



How do you define Strategic Excellence?



Key Workplace Issues:

Resilient Real Estate

Wellbeing

Collaboration + Privacy

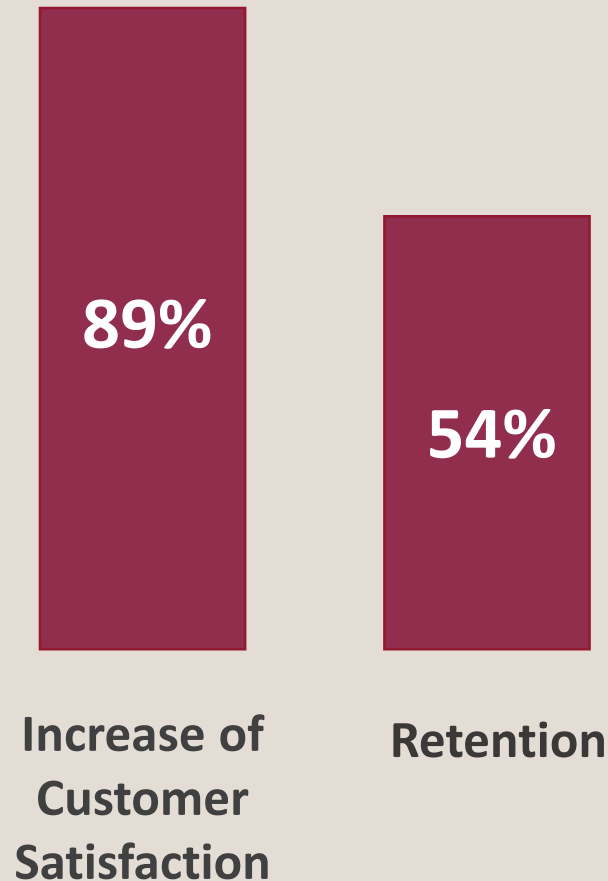
Brand + Culture

Attract + Engage

A study of 207 companies in 22 industries over 11 years by Kotter and Heskett found that when companies managed and nurtured their cultures, revenue grew by 682% (compared with 166%) stock price rose 901% (compared to 74%), and growth increased 282% (compared with 36%), and net income grew 756% (compared with 1%).



Companies with the most highly engaged employees outperform those with the least engaged employees by

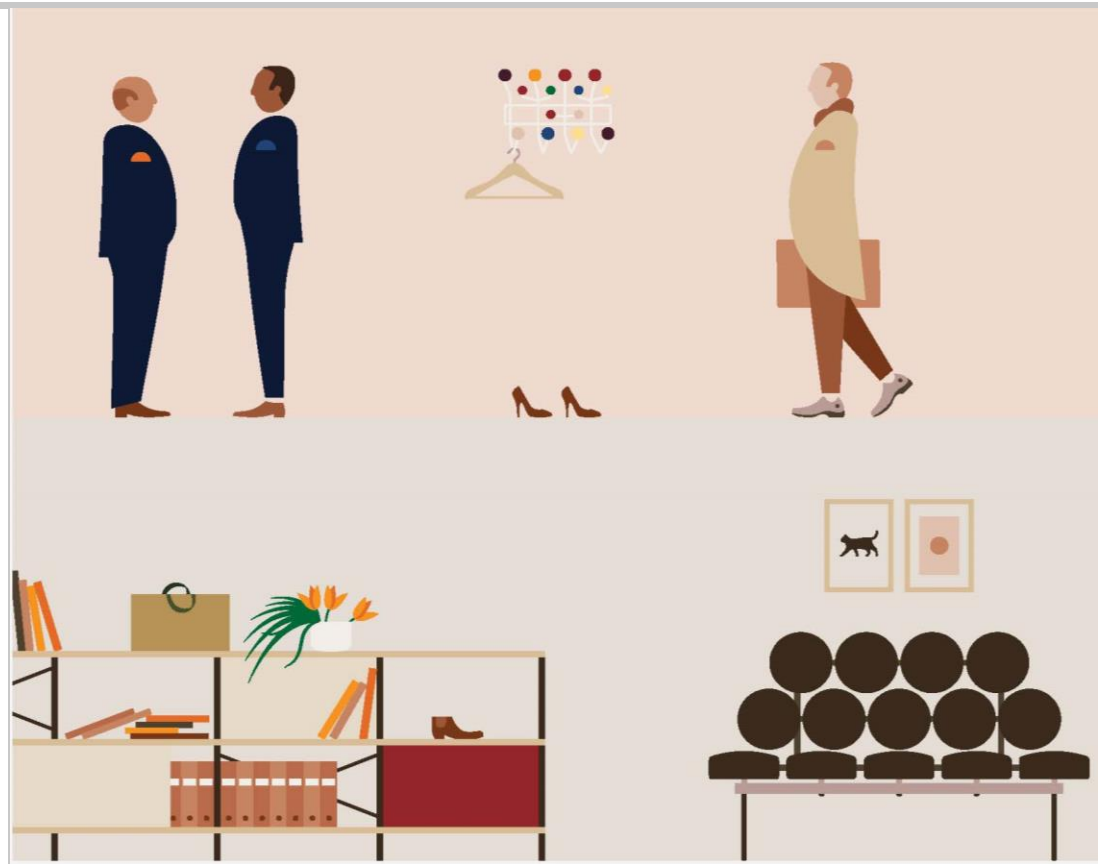


**4X in Jump
Revenue**



New Landscape of Work

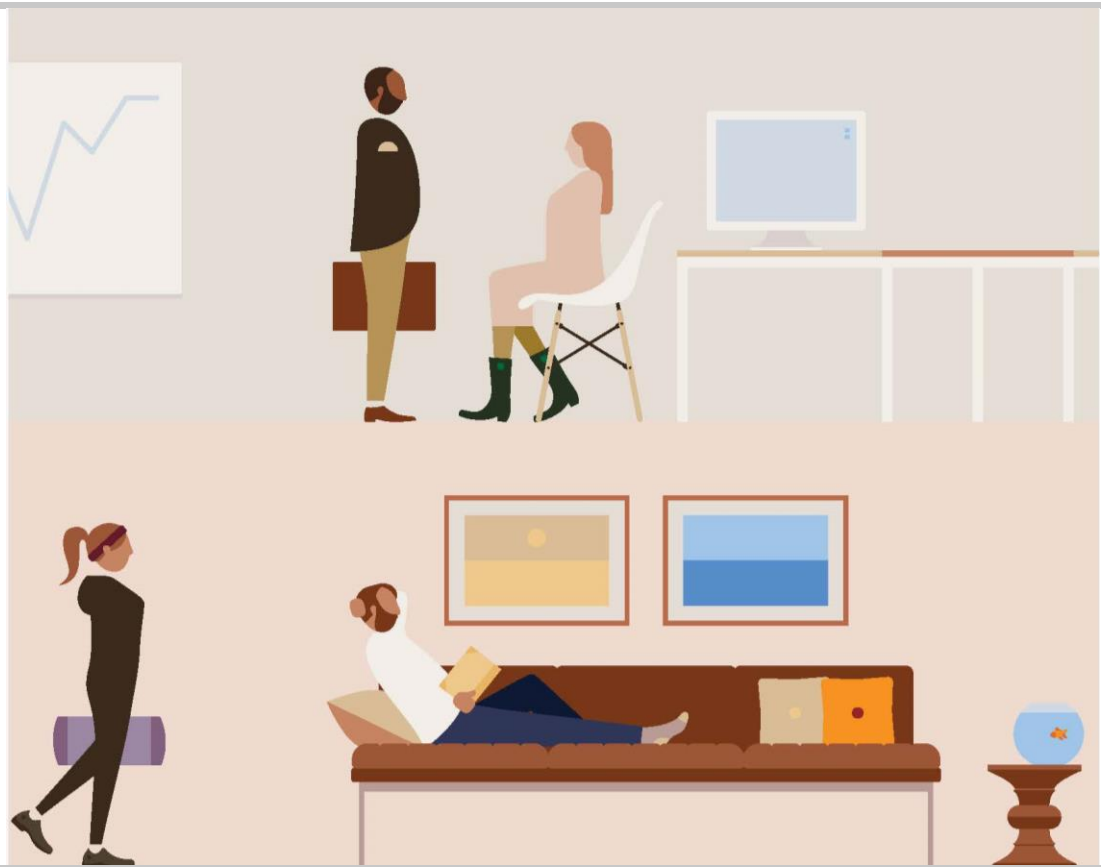
The new landscape of work is inherently global – innovation and economic strength are distributed across it.





New Landscape of Work

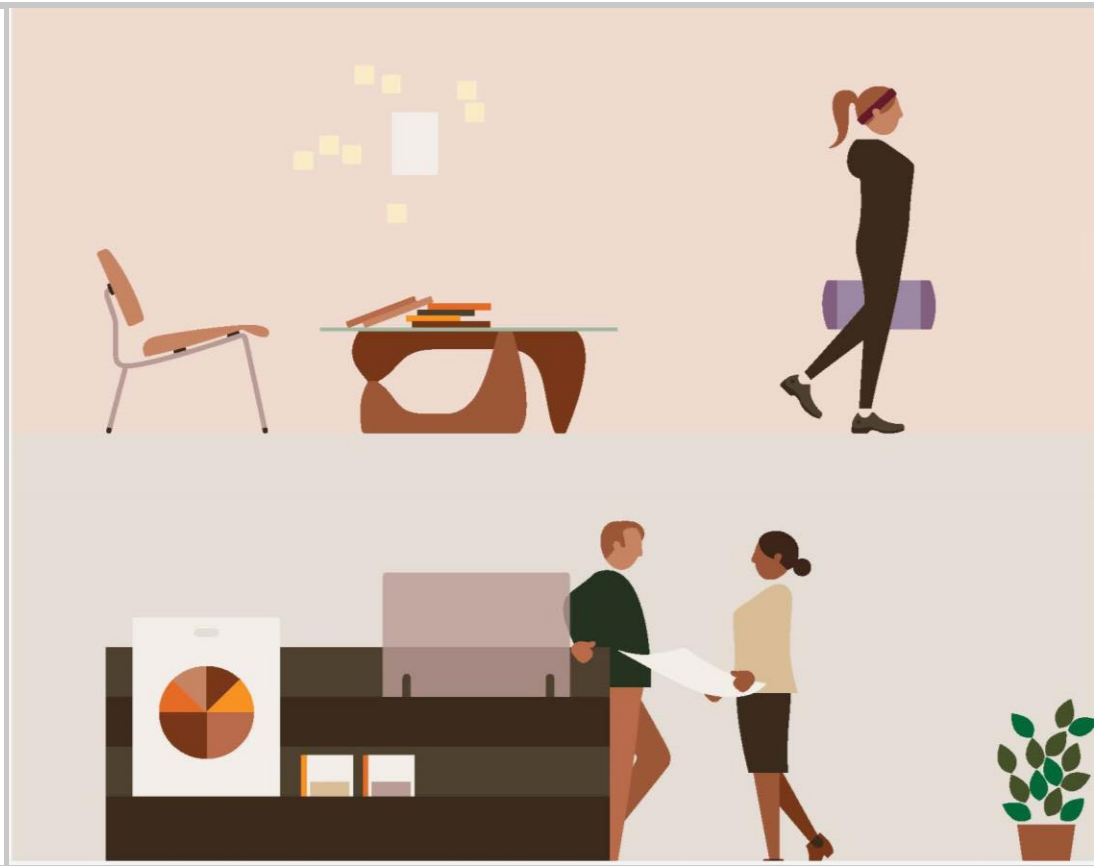
The new landscape of work exists physically and virtually at the same time.





New Landscape of Work

The new landscape of work, the means of creation and production are increasingly democratized.





New Landscape of Work

The new landscape of work, the lifecycle of ideas, products, and whole businesses has accelerated from decades to years, and from minutes to milliseconds.





From this kind of work



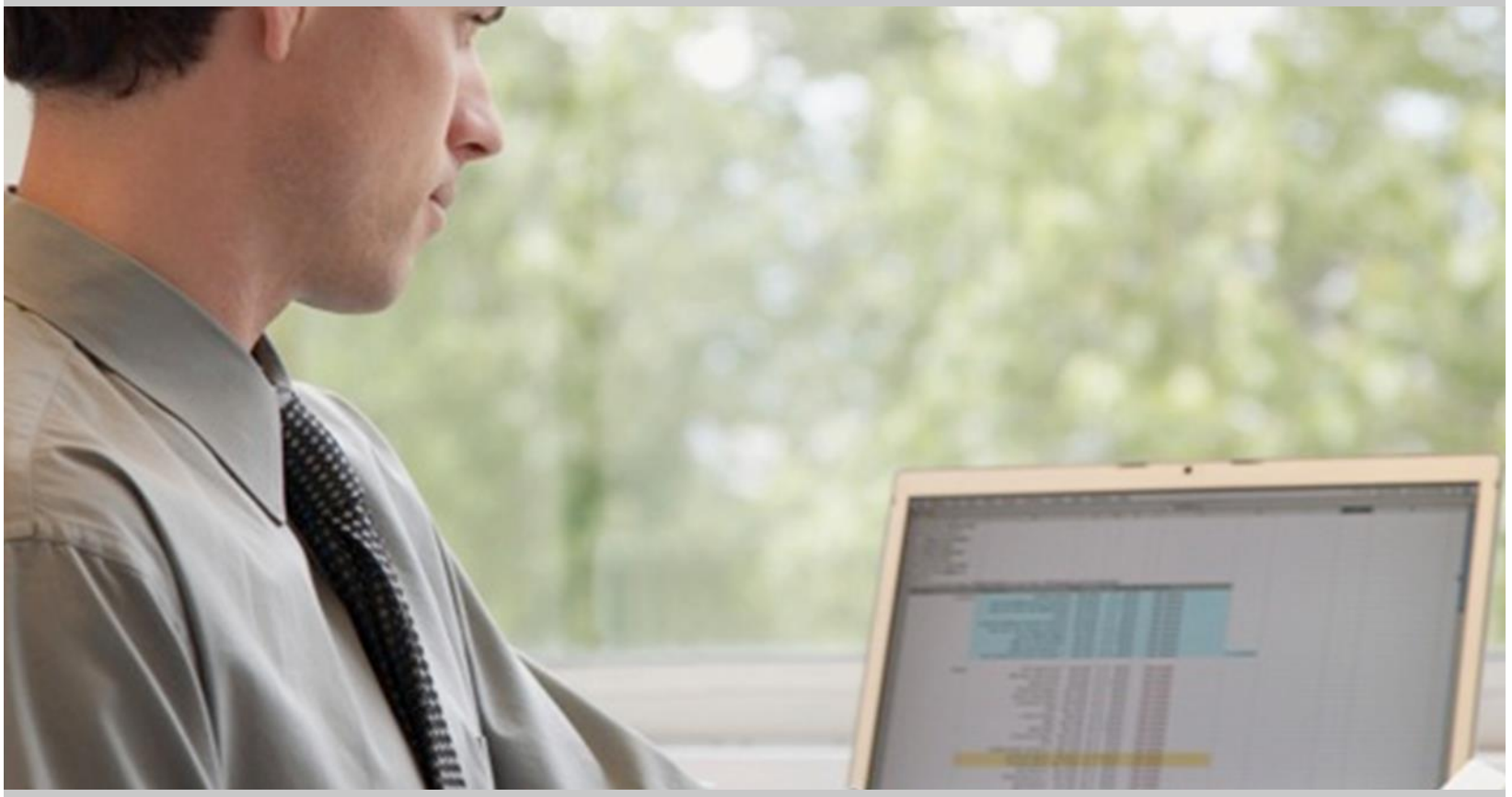


To this kind of work





From these kinds of tools





To these kinds of tools





From these kinds of places





To these kinds of places





Key Concept: Modes of Work



Modes of Work





Contemplate

Disconnecting from distractions by not being seen by others and avoiding noise. Relax and think; reflect and explore; take a brain break; re-energize; study or read; learn and lounge.

Duration: 15-60 mins

of People: 1 person

Location: Isolated/Views & Vistas Helpful

Planning: Planned or Unplanned

Formality: Casual





Create

Engaging with the specific content of one's role—engineering, accounting, writing, designing—and solving the problems standing in the way of the deliverables.

Duration: 60 mins +

of People: 1 person

Location: Adjacent to content and tools

Planning: Planned





Process and Respond

Dealing with the continuous flow of messages, e-mail, phone calls, and texts that stream into one's work.

Duration: 15 min – most of day

of People: 1 person

Location: Wherever device access exists

Planning: Planned or Unplanned





Warm Up Cool Down

To fill in the gap, utilize wait time, prep for meeting, incidental and opportunistic conversations before or after engagement. Continuation of the discussion after the meeting has formally ended often sparks the best ideas.

Duration: 2-10 mins

of People: 2-3 people

Location: Open, outside halls

Frequency: Before and after meeting

Planning: Spontaneous

Formality: Social, casual





Chat

To touch base, catch up, ask a quick question or opinion. Seeking an instant response to complete a task. It may also start by simply socializing and then lead to spark an idea or an issue. Could be interruptive or distracting to others.

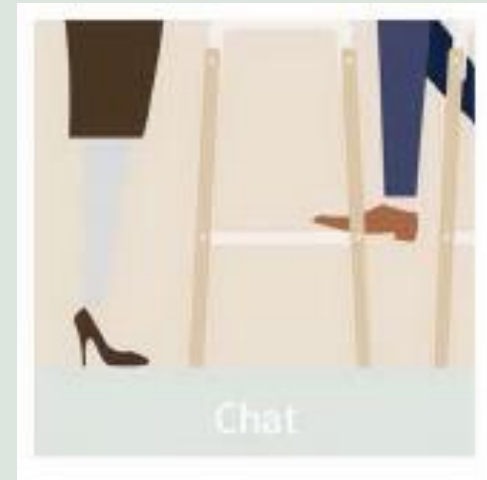
Duration: 5-15 mins

of People: 2-3 people,

Location: Workstation, common areas, hallways, Instant messaging,

Planning: Unplanned/Impromptu

Formality: Casual





Converse

A conversation with a peer, manager or colleague from another area. Ranges from casual and personal to formal and agenda specific.

Duration: 30-60 mins

of People: 2-3 people

Location: Scheduled/Impromptu

Planning: Casual and Formal

Privacy: Adaptable to need





Show and Tell

To examine content with an intention of making a change if necessary. Creating an overall impression through storytelling and a narrative demonstrating the credibility of the work.

Training sessions, dissemination for learning, knowledge sharing, and internal reporting are prime motives. These are organized to help employees share and learn from each other. No requirements for immediate results or decisions.

Duration: 60 mins – 2 hrs

of People: 4-50 people

Planning: Scheduled

Formality: Formal

Privacy: Acoustical and visual., but not always important





Divide and Conquer

To accomplish a task by dividing work, sitting in proximity, working towards the same end goal, and doing work individually. Team usually works toward a defined deliverable or stays closely aligned as the critical decisions are made while the project progresses.

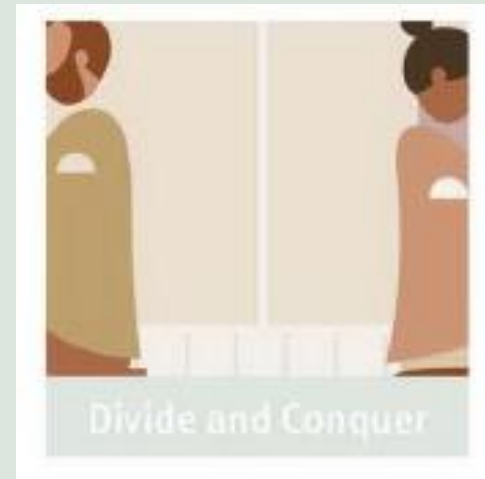
Duration: Few hours to days

of People: 4-6 people

Location: Dedicated space

Planning: Often scheduled

Formality: Casual





Huddle

A sudden need to gather with a set of people to take care of something that needs immediate action or attention. Attempt is to get quick shared resolution to reinforce shared accountability.

Duration: 5-15 mins

of People: 2-many

Location: Common landmark

Planning: Unplanned and quick

Formality: Casual





Co-Create

Often triggered by a small problem or a clarification needed between 2-3 people with the goal of progressing ongoing work. Engaging the mindshare of a varied group to contribute to the creation of new ideas. Aid visual thinking on a whiteboard for easy building on thoughts. It may be preplanned and semi-structured.

Duration: 3 hrs-full day(s)

of People: 4-25

Location: Space with Views/Vistas , Supports Movement,

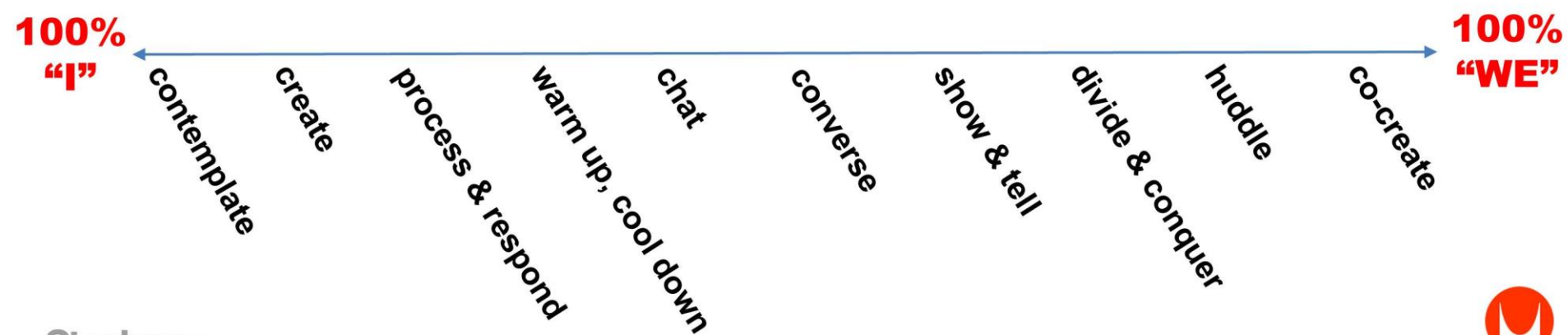
Planning: Scheduled

Frequency: Occasional

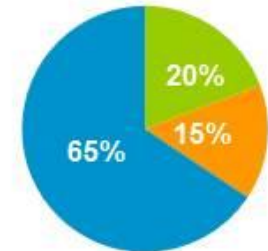
Formality: Creative and informal



Balancing: Privacy/Individual work with Collaboration/Co-creation



CONVENTIONAL | BUBBLE DIAGRAM



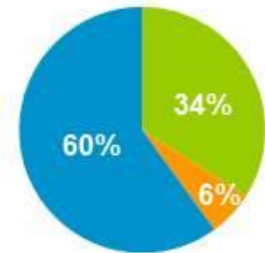
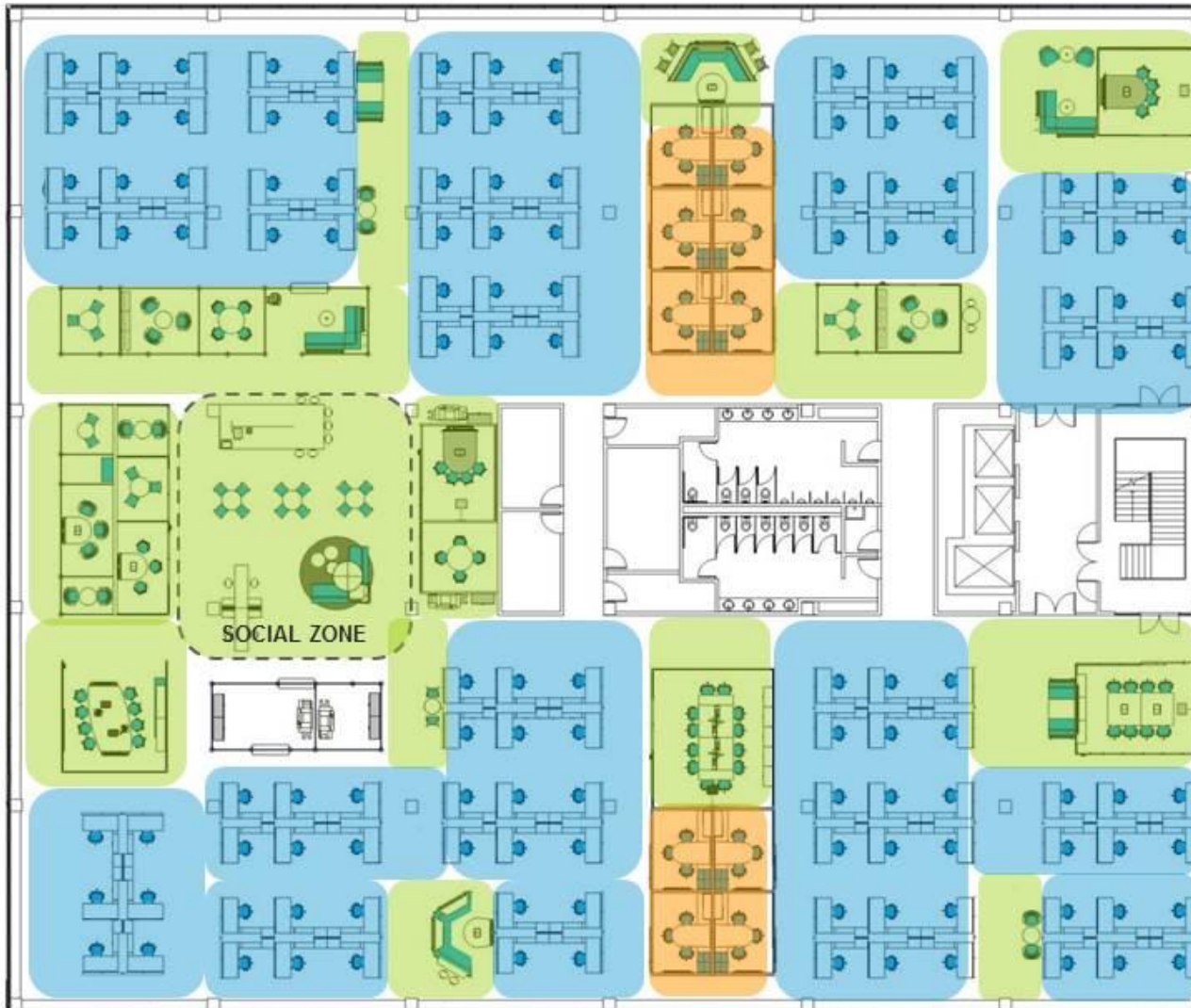
Stats:

 Individual Spaces
= 111

 Private Offices
= 16

 Collaborative Environments
= 12

JUMP | BUBBLE DIAGRAM

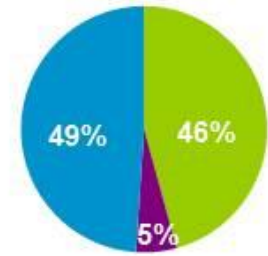


Individual Spaces
= 126

Private Offices
= 10

Collaborative Environments
= 31

LEAP | BUBBLE DIAGRAM



Individual Spaces
= 152

Private Offices
= 15

Collaborative Environments
= 44

Balancing: Analog with Digital / Physical with Virtual

Hi Tech

contemplate

create

process & respond

warm up, cool down

chat

converse

show & tell

divide & conquer

huddle

co-create

No Tech

Steelcase

