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:

- **0.05%** Design (as part of Facilities)
- **5%** Facilities
- **10%** Technology
- **3%** Operations + Maintenance
- **82%** People

“Disproving Widespread Myths about Workplace Design” BOSTI, 2001
82% 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
Innovation is a product of an organizational culture that makes collaboration a priority.

The Ladder of Innovation

Innovation
When smart teams collaborate, they discover breakthrough ideas.

Collaboration
Engaged workers find solutions together.

Engagement
A quality culture at work leads to engagement.
“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
Becoming “conscious” about the existing & desired states of culture is key
The Competing Values® Framework

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

**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?
Individual to group space ratio - low
Informal group spaces
Low enclosure, high adjustability
Organic space layouts
Individual to group space ratio - medium
Mix of informal/formal spaces
Low to medium enclosure
More structured, symmetrical layouts
Organizational Culture | Design Implications

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

Control
Right
Individual to group space ratio - low
Informal spaces
Medium enclosure, very flexible
More organic layouts
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
“The Biggest Issue”

- Innovation
- Millennials
- Technology Integration
- Change Leadership
- Well³
- Engagement
- Work Life Balance
- Attraction/Retention
- Alternative Workplace Strategy
- Silos
- Millennials
Join the Conversation

Work and Culture Hive

https://www.linkedin.com/groups/8339685
Thank You