

Lost in Space

How the C-Suite can get employees back
in the office....



Lauren Pollack
Exec. Workplace Strategy



David George
CEO



Mbali Chaise
Workplace Strategy



Mark Bradshaw
VP



Dr. Craig Knight
PhD MSc HRF (Exon)
CPsychol BSCAH,



Iain Clarke
Project Director



Lis Gleed
Change Manager

OUR MISSION

- ✓ Enabling innovation & success for our clients through their work and place
 - ✓ Creating people-centric, inspiring workplaces
 - ✓ Providing purposeful, evidence-based designs
- ✓ Guiding organizations to discover and embrace flexible ways of working

OUR CLIENTS







Through the business lens

- Seen as a symbol of success/substance
- A place where people and processes can be regulated
- A place that enables greater conformity of behavior and culture
- A place where managers feel status

Through the employee lens

- A place that takes a lot of commuting time and effort
- A place to get distracted by co-workers
- A place where traditional worksettings are unsuitable
- A place where the Wi-Fi is weaker than at home and the technology is outdated

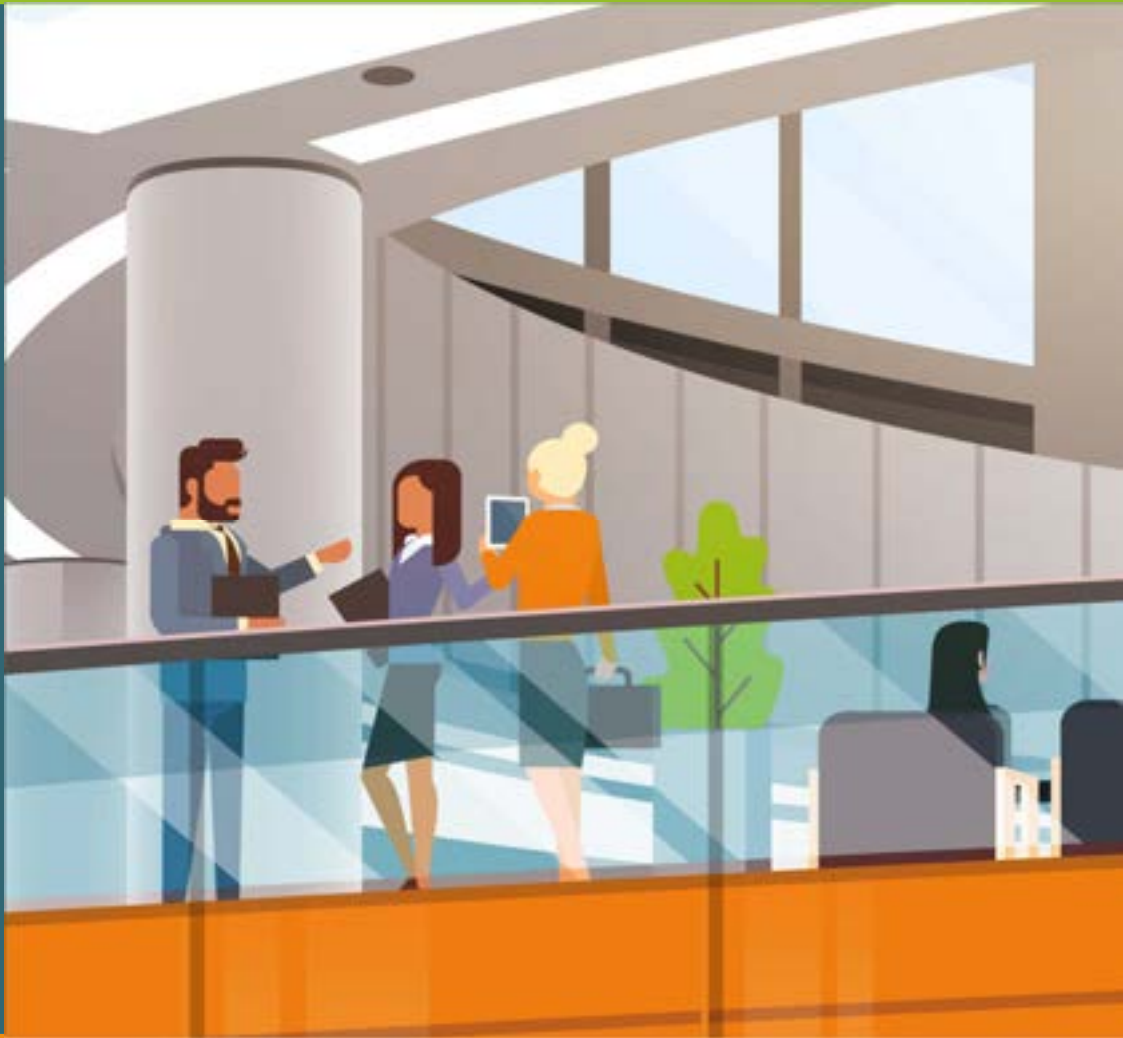


CEO:

“I want more people back in the office!”

EMPLOYEE:

“I’m good, thanks!”



So, here's what we need to do.





WHAT IS WORK?

1

FORMALIZE
THE WAY OF
WORKING

Let's take a look at what work actually is.

Work is a range of differing activities and interactions with internal and external people. Activities often include training, general process work, meetings, brainstorming, and collaboration.

But each role is different.

No one would argue that the accountant's daily activities and interactions are the same as the marketing team's activities.

Let's dig deeper into this.



1
FORMALIZE
THE WAY OF
WORKING



REMOTE WORKING



IN-PERSON WORKING



FOCUS/CONCENTRATION



GENERAL DESK / PROCESS



CALLS/VC



INFORMAL/ADHOC DISCUSSION



FORMAL/CONFIDENTIAL MEETINGS

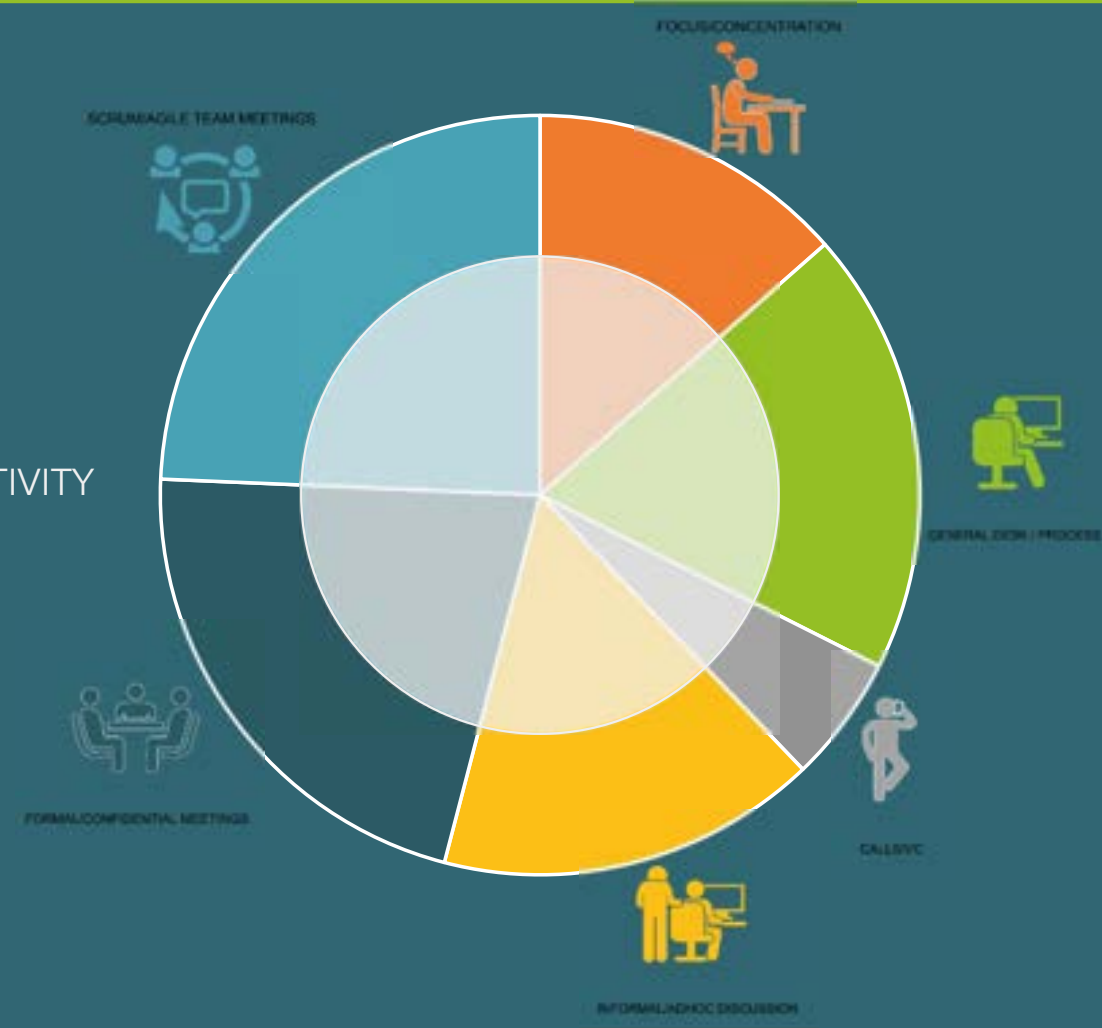


SCRUM/AGILE TEAM MEETINGS

ACTIVITIES QUANTIFIED BY TEAM

1
FORMALIZE
THE WAY OF
WORKING

TIME SPENT ON EACH ACTIVITY



1
FORMALIZE
THE WAY OF
WORKING

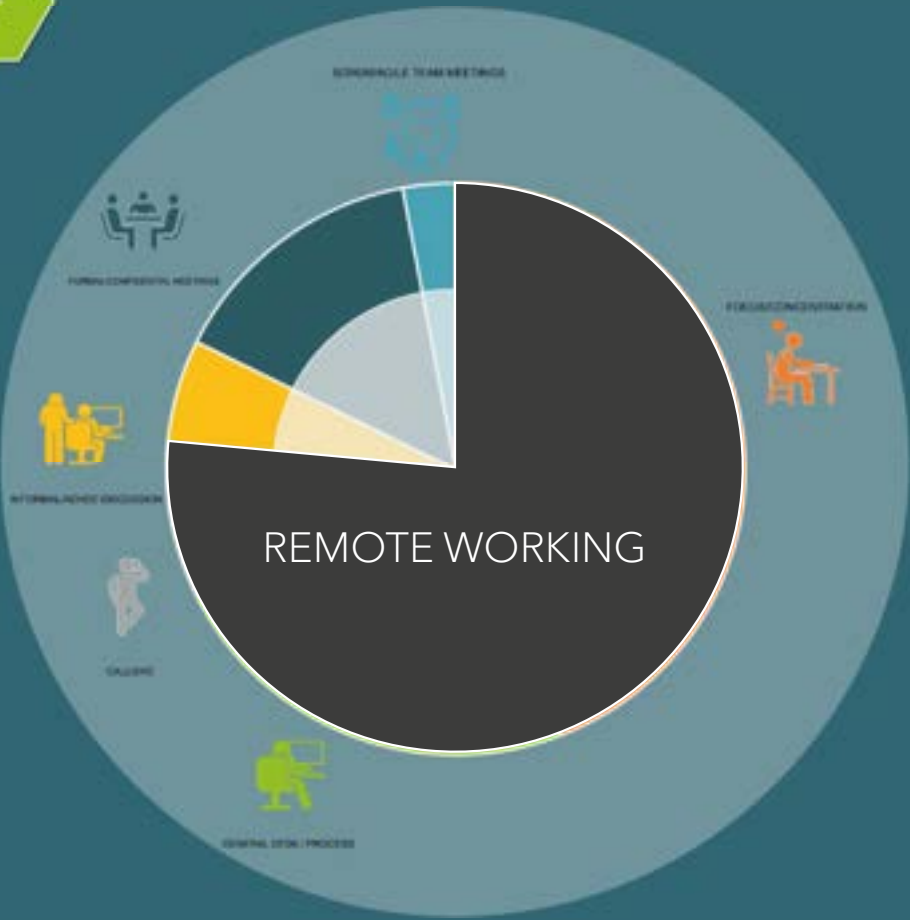
IN-PERSON WORKING



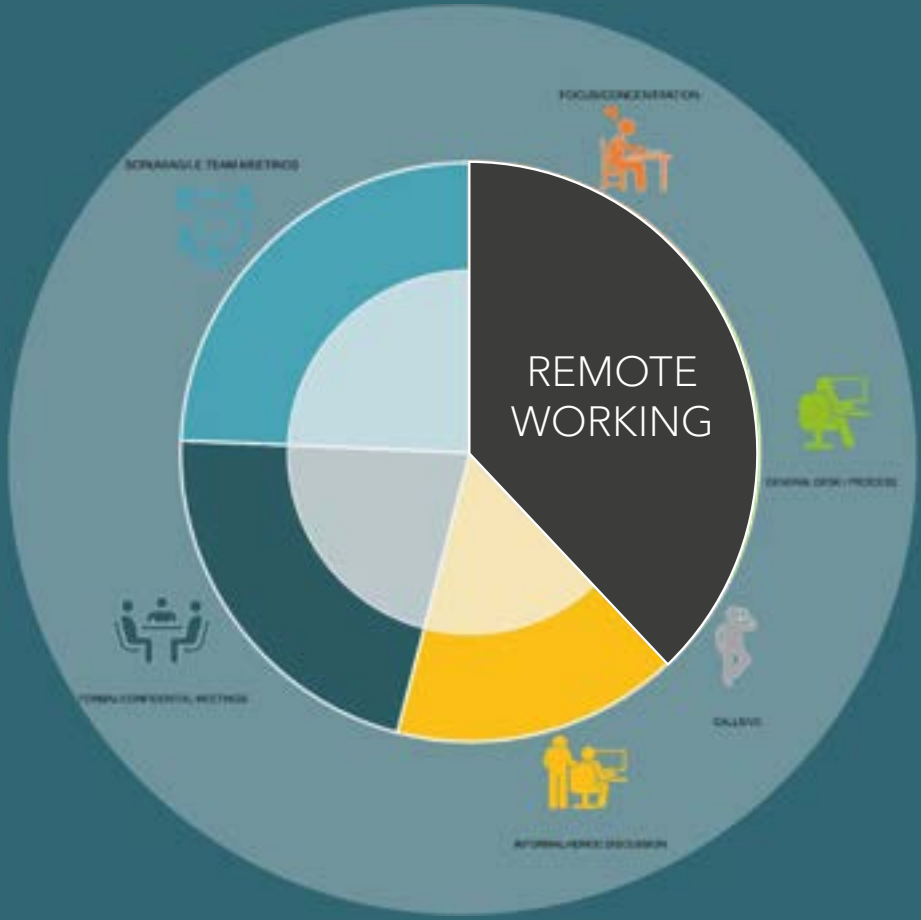
REMOTE WORKING

1
FORMALIZE
THE WAY OF
WORKING

ACCOUNTS



MARKETING



1

FORMALIZE
THE WAY OF
WORKING

We have concluded that each team's roles and activities are different,
so why would a "one size fits all" occupancy solution work?

It doesn't.

Unless you like paying \$\$\$ to cover the huge cost and loss of productivity
caused by high attrition rates.

We need to be more innovative than that.

EXPLICIT WORK ACTIVITIES

1

FORMALIZE
THE WAY OF
WORKING

Productive, or not.

The challenge is that employees have felt productive working remotely during the pandemic, so “why change?”

Work is more than completing **explicit activities**, such as daily tasks, emails, reports, calls, creating content or achieving milestones.

Some refer to these as being Alpha activities.



IMPLICIT WORK ACTIVITIES

1

FORMALIZE
THE WAY OF
WORKING

Wider Role Responsibility

An employee's contribution to their role, team, and the business extends beyond daily tasks to a range of **implicit**, or Beta contributions.

Such as:

- ✓ Strengthening connections and relationships
- ✓ Enhancing the onboarding experience
- ✓ Personal and team career development
- ✓ Aligning of team cultures
- ✓ Innovation and knowledge sharing

Connections
&
Relationships

1

Onboarding
Experience

2

Early in
Career
Development

3

Culture
Alignment

4

Knowledge
Exchange

5

The challenge is to encourage more mature employees, who are confident in their jobs, back into the space as role models and mentors.

FORMALIZING HOW WE WORK

1

FORMALIZE
THE WAY OF
WORKING

Formalizing the new way of working

Firstly, engage with employees to understand their activities, interactions, and preferences.



Blend in the 5 key reasons why they may need to come back more than they self-select.



Work with teams and their leaders, using the data with their insights, to co-create working arrangements and protocols, a Team Agreement.



Have the protocols and all Team Agreements reviewed and approved by the Board.



1

FORMALIZE
THE WAY OF
WORKING

Formalizing the new way of working

Make it a slow transition into the new way of working.

This is best enabled through events and team/all-hands meetings coordinated across a building to encourage the feeling of team and community in the spaces.

Importantly, to get people back into the habit of commuting.

Now you know why you need a workplace consultant!



- ✓ ENGAGE EMPLOYEES
- ✓ 5 REASONS
- ✓ TEAM AGREEMENTS
- ✓ BOARD APPROVAL



FLEXIBLE WORKPLACE FOR HYBRID WORKING

2

UNDERSTAND
THE
WORKPLACE
DESIGN

On the next slides, we will share the components of an office that will help attract the optimal number of employees back into the space.

But remember, these interventions will do little to bring people back if they haven't already gone through the four steps on the earlier slide.

Firstly engage with employees to understand their activities, interactions and preferences.



Blend in the 5 key reasons why they need to come back more than they may self-select.



Work with teams and their leaders using the data with their insights to co-create working arrangements and protocols, a Team Agreement.



Have the protocols and all Team Agreements reviewed and approved by the Board.



IN OFFICE PREFERENCES

2

UNDERSTAND
THE
WORKPLACE
DESIGN

COMMUNITY



2

UNDERSTAND
THE
WORKPLACE
DESIGN

So, what *is* the purpose of the office in a hybrid model?

- ✓ A place to bring people together to socialize in their team and across verticals
- ✓ A place for informal and formal meetings that allow people to interact with a wider range of contacts than their immediate co-workers
- ✓ A place where people learn through observation about the processes, behaviors, and '*how to get work done*', from the more experienced workers, aligning the culture across the organization
- ✓ A place that can also support deep focus and other work modes



FLEXIBLE OFFICE WORKSETTINGS

2

UNDERSTAND
THE
WORKPLACE
DESIGN

If we're returning to the office principally to collaborate, then desks & cubicles are no longer the currency of office space.

We need more spaces we can collaborate in, and fewer individual focus spaces.



2 UNDERSTAND THE WORKPLACE DESIGN





Central Support



Informal Collaboration



Specialist Space



Individual Workspace



Welfare



Meeting Rooms



Storage / Lockers

2

UNDERSTAND
THE
WORKPLACE
DESIGN

- ✓ Out with the individual offices and cubes, and in with more formal and informal collaboration spaces.
- ✓ Assign neighborhoods, not desks, for teams to create communities.
- ✓ But bring in some quiet focus spaces, too. Acoustical treatment is essential to success.



2

UNDERSTAND
THE
WORKPLACE
DESIGN

- ✓ Bring the home comforts into the office, a good pantry(s), or at least snacks for smaller businesses, good coffee and healthy drinks.
- ✓ Rotate food offers and events in these spaces.
- ✓ If not in the clients own space, preferable and definitely include kitchen/café type spaces, then within the building as a landlord provided amenity.
- ✓ Employees are looking for more residential style designs, moving away from the cold corporate feel.

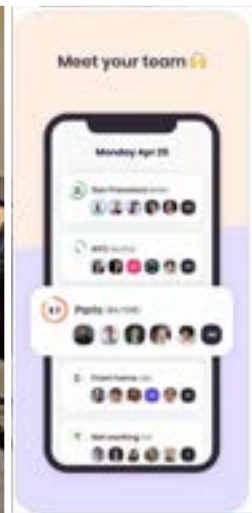


FLEXIBLE WORKPLACE TECHNOLOGY

2

UNDERSTAND
THE
WORKPLACE
DESIGN

- ✓ Technology that works better and faster than at home, frictionless connection to hardware, and improved VC facilities
- ✓ Consistent Wi-Fi that allows laptops to be moved around the building without losing connection
- ✓ Consider the use of apps to enhance the experience for desk, worksetting, and room bookings at the very least
- ✓ We need to make the transition from home to office space as frictionless as possible



WORKPLACE LOCATION

2

UNDERSTAND
THE
WORKPLACE
DESIGN

People want for their commute to be 'worthwhile.'

Ideally, an office location(s) that is close to other amenities, such as coffee shops, bars, and restaurants, adds value to the employees' office experience.





- ✓ WORKSETTINGS
- ✓ RESIDENTIALIZED
- ✓ AMENITIES
- ✓ LOCATION
- ✓ TECHNOLOGY



HOW MUCH SPACE IS NEEDED?



Right sizing the real estate is a key ingredient of success...
 Why? **Because it creates a sense of community.**

Once we have the data from the employee engagement phase, we can calculate how many worksettings of each type are needed.

And since we know the sizes of the worksettings, we can calculate the overall space and ideal floor sizes.

This is where growth or contraction forecasts, as well as business priorities from the interviews, are brought into play.



ASPIRE HQ Demand

Category	Item	Unit	Area (sq. ft.)	Volume (cu. ft.)	Weight (lbs.)	Value (\$)
Primary Workspaces	Individual Workspaces					
	Desk	100	100	100	100	100
	Touchdown	100	100	100	100	100
	Focus Booth	100	100	100	100	100
	Study Pod	100	100	100	100	100
	Touchdown	100	100	100	100	100
	Focus Booth	100	100	100	100	100
	Study Pod	100	100	100	100	100
	Touchdown	100	100	100	100	100
	Focus Booth	100	100	100	100	100
Informal Workspaces	Informal Workspaces					
	Huddle Booth	100	100	100	100	100
	Informal Meeting Zone	100	100	100	100	100
	High Bench Meeting Zone	100	100	100	100	100
	Project Area	100	100	100	100	100
	Lounge Area	100	100	100	100	100
	Refreshment Tea Point	100	100	100	100	100
	Wellbeing Room	100	100	100	100	100
	Multitask Room	100	100	100	100	100
	Workstation & Corporate Office	100	100	100	100	100
Social Spaces	Social Spaces					
	Refreshment Tea Point	100	100	100	100	100
	Wellbeing Room	100	100	100	100	100
	Multitask Room	100	100	100	100	100
	Workstation & Corporate Office	100	100	100	100	100
	Meeting Rooms	100	100	100	100	100
	Informal Forum	100	100	100	100	100
	Refreshment Tea Point	100	100	100	100	100
	Wellbeing Room	100	100	100	100	100
	Multitask Room	100	100	100	100	100
Support Spaces	Support Spaces					
	Reception	100	100	100	100	100
	Post Room	100	100	100	100	100
	Server	100	100	100	100	100
	Resource Hub	100	100	100	100	100
	First Aid	100	100	100	100	100
	Desk	100	100	100	100	100
	Touchdown	100	100	100	100	100
	Focus Booth	100	100	100	100	100
	Study Pod	100	100	100	100	100



44,225*
 sq. ft. across one or multiple locations

WORKSPACE DISTRIBUTION

3

RIGHT SIZE
THE REAL
ESTATE

Now that we know how much space the company needs, we can take a look at employee and client demographics.

Many companies recruited a more geographically dispersed workforce during the pandemic.

So, a hub-and-spoke approach may be appropriate.

HUB AND SPOKE STRATEGY





- ✓ SENSE OF COMMUNITY
- ✓ TOTAL SF REQUIRED
- ✓ IDEAL FLOOR PLATES
- ✓ DISTRIBUTION OF SPACES

OPTIMIZING WORKPLACE OCCUPANCY

The single, biggest reason why people return to the office...
... is to be with other people.

So, let's confirm the three actions needed to bring people back:



SPRINGER NATURE

Here's one we did previously.





CORPORATE REAL ESTATE **USER** EXPERIENCE

David George
david.george@crux-workplace.com
M: 213-321-1322
www.crux-workplace.com

