Welcome to Living Office

The New Landscape of Work

As we seek solutions to power tomorrow's work, it's clear that the old ways of business no longer serve us. Living Office updates our management, tools, and places, to drive greater connectivity, creativity, productivity, and prosperity.

If you're like many companies we work with, you regularly face challenges related to maximizing the potential of your people while managing costs and staying within budget. You understand that your company thrives because of the talent that drives ideas and execution. When your people are engaged and energized, they can propel your company toward prosperity.[1] But it's not that simple.

We find ourselves in a period of great inflection. Political, economic, social, and technological order has seemingly given way to upheaval and uncertainty. A similar sense of uncertainty also follows us to work.

Vast changes in how, where, and why people work have left many individuals and organizations out of sync.

In businesses around the world the workforce is changing. The expectations of workers are changing. How work gets done is changing. The tools of work are changing. The work itself is changing. In totality, these changes represent a new landscape of work.

The new landscape of work is inherently global—innovation and economic strength are distributed across it.

The new landscape of work exists physically and virtually at the same time.

Any person can connect with any other person, information, idea, or even machine.

The traditional roles of individuals and organizations have blurred as the means of creation and production are increasingly democratized.

The lifecycle of ideas, products, and whole business has accelerated from decades to years, and from minutes to milliseconds.

The result? Individuals and organizations are out of sync. Old methods of managing people and work no longer empower and motivate. Tools and technology are not optimized for the work at hand. Places of work are—if not literally, then figuratively—from another era.

Creating a New Landscape of Work

Management

In the new landscape of work, creativity and idea generation drive value, and humanity is the distinguishing capability. Processes don't create ideas, think up new products, or maintain relationships, people do. Tomorrow's enterprise should be based on the fundamentals of life, not industry

Tools

To succeed in the new landscape of work our tools and technologies must evolve from individuals and information management, to include groups and creativity. These solutions should be so naturally guided and interwoven throughout our physical experience of work that we barely notice their presence.

Places

Tomorrow's offices need to attract, nurture, enable, and retain the talent that will drive innovation and execution, and bring an organization's strategy to life. Through an optimized variety of settings a Living Office will give individuals something that cannot be had anywhere else: a spiritual connection to work and colleagues; a platform for increased productivity and effectiveness; and, a more naturally human experience of interaction and creation.

The Link Between Engagement and the Workplace Environment

From our work with organizations like yours, we've seen that workplace environment affects employee engagement—in ways that might surprise you. For example, research shows that unoccupied space has a negative affect on workers. More specifically, it has unintended and overlooked consequences, including decreased productivity and engagement due to a lack of collaboration and missed opportunities for innovation.

Many companies underestimate how much unoccupied space they have. Our research with Fortune 500 companies shows that, across industries workstations are unoccupied 60 percent of the time, private offices are unoccupied 77 percent of the time, and conference room seating is rarely used to capacity. [2]

These spaces are largely left unoccupied because employees are turning to other alternatives, such as working remotely. Why do they choose to work offsite when face-to-face is still the preferred method of communication for most people?[3] After all, people are social—neurologically hard-wired to connect, in fact.[4] They want the community an office provides.
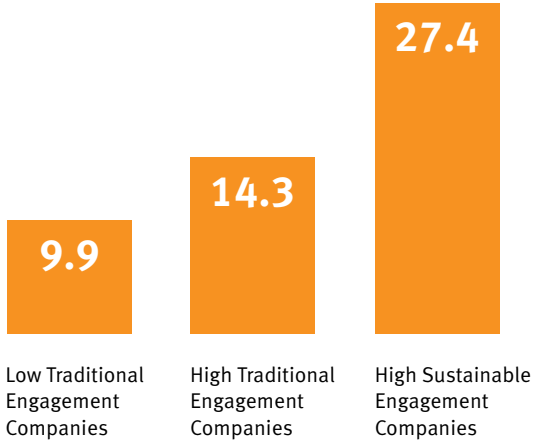
It's when the office hinders their ability to perform that workers choose to go elsewhere, occupancy rates drop, pulling down productivity and collaboration. As a result, only 35 percent of employees worldwide are highly engaged and 26 percent are actually disengaged.[5]

Engagement is the willingness and ability to go above and beyond the requirements of the job. Sustainable engagement is maintaining not only that willingness but also energy over time. Towers Watson recently conducted research about the effects of sustainable engagement on business results.

How Engagement Affects Financial Results
Same-year Operating Margin:
Study of 50 Global Companies

		27.4
	14.3	
9.9		
Low Traditional Engagement Companies	High Traditional Engagement Companies	High Sustainable Engagement Companies

Source: Towers Watson Normative Database © 2012

Sustainable Engagement Boosts the Bottom Line

Towers Watson's Definition of Sustainable Engagement[6]

Sustainable engagement describes the intensity of employees' connections to their organization based on three core elements:

- The extent of employees' discretionary effort committed to achieving work goals (being engaged)
- An environment that supports productivity in multiple ways (being enabled)
- A work experience that promotes well-being (feeling energized)

Towers Watson survey respondents were categorized into four segments:

1. Highly engaged: Those who score high on engagement, enablement, and energy
2. Unsupported: Those who are engaged but lack enablement and/or energy
3. Detached: Those who feel enabled and/or energized, but lack a sense of traditional engagement
4. Disengaged: Those who score low on engagement, enablement, and energy

Employee engagement has a direct impact on the bottom line. "Among companies with high sustainable engagement, average one-year operating margin was close to three times higher, at just over 27%." [7] People who are fully engaged at work will be more effective at delivering on your strategy.

Sustainable Engagement Segments Across the Global Workforce

35%	22%
Highly Engaged	Unsupported
17%	26%
Detached	Disengaged
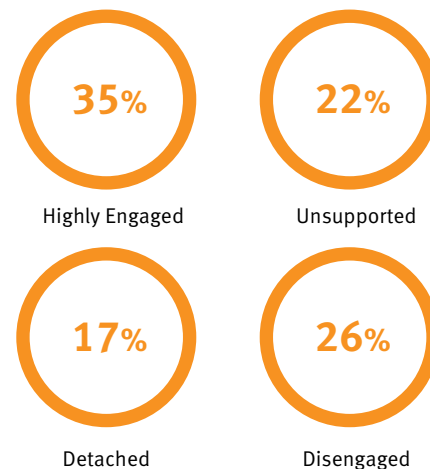
Source: Towers Watson © 2012

Expertise. Process. Results.

After a recently completed place redesign and employee experience visioning for a global consumer brand, 23 percent of employees were able to complete their work more effectively, 19 percent reported a stronger sense of community, and 27 percent felt more valued by the organization.

We have the expertise and proprietary processes to help you create a human-centered, high-performance, vibrant workplace. We specialize in determining what a company needs, given its culture and its goals. The 250 companies we have worked with have all reported improvements in business effectiveness. If your instincts are telling you that your space is underperforming, we can help you build the case for the right kind of change—backed up with the data, tools, and designs to get the job done.

Imagine Your Living Office

We believe that it's possible to create a work environment that increases engagement, revitalizes energy rather than drains it, and actually promotes physical, emotional, and social wellbeing. How? By nurturing a culture that values those things and by aligning the facilities so they support that culture.

If your organization values people and is committed to their wellbeing, you may be interested in our vision of a new kind of workplace founded on the total experience of work.

After a redesign of their work environment and employee experience, a global technology firm found significant increases in trust, communication, and knowledge sharing. In addition to these, their biggest wins were sparking energy and creativity (52%), connecting with others (67%), and relationship building with colleagues (65%). Their space has become a magnet as well as a template for all the space they will create globally for years into the future.

Our proprietary processes can help you foster a culture that engages employees and helps them do their best work. We'll be with you every step of the way to help you envision, measure, create, and curate a work environment that accomplishes business results.

We call it Living Office.

Living Office is a holistic offering of ideas, tools, furnishings, and services. It helps people customize their methods, tools, and places of work to express and enable shared character and purpose. It is based on what is fundamental to all humans and evolves continuously in response to change. It is a more natural and desirable workplace that fosters greater connection, creativity, productivity, and ultimately, greater prosperity for all.

Modes of Work

No matter what kind of work you do, or if you do it alone or together, this is how work gets done. In every workplace around the world you'll find people engaged in the following 10 activities.
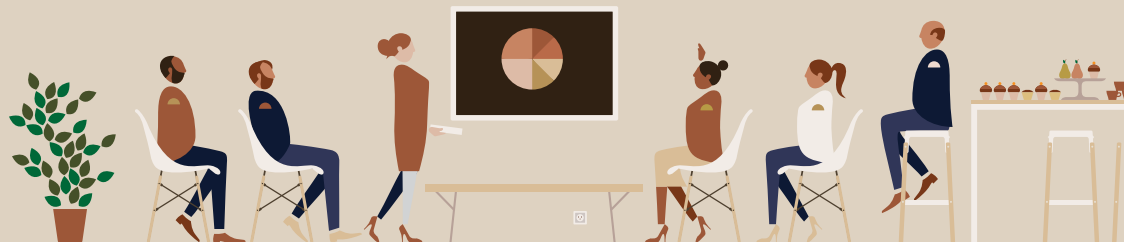
Divide & Conquer
Divide & Conquer happens when a team with a common goal finds it valuable to work on individual components of a project while maintaining close proximity to one another.

Show & Tell
Show & Tell is a planning gathering at which information is shared among teams, with clients and colleagues, or more broadly to the organization.

Warm Up, Cool Down
Warm Up, Cool Down occurs in the time leading up to an immediately following more formally scheduled engagements.

Contemplate
Contemplate is an opportunity for an individual to pause and consider the best way forward in the work, or ignore it momentarily and provide respite.

Together

Chat
Chat is an incidental and impromptu interaction with a colleague.

Converse
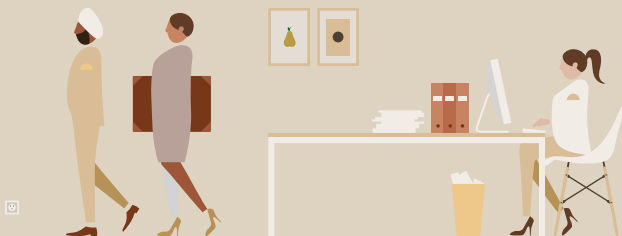Converse is a purposeful interaction between two or three colleagues who address a defined topic.

Co-Create
Co-Create is the generation of new ideas and content among groups.

Huddle
Huddle occurs when a team needs to address an urgent issue, or discuss and receive instructions for a plan of action.

Alone

Process & Respond
Process & Respond is the work generated by work.

Create
Create occurs when a person engages with the specific content associated with their role, solves problems, and develops deliverables.

Creating a Living Office

There is no one-size-fits-all, off-the-shelf solution for an optimal workplace. Each Living Office is unique, based on the distinctive purpose, character, and activities of its inhabitants. Here we examine the ideas and elements that drive
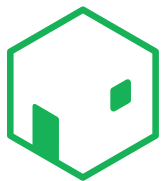
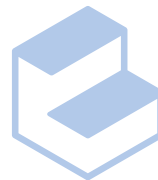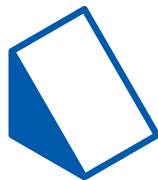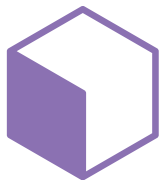|				
Haven	Hive	Jump Space	Clubhouse	Cove

Settings

Living Office provides people with a variety of spaces that are optimized to support work and interaction. We call these spaces settings. Each of the following 10 settings is distinct in its purpose, scale, and sociability. Each may be executed in a variety of ways to enable purpose, express character, or enhance the activities of work.

Haven

A Haven is a small shelter where concentrative, focused work can be done without distractions- and alternatively, a place to unwind.

Modes of Work
Create
Contemplate
Converse

Features
1. Haven is optimized for one person, but may accommodate as many as three in some instances
2. An appropriate vista or view encourages contemplation and inspiration
3. Boundary enables focus
4. Tools and technology are easily accommodated
5. A Haven is easily identified in the landscape

Hive

A Hive takes advantage of co-location to help drive work forward.

Modes of Work
Process & Respond
Create
Chat

Features
1. Adequate workspace is provided for between eight and 24 people
2. Spatial divisions vary according to the character and purpose of the Hive
3. Comfortable ergonomic seating allows people to work and concentrate for greater durations of time
4. Filing and storage may be provisioned based on the l evel of residency

Forum

A Forum is designed to support the presentation of content.

Modes of Work
Show & Tell

Features
1. Audience size may vary from 12 to 100 people
2. Furniture elements are highly configurable
3. Presenter and presentation are the focus of the space
4. A/V capabilities help to engage audience members and remote participants

Plaza

A Plaza acts as the vibrant and dynamic heart of the landscape-a place where people can intuitively take the pulse of the organization.

Modes of Work
Co-create
Divide & Conquer

Features
1. A Plaza accommodates up to 100 people
2. The layout should satisfy multiple modes of work occurring in parallel
3. A view from one end of the Plazato the other encourages interaction and helps people engage
4. Digital displays disseminate information or enable work activities
5. Landmarks and attractions—like food and drink—draw people in and invite them to linger

Cove

A Cove is a compact space within proximity to individual work points or common areas that enables people to assemble and engage with each other for a short period of time.
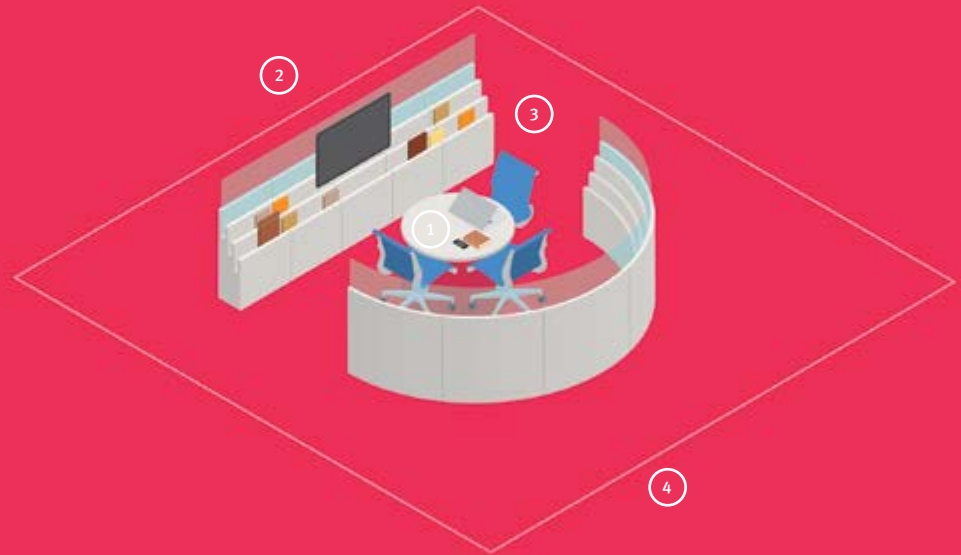
Modes of Work
Huddle
Converse
Co-create

Features
1. Gathering space is provided for groups of two to four people
2. Digital displays allow for remote participation and information sharing
3. Enclosure varies to suit noise levels and participation in digitally mediated conversations
4. A Cove may be placed adjacently to a Hive or Plaza

Meeting Space

A Meeting Space is designed to support information sharing-whether it's a single speaker at the head of the room, or a group of peers talking and listening among themselves.

Modes of Work
Show & Tell

Features
1. Accommodations are provided for four to 12 people
2. Defined edges provide appropriate separation for privacy needs
3. Information needs to be accessible and apparent to people in the room and remote participants
4. Adequate circulation space enables free movement

Clubhouse

A Clubhouse is a working neighborhood that generally belongs to a team assigned to a specific, long-term project.

Modes of Work
Co-create
Divide & Conquer
Huddle

Features
1. Unassigned work points are provided for 10 to 16 people on a team or sharing a project
2. Multiple postures and work types are accommodated simultaneously and within proximity
3. The content and context of the work are present for people to share and ideate further
4. Enclosure varies dependent upon the character and purpose of the group and work being done

Hive

A Hive takes advantage of co-location to help drive work forward.

Modes of Work
Process & Respond
Create
Chat

Features
1. Adequate workspace is provided for between eight and 24 people
2. Spatial divisions vary according to the character and purpose of the Hive
3. Comfortable ergonomic seating allows people to work and concentrate for greater durations of time
4. Filing and storage may be provisioned based on the l evel of residency

Landing

A Landing is an open perching sport adjacent to Meeting Spaces or Forums.

Modes of Work
Warm Up, Cool Down

Features

1. A Landing is a gathering space for two to four people
2. Landings are located outside of Meeting Spaces and Forums
3. A standing-height table anchors the setting and offers a place to perch temporarily
4. Not enclosed, but boundaries are important to avoid disruption to adjacent spaces
5. Design cues extending from the adjacent Meeting Space encourage contextual memory
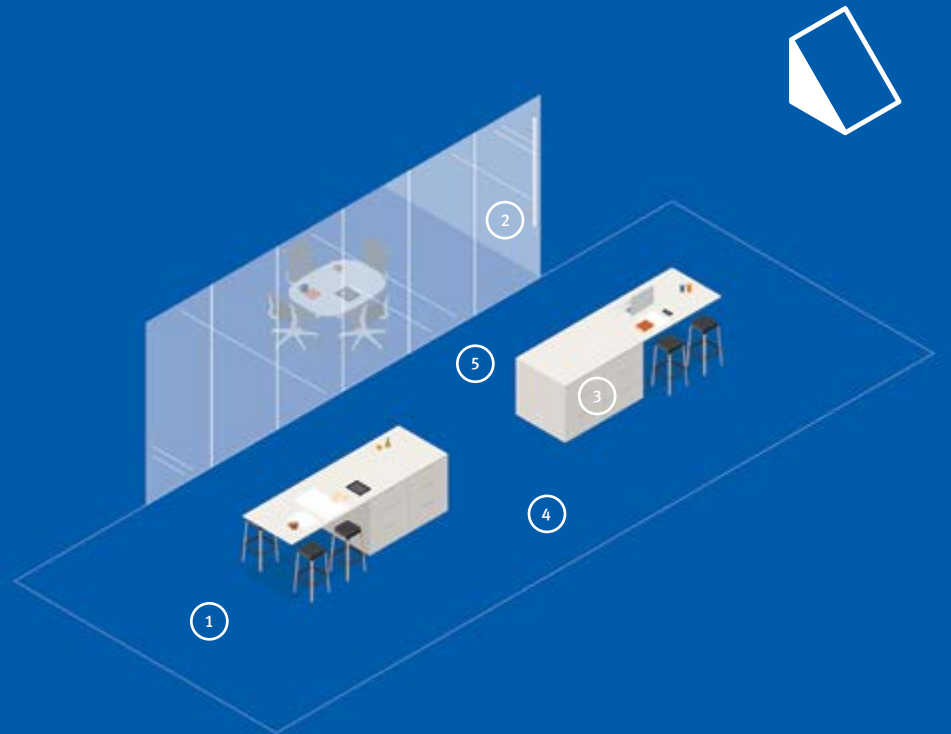
Workshop

A Workshop is the ideal setting for people to work together to generate new ideas and drive their work forward.

Modes of Work
Co-create
Divide & Conquer

Features

1. Ample room is provided for groups of four to 16 people
2. Circulation space encourages movement of people and furniture
3. Sharable vertical surfaces enable information display and idea generation
4. Multiple postures and variation of furniture enable different modes of work
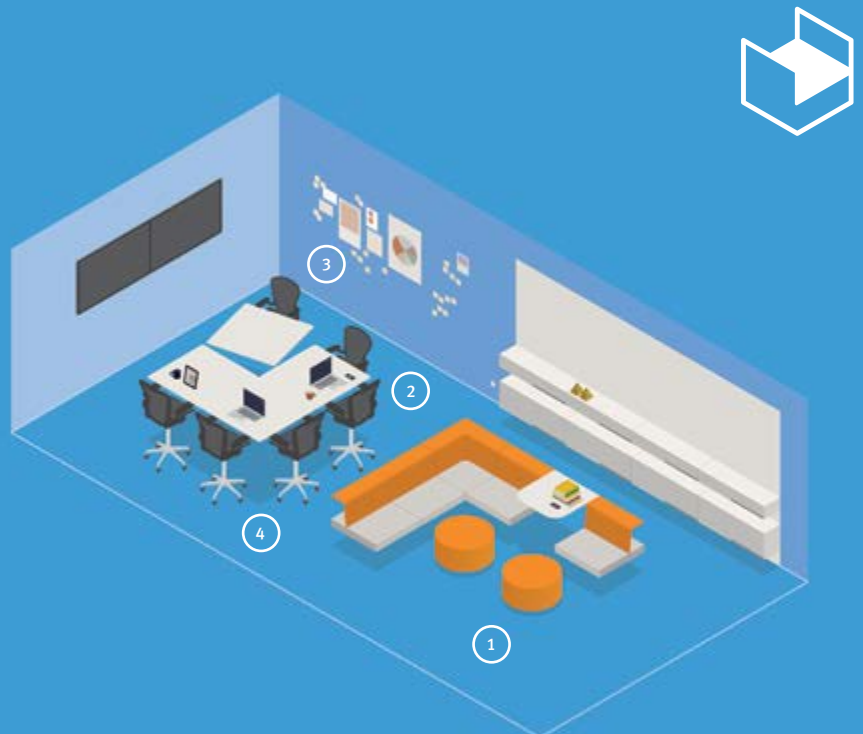
1. "Engaged employees are more productive and deliver higher customer service, which results in greater financial success for their employers. As successful organizations grow, their employees enjoy new opportunities," which leads to even higher engagement. 2012 Employee Engagement Trends Report, Quantum Workplace, p. 9. This report also says, "Research has long shown that engaged employees lead to more successful companies," but it doesn't include citations.

2. http://www.hermanmiller.com/content/dam/hermanmiller/documents/research_topics/SpaceUtl.pdf

3. Corporate Real Estate 2020, CoreNet Global, May 2012, p. 24, citing HMI's Brian Green's research.

4. http://www.wcwonline.org/Research-and-Action-Report-Spring/Summer-2007/the-human-brain-hardwired-for-connections

5. Towers Watson, Global Workplace Study 2012, p. 4.

6. Towers Watson, Global Workplace Study 2012, p. 5.

7. Towers Watson, Global Workplace Study 2012, p. 8.