Change, Chaos, Contrasts and Compromise:
Workplace of the Future

Presented by:

Meredith Thatcher, CFM
Carroll Thatcher Planning Group

19 May 2005
Change, Chaos, Change, Chaos, Contrasts and Contrasts and Compromise

Workplace of the Future

Presented by: Meredith Thatcher
Carroll Thatcher Planning Group
May 2005

Future Trends

• Demographics
• Global economy
• Knowledge management
• Business and cultural shifts
• New technologies
• Sustainability
Boomers vs. Xers

- quiet
- large families
- calm
- closed office
- rich sensory input
- latchkey kids
- frenetic
- team space

Skills required

- **Flexibility and adaptability to change** - summarize and analyze information, withstand stress, accept criticism, work as part of a team, work in a multicultural environment
- **Independence** - learning, problem solving, decision making, taking calculated risks
- **Communications** - orally, in writing, independently, as part of a team

Global Economy

- Linked - a market drop in Japan has impact in Canada

Why Worry About Knowledge Management?

- Wisdom
- Knowledge
- Information
- Data

The Information Hierarchy
Business and cultural shifts

- Continuous improvement
- Diverse workforce
- Balance work and personal life
- 24/7 connection
- Disintermediation
- Defining value - tools vs. information
- Most educated workforce in history
- Less business travel = more reliance on technology

New Technologies

- Flat panel monitor
- Voice activated software
- PDA (personal digital assistant)
- Wireless communication

- Reliance on technology is causing a breakdown in communication

LAN

- Local Area Network
  - many standards
  - Uses radio signals
  - Communicates a few feet to 700 feet
  - Works well in dedicated environment - i.e. always use your desktop to print to a specific printer

Graphic provided by Public Works and Government Services Canada
Change
- The only constant is constant change
- Change is accelerating

Approaches
- ‘Wait and see’ attitude
- Constant improvement - never good enough
- Need for consolidation
Change is Stress Enough

Create environments that are as stress free as possible

Sight
- Visual clutter
- Unclear or missing signage
- Inappropriate lighting
- Gloomy or outdated environment
- Lack of visual privacy
- Unclean
- No variety - monotonous

Sound
- Equipment
- People
- HVAC
- Street noise
- Management ‘noise’
- Lack of quiet space - no refuge
Touch
- Dirty and sticky
- No texture
- Too hot, too cold
- Impersonal culture
- Inappropriate furniture
- 2 dimensional
- Quality of finishes
- Contact dermatitis

Taste
- ‘I’m not even worth a cup of coffee’
- Lack of scheduled social interaction
- ‘Left a bad taste in my mouth’

Smell
- Bad or stale air
- No welcoming smells
- Diversity in food
- Allergies - perfume, cleaning products, off-gassing

Intuition
- Don’t have confidence with decisions based on intuition
- Risk aversion
- Cultural differences - react and interpret things in different ways
Balance

- Tension - ‘you can cut the air with a knife’
- Moods
- Information overload
- Competing demands from business and personal life

Change

- The challenge to facility service providers is to be prepared for and reduce the cost and impact of change
- Opportunity or Threat !

What are our options?

- Real estate - rather than redundancy, build in capability for flexibility and adaptability
- Planning
- Behavioural
Flexibility

- **Flexibility of the Interior Work Environment:** Flexibility is a measure of a building accommodation setting that has the capability to respond or conform to organizational operational change with respect to three major planning criteria - versatility, rearrangeability, and convertibility.

Ability to change

Flexibility Performance Indicators

- Ability to access and modify utility end points
- HVAC diffusers and radiators
- Communications end points and density
- Lighting
- Control of acoustics
- Separation of public, operations and secure areas
- Partition types
- Floorplate limitations
- Furniture and finishes

Adaptability

- **Adaptability of the Building Fabric:** Adaptability is a measure of a building’s capability to respond to major changes in functional use which involves implementation of new accommodation settings within an existing physical asset.
Adaptability Performance Indicators

- Access to power, phone and data lines - horizontal and vertical
- Ease of change to supply and distribution lines
- Expansion capability of main supply and distribution
- Ability to modify air supply, ventilation, heating and cooling
- Ability to control lighting on an individual basis
- Structural capability
- Ability to easily secure part of the facility
- Capability to support special programs and initiatives

What are people asking for?

- Connect with my community
- More, smaller, faster, shorter projects
- Keep managers out of trouble
- The latest and greatest technology
- Personal control of environment
- Storage space
- Quiet work space
- Space that I can personalize and have some choice
- Space assigned by position…by function….and by salary

Why should we do this?

- ‘Retain and attract’
- Keep the talented ones
- It’s good business
- It’s our business
- If we don’t, someone else will
Options for the Senses - Sight

- Lighting
  - high overall brightness
  - evenly balanced
  - quality and variety in daylighting
  - access to natural light
  - personal control of dimming
  - automatic switching controlled by ID card, photocells, occupancy sensors, telephones

Sight

- Wayfinding - do it and keep it current
  - paint locators on columns
- Canary Wharf lessons (CFM&D Nov 2001)
  - integrated approach
  - brand identity
  - establish visual zones
  - proportionally appear the same size
  - ‘You are in…’
  - ‘You are here’

Sight - Colour - let them pick!

- chairs, pedestals, hang-on components, task lights, desk sets, tackable elements, meeting rooms
- thread of continuity within a framework
- medical community beat FMs to it
A Strong Corporate Vision

- Is a filter to sort through all the information coming at you
- Helps define who you are
- Helps you maintain focus
- Ensures fairness for staff of all ages
- Defines which knowledge is important going forward

Sound

- Open vs. closed - both are required - should be based on the culture of the organization - do your research
- You must understand the work
- As % of workstations increases, % of closed meeting spaces increases
- Provide a variety of types of spaces to support a variety of types of tasks

Sound

- Use acoustic materials
- Educate occupants on behaviours associated with closed office privacy, standing privacy, and seated privacy
- Develop protocols for working
- Visit open concept schools - if 7 year olds can be quiet, so too can adults
- Waterfalls, ponds, aquariums

Touch

- Too hot, too cold - give them some control
- Theatres - calculate heat load based on ticket sales
- Conference rooms - activate HVAC by opening door
- Add texture - half the population is kinesthetic
- Use organic finishes
- Keep both hands moving in 3 dimensions
Taste
- Schedule lunch and learn
- Provide beverages - or the infrastructure for someone else to
- Be careful not to cater solely to ‘Gen X’

Smell
- Sears - automatic adjustment of fresh air by measuring carbon-dioxide
- Have coffee pots start brewing before occupants arrive
- Have cultural food days
- Be aware of and accommodate allergies
- EEU’S (environmental enhancement units)

Intuition
- Master the art of ‘Predictive Intelligence’ – the ability to act in the face of uncertainty.

From Fast Company, April 2005

Balance
Sustainability
Balance
- Recognize that balance between work and family life is essential
- Younger generations expect to have balance
  - will leave if it is not respected
- “Attitude Adjustment Days”

Sense of Community
- Keep groupings of people to about 250 (more entrepreneurial culture)
- Plan for alternative spaces within each team space
- Add organic elements to interaction areas
- Provide community collection areas - natural incubators of conversation
- Provide more ‘pull-up’ space

FM Group
- Build partnerships
- Give them the tools and the training
- Understand their interests
- Communicate, communicate, communicate
- Conflict resolution skills
- Deal with bad behaviour quickly

Change is Stress Enough
People who experience positive moods solve problems more quickly and come up with more creative solutions
Questions?

- Questions can be submitted “live” by pressing *1 key on your telephone touchtone key pad.

- OR “online” by pressing the “hand icon” on the top tool bar of the Web presentation platform and typing your question to the presenter.

- OR solutions@thatcherplanning.com

Upcoming Audio Seminar:

June 16, 2005 12:00 p.m. CDT

Innovative Workplaces: The Value and Role of “PLACE”

Speaker: Brent Densford, Director of Workplace Solutions
Humana, Inc.

More information at www.ifma.org

Audio Seminar Evaluation

IFMA uses a electronic evaluation called surveymonkey.com

A link to this evaluation is being e-mailed to all site registrants after the audio seminar. We encourage you to forward this link to all listeners that participated at your site today.

These evaluations give IFMA valuable feedback in making future audio seminars successful.

Thank You!

Contact Information:

Carroll Thatcher Planning Group
phone: 613-729-2646
fax: 613-761-1609
solutions@thatcherplanning.com