ENABLING MOBILITY

The Case for Working Anytime, Anywhere

"We still have a workplace perfectly designed for the workforce of the 1960's".

Joan C. Williams "Reshaping the Work-Family Debate"

INTRODUCTION

This section's material is adapted from content developed for the Workplace Community by:

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Daniel Johnson, Accenture
Gil Gordon, Gil Gordon Associates
Bethany Davis, Nokia
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Mobility – *our definition*

The ability to (effectively) work in spaces/places other than one's desk –

whether that's in the same building as that desk, or at a café, airport, home, or co-work location

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The Context for Mobility = Changing World

New world realities | New work requirements

Globalization

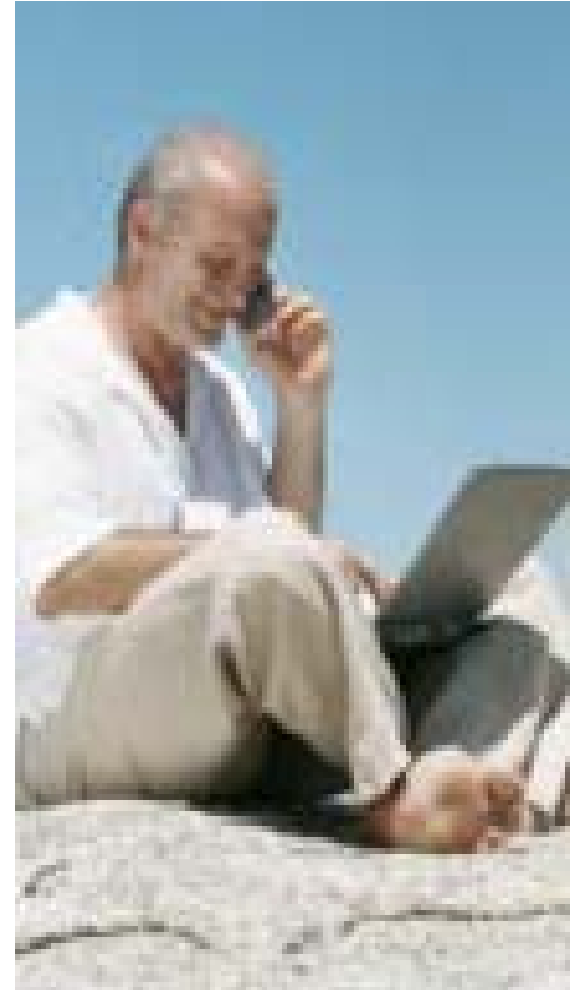Business Continuity

Sustainability

Work Activities

Time Constraints

Technology

Workforce Demographics

Desire for Flexibility and Choice

Work is something you do,
not somewhere you go...

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The Context for Mobility = Changing Work

Traditional ways of working:

- *Place* as factory for work
- Performance based on "time in"
- Supervision
- Team members co-located
- Space based on hierarchy, held "just in case"

The emerging way:

- *Activities* of processing, innovation
- Performance based on results
- Mentoring and coaching
- Virtual teams, mobile individuals
- Space based on work practices, provided "just in time"

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# The Context for Mobility = Enabling Technology

- Secure connectivity to company data through multiple devices

- Increased network bandwidth

- Better collaboration tools

- Follow-me voice

- Ubiquitous security

- Robust technology platforms
    - E-Mail, Instant Messaging
    - Shared files
    - Calendar management
    - Audio and Video conferencing

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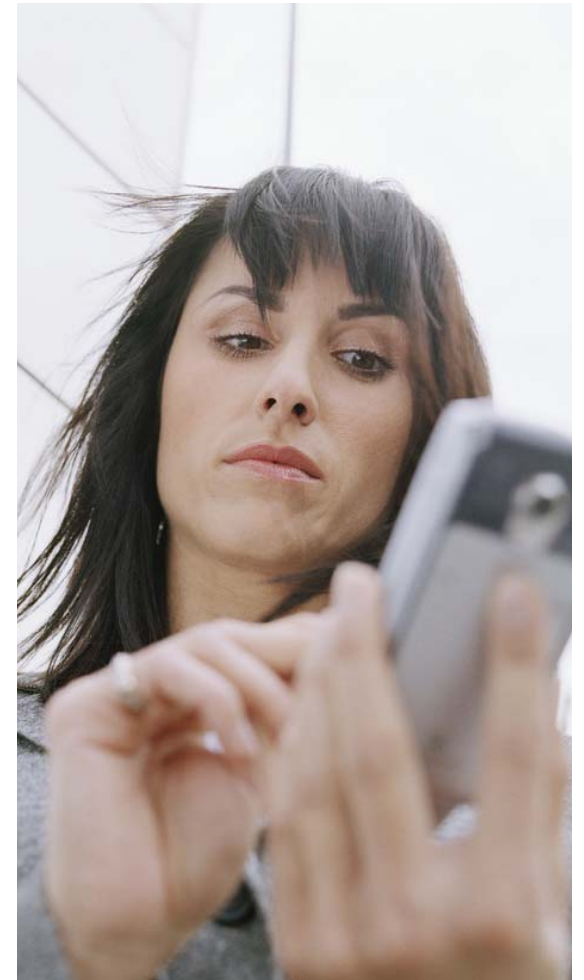
The Context for Mobility = Worker Expectations

- To have more choice and control over where and when they work...including more say over balancing work and life*

- To access files, data, each other on demand, and 24/7

- To be recognized for their contributions

- To build communities within their organization (as well as outside)

*relative priorities: *Boomers are twice as likely to choose work-centric (22%) as GenY (13%); whereas GenY chooses family-centric 50% of the time, compared to Boomers at 34%*

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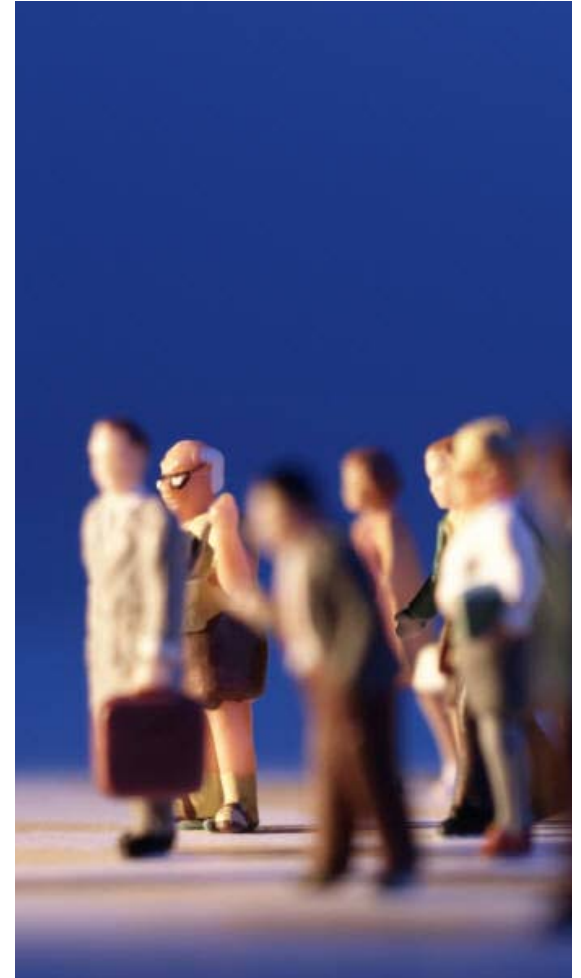
The Context for Mobility = Workplace Provisioning

- The *purpose* of spaces is shifting to support the shifts in the *purpose* of the office:
  - Collaboration
  - Learning
  - Socializing
  - Focusing

- The ratio of group spaces to individual spaces is increasing

- The types of group spaces are expanding from conference rooms to a broad range of work-enabling settings

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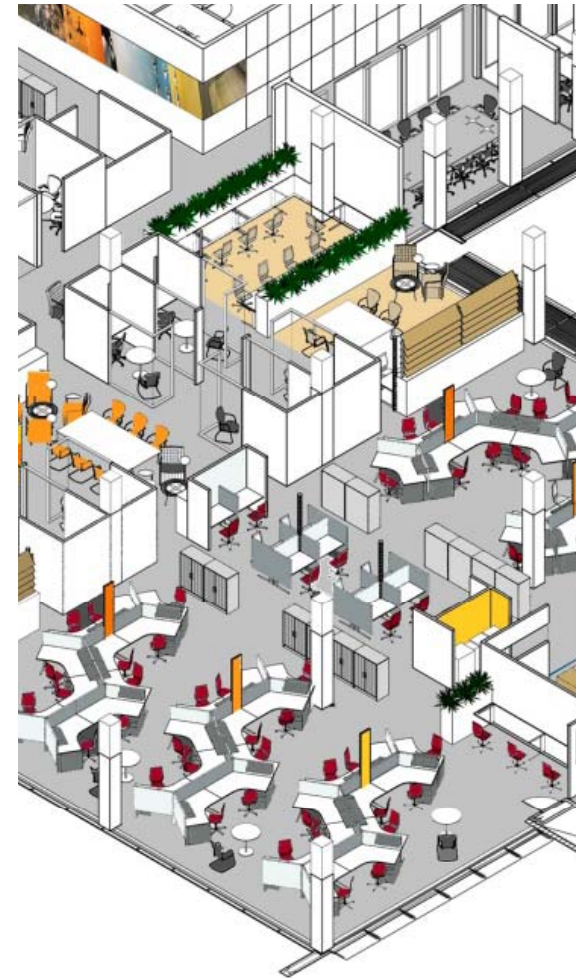
The Case for Mobility

Attract and Retain Talent
Provides choices for how new workers like to work

➡ Increased attraction and employee satisfaction; less turnover = lower training costs, retains intel capital

Increase Productivity
Agreement on management styles; reduced commutes

➡ Easier access to team members; workers "give back" some commute time; focus on mgmt, not seat time

Create Flexibility/Agility
Brick and Mortar are slow and rigid

➡ Spatial flexibility accommodates changes, aligns built space w/ true business objectives

Reduce Costs
Eliminates down time and dual infrastructure

➡ Smaller portfolio used more efficiently;

Reduce Risk
Many employees are already working this way

➡ Lower risks to network security, IP, unmanaged processes (new metrics)

Reduce Carbon
Minimizes new building construction; reduces commutes

➡ Better use of existing resources; net reduction in carbon production

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The Case for Mobility

Average occupancy regular working hours over 2 weeks
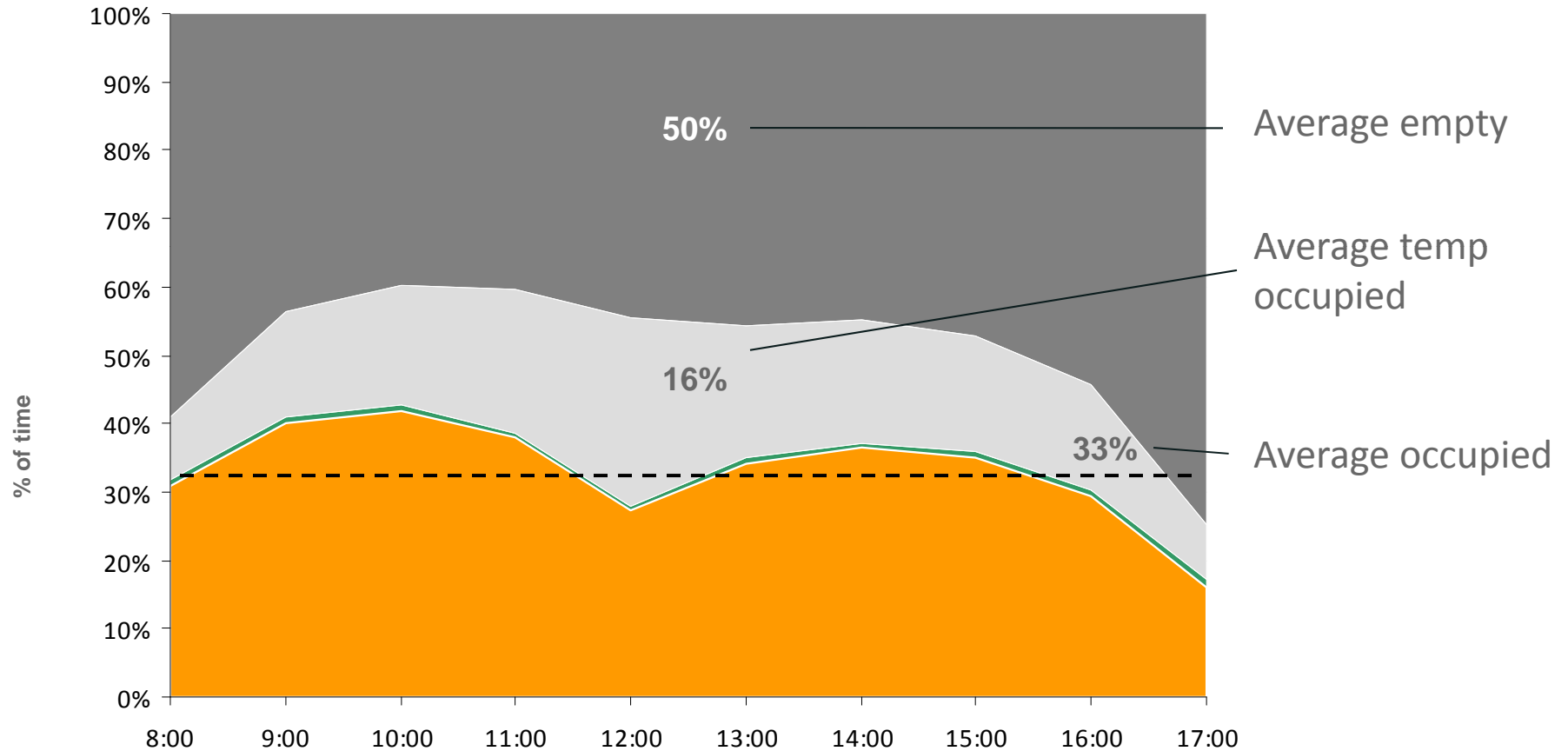
Low utilization presents an opportunity to re-think the way space is used

The Case for Mobility

Issues and challenges to the organization

- Mobility is exposing issues: engagement, knowledge transfer, innovation, maintaining culture, performance management

- It's a journey, not a destination

Implementing Mobility - A Strategic Approach

Premise One:

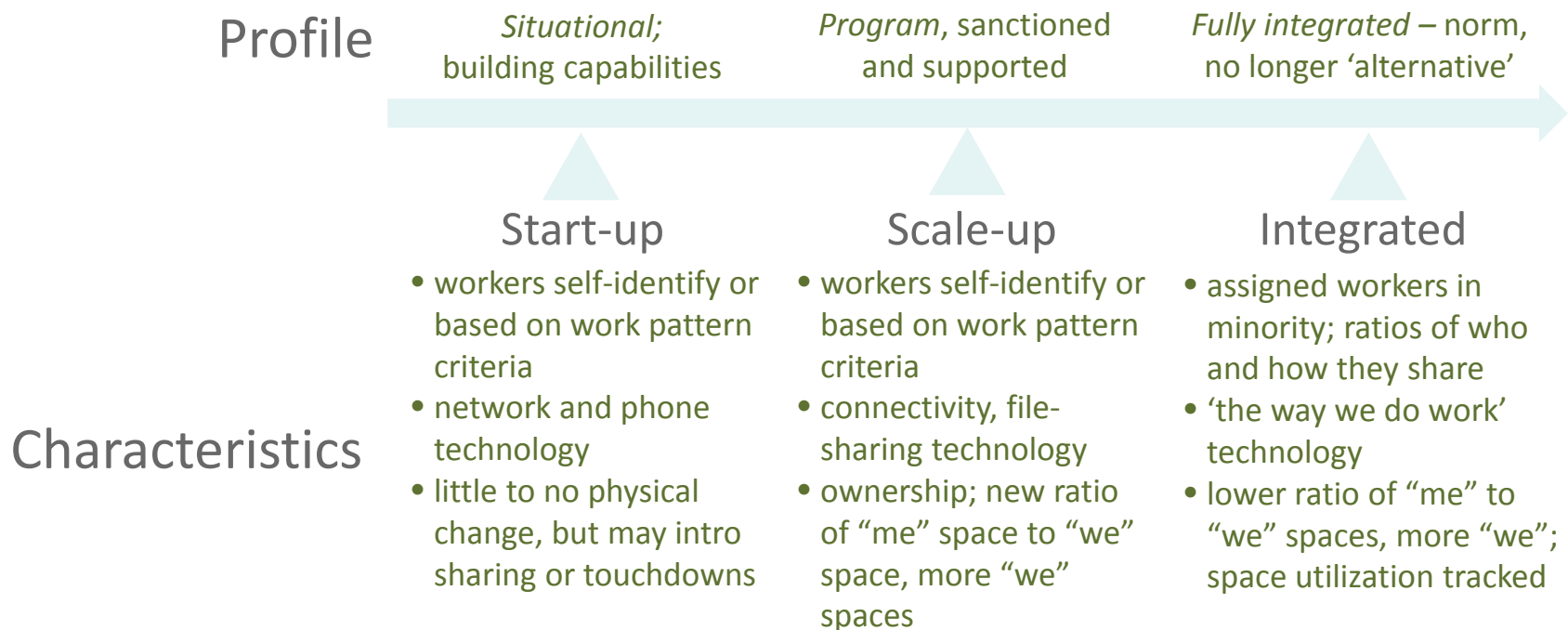It's a journey, not a destination. AND we think it tends to 'cluster' into roughly three phases:

Profile	*Situational;* building capabilities	*Program*, sanctioned and supported	*Fully integrated* – norm, no longer 'alternative'
	Start-up	**Scale-up**	**Integrated**
Characteristics	• workers self-identify or based on work pattern criteria • network and phone technology • little to no physical change, but may intro sharing or touchdowns	• workers self-identify or based on work pattern criteria • connectivity, file-sharing technology • ownership; new ratio of "me" space to "we" space, more "we" spaces	• assigned workers in minority; ratios of who and how they share • 'the way we do work' technology • lower ratio of "me" to "we" spaces, more "we"; space utilization tracked

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Mobility Mindset Continuum

DEGW 2002

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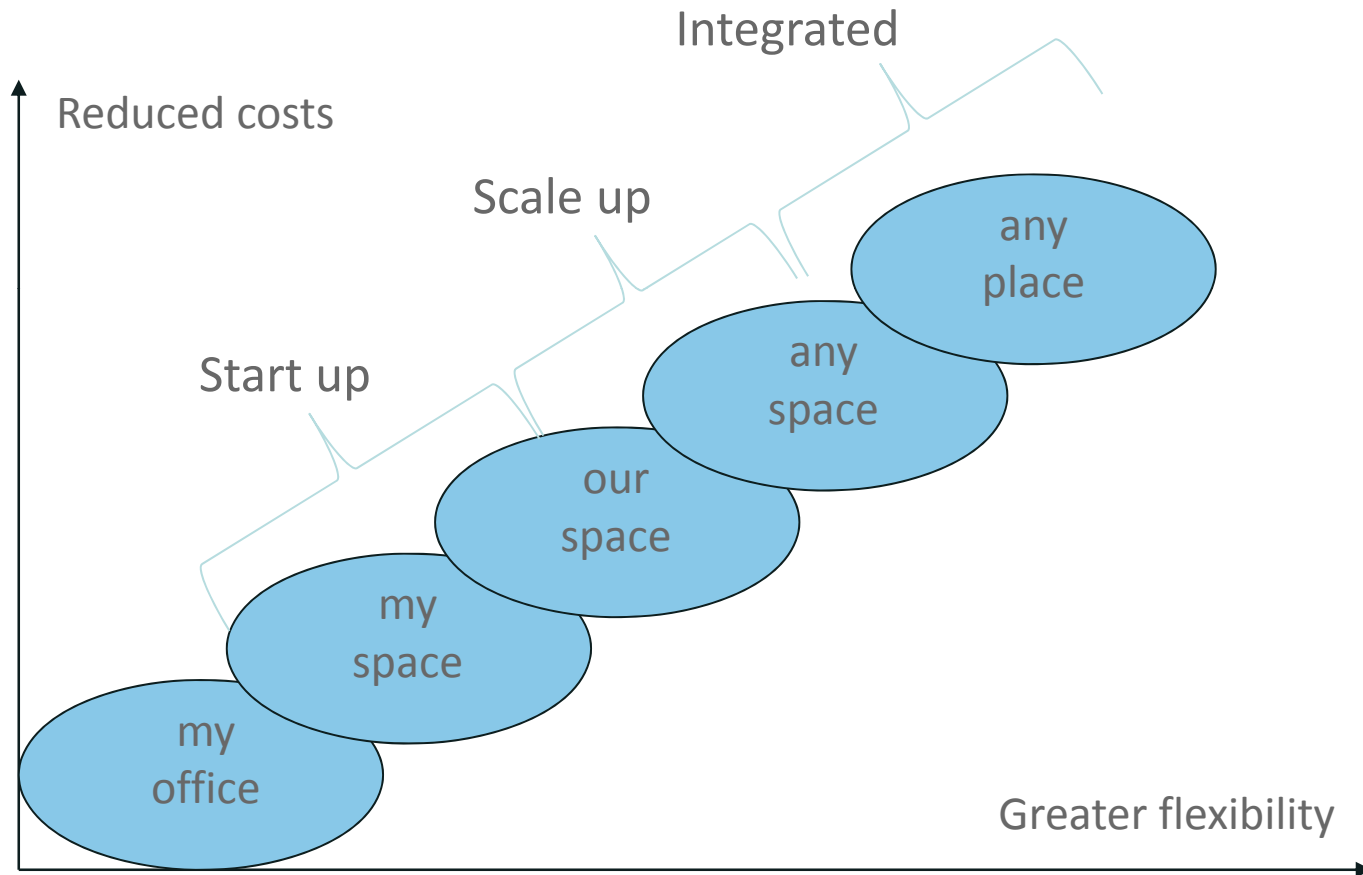
Implementing Workplace Mobility

New challenges require new responses

- Senior Leadership sponsors to provide key resources and support new practices/policies

- Integrated teams: Technology, Work Space and Work Process/Mgmt Practices

- Comprehensive workplace change management strategy that addresses gaps between current and future states
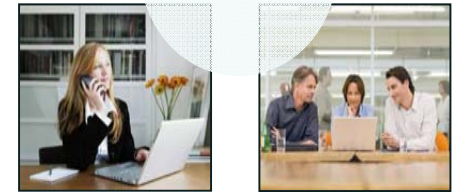
Integrated Workplace Team

CRE

HR   IT
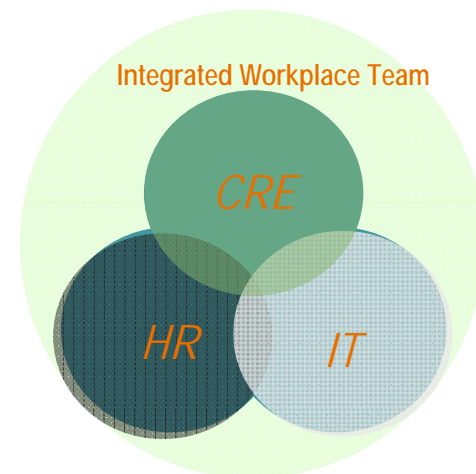
Other Key Partners:
- **Finance**
- **Corporate Communications**
- **Legal and Risk Management**
- **Compliance**
- **Sustainability**

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Distributed mobile workforce - collaboration dependent on technology

High Mobility

Enabled to move about

Consolidated

Centralized workforce primary "hub" location
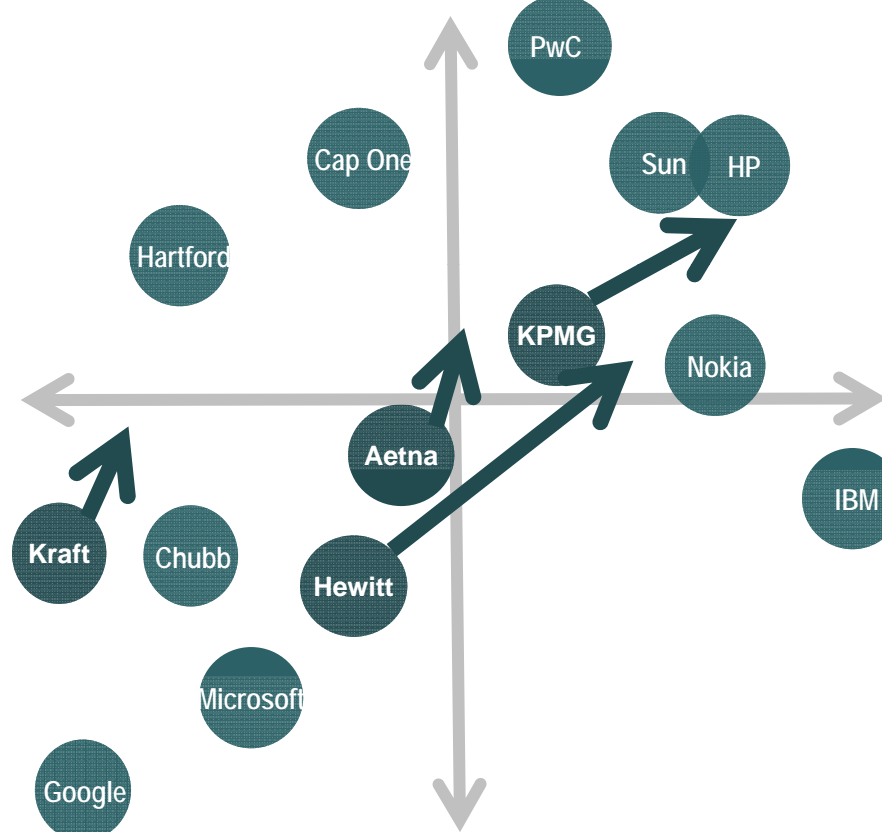
Distributed

Distributed workforce; multiple locations/geographies

Collaboration Tools

PwC

Cap One

Sun   HP

Hartford

KPMG

Nokia

Aetna

IBM

Kraft   Chubb

Hewitt

Microsoft

Google

Low Mobility

Fixed to a workstation or office or home

On site workforce - face-to-face culture

Based on data from Perkins + Will

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"The most valuable assets of a 20th-century company were its production equipment. The most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity." *Peter Drucker*

SECTION 1: WORK

What is "WORK"?

For the purposes of this course (knowledge) WORK is:

- Work that occurs primarily because of mental processes rather than physical labor. Knowledge work tasks include planning, analyzing, interpreting, developing, and creating products and services using **information, data or ideas as the raw materials.**
- Ideas and concepts must be **made available** to others for scrutiny and further development.
- Therefore, knowledge work also involves conversation and **interaction** allowing thoughts embedded in one person's mind to be externalized and accessible to others through writing, speech or graphic visualization.

What is "WORK"?

Knowledge work can include:

- analyzing data to establish relationships

- assessing input in order to evaluate complex or conflicting priorities

- identifying and understanding trends

- making connections

- understanding cause and effect

- the ability to brainstorm, thinking broadly (*divergent* thinking)

What is "WORK"?

Knowledge work can include:

- the ability to drill down, creating more focus (*convergent* thinking)

- producing a new capability

- creating or modifying a strategy

- providing technical or customer support

- handling unique customer issues

- addressing open-ended inquiries
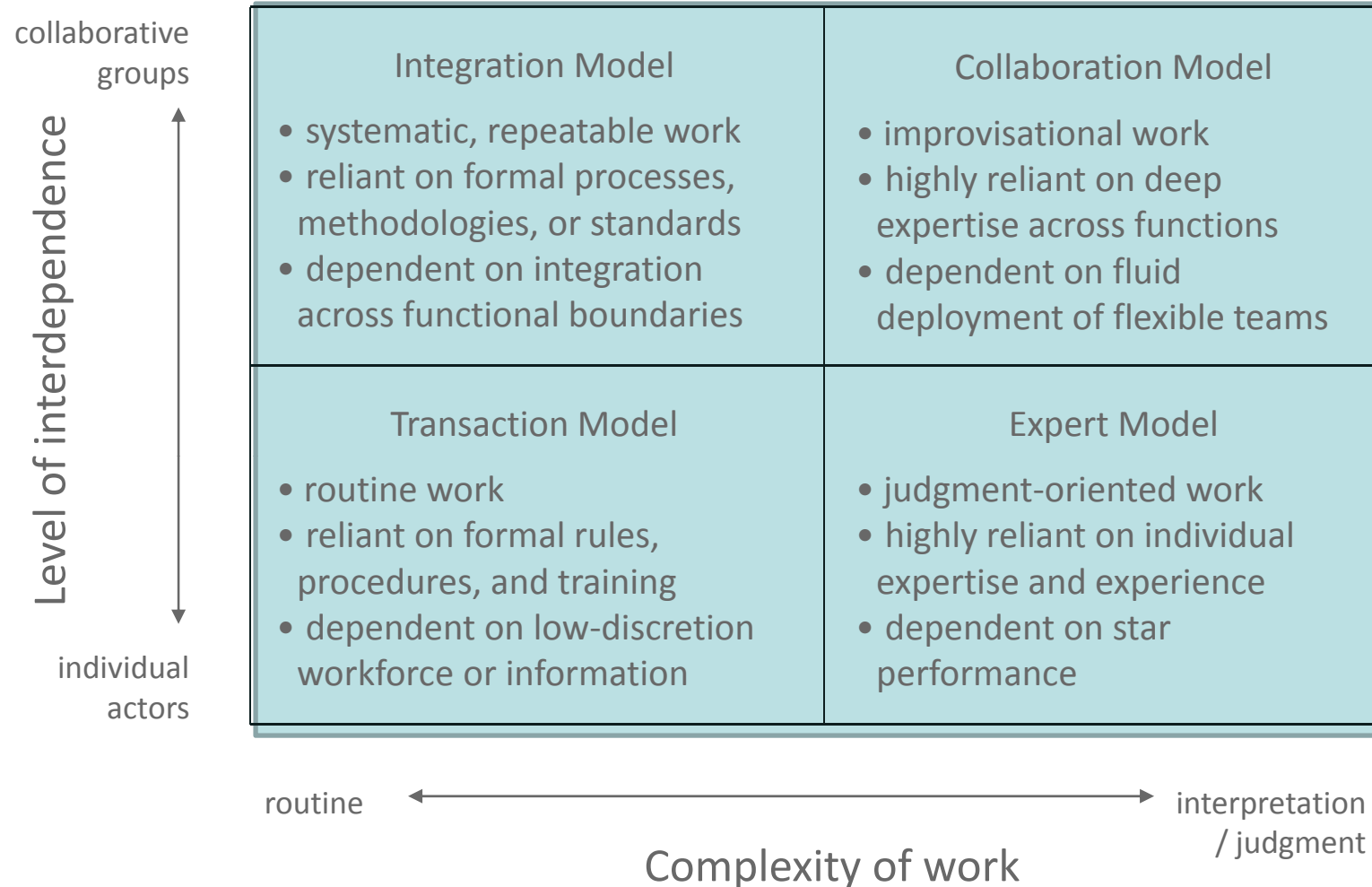
A classification structure for knowledge-intensive processes

Level of interdependence (vertical axis: from *individual actors* at bottom to *collaborative groups* at top)

Complexity of work (horizontal axis: from *routine* at left to *interpretation / judgment* at right)

	routine → interpretation / judgment
Integration Model • systematic, repeatable work • reliant on formal processes, methodologies, or standards • dependent on integration across functional boundaries	**Collaboration Model** • improvisational work • highly reliant on deep expertise across functions • dependent on fluid deployment of flexible teams
Transaction Model • routine work • reliant on formal rules, procedures, and training • dependent on low-discretion workforce or information	**Expert Model** • judgment-oriented work • highly reliant on individual expertise and experience • dependent on star performance

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Work's New Reality

- Customization

- Complexity

- Distributed intelligence – *Work and intellectual capabilities are now distributed and collectively, rather than individually, based – in teams and communities of practice*

- Distributed power - *Power is shifting from central organizational control to the individual and to social networks.*

- New cognitive skills - *Making sense of the large volume of information readily available requires analytical, thinking and social skills across work settings, and requiring the ability to build and use social networks.*

- Measurement

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So Given that Work has Changed…

- What is communication really?

- Is work really 24/7?

- How will we respond when the "place" that used to bracket our community and time (and defined us) is now anywhere?

- Is there a place for everyone in this new work way?

- Where does leisure fit?

- Basic human things will not change –
  - being heard,
  - belonging,
  - contributing,
  - connecting, etc…

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New Management Skills are Required

Traditional ways of managing:

The emerging way:

- Centralized organizational power
- Directive, command and control
- Management by walking around
- *We'll* provide *you what you need*
- Hands on

- Individuals and social networks
- Coaching, enablement and autonomy
- Explicit expectation setting, and managing to results
- *What you need is everywhere*
- Available on-call

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New Worker Skills are Required

Traditional skills and behaviors:

The emerging way:

- Individual-based intelligence
- Distributed and collective

- Face-to-face communication
- *Virtual* team building and working

- React to assignments
- Determine priorities and investment of time and resources

- Show up for training
- Go find what you need

- Relationships with 'neighbors'
- Social networks and Communities of Practice

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New Ways of Measuring Performance are Required
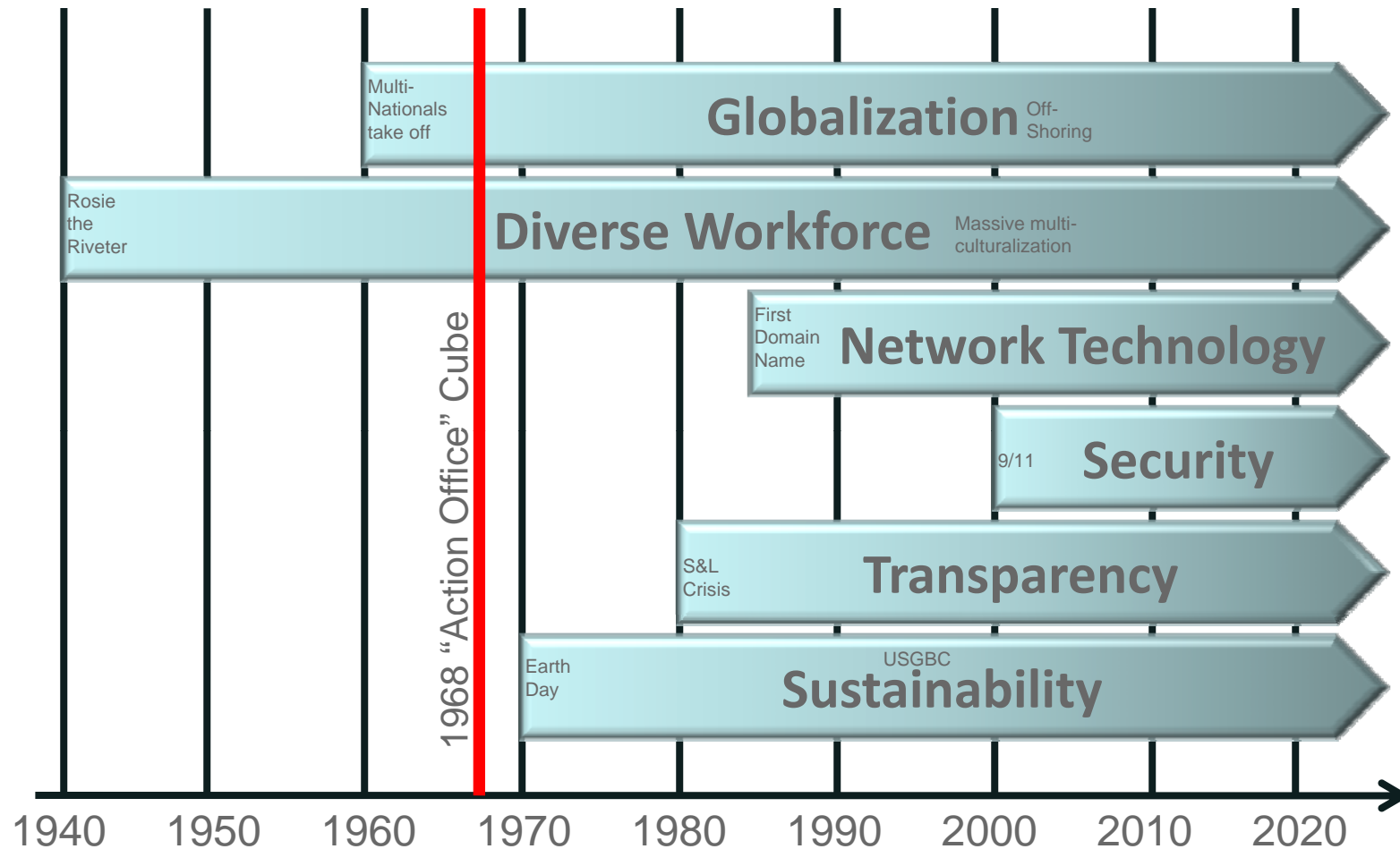
Drucker defines six factors for KW productivity ('99):

- "What is the task?"

- The responsibility for their productivity is on the individual knowledge workers themselves. Knowledge workers have to manage themselves.

- Continuing innovation has to be part of the work, the task and the responsibility of knowledge workers.

- Knowledge work requires equally continuous learning and continuous teaching on the part of the knowledge worker.

New Ways of Measuring Performance are Required

Drucker defines six factors for KW productivity ('99):

- Productivity of the knowledge worker is NOT primarily a matter of the quantity of output. Quality is at least as important.

- Knowledge worker productivity requires the worker to be both seen and treated as an "asset" rather than a "cost." It requires that knowledge workers want to work for the organization in preference to all other opportunities.

Provide measurement systems that support the new environment

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Globalization — Off-Shoring
Multi-Nationals take off

Diverse Workforce — Massive multi-culturalization
Rosie the Riveter

Network Technology
First Domain Name

Security
9/11

Transparency
S&L Crisis

Sustainability
Earth Day — USGBC

1968 "Action Office" Cube

1940   1950   1960   1970   1980   1990   2000   2010   2020

Our current workplace was designed prior to most of these drivers

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"...Essentially all the generations have similar values. Family tops the list and they all want respect and trustworthy leaders who will coach them. Where the generations differ is how they demonstrate respect, offer and receive feedback, and prefer to learn."
Boston College Center for Work & Family Executive Briefing Series

SECTION 2: WORKERS

What are "Workers" ?

For the purposes of this course Workers addresses:

- The organization's approach to the informal or formal practices or policies that hinder or enable a worker to work in new ways and to be mobile
  - *Who*
  - *Permission*
  - *Choice*
 - *Agreements / Performance Management*
  - *Support*

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Who are "Workers" ?

The workforce is more and more diverse:

- Demographics are changing
    - 4 generations
    - More women
    - More minorities
- Values are evolving
    - From *ladder* to *lattice*
    - From *process* to *results*
    - From *command-and-control* to *D.I.Y.*

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Who are "Workers"? and what do they expect?

- To have more choice and control over where and when they work...including more say over balancing work and life*

- To access files, data, each other on demand, and 24/7

- To be recognized for their contributions

- To build communities within their organization (as well as outside)

*relative priorities: *Boomers are twice as likely to choose work-centric (22%) as GenY (13%); whereas GenY chooses family-centric 50% of the time, compared to Boomers at 34%*
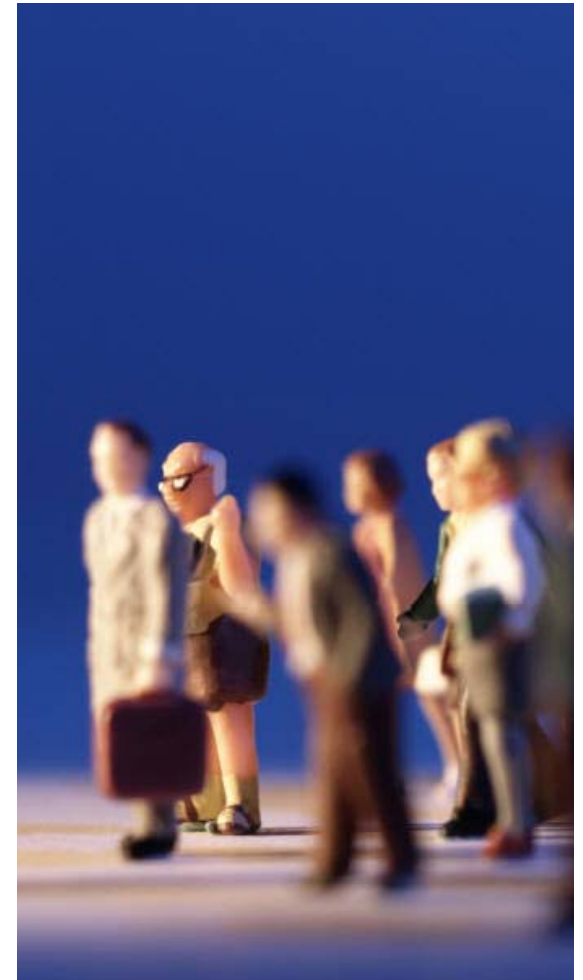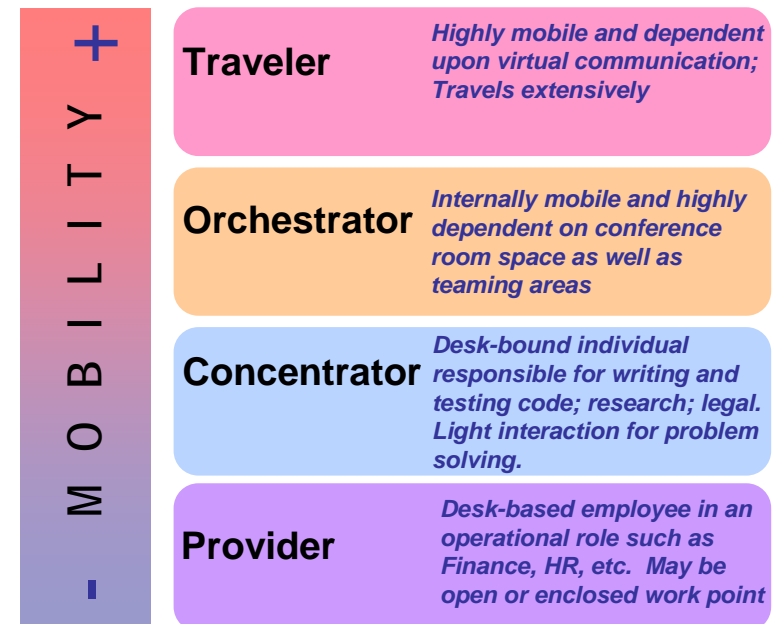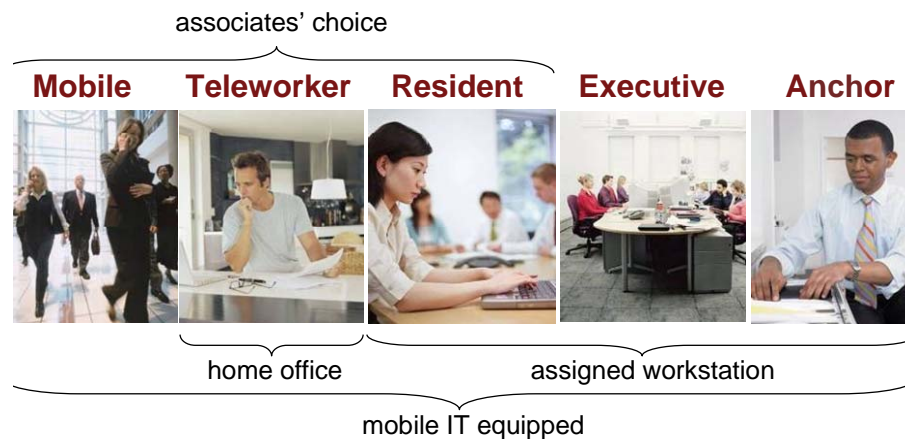
Workers: *Who* can be (effective being) mobile

Worker styles, practices, and preferences

- Opt-in once certain criteria are met vs. methods of evaluating work processes to determine what roles are most conducive

  - Citi: Traveler, Teamer, Independent, Resident

  - Microsoft:

  - Capital One:

associates' choice

| Mobile | Teleworker | Resident | Executive | Anchor |

home office | assigned workstation

mobile IT equipped

+ MOBILITY –

Traveler	*Highly mobile and dependent upon virtual communication; Travels extensively*
Orchestrator	*Internally mobile and highly dependent on conference room space as well as teaming areas*
Concentrator	*Desk-bound individual responsible for writing and testing code; research; legal. Light interaction for problem solving.*
Provider	*Desk-based employee in an operational role such as Finance, HR, etc. May be open or enclosed work point*

Workers: Evaluating Current Work Styles

Mobile	Campus mobile	Desk/ Place based
Executives		
Sales		
Field service		
Line managers		
Project managers		
Supply chain managers		
Creators/Developers		
	Staff & enabling workers	
	Blue collar workers	

Nokia example – but each company will be different!

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Workers: *Who* can be (effective being) mobile

Worker self assessment / suitability

- A worker may take some form of self-assessment and submit it to their manager

    Citi has automated this process and made it accessible from their internal AWS website
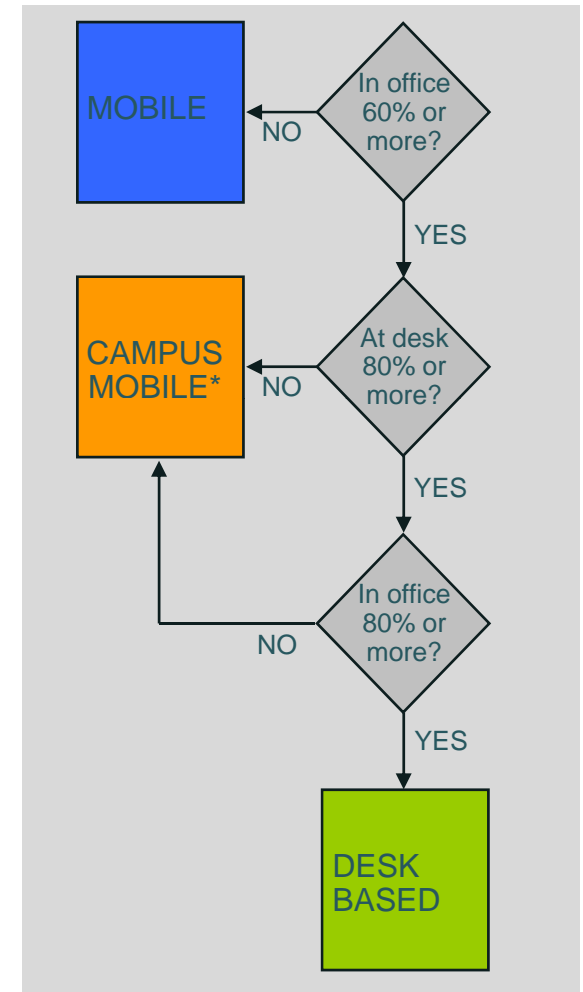
Work patterns

Personal choice

Job demands

Who does employee work with (local/ distributed)

   Exceptions

- Desktop PC or unique technical equipment user

- Special ergonomic requirements

- Critical requirement for extensive reference materials only kept at one's desk

MOBILE

In office 60% or more?

NO

YES

CAMPUS MOBILE*

At desk 80% or more?

NO

YES

In office 80% or more?

NO

YES

DESK BASED

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Workers: *Permission* e.g., 8-to-5 vs. anytime/where

Cultural shifts and mindset changes

- Getting started may be the hardest part – to overcome biases about 'management-by-walking-around' and trust

  - Flextime

  - Work-at-home

  - Informal, under-the-radar mobility – usually starting with execs and customer-facing staff...the travelers

  - Then, more formally, those who are nomadic within the campus/building...the orchestrators/teamers

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Workers: *Choice*

Choice can be enabled at several levels

- Letting the worker determine "how", "when" and "where" as long as agreed-to expectations/results are met/accomplished

  - "where" can be 1st, 2nd or 3rd places – and within the office, a range of "settings" to meet their needs for spatial attributes

- Letting the worker design their career path as long as their manager and the programs' parameters are satisfied

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Workers: *Performance Mgmt*

More explicit engagement practices

- What's different about working in a variety of locations (and often – for project-based workers – on distributed teams) is the need for even more discipline in creating group expectations and agreements

  - Guidebooks and websites for flextime, work-at-home and mobile work spell out specifics, enable dialogue, and legitimatize the program

  - Among distributed teams, setting up formal structures that describe planned and spontaneous interactions, and protocols for data sharing is one best practice*

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Workers: *Support* for new work behaviors

Greater complexity = greater coordination and integration

- HR* initially involved in flextime policies, then work-at-home agreements, goal-setting and performance expectations/ measurements and training

  - Develop worker criteria and self-assessment

  - Develop and track worker/mgr agreements

  - Integrate new Management practices into broader culture and management performance goals

  - Create and implement safe and reliable intervention process

  - Participate in periodic surveys of user satisfaction

Workers: *Support* for new work behaviors

Greater complexity = greater coordination and integration

- Training in use of technology – collaboration, file sharing, etc..

- Training in distributed work habits and team behaviors

- Help Desk

Phase 1: Getting Started

Worker Selection:
- Combo of adhoc and situational, and identifying "low-hanging fruit" – e.g., salespeople….on average 10% of workforce

Permission:
- Exec privilege / 'under the radar' evolving to 'proof of concept' / pilot program

Choice:
- Likely "work-at-home"; may be limited by technology/ permissions, and any parameters established for that worker type

Performance Mgmt:
- Situational; worker type by worker type – MAY be reflected in "pay for performance" approach

Support:
- Combo of adhoc and situational; Help Desk able to support remote work

Start-up   Scale up   Integration

Worker-Workplace Mobility Maturity Model

© Jan Johnson 2010

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Phase 2: Scaling Up

Worker Selection:
- Expanded; combo of *individual* and *departmental* worker opt-in and set criteria; employer sanctioned and encouraged

Permission:
- Mgr approval w/ "program" screening and agreement
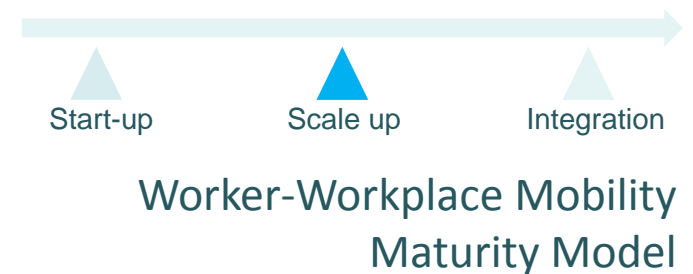
Choice:
- Hours limited to parameters set by HR; location limited to intra-departmental

Performance Mgmt:
- Linked to mgmt practice biases

Support:
- HR sets parameters, supports negotiation with mgrs

Start-up   Scale up   Integration

Worker-Workplace Mobility
Maturity Model

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Phase 3: Full Integration – the New Norm

Worker Selection:
- Expanded; may now establish ratios*

Permission:
- Mgr approval w/ HR screening and agreement

Trust:
- Linked to performance agreements, and defined by program parameters

Choice:
- Worker choice w/in worker type categories, many self-determining options explored and available

Support:
- Formal training and performance metrics in place, including virtual team mgmt

*ratios: % of dept workers mobile people/seat

Start-up   Scale up   Integration

Worker-Workplace Mobility
Maturity Model

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"The number one benefit of information technology is that it empowers people to do what they want to do. It lets people be creative. It lets people be productive. It lets people learn things they didn't think they could learn before, and so in a sense it is all about potential." *Steve Ballmer, Microsoft*

SECTION 3: TECHNOLOGY

What is "TECHNOLOGY"?

For the purposes of this course "Technology" is:

- The underlying networks (routers, storage, hardware) that enable remote work
- Collaborative tools that keep people connected to each other
- Management tools (reservations, occupancy tracking)
- Appliances/Devices (blackberries, cell phones, etc.)

The Technology Revolution

- Technology has enabled us to be anywhere and still be connected and have access to "work"

- The Office used to be *the* access point for work – now ANYWHERE is the access point

- This has revolutionized the concepts of:

  - Place

  - Office

  - Ownership

  - Connection/community/collaboration

- It has presented questions we have never had to answer before.

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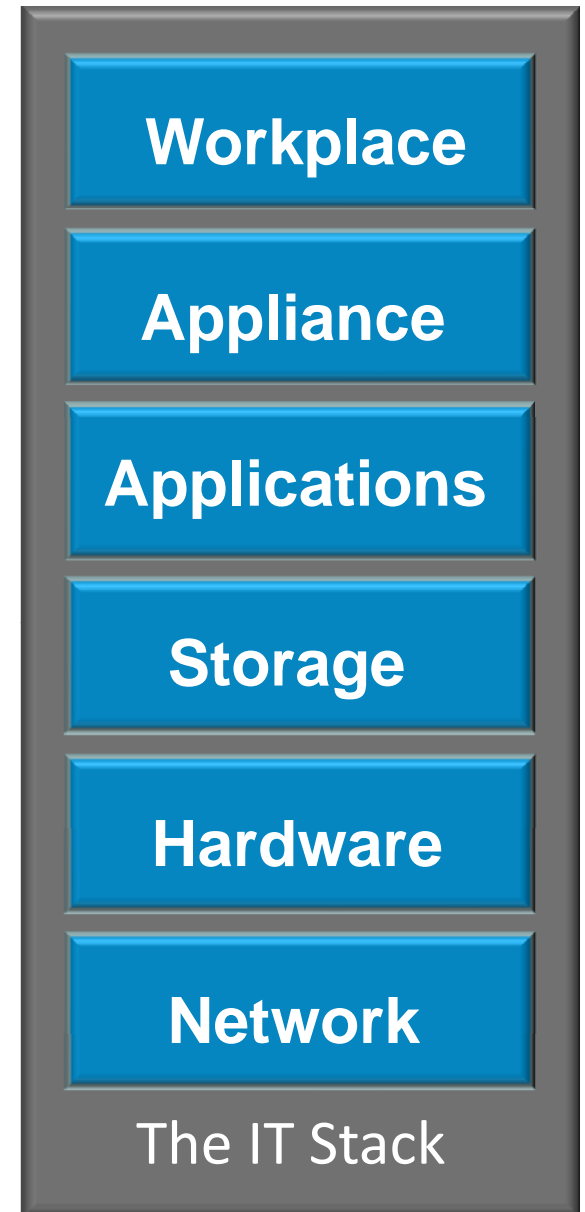
The Six Layer Stack and Mobility

An organizing framework

A Six Layer Stack provides a way to frame the discussion about Technology and Mobility

Each layer represents a family of "things" that support mobile work

CRE has less influence the lower you go in the stack
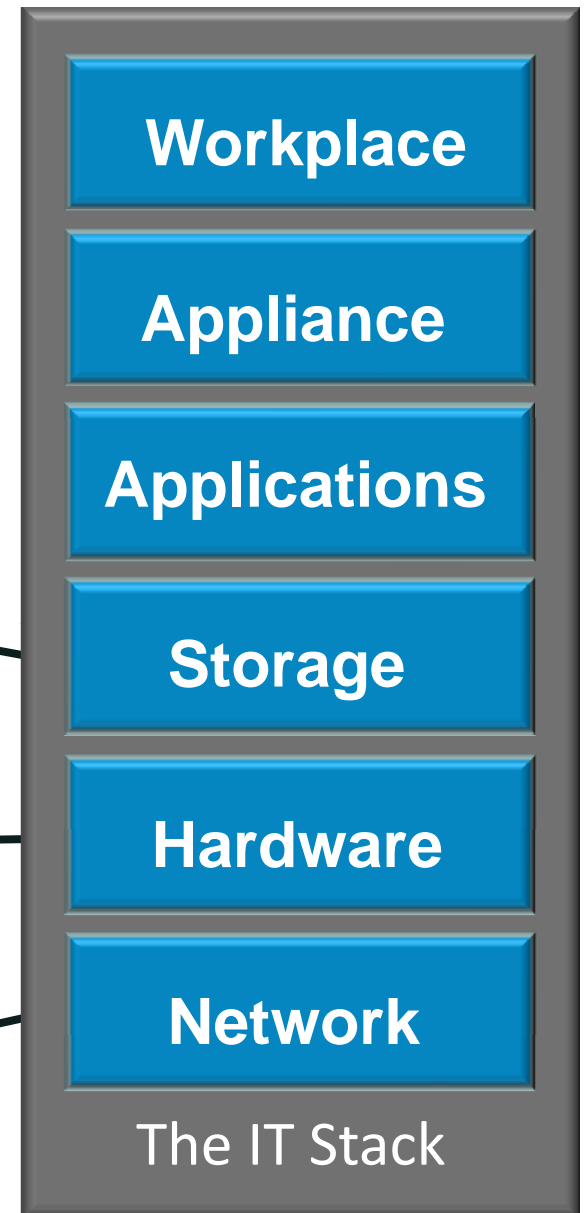
Each box is funded differently

Workplace

Appliance

Applications

Storage

Hardware

Network

The IT Stack

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The Six Layer Stack and Mobility
Focus on the top 3

Workplace

Appliance

Applications

Where your team keeps your stuff ← **Storage**

Big iron that runs the network ← **Hardware**

Access/how things are distributed ← **Network**

The IT Stack

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# The Six Layer Stack and Mobility
Applications Layer

SOFTWARE for collaborative applications, file sharing, virtual meetings, workplace management

Social networking, e-mail/IM, collaborative tools, document management, meeting apps, telepresence, IWMS

Your questions for IT:

- What are IT's plans for enhancing remote collaboration or virtual meetings?
- For knowledge management?
- For skills database?

Workplace

Appliance

Applications

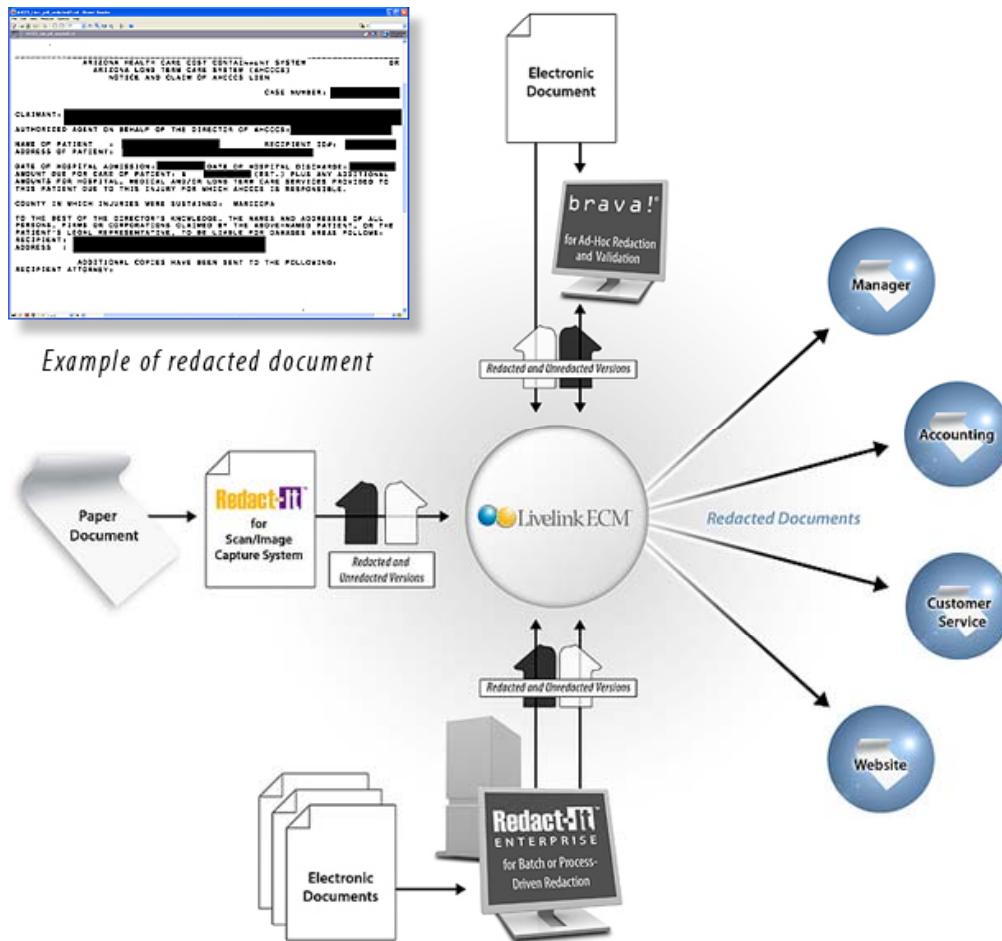**Storage**

Hardware

Network

The IT Stack
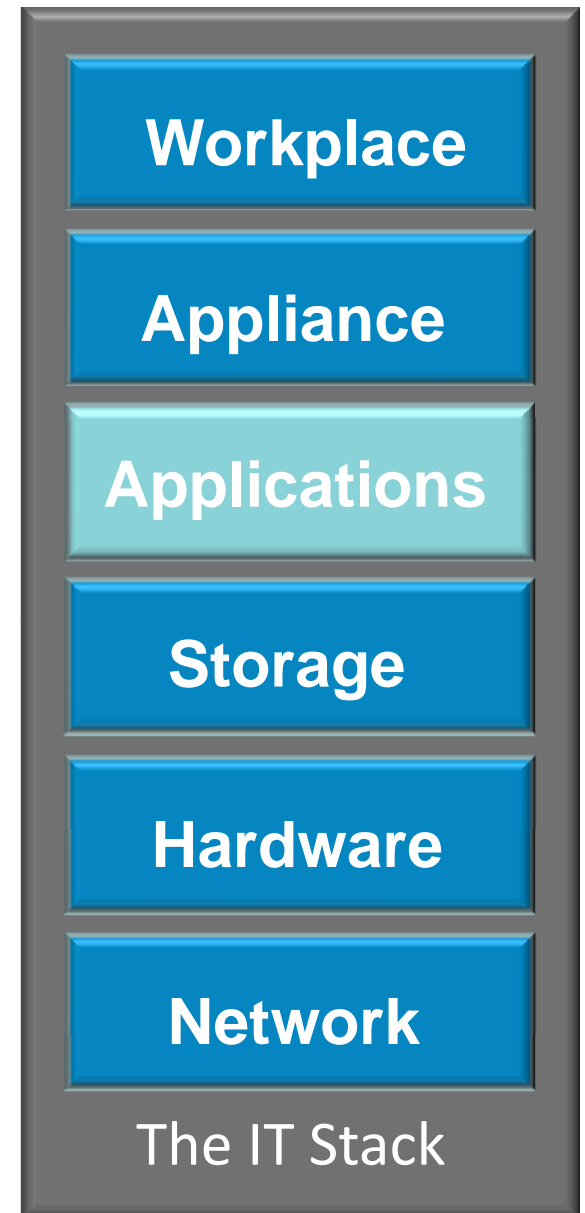
Net Meetings

Examples: Net Meeting (MS), WebEx (Cisco), GoToMeeting (Citrix), Google Talk, Dim Dim, Skype
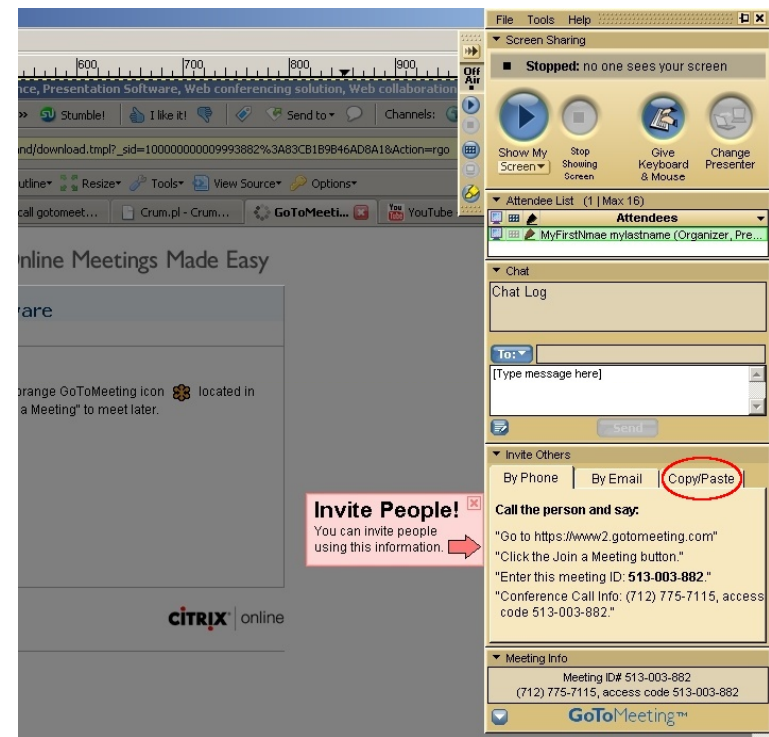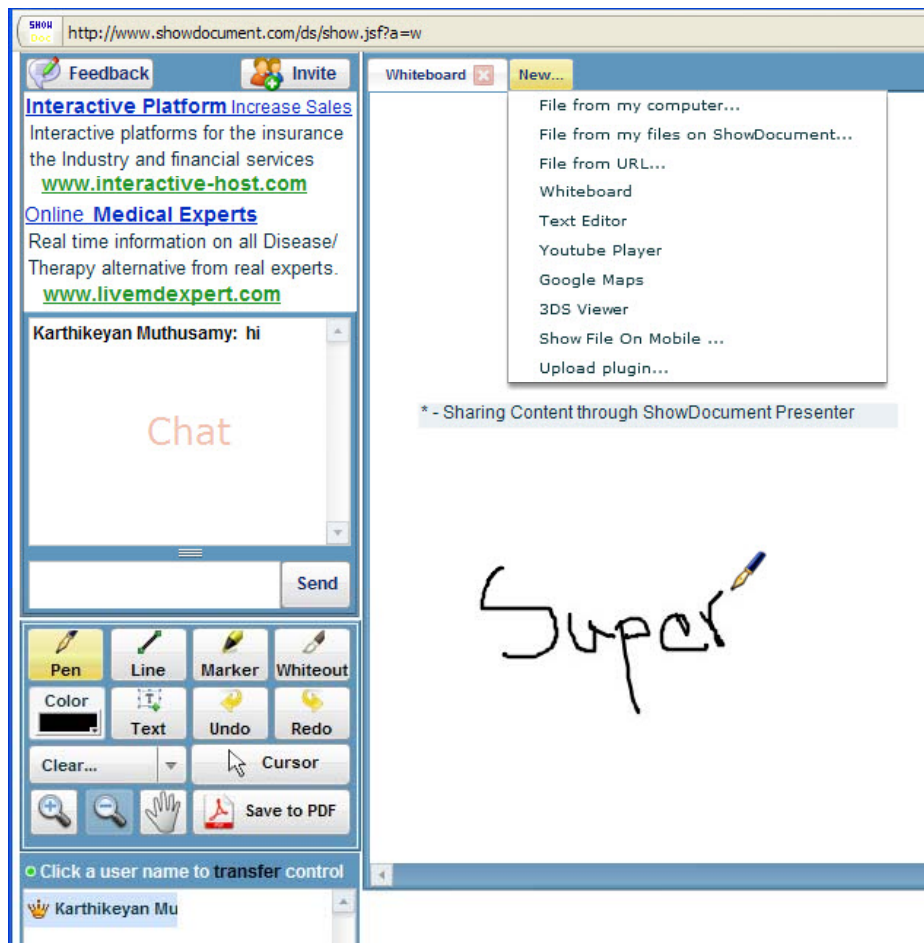
File Sharing

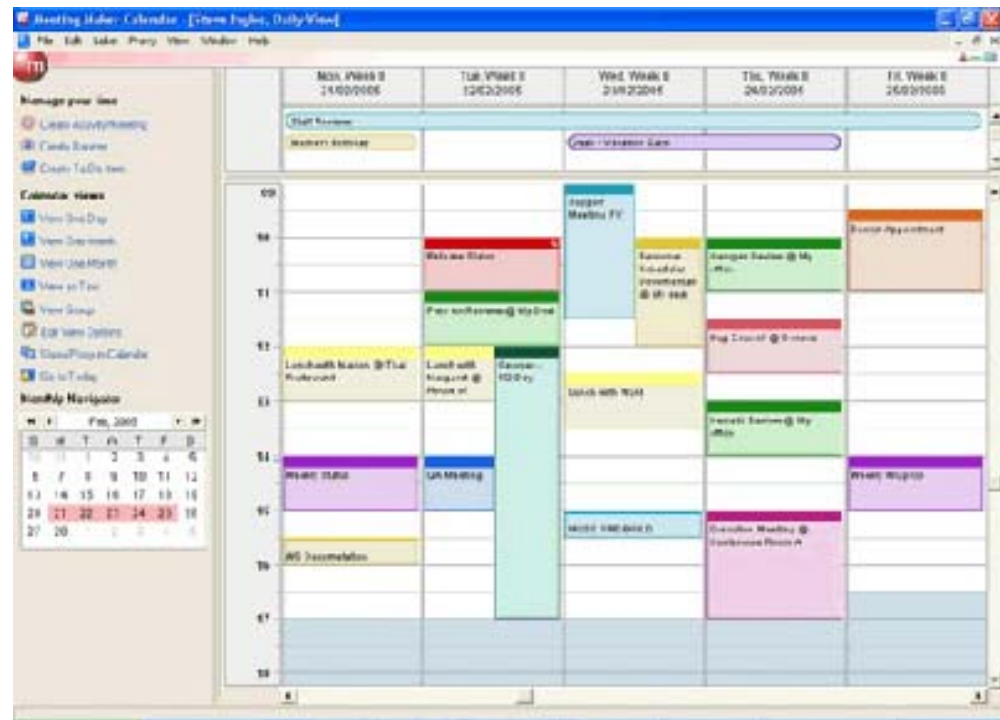Examples: Livelink, Filenet, Sharepoint, Documentum

Example of redacted document

Reservation Software

Examples: Peoplecube, Agilequest, EMS, Condeco, IWMS…

Social Networking

Social Media and Social Networks

"Participatory online media where news, photos, videos, and podcasts are made public via social media websites through submission. Normally accompanied with a voting process to make media items become popular" *Wikipedia*

Social Networking

- Neighborhood party

- "Hey, what are you doing?" many subApps - can search conversations better than with Google

- Business profile, contacts, recommendations, groups

- Blogs

- Video distribution channel(s)

Social Media Universe

Social Media Universe diagram (concentric wheel)

Outer ring categories (clockwise): Conversations, Collaborations, Blogs, Wikis, Videos, Images, Communities, Networks, Documents, Presentations

- **Conversations / Personal Life**: TokBox
- **Collaborations**: GoogleWave
- **Blogs**: Blogger, Twitter
- **Wikis**: WetPaint
- **Videos**: VodPod
- **Images**: Flicker
- **Communities**: Drupal
- **Networks**: FaceBook
- **Documents**: OneHub
- **Presentations**: 280 Slides

Professional Life ring: Skype, Zoho, WordPress, Twitter, Wikipedia, YouTube, Shutterfly, SocialText, GoogleDocs, SlideShare

Inner ring: WebEx, 37 Signals, Prezi, Zoho, SharePoint, TypePad, Yammer, PBwiki, Joomla, Ted, Photo bucket

Business Activities (center)

© group5 Consulting

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Social Media's Value to Mobility

- Staying connected to distributed team

- Accelerated communication (IM, Twitter)

- Closer alignment with vendors/suppliers

- Immediate visibility/intervention/ mitigation of issues/problems

- Opportunity for engagement and participation on topics "outside of scope"

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Things to Consider

- Are you ready for the Conversation?

- Who is your audience?

- Will leaders model behavior?

- External or Internal or both?

- How are you going to measure success?

The Six Layer Stack and Mobility

Applications Layer

HANDHELD DEVICES, like cell phones, PDAs, pagers, multi-functional devices (blackberries, iPhones, etc..)
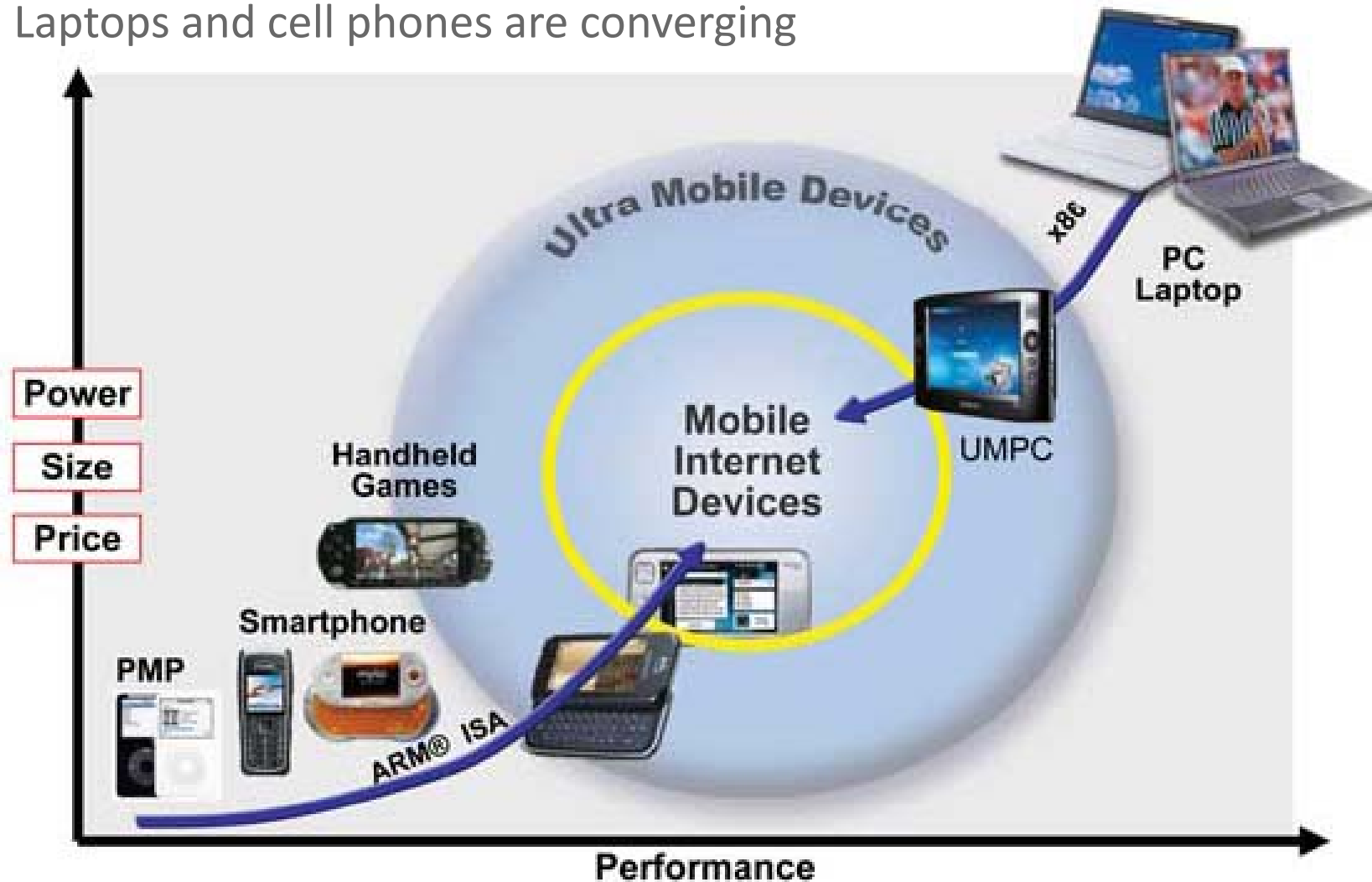
Your questions for IT:

- Have we standardized on handheld devices such as cell phones, PDAs and blackberries?
- What is IT's policy on provisioning and supporting these devices?

Workplace

Appliance

Applications

Storage

Hardware

Network

The IT Stack

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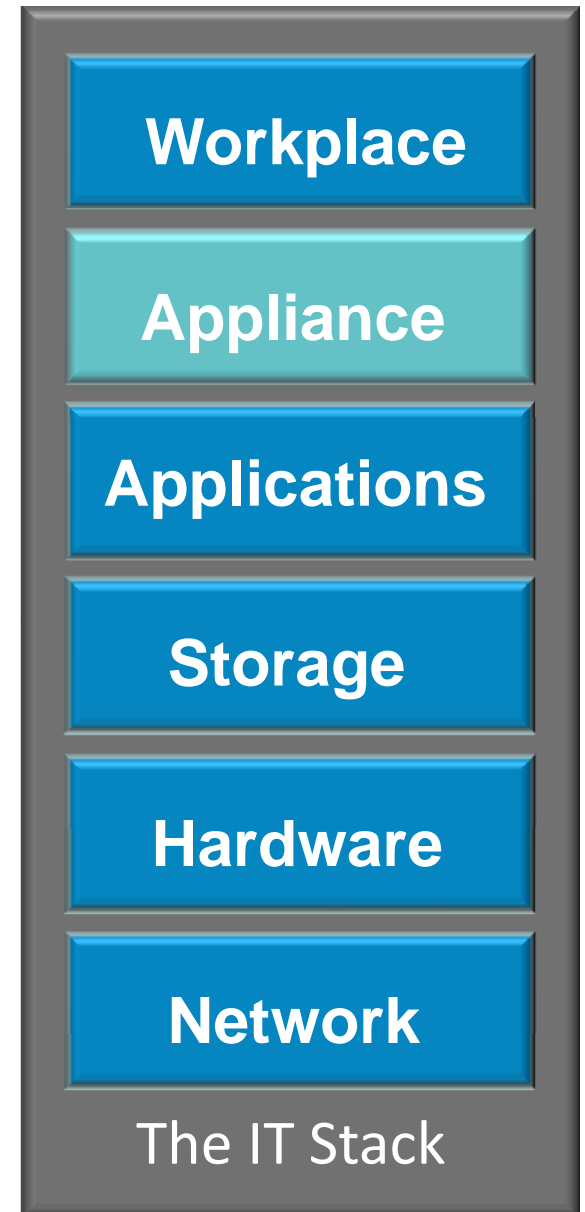
Mobile Internet Devices
Laptops and cell phones are converging

Source: Wirelessweek.com

Access Will Change

- Keyboard and mouse are on their way out.
    - Everything will be an access device
    - Intuitive surface interface (iPhone) will be the standard.
- Access devices will move toward 'free' – HP Laptop at Walmart for $298
- Augmented Reality

The Six Layer Stack and Mobility
Workplace Layer

THE WORKPLACE, including workstations, offices, team rooms, conference rooms, home offices, and anywhere else

Your questions for IT:

- Do we have wireless (WiFi) connectivity in our office locations?
- Do we have sufficient bandwidth for telepresence in our conference rooms?

Workplace

Appliance

Applications

Storage

Hardware

Network

The IT Stack

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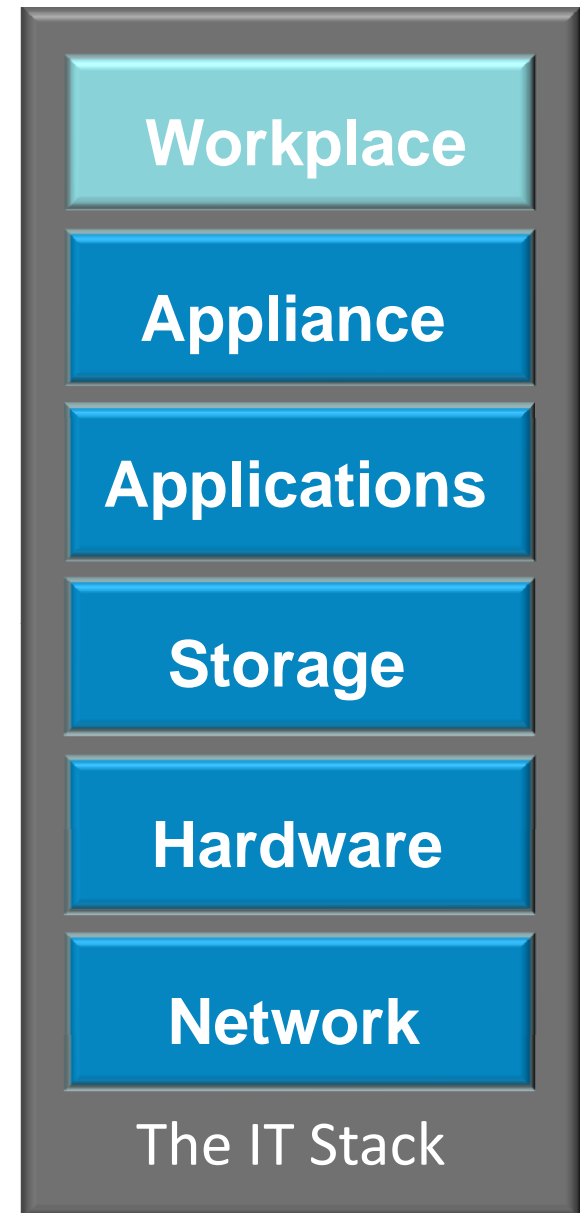
Teleconferencing

Examples: Tele-presence, Halo, Polycom, others

It's a matter of degree

- Video phone/ picture phone/ viewphone/ visiophone
- Webcam
- Videoconferencing
- Telepresence

Cloud Computing

"a computing paradigm where the boundaries of computing will be determined by economic rationale rather than technical limits"   Prof. Ramnath K. Chellappa

- a style of computing

    dynamically scalable

    virtualized resources

    provided as a service over the Internet

- users don't need special knowledge, expertise or control over the technology infrastructure in the "cloud" that supports them

- service-based – Infrastructure, Platform, Software

- scalable and elastic. i.e., able to add and remove infrastructure as needed

- uses shared infrastructure to build economies of scale

- metered and users pay according to usage

- most importantly, it uses Internet technologies

    Gartner

Google   FaceBook
Yahoo   WebEx
Salesforce.com

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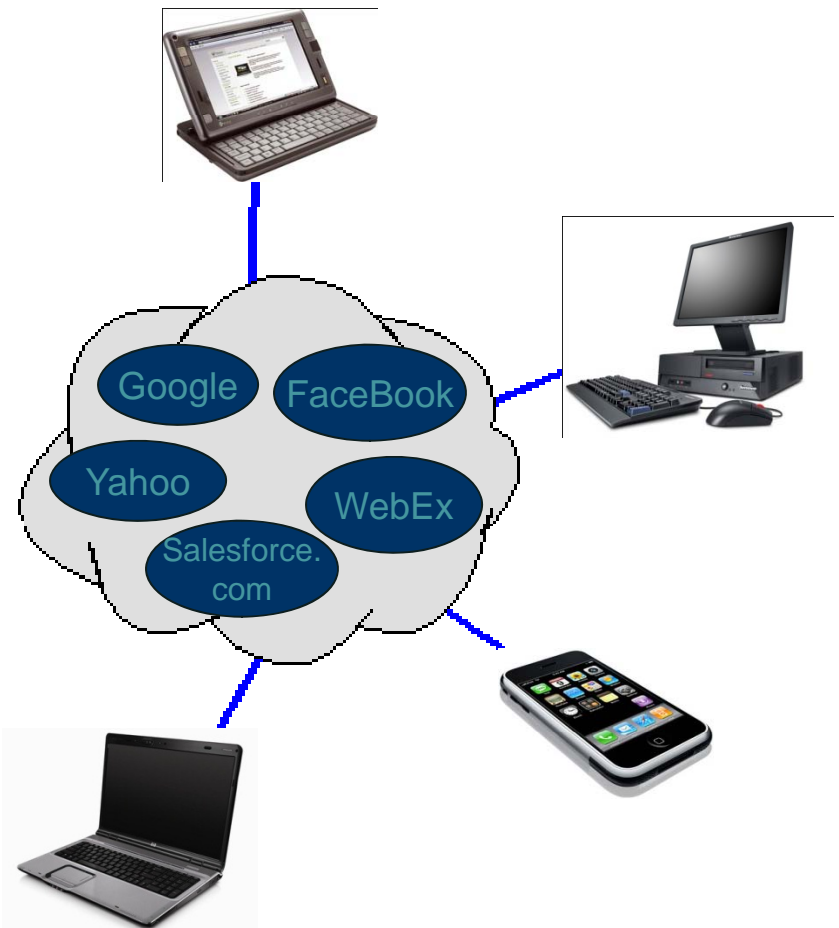
Security

IT's primary concern

- Network – keep things from behind the firewall - authentication

- Device – adware, malware, viruses

- Compliance – disable drives, no printers, etc.

Unified Communication

- Integration of real-time communication services
  - instant messaging (chat),
  - presence information,
  - IP telephony,
  - video conferencing,
  - call control
  - unified messaging (integrated voicemail, e-mail, fax).

- Not a single product, but a set of products that provides a consistent **unified user interface** and user experience across multiple devices and media types

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Phase 1: Getting Started

Worker Experience:
- Mobile devices: blackberries, cell phones, laptops
- Little or no training or tech support from the company
- "Mobility" is not formally supported and is often done "under the radar"
- Collaborative apps: e-mail
- Experiments in teleconferencing and web conferencing

Permission:
- Can use the technology you bring (your cell, your laptop, your web meeting)
- Limited informal HR and IT policies

Choice:
- Can work from home (wink, wink)

Support:
- Little or no security
- Network access limited, uncontrolled
- No management or measurement
- No behavior protocols for data, IP, network access
- Pilots

Start-up   Scale up   Integration

Worker-Workplace Mobility Maturity Model

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Phase 2: Scaling Up

Worker Experience:
- Centrally managed mobility program in place
- Starting to standardize on devices, network protocols and applications
- Collaboration apps - file-sharing FTP sites are explored and standardized
- Document mgmt programs are supported; social networking tools are allowed
- Video-conferencing available in most locations

Permission:
- More formal program elements –"If you do this you get this"
- Formal work/manager agreements – "This is how we will communicate"

Choice:
- Hoteling and reservation systems in place in most locations

Support:
- IT supports roll-out of mobility program; pilots driven to scale
- Formal support for laptops
- Central IT support, appropriate and customizable mobility-enabling security features and protocols
- Support for VPN, LAN, WANs; thin-client architectures

Start-up   Scale up   Integration

Worker-Workplace Mobility
Maturity Model

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Phase 3: Full Integration – the New Norm

Worker Experience:
- Mobility is a way of life – w/ choices, formal support for apps and mobile devices
- WiFi everywhere, and all facilities support hoteling, meeting and training
- Training conducted over the network – w/ workers fully trained and supported
- Knowledge mgmt tools in place; remote file sharing sites are established
- Web conferences are regular occurrences
- Telepresence is used; other new collaboration apps and interfaces, access devices, etc… are tested

Permission:
- Support for Mobility comes from the very top
- Two way dialogue to enhance tech tools and methods

Choice:
- Hoteling apps are deployed to support mobility and report on adoption/use

Support:
- IT is lock-step with CRE, and formally goaled and resourced w/ strong mgmt pro-action and reporting
- IT's mentality is that they're in the "solutions business"

Start-up   Scale up   Integration

Worker-Workplace Mobility Maturity Model

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"I am an eyewitness to the ways in which people relate to themselves and to each other, and my work is a way of scooping and ladling that experience." *Richard Neutra*

SECTION 4: WORKPLACE

What is "WORKPLACE"?

For the purposes of this course WORKPLACE addresses:

- The organization's approach to the physical design and ownership of work settings
  - *Basis* for space types and designs
  - *Ownership/assignments* of settings

Workplace: *Basis* for space types and designs

Changes in choice or new types of spaces

- Strategies will depend on the current approach to space allocation, and on the boldness of the program

  - When first starting out, many organizations don't change the space, but give people choice over WHEN

  - Work-at-home programs may or may not change assignments in the office...some move to desk sharing

  - At the same time, the amount of 'individual' space is giving way to spaces for 'group'

Jan's Theory:

Hierarchy –

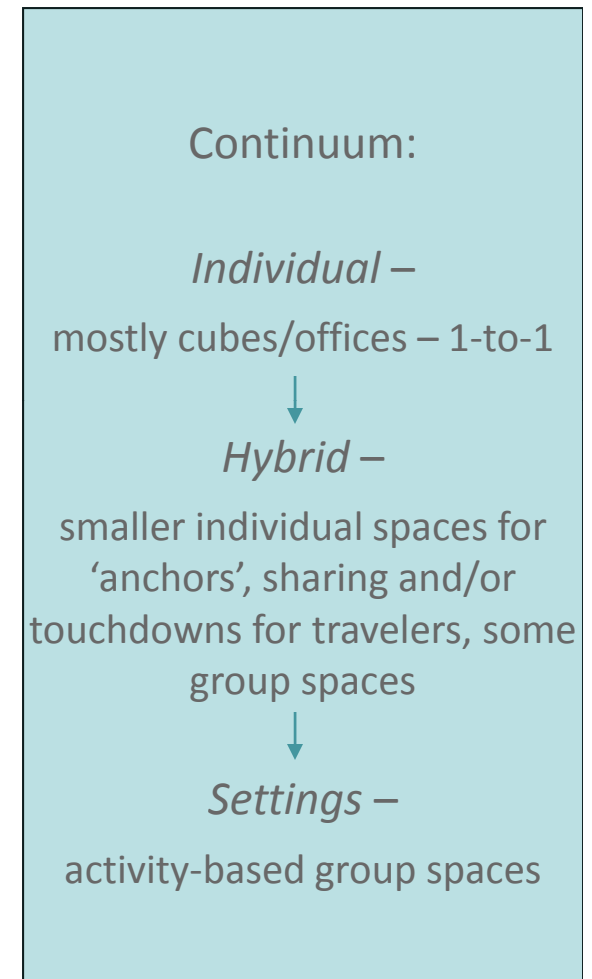variety based on status or rank

↓

Parity –

one-size-fits-all

↓

Pluralism –

variety based on need or function
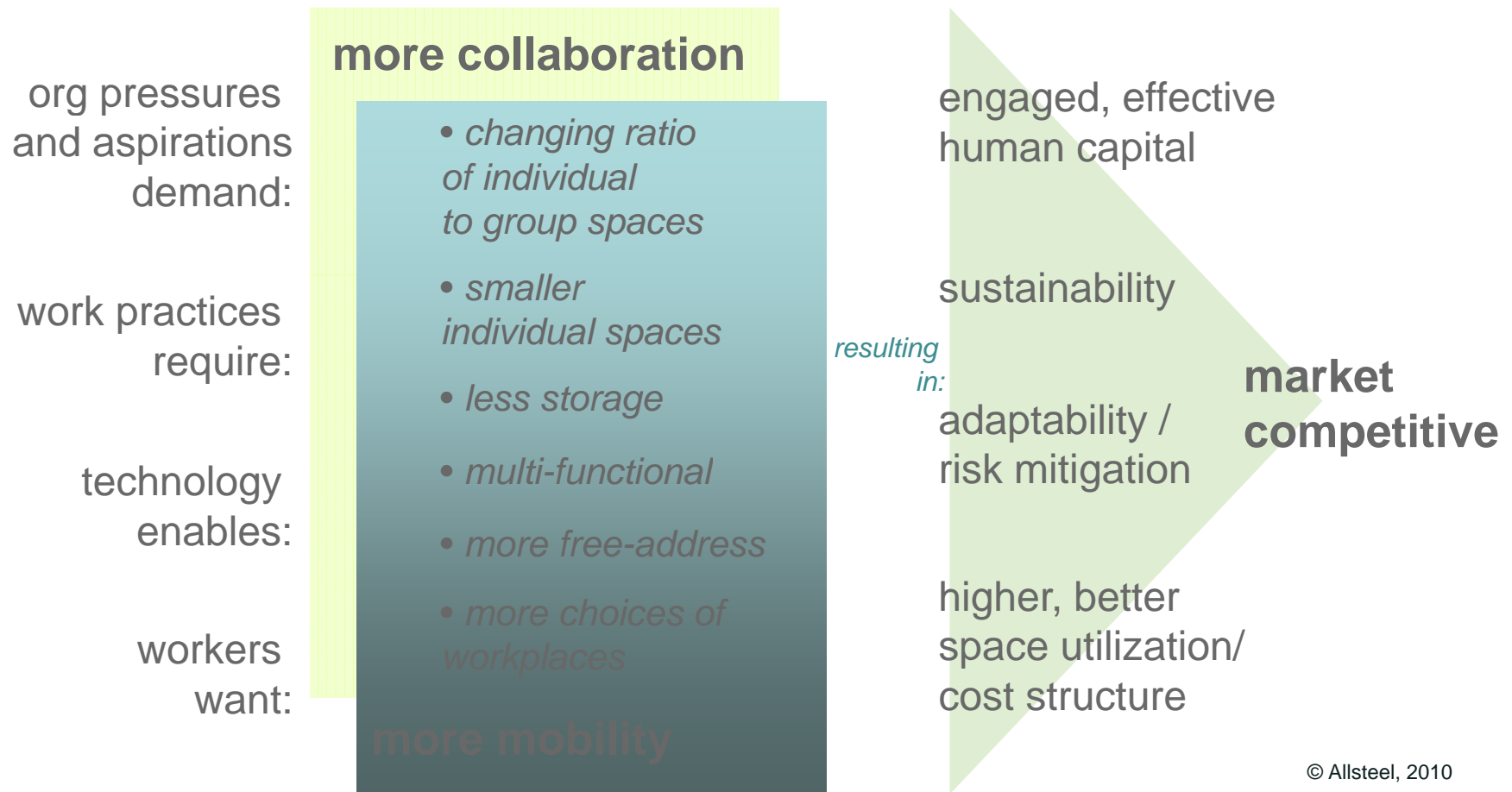
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Workplace: *Basis* for space types and designs

Changes in choice or new types of spaces

- Strategies will depend on the current approach to space allocation, and on the boldness of the program

  - When programs start changing space types, the momentum grows towards less individual and more group

  - And, in many cases, towards a *variety* of settings – a set of space options - to support the range of possible activities from individual quiet to group quiet, and from group intense to group social

Continuum:

Individual –

mostly cubes/offices – 1-to-1

↓

Hybrid –

smaller individual spaces for 'anchors', sharing and/or touchdowns for travelers, some group spaces

↓

Settings –

activity-based group spaces

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Workplace: *Basis* for space types and designs

org pressures
and aspirations
demand:

work practices
require:

technology
enables:

workers
want:

more collaboration

- *changing ratio of individual to group spaces*
- *smaller individual spaces*
- *less storage*
- *multi-functional*
- *more free-address*
- *more choices of workplaces*

more mobility

resulting in:

engaged, effective human capital

sustainability

adaptability / risk mitigation

higher, better space utilization/ cost structure

market competitive

© Allsteel, 2010

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Workplace: *Basis* for space types and design

Re-thinking the purpose of the office

- Gensler study* suggests four general activities to be supported:

  - **Focus**   (41% vs. 50% time spent)

  - **Collaborate**   (43% vs. 21% critical to job success)

  - **Learn**   (36% vs. 20% critical to job success)

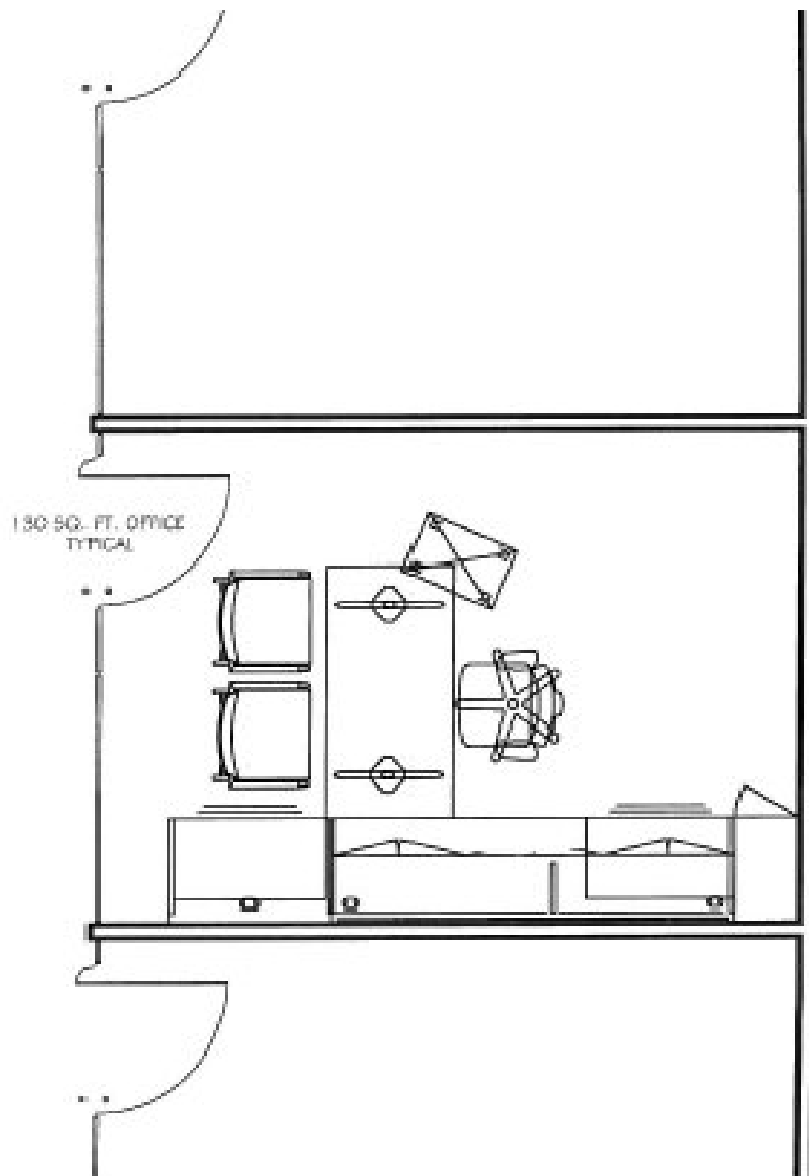 - **Socialize**   (20% vs. 7% critical to job success)

*Gensler | 2008 U.S. Workplace Survey correlates time spent in these activities with top performing companies
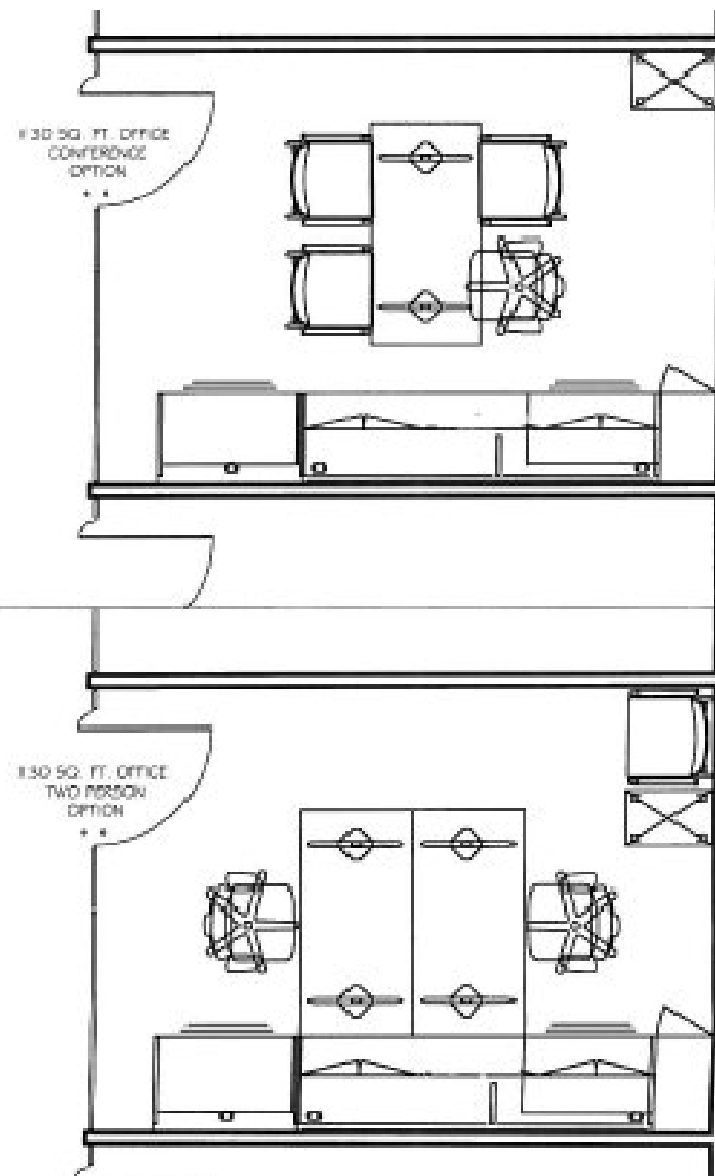
Workplace: Network of worksettings

Focus Places

- Amount of enclosure, height of panels/walls, overall size still usually dictated by cultural norms….emerging norms are:

  - Fully enclosed, but may be shared or multi-functional

  - Open plan, with panels coming down to seated privacy or lower

  - Benching, for touchdowns

  - Focus rooms

  - Libraries

2/10/2011

130 SQ. FT. OFFICE
TYPICAL

130 SQ. FT. OFFICE
CONFERENCE
OPTION

130 SQ. FT. OFFICE
TWO PERSON
OPTION

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260 SQ. FT. OFFICE
TYPICAL

260 SQ. FT. OFFICE
10 PERSON
CONFERENCE OPTION

260 SQ. FT. OFFICE
8 PERSON
CONFERENCE OPTION

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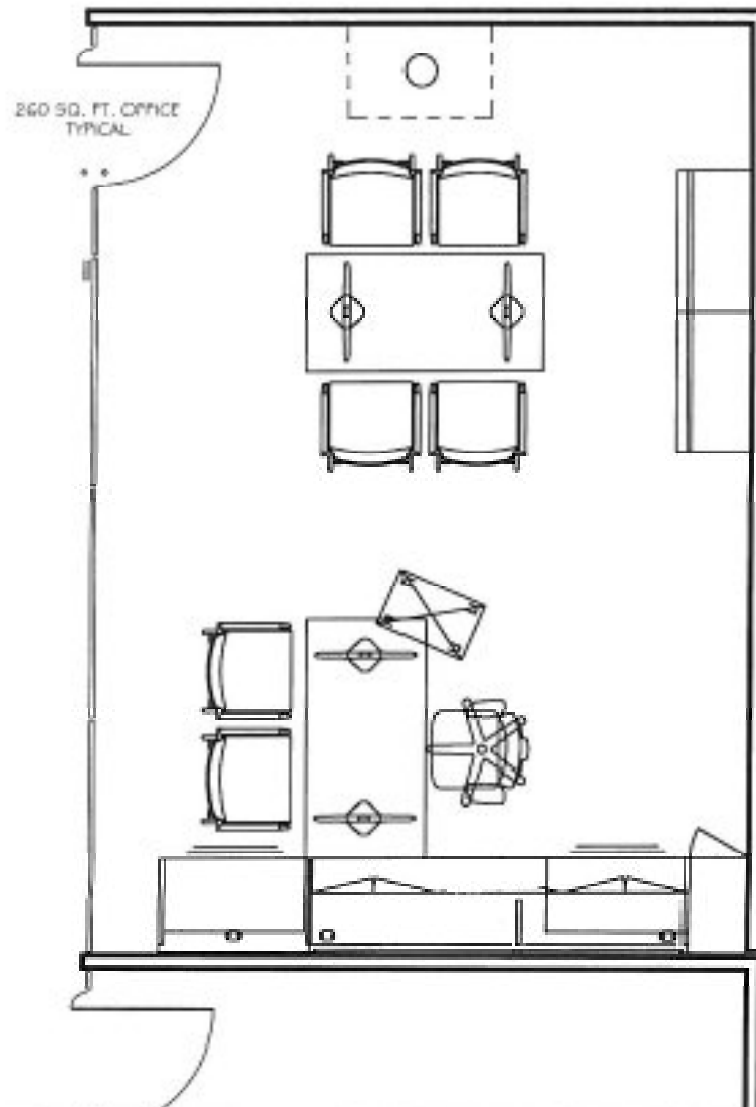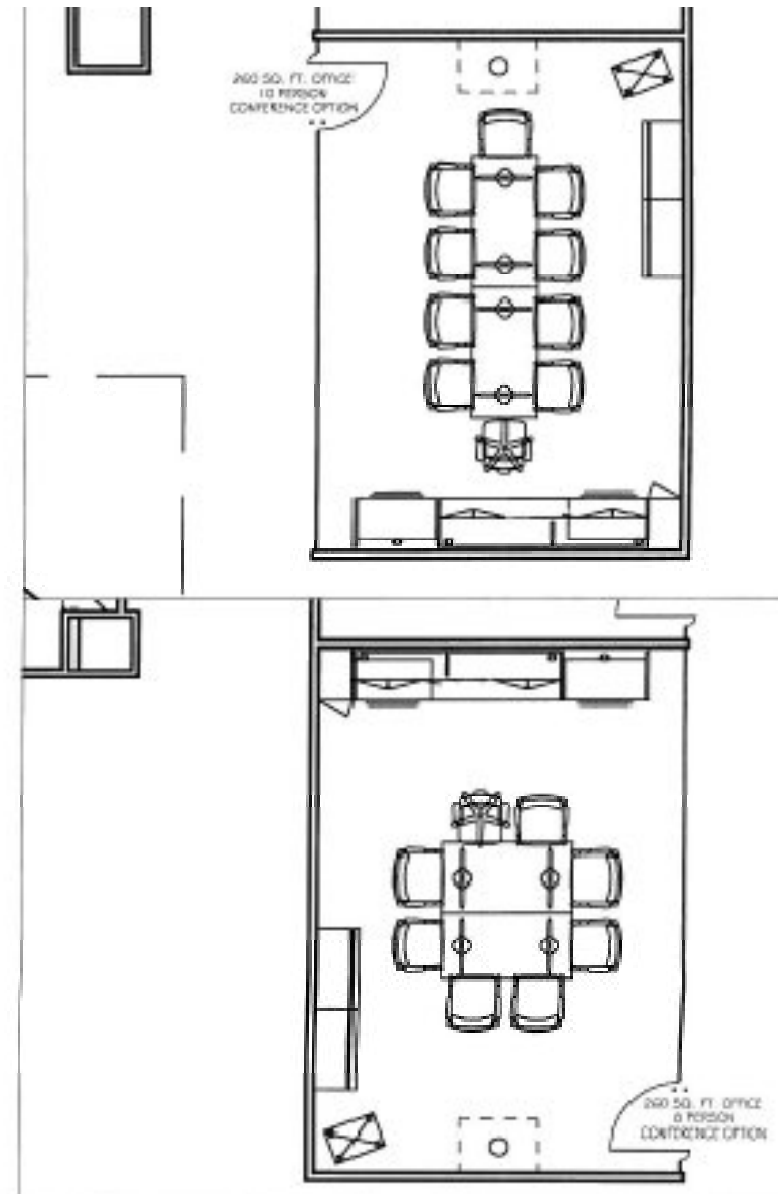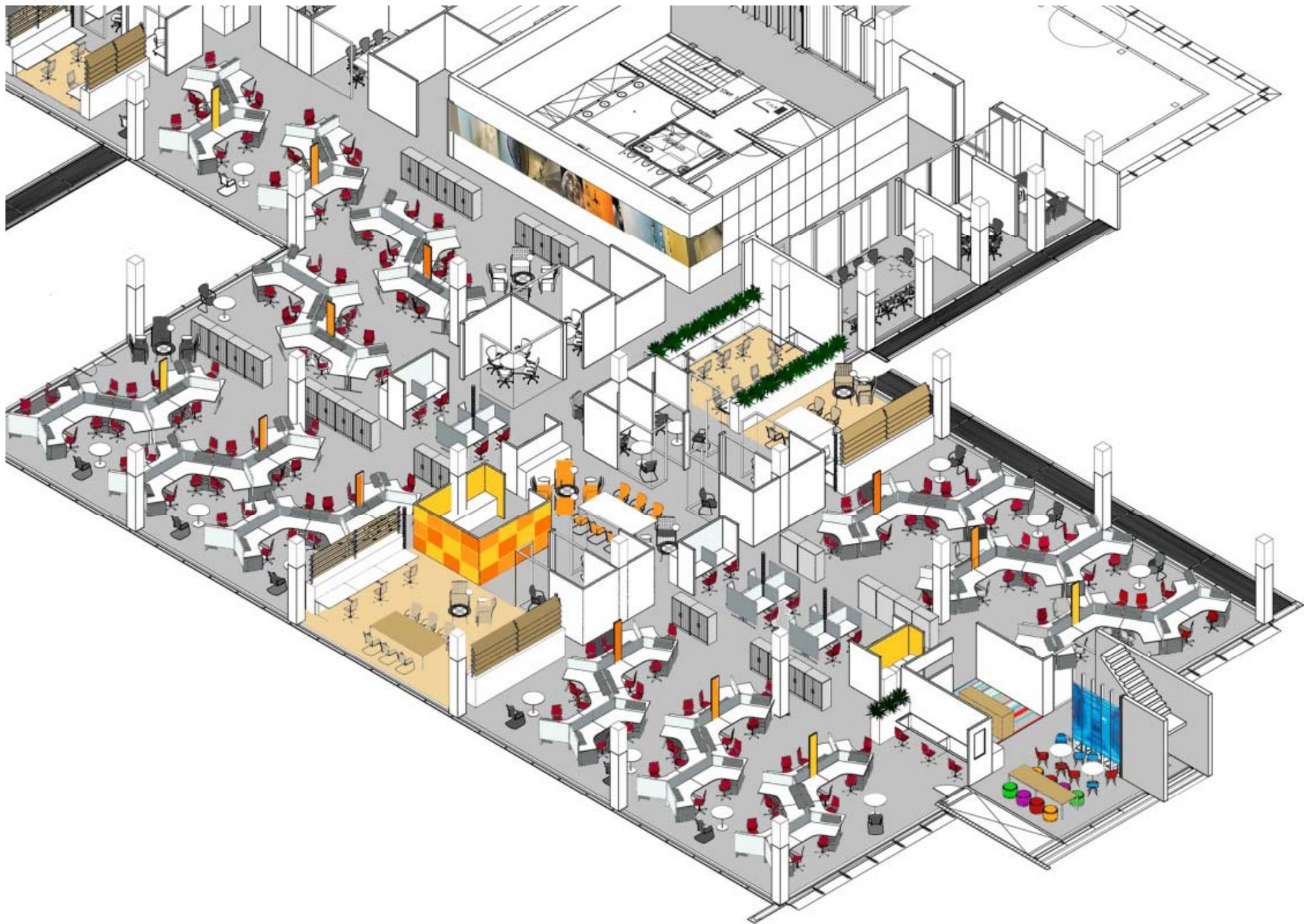
Workplace: Network of worksettings
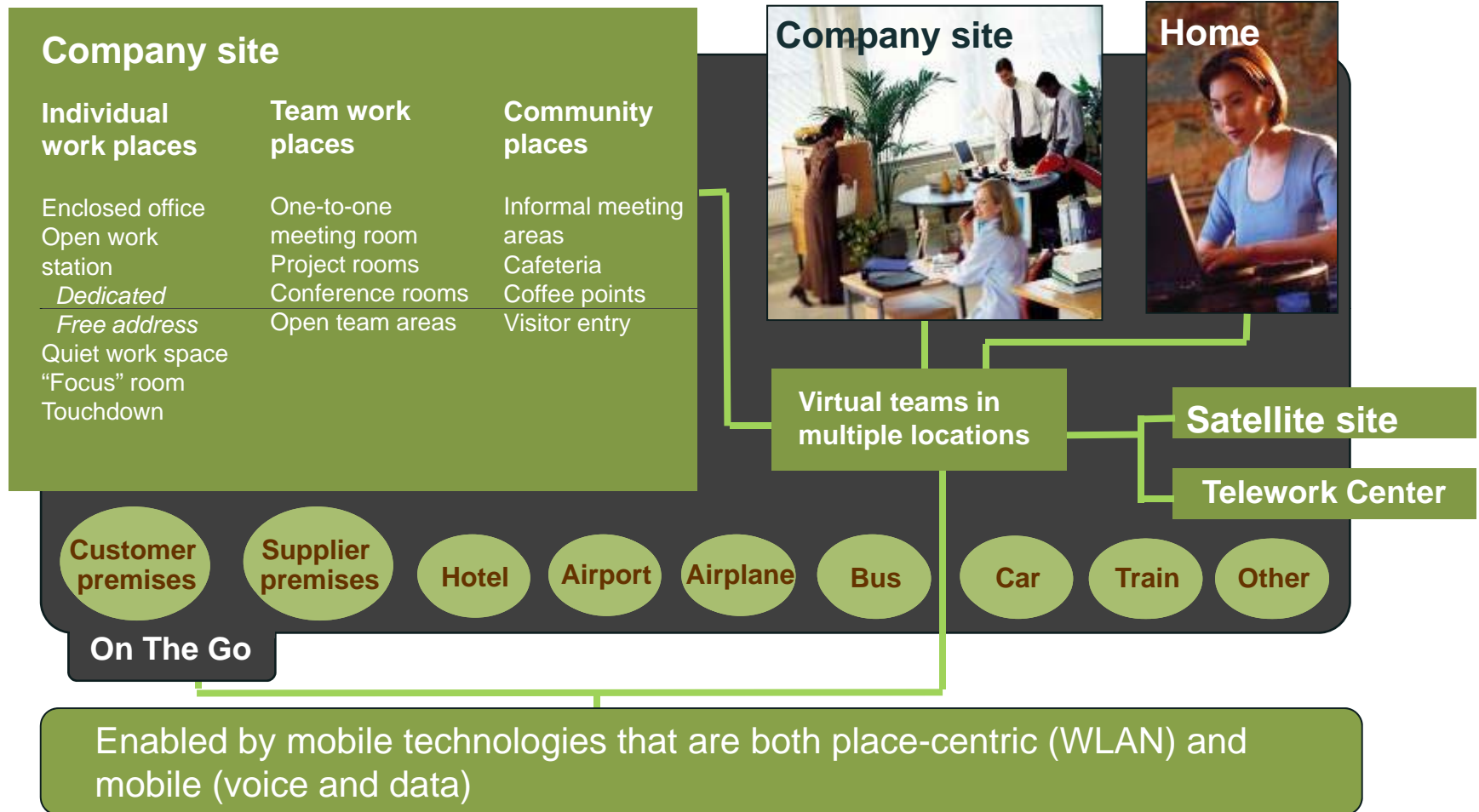
Interactive Places

- Menu of new group work space types
    - Variety of meeting rooms, some with video conferencing
    - Benching for highly collaborative teams
    - Huddle rooms
    - Project/war rooms
    - Training areas
    - Lounges/natural gathering spots food, coffee

Company X: Network of worksettings

Company site

Individual work places	Team work places	Community places
Enclosed office	One-to-one meeting room	Informal meeting areas
Open work station	Project rooms	Cafeteria
Dedicated	Conference rooms	Coffee points
Free address	Open team areas	Visitor entry
Quiet work space		
"Focus" room		
Touchdown		

Company site

Home

Virtual teams in multiple locations

Satellite site

Telework Center

On The Go

- Customer premises
- Supplier premises
- Hotel
- Airport
- Airplane
- Bus
- Car
- Train
- Other

Enabled by mobile technologies that are both place-centric (WLAN) and mobile (voice and data)

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Workplace: *Ownership*

Ownership can range from individual to team to departmental

- City Hall project in The Netherlands - *departments assigned neighborhoods* with four space types:

  - Enclosed – group - quiet

  - Enclosed – group - noisy

  - Open – individual - quiet

  - Open - ind/group - noisy

- Free-address for individuals w*ithin* the department

Workplace: *Support*

Support

- Support models can range from:

  - Reservation systems, including concierge, centralized supplies, help desk – high service levels from providers (e.g..., who provides FM and IT service to remote and flexible locations?)

  - Portals

  - Use protocols

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Workplace: Protocols for use

Mobile workers from other sites and the continual influx of new workers can be missed by traditional project-based change management programs. *Use protocols - workplace instruction sets based on the performance criteria for the space (the what does it need to do for its users and how is it intended to be used to accomplish that) -* embedded into the work place itself teaches end users the intention of the new design and its rules for use.

Help end users adapt to the new workplace by:

- Clearly communicating the reasons and logic of the change during the design and implementation process.

- Welcoming employees to the new space with helpful tips on how to use the space effectively.

- Incorporating use protocols information into a signage program or other visually prevalent information system.

CASE STUDY:

HP Global Guideline[1]

Each work place component includes instruction sets for the implementer, end user and work place support services staff. Use protocols are listed on each room or area sign. This system both ~~~~~~~~~~~ ntions of the space and ~~~~~~~~~~ p behavior.

A place to work, undisturbed, in peace and quiet

Functionality
For concentrated, "heads-down" work free of interruptions.

Use-Protocol
No talking; no use of telephone or cell phones; laptops should be muted.

Space
An attractive space with access to good natural daylight.

Layout Considerations
Located away from major traffic patterns and noisy activity; easily accessible from all parts of the site.

[1]From "HP Workplace Transformation Guidebook", November 2006

Workplace: Support

Greater complexity = greater coordination and integration

- RE and Planners/Designers initially involved in driving change

  - Gathering macro business objectives and supporting work patterns

  - Identifying performance gaps and guidelines

  - Aligning work profiling results with space allocation and space types to determine the mix and arrangement of spaces needed to support range of workers/work practices

Workplace: Support

Greater complexity = greater coordination and integration

- Creating and documenting new workplace program

- Supporting adaption and designing evaluation and continuous improvement processes

- As more structured mobility is implemented, all of the above will be more and more interdependent on practices and technology

Phase 1: Getting started

Workplace Characteristics:
- Developing or have "Standards" program for consistency and planning efficiencies
- Little to no coordination between RE/IT/HR

Space Allocation:
- *Hierarchy* – based on rank, loosening to reduce number of sizes and/or place offices in-board   OR
- *One/few-sizes-fits-all* to streamline FM and reduce entitlement mentality   OR
- Beginning to introduce work practices as basis for spatial allocation and design

Space Types:
- Predominantly spaces for individual work, plus conference rooms   OR
- Mostly individual work, adding project rooms, small conference rooms, open "team" spaces

Ownership:
- 1-to-1 ratios, may have departmental charge-backs

Start-up   Scale up   Integration

Worker-Workplace Mobility Maturity Model

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Phase 2: Scaling up

Workplace Characteristics:
- "Density" to find space/cost efficiencies

Space Allocation:
- *Function* – based on activities, resources and tools, degree of mobility – to create categories for different solutions and levels of support

Space Types:
- Mostly individual work, adding project rooms, small conference rooms, open "team" spaces

Ownership:
- Assigned spaces to non-mobile workers or free-address within teams' neighborhood
- More free-address for mobile workers for both individual and group spaces

Start-up   Scale up   Integration

Worker-Workplace Mobility Maturity Model

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Phase 3: Full integration – the new norm

Workplace Characteristics:
- Flexible work arrangements based on choices of individuals and BU's
- Measurements of utilization to tweak mix

Space Allocation:
- Ratios of people served to seats, people served to space types – based on work practices

Space Types:
- Size, mix attributes determined by work styles and activities – and may differ from category to category

Ownership:
- Assigned spaces to non-mobile workers or free-address within teams' neighborhood
- More free-address for mobile workers for both individual and group spaces

Start-up   Scale up   Integration

Worker-Workplace Mobility Maturity Model

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"We are drowning in information, while starving for wisdom. The world henceforth will be run by synthesizers, people able to put together the right information at the right time, think critically about it, and make important choices wisely." Edward O. Wilson

SECTION 5: THE PROCESS

This section's materials were adapted from content developed for the Workplace Community by:

David Craig, DEGW/NYC
Jan Johnson, Allsteel
Gervais Tompkin, Gensler/SF

Susan Mitchell-Ketzes
Peter Miscovich, JLL
Glenn Dirks, Facet Teletrips

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Process – A Strategic Approach
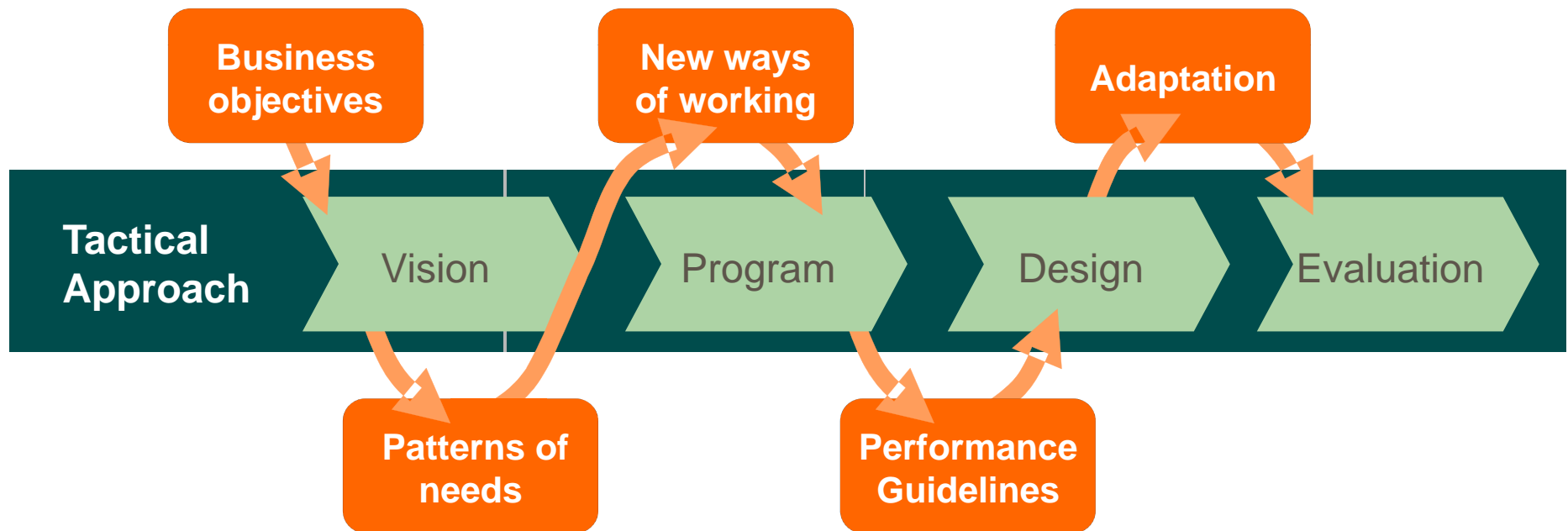
Premise Two:

To be optimally successful, Mobility programs must be developed in *context* - as one aspect of a holistic workplace strategy.

Alignment   fits 'context' – economy, image, culture, goals, maturity/readiness

Effectiveness   drives performance – individual and group

Efficiency   uses assets as wisely as possible – now and in the future

Agility   'future-proofed' – adaptable and situationally aware

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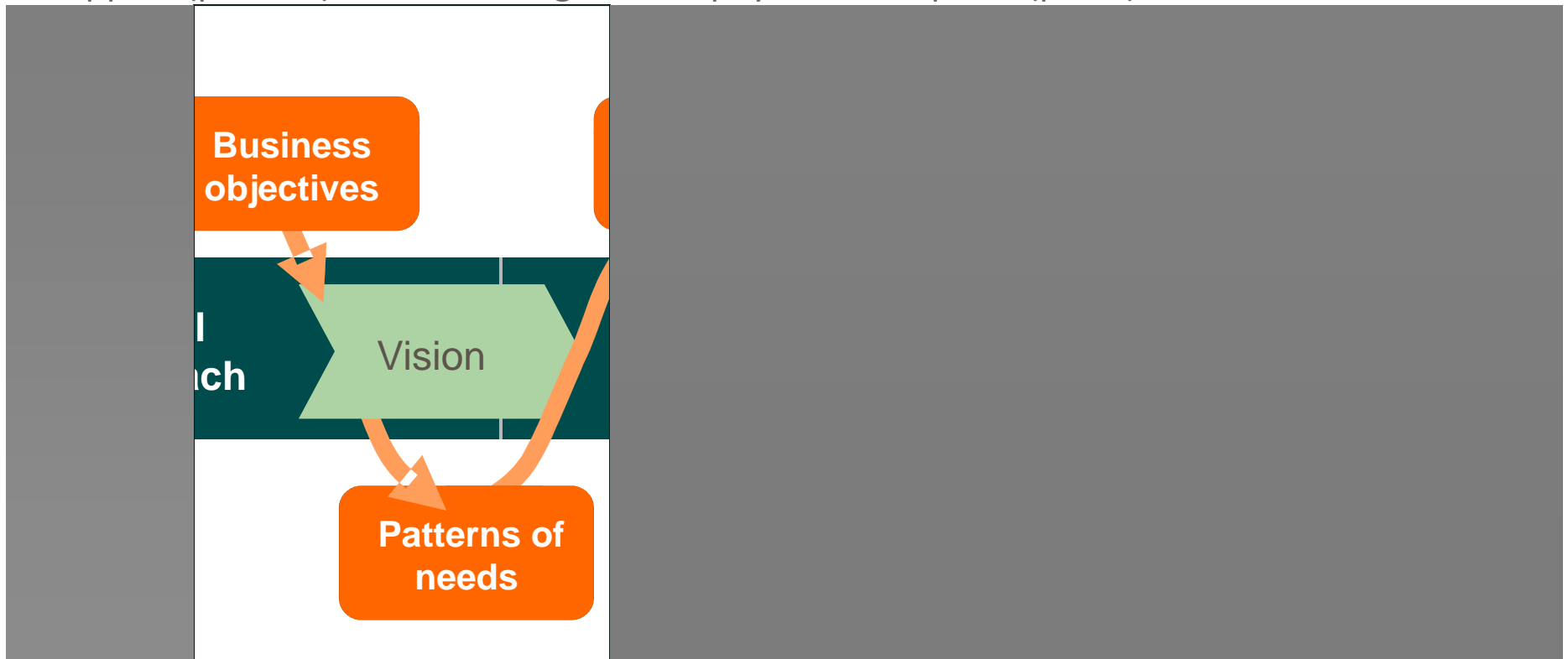
Process – A Strategic Approach

The traditional workplace design process is still relevant – but each phase is redefined and expanded to better *link* the workplace to its desired benefits to the organization *and explore and incorporate the opportunities for new ways of working*. It is inherently more **engaging**, **iterative**, and **holistic**.

Strategic Approach

| Business objectives | New ways of working | Adaptation |

Tactical Approach

Vision → Program → Design → Evaluation

| Patterns of needs | Performance Guidelines |

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Phase One – Research and Understand

A strategy should begin with an understanding of the organizations' key business goals and drivers. Research should be conducted to confirm how those goals and drivers will *link to/get expressed in* employee work styles (people), workplace support (policies), and the design of the physical workplace (place).

Business objectives

Vision

Patterns of needs

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Alignment – Mapping Business Objectives

	Occupants	Facilities	Enterprise
ALIGNMENT *Support values, facilitate cultural shift; identify goals, drivers and desired business strategy*	Values expression; job design – skills and values	Space allocations; degree of variety, choice, control	Locations, investment in talent and infrastructure
EFFECTIVENESS *Increase staff productivity, motivation, and retention. Enhance knowledge management, innovation and creativity*	Job design - work practices and rewards Access to each other/resources	Access to conducive spaces, tools, policies Health, safety and comfort	
EFFICIENCY *Drive down total cost of occupancy – first and on-going*	Right mix, right size, right place	Reduced footprint and cost of ownership	24x7 optimization of global portfolio
AGILITY *Future-proof for inevitable change*	Facilitate choice, customization and change	Designed with deliberate physical flexibility	Acquisition/ investment/ divestiture

Alignment – Mapping Causal Relationships

A first step in developing a strategic workplace solution is identifying what kinds of changes would be valuable and then identifying the causal relationships that will create the potential value.

Areas of focus include the areas of business performance that were identified in the visioning stage of project. Since directly impacting some of these results (e.g., increased customer engagement) may not be easy to prove, intermediate areas of performance may be identified (e.g., increased time on calls with customers).

CASE STUDY:

Capital One Future of Work

Capital One used DEGW's Impact Map tool to design a set of performance measures for the Future of Work. The Impact Map, which was validated through interviews and focus groups, traced hypothetical impacts from workplace features to behaviors to the bottom line. In addition to helping define measures, the Impact Map was invaluable in communicating benefits to stakeholders.
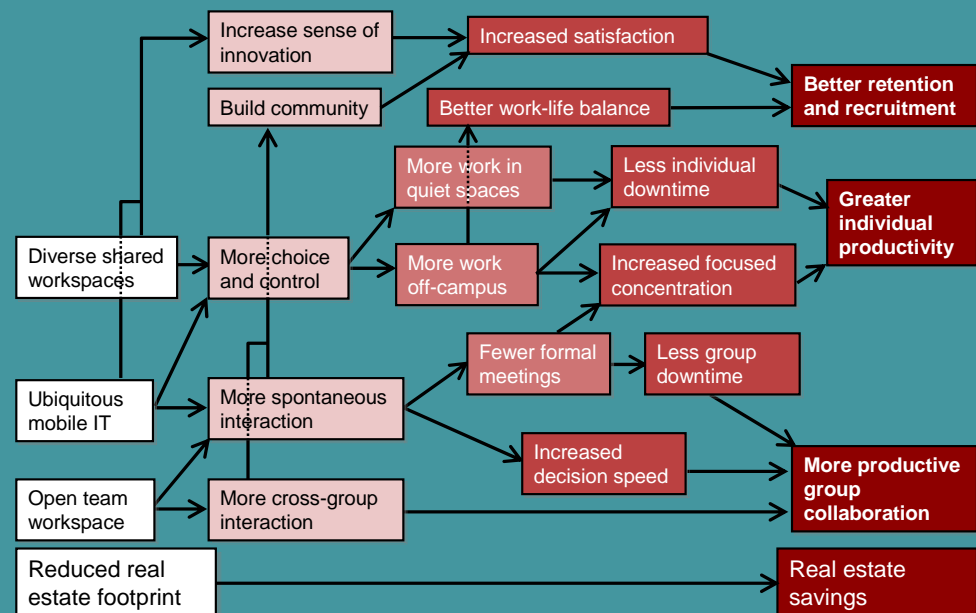
DEGW Impact Map for Capital One

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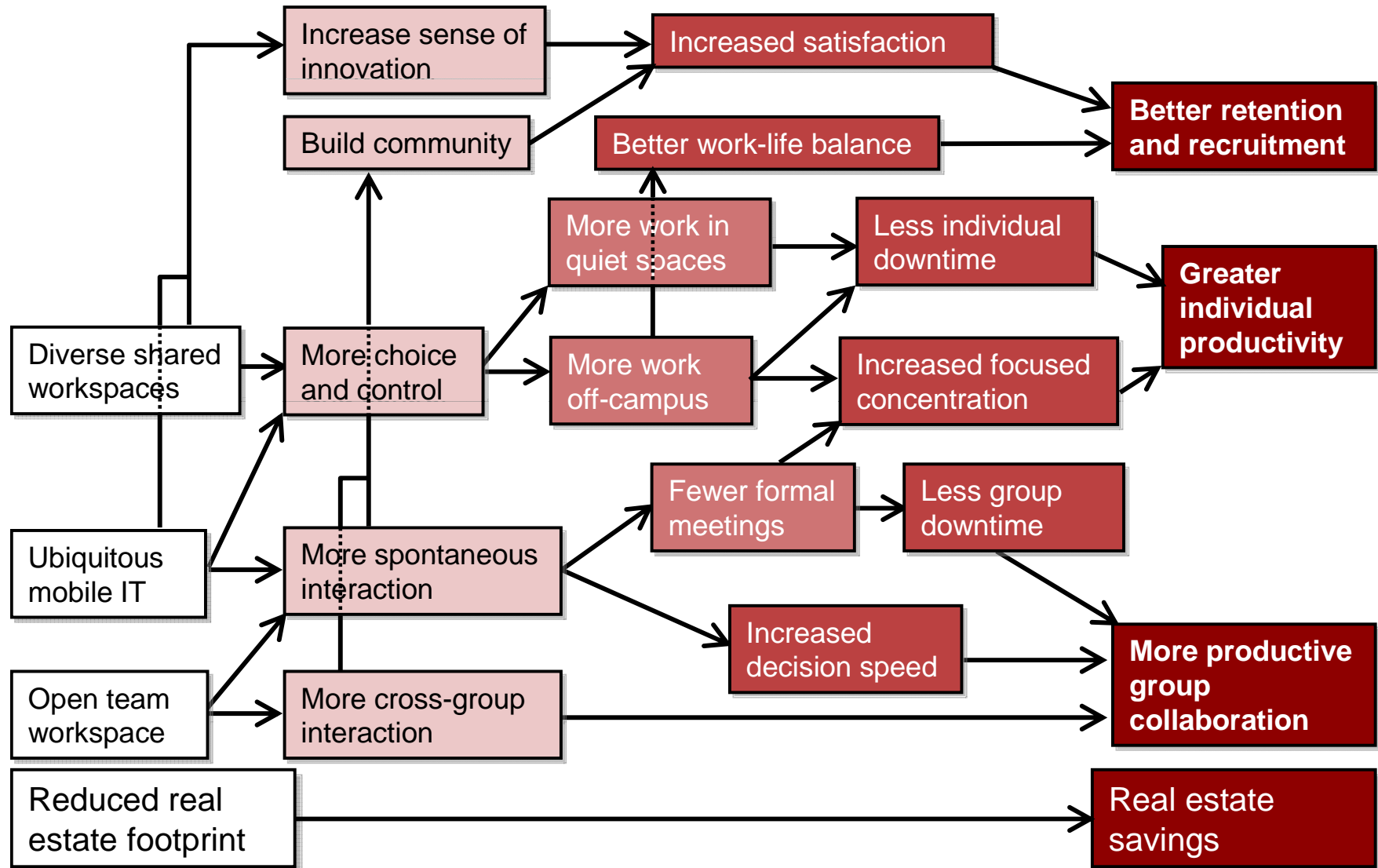
Effectiveness – Workplace Performance Gaps

Understanding how an existing workplace is performing relative to the business objectives and general needs is critical for making a business vision more concrete.

A performance gap is specifically the performance of a workplace attribute relative to its overall importance. Knowing where gaps are high will help target future investment and sow how needs could be better met in the future.

Existing performance can be evaluated through a variety of means, including direct conversations with stakeholders, questionnaires, and observations of space.

CASE STUDY:

Microsoft Workplace Advantage[1]

Microsoft looked at the performance of key workplace attributes while simultaneously gauging their importance to employees and businesses. Using this approach, Microsoft was able to identify specific weaknesses associated with collaboration: support for impromptu meetings and support for idea sharing.

Key performance gaps associated with collaboration
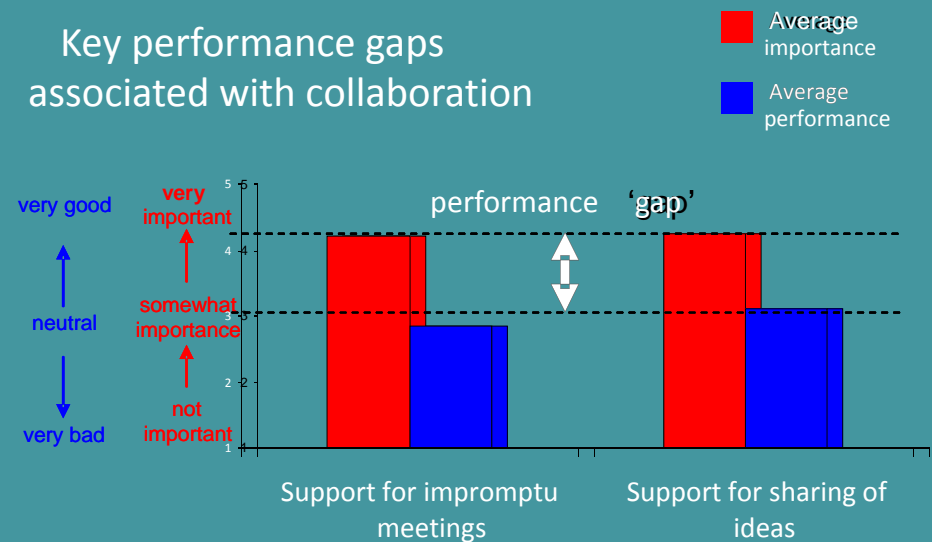
[1]From "Measuring Workplace Performance" Las Vegas Summit Educational Session, October 2005

Alignment – Beginning the Business Case

Once we

- understand the organizations' key business goals and drivers,

- understand their links to "people, process and place",

- have begun to explore what's now possible and desirable,

we can begin to compare current state to potential future state and describe the gap.

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Alignment – Beginning the Business Case

This will gap will inform:

- **the change mgmt process** – as its goal is to develop the strategies to get us there

- **the business case** – as its goal is to sell the opportunity to senior mgmt by clearly articulating the costs and benefits to changing workplace policies, support, employee work styles and the design of the physical workplace

The Business Case

Make the case in the context of the company's evolution and culture – What's important here? What's important now?

The best Business Cases have these components:

1. Bulletproof financials

   - External/internal costs

   - Hard/soft costs

   - Capital/expense costs

   - Start-up and run-rate costs

   - Contingency

Consider:
SWOT Analysis
Peer assessment/review

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The Business Case

The best Business Cases have these components:

2. What's in it for the customer, worker, local managers

3. Risk assessment with mitigations – What if we go? What if we don't?

4. Employee Recruitment/Retention statistics

5. Incremental approach with measurement points

6. Other factors – Disaster recovery, regulatory compliance, sustainability, risk avoidance

7. How can we ratchet up the success when we begin to achieve it?

Alignment – Measuring What Matters

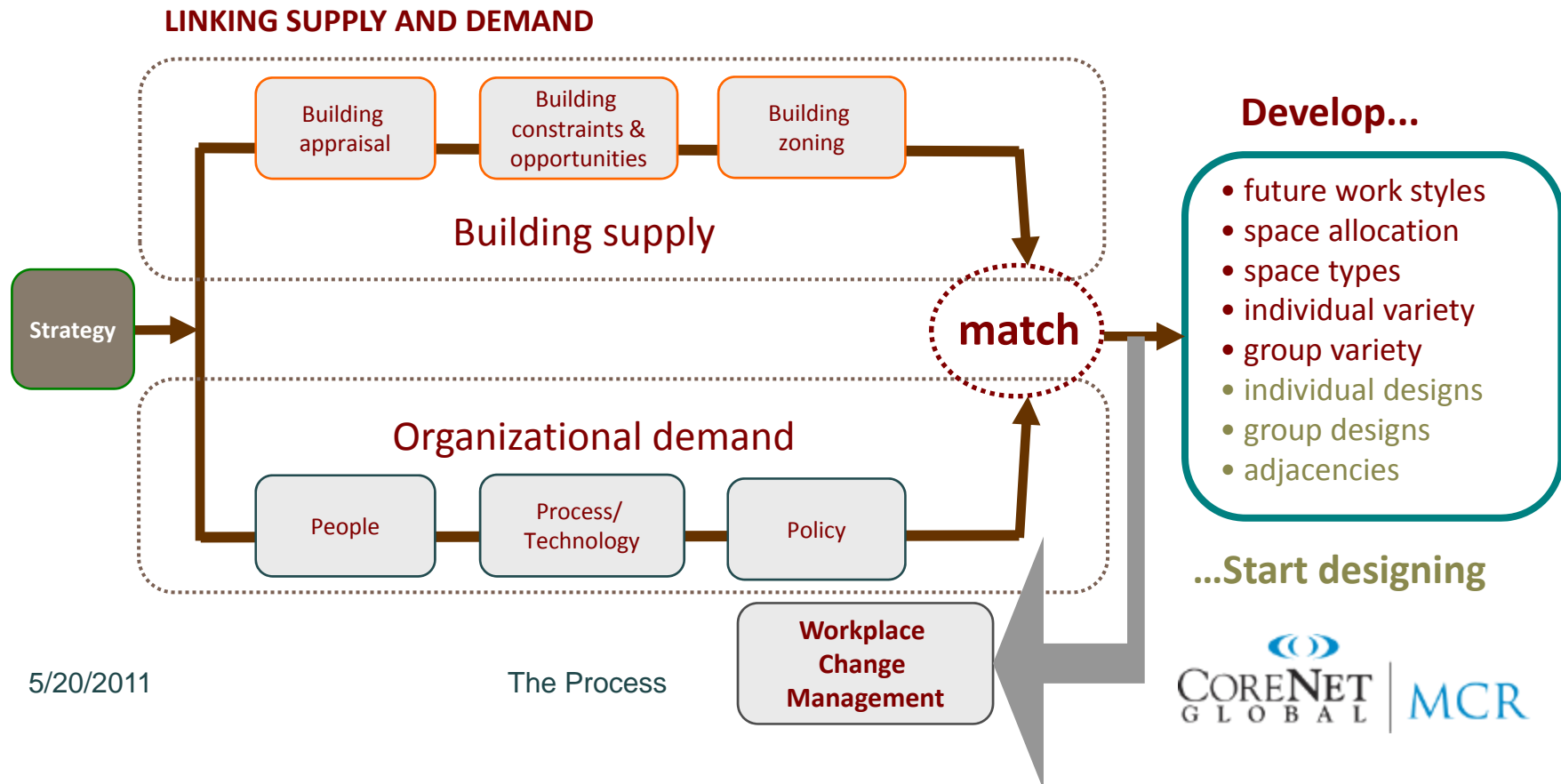| High Level Objective	Improve and Enhance Workplace Value			
Primary Metrics	Increase Customer Satisfaction	Reduce Occupancy Costs	Program & Space Utilization	Green Work-place
Key Measures	External Value / Internal Value	Rent Cost / RSF / Build Out Cost / RSF	RSF / Seat / Vacancy Rate / Person / Seat / Total Persons Served	Workplace Sustainability

Phase 2 – Program and Design

Programming – *what are we going to design for* - is now informed by a more thorough understanding of why and how the business needs to work. That understanding helps us make sense of what's now possible; and develop the criteria or performance requirements that must be met by our designs – the *how and what will we design*.

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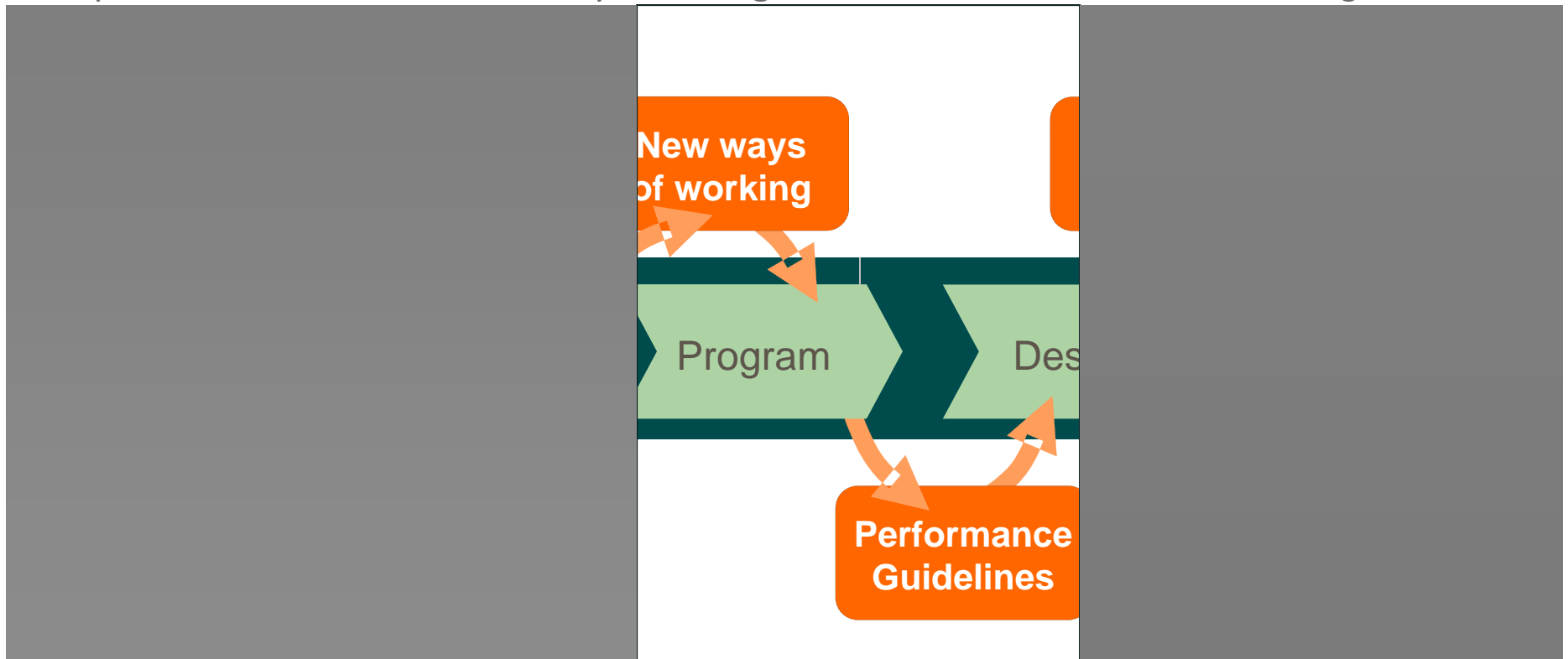
Phase 2 – Program and Design

The way space is to be allocated, the types of spaces needed, and the degree to which variety is tolerated are all decisions that are influenced by an organization's culture. Exploring them - along with new ways of working - across an enterprise or across the globe will inform the programming and design phases.

LINKING SUPPLY AND DEMAND

Strategy

Building supply
- Building appraisal
- Building constraints & opportunities
- Building zoning

Organizational demand
- People
- Process/Technology
- Policy

match

Workplace Change Management

Develop...
- future work styles
- space allocation
- space types
- individual variety
- group variety
- individual designs
- group designs
- adjacencies

...Start designing

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Phase 2 – Program and Design

There are some basic pieces of data required to get a Mobility Program off the ground:

- SF
- Locations
- Space Allocations
- Cost/SF
- Cost/seat
- Cost/person served

Phase 2 – Evaluating Current Work Styles

In a more strategic process needs are looked at in terms of how people work and aspire to work.

"Work styles" - defined in terms of common work patterns and attitudes - should be uniquely defined for each organization from the bottom up, using data on work patterns and attitudes to reveal common categories of employee behavior across the organization.

Workplace solutions can be developed around work styles, but not always directly: The most advanced workplace solutions may first envision an evolution of current work styles consistent with desired cultural and organizational changes.
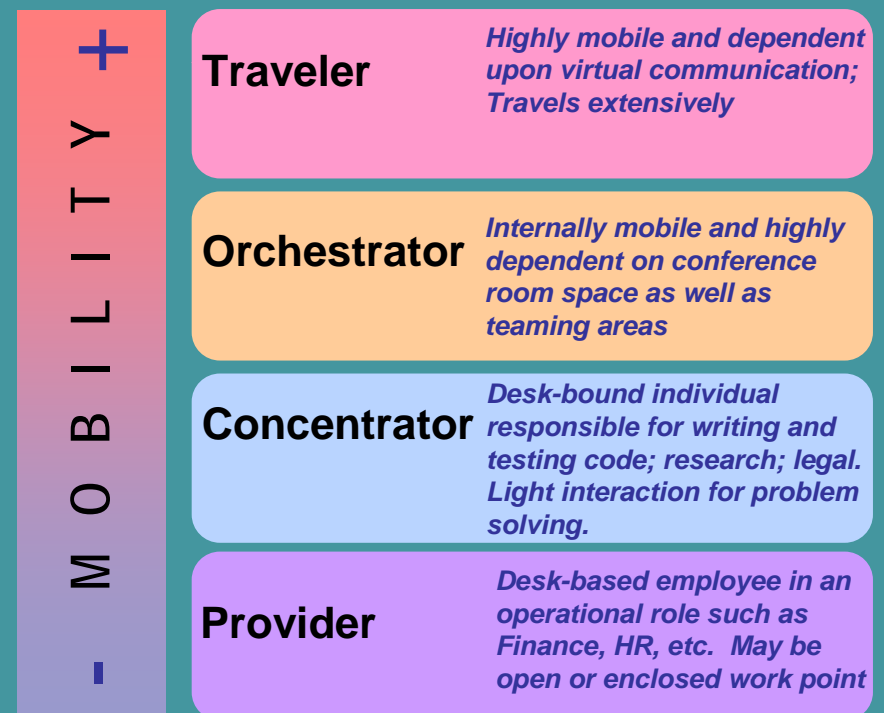
CASE STUDY:

Microsoft Workplace Advantage[1]

Microsoft used a combination of observations and survey data to identify four key types of work across all businesses, locations and job functions. These became the common MS work styles.

MOBILITY +

Traveler — *Highly mobile and dependent upon virtual communication; Travels extensively*

Orchestrator — *Internally mobile and highly dependent on conference room space as well as teaming areas*

Concentrator — *Desk-bound individual responsible for writing and testing code; research; legal. Light interaction for problem solving.*

Provider — *Desk-based employee in an operational role such as Finance, HR, etc. May be open or enclosed work point*

−

[1]From "Measuring Workplace Performance" Las Vegas Summit Educational Session, October 2005

Phase 3 – Rollout, Adapt and Evolve

Strategic workplace solutions begin with an alignment with business objectives and results in specific hypotheses about how the workplace can provide value. After implementation those hypotheses can be tested by examining the impact of the workplace on behaviors, the effectiveness of work and the overall efficiency of occupying and managing space. Ultimately, metrics provide feedback to the underlying strategy. Ideally, evaluation is planned as an integral part of a continuous cycle of innovation.
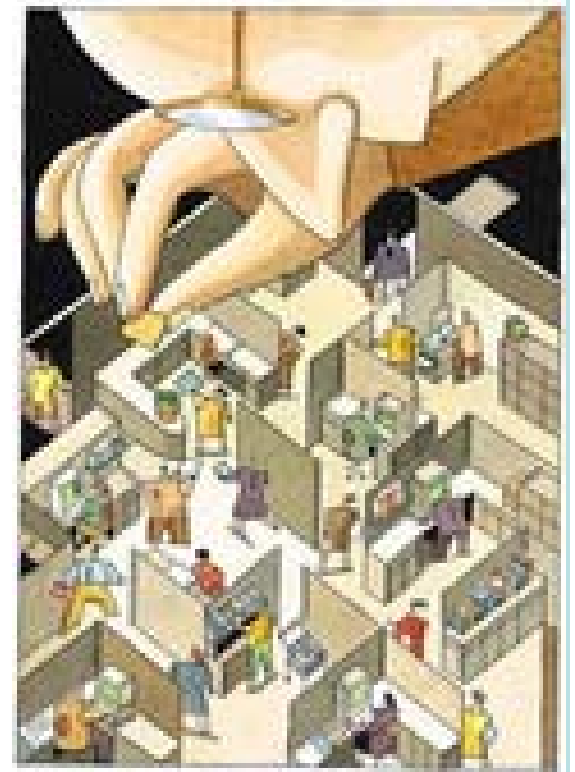
Phase 3 – Change Management

*A key component to the overall success of all workplace initiatives*

- Defines vision and value

- Assesses change readiness

- Minimizes/addresses resistance

- Engages the organization achieving stakeholder involvement, alignment and commitment

- Minimizes work disruption and productivity loss

- Increases velocity of change

- Mitigates risk

- Enhances employee satisfaction and performance
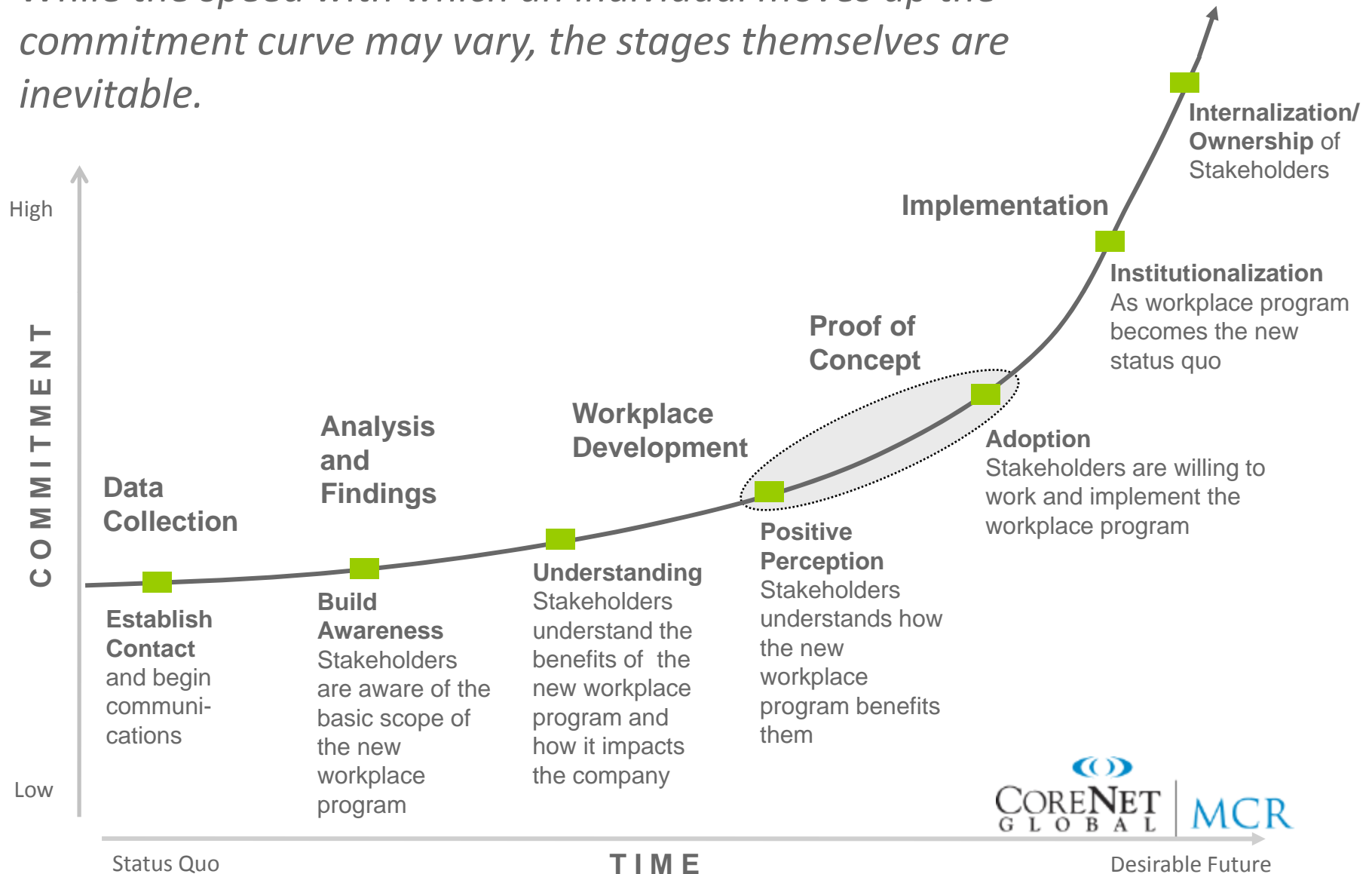
Realistic Expectations

The Workplace "Change Curve"

A primary objective of Workplace Change Management is to shorten duration and mitigate depth of the "Valley of Despair"

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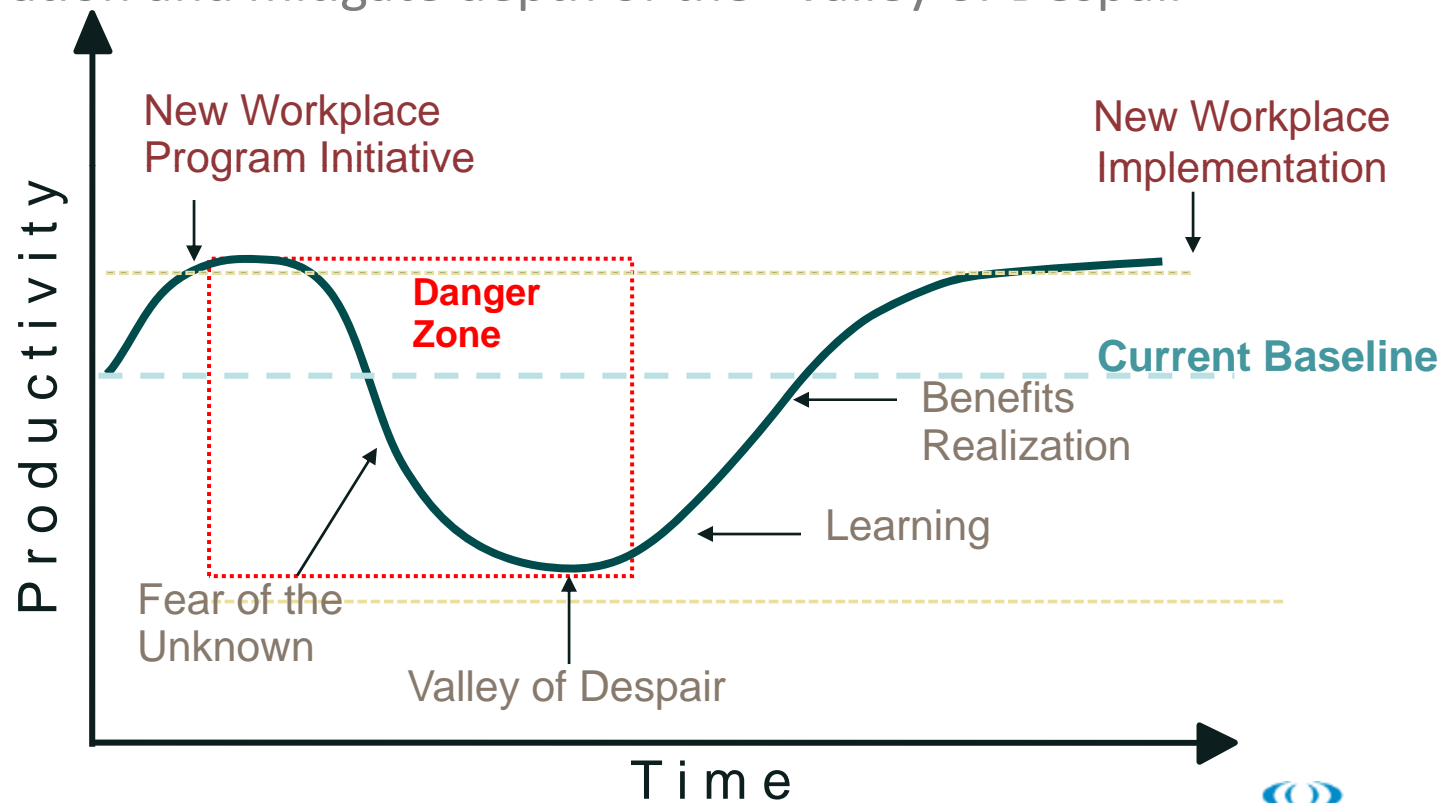
Getting from Awareness to Ownership

While the speed with which an individual moves up the commitment curve may vary, the stages themselves are inevitable.

High

COMMITMENT

Internalization/ Ownership of Stakeholders

Implementation

Institutionalization
As workplace program becomes the new status quo

Proof of Concept

Adoption
Stakeholders are willing to work and implement the workplace program

Workplace Development

Analysis and Findings

Data Collection

Positive Perception
Stakeholders understands how the new workplace program benefits them

Establish Contact and begin communi-cations

Build Awareness
Stakeholders are aware of the basic scope of the new workplace program

Understanding
Stakeholders understand the benefits of the new workplace program and how it impacts the company

Low

Status Quo

TIME

Desirable Future

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What Are You Trying to Achieve?

- Determine the change required to improve performance

- Establish the rate of change based on available resources

- Align with leadership vision to get their ownership

- Develop most effective communications strategy

- Ensure ownership by stakeholder groups

Build Employee Understanding

- Changing aspects of work environment

- Need to work differently

- Behaviors that need to change

- Role they will play in decision-making

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Demonstrate *Path* to the New

Business Culture / Organizational Readiness Assessment creates awareness, assesses employee and organization attitudes

- Organizational profile

    - Readiness questionnaire

    - Change management methodology

- HR Policies and Practices review

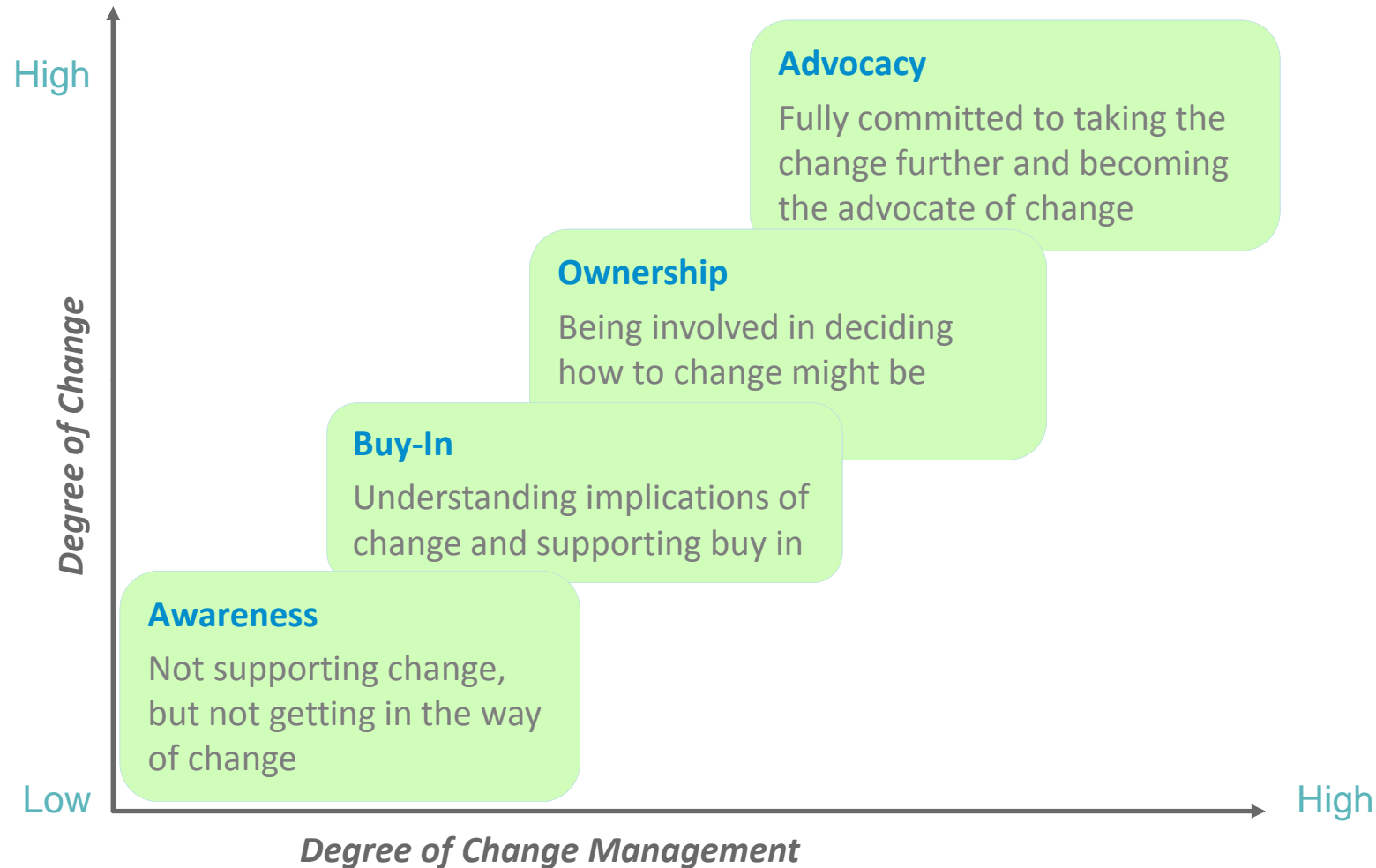- Performance management systems review

Most Effective Activities

- One-on-one discussions with supervisor

- Experiential activities

- Orientation team meetings

- Informational all-employee meetings

- Technology training

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What You're trying to Achieve:

Degree of Change (vertical axis, from Low to High)

Advocacy
Fully committed to taking the change further and becoming the advocate of change

Ownership
Being involved in deciding how to change might be

Buy-In
Understanding implications of change and supporting buy in

Awareness
Not supporting change, but not getting in the way of change

Degree of Change Management (horizontal axis, from Low to High)

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Change Leadership Roadmap:
Eight Steps, New Behaviors

Step	Action	New Behavior
1	Justify Urgency	People start telling each other "let's go, we need to change things." *CRITICAL - Lose urgency, and things grind to a halt. Keep it, and 2-8 happen.*
2	Build the Guiding Team	A credible group, powerful enough to drive and model big change, is formed and they start working well together.
3	Get the Vision Right	The guiding team develops the appropriate, credible and compelling vision and strategy for the change effort.
4	Communicate for Buy-In	Early adopters begin to buy into the change, it shows in their behavior, and others are paying attention.
5	Empower Action	More people feel able to, and do act, on the vision and strategy in desirable ways; and spread the word that it works.
6	Create Short-Term Wins	Specific examples of early successes are celebrated – and the key points are effectively communicated.
7	Don't Let Up	Add'l project opportunities or processes are targeted to adopt the new vision/strategy….SCALE UP
8	Make it Stick	People keep behaving and doing in the new ways, and feel empowered and informed to continue to evolve as things change.

Lessons Learned

- Change takes more time /energy than you ever imagined

- Don't assume that since you've "told them already" you don't need to tell them again – drive to incessant communication

- Change Management begins when the project begins and continues after occupancy

- Don't short-circuit the cultural issues

- Executive endorsement is critical to success

- Employees need to understand the "WIIFM"

- Doing it right is hard work

- The ROI is long term (3-5 years)
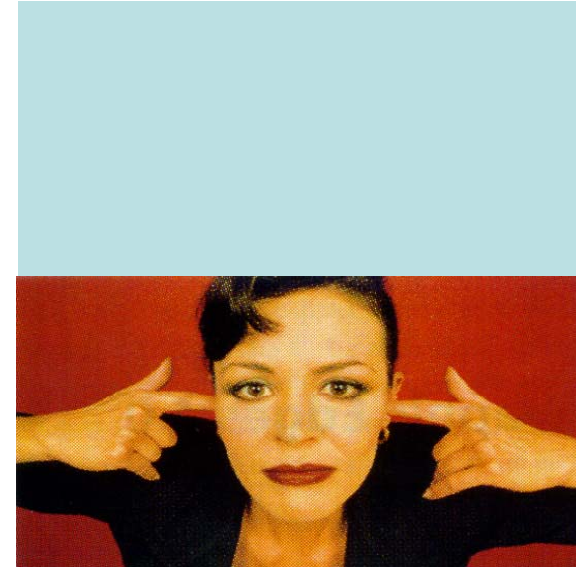
Frank Becker, C. Tennessen, "Managing Workplace Change", Cornell University International Workplace Studies Program

Lessons Learned

- Ensure that senior management is part of the solution - not part of the problem

- Create and manage realistic expectations

- Communication is critical to helping employees adapt to change and make workplace transitions more successful

- Employees will assume the worst in the absence of some communication

- Give employees plenty of opportunities to ask questions and voice concerns – ensure two way dialogues

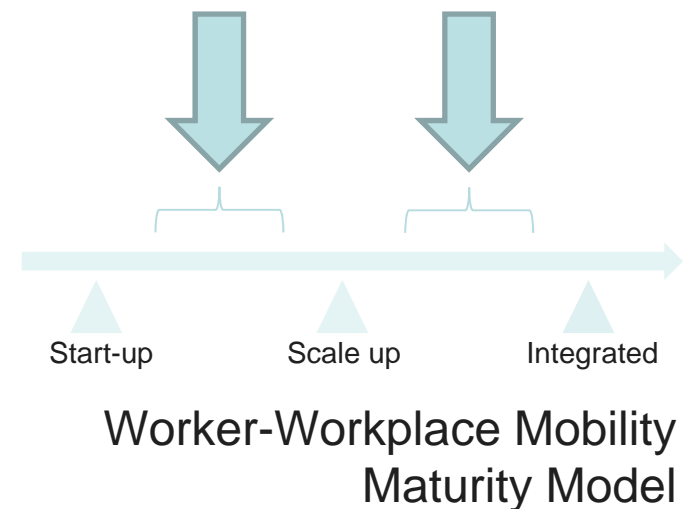- "Hang a lantern on the problem"

Process – A Strategic Approach

Premise Three:

The challenges of scaling up are –

- *Management biases* - lack of skills in managing remote/distributed workers

- *Culture* – e.g., space allocation based on status vs. work practices

- *Program management* – requires a-typical cooperation between functions

Start-up   Scale up   Integrated

Worker-Workplace Mobility Maturity Model

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