Change, Chaos, Contrasts and Compromise

Workplace of the Future

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Future Trends

- Demographics
- Skills and occupations
- Global economy
- Knowledge management
- Business and cultural shifts
- New technologies
- Heightened security
- Work is where you are, not where you go
Boomers vs. Xers

quiet  rich sensory input
large families  latchkey kids
calm  frenetic
closed office  team space
Aging workforce

- Women in the workforce - peak in 2010
- By 2020 most baby-boomers will be in retirement years
- Labour shortage in 2020 - 950,000 workers (in Canada)
Emerging Occupations

- Computer related, multi-media and telecom
- Engineering, especially multidisciplinary
- Environmental specialists
- Aerospace
- Bio-technology

- Safety inspection
- Accountants and investment professionals
- Sales
- Nurses
- Heavy equipment operators
- HR professionals
- Building trades
Skills required

- **Flexibility and adaptability to change** - summarize and analyze information, withstand stress, accept criticism, work as part of a team, work in a multicultural environment

- **Independence** - learning, problem solving, decision making, taking calculated risks

- **Communications** - orally, in writing, independently, as part of a team
Global Economy

- Linked - a market drop in Japan has impact in Canada
Knowledge Management

- Explicit and tacit knowledge
- Knowledge is ‘sticky’
- Tacit \( \frac{1}{1,000,000} \) ratio
- Knowledge worker
  - one who interprets and gains insight
  - works with a computer
Why Worry About KM?

The Information Hierarchy

Wisdom
Knowledge
Information
Data

The Information Hierarchy
Business and cultural shifts

- Continuous improvement
- Diverse workforce
- Balance work and personal life
- 24/7 connection
- Disintermediation
- Defining value - tools vs. information
- Most educated workforce in history
- Less business travel = more reliance on technology
New Technologies

- Flat panel monitor
- Voice activated software
- PDA (personal digital assistant)
- Wireless communication

- Reliance on technology is causing a breakdown in communication
Flat Panel Monitor

- Draws less power
- Produces less heat load
- Easier on the eyes
- Less weight
- Less real estate required
Voice Activated Software

- Dragon Naturally Speaking
- Net Meeting
- Instant Messenger software
- Noise, noise, noise, noise, noise
Work is where you are, not where you go
WAN

- Wide area network
  - Uses microwave and satellite
  - Public - i.e. Internet Service Providers
LAN

- Local Area Network
  - many standards
  - Uses radio signals
  - Communicates a few feet to 700 feet
  - Works well in dedicated environment - i.e. always use your desktop to print to a specific printer
PAN

- Personal Area Network
  - Bluetooth™ - inexpensive chip
  - Instant network to connect to data, people and devices
  - Communicate within 6 to 30 feet
  - Great for people on the move - ad-hoc networking
  - PAN and LAN conflict (supposed to yield to 802.11 traffic)
Change

- The only constant is constant change
- Change is accelerating
In 1995

- 12% of companies never made substantial changes to their offices
- 42% moved their people
- 50% reconfigured their furniture, every six months or less
Critical Mass (30% of households)

- Internet: 3 years
- PCs: 7 years
- Radio: 22 years
- TV: 26 years
- Telephone: 35 years
- Automobile: 35 years
- Electricity: 50 years
Approaches

- ‘Wait and see’ attitude
- Constant improvement - never good enough
- Need for consolidation
Change is Stress Enough

Create environments that are as stress free as possible
Stress Through the Senses

The Five Senses, Ludovicus Finson, 1580-1617
Sight

- Visual clutter
- Unclear or missing signage
- Inappropriate lighting
- Gloomy or outdated environment
- Lack of visual privacy
- Unclean
- No variety - monotonous
Sound

- Equipment
- People
- HVAC
- Street noise
- Management ‘noise’
- Lack of quiet space - no refuge
Touch

- Dirty and sticky
- No texture
- Too hot, too cold
- Impersonal culture
- Inappropriate furniture
- 2 dimensional
- Quality of finishes
- Contact dermatitis
Taste

- ‘I’m not even worth a cup of coffee’
- Lack of scheduled social interaction
- ‘Left a bad taste in my mouth’
Smell

- Bad or stale air
- No welcoming smells
- Diversity in food
- Allergies - perfume, cleaning products, off-gassing
Intuition

- Don’t have confidence with decisions based on intuition
- Risk aversion
- Cultural differences - react and interpret things in different ways
Balance

- Tension - ‘you can cut the air with a knife’
- Moods
- Environmental deprivation
- Information overload
- Competing demands from business and personal life
Change

• The challenge to facility service providers is to be prepared for and reduce the cost and impact of change

• Opportunity or Threat !!
How do you...

- Plan when the organization is constantly changing?
- Maintain efficiencies in planning, budget and control?
- Keep the cost of ‘churn’ under control?
What are our options?

- Real estate - rather than redundancy, build in capability for flexibility and adaptability
- Planning
- Behavioural
Flexibility

- **Flexibility of the Interior Work Environment**: Flexibility is a measure of a building accommodation setting that has the capability to respond or conform to organizational operational change with respect to three major planning criteria - versatility, rearrangeability, and convertability.
Ability to change

Flexibility

Versatility

Rearrangeability

Convertibility

Move the People Around

Move the Things Around

Reconfigure the Space and the Things

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Flexibility Performance Indicators

- Ability to access and modify utility end points
- HVAC diffusers and radiators
- Communications end points and density
- Lighting
- Control of acoustics
- Separation of public, operations and secure areas
- Partition types
- Floorplate limitations
- Furniture and finishes
Adaptability

- **Adaptability of the Building Fabric**: Adaptability is a measure of a building’s capability to respond to major changes in functional use which involves implementation of new accommodation settings within an existing physical asset
Adaptability Performance Indicators

- Access to power, phone and data lines - horizontal and vertical
- Ease of change to supply and distribution lines
- Expansion capability of main supply and distribution
- Ability to modify air supply, ventilation, heating and cooling
- Ability to control lighting on an individual basis
- Structural capability
- Ability to easily secure part of the facility
- Capability to support special programs and initiatives
What are people asking for?

- Connect with my community
- More, smaller, faster, shorter projects
- Keep managers out of trouble
- The latest and greatest technology
- Personal control of environment
- Storage space
- Quiet work space
- Space that I can personalize and have some choice
Why should we do this?

- ‘Retain and attract’
- Keep the talented ones
- It’s good business
- It’s our business
- If we don’t, someone else will
Options for the Senses - Sight

- Lighting
  - high overall brightness
  - evenly balanced
  - quality and variety in daylighting
  - access to natural light
  - personal control of dimming
  - automatic switching controlled by ID card, photocells, occupancy sensors, telephones
Sight

- Wayfinding - do it and keep it current
  - paint locators on columns
- Canary Wharf lessons (CFM&D Nov 2001)
  - integrated approach
  - brand identity
  - establish visual zones
  - proportionally appear the same size
  - ‘You are in…’
  - ‘You are here’
Sight

- Colour - let them pick!

- chairs, pedestals, hang-on components, task lights, desk sets, tackable elements, meeting rooms
- thread of continuity within a framework
- medical community beat FMs to it
Sound

- Open vs. closed - both are required - should be based on the culture of the organization - do your research
- You must understand the work
- As % of workstations increases, % of closed meeting spaces increases
- Provide a variety of types of spaces to support a variety of types of tasks
Sound

- Use acoustic materials
- Educate occupants on behaviours associated with closed office privacy, standing privacy, and seated privacy
- Develop protocols for working
- Visit open concept schools - if 7 year olds can be quiet, so too can adults
- Waterfalls, ponds, aquariums
Touch

- Too hot, too cold - give them some control
- Theatres - calculate heat load based on ticket sales
- Conference rooms - activate HVAC by opening door
- Add texture - half the population is kinesthetic
- Use organic finishes
- Keep both hands moving in 3 dimensions
Taste

- Schedule lunch and learn
- Provide beverages - or the infrastructure for someone else to
- Be careful not to cater solely to ‘Gen X’
Smell

- Sears - automatic adjustment of fresh air by measuring carbon-dioxide
- Have coffee pots start brewing before occupants arrive
- Have cultural food days
- Be aware of and accommodate allergies
- EEU’s
Sense of Community

- Keep groupings of people to about 250 (more entrepreneurial culture)
- Plan for alternative spaces within each team space
- Add organic elements to interaction areas
- Provide community collection areas - natural incubators of conversation
- Provide more ‘pull-up’ space
FM Group

- Build partnerships
- Give them the tools and the training
- Understand their interests
- Communicate, communicate, communicate
- Conflict resolution skills
- Deal with bad behaviour quickly
Change is Stress Enough

People who experience positive moods solve problems more quickly and come up with more creative solutions.
Questions?
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