**The New Leader**

How lessons from
biology breed agility

**Smart + Connected
Spaces**

Driving the wellbeing
of people

**Inside China's C-suite**

Setting the stage for innovation

# 360°

# The Office Renaissance

—

A Rebirth.
And Why It Matters.

**About This Issue**

For years, many have predicted the death of the office. Mobile technology allows us to work anywhere, so why do you need an office at all? Yet as the world becomes more complex, the places we work have never been more relevant. Work is a social activity and people need places to come together to solve problems. The office isn't going away—it's in the midst of a renaissance, where workplaces are becoming something fundamentally different.

In this issue, we explore the rebirth of the office and how workers are rebelling against the sea of sameness that defined many workplaces. This cultural movement is redefining the workplace; creating a more human-centered experience that enriches the emotional, cognitive and physical wellbeing of people. The office renaissance is about creating meaningful places for people to work—places that feel good, but also perform, by harnessing new embedded technologies that help people navigate the complexity of work.

One area in the office that is ripe for change is the executive suite. This issue shares the latest findings by Steelcase researchers on the new ways leaders need to work, and how to create the next generation of leadership spaces to foster agile, adaptive cultures and resilient organizations.

# 360°

**Exploring workplace
research, insights and trends**

360.steelcase.com

## Content

## Features

# Meet people who contributed ideas to this issue.



"Good design, at its core, is about creating great experiences and solving real problems. In workplaces, this means celebrating versus compromising human needs for freedom, choices and inspiration."

**JAMES LUDWIG**
Vice President, Global Design, Steelcase Inc.



"Offices are more than just real estate, and their effectiveness is about more than just space efficiency. At their best, workplaces have tremendous power to unlock people's potential. User-centered workplace design can authentically communicate organizational values, unify the culture and engage employees. It's really about living the brand."

**CHERIE JOHNSON**
Director, Global Design, Steelcase Inc.



"Designers are continually assessing the 'rightness' of things around them. Time passes, and our sense of what is relevant, meaningful and appropriate shifts. For the first time ever, many of our customers are saying, 'I'm ready to make a big change.' Isn't that great? Everything's right out there in front of us, and we have an opportunity to do some really incredible things."

**BRUCE SMITH**
Director, Global Design, Steelcase Inc.



"Cultures all perform differently. For executives in China, we see that hierarchy is evolving, but it won't go away because it's deeply embedded in the culture. This means that effectively addressing a Chinese CEO's workplace needs requires a balanced approach—adding in more performance while also maintaining an impressive appearance."

**ELISE VALOE**
Manager, WorkSpace Futures, Asia Pacific + Foresight



"There's a shift in values happening. Instead of relying on their offices to reflect and project status, more leaders are becoming change agents. They're interested in leveraging space to improve their own performance and to move their organizations forward. It's essentially about carrying out their own best work and empowering others to perform at their best, too."

**PATRICIA KAMMER**
Senior Design Researcher, WorkSpace Futures, Steelcase Inc.



"We have shared our own leadership journey, research and insights over the years to communicate what we're learning. As we've become a globally integrated enterprise, our leaders have recognized the need to evolve the culture and the space to support it. It's that connectedness between business, process, culture and space that helps companies continue to grow and remain relevant."

**JULIE BARNHART-HOFFMAN**
Design Principal, WorkSpace Futures, Steelcase Inc.



"The patient-centered care movement emphasizes collaboration between physicians and patients, but many of today's exam rooms do not easily facilitate interactions that promote trust-based relationships. Based on our observations and research, we're proposing a new environmental design and product solution that encourages a model of care called mutual participation."

**PATRICIA WANG**
Researcher, WorkSpace Futures, Steelcase Health



"Our latest insights around exam rooms have important implications for patients, physicians and care partners. Multiple trends including chronic health conditions, an aging population and increased patient visits necessitate a new environment for interaction that incorporates technology as well as trust."

**CAROLINE KELLY**
Principal Researcher, WorkSpace Futures, Steelcase Health



"As humans we are intrinsically connected to the spaces and places around us, whether we are conscious of it or not. Though often overlooked and undervalued, design plays a significant role in how teachers teach and how students learn. Intelligent and intentional design throughout a school campus is essential for the engaging experiences that lead to student success."

**AILEEN STRICKLAND MCGEE**
Researcher, WorkSpace Futures, Steelcase Education

There was a time… when companies put their most valued employees in palatial offices, with potted plants in the corner, and secretaries out front guarding access.

Those offices were suburbs—gated communities, in fact—and many companies came to realize that if their best employees were isolated in suburbs they would be deprived of public acquaintanceship, the foundations of public trust, and cross-connections with the necessary people.

Malcolm Gladwell,
Excerpt from The New Yorker
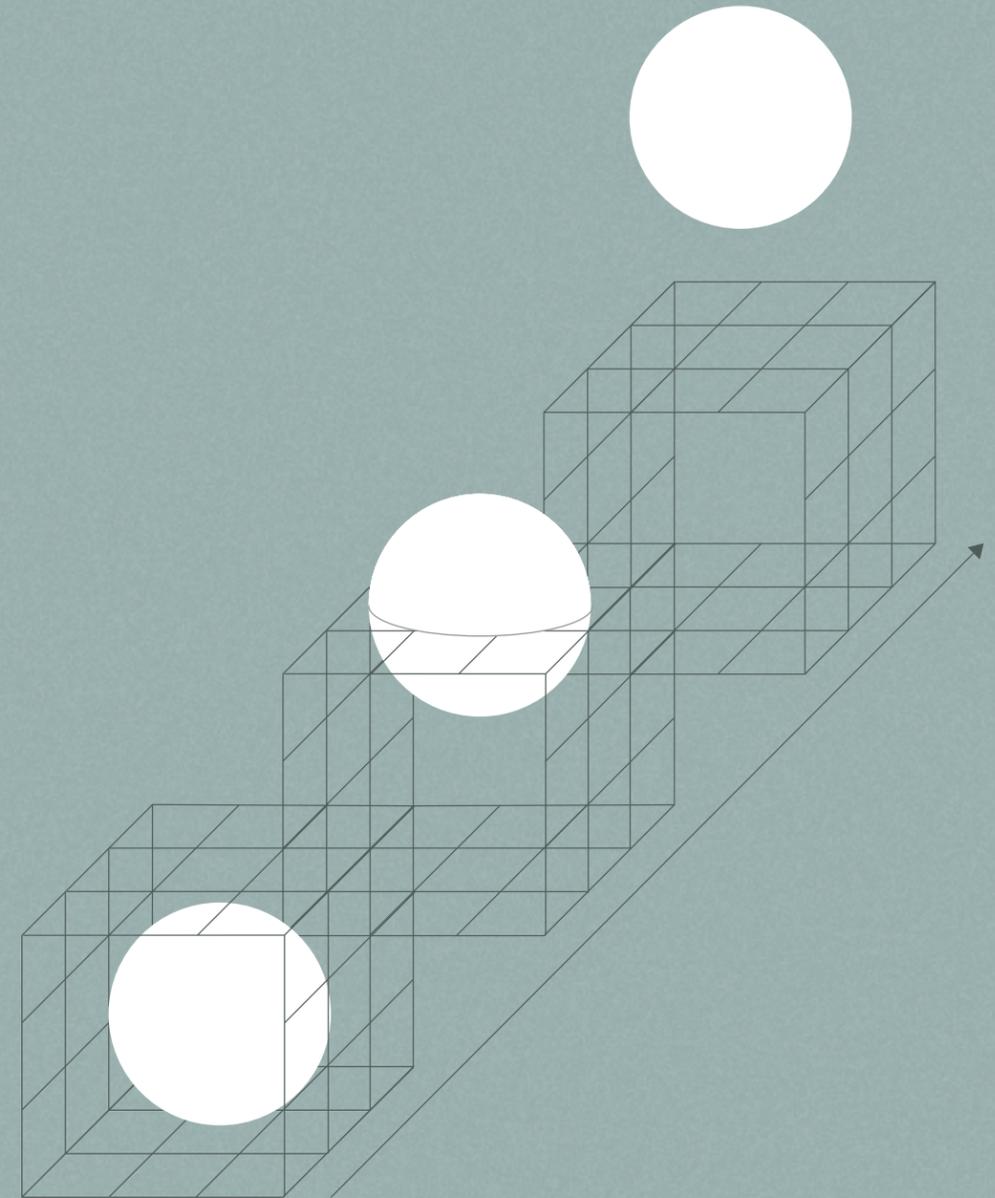
As complexity, uncertainty and employee disengagement escalate, executives at leading organizations realize that achieving success and even survival in today's global business environment requires radical change. Enlightened leaders are fundamentally dismantling the orderly processes and protocols of the past to create more inclusive and connected organizations—organizations that are better able to attain the big-picture intelligence and purposeful engagement that are so necessary for successful adaption to the disruptive realities of today. As they adopt new ways of working, many executives quickly discover that their offices feel out-of-date and constricting.

**Could a different type of work setting enable new ways of leading?**

Organizations operate in an increasingly complex world, and there's unprecedented uncertainty about the best way to lead.

New style of leadership: broader employee engagement and new, more agile models.

**70%**
A2

70% of leaders report that the rate of change has increased and they expect further increases in the next three years.

**27%**
A4

Only 27% of incoming CEOs believe their organizations have the right resources or programs to support them.

**70%**
C1

The average manager has 70% more direct reports than in 2009.

**66%**
A1

66% of CEOs see more threats to their business today than three years ago. Only 27% are confident that global economic growth will improve during 2016.

**600%**
A3

Mounting volatility: Public companies in the U.S. are disappearing at a rate that is 600 times greater than 40 years ago.

**59%**
C3

59% of CEOs believe top talent prefers to work for organizations with shared social values.

**84%**
C2

84% of employees in the U.S. now work in matrixed organizations.

**$50ᴮᴺ**
A5

Up to $50 billion is spent per year on leadership development in the U.S. alone.

**41%**
C4

41% of CEOs plan to change their workplace culture to attract, retain and engage talent.

**Ø**
B1

The global average age of CEOs is 55 years.

**2.2%**
B2

Globally only 2.2% of CEOs are women.

**48%**
C5

48% of CEOs see the need for more decentralized decision-making.

**58%**

58% of CEOs join their companies from another in the same industry. 80% were born in the same country as their company headquarters and 65% have no experience working abroad.

**80%**
C6

80% of CEOs are experimenting with alternative business models or considering it.

**50%**
B4

Increasingly CEOS have similar educational backgrounds. The number of CEOs with MBAs has increased by 50% since 2003.

Conventional norms and a lack of diversity among decision-makers hamper an organization's ability to adapt to rapidly-changing conditions.

**Sources** A1.PwC Annual Global CEO Survey, January 2016  A2.CEB Executive Guidance for 2016  A3.Harvard Business Review, January-February 2016  A4.McKinsey Global Study 2015  A5.Jeffrey Pfeffer, "Leadership BS: Fixing Workplaces and Careers One Truth at a Time," HarperCollins, 2015  B1. Capital IQ database, 2015  B2.Strategy + Business, May 2014  B3.StratEgy + Business, May 2014  B4.Strategy + Business, May 2014  C1.Corporate Executive Board Study, 2013  C2.McKinsey Quarterly January 2016  C3.PwC Annual Global CEO Survey, January 2016  C4.PwC Annual Global CEO Survey, January 2016  C5.IBM Global C-Suite Study 2015  C6.IBM Global C-Suite Study 2015

Today's leaders must navigate an economic environment that is far more complex and unpredictable than in the past. **Traditional hierarchy-based management practices that previously propelled success can no longer keep pace with the constantly shifting business landscape.**

**As leaders seek ways to address this new reality, they can take a cue from complex adaptive systems in nature**, such as coral reefs, prairies and rainforests. Made up of highly-interconnected-and-interdependent parts, these systems can quickly adjust and adapt to survive.

**The physical workplace is an important** agent within an organization that can enable openness, transparency and flexibility, helping leaders create the conditions for an **engaged, agile and resilient workforce.**
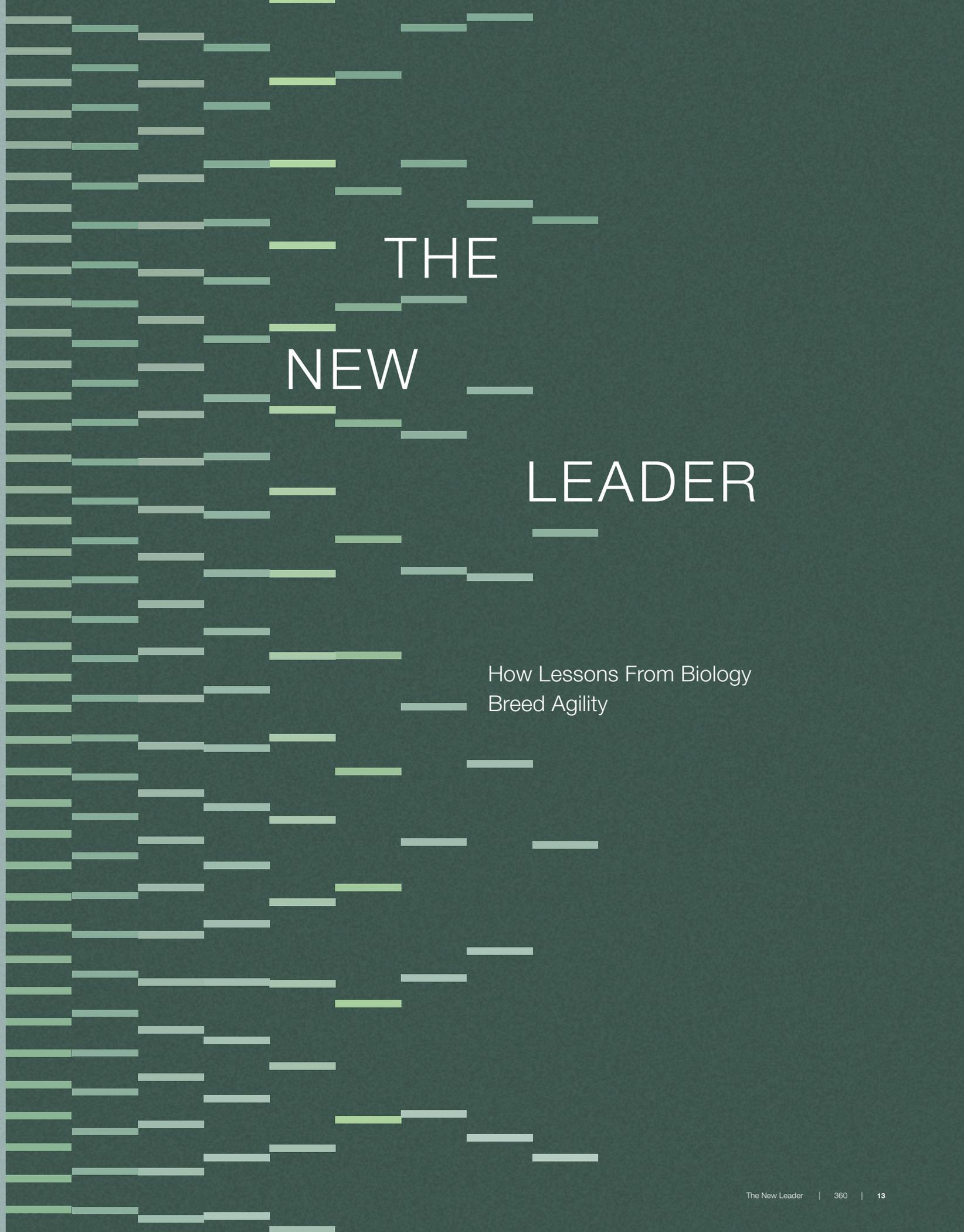
# THE
# NEW
# LEADER

How Lessons From Biology
Breed Agility

Within complex adaptive systems, such as rainforests, coral reefs or prairies, survival depends on its ability to morph and change. Individual elements interact dynamically and react to stimuli as they occur.

Although elements act in parallel, there is no centralized control mechanism that governs behaviors within the system and behaviors change in response to stimuli within an always changing environment.

Aspiring business leaders may find that taking a course in biology will serve their companies better than focusing on the standard business curriculum. That's because successful organizations today are more like a complex adaptive system found in nature and less like hierarchical organizations with military-like command and control structures that past generations of leaders managed.

Systems in nature are made up of highly interconnected and interdependent parts to adjust and adapt as conditions change in order to survive. They cope with unpredictable phenomena by getting feedback from their environment and then changing to meet the new conditions they face. Progressive leaders in today's dramatically changed business climate are looking to nature as they seek to deal with complexity in new ways and create more adaptive, resilient and engaged organizations.

The risks and rewards inherent in times of change are well known to senior leaders, who have to seize opportunities for growth while sidestepping pitfalls. But there's a big difference between being aware of a complex, rapidly evolving business landscape and taking successful action to leverage it—especially when the ground beneath them seems to be constantly shifting.

As leaders seek new ways to help their organizations become more agile, many of them have not yet understood or embraced the new biology of their organizations, or considered leading it in fundamentally different ways. And many have not yet recognized that one of the "agents" in their complex adaptive system is the physical workplace, which can be used to help shape new, agile behaviors—or reinforce the ways things have always been done, slowing adoption and hampering organizational resilience.

For over 20 years Steelcase has researched the changing nature of work, including the disruptive elements impacting leaders, using its own leadership spaces as a laboratory (see p. 28). Designed as prototypes to test theories and push the boundaries of how work happens, these spaces have resulted in radically reimagined ways of working and leading, both as individuals and as a team of leaders. The latest research has identified how physical space can help executives lead their organizations like a complex adaptive system and, in turn, reshape the culture and organizational performance overall.

## The New Business Landscape

The latest IBM C-suite study dubs today's increasingly complex business environment as "the age of disruption," in which it's difficult to predict what's coming next, or where it's coming from. CXOs around the world point to the threat posed by "digital giants" flexing their technology muscle in new industries, supplanting known competitors, and "ankle-biters," agile startups that seem to come out of nowhere and redefine the market.

Today leaders also have to navigate a globally interdependent ecosystem to a far greater degree than their predecessors. While this deep global reach has created greater opportunities, it also exposes organizations to a complicated web of laws, languages, customs, regulations, cultures and other market realities.

This new global landscape requires organizations to quickly pursue new ideas and opportunities, but to do this employees must act as resilient, agile "agents" in a complex adaptive system: interacting, learning, adapting and responding to change. Yet leaders face a major barrier – a workforce in which the largest employee segment, 37 percent, is disengaged, simply doing enough work to get by, according to a two-year study by Steelcase and global research firm Ipsos, "Engagement and the Global Workplace" (to learn more about the key findings in this study visit www.steelcase.com/globalreport).

**34%**
of employees are engaged

**Global Employee Engagement**

**37%**
of employees are disengaged and simply doing enough work to get by.

**29%**
of employees are wavering between engagement and disengagement
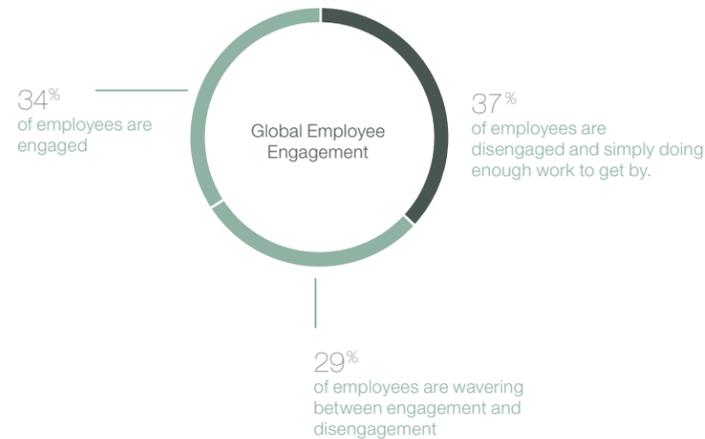
But there is good news: 34 percent of employees are engaged and want to work in new ways, seeking meaningful work and workplaces that enable them to make meaningful connections. And the 29 percent of employees wavering between engagement and disengagement can be within reach for leaders who take proactive steps to address what employees really want and need in their work experiences.

Today's leaders must navigate a complex global landscape that exposes organizations to a complicated web of laws, languages, customs, regulations and cultures.

Leaders need to manage large numbers of internal and external relationships that span organizational and geographic boundaries. It not only requires an ongoing juggling act, but also amplifies the degree of mobility required to lead an organization today.

## A Balancing Act

Employee engagement and a daunting business climate aren't the only challenges facing leaders today. There is a myriad of other obstacles they must overcome to improve their employees' and overall organizational performance, as well as their personal performance. The difference between leaders and everyone else, explains Patricia Kammer, senior design researcher who led a global exploration on leadership, is "two defining characteristics: the breadth of their influence—the ramifications of their actions can impact the entire organization, and even the industry—and their need to immerse deeply in a wide range of topics every day. These dual realities put extreme pressure on executives to make every moment count."

Kammer and a team of Steelcase researchers and designers interviewed and observed work behaviors of executives over the course of two years to understand the challenges they encounter and how they need to work differently. They saw that executives are facing the same onslaught of information that most employees are experiencing—only more. Leaders are coping with "infobesity" and need to quickly winnow out extraneous data to find information of value. Leaders can't rely on information making its way up the chain of command and yet know that they can't fall into the trap of trying to know everything themselves, so they need to rely on their expert networks, internally and externally. Dealing with information that is often sensitive or confidential causes a balancing act for leaders who also need to be accessible and visible.

The Steelcase researchers also noticed that the breadth of the work leaders are doing results in rapid context shifting, requiring a mental reset for each new meeting that fills their jammed schedule. The pace of work has accelerated for everyone, and for global executives who are in constant demand, schedules have become even more fragmented and extended to span multiple time zones.

Leaders need to manage large numbers of internal and external relationships that span organizational and geographic boundaries. It not only requires an ongoing juggling act, but also amplifies the degree of mobility required to lead an organization today. Being "on" and available to more audiences creates additional pressures on them. "Meeting with everyone who wants to see me is impossible. I want to be accessible, but there are not enough hours in the day," according to one executive. "You can get hijacked by email," said another.

All that mobility, time-zone hopping and schedule juggling takes its toll. Although today's highly nomadic leaders frequently say they can work anywhere, doing so can actually undermine their reasons for doing it: Instead of gaining energy, insights and inspiration from others, they risk becoming cognitively overburdened as they strive to heroically work longer and harder. Some of the first things that get sacrificed are the activities leaders need to rejuvenate and gain the physical and mental stamina required to do their jobs. "It's really all about managing your energy: physiological, emotional, mental and spiritual—that whole realm of purpose, meaning and motivation," said one executive.

Another frequent casualty is the loss of connection with people—not only with their employees, but with their executive peer group. Without these interactions, leaders can't develop a panoramic perspective and broad organizational intelligence. Rather than working collaboratively as a leadership team, they risk inadvertently working at cross-purposes.

# The Private Office Conundrum

While everything seems to be changing around leaders, either by choice or circumstance, one thing that is fairly enduring are their offices. The vast majority of leaders work in traditional, private offices according to the Steelcase Global Report; 58 percent work in private offices compared to 23 percent of employees. While that disparity is probably not surprising to most, it begs the question of whether leaders have considered the possibility that their workspace could be a catalyst for the type of change they are trying to implement.

Steelcase talked with
leaders around the
world to learn what
changes they see
happening within
the workplace and
asked the question:

# How do you think the physical work environment needs to change to support the way people want to work today?

"CEOs ought to ask their people what they think. How do they view things? This flexible way of working—you can work outside, work inside, work wherever— requires you to trust your people. You give people projects and expectations, and if they accomplish that sitting outside rather than at a desk, who cares?"

Kurt Darrow
CEO, La-Z-Boy, United States

"We realize that everybody is different. One person enjoys working in a coffee bar, another constantly wants to be on the move and a third one likes to sit on the floor. Again, this office is a meeting place. By offering different spaces and possibilities, everyone can find their feet. And if research shows that most people like to do their work in a coffee bar, then why not build a real coffee bar with great coffee?"

Manon Van Beek
CEO, Accenture, Netherlands

"Today, many people are working individually and simply following direction from leadership blindly. By not offering their own opinions because they are afraid of being laughed at or getting in trouble, the organization loses their good ideas and a source of inspiration.

A new work environment can create spaces to help people relax, contemplate and foster open communication, but also encourage new ways of thinking, bringing more challenges and new opportunities."

John Gao
General Manager, Jiangsu Chemk
Co., Ltd., China

"The workplace needs to enable collaborative work, and it needs to entice people to get together. Give the workforce a physically comfortable environment with technology that enables team members to share information easily and you get a boost in productivity and efficiency."

Gilbert Soufan
President, Cyviz, Middle East and Asia

Many leaders believe the traditional private office is essential for them to do their jobs. They cite the need for handling confidential information, but also for accessibility. "My office is the place where people come and we work together," explained one CFO. "I have an open door policy, so people always know where they can find me and I can find other leaders I need to work with."

While grouping leaders in aisles of executive offices with administrative assistants on guard or creating executive dining rooms can bring leaders in closer proximity to one another, it can also separate them from what's really happening in their organizations. Employees worry about disrupting busy executives and often feel uncomfortable or even unwelcome in these leadership offices.

While executive suites are still the norm, leaders are spending more time working anywhere and everywhere, knowing they can't afford to be isolated from employees who have their fingers on the pulse of the organization. They're seeking ways to be more in touch with what's really happening. To make a clear statement, one executive said he replaced opaque

Where Leaders Work

58%
of leaders work in
private offices

23%
of employees work
in private offices
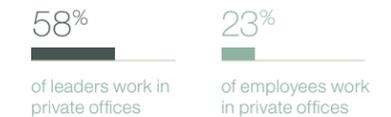
The vast majority of leaders work in private offices, according to the Steelcase Global Report; 58% work in private offices compared to 23% of employees.

walls in his office with glass. "I want people to see me working with lots of different people, I want our work to be exposed," he explained.

Another CEO who participated in the study intentionally moved out of the traditional, 300-square-foot office that he inherited to a smaller office on a lower floor. "It was symbolic for me to come downstairs, I'm trying to break down the hierarchy," he explained. "Too much decision making has been going down the chain of command. That's not the best way to run a business. I don't have all the knowledge that other employees have to make the decision, and it slows us down."

"In the past, executive offices were seen as a reward for high achievement and played a significant role in representing status and hierarchy," notes Kammer. "Now and in the future, it's clear that physical space must work harder to support leaders' work practices and help them achieve their peak performance."

"As our environment becomes more complex, instead of thinking about how to reengineer the organization, we need to think about how to reinvent it, over and over."

Jim Keane, CEO, Steelcase Inc.

### Cultivating the Environment

In this ever-changing business environment, top executives are rethinking how to lead and create more robust organizations. By understanding business as a complex adaptive system, organizations can foster resilience and thrive in the midst of unpredictable circumstances. The model of adaptive systems provides insights for how to deploy key resources, especially people, in fundamentally different ways.

One of the most radical shifts is recognizing that adaptive systems are distinguished by distributed decision making, rather than central control. In this environment, people are not part of a rigid system, waiting for direction from people above them in the chain of command. Rather, they need to rapidly and continually adjust in response to the feedback they receive in order to thrive in dramatically changed circumstances. Unlike more rigid systems, adaptive ones rely on a regular flow of feedback from their larger environment to help them respond and change.

Even the military, which has functioned for centuries under a command and control hierarchy, is reconsidering how to morph into a more adaptive system.

Leaders must shift toward "enabling rather than directing," advises General Stanley McChrystal, author of "Team of Teams," in which McChrystal shares the lessons he learned while trying to combat a highly agile and adaptive enemy. "The leader acts as an 'Eyes-On, Hands-Off' enabler who creates and maintains an ecosystem in which the organization operates."

"The purpose of leaders used to be to distribute power and resources to drive optimization," says Steelcase President and CEO Jim Keane. "But as our environment becomes more complex, instead of thinking about how to reengineer the organization, we need to think about how to reinvent it, over and over. And, crucially, instead of continuing to drain the meaning out of people's jobs, we need to think hard about how to continually reenergize and engage our teams."

# Space as Body Language

Designing leadership spaces

To gain a deeper understanding and test emerging concepts, last year Steelcase researchers and designers began working with the company's executive team to envision the next evolution of leadership spaces and to test that plan in a new Leadership Community. The team has trialed new concepts for its executive spaces for over 20 years, making the radical shift in 1995 from private executive suites on the top floor to an open-plan space on a more accessible floor. Two iterations later the team recognized it was time to explore new territory.

"Space is the body language of an organization," says Julie Barnhart-Hoffman, design principal, WorkSpace Futures. "It's a way to communicate and a way to provoke desired responses." Executives may not have thought about what their space is communicating to the organization, potential employees, outside partners, investors or other stakeholders. But it's clear that in some organizations there is a disconnect between the words they use to communicate their desired culture and the message that their space is sending.

"How we organize physical space says a lot about how we think people behave; but how people behave is often a by-product of how we set up physical spaces," writes McChrystal. He noted that his team needed a space that fostered a "networked flow of ideas" and promoted more interaction rather than separation.

"We were charged with creating a new leadership space that would be an iconic symbol of the cultural change happening in our leadership team and in our entire organization," explains Barnhart-Hoffman. "It needed to be a space that celebrates openness and interconnectedness."

The Steelcase team identified key principles for designing leadership spaces that can foster an adaptive culture.

### Nurture the Individual

There is a link between physical health, mental health and cognitive performance. Executives need to manage significant stress from the performance pressures they face. Environments that help executives manage stress and promote their wellbeing can enhance their cognitive processes.
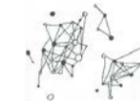
### Space as Synapse

Executives face even greater challenges in maintaining relationships and informational connections, especially in globally integrated organizations. Leadership spaces can be designed to help facilitate better connections between people and information, while providing remote executives with a virtual presence more similar to the experience of leaders who are physically present in the space.

### Enable Transitions

Executives are challenged with the need to constantly switch informational contexts throughout the day. Time is also a critical resource. Physical spaces can help accelerate contextual immersion and support leaders getting into flow faster.

## Changing the role of leadership spaces

The Steelcase leadership prototype had goals that were both universally applicable and specific to the organization. One example of a common problem is to better coalesce a globally distributed executive team. Notes one remotely located leader, "I often found that when we met on video the way the space was organized made it difficult for me to be noticed when I had something to contribute to the conversation. I had to raise my hand when I wanted to speak, which didn't make me feel like an equal participant."

Keane specifically wanted to change the role of the leadership space to support the cultural transformation underway in the organization. "I wanted my team to be in an environment that would support and speed our evolution from being top decision makers to

what I describe as being curators of the environment," notes Keane. "Instead of making all the decisions, as curators it's our job to listen to the pulse and attend to the context, to see opportunities and empower our employees to do what they are equipped to do best."

A key decision was to continue the executive team journey from higher level floors, which could become isolating without much employee traffic, and move the team to a main-floor crossroads of the campus. Encouraging employees to work in the space too or, at the very least, make it a regular pathway is intended to help leaders be more attuned to a broader context, learn about developments faster and be accessible for impromptu conversations with employees and visiting customers.

# Leadership Spaces
# An Evolution



**Steelcase**     **1985**

On the top floor of corporate headquarters each leader had a traditional private office and secretary just outside the door guarding access. The executive suite was rarely a destination for employees.

**1995**

The executive team moved down a floor into an open-plan environment organized with an activity-based planning design.

Individual work settings surrounded an open area called "The Egg," equipped with technology for information sharing and team meetings.

**2005**

The second leadership community included enclosed enclaves for focused work or one-on-one discussions and team spaces for collaboration, including videoconferencing.

A large scale display showed run-the-business metrics and a central cafe encouraged informal interactions.

**Today**

Steelcase's leadership community is in a highly accessible, high-traffic area on the main level of the company's Learning and Innovation Center.

Casual environments available to all employees are integrated into the ecosystem for work or informal discussions with leaders.

Administrative assistants sit together as a team versus alongside leaders, and several executives share administrative support.

The company no longer has one headquarters building. Leaders are distributed in four business centers on three continents.
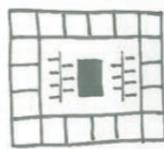


**Design**     **1985**

Manufacturing-inspired business models emphasized clearly defined functional divisions and hierarchy.

Technology was minimal, including desk phones, electric typewriters or word processors and early versions of personal computers.
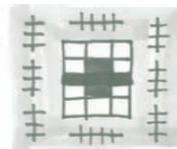
**1995**

Management objectives shifted focus from responsibilities to results.

Desktop computers were prevalent; early mobile devices included pagers and schedulers.
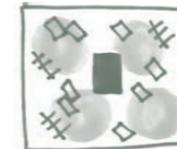
**2005**

Laptops, tablets and cell phones enabled mobility.

Informal, social interaction was increasingly recognized as a high-value work mode.
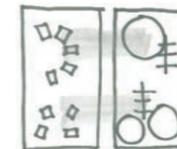
**Today**

Technology connects people throughout the world and allows work to happen anywhere.

Purpose, organizational culture and values provide stability and give work meaning in a constantly changing business context.

# Steelcase's Behavioral Prototype

Case Study

The Steelcase executive team recently moved into its new Leadership Community. Like other Steelcase workplaces, it's considered a behavioral prototype – a fully built-out environment where concepts can be tested and evaluated in actual use over time. Embedded technologies and observational research are yielding data and insights into how the space is being used and how it supports performance, building a growing repository of workplace knowledge.

"Our research confirmed that no single setting can solve for the diversified needs of executives today. We realized the need to focus on a specific range of settings that are unrestricted by current conventions," explains Kammer.

The floor plan is zoned for three main categories of activities:
- discovery and learning
- collaboration
- individual focusing and connecting

Although these have been essential leadership activities for decades, in this latest iteration of Steelcase's Leadership Community, discovery and learning are prioritized.

As in previous Leadership Community iterations, the space design is predicated on the notion that leaders need to function as a team and should be located together when they are in the office, rather than being located with their teams and risking the creation of silos. In this newest iteration, the leadership space was intentionally built on the main floor, where employees pass through often. Employees are encouraged to use meeting areas within the Leadership Community, use individual workspaces and have informal, social gatherings there. It is radically more open to the entire organization than earlier iterations, sending a clear message to employees. This strategy reinforces behaviors found in complex adaptive systems, in which there is a free-flowing, naturally occurring exchange of information and ideas.

"Our research confirmed that no single setting can solve for the diversified needs of executives today. We realized the need to focus on a specific range of settings that are unrestricted by current conventions."

— Patricia Kammer,
Senior Design Researcher,
WorkSpace Futures

## Leadership Community



Shared nomadic work areas for employees

James Ludwig, VP, Global Design

Sara Armbruster, VP, Strategy, Research and New Business Innovation

Administrative Assistants

Robert Krestakos, VP, Global Operations

Allan Smith, VP, Global Marketing

Open workstation for visiting executive team members

Jim Keane, President and CEO

Main Floor

Mezzanine

Beth O'Shaughnessy, Sr. VP, CAO

Terry Lenhardt, VP, CIO

David Sylvester, Sr. VP, CFO

Eddy Schmitt, Sr. VP, Americas

In this new iteration of the Leadership Community, all senior leaders are collocated in a radically open-plan environment. Located on the main level, it is highly accessible to all employees.

The floor plan is zoned for three main categories of activities:

discovery + learning

collaboration

individual focusing + connecting

Main Floor

Mezzanine
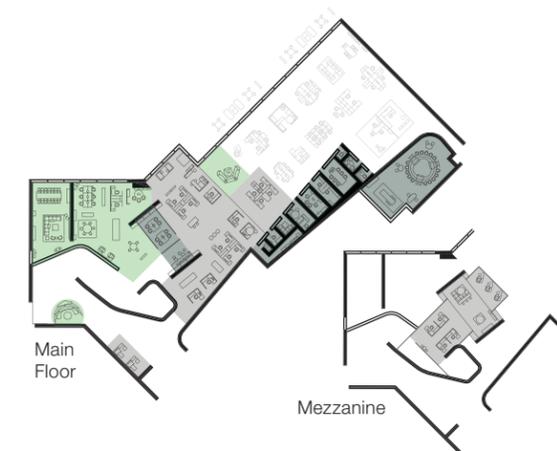
Instead of a private office, each resident executive, including CEO Jim Keane, has an open-plan workstation and shares access to enclosed private settings as needed. Steelcase leaders are highly mobile; their previous spaces were vacant up to 80 percent of the time, so the new space occupies only one-third of the real estate allocated to previous versions. "It's intended to not only provide better ways for executives to work, but it's also a better utilization of real estate." says Barnhart-Hoffman.
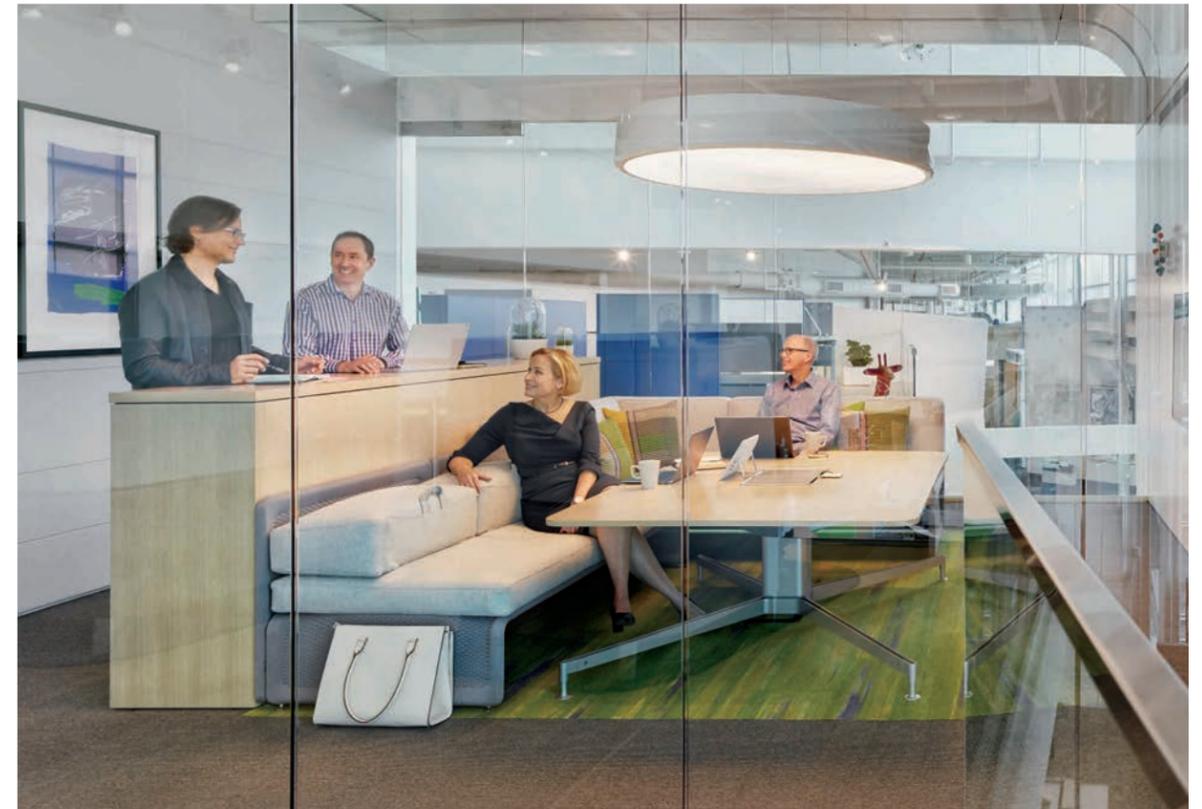
Leaders, like all employees, need spaces for privacy as well as socialization. They share access to a range of private, enclosed spaces that are designed for a variety of needs. They have places for entrusted, confidential discussions, rooms where they can work with sensitive information, or smaller enclaves where they simply step away and rejuvenate in solitude during a hectic day.

Among the innovative features of this latest Leadership Community design is the clustering of administrative assistants in the floor plan. No longer situated in front of the executives they support – and easily seen as a gatekeeper who controls access – they're now in proximity to each other so they can share information easily and, like the executives they support, work better as a team.
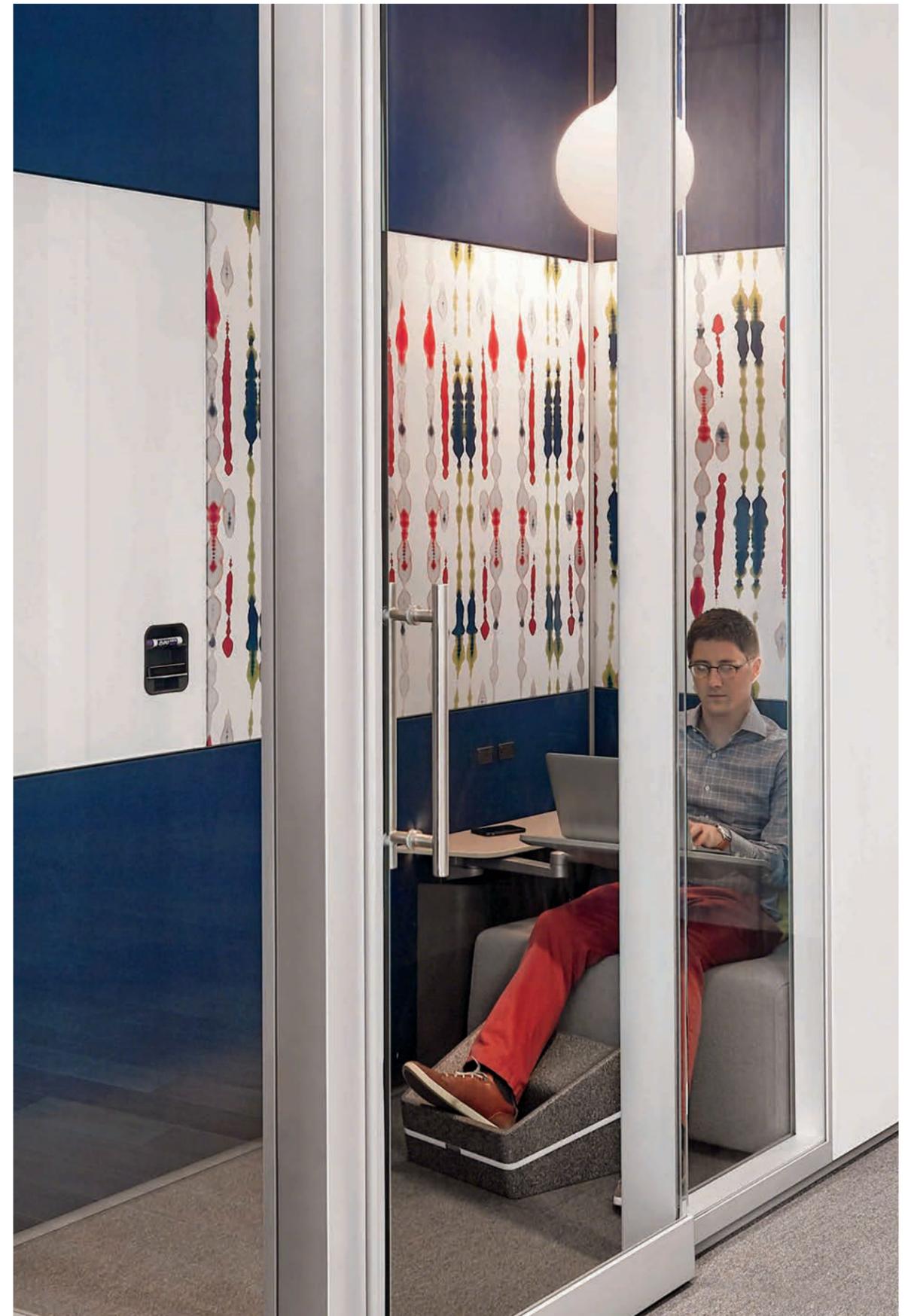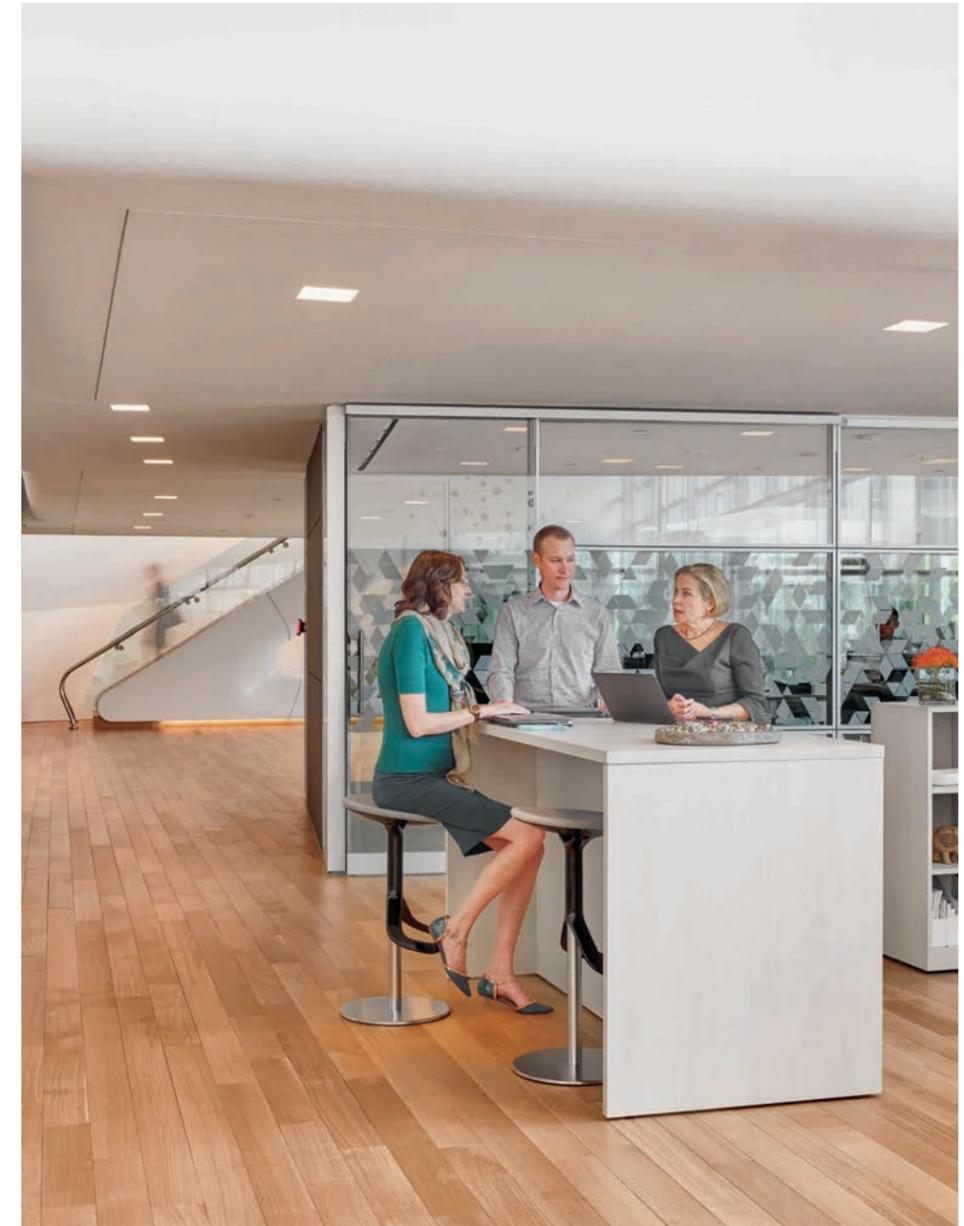
Because leaders are now located on the main-floor in the center of the campus, they're more accessible. Settings for impromptu conversations as well as scheduled meetings make it easy to stay connected and current.

Steelcase is a global enterprise and the executive team is distributed across continents, regularly traveling between locations. The team is able to connect both physically and virtually in the office through immersive technology experiences that are integrated throughout the floor plan.
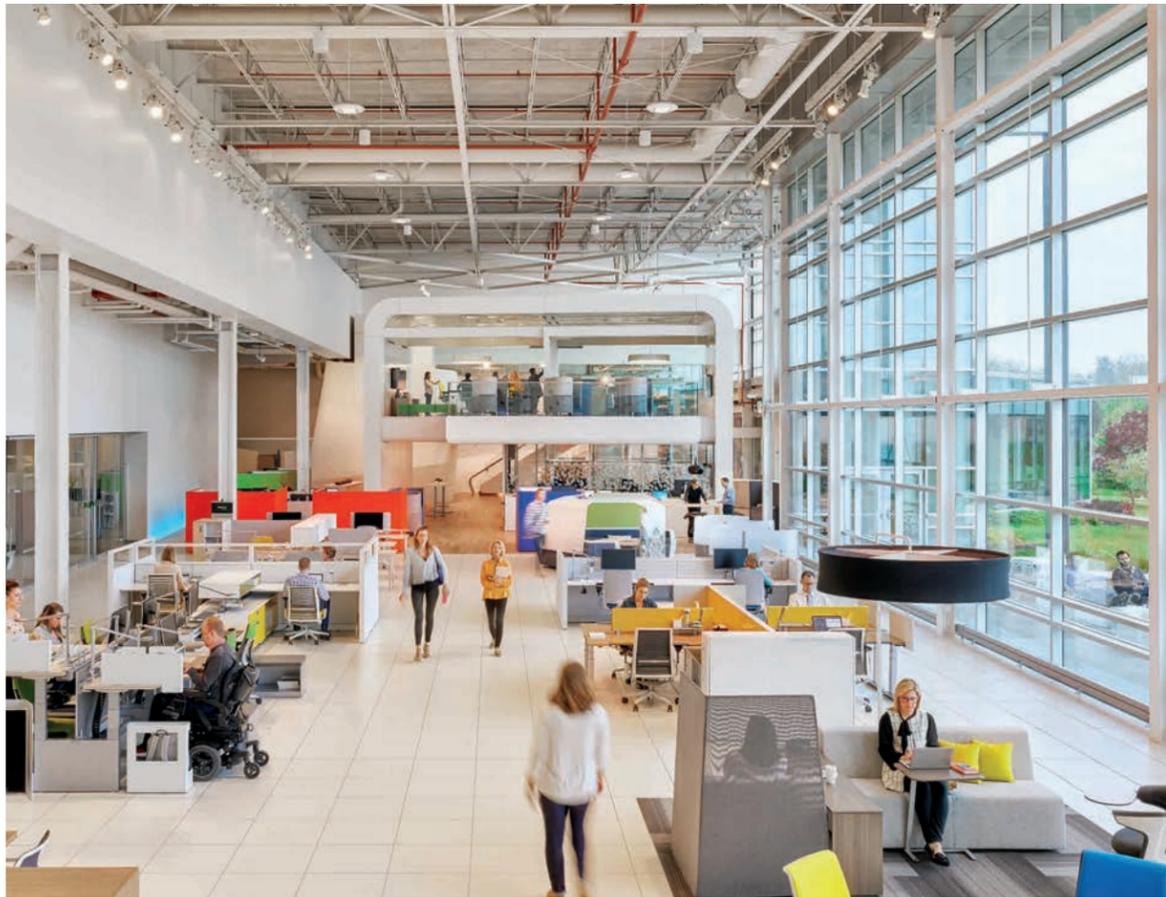
"Physical space can encourage resiliency, agility and employee engagement. It can support learning, amplify performance and wellbeing. Or, it can isolate leaders and reinforce silos, and exacerbate stress," says Barnhart-Hoffman. "Our leadership space was created to send a clear message: We are more like a complex adaptive system than a hierarchy. This is a company where leaders work together and everyone is encouraged to be agile and flexible, to learn, adapt and change."

What message does your space send about how leaders and the organization work together? Does it reflect the kind of organization you lead today, or the kind of organization you want to become? ○

## "Being" in Two



Gale Moutrey, vice president, global communications, is experimenting with a virtual presence device mounted on a mobile robot. Gale, who is based in Toronto, joins an impromptu meeting with colleagues while navigating through the Leadership Community.

## Places at Once

**"With my global job, I've learned the importance of eye-to-eye contact. We've become so dependent on video-conferencing. At the same time, the quality of the experience is really important."**

With its executive team spread across four countries on three continents, leveraging technology to achieve more immersive experiences was a vital requirement for Steelcase's new Leadership Community space. Focused on learning, the team decided to use Cisco's iRobot Ava 500 to explore ways remote team members can replicate the critical experience of being in the physical work environment.

Gale Moutrey, vice president of global communications, is among the first to experiment. From anywhere in the world, thanks to advanced mapping and an easy-to-use remote control, Gale, who is based in Toronto, can move her robot in Grand Rapids, Mich., anywhere in the building to attend meetings or have hallway conversations as if she were actually present in the physical space. The mobile videoconferencing technology enables a more natural way to be with her executive peers and the teams she leads.

Overall, she describes the experience as "liberating." Even with the best technologies and exceptionally well-designed spaces, videoconferencing can limit the natural, seamless interactions that are crucial to effective teamwork and collaboration.

In contrast, reports Moutrey, her iRobot has given her "the ability to have serendipitous interactions and be personally present without being physically in the space. I like to leave some unscheduled time in my calendar so I can take my robot to the cafe where I can visit with anyone there."

Is it a little weird to be Steelcase's first Robo-sapien? "Only at first, and then the technology disappears because the quality of the experience is there."

# What Keeps CEOs Awake At Night

A conversation with European Drucker Forum CEO Richard Straub about building employee engagement

## If there is one thing CEOs worry about, it's their employees: more than one-third of the workforce is disengaged, doing just enough to get by.

According to the Steelcase Engagement and the Global Workplace study, 37 percent of the world's workers are disengaged. Another 29 percent teeter between engaged and disengaged. So how can leaders boost engagement? Build community, says Richard Straub, a veteran of over three decades in leadership positions at IBM. He's currently the president of the Peter Drucker Society Europe, and heads one of the foremost thought leadership conferences in the field of management, The Global Peter Drucker Forum, druckerforum.org.

360 interviewed
Dr. Straub in Paris,
France.

**360**  **Why do you think so many employees, in companies large and small, around theworld, are disengaged?**

**RS**  One of the biggest reasons is that people don't feel a sense of community. Fundamentally, the foundation of a community is a joint purpose: Having a compelling reason to be part of the organization is why people become engaged. It seems an easy thing to do, but it's quite hard.

**360**  **How do you develop community?**

**RS**  The first test is, is there a base of trust in the organization? Can the people in the community trust their leaders… that their leaders will stand for them? Trust needs to be earned; it's not something to be declared. As a leader, you must gain it through behavior. Next, what are the values of the company? Values are not just about feeling good; values are the deep commitments to priorities that guide decisions. We might say employees are our most important asset and we care about them, but do the decisions we make when forced to make tradeoffs consistently show that? It starts at the top and it goes down the chain.

Communities form around people actively communicating and living shared values. Organize activities across different functions; make connections across the organization easy, so employees can easily communicate across the lines. How much an organization is siloed expresses how difficult it is to build communities. How easy is it for employees to easily communicate across levels of hierarchy? How well do leaders ensure that there is enough incentive for achieving the common objective? These are very concrete things. Some companies are very hierarchical and very bureaucratic, and that kills community. When you allow people to work across silos, it's possible. Accomplishing this takes different forms in different organizations.

**360**  **Can you give an example of an organization with a thriving sense of community?**

**RS**  Well, you see it often in startups. They have so much energy you can feel it. All the members of the team can relate to the purpose of the organization, each person fully identifies with it, and they even know that their work may make or break it. It's that entrepreneurial spirit, the energy it creates when people feel they have responsibility and are accountable for results. They have a common experience of going through something which may be difficult, and then having the joy of having created something which otherwise would not exist.

**360**  **But not everyone works at a start-up.**

**RS**  The age or size of the organization really doesn't matter. It's about leading in a bureaucratic way or in an entrepreneurial way, enabling entrepreneurial innovation within the context of the bigger purpose. You have to give people a bit of flexibility and let them do things, even though they might take time and not deliver against your short-term objectives. Innovation is something that people need the freedom to work on. Some companies, following a famous practice by 3M, have done it by granting employees some percentage of their time to pursue ideas not part of their assigned work. Again, each company can find its own ways, but a big part of being an effective leader is resolving the contradiction between the short-term pressures imposed by stock markets and speculative investors, and the long-term need for motivated, passionate and innovation-oriented communities.

Each organization is a living organism with its own history, its own DNA, its own culture. One of the big leadership challenges is finding the right mix for your organization, to enable your team and your community to find their own way, by self-organizing in the right way, while not allowing chaos. A leader can never just say, "Okay, you guys are on your own–do it yourself." It's about providing a reasonable framework within which self-organization can work.

**360**  **You write in one of your blog articles that, "The so-called demographic time bomb is one of the big threats and opportunities as we move into the 21st century." Rather than expecting people to leave the workforce because of their age, what should leaders do to keep "all brains on deck?"**

**RS**  This issue needs to be addressed by company leaders in tandem with political leadership in Western democracies. In the coming years we will see four generations working side-by-side in workplaces. The current regulatory framework is totally inadequate as it is based on an industrial-age model that assumes a three-stage life: education, work, and retirement. This was a fair assumption in the time of Bismarck, when the first state retirement schemes were introduced, but as health and life expectancies have soared, it has become totally invalidated. We need to recognize the strengths and capabilities that people develop in the different phases of their lives and allow them to keep serving the common good.

**360** **Young people are said to be hungry for mentors. How much of a leader's time should be devoted to mentoring, and what's the best way for leaders to do that?**

**RS** There is no standard recipe for that. However, with growing experience, the competence to mentor others increases. Peter Drucker was always skeptical that leaders could accomplish much through their declarations. If something, like mentoring, was a good idea, he wanted to see it systematically embedded in practices and processes. A classic example of making mentoring systematic is the dual vocational education system in Germany and Austria where education has been combined with practice-oriented mentoring for decades, with outstanding results.

**360** **Lynda Gratton, at London Business School, emphasizes that much of the knowledge that experienced workers have is tacit knowledge. How can leaders get generations to commingle and spend time together, and encourage knowledge transfer?**

**RS** Much has been written about knowledge management systems to facilitate knowledge sharing, and, lately, social media for even more flexible ways of communicating and distributing relevant knowledge and experience across organizations. However, we should not assume that all these great digital tools will be effective in the absence of the traditional, analog approaches to encouraging human interaction: the water coolers, the smokers' corners (yes, smokers still exist), the open spaces that make it easy for people to informally exchange the tacit communications that have not and perhaps cannot be put on digital systems.

**360** **What role does space play in supporting leadership in building community?**

**RS** With executives under permanent cost pressure, too many companies have moved into the direction of reducing and eliminating physical workspaces as the locus where the work actually happens. Everyone buys into the notion that, in a flat world, it does not matter where you are located; you will have the digital tools to communicate and collaborate with your co-workers as you like. However, more and more executives are discovering that this cost-driven savings model is flawed. Work is a social process. You can and should use digital tools to support work, but you can never substitute the rich community connections that are being established in places of encounter and exchange.

For me, space is fundamental. In recent years there has been a belief that you can replace personal interaction with technology. It may be true to some degree, but of course it's not true for the essence of human interactions. Take virtual teams. You can use technology to support the team, but only if the team has had the chance to get together and build trust beforehand. For building trust, for establishing the deep connection that supports cooperation and teamwork, for laying the foundation of community, you need face-to-face interaction.

When it comes to building community through the design of workspaces, I think in the future it will be increasingly about creating space for not only your employees to interact but your partners, too. Video technology is finally to a point where it's much better. It doesn't replace the personal interaction but it is a much better technology. I'm not discounting technology, but I believe human interaction comes first. Leaders provide what people need for these human interactions. Then, they provide the technology that can enhance our role as a global team. It's about tension, passion and getting things done together. Achieving something together.

**360** **As you travel across Europe and meet with leaders of different companies, which workplaces impress you the most? Which ones cause you to think, "This is the kind of place where I would like to work?"**

**RS** I recently had a meeting in a young organization called The Family, which invests in startups and has managed a multitude of investments through both good and difficult times. While I had a one-on-one meeting with one of their leaders, in an open space that reminded me of a coffeehouse, I could also see other meetings going on in parallel among bigger groups. The environment was comfortable, even relaxing, but there was no doubt that the meetings were totally concentrated and focused. It reminded me that the Viennese coffeehouses and the famous salons of the first half of the 19th century were places of deep knowledge-sharing across disciplines, and birthplaces of many important innovations. ○

"If a company is very hierarchical and very bureaucratic, that kills community."

Dr. Richard Straub

# LOVE

Why the combination of

# + POWER

is the next big thing in leadership

**Q+A**
A conversation with **Dr. Karin Jironet**, an Amsterdam-based expert on leadership in times of transformation

Dr. Jironet is co-founder of InClaritas (inclaritas.com), an international foundation for modern governance, and regularly holds retreats for executive leaders around the globe.

She is an internationally published author whose body of work includes the bestselling book, "Female Leadership."



**360** **What's changing about leadership today?**

**KJ** Today's leaders still need to lead collective effort towards a common goal. What's new is that to excel as a contemporary leader, they need to let go of traditional views on how best to lead and adopt a very different approach to how they make decisions and interact with colleagues.

With the enormous amount of often-conflicting information that leaders are exposed to, and the unpredictability of social and economic developments that define the business context, leaders often find themselves overwhelmed and torn as a result. In these situations, the tendency to focus on rationality rather than intuition actually impairs their ability to respond effectively.

**360** **So what can leaders do to avoid this?**

**KJ** The latest science shows that the universe is one unified whole: Cause and effect are inseparable. It is critical for modern leaders to bring this game-changing understanding into their methodology. Rather than trying to know or control everything, leaders need to trust the process implicitly and to maintain a state of flow as much as possible.

Adaptability is essential and the old-fashioned focus on differences — me versus you, ours versus theirs — is no longer useful. Allowing the starting point to be this notion of 'oneness' means leading for the benefit of the whole organization and even wider society, as well as its components. The feeling is similar to that in an intimate relationship: We are not in it for ourselves, or the other, but for the relationship itself.

**360** **What does this mean in practice for leaders?**

**KJ** Defining identity is increasingly important as we cease to define roles purely based on hierarchy. Today we have a much more flexible labor market, with freelancers, part-time employees and career breaks becoming more common and shorter-term, project-based engagement. Getting that golden watch at retirement is a thing of the past.

What makes up your identity — at work or elsewhere — is self-realization. When others perceive you and your true self as one and the same, success follows naturally. No hierarchy can do that for you.

Now, the unique qualities and talents you bring to the table are much more relevant. In the future, we will see less uniformity and more room — even need — for craftsmanship, artistry and other forms of creative expression in the labor market, and no space for mediocrity or a lack of self-awareness.

**360** **What is the role of a contemporary leader?**

**KJ** The job itself is the same as ever: leading a group of individuals towards a common goal. The biggest challenge — and perhaps the role of the contemporary leader — is to be fully involved and present while trusting people to do their jobs. This requires confidence. I'm not talking about ego, or confidence in something or someone specific. No, just confidence. Trust.

**360** **Can you provide an example of this style of leadership?**

**KJ** Recently I've advised on major changes at a large, prestigious hospital that has faced significant challenges: merger, relocation, financial turmoil, changes at the top, bad publicity, you name it. Still, it is consistently rated as the best hospital in that country by public opinion polls. Why?

One manager insists that their staff say 'hello' when they meet one another — a real hello, eye contact and all. A genuine greeting becomes culture. Another manager enthusiastically created collaborations across disciplines and departments, resulting in breakthrough research. A third developed a cutting-edge curriculum for clinical leadership based on 'reversed learning.'

But mainly it's because they have a CEO who takes the time to express, discuss and clarify issues with his colleagues through focused attention and one-on-one or small-group conversations. This CEO views his job as the creation of a safe, intimate, respectful space, by trust and discernment — by using love.

**360** **What do you mean by "love?"**

**KJ** Love, in the context of leadership, means allowing employees to experience authenticity in the workplace. Love has been proven to be enormously empowering and beneficial to both leaders and employees. Leaders create a sense of mutual respect and autonomy when they recognize their people know more about the detail of a situation and trust them to handle it. Rather than feeling watched and doubted, employees feel more authentic and trusted. This approach forges far stronger loyalty and investment than excessive control or hierarchical frameworks ever could.

Love brings with it a sense of generosity — not of self-sacrifice, but of giving for the greater good and having the emotional maturity to stand for something or someone without expecting anything back. Love benefits everyone — including the organization itself.

**360** **What are the key assets leaders need to be using right now?**

**KJ** There are two fundamental human qualities leaders must adopt and integrate: love and power.

Leading with love means fostering a sense of mutual trust, respect, openness, authenticity and connection between colleagues and employees at all levels. Instead of trying to do everything yourself — which reflects a lack of trust — you invite employees with greater specific knowledge of the situation in question to handle it. Communication is clear and honest and always supportive and positive. Rather than suppressing individual qualities, love allows a leader to encourage individuals to carry out their roles with a sense of authenticity.

**360** **Doesn't power contradict leading with love?**

**KJ** No. Not all. But it might appear to. Power might seem a fairly obvious quality when we're talking about leadership. But I don't mean the well-known, primarily Western notion of power as a span of control. I mean power in the contemporary interpretation — the ability to surrender personal power or ego and open up to complex patterns of interconnection and intuition, such as trust. Once mastered, this saves an enormous amount of time and energy. Leaders urgently need to start consciously operating from a foundation of love and this new definition of power.

**360** **What is the major challenge confronting today's leaders?**

**KJ** To contribute positively to the global process, leaders need to move away from existing colonial or hierarchical governance models. These were defined by exploitation, domination, self-serving fascination and a patronizing sense of distance. There was no willingness to understand or love – only to profit. It's clear now that this approach is extremely outdated, and companies and leaders who still subscribe to it are already suffering.

We are shifting towards a global and multicultural model informed by coexistence, diversity, connection and relationships — qualities that are often associated with more modern, open, and ultimately human ways of governing. The key question leaders should be asking themselves right now is, "How can I harness love and power to be a better leader?" ○

new definition: **P O W E R**

the ability to surrender personal power or ego and open up to complex patterns of interconnection and intuition, such as trust.

# leadership

Lessons from the Atlantic Rally for Cruisers

# at sea

By Rick Bomer
Sales Director, Coalesse
Europe, Middle East and Africa

It's 4:00 a.m. Other than a spectacular blanket of stars, there's not much to see. We know other boats are near, but we feel completely alone in the middle of an unforgiving ocean. Tonight, my thoughts are on keeping a steady course, and on our quest to break the extreme sailing record for a transatlantic crossing.

Back on dry land with time to reflect, I think about those nights and what we accomplished—my crewmates and I won the Atlantic Rally for Cruisers, a race from the Canary Islands to St. Lucia, crossing the Atlantic with no motor in a little more than eight days—and I also think about leadership. I believe there are some meaningful connections.

To achieve business excellence, we need strong, aligned teams. This can be a challenge even under normal conditions in the workplace, when everyone feels safe and stress levels are relatively low. Now imagine what we can learn from sailing: 15 people living together for nine days while moving 23 knots per hour in a constantly rising and falling deck space smaller than most CEOs' offices. We work in rigid shifts—four hours of work, four hours of sleep. If just one crew member is not aligned, the boat can capsize in seconds.

And as I reflect on what we experienced in this race, I want to suggest six lessons from leadership at sea that can be applied to leadership in business. And trust is an essential element of each of them. Onboard, we are not simply asked to trust the capabilities and judgment of our teammates. We are literally putting our lives in each other's hands.

**Leadership lessons from the sea:**

1 Feed on the energy that stress creates.

2 Give everyone a turn to lead.

3 Communicate what is needed, when it's needed. Not more. Not less.

What transforms 15 human beings under heavy stress into a high-performance team? Instead of focusing on the sources of stress, focus on what to do with the extra energy boost that stress gives you. And when faced with multiple options, choose the most valuable one: collaborate.

When you're turning your attention away from yourself and toward the team, the natural instinct to avoid stress will go away, giving you courage to face the source of that stress and turn it into an extremely powerful, positive energy flow.

To keep the boat moving at full speed, it is essential that it is steered by team members who feel refreshed. This is not the typical regatta, where a clever helmsman can make the winning difference in a short sprint. There is no single leader—each person rotates through leading and supporting roles. The crew is divided into smaller teams that co-own the responsibility for staying on course. Each teammate is in charge when his or her turn comes, and each person takes time to rest. If someone is struggling, others are there for assistance. But there is no room for heroes who seek to do more than their share, because they will become tired and less effective.

When the steering role is frequently passed from one team to the next, clear communication is key to keeping the boat on track and pursuing a coherent, consistent strategy. When taking the helm, I want to know wind stability and direction, angle of the waves, course heading and other crucial information. Don't assume I see what you see—especially because my eyes are still adjusting to the dark. This handoff must be as effective and efficient as possible, and I don't want to be distracted with other facts that aren't relevant to the immediate challenge.

"<u>Only when we are willing to lose sight of our established habits, instincts, and social conventions can we fully trust each other and truly, deeply connect as human beings.</u>"

## 4 Be mindful.

## 5 Anticipate risk and the consequences of your response.

## 6 Be willing to lose sight of the shore.

During a race, discipline is key. Dropping the mainsail requires several people going through a series of well-rehearsed steps. Shortcuts never pay off. Discipline also means being mindful at all times, and being accountable to yourself. For example, you must put on your safety gear before every shift on deck. This means 15 minutes to put it on and 15 minutes to take it off—every four hours. Those 30 minutes are competing with time to sleep and eat, and there can be a temptation to skip this step. But the team is counting on you to remain "in the moment" and stay true to a set of agreed-upon principles.

At sea, you don't have control over any of the external factors around you—such as the wind or waves. The boat's speed and effectiveness depend upon being able to anticipate the consequences of all factors and make decisions accordingly. If a strong storm is approaching, shall we try to maintain our current course and outrun the storm, or change our path (and add extra miles to the trip) to avoid the weather? There is no way to trace a straight line from Las Palmas to St. Lucia—we are making new decisions every minute. We are constantly trying to find the balance between getting there safe and getting there fast, guided by our ability to anticipate what is going to happen and the impact that each potential response will have.

When you have been at sea for a week, with the sea salt crust hardening on your skin and the destination not yet in sight, you start to wonder, "Why on earth did I do this?" Often followed by, "Is it really so important to win?" How do you prevent this from happening? By reconnecting with your own strengths and values, you reinvigorate yourself. By remembering all that you did to get ready for this challenge and how you have handled similar situations in the past, you rekindle that urge to strive for your best.



Rick Bomer at the helm of the Brunel sailboat during the Atlantic Rally for Cruisers.

The biggest lesson that I learned from this race is that it takes courage to cross the ocean, but it takes even more courage to do it in such a tight relationship with others, in a mutual and deep sharing of physical and psychological experiences and needs. As Christopher Columbus once said, "You can never cross the ocean until you have the courage to lose sight of the shore."

In business, we can take this beyond the literal sense of place. Only when we are willing to lose sight of our established habits, instincts and social conventions can we fully trust each other and truly, deeply connect as human beings. ⊙

# CHINA

Businesses in China are at a crossroads where traditions and new opportunities intersect: During the next three years, the founding CEOs of three million private enterprises are handing over the reins of leadership to the next generation.

**INSIDE CHINA'S C-SUITE**

**SETTING THE STAGE FOR INNOVATION**
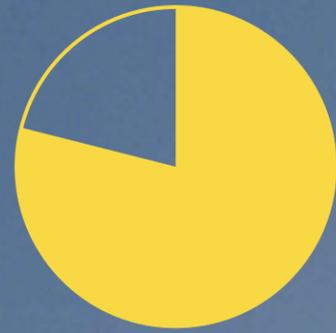
Between 2007–2015, Chinese companies increased in-country R&D spending by more than 79%

For 42% of Chinese companies, innovation is the number-one priority

54% of China's C-suite executives are taking on direct responsibility for innovation efforts

As these experienced, trailblazing leaders pass on their knowledge to next-generation successors, both parties know that today's Chinese leaders face a whole new set of challenges: growth in a domestic economy undergoing major transformation and a global market where competition is intense.

So it's not surprising that innovation-driven development is core to the Chinese government's five-year strategic plan released in October 2015. That intention was on prominent display during the first official visit of China's President Xi Jinping to the United States the month prior when he and other Chinese CEOs met with Silicon Valley's top tech CEOs.

"Like their counterparts throughout the world, China's progressive leaders are pushing their organizations to be more global, more agile and more innovative," reports Elise Valoe, a Steelcase senior design researcher who was part of a team that went inside the executive suites of companies in six Chinese cities, conducting interviews and observing how Chinese CEOs work today—and gaining insights into how they aspire to work going forward. As follow-up to this study, Steelcase sponsored a competition, inviting designers throughout China to address the emerging needs of CEOs by creating new concepts for private offices that would enable them to navigate changing market forces and strengthen innovation in their organizations (To learn more about the contest, see p. 72).
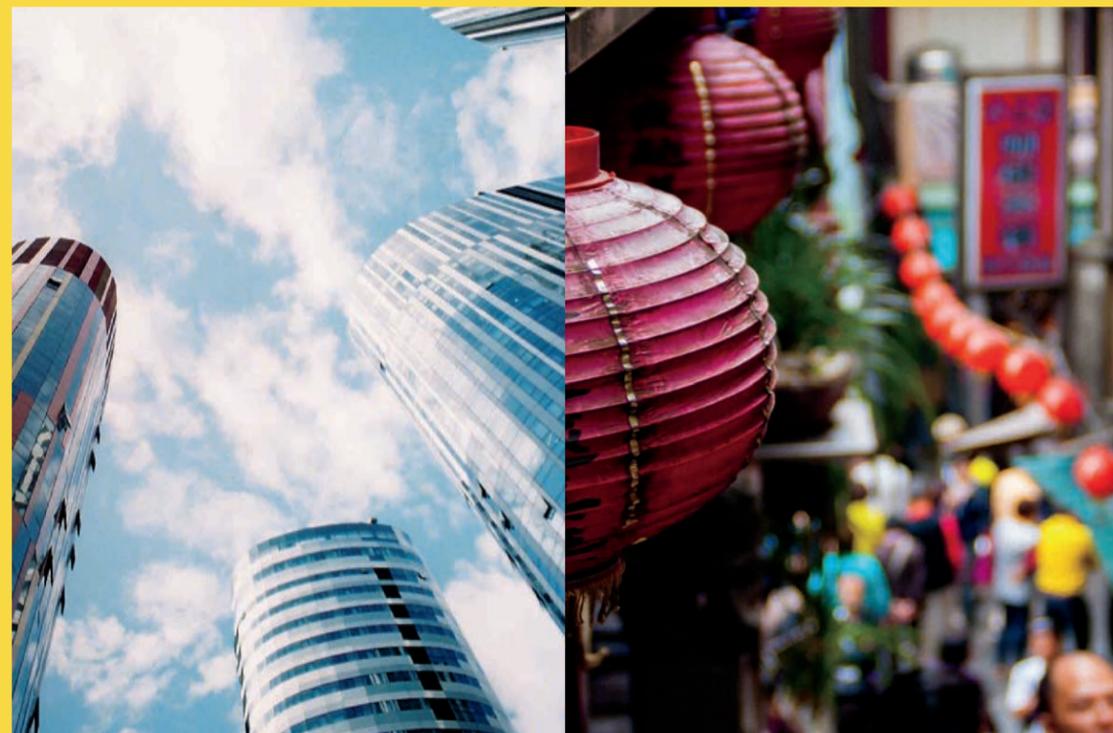
## PRESERVING TRADITIONS, REFLECTING BRAND

More than simply a change in strategy, the accelerating drive for innovation requires broader access to information, more collaboration and greater agility. China's CEOS are keenly aware that developing competitive innovation in their organizations means evolving certain cultural traditions, such as business interactions that prioritize maintaining harmony and building guanxi, the system of influential personal relationships that have long facilitated business in China.

Of course, trusting relationships remain essential for business success everywhere, but in today's global context CEOs need new skills, tools and technologies to communicate and collaborate more rapidly and effectively, in person as well as when working with global counterparts whom they maybe haven't met face to face. In fact, nearly double the amount of CEOs in China view global thinking as a top leadership quality, compared with Europe and North America, according to the IBM Global CEO survey.

But, as in many countries, CEO offices in China are often traditional, spacious suites designed to showcase both the company's and the executive's brand with less focus on addressing the needs or the challenges that leaders are facing. According to the Steelcase study, next-generation leaders are questioning this paradigm and looking for work environments that support new ways of working and foster greater innovation.

Valoe explains: "In our research, we found that CEO offices in China are stately and occupy a significant amount of real estate for meeting with clients. Yet, in most of the offices we studied, there was little support for effective collaboration with their co-located executive teams, and even less for collaborating with distributed colleagues and partners. This is key for innovation to happen."

CEOs are beginning to view traditional furnishings, such as an expansive executive desk or a large conference table, as constraining and reinforcing a role of decision-maker and instructor. They're finding that, without support for making information visible, hosting in their offices is limited to couch or tea-table conversations. Instead, CEOs are now realizing the need for a more diverse range of work settings, including spaces equipped with whiteboards and technology to facilitate information-sharing and collecting insights in a rapid and cohesive way.

As next-generation leaders spend more time engaged in generative collaboration with their leadership teams and drive to embed innovation throughout their organizations, they require work settings that are much harder working than most traditional CEO offices.

## FOUR WAYS TO AMPLIFY PERFORMANCE

Based on their findings, Steelcase researchers have identified several design opportunities as key:

Create new ways of hosting and networking with clients and partners.

In-office hosting can increase CEO effective-ness by supporting traditional face-to-face meetings. Integrating videoconferencing capabilities brings distributed guests into the executive domain, enabling the CEO to gain trust and guanxi virtually as well as in person, while also reducing the time drain of meeting and socializing in other settings.

Design for transparency and learning.

To stimulate inspiration and amplify learning, integrated advanced technologies within the more traditional executive desk setting can support intensive one-on-one mentoring ses-sions and provide opportunities for executives to gain information and insights from experts and peers, without the time commitment and expense of travel.
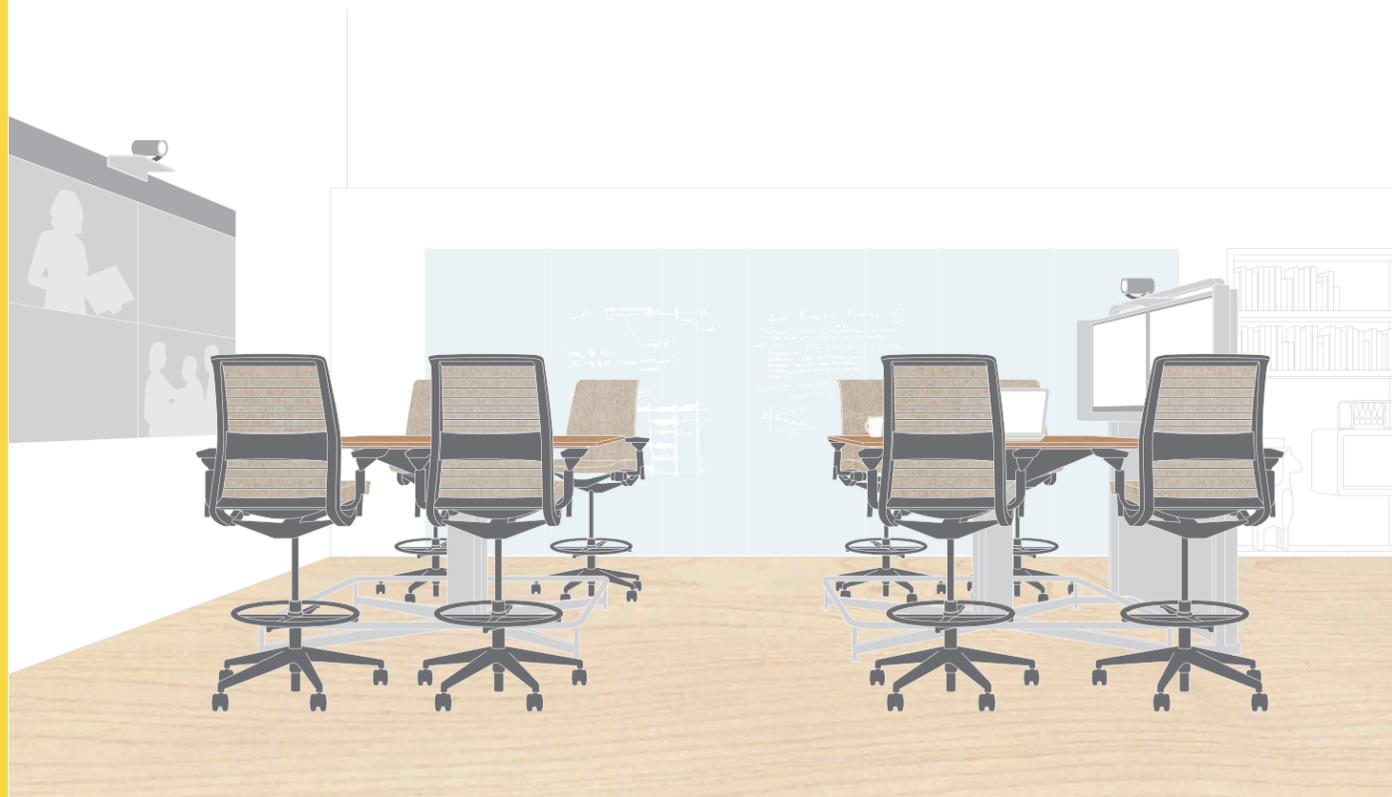
Foster collaboration, co-creation and fluid communication with staff.

Replacing or supplementing the iconic executive desk with settings that remove distance between the CEO and others allows for more relaxed and insightful conversations. Integrated technology brings new levels of collaboration into the executive suite, encouraging active participation and cross-hierarchy communication with collocated and distributed members, giving participants equal access to tools and enabling information and ideas to be shared quickly and seamlessly.

Support CEO stamina and wellbeing.

With CEOs' schedules full and increasingly fragmented, rejuvenation is essential for performing at one's best. Replace the traditional CEO nap room with a retreat space designed to support lounging postures and a range of revitalizing activities.

# DESIGNING THE

# NEXT EVOLUTION

CHALLENGES

# OF

# CHINA'S CEO OFFICES

CONVENTIONAL THINKING



**ROBARTS SPACES BEIJING: WINNING ENTRY**

This winning design includes a floor-integrated walking conveyor for side-by-side strolls, a soothing indoor waterfall and strategic use of large-scale greenery to encourage movement and bring nature in.

To stimulate new thinking about work environments for China's next-generation CEOs and build on key insights from its research, Steelcase sponsored a design competition in China to create the next evolution of leadership spaces.

A total of 13 submissions were evaluated on a 100-point scale, including factors such as how well they exhibited evidence-based reasoning to solve for user needs as well as overall creativity.

Selecting the winners was no easy task. Submissions reflected "not just one new idea, but new thinking and new solutions," says Yao Yingjia, contest judge and vice president and chief designer at Lenovo in China. Adds judge Tony Wang, design director, IDEO China: "All the participants really considered the well-being of the potential client, not just the physical needs but also how the space could affect their mental states."

Instead of walls, Gensler uses curved glass screens and furniture to dramatically define spaces for collaboration, focus and socializing.

This design retains traditional elements while also reflecting the growing importance of technology integration, transparency and more collaborative processes.

While each submission was unique, "They all had elements that challenged conventional thinking for all executives, but especially for Chinese executives who are often caught in succession scenarios between the more traditional world of the family or the existing context of the company and the progressive way they want to drive the company forward," says Michael Held, design director, Steelcase Asia Pacific and the third judge for the competition. "Each submission brought data, analysis and research elements to life, translated into an actual space and actual applications that would support a CEO to perform in a very competitive world and yet, at the same time, represent the company and their own personality and brand. That was a really important aspect of the designs."

The winning entry by Robarts Spaces Beijing reflects a deep understanding of the changing nature of CEOs' needs and the settings in which creativity and innovation are most likely to occur. Because studies have shown that people come up with more creative ideas after walking or exposure to nature, their design includes a floor-integrated walking conveyor for side-by-side strolls, a soothing indoor waterfall and strategic use of large-scale greenery to bring nature in. The business benefits of teleconferencing is another key consideration embedded in their design. A central collaboration area is well equipped with a large, high-definition monitor, and artwork on the opposite wall provides a beautiful backdrop for videoconferencing sessions. Adjustable-height tables and an adjacent whiteboard encourage active, sit/stand meetings.

Second-place winner Gensler Shanghai submitted a progressive, completely open design. Instead of being separated and enclosed by walls, areas for collaboration, focus and socializing are dramatically defined with curved glass screens and furniture placements. When privacy is required, a central "pod" offers a protected environment and a temporary retreat for meditation and naps.

Bridging the gap between past and emerging business cultures, AGIA Group China, Shanghai, the third-place winner, offered a design that retains traditional elements while also reflecting the growing importance of technology integration, transparency and more collaborative processes. To convey and encourage CEO accessibility, the main entrance to the suite features a collaborative setting with a contemporary Chinese timber-patterned screen carefully situated to provide both transparency and shielding. In the interior, a technology-rich collaborative lounge setting creates a hospitable environment for informal discussions, brainstorming, teleconferencing or relaxed hosting. There's also a setting for more formal meetings and videoconferencing as well as a more enclosed inner sanctum for resting or private conversations. ○
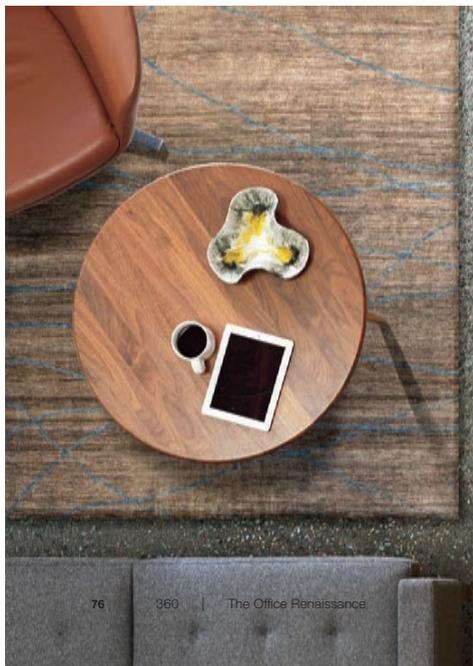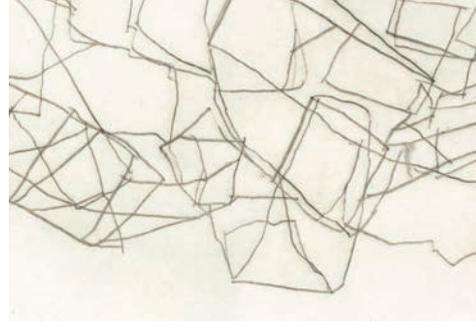
# The Office Renaissance

—

A Rebirth.
And Why It Matters.

**People are rejecting the uninspiring sea of sameness** that has come to be known as "the office." Standardized for efficiency, this uniform approach limits potential for inspiration, expression and social connection with others.

**This office rebellion is causing organizations to rethink their workplaces**— from a singular focus on efficiency toward a pluralistic approach that enriches the emotional, cognitive and physical wellbeing of people.

Thoughtfully curated destinations blend design, materiality and performance, and give people freedom to choose where and how they work. **These destinations deliver a more human experience while still providing the tools and resources people need to actually get work done.**
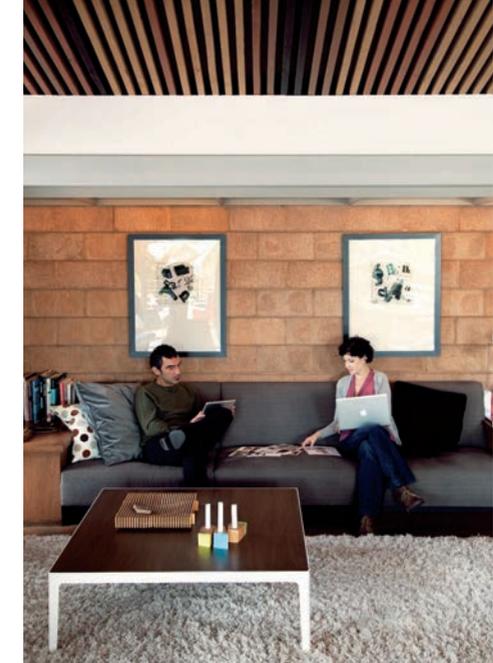
It wasn't long after smart phones, tablets and ubiquitous Wi-Fi that workplace pundits predicted the end of the office. If emerging technologies allow people to work anywhere, they reasoned, then who needs the office?

As it turns out, the vast majority of workers do—because work, at its essence, is a social endeavor. Even people armed with the latest mobile device still come to the office for two main reasons: to connect with other people and to access technology they can't carry around in their backpacks. The office didn't go away, but it's evolving into something fundamentally different.

"People are rebelling against offices that are focused on uniformity and standards," says James Ludwig, Steelcase's global head of design. "They're looking for inspiration and creativity at work, as well as human-centered technology that makes life easier instead of more complicated. Designers saw this shift starting years ago, but now we're in an accelerated evolution and those ideas are being embraced and adopted at a rapid pace."

To understand why and how the office is changing and to learn how organizations can make the shift in their own spaces, 360 Magazine talked with experts in the Steelcase Design Studio. Based in Europe, Asia and North America, this global team not only spotted signals of change, they've also helped foster the office renaissance by offering a fundamentally different approach to workplace design that puts human beings at the center and addresses their needs for emotional, cognitive and physical wellbeing.

The office didn't go away but it's evolving into something fundamentally different.
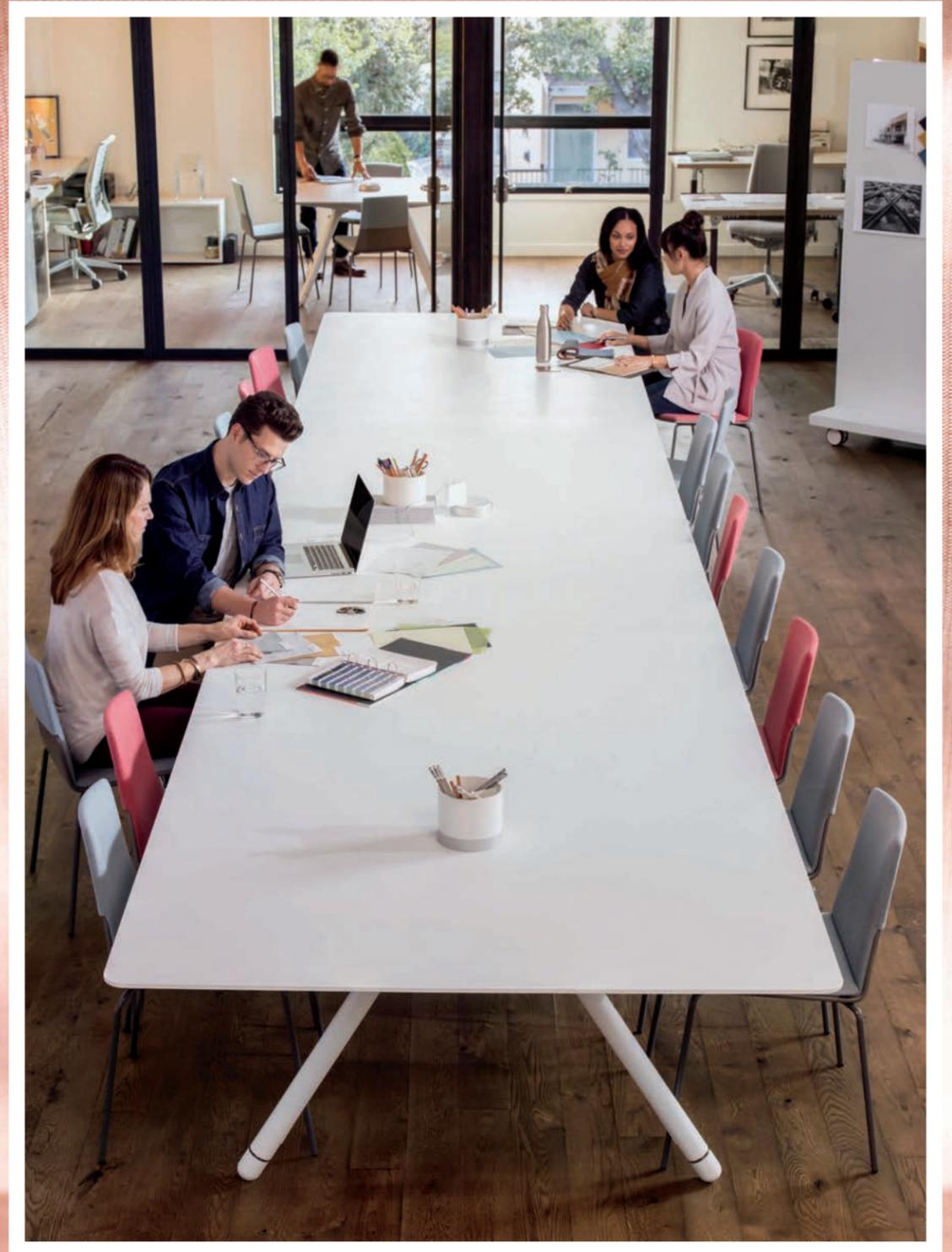
Changing attitudes about the office emerged in pop culture in the 1990s in North America when Dilbert cartoonist Scott Adams began lampooning the workplace. Later, a mockumentary television series, "The Office," launched in the UK, and was reproduced in the United States, France, Germany, Canada, Israel, Chile, Sweden and China, signaling a growing global discontent with the mainstream office. The office became the symbol for wasting one's life in bland, non-descript spaces.

Tech startups in the early 2000s were some of the first to make radical changes in their workspaces. Communal tables and do-it-yourself design may have been a necessity to cash-strapped entrepreneurs, but the informality and creativity struck a chord with workers everywhere. The introduction of game tables, slides and train cars brought an element of playfulness to some offices, suggesting that maybe, just maybe, work didn't have to be a meaningless grind. It could actually include an element of fun.

Tech startup offices were really just an early signal of greater change to come. After years of frustration and growing fatigue over the sea of sameness that so many offices had become, people wanted more autonomy, self-expression and freedom. Emerging technologies offered an escape route and many people voted with their feet, leaving the office whenever possible to work elsewhere.

It seemed like a good idea, at first. The idea of waving goodbye to the office and working in a cool coffee shop seemed like a worker's utopia. Until they actually did it for a while. Then people started to discover that cushy sofas get uncomfortable and small tables make it tough to spread out your stuff. Remote work proved to be a solution some of the time, but not all of the time. In fact, Gallup's State of the American Workplace report found that people who worked remotely 20 percent of the time or less were the most engaged. But the study also revealed that higher levels of remote work correlated with higher levels of disengagement. It seems that enthusiasm for remote work was tempered by the underlying need to seek places that offer emotional as well as physical comfort—where it was easy to get work done.

"People are looking for inspiration and creativity at work, as well as human-centered technology that makes life easier instead of more complicated."

James Ludwig, Vice President, Global Design

**A Cultural Movement**

And so began the office renaissance. Like any cultural movement, whether it's Europe's 17th-century "age of enlightenment" or today's widespread farm-to-table movement, most people don't realize the impact while they are in the middle of it. Things begin to change around us—gradually at first—and then suddenly it seems like everything is different.

Steelcase designers and researchers point to key forces accelerating this change:

### 1. Where And How Work Happens Has Changed

Rapid advances in technology allow people to work anywhere, anytime. It's clear that the old paradigm—one person working almost exclusively in one workspace—does not support the ways people are working today.

### 2. The Shift To Creative Work

New pressures to compete and grow businesses shifted organizational emphasis toward work that requires creativity and a new, team-based innovation process. "Breaking rules and breaking patterns is where new ideas come from," notes Bruce Smith, director, global design. Many workplaces don't make spaces for creative collaboration a priority.

### 3. The War For Attracting and Retaining Talent

Employees with coveted 21st-century job skills, those who can help organizations innovate and grow, are a limited commodity. They often choose organizations that offer the most meaningful work and the best working conditions, rejecting anything that makes them feel like a cog in the wheel of industry. This is true for attracting new employees as well as retaining existing ones.

### 4. Employee Disengagement

Over one-third of workers in 17 of the world's most important economies are disengaged, according to "Engagement and the Global Workplace," a study conducted by Steelcase and global research firm Ipsos (www.steelcase.com/globalreport). The study found that the most disengaged workers were also the most dissatisfied with their work environments, citing a lack of control over where and how they work. Workplaces with a strong focus on uniformity don't empower people. This creates a crisis for organizations that need to be agile and resilient.

### 5. The Promise of Technology

Consumer technologies are a game changer for the office. People are accustomed to technology that helps them drive better, manage their home appliances remotely, walk more, sit up straighter or connect more with their friends and family. Then they come to offices where technology largely exists on desktops or mobile devices, and no one has thought about embedding it in the physical environment to help make the work day better. But when it's thoughtfully integrated in the walls, floors and furniture, technology holds the promise to actually make the work experience more human centered (see "Driving the Wellbeing of People," pg. 124).

**The Anti-Corporate Backlash**

As all these forces converge, individuals and their organizations recognize that something fundamental has to change. "It's like an ecosystem. Organisms in ecosystems evolve because there's pressure on the status quo," says Ludwig. "And in the case of the office, there's an 'anti-corporate' backlash because the term 'corporate' implies that a space has been created for the benefit of the organization, not the person. It's putting pressure on the system to change. The design challenge is to meet business needs while we're serving the needs of human beings."
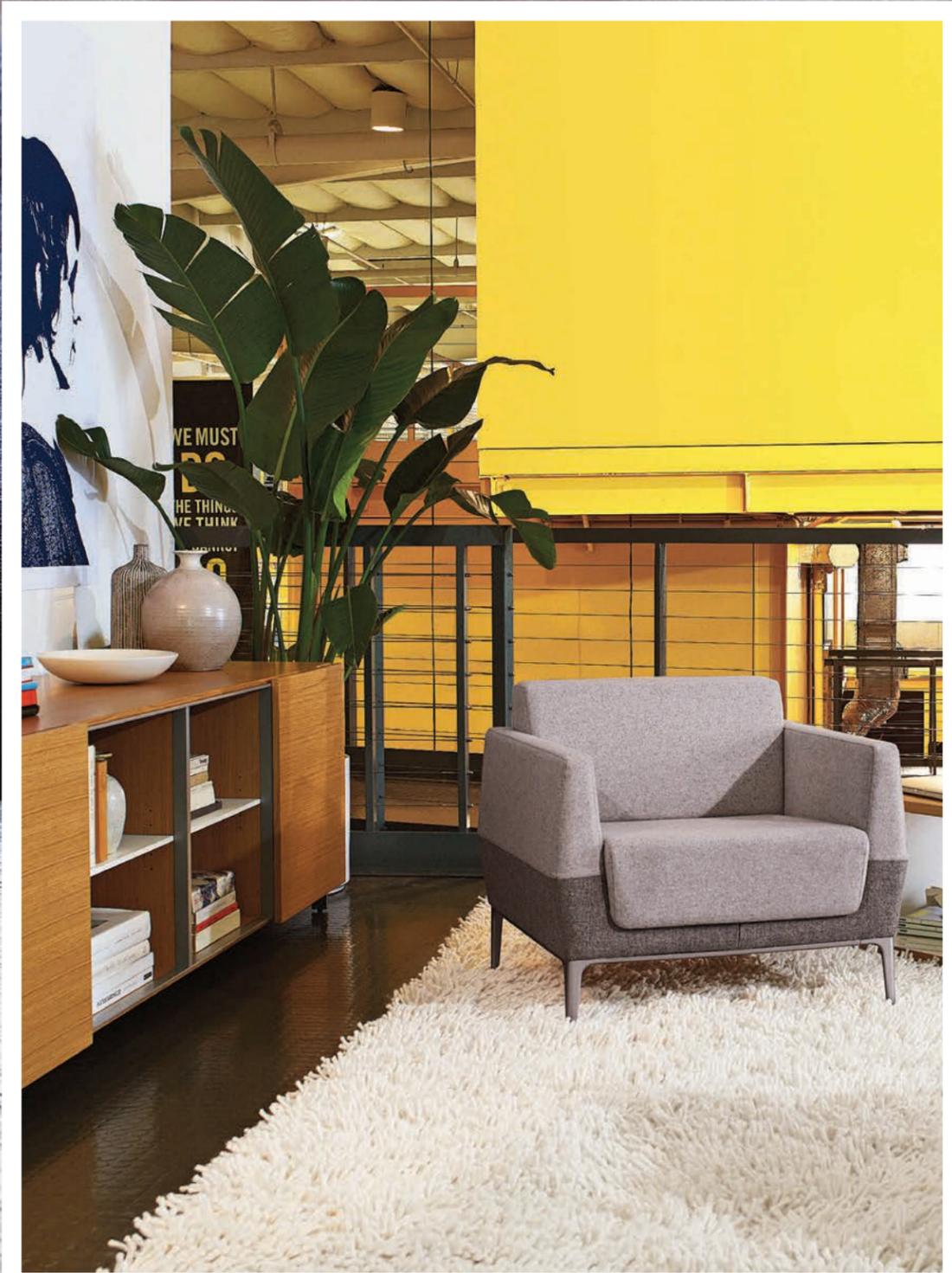
To address the anti-corporate backlash, some organizations turn to residential furniture in an effort to create greater informality, emotional comfort and a one-of-a-kind look. Companies today, especially startups, "are looking for things to last as long as their leases, which are getting shorter," reports an American Society of Interior Designers newsletter. But there are pragmatic trade-offs in terms of sustainability: Products designed for lighter, residential use don't hold up to the demands of a workplace. And, with a shorter lifespan and less focus on recyclability, they might see a landfill sooner.

Taking their cues from startups, organizations are also exploring radical openness in a desire to reflect greater transparency. What gets overlooked, however, is the basic human need for solitude and privacy, which supports both emotional and cognitive wellbeing. "In an entirely open work environment I might have a sense of place but I lack privacy," notes Smith.

Participants in the study, "Engagement and the Global Workplace," offered candid feedback about what needs to change in their workplaces, and the most common complaint was lack of privacy. "The noise level is distracting," one worker wrote. "It's very difficult to concentrate and to hear when on phone calls." Another worker wants "a more private space… to do my work without interfering with anyone else." Both introverts and extroverts are asking for an option to escape and concentrate.

The design team also notes that the desire for emotional comfort sometimes leads people to make choices that don't support their physical comfort or ability to perform. "I don't think we'd want our living room in the workplace," says Smith. "I think what we want is something that's human and relevant and that will spark creative ideas."

Like any complex issue, there is no single right answer for every person or organization. Cherie Johnson, global design director, counsels organizations to think about "purposeful placemaking." "You need to understand how and why people use a space, and then create spaces to reflect clarity, simplicity and purpose," she says.

Alternative work settings adjacent to individual workstations provide options for formal and informal collaboration.

"I don't think we'd want our living room in the workplace. I think what we want is something that's human and relevant that will spark creative ideas."

Bruce Smith
Director, Global Design

Provide power to informal spaces where people often prefer to work and where power is usually lacking. Thread™ ultra thin power distribution lays underneath the carpet and seamlessly integrates into a space, providing power to furniture and devices, without impacting foot traffic.

The office renaissance recognizes the critical role human emotions play in the process of work. Traditionally work has been thought of as a mostly logical process; emotions could influence decision-making in potentially worrisome ways. New research, however, illuminates the connection between emotions and cognition, as well as physical wellbeing, and validates the role of emotions in achieving business success. Traditional workplace metrics, such as real estate costs or increasing productivity, are still important, but new insights from neuroscience are shedding light on what inspires people to achieve more.

**Designing for the Wellbeing of People**

Steelcase researchers and designers have explored the underlying connections between people's emotional, cognitive and physical wellbeing. "Offices designed with old business metrics were all about efficiency, and the human being got lost in the process. It led to a lot of work environments that were cold and sterile and did not help achieve the business goals organizations were aiming for," notes Johnson. "Thinking about space through the lens of wellbeing takes a very holistic and humanistic approach."

## Engaging people's emotions to boost motivation and engagement

Nurture a sense of belonging and foster strong connections between people.

Thoughtfully blend spaces for socialization and collaboration with spaces for individual focus and rejuvenation.

Provide for moments of respite throughout the day to help people cope with "fight or flight" stressors, which generate cortisol and other hormones that compromise body and mind.

Help people see their relationship to the organization, which leads to a sense of purpose in their work.

## Priming the brain to think better

Support people's need for focus and rejuvenation so individuals and teams can concentrate easily, solve problems and generate new ideas.

Promote social interactions that stimulate the brain and improve creativity.

Provide easy ways to offload information so brains don't become overtaxed.

Reduce the threat of "group think" by supporting needs for privacy and solitude so people can absorb information, generate their own point of view and become better collaborators.

Allow people to practice mindfulness and build their mental muscles to stay focused and present in the task at hand.

Integrate sensors, large-scale computing technology and other devices to help make work easier.

## Enhancing vitality

Support frequent movement throughout the day for physical and mental vigor.

Encourage a range of postures that help people stay comfortable and energized.

Promote ergonomic and active sitting so people can move and shift postures to prevent stiffness and pain, especially if movement isn't inherent in their jobs.

The Steelcase Design Studio suggests six strategies that can help achieve the right balance when designing spaces that support the interconnectedness of emotional, cognitive and physical wellbeing:

### Democratize space

Similar to a healthy ecosystem in nature that is biodiverse, create a range of spaces that support different work modes so people can choose where to work, regardless of where they are in the organization's hierarchy.

### Affirm people's needs for privacy

Balance the desire for openness with the human need for solitude. Create spaces that support focused work as well as rejuvenation.

### Promote personalization

Create spaces that feel bespoke to the organization and the individual. Prioritize self-expression and authenticity over perfection.

### Support multiple postures and movement

Incorporate spaces that allow people to work in whatever posture works for them—lounging, standing, perching, walking or sitting upright.

### Embed performance

The most inviting and inspiring spaces help people make meaningful progress on their work. Integrate technology that makes it easier for people to collaborate, encourages movement and makes it easier to get into focus. Help people find available places to work and provide a feedback loop to the organization about space utilization (see Driving the Wellbeing of People, p. 124).

### Take cues from nature

More than just adding plants—which is important—seek variation over uniformity. Incorporate naturally complex materials and a plurality of shapes, forms, patterns and textures.

Informal spaces that promote social interactions can stimulate the brain and enhance creativity.

Elements that allow for customization and that feel bespoke to the organization and the individual help nurture a sense of belonging.

The LessThanFive Chair by Coalesse is completely customizable. Choose the exact color you want, add a gradient, choose a finish, or upload a completely unique graphic design to make it reflect your brand or personality.

Materiality like planked oak veneer and lux coating paint allow for personalization and create an authentic vibe.

Integrate technology, such as media:scape® mobile, that makes it easier for people to collaborate and get work done.

The vibe of a cafe and views to the outdoors are two things people often seek when looking for an inspiring place to work. A well-designed cafe space can be a great place for someone to meet with others or work alone.

The use of natural materials, plurality of shapes, forms, patterns and textures make the work experience more human centered.

"You need to understand how and why people use a space, and then create spaces to reflect clarity, simplicity and purpose."

Cherie Johnson, Director, Global Design

Inviting spaces that allow for moments of respite throughout the day can help people better cope with stress.

Balance the desire for openness with the human need for solitude. Add spaces for rejuvenation.



People often want a more comfortable, inviting place to work that offers different postures and a more relaxed environment where they can be themselves to work alone or meet with peers.

"The best environments are the ones that have a plurality of choice within a culture that empowers workers to make those choices. In a consumption-aware society as we are today, people prefer substance over status. Customization enriches choices, enables expression and engages customers as participants in the making process," explains John Hamilton, Coalesse design director.

"People want to feel a connection to the places where they work, where they can see themselves in the space, versus something that feels imposed upon them."

James Ludwig, Vice President, Global Design

The office renaissance, Ludwig notes, is about a lot more than fashion or superficial gestures. "People want an emotional connection, creative self-expression and authenticity," he says. "It's about a lot more than ping pong tables or some interesting chairs from the flea market. People want to feel a connection to the places where they work, where they can see themselves in the space, versus something that feels imposed upon them."

While periods of cultural change can be difficult and stressful for everyone involved, the rebirth can open new possibilities for people to experience a greater sense of meaning at work, and open new opportunities for organizations to perform better than ever.

Did the people who lived in Europe in the 17th century know they were in the throes of a renaissance? It's with hindsight that we see how that time period contributed to our idea of what it means to be human, with inherent beauty and joy and meaning. Similarly today, we can't fully foresee how this movement will redefine the ways people view their relationship with work and the workplace. Whether you call it a rebellion or renaissance, change in the workplace is happening and creating a place for humanity and emotions at work.

Inject personality and allow self expression in the space through color and the addition of personal details.

Provide settings for individual focus work that offer a range of postures and opportunity for movement to promote physical and mental vigor.

# The Office Renaissance Impact
## Thoughts From the Steelcase Design Studio

"We have given people tools that allow them to work when they want and where they want. That freedom has allowed people to think about the spaces where they choose to work and try a variety of locations, a variety of postures and workstyles."

**JOHN HAMILTON**
Design Director, Coalesse

"If you're not rocking the world with new ideas you're going to fail. But the old ways of generating new ideas are just not passing muster anymore. Today, organizations that want to compete have to work differently."

**BRUCE SMITH**
Global Design Director, Steelcase Inc.

"A younger generation, which has recently left a university where it's more free, exciting and stimulating, and then goes into a conservative business where they can't go anywhere, that's unacceptable. More people are saying 'This isn't a job for life, so if I don't like it here, I'm moving on.'"

**JOHN SMALL**
Design Director, Steelcase, Europe, Middle East & Africa

"People don't work for money, necessarily. They work for meaning in their lives. Engagement is almost a direct reflection of how empowered people are. If you feel powerless, basically you say 'forget it.'"

**MARKUS MCKENNA**
Design Director, Turnstone and Steelcase Education

"Work today is both physically and cognitively demanding, and work environments should be designed to help people deal with the stress it can cause."

**MICHAEL HELD**
Design Director, Steelcase Asia Pacific

**How to Make A Change in Your Workplace**

The standardized approach to workplace design in use by many organizations today has created uninspiring spaces people are rejecting. This office rebellion is forcing organizations to rethink their workplaces and take a fundamentallydifferent approach to workplace design.

   The floor plans below demonstrate how you can take a traditional floor plan and migrate it to create a workplace that inspires and motivates people by addressing their emotional, cognitive and physical wellbeing.

## Before



resident
neighborhood

nomadic camp

resource center

meeting
commons

social hub
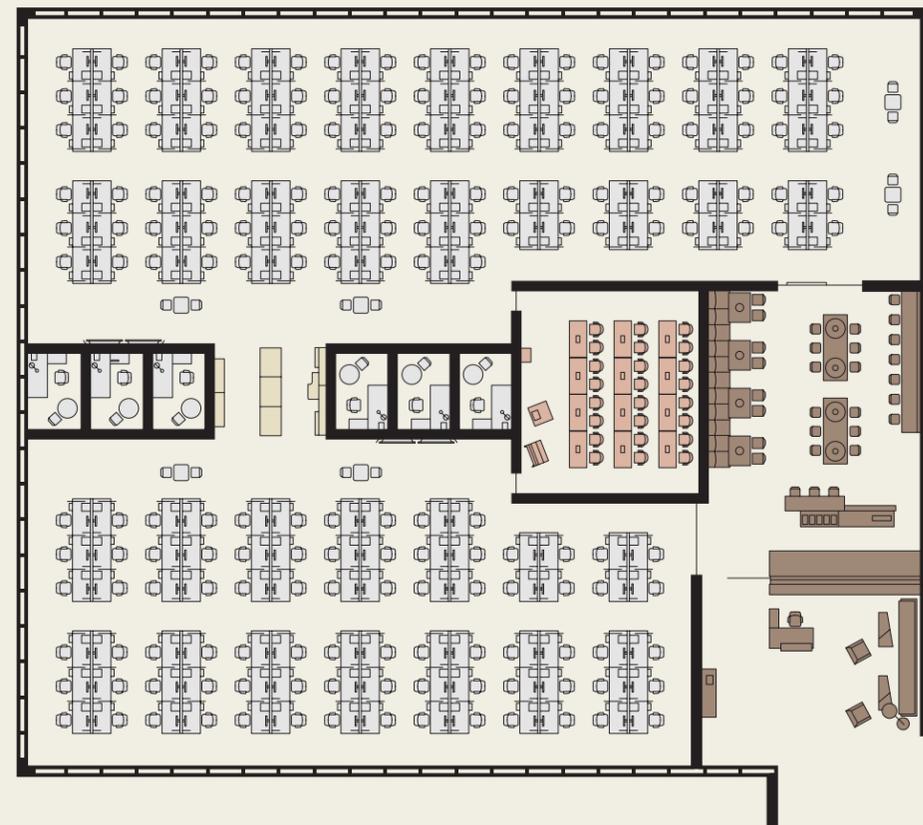
Traditionally, offices were focused on uniformity and standards. The majority of the space was dedicated to individual workstations, separated into departments, where people spent the majority of their time working alone. A cafeteria provided a place to eat lunch and large meeting rooms were used mostly for informative collaboration.

## After



resident
neighborhood

nomadic camp

resource center

meeting
commons
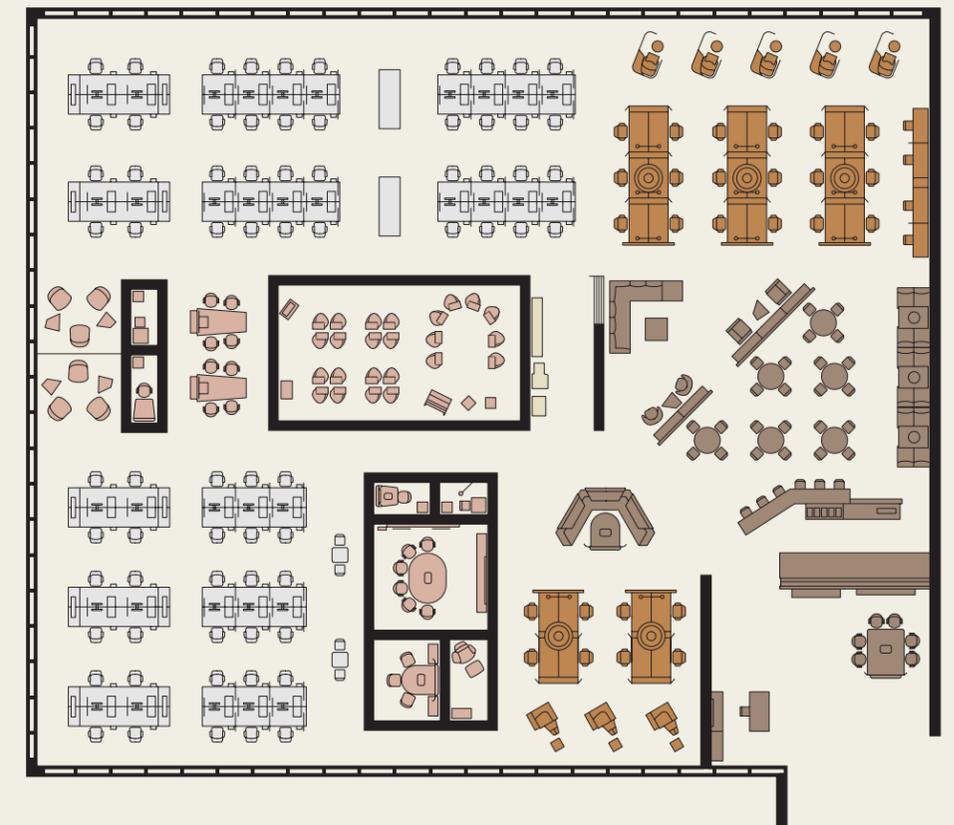
social hub

By reducing the number of dedicated individual workstations and creating an ecosystem of spaces, people now have the freedom to choose how and where to work.

The social hub, previously just a cafeteria, shifts from supporting just nourishment to now also becoming a place for workers to connect and collaborate.

A nomadic camp—purposely placed near the social hub—is added to support emerging mobile behaviors. The additional settings offer mobile workers a place

to work alone or with others. Workers can see and be seen by coworkers, or choose a private setting for focused work.

A resident neighborhood includes spaces for managers in  the open plan to promote learning and quick problem solving.

The resource center offers workers a space to securely store coats and bags and access meeting tools.

The meeting commons grows to now offer a system of spaces that support generative, informative and evaluative collaboration. ◖

# Express Yourself

**Putting Your Personality on Display**

Reject the sea of sameness with a new kind of office landscape. Bivi Rumble Seat gives people a soft place to land and a place to be themselves.

Stories shape our lives. Whether it's launching a business, running a nonprofit, giving back to the community or winning that elusive account, our stories deeply connect us as human beings, adding richness and emotion to the texture of our days.

Turnstone has been listening to the stories of entrepreneurs and intrapreneurs for a long time, and one thing's clear: There is no "one-size-fits-all" founder. No "typical" innovator. No "ordinary" company. In fact, our collective pursuit of individualism shows in the artwork we commission, the tattoos we ink, the music we listen to, the shoes we lace. We want to leave our mark on the world; stand out in a sea of sameness.

Markus McKenna, turnstone's director of design, spends much of his time in the field observing the evolving intersection between individual expression and design. "Your couch, your chair, your artwork, the color of the walls—the emphasis on and honesty of materials. They all become a way of your expression; a way of exerting your will on the larger environment to reflect who you are."

But when it comes to bringing our stories and our personalities to the office, workers and creative thinkers in particular have often met hurdles. Real estate compression has given rise to open offices designed primarily for efficiency, and in an effort to expedite rapid growth, personality and performance have been largely stripped away. As our world squeezes toward uniformity, we're pushing back, clamoring to create places that embody who we are individually and as a company.

"I think it's about emotion now more than it's ever been. People realize that if you can work from anywhere, the value proposition is 'How will that chair make you feel?' It becomes about, "Where would you like to work, and how do you think of yourself while you're working?" says McKenna.

Ongoing research within the entrepreneurial ecosystem continues to fuel turnstone's pursuit of fresh avenues to infuse greater emotion, layers of humanity and richer stories into the workplace. It led to the redesign of Bivi desks, seating and accessories, making the collection more relevant and giving customers greater freedom to express who they are.

"People are actively rejecting this idea of corporate blandness. They want to embrace passion and meaning in their lives. They want their work to matter, and we agree. It's time to build a more human workplace," says McKenna.

So turn the page and meet the new Bivi. See how turnstone is helping you bring your story—and your unique individuality—into today's changing workplace. ○
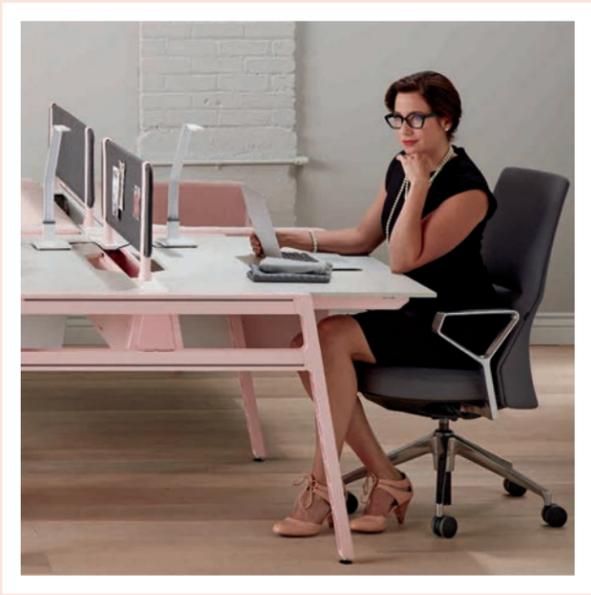
Redefine "corporate"
with work settings that
celebrate individuality
through personalization.

Bivi injects personality and choice
into any space for one-of-a-kind,
unexpected beauty, using Steelcase
PerfectMatch paint.

Sit or stand: Foster a sense of comfort and attention to individual workstyles by supporting a variety of postures.



Personal details and thoughtfully placed accessories create spaces that feel branded and reflect people's values.

"People are actively rejecting this idea of corporate blandness. They want to embrace passion and meaning in their lives. They want their work to matter, and we agree. It's time to build a more human workplace"

Markus McKenna
Design Director, turnstone

Bivi High Sit offers choice and control, giving people the option to sit, stand and collaborate with ease.
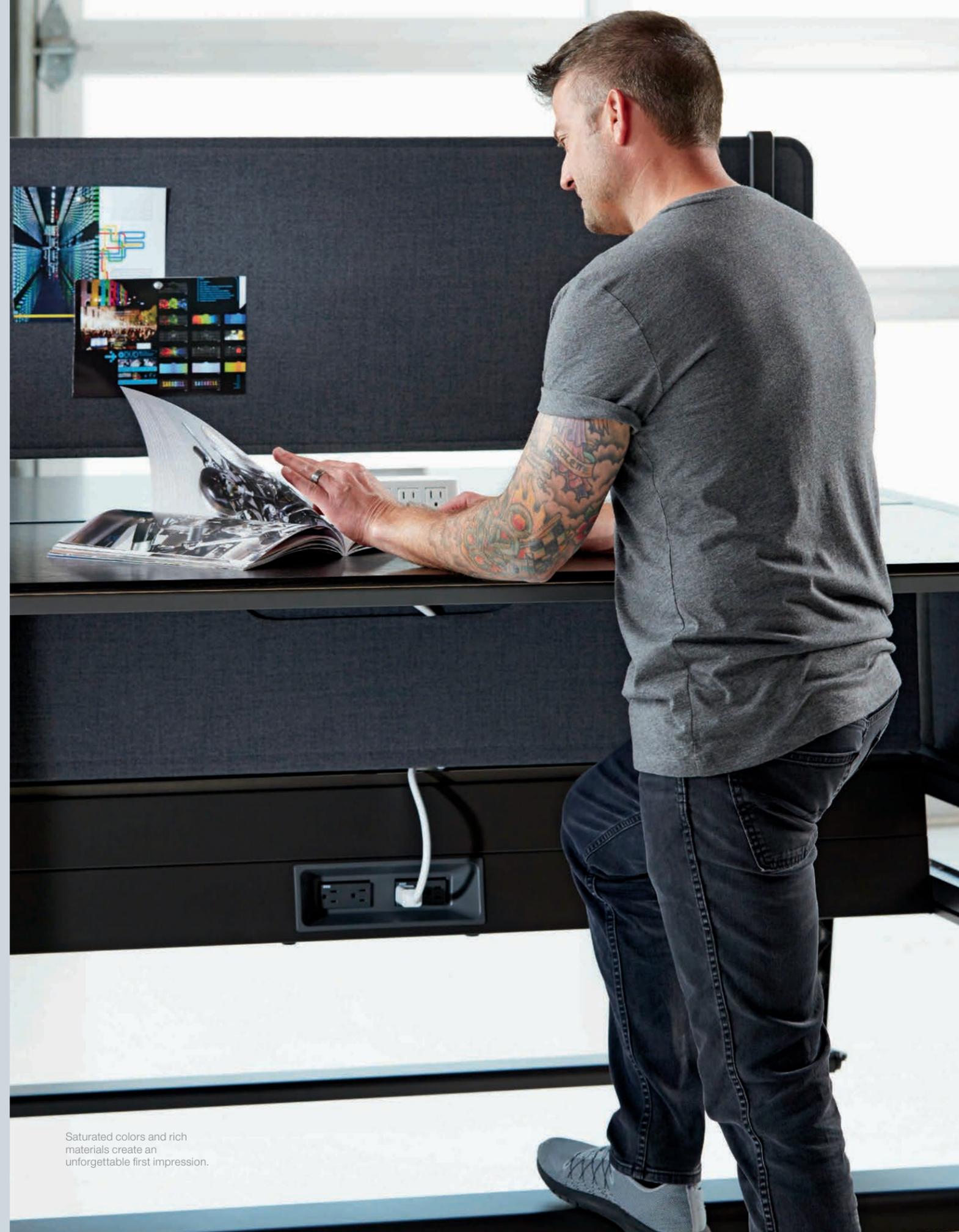
Saturated colors and rich materials create an unforgettable first impression.

Define open spaces, increase
agility, promote self-expression
and boost communication
between team members with Bivi
High Sit and Bivi Canopy.
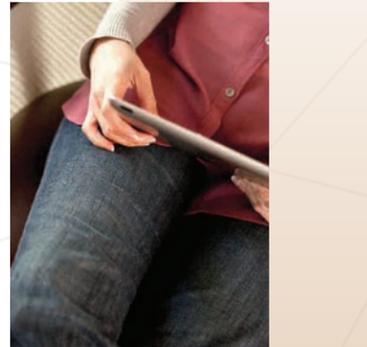
# Driving the Wellbeing of People

Why Smart + Connected
Spaces Improve the Experiences
People Have at Work

Offices would be better places to work if they were more like cars. New car models are embedded with technologies that make driving easier, safer and more fun. Sensors tell drivers if there is a truck in their blind spot or if they are about to back into another car when parking. Some cars allow drivers to safely take their hands off the wheel. Many are Wi-Fi enabled. The car doesn't just provide transportation anymore—it actually helps people be better drivers.

**So why can't we embed technology in the office to help people feel, work and think better?**

"Technology will be embedded in offices so it actually helps people work better and makes the workplace even more relevant."

Allan Smith, Vice President, Global Marketing

"Today, a lot of people drive a smart car and go to work in a dumb office," says Allan Smith, vice president, global marketing at Steelcase. "People used to think that technology would make offices obsolete—but the opposite is happening. Technology will be embedded in offices so it actually helps people work better and makes the workplace even more relevant."

In the near future, Smith notes, a network of sensors and other technologies in the environment will help make work a much better—and more humane—experience. Technology will serve individual workers, teams and organizations. It will help people cope with the sense of overwhelm they often feel as work has intensified and the pace of change has accelerated. It will also help organizations design the kinds of spaces that workers love to work in versus have to work in.

## Orchestration of a typical day



| Email | | | | | | | | | | | | |
| Phone | | | | | | | | | | | | |
| Project 1 | | | | | | | | | | | | |
| Project 2 | | | | | | | | | | | | |
| Project 3 | | | | | | | | | | | | |
| Social Time | | | | | | | | | | | | |
| Informal Collaboration | | | | | | | | | | | | |
| Personal | | | | | | | | | | | | |
| | home | car | work station | meeting room | work station | enclave | hall | cafe | work station | social zone | work station | home |
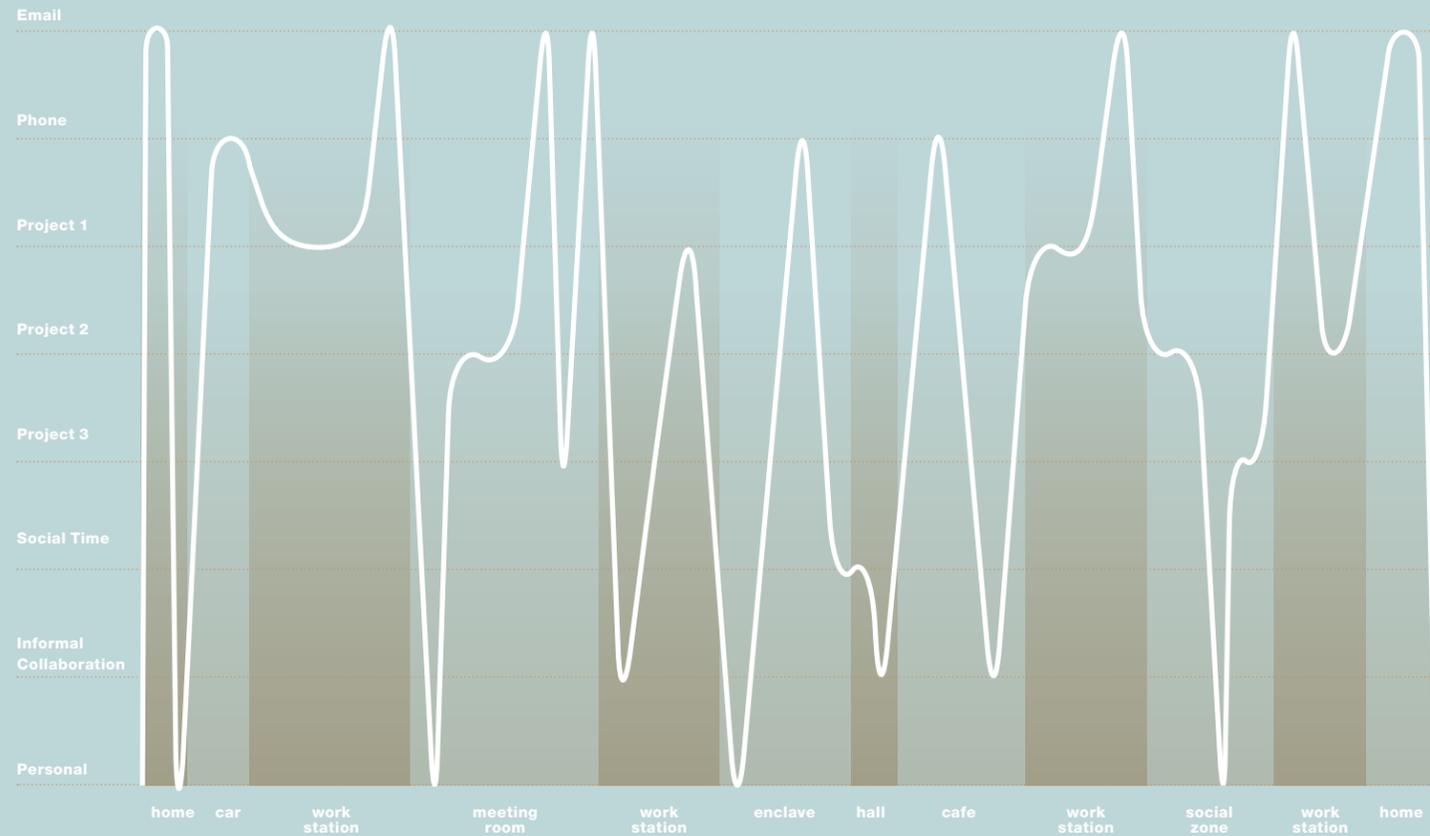
Workers who used to be assigned to a single project team now find themselves juggling multiple teams and tasks, constantly switching from one set of tasks to another, transitioning from one work mode to the next and orchestrating their way through a maze of meetings. The constant context-shifting wastes time and drains energy.

## Reducing the Stress

Getting work done used to be a lot easier: Get the right people in the right place with the right information—and then let the creativity flow. People mostly worked at their own desks, their teammates were physically nearby and they had the information they needed at hand. And then things changed.

Today, mobile phones, laptops and Wi-Fi free employees who used to be tethered to their desks. It's liberating—people have more choices about where and how to work. But it is also harder to find the people you need. Technology has transformed paper-based information into digital data, which makes it easier to share and create more diverse formats. But it has also caused information overload as data has multiplied exponentially. Globalization brings new ideas and team members from all over the world. Teammates are distributed and can't always work shoulder-to-shoulder, building the trust and social capital required for innovation.

"Work is fundamentally more complex than ever before," says Smith. "For example, video-conferencing makes collaboration across time zones easier. But it also means that you can't just book one conference room for a meeting—now you need to book multiple spaces for your global team's video call. So collaboration got better, but meeting scheduling got a little more complicated."

Offices need to get smarter and more connected, Smith notes, to help people navigate this complexity and reduce their stress. "People need to be able to cognitively offload some of the tasks they have to think about today and leverage technologies that will be embedded in the physical environment to make their work lives easier."

"Work is fundamentally more complex than ever before."

Allan Smith,
Vice President, Global Marketing
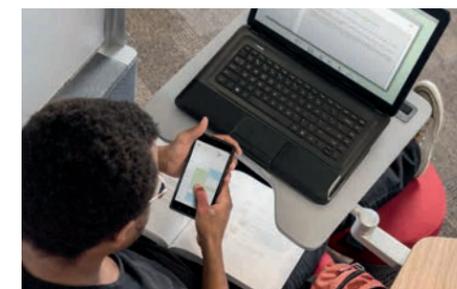
## Human-centered technology

The Internet of Things, a concept in which essentially anything electronic—cellphones, headphones, watches, wearables, washing machines—is connected to the Internet and to each other, opens all kinds of possibilities to people at work. Imagine opening an app on your smartphone to see which colleagues are in the office today. Or what meetings rooms with videoconferencing capability are open at 1:00 p.m. As the meeting begins, the room automatically dials in the remote participants, adjusts the lighting and signals you when your time is running short.

Think about a conference room that can alert you before the meeting ends, to make sure you wrap up what you need to accomplish before the next group stands impatiently outside the door, waiting for you to get moving. What if it could recognize you and bring up notes from your last team meeting and adjust the lighting to the levels you prefer? Or, if the meeting is going past its scheduled time, imagine a room that can send a message to teammates in your next meeting that you will be a little late.

## Helping organizations help people

Companies that want to help create great workplaces can benefit from embedded technology not only by helping individual workers and teams, but from drawing on the data that's generated. Design, facilities and real estate professionals can make better decisions about where to focus their efforts if they have a data stream to tell them which rooms are always busy and which rooms no one seems to like. With this information, organizations can better understand what's working and what's not, so they can make it better.

The challenge with all data that can be generated in an office, says David Woolf, general manager of integrated technologies at Steelcase, is to make it meaningful.

"When objects, like chairs or rooms, can sense the environment and communicate, they become tools for understanding complexity, identifying opportunity and responding to it swiftly," he says. "They become tools for

"When objects, like chairs or rooms, can sense the environment and communicate, they become tools for understanding complexity, identifying opportunity and responding to it swiftly."

David Woolf, General Manager, Integrated Technologies

creating more productive, engaged employees who are in control of their surroundings and able to choose what they need to accomplish their tasks."

Just as technology in today's cars is improving the driving experience, tomorrow's office will harness the power of emerging technologies and allow people to more easily navigate the complexity of work as well as help organizations create better work experiences for individuals and teams.

# Making people and places smart + connected

As organizations start boosting their workplace IQ, here are a few ideas Steelcase has previewed that can make people's lives at work a little easier:



**Steelcase® Personal Assistant**
Finding the best place to do work—especialy when you're on the fly—just got easier. This mobile app syncs with sensors throughout the office and gives people real-time information about what spaces are available, and makes it easier to reserve the best space right away and get to work. Say goodbye to hiking around the office to see if your favorite space is open!
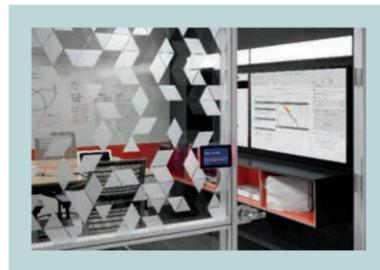


**Steelcase® Workplace Advisor**
An integrated system of embedded sensors in offices provides use trends over time for collaboration spaces. Armed with this kind of information, organizations and their design partners can make decisions about how to use valuable real estate based on real data. Workplace Advisor includes an occupancy sensor network, a cloud platform to store and analyze data and a website that makes it easier to visualize how the spaces are getting used and provides insights to help organizations optimize their real estate.



**Ology™**
Using a subtle posture change reminder, Ology suggests to people when it's time to change desk heights and postures, so people don't stay in one position for too long. An LED display and control system is integrated into the worksurface so it doesn't get dirty or messy. The reminder interval adapts based on desk occupancy and personal adjustments, customizing its rhythm for each person.
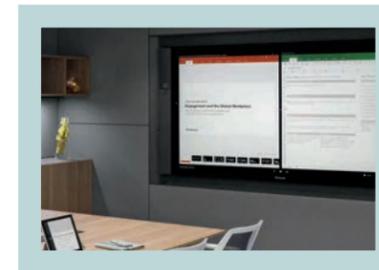


**Microsoft® Surface Hub**
The Microsoft® Surface Hub paired with VIA® and media:scape® creates an easy to use, high performance team experience. Teams can simply walk up and use the interface for immediate access to an electronic whiteboard. Its architectural scale—with huge 84" and 55" screen options—allows people to quickly gather around and collaborate using the interactive touch screen and whatever software that works best for them. Skype™ for Business software and integrated video cameras connect people and rooms across distances.

*Microsoft, Surface Hub, and Skype, are either registered trademarks or trademarks of Microsoft Corporation in the United States and/or other countries.*



**SOTO™ Personal Console**
People have traded lots of their paper files for digital—so they need different kinds of spaces to store their stuff and charge their devices. Designed for mobile or resident workers, SOTO™ Personal Console offers convenient, secure storage with a simple 4-digit code, and a Qi Wireless Charging Pad. It can be used on standard worksurfaces or adjustable-height desks.



**Brody® WorkLounge**
This microenvironment, designed to help workers focus, can be embedded with technologies that help limit distractions and make it even more comfortable—workers can enjoy a heated seat on cold days, or music embedded in the headrest to help them better concentrate. Embedded sensors note when Brody® is occupied and emit a red light to tell other people that you're busy. Connected to the Workplace Advisor system, Brody® provides utilization data to space managers and designers, helping them know how these types of workspaces are really being used.

Want to boost employee engagement,
collaboration, wellbeing and productivity?

# Have a cup
# of coffee

More and more companies are devoting real estate to in-house cafés and other informal gathering places where a cup of coffee is so much more than just a beverage.

The reason is as simple as it is powerful. We can go online and catch up on news, participate in discussion boards and conduct a fair amount of business without leaving our desk. But in doing so we miss out on important intangibles: the qualities that make an organization successful—personal relationships, trust, teamwork, as well as organizational culture—that are developed in person, rubbing shoulders, talking over a cup of coffee.

"Drinks have different roles throughout the day. For example, they can soothe, inspire or accelerate. Our average day is marked by the drink experience, offering structure and continuity," says Dr. Tracy Brower, global vice president of workplace vitality for MARS DRINKS, a 100% workplace-focused division of Mars Incorporated.

MARS DRINKS recently commissioned a global study of 3,800 people, across industries and companies of all sizes, to identify the factors that contribute to organizational success. The research identified four pillars—collaboration, engagement, wellbeing and productivity. These pillars are interconnected, and combine to create a vibrant and thriving work environment.

"We discovered that collaboration, engagement and wellbeing correlate with greater productivity. Their presence tends to drive greater productivity. The reverse is not true,

though. Greater productivity doesn't lead to greater collaboration, engagement or wellbeing. In fact, according to our research, too much emphasis on productivity to the exclusion of collaboration, engagement or wellbeing has a negative effect on motivation," says Dr. Brower. The solution is ensuring there is an emphasis on all four of the pillars and their interconnectedness.

Organizations are getting the message and replacing tired break rooms with inspiring café spaces and refreshment bars that are welcoming and productive places for employees, clients, visitors and external resources.

MARS DRINKS' research also shows that employees place importance on the availability of coffee and on having different choices in coffee. Dr. Brower says research shows that 22 percent of people will leave the office to get great coffee if they can't get it in the office.

"Just think about the effect on productivity. If people are leaving, it's not only the loss of their working time, it's also the lost opportunity for them to connect with colleagues," commented Dr. Brower. "Just the presence of the coffee experience can help drive collaboration, productivity, wellbeing, and engagement in the workplace."

Through their research, MARS DRINKS is inspiring people at work to think differently about the workday—to think about the potential for what it can be. ○

To find out more about MARS DRINKS' WORKPLACE VITALITY™ research and receive a customized Workplace Vitality Index report, visit www.marsdrinks.com/workplace-vitality.

LinkedIn,
Monaco

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Milano

# Engaging
# the
# Five Senses

It turns out workplaces that focus on the intangibles—sight, smell, hearing, taste and touch—are workplaces better equipped to boost employee wellbeing.

LinkedIn,
Milano

LinkedIn,
Madrid

One company is taking a sensory approach to rehumanizing the workplace. Italian firm Il Prisma, a Steelcase distributor, used research to create LinkedIn offices in Milan, Munich, Paris and Madrid that engage the five senses—in order to better engage workers. "Our research proves that sensorial design improves concentration and learning," says Il Prisma architect Elisabetta Pero. "It's all about turning on the senses at work, not turning them off."

Even the best employers, providing the best workplace solutions—ergonomic seating, height-adjustable tables, views to the outdoors, multiple break rooms—may be missing something huge. What about the color of the walls? The smells in the office? The texture of furniture materials? It's through the five senses—sight, smell, hearing, taste, and touch—that humans perceive the world, notes Pero.

The problem is that while the number of desks in a workplace can be measured, as can the temperature of the work environment, the quantity of incoming light and the noise volume, measuring the impact of the five senses seems impossible.

Il Prisma architects decided that these qualities—long left to aesthetic intuition—could, and should, be quantified. So they undertook a scientific study to measure how the five senses within an office neurologically affect people. In the study, Il Prisma used electroencephalograms (EEG scans) to measure electrical activity in the brain and an eye tracker device to detect eye movement and the dilation of the cornea. These measurements helped determine what fosters different states in the brain, specifically attention, focus, learning, evocative, simplicity and calm (Definitions of these states can be found on p. 140), which help people work better.

LinkedIn,
Paris



LinkedIn, Monaco



LinkedIn, Paris

The study was conducted in two phases. First, the architects contrasted two sensory-based environments, one called a neutral room, the other a sensorial room. While the neutral room was a basic meeting room with a white conference table and homogenous lighting, the sensorial room had a wooden table and bookcases made of fragrant cedar that were rough in texture, three wooden chairs, each of a different design, a curtain made of leaves, a blue light behind a bookcase and food on the shelves. The subjects were split into two groups, one for each room, and asked to perform a problem-solving test.

In the second phase, subjects were shown pictures of different colors and images, i.e., a photo of blue fabric or of different types of workspaces. This prompted similar neurological responses compared to those that would naturally occur if participants were holding the blue fabric or were physically in those working environments.

While you might expect the sensorial room was best for all types of work, the firm found that engaging multiple senses can also have a negative effect on work—it all depends on what type of work is being done. "The sensorial room might be better for sitting down to write a long memo, but it may not be as ideal for group problem solving," explains Pero.

Participants in the sensorial room performed well on the individual listening task. "While the subjects were memorizing, learning and studying, they were able to remember more words, reproduce more words and their concentration levels were heightened compared to those in the neutral room," Pero says. Other findings include the discovery that the colors blue and green and the use of wood and natural materials promoted calm and relaxed brain states.

The goal for the study was more than to create rules for how to design ideal workplaces. Il Prisma was also interested in using the scientific measurement to create humanistic design. "We weren't trying to arrive at a set amount of data or a number that gave the exact formula for designing sensorial spaces," Pero says, "but a method that could be used to help people personalize settings necessary for the tasks carried out and for the specific people that work within that space."

## Embracing the Senses at LinkedIn

At the Milan LinkedIn office, with an umbrella theme of transformation, the company used different rooms to represent five typical locations in Italy: a theater, a restaurant, a tailor's shop, a cellar and a garden. LinkedIn referenced the Il Prisma results, which the architects call "emotional grammar," to design each room to best suit the tasks that would be done in them.

For example, in the Cellar, workers can drink a glass of wine while listening to music and cedar wood is present. The room is ideal for highly private meetings or intense moments of concentration. Whereas in the Tailor's Shop, sensorial elements are muted so that problem-solving meetings can be held. There are large swaths of materials such as fabric and metal, but no color or texture that attracts undue attention. The variety of the five rooms offers an ecosystem of spaces in the office, so workers can match their current work needs with the space that will best support them.

Ultimately, the Il Prisma research reports that, "The contemporary worker prefers places that are no longer antiseptic and standardized, but customized and with strong connotations."

The takeaway for all firms is that the senses should be taken into account so workers can choose the environment that best suits their needs. ○

Il Prisma has published the full study in a book entitled "Now We Work." The book has also been adopted as an academic textbook in European universities.



LinkedIn,
Milano

## States of Mind

| | |
|---|---|
| Attention: | Receptive to incoming external stimulation. |
| Focus: | Able to concentrate on the details of what you're interacting with or on the activity at hand. |
| Learning: | Able to recall memories to help classify the information acquired. If the attention state is also activated, this indicates that you do not already have classified knowledge about the information and perceive the stimulus as "something new." |
| Evocative: | Able to link and compare the stimulus with your previous experiences. |
| Simplicity: | Can easily comprehend what the stimulus communicates. If this neurometric is not active, you are in a situation of cognitive fatigue. |
| Calm: | A state of relaxation where you are willing to interact effectively with the environment. If turned off, it generates a state of inhibition, hampering the decision-making process. |



LinkedIn,
Milano



LinkedIn,
Monaco

# Participate

## The Culture of Customization

Participate explores how Coalesse brings its point of view to the co-creation of products. Learn how Coalesse is empowering more personal expression in a new era of participation.

Customization is rising today at the intersection between contract and consumer market expectations—driven by new capabilities that empower personal expression and increased participation in the creation of individualized goods. Coalesse studies how customization has evolved in the greater design ecosystem, pushed both by a steady appetite for the value and heritage of handcraft and the democracy of newer technologies that engage consumers deeper in the product-making equation than ever before.



*Image, p.141* **Letterpress Printing,** *right* **Sock Factory**
Copyright Cavan Images, Alberto Bernasconi/Offset.com

# The Artisan Age

*Make a Mark.*
*Be the Muse.*

For centuries, the act of refining an item before it's fabricated has been seen as a mark of privilege, the exclusivity of the tailor-made. The significance of the bespoke suit, the commissioned jewel, even the made-to-order meal or craft-blended coffee preserves the high value of what is seen as custom.

The origins of the custom lie in the artisan age and its resurgence today in maker movements, where goods are created in a highly crafted way for the distinction, quality and status that their workmanship and design confer on the owner. It's about hand-selected ingredients, slower cultivation and richer stories to share. This is the anti-assembly line and, therefore, these goods tend to be time-consuming, often costly, quite singular and necessarily skilled in their composition. The world of the custom is desirable and aspirational because it's unique, in some artistic fashion.

In fact, part of the early meaning of the word comes from the Old French for costume—and there is a built-in fashion to custom items. More so, this made the original customer more a patron and less a buyer or consumer.

In the rising era of home and product design, this phenomenon has been embodied in the one-to-one relationship between a client and an architect or designer. These specialists are charged with creating a highly personalized custom result out of many one-of-a-kind elements. So, the custom in this sense has become not only the domain of a single object, but also the sum of individual parts, in the composition of a unique setting or complete environment.

For the even more collective domain of a workplace, how has that value been transferred? How do we apply the qualities of customization that promote personal expression to a much larger group of people or a scalable set of products? What do designers need, to enliven an impersonal office… and to overcome the commonality of its prevailing furnishings?

The original, special-made object or environment represents the first wave of customization. The patron, or the client, is the recipient of the desired outcome. The focus is on the artist—the designer, the architect, the studio—who creates something for us or about us, not really by or with us. We're the captivated audience. The opportunity cost for this activity is high; our participation is low.



**Harris Tweed Wool**
Carol Ann Peacock



**Julia Turner Jewelry**
Daniel Dent

**Tugboat Printshop**
Paul Roden & Valerie Lueth



"The origins of the custom lie in the artisan age, where goods are created in a highly crafted way for the distinction, quality and status that their workmanship and design confer on the owner."

**Personalized Jacket**
Henrik Kam, Copyright Alberto Bernasconi/Offset.com

# The Mass Monogram

*Make it Matter.*
*Because it's Mine.*

The rise of the consumer economy has brought better design choices to a wider populace. Manufacturing has standardized quality, but it's lowered the uniqueness of the individual product. A smart phone is a gorgeous piece of industrial design; even the most utilitarian denim is more flattering than ever. But my purchase is going to be exactly the same as yours. Different brands of phone or jeans certainly get us partway to more variety, but where is the customization in commodity?

In the modern era of stock goods, we change things after they're made. This accessorizing is a potent form of self-expression. The phone is enrobed in our choice of case, with our selected imagery on the touch screen and custom sounds that we can choose for our ringtones. Patches go on the pair of jeans or jacket; fabric is distressed, darkened or lightened. We put our imprint on our possessions. Call it the mass monogram.

Personalization is the second wave of customization. Like the bespoke design, this leads to a mostly solo result: to make it mine, in that hard-wired human desire to ornament, illustrate, differentiate. But personalization has a growing sense of involvement in it, a motivation for the consumer to start becoming part of the design process. The trending influences of applied personal style even drive companies to design and redesign products with more of the custom ingredients and add-ons that people want. The choices we make here are therefore incredibly meaningful, even though they may be a surface treatment and are most often decorative.

In the wider culture, this type of personalization has engendered the freedom to individually mix and remix aspects of virtually all the indispensable goods we carry around with us. In the workplace, it might mean the select combination of standard finishes and formats to make a diverse mix of settings, out of the same classic chairs, tables and storage pieces that would be used a different way in another office.

This mixology is the heart of how we can take advantage of the same items and menu of choices, and then combine them in our own way. The question is how customization can go much further in fulfilling that drive for personalization and deeper meaning—without losing the efficiency and convenience of ready-made choices.

> "In the modern era of stock goods, we change things *after* they're made. We put our imprint on our possessions."



*left* **Denim Fabric**
Henrik Kam, Copyright Alberto Bernasconi/Offset.com

# The Co-Created Artifact

*Move the Needle.*
*Become the Maker.*

There's an emerging third wave, where much of the new customization is now being imagined: the application of unique design choices during the manufacturing of our own product. This is the deeper act of participating in the design process, to customize an existing form. It's the artifact that is made with us.

Design as a discipline perennially allows us to customize by adjusting a basic form with the tools of color, pattern, material, feature, size and shape. Paint the same room several different shades and it will communicate a new personality each time. Upholster one sofa in fabric or leather; change the color or gauge of the stitching. Every option is built on the same frame, yet the outcomes are very personal and much more crafted in feeling than the stock model.

What's the difference, then, from the bespoke? Time is one factor. Where the bespoke is made from scratch, this type of customization begins with a pre-set framework or platform. The manufacturing may be partially automated so that the item is produced faster, making the customized product more attainable, without sacrificing personalization.

Another factor is technology. Modern engineering has created incredible advances in materials and machine enabled design. And digital tools now give us personal authorship over aesthetic choices, to an extent that has permanently collapsed the space between the product and the consumer, and what can be customized. The era of co-created artifacts now enables us to curate nearly every aspect of our experience—clothes, cars, vacations, social connections—often with just a few easy clicks on a screen. It's formidable, and a new form of empowerment.

What's more, we've been conditioned to expect a lighting-quick response time, creative control, and ultimately, a more meaningful experience. The entry cost to such transactions is lower than it's ever been, while the emotional investment is higher. That makes participation a truly inclusive prospect in design, and the area where we can keep moving the needle toward more sophisticated customization.

The next opportunity is to migrate that empowerment, its imagination, ease and speed, to the world of work. Coalesse welcomes this evolving wave of participation in its products, ranging from small batches to huge production runs. They want to engage the design community as participants in a creatively responsive experience, from end-to-end.

**Custom Bike Shop**
Copyright Cavan Images, Julien Balmer/
Westend61/Offset.com

"The era of co-created artifacts now enables us to curate nearly every aspect of our experience, often with just a few easy clicks on a screen. It's formidable, and a new form of empowerment."

# The New Customization

## *How We Help*

As both a San Francisco-based design studio and a global furniture manufacturer, Coalesse is naturally attentive to how detail and craft can determine the individuality of a product. "Customization for us isn't just inviting change; it's offering the personal assistance to take on all of the questions and answers, while anticipating what problems to solve, so that you don't have to," explains Lewis Epstein, general manager of Coalesse. He adds that Coalesse sees this role as making "our product into yours," with support for the A&D community that is dedicated to delivering convenience: "It's our part of participation, intended to save you time, reduce your stress and let you focus on what you do best: design."

"The emerging technological tools of modern customization can now put designers at the helm earlier in this collaborative process—to derive your product on the foundations of ours," continues Epstein. The company organizes its customization capabilities into six primary categories of design that can be affected: color and pattern, material and features, size and shape. New resources such as 2D and 3D modeling, small-batch production capabilities and the genesis of web apps deepen the interaction and offer virtually infinite options of color and pattern.

But as with so much technology, digital assistance on its own can miss the mark of human experience: how the stretch in a certain fabric adapts to the contours of upholstery; where to source a special material for a tabletop; a voice on the other end of the line who assures that the delivery will happen on time. For the customized piece of furniture, personal assistance is as enlightening as technology is empowering.

It's when these two capabilities come together that the deeper engagement of participation takes hold.

## Custom Capabilities

*There are six primary categories of design that we affect:*

Pattern

Color Material

Shape Features

Size


*Customized stitch color*
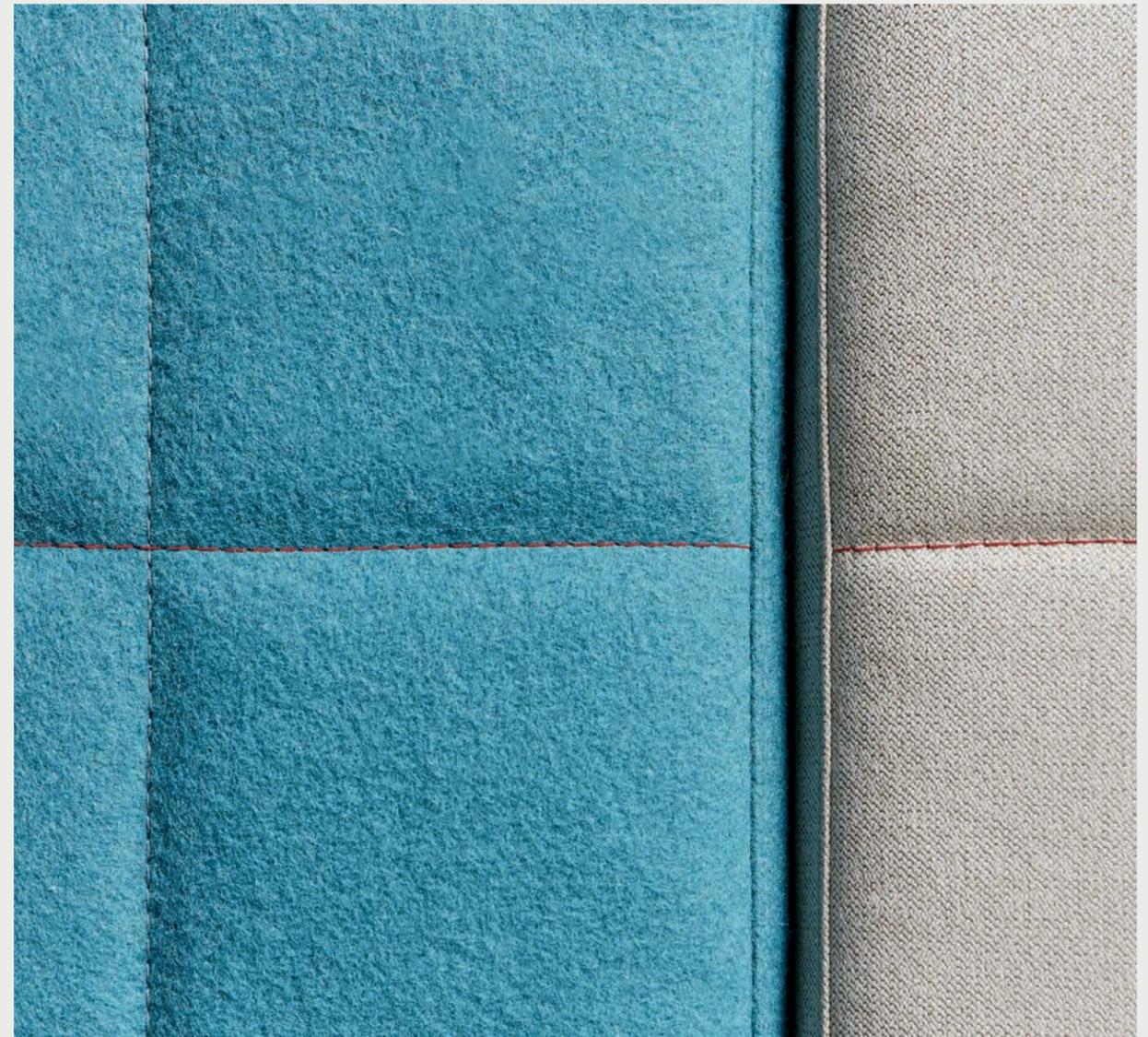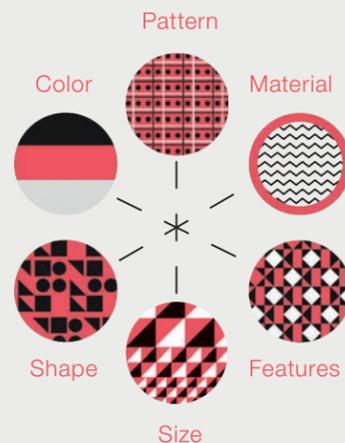
"The emerging technological tools of modern customization now put designers at the helm earlier in this collaborative process—to derive your product on the foundations of ours."

# Case Study

## *Personal Assistance + Digital Assistance*

The LessThanFive Chair explores an innovative material, carbon fiber, to mold extremely lightweight furniture with a highly tailored level of detail. Carbon fiber has been extensively utilized for its incomparable strength-to-weight ratio across the automotive and sporting goods industries, but it is still relatively uncommon in the furniture marketplace.

When Coalesse launched LessThanFive, the Coalesse Design Group, led by Director of Design John Hamilton, was intrigued by carbon fiber's potential for customization. The material's surface is highly receptive to paint finishes of any color as well as integrated, perfectly registered appliqués of the most intricate patterns. Consumers were already customizing boutique bikes online in this fashion, for example, adapting a stock frame with several easy clicks of color and pattern to make it their own. "We were inspired by these capabilities, so we looked for a way to capture the convenience of a simple consumer tool for personalizing our LessThanFive Chair," says Hamilton.

The Coalesse Design Group proceeded to develop its own customizer in the form of an openly accessible web app, which allows anyone to participate at this deeper level of individualized design.

Now, the LessThanFive app invites architects and designers to import literally any color or color combination, and configure any pattern, onto the chair. Yet unlike other configurator apps, every individualized order is then managed by Coalesse's concierge team as a seamless part of the product offering, to ensure that customers have a rewarding experience as their chairs are manufactured. Expanding on this direction, the companion MoreThanFive Table—a concept in development—opens up new opportunities to create a bespoke statement. Carbon-fiber table frames support clear glass tops available in three shapes and sizes, and both materials can be specified for applications of any custom color and pattern. John Hamilton explains, "With color and pattern and shape and size all free to be mixed in countless ways, this latest wave of multifaceted customization empowers designers to participate and make a more powerful mark." ⚬

*Apply your color*     *Apply your pattern*



**Bespoke Pattern**
LessThanFive Chair/MoreThanFive Table

**Standard Color**
LessThanFive Chair

*"The LessThanFive and MoreThanFive series are models for the age of Participation."*
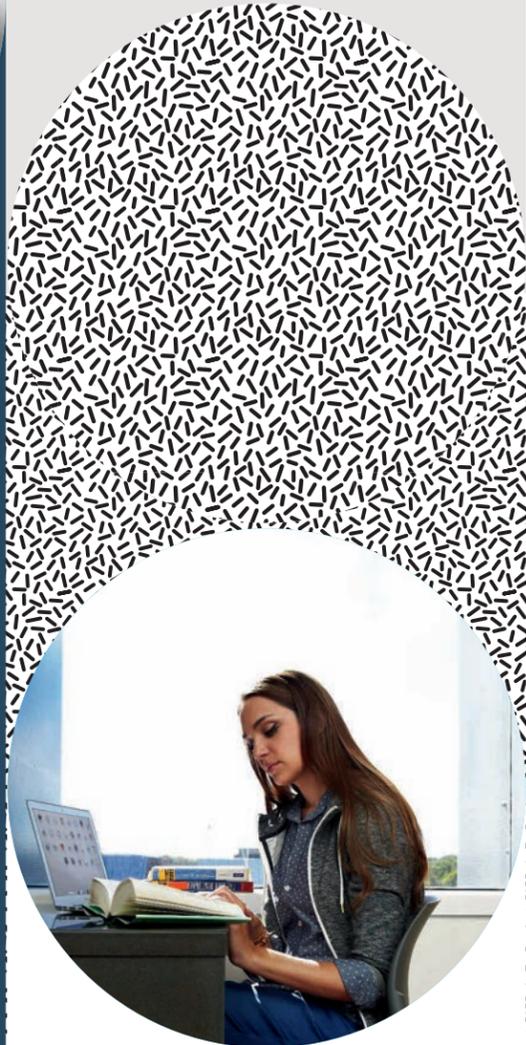
# A Revised Lesson Plan for Student Success

There's growing concern among students, parents, educators, administrators, governments and employers: The return on investment in education needs bolstering, and that requires an updated perspective, new strategies and new metrics for student success.

For too long, students have been expected to master a defined body of information, mostly through memorization and recall. Student success has long meant coming up with correct answers on tests, getting passing grades, advancing to the next level of coursework and ultimately graduating on time.

# Time to Rethink Old Norms

But now, education thought leaders are adopting a different perspective. Their efforts are fueled by concerns that new discoveries from cognitive and behavioral science aren't being applied, and technology isn't adequately blended into teaching and learning. They're troubled by student disengagement, which, according to Gallup, increases as students advance from grade to grade. They have questions about the potential irrelevance of required subjects that only a small fraction of people now use in daily life and the amount of focus put on memorizing information that can be found easily online.

What's more, in higher education, especially in the United States, there's a dropout crisis. While more students are enrolling, more than 40 percent of those who begin at American four-year colleges don't earn a degree in six years, and the dropout rate is even higher among community-college students, according to a report in The Chronicle of Higher Education, a global news source for faculty and administrators. In most other countries except those in Asia, dropout rates measure lower but are still high enough to be concerning, according to the Organisation for Economic Co-operation and Development (OECD).

Meanwhile, too many graduates are having trouble finding a job in their chosen fields, and studies show mounting clamor from employers who say graduates lack the high-value skills needed in their organizations: critical thinking, collaboration, communication and creativity, as well as adaptability, empathy, leadership abilities and cultural sensitivity.

All of this is leading to disruptive innovation in education. Old norms are giving way to a deeper, broader and more individualized perspective on what student success is and how to achieve it.

"Student success in today's world is about acquiring and exhibiting the knowledge, skills and personal development needed to achieve multiple personal and education goals. It's a broadened, whole-learner approach that recognizes the importance of motivation, engagement and student wellbeing. It goes beyond success in academics to also include developing interpersonal skills, having experiences that contribute to character growth and enjoying a productive, satisfying life when you leave school," says Aileen Strickland McGee, a Steelcase education researcher.

Of course, educators know first-hand that the dynamics of learning are complex and extend well beyond the activities and relationships that occur in schools. Families and communities exert tremendous influence, too. At the same time, schools are becoming aware that they can make a stronger contribution to student success by broadening their focus, Strickland McGee reports.

"Successful learning shouldn't be narrowly defined," she says. "For example, gaining the ability to set priorities or getting better at managing negative emotions can be as significant as earning a high grade."

**Student success in today's world is about acquiring and exhibiting the knowledge, skills and personal development needed to achieve multiple personal and education goals.**

**Steelcase research confirms that forward-thinking approaches can now be found at many levels of education throughout the world.**

- The Blue School, a private kindergarten and early elementary school in Manhattan, New York, founded by members of the Blue Man theatrical troupe, started as a playgroup. David Rock, a thought leader in human performance coaching and author of "Your Brain at Work," is on the board of directors. Incorporating the latest scientific findings about childhood development, Blue School focuses on integrating emotional and academic education by emphasizing a new set of three Rs—reflection, relationships and resilience—alongside content learning.

- Makerversity in London, part of the fast-growing maker movement that promotes do-it-yourself initiative and hands-on learning, is providing alternative and free educational experiences for youngsters. It aims to inspire the next generation of creative minds through work placements and mentoring events plus an education program for teachers focused on incorporating hands-on activities into core subjects.

- The University of Vienna offers "Knowledge Creation," an interdisciplinary elective program that helps students learn to think innovatively in preparation for work in a variety of knowledge and innovation-intensive professions. Enrollees, whose major fields of study range from science to philosophy to humanities, learn higher-order metaskills and complete individual

and collaborative innovation projects in a studio environment. The applied approach is essential, says Professor Markus F. Peschl, who developed the curriculum and teaches the courses. "Learning is not just transferring knowledge from one brain to another," he notes.

- Minerva Schools at Keck Graduate Institute offers a uniquely global and blended learning approach to undergraduate education. The school's administration is in San Francisco, but students learn together in seven world cities during the four years they're enrolled. Instead of attending large lecture classes or doing all their coursework independently online, Minerva students, who come from all over, live together, have immersive cultural experiences and participate in small virtual seminars. Students earn degrees in traditional fields, but the overarching goal is to teach "habits of mind" that empower them to think critically and creatively, and to communicate and interact well with others.

Most schools aren't yet adopting approaches as radically different as these examples, but many are rethinking their teaching methods, curricula, support services and technologies. The list of activities to advance student success is already extensive, ranging from adding more technology to classrooms, to offering stepped-up coaching and counseling services, to using predictive data analytics to identify at-risk students—flagging those with high rates of absenteeism, for example. By intervening early and appropriately, it's often possible to help disengaged students become more engaged.

# Learning Can Happen Anywhere

A more expansive view of student success puts different demands on a school's physical space. As part of a high-impact strategy, it's important to assess the campus as a connected system of innovative, active learning spaces, all working together to support student success.

"It's important to recognize that learning can, and does, happen anywhere," says Strickland McGee. "It involves informal collaboration and socializing, as well as formal learning in a classroom. We know that environment can profoundly augment engagement and a mindset of wellbeing, and these attributes are foundational to student success."

For example, Gallup's 2014 study of American 5th–12th grade public school students shows that hopefulness, engagement and wellbeing are key factors that drive students' grades, achievement scores, retention and future employment. Similarly, a study conducted by the Department of Education in England shows that students with higher levels of emotional, behavioral and social wellbeing have higher levels of academic achievement and are more engaged in learning, both while

they're in school and in later years. Another study, conducted jointly by McKinsey & Company and Texas A&M University, reveals that mindset and engagement account for more than 50 percent of a student's likelihood to graduate.

"Schools are investing in a broader approach to student success because it's complex and critically important to both students and educational organizations," says Sudhaker Lahade, a senior Steelcase applied research consultant. "Student success is an essential indicator that shows educational organizations understand their students' needs and aspirations. It's also a way for institutions to create new value for themselves in order to meet their organizational goals. Student success isn't just about individual success; it's also about collective success and strengthening brand equity. It ensures that schools can attract quality students and faculty, plus win the loyalty and support of alumni and other stakeholders."

# It's important to support students' cognitive, physical and emotional needs in an ecosystem of learning environments.
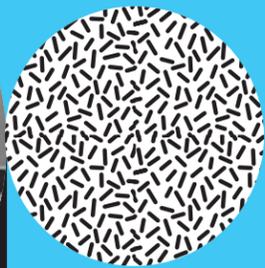
# Successful Learning, Campus-Wide

Because physical environments reflect an organization's intentions and shape perceptions and behaviors, investing in a range of learning environments creates a favorable context for student success. It's important to support students' cognitive, physical and emotional needs in an ecosystem of learning environments. Study after study shows that people perform better when their pressing needs are met, and this finding has broad implications for successful learning.

Most campuses present abundant opportunities to rethink spaces in terms of how well they help students gain knowledge, acquire skills and develop personally. Although spaces are often designated for a specific type of learning, it's a big advantage when they're intentionally designed to support holistic learning. The result is a different kind of educational environment, one that nourishes student success.

## Building knowledge

Regardless of the grade level, subject matter or class size, today's best classrooms are designed for active and engaging learning experiences that help students function at their best. Person-to-person connections and being able to easily interact with teachers and peers are essential.

At the same time, effectively integrated and leveraged technology presents tremendous opportunities to enhance teaching and learning by offering new ways to access and share information. This frees teachers to focus on richer interactions and higher-level cognitive learning. Moveable furniture and seating options support multiple modes of learning —discussion, small group and lecture. They also give students permission to assume alternative postures, making classrooms more human-centered than the rigid "row by column" settings of the past.

Outside the classroom, wide hallways and open areas function as more than just transition spaces. Instead, they're designed for multiple active learning situations and interactions — before, during and after class sessions.

**Acquiring Skills**

Makerspaces, hacker spaces, project rooms, collaboration hubs, innovation labs, virtual reality environments—the portfolio of learning spaces keeps expanding as hands-on experiences are progressively celebrated as integral to education. "Doing spaces"—environments designed for thinking through problems, fabricating solutions and sharing ideas—help develop practical skills. As important, they also cultivate curiosity, persistence and confidence, plus the ability to integrate information from various sources and consider multiple solutions—critically vital mindsets for students' long-term success.

**Personal Development**

For holistic learning, social spaces—commons, community hubs, cafés, lounges, in-between spaces, etc.—are essential. It's often through informal interactions with teachers and peers that students expand their thinking, gain emotional maturity and develop meaningful relationships that continue to exert a positive influence throughout life after school. Whether it's for mentoring, digging deeper into a topic or simply socializing to give the mind a rest, easy access to others helps students develop. Even faculty and counselors' offices become more welcoming and approachable when discussions can occur side-by-side instead of across the barrier of a desk. When students can choose from a range of learning experiences and a variety of settings, they gain self-awareness, decision-making skills and confidence.

# Developing a Success Strategy

Supporting student success is a complex, multifaceted undertaking. There are multiple definitions and dimensions, but all are becoming more holistic. Achieving the goals requires aligned organizational willpower to make changes that matter. Although space alone can't ensure student success, in combination with inspiring teachers and effectively deployed technologies, it can help drive improved outcomes.

Environments can help students think better by supporting the capacities and constraints of the brain. Environments can help students be healthier by supporting active behaviors, which alleviate problems from head to toe. As important, spaces can help students feel better by providing a strong sense of belonging, optimism and community. More often than not, this leads to engagement. And more often than not, engagement leads to success—while students are in school, and in the years beyond. ◐

# Environments can help students think better by supporting the capacities and constraints of the brain.
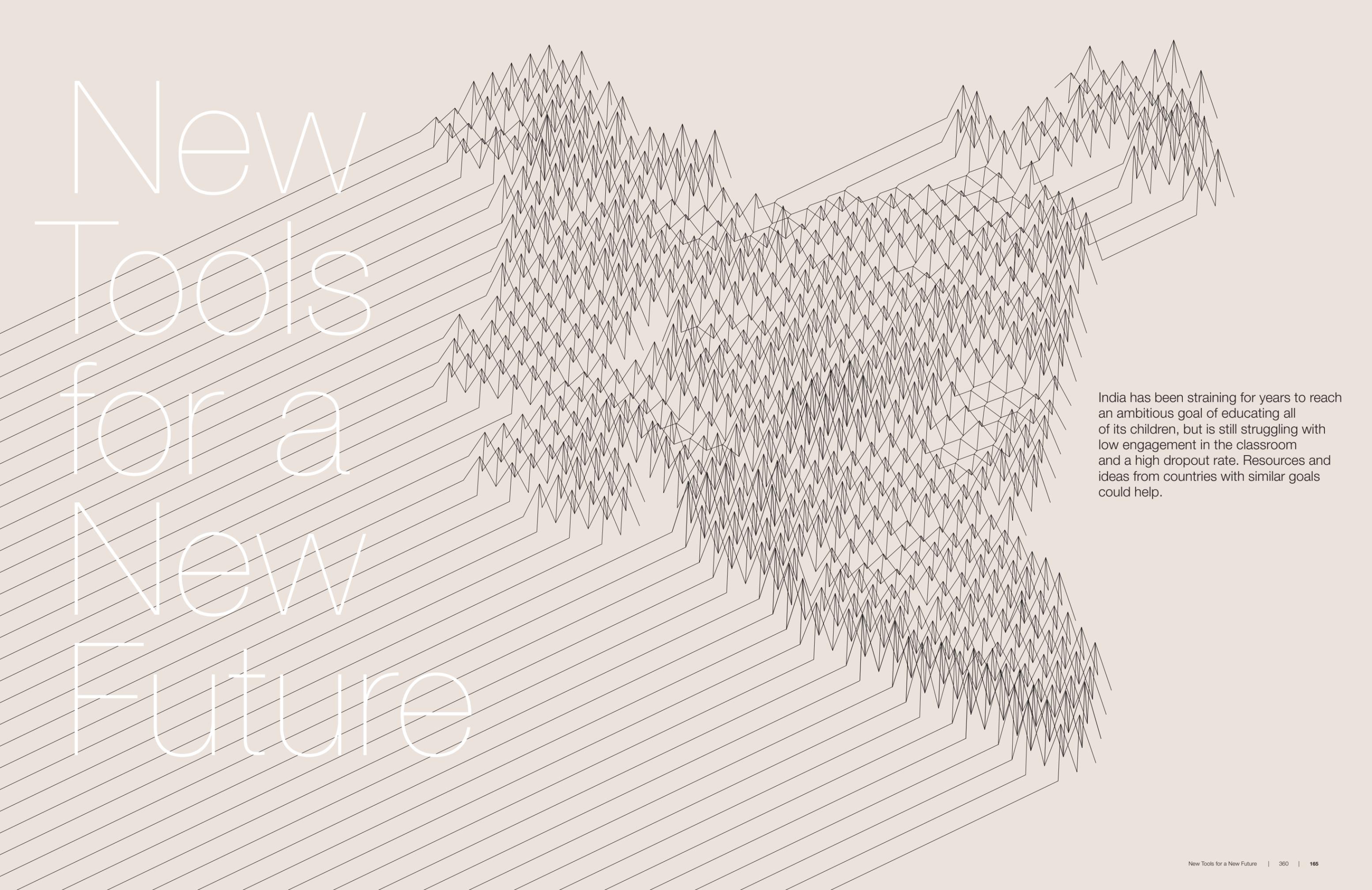
# New Tools for a New Future

India has been straining for years to reach an ambitious goal of educating all of its children, but is still struggling with low engagement in the classroom and a high dropout rate. Resources and ideas from countries with similar goals could help.

India's goal is to have 500 million people trained for the growing industries of the world by 2022.

Haffizul and Abdul Rehman, brothers, rise from their shared bed in New Delhi, India, brush their teeth over a drain in the floor, and wake themselves up with a splash of water from a water barrel. They are getting ready to go to school.

This moment in these Indian boys' morning—readying for the day—is something their parents and their parents before them experienced. The type of day that follows, however, is something entirely new. Instead of going to work as a shopkeeper like their dad, or as a tailor like their mom, the boys, ages 12 and 14, are suiting up for a day at the Lord Krishna Public School. They are preparing for a different life in a different world.

India's government is undergoing a massive and admirable effort to educate every last one of its children, having implemented 11 five-year plans that touch on education. But the hurdles here are many: infrastructure is lacking, and sometimes so are school bags, notebooks and food for lunch. Many children who attend school are the first in their families to do so. Often parents don't understand the value of completing school or how to support

their children, sometimes taking them to their home village for months at a time. These students often fall behind. Ultimately, India still faces the reality in which four percent of children never start school, 58 percent of children don't complete primary school, and 90 percent of children don't complete their secondary schooling.

When the Rehmans finish buttoning their salmon-pink uniforms and tying their burgundy ties, they hitch up their backpacks and start the walk to school, passing unfinished brick walls and wires hanging from buildings. Their destination is a noisy classroom. Taped up all over its walls are colorful pieces of paper encouraging "courtesy" and "kindness," and crowding the floor space are about 35 worn, dirty two-person benches. The students are willing, but the resources are few.

Yet today:

**4%**
of Indian children never start school

**58%**
of Indian children do not complete primary school

**90%**
of Indian children do not complete secondary school

# Teach for India: working to eliminate educational inequality in India.

## A ROAD TO LEARNING

As part of its most recent five-year plan, India aimed to cut dropout rates from 50 percent to 20 percent in primary schools, but failed to meet this goal when the clock ran out two years ago. Percentages and statistics like these seem like unfeeling data until one realizes that it means that nearly 1.4 million 6-to-11-year-olds are not attending school, not learning, not preparing for the jobs that their families and country will need them to do when they grow up.

The good news is that the first phase of the daunting task—just getting the children *to* school—has been remarkably successful, with 96 percent now enrolled, thanks to a push from the government. Infrastructure improvements—the number of schools now tops 1.4 million—have made it possible for almost all children to attend a primary school and upper primary school within walking distance. The new problem is that by graduation day, most of these gains are lost and the children are gone. Ninety percent of Indian children don't complete their secondary schooling.

India's goal is to have 500 million people trained for the growing industries of the world by 2022. How will it reach that goal given that in 2009 most of its population had only high-school educations and only 10 percent of its population was going on to university? It's not for lack of desire that India is struggling to achieve its goal; the government spends the third largest amount on education after the United States and China. It's that the task it set for such a large population is so noble, complex and daunting.

## WORLD PARTNERS

India isn't alone in this push. Other newly industrialized countries, such as China, Colombia, Sri Lanka and Bangladesh, are also racing to reform their education systems. Brazil, for example, has the same aim to universalize early childhood education as well as expand enrollments at the post-graduate level.

India isn't without hope—or help, either. As one Brookings Institute report suggested, India can partner with other countries, such as the United States, and learn from its efforts to educate its population: "The U.S. and India can achieve better learning outcomes if they pool their experience and resources – both intellectual and economic." One example of such a partnership is Teach for India, a not-for-profit modeled off of Teach for America, whose mission is to create a movement of leaders working to eliminate educational inequality in India.



The desire is that the enthusiasm of the Teach for India teachers, or fellows, who take two years out of their careers to teach and who will likely go on to work for multinational corporations, will help keep the students engaged and in school. "Everyone has a right to education, so there is a high enrollment and parents are happy to send their children," says Shifali Thakkur, manager of development and alumni impact for Teach for India. It's the teachers' jobs to keep them there.

Today 1,100 fellows work with 320-plus schools to educate 40,000 students in seven cities. And each year, the organization spreads its geographic wings, adding city after city, from Mumbai to Pune to Delhi to Hyderabad to Chennai to Ahmedabad to Bengaluru. To the students, the fellows stress the importance of taking ownership of their learning, their communities and awareness of their responsibilities at the personal, community and national level. To the government teachers, who suffer from absenteeism, they lead by example.



PolyVision, a Steelcase company, decided to donate e³ CeramicSteel whiteboards and chalkboards to schools served by Teach for India, a six-year-old non-profit modeled after Teach for America. Like its counterpart in the United States, Teach for India pairs under-resourced schools with recent university graduates for two years.

By partnering with local, Indian organizations already deep in the trenches, PolyVision was able to identify schools with real needs and engaged teachers. "We see a difference in the students when the teachers are engaged and encouraged to help their students," Shifali Thakkur, manager of development and alumni impact for Teach for India, says. "They help create more structure and even extracurricular activities." One current Teach for India fellow in a government school for girls is so passionate about poetry that she has her students participate in so-called "poetry slams," a competition in which students recite their original poetry in front of the class.

PolyVision chose to donate hundreds of its e³ CeramicSteel whiteboards and chalkboards. The boards come with a lifetime warranty, making them long-lasting tools. They are scratch-, marker-, graffiti- and fire-resistant. What gives the boards their steadfastness is the proprietary manufacturing process, which bonds porcelain enamel to metal by fusion at a super-high temperature. The result is the prime choice around the world for demanding and highly active environments ranging from applications for writing surfaces to architectural cladding. PolyVision hopes its investment pays off with a new generation of educated children in India.

## 97%

of teachers polled think that writing on boards increases learning and nearly all believe that the writing board is an essential teaching tool.



## SOMETHING'S MISSING

In that same classroom in the Lord Krishna Public School, in which Abdul and Haffizul Rehman learn on their worn desks, the main teaching tool is a melamine board with scratches, dings and discoloration from marker residue. Teachers and students in other government classrooms may not be as lucky; the chalkboard at one secondary school for girls is simply a concrete wall painted with black paint. These writing surfaces make it an arduous and time-consuming task to teach. They're hard for students to see and read, and hard to erase.

The students may be eager and the teachers inspired, but they all still have to work with underperforming resources. Fifth-grade students are struggling to learn a level of comprehension of English that they should have understood three grades earlier. As Time magazine put it, "More children are going to school in India, but they're learning less."

Peter Lewchanin, general manager of the Steelcase company, PolyVision—the leading producer of e³ CeramicSteel surfaces—has visited Indian classrooms like this often, the last time in September and October of 2015 to observe the conditions of the government writing surfaces. "You can hardly read anything on the boards, they've been erased so many times," he says. "They're black with chalk marks all over them and the teachers are trying to write over that with chalk again."

Chalkboards and whiteboards are a classic staple of education. Teachers in India and all over the world use boards as the primary tool for teaching math, writing, literature, history, science and social studies. They also use them to display classroom administration: the date, the schedule for the day, class rules, reminders and upcoming due dates and events.

Beyond teacher-to-student conveyance of information, though, large writing surfaces are also critical tools for more active learning, in which teachers invite students to stand up and do math problems with their peers. Teach for India fellows such as those in the Lord Krishna Public School and the Government Girls SR Secondary School employ engaging strategies daily. If Indian schools had boards that were easier to use, children could take a substantial role in their education. A University of Wisconsin study found that quality visual aids can improve learning by up to 200 percent. It's by engaging the material on an analog tool with their brains as well as their bodies that information is cemented more firmly in the children's minds. The medium matters.

## HOW TO HELP

PolyVision's Lewchanin recognizes the challenges in these schools and says, "It's always a little humbling to see the spaces that the students work in. After having gone there a number of times, the question you start to ask is, 'What can I do to help?'" One of the easiest and quickest solutions is replacing the writing surface.

Teachers that formerly used paint on concrete or scratched melamine and who get the chance to try premium writing boards find that their classrooms are revitalized. One teacher says, "It is through visual aids like drawing and labeling that my young students increase their vocabulary. Being able to erase and write very fast helps me keep up with their energy levels." With new boards, teachers are also able to leave information up on the board that students can reference while they do individual and group work, capturing information that is otherwise lost. Says another teacher, "I am able to utilize the time better now. I teach the lesson and tell students to copy the notes and when they are copying the notes, I write on the other board and keep their next exercise ready so that once they are done they don't feel restless."

Before becoming the manager of development and alumni at Teach for India, Thakkur taught grades three and four in a low-income school. She understands the problem on a personal level. When she taught she first used one of those old blackboards until she got fed up with the headaches that the chalk dust caused and spent her own money to get a better writing surface. "After getting the whiteboard the students were able to read my handwriting and it helped them to understand the teaching better," she says. "A whiteboard makes it easier for a kid to copy what's on the board or, with their tiny hands, to write on the board."



"My kids were very happy to see the new white, bright board in the classroom. When I ask them to solve their problems on the boards, they come running."

INDIAN TEACHER WHO HAD RECEIVED A NEW WRITING BOARD
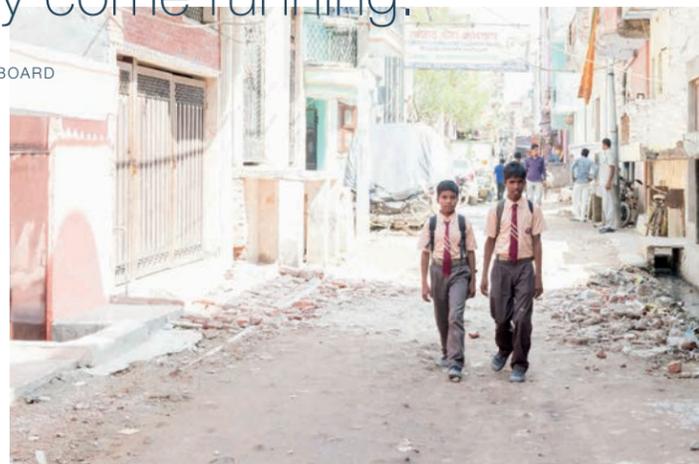


The average age in India is under 30, so there is a ready market for education and a vast need to supply students with the tools they need. It's a young country hungry to be more and more competitive in the market. Most of the whiteboards and chalkboards used in Indian classrooms are made of painted steel and last only about three to four years. Advanced whiteboards and chalkboards, however, endure. They are a one-time investment for schools. As Tarun Periwal, director of Whitemark Limited in New Delhi, which distributes PolyVision's e$^3$ CeramicSteel, says, "This will be the next generation to lead the country—or theworld. How good will it be if they're as educated at the start as they need to be at the finish."

In the Lord Krishna Public School classroom today, Abdul writes on a new whiteboard with red marker, solving problems and practicing his writing. Haffizul has his black marker to do the same.

So many of the world's problems seem to need macro solutions, when often it's the micro solutions, the one-to-one efforts, that work the best. For education, one quality writing surface plus one dedicated teacher seems to be the correct arithmetic for effecting positive change. ○

# The New Exam Room Experience

Today, exam rooms must be conceived in the context of doctor-patient interaction models to support modern needs. One model, known as mutual participation, was the focus of a study by Steelcase Health researchers and led to a new set of design principles that create spaces to meet today's needs.

Typical exam environments enable a fading model of care, despite clinicians' desire to partner with patients and families, and the need for families and patients to be active participants. This article investigates the factors driving the need for change and sets the scene for the exam rooms of tomorrow.

## 3X.

On average, people visit the doctor three times a year.

Americans make nearly one billion trips to the doctor every year, nearly three trips annually for every man, woman and child. It's a universal scene—the exam table with its crinkly paper, the iconic doctor's stool and a stiff chair for a family member. Maybe there's a computer mounted to the wall or on a desk.

Replace the computer with a paper chart and this could be straight out of the 1950s— an era of booming healthcare construction. Nearly 70 years ago, the types of care patients needed were different. Expectations were different. Technology was different. Even the way clinicians and patients interacted was different. Yet many exam rooms today still reflect these outdated needs, failing to deliver optimal experiences for patients, family members and clinicians alike.
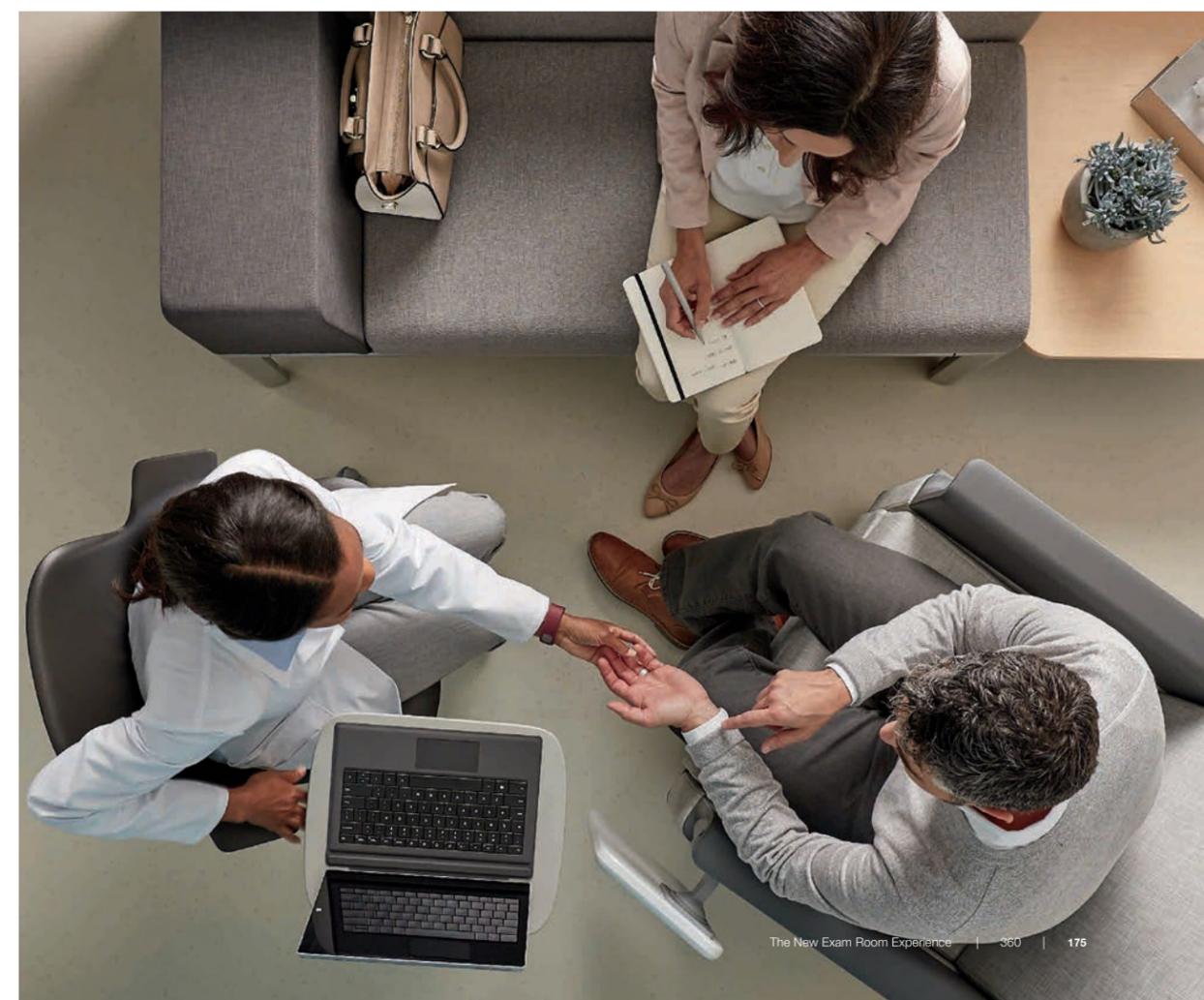
The recent adoption of electronic medical records brings added complexity by introducing an additional player in a small setting.

# The Drivers

In exam rooms everywhere, patients and family members meet with doctors, discuss options and make decisions. More and more, those conversations aren't just about curative steps—"take two tablets and call me in the morning" discussions. They're about lifestyle and behavior changes needed to control and prevent chronic conditions such as hypertension, diabetes and obesity.

These aren't simple one-and-done conversations. They require empathy, understanding and education. But today's exam rooms don't facilitate these types of interactions. Steelcase researchers found that eye-to-eye conversations are made difficult by outdated space configurations, which emphasize the exam table as the most important feature in the room. Access to information required to reach mutual decisions is hard to share, whether it's doctors sharing test results or patients bringing in their own research. Family members are often relegated to a side chair in the corner where they find it difficult to participate in the conversation.

"The patient-centered care movement has put an emphasis on addressing the healthcare needs, preferences and values of patients in order to effectively deliver care," says Caroline Kelly, researcher, WorkSpace Futures, Steelcase Health.

"But most exam rooms are designed to support a doctor-centered process. The design doesn't effectively promote eye-to-eye and face-to-face interactions that build relationships and enable shared decision-making. Our research showed the design of the room gives little consideration to the needs of the patient beyond his or her experience on the exam table, or the family member who acts as a care partner."

In those same exam rooms, physicians are faced with greater pressure to deliver more efficient care—to spend less time with patients and, at the same time, provide an exceptional experience. Clinicians are keenly and, some might say, painfully aware that patient satisfaction scores directly impact compensation models and influence patients' choice of healthcare providers in an increasingly competitive environment. The addition of technology, with the recent wide adoption of electronic medical records, brings added complexity as it's both a benefit and a barrier to the doctor-patient relationship, providing vital information but inserting an additional player in a small setting. Physicians struggle to adopt comfortable conversational postures and maintain eye contact while they chart from their stool, often leaning up against a wall for awkward back support. The scene is further complicated by the fact that many doctors struggle daily with symptoms of mental and emotional burnout, feeling they're on autopilot instead of being hands-on healers.

"Clearly, today's exam rooms aren't built to support mutual participation," says Patricia Wang, researcher, WorkSpace Futures, Steelcase Health, who worked alongside Kelly on the study, "This is how doctors want to partner with their patients. Mutual participation activates the patient-centered approach in the exam room. This is considered an indicator of high-quality care, which is the priority of health organizations everywhere. By leveraging their built environment, they can further advance their mission."

# Healthcare Spaces and Interaction Models

Throughout history, the doctor-patient relationship has morphed, and today it continues to evolve as modern needs eclipse past models in which doctors maintained control and held medical information exclusively and patients were viewed as passive participants, expected to follow doctor's orders without question.

In certain situations such as surgery, the physician still needs to maintain control over the patient and focus on a specific illness or body part. Scholars Szaz & Hollender describe this model like the interaction between a parent and child, where the doctor's role is to tell the patient what to do and the patient's role is to cooperate. This interaction can be seen in patient rooms, imaging suites and treatment areas where clinicians may be delivering medications or changing dressings, positioning a patient for a scan or administering chemotherapy.

However, in other healthcare spaces and interactions, the dynamic shifts—agency is shared between the patient and doctor and the perspective of "patient as disease" transitions to "patient as person." Szaz and Hollender recognized that chronic illnesses required a different sort of interaction. They proposed a model of mutual participation which they described as "a doctor-patient partnership, where the doctor helps the patient to help themselves." Mutual participation is best suited for the care of chronic conditions because the treatment plan is carried out by the patient at home, away from the direct actions and control of the doctor. However, information sharing and decision making, central to the care of the patient, happen in the exam room.

"The patient-centered care movement has put an emphasis on addressing the healthcare needs, preferences and values of patients in order to effectively deliver care. Most exam rooms are designed to support a doctor-centered process. The design doesn't effectively promote eye-to-eye and face-to-face interactions that build relationships and enable shared decision making."

Caroline Kelly
principal researcher
Steelcase Health

# Defining Mutual Participation

Based on historical and academic models and through their observational research and expert interviews, Steelcase Health researchers define mutual participation in three dimensions: *interpersonal sensitivity*, *egalitarian presence* and *shared decision-making*. Each of these principles is essential for transforming the exam room into a space that fosters patient-centered care.

Interpersonal sensitivity addresses the fundamental orientation the doctor and patient have toward one another. The doctor approaches the patient holistically, not just as a disease or symptom. This biopsychosocial approach recognizes that a patient's health is affected by biology, psychological factors such as personality and mood, and social factors such as relationships, economic status and education. But interpersonal sensitivity is intended to work both ways—the patient needs to recognize that doctors are people too, and they bring their own values, experiences and needs to the interaction.
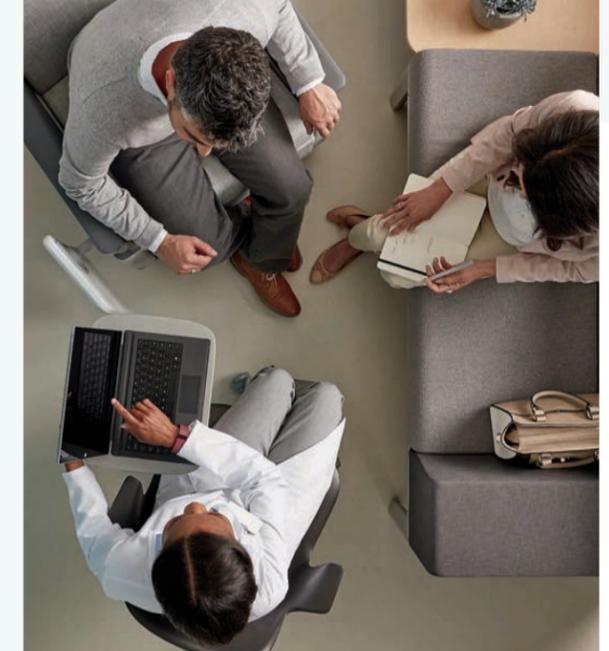
While interpersonal sensitivity positions doctors and patients as multifaceted individuals, egalitarian presence addresses the dynamic between them.

A systematic review of research on patient decision-making roles found that there is a growing trend for patients to want to share in decision-making with doctors. For true shared decision-making to occur, both share information, build consensus about preferred treatment and reach agreement on a treatment plan. Doctors, patients and their families need to be able to engage in shared decision-making to the extent they desire and are able. Regardless of their preferences, the design of the exam room should not be a barrier to this interaction.

When everyone is present in a way that allows for shared control, collaboration can occur more naturally.

# The Full Experience

To support interpersonal sensitivity, egalitarian presence and shared decision-making the exam room must contribute new ways to share information, examine patients and interact with both family members and technology.

For exam rooms to support physical examinations and also facilitate these desired behaviors, a new design paradigm is needed. Steelcase researchers call it "The Diamond." It allows greater involvement for provider, patient and family, as well as shared access to information.

"The Diamond supports the key behaviors of mutual participation," Wang says. "The orientation of the participants allows eye-to-eye contact and shoulder-to-shoulder interaction, and includes the presence of information in the dynamic. In some exam rooms, the traditional exam table can easily be replaced with a lower exam chair, so patient, physician and family members are all at the same level. Easy access to technology and tools allows for a fluid transition between activities, and a monitor displays important information for shared decision making."

This new paradigm supports the behaviors that are essential for effective healthcare and maintaining personal relationships between patients and staff that impact satisfaction scores. It includes family as equally important in the patient's health, and supports clinicians' physical needs as well. Instead of being intrusive, technology is sensitively integrated into the experience to support conversation.

**THE DIAMOND**

This new design paradigm supports the behaviors that are essential for effective healthcare and maintaining personal relationships between patients and staff.

PATIENTS
- Minimize time on exam tables
- Feel at ease
- Be listened to
- Participate
- Understand

PROVIDERS
- Maintain eye contact
- Adopt shoulder-to-shoulder positions to share data
- Use computers privately
- Use computers as teaching tools
- Be dynamic in the exam
- Take care of their patients
- Get proper ergonomic support

FAMILY
- Share information
- Be included
- Be an advocate

INFORMATION
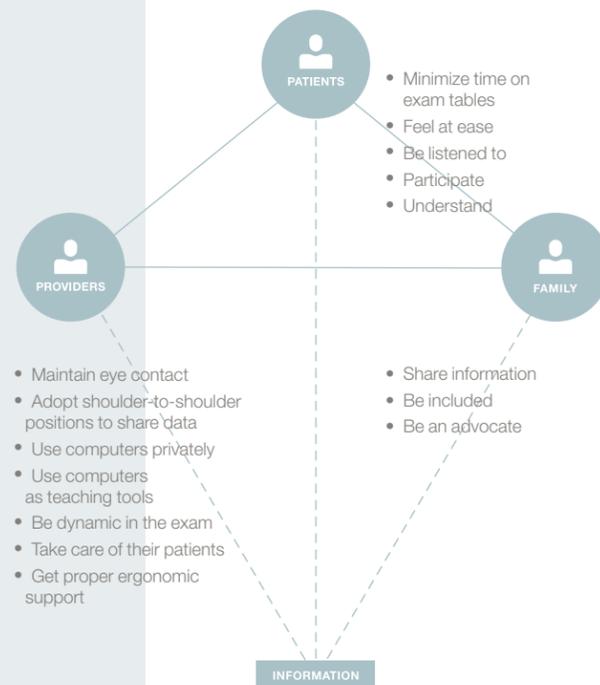


Node with ShareSurface allows clinicians to quickly change postures and easily share the screen with patients and family members.

These insights from Steelcase research led directly to product design, resulting in a new clinician chair that's mobile, flexible and ergonomic and supports both technology and charting: Node with ShareSurface. It occupies a small footprint in the exam room but makes a big impact. "Node with ShareSurface allows clinicians to quickly change positions in the room and fluidly share their screens with patients and their families as they collaborate on their care," says Kelly. "This can lead to improved patient outcomes, as well as improved satisfaction."

Exam rooms today must be hardworking, high-functioning spaces that encourage the activities, interactions and technologies that create and sustain connected, satisfying and effective health experiences. New paradigms such as The Diamond must be incorporated into space planning, reconciling the desire for both empathy and clinical efficiency.

# Forward Fellowship




A new design fellowship from Steelcase and the Savannah College of Art and Design (SCAD) brings together an elite group of design thought leaders to solve problems in the workplace that extend beyond their own firm's walls.

Increasingly, over the last several years designers have been faced with an ever-faster pace of work and an ever-more competitive business environment, leaving them little time to think or seek out solutions for clients in new ways. It was troubling, to say the least. "The design challenges they're now faced with are much more complex," says Steelcase Design Alliance Principle Madelyn Hankins. "And when you are moving from deadline to deadline, it can be challenging to look up, let alone keep pace with the rate of change."

My Linh Elliott, senior interior designer at Stantec, agrees: "In our field of work, we're charged with coming up with the latest and greatest and thought-provoking ways of addressing any type of environment. You're trying to keep pace with deadlines and also find time to learn new technology and new information. It takes time to read up on new things, to go to seminars, workshops, manufacturer demos. I find it extremely challenging to find the time to always be on top of the new advancements and ideas that our industry produces."

It was countless conversations like this one, where designers expressed their need for "a new source of learning, passion and inspiration," as Hankins puts it, that led to a partnership with with SCAD's Design Management School and Collaborative Learning Center for a solution. No one person or firm could solve the problems facing the industry, they knew, so why not bring a group together in an immersion residency fellowship program?

That idea for a residency became the first-ever Forward Fellowship, hosted by Steelcase and SCAD, a leader in design education in the United States with campuses in the Americas, Europe and Asia. "We wanted to bring amazing people together with different perspectives to try to solve a challenge in the industry," says Jerry Holmes, Steelcase Design Alliance principal. "And we knew it was critical for these people to take time away from the office to learn new design thinking skills that could better equip them to move the industry forward."

As a result of a global search, Steelcase and SCAD selected 11 forward-thinking firms with a global reach from the United States, Canada, Mexico, France, Germany and the United Kingdom. Each firm used an internal selection process to identify their candidate. Holmes explains, "We wanted to provide an outlet to bring a diverse group of designers to teach them new skills that they will then apply to the complex design challenges they face."

"There's a lot of power in global teamwork," adds William A. Lee, chair of design management, SCAD. "You get to leverage a diverse set of team players, cultures, attitudes, perspectives, points of view."

Initially, the fellows came together in Savannah, Georgia, on the SCAD campus for an intensive week to work in teams to explore a central question: "How might we prime the brain for focus, creativity, and learning within the built environment?" The question addressed burgeoning research from the neuroscientific community that can affect physical space—but more important, it was a design-thinking exercise designed to help the fellows grow and develop new skills together. Skills and activities included: design thinking, creating value propositions, storytelling to communicate design intent, using frameworks for problem solving and the use of scenario planning to test divergent thinking. The fellows were coached and challenged by researchers, educators and other experts from Steelcase and SCAD to articulate their findings and discoveries, again and again, refining and sharpening their thinking over time.

A few months later they reunited in New York City to complete their work. They also met in teams virtually between these two sessions, a nascent start to a global community practice. Over time, the fellows became more and more excited about the relationships and bonds they were forming with each other, and felt themselves transformed, with new ways to work and think, new ways to make more-meaningful projects for their clients going forward.

"The industry realizes it has a problem," says Melanie Redman, senior researcher for Steelcase's Workspace Futures Group and a Forward Fellowship mentor. "The fellows' firms recognized the value of the fellowship enough to send their people, and now they are fired up to make changes at their own firms—but more than that, they have a desire to work across firms and continue cross-collaboration."

Jamie Flatt, a fellow from architectural firm Page described it like this: "We see a need to fundamentally change the conversation in workplace design—the questions we ask as we approach a new project or client, and the specific tools the workplace designer can employ to support focus across the different kinds of knowledge work pursued." ○

*For more news about the program and the fellows, check out 360 Latest News. And watch for a new group of innovators to be announced, which will be tasked with a new topic for the second Forward Fellowship in 2017 at SCAD in Lacoste, France.*

**FELLOWS**

*Sarah Adams
Perkins+Will, Chicago*

*Marc Bertier
Amsycom, Paris*

*Nadia Borras Markovic
Sordo Madaleno
Arquitectos, Mexico City*

*Ian Burgess
HOK, London*

*My Linh Elliott
Stantec, Toronto*

*Jamie Flatt
Page, Houston*

*Ashley Hall
Little Diversified
Architectural Consulting,
Charlotte*

*Anna (Pluskota) Koenigsfeld
Carpus+Partner,
Aachen*

*Patrick McCarthy
SmithGroupJJR,
Washington, D.C.*

*Han Paemen
Colliers International, Paris*

*Neil Schneider
IA Interior Architects, Chicago*

"It's challenged me to think and question again. We should always be looking to better the built world and evolve in creative and novel ways. Getting a better understanding of the creative process and ultimately how our brains work during that process was pretty enlightening."

—Patrick McCarthy

SmithGroup JJR

"I'm currently working on a very new project and I would like to do it as an "intrapreneur," a concept I learned about with the fellows. My colleagues are enjoying discovering the new tools of thinking that I brought back to the office and we are now using them when we workshop."

—Marc Bertier

AMSYCOM

"One of our conclusions is the need to open our minds to work together and share learnings and experiences within the architectural and design world in order to achieve extraordinary and more-human-based projects."

– Nadia Borras Markovic

SORDO MADALENO ARQUITECTOS

"Through a mutual expression of ideas and opinions, without any notion of competition amongst practices, a selection of professionals was able to form truly powerful ideas that will push our industry forward together."

—Ian Burgess

HOK

"The skills that I have learned because of the fellowship have been valuable in the way I approach strategic projects and help me to be able to communicate a better understanding of self-awareness and focus to my clients."

– Neil Schneider

IA INTERIOR ARCHITECTS

"The Forward Fellowship has shown me that it doesn't' matter where in the world—which country, which offices—every one of us has nearly the same job challenges and has to balance the same problems. I'm looking for things I can change in my own working environment, such as shortening one-hour meetings to 45 minutes to give people space in between meetings, to enhance the wellbeing of the workers."

—Anna (Pluskota) Koenigsfeld

CARPUS+PARTNER

"The Fellowship has allowed us to deep dive into subjects that are essential to our purpose as workplace consultants, yet usually don't get this kind of attention.
I found both the process and the results of our work quite enriching, and believe that was made possible by our different origins, personalities and professional backgrounds. Both our final conclusions and some of the techniques acquired have been very useful to myself and the teams I was able to share them with, and I'm very grateful for having lived this unforgettable formative experience."

– Han Paemen

COLLIERS INTERNATIONAL

"There was so much information given to us in such a short period of time in Savannah. For me, what I found most interesting was the neuroscience and how it can play an impact on how we design, or how our design can impact the neuroscience in human behavior. Right away I wanted to see if the project I was currently working on took into consideration these aspects of neuroscience."

—My Linh Elliott

STANTEC

"I am reenergized to push ideas past what is safe. I'm more aware of how quickly the design industry is evolving and morphing and that we need to be leading that process instead of following it."

—Sarah Adams

PERKINS+WILL

"In the future, I might ask a fellow a question before I would anyone in my own firm. Our firms have amazing people doing amazing things, but it wouldn't be the same as the bond and level of thinking we fellows share."

—Ashley Hall

LITTLE DIVERSIFIED
ARCHITECTURAL CONSULTING

"My main takeaway from the fellowship, to quote something my father teaches to his business school students, is renewed "give a hoot"—the inspiration and hope that we can make an impact through better, more collaborative, and intentionally researched design solutions and customer engagements. I have new energy."

—Jamie Flatt

PAGE

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