



Dr. Francis Duffy  
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[www.degw.com](http://www.degw.com)

# Workplace objectives

- Relate office workplaces more directly to the achievement of business and organizational goals
- Re-invent the process by which workplaces – and business goals – are achieved



# Contents

The Process

Methodology and tools

Consulting Services

Measurement Support Services

DEGW: who we are

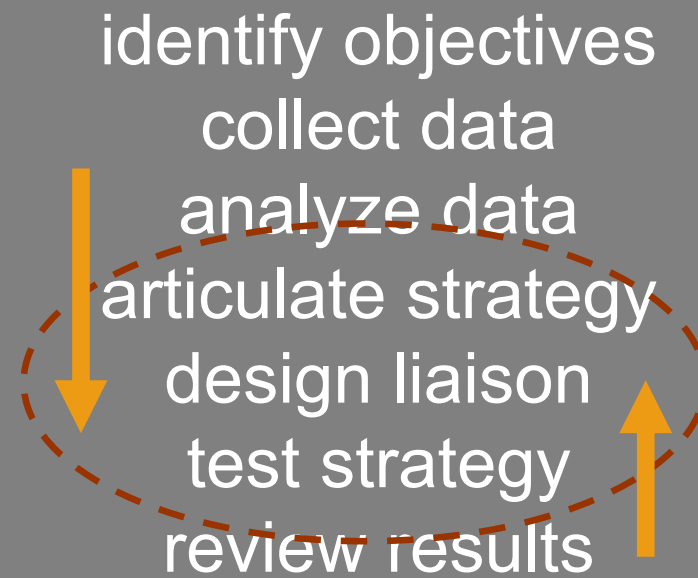
The DEGW Difference

# Workplace Evolution

- integration of people, space and technology
- design is more important because it becomes a catalyst for cultural change
- today we need to know how to generate community and “place-make” with and without physical space



# Iterative project process

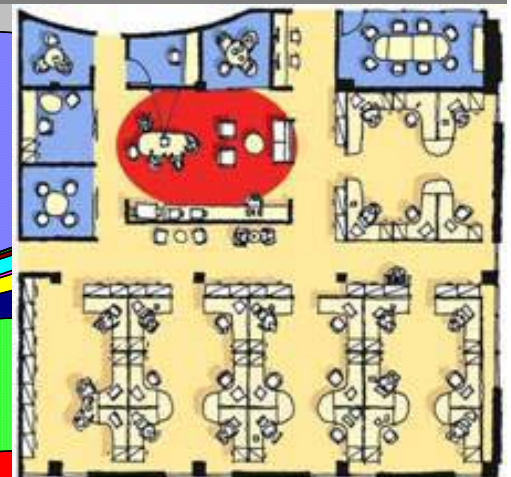
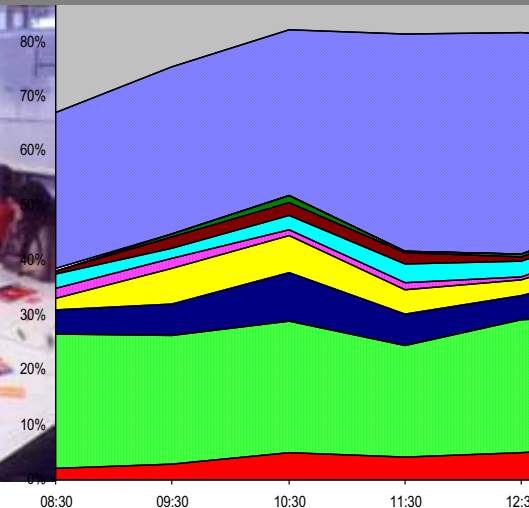


# Consulting Services

## DEGW Methods and Tools

- Envisioning
- Cultural assessment
- Interviews
- Workplace Performance Survey
- Observational studies
- Staff focus groups
- Executive/Designer liaison
- Recommendations and documentation

DEGW



# Two Case Studies

- Morgan Stanley,  
London
- BBC, UK



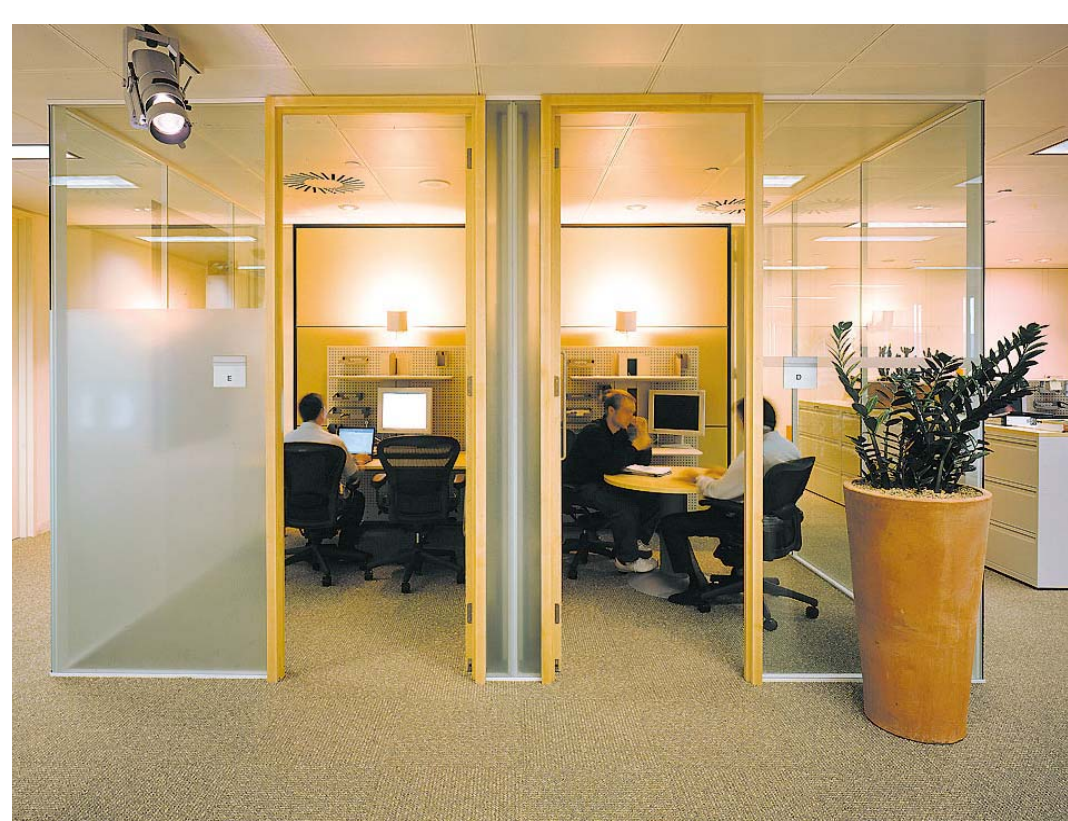
Accenture, Chicago

DEGW

# Morgan Stanley, UK

## Pilot Workspace Objectives

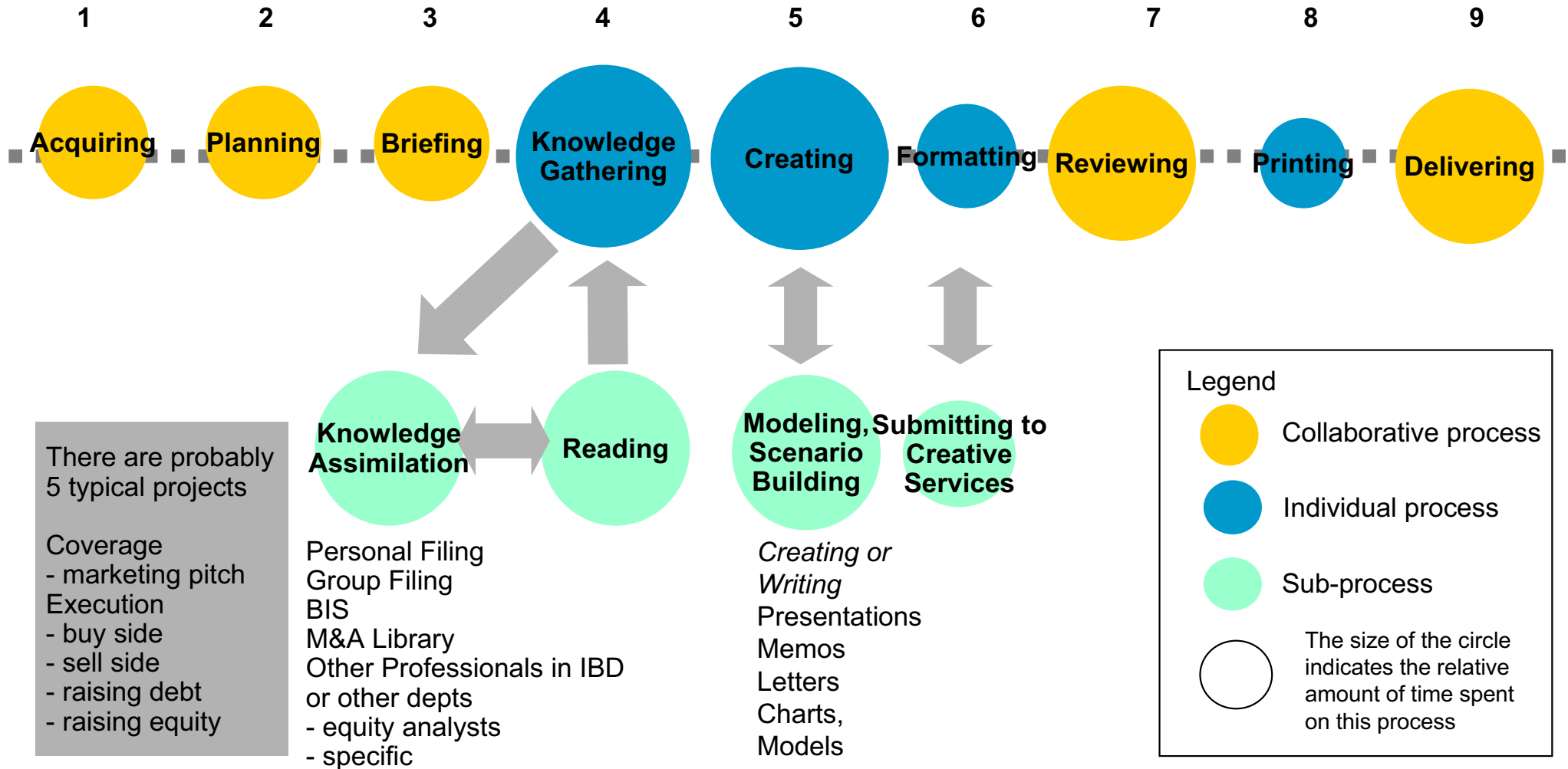
- Property should be strategically driven centrally from a global set of priorities
- Innovation should be led through piloting, supported by data globally
- Benchmarks and tools should support decision making and business change
- Firm leadership should leverage space, people and technology in new ways to support the global business vision





# Morgan Stanley, UK

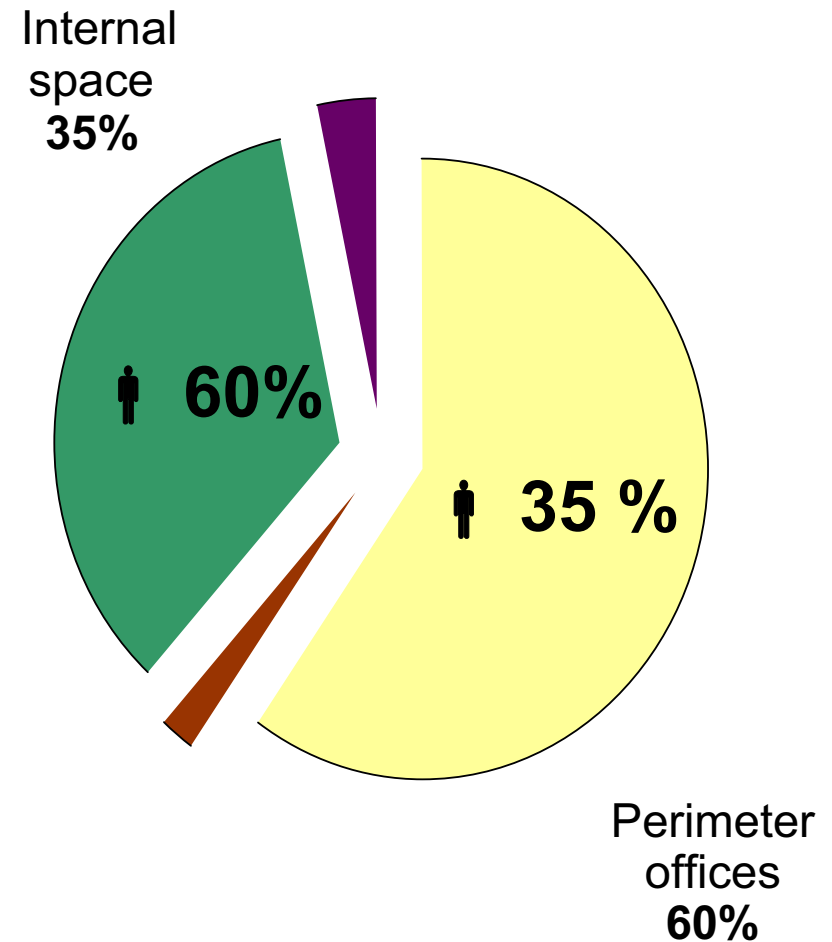
## Work Process Mapping: Nine Steps in an IBD Transaction



# Morgan Stanley, UK

## Focus Group Findings

- Mobility and interaction is critical (inhibited by the building)
- Image of innovation rather than tradition
- Owned offices not required if private space is available
- Important to break down hierarchy and engage staff



# Morgan Stanley, UK



# BBC Workplace concept

Broadcast House was part of the BBC's 2020 Property Vision principles:

- Greater **interaction and collaboration**, creativity comes from interaction
- **Attracting new talent and retaining current staff**, space seen as symbol of valuing staff
- **Increased transparency**, reduce 'fortresses' sharing space and therefore knowledge
- **Flexibility and adaptability**, assembling teams and departments quickly
- **Decreasing churn costs**



## Research

### Firstly....

- **recorded** management direction and business objectives
- **established** corporate culture and strategies for change
- **analysed** content & location of work
- **observed and measured** the use of space over time
- **surveyed** needs and aspirations
- **audited** current space use
- **Finally....**
- **investigated** the space implications
- **established** principles of space types

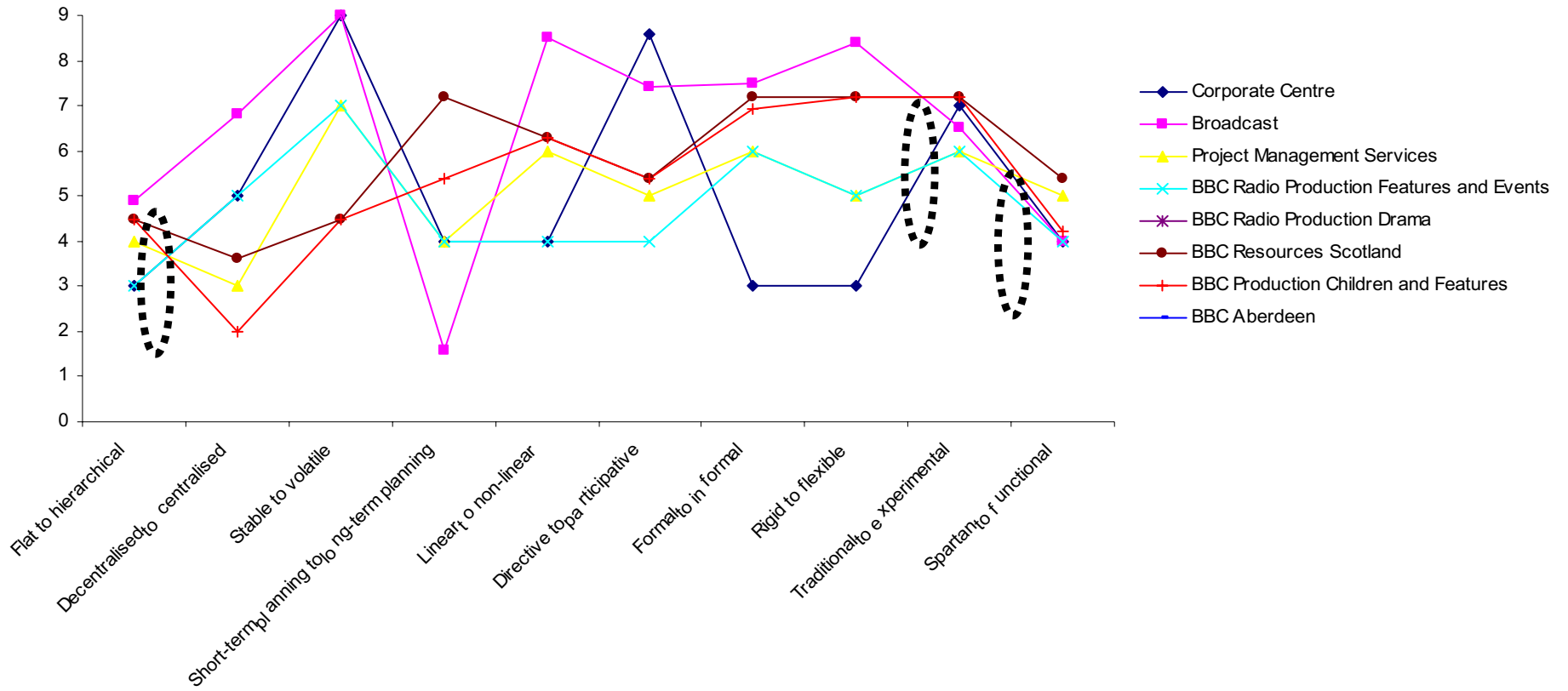
# Methodology & participants

1. Workshop with Steering Committee: *to identify corporate culture structure & business direction and Vision*
2. Time Utilization Survey: *to find out what people do when & where*
3. Personnel Survey: *to measure satisfaction with existing workplace conditions & establish key issues*
4. Interviews with snr management: *to identify management perception of work process & content & Workshops with staff: to identify staff perception of work process & content*
5. Space Audit: *a measure of current space use and distribution*

Pilot Study	Headcount	TUS Participants		WPS Participants	
		Workplaces Observerd	% Distribution	Respondant s	% Distribution
Aberdeen	56	58	4%	37	5%
Broadcast	555	312	20%	163	20%
Corporate Centre	241	207	13%	172	21%
Gsgw Chldrn TV Prod	85	132	8%	63	8%
Gsgw Prod'n & Res	78	182	12%	64	8%
PMS	166	137	9%	112	14%
Radio Production	221	221	14%	85	10%
<i>Subtotal</i>	1402	1249		696	
BBC Radio 5 Live	120	94	6%	41	5%
TV Entertainment	?	221	14%	82	10%
<b>TOTAL</b>	<b>1522</b>	<b>1564</b>	<b>100%</b>	<b>819</b>	<b>100%</b>

↑ Completed pilots  
 ↓ Pilots in Process

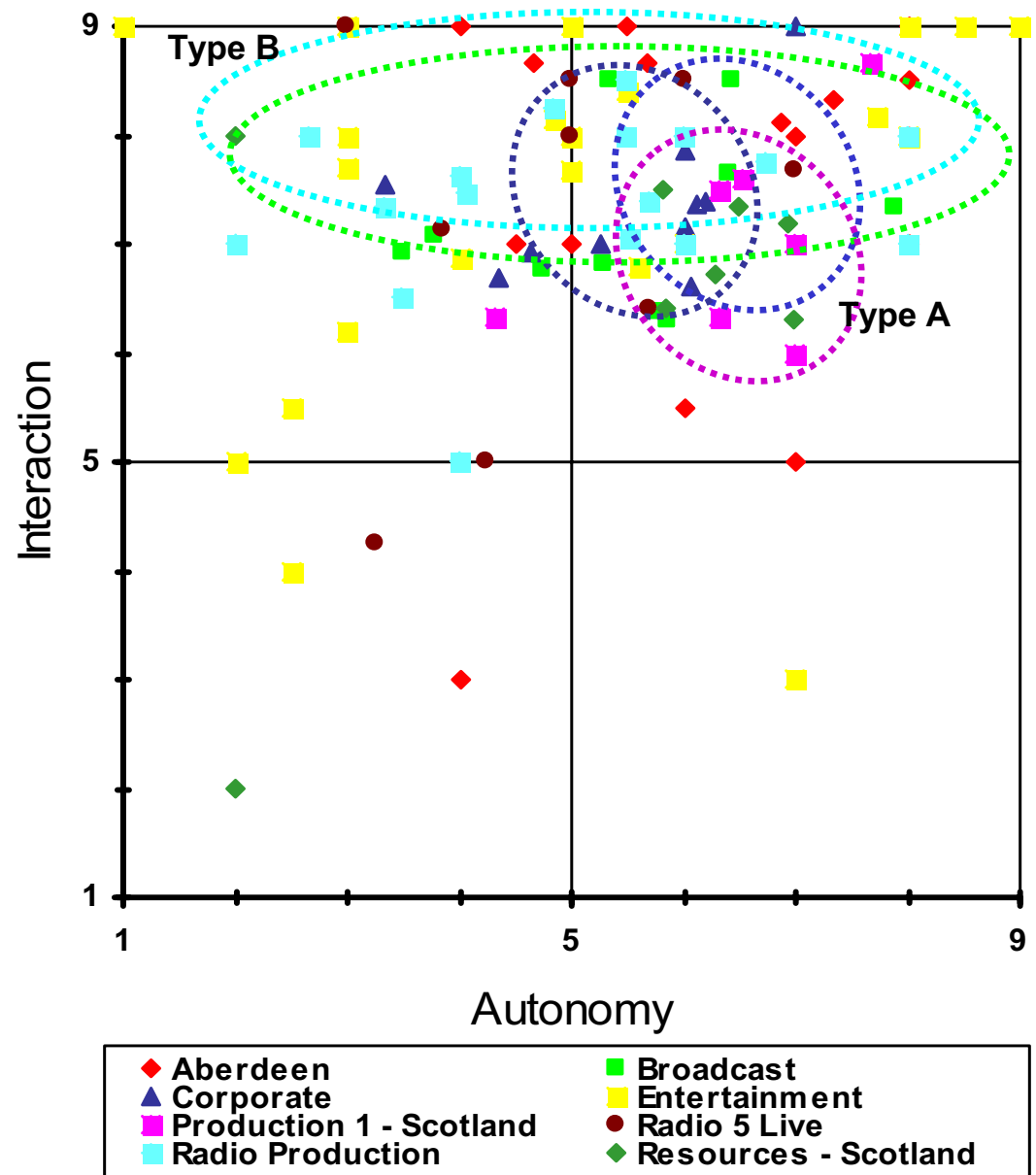
# Future Views



- Consistency of vision (order & magnitude) in image, innovation and hierarchy
- Contrast between Corporate and Broadcast

# Interaction and Autonomy: *Staff's perception (by Directorate)*

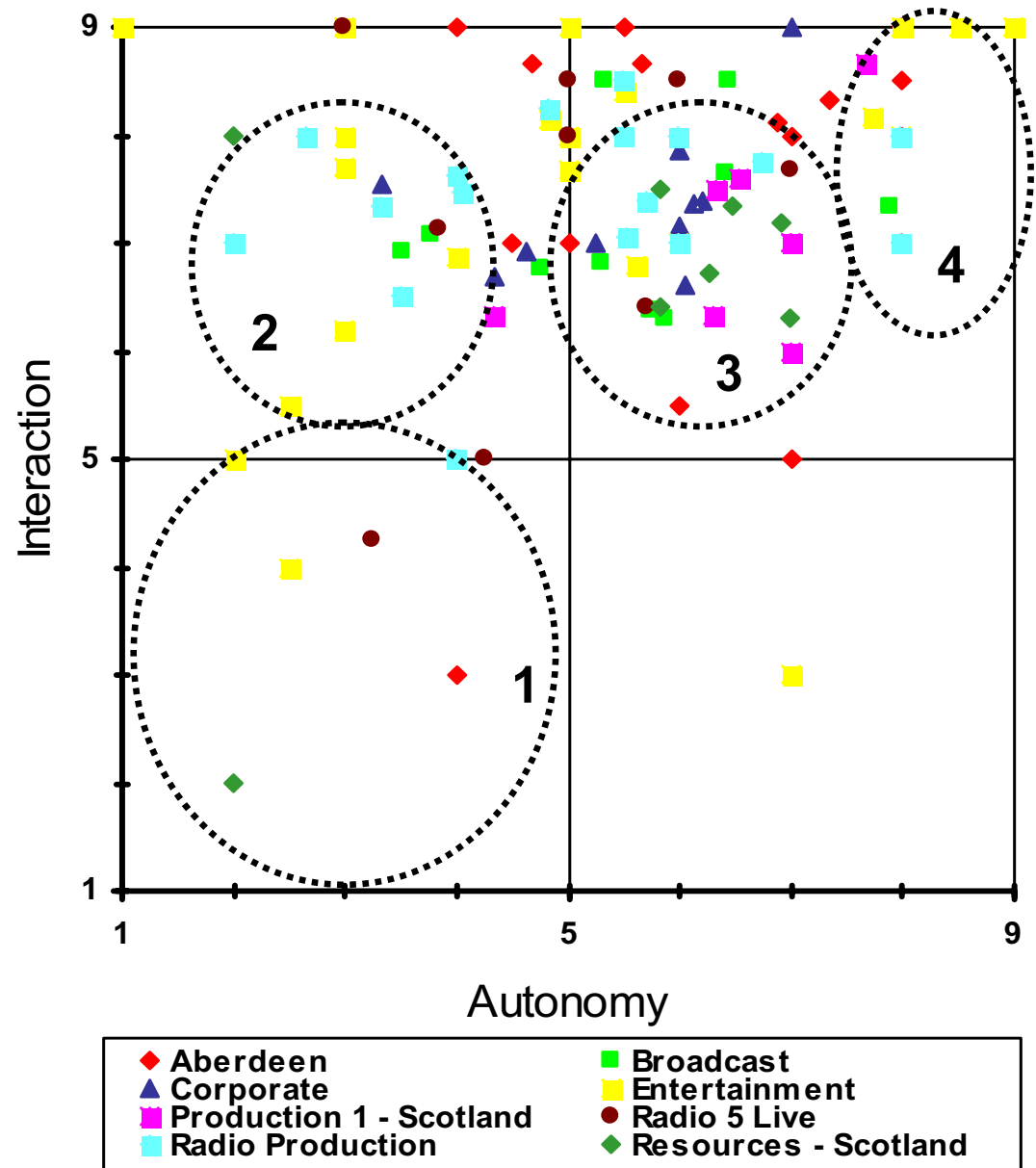
- The majority of job types show **very high interaction**
- Autonomy: Directorates divide into two principal types:
  1. with **widely varied** autonomy  
*spanning from low(2) - high(9)*
  2. with **similar** autonomy  
*Grouped (4,5,6) or (6,7,8)*





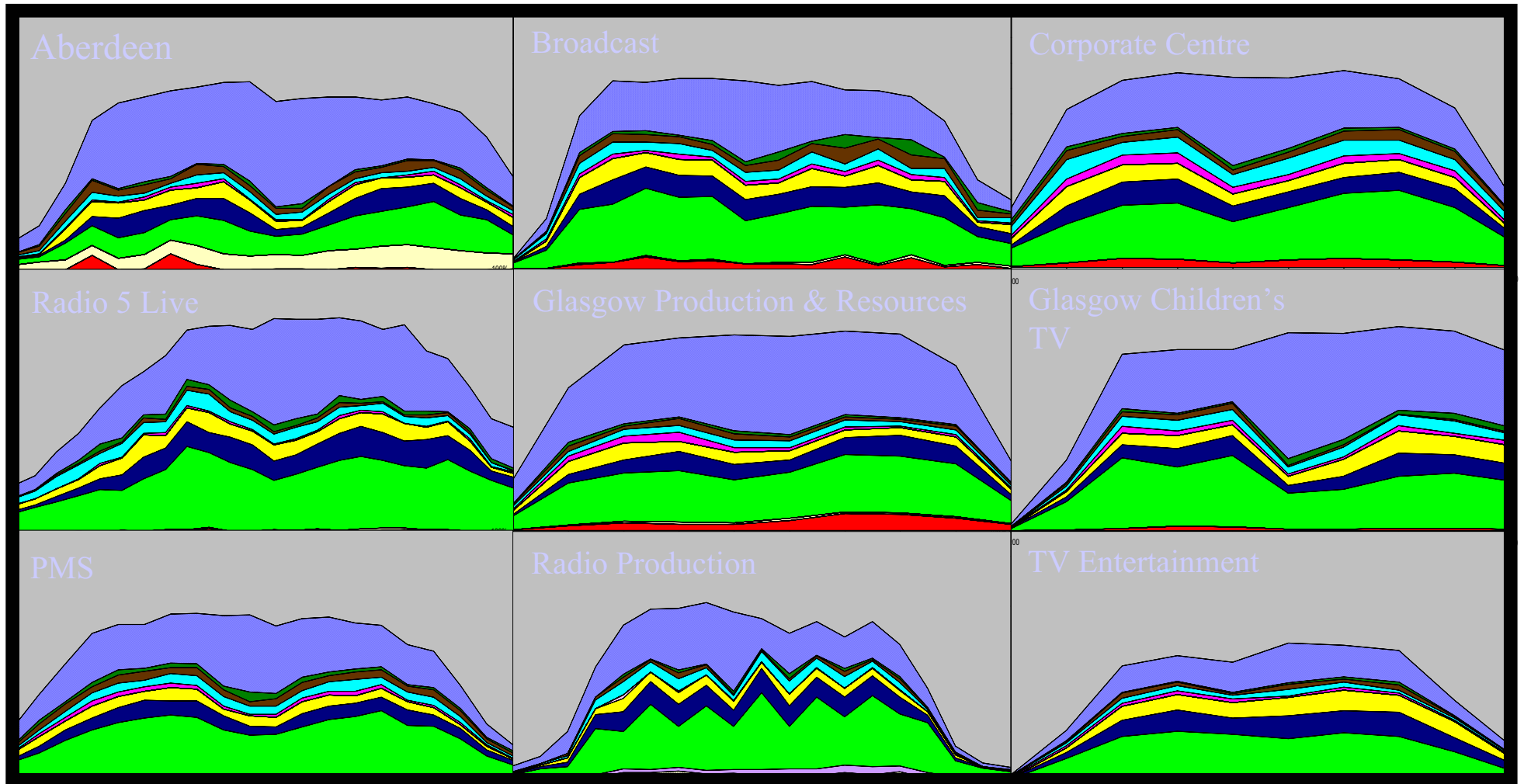
# Interaction and Autonomy: *Staff's perception (by Job Type)*

- Category 1: assistants, secretaries, runners
- Category 2: assistants, creatives, writers and journalists
- Category 3: editors, producers, project managers, production managers, directors
- Category 4: producers, editors, organisers



# Time Utilisation Survey

## Daily activity pattern in workspaces for TV Entertainment



# Time Utilisation Survey

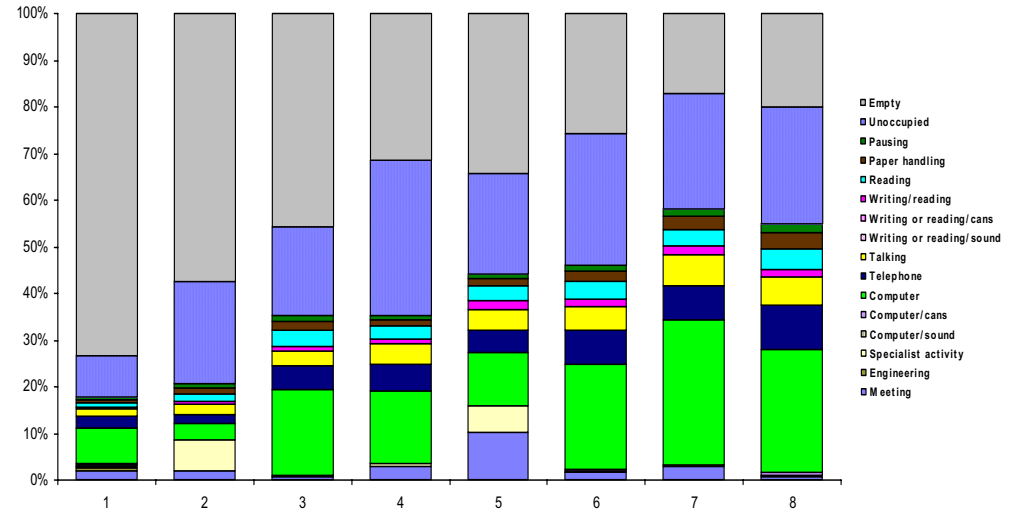
## Activities by workstyle type

• 8 generic workstyles identified:

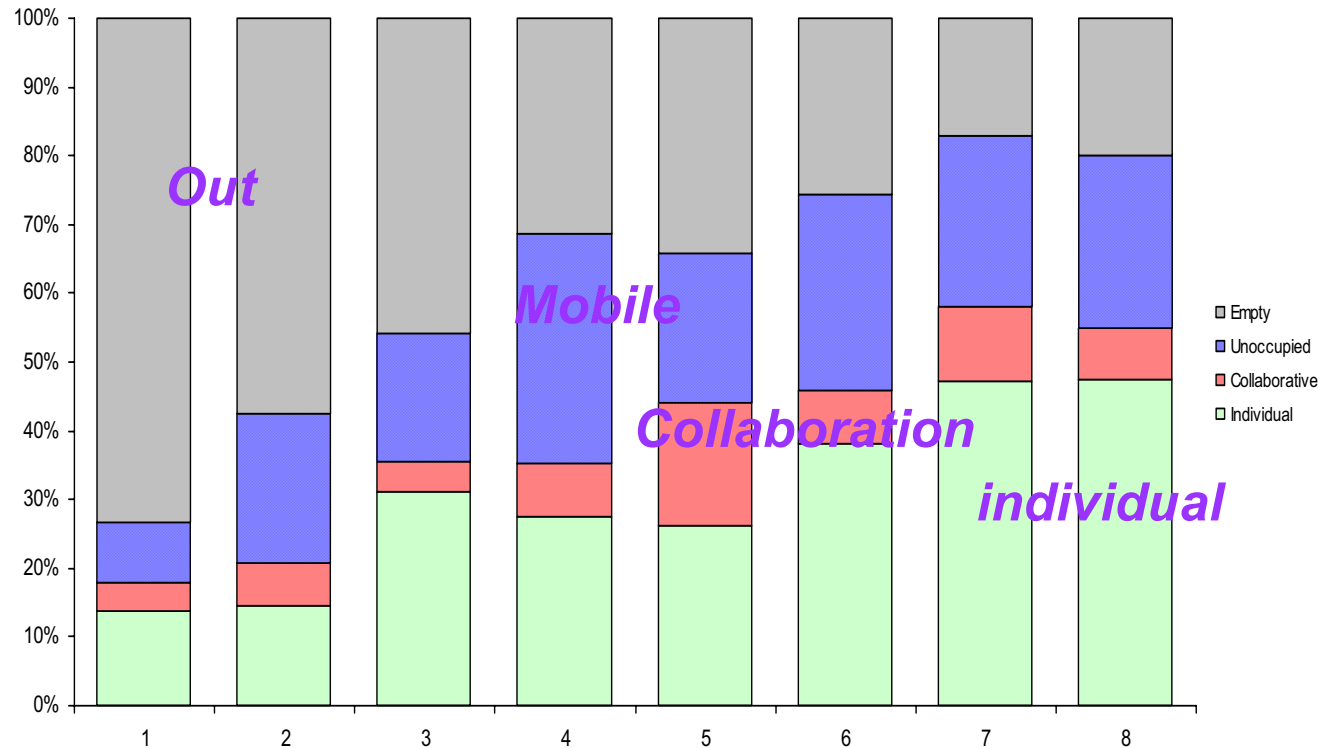
based on -

- building occupancy
- internal mobility
- level of collaboration
- work content
- degree of future change

### Activities and tasks

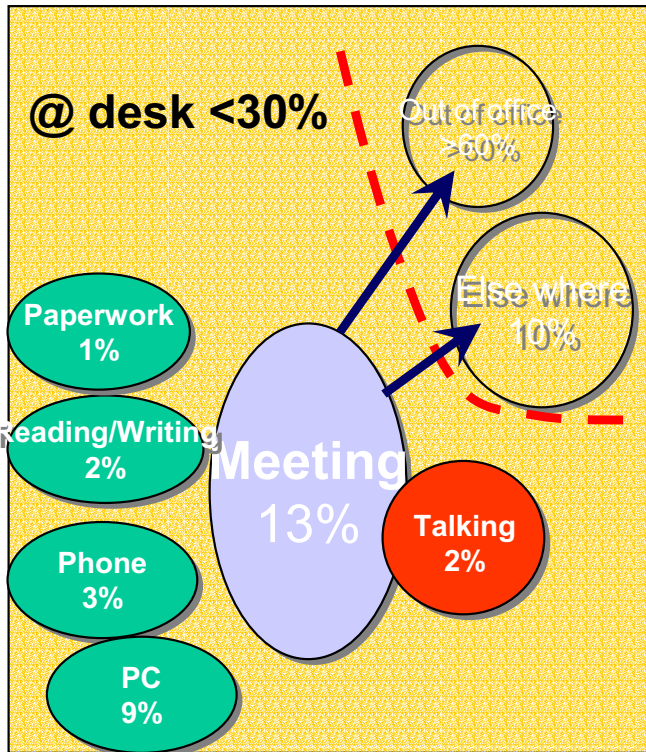


### Mobility and collaboration

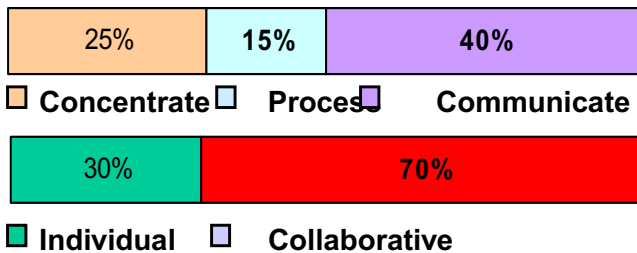


# Work style: Type 1

## TUS data

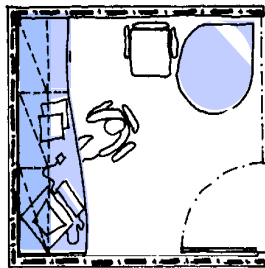


## Workshop data



E.g. Directors

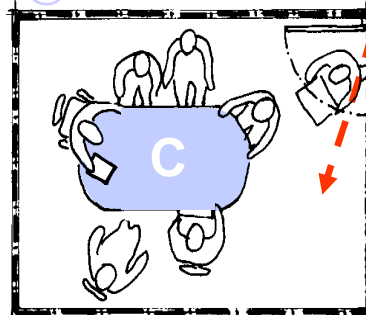
Enclosed office  
Shared ....



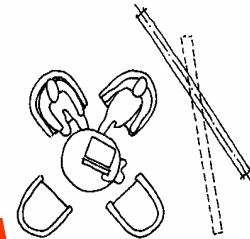
With access to



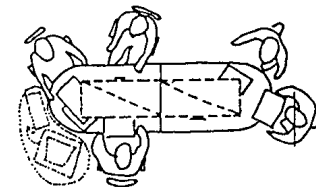
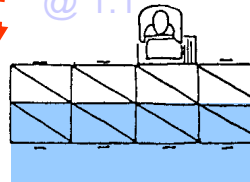
Meeting rooms  
@1:10



Informal meeting



Personal Filing  
@ 1:1



**2%** of survey

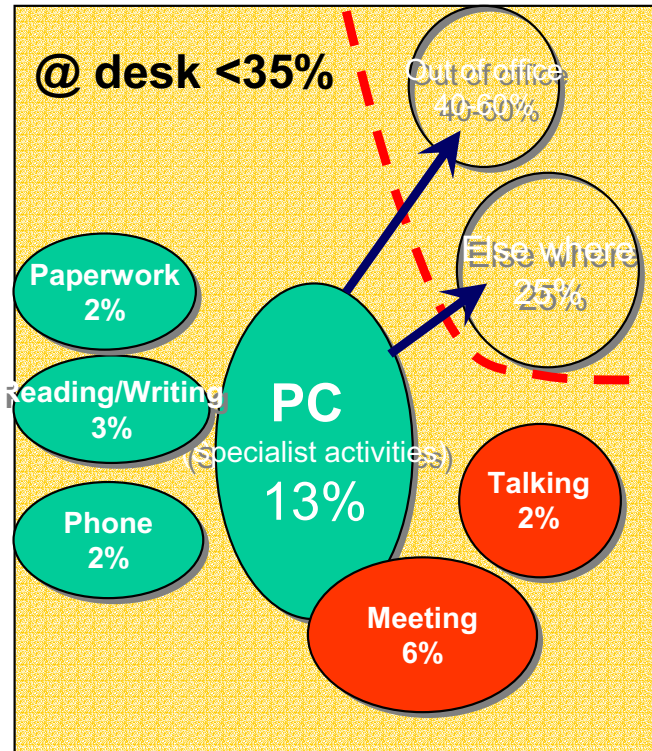
## Out/resident

These staff spend a high proportion of time out of the office. When they are in they tend to remain at their primary workplace, conducting a series of meetings. They are also among the lowest desk occupiers therefore do not need to own their own space but need to guarantee access. The nature of their role is primarily communicative, sharing and exchanging ideas. Depending on department and its responsibilities - the individuals location within the office will be paramount and should be central.

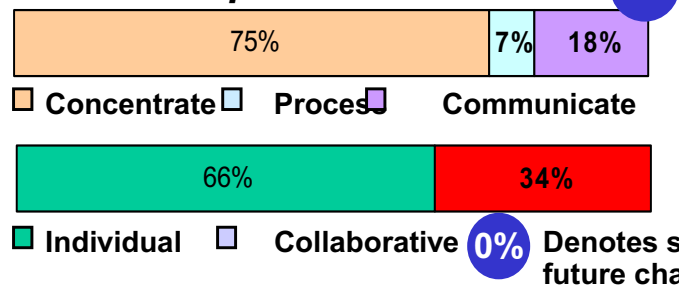


# Work style: Type 2

## TUS data

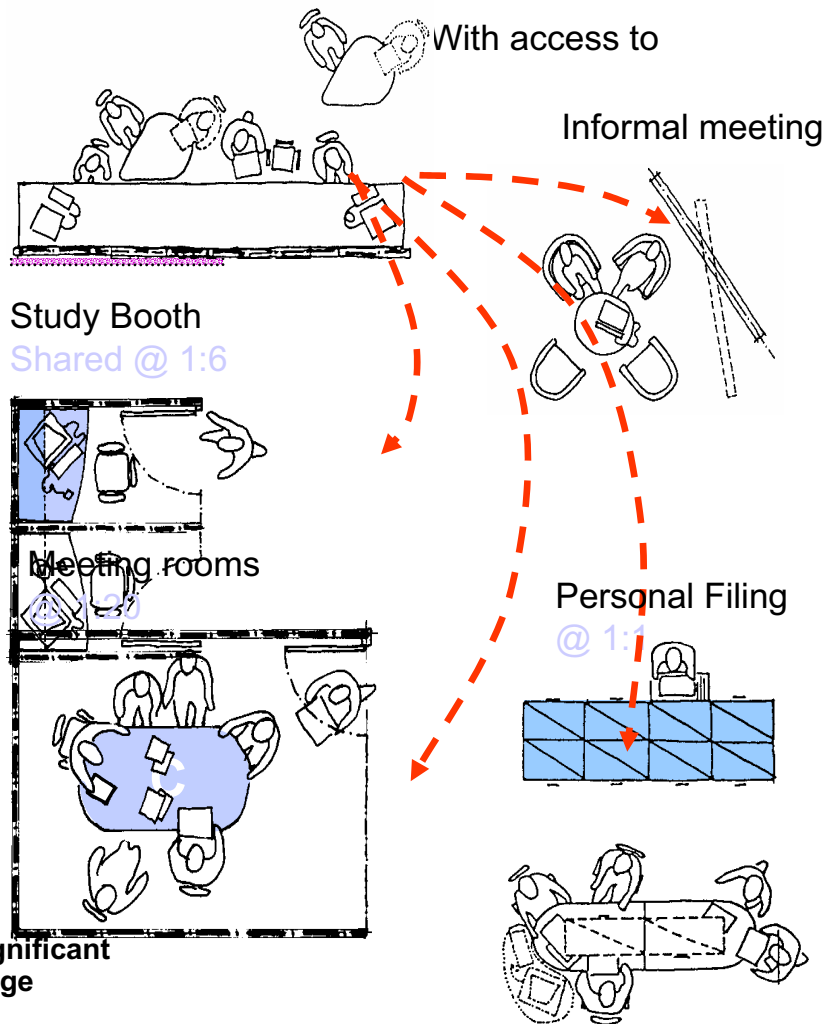


## Workshop data



E.g. Specialists, Consultants, Technical resources, Editors, Project Managers

Touchdown  
Shared ....



1% of survey

## Out/somewhat mobile

These staff spend a high proportion of time out of the office. When they are in they are mobile around the office. Working and collaborating in a variety of locations. They are among the lowest desk occupiers therefore do not need to own their own space but need to have access to a touchdown position when required. The nature of their role however is primarily individual and specialist. Currently working as individuals in a concentrated nature, in future they foresee



# Work style: Type 3

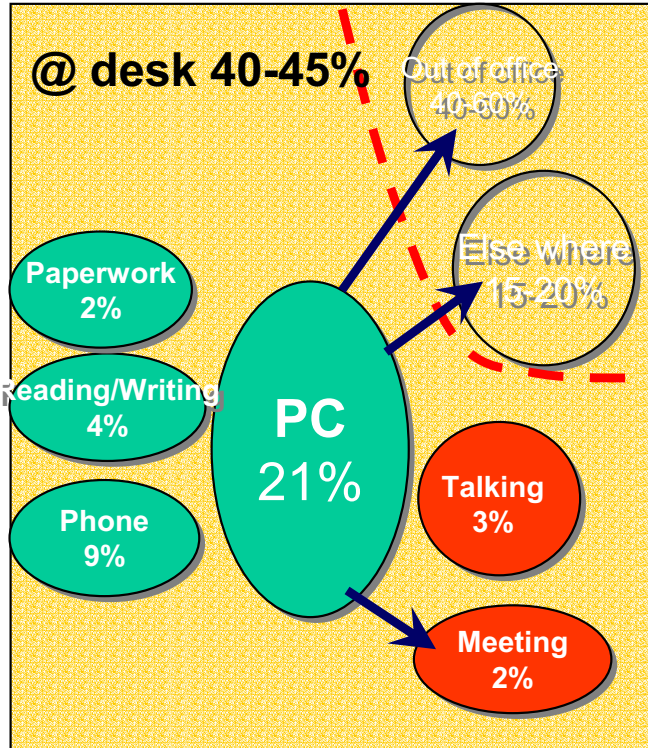
E.g. Engineering Managers,  
Engineers, Installation supervisor

**10%** of survey

## Somewhat out/ resident

These staff spend a reasonably high proportion of time out of the office. When they are in they spend between 15-20% away from their desk. They are among the mid-range of desk occupiers therefore do not need to own their own space but need to have access to a touchdown position when required. The nature of their role however is primarily individual and with a good proportion of routine work. Currently working individually, in future they foresee themselves being more collaborative.

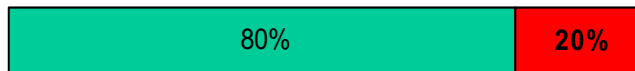
### TUS data



### Workshop data



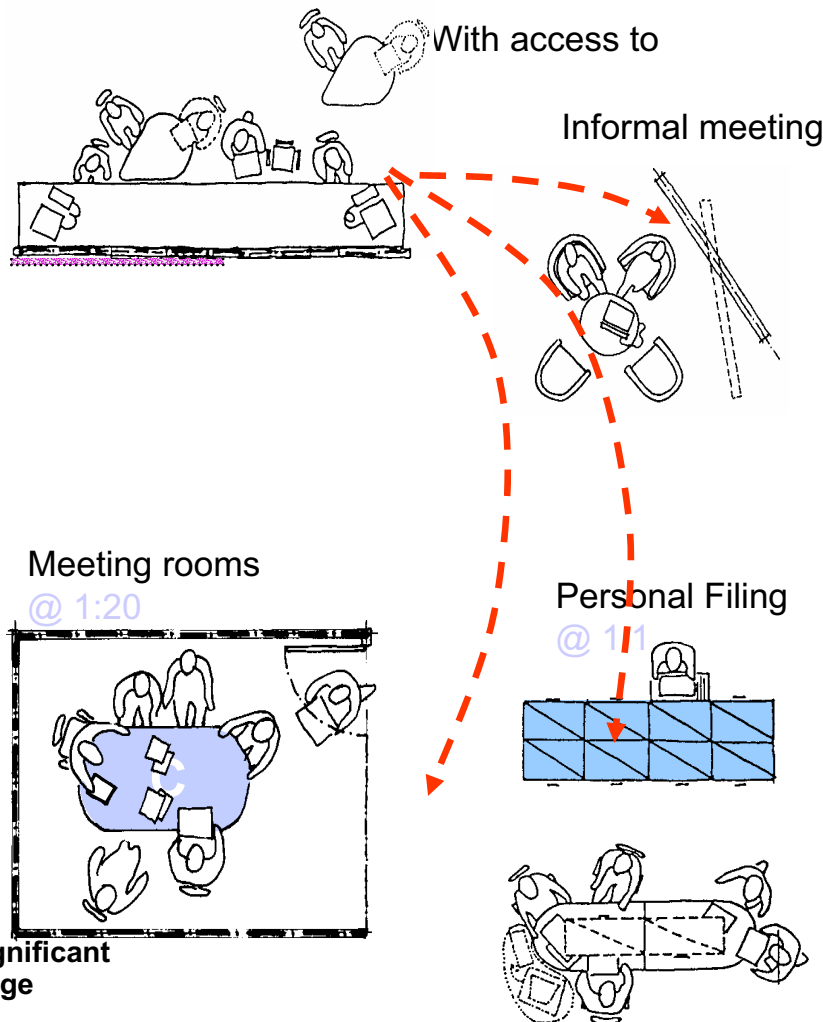
Concentrate Process Communicate



Individual Collaborative

Denotes significant future change

Touchdown  
Shared



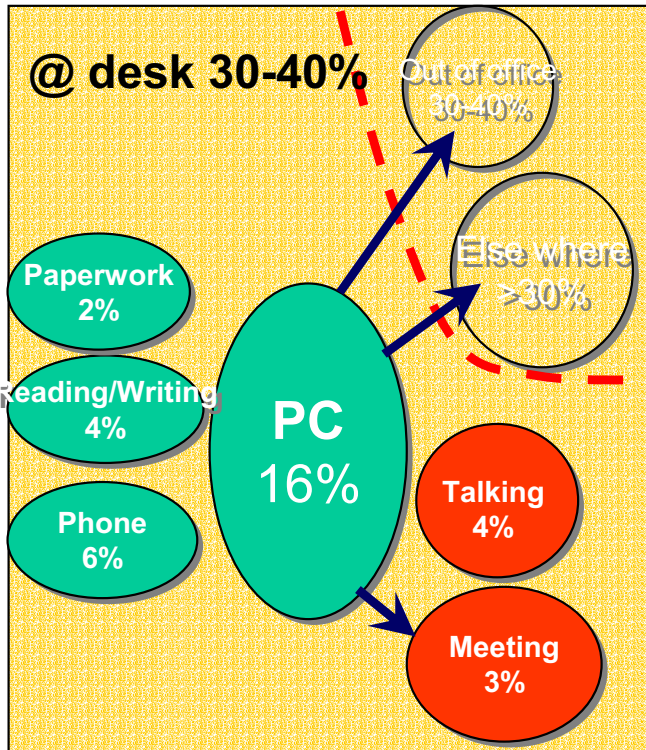
# Work style: Type 4

E.g. Head of Programmes, Producers, Snr Mgmt, Presenters, Reporters, Journalists, Editors, Prod. Mgmt.

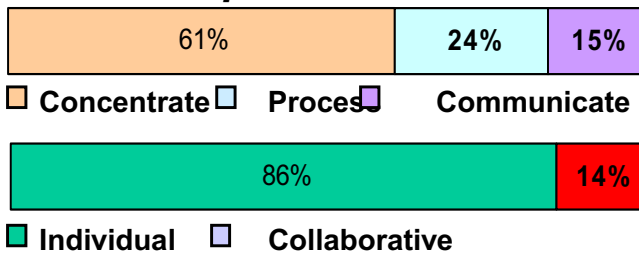
**17%** of survey

## Out/mobile

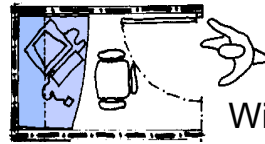
### TUS data



### Workshop data

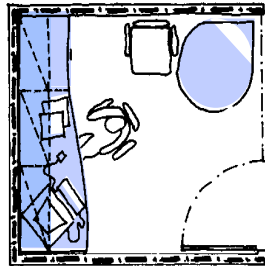


Study Booth  
Shared

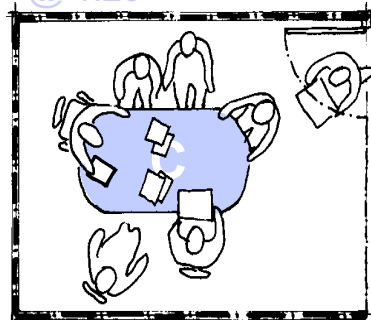


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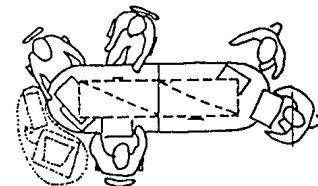
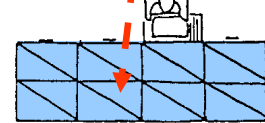
Enclosed office  
Shared @ 1:10....



Meeting rooms  
@ 1:20



Personal Filing  
@ 1:1



These staff spend a fairly high proportion of time out of the office. When they are in they are the **highest mobile** group. Working in a variety of locations. They are therefore among the **lowest desk occupiers** and do not need to own their own space but need to have access to an enclosed work setting when required. The nature of their role is **primarily individual and of a concentrated nature.**



# Work style: Type 5

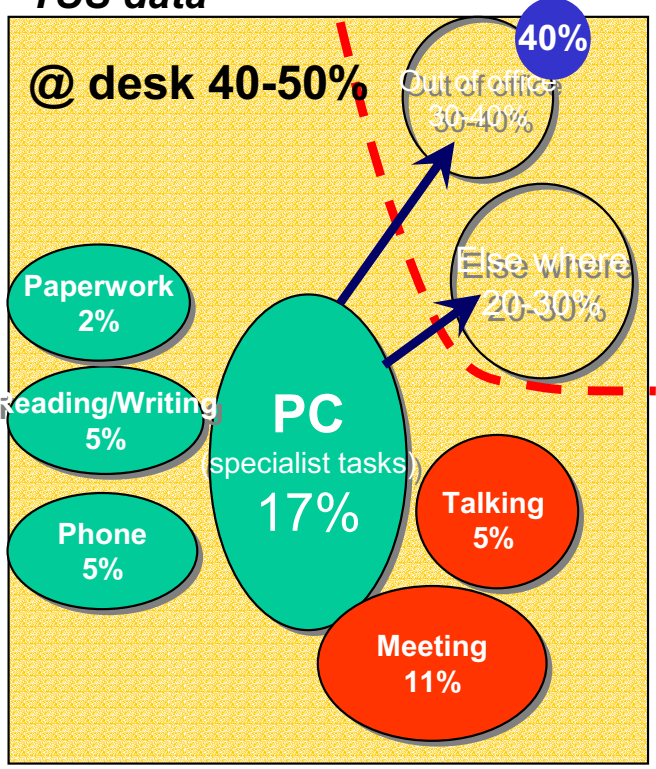
E.g. Head of function, Team Leader, Managers, Snr Project managers & PMs, Mgr Prof. Function

**7%** of survey

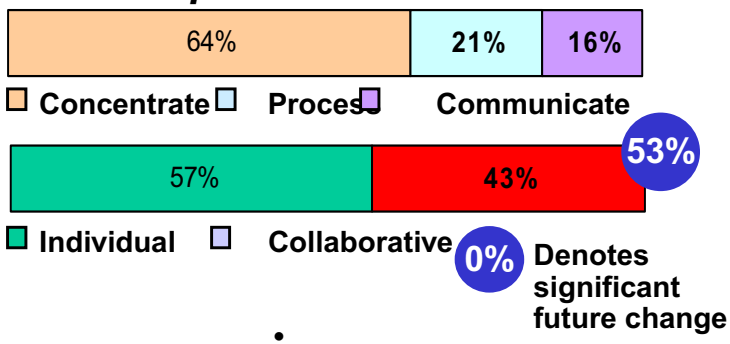
**Somewhat out/  
somewhat resident  
(changing)**

These staff spend a reasonably high proportion of time out of the office however, in the future they see this as being even higher. Today they are among the mid-range desk occupiers but in the future they will not need to own their own space. Again the nature of their role today is primarily concentrated individual work, in future however they foresee themselves being more collaborative. Hence the allocation of a shared enclosed setting to support individual and collaborative, concentrated work.

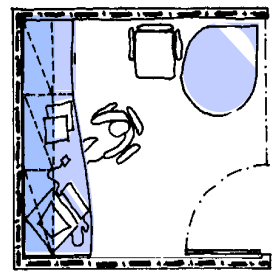
## TUS data



## Workshop data

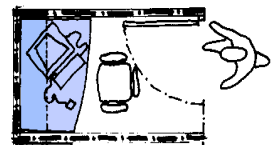


Enclosed office  
Shared @ ....

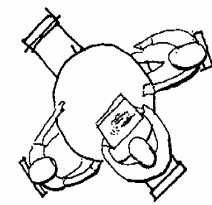


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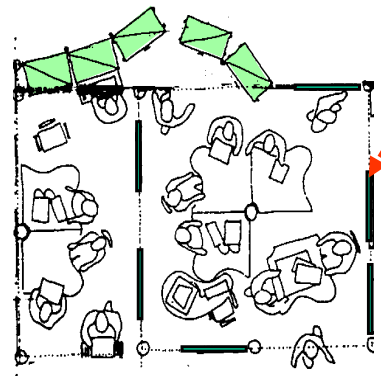
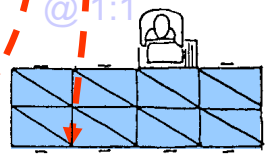
Study Booth  
Shared @ 1:5



Open meeting  
Shared @ 1:4



Personal Filing  
@ 1:1



Project space/team work  
Shared @ 1:20



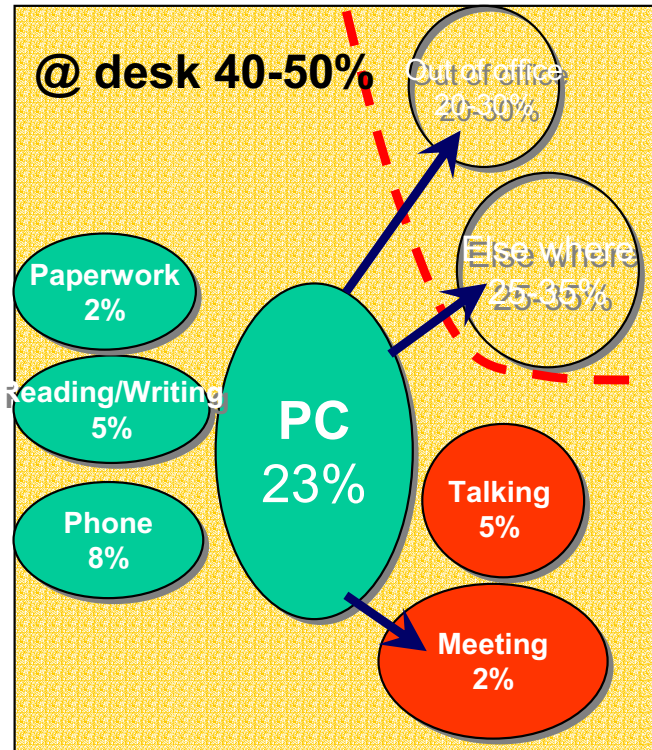


# Work style: Type 6

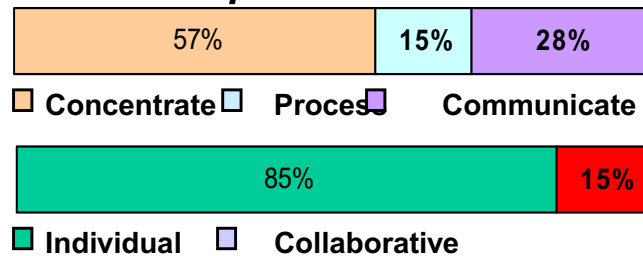
E.g. Research, Analyst, Advisors, Sales and Marketing  
 Pas, Creative, Resource Development,  
 Broadcast Assistants, resource Co-ordinators

**27%** of survey

## TUS data



## Workshop data

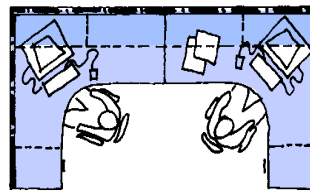


## In/mobile

These staff spend a low proportion of time out of the office. When they are in however they are mobile around the office. Working in a variety of locations. They are among the highest desk occupiers therefore need to own their own space. The nature of their role is primarily individual. Currently working in both a concentrated and routine nature..

Open Plan

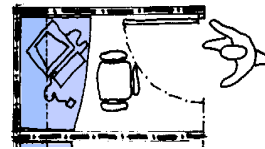
Owned @ 1:1....



With access to

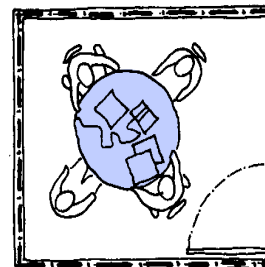
Study Booth

Shared @ 1:10



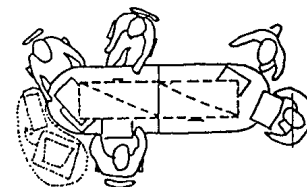
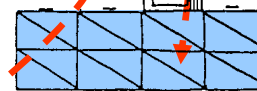
Open meeting

Shared @ 1:20



Project Filing

@ 1:1

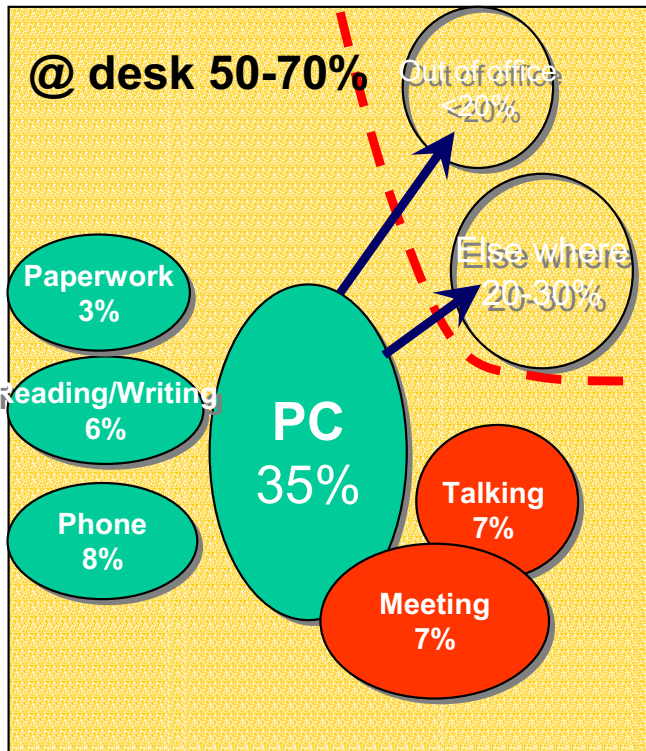


# Work style: Type 7

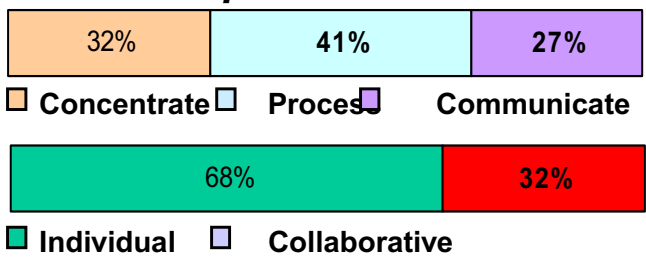
E.g. Business Managers, Product Assistants  
Accountants, Finance, Production Mgmt.

**9%** of survey

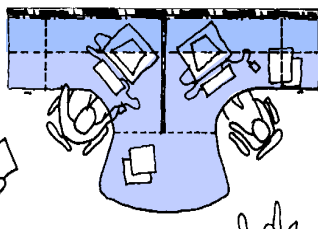
## TUS data



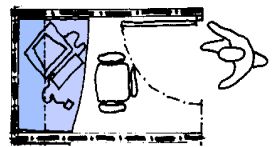
## Workshop data



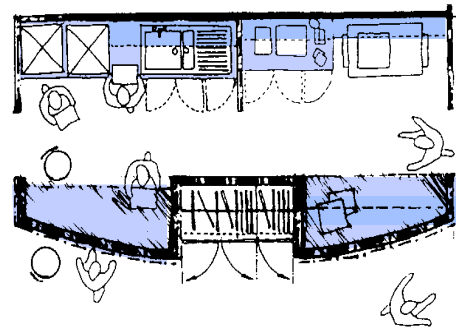
Open Plan desk  
Owned @ 1:1....



Study Booth  
Shared @ 1:15

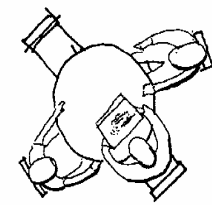


Office Support facilities



With access to

Open meeting  
Shared @ 1:4



Project Filing  
@ 1:1



In/Resident



These staff spend a low proportion of time out of the office. They are among the highest desk occupiers therefore need to own their own space. The nature of their role is both individual and collaborative. With an emphasis on PC use. Currently working in both a concentrated and routine nature.

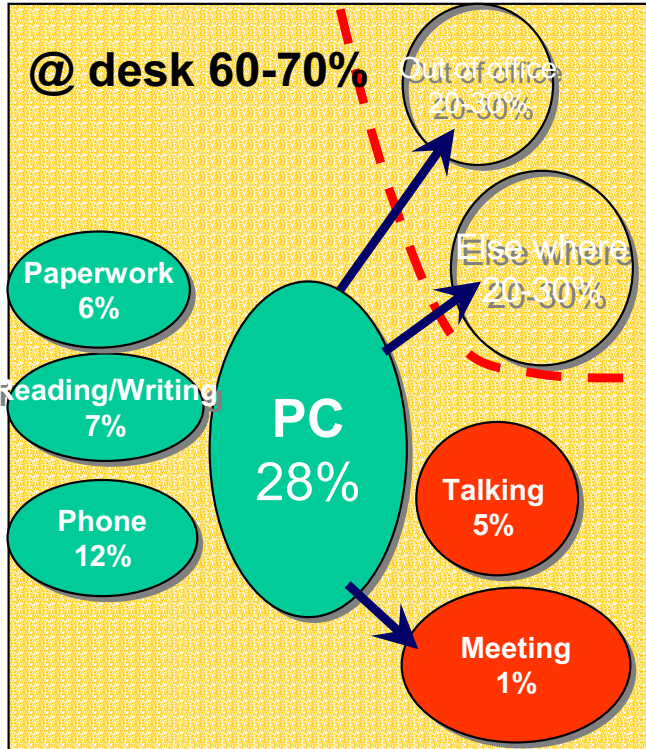


# Work style: Type 8

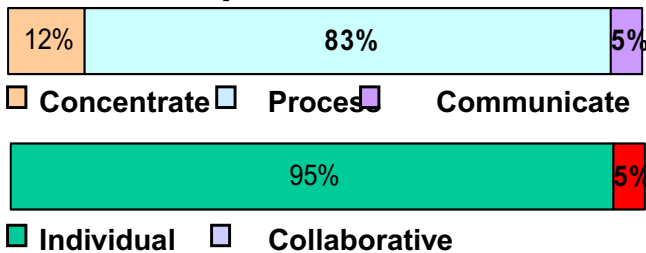
E.g. Admin, Support, Help desk, Drawing Office, Assistants

**27%** of survey

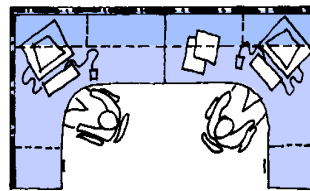
## TUS data



## Workshop data

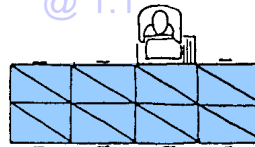


Touchdown  
Owned @ 1:1....

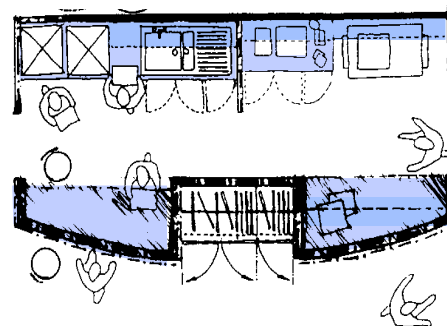


With access to

Project Filing  
@ 1:1



Office Support facilities



## In/Resident

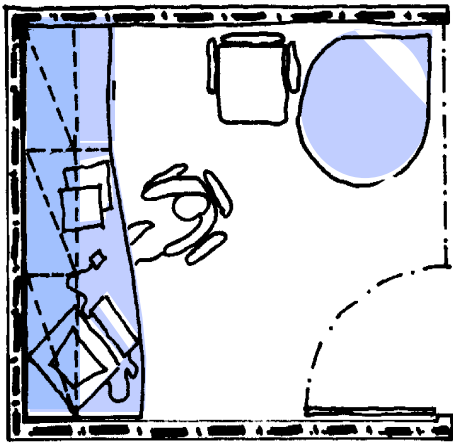
These staff spend a low proportion of time out of the office. They are among the highest desk occupiers therefore need to own their own space. The nature of their role is primarily individual. With an emphasis on PC use. Currently working in highly routine nature.



Menu of settings

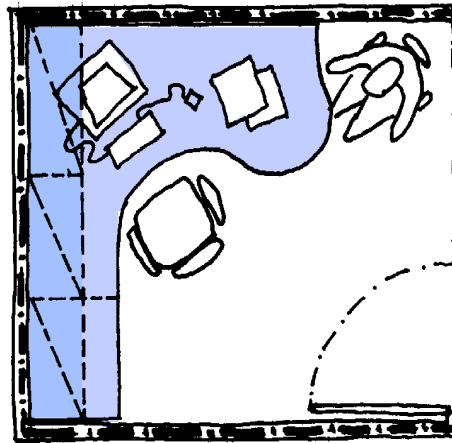
# Predominant individual work environments

## Enclosed Worksettings



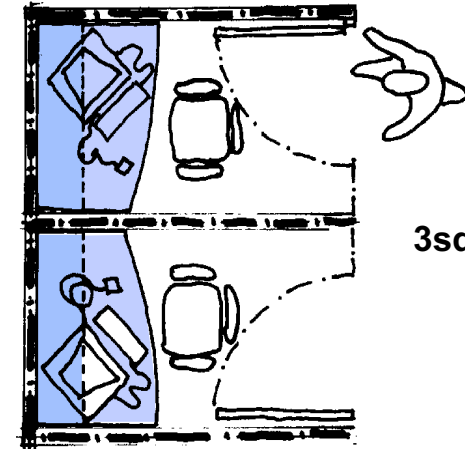
9sqm

Multi-task activity setting  
(inc. 1:1 Interaction.)



9sqm

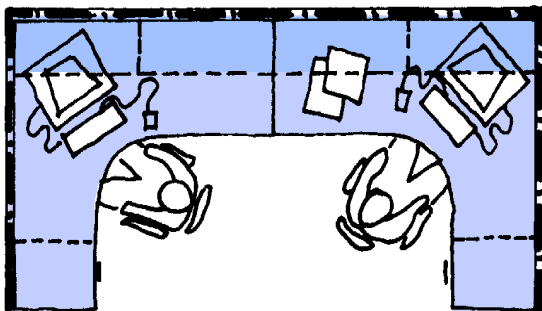
Multi-task activity settings  
(inc. 1:1 Interaction Video/Audio monitoring)



3sqm

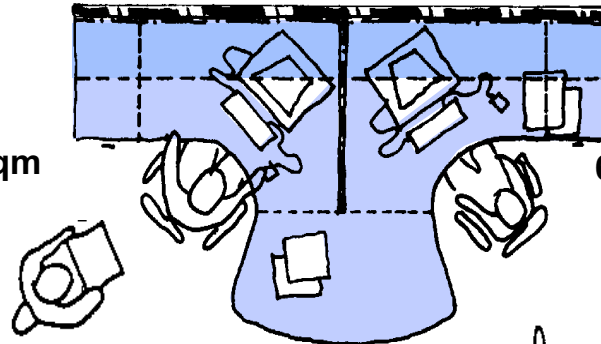
Study Booth - concentrated/  
confidential short-term work

## Open Plan Worksettings



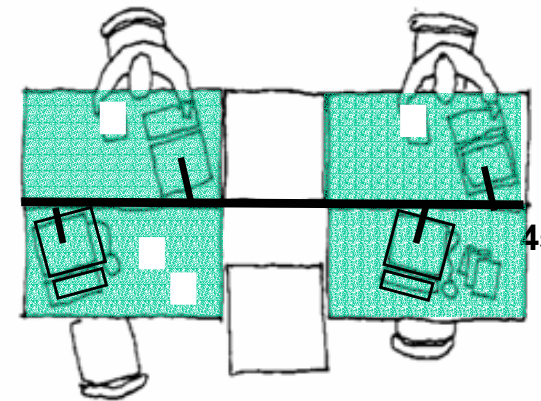
5sqm

Multi-task activity setting



6.5sqm

Multi-task activity setting  
(inc. 1:1 Interaction)

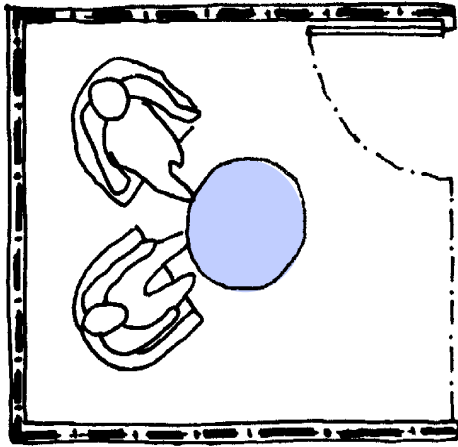


4sqm

Specialist Technical activity setting

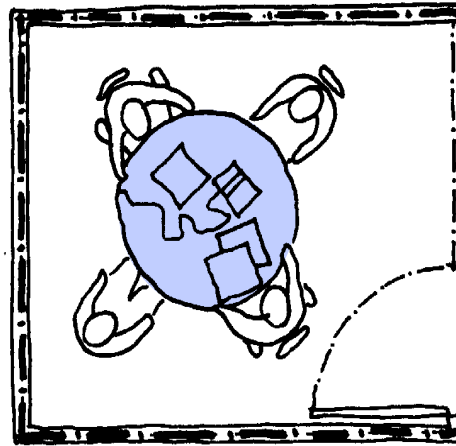
# Predominant collaborative work environments

## Enclosed Worksettings



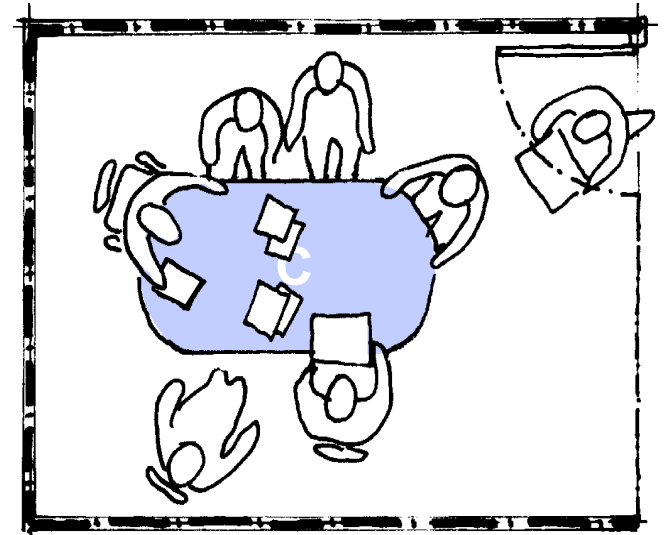
9sqm

Interview room/confidential work  
(for 1:1 Interaction)



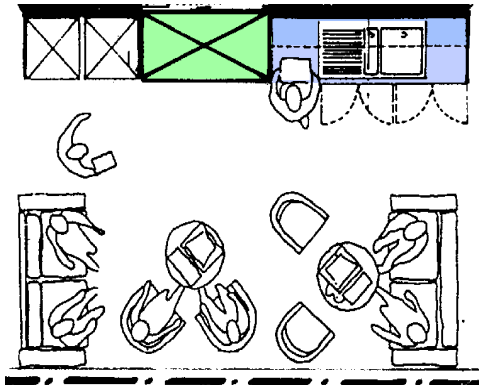
9sqm

Concentrated/confidential  
meeting (3/4 people)

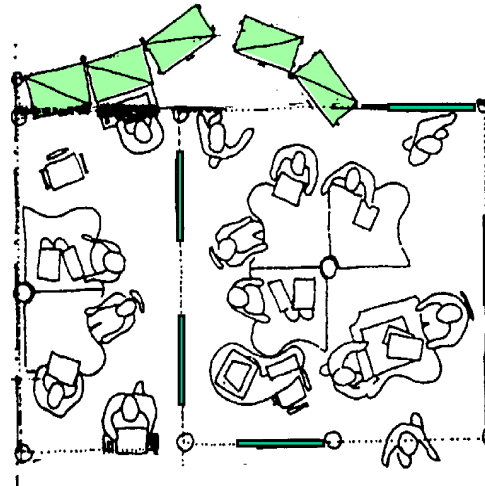


Concentrated/confidential  
meeting (ranging between 6 to 10+)

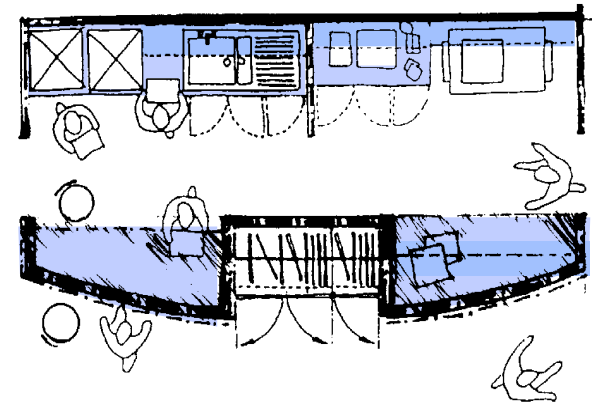
## Open Worksettings



Informal interaction

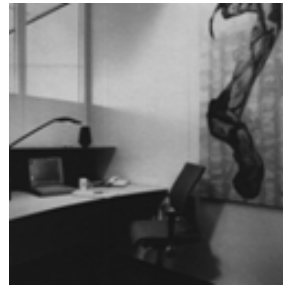
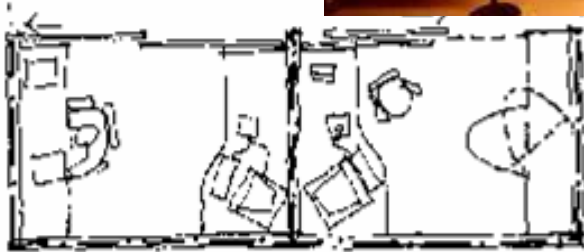


Project space/team work



Support area (photocopy, print, fax)

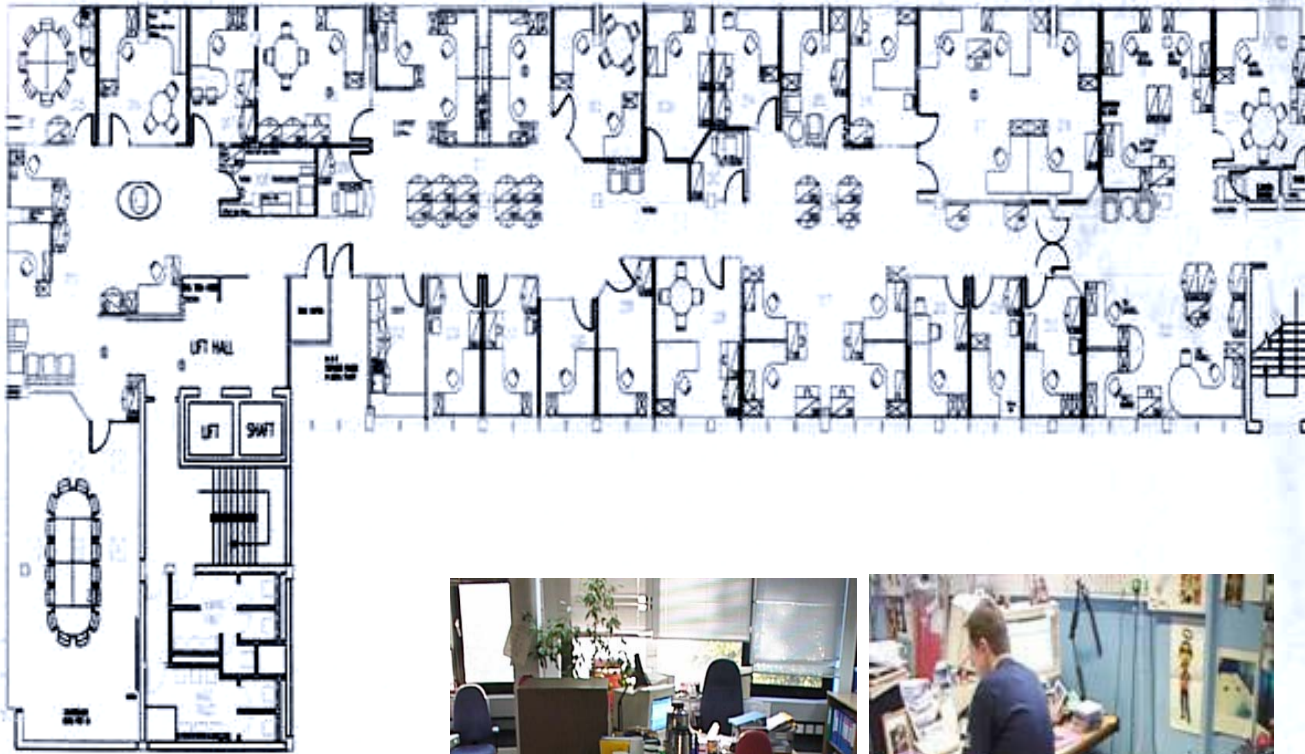
# Touchdown, log-on.....



Pick-up and Personal Storage



# BBC before



Highly cellular

Poor information management

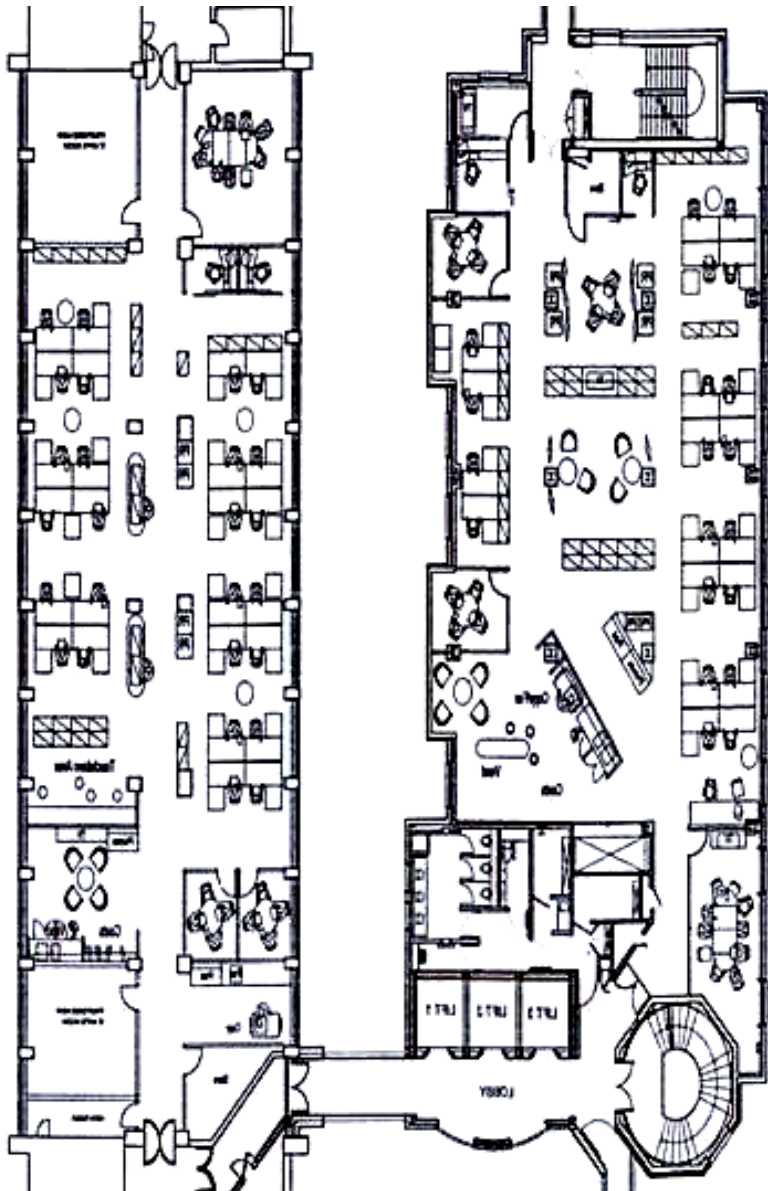
Poor team identity & boundaries

Chaotic

Leading to high churn costs



# BBC Workplace main elements

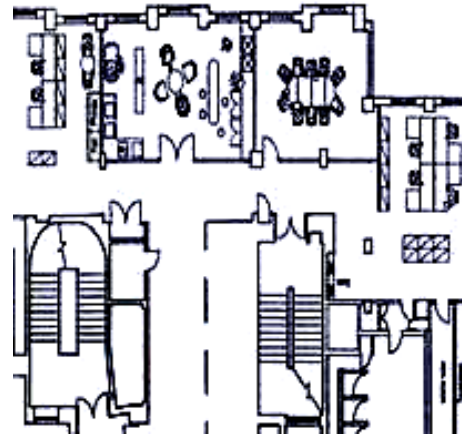


## Business Lounge

For use by 'The Regions'

## Open work area

Majority of executives went into open plan, including the Director General and the CFO



## Branded group vending points

tv's, monitors, stereos, coffee, printing, newspapers





# BBC work space



Half the executive team retained offices & half are in open plan

Vending area  
viewing 'products'

Open plan benches with flat screens & low partitions

Hot desks marked with colored screens



BBC Corporate Centre		
Headcount	Workspace p.p.	Occupancy Density (NOA)
241	11.5sq.m. 124sq.ft.	13.5sq.m. 145sq.ft.
Total NOA	3253.5sq.m. / 35,022sq.ft	
Total Support	~19%	

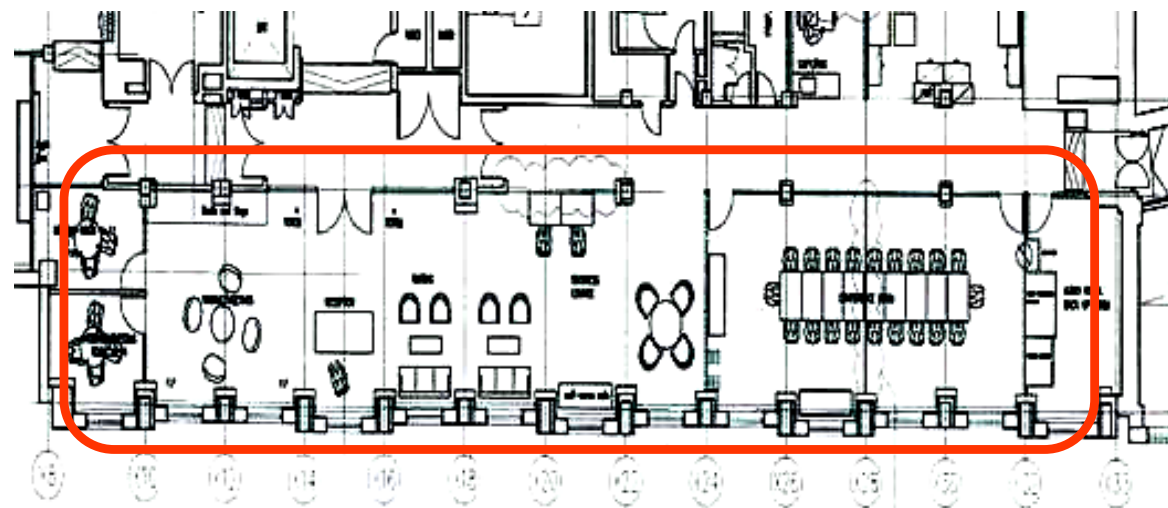


Informal meeting space adjacent to HR

Typical executive open plan, small desk with meeting table



# BBC plan - Business Lounge



**Drop in for the Regions**

**Flat screen PC's available for use at benches**

**Somewhere for visitors to base themselves  
and leave bags and coats**

**Meeting rooms**

**De-mountable partition to large conference  
room allowing for one large open space for  
events**



# Lessons learned - Quotes from the business

*'Major benefits; accessibility, openness, dealing with issues quickly, more embracing approach to work, definitely positive and friendlier and it doesn't reduce my status'*

*'This is the positiveness of open plan office: The amount of stuff which bounces off other peoples conversations/comments etc is amazing. It also makes staff feel more like a team'*

*'No question about it - the group dynamics that this space fosters is highly beneficial and the right way to go'*

*'The new workspaces have brought a more informal style of operation. I can deal with several things at once now just by being around my team. On my way to meetings I sometimes deal with several issues - this saves time'*

*'I like the idea of hubs - they are important because they are places where we can chat with guests over coffee - it also makes sense that there are televisions in there because it is our business' 'The hub works very well and has taken some time for people to get used to it'*

*'Huge improvement on what we had in the past - we used to have rabbit hutches'.  
'Genuinely makes a difference to the working day..'*

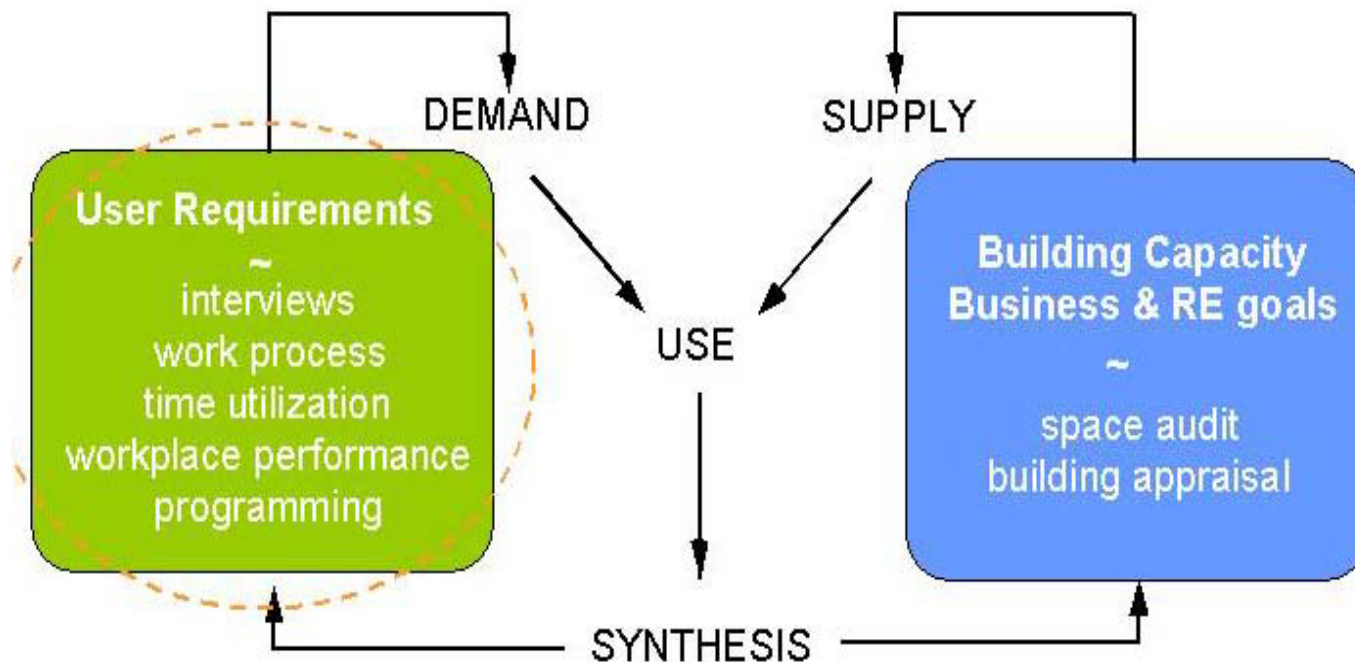
# Measurement Support Services

- Project specific research objectives
- Productivity impact measurements
- Post occupancy evaluation
- Data analysis
- Design implications

# Project Specific Research Objectives

## Synthesizing Demand and Supply

- DEGW to IW Steering Group and University Research Team
- Identify project hypotheses and priorities



# Measurement

## Children's Place

**How has the new environment affected your productivity?**

very negatively	1 (1%)	
negatively	7 (8%)	
no affect	26 (30%)	
positively	39 (45%)	} 61%
very positively	14 (16%)	



# Post Occupancy Evaluation

## Capital One

Small meetings

Ad-hoc meetings

Flexibility and re-configurability

Working in teams

Displaying ideas

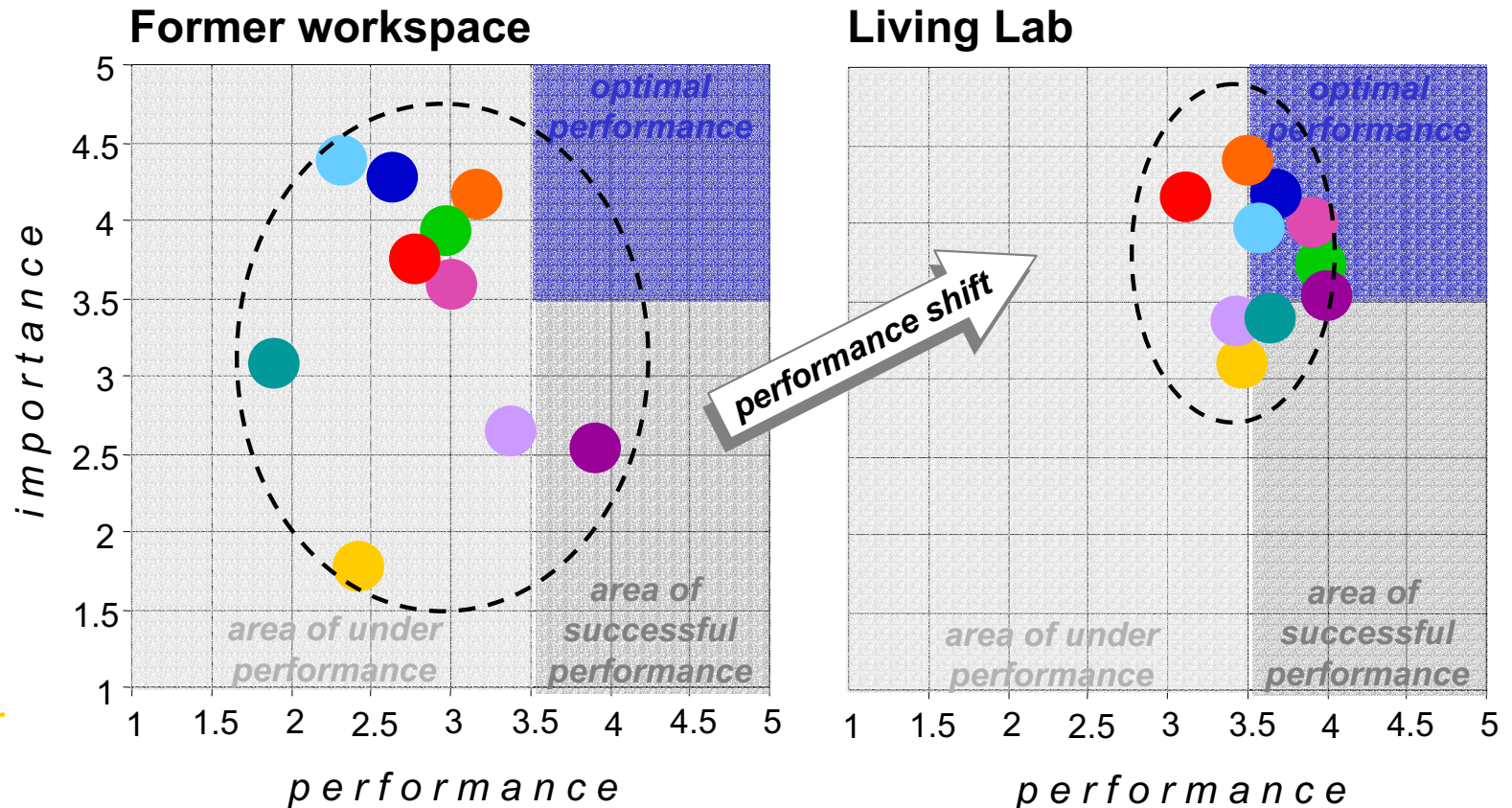
Visitor space

Productivity

Concentration

Your workspace for shared activities

Image



Comparison results of Workplace Performance Survey and Post Occupancy Evaluation

# Measurement

## Capital One

The Framework - The three lenses of management purpose are being used to explore our five 'work environment' buckets

	Environments for Working Individually	Environments for Working Collaboratively	Environmental Quality	Technical Infrastructure	Amenities, Services, Security, Service
<b>Efficiency</b> <i>cost, resources</i>					
<b>Effectiveness</b> <i>people/productivity</i>					
<b>Expression</b> <i>the brand</i>					



# Affecting Change

Resistance to Change

Acceptance and Buy-In

**Awareness**

**One way communications:**  
newsletters,  
brochures,  
management  
memos

**Acceptance**

**Two way facilitated communications:**  
website, mock-up,  
FAQ's

**Commitment**

**Two way activities:**  
lunch –n- learns,  
pilot workspace

**Ownership**

**Partnership:**  
management  
coaching, department  
meetings, protocols

*Increasing risk*

# Ingredients for Success

## Clear vision

- stating and sustaining project objectives

## Good data

- detailed information: people/place/process

## Integrated strategy

- balancing needs of people/place/process

## Buy in

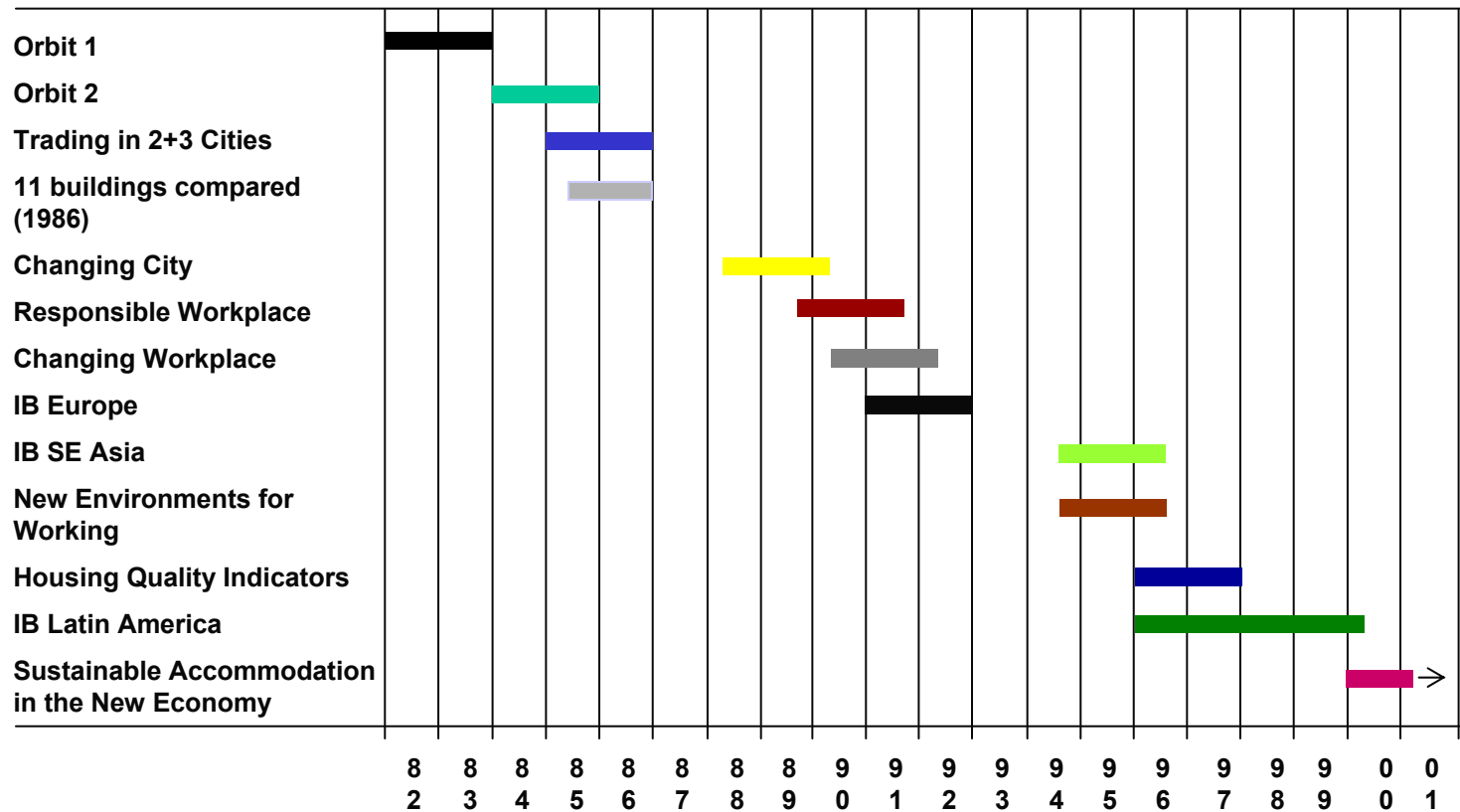
- achieving the support of staff at all levels

# DEGW: who we are

- An international business focused on the changing nature of work and its impact on people, places and technology
- Integrate research, strategy and design
- Recognized as global leader in research on design, management and use of the workplace—widely published
- Since 1973, provided clients with innovative solutions that deliver measurable business benefits

# DEGW Research Experience

## Research Projects



DEGW

Partnering with Clients

(1971- ) IBM

(1980- ) Digital /Compaq

(1983- ) Hewlett Packard

(1986- ) Andersen /Accenture

(1989- ) Disney

(1993- ) Shell

(1995- ) GlaxoSmithKline

(1997- ) Fidelity Investments

(1998- ) Pfizer, BBC

(1999- ) HM Treasury, Home Office, MoD

(2000- ) Morgan Stanley, Capital One

(2001- ) Johns Hopkins, United Nations

(2002- ) GLA, CDC, McNeil, GSA

(2003- ) MIT, Yale, Radioshack, Visteon

DEGW

## Partnering with Architects

Alsop

CUH2A

Davis Brody Bond

Foster

Francis Cauffman Foley Hoffman

Gensler

Hillier

HOK

Kohn Pederson Fox

Richard Meier

Renzo Piano

Richard Rogers

Terry Farrell

SOM

The Environments Group

TVS

TVA

# The DEGW Difference

- Thirty years of leadership in thinking about the workplace
- International experience and local context
- Unparalleled research applied in practice
- Working closely with users