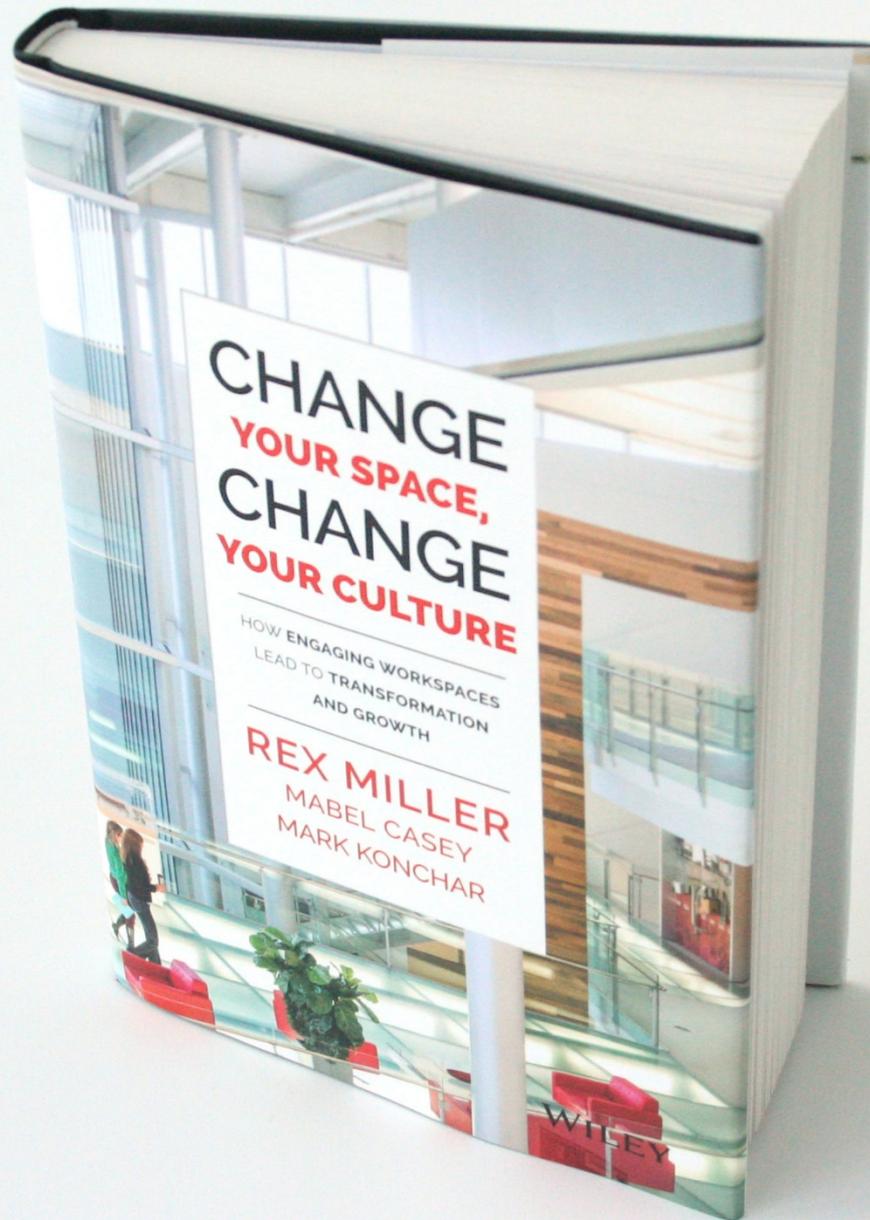


HAWORTH



CHANGE YOUR SPACE, CHANGE YOUR CULTURE

HOW ENGAGING WORKSPACES
LEAD TO TRANSFORMATION
AND GROWTH

REX MILLER
MABEL CASEY
MARK KONCHAR

WILEY

Old models focus on:



Lighting



Acoustics



Budgets

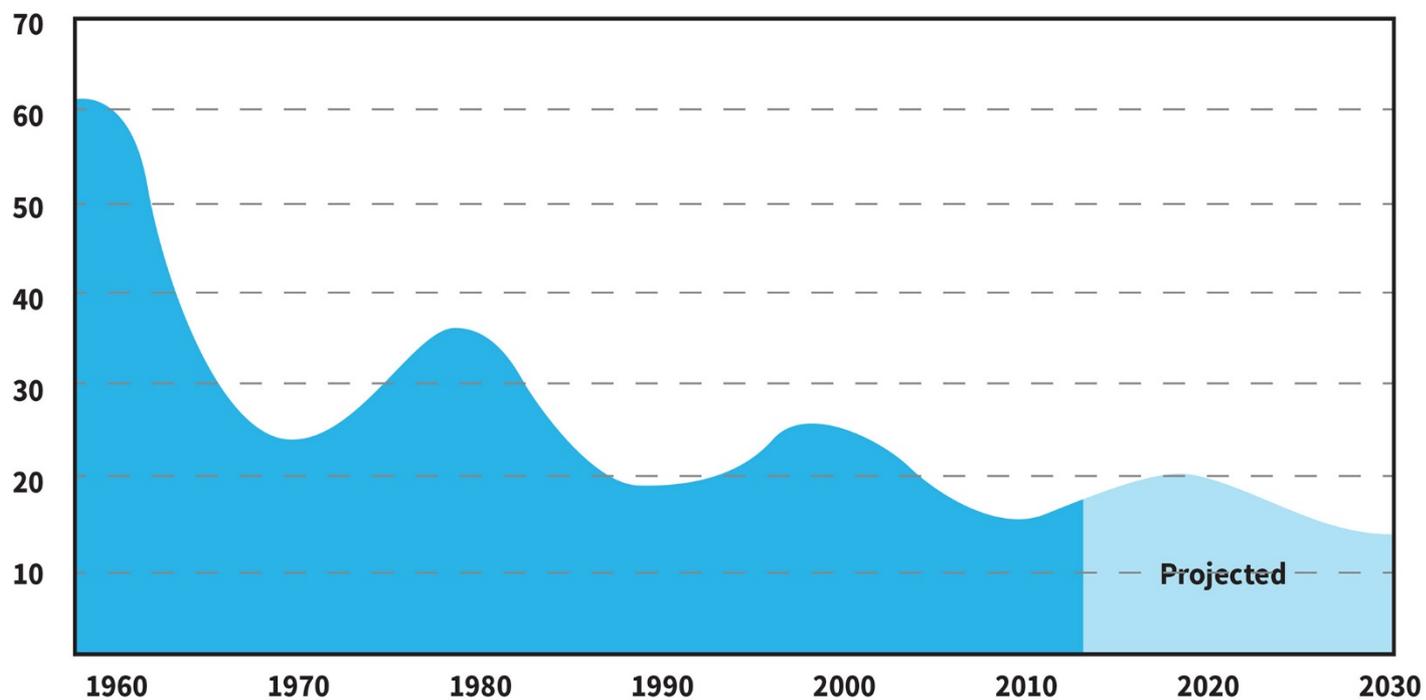


Standards



Ergonomics

Average company lifespan - S& P 500 Index



Source: Creative Destruction by Foster and Kaplan



Inside organizations:

50% of all workspace is wasted space.*

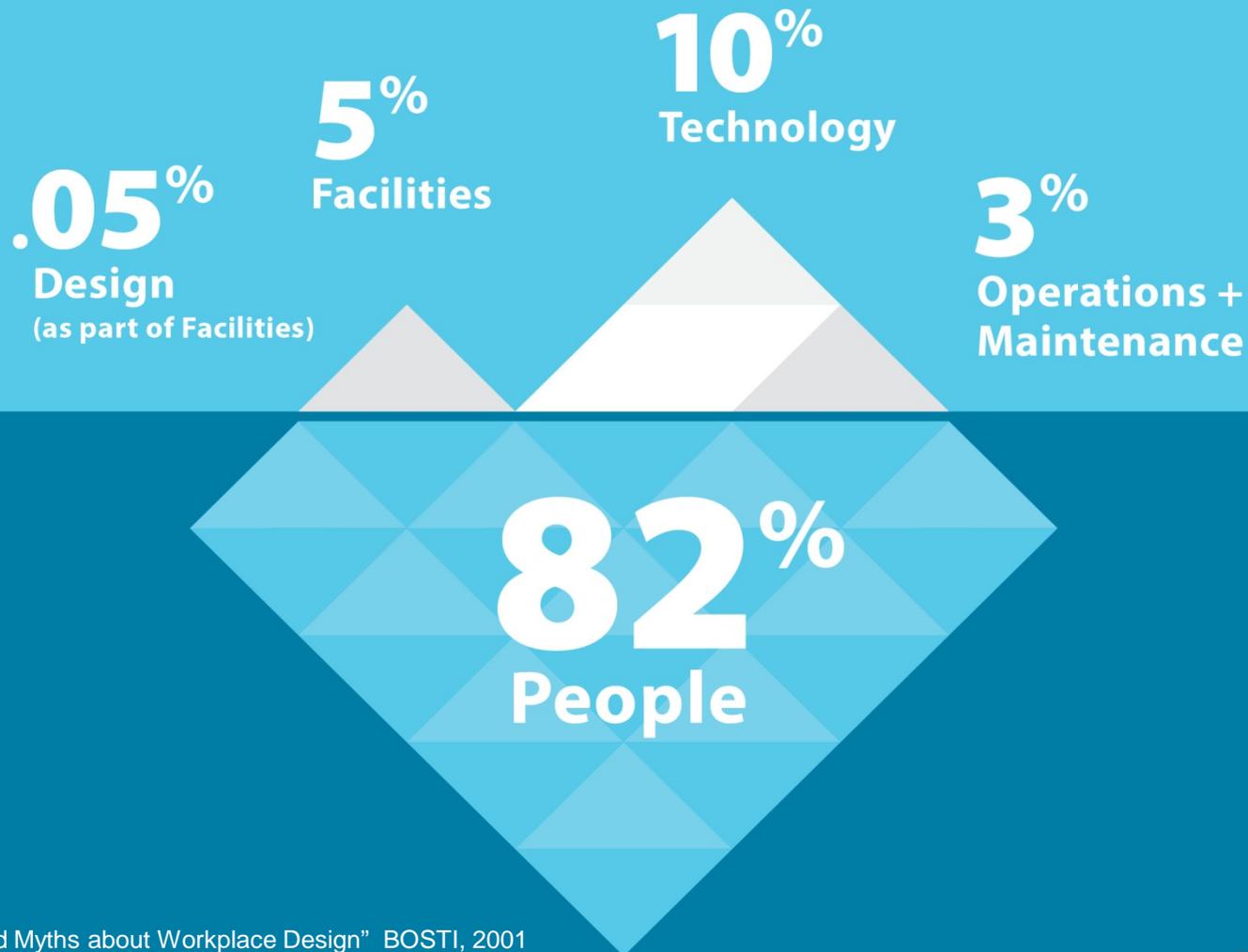
70% of all employees are disengaged in their work.**

Bottom line? Disengagement adds up to an estimated cost of ***one trillion dollars a year*****

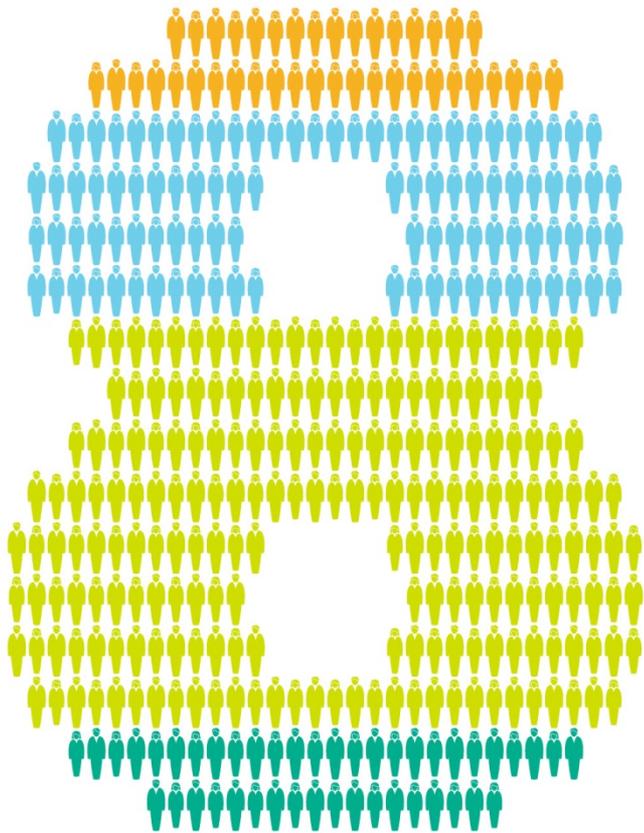
*CoreNet

**Gallup

Most space decisions are financially driven. The average cost of a building:



“Disproving Widespread Myths about Workplace Design” BOSTI, 2001



%

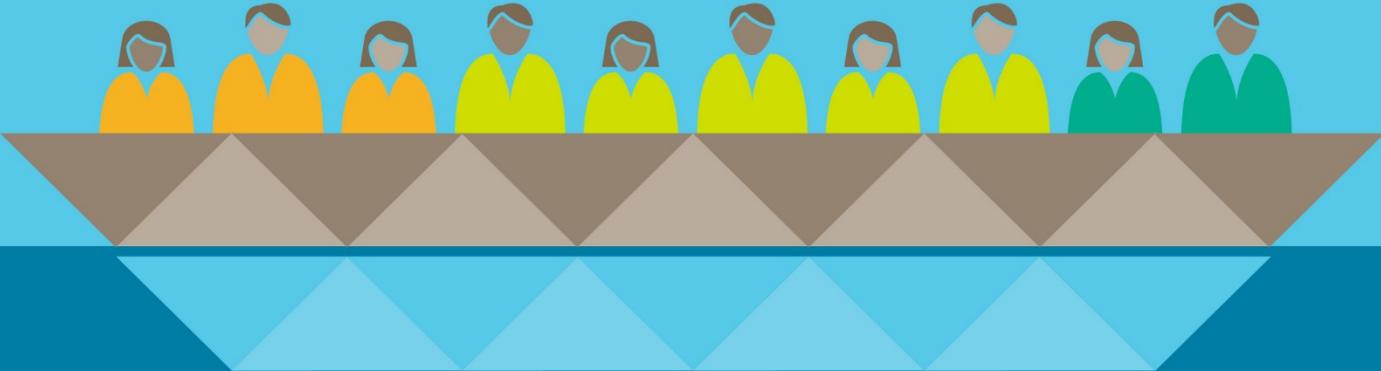
-  **Engaged**
-  **Kind of Engaged**
-  **Disengaged**
-  **Toxic**

Boat to the Land of Innovation

30%
Engaged

52%
Disengaged

18%
Actively
Disengaged



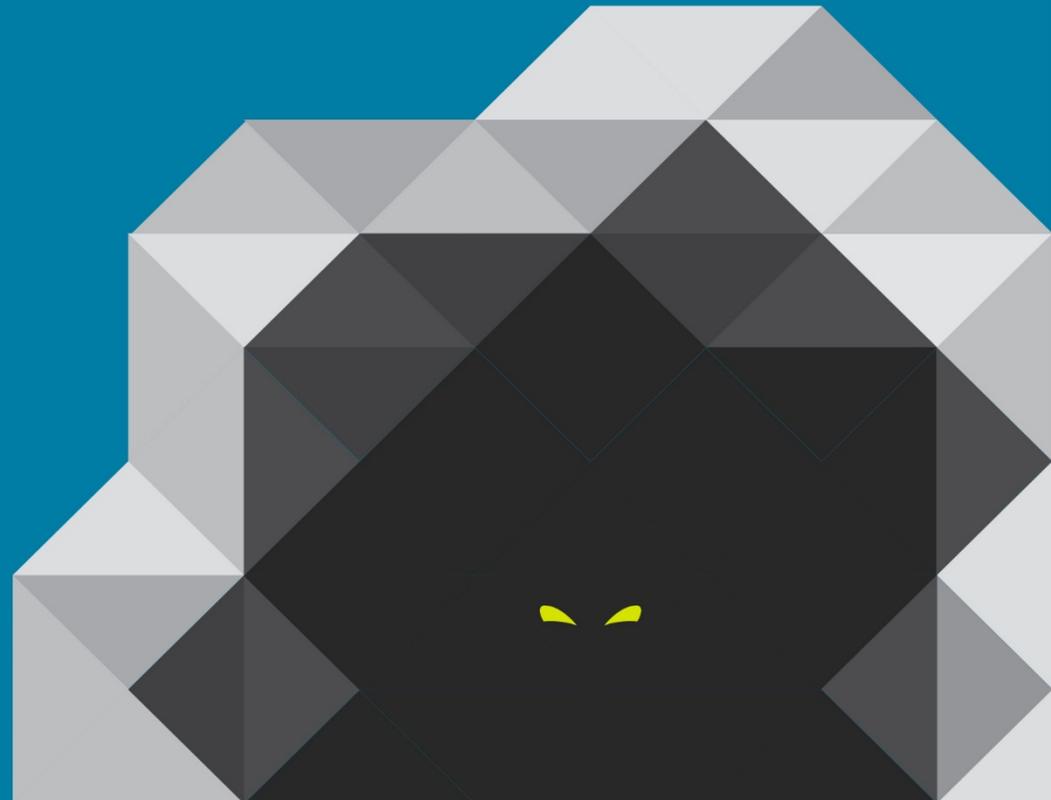
Consistently

Against

Virtually

Everything

Dweller





IBM asked more than 1,600 CEOs:
What keeps you up at night?

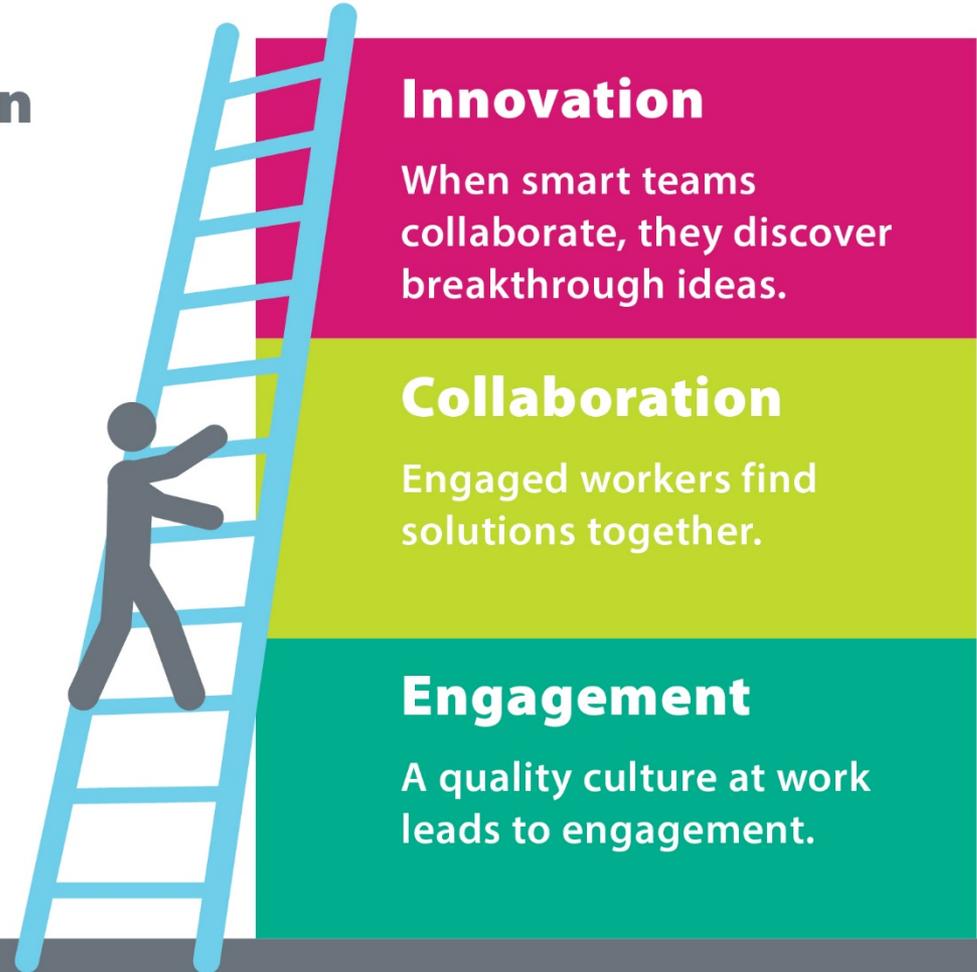
The answer:

INNOVATION



The Ladder of Innovation

Innovation is a product of an organizational culture that makes collaboration a priority



“Culture eats strategy for breakfast...” —Peter Drucker



Culture

The invisible attitudes, behaviors & habits that run the place when you are not there

Engagement

The discretionary effort you give beyond your job and beyond what your boss tells you to do



Space is a Proxy for Culture



Space is a Proxy for Culture



Stages of Grief

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

**If space does not support
the “desired state” then it
hinders...**



Companies Focused on Culture

New DNA

Google

Red Hat

Zappos

Carfax

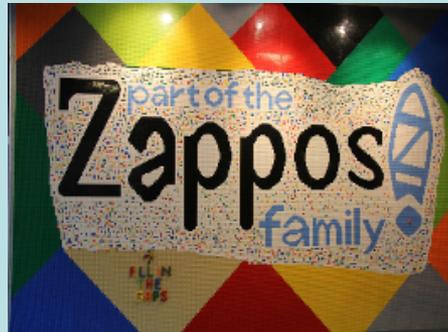
Menlo

Old Line Industrial

Cummins

WL Gore

Harley



Transformation

Cousins

CBRE

Harley

GSA

Balfour

Haworth

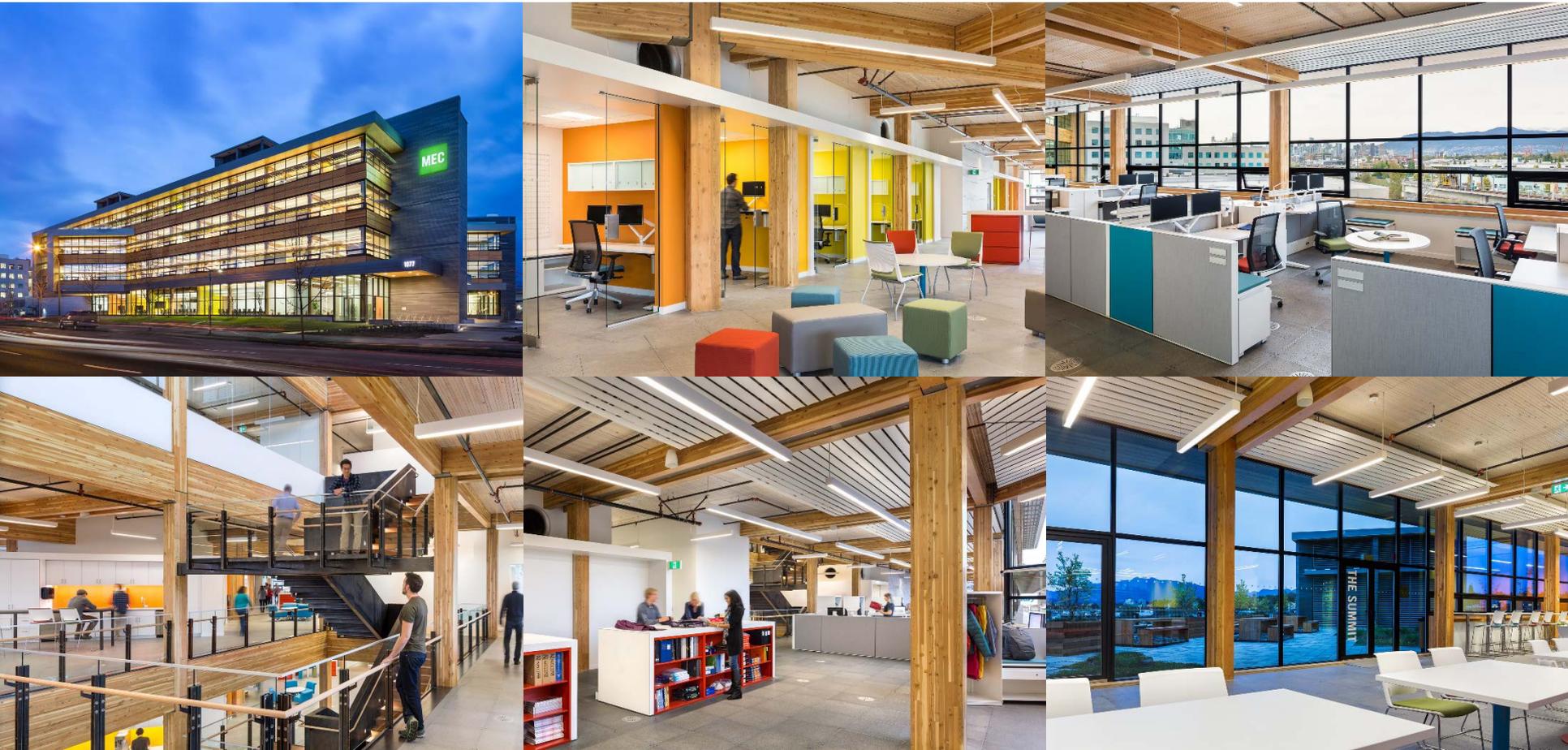
Mountain Equipment Corporation

Innovation, adaptability & relevancy

Driving to support high energy culture of collaboration

Attraction & retention

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**Becoming
“conscious” about
the existing & desired
states of culture
is key**



The Competing Values® Framework

HAWORTH



Competing Values Framework:

- Top 40 Business Tool (#18)
- Work with Fortune 500
- 25 Years of Research
- Exclusive rights to CVF for design planning purposes



The Competing Values® Framework

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Collaborate

Leader Type: Facilitator, Mentor, Team Builder

Value Drivers: Commitment, Development, Communication

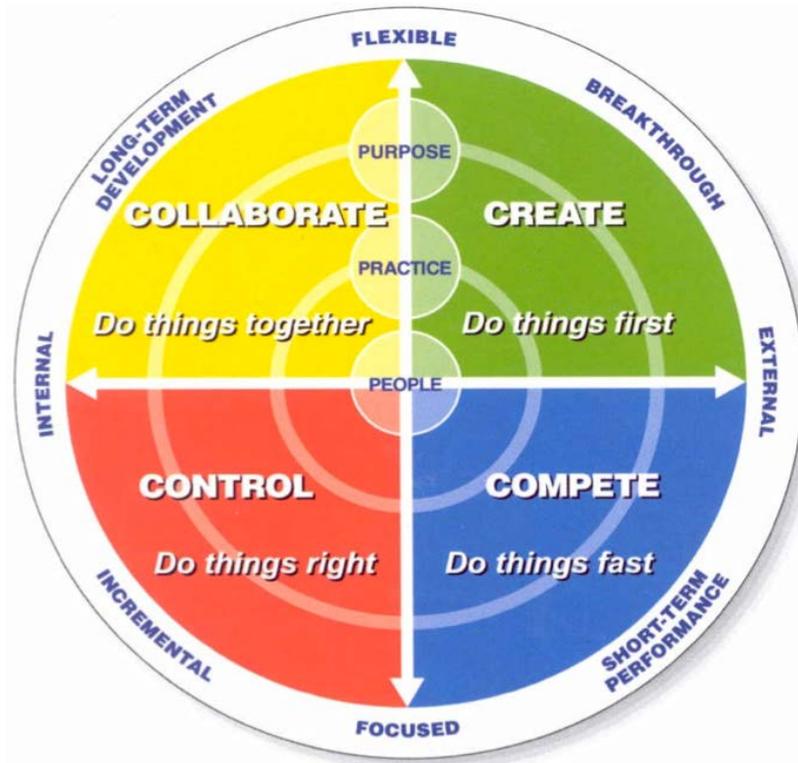
Theory of Effectiveness: Human development and participation, produce effectiveness

Control

Leader Type: Coordinator, Monitor, Organizer

Value Drivers: Efficiency, Timeliness, Consistency and Uniformity

Theory of Effectiveness: Control and efficiency with capable processes produce effectiveness



Create

Leader Type: Innovator, Visionary, Entrepreneur

Value Drivers: Innovative outputs, Transform, Agility

Theory of Effectiveness: Innovativeness, New resources and Vision produce effectiveness

Compete

Leader Type: Hard driver, Producer, Competitor

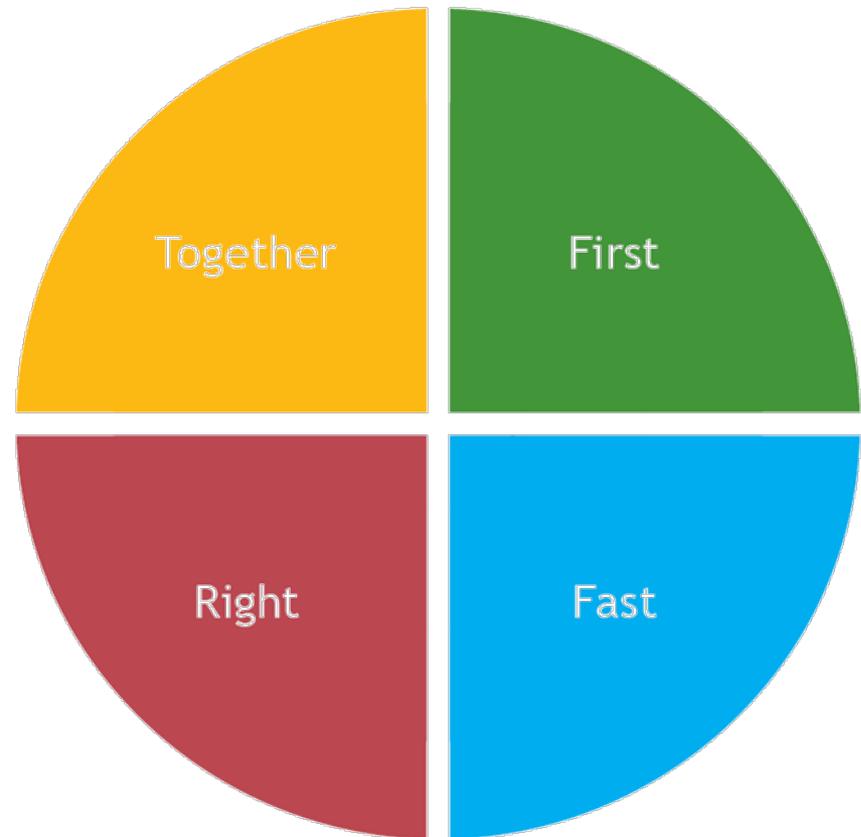
Value Drivers: Market Share, Goal Achievement, Profitability

Theory of Effectiveness: Aggressively compete and customer focus produce effectiveness

What does your organization emphasize?

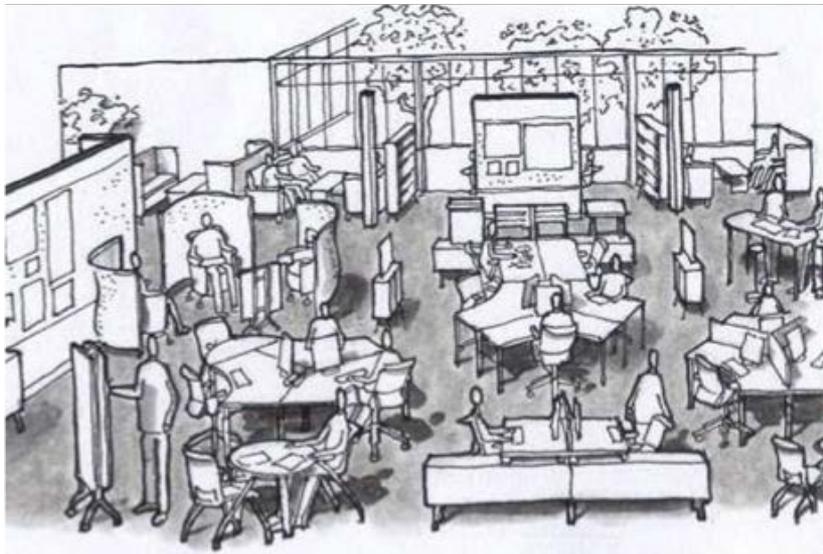
Do you like to.....

- Do things First?
- Do things Fast?
- Do things Right?
- Do things Together?



Organizational Culture | Design Implications

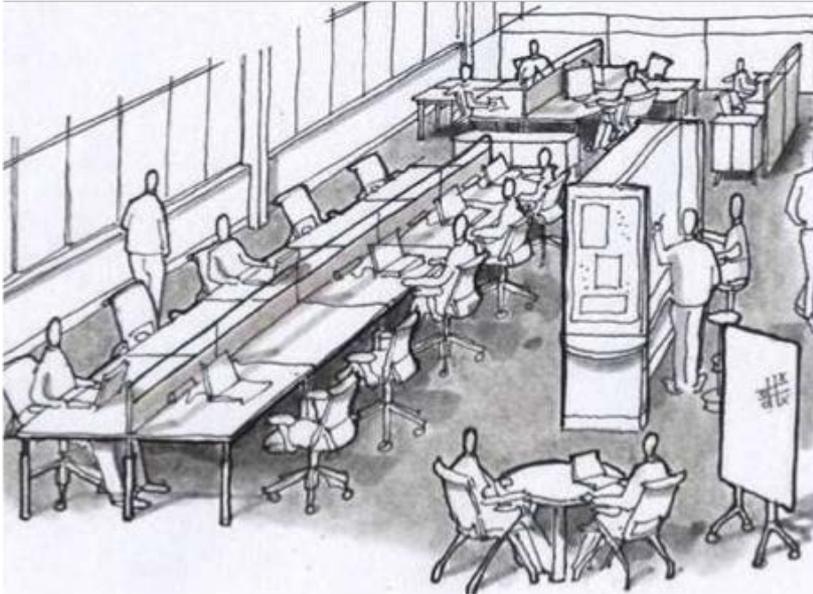
Individual to group space ratio - low
Informal group spaces
Low enclosure, high adjustability
Organic space layouts



First

Organizational Culture | Design Implications

HAWORTH



Individual to group space ratio- medium
Mix of informal/formal spaces
Low to medium enclosure
More structured, symmetrical layouts

Compete
Fast

Organizational Culture | Design Implications

HAWORTH



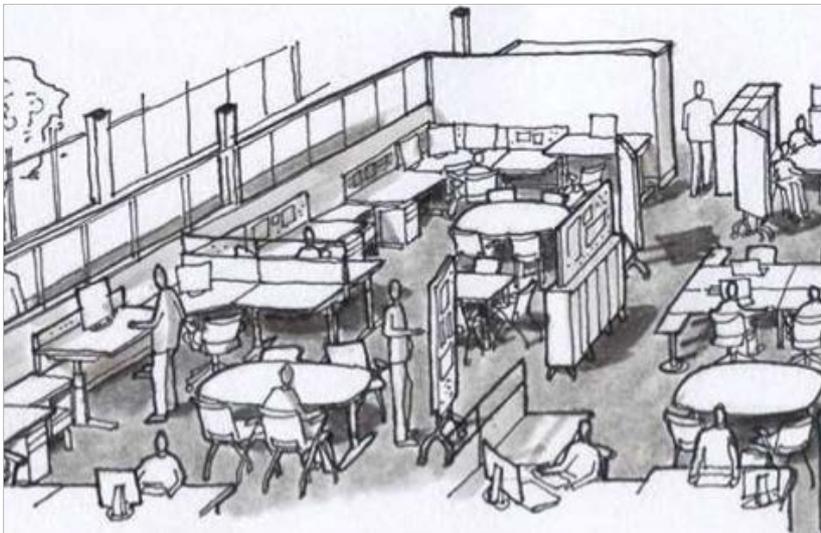
Individual to group space ratio - high
More formal spaces
Higher enclosure, more fixed
Structured, symmetrical layouts

Control
Right

Organizational Culture | Design Implications

HAWORTH

Individual to group space ratio - low
Informal spaces
Medium enclosure, very flexible
More organic layouts

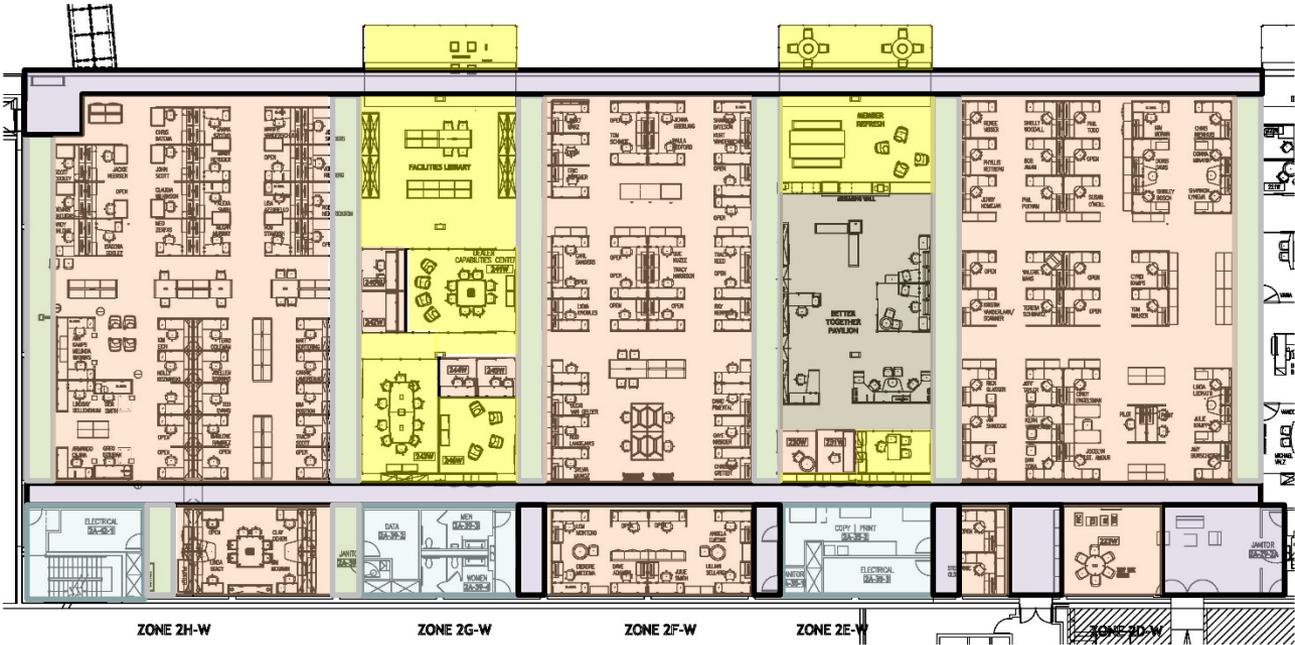


Collaborate
Together

At HQ: 2W - 2006

Individual SF = 12,900 sf
Group SF = 3,300 sf
Individual/Group = 80/20

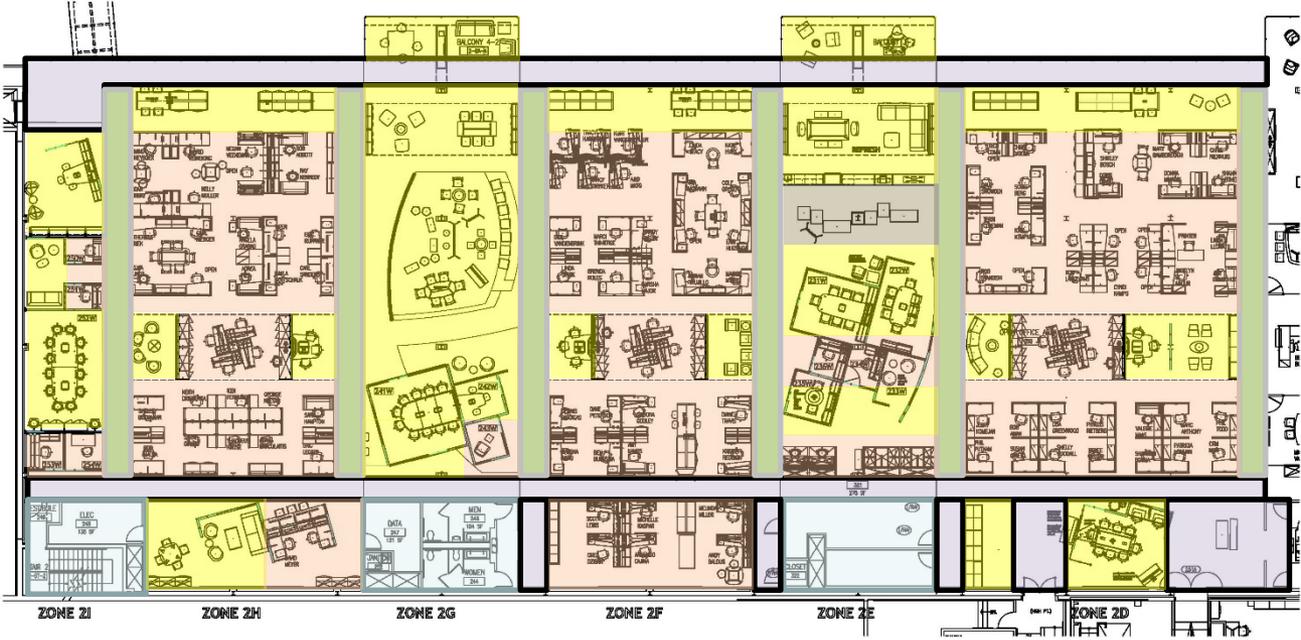
Unassigned Individual Space - Enclosed = 6
Unassigned Individual Space - Open = 0
Group Space - Enclosed = 4
Group Space - Open = 7



At HQ: 2W - 2013

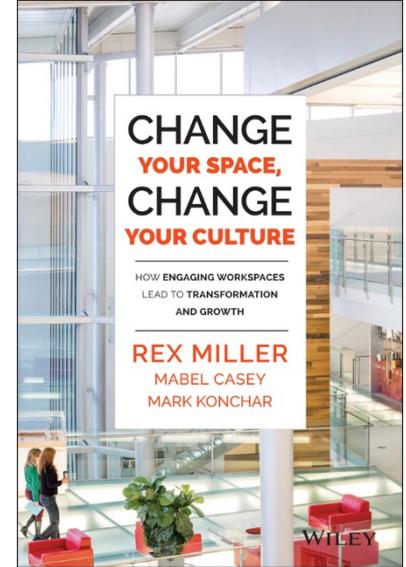
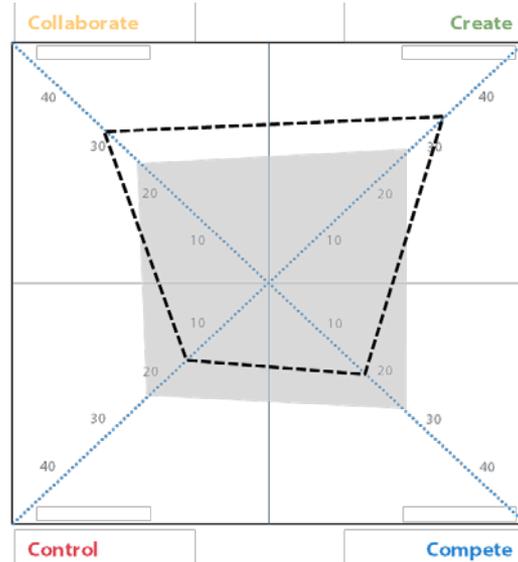
Individual SF = 9900 sf
Group SF = 7100 sf
Individual/Group = 58/42

Unassigned Individual Space - Enclosed = 8
Unassigned Individual Space - Open = 23
Group Space - Enclosed = 6
Group Space - Open = 25



Aligning Space With YOUR Culture

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"The Biggest Issue"

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Innovation

Alternative
Workplace
Strategy

Millennials

Well³

Attraction/Retention

Technology
Integration

Engagement

Change
Leadership

Work Life Balance

Silos

Join the Conversation

HAWORTH

Work and Culture Hive

<https://www.linkedin.com/groups/8339685>

Thank You

HAWORTH