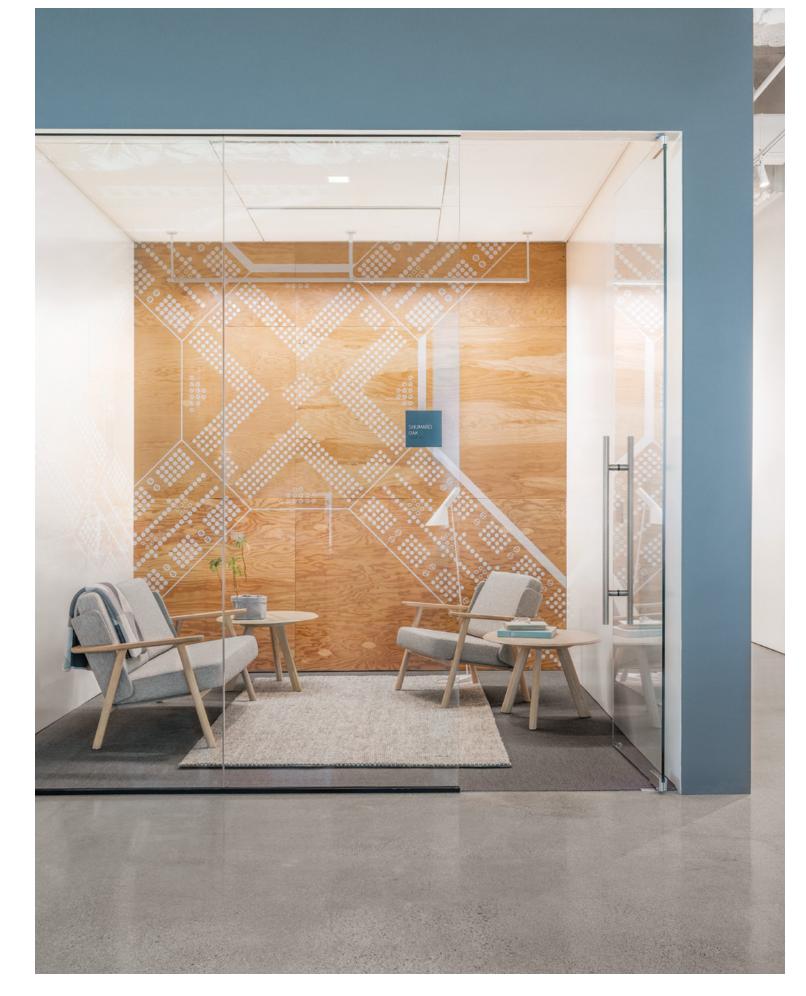
studio tk IQ—EQ



lasai

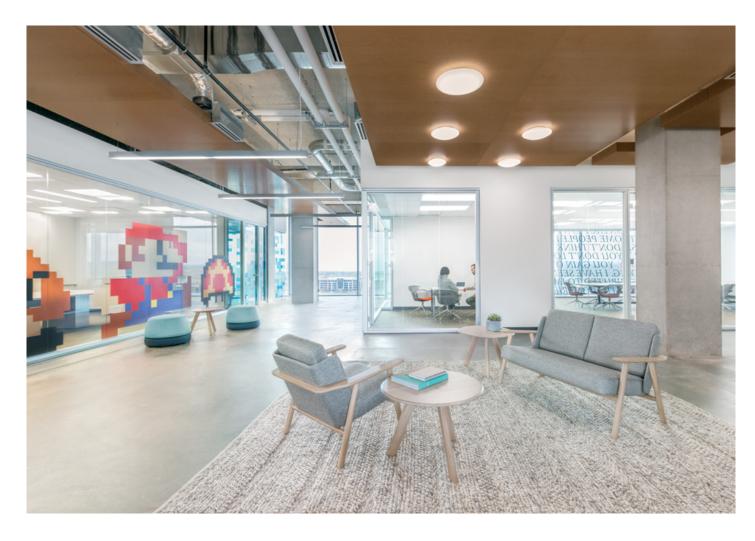
jean louis iratzoki alki

WELCOMING
LASAI, A LOUNGE
WITH A CALMING
SENSIBILITY
AND A CRAFTED
TOUCH.



lasai

jean louis iratzoki alki

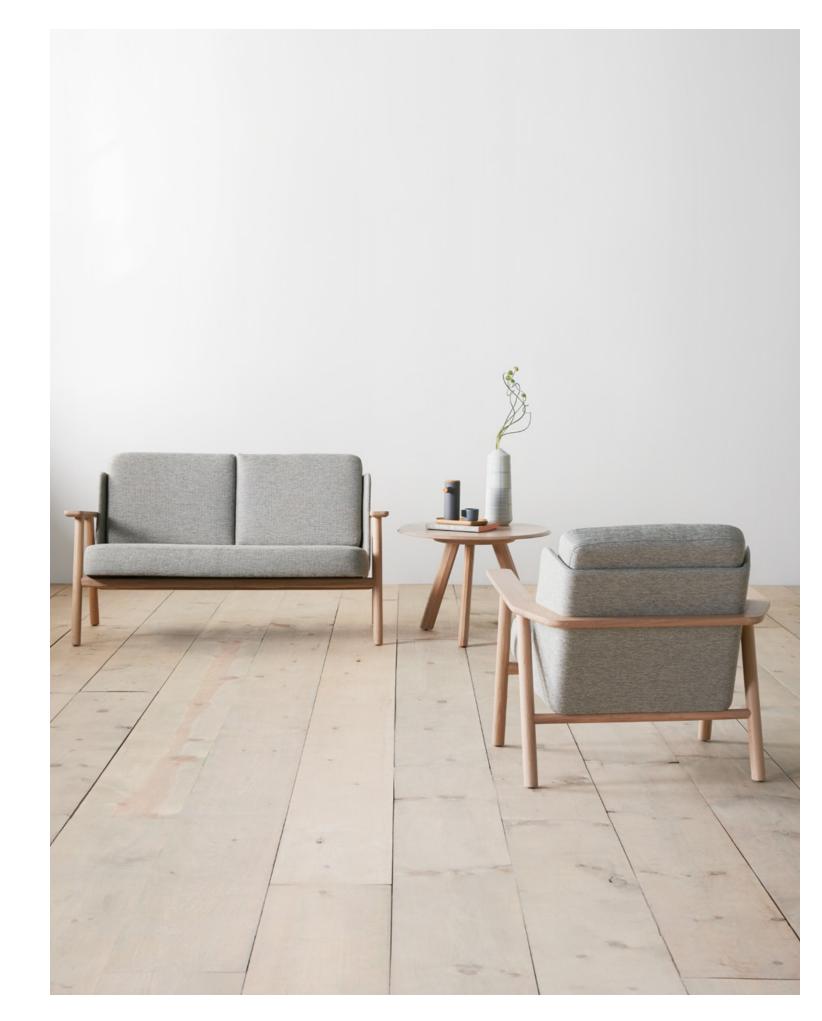


Detail— Oak and dual upholstery create visual texture



IQ— An Invitation to Sit

The low-profile, Hans Wegner-inspired recline is ideal for getting comfortable and catching up with colleagues. The single and double seat configurations are constructed with high-density foam and a wraparound oak structure to bring a welcoming, lifestyle feel into the workspace.



48 studio tk $|\bigcirc -$ E \bigcirc studio tk $|\bigcirc -$ E \bigcirc

EQ— Craft

The lounge's visual and tactile cues infuse a sense of balance in today's ephemeral work environment. The solid oak frame can be finished five ways to add warmth, while the cushions and outer shell allow for different upholstery finishes that can accentuate a space with a quick blast of color or subdue it with a muted palette.



product photography appendix

PG 9, 12-15— Public

Dual Low-Back Lounges

Upholstery: Luum Percept Amplitude Knit Mesh: Silver

Dual Low-Back Lounges

Upholstery: Luum Percept Tenet Knit Mesh: Silver

Spectrum Sofa

Seat: Luum Outpress Soot Back: Luum Percept Tenet

Bevy Occasional Tables (20"H)

Top: Back-painted Glass Base: Granite

Qui Ottomans

Top: Luum Percept Tenet Mid: Luum Heather Felt Indian Ocean Bottom: Luum Full Wool Fantasme

PG 10, 11— Dual Collection

Dual Low-Back Lounge Upholstery: Luum Heather Felt Saffron

Dual High-Back Lounge

Upholstery: Luum Heather Felt Saffron

Dual High-Back Lounge

Upholstery: Luum Pela Hemlock Knit Mesh: Khaki

PG 16— Personal

Dual High-Back Lounge

Upholstery: Luum Heather Felt Saffron

Qui Ottoman

Upholstery: Luum Heather Felt Saffron

Bevy Task Table

Top: Luum Granite Leather Base: Luum Granite

PG 25, 28, 29, 32— Cafe

Bevy Work Tables (29"H)

Top: Back-painted Glass Base: Polished Aluminum

Bevy Cafe Tables (36"H)

Top: Back-painted Glass Base: Polished Aluminum

luta 4-star Chairs Upholstery: Luum Ample

Radioactive

luta 4-star Chairs

Upholstery: Luum Ample Reaction

luta 4-star Chairs

Upholstery: Luum Ample Voltage

luta Counter Stools

Upholstery: Luum Ample Radioactive

luta Counter Stools

Upholstery: Luum Ample Reaction

luta Counter Stools

Upholstery: Luum Ample Voltage

PG 27— Bevy Collection

From Front to Back

Bevy Occasional Table (20"H)

Top: Solid Surface Base: Polished Aluminum

Bevy Leg Work Table (29"H)

Top: Solid Surface Casting: Very White Leg: Basque White Oak

Bevy Task Table

Top: Granite Leather Base: Granite

Bevy Work Table (26"H)

Top: Back-painted Glass Base: Polished Aluminum

Bevy Cafe Table (36"H)

Top: Back-painted Glass Base: Polished Aluminum

Bevy Y-Leg Work Table (29"H)

Top: Natural Oak Veneer Base: Very White

PG 31— Collaboration

Bevy Y-Leg Work Table (29"H)

Top: Natural Oak Veneer Base: Very White

Kuskoa Bi Desk Chairs

Bio-Plastic: Sand Upholstery: Luum Iterate Echo Base: Very White

PG 37, 43— Greeting

Jean Sofa

Upholstery: Luum Heather Felt

Kuskoa Bi Guest Chairs

Upholstery: Luum Percept Cardinality Wood: Truffle

Masalla 8-box Table

Top: Glass Base A & C: Cool Grey Base B & D: Smoke

Cavu Perimeter Table

Top: Rustic Base: Granite Shelves: Rustic

Kuskoa Bar Stools

Upholstery: Luum Heather Felt Wood: Truffle

studio tk IQ—EQ studio tk IQ—EQ

product photography

appendix

studio tk
featured products

PG 38— Kuskoa Collection

Kuskoa Bar Stool

Wood: Basque White Oak

Kuskoa Chair

Upholstery: Luum Homage Authority Wood: Basque White Oak

Kuskoa Chair

Wood: Basque White Oak

Kuskoa Chair

Upholstery: Luum Homage Winsome Wood: Basque White Oak

PG 39— Kuskoa Collection

From Top Left

Kuskoa Chair

Upholstery: Luum Homage Authority Wood: Basque White Oak

Kuskoa Chair

Wood: Basque White Oak

Kuskoa Bar Stool

Upholstery: Luum Homage Dashing Wood: Basque White Oak

Kuskoa Bar Stool

Upholstery: Luum Homage Winsome Wood: Basque White Oak

Kuskoa Chair

Upholstery: Luum Heather Felt Noil

Wood: Truffle

Kuskoa Chair

Upholstery: Luum Homage Authority Wood: Basque White Oak **PG 40, 41—** Cafe

Kuskoa Chairs

Upholstery: Luum Homage Winsome Wood: Basque White Oak

Kuskoa Chairs

Upholstery: Luum Homage Dashing Wood: Basque White Oak

Kuskoa Chairs

Upholstery: Luum Homage Authority Wood: Basque White Oak

Kuskoa Bar Stools

Upholstery: Luum Homage Winsome Wood: Basque White Oak

Kuskoa Bar Stools

Upholstery: Luum Homage Dashing Wood: Basque White Oak

Kuskoa Bar Stools

Upholstery: Luum Homage Authority Wood: Basque White Oak

Bevy Leg Work Tables (29"H)

Top: Solid Surface Casting: Very White Wood Leg: Basque White Oak

Cavu Perimeter Tables

Top: Basque White Oak Leg: Very White Shelves: Basque White Oak PG 42— Kuskoa Bi Collection

Kuskoa Bi Guest Chair

Bio-Plastic: Sand Wood: Basque White Oak

Kuskoa Bi 4-star Swivel

Bio-Plastic: Clay Upholstery: Luum Homage Dashing Base: Very White

Kuskoa Bi 5-star Caster

Bio-Plastic: Sand Base: Very White

Kuskoa Bi Guest Chair

Upholstery: Luum Percept Cardinality Wood: Truffle

PG 44, 45— Collaboration

Kuskoa Bi 4-star Swivel

Bio-Plastic: Sand Upholstery: Luum Iterate Echo Base: Very White

Bevy Y-Leg Work Table (29"H)

Top: Natural Oak Veneer Base: Very White

Kuskoa Chairs

Upholstery: Luum Homage Winsome Wood: Basque White Oak

Qui Table

Wood: Basque White Oak

PG 47— Personal

Lasai Lounge Chair

Upholstery: Luum Substance Quartz Wood: Basque White Oak

Lasai Settee

Upholstery: Luum Substance Quartz Wood: Basque White Oak

Qui Tables

Wood: Basque White Oak

PG 48— Between

Lasai Lounge Chair

Upholstery: Luum Substance Quartz Wood: Basque White Oak

Lasai Settee

Upholstery: Luum Substance Quartz Wood: Basque White Oak

Qui Tables

Wood: Basque White Oak

Qui Ottomans

Top: Percept Tenet Mid: Magnify Deep Water Base: Magnify Deep Water

PG 49— Lasai Collection

Lasai Lounge Chair

Upholstery: Luum Substance Quartz Wood: Basque White Oak

Lasai Settee

Upholstery: Luum Substance Quartz Wood: Basque White Oak

Qui Table

Wood: Basque White Oak

SOCIAL SPACES

ARE LIKE A

CHOREOGRAPHED

ENSEMBLE OF

INTENTION AND

EXPRESSION, WHERE

EVERY PRODUCT

HAS A ROLE TO PLAY.



iuta

antonio citterio b&b italia project

bankside

jasper morrison b&b italia project



luta Statement of Line





5-Star Chair







High Counter Stool



Guest Chair



Bankside Statement of Line





Lounge Chair

Sette

+ studio tk IQ—EQ 55

infinito tables

toan nguyen

toan nguyen



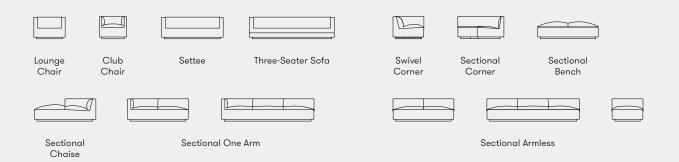
Infinito Tables Statement of Line



Table



Infinito Lounge Statement of Line



fractals jeffrey bernett & nicholas dodziuk

cloud

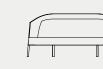
naoto fukasawa b&b italia project



Fractals Statement of Line



Low-Back Lounge Chair

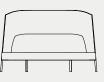


Low-Back Settee





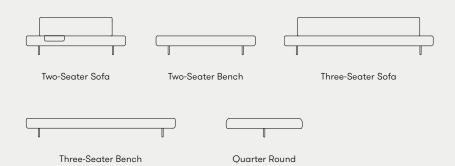




High-Back Settee



Cloud Statement of Line

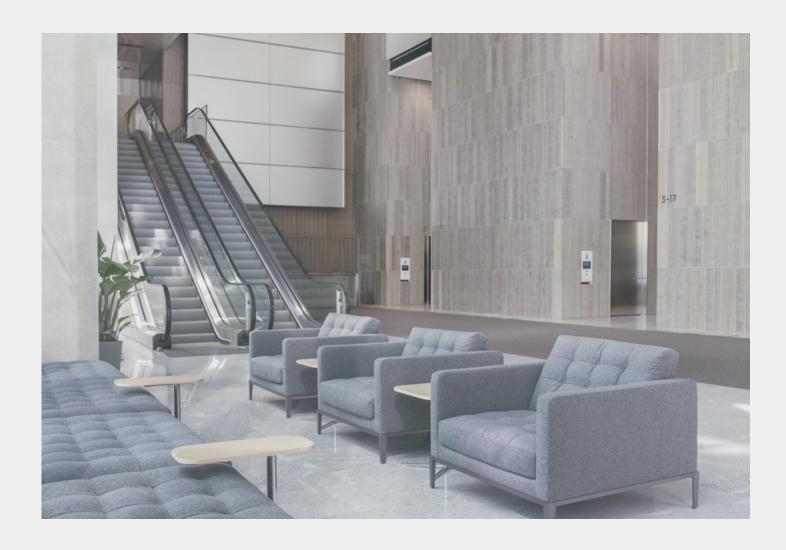


ac lounge

antonio citterio b&b italia project

cavu

mario ruiz



AC Lounge Statement of Line



Lounge Chair



Two-Seater Sofa







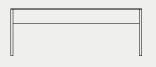
Seating Ottoman

Three-Seater Sofa



Cavu Statement of Line







Parsons Table

Parsons Table

Round Table

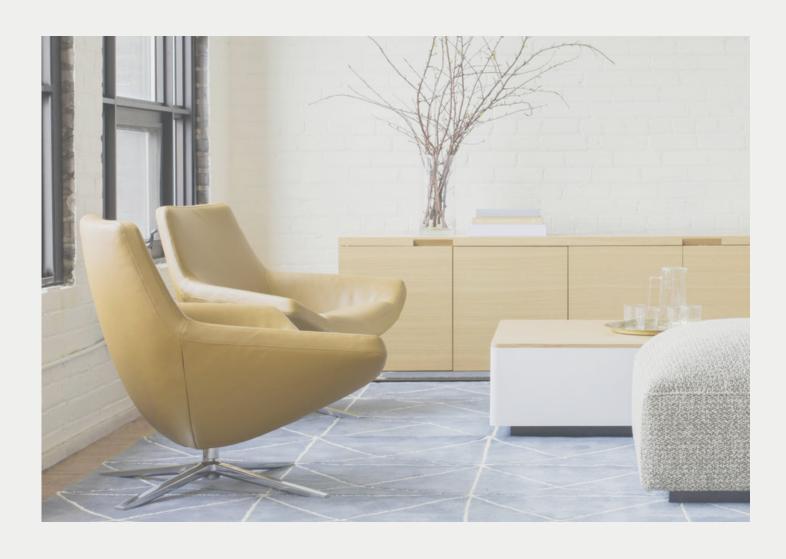
studio tk IQ—EQ studio tk IQ—EQ 61

metropolitan '14

jeffrey bernett b&b italia project

qui

monica armani



Metropolitan '14 Statement of Line



Lounge Chair



Lounge Settee



Qui Statement of Line



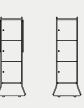








Large Screen



Mobile Storage Screen



Medium Ottoman

Small Ottoman

Work Table

Round

Medium Screen

Rectangular Table

studio tk IQ—EQ studio tk IQ—EQ 63

cover lounge

claesson koivisto rune

cover tables



Cover Lounge Statement of Line



Lounge Chair







Cover Sofa Three Seat



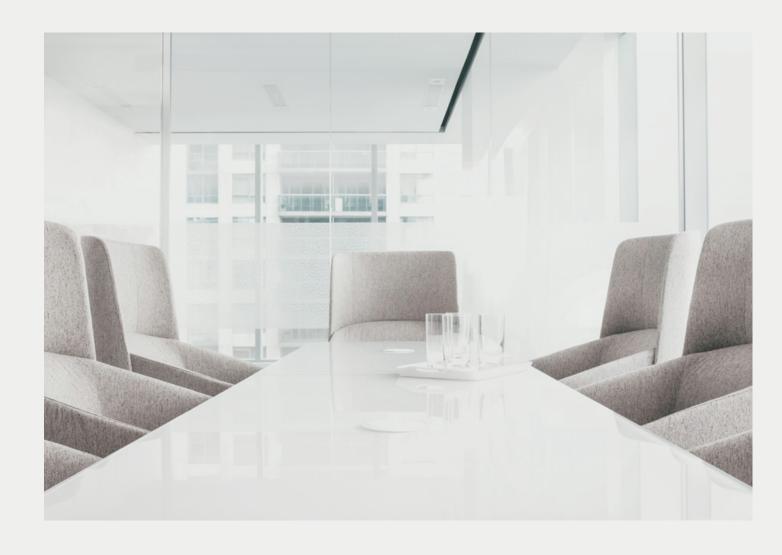
Ottoman Lour



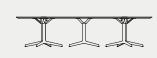
Lounge Chair with privacy



Booth with privacy



Cover Tables Statement of Line







Casual Booth Table (26" H)



Work (26" H)



Occasional (18" H)

Occasional (15" H)



Cafe (36" & 42" H)

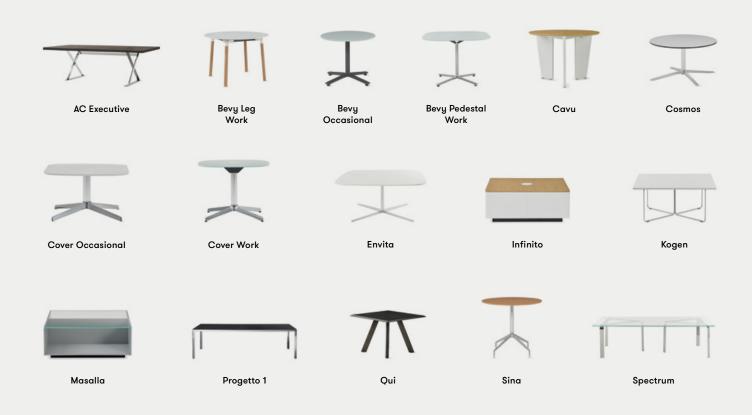
studio tk IQ—EQ 65

a—z products

Seating Collections



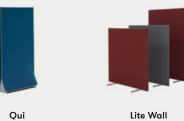
Table Collections







Screen Collections



ui Lite Wall

BREAK FREE FROM CONVENTION THE WORK CULTURE TO THRIVE.

