Making a Case for Workplace Change

Bob Box, Nokia
John Hughes, Steelcase
The Conceptual Shift

Traditional ways of working:

At the office
Performance measured based on “time in”
Supervision
Team members in the same place
Space designed based on status and hierarchy and held “just in case”

The emerging way:

Where and when needed
Performance measured based on results
Mentoring and coaching
Virtual teams, mobile individuals
Space designed based on functions and tasks and provided “just in time”
Working Where It Makes Sense

Enabled by mobile technologies that are both place-centric (WLAN) and mobile (voice and data)
Mobile Work, More than just Technology

Connecting People,
Leadership commitment and HR support for remote collaboration and employee value proposition/work-life balance

Facilities to provide flexible support for a variety of work tasks

Security through technology and information management behavior

Technology to enable and support work practices, regardless of the place where work is conducted

Requires a co-development effort across corporate functions (HR, IT, WR (RE), Security, Communications) and with external partners
Mobile Workplace Intent

Provide mobile workplace solutions and the opportunity to work in new ways, enhancing employees’ work lives and increasing Nokia’s flexibility and business performance.

And also…

Nokia’s opportunity to showcase how wireless technology enables mobility and enhances work performance in enterprises.
## Types Of Mobile Workers

<table>
<thead>
<tr>
<th>Mobile</th>
<th>Campus Mobile</th>
<th>Desk-based</th>
</tr>
</thead>
<tbody>
<tr>
<td>Works between many locations</td>
<td>Typically works in one location but is highly mobile and away from the desk e.g. in meetings or labs a lot</td>
<td>Typically uses a dedicated or team workspace in a Nokia location</td>
</tr>
<tr>
<td>Regularly works in a preferred office neighborhood in Nokia sites or in Drop-in centers, no dedicated workspace</td>
<td>Regularly works in a preferred office neighborhood in one Nokia site, no dedicated workspace</td>
<td>Most daily work resources (e.g. people, technology, equipment, documents) are and should be office-based</td>
</tr>
<tr>
<td>Most daily work resources are or could be portable or connected remotely; other resources found in the office neighborhood</td>
<td>Solutions for managing storage and personal materials often required</td>
<td>Preferred desk is typically used but should be cleared and made available to others when out</td>
</tr>
<tr>
<td>May work from home up to 2 days a week; remote work in other sites is common</td>
<td>Occasionally uses a drop-in center or works at home/remotely</td>
<td>Occasionally uses a drop-in center or works at home/remotely</td>
</tr>
</tbody>
</table>
Work Style Spectrum

- Mobile
  - Executives
  - Sales Personnel
  - Field Service Personnel

- Campus Mobile
  - Line Managers
  - Project Managers
  - Supply Chain Managers

- Desk-based
  - Creators
  - Staff & Enabling Professionals
  - Blue Collar Workers
Why Mobile Workplace?

To enhance employee value proposition, to increase employee productivity and to manage costs through new ways of working

- Benefits for employees
  - Easier/mobile network connection
  - Returns time back to work/life balance
  - Gives freedom of choice about how, when and where to work – and with which devices
  - Allows people to work in a more collaborative manner, even across geographic boundaries

- Benefits for Nokia
  - Employee commitment, retention and attraction
  - Real estate and fixed IT infrastructure cost efficiencies, better use of assets
  - Showcasing and market-making for Nokia products
Approach

Deliverable

Critical Success Factors

Desired Behavior/Performance

Focus

Evolving Global Workplace Strategy

Localized Project Process

Design Strategy

Design Principles

Design Attributes

Measurement Strategy

Measurement Categories

Metrics

Project Business Case

Project Solution

Pilot

Project Learnings
Critical Success Factors (CSFs)

The few “key” things a company must do well in order to achieve their long term goals and objectives.
Critical Success Factors

Productivity
Increase performance through enabling more productive work

Renewal
Reinforce an entrepreneurial spirit and an atmosphere which sparks creativity and innovation

Culture
Evolve Nokia culture to continually embrace change

Organizational Agility
Rapidly accommodate new business directions (by leveraging core business in an efficient and effective manner) and increase organizational flexibility and adaptability.

Execution Efficiency
Exhibit world class excellence in developing and delivering new solutions.

Branding
Leverage and build upon the Nokia brand.
Mobile Workplace Desired Behaviors/Performance

The necessary changes in human behavior or business performance to achieve the CSFs, as agreed by business leaders
## Mobile Workplace Related Behavior/Performance (examples)

<table>
<thead>
<tr>
<th>CSFs</th>
<th>Definition</th>
<th>Mobile Workplace-related Behavior/Performance</th>
</tr>
</thead>
</table>
| **Productivity** | • Increase performance through enabling more productive work            | • Support personal choice of when and where to work  
• Reduce time overcoming barriers to work and work process  
• Optimize individual and team productivity (support different phases of work process and appropriate work styles)  
• Improve access to people and information (local and distant)  
• Retain key personnel                                                                 |
| **Renewal** | • Reinforce an entrepreneurial spirit and an atmosphere which sparks creativity and innovation | • Stimulate innovation - new and existing product markets  
• Learn by using Nokia products  
• Increase sharing through trust relationships (learning)  
• Attract top talent worldwide                                                                 |
Design Strategy

The Nokia Mobile Workplace Design Strategy establishes parameters for space, technology, and process solutions in order to achieve/support the desired human behavior or business performance changes.
Translation of CSFs into Design Principles
(example)

<table>
<thead>
<tr>
<th>CSF</th>
<th>Desired Behavior/Performance</th>
<th>Design Principles</th>
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<tbody>
<tr>
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</table>
Enriching The Design Process

- Traditional methods
  - Questionnaires
  - Interviews
  - Inventories

- New methods
  - Workplace Surveys
  - Informed Observation
  - Co-design

- Explicit (Ask)
- Tacit (Observe)
- Latent (Involve)

Hierarchy (formal)
Network (informal)

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Planning methodologies

**INDIVIDUAL FOCUS**

**Hierarchical**
- Vertical
- Recognizes status
- Private offices and workspaces (6- and 8-packs)
- Provides efficiency
- Real estate
- Change management

**Universal**
- Horizontal
- Workspaces
- Provides efficiency

**GROUP FOCUS**

**Activity-based**
- Matrices
- Range of settings
- Provides real estate effectiveness and employee efficiency

**Community-based**
- Community
- User-centered environments
- Understands culture
- Supports learning
- Uncovers innovation
Optimizing work dynamics

work process
How people collaborate and coordinate to get work done.

innovation
How people create and implement new ideas.

learning
How people create, collect and disseminate knowledge.

decision making
How people evaluate, draw conclusions, and resolve issues.

communication
How people exchange information at work.

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Workplace Surveys

- Web-based tool based on years of Research and Development
- Engages broad employee base
- Complies data and generates reports

Welcome

This survey consists of three sections.

All three sections should take you no longer than 45 minutes to complete. Please respond to EACH question. If you are unsure about an answer, do not leave it blank – please select the option that most closely fits your situation. When you complete each page, click on the "NEXT" button, which will save your responses and allow you to move on to the next page.

Thanks again for your input.

Select a section to complete.

- Workplace Satisfaction completed
- Networks not yet started
- Work Style started not complete

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**NETWORK ANALYSIS SURVEY**

- Based on joint R&D efforts of Steelcase and Karen Stephenson PhD
- Maps human networks
- Identifies strong/weak networks
- Drives more effective solutions for individuals and teams

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INFORMED OBSERVATION

- Ideally in conjunction with Network analysis data
- “Up close and personal” look at what really happens – tacit need focused
- Profiles human relationships/behaviors
- Evaluates “what’s missing”
  - Torture
  - Conflict
  - Obstacles
  - Re-purpose
  - Work around
  - Wear patterns

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CO-DESIGN

- Not about “inmates running the asylum”
- Engages users to participate in problem-solving activities – latent need focused
- Examines needs of individuals and teams
- Encourages “out of the box” thinking
- Helps ensure better acceptance of solutions

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### Design Principles/Definitions

<table>
<thead>
<tr>
<th>Principle</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foster Innovation</strong></td>
<td>Create a safe atmosphere for experimentation. Provide a framework for problem solving that accommodates diversity. Provide opportunities for unexpected connections that could generate ideas.</td>
</tr>
<tr>
<td><strong>Optimize Technology Integration &amp; Pervasiveness</strong></td>
<td>Provide appropriate technology tools based on need. Ability to access information when and where needed. Learn by living with Nokia technology.</td>
</tr>
<tr>
<td><strong>Provide Appropriate Work Settings</strong></td>
<td>Create a range of settings that support various work activities and work styles. Support the different phases of work process from collaborative to individual work.</td>
</tr>
<tr>
<td><strong>Promote Knowledge Sharing</strong></td>
<td>Create a collaborative atmosphere, support visual display and provide appropriate technology tools to share information.</td>
</tr>
<tr>
<td><strong>Provide for Flexibility &amp; Adaptability</strong></td>
<td>Develop an agile work environment that has the ability to rapidly change. Provide a simple kit of parts that efficiently and effectively adapts to changes in the work process.</td>
</tr>
<tr>
<td><strong>Enhance the Nokia Culture</strong></td>
<td>Demonstrate and live the brand. Provide evidence of Nokia values, image and culture throughout the work environment.</td>
</tr>
</tbody>
</table>
## Design Principles/Definitions

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Optimize Value</strong></td>
<td>Balance first cost with life cycle cost and enterprise benefits. Utilize the “Pay as you go” philosophy by investing in solutions that provide the most value both now and in the future.</td>
</tr>
<tr>
<td><strong>Enable the “New” Mobile Work Model</strong></td>
<td>Support effective work anywhere, anytime through space, tools, connectivity, and physical/virtual security.</td>
</tr>
<tr>
<td><strong>Promote Employee Well Being</strong></td>
<td>Provide a sense of belonging. Create an inviting work environment that enhances the employee value proposition.</td>
</tr>
<tr>
<td><strong>Foster Collaboration &amp; Teamwork</strong></td>
<td>Recognize and support the diverse types of collaborative work through a range of technology and appropriate space solutions.</td>
</tr>
<tr>
<td><strong>Enhance Continuous Learning</strong></td>
<td>Provide a work environment with the tools, technology, visual display and information persistence to encourage learning from others and to capitalize on previous experiences.</td>
</tr>
</tbody>
</table>
## Design Principles Linked to CSFs

### Critical Success Factors

<table>
<thead>
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<th>Design Principles</th>
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<tbody>
<tr>
<td>Productivity</td>
<td>Foster Innovation</td>
</tr>
<tr>
<td>Renewal</td>
<td>▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲</td>
</tr>
<tr>
<td>Culture</td>
<td>▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲</td>
</tr>
<tr>
<td>Organizational Agility</td>
<td>▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲</td>
</tr>
<tr>
<td>Execution</td>
<td>▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲</td>
</tr>
<tr>
<td>Branding</td>
<td>▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲</td>
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</tbody>
</table>

- **Primary**
- **Secondary**
Design Attributes - Promote Knowledge Sharing

Create a collaborative atmosphere, support visual display and provide appropriate technology tools to share information.

Attribute 1 - Create conversation areas between spaces to foster short term interaction (burst of activity) [C] [R]

Attribute 2 - Develop opportunities to celebrate and broadcast project activities across groups [C]

Attribute 3 - Support visual information sharing and management by providing access to visual display and writing surfaces [P]

Attribute 4 - Provide a means of making expert knowledge visible across the organization [R]

Attribute 5 - Creating a forum for finding expert knowledge within the organization [R] [P]

Attribute 6 - Provide space for people to discuss issues and make decisions rapidly [E] [O]

Measurement Strategy

Concurrent with developing the Design Strategy, measures were identified for ongoing monitoring of success.
Linkage of Measurement Strategy to CSFs

<table>
<thead>
<tr>
<th>CSF</th>
<th>Desired Behavior/Performance</th>
<th>Measurement Categories</th>
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<tbody>
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</tbody>
</table>

[Diagram showing a key with multiple layers of measurement categories]
### Measurement Analysis Logic

<table>
<thead>
<tr>
<th>Efficiency Measures</th>
<th>Effectiveness Measures</th>
<th>Change/Enterprise Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quantitative</strong></td>
<td><strong>Qualitative</strong></td>
<td></td>
</tr>
<tr>
<td>• Focus is on efficiency - including cost containment, cost avoidance, quality, etc.</td>
<td>• Focus is on effectiveness - including productivity, innovation, market share, etc.</td>
<td>• Focus is on supporting change within the enterprise</td>
</tr>
<tr>
<td>• Measures are objective</td>
<td>• Measures range from objective to subjective</td>
<td>• Measures tend to be more subjective and directional</td>
</tr>
<tr>
<td>• Efficiency measures can be converted to Euros</td>
<td>• Effectiveness measures often can be converted to Euros</td>
<td>• Change/enterprise measures usually can not be converted to Euros, but can be viewed as supporting both efficiency and effectiveness measures</td>
</tr>
</tbody>
</table>

*Ideally the measurement approach should ensure balance between the three different measurement orientations*
Metric Evaluation Criteria

Metrics which are easy to collect and highly useful are preferred.

Collectability

Easy

Moderate

Hard

Usefulness

Low

Moderate

High

Metrics

Area of Focus
Metric Evaluation Criteria

- **Metrics**
  - Usefulness
  - Collectability

- **Axes**
  - Usefulness: Low, Moderate, High
  - Collectability: Easy, Moderate, Hard

- **Legend**
  - Productivity
  - Renewal
  - Culture
  - Organizational Agility
  - Execution Efficiency
  - Branding

- **Points**
  - 1: Productivity
  - 2: Renewal
  - 3: Culture
  - 4: Organizational Agility
  - 5: Execution Efficiency
  - 6: Branding

- **Notes**
  - The diagram shows the relationship between metrics and their collectability and usefulness.
Metric Evaluation Criteria

- **Usefulness**
  - Easy
  - Moderate
  - Hard

- **Collectability**
  - Low
  - Moderate
  - High

- **Metrics**
  - 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7
  - 8

- **Legend**:
  - Gray: Productivity
  - Red: Renewal
  - Green: Culture
  - Yellow: Organizational Agility
  - Orange: Execution Efficiency
  - Blue: Branding
## Sample Measures

### Efficiency Measures

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Time addressing IT and space problems</td>
<td>• Worker mobility pattern profile</td>
</tr>
<tr>
<td>• Time to “touch down”</td>
<td>• Project based - acceptance of change</td>
</tr>
<tr>
<td>• Turnover rate of key personnel</td>
<td>• Increase in number of mobile workers</td>
</tr>
<tr>
<td>• Optimize total cost to implement and total cost to operate</td>
<td>• Steelcase CbP work dynamic ratings for communication, innovation, learning, work process and decision making</td>
</tr>
</tbody>
</table>

### Effectiveness Measures

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employee/manager perception of performance gain</td>
<td>• Business/function specific metrics - individual and team productivity</td>
</tr>
<tr>
<td>• Business/function specific metrics - individual and team productivity</td>
<td>• Productive time connected to enterprise systems</td>
</tr>
<tr>
<td>• Productive time connected to enterprise systems</td>
<td>• Steelcase CbP work dynamic ratings for communication, innovation, learning, work process and decision making</td>
</tr>
</tbody>
</table>

### Change/Enterprise Measures

Note: this body of measures gives a performance profile, but does not imply direct causality independent of other influences.
Approach

Deliverable

Critical Success Factors

Desired Behavior/Performance

Design Strategy

Design Principles

Design Attributes

Measurement Strategy

Measurement Categories

Metrics

Project Solution

Project Business Case

Pilot

Project Learnings

Focus

Evolving Global Workplace Strategy

Localized Project Process
Mobile Workplace Lab Solution

The design strategy developed for Mobile Workplace in general is being tested in an experimental workplace environment called the Mobile Workplace Lab.
Objectives for the Nokia Mobile Workplace Lab

• Provide a physical setting to test the concepts developed by the Mobile Workplace team

• Create a means of understanding and categorizing work patterns and the resulting implications for:
  - Technology tools and hardware
  - Software applications and mobile services
  - Furniture
  - Meeting spaces and equipment
  - Multiple work settings/variety
  - Workplace behaviors
  - Training and communications

• Explore opportunities to create value through the Mobile Workplace and clearly define the expected costs and business benefits for the work environment solutions
Localized Project Process: “IDEAS”

Initiation
- Project Team Kick-off
- Business Case Analysis & Metrics
- Leadership Direction Setting
- Occupant Rep Team Kick-off

Discovery
- Targeted Interviews
- Surveys
- Observation
- Photo Surveys
- Discovery Workshops

Exploration
- Concept Development Workshops
- Design Development
- Design Review Sessions
- Measurement Planning

Application
- Change Preparation
- Move Preparation And Execution
- Post-move Monitoring

Study
- Observation
- Feedback Sessions
- Surveys
- Measurement

- All projects
- Recommended
- Further support
Provide Appropriate Work Settings:
Support the different phases of work process from collaborative to individual work.

Flexibility and Adaptability:
Develop an agile work environment that has the ability to rapidly change.
Foster Innovation:
Provide opportunities for unexpected connections that could generate ideas.
Provide Appropriate Work Settings:
Create a range of settings that support various work activities and work styles.
Foster Collaboration and Teamwork:
Recognize and support the diverse types of collaborative work through a range of technology and appropriate space solutions.
Learnings from the Mobile Work Lab (so far):

• In explaining the benefits of mobility, stories and experiments can say a lot. Video footage is even better!
• The office truly does serve as a social/networking hub. When individual work can happen anywhere, the office still plays a vital role for informal knowledge sharing and development.
• There is a tension between the needs of the individual and the needs of the team. The paradox of distractions vs. knowledge sharing.
• Effective remote and mobile work requires a basis of trust and mutual respect among team members.
• Involvement in the design process and continuous feedback significantly increases success – increased ownership and better information.
• And, not surprisingly…
• There is no typical mobile worker!
Employee Expectations for the “Workplace”

• Improved individual performance through extended mobility – work no longer tied to a physical place
• Access to team members and support for collaboration across sites and time zones
• Secure connectivity to business information, wherever you are, with multiple devices
• A new mix of settings to suit emerging patterns of work
• The preferred place to be when collaboration requires face-to-face settings; support for both planned and spontaneous interaction
• …the ability to work on their own terms to suit their work and life needs
Our vision: Life Goes Mobile …and Work Goes Mobile!

- Fundamental shift in work patterns as mobility options mature
- Business users drove the initial desire for mobile voice, now will drive mobile data
- “End to end” mobility support means providing a coordinated, integrated approach to the technology, work process support, and the network of places where work happens
- Enterprises and individuals can improve performance through enhanced mobility – solutions designed to meet both user and enterprise needs