

ISSUE 64

Exploring workplace
research, insights
and trends

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Celebrating our past by
looking to the future

100 Dreams. 100 Minds. 100 Years.

What about ME?

Balancing individual work in a sea
of collaboration

Q&A with Jim Hackett

Steelcase president and CEO
attributes the company's success
to great ideas

360°

Future Focused

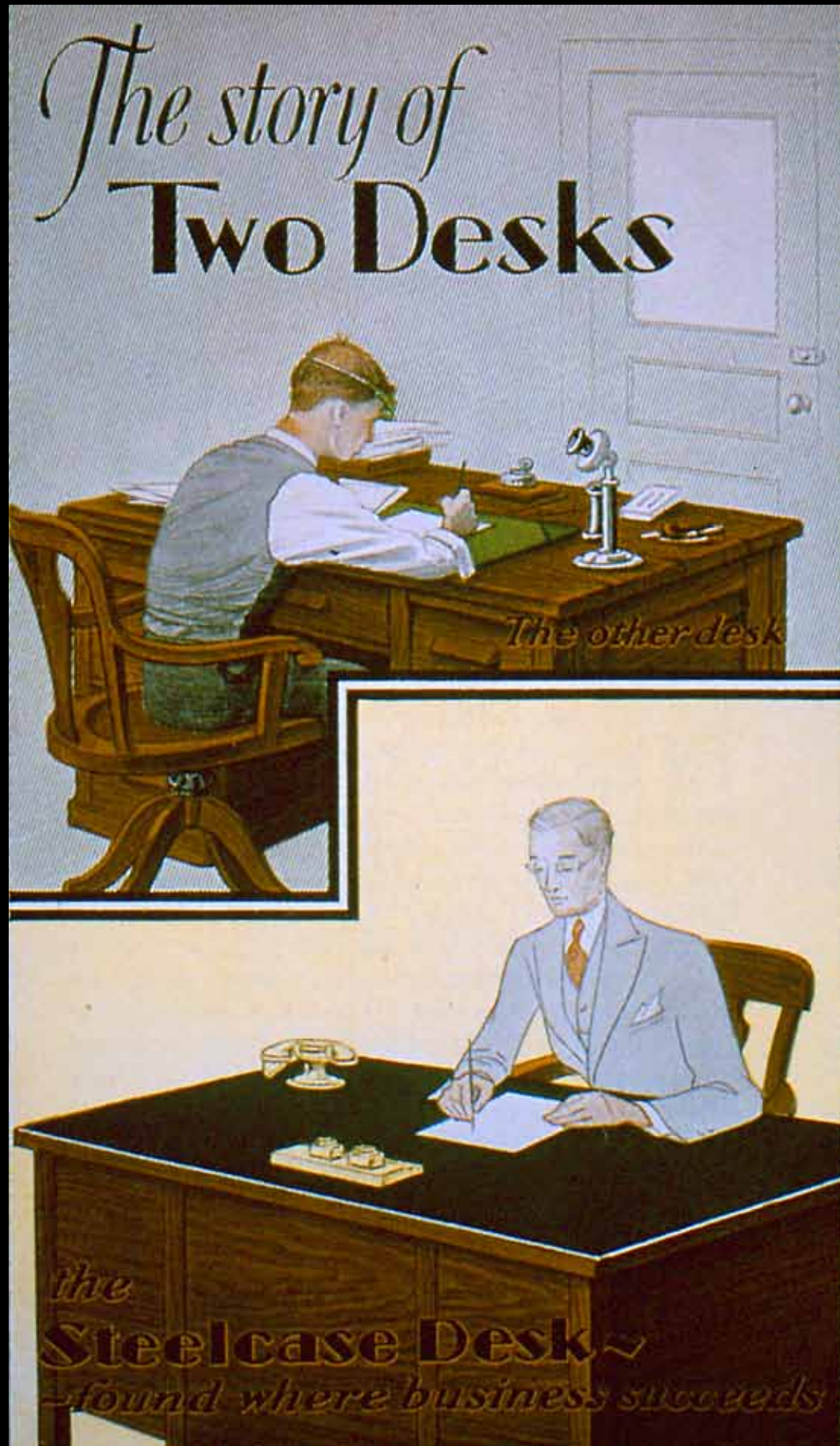
A new lens for leading organizations





ABOUT THIS ISSUE

At significant milestones it's important to look forward. As Steelcase celebrates its 100th anniversary we asked thought leaders both inside and outside the company to share their insights and perspectives on how organizations should be thinking about the future. These thoughts provide a new lens for leading organizations around the world.



1920

CONTENTS



54

Future Focused

Members of the research & strategy team at Steelcase share their insights and perspectives on how organizations should be thinking about the future.



30

Celebrating the Past by Looking Forward

Most companies observe their anniversaries by looking back. With "100 Dreams. 100 Minds. 100 Years." Steelcase invites the world to imagine the century ahead.



10

ARZU Studio Hope

The Masters Collection

22 Q&A

Steelcase President and CEO Jim Hackett attributes the company's success to great ideas and the ability to look ahead.

88 Creating Sustainable Value

A broad, systems-based approach that puts people first is what's required in the 21st century.

94 What about ME?

Innovation requires collaboration, but focused, individual work is still important and needs the right workplace support.

116 Away from the office

Sometimes any place can be a workplace. New research shows employers and workers adapting to mobility in differing ways.

124 Getting Real

How one of the hottest tech companies managed the transition from start-up office to a professional work environment.

138 Sustainability Spotlight

As Clinics to Containers shipping containers into clinics, it's improving healthcare in some of the most needy parts of the world.

DEPARTMENTS

6 Perspectives

112 Insights Applied

136 Trends 360

148 A New Learning Curve

152 Design Apps

154 Atoms & Bits

360°

Exploring workplace research, insights and trends

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360 ON THE IPAD

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PERSPECTIVES

Meet some of the people who contributed information and ideas to this issue.



John Hockenberry

Journalists typically view the world through the lens of here and now, but four-time Emmy Award winner and three-time Peabody Award winner John Hockenberry had no misgivings about turning his gaze to the future when he enthusiastically accepted Steelcase's invitation to help architect and curate its future focused anniversary project, "100 Dreams. 100 Minds. 100 Years." Read his account of the project beginning on pg. 29.

Having reported from all over the world and in every medium during his years at NPR, ABC and NBC, Hockenberry is no stranger to conflicts, wars and discord. In "100 Dreams. 100 Minds. 100 Years." he discovered – and he invites us to discover – the magic of hope and optimism that condenses from people's ideas about what the future can be.



Stanley Tigerman and Margaret McCurry

"It's time to give back, time to focus on the ethical and moral obligations of architecture," Stanley Tigerman was once quoted as saying. And that's exactly what he and partner, and wife, Margaret McCurry have done over and over again throughout their long and legendary careers. This time it's in support of ARZU — which helps Afghan women and their families break the cycle of poverty — with a collection of rugs (pg. 8) designed by some of the world's most celebrated architects.



Allan Smith and James Ludwig

James Ludwig, Steelcase's vice president of global design, and Allan Smith, vice president of marketing and advanced applications, share the view that good design is ultimately about creating good experiences and outcomes, and that starts with research. "Our value is provided by observing patterns and crystallizing them into insights — finding some unmet need and exploiting it to help the potential of an organization," Ludwig says. An architect and designer, Ludwig lived and worked in Berlin before joining Steelcase in 1999. Smith's academic training is in both business and art history, and his nearly 20-year career with Steelcase includes a recent three-year assignment in France. Gain their insights and perspectives on how individual work happens best in an interconnected and collaborative world, beginning on pg. 88.



Angela Nahikian

Director of Global Environmental Sustainability for nearly six years, Nahikian is a leading thinker on the topic of sustainability across industries. "The future will be about designing for a holistic system in which business embraces its role as a positive change agent, and realizes the full benefit of sustainable business design," she says. "The challenge will be in the scope of the opportunity; it's all-encompassing. The good news? It's scalable."



Susan Cain

"Solitude is a crucial ingredient to creativity," says Susan Cain, author of *Quiet - The Power of Introverts in a World That Can't Stop Talking*. The former corporate lawyer spent seven years researching and writing the book and it became an instant best seller. Her 2012 TED talk set a record with over a million views its first week online. As she carefully — and quietly — explains how to harness the strengths of introverts, she reminds us that in our rush to build work environments that inspire collaboration, we must not forget the importance of spaces for focused, individual work.



Plural Design Group

As guest artists to this issue of *360 Magazine*, Plural, a Chicago-based creative studio, designed two feature stories: Future Focused and Creating Sustainable Value for the 21st Century, and the cover layout. Founded in 2008 by Jeremiah Chiu and Renata Graw, Plural focuses on pursuing meaningful projects by exploring new approaches within the design process, and experimenting in a wide range of media.



FrameOne with media:scape



media:scape mini



media:scape standing-height table



media:scape mobile



media:scape lounge



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"ARZU is an innovative model of social entrepreneurship that helps women weavers in Afghanistan lift their families out of poverty by providing them steady income and access to education and healthcare. Employment opportunities support sustainable economic development, instill personal worth and build gender equality."

— CONNIE K. DUCKWORTH,
ARZU Founder and Chief Executive Officer

ARZU

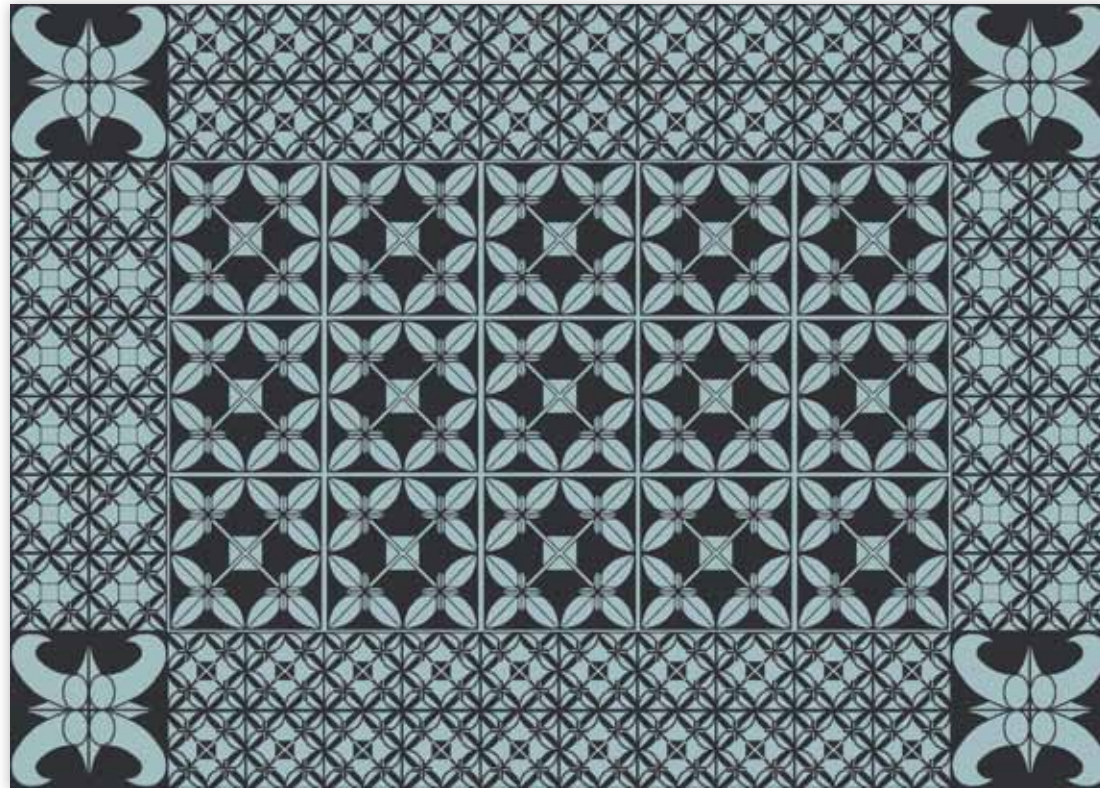
THE MASTERS COLLECTION

FRANK GEHRY
MICHAEL GRAVES
ZAHA HADID
MARGARET MCCURRY
ROBERT A.M. STERN
STANLEY TIGERMAN

This winter, ARZU STUDIO HOPE, will launch its Masters Collection of custom rugs. Designed and gifted by a group of the world's most influential architects, each unique piece embodies the philosophy of product with a purpose.



Layered Puzzle by Frank Gehry
size: 6'x12'



ABRAHAMIC TRIBAL PATTERNING I



ABRAHAMIC TRIBAL PATTERNING II



Stanley Tigerman & Margaret McCurry

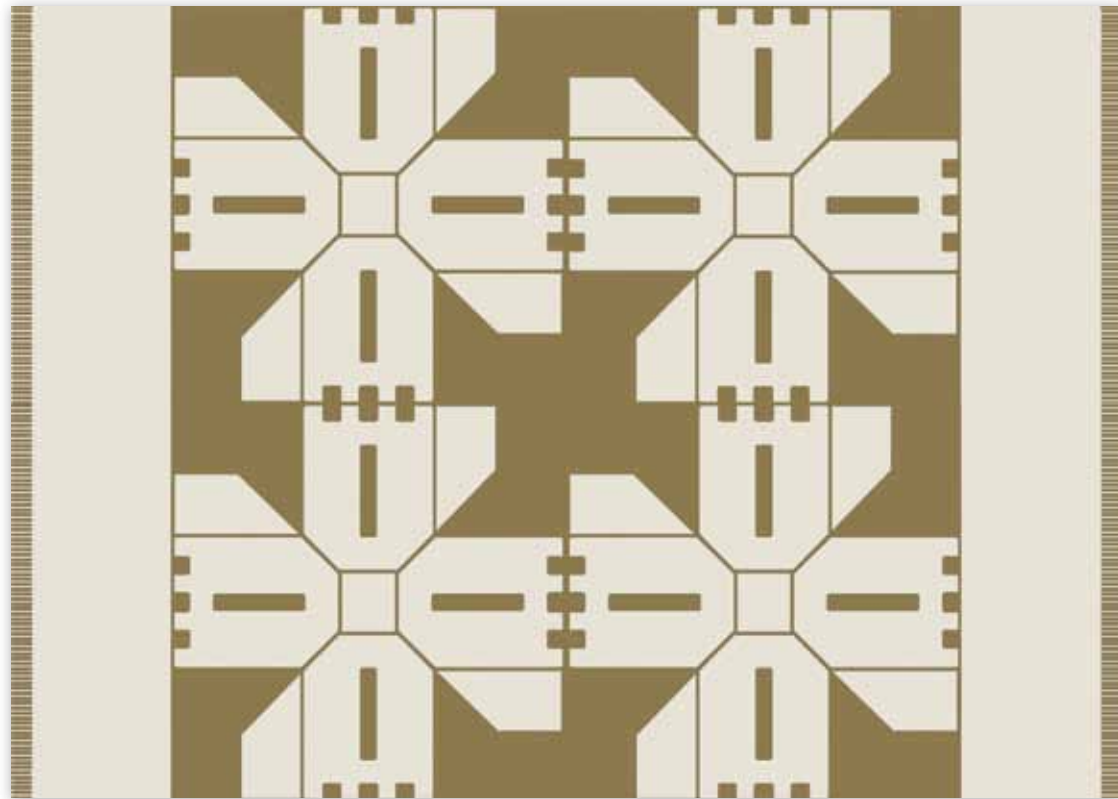
ABRAHAMIC TRIBAL PATTERNING I and II by STANLEY TIGERMAN

ABRAHAMIC TRIBAL PATTERNING I size: 10'x14'
 ABRAHAMIC TRIBAL PATTERNING II size: 5'x7'

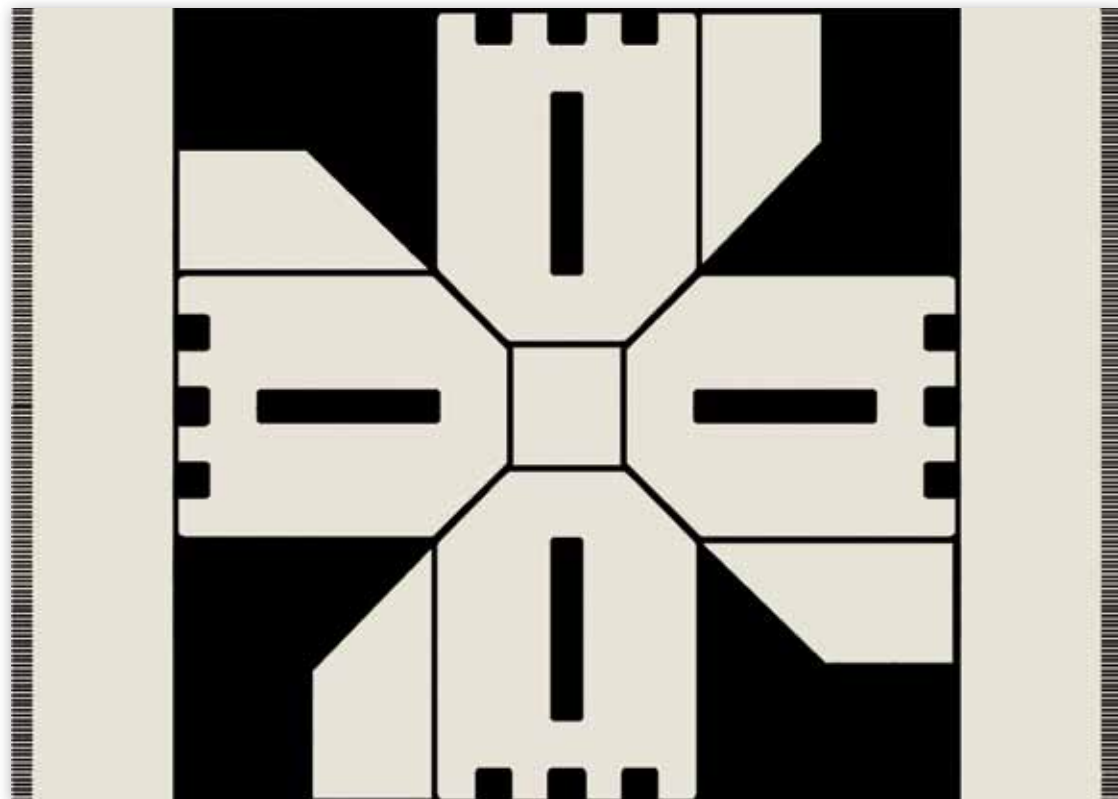
The Masters Collection was spearheaded by iconic Chicago architect Stanley Tigerman and his partner, and wife, Margaret McCurry who reached out to some of their very well-known friends to create what would ultimately become an entire collection of rugs for ARZU STUDIO HOPE.

"At some point you need to give back to society and for us ARZU was a natural fit," explains Tigerman.

This limited-edition, numbered collection, which includes original designs by Frank Gehry, Michael Graves, Zaha Hadid, Robert A.M. Stern, Tigerman and McCurry, is now available for pre-order through ARZU STUDIO HOPE (312.321.8663).



SIMEON I



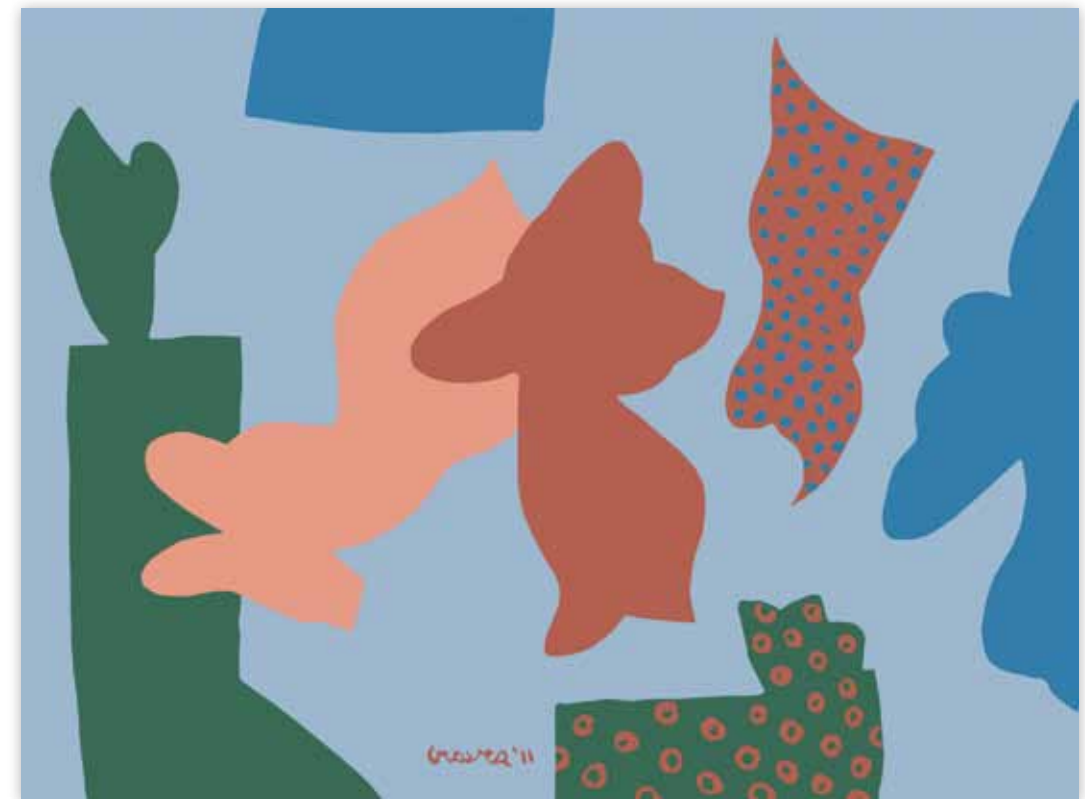
SIMEON II

SIMEON I & II by MARGARET McCURRY

SIMEON I size: 10'x14'
SIMEON II size: 5'x7'



MG1



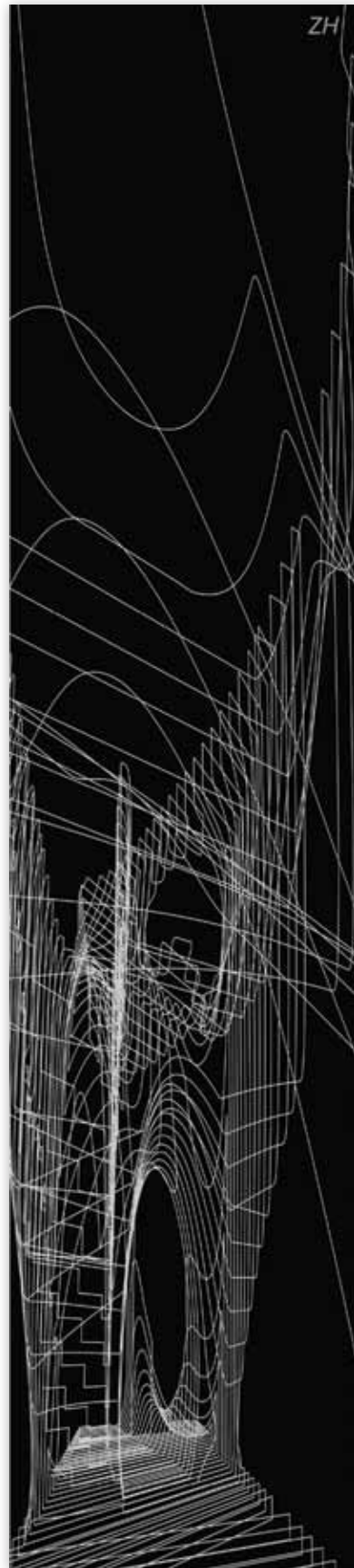
MG2

MG1 and MG2 by Michael Graves

MG1 size: 8'x6'
MG2 size: 8'x6'

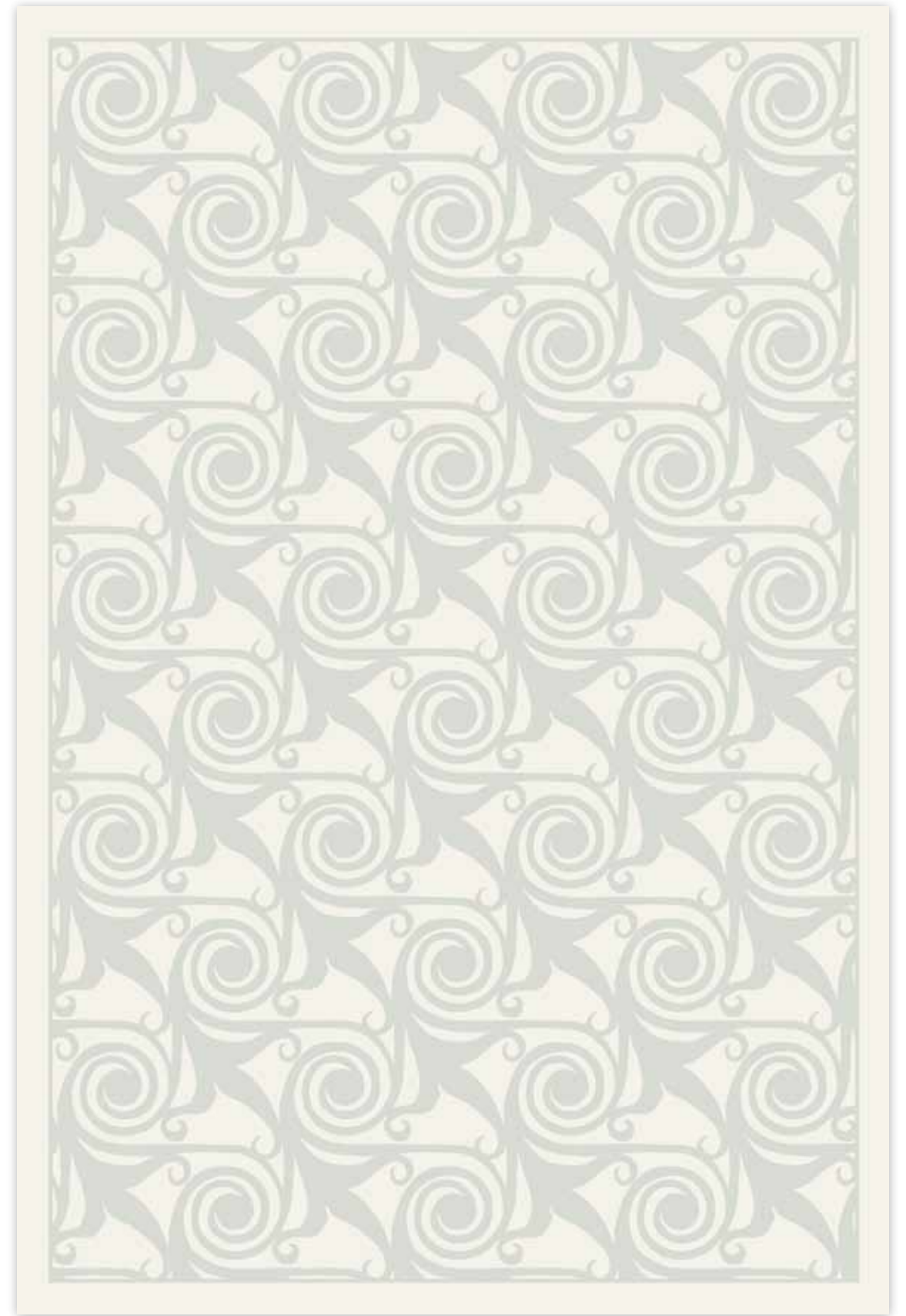


Shown in pink and black

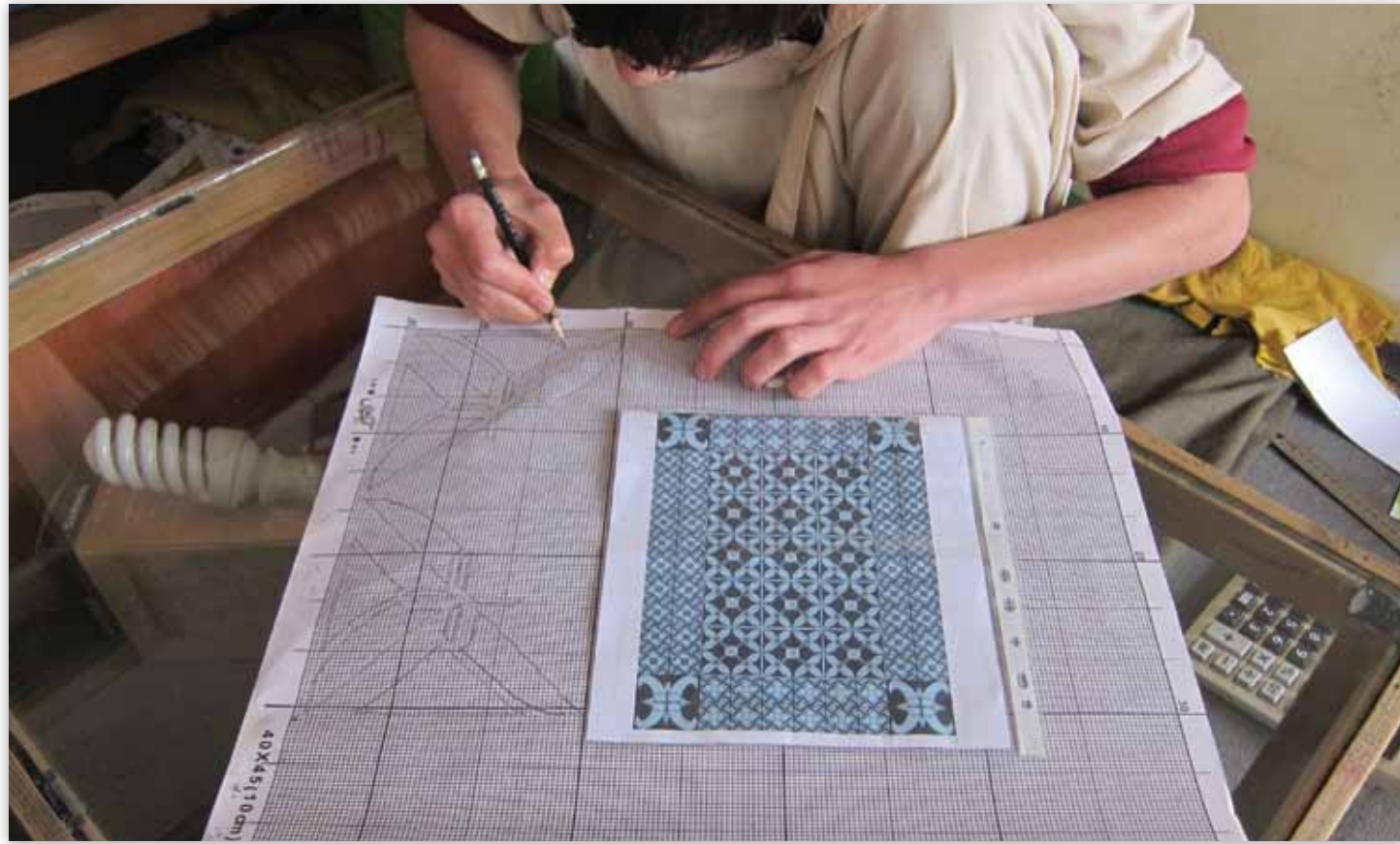


Shown in black and white

ZH by ZAHA HADID
size: 3'x14'



VOLUTE by ROBERT A.M. STERN
Available sizes: 5'x7'6", 8'x10', 9'x12'



↑ Top: Stanley Tigermans' design is graphed in preparation for weaving.



↓ Bottom: ARZU rugs are made with 100% sheep's wool. Dyed wool is wrung out, hung to dry outside and rolled into balls to be distributed to weavers at their homes.



↑ On the loom.



- ↑ ARZU's social contract requires that women weavers attend literacy classes and all children under the age of 15 attend school.
- ↖ Top: Children, the future for Afghanistan, attend ARZU's preschool.
- ↙ Bottom: ARZU weavers work on Margaret McCurry's Simeon I.
- Tigerman in his Chicago studio.



Q&A WITH JIM HACKETT

Steelcase celebrates its 100th anniversary this year, and president and CEO Jim Hackett has been with the company for almost a third of that time, 31 years. In that span Steelcase has transformed itself from traditional manufacturer to industry innovator, known as much for the insights behind its furniture as for the products themselves. Hackett believes the company's future success depends on continuing to develop insights about people at work, and then helping companies make the most of those insights, or as he puts it, "helping organizations achieve a higher level of performance by creating places that unlock the promise of their people."

360 Magazine spoke with Hackett in his office at Steelcase's global headquarters in Grand Rapids, Michigan.

"Companies don't last, ideas do."

Few companies reach the century mark today. Why do you think Steelcase has been able to survive when so many have come and gone?

I think there's more to it than just survival. To be relevant for 10 decades, you have to thrive and stay ahead of the market. So why did so few thrive while so many faded away? I believe it's because companies don't last, ideas do. Ideas that help make the world a better place.

A century ago we registered our first patent, for a fireproof wastebasket. A simple idea, right? Back then offices were all wood and paper, they were crowded and everyone smoked. Fire was always just one piece of paper away. If our idea had been just about wastepaper, we could have simply produced a quicker and cheaper product. But it was a key insight into human behavior at work. Once that insight was clear, it was a step into the future and a prototype for many more innovations.

For 100 years Steelcase has been bringing human insight to business by studying how people work. Those insights have helped organizations around the world achieve a higher level of performance by creating places that unlock the promise of their people. I believe this is what has made Steelcase a great company and it will be the foundation of success in the future.

How does an organization this size keep that edge?

By keeping a core sense of curiosity. I'm probably as curious as you can get and I'm one of thousands of people here like this. Lots of ideas come from inside the company and I attach myself to many of them. There's a dedicated team right now working on the future that I'm part of, and this team has done some breakthrough work already. We just completed a tour of the best minds on various topics that are stimulating our thinking. That's why our



A

involvement with organizations like the d.school at Stanford, MIT Media Lab and the IIT Institute of Design in Chicago are such important and thought-provoking relationships. We mine and synthesize all of it, blend it with our ideas, and then take parts we want to amplify in our strategy.

What innovations are you most proud of during your tenure?

I never wanted to be known as a CEO, but instead for an idea that I was related to. I'm proud of embedding in the company the idea of using design as a problem-solving technique. Design is a visual engine, and some of our competitors have great-looking products. We pursue design in a deeper way. Coming out of our IDEO affiliation, we use design as a technique to solve complex problems in pursuit of unlocking human promise. We think we can find things that will

make people happier. This is the one I'm most proud of because it's actually the leverage that's propelled the company, and why we're consistently outperforming other companies in many areas. It took 10 years of my 18 years as CEO to get here. It's fulfilling in part because of how difficult it was to transform the company, but now I don't have to go into meetings and point that out anymore. There are people running with it and realizing its potential.

In the midst of all that, I authored what I call the Critical Thinking Process. It's the pursuit of a balance between thinking and doing. Design thinking helps you balance the depth at which you think about a problem and the execution of a solution. It has transformed our company and so many others. We now have a process that embraces that and celebrates it. I'm proud of its effect on how we get things done around here.



In that model, is the timeline important?

A lot of people worry that corporations take too long to do anything. I don't believe that's a fair characterization. A lot of start-up companies are ostensibly fast, and then they fail. I believe the Critical Thinking Process shows that thinking is not wasting time. In a way, it's where the measure of greatness can come from.

At Steelcase, I've taught Critical Thinking to about 1,000 people. I always ask the question, why do you think doing gets more preference than thinking? The answer is that doing is visible and thinking isn't. So we said, how do we make thinking visible? So that's what project rooms are about, and vertical walls filled with information. They display the essence of the issues and ideas. That's also what prototyping is about: it exemplifies your thinking, not as the final product, but as a non-precious statement of the thinking of that room. You can celebrate around that, you can push that. So the linkage of design thinking and critical thinking is a proud moment for me.

What do think the company founders would say about Steelcase today?

I think they would be surprised at how broad and deep it has become. They probably wouldn't have imagined we would be doing business in countries like China and India. They also would be surprised about the technology in our products. In their day it

was either machine or furniture, the two didn't merge. The fact that technology has become such a part of our products would surprise them. But the arc of our history, the company's reputation for integrity and doing things the right way, being empathetic to its people — they would love that. In their day, labor and management were in constant strife and they wanted a new kind of company, with a sense of unity, an egalitarian view of the way labor and management could work together. The founders would love to see how employees feel a sense of ownership and investment in the values of the company.

What will Steelcase look like in 20 years?

I try to paint the picture in a continuum of now, near and far. We need to pay homage to now because it's the product of a lot of advance work. media:scape® is still ahead of the market and it's been out there awhile. "Near term" is important because you're trying to identify holes and gaps, and you're taking action to do that. If there weren't a near and there was only far, you'd be accused of being a dreamer. People don't see it as practical.

The role of the CEO is to think about all three dimensions, and I schedule my time so that all three get their attention. In the far dimension, I'm certain that the opportunity for Steelcase will be good as any time during our first 100 years. Technology is altering




The role of a CEO is to paint the picture of all three dimensions of now, near and far.

work so dramatically that there's a need for reinterpreting how we use it. That's a huge opportunity. Work needs to be rethought, modernized and changed. People could be working in all kinds of places. This is right in our wheelhouse. We understand patterns of behavior in workplaces, we're very good at that, and we can translate that across different industries, say from healthcare to education, and across different parts of the world. In fact, we may help carry that knowledge from one location to another. In that knowledge, there are products, applications, and services. In the past, we may have given up on some of opportunities by thinking that it wasn't our business. We won't make that mistake again. There will be some things that we'll be sure to capture, things that our customers would want us to do.

Finish this sentence: One day, Steelcase will...
 One day Steelcase will be offering different products and different solutions than we do today, and we'll probably be in even more parts of the world than we are today. As the culture and processes of work continue to rapidly shift, we'll stay ahead by being focused on innovation, being part of and leading change based on the insights and ideas we gain from studying people at work. So, in some ways, one day Steelcase will be a different company. But, at its heart, I believe it will always be the same company – a company that's centered on the idea of unlocking the promise of people at work. That's our core, and that's how Steelcase will achieve another century of success. ◦

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Steelcase



100 DREAMS. 100 MINDS. 100 YEARS.

CELEBRATING OUR PAST BY LOOKING FORWARD.

As we celebrate our 100 year anniversary, we're focusing on the future by collecting dreams and ideas from around the world. Our year-long anniversary project, "100 Dreams. 100 Minds. 100 Years," is a springboard to the century ahead.

“Our present economy’s strength lies in the narrative of the former while the future for all of us lies in the narrative of all those entrepreneurial dreams of what might be.”

John Hockenberry, *Journalist and Author*



INTRODUCTION BY JOHN HOCKENBERRY

There is magic in places of work. Objects that connect with hands and minds tell the timeless stories of work. Each day’s heroic climb from “to do” to “done,” stepping swiftly past all of the urgent tasks, pausing for moments of whimsy and inspiration, to reach all of the things we dream one day we might have the time and insight to finish.

Our present economy’s strength lies in the narrative of the former while the future for all of us lies in the narrative of all those entrepreneurial dreams of what might be. Throughout time, workshops have been devoted to this powerful magic and because, in our time, there are so many workplace hybrids of work and play, or work and home, the magic is spreading.

In my life one can see workshops from centuries ago preserved in the museums of our time. The revolutionary changes in the tools of work in the 20th century I have lived in my own work life. In this young century the cameras and microphones and recorders of my own profession of electronic journalism have miniaturized into a single object. My workshop today fits neatly into a pocket.

I remember the excitement I felt the first time I went into a real machine shop or the garage workshop of my clockmaker grandfather with its deeply evocative smells of oils and varnish and paint.

I remember my mother’s sewing room piled high with her dress patterns. Each pattern fronted with an illustration of what the finished garment might look like, a sketch that was also a dream.

I remember the feeling of opening my own father’s toolkit, the lid seemed to be a door onto everything my father had ever touched, fixed or built.

It was with these thoughts in my mind that a group of designer/collaborators and I approached the project of the Steelcase centennial commemoration. We could easily see the power of work objects to look back in time. There were plenty of such objects in the Steelcase archive. The offices from 100 years ago were little more than tiny add-ons to the enormous factory floors that often adjoined them, they were places for clerks to move paper and foremen to look down and see the real work getting done. Richer spaces for creative work or the projection of power were the inner sanctums of lawyers and architects, politicians and bankers. They were direct descendants of quiet meditative spaces found in churches or libraries. They were clearly not meant for everyone. They spoke to a past that was rapidly being swept away. Within those objects the future that would make most of them obsolete cannot be detected. So for us to think about the next century, to “only look forward,” as Steelcase CEO Jim Hackett insisted, we would need to shed the literal Steelcase history and focus instead on the spirit of anticipating the nature of work years into the future that has kept the company around this long.



“One day it will be cool to work with people from all over the world.”
said Jan from Germany.

“We have to think about the world before making new things,”
said Siddesh from Mumbai who told us he wanted to make intelligent tsunami-proof buildings in the future.



“The world is a book we learn from and I hope this book is endless,”
said Lili from Shanghai.



“Whether it is better or worse in the future, anything is possible. It's all up to us.” The greatest genius, Cassidy reminded us, comes from knowing what you must do and that you can and must do it.

We thought that we would have no trouble finding leaders and successful creative characters to answer the question:

“What will it be like 100 years from now?”

“How will we work?”

“What tools will we use?”

“What shall we make?”

“What problems will we face and solve?”

For us though, we were not interested in soliciting mere opinions from people who would not be around to see the future and have to face what they got wrong or near wrong. Our challenge was to find people who might naturally want to think 100 years into the future recognizing that most of them probably weren't born yet. Now, instead of the task of crafting a corporate message we had found ourselves a lovely mystery to solve, could we find those citizens of the future and get them to imagine the century stretching out before them? If we could get them to do that we could use their dreams as seeds to motivate current leaders and thinkers to dream bigger and beyond their own lifetimes. Could we create a collective dream state bridging the powerful wisdom of experience and hindsight with the fearless whimsy of inexperience and foresight?

Being open to the value of people's dreams, regardless of their background and education, people who have most of their lives ahead of them, became the frame for the questions at the center of the entire Steelcase 100 initiative. “What place do you dream of doing your life's work. What tools do you imagine you will use? What do you dream of doing that will be important 100 years from now?”

Our idea was to ask this simple set of questions to 10-year-old children from around the world. Put their answers on video, and invite them to draw a picture of their dream with themselves in it.

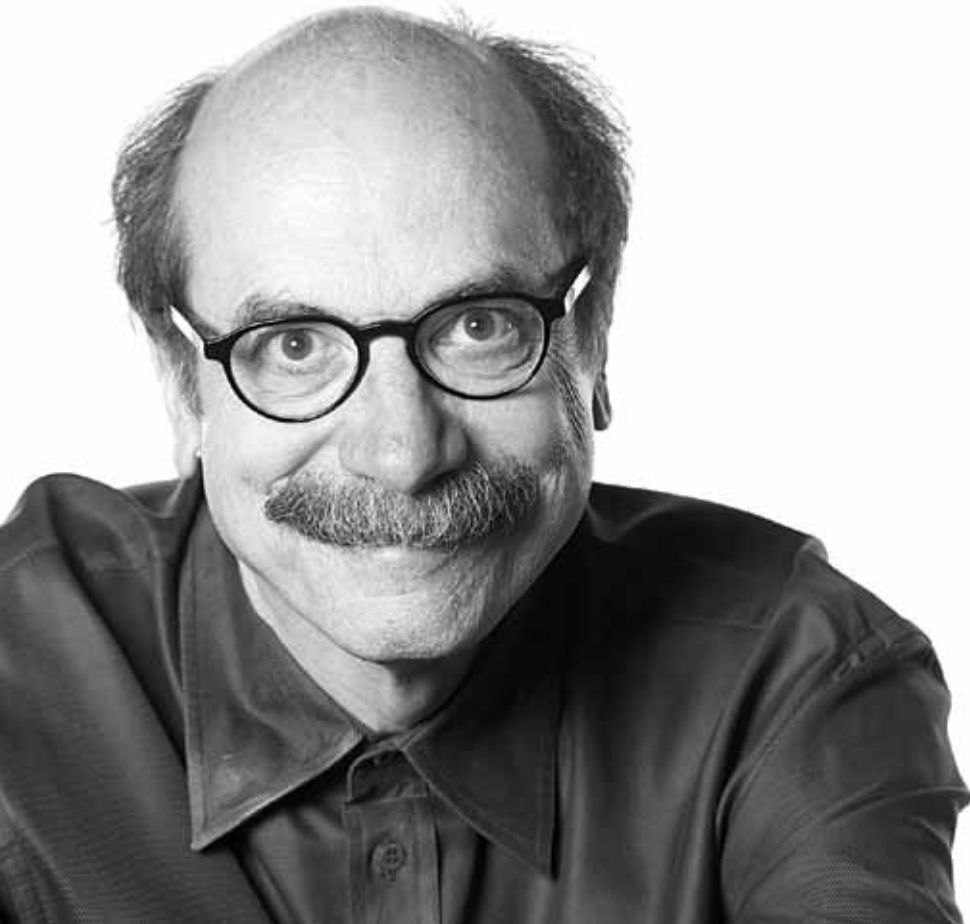
Like Jack's magic beans these young dreamers became the seeds for a larger conversation with the 100 Minds.

From the musings of 10-year olds we find ourselves face to face with giants in their various professions. We asked them to use their wisdom and experience to look forward through a century they will not witness but for our invitation. I had the privilege of getting some of the first looks at the grown-up dreams and offerings we got back.

It was surprising how optimistic people's entries were. Even though there was interesting tension between what various people thought were priorities, what changes people believed would be most important and what problems would loom the largest over the next 100 years, there was agreement that things certainly could and would improve.

Each of the 100 minds insists on a message of hope eerily echoing the relentlessly upbeat notions of our kids. A fusion of whimsy and warning, a meeting of two generations about to part company in the pursuit of the future. Both groups sketching out a workshop of the future for addressing what is important in a mission to last 100 years. It was architect Patricia Urquiola who brought me back to earth, who put me back in the workshop. “I see a future where we are going to fight indifference.”

FROM THE WHIMSY OF 100 CHILDREN TO THE BRILLIANCE OF 100 GREAT MINDS FROM ENTERPRISE, THESE DREAMS ARE JUST THE BEGINNING. LET THEIR WORDS, THEIR DREAMS, BE YOUR SPRINGBOARD...



DAVID KELLEY

Founder and Chairman, IDEO
Palo Alto, United States

“Creative confidence — the natural human ability to come up with new approaches to solve a problem and the courage to try them out — is one of our most precious resources.”

I dream of a future in which people no longer divide the world between us and them, “creatives” and “non-creatives.” It’s a myth, and it’s one that holds us all back.

My life’s work through IDEO and Stanford is to unlock the creative potential in as many people as I can. Because, when adults regain the joy and creative confidence they felt as children, magic happens.

People who have it make better choices, and they take action to improve the situations they can.

The future asks each of us to find the courage to unlock more creative confidence in the people around us — and ourselves. When I dream of the future, I dream of this.

“I dream of a transformation in collective consciousness resulting in a peaceful, just, sustainable, healthy, and joyful world.”

DEEPAK CHOPRA

Founder, Deepak Chopra LLC
Carlsbad, United States



I dream of a world where a critical mass of 100 million people have personally transformed into a consciousness of love, kindness, joy, compassion, gratitude, forgiveness, and equanimity. Their personal transformation could lead to a transformation in collective consciousness resulting in a peaceful, just, sustainable, healthy, and joyful world.

KARIN JIRONET

Owner, In Transition
Amsterdam, Netherlands

“I believe that “being human” will transcend our current notions to include powers of creation that remain unacknowledged today.”





“ Detroit’s future is promising. We are blessed with a wealth of talented young people, committed residents and unlimited potential.”

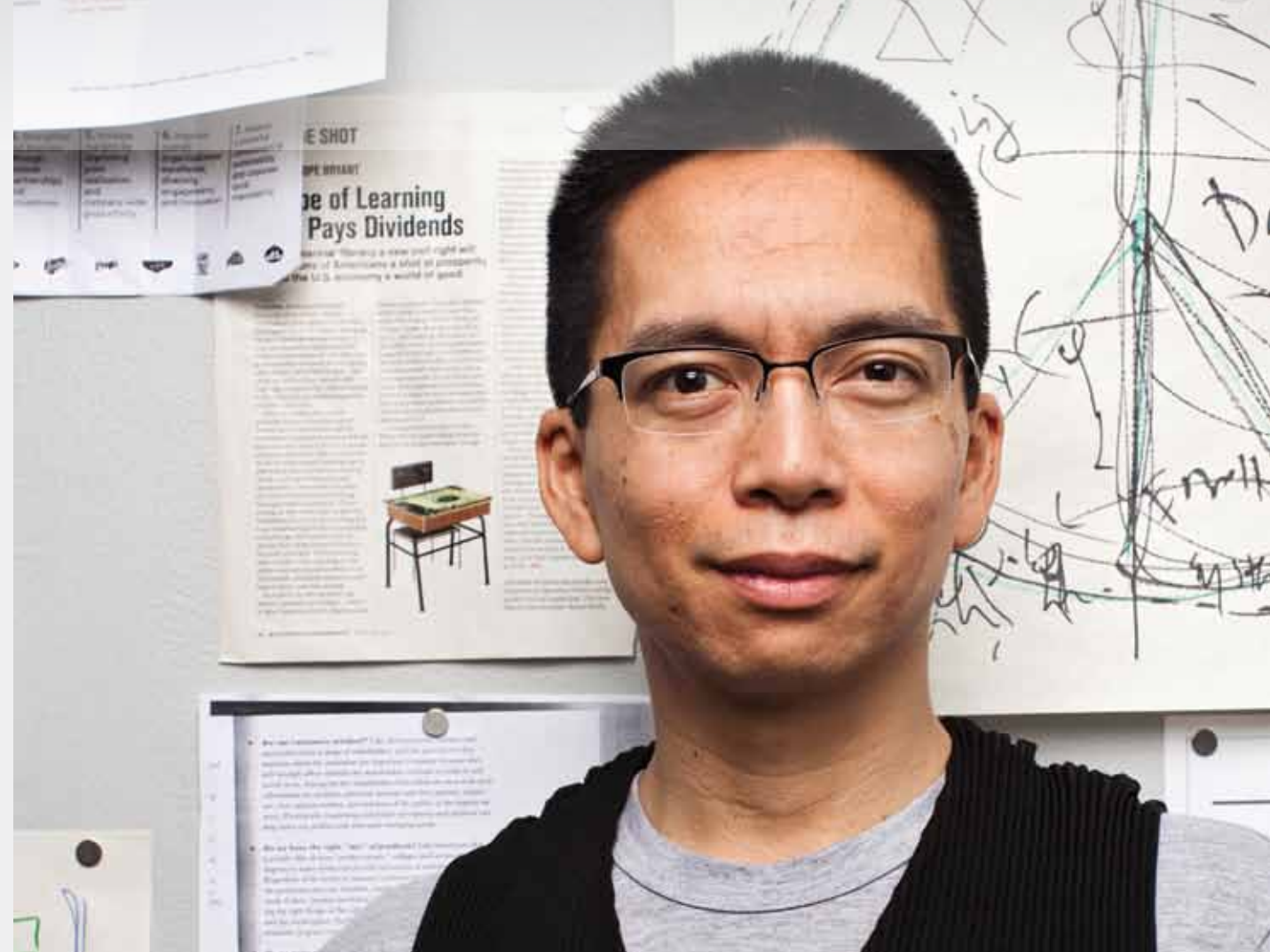
DAVE BING

Mayor, City of Detroit
Detroit, United States

I envision a future in which we create a strong city and an outstanding opportunity to build a good life in Detroit.

Making our city safe for residents, businesses and visitors is our first and most important priority. Providing an education system that prepares our kids to go to college is also essential for our future. Thanks to our efforts to clean up

city government, we are again attracting new jobs and investment back to the City of Detroit and it is critical that Detroiters have the skills necessary to compete for those jobs. We will continue to work to strengthen Detroit’s neighborhoods, improve services and attract new residents. We will be a great city once again thanks to the support and help of people who love Detroit all across the world.



JOHN MAEDA

President, Rhode Island School of Design
Providence, United States

In 2112, creativity will be the most valued form of work because creativity is about going against what everyone (including yourself) believes in. By 2112, our minds will be directly connected to computers. We think having Google at our disposal has changed how we think about knowledge retention, but imagine when that knowledge is literally integrated into your being. We will all know all that we need to know, together, by being interconnected with all the information of the world. The answers won’t be at our fingertips, they will be within us. And so goes any room for debate.

What will be at a premium in this new world? What will enable us to retain our unique stamp of humanity? Our unique ability to create ideas and concepts that go against the all-powerful norm of the factual. The ways of thinking and working that artists and designers embody so naturally will be in higher demand. They are the ones who are used to flying in the face of reality, of suspending disbelief to come up with what is next. These skills will be universally recognized as how we advance society’s future, rather than a nice “add-on” as they are perceived of today. Creativity will be the new currency of work, the world over.

“ We think having Google at our disposal has changed how we think about knowledge retention, but imagine when that knowledge is literally integrated into your being.”

“ Imagine an Africa with women leading it into the future. They would not just be left to pick up the pieces after war. They would be integral to averting conflict in the first place.”

My dream is to see African women emancipated from energy poverty. No longer will women have to walk along dusty paths with jugs of water or stacks of firewood on their heads, to cook with stoves that harm their lungs, or to burn kerosene lights that damage their eyes. No longer will she worry that her children will drink kerosene believing it to be clean water or feel the anxiety that comes from a candle tipping over setting her house alight. She will be at the forefront of the use and adoption of renewable energies, not just as consumers, but also as owners and investors.



KRISTINE PEARSON

Chief Executive, Lifeline Energy
Cape Town, South Africa

“In 100 years, design will be at the center of things, a benign and necessary force in all facets of human experience.”

One of design's most fundamental tasks is and has been to help people deal with change. The technological, political, scientific, cultural, moral, universal acceleration of the past century does not show any signs of slowing down. Change might just become a constant, a paradox that will make design even more necessary.

PAOLA ANTONELLI

Senior Curator, Architecture and Design, The MoMA
New York City, United States



JAMY YANG

Design Director, Yang Design
Shanghai, China

“The future should be what you think is what you get — by means of advanced technology and innovative material, we can directly translate our abstract ideas into products.”



“Education is the key to transform society and make it progress. We can't build a better world made up of the dreams of millions of human beings who have no access to education.”

MIGUEL CARMELO

President, Universidad Europea de Madrid
Villaviciosa de Odon, Spain





“...I dream that we don’t erode or lose the rich cultural diversity that exists around the globe – that it continues to inspire creativity and innovation.”

PETER MCCAMLEY

*Executive Director Global Business Growth, Geyer
Sydney, Australia*



“Gender, race, sexuality, ideology, and faith are just going to be unimportant characteristics that will not define ourselves.”

PATRICIA URQUIOLA

*Architect, Patricia Urquiola Studio
Milan, Italy*



“In 100 years, machines may manage the economy, not economists or politicians.”

TIM BROWN

*President and CEO, IDEO
Palo Alto, United States*



“We don’t just eat the apple. We grow a tree that will feed generations to come.”

WILLIAM MCDONOUGH

Founder and Partner, William McDonough + Partners
Charlottesville, United States

In 100 years we will create marvelously creative places where we can celebrate the positive intentions. We can celebrate the abundance of resources. We can find ways to promulgate continuous use cycles, rather than closed loops. We can all celebrate our resourceful world as one not of limits but of generosity and abundance. And we’ll have the same thing with our intelligence. We get to be resourceful people, appreciating solar income and materials and people optimizing

our time and relationships, manipulating the currency of day to day flows into capital formation. We don’t just eat the apple. We grow a tree that will feed generations to come.

We need to do the work of 100 years and celebrate the abundance of the planet. And then take a look back 900 years to the wisdom of the poet and philosopher Hildegard of Bingen: “Glance at the sun. See the moon and the stars. Gaze at the beauty of earth’s greenings. Now, think.”



TOD MACHOVER

Professor and Composer, MIT Media Lab
Cambridge, United States

We all admire the great geniuses around us – from Da Vinci to Einstein, Beethoven to The Beatles – but we have a tendency to put them on an unhealthy pedestal, in a category so different from the rest of us that they seem almost a distinct species.

Paradoxically, technology has tended to enlarge rather than to shrink this divide. On the one hand, artists use social media to create a seeming closeness to fans that tends to elevate celebrity and promote marketing rather than to invite true communication. And crowd-sourcing invites everyone to participate in large projects, but one’s individual contribution is too often lost – literally – in the crowd.

So we must work urgently to eliminate this divide, and to create contexts and experiences where people from all backgrounds,

ages, skills and experience levels can work together on ambitious and significant projects, each bringing his or her life experience and special perspective while benefitting from everyone else’s comments and contributions. The arts – and music in general (simultaneously so universal but also potentially ghetto-izing) – are a perfect laboratory for such a new ecology of creativity. At the MIT Media Lab, we are trying experiments in bringing children from far-away lands together to compose symphonies and rock songs and in inviting the entire city of Toronto to collaborate with us to compose a new symphony. In such cases, the general public works closely with music students, computer programmers, and celebrated musicians, composers and designers to make something splendid and valuable that none could have done alone.

“Creative collaboration between experts and everyone else is the key to cultural vitality in the future.”



DALE CHIHULY

*Chairman and Artist, Chihuly Studio
Seattle, United States*

Out on a limb...that's where an artist works. When it came to Chihuly in the Light of Jerusalem, I set out to work on a project and I didn't know what it would end up being when I finished...

The idea of taking these huge blocks of crystal from Alaska halfway around the world to Israel was a dream, an idea, and I went for it. It is up to all of us to embrace the crazy ideas we have and make the future bright. In the future, I hope people will enjoy and work with the light and color the world has to offer; go out on a limb and turn dreams and ideas into reality...that is how you succeed in creating something beautiful.

“In the future, I hope people will enjoy and work with the light and color the world has to offer; go out on a limb and turn dreams and ideas into reality.”

GUNTER HENN

*CEO, Henn Architekten
Munich, Germany*

“We need to ensure that the seed of education is planted deep into the thinking of mankind and its diverse societies.”

I believe that the key to the future is education.

How well we are educated determines how well we understand the context in which we live and operate.

A context in which we, as individuals, make decisions that have global consequences.

We need to ensure that the seed of education is planted deep into the thinking of mankind and its diverse societies.

At the forefront should be the provision of education

to every child, to nourish their brain and soul.

This is our responsibility as educated individuals and globally operating companies.

Children need education to ensure that they have a secure future. And to enable them to make educated decisions.

Education is a flower that will make humankind blossom.

Each of us can and should contribute to make this happen.



“The workplace of tomorrow will regenerate each one of us, our families and our communities, sharing access to precious resources and to the sustaining qualities of nature.”

VIVIAN LOFTNESS

*University Professor, Carnegie Mellon University
Pittsburgh, United States*

SUSAN CAIN

Author
Hudson River Valley, United States

Why does it matter where you fall on the introvert-extrovert spectrum? Because introversion and extroversion are at the heart of human nature — one scientist refers to them as “the north and south of temperament.” And when you make life choices that are congruent with your temperament, you unleash vast stores of energy.

Conversely, when you spend too much time battling your own nature, the opposite happens — you deplete yourself. I’ve met too many people living lives that didn’t suit them — introverts with frenetic social schedules, extroverts with jobs that required them to sit in front of their computers for hours at a stretch.

The personality psychologist Brian Little points out that we all must act out of character for the sake of work or people we love — occasionally. We all have to do things that don’t come naturally — some of the time. But it shouldn’t be all the time. It shouldn’t even be most of the time. As Little also says, acting out of character for too long can make us stressed, unhappy, and even physically ill.

This is particularly important for introverts, who have often spent so much of their lives conforming to extroverted norms that by the time they choose a career, or a calling, it feels perfectly normal to ignore their own preferences. You may be uncomfortable in law school or in the marketing department, but no more so than you were back in middle school or summer camp.

“Imagine what would happen if you started respecting your own wishes of how to spend your time.”



“We have to rethink how we utilize workers in our advanced economy.”

ROGER MARTIN

Dean, Rotman School of Management
Toronto, Canada



SHIRLEY ANN JACKSON

President, Rensselaer Polytechnic Institute
Troy, United States

“In the future, there will be virtual spaces for the most energetic and imaginative people to come together and change the world.”



“In 2012, isn't the whole world up in arms because they want to be Meaningful Participants? Why wait 100 years?”

CHRIS BANGLE

Managing Director, Chris Bangle Associates
Clavesana, Italy



“We are in the infancy of civilization...In a hundred years, we will watch mankind mature into adulthood.”



“Forget fanciful, futuristic forecasts. Give more people the freedom to dream – and the future will take care of itself.”

DANIEL PINK

Author
Washington, D.C., United States

As much as I'd love to zoom around in a flying car or teleport to Barcelona for lunch, my dream for the next 100 years is simpler. I just want more people have the freedom to dream. After all, that's always been the key to progress...

Over the next hundred years, our challenge is to expand that freedom to the billions of people around the world for whom the future means simply surviving another day rather than building a new tomorrow. If we unshackle even a modest fraction of those souls, we can liberate the talent to confront the challenges that remain.

In the future, we will be okay having less stuff. We will give pause, not when we ponder the waste of throwing something out, but rather at the more important moment of purchase in the first place.

All objects will be made to either decompose or last 100 years, not 100 days.

Choosing one's impactful actions will carry with it a weight much greater than today:

Where do I live? How much do I eat? How many children will I have? Am I using more

resources than I am entitled to? What is my occupation and what good does it bring to the world?

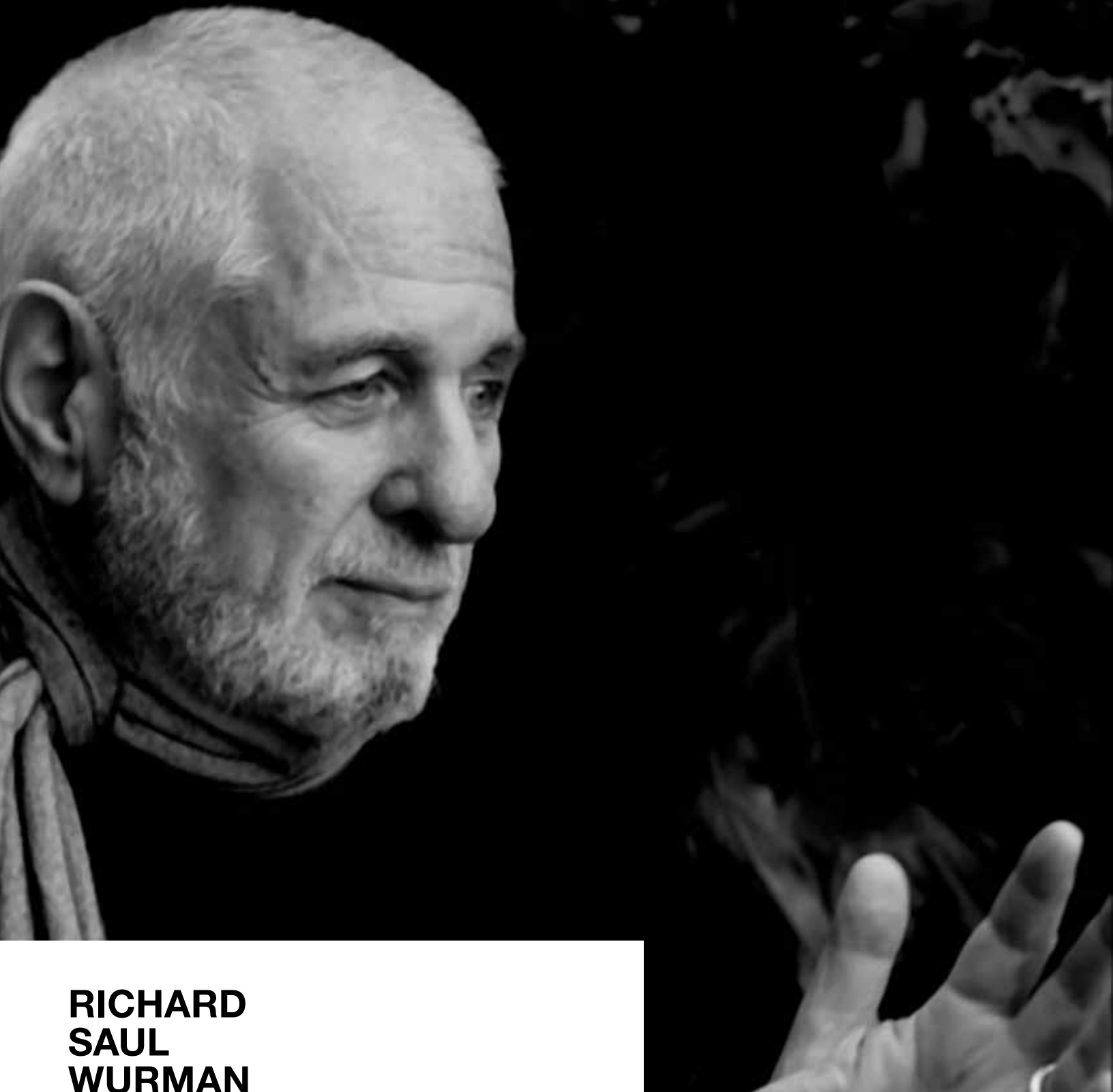
We see that we are part of something larger...

Our strong sense of responsibility will not be limited to our own family anymore, but extend to our community and all of the world's citizens as our interconnectedness becomes ever more interwoven.

LUKE GEISSBUHLER

Cinematographer, Geissbuhler Associates
New York City, United States





RICHARD SAUL WURMAN

*Founder, The WWW Conference
Newport, United States*

“Dreams unlock not just a better version of something, dreams unlock the possibility of addition, subtraction, opposites and void. Dreams unlock a space in which ideas are formed.”



SHARE YOUR DREAM

We will the future by dreaming it. For 100 years Steelcase has mined for human insights, and to celebrate our birthday we're gathering dreams of what the next century may look and feel like. We started with 100 children from around the world, and 100 brilliant minds from enterprise. Now it's your turn — we invite you to be part of our worldwide centennial celebration — will you share your dream with us?

100.steelcase.com



A VERY SPECIAL THANK YOU

For 100 years, Steelcase has been helping organizations achieve a higher level of performance by creating places that unlock the promise of people at work.

Our collaboration with talented design professionals, clients, and dealer partners around the world makes that possible.



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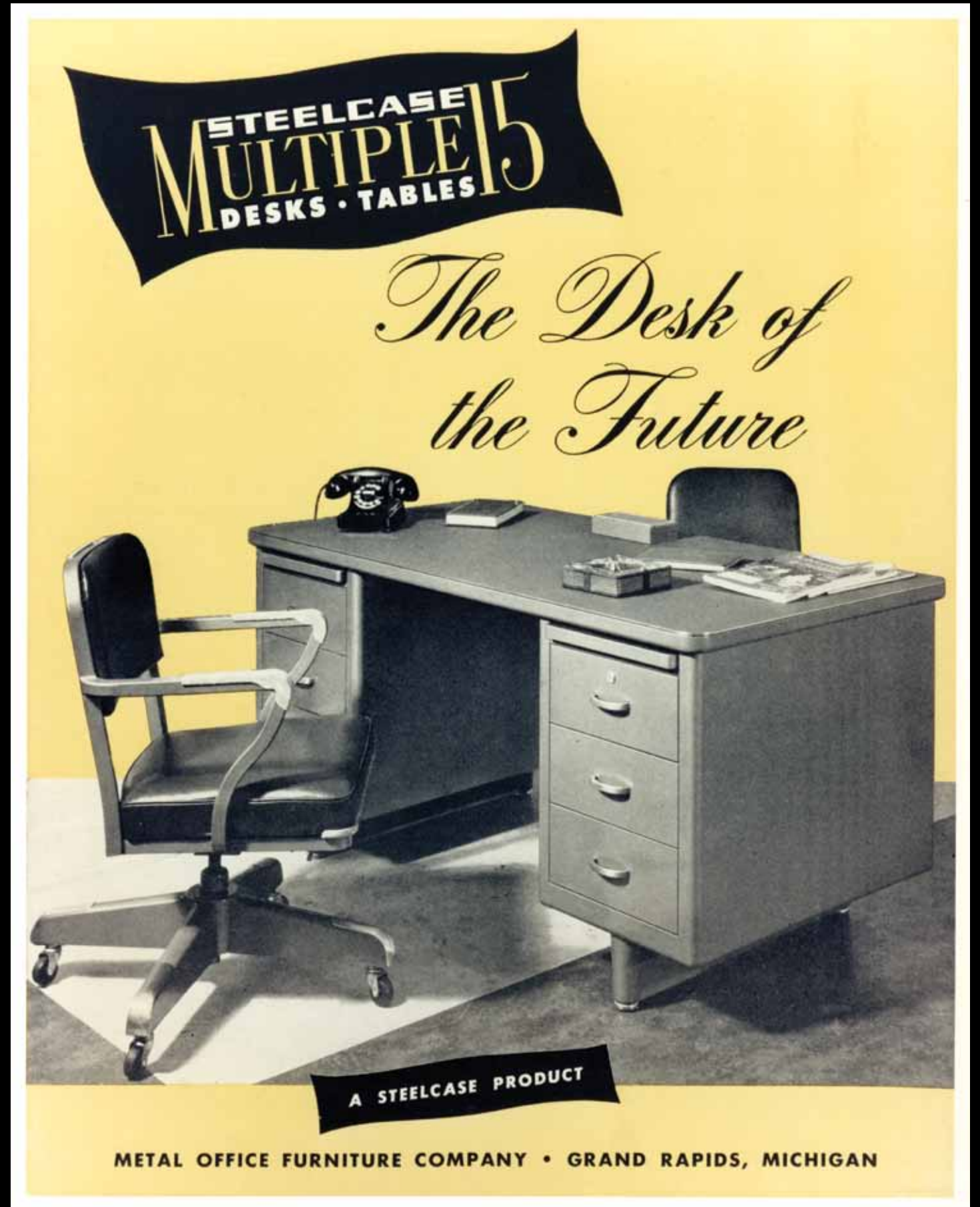
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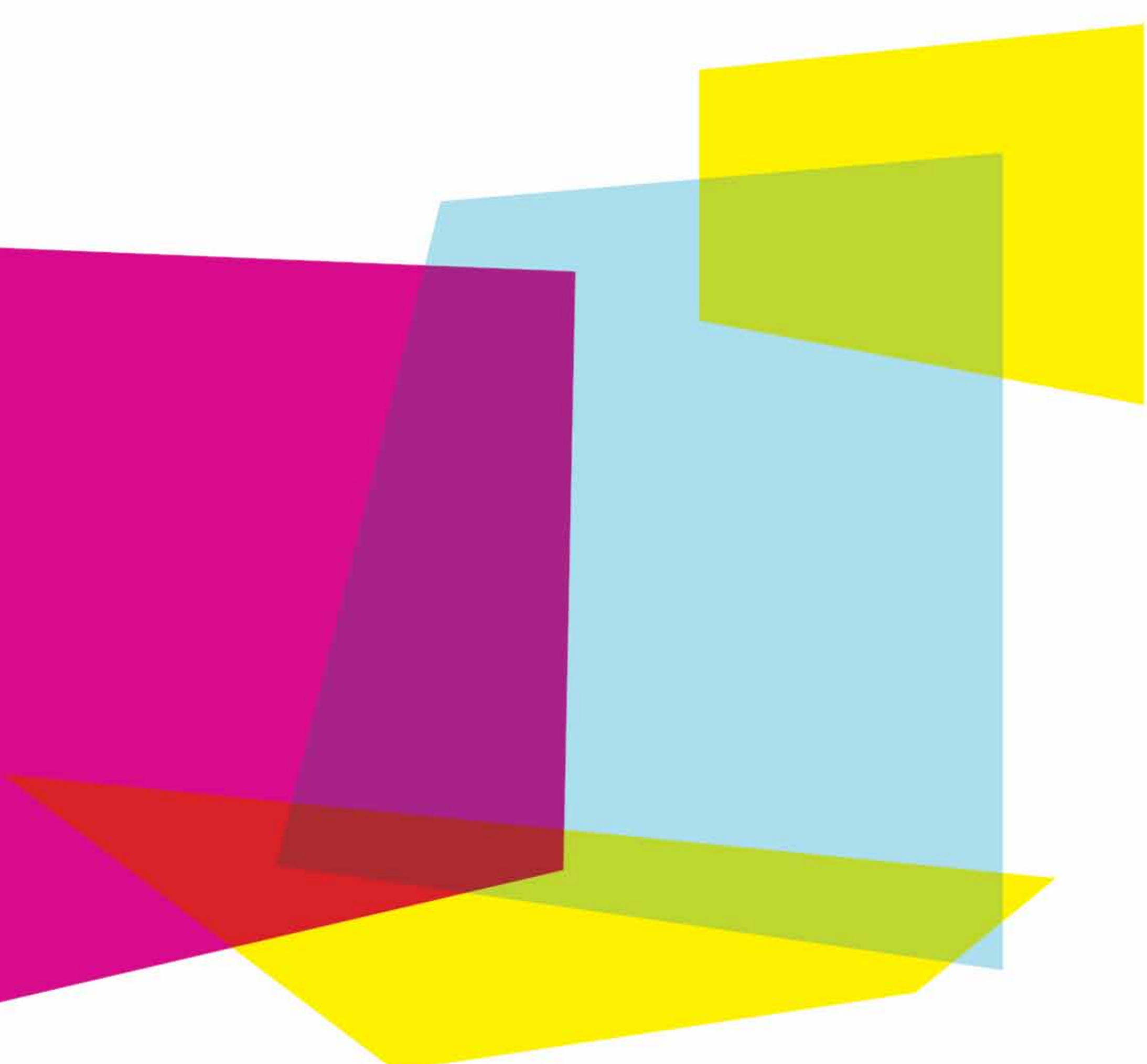
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Future Focused

A NEW LENS FOR LEADING ORGANIZATIONS

In a challenging, complex and competitive environment, business leaders everywhere are united by a common desire: to anticipate the future and act on it now.

At Steelcase a team of 43 WorkSpace Futures researchers, strategists and advanced applications experts spend a lot of time thinking about the future. Specifically, *how* to think about the future through a set of themes and by co-creating applications with leading organizations. It's a rigorous approach of studying evolving issues and weak signals — what they call “embedded pockets in the future horizon that are likely to become more persistent over the next 10+ years.”

360 Magazine asked this team to share their perspective about the various patterns they see forming around work, space and information — the patterns and behaviors that leading organizations should be thinking about to better prepare their companies for tomorrow. They identified four macro themes shaping how we work:

- CREATIVE COLLABORATION**
- LIVING ON VIDEO**
- CULTURE MATTERS**
- ECONOMICS OF WELLBEING**



Trust is the currency of collaboration

INSIGHT IN BRIEF: CREATIVE COLLABORATION

In a highly competitive environment creative collaboration is becoming critical. Organizations prize it as a means to innovation and, ultimately, growth. Creative collaboration requires a wide range of professionals: scientists, engineers, architects, designers, educators, artists and entertainers whose economic function is to create new ideas, new technology or creative content.

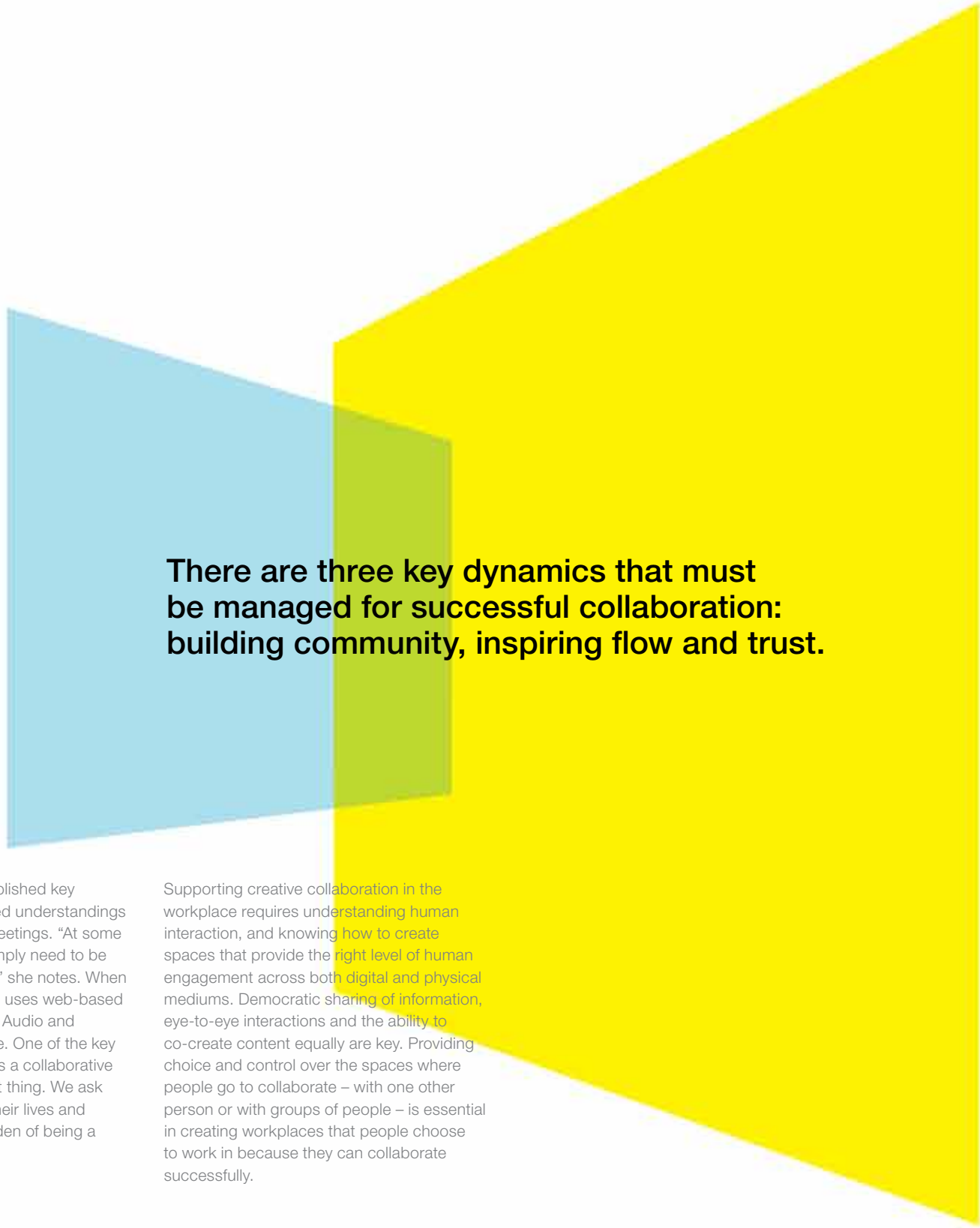
If you want to leverage the creativity that exists within the company, you have to bring people together. Director of research Terry West points to research conducted by the University of Michigan that demonstrates how groups outperform individuals at problem solving. “The lone expert will solve the problem the quickest and come up with an adequate solution. The group of average people will take longer and the process will be messier, but they’ll outperform the expert every time. Their diverse ways of thinking, their different experiences and perspectives bring additional dimensions to the problem.”

If collaboration is messy when teams are together, the work gets even harder when teams are mobile and distributed. Donna Flynn should know. As director of WorkSpace Futures, she manages a team of behavioral and social researchers located on three different continents. Her team researches and lives this highly topical issue. “Distributed collaboration is a big trend in business, thanks to technology, mobility and the globalization of business, but those factors also make it a huge challenge,” she says.

Flynn’s team has researched collaboration and identified three key dynamics that must be managed for successful collaboration: building community, inspiring flow and trust.

“A highly effective distributed team must have a strong sense of community. That’s done by building social intimacy through personal interactions, having a shared mind over team goals, and having space that works for the group,” says Flynn. We tend to think of “flow” in terms of individual work, she notes, but “collaboration is about building things together, so you need to get the group thinking creatively, building together and achieving a sense of group flow.”

Collaboration elevates the importance of trust relationships. Without trust there’s no real teamwork, no co-generation of ideas and content. Groups can excel at collaboration when they learn to harness their diversity, build trust, and develop shared purpose and intent.



There are three key dynamics that must be managed for successful collaboration: building community, inspiring flow and trust.

Flynn's distributed team established key practices to build these shared understandings and started with in-person meetings. "At some points in a project, people simply need to be together to do the best work," she notes. When they're not together, the team uses web-based tools to make content visible. Audio and video calls are part of daily life. One of the key principles to make this work is a collaborative mindset. "That's an important thing. We ask everyone to be flexible with their lives and schedules and share the burden of being a distributed team."

Supporting creative collaboration in the workplace requires understanding human interaction, and knowing how to create spaces that provide the right level of human engagement across both digital and physical mediums. Democratic sharing of information, eye-to-eye interactions and the ability to co-create content equally are key. Providing choice and control over the spaces where people go to collaborate – with one other person or with groups of people – is essential in creating workplaces that people choose to work in because they can collaborate successfully.

Alone. Together.

As the focus on collaboration grows, Steelcase researchers underscore the need to balance that with time and places for individual work. "There is a lot of research about the importance of collaborative work, focusing on teams, building open spaces, etc., which is great," says Flynn, "But that's also raised the ante for the importance of private time and the psychological needs that people have for focused work."

How companies help people balance their private and social time can vary dramatically around the world, both organizationally and culturally. In places where space comes at a premium, as in Asia Pacific, office layouts are very dense and people learn to work in close quarters. "Different cultures have different requirements and expectations for how much focus time people should have or who controls that time," notes Catherine Gall, director of WorkSpace Futures. "There are a lot of great reasons to move to more collaborative work models, but you have to be thoughtful about the tax that could place on individuals."

The need to be social at times and private at others is a core human need.

The need to be social at times and private at others is a core human need. Collaboration fuels productivity and innovation, but it's hard work and people need to recharge. It becomes critical to help people move across these two key modes of work by managing the transitions.

Julie Barnhart-Hoffman, interior design principal and researcher, believes space that clearly conveys its purpose to users can help. "We're putting cues into workplaces to help people manage their private and social needs. For example, when I walk into a space that is zoned as a 'library' the space should communicate that it's a place for quiet and reflection. I should feel calmed and focused by the space. Then when I walk into a collaboration space, it prompts me about how open and collaborative the space is going to be. I should feel like the team is building and innovating together and sense the energy in the space. We can use space to make work a richer, deeper experience."

The right balance of space can help build community and inspire group flow. One key principle is to help teams reach common ground by creating spaces with standing-height worksurfaces that encourage democratic participation, or designing spaces

that allow for working side-by-side. Another important concept is to allow teams to make a space "theirs" even if it's a shared space by giving them the freedom to reconfigure, redefine and customize the space to fit their needs for the time they're using it. By creating social areas near workspaces to promote informal interactions and development of social bonds, you can use space to help build intimacy. When the transition from work space to social space is seamless, work breaks are not only less distracting, they can even help propel the work forward.

The bottom line remains trust. "What's your bank of trust like? If it's a really rich account that's full of trust, you can make a lot of progress. But if your balance is low, you're going to face a lot of challenges," Flynn notes. "Once trust is built, you can get away with a lot when you're apart from each other — you can have assumptions and you can wring that relationship out in a lot of different ways. But you need to come back together again and rebuild that trust."



Mixing our virtual and physical presence

INSIGHT IN BRIEF: LIVING ON VIDEO

Our increasing desire to be connected in more than one place simultaneously means we need destinations that deliver the best set of choices and experiences. People will choose the places that are more dynamic and foster a greater sense of engagement, both virtually and physically.

Ever wish you could be in two places at once? Steelcase researchers see it happen every day in a condition called “mixed presence.” People and the content they create can be present in a meeting physically and virtually via video conference or an online chat. Technology has dramatically expanded our virtual footprint, giving us multiple new ways of being present through our images, voices and content in more than one place at the same time. Our presence can be felt via email, Twitter, Facebook, text messages, phone calls, low resolution video chats, high-definition videoconferences, digital file shares in the cloud and more.

The Sociology of Technology

The more work becomes global and teams become distributed, the more important collaboration becomes to an organization. The people who are co-located have a kind of presence privilege over those who are remote. If you've ever been the person on a phone conference, struggling to hear the conversations among your teammates who are all in the same room, you've experienced "presence disparity." Participation is limited, as you are unable to read people's body language, see content on whiteboards, hear side conversations or see other behaviors that add context and meaning to a conversation. Addressing this successfully requires understanding the sociology of work, the nature of human interaction, and the emerging need to interconnect our physical and virtual work experiences.

Mixed presence requires us to rethink how we interact with technology. "Technology is a powerful configuring force in the ways we work because we use it to create information and knowledge," notes Terry West, director of research. "But its control stops at the end of the power cord, or the battery life. Technology companies have very little control in the world of the user. They do not own the 'situated-ness' of devices or of software, meaning they cannot socially or physically situate them. That's the missing link. Understanding how to situate technology is actually based upon the sociology of work."

People and the content they create are present at work in multiple ways, both physically and virtually.

Technology is a powerful configuring force in the ways we work, but its control stops at the end of the power cord. Understanding how to situate technology is actually based upon the sociology of work.

Video is everywhere, becoming a ubiquitous medium that's economically accessible and increasingly available for us to choose.

Emerging Behaviors

Workers are at the epicenter of a major shift in work styles as they toggle between their physical and increasingly virtual presence. One sign of this shift: the growth of both individual and group videoconferencing. Every day, everywhere, people are meeting and interacting on video, and research shows that video traffic is dramatically up.

More and more we see distributed teams meeting on video for weekly sessions, while individual team members meet daily on video for a quick touch-base. As a result, the way we connect to live, work and learn is giving way to an emerging new behavior: living on video. Research shows that this behavior is following a natural course of market adoption: for some individuals and industries it's a bold new way to meet from afar, and for others it's the new normal.

What's driving this trend? Lew Epstein, general manager of the advanced marketing + applications group, says the growth is propelled by globalization and enabled by lower bandwidth requirements, higher quality resolution, and a broader range of scalable technologies and price points. Video used to mean big equipment and high cost, often with real estate dedicated to its exclusive use. "Now video is mobile, one-button simple, inexpensive or free. And because video comes to us on small devices that fit in our pocket or purse, its utility and frequent use increases too. Video is everywhere, becoming a ubiquitous medium that's economically accessible and increasingly available for us to choose."

We're living on video at work because it helps us be more effective. "There's an immediate connection and a wealth of content that video provides versus other media," notes Epstein. "Hold your phone, aim it toward an event, a business presentation, or a crisis in the streets and record and send it anywhere in the world. Get feedback on the prototype you created for the project. Interview a customer on the spot and share it. The uses are endless and the impact is huge."

Video helps leverage an increasingly mobile work force. Epstein's own team of 10 people is located around the globe while he works in the San Francisco Bay Area. "I'm often on video three or four times a day. There are countless people in leadership positions around the world managing distributed teams, who not only need to communicate using video as a medium, but also need far more insightfully-designed environments to host those conversations."

Business isn't the only arena living on video. Digital tools are dramatically changing education. Online courses, integration of technology with physical learning spaces, the move from instructor-led teaching to team-based learning models are just some of the many different ways in which universities and K-12 environments are changing rapidly today. This is also happening in healthcare where patients and providers are connecting on video to reach medical specialists and subject matter experts from remote areas around the world.

The Intersection of Place and Presence

Balancing our physical and virtual selves begins to create what Frank Graziano, principal researcher, calls “a lovely tension” between the processes involved in mixed presence and the places we use. “What are the intersections where place and presence come together? How can place augment these processes? How can it, explicitly or quietly, infer process? These are the issues that matter, so augmenting how presence, place and processes come together really matters.”

Places where these tensions are best resolved become what Graziano calls “gravitational hotspots”: destinations that help organizations and individuals perform better by communicating more easily and collaborating more effectively. “How do the fingerprints of a project team, those mixed-presence artifacts, endure? A great project space has physical detritus of where the team has been, the ideas and issues they’ve worked through. Just like your workshop at home or your kitchen accrues objects and materials. These things are hugely important in terms of cognitive function, how we think about the work and how we share it with others, and it gets more complicated the more forms of presence are involved.”

Julie Barnhart-Hoffman, design principal and user-centered design researcher, says living on video requires the workplace to offer a “palette of presence” — a range of spaces that support people switching back and forth between a physical and virtual presence. “So many businesses are spread out geographically, and living on video can help compensate for the distance. Distributed

teams depend on each other constantly. Our own finance department uses wormholes (always-on high definition video connections situated within a workspace) to keep teams in constant communication. It’s an elevated level of presence and it allows global teams to have just-in-time contact, which is important for collaboration and building trust.”

Graziano says mixed presence highlights the dual nature of space as both physical and virtual. Just as a document may exist as a digital file or printed page, similarly a physical space can have a digital back story: a user guide, material specifications, comments from users, etc. “Physical and digital are tightly bound to each other,” he notes “and the better we can get them to complement each other, the more we can help others make the most of mixed presence as a tool for creative collaboration. Space today needs both a physical and virtual character to it, not one or the other. The things that are physical seem to want to become virtual. And things that are virtual seem to want to express themselves physically.”

Living on video requires the workplace to offer a “palette of presence” — a range of spaces that support people switching back and forth between a physical and virtual presence.

As people shift to using video more as a part of their everyday lives, that behavioral change will lead to a dramatically different work environment from what most of us have today.

Creating a Destination

As videoconferencing grows at a rapid rate today, Steelcase researchers see it becoming a primary medium for most forms of collaboration, communication and connection. As people shift to using video more as a part of their everyday lives, that behavioral change will lead to a dramatically different work environment from what most of us have today. But even as video use has accelerated, the solutions designed to improve the user experience have not kept pace. As a result, there is an opportunity to transform today’s complicated, static and technology-centered videoconferencing solutions into complete applications that are more intuitive, dynamic and user-centered.

For example, when you observe how people receive a phone or video call, you see a pattern — they begin to move about looking for a quiet place to take the call. Social media is driving us to live more out loud, but there are times when we need to talk in private or discuss confidential information. “Most likely we want a space where we will not be disturbed or will not disturb others, a semi-enclosed setting, and yet the choices are extremely limited,” observes Epstein. “Today you’ll likely end up in a conference room designed for four, or six, or eight people which is a mismatched, poor use of real estate for one person. Instead, what you need is a destination that’s nearby, optimized for one and can accommodate two people, and is ready to amplify the user’s performance and experience in a simple and convenient way.”

Simply providing video tools isn’t enough. “We need to think about the intersection of social, spatial and informational needs of people,” notes Epstein. “How can we bring workspace design, video communication, and informational tools together in a more scalable and user-adaptable space? Socially, for example, we look at the dynamics of how people are interacting on video when connecting one-on-one with another person, or conferencing with a group. What if I need to break out of a larger videoconference and

have a brief side conversation? How can I see and interact not only with people, but also the information we need? Can the space help decrease distractions and increase engagement through lighting or acoustics? Can it offer a better scaled screen and camera position that works for one or two people comfortably? In our personal lives it might be fun to have the family all squeeze in front of the camera when we Skype with Grandma, but in our work lives that can make it difficult to interact comfortably — especially when the camera angle on most mobile devices point up our nose!”

“Today, it’s just you and your device. We need to design destinations that augment your technology so it dramatically improves your experience.”

Designing for these experiences will look more like an ecology of work behaviors that live in a close relationship to situating physical and virtual circumstances. Solving for these needs will demand a well-rounded response to a set of increasingly available choices — allowing people to self select where they want to work, how they want to work or who they want to work with. That’s because the places and spaces that offer users choice and control are the ones that will be chosen.

“We can see how globally intertwined business has become, and yet we can’t be everywhere,” notes Epstein. “Working shoulder to shoulder is better sometimes — especially when co-creating — but the reality is that we can’t always work together in person and the demands on our time are not diminishing. Given these realities and the growing prominence of video in our everyday work lives, we’re developing new ways to shape video experiences to make them immensely better.”



Space shapes behavior — behavior over time is culture

INSIGHT IN BRIEF: CULTURE MATTERS. MORE THAN EVER.

Space shapes behavior. Behavior over time equals culture. Real estate is often called the second largest business expense after salaries, yet its cost pales in comparison to that of a culture that inhibits an organization. If space shapes behavior and ultimately culture, then space is a strategic lever whose time has come.

There are two reasons why a company has an office: 1) to support the work that generates revenue and 2) to support the culture of the organization. Much time is spent considering how an office supports work processes, but not enough time on what kind of culture the company needs to succeed.

As Terry West, director of research, states, "The place where the people are is where an organization's knowledge is. You cannot leverage the scale of the knowledge that exists within an organization when everybody is sitting individually and disaggregated. The collective whole is greater than its sum of the individuals. And certainly greater than a lot of disaggregated, individual components just trying to link into a server someplace."

Organizations want their people to come to work to harness collective knowledge, to embed it in the organization and to achieve the benefit of scale. Ironically, it's the technology organizations, whose products have given us the freedom to work anywhere, who seem to deeply comprehend the synergy between technology and space. Companies such as Intuit understand the value of leveraging the creative power of their people; they realize the

preeminence of the social nature of work and the social interaction of work. They understand the power of place, and configure their spaces in a way that reflects the social nature of work and the respect for each other. Google and countless other technology firms, large and small, encourage, or even require that employees come to the workplace, recognizing that their collective knowledge is a more powerful engine for creativity and problem-solving.

"Leading organizations are the ones that recognize the opportunity to create spaces that stitch together the three key drivers behind their purpose: strategy, culture and brand," says Paul Siebert, director of corporate strategy and development.

"We're engaging with many future-focused organizations and are learning a great deal about how these dimensions intersect — how to fuse them together, and understand what spatial and user-level strategies should be considered."

Ultimately human interaction is how value is created. "When the social, spatial and informational elements are thoughtfully designed, you are augmenting human interaction," says Siebert.

The culture of the organization is vital to success, yet it's not something leadership can own.

Culture As Democracy

"The culture of the organization is vital to success, yet it's not something leadership can own," explains Dave Lathrop, director of research and strategy. "Executives can help steer the culture but it has to be co-created by the population of the company. How can people best work together? How much collaboration and idea sharing and innovation do you want? Will it be a leader-led company or a more consensus style? The culture manifests itself through these choices and the manner in which workers are supported by their environment. Do people have control over how and where they work? Do you talk collaboration but not provide the places where people can effectively work as a group? Management sends a powerful message through the places where people invest their heart and soul to further the organization."

Winston Churchill famously said "we shape our buildings, thereafter they shape us," and the thought applies equally to homes, institutions and businesses. A company's goals and aspirations are manifested in space. "Every culture builds place. It's always been that way. If the culture of your organization could build its own workplace, what would that look like? What tools and furniture and space would be in the work environment," Lathrop says.

"The holy grail here is giving the reins, the broader set of permissions, to the users," says Frank Graziano, principal researcher with WorkSpace Futures. "Companies provide places for working but not always the places for place-making. By that I mean they don't allow users to create places that, like Christopher Alexander (author of "A Pattern Language") has advocated, spring from the users' cultural and social points of view. That's what makes our applied research and consulting workshops so powerful." In Steelcase workshops, a cross-section of employees from various departments and levels in the organization collaboratively generate ideas for what the work environment should be. They build models from simple materials that represent these environments.

"People do this all the time at home. How come we all of a sudden get dumb when we walk into a business," asks Lathrop?

Consider the home kitchen. It's planned and equipped per the cook's requirements. Certain tools and cookbooks are kept handy. Some work processes and ingredients are used regularly, others avoided. A kitchen may invite collaborative cooking or it could be the domain of a chef in charge. Knowledge workers need the same: a place where they feel comfortable, that has the necessary tools handy. A place that can be reformed and adjusted based on what needs to be done.

"Culture is behavior over time, and behavior over time comes from trust. That's how you get something useful out of that behavior. If people don't trust each other, you have avoidance," says Graziano.

"Trust is built by allowing a team to determine how they work on a project or how they communicate. And it's also trusting your staff to help determine the place where they work and how to use it," he notes. "You can't say 'you can work anywhere you want, just as long as you sit right here where I can see you.' You have to allow people to speculate about what their work could be, where the organization is going, how the culture functions best, and they'll create the most extraordinary places."

In an increasingly global workplace, trust is also built through the understanding of local and regional culture. People tend to judge culture against their own set of values and beliefs, but as you go further away from your home culture, you have to work to change the way you think and be willing to embrace new ways of working. Catherine Gall, director of WorkSpace Futures, believes that understanding communication patterns and how the creative process works across cultures is critical, and that it's important to recognize points of convergence and divergence.

"In our research of 11 different cultures, we explore what type of collaboration or exchange of information is preferred. Is it a top down or bottom up kind of communication? Is it a culture that allows multiple people to offer multiple points of view and then the boss makes the decision? Or is it more of a consulting culture where you actually give your idea and influence the ultimate decision-making process?"

All of these factors come together in the places where we work and are critical elements of creating spaces that augment human interaction, the critical ingredient in amplifying the performance of an organization.

Create great communities of practice — the microcosms that braid together to build a living ecosystem for the company — and in turn create a living culture. "Why else create a workplace?" asks Graziano. "Companies have a space to support people doing work and the culture they're trying to nurture. Nothing else matters. If the workplace doesn't do those two things well, then you might as well just move to Starbucks."

Leading organizations are the ones that recognize the opportunity to create spaces that stitch together the three key drivers behind their purpose: strategy, culture and brand.




Wellbeing as a competitive advantage

INSIGHT IN BRIEF: THE ECONOMICS OF WELLBEING

The return is high for those who invest in the physical, cognitive and social wellbeing of their people. The risk is even higher for those who ignore it.

“The issue of wellbeing at work is not about massage chairs and being able to take a nap,” says Catherine Gall. “That may certainly be part of it, but it actually starts with just about every aspect of your culture, and includes making sure people understand what their job is about, that they have a sense of purpose and contribution, and that they have the right space, tools and resources to be successful.”



Organizations can compete more successfully if their employees feel a real sense of wellbeing – physically, cognitively and socially.

Wellbeing is Good Business

Addressing workplace wellbeing means understanding the many facets of wellbeing: physical and mental health, our connection to others, our sense of purpose, the ability to care for the ones we love and our connection to the world around us. Forward-thinking organizations are going above ergonomic issues, to think about wellbeing holistically and view it as part of their business strategy. Organizations can compete more successfully if their employees feel a real sense of wellbeing – physically, cognitively and socially.

The costs of not addressing the issue are huge and gradually becoming a major pain point for organizations and countries alike. Workplace stress is now considered a global epidemic and organizations are struggling with the ramifications: lower engagement levels, absenteeism, increased risk of heart disease, escalating costs.

Everywhere in the world, people suffer during their work day. The physical issues that we had in the Industrial Age have given way to a new set of physical issues resulting from

the technologies we use. More and more people are suffering from too much work, and not enough time for their personal or private activities. Cognitive overload and too much stress during the working week can result in potential risk for absenteeism or loss of retention. People will just leave.

“That is what we see happening in Asia right now,” comments Gall. “One of the ways you keep good people is by making their day as positive, enjoyable and fulfilling as they expect. Otherwise they will leave you and go to a competitor.”

Despite a large pool of resources in emerging economies such as India, China and Korea, leading organizations understand that knowledge work is actually based on training and making sure employees understand the brand and culture of the organization. This takes time and requires work environments that are designed for the wellbeing of workers.

Thinking Holistically

Designing for wellbeing means providing workers choice and control over how and where they work. That requires understanding the flow of a person’s day, and the many transitions they make between the modes of work they perform. Focusing, collaborating, socializing and learning are the things they do. How they do them is where the opportunity for enhanced wellbeing lies. At a physical level, workers need a palette of posture – a range of solutions to sit, stand or walk with the ability to shift postures often. Cognitively, people need spaces that allow them to focus and process information with limited distractions, whether they’re working individually or collaboratively.


Socially it’s important to create spaces that give people a sense of belonging to the larger organization.

“We need to ask what kinds of affordances and environments we can build to support focused work,” says Donna Flynn. “How can we help people move between collaborative work and private focused work? How can we support workers’ physical and psychological needs and thus support healthier, greater wellbeing?”

“We believe in giving people a palette of place without increasing the floor plate by more thoughtfully planning the space and being

aware of the need to balance privacy and social modes. Put people in control of how they work and where they work, and you make them more productive and less stressed. That’s healthier for both the individual and the organization.”

Giving workers access to the spaces that support their physical and cognitive needs, match their tasks, and support their work style preferences is key for the future. And the future is now.



Designing for wellbeing means providing workers choice and control over how and where they work.

CONTRIBUTORS

Sara Armbruster vice president, WorkSpace Futures and Corporate Strategy; manages Steelcase's research and applications development activities and strategic planning process

Lew Epstein general manager of the advanced marketing + applications group, a team of 10 developers based in four countries; co-developer of media:scape®

Donna Flynn recently joined the Steelcase research & strategy team after eight years with Microsoft; Ph.D. in anthropology, Fulbright scholar, advocate for insight-driven design strategy

Catherine Gall Paris-based research director with 20 years of experience in bridging cultural workplace issues, working with companies on social and organizational studies and workplace design research; co-author of the 2009 book *Office Code*

Frank Graziano principal researcher for 18 years at Steelcase; one of the contributors to the new book *Making Space: How to Set the Stage for Creative Collaboration*; an original researcher on media:scape; service/brand architect for Workspring project

Julie Barnhart-Hoffman design principal, extensive experience in workplace design research; co-developed a patent for LearnLab™; group defining, designing and prototyping future business concepts

Dave Lathrop director of research and strategy, with a background in psychology, communication and organizational change; leads Perspective group, responsible for helping form the company point of view on future of work and organizations

Paul Siebert director of research and strategy, develops foresight on the future of work; human-centered design leader in innovation and brand building

Terry West nearly four decades of experience in work environments including product development, corporate strategy, and current position as director of research



It is not the answer that illuminates, but the question.

Understanding human behavior in the workplace is a core tenet of the 43 researchers, strategists and consultants at Steelcase.

"The group's focus is human-centered, future-oriented *design* research, which is all about identifying and exploring possibilities as an input to the innovation process," says Sara Armbruster, vice president of WorkSpace Futures and Corporate Strategy. "We set up hypotheses of what the future might bring based on the full body of research we do, and then work with a variety of academic and corporate partners to form a potential scenario that's worth tapping into. Our goal is to understand the impact on behavior and culture, because work is an inherently social and human-centered activity."

Armbruster's group is intentionally diverse, with people of varying background and profession, many of whom have decades of experience. "I think part of Steelcase's success is because we put a premium on the depth and richness of critical thinking. In a lot of corporate environments there's so much pressure on immediate results, that they don't always see the value of developing a really deep and rich understanding of an issue. We have an immediacy too, but we also create the environment to ask those really deep questions – not just about what's happening right now or what might happen tomorrow, but also five and 10 years from now."

"We challenge our questions about how work and life are evolving. Our business is workspace, but if work and life are blending and recombining in different ways at different scales, and things are shifting more and more in that direction, what are the implications on how people work? Where they work? What they expect when they are working in a workspace? This is how we start to explore possibilities and create really interesting insights that provide new fuel and context for understanding how space can augment human interaction, and ultimately amplify the performance of people and the organizations they work for."

The team, based in North and South America, Europe, and Asia, uses many research techniques based in the social sciences. In addition to doing field-based research, including observation techniques and video ethnography, they regularly engage with a network of people and organizations who are also engaged in asking highly interesting questions. ○



1912

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2012

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1956



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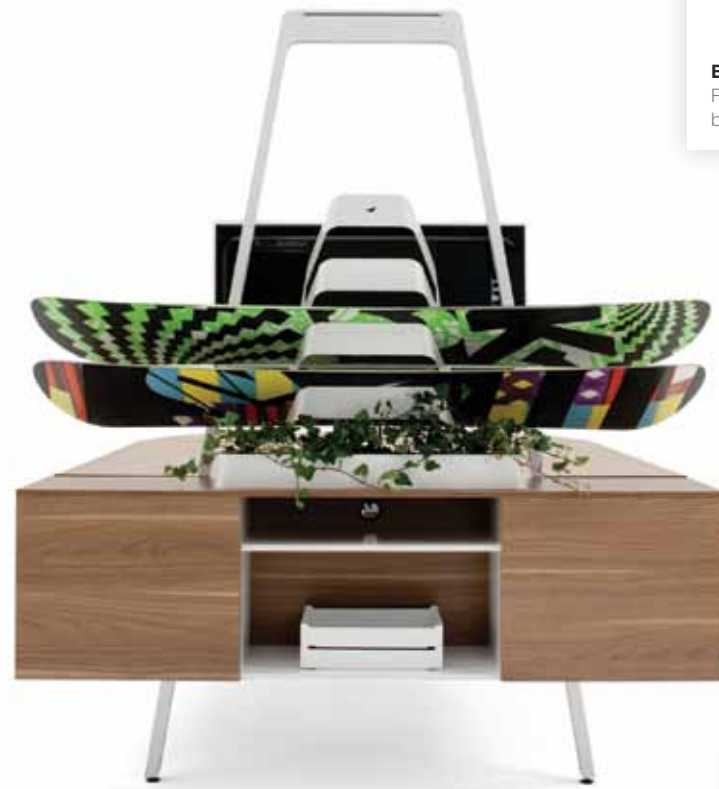
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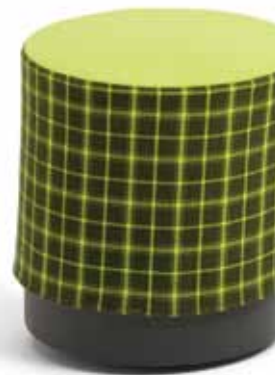
MEDIA:SCAPE® MINI
Collaboration Settings
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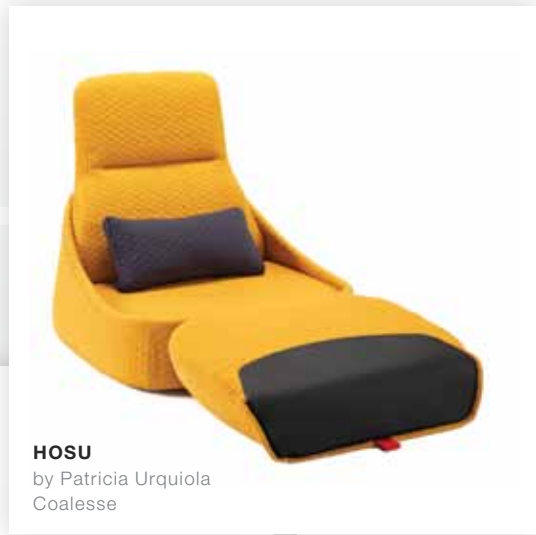
SW_1™ TABLE
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BUOY™
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MEDIA:SCAPE® DIGITAL PUCK
Collaboration Technology
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STAND IN
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by Steelcase



VICTOR2™
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VERB™
Classroom Collection
by Steelcase Education Solutions



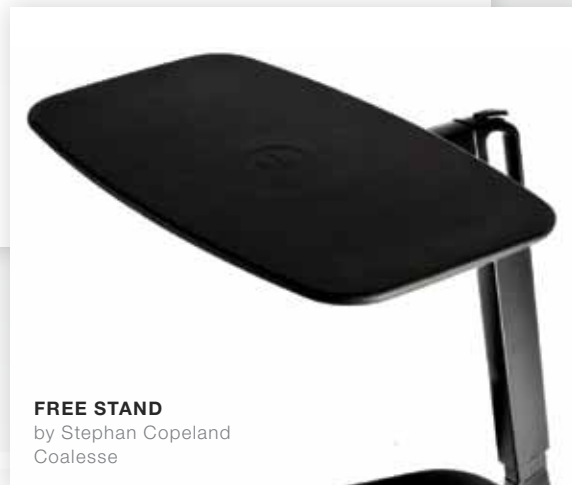
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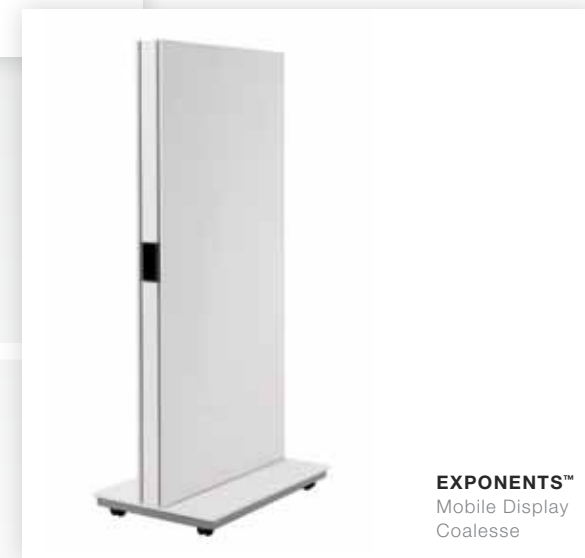
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For The New Work Day

SW_1 Lounge
Designed by Scott Wilson & Minimal

Exponents Moby
Designed by Coalesse

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Inspired by the twilight haze over the Arizona mountains, Steelcase introduces "Sunshine Styling" in tones called Desert Sage, Autumn Haze and Blond Tan. These new colors make it easier for color to be introduced throughout the office.



Creating Sustainable Value FOR THE 21ST CENTURY

by Angela Nahikian
Director, Global Environmental Sustainability,
Steelcase Inc.

“We have to think about the world before making new things.”

Siddesh, a 10-year-old in Mumbai, India

“Over the next 100 years, we have an opportunity to shape a new story, a positive vision of what it means to live sustainably in our world.”

Joel Makower / Chairman and Executive Editor, GreenBiz Group

“Basic principles of life, guidelines for actions in any sector, should be imbedded in the very essence of our global society and industries.”

Erin Schrode, Co-Founder, Turning Green

Many voices in Steelcase’s “100 Minds. 100 Dreams. 100 Years.” anniversary project point to an important truth: Sustainability is not about process efficiency — it’s a way of viewing the world and our role in strengthening the social, economic and environmental system that sustains us.

We have to think about not only how we do things, but why we do them. We have to embrace the interconnectedness that makes sustainability possible — the choices organizations and individual people make and how these choices combine to make our businesses, cities and lives better. We have to explore the consequences of our decisions — the unintended as well as the intended.

To ensure we don’t leave value-creation opportunities on the table, we have to humanize sustainability.

Creating sustainable value in the 21st century means simultaneously advancing the human condition and the economic health of business. There are two fundamental ways a company can create this kind of value: first, by designing products and solutions that benefit people, and second by operating in socially responsible ways — which includes mitigating environmental harm, of course, but also goes beyond to encompass such things as employee wellbeing, supplier development and enhancing communities.

More than ever stakeholders expect this kind of full-spectrum thinking. Creating sustainable value in multiple spheres is incredibly challenging — messy even — but it isn’t an either/or proposition. While it all can’t be taken on at once, companies that aim to be influential champions of sustainability need to “take it all on”.

Many occasions can create opportunities to reflect, recharge and refocus. At Steelcase we’re taking advantage of our 100th birthday to do just that — to dream big about the future. We’re setting our sights high as we think about what it means to create holistic value as a globally integrated company operating in a globally connected world.

As Steelcase looks forward to the future of sustainability, many areas of promise emerge, including:

RETHINKING REAL ESTATE: FOR HUMAN PERFORMANCE

Commercial buildings are due for a makeover. By most estimates, they account for at least 40 percent of electricity use worldwide and, as patterns of work have changed, many have become case studies of inefficiency. Helping customers optimize their real estate investments presents enormous opportunities for energy savings, innovation and large-scale impact.

At the same time, it's more important than ever that employees are supported physically, mentally and emotionally, and this raises the bar for what a workplace needs to provide.

Fully supporting the human experience within a smaller resource footprint is one of the great opportunities for businesses throughout the world. It's where Steelcase can have significant impact for good by offering solutions that help unlock the human promise of workers and help employers get more value out of their real estate.

BIOPHILIA: CONNECTING WITH NATURE

Science has shown that we respond more positively to certain environments over others. Often these attractions are based on deep affiliations rooted in human biology and evolution.

We know from the research that people naturally seek spaces that offer a sense of shelter and protection, such as pillars, walls and overhangs, and that we gravitate toward natural light. Designers know that color and texture evoke deep human reactions. All of this connects back to our cave and campfire days, and has many implications for workplace design, underscoring the importance of creating familiarity in the built environment.

Workplaces need to be designed for people, not just for work. We need to maintain our humanity, our mind and body connections. This is becoming more important, in part, as a counterbalance to the growing technological saturation of work and life.

Moore's law tells us that technology will continue to advance exponentially. Today's challenge is to make sure people's lives and human experiences improve at a comparable pace.

MATERIALS CHEMISTRY AND BIOMIMICRY: HARNESSING WHAT NATURE'S PERFECTED

Though there's still work to be done across industries, big strides have been made in identifying toxic materials, understanding how chemicals interact and eliminating materials of concern. In addition to existing materials that promote/support environmental and human health, there are many exciting new materials in development.

Material choices today range from completely natural and renewable materials like wool, to "clean" synthetics. Especially noteworthy developments lie in materials that mimic or harness the power of nature. Examples include packaging material grown from agricultural bi-products bonded with mushroom roots called mycelium. It's produced with very low energy, is totally renewable and compostable. There are also promising new surface materials that resist bacteria by mimicking defenses found in nature that have been perfected over thousands of years.

Materials science holds tremendous promise to deliver superior performance without the high environmental and social costs of the past.

CLOSING THE LOOP: TAKING A PAGE FROM BIOLOGY

Closed-loop systems are ones in which all materials can be reclaimed and reused. They are the ultimate test of sustainable design.

As with materials innovation, there are many new reclamation technologies that can be anticipated and incorporated into product design. Considering the entire life of the product at the design stage gets to the heart of closing the loop.

In pursuit of cradle-to-cradle design, it is vital to focus efforts on finding more innovative and responsible ways to move products from their original use to their next life. The goal is to keep products in use, out of landfills and, ultimately, to have them feed new streams of production. In doing so, we can anticipate, innovate, and respond to emerging customer needs and expectations.

GLOBAL IMPACT AND TRANSPARENCY: WORKING TOGETHER FOR POSITIVE CHANGE

It's sometimes said that a paradox of globalization is that it increases the need for local connection, and Steelcase's experience bears that out as true. There are always going to be differences in government regulations and in how certain sustainability attributes are weighted in different cultures and markets. However, within the differences, there's a common, human thread that transcends geography. When it comes to sustainability, we all want the same thing — positive change.

Because of this, the quest for sustainability often drives unlikely partnerships, including collaborations with competitors, to drive beneficial change. For example: BIFMA's level™ certification, launched in North America in 2009, is a third-party evaluation of the environmental and social impacts of furniture products for commercial environments. It holds the potential to help reduce complexity and provide a common language in our industry.

This is one small example in the host of things we and other companies are doing to advance sustainability. The most fruitful, holistic change can happen across industries and geographies. These cross-industry, wide-reaching partnerships can support public policy (that's good for business and the environment), rally around elimination of materials of concern, create new process efficiencies, or provide support to people/businesses/countries in need. All of these things, complex and collaborative, can have ripple effects and cause true, lasting change.

THE TIME IS NOW

How we operate, and what we create and deliver, ties back to the history of our company — understanding what people need and designing to improve the human experience. We'll never be finished, but by harnessing the expertise and ideas of partners, teams and individuals in every location around the world, we're finding ways to improve every day.

By collaborating with customers, suppliers and within and across industries, businesses are best positioned to holistically address the world's complex social and environmental issues. As innovators and agents of social change, we can make our companies and communities stronger, secure a more prosperous economy and drive the humanization of business.

To see how leading thinkers and children from around the world envision a sustainable future, visit Steelcase's anniversary website, 100.steelcase.com. In conjunction with its anniversary, Steelcase will also be conducting sustainability envisioning forums during 2012 and will issue an in-depth corporate sustainability report this fall.

COMMITMENT 2012

In 2006 Steelcase set what at the time seemed to be an aggressive goal: to reduce the its environmental footprint worldwide by 25 percent by 2012, the company's 100th anniversary year.

“Reducing negative impacts, which we accomplished with our 2012 goal, is just a fraction of what’s possible for the future.”

“Focusing on reductions, though important, is limiting. Focusing on creating sustainable value is limitless.”

Angela Nahikian, Director, Global Environmental Sustainability, Steelcase Inc.

The company is well on its way to not simply meet but exceed those goals by the end of the anniversary year.

The tally-to-date shows

**54%
reduction water
consumption**

**53%
reduction in voc
emissions**

**37% reduction
greenhouse gas
emissions**

**23% reduction in
waste + materials
recycled**



Wellbeing is an economic issue.
The health of business depends on the wellbeing of people.

At details, we design for the physical, cognitive, and social wellbeing of the person.

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IN A WORLD OF WE WHAT ABOUT ME?



FINDING BALANCE FOR INDIVIDUAL WORK IN A SEA OF COLLABORATION

by James Ludwig and Allan Smith, Steelcase Inc.

At each stage in our society's advancement — from agrarian economies to the creative economy — technology has played a major role. But never before has technology impacted behavior in the office more than in the last five years, causing a tectonic shift in our notions of how, when and where we work. Collaboration has become a primary mode of work for organizations in pursuit of innovation, and yet in our rush to co-create better ideas, faster it is the needs of individuals that risk being overlooked.

For many of us, work started out as a destination, a place we went to, as in "Honey, I'm going to work now." We went to the office because that was the only place where we had access to the technology and people we needed to do our jobs. And because our bosses expected it. If you were not at work, you weren't really working. But technology changed that. Laptops became the dominant computing device, outselling desktop computers in 2008. Access to WiFi became almost ubiquitous, and mobile devices such as smart phones and tablets permeated the workplace.

COLLABORATION IS CRITICAL TO AN ORGANIZATION'S SUCCESS, BUT IT CANNOT EXIST WITHOUT INDIVIDUAL WORK.



TECHNOLOGY DRIVES BEHAVIOR

As technology enabled mobility, our behaviors and expectations changed, too. Suddenly we had the freedom to work anywhere, anytime. We voted with our feet, taking our technology devices into meetings and 'third places' such as coffee shops or libraries, and leaving our workstations empty for hours. Choice, not mail codes, became the driver of where to go.

Today, most knowledge workers in developed countries are mobile workers – they do not have to be at their desk to do their jobs – and, by this definition, a full 35 percent of the global workforce will be mobile by 2013. Many of today's workers have varying degrees of mobility. Some have an assigned space, but move throughout the building or campus. Others are more nomadic, choosing where to work based on the tasks they need to accomplish.

The technological advances driving mobility — and driven by mobility — are both an advantage and a curse. We can carry our work with us from place to place, but the spaces we work in haven't been redesigned to support the new ways we work, and the kind of work we now do. The cognitive overload many of us are experiencing is a direct result from the exponential growth in the amount of information we have to absorb. Case in point: all of the information we had available up to 2007 has doubled in the past five years. We are bombarded by e-mails, posts, blogs, tweets, and, in general, information overload is a daily affliction.

Adding to the complexity of work is the increasing trend towards global integration. The "Globally Integrated Enterprise," a term coined by IBM, is a diverse and dispersed organization with different work groups typically united in project work. Workers struggle to bridge cultures and time zones, finding themselves living on video — ranging from informal Skype calls to large telepresence meetings — as they manage virtual connections with team mates distributed around the world. It's not uncommon for teams to be on telepresence in Asia, Europe and the Americas all at the same time, which is physically impossible without someone starting work really early or staying really late. Our workday might not be a full 24/7, but it's easily become 15/6.

As technology advanced and the world became flatter and faster, competition stiffened and organizations felt the demand for more innovation — not as a choice — but a means to survival. Collaboration became a primary work style for many organizations. A Steelcase joint research study with Corenet Global found that two-thirds of organizations collaborate between 60 percent to as much as 80 percent of the time. There's good reason for it — collaboration works. Research has shown that while individual work might sometimes result in a faster answer, collaboration consistently delivers deeper and richer ideas because of the broad perspectives and cross-pollination of ideas that teams can offer. But whether alone or in a group, the drive for innovation requires greater creativity. A recent IBM study of global

People need a range of settings to accommodate focused, collaborative and social work in both open and enclosed environments – in other words, a palette of place.

CEOs say that creativity is the most valued attribute of leadership, ranking even higher than integrity and global thinking (<http://www-935.ibm.com/services/us/ceo/ceostudy2010/index.html>).

Whether creativity and invention happen in groups or individually is a subject of much debate. Author Susan Cain argues in her best-selling book *Quiet: The Power of Introverts in a World That Can't Stop Talking*, people are more creative when they enjoy privacy and freedom from interruption. Cain struck a nerve within the corporate world by drawing attention to the needs of introverts and challenging the notion that creativity and innovation come exclusively from boisterous socialization, replete with exuberant team mates high-fiving each another. She notes that even extroverts need time for contemplation and focused, individual work. Our research at Steelcase corroborates this point – we all need time to ourselves. To read. To think. To reflect.

As a result of the changes in technology and behavior, knowledge workers are facing greater demands and experiencing higher stress. Our day used to consist of a series of individual tasks, punctuated by a meeting or two. Today, we move between meetings, projects and individual work, shifting between different workspaces throughout the day.

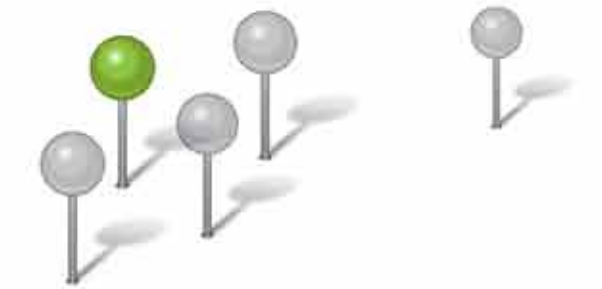
OUR RESEARCH

At Steelcase, we've studied how to enhance and augment the collaboration process for years. As a byproduct of that research, we observed individuals struggling in their environments, working around obstacles, unable to work effectively. We decided it was time to study what it means to do individual work in this changed landscape; to see how we might create spaces designed for a better experience for all the modes of work – alone or together. Our teams began following mobile workers throughout their day to observe how they work, where they work, how they interact with others and how they focus on their individual work.

One of the first things we found was the difference between people's perception of what they do and the reality. We tend to visualize our day like a pie chart, divided into meetings, blocks of time for solo work, email, projects. Yet for most knowledge workers it's not that simple. What actually happens is we move around so much that we have to squeeze more things into smaller slices of time. We sit in a meeting and when the topic doesn't relate to us we check email, answer a text. We take a phone call or squeeze in a quick chat with someone we see. When the group adjourns we stay in the room to work on our own — until the next group comes along and we get kicked out. Our days have become a blur of transitions.



We followed mobile workers throughout their day to observe how they work, where they work, how they interact with others and how they focus on their individual work.



BALANCING 'I' AND 'WE'

The shift toward collaborative work has dramatically changed the topography at many workplaces. More than half of the companies in the CoreNet/Steelcase study say they're reconfiguring individual workspaces to make more room for team spaces. Because innovation requires collective 'we' work, it's critical to design spaces that not only support collaboration, but augment it. Teams need places designed around their social, spatial and informational needs, where they can bring their individual work to the group to evaluate it, make decisions or co-create new solutions. The result: many organizations are investing in collaboration spaces that bring people and technology together in a way that promotes eye-to-eye contact, provides everyone with equal access to information, and allow people to move around and participate freely.

All of this is good. In fact, it's great. But in our enthusiasm for spaces to support team work, some organizations have taken the 'either/or' approach and focused on collaboration. Individual work is neglected. We believe a better approach is one we call 'and/both'. It's all about balance. Rather than a shift from I to we work, we see a continuum of I and we work. Our research shows people

need a range of settings to accommodate focused, collaborative and social work in both open and enclosed environments – in other words, a palette of place. It's important to think of the entire company campus as an ecosystem of spaces, where individuals have choice and control over how to work in a range of spaces across the company, not just within a floor.

We also found that people come to the workplace with an activity in mind and filter it through a number of other variables: the tools they need for their work, the degree of connection they need with others, the amount of sensory stimulation they want, and even their mood. Some days when we have individual work to complete, we prefer to do it in locations where we can feel a buzz of activity and see other people around us. At other times, we need spaces that are quiet with less stimuli.

People need places that let them concentrate on a problem. Let their minds make subtle, insightful connections between obstacles and inspiration. They need spaces that thoughtfully consider both collaborative and individual work. Our research suggests five things to consider when designing spaces that consider the needs of the individual in today's highly collaborative environment.



5 THINGS TO CONSIDER:

1. BE A GOOD HOST

2. ANTICIPATE NEEDS

3. INSTANT FIT

4. PEOPLE. PLACE. THINGS.

5. AMP UP. AMP DOWN.

1. BE A GOOD HOST

Organizations need to think like good hosts and make people feel welcome the minute they walk in the door.

Design spaces that help people feel connected to the organization, and allow them to quickly see what's going on within the company. At our new WorkCafé, one of the first things employees encounter when they enter the space is a coffee bar and a concierge to help them locate the right spaces or tools for their work. A media wall highlights news and events at various company locations around the world, so people can get up to speed quickly about what's happening in the company.

2. ANTICIPATE NEEDS

All spaces should offer what people need to be immediately effective, and to lessen the burden of carrying everything with them.

Nomadic workers need spaces that anticipate what they need when they arrive: easy access to power for recharging devices, a choice of spaces with varying degrees of privacy they can control, and a range of I and we spaces near each other so it's easy to transition between individual and collaborative work. People generally need group space within 60 feet of their primary work area. If it's close, it's more likely to be used. If the group space

is further away, usage falls off dramatically. The workplace should include small huddle rooms, quiet niches outside of conference rooms, and acoustically-controlled booths or enclaves for home or video calls. At Vodafone's new Netherland headquarters in Amsterdam, the staff has access to a range of open and enclosed spaces with options in between. None of them are assigned to any individual, including the president. With few exceptions, people can use workspaces in any manner that suits them.

In our WorkCafé a number of small workspaces adjacent to the open eat/meet/work areas are

in constant use for phone calls and focused task work. These spaces are located in a quiet corner that functions like a cul-de-sac; there is no access to other parts of the building, so traffic and interruptions are minimal. The space includes a range of technology to support the diverse types of work happening: WiFi, plenty of power outlets, videoconferencing equipment, and several media:scape units to support small group discussions. Nearly half of our WorkCafé users say they choose to work there because of the tools available to them.





3. INSTANT FIT

Shared spaces should be designed to quickly fit individual needs, while helping minimize the transition time from one task to the next and from one space to the next.

Observing people trying to work in cafes while sitting – and squirming – in hard, wooden chairs that were not designed for comfort or easy adjustment — caused us to think about something we call a ‘palette of posture’: a range of space options that allow people to work comfortably in the various postures they assume while moving through the various tasks they do. Adjustable-height worksurfaces, moveable monitor arms, keyboard supports and lighting tools should be provided in order to be positioned precisely by the individual to make it easier for them to get comfortable quickly.

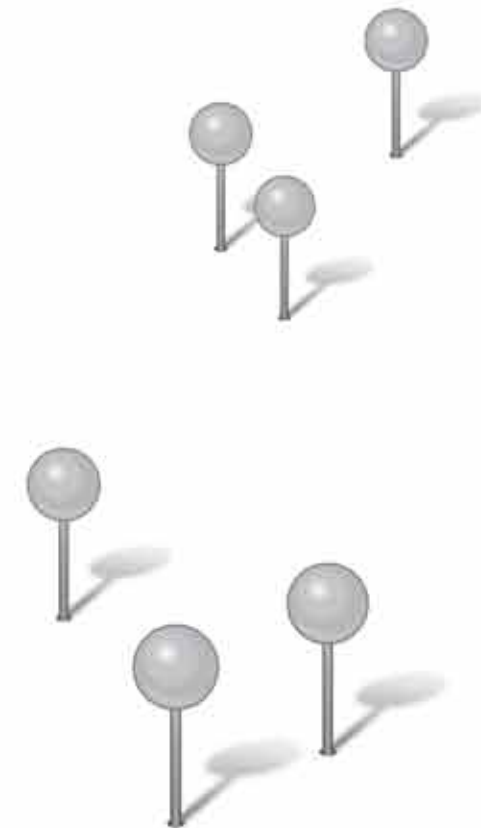
4. PEOPLE. PLACES. THINGS.

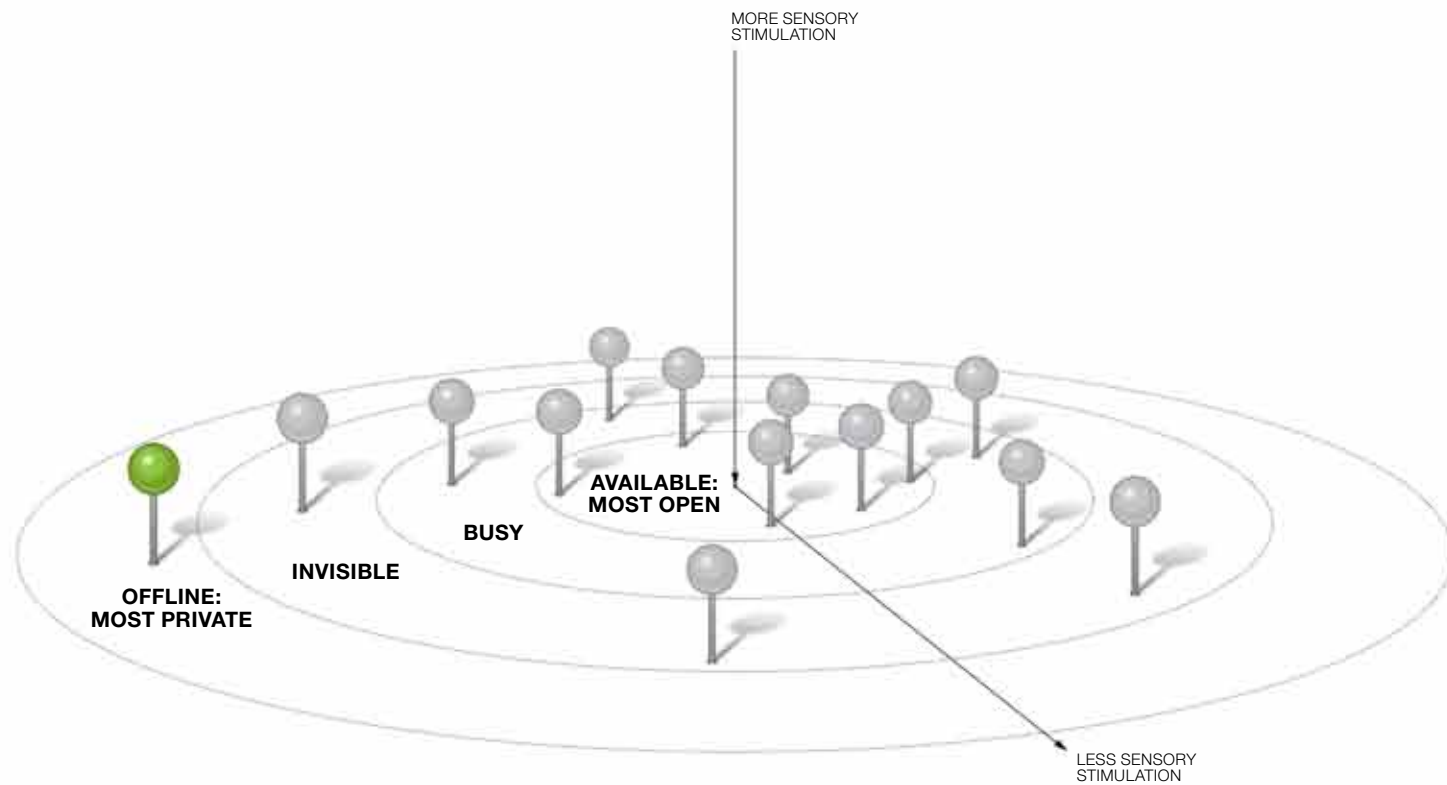
Spaces should be designed for visibility - making it intuitive for workers to recognize the kind of spaces that support the work they're doing (boisterous collaboration vs. quiet contemplation), and provide the tools they need, while making it easy to identify available spaces.

Designing for a ‘palette of place’ makes it evident to users that they have choice over where and how to work, depending on the type of work they are engaged in. Technology-enabled devices should be utilized to make it to find the right space is available, both in advance or on demand.

A device like RoomWizard® allows a simple glance down a hallway to see a green light that indicates the space is available. The information display confirms the topic of the meeting; who’s in it and how long it will last, so you don’t have to disturb people mid-meeting.

Accenture made extensive use of RoomWizard in their Houston space to not only make it easier for employees to find meetings, but to also quickly reserve a space for their individual work, and release the space for others when they were done. Vodafone’s Amsterdam space incorporated wayfinding into both the architecture and furnishings. The glass walls combined with RoomWizard make it easy to see where people are, and what’s going on.





ONLINE. OFFLINE.

Zoning allows mobile workers to situate themselves in spaces that provide the right tools and sensory stimulation, while signaling to others their degree of availability - similar to status indicators in virtual space.



↑ WorkCafé, Steelcase Global Headquarters, Grand Rapids, USA

5. AMP UP. AMP DOWN.

The workplace should be zoned to provide workers choice and control over the degree of sensory stimulation desired, and their level of availability.

Employees need to feel like they're connected – to other people and to the organization. They also need quiet times when they can focus, reflect or recharge. When they are in the workplace they sometimes want the energy and buzz of working near people; other times they need a space for heads-down work. We call this “amping up or amping down,” and every workspace should signal the kind of work it supports to help people determine the best place to work. Providing sensory control is a key element of wellbeing in the holistic view, which includes the psychological and sociological aspects of work as well as the physical. It's important to integrate spaces that encourage people to retreat from the structure of the day, to renew and rest or gain fresh perspective. Employees should be able to control lighting, sound and temperature, work in relaxed lounge or resting postures, and be free of interruptions. It's equally important to provide spaces that allow workers to feel a

physical connection with others, even when working alone. The post occupancy study we conducted on our WorkCafé shows 80 percent of people choosing it for individual work. They know they might be interrupted but they prefer to do focused work near others. Vodafone created a space called Club 11 that offers food and an outdoor terrace, and after 5:00 p.m. they play upbeat music. It's fun, chic and serves a number of needs, but you wouldn't mistake it for a library or choose it for the times you need quiet focus. The space for that is actually called the library, on another floor in another zone, and one of the few places with rules about how people can work in the space. Talking and phone calls are not allowed. It's a perfect place for amping down and doing quiet, reflective work.

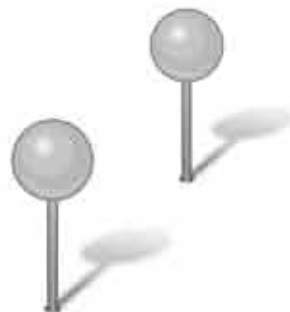
At Skype's Palo Alto, California, offices, collaboration is nurtured, and workers sit at benches that allow for easy exchange of ideas. Headphones are the respected way of signaling “leave me alone, I'm thinking,” but the company also makes sure to offer a variety of small, private places for individual work throughout the workplace.



↑ turnstone, Grand Rapids, USA



↑ Skype's Palo Alto, CA offices



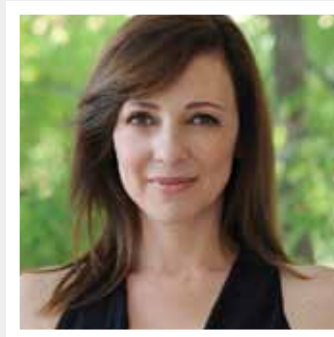
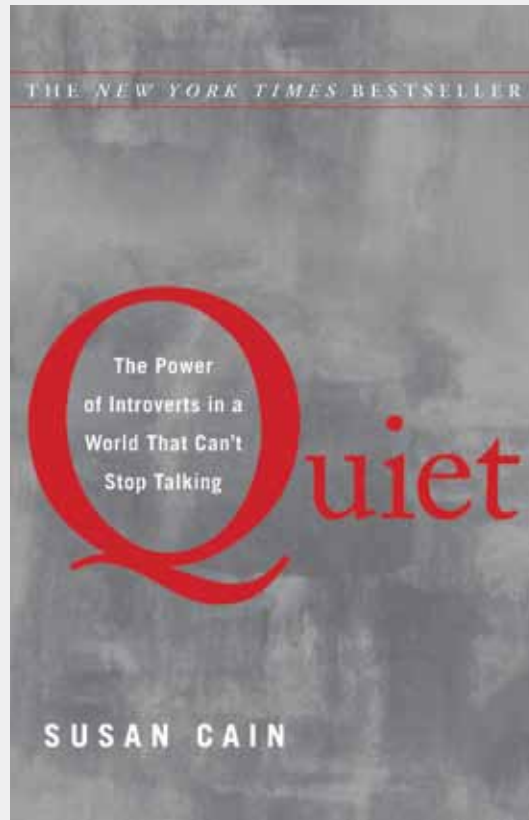
THE BOTTOM LINE: IT'S A BALANCING ACT

Collaboration as a business strategy is critical to innovation. And so is individual concentration and contemplation. As Susan Cain notes, we tend to believe all creativity and all productivity comes from the group, when, in fact, there is real benefit to solitude and being able to go off and focus and put your head down. The workplace needs to support that. It needs to help both mobile and resident workers achieve a balance of collaborative and individual work, in places where they can amp up or amp down, with the tools they need, alone or together.

The best workplaces are the ones that give people the opportunity to choose what they need, when they need it. ●

James Ludwig, Vice President, Global Design
Allan Smith, Vice President, Marketing and Applications





ABOUT THE AUTHOR:

SUSAN CAIN is the author of the *New York Times* bestseller *QUIET: The Power of Introverts in A World That Can't Stop Talking*. Her writing on introversion and shyness has appeared in the *The New York Times*; *The Dallas Morning News*; *O, The Oprah Magazine*; *Time.com*; and on *PsychologyToday.com*, and she recently spoke at TED2012, Microsoft, Google, and the U.S Treasury. She has appeared on CBS *"This Morning,"* as well as NPR. A former Wall Street lawyer, she has taught negotiation and communication skills at law firms, universities, and corporations, including Merrill Lynch, Shearman & Sterling, and the University of Chicago. She is an honors graduate of Princeton and Harvard Law School. Susan lives in the Hudson River Valley with her husband and two sons.

A QUIET PLACE TO WORK

Susan Cain, author of the bestselling book *Quiet: The Power of Introverts in a World That Can't Stop Talking*, says there's too much emphasis on group work in business today and that's a problem for introverts, which make up between one-third and one-half of the population.

"Introversion is really about having a preference for lower stimulation environments. It's a preference for quiet, for less noise, less action. Whereas extroverts really crave more stimulation in order to feel at their best. Today's workplaces more and more are set up as open plan offices for maximum group interaction. There are no walls and very little privacy."

Cain says it's important to support creativity in ways beyond group brainstorming. "There are a lot of people who are very creative, but you throw them into a brainstorming session and every creative shot just goes over their head because they can only think when they're freed from other people looking at them. Individuals come up with more ideas and better ideas when they're left to their own devices."

There are several reasons for this. As social creatures, we're influenced by what other people think. "We don't even realize we're being influenced, we just pick up other people's opinions." There's also peer pressure "If you're off working by yourself there's no cost to having the opinions that you have, you come to them without any barriers."

Given how we respond to others and their opinions, "people really need solo time to go off by themselves first, and then in some kind of carefully managed process come together with the group to share what they come up with."

Too many offices lack support for these different workstyles. "What some companies are saying is okay, we're all going to be in this big open space, but you can sign up for a private room whenever you want one. That's too many hoops to jump through psychologically and in terms of a physical step to sign up for a space and then walk across the hall and get there. It cuts into a lot of the psychological needs that we all have."

She compares many open offices today to the open coffee shop where she wrote much of her book. "One café in particular I loved because many of the other people who frequented this café were also writers or working on one creative project or another. So the café was pretty quiet with people really focused on their work. Yet you're free to come and go at any time, sit anywhere you want, to talk or to not talk if you wish. You can be on the margins of café society or you can plop yourself right in the center and be engaged with people. That freedom is crucial.

"In an open office you have very limited means to say no, I'm sorry I'm focusing on something else right now. Sometimes you can, but often you can't. I think offices need to work extra hard to instill the feelings and indicators of freedom that a café has."

Her solution for the ideal creative work environment? "Walking that fine line between inter-connectedness and personal freedom. Getting that balance right, that's the nirvana."

QUIZ

ARE YOU AN INTROVERT OR EXTROVERT (AND WHY DOES IT MATTER)?

Do you ever wonder where you fall on the introvert-extrovert spectrum? Here is the place to assess yourself. (This quiz is adapted from my book, *QUIET: The Power of Introverts in a World That Can't Stop Talking* (Crown, 2012).

Please answer each question True or False, choosing the answer that applies to you more often than not:

1. I prefer one-on-one conversations to group activities.
2. I often prefer to express myself in writing.
3. I enjoy solitude.
4. I seem to care about wealth, fame, and status less than my peers.
5. I dislike small talk, but I enjoy talking in-depth about topics that matter to me.
6. People tell me that I'm a good listener.
7. I'm not a big risk-taker.
8. I enjoy work that allows me to "dive in" with few interruptions.
9. I like to celebrate birthdays on a small scale, with only one or two close friends or family members.
10. People describe me as "soft-spoken" or "mellow."
11. I prefer not to show or discuss my work with others until it's finished.
12. I dislike conflict.
13. I do my best work on my own.
14. I tend to think before I speak.
15. I feel drained after being out and about, even if I've enjoyed myself.
16. I often let calls go through to voice-mail.
17. If I had to choose, I'd prefer a weekend with absolutely nothing to do to one with too many things scheduled.
18. I don't enjoy multi-tasking.
19. I can concentrate easily.
20. In classroom situations, I prefer lectures to seminars.

The more often you answered True, the more introverted you probably are. Lots of Falses suggests you're an extrovert. If you had a roughly equal number of Trues and Falses, then you may be an "ambivert" – yes, there really is such a word.

Autumn, 1963

Dear Anne:

I kept hinting to my boss that my swivel chair was a genuine antique (it is!) until he lost his temper and told me to order a new chair right away — and never mention the word "chair" to him again. That's the way he is, Anne. Touchy.

Well, I've been window-shopping, and there are so many different chairs in the showroom down the street, I can't make up my mind. There's a dreamy little swivel chair with yellow upholstery and square seat . . . But how can I be sure it'll be comfortable all day long? After all, I have to use this chair practically forever. (My fiancée still has six more months at Camp Pendleton.) How can I decide?

— Perplexed.



Autumn, 1963

Dear Perplexed:

Window-shopping will get you nowhere. Visit the store . . . tell the salesman your problem . . . and sit in all the swivel chairs he can show you, before you make a choice. Remember, no matter how much you may like yellow upholstery and square seats, it would be "square" to buy without a try!

Incidentally, you might ask the salesman if he will let you try the chair of your choice, for a few days, in your own office. Your boss will admire your good sense, and he may be glad to have you mention chairs again, after all. (If he's so touchy, maybe "his" chair isn't comfortable either?)

And although six months may seem to you like forever, keep your successor in mind when you make your choice. Be sure the chair has adjustments to fit any girl's needs and measurements. That's the least you can do for your boss — and the girl who comes after you!

Anne.



You may be surprised at the many styles of Steelcase adjustable chairs you'll see in our showroom! They adjust to suit your height and weight, so you're free to choose the style you like best. Come in...see what comfort you've been missing!

INSIGHTS APPLIED

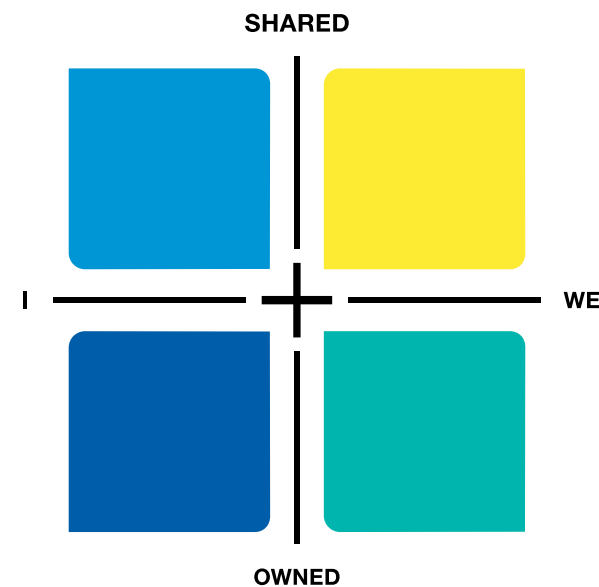
Creating a workplace that is future focused.

A workplace that supports how people work today while anticipating their needs tomorrow is one that Steelcase refers to as an **Interconnected Workplace**.

It leverages the opportunities offered by an interconnected world, and is designed to augment the social, spatial and informational interactions between people.

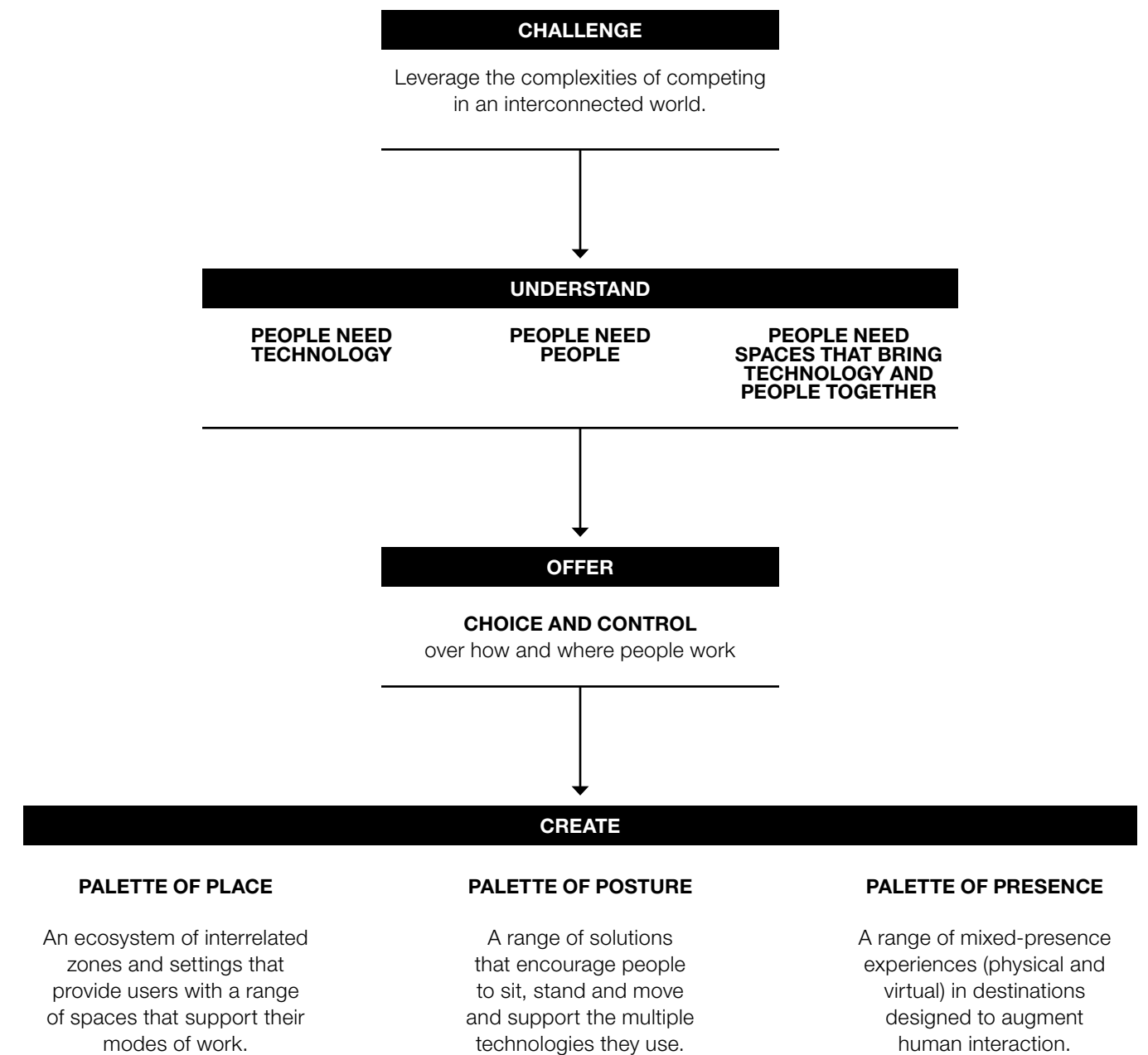
It offers choice and control over spaces that support the physical, social and cognitive wellbeing of people, and provides a range of spaces designed for the many modes of work they engage in.

It is a workplace that amplifies the performance of people, teams and organizations.



This framework provides a methodology for creating and assessing a workplace designed for an interconnected world. It recognizes that people need to do both individual 'I' work and group 'We' work. It also breaks the paradigm that all individual spaces should be assigned or 'owned' or that all group spaces should be shared. The range of spaces in an interconnected workplace need to support focused work, collaboration, socializing and learning.

The Interconnected Workplace





COMPREHENSIVE COORDINATION!

*A realistic example
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created with standard
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production line prices!*

You've seen each of these office areas individually, now look at them as a complete, unified office complex. Even though this is standard office furniture, the comfort, efficiency and appearance it provides could not be excelled by the most costly custom furniture. Yet, this is only a sampling; many other models of desks, chairs, filing cabinets and related units are available. See your local Steelcase dealer when you are ready to furnish or remodel your offices. He will be pleased to show you how your ideas can be translated into startlingly attractive and economical offices—with Steelcase Coordinated Office furniture.



©Stockphoto.com/ScottHorlop



For many workers in the United Kingdom, the summer ahead has the earmarks of trouble just waiting to happen.

Despite years of careful planning to keep London traffic flowing during the 2012 Olympic Games that begin in late July, many experts are making gloomy forecasts about congestion and backups in and around the city.

Employers who understand and quickly adapt to changing work patterns **stand to gain the most.**

Traffic will increase by a third, average speed on main routes could slow to just 12 miles per hour, and public transportation will carry the burden of several million more travelers every day. With warnings like these, it's no wonder that many Londoners plan to work at home as much as possible during the games instead of commuting to the office.

Wasting less time on commuting is just one of many reasons workers prefer to occasionally work at alternative places such as their homes, a third place such as the local café or in other places nearer to home. Spending less on fuel and reducing their environmental impact are other commute-related factors that make these alternatives attractive. Equally compelling is the reality that, especially given today's highly collaborative workplaces, working away from the office provides opportunity for uninterrupted concentration when you need to do focused work. Moreover, having flexibility for where to work means people can carve out better balance between the demands of their jobs and their personal lives.

For all these reasons and more, as the Olympics draw closer, more companies in the UK are looking into facilitating work alternatives — or they should be, says Rob Jenkins of Steelcase Solutions, which has a decade-plus of experience helping companies implement such programs. Recently, in partnership with technology networking giant BT and the Chartered Society of Physiotherapy, Steelcase Solutions shared insights and experiences at a seminar on flexible working hosted at the Steelcase WorkLife center in London. In addition to the many personal benefits for employees and the environmental impacts, the seminar explored the business drivers for flexible work: more productivity, fewer absences, office real estate cost savings, and an enhanced ability to attract and retain workers.

As mobile technologies and globalization are fast creating a 24/7 work culture, knowledge workers in many parts of the world are no longer dependent on the office as the only place for work. Increasingly, they value the freedom to choose where to work, depending on what needs to get done.

Employers who understand and quickly adapt to these changing work patterns stand to gain the most. "Allowing employees to work away from the office can be a powerful business tool," says Jenkins.

The U.S. leads in the percentage of mobile workers, often defined as those who spend 10 hours or more each week away from the office. The tradition of flexible work, however, is well established and has a longer history throughout much of the European Union. The Netherlands, Denmark, Finland and Sweden are among the champions of flexible work, followed by Germany and the UK.



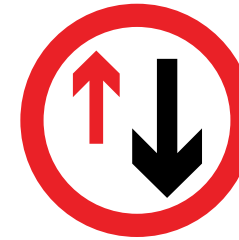
WHEN WORK HAPPENS ANYWHERE

AS 9 TO 5 BECOMES 24/7, THERE ARE NEW CHALLENGES — AND MANY OPPORTUNITIES.





The Netherlands, Denmark, Finland and Sweden are among the champions of flexible work, followed by Germany and the U.K.



“Fundamentally, wellbeing isn’t just about how we feel, it’s also about how we act,” says Adamson. “Your wellbeing always impacts your next decision.”

Arjun Adamson, Steelcase Workspace Futures researcher



In France, workers remain more cautious about keeping work and home separated. Even here, however, phone calls with colleagues in other time zones are common, and keeping up with email is fast becoming expected by employers and accepted by employees as a way of taking work home.

LIFE INSIDE THE BLENDER

Throughout the world, work is no longer distinctly separate from the rest of life, and definitions of “workplace” are expanding. Today, workplaces can be homes, cafés, hotels, airports, trains and more. No matter where they’re working, people have basic needs: They want to feel inspired, supported and comfortable. Just how those imperatives are defined — and their importance — is changing dramatically as work becomes more integrated into the rest of life. And there aren’t many guidelines in place yet for how to do it successfully. These were among the major findings of observational and interview-based research of mobile knowledge workers sponsored by Coalesse, a brand of Steelcase, that was conducted in the U.S. and Europe during 2010 and 2011.

“How do you cope, or better yet manage this changing and ever-evolving workday? We think this is one of the most pressing work-related issues today, particularly as mobile work options expand,” says researcher Emily Ulrich. “People value the ability to modulate their own work/life balance as they see fit. Those who have a choice of where to work will gravitate

toward focus, flow, and physical comfort. They also value mental and emotional wellbeing. In fact, many of the people we spoke with in their home workspaces correlated comfort with productivity.”

Interestingly, the research confirmed that as boundaries between work and the rest of life blur, work tends to find its way into the rest of life more easily than life finds its way into work. And that has the potential to put significant stress on workers, which can negatively affect both the quality of their work and their personal lives.

“Business values responsiveness, and we expect it of ourselves, so it’s easy to let work intervene and compromise intended boundaries,” Ulrich notes. “Because the one-size-fits-all approach doesn’t work very well, employers often don’t make boundaries explicit, and so workers who are trying to stay connected and ahead are interpreting and managing these boundaries for themselves.”

The search for wellbeing in the new workday challenges many norms, and people are finding different ways to cope, says Arjun Adamson, who conducted research on mobile workers in Paris, London and Munich as part of the Coalesse project.

“Our research showed people in Europe are suffering from the same strains as U.S. groups as they constantly toggle between work and life activities. Especially within global companies, global pressures to perform tend to transcend established boundaries within a culture.”

“I stay connected to disconnect,” said one seasoned mobile worker from the European study. “If I know I’m available and there’s nothing coming in, then it’s fine.”

Emerging from the research were insights into the spectrum of ways people are handling the stresses of integrating their work and personal lives. For example, some people set explicit boundaries; they turn off their technology completely to set aside blocks of time for personal activities, intentionally “putting work in its box.” Others are more adaptive; they integrate work and personal activities, and are capable of functioning in less-than-ideal environments and juggling tradeoffs — doing paperwork in the car in a parking lot while waiting to pick up children, for example, or checking email while cooking in the kitchen — in support of the larger goal of increased flexibility and being able to sometimes have personal time during the day. At the far end of the spectrum are those whom the Coalesse researchers term “progressives.” They’re highly adaptive, technologically savvy and adjust well to complicated situations. They embrace mobility and tend to find the best setting for the work they’re doing, which is often tied to support for their technology needs.

For people who remain challenged and frustrated by the demands of orchestrating work and home, the cost can be their wellbeing as well as their productivity. Both are causes for employer concern.

“Fundamentally, wellbeing isn’t just about how we feel, it’s also about how we act,” says Adamson. “Your wellbeing always impacts your next decision.”

The Coalesse researchers discovered four key skills for successfully navigating a blended workday: setting technology boundaries, orchestrating/integrating demands on time, finding wellbeing, and self-reliance/space resolution.

People with all these skills know when to shut their technology down and how to manage their interactions. They know how to orchestrate their time and when to leverage technology to augment their capabilities. They know what they need to do their best work and develop their potential, and they work productively and creatively in the context of strong relationships with others. They have a sense of control over their mindset, surroundings, activities and schedule, knowing how to make wherever they are work for whatever work they need to do then.

Although flexible work is almost always technology dependent, doing it successfully is about more than devices, network connections, software and apps; it also encompasses being able to create authentic connections and presence, whether you’re communicating via phone, emails, instant messaging, using Skype or teleconferencing. Adamson calls this ‘context awareness.’

A HOME THAT WORKS, A WORKPLACE LIKE HOME

Happily, for most people, not having explicit boundaries between work and home is a good thing, once they figure out how to make it work. “When you have a level of control over your situation, it’s invigorating, liberating really. People in our research talked about reclaiming their lives,” says Adamson.

As more work moves out of the office, people are looking for ways to make their home environments work better for work. Interestingly, although many mobile workers have home offices, Steelcase’s research showed they’re frequently mostly a place for the printer and supplies. When people are working at home, they don’t want to be isolated; that makes them feel as if they may as well be back at the office. Instead, many are creating what Coalesse researchers have termed “hybrid settings” — work locations throughout the home that don’t sacrifice residential comfort.

A related trend: As more people do more work away from the office, they want company workplaces to be less institutional. In other words, when work-related pressures are no longer confined to 9-5 office hours, workers want personal comforts wherever they’re working.

“Employers who recognize the role that personal choice and life experience outside the office has on employee expectations will have

a leg up on creating spaces that are relevant to today’s mobile workers.”

This trend toward personal comfort has distinct implications for the materials, finishes, accessories and lighting specified for professional office environments, and it’s a driving factor for the types of furniture and interior architecture that are supplanting cubicles in progressive 21st century workplaces. As one observer puts it, “Who wants to work in an egg carton?”

“The drive we are seeing is that people want to be emotionally invested even in their workplaces,” says Ulrich. “Maybe it’s family pictures or rugs or blankets. Maybe it’s being able to work with their feet up. They want elements of their personality to be reflected. More important, they want and seek the level of wellbeing that lets them do their best work, no matter where they are.”

A PRINCIPLE OF CHOICE: NETHERLANDS ORACLE

Known to be early adopters of social innovations, it’s not a new thing for Dutch knowledge workers to work from multiple locations.

“What is new here at Oracle is what we call our ‘no limits’ concept,” says Afiena van den Broek-Jonker, human resources director, Netherlands Oracle. “It means nobody has their own assigned place. Even our executive leaders don’t have their own offices. All of our spaces are activity-based and shared, whether



it's team spaces, concentration areas, meeting rooms, brainstorming areas, and so forth. **The basic principle is choice.**"

More than 1,000 employees work at Oracle's year-old facility in Utrecht, but only about 60 percent are normally there on a workday. Some routinely work at home at least 1-2 days per week through a structured program; others work at home on an occasional basis.

"This way of working is a good value proposition," says van den Broek-Jonker. "It gives our employees the flexibility to organize their work in an independent way that works for them. It also means we need less office space, which saves money. And our concept of 'no limits' means I may sit next to one person one day and the next day I'll sit next to another person. We want people to communicate across our lines of business, and this is a great way to do that."

Just as the Steelcase/Coalesse research has confirmed that flexible work arrangements can be initially challenging for employees, van den Broek-Jonker says they can be challenges for employers, too. Among her tips for success: Make sure your program includes explaining

why and how to employees, and have clear protocols. "It's about behaviors, awareness and how you work together. You need to agree as a group on how you are going to behave," she says.

Training is another important component. At Oracle, mobile employees have been educated on how to become paperless, learning what to store digitally, where to store it and how to easily find it. And managers get guidance on how to successfully manage a mobile team.

Oracle has taken extra steps to make sure mobile employees stay connected. On every floor, there are coffee corners, fittingly called "anchor points," and throughout the building are many areas to have a quick chat.

In addition to providing the kinds of spaces that make it easy for people to interact day-to-day, the company hosts many special events and onsite networking opportunities.

Especially valuable is a location-finder system called "C.U." As soon as employees enter the Utrecht facility, they're electronically registered in the system. As a result, coworkers can track each other's whereabouts and find each other easily throughout the day.



"I can do at home everything I can do in the office, **except meet with people.**"



Like many Oracle workers, van den Broek-Jonker often works at home, but she usually comes to the office. It's where she can meet people face-to-face, and it supports her best work.

"Most of the time I start my day at home to avoid traffic jams, doing emails, phone calls, thinking and organizing what I need to do," she says. "I can do at home everything I can do in the office, except meet with people. The office is for collaborating and being able to quickly contact people I need to work with to get things done. Today I've already changed my work location about 10 times, based on what I was doing and the person I needed to see. If I were claiming one desk for the whole day, I could probably do that better at home."

A CALL TO ACTION

Trusting people to make choices about where and when to work makes their jobs more engaging. Steelcase research confirms that workers of any generation can quickly adapt to mobility and flexible work, and most highly value its advantages. "If my company said I needed to come back to regular office work, I'd say, 'No way, I'm staying mobile, give me a 20 percent cut,'" said one seasoned professional included in the Steelcase/Coalesse research project in Europe.

Progressive companies like BT and Oracle have proven there are business benefits that stem from having a flexible work system in place. BT, for example, cites absenteeism reduced by 63 percent among flexible employees. Steelcase Solutions, which supports flexible start/finish times and home working, boasts an employee retention rate that's 35 percent better than the UK average.

Although it's relatively easy to endorse the concept of flexible work, putting a system in place usually means a major overhaul of management attitudes and practices, as well as rethinking the design of the workplace for how it can function best.

For some organizations, ignoring trumps acting. For example, a study conducted by Steelcase Solutions of 1,000 London office workers showed that 60 percent think companies should do more to accommodate employees during the Olympics, but only 14 percent of their companies are changing policy to allow employees to work from alternative places like home during this time.

Given such indicators, the team at Steelcase Solutions wasn't surprised that their study also showed that nearly 20 percent of London's office workers are planning to take holiday time during the Olympics just to avoid the

congestion. So whereas their employers could be enjoying the business continuity benefits of employees working away from the office, instead they'll be operating short-staffed.

As the nature of work rapidly changes, the best companies aren't waiting. Instead, they're claiming win-win opportunities by embracing flexible work now versus later. Looking ahead, they realize that's how the grand game of business is going to be played best. ●

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with a wonderful new kind of reception room furniture by Steelcase

Never before have you had such flexible furniture to work with. Everything — tables, chairs, sofas, benches, settees — can be linked together easily, in space-saving combinations. The arrangements are rigid, rugged and ready for hard public use. Yet you can take them apart and change them around at the turn of a screwdriver. It's really that simple. And the cost? Surprisingly low! We'll be glad to give you prices of these arrangements, just to give you an idea. Call us. There's no obligation.

Casual enough for the friendliest company

Well, maybe putting your shoes on the couch is a bit too casual, but actually these seats couldn't care less. Why? They're new sections by Steelcase, upholstered in easy-care fabrics and vinyls, and informally arranged.



Flexible enough for the most challenging floor plan

True, there are not many S-shaped reception rooms around, but there are plenty of L's and U's and T's to contend with. And, actually all are easily furnished with these space-saving Steelcase units. They link together in almost any combination . . . fit the zig and zag of the most irregular floor plan . . . help you put every square inch to work.



Dignified enough for the most conservative corporation

So prim that even a prude would panic . . . especially if he knew how really modern and forward thinking this kind of arrangement actually is. Privacy, elbow room, space economy and convenience all wrapped up in a very smart Steelcase package.

Comfortable enough to curl up on with a good book . . .

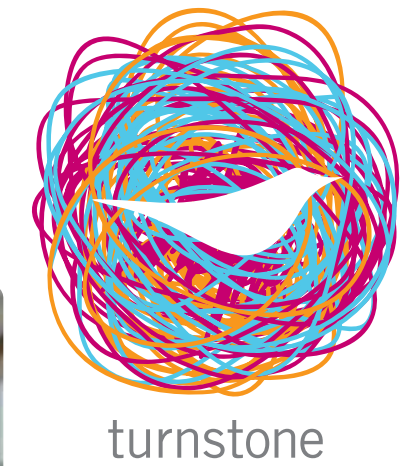
And, we could go on for pages and pages, but the point is . . . if you need to make people wait, keep them comfortable. It's good business. Besides, it's economical. Eight people take only 31 square feet of floor space.



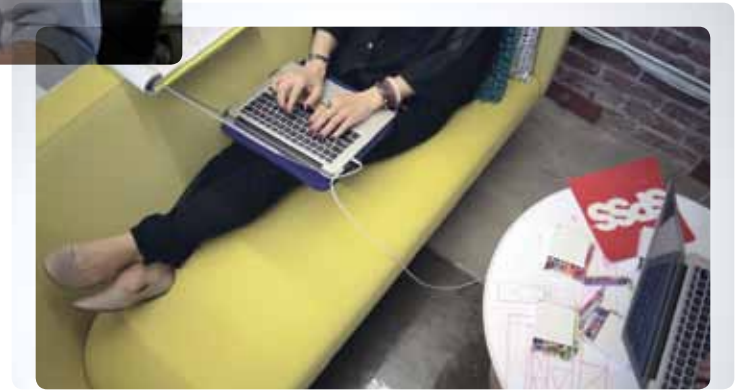


getting real

**HOW ONE OF THE HOTTEST TECH COMPANIES
MANAGED THE TRANSITION FROM STARTUP
OFFICE TO A PROFESSIONAL WORK ENVIRONMENT**

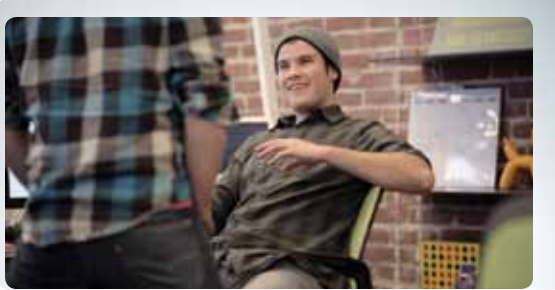


Bo Fishback and his company Zaarly helped turnstone kick off their "Win a Sweet New Office" contest. To view Zaarly in action, scan the code below. For contest winners, go to: <http://myturnstone.com/contest/>



Start-up companies begin in humble places. They start in garages (HP, Apple), dorm rooms (Microsoft, Facebook), and similarly unassuming places. There are no customers coming to call and the staff is tiny so communication is simple.

But when the company finds its legs and starts to grow, it's often tough to manage the transition from back office to professional office space.



HOW DOES A COMPANY MOVE FROM START-UP SPACE TO

legit office?



“When you’re no longer nurturing an idea but a company, how do you move from start-up space to your own professional, legitimate office? Does a digital company really need a physical office space? Whether it’s an online virtual company or a traditional accounting firm, what does an office really do for a small business?” says Melanie Redman, a senior design researcher with WorkSpace Futures Explorations at Steelcase. She co-led a research effort to better understand small companies and how they manage their businesses. The study was sponsored by turnstone, the Steelcase brand inspired by the spirit of small business.

“We developed key insights about the differences between running a small company and a big corporation, and quite often the challenges that are least studied are the trickiest tasks. Getting start-up financing or hiring good people, for example, are well covered in the literature. But other issues are

not as well understood, such as making a smooth transition from the start-up phase to a business with a legitimate presence in the marketplace. How do you create that first, real office?”

A company called Zaarly illustrates the challenge. The e-commerce firm operates an online bazaar that facilitates commerce between buyers and sellers (kind of a cross between Craigslist and eBay), and it’s become a bright star in the tech world. *Fast Company* calls Zaarly one of the world’s most innovative companies, and *Forbes* tabbed its co-founder Bo Fishback an “agent of corporate change.” Like many start-ups, its steep trajectory traces a contracted lifecycle that illustrates lessons for other small companies.

Zaarly started in an apartment in San Francisco “when three of us got together and basically in a weekend hackathon created the business concept,” says Fishback, who had experience with two earlier start-ups.

“THE PEOPLE STARTING TO EXCEL WERE THE ONES

interacting across lots of different people.”



Less than a year later, Zaarly had 22 people and a need for a legitimate office. “Our team was split between two offices five blocks apart, and even that short distance created problems. We were on this amazing pace and to maintain it, to build things fast, we were making sacrifices that we didn’t realize because we were located in different places,” he says.

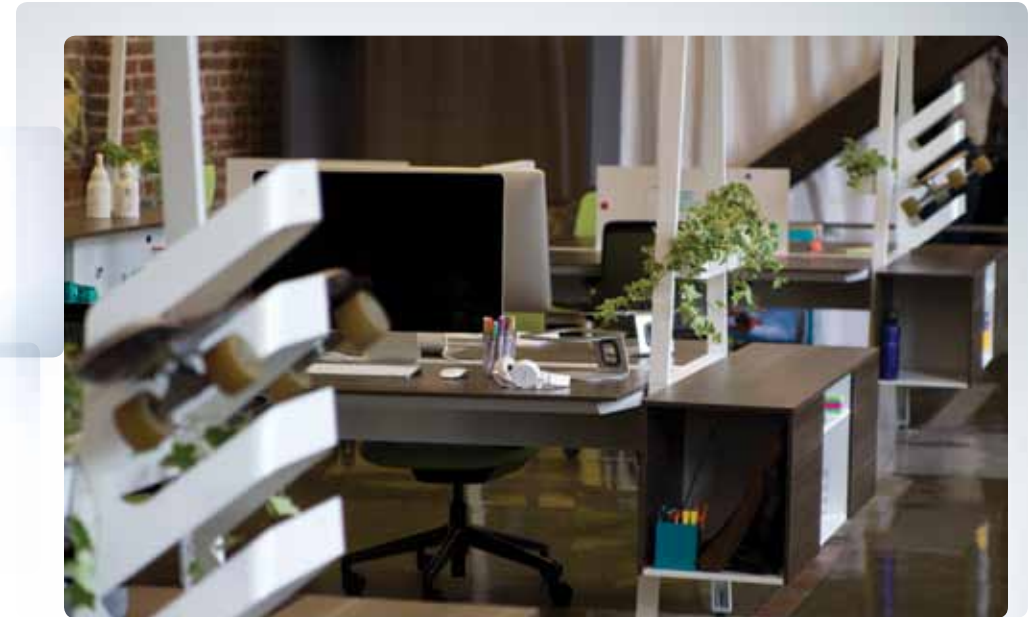
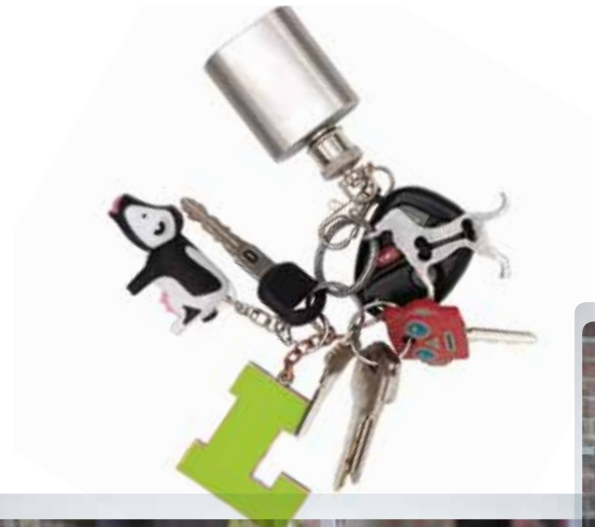
DISTANCE BREEDS DISCONNECTS

The founders noticed that staffers who worked closely together were more successful. “People in the company who were starting to excel were the ones who were in the office interfacing across lots of different people, understanding what we were trying to tackle. The ones who struggled were the ones kind of watching it from afar, trying to be a part of the conversation but having a difficult time being plugged in.”

“We see this time and again in our field research,” says Redman. “Successful small companies have a transparency and trust that permeates the entire staff so every employee becomes a decision-maker. They’re encouraged to try their hand at different jobs and that prevents the silos you see in so many larger companies. The key in a small firm is to keep the communication going.”

Fishback and his co-founders got the message early. “We started to understand that it doesn’t matter if you’re a thousand miles away or five blocks away or with just a room in between you and the person you want to talk to. You need to see each other constantly and know they’re a resource, that there’s someone you can start collaborating with instantly without waiting.”





“It means a lot

TO OUR PEOPLE THAT WE WANT THEM TO FEEL GOOD ABOUT WHERE THEY COME TO WORK.”

NEED FOR SPEED

Small companies can move faster than big companies since they have fewer moving parts. Speed is an important differentiator for the little guys like Zaarly. “We’re a baby company. We’re not going to go out and spend 250 grand on furniture to get this thing up and going. We also didn’t have time and we needed people to help us get this thing up and going quick,” says Fishback.

At the same time, Zaarly needed their 3,500-square-foot office to be flexible enough to accommodate fluctuating staff levels. About two dozen are full-time workers with an equal number who rotate in and out of projects. “Some days we might have 60 people and some days might have 12 and, whatever the

number is, we wanted the office to feel full of energy and life, not like a disgusting sweatshop.”

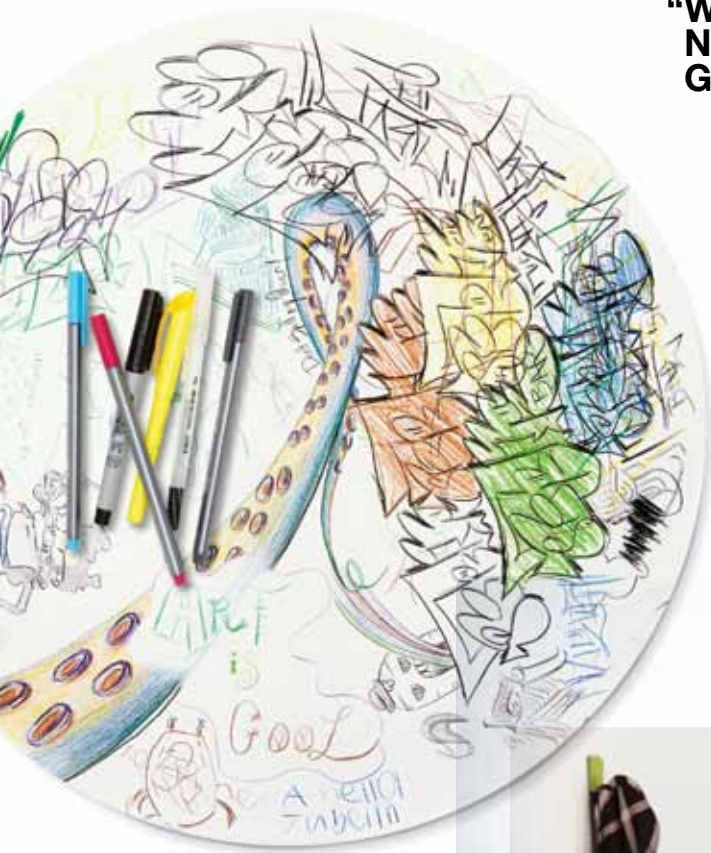
Zaarly and turnstone had three phone conversations. “They designed a plan for our space, a local San Francisco person came by to check it out, and two days later they said, ‘Your furniture’s on a pallet, it’s being shipped and should be there early next week.’”

“Ten days from the first email I sent, everything arrived in a semi-truck.”

Zaarly’s office is entirely open plan except for two conference rooms. Desks are built with Bivi™, a new take on modular desks that includes tables, storage, power, worktools and a couch called the Rumble Seat.

“WE’VE BEEN HERE FOUR MONTHS NOW AND I STILL GET PEOPLE WHO GRAB ME AND SAY,

‘Dude, this space is so awesome!’



A PURPOSE-BUILT OFFICE

The company’s first real office exemplifies what Redman’s team identified as key aspects of small company work environments: open, informal spaces that generate energy by promoting communication and collaboration, and spaces that need to quickly and easily shape shift to new purposes. “They spend money within a budget and they’re very intentional about what they buy. Everything they buy has to reflect their values and mission,” she says.

Fishback compares the feeling to places he worked before Zaarly. “In bigger or older companies you might take the place for granted after a few weeks, but we’re small and growing and very passionate about what we’re building. People don’t take this kind of stuff for granted.

“People sit in different places every day. There are great, comfortable places for people to work on couches, in a conference room or on the little balcony. It’s not a corporate feeling. It means a lot to people who work here that we want everyone to feel good about where they come to work every day.

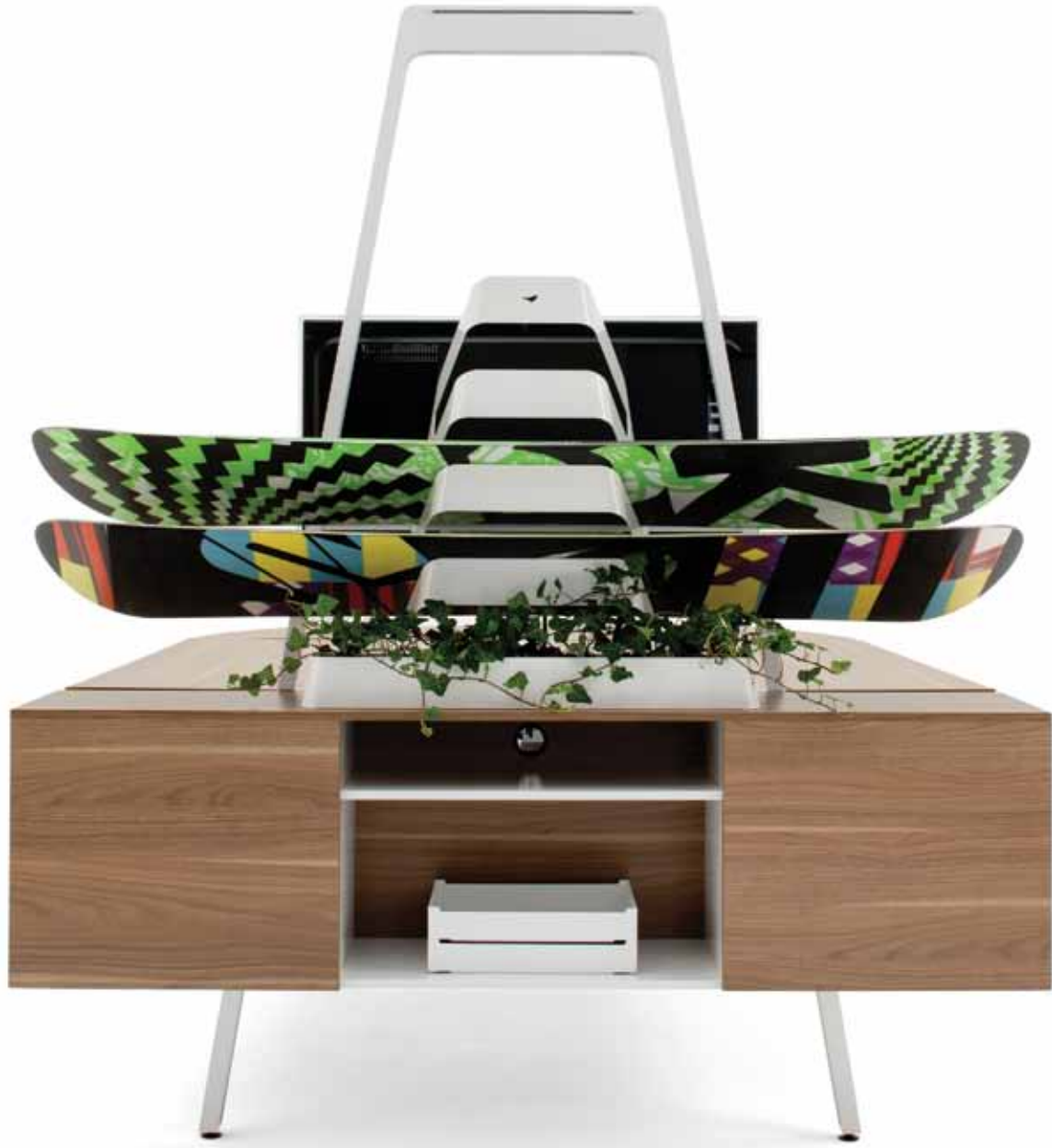
“We just totally nailed it. It’s so awesome. Everyone here loves this space. People will spend the night here. They’ll live two blocks away but they’ll want to spend the night here.”

“We’ve been here four months now and I still get people who grab me and say, ‘Dude, this space is so awesome!’ It’s a good feeling. I know we did something right.”

They’re doing a lot right. One year after the apartment hackathon, the average Zaarly online transaction is around \$52 each and almost 100 percent of people who post are repeat users. Meg Whitman, CEO of HP, has joined Zaarly’s board of directors and other high-profile tech investors have pumped in money.

“We get to work at a fun, really hot start-up company in one of the hottest start-up markets ever, and we get to be in the middle of downtown San Francisco in this super cool space.”

In the middle of the office, Bo Fishback picks a place to work each day alongside the rest of the crew, confident Zaarly has the office it needs. ●



when is a desk more than a desk? when it's bivi.

Bike rack. Lounge. Snowboard rack. Viewing station. Working station. Introducing bivi - putting the power to define space and culture in your hands. Bivi is a simple desking platform with imaginative add-ons that let you create a space that works the way you like to work. Running a business is hard enough, having a great space to work in should be easy.



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Sustainable, budget-friendly interactive whiteboards
The environmentally certified ēno classic combines the simplicity and ease of a traditional ceramicsteel surface with interactive performance—without cords, cables or costly installation.

TRENDS 360

Creating Enduring Good

Leading organizations are leading the way.

Doing good now means doing good for the world, as well as the organization. How they are achieving this is through a systemic approach that is socially and environmentally sustainable. These organizations leverage their knowledge and their networks to create enduring good. The result can be a system that pays dividends for years to come.

100% recycled materials

SustainU, Morgantown, West Virginia, USA

SustainU uses 100-recycled materials and has contracted with a blind workforce, proving they have the ability to be gainfully employed and make high-quality products.

300% increase in wages

PepsiCo, San Gabriel, Mexico

Small farmers in San Gabriel are selling their corn directly to PepsiCo factories. PepsiCo guarantees a price upfront so the farmers can get the credit they need to buy seeds, fertilizers, crop insurance and equipment. The project saves PepsiCo transportation costs because the farms are close to two of its factories.

15,000

could still have their homes

IBM, Rio de Janeiro, Brazil

Through its Smarter Cities project, IBM is designing a command center that will, among other things, pull data from dozens of sources to track rainfall and predict where flooding may occur. The goal is to be ready for the kind of mudslides and floods that killed hundreds and left 15,000 people homeless here in 2010.

300 sq/m of lab space

Henkel, Düsseldorf, Germany

To make science fun for kids, Henkel supplies the equipment, materials and learning experiences for Forscherwelt (Explorer World), a dedicated 300 square meter hands-on lab for primary school students up to the age of 10. The kids are guided through experiments and their teachers receive training from Henkel. This year the program includes one-week projects on sustainability.

2,000 shops in Spain

Inditex, Arteixo, Spain

To support finding a cure, Inditex collaborates with Médicos Sin Fronteras (Doctors without Borders) on "Voices for a Future without AIDS," a musical project involving choirs from Zimbabwe formed by members of AIDS support groups there. The project has resulted in 50,000 MP3 play buttons, on sale in more than 2,000 shops in Spain.

70% higher pay

Good African Coffee, Kasese, Uganda

This locally owned company is raising the standard of living in the sub-Saharan with a new roasting factory that exports finished product to elite Western markets, so farmers no longer have to sell their raw coffee beans cheaply to exporters. Good African Coffee pays 70 percent more and gives equipment and training to improve crops.

93% revenue to weavers

ARZU Studio Hope, Afghanistan

ARZU, which means "hope" in Dari, is an innovative model of social entrepreneurship that helps Afghan women and their families break the cycle of poverty by selling the desirable artisan rugs that they weave into developed countries.

50,000 people benefit

Tata Steel Ltd., Mumbai, India

In remote Indian villages where safe drinking water is scarce, Tata Steel provides potable water to communities through tankers or piped water distribution systems and hand pumps. The company has also constructed or reinstated wells that have so far made more than 50,000 people self-sufficient in water.

SUSTAINABILITY SPOTLIGHT

A look at people and organizations that are making the world better for us all.

CONTAINERS 2 CLINICS

A nonprofit established in 2008 that converts shipping containers into health clinics to bring high-quality primary healthcare to women and children in developing countries.



The statistics are **startling**.

If 90 percent of women in Africa received prenatal care, about 160,000 newborn lives could be saved each year.

What's more, pregnancy complications such as hypertension are increasing the maternal mortality rate by seven percent annually, even though they're highly treatable with proper care.

Solving for healthcare issues like these is the driving force behind an innovative new clinic that opened to women and children this spring in a rural settlement of nearly 6,000 people along the western coast of the African nation of Namibia. It's the work of Containers 2 Clinics (C2C), a nonprofit established in 2008 that converts shipping containers into health clinics so that women and children in developing countries can have access to high-quality primary healthcare.

"Most clinicians in these parts of the world don't have the basic tools to do their jobs. By upgrading their workplaces, we're bringing dignity and professionalism to the life-saving work they do and making care available to more people," says Allison Howard Berry, C2C director of operations.

Once retrofitted for use as a health clinic, a shipping container is a turnkey solution: a durable, adaptable, secure structure that can be set up almost anywhere. The first C2C clinics were in Haiti, and this year the organization is expanding into Namibia.

Berry says the clinics in Namibia will be even better than those in Haiti. Nurture has donated their design expertise plus Opus™ cabinetry, counters and furniture for the new venture in Namibia and two more clinics that will be installed there at a later date.

"We reached out to Nurture because we wanted the best casework that would align with the quality of our hospital-grade walls and flooring. It's important for doctors and staff to feel our clinics support them to work to their fullest potential, and it's important that everything in our clinics can stand up to the test of time, even in tropical, humid environments," says Berry.

"The response from Nurture was overwhelming. They mobilized a team quickly



“If any organization isn’t asking the sustainability questions, then it’s not asking the right questions...”



and shared best practices that helped us optimize the limited space of our containers to improve patient flow.”

Says Kyle Williams, Nurture vice president and general manager: “We started Nurture over six years ago to apply design research and thinking against problems in clinical healthcare environments. In our early research, we were struck by the extreme work conditions that healthcare workers were exposed to in helping patients and their families. We strive to better understand the problems in these encounters and develop solutions to make a difference in the healthcare experience.

“Healthcare work conditions are certainly more extreme in places like Haiti and Namibia, and that’s why we wanted to participate with Containers 2 Clinics. We believe that better healthcare environments should make a difference in locations where access is a challenge. It’s a purpose that Nurture wants to be part of.”

The first C2C clinic outfitted with Nurture products set sail from Charleston, South Carolina, on Feb. 7 and arrived in Namibia in mid-March to be trucked to location. The clinic was up and running in May.

In addition to deploying essentially ready-to-go clinics to places with inadequate facilities, C2C collaborates with local organizations and governments to provide clinical, laboratory, pharmacy and health education services. By helping with training and technical assistance before, during and after installation, C2C ensures strong local investment and involvement — vital for a clinic to succeed long-term.

“If any organization isn’t asking the sustainability questions, then it’s not asking the right questions. It has to be about building capabilities,” says Berry. “C2C isn’t just about providing a clinic in a box. It’s about strengthening the whole system, so that month after month, year after year, more people receive better care. Ultimately, we view our efforts as successful when we can step away.”

Connecting.
It may be the healthiest thing we can do.



Human connection is vital to a life of health and happiness. At Nurture, we believe it also has the power to heal. By observing the way patients, caregivers and loved ones interact, we gain insights into the physical and emotional process of healing. Our new Empath™ recliner is no exception. By addressing the daily interactions between patient and caregiver, Empath is designed to reduce stress and potential injury, while ultimately enabling human connection. Because the more connected the healthcare process becomes, the better we can heal.



nurture.com/empath



USING OUR HEADS AND OUR HANDS TO GIVE INFORMATION PHYSICAL FORM

Toward the end of the school year, first-year students at a Midwest medical school received an email from a second-year student offering for sale a valuable study tool: completed notecards for each of the second-year textbooks. “Why create your own notecards when you can buy detailed notecards that are already completed and professionally printed?” he suggested.

The offer was intriguing. The student had successfully completed the courses, he'd created a thorough set of notecards geared to the text and content of the next year's classes, and purchasing them would save students a lot of time and effort. Yet few took him up on his offer. Why?

Most likely because of what first-year medical students have studied about how the brain works. The brain is divided into several regions, each of which processes different kinds of information: visual, auditory, emotional, verbal, etc. These regions communicate with each other (for example, you watch a movie and have an emotional response and use the language region of your brain to share it verbally) but each region has to process things first.



When students write with markers on a whiteboard, they evoke the physical and cognitive processes that help them recall important information or cognitive mapping.

So, sitting in a lecture, the regions of the brain that handle listening and language are engaged and the brain stores information in memory. Unfortunately, it isn't very discriminating about how it does this. In fact, important information and trivia are handled exactly the same way (which helps explain why you can remember the words to the 30-year-old song "Safety Dance," but can't remember where you put your car keys 30 seconds ago).

When we take notes during a lecture, however, something amazing happens. As we write, we create spatial relationships between the pieces of information we're recording. The region of the brain that handles spatial information is engaged and, by linking it with the verbal information the brain filters wheat from chaff.

Research bears this out. In a study of a lecture class, students who took notes remembered no more content than the students who didn't take notes; the act of taking notes did not increase the amount of what they remembered. But the students who took notes remembered more key facts, those who merely listened remembered more or less random content from the lecture.

Other studies have shown that the physical act of writing does the trick. Keyboarding notes into a computer doesn't have the same effect – it is more mindless. When we physically write things down, we put some thought into evaluating and ordering the information that we receive. It's this organizing process and the physicality of note taking, more so than the notes themselves, that help fix ideas more firmly in our minds and later on helps us recall things. This act of doing is particularly important for the kinesthetic learner – the one who must engage in moving in order to support the learning process.

Note taking isn't the only way to help the brain recall important stuff. Other kinds of writing, such as scrawling ideas on a whiteboard or pencilling a reminder on a calendar, create a link between the spatial and verbal parts of our brains and strengthen how important information is stored in our brains.

These insights inspired a new tool for the classroom: a personal-sized whiteboard for students and instructors, part of the Verb™ line of furniture and tools from Steelcase Education Solutions. Double-sided, roughly the size of

a TV tray and made of e3 ceramicsteel™ and vinyl to withstand the abuse of active students, Verb whiteboards are designed for use by individuals and small groups.

Unlike wall-mounted and other large whiteboards, Verb whiteboards are portable and personal. Students can keep Verb whiteboards at their desk, so they're handy for taking notes, capturing a fleeting thought, doing math calculations, etc. They also help small groups collaborate and build information together and share with the class.

Verb whiteboards have cut-out handholds so they're easy to carry, hook on the side of the Verb student table, or hang from a Verb display easel or rail hook on the wall. Place one in the student table center storage dock and it provides privacy during tests or quiet study.

We often think of digital tools as inherently allowing more interactivity than analog tools, but when students write with markers on a whiteboard, they evoke the physical and cognitive processes that help them recall important information, or cognitive mapping.

"It's difficult for students to share content in many traditional classrooms," says Sean

↑ Product shown is Verb, a new classroom collection by Steelcase Education Solutions.

Corcorran, general manager, Steelcase Education Solutions. "Whiteboards fixed to the wall don't encourage engagement; in fact, they limit it. The whole point of active learning is for students to engage with content and with each other, so we designed the Verb classroom collection to make it easier for students to record, share and evaluate information."

"Evidence-based research indicates that when students begin to teach others they begin to own their own knowledge. As an interactive learning system, Verb enables students to be immersed in that process," adds Lennie Scott-Webber, PH.D., Steelcase Education Solutions director of education environments.

Most teachers don't study the brain like med students, but they know that a physically engaged student is a more successful one. While engagement can be aided by technology – interactive lessons and streaming video can be powerful tools – there's nothing like personally engaging with information and others, using our heads and our hands to give information physical form. Sometimes it just takes a bit of rethinking and redesign to give an analog tool a whole new life. ●



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steelcase.com/roomwizard



A NEW LEARNING CURVE

Ideas on planning and designing learning spaces from Lennie Scott-Webber, Ph.D.,
Director of Education Environments for Steelcase Education Solutions



HOW EVIDENCE-BASED DESIGN CAN HELP IMPROVE LEARNING ENVIRONMENTS

ABOUT THE AUTHOR, LENNIE SCOTT-WEBBER, Ph.D.

I've owned and operated design firms in the U.S. and Canada, taught at three universities and held administrative positions as well, all the while researching educational environments. Over the years I've seen the insides of more classrooms than I can count. Many of them are an insult to students and teachers alike.

My passion, and my job, is helping people understand the behaviors that come from different environments, and creating classrooms that truly support new ways of teaching and learning.

Email your ideas and questions to lscottwe@steelcase.com or [Lennie_SW@twitter.com](https://twitter.com/Lennie_SW).

Any number of initiatives get started from a grassroots movement, and then it seems the design community embraces ones we see have the most potential for a large, meaningful impact on the built environment. Certainly, one such example is sustainability. Just a few short years ago it was one of those "hairy" ideas. Who could envision designing processes that would include a cradle-to-cradle concept? Having a LEED AP (Leadership in Energy and Environmental Design – Accredited Professional) designer was only a dream. LEED is "a benchmark for design, construction, and operation of high-performance green buildings¹." Today, every design firm that services commercial accounts must have multiple designers with this certification as a LEED certified building design is now a mainstream expectation.

Another such grassroots initiative emerging with what I believe to be the same potential strength and impact across multiple built environment types is Evidence-based Design. What is it? Evidence-based Design, or EBD, uses secondary (someone else's) research and/or primary (one's own) research to understand the phenomenon under study, learn from the evidence generated in the research and then incorporate that knowledge benefiting a design solution. The overall result is those designers working with research

evidence have the ability to deliver solutions that not only fit their client's needs, but also are more confident the solutions also reflect the current level of knowledge on the subject. The healthcare industry is the group embracing and fostering EBD initiatives. Healthcare providers are strong, research-driven organizations that understand the value of research and robust data. An Evidence-based Design Certification program is now in place for those designers who practice in this field. So, just like a LEED certification is available for green building design, an EBD certification in healthcare is now available. Why is this trend important?

It's important to understand from several perspectives: 1) certification means a deeper subject-matter knowledge is attained by those who complete the studies, 2) EBD means more rigor has been embedded in the development of design solutions as designers use this evidence to guide design efforts, 3) the end user and solution benefits from this research rigor, and 4) EBD will be embraced across multiple markets because it is the right approach at the right time.

Steelcase has a long history of being an "insights-led" corporation (research-led or EBD-led). As a researcher and designer here at Steelcase and with Steelcase Education Solutions, that is important to me. In the

education realm, my education research background combined with Workspace Futures' (Steelcase Inc.'s research team) research in education means we now have a combined knowledge base of almost 25 years.

EBD is important for the design of education facilities. To support knowledge sharing, SES has developed an Evidence-based Design curriculum program for education design. Each continuing education unit (CEU) addresses multiple knowledge/research issues relative to designing for educational places from K through corporate. Approximately 10 courses are being developed for the basic certification level and a pre-requisite to move to the next level of knowledge. Education market leaders are skilled to deliver these free CEUs.

We didn't just develop knowledge to share, but because we are an insight-led organization. That means that each and every product that we develop for active learning uses both secondary and our primary user-centered research data. How many times have you heard of a chair using EBD to inform the process? You can trust that everything we do to develop solutions for active learning environments has that level of rigor. As a designer myself, I think that fact is huge. Let me give you an example.



You may be familiar with the Node® chair. Secondary research was conducted to first understand the issues. Then, we spent over two years in the field observing user behaviors to see first-hand classroom issues from all different types of institutions' perspectives. That data was converted into insights and knowledge. We shared some of that information in our presentations, but of course not all. The product is developed as a prototype and then beta tested – more data. We work from that new information and continue to refine, test and then launch a product we believe meets the major needs we uncovered in our research. That is not all. Human factor concerns using secondary and primary research is incorporated. We test more. We learn more. We conduct post-occupancy evaluation studies to learn even more. We continue to evolve this portfolio for this product as we test, listen, review even more data and then produce more solutions. Now you'll have to ask yourself, "When is a chair not just a chair?" Or any other solution we may generate.

We live the insights-driven philosophy. It's part of our DNA. We care deeply about developing multiple solutions for the active learning educational environment to provide our clients' choices. In that process we will continue to share our knowledge where appropriate to

advance the body of knowledge relative to this important market place. In a world of speed, of trying to design appropriate solutions, designers and education administrators are challenged to "get it right," or at least as close to right as possible. Using EBD helps that effort.

Evidence-based Design is the right approach at the right time, guiding design solutions (e.g., CEUs, products and applications) for education. ●

¹ Everblue, Retrieved April 18, 12 from: <http://www.everblue.edu/leed-certification?gclid=CKS3x9ajv68CFYRM4Aodgwz7yw>



activate learning

Introducing **Verb™**, the first integrated collection of classroom furniture designed to support active learning in the classroom. Verb is flexible, mobile and infinitely reconfigurable – offering a full range of teaching and learning styles on demand. It can help activate learning in any classroom and improve student success.

steelcase.com/educationsolutions



Verb: for the many modes of learning

GROUP



LECTURE & TEST



DISCUSSION

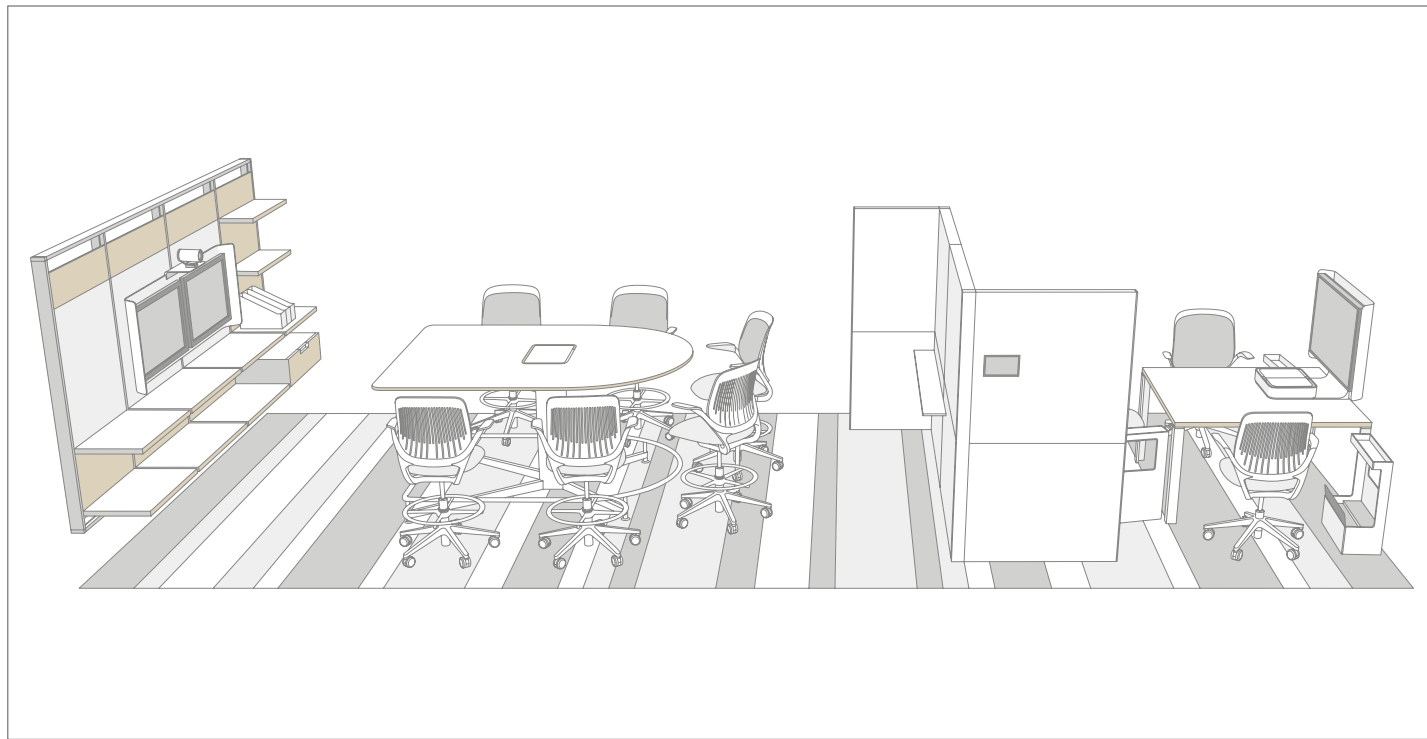


GROUP W/ TEAM TABLE

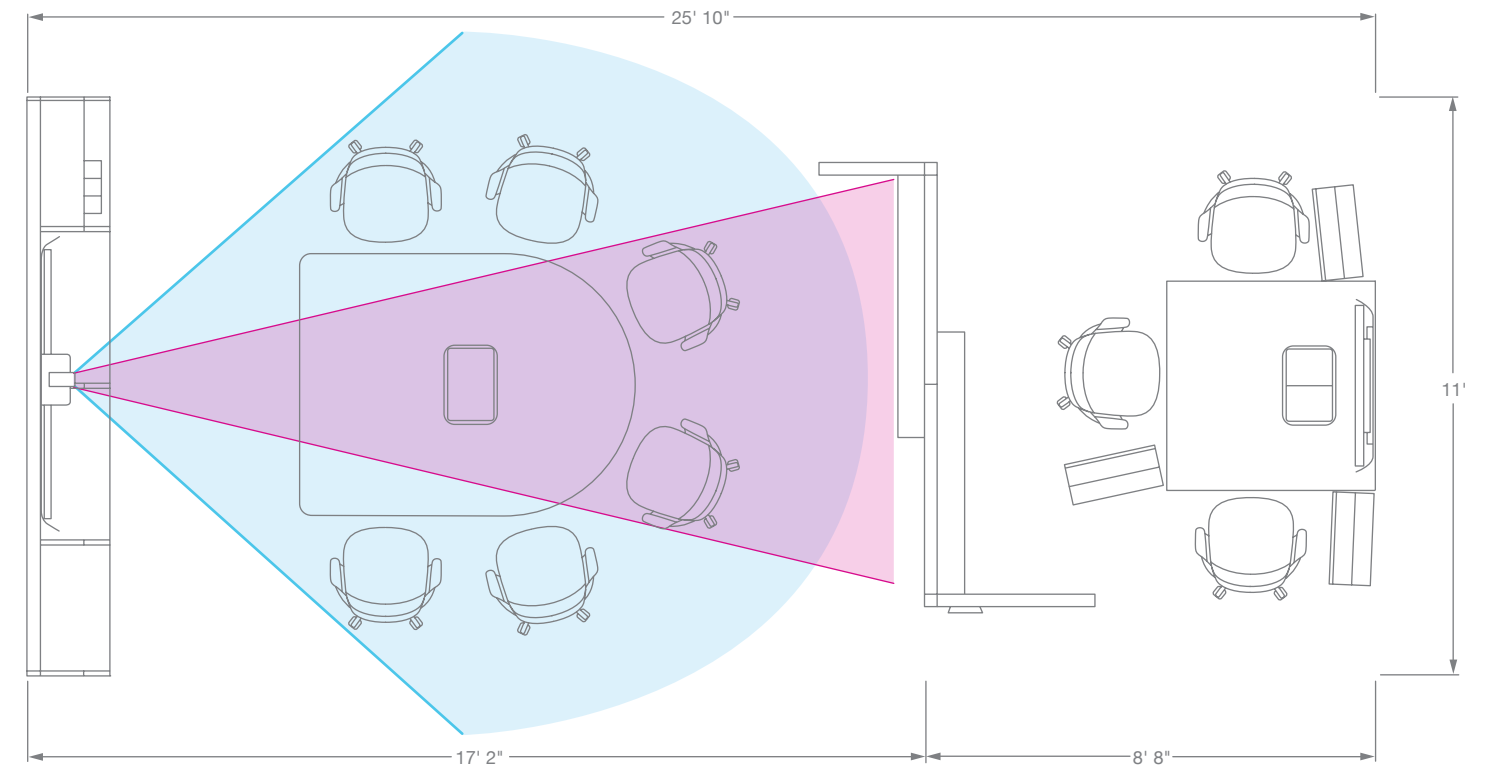


DESIGN APPS

Innovative application ideas designed for generative collaboration.



A collaboration setting that supports the sharing of digital and analog content among both local and distributed team members, allowing them to create, analyze and transform information in a highly interactive and democratic way.



This collaboration destination leverages furniture with integrated technology and marker boards to help teams share ideas seamlessly and quickly – locally or over distance. Sight lines have been thoughtfully established to ensure far-end participants have visibility to near-end participants and their near-end marker board content.

The wall solution hosts technology and cabling, while providing shelving for reference materials, hospitality or unpacked personal items.

An adjacent setting offers the same collaboration technologies and marker board capability found in the initial setting, in a space designed for a smaller group the large light delivers a sense of shelter and helps to define the space. Mobile storage on the floor lets workers unpack and work out of their bags during the meeting.

Products shown: media:scape® table, media:scape® mini, Flexframe™ with media:scape®, Answer® panel, RoomWizard® scheduling system, and cobj® seating.

▲ KEY: CAMERA ANGLES AUGMENT COLLABORATION

BLUE: All near-side participants are visible to far-side participants.

PINK: Far-side participants can see content captured on the marker board.

ATOMS + BITS



◀ CELEBRATING AROUND THE WORLD

Around the world Steelcase employees are celebrating the company's centennial anniversary. From Kuala Lumpur to Grand Rapids, Michigan, to Reynosa, Mexico, Hong Kong and Madrid, Spain (just to name a few), employees are being encouraged to find their own creative ways to mark this big milestone.



◀ FLORENCE WOULD BE IMPRESSED

Nurture® by Steelcase earned a fourth prestigious Nightingale Award at the annual Healthcare Design Conference for its new Empath recliner. Empath is a crucial step forward in the patient care process — one developed entirely from real-world insights which included more than 2,000 hours of observation, photography and video research into what occurs between patient and caregiver as it relates to the recliner.

Nurture's Director of Product Design, Alan Rheault said, "by putting ourselves in their shoes and being empathetic to the realities of both patients and caregivers, Empath creates a safer, higher quality healthcare experience for both. It is truly a complete healthcare solution."

The Nightingale Awards honor new healthcare products and are awarded based on the product's contribution to the quality of healthcare, functionality, quality, aesthetics, environmental sustainability and pricing.



▲ PUTTING SCRAP TO GOOD USE

In Strasbourg, France, Steelcase has donated scrap fabric to make pencil cases in support of CISV (Children's International Summer Villages), an international association in support of peace.

The program was started by Executive MBA students studying sustainable development at the Management School of Strasbourg. The handmade pencil cases are created by unemployed women as part of Libre Objet, a Strasbourg-based association that helps people experiencing social and professional challenges find employment.

CISV buys the pencil cases and resells them at their annual meeting where more than 300 participants from 50 countries attend each year. *Sustainability, Education and Peace* is their theme this year.



▲ TURNSTONE JOINS AS A PARTNER TO STARTUP AMERICA

turnstone, a Steelcase brand, has joined Startup America as one of only 50 partnerships contributing to more than \$1.2 billion in products and services offered to growing U.S. companies. The Startup America Partnership is bringing together an alliance of major corporations, funders, service providers, mentors and advisors working to dramatically increase the prevalence and success of high-growth enterprises in the U.S.

"turnstone is proud to partner with Startup America and we believe our partnership will help business owners be more successful," said Kevin Kuske, turnstone general manager. "Great spaces are part of great companies and need to work as hard as the companies themselves." turnstone has committed to provide more than \$1 Million in potential savings to companies.



▲ HIGHLY ADMIRER

Steelcase Inc. has been recognized as one of FORTUNE magazine's 2012 "Most Admired Companies". Steelcase is ranked sixth overall in the Home Equipment, Furnishings industry sector, and is joined by notable and global brands such as Whirlpool, Tupperware Brands and Electrolux.

"Steelcase is humbled to be among FORTUNE magazine's 'Most Admired Companies' and to join such a well-respected group of industry leaders in the sector," said James P. Hackett, president and CEO of Steelcase Inc.

FORTUNE's rankings are published each year and reflect the observations and opinions of executives who rate their peers and competitors on nine different aspects.



◀ CREATING BETTER MEETING EXPERIENCES

Marriott Hotels & Resorts, Steelcase and IDEO have announced they are collaborating to design, create and test innovative concepts and solutions for the future of work and meetings in hotels.

"We are designing hotels for a new generation that is used to working how, where and often times whenever they want," said Paul Cahill, senior vice president, Brand Management, Marriott Hotels & Resorts. Together, with Steelcase and IDEO, we are excited to collaborate on the Future of Work, a working

innovation lab designed to create solutions that innovate, elevate and evolve the hotel work experience."

Ten prototypes that create new technology, space and service experiences were previewed at Marriott's Manager Conference in Los Angeles this March.

"With business executives working remotely more frequently, work has to go where they go," said Mark Greiner, chief experience officer, Steelcase. "By bringing choice and control to a hosted-meeting environment, we are delivering an unparalleled proposition for today and tomorrow's global worker."



100
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