The Next, Next Generation Workplace

Planning beyond the boomers and the millennials

Kay Sargent, ASID, IIDA, CID, LEED AP

NEXT, NEXT GENERATION
Kay Sargent brings over 30 years of experience in the interiors industry. Prior to Lend Lease Kay served as VP of A&D and Workplace Strategies for Teknion, a major furniture manufacturer. Prior to Teknion, Kay was a Principal for Interior Architects in Washington, DC where she spearheaded the office’s business operations, workplace strategies and the managed key clients.

Kay has a BFA in interiors from VCU and studied environmental design at Parsons School of Design in NY. Her work has taken her to multiple continents where she has worked with Fortune 500 companies on their global real estate strategies and designed workplaces of the future.

Kay serves on the National ASID Board and the Advisory Boards of PaletteApp and IFI. She has also served on the International Boards of IIDA, NCQLP and NCIDQ. She is an active member of CREW, CoreNet and IFMA.
The World is Changing

- Urbanization
- Drive for Sustainability
- Economic Pressures
- Need for Well-Being
- Technology Advances
- Changing Demographics
Focus

Technology

Sustainability

Globalization

Reducing Real Estate Cost
People are the chief currency of business today.

People cost is 5-10x the cost of facilities.
Q: What will workplace look like in the future?
Q: What will the worker of the future look like?
Who Are We?

Aging population
Four generations in workplace
30% self employed and rising
Most educated generation
By 2021, 50% millennials
Retirement age up to 67
150 year old person alive
Generations and Gender

More women than men are graduating from colleges

Women tend to need more work-life balance

Women tend to manage more by consensus and team building

Women tend to relate thru personal experiences and interconnections
Majority of Minorities

Multinational companies are migrating to the US seeking opportunities and a large percentage of them are women.

Cultural diversity brings a new depth of understanding regarding global issues and brings cultures into the workplace and academic setting.

Diversity fosters global connections
Generation

Members of a **GENERATION** are linked through their *shared life experiences* from their formation years, creating bonds that tie them together as **COHORTS**.
Generations

Traditionalist
1925-1945
- WWII
- GI Generation
- Silent Generation
- Duty First
- Live to work
- By the book
- Loyal
- Faith in Institution
- Move to the Suburbs

Baby Boomers
1946-1964
- Vietnam War
- Get it Done
- Live to Work
- Competitive
- Consumers
- They are what they do
- Civil & Woman’s Rights
- Personal Computers

Gen X
1965-1980
- Gulf War
- Entrepreneurial
- Work / life balance
- Latchkey generation
- Question authority
- Self reliant
- What’s in it for me?
- Internet/Mobile Phones

Millennials
1980-2000
- 9/11 Attacks
- Work to deadlines
- Technology rules
- Connected 24/7
- Global Network
- What are you doing for me?
- Team oriented
- Google/Facebook
Poll

Which generation are you a member of?

1. Traditionalist 1925-1945
2. Baby Boomer 1946-1964
Generations

Traditionalist
- Martin Luther King, Jr. (Born 1929)
- Tina Turner (Born 1939)

Baby Boomer
- Oprah Winfrey (Born 1954)
- Michael Jordan (Born 1963)

Gen X
- Jay-Z (Born 1969)
- Tiger Woods (Born 1975)

Millennials
- Christina Aguilera (Born 1980)
- Mark Zuckerberg (Born 1984)

Key Events:
- 1929: Stock market crashes
- 1930: Great Depression
- 1939: WWII begins
- 1954: Vietnam War begins
- 1964: Civil Rights Act enacted
- 1980: AIDS emerges
- 1989: Fall of Berlin Wall
- 2001: September 11 attacks

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Gen Y / Millennials

Those of us born between 1980 and 2000 are not nearly as god-awful as the writers who constantly profile our tech-addled, be-hipstered people would have you believe.

Lazy
Painfully Earnest
Possessing of Tattoos
Living at Home

Always with the Phone

Narcissistic
Festooned in Trophies
Leeching off Parents
LESS MONEY TO SPEND

Lower employment levels and smaller incomes have left younger Millennials with less money than previous generations.
ENCUMBERED WITH DEBT

Student loan payments are taking up a growing chunk of postgraduate Millennials' income.
Millennials

SNUG IN THE NET...

A growing number of Millennials are choosing to live at home with their parents.
Can’t judged a generation by a snapshot in time.
Judge by their legacy, which is yet to be written.
As we age...

At 20 years of age the *will* reigns;
at 30 the *wit*;
at 40 the *judgment*
Archetypes

Howe/Strauss Generational Archetypes and Generations
Traditionalist

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Gen Z

2000-2020
- Militant Extremist
- Optimistic
- Genuine Experience
- High Expectations
- Social Network
- Multi-modal
- Embedded Tech
- Apps
Welcome the Children of the Gen Xers
Gen Z

- Always connected
- Dynamic, visual learning
- Everything online, Multi-modal
- Immediate access to media and information
- “We”volution
- Global Vision
- Use technology to express creativity
- “Me, me, me”
- Broadcast Yourself
Gen Z

Peter Pan Syndrome - 8 year delay
Poll

What percentage of the workforce do you think is disengaged today?

1. 25%
2. 40%
3. 60%
4. 70%
70% of Employees are Disengaged
Or DIS-engagement
It could be worse…

China

- Engaged: 6% (+2%)
- Not Engaged: 68%
- Actively Disengaged: 26% (+1%)

The brain is a wonderful organ – it starts working the moment you get up in the morning and doesn’t stop until you get into the office.  

Robert Frost, American Poet
Kay Sargent, ASID, IIDA, CID, LEED AP

Productivity

happy, health, engagement, empowered

disgruntled, unhealthy, disengaged, unpowered
What is Impacting Us?
The World Has Changed

The world around us has changed

2005

2013

Location: Vatican City

Technology

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Challenges

Getting Technology in Check
Overload?

More Millennials struggle with information & tech overload vs. older generations
Stress

“Health epidemic of the 21st century”
The World Health organization

70%

Technostress - The need to be connected 24/7
Collaboration or chatter?
Hierarchy of Needs?

Wellness? Well-Being? How does it relate to workplace strategy?

Applying Maslow’s Hierarchy to the Workplace

Self-Actualization
- purpose, values, empowerment

Esteem
- trust, respect, autonomy, transparency

Belonging
- social needs, team dynamics, culture, connections

Safety
- ergonomics, privacy, safety, work-life fit

Physiological
- lighting, temperature, food, movement, air quality, noise, health

Figure 7. Only once an employee’s basic physiological and safety needs are met can they begin to think about the kinds of things that foster engagement.
Well-being

- Social
- Financial
- Community
- Physical
- Emotional
- Career

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Well-being

Darker shades = Higher Prevalence

Source: 2010 Gallup-Healthways WBI Community Data and CDC, 2007-2009
Obesity Trends* Among U.S. Adults

(*BMI ≥30, or ~30 lbs overweight for 5’ 4” woman)

1985

Source: U.S. Centers for Disease Control and Prevention (CDC)
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2005

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2007

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2008

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2010

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Obesity Trends* Among U.S. Adults

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2011

Source: U.S. Centers for Disease Control and Prevention (CDC)
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(*BMI ≥30, or ~30 lbs overweight for 5’ 4” woman)

2014

Source: U.S. Centers for Disease Control and Prevention (CDC)
How long does do we stand in a day?

http://www.youtube.com/watch?v=LaH8KVysHOI
Sitting is the new smoking
Standing isn’t better than sitting
Movement is
Impact of lack of movement

How Sitting Too Long Affects the Body

**Head**
Blood clots that form after sitting too quickly can travel to the brain, causing strokes.

**Lungs**
In individuals who experience heart failure, fluid first backs up in the lungs.

**Arms**
Physical activity reduces the risk of hypertension, or high blood pressure.

**Stomach**
Sitting too much contributes to obesity and colon cancer. Enzymes in the blood vessels of muscles responsible for burning fat get shut off, and the body's method of metabolizing fuels such as glucose and lipids gets disturbed.

**Neck**
Fluid retained in the legs during the day moves to the neck at night and contributes to obstructive sleep apnea.

**Heart**
A sedentary lifestyle contributes to cardiovascular disease. In people who suffer from heart failure and obstructive sleep apnea, fluid collects in the lungs and neck at night.

**Legs**
Fluid collects in the legs during sitting. Walking helps pump it out before it causes problems.

Research/scan compliments of Dr. Chuck Hillman University of Illinois
This is **NOT** the Goal
But it’s becoming reality

The Ultimate Luxury Destination

A transcendent escape every day, anytime, in your own home.

Unequaled in therapeutic benefits and stress reduction, Inada massage chairs combine centuries of life-enhancing shiatsu healing techniques with decades of innovation in massage chair technology. That’s why it has earned the title of "The World’s Best Massage Chair".

- Patented DreamWave™ technology provides undulating, totally transporting, side-to-side motion.
- More than 1,200 square inches of body coverage: the most comprehensive massage possible.
- Auto-adaptive design conforms to users between 5’5” and 6’5” for the broadest height range of any chair.

Sogno DreamWave
by Inada
HCP-10001D
$7,999*
Poll

Which is the largest lifestyle issue facing the workforce today?

1. Stress
2. Obesity
3. Lack of activity
4. Poor nutrition
5. Tobacco use
## Health Concerns

### Figure 1. Lifestyle risk factors that are a workforce issue in the U.S.

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress</td>
<td>78%</td>
</tr>
<tr>
<td>Obesity</td>
<td>75%</td>
</tr>
<tr>
<td>Lack of physical activity</td>
<td>73%</td>
</tr>
<tr>
<td>Poor nutrition</td>
<td>57%</td>
</tr>
<tr>
<td>Tobacco use</td>
<td>32%</td>
</tr>
<tr>
<td>Presenteeism</td>
<td>21%</td>
</tr>
<tr>
<td>Substance abuse</td>
<td>13%</td>
</tr>
</tbody>
</table>

*2013/2014 Staying@Work Report*

_TOWERS WATSON_
### Health Concerns

**Figure 2. Top priorities of health and productivity programs**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a workplace culture where employees are responsible for their health and understand its importance</td>
<td>70%</td>
</tr>
<tr>
<td>Improve employee engagement in health and productivity programs</td>
<td>63%</td>
</tr>
<tr>
<td>Educate employees to be more informed consumers of health care</td>
<td>44%</td>
</tr>
<tr>
<td>Improve employee awareness of health and risks</td>
<td>29%</td>
</tr>
<tr>
<td>Improve the physical health of employees</td>
<td>28%</td>
</tr>
<tr>
<td>Improve the emotional/mental health of employees (e.g., lessen stress and anxiety)</td>
<td>15%</td>
</tr>
</tbody>
</table>
86% of People with low well-being say they’re less productive.

Impact of Well-being

- 2.5% fewer unscheduled absences
- 12% lower presenteeism
- 2.5% higher job performance rating

5% Increase in Well Being

Source: 5 Things You Didn’t Know About Improving Productivity © 2013 Healthways, All Rights reserved
"Good design adds value faster than it adds cost."

Thomas C. Gale
Chrysler's most influential and prolific automotive designers
The WELL Building Standard® is designed to operate alongside sustainable-building standards such as LEED and the Living Building Challenge with minimal overlap.

Overview
The WELL Building Standard® is divided into seven categories:

- Air
- Water
- Nourishment
- Light
- Fitness
- Comfort
- Mind
Flexible?

PEOPLE
What is Everyone Else Doing?
Benchmarking is the best way to get to AVERAGE
One Size Misfits All
“Three things are hard. Diamonds, Steel, and to Know Thyself.”

Benjamin Franklin
Corporate DNA

- Industry
- Regional Influences
- Demographics
- Corporate Culture
- Organizational Structure
- Work Styles
Workplace Evolution

Ecosystem of Many Spaces
CHOICE
Know Thyself
BALANCE
Predictions?

The only thing we can accurately predict is how old we'll be in 10 years.
Poll

Which is most important factor for young professionals looking for a job?

1. opportunity for career growth
2. fulfilling work
3. stability
4. flexible schedules
5. highest salary
Appealing to Gen Z

And the Survey of Students says...

(32%) report finding a job as their top concern
(53%) student loan debt is a major consideration in their schooling and career decision

When looking for a job...

(36%) opportunity for career growth as the most important aspect of their first job
(19%) fulfilling work
(19%) stability
(10%) friendly work environments
(7%) flexible schedules
(6%) highest salary, rank lower in priority
Spaces for Gen Z

Gen Z and Aging Gen Xers will have similar workplace needs, but for different reasons

- Less visual clutter
- Easy navigation
- Reduce stress
- Visual connection

**GEN X:** Aging eyes, need for more contrast and higher lighting level

**GEN Z:** Need less chaos, less visual confusion, simplicity
Monotonous regularity of the past or the complex layouts of today will not do.
Going forward

Focus on people
Create communities
Improve well-being
Balance
Choice
Use technology intelligently

Work PLACE

Work HOW
The Next, Next Generation Workplace

Plan beyond the millennials and the boomers

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