



JONES LANG
LASALLE®

Driving Workplace Change

CoreNet Global Rocky Mountain
Chapter

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Workplace Strategy defined

Developing and delivering workplace locations, setting and practices that support business objectives and enable employees to work at their best.



- Flexible** Readily accommodates change and growth
- Functional** Variety of work settings to accommodate different work activities
- On-Demand** Available when and where it is needed
- Collaborative** Lots of places to meet and share ideas
- Socially responsible** Lowest possible environmental impact

Business drivers



Markets, customers, and talent are ***dispersed***



Work locations are ***multiple and dynamic***



Work activity is ***collaborative***



The workforce is increasingly ***technology-savvy***



All generations are seeking ***choice and flexibility***

Workplace program priorities

- Optimize workplace utilization
- Manage 24/7 work realities
- Promote collaboration and innovation
- Reflect the brand and culture
- Enhance employee engagement and productivity
- Consider a network of locations
- Exploit technology
- Create activity based work environments



**PHYSICAL
INFRASTRUCTURE**

**WORK PRACTICES
AND PROTOCOLS**

**TECHNOLOGY
INFRASTRUCTURE**

Optimize workplace utilization

Space can be optimized by use of desk sharing ratios based on employee profiles that account for:

- mobility
- interaction
- special considerations (i.e. location requirements, storage)



Motorola

- \$125M in cost savings/avoidance globally with implementation of desk sharing
- 25% reduction in space per employee
- Increased employee satisfaction

Intel

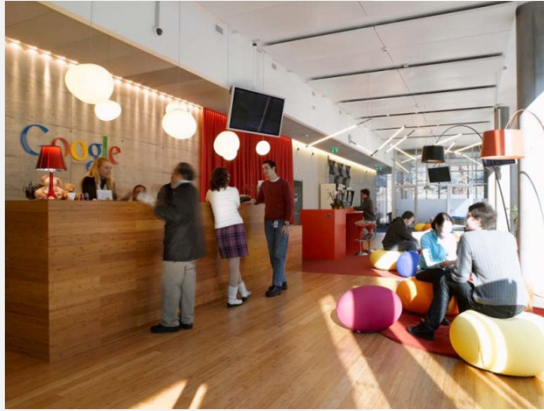
One newly redesigned floor can now accommodate 1,000 people, up from 600

Accenture

- Reduction of over 2M SF while growing headcount and revenue; only Exec Assistants and those with ADA exceptions have assigned seats
- Mobility is 100% funded with hoteling savings
- Employees and managers report higher productivity and work/life balance when they are supported while mobile

Manage 24/7 work realities

Promote collaboration and innovation



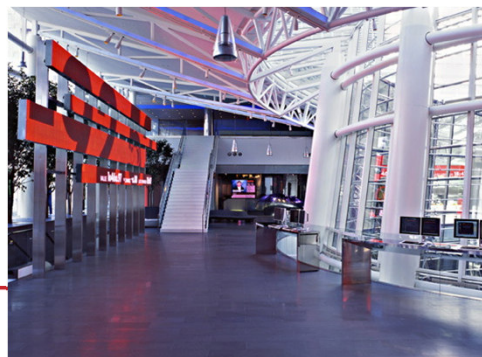
Google

- Flexible work settings
- Intended for customization by employees, to better support innovative work

Flexible, modular designs good for groups who are:

- Project or task-oriented
- Collaborative
- Creative
- Experience fluctuations in headcount

Reflect the brand and culture



Bloomberg

Environment reflects its culture of energy, transparency and fluid transfer of ideas

Enhance employee engagement and productivity

Google / Genentech / Yahoo

Offer lifestyle amenities such as:

- Free food and coffee bars
- Fitness center and pools
- Game room, pool and ping pong tables
- Laundry and transportation services
- Mobility
- Telecommuting

...resulting in enhanced employee productivity, engagement and satisfaction



Consider a network of locations



Bank of America “My Work” drop-in centers provide a convenient place to work for remote employees, other than home.



Network of locations include:

- Drop-in centers
- Satellite offices

...and support remote and mobile populations.



Exploit technology

69% of executives gained measurable business benefits from using social media, including:

- More innovative products and services
- Effective marketing
- Better access to knowledge
- Lower cost of doing business
- Higher revenues

(Based on global McKinsey survey of 1,700 executives)

Cisco:

- Uses its own technologies in the workplace to enable virtual collaboration
- The wireless, shared workspace, eliminates 4 wired jacks per workspace, roughly \$1000 in savings per new seat



Create activity-based work environments

Modern space allocation:

- Assigned to teams vs. the individual
- Offices provided only to those job functions that require it



Bloomberg

- No individual or corner offices, no job titles, and no mahogany walls.
- Expansive desks encourage people to interact, engage and exchange information.

Why is change management necessary?

Barriers to workplace change

Resistance to change

- Fear of unknown
- Organizational culture

Lack of Leadership Support

- Executive sponsorship
- Cross-functional leadership support

Limitations of existing systems

- Enabling technology
- Business processes
- Performance measurement

Lack of user knowledge/skills

- User knowledge for new ways of working
- CRE knowledge of workplace strategy and change requirements

Program fundamentals

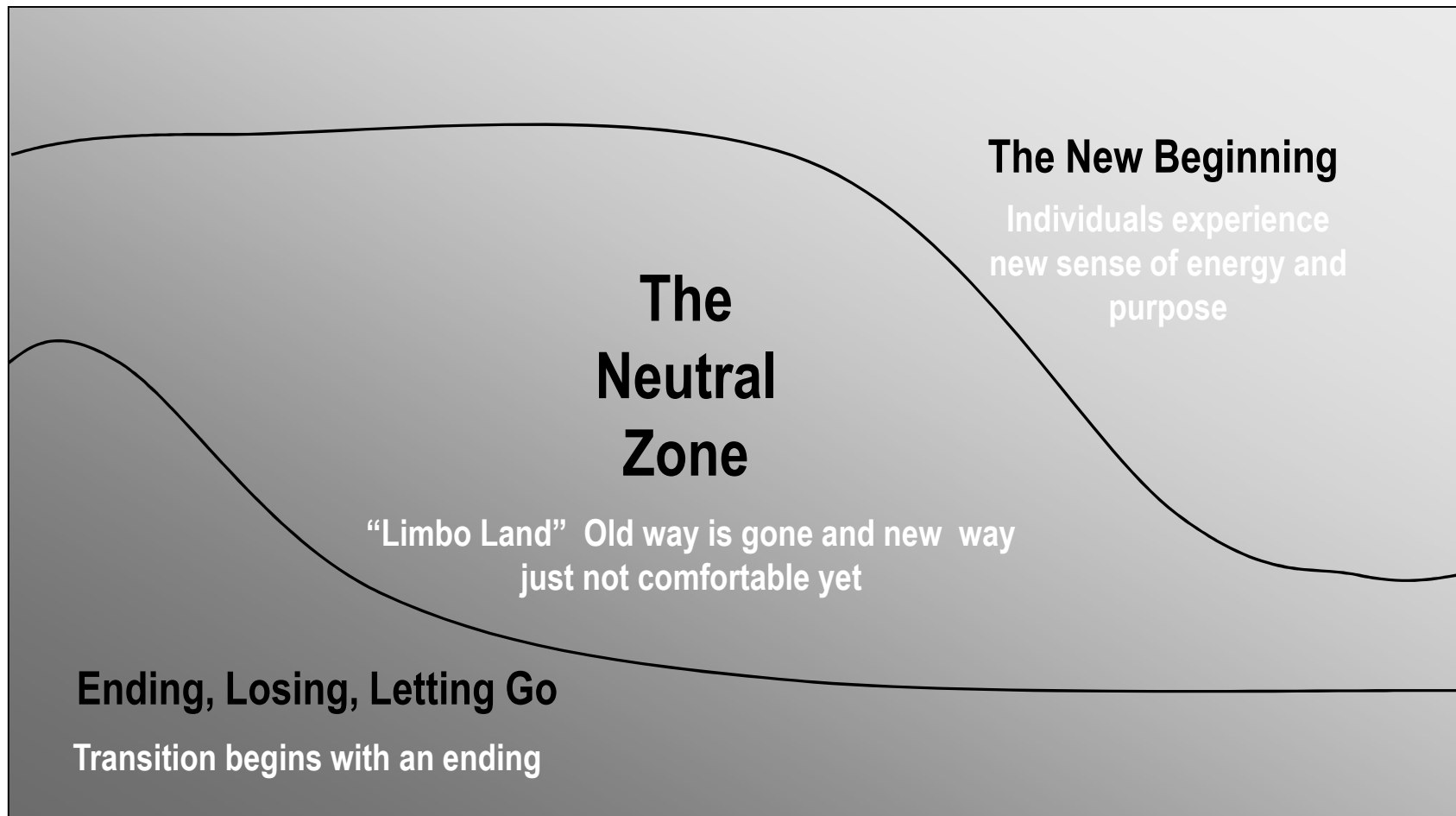
- Vision
- Business case – opportunity assessment
- Governance

The change management process

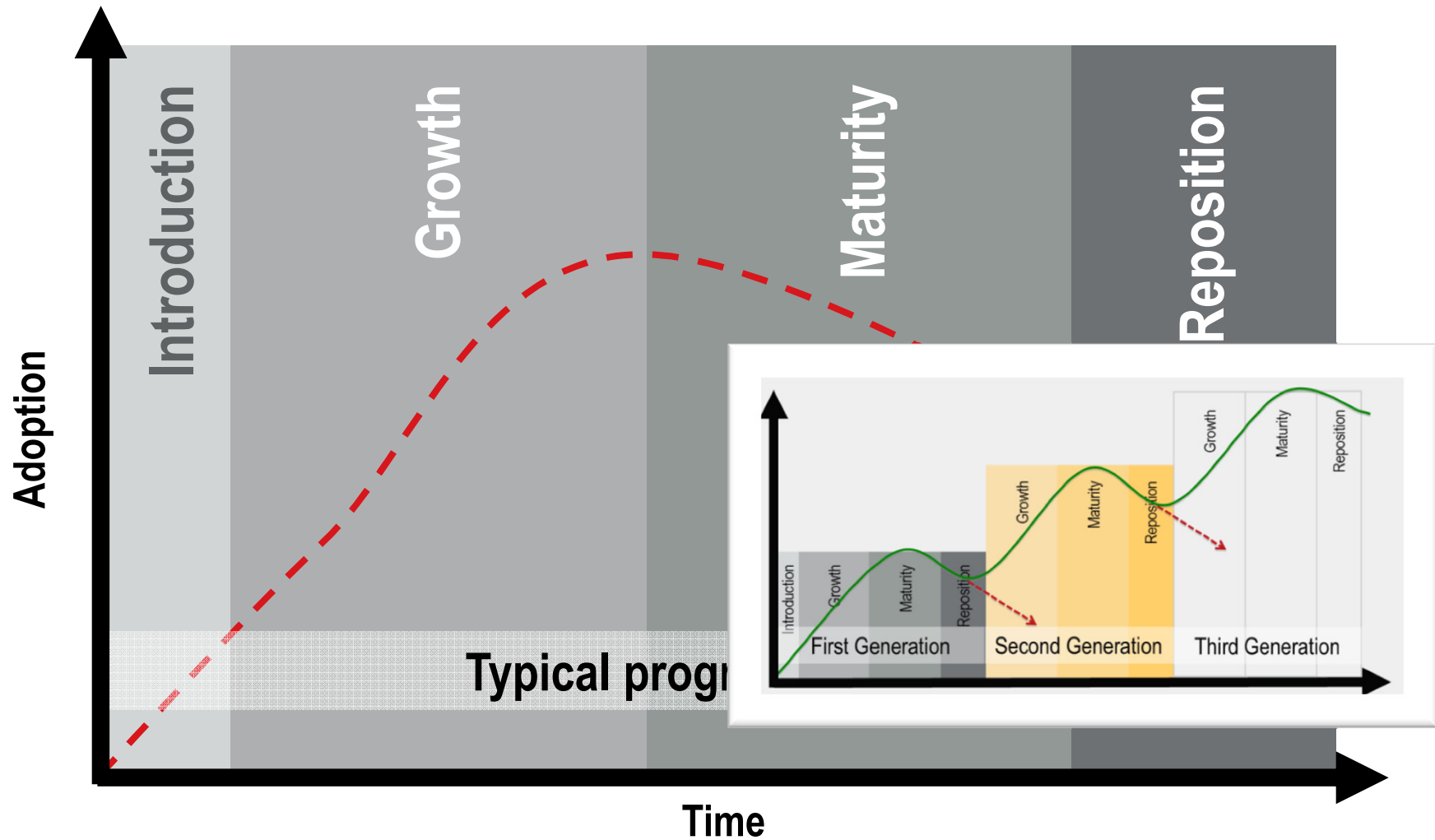


1. **Create a shared need** for the new workplace strategy among leaders and employees
2. **Shape the vision** and articulate the changes for the future workplace
3. **Mobilize commitment** by engaging employees in the process
4. **Monitor progress** by obtaining feedback and making adjustments as appropriate
5. **Make change last** by focusing on continuous improvement opportunities in the future

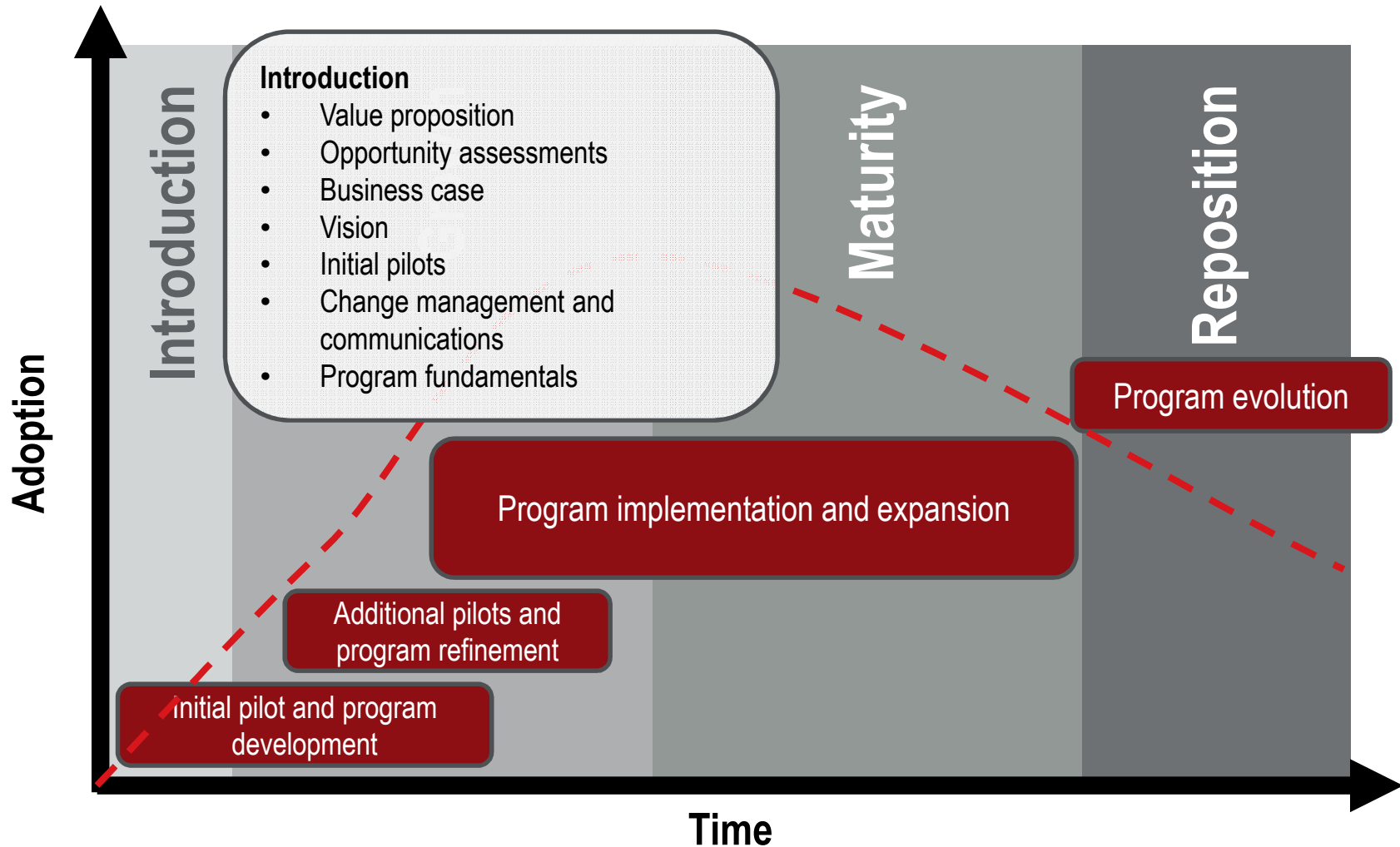
The change process



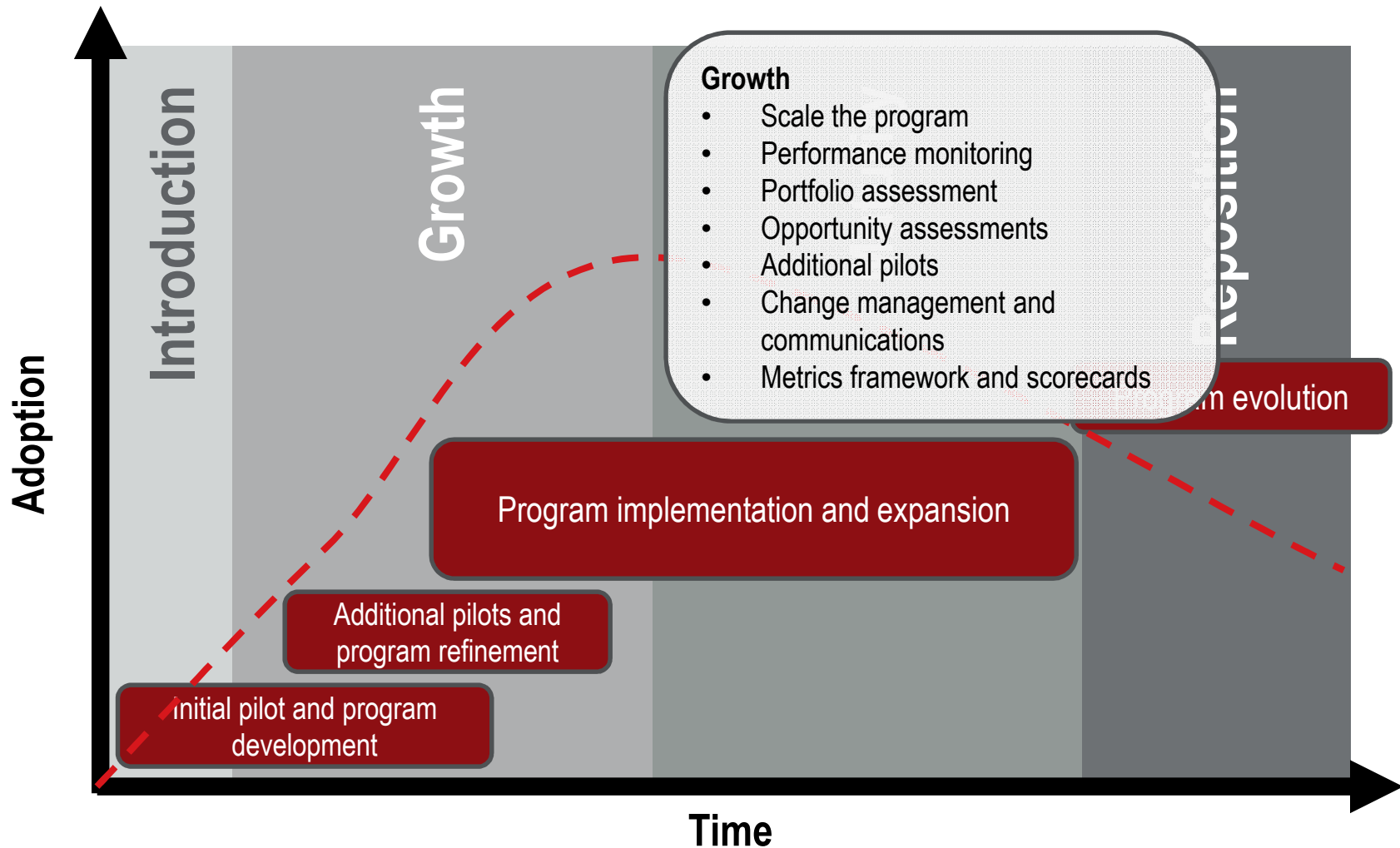
Workplace Strategy program life cycle



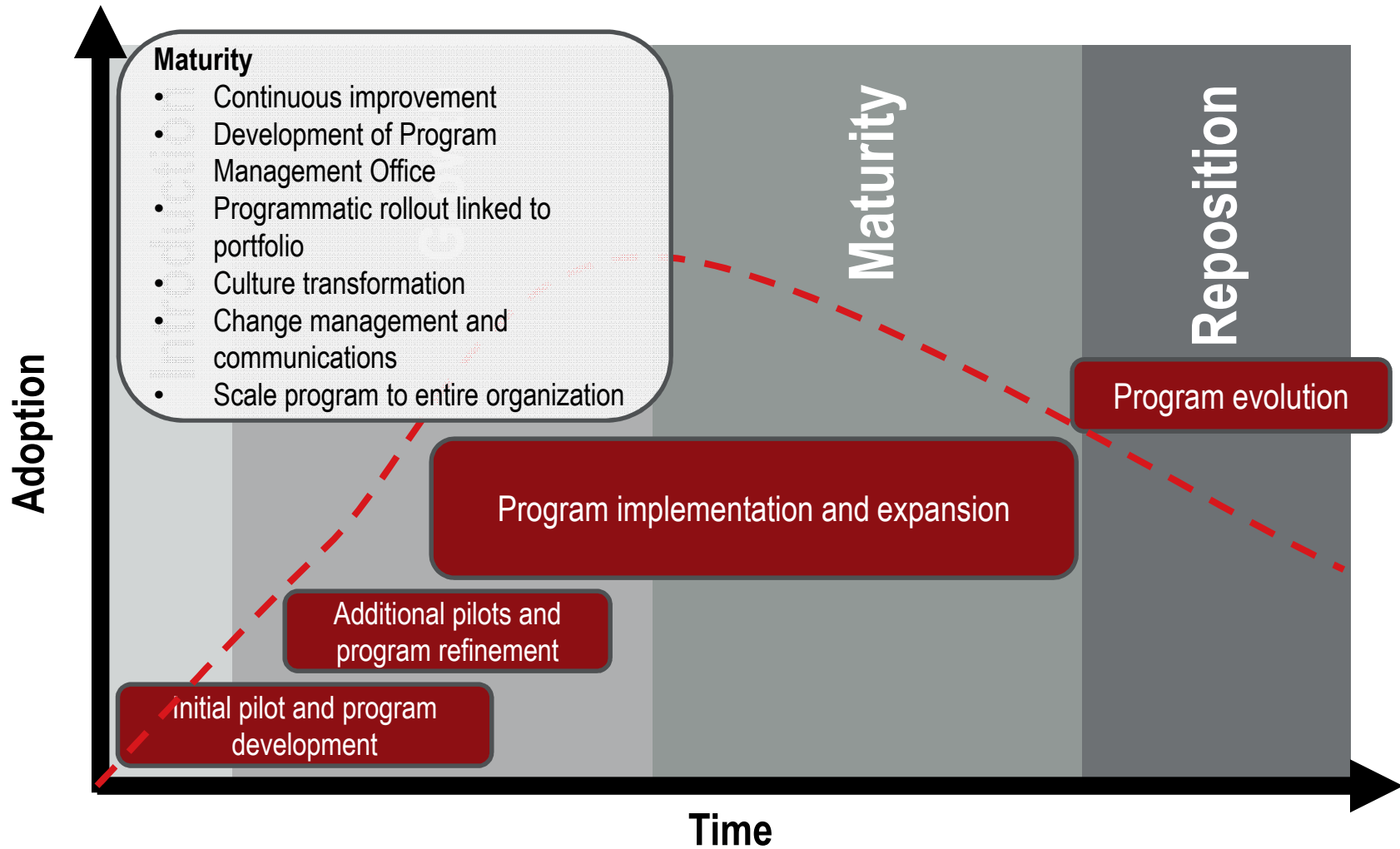
Workplace Strategy program introduction



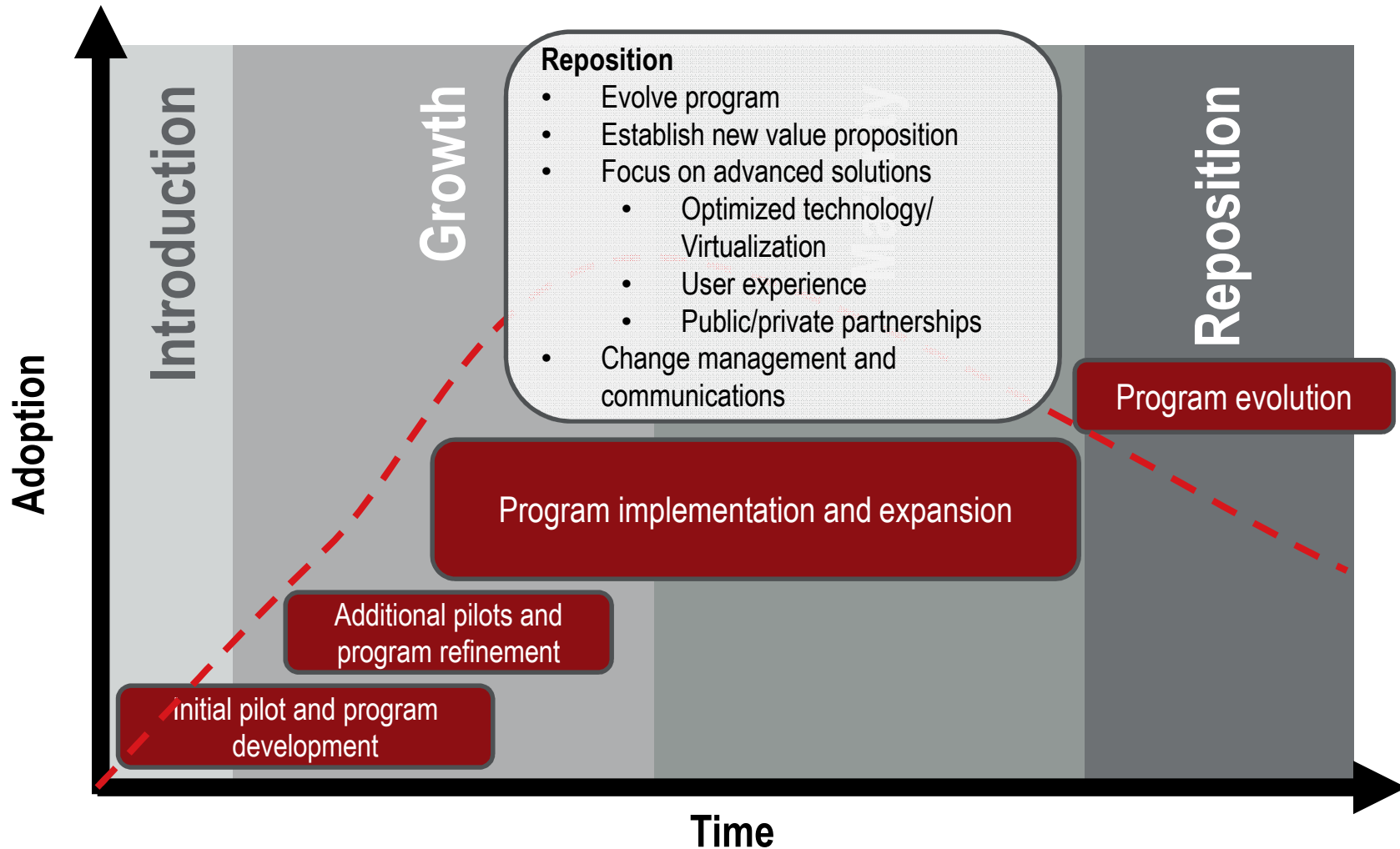
Workplace Strategy program growth



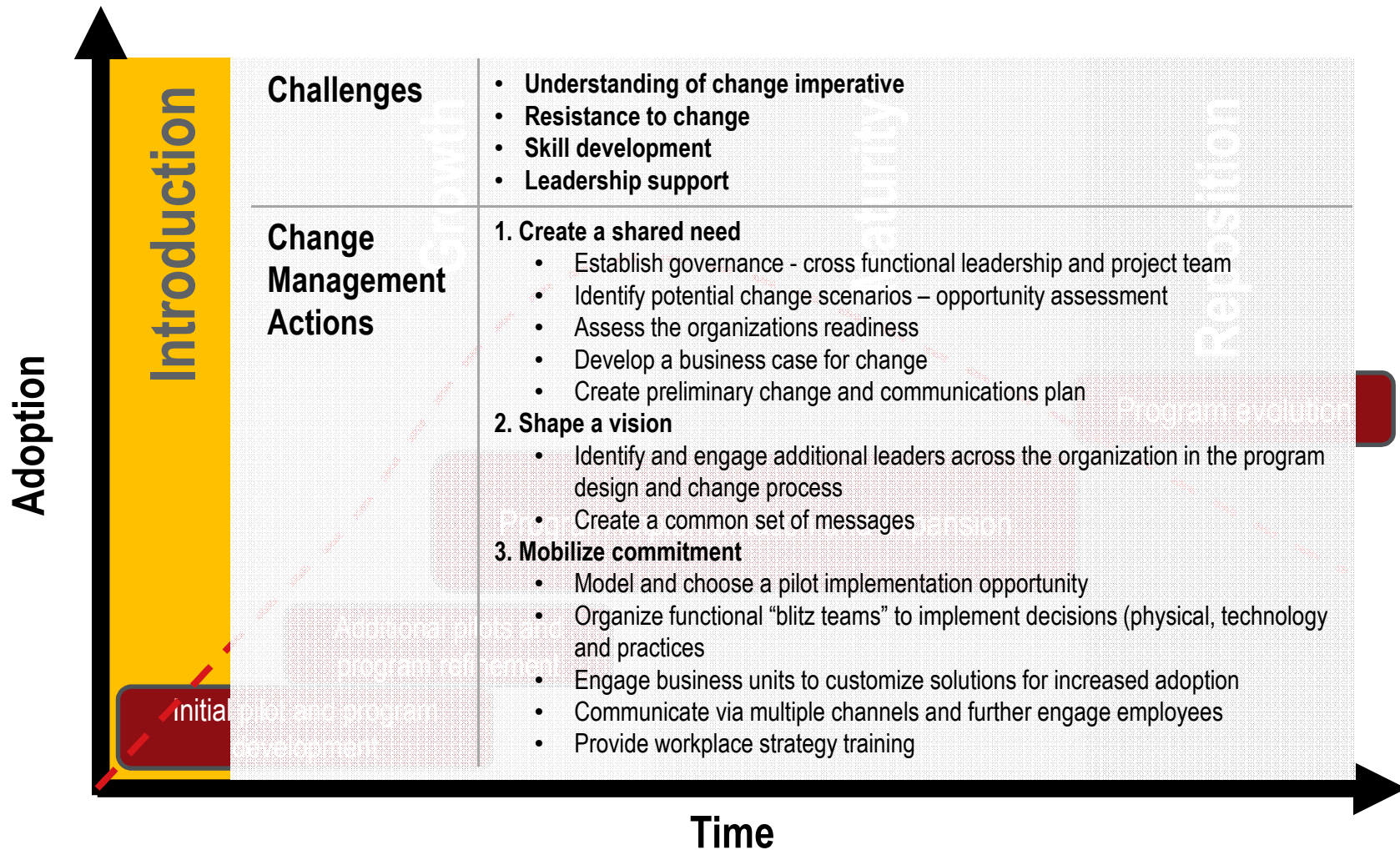
Workplace Strategy program maturity



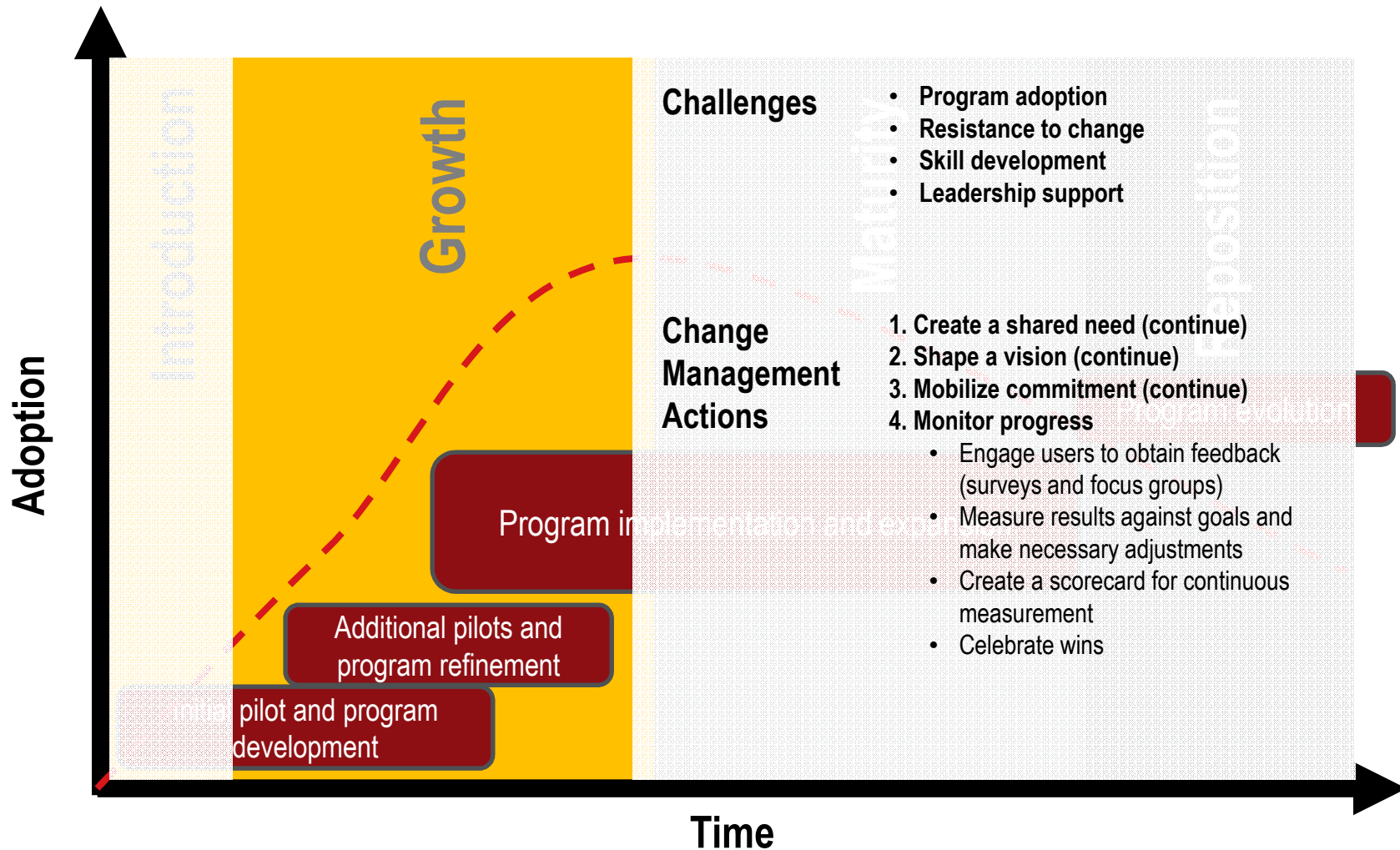
Workplace Strategy program repositioning



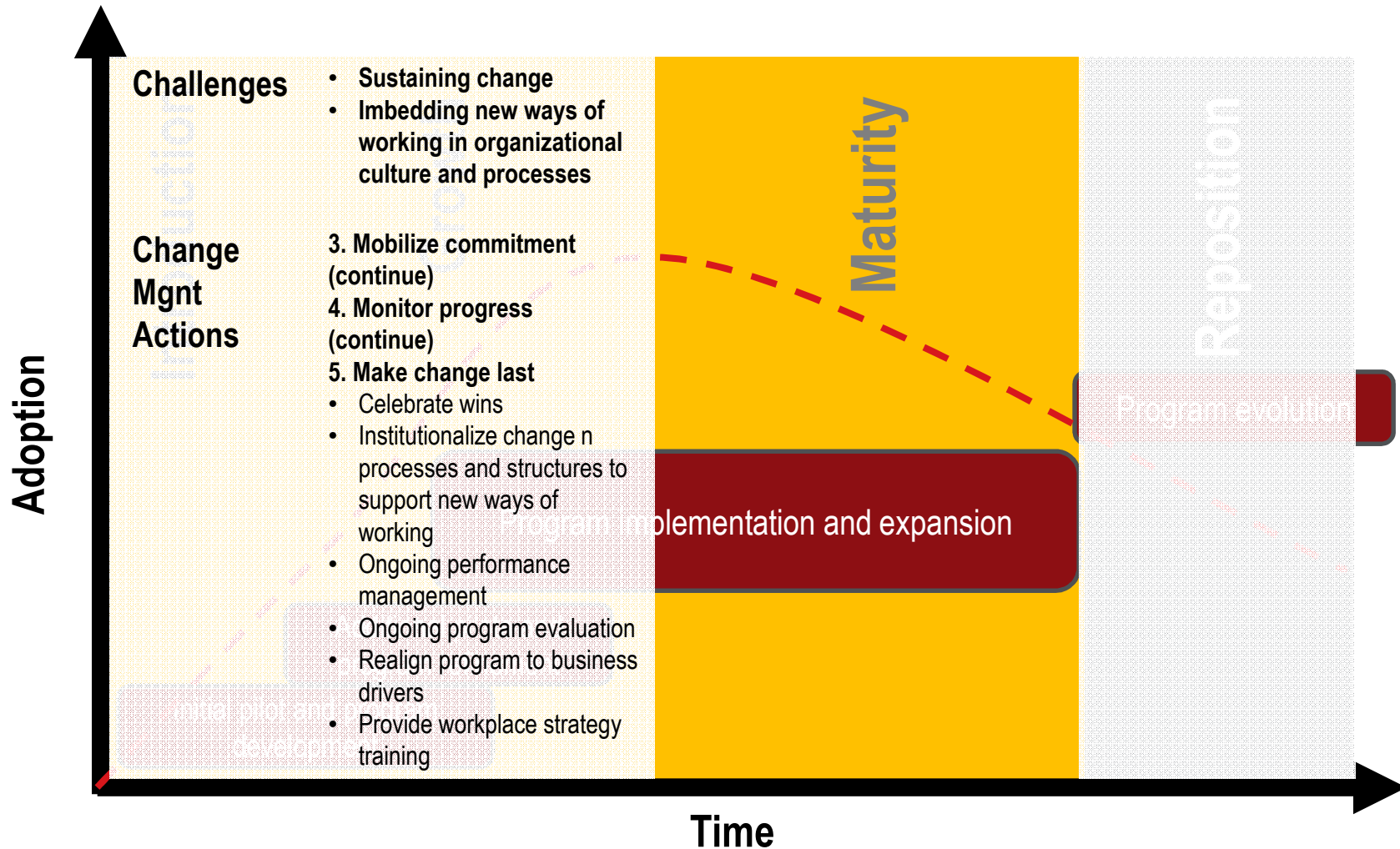
Workplace Strategy program introduction



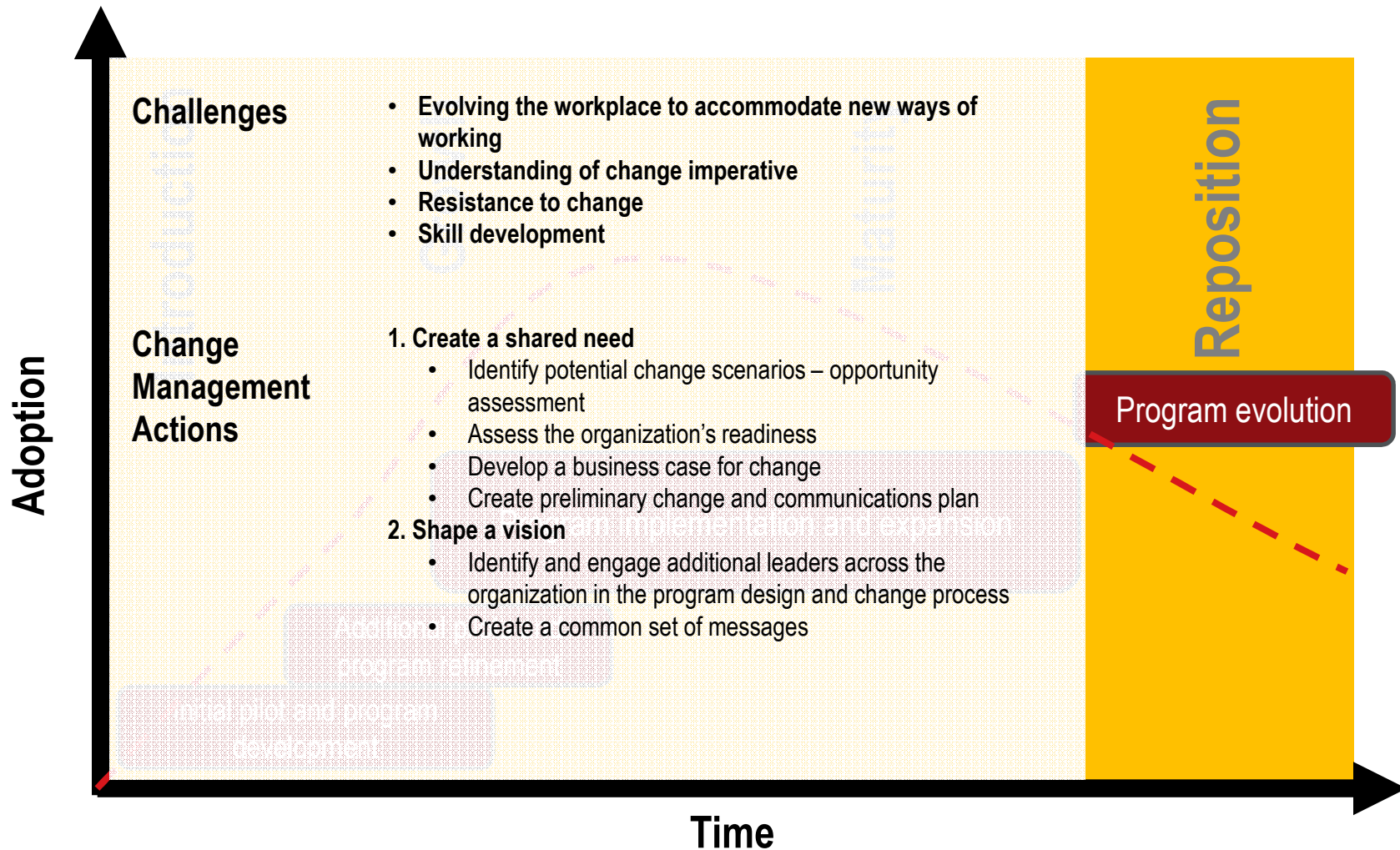
Workplace Strategy program growth



Workplace Strategy program maturity



Workplace Strategy program repositioning



Top lessons learned

- A clear vision with executive level support is essential
- A cross-functional team is necessary to align physical, technological and cultural practices to support new ways of working
- Engaging employees throughout all phases of the change process is key to mitigating resistance to change and accelerating adoption
- Skill development is a key enabler
- One size does not fit all – user profiles, geography, local culture and other factors make a difference
- Change management is as much art as it is science – the process is not sequential

Thank you!

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