

# NOKIA

## 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

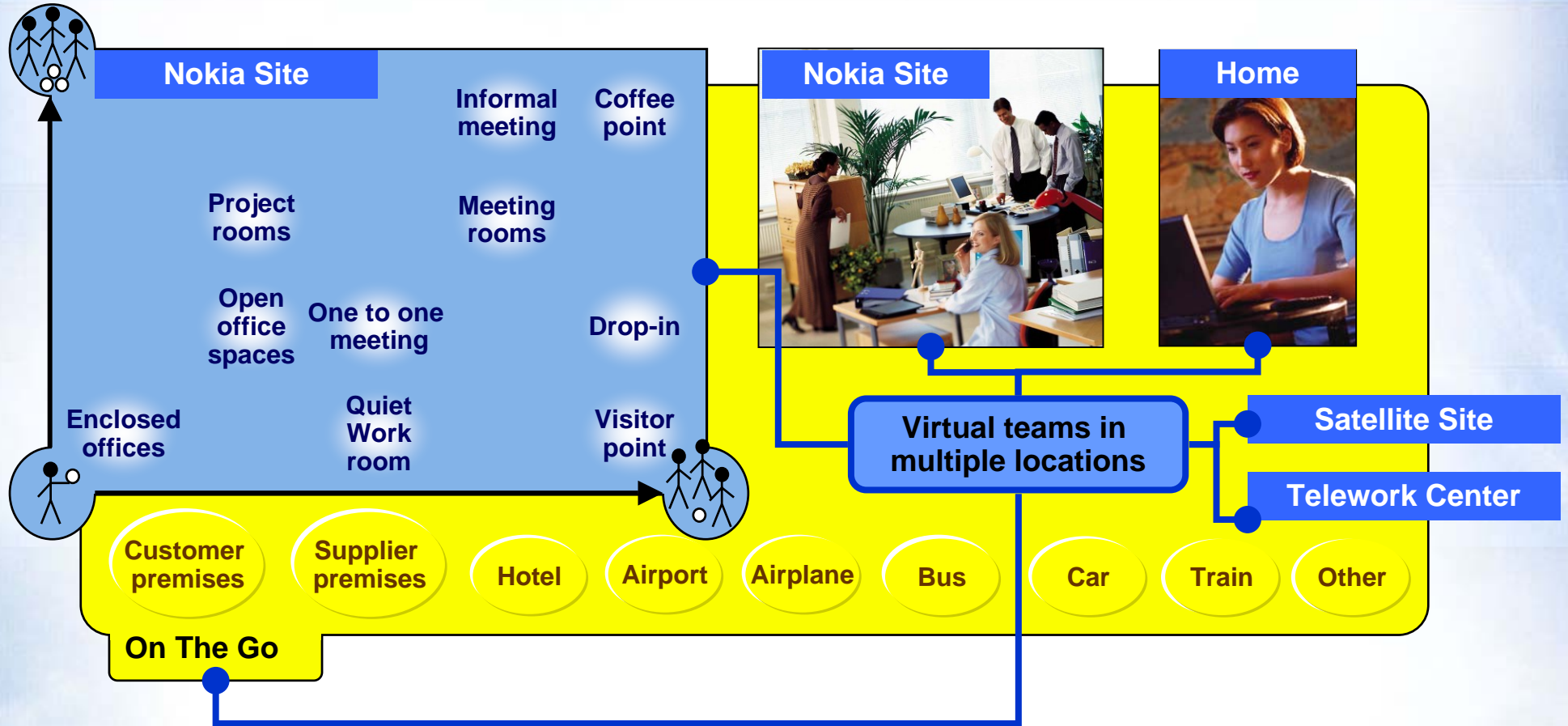
Performance measured based on results

Mentoring and coaching

Virtual teams, mobile individuals

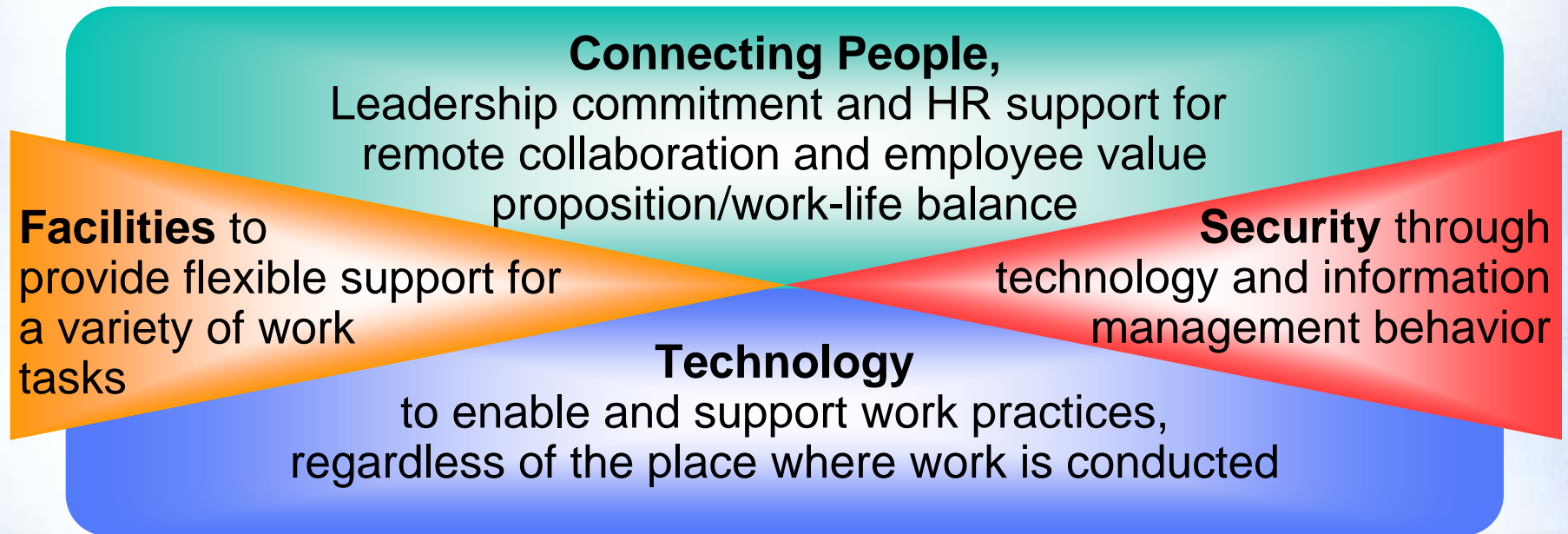
Space designed based on functions and tasks and provided “just in time”

# 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



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

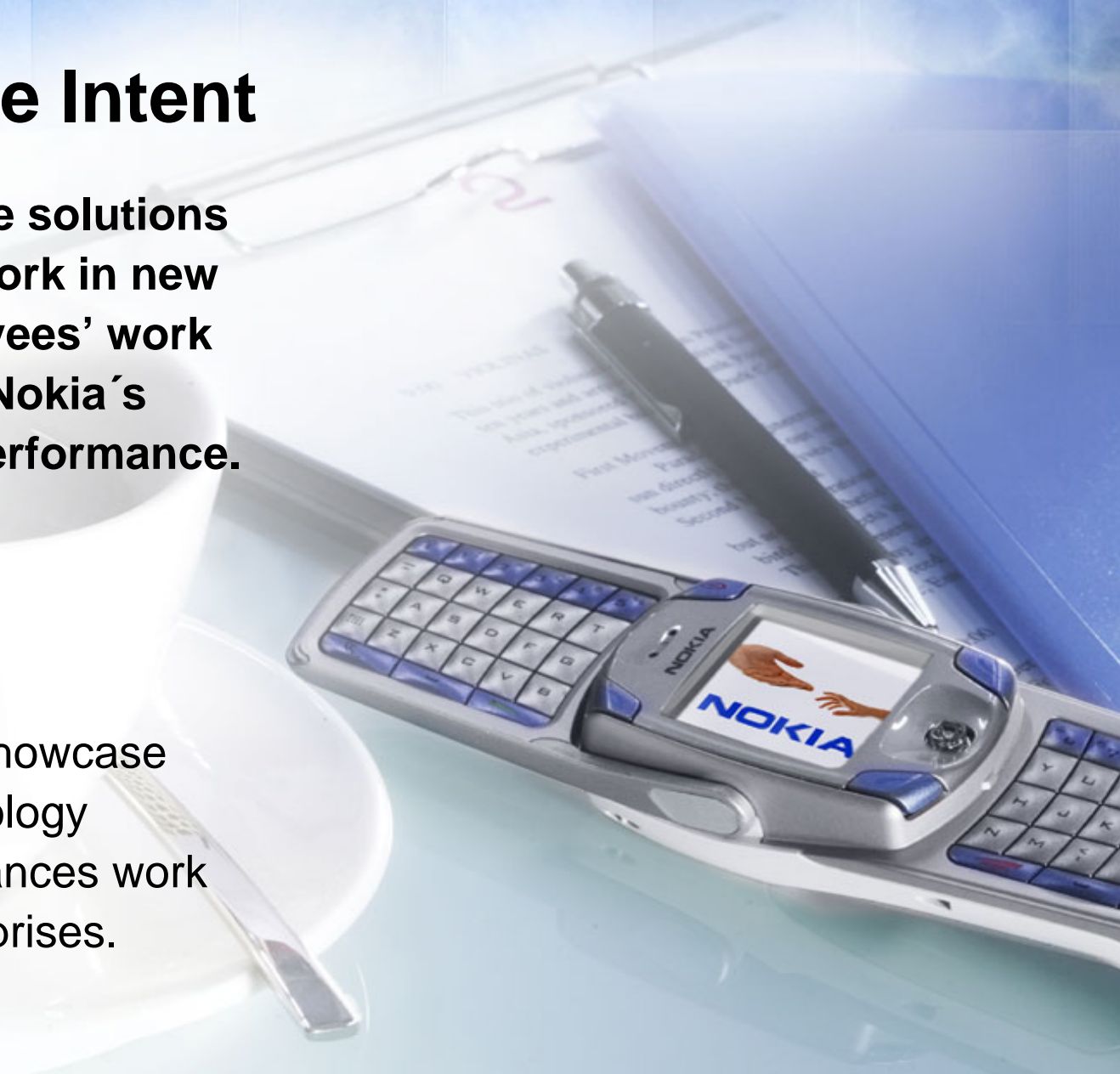


# Mobile Workplace Intent

**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...

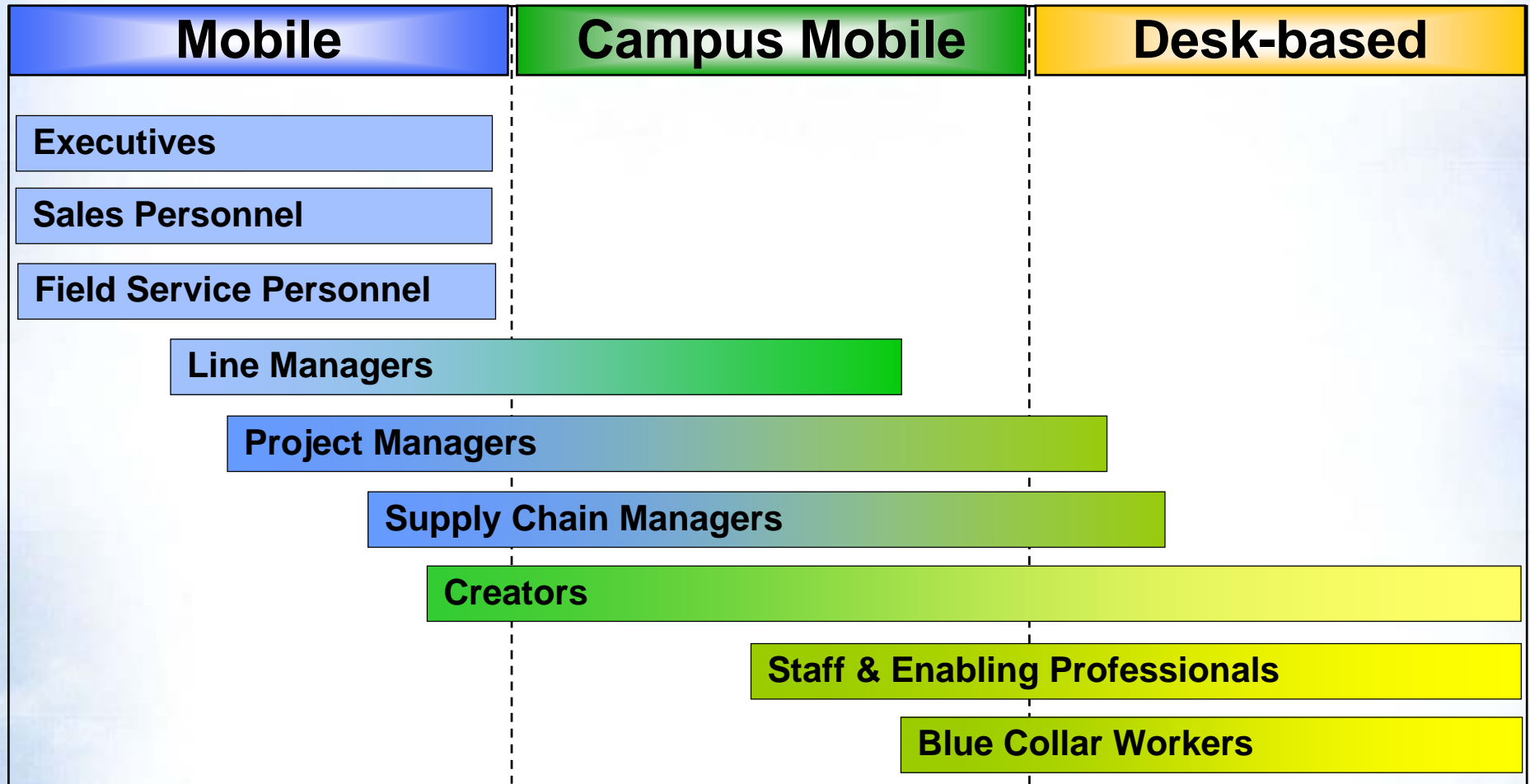
Nokia's opportunity to showcase how wireless technology enables mobility and enhances work performance in enterprises.



# Types Of Mobile Workers

Mobile	Campus Mobile	Desk-based
<ul style="list-style-type: none"><li>• Works between many locations</li><li>• Regularly works in a preferred office neighborhood in Nokia sites or in Drop-in centers, no dedicated workspace</li><li>• Most daily work resources are <i>or could be</i> portable or connected remotely; other resources found in the office neighborhood</li><li>• May work from home up to 2 days a week; remote work in other sites is common</li></ul>	<ul style="list-style-type: none"><li>• Typically works in one location but is highly mobile and away from the desk e.g. in meetings or labs a lot</li><li>• Regularly works in a preferred office neighborhood in one Nokia sites, no dedicated workspace</li><li>• Solutions for managing storage and personal materials often required</li><li>• Occasionally uses a drop-in center or works at home/remotely</li></ul>	<ul style="list-style-type: none"><li>• Typically uses a dedicated or team workspace in a Nokia location</li><li>• Most daily work resources (e.g. people, technology, equipment, documents) are and <i>should be</i> office-based</li><li>• Preferred desk is typically used but should be cleared and made available to others when out</li><li>• Occasionally uses a drop-in center or works at home/remotely</li></ul>

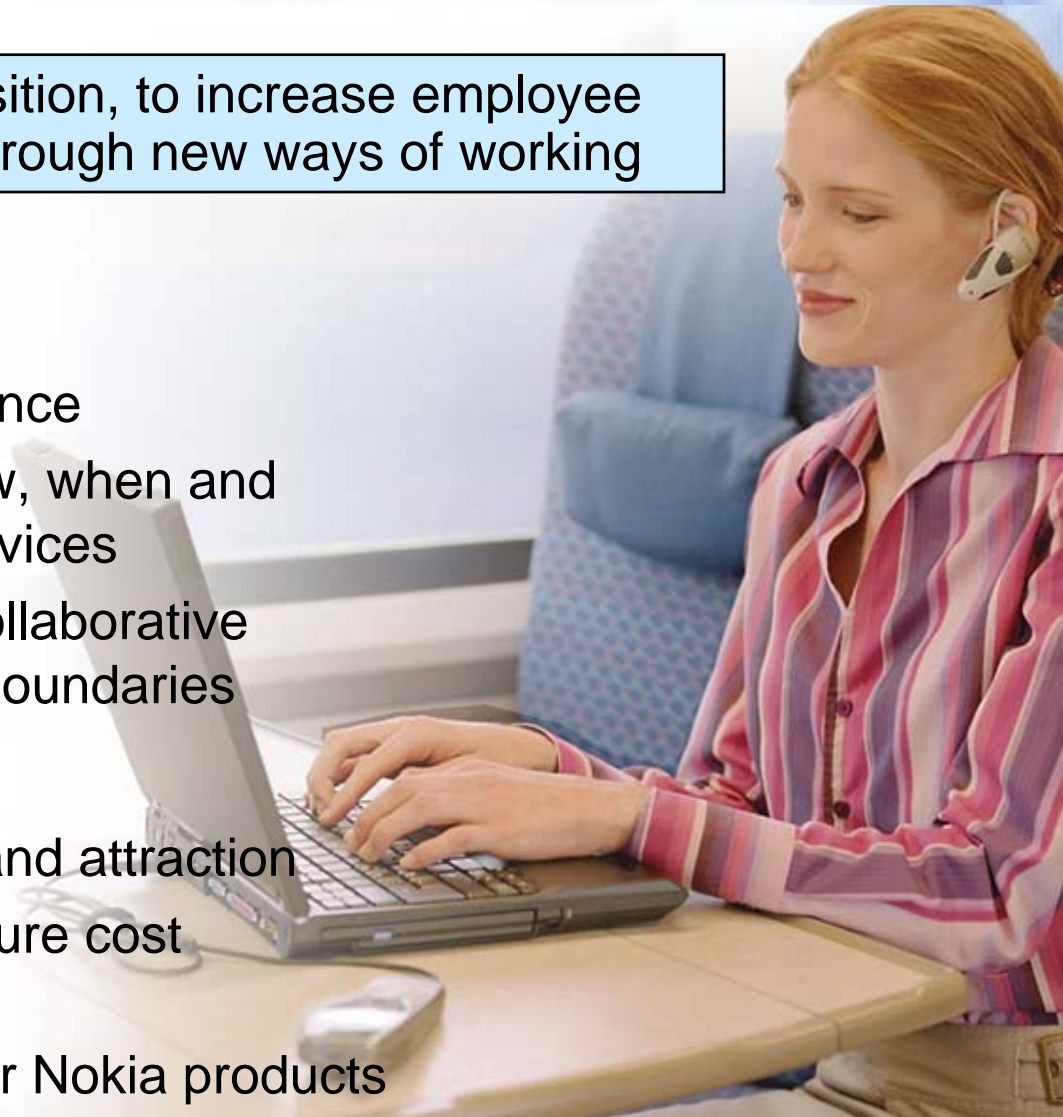
# Work Style Spectrum



# Why Mobile Workplace?

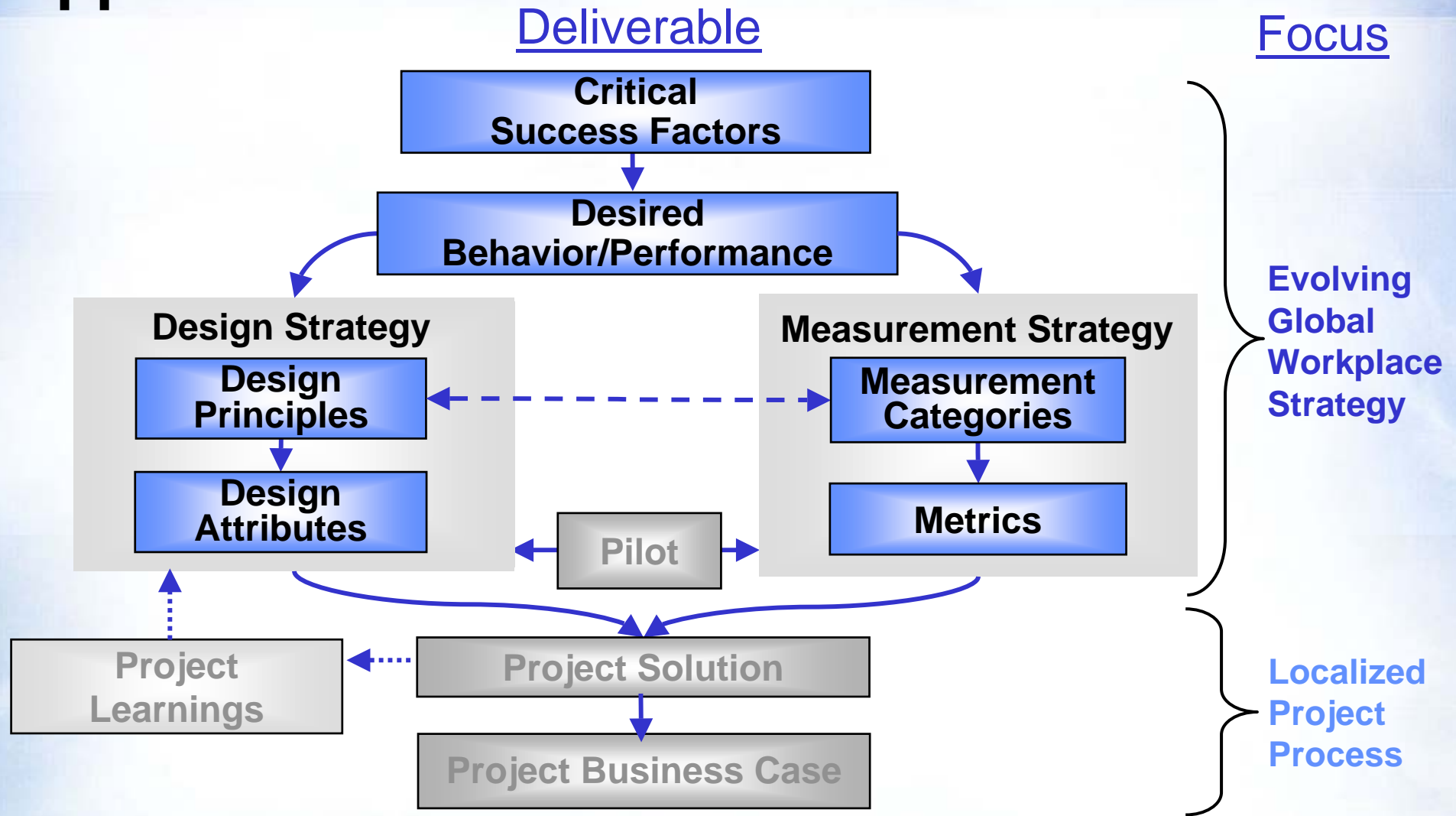
To enhance employee value proposition, to increase employee productivity and to manage costs through new ways of working

- 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



# 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)

CSFs	Definition	Mobile Workplace-related Behavior/Performance
<b>Productivity</b>	<ul style="list-style-type: none"> <li>• Increase performance through enabling more productive work</li> </ul>	<ul style="list-style-type: none"> <li>• Support personal choice of when and where to work</li> <li>• Reduce time overcoming barriers to work and work process</li> <li>• Optimize individual and team productivity (support different phases of work process and appropriate work styles)</li> <li>• Improve access to people and information (local and distant)</li> <li>• Retain key personnel</li> </ul>
<b>Renewal</b>	<ul style="list-style-type: none"> <li>• Reinforce an entrepreneurial spirit and an atmosphere which sparks creativity and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Stimulate innovation - new and existing product markets</li> <li>• Learn by using Nokia products</li> <li>• Increase sharing through trust relationships (learning)</li> <li>• Attract top talent worldwide</li> </ul>

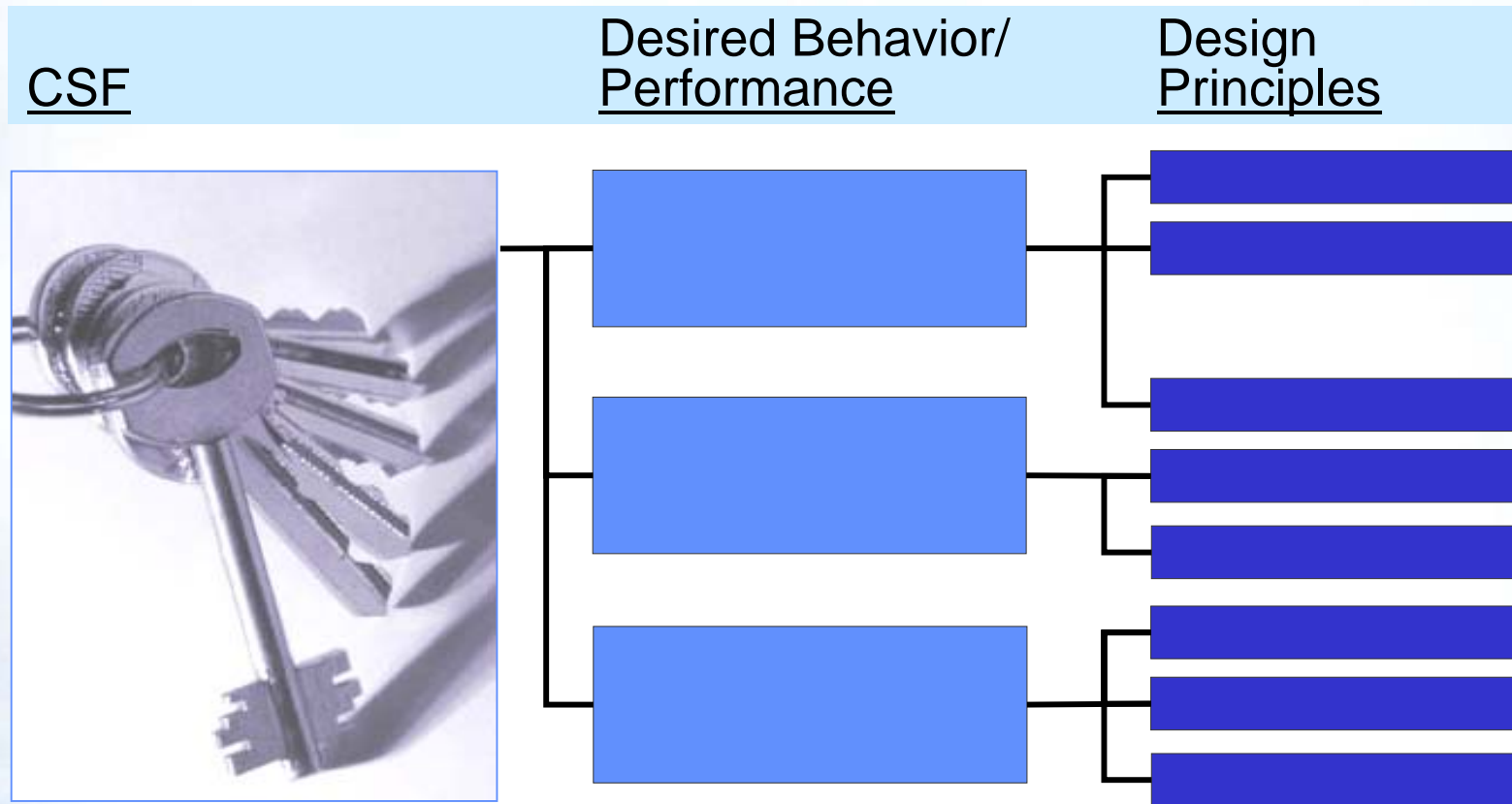
# Design Strategy

**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.**

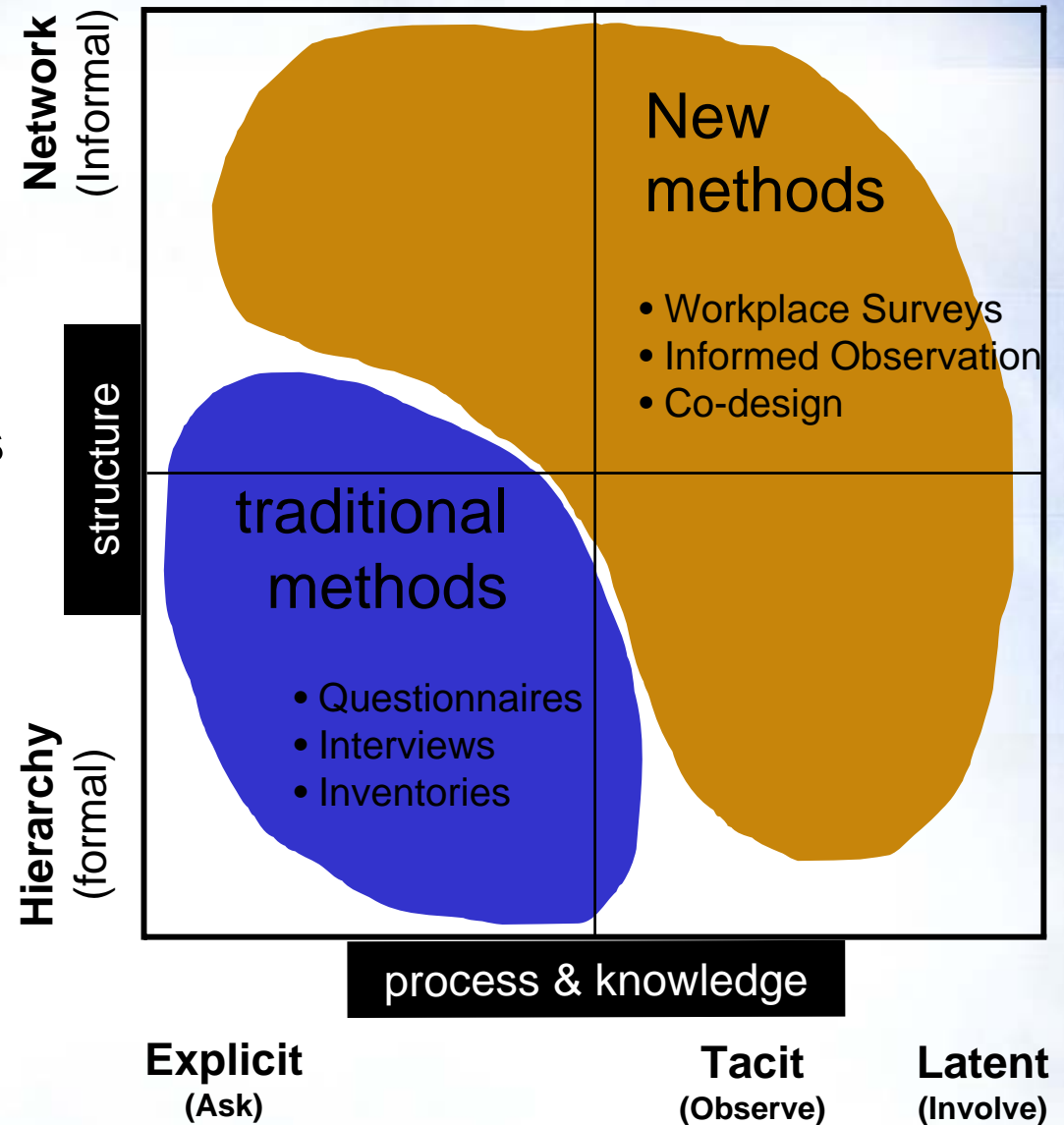


# Translation of CSFs into Design Principles

(example)



# Enriching The Design Process



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# Planning methodologies

## INDIVIDUAL FOCUS

## GROUP FOCUS

ORGANIZATIONAL MODEL

**Hierarchical**

**Universal**

**Activity-based**

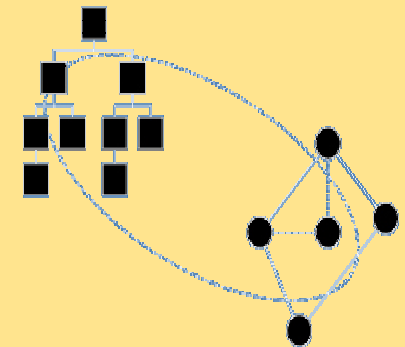
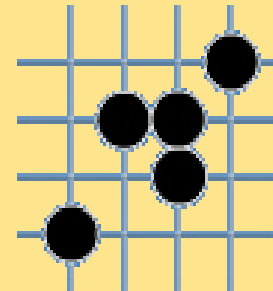
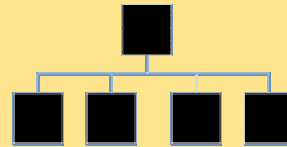
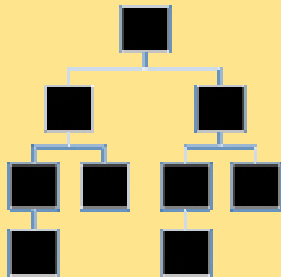
**Community-based**

Vertical

Horizontal

Matrices

Community



**Private offices and workspaces**

**Workspaces (6- and 8-packs)**

**Range of settings**

**User-centered environments**

Recognizes status

Provides efficiency  
Real estate  
Change management

Provides real estate effectiveness and employee efficiency

Understands culture  
Supports learning  
Uncovers innovation

PLANNING PARADIGM

BUSINESS BENEFIT

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# 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.*

# WORKPLACE SURVEYS

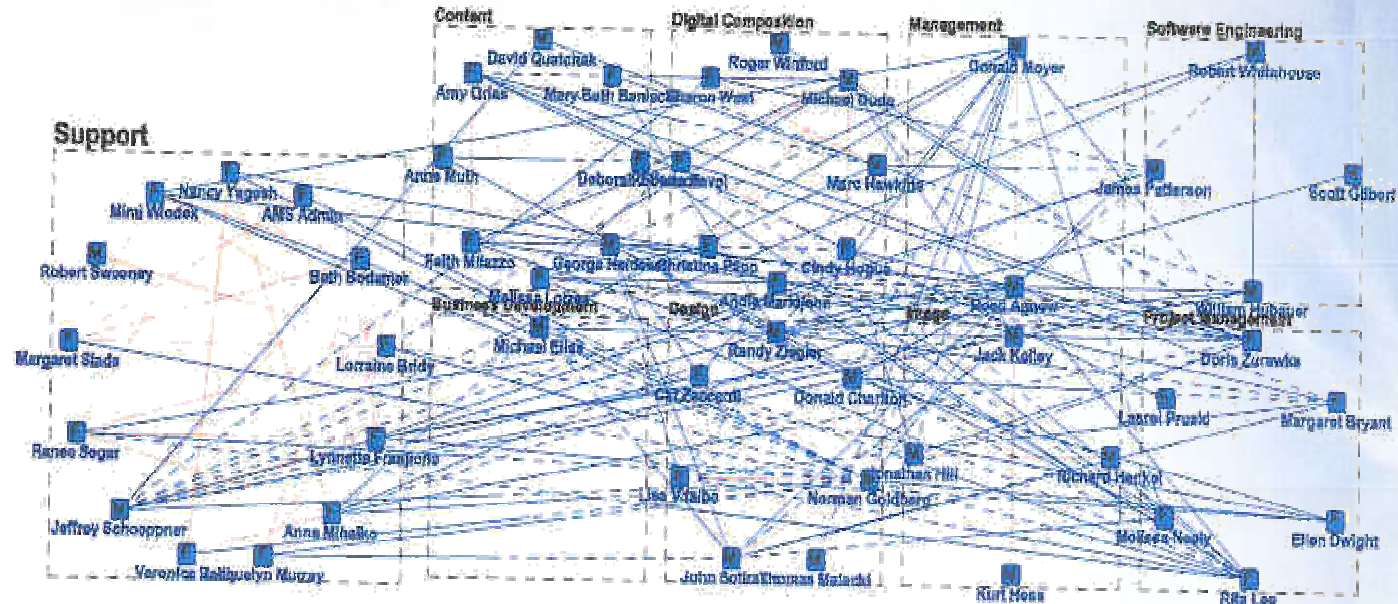
- Web-based tool based on years of Research and Development
- Engages broad employee base
- Compiles data and generates reports

The screenshot shows the Steelcase Workplace Survey interface. At the top, there is a header with the Steelcase logo and 'Workplace Survey' in yellow. Below the header, it says 'Designer: CbP Team'. To the right of the header are three small images of people in an office setting. Further right are links for 'Help' and 'Home'. The main content area has a 'Welcome' heading and a message: '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.' Below this is a section titled 'Select a section to complete.' with three options: 'Workplace Satisfaction' (completed), 'Networks' (not yet started), and 'Work Style' (started not complete). At the bottom, there is a copyright notice: '© 2003 Steelcase Inc.'

# NETWORK ANALYSIS SURVEY

## Network

- 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





# 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**



# 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

<b>Foster Innovation</b>	Create a safe atmosphere for experimentation. Provide a framework for problem solving that accommodates diversity. Provide opportunities for unexpected connections that could generate ideas.
<b>Optimize Technology Integration &amp; Pervasiveness</b>	Provide appropriate technology tools based on need. Ability to access information when and where needed. Learn by living with Nokia technology.
<b>Provide Appropriate Work Settings</b>	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.
<b>Promote Knowledge Sharing</b>	Create a collaborative atmosphere, support visual display and provide appropriate technology tools to share information.
<b>Provide for Flexibility &amp; Adaptability</b>	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.
<b>Enhance the Nokia Culture</b>	Demonstrate and live the brand. Provide evidence of Nokia values, image and culture throughout the work environment.

# Design Principles/Definitions

## Optimize Value

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.

## Enable the “New” Mobile Work Model

Support effective work anywhere, anytime through space, tools, connectivity, and physical/virtual security.

## Promote Employee Well Being

Provide a sense of belonging. Create an inviting work environment that enhances the employee value proposition.

## Foster Collaboration & Teamwork

Recognize and support the diverse types of collaborative work through a range of technology and appropriate space solutions.

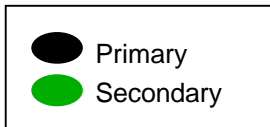
## Enhance Continuous Learning

Provide a work environment with the tools, technology, visual display and information persistence to encourage learning from others and to capitalize on previous experiences.



# Design Principles Linked to CSFs

## Design Principles



Critical Success Factors	Foster Innovation	Optimize Technology Integration & Pervasiveness	Provide Appropriate Work Settings	Promote Knowledge Sharing	Provide for Flexibility & Adaptability	Enhance the Nokia culture	Optimize Value	Enable the "New" Mobile Work Model	Promote Employee Well Being	Foster Collaboration and Teamwork	Enhance Continuous Learning
Productivity	Secondary	Primary	Primary	Primary	Primary		Secondary	Primary	Secondary	Primary	Secondary
Renewal	Primary	Primary	Secondary	Primary	Secondary	Secondary		Primary	Secondary	Primary	Primary
Culture	Primary	Secondary		Primary		Primary		Primary	Primary	Primary	Secondary
Organizational Agility	Secondary	Primary	Primary	Secondary	Primary	Secondary	Primary	Primary	Primary	Secondary	
Execution	Secondary	Primary	Primary	Primary	Secondary		Secondary	Secondary		Primary	Secondary
Branding	Secondary			Secondary		Primary	Primary	Primary	Secondary		Secondary

# Design Attributes - Promote Knowledge Sharing

(example)

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]

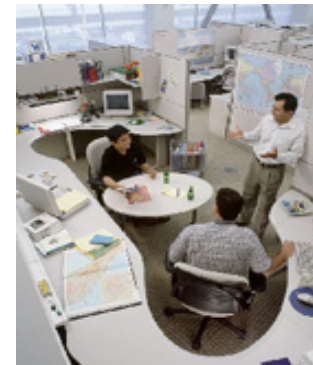
[B] - Branding [C] - Culture [E] - Execution [O] - Organizational Agility [P] - Productivity [R] - Renewal



Share knowledge through visual display



Broadcast knowledge with team



Make decisions rapidly



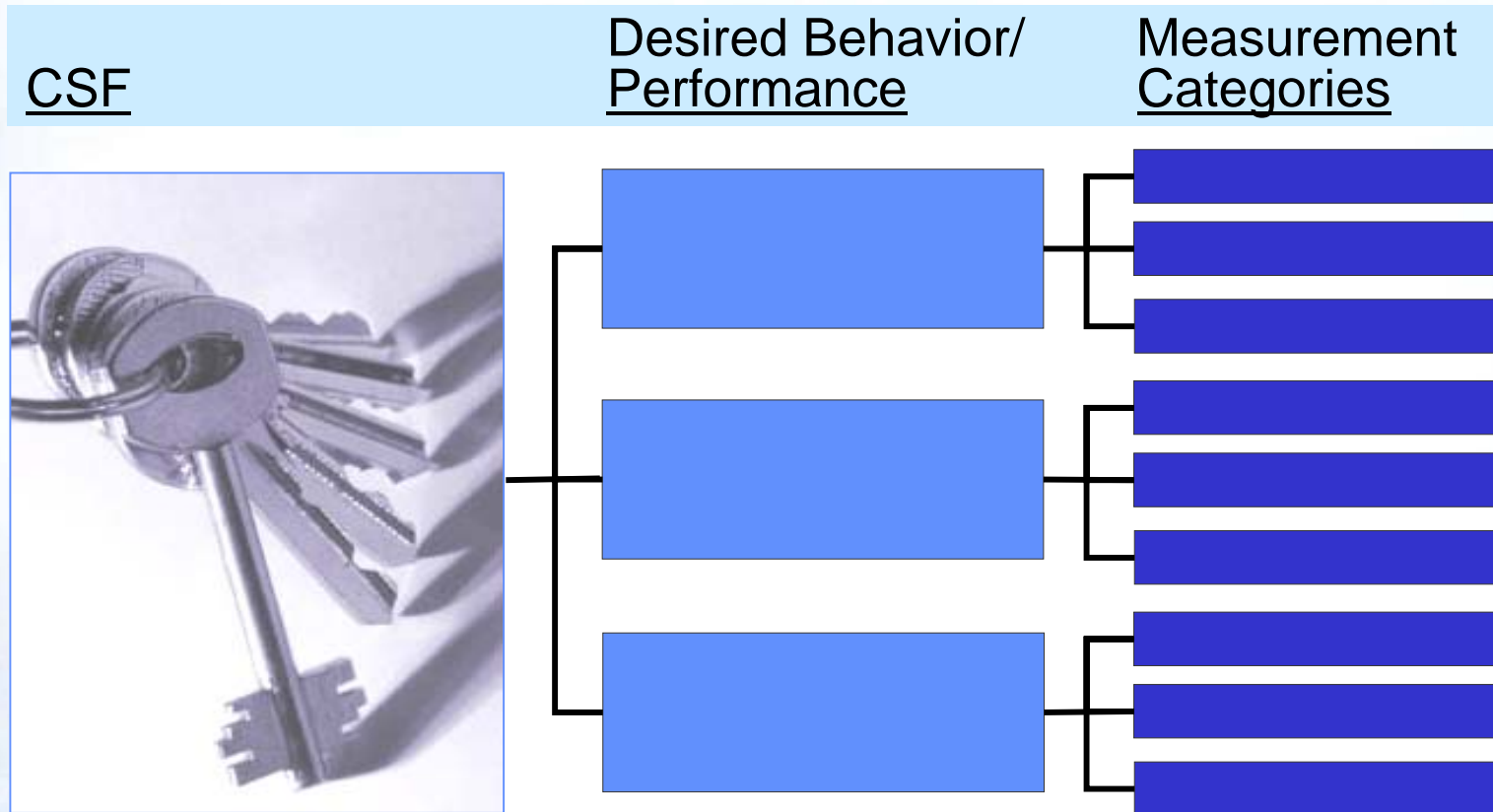
Forum for knowledge exchange

# Measurement Strategy

**Concurrent with developing the Design Strategy, measures were identified for ongoing monitoring of success.**



# Linkage of Measurement Strategy to CSFs



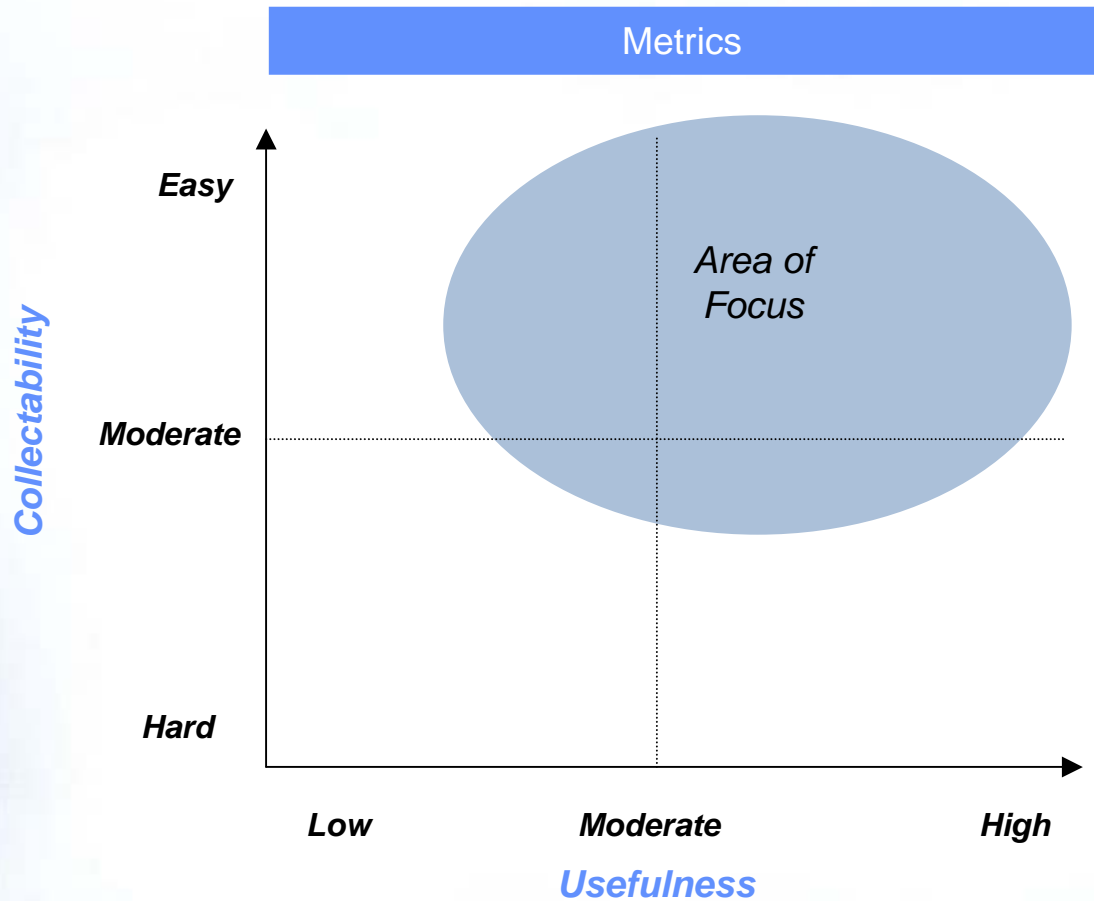


# Measurement Analysis Logic

Efficiency Measures	Effectiveness Measures	Change/Enterprise Measures
Quantitative		Qualitative
<ul style="list-style-type: none"><li>• Focus is on efficiency - including cost containment, cost avoidance, quality, etc.</li><li>• Measures are objective</li><li>• Efficiency measures can be converted to Euros</li></ul>	<ul style="list-style-type: none"><li>• Focus is on effectiveness - including productivity, innovation, market share, etc.</li><li>• Measures range from objective to subjective</li><li>• Effectiveness measures often can be converted to Euros</li></ul>	<ul style="list-style-type: none"><li>• Focus is on supporting change within the enterprise</li><li>• Measures tend to be more subjective and directional</li><li>• Change/enterprise measures usually can not be converted to Euros, but can be viewed as supporting both efficiency and effectiveness measures</li></ul>

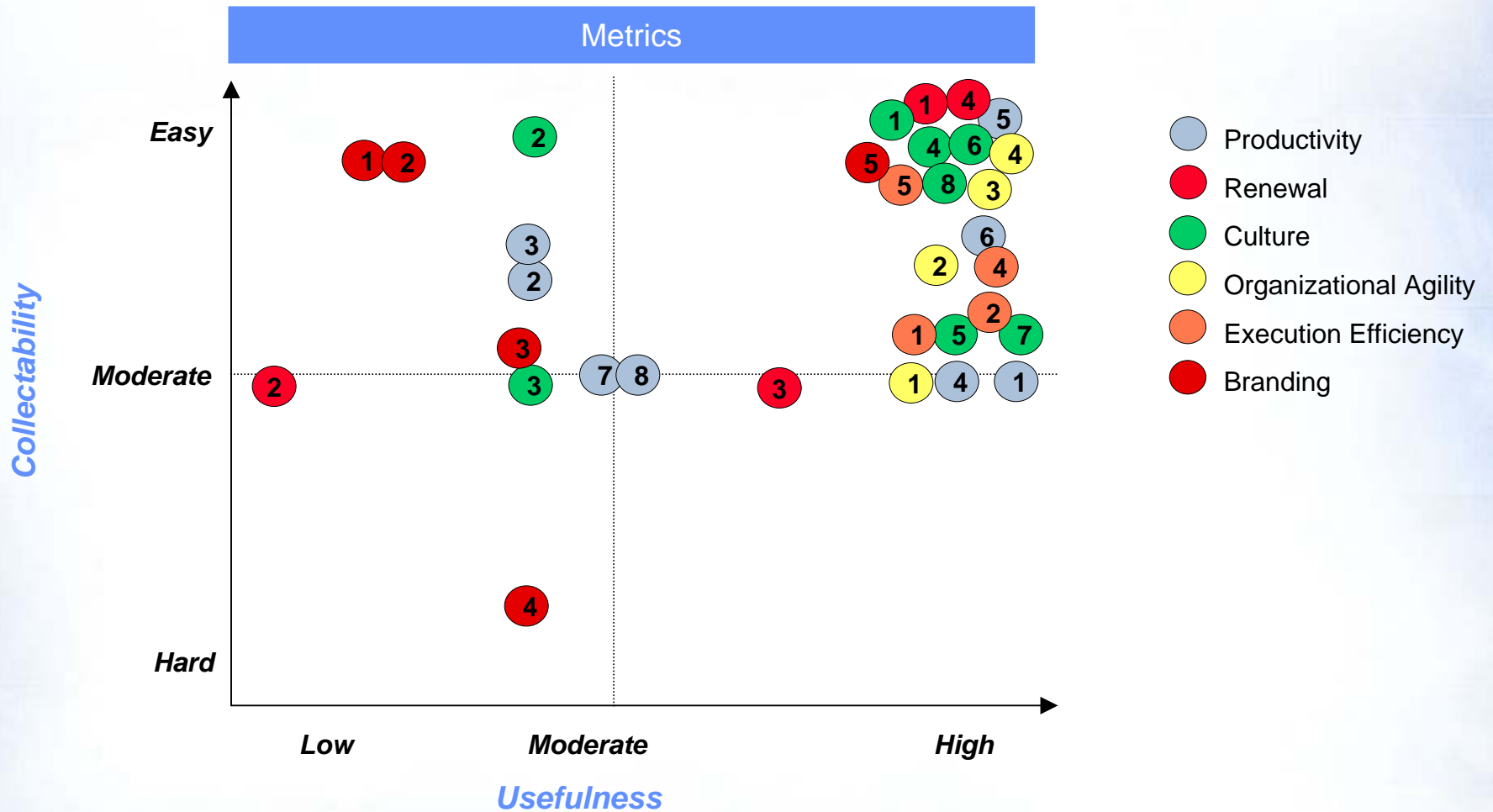
*Ideally the measurement approach should ensure balance between the three different measurement orientations*

# Metric Evaluation Criteria

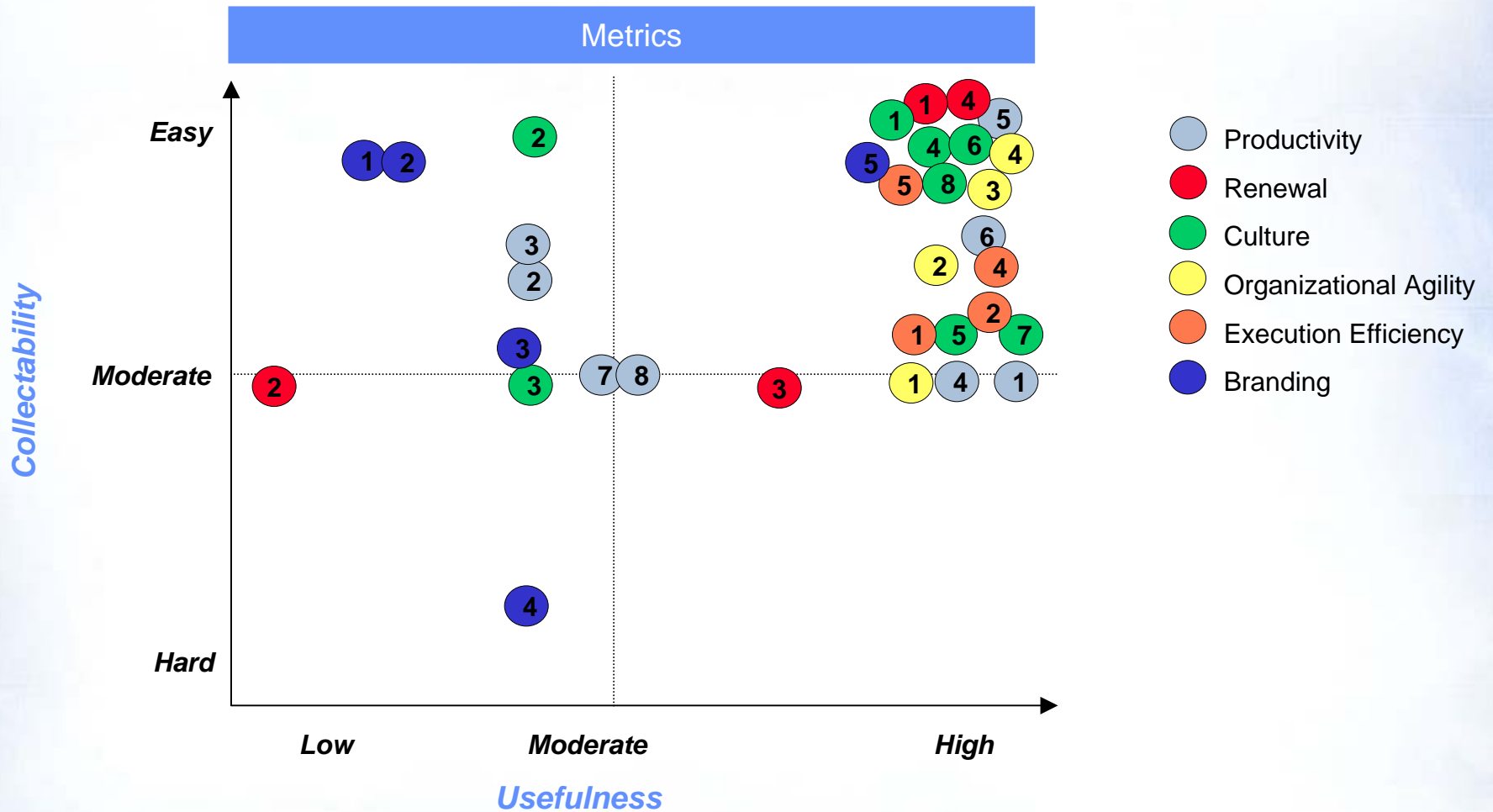


Metrics which are easy to collect and highly useful are preferred

# Metric Evaluation Criteria



# Metric Evaluation Criteria





# Sample Measures

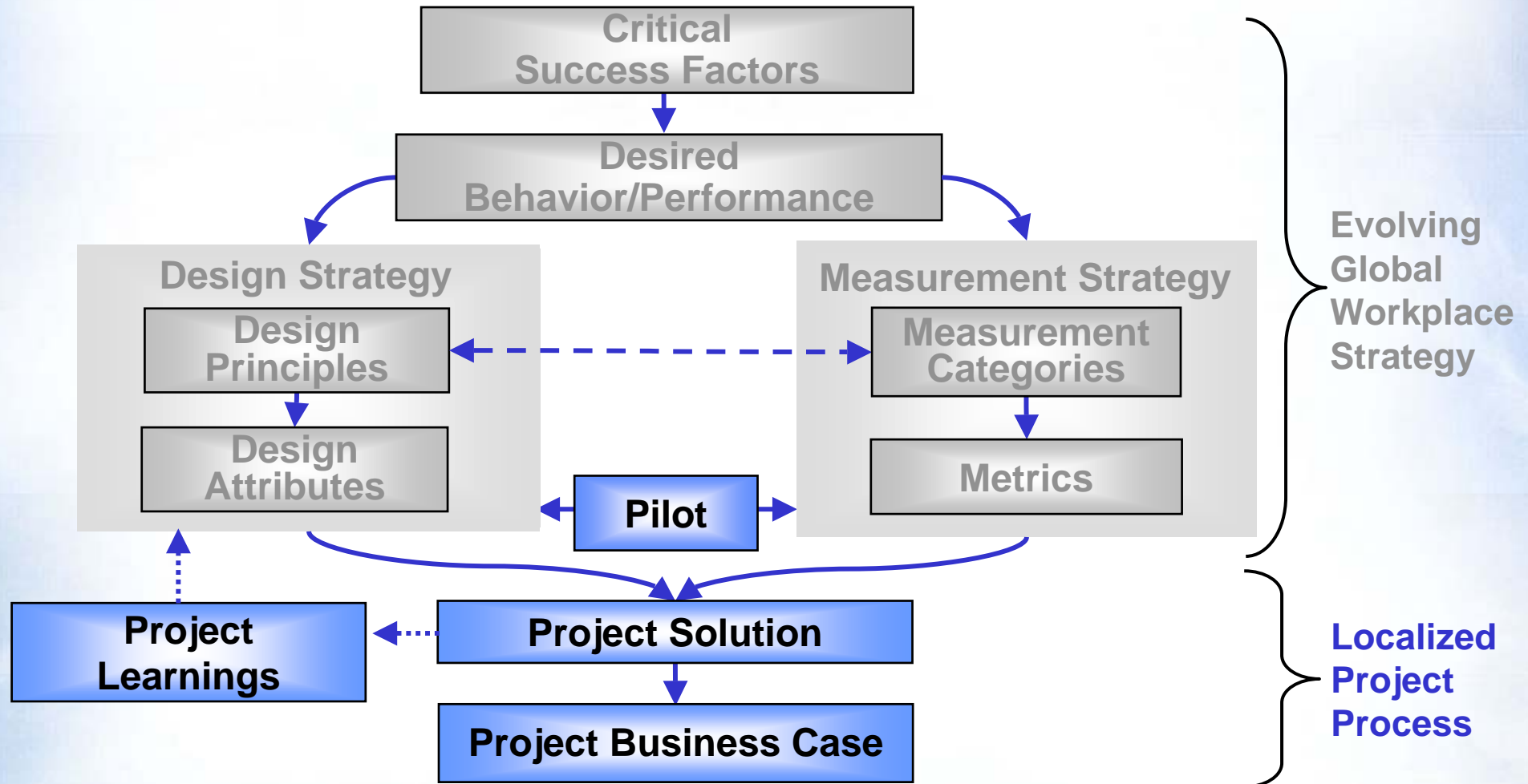
Efficiency Measures	Effectiveness Measures	Change/Enterprise Measures
Quantitative		Qualitative
<ul style="list-style-type: none"><li>• Time addressing IT and space problems</li><li>• Time to “touch down”</li><li>• Turnover rate of key personnel</li><li>• Optimize total cost to implement and total cost to operate</li></ul>	<ul style="list-style-type: none"><li>• Employee/manager perception of performance gain</li><li>• Business/function specific metrics - individual and team productivity</li><li>• Productive time connected to enterprise systems</li></ul>	<ul style="list-style-type: none"><li>• Worker mobility pattern profile</li><li>• Project based - acceptance of change</li><li>• Increase in number of mobile workers</li><li>• Steelcase CbP work dynamic ratings for communication, innovation, learning, work process and decision making</li></ul>

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

# Approach

## Deliverable

## Focus



# 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.**

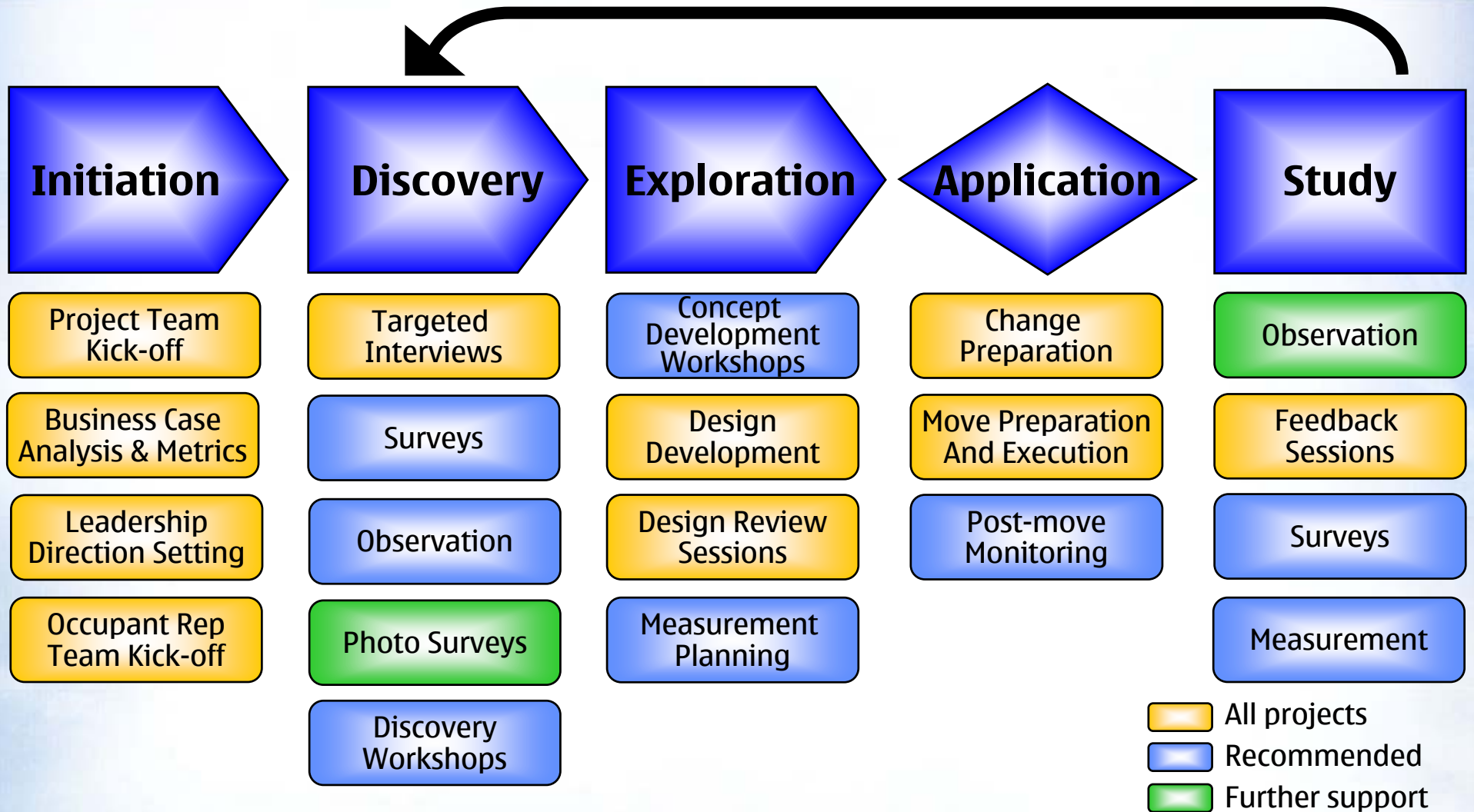


# Objectives for the Nokia Mobile Workplace Lab

- 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”



## Provide Appropriate Work Settings:

Support the different phases of work process from collaborative to individual work.



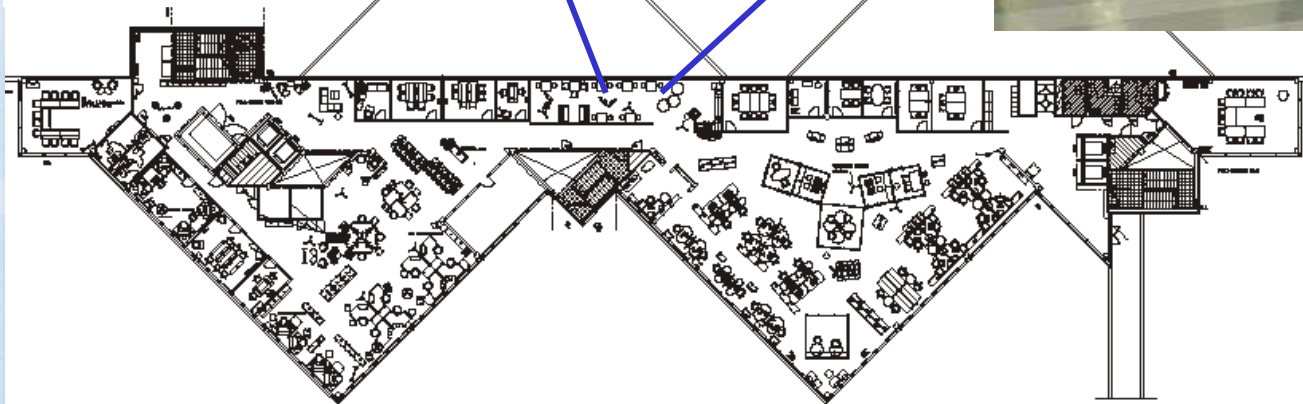
## Flexibility and Adaptability:

Develop an agile work environment that has the ability to rapidly change.



## Foster Innovation:

Provide opportunities for unexpected connections that could generate ideas.





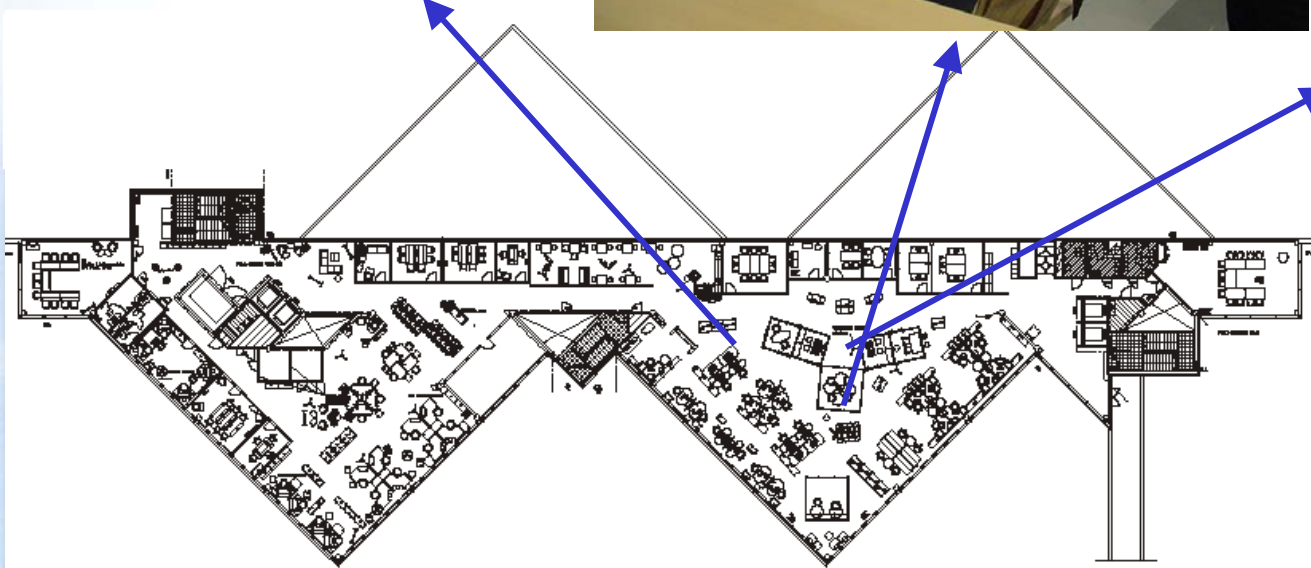
## Provide Appropriate Work Settings:

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



# NOKIA

CONNECTING PEOPLE