

# How to Create a Safer, Friendlier, and More Productive Work Experience

Evolving Research Defining Expectations in the Workplace

8+

Primary Studies

32,000

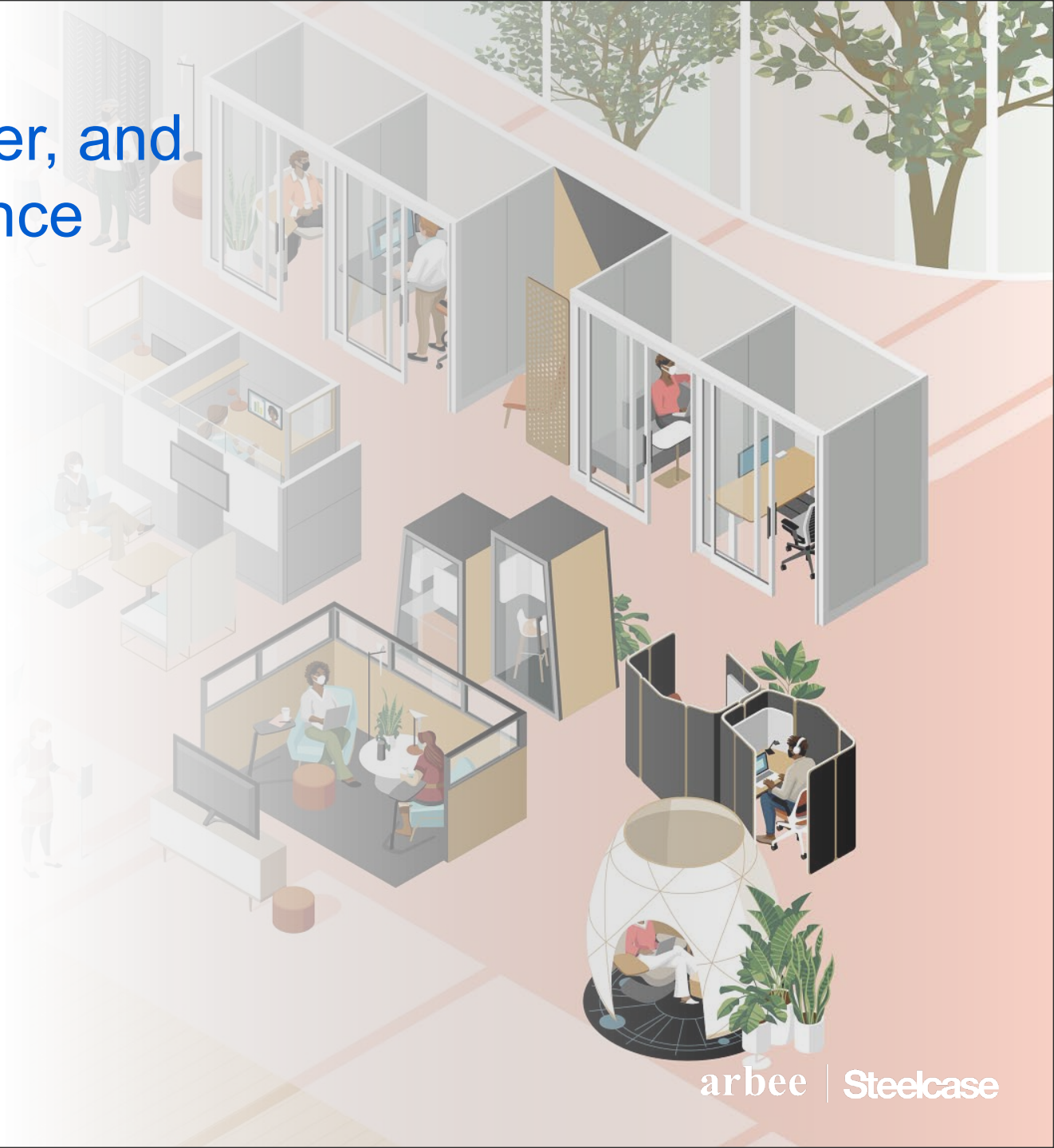
Surveys + Conversations

10

Countries

8,000

Floorplans Analyzed



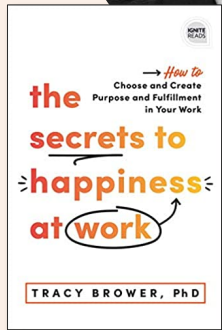
# Panelists



**Tracy Brower**  
PhD, MM, MCRW

**Principal, Applied Research + Consulting, Steelcase**

Dr. Tracy Brower is a PhD sociologist studying the sociology of work, work-life, happiness and fulfillment. She is a principal with Steelcase's Applied Research + Consulting group, and the author of a new book, *The Secrets to Happiness at Work* as well as her previous book, *Bring Work to Life by Bringing Life to Work*. In addition, she is a contributor to *Forbes.com* and *Fast Company*.



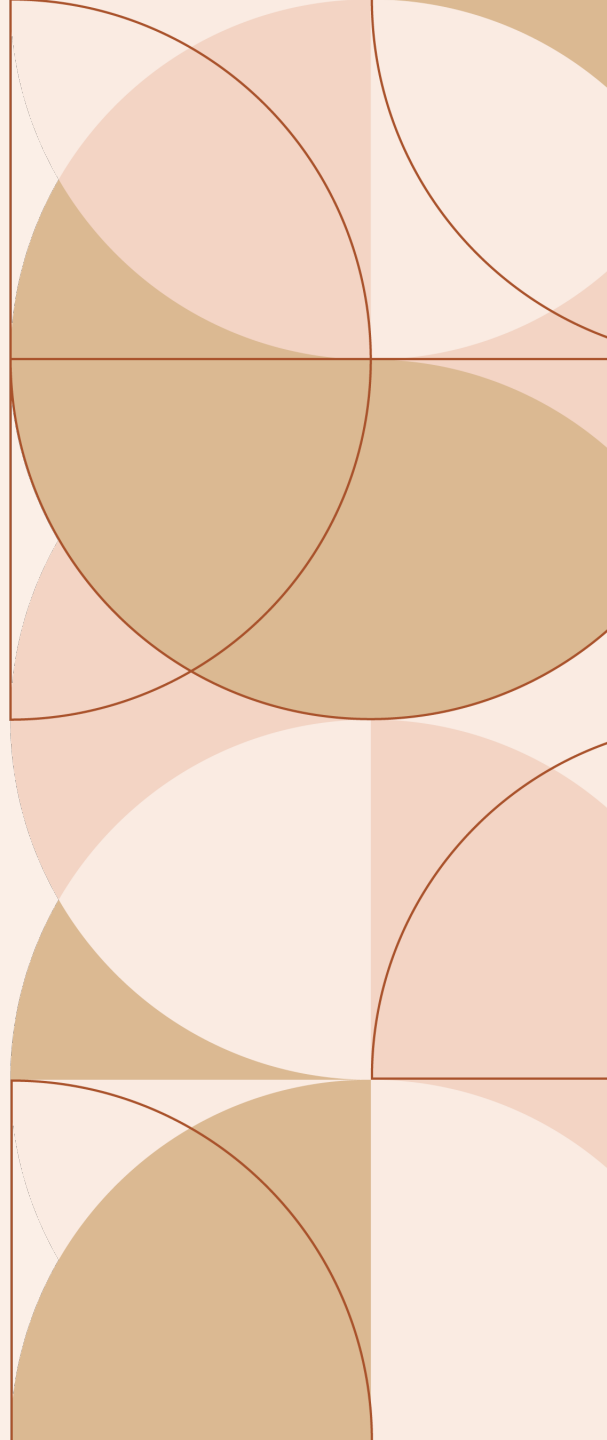
**John Hughes**

**Principal, Applied Research + Consulting, Steelcase**

John Hughes established Steelcase's Workplace Strategies Consulting group and is a Principal in Steelcase's Applied Research + Consulting team. He has more than 20 years of consulting and advisory experience and has led major consulting engagements throughout the Americas, EMEA and AP. John has focused much of the last 10 years globally addressing new ways of working and the challenges associated with adapting workplace strategies reflecting cultural differences.

This will be the most significant  
reinvention of work in our  
experience.

It's not about  
going back to  
the office.



It's about  
going back  
to better.

## Working from home

### People Liked

No commute

**Ability to focus and be productive**

No distractions

Range of settings

### People Didn't Like

Isolation

**Gradually less productive**

Slower decision making

Reduced engagement

## Why people want to come back

### Leaders

**Collaboration**

Host clients

Expand network

**Focus**

### Employees

**Collaboration**

Access to tools

**Focus**

Team belonging

## 5 Things People Need

### Safety

to be safe and feel safe

### Belonging

inclusion, trust and shared purpose

### Productivity

to focus and collaborate

### Comfort

physical, cognitive and emotional

### Control

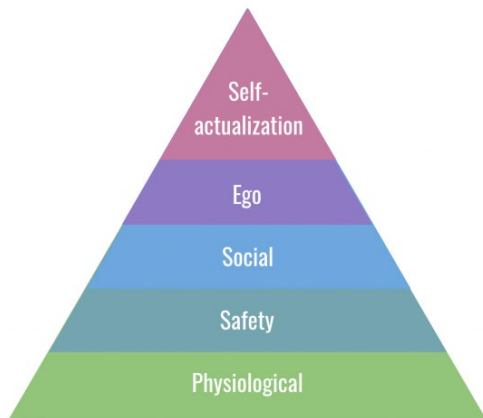
more control over where  
and how they work



# Safety

People's new **health and safety** priorities

Consider psychological safety



## Belonging

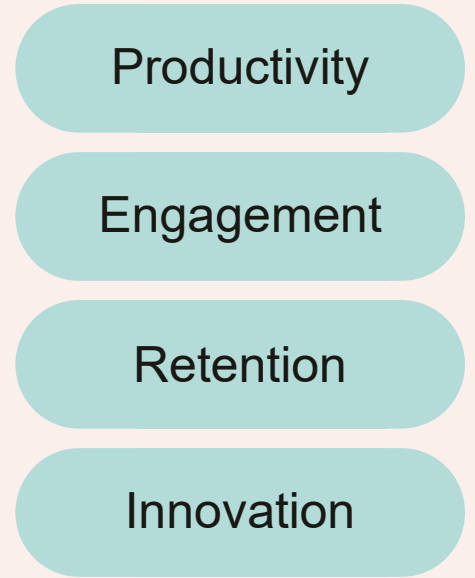
People want a sense of belonging and to feel part of a community at work

The best performers want an office

The best performers feel more connected to the organization



*outcomes*  
.....▶



## Proximity

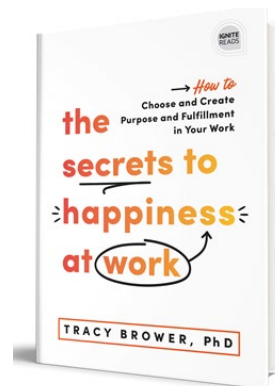
Proximity is the most important determinant of relationships

Real and perceived

Familiarity breeds acceptance

Happiness for individual, team and organizational outcomes

We are hardwired for connection



Future of Work

## Beyond Socializing

Social identity

Social norms

Social learning

Social growth

Social support

Social fabric

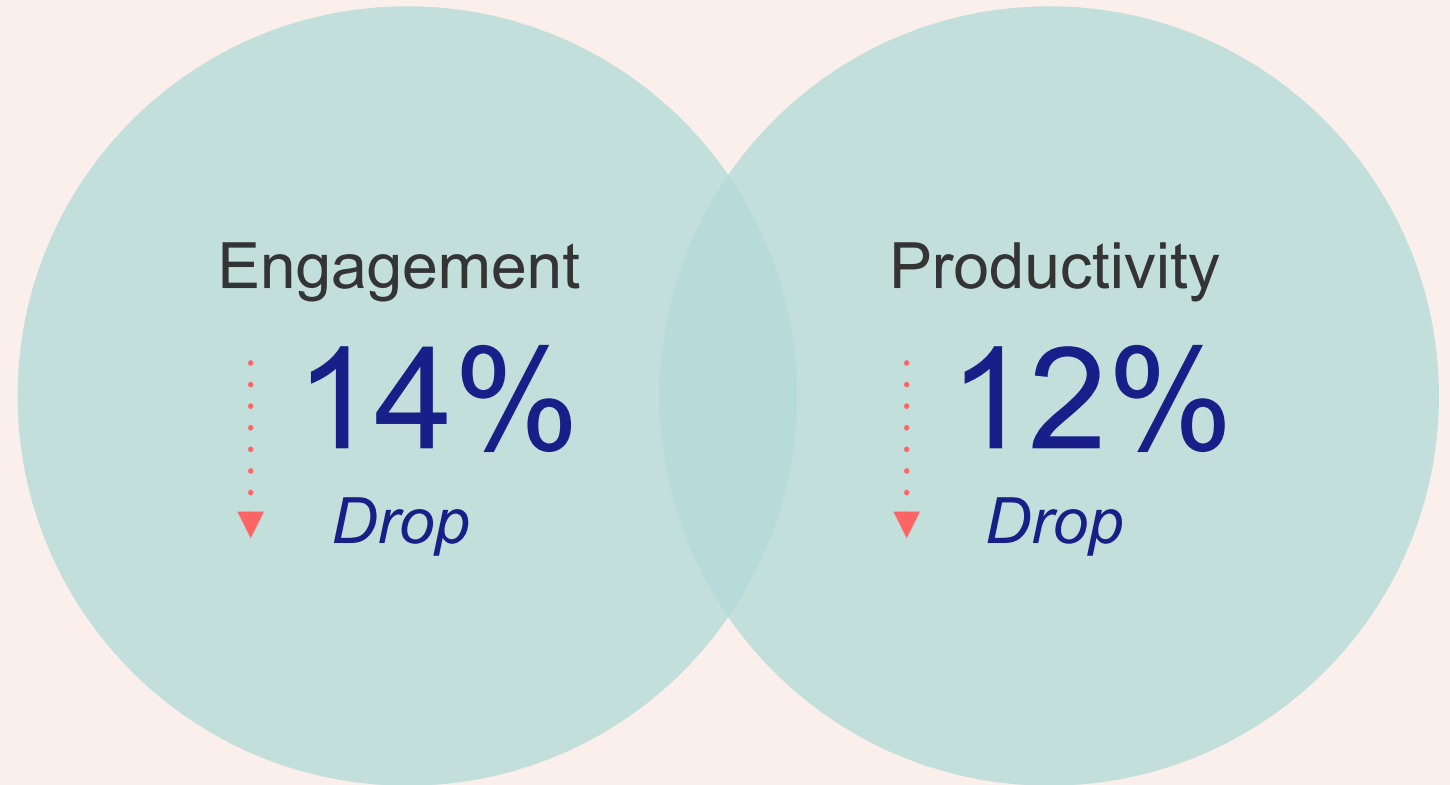
Social capital



## Productivity

Performance suffers when people are unhappy working from home

Innovation also declined 7%



# Productivity

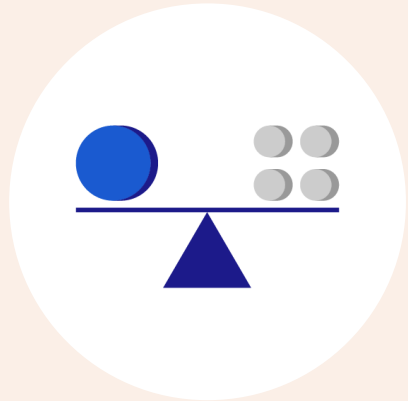
May not be as you thought...

## Challenges:

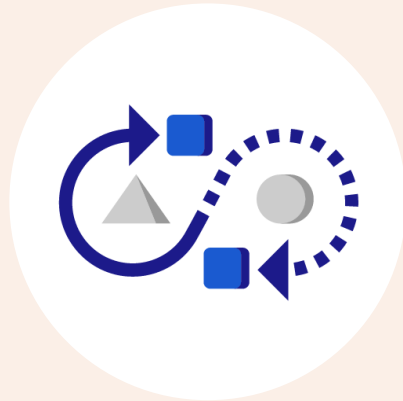
- Panic productivity hits a wall
- More time, not more productivity
- Rote tasks
- Individual tasks
- Soft costs (engagement, retention)



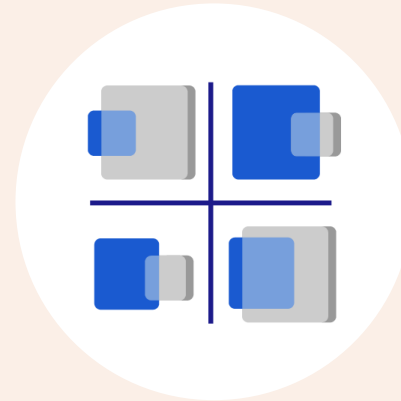
# New Design Principles



Me + We



Fixed to Fluid

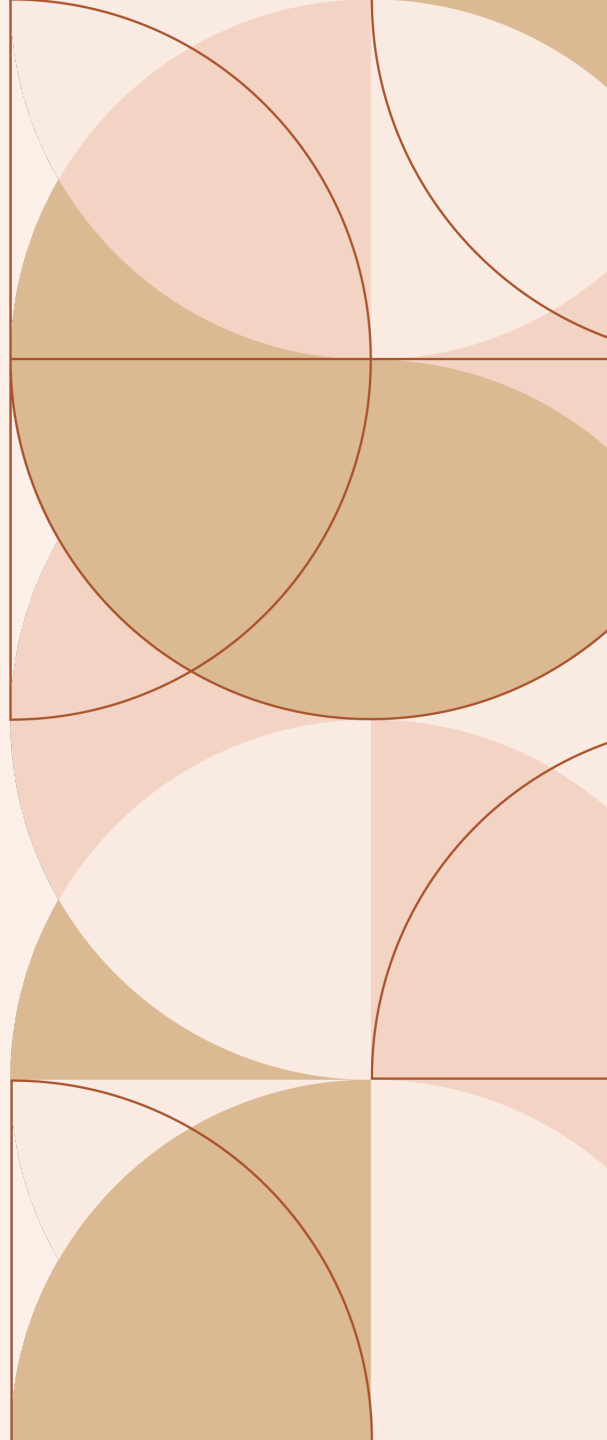


Open +  
Enclosed



Braiding  
Digital + Physical

Hybrid work.



People,  
Place,  
Process,  
Technology.

## Work From Home

has become far more viable

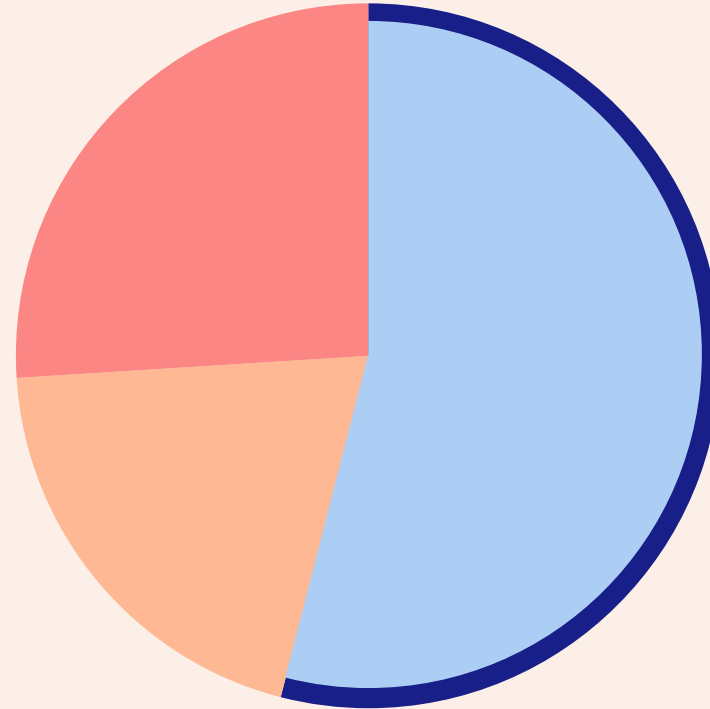
## 72% US Firms

considering some aspect of work from home

## Resurfaced Trend

popular years ago but then went into decline

What are your leaders & people thinking?



54%

preference to work from home

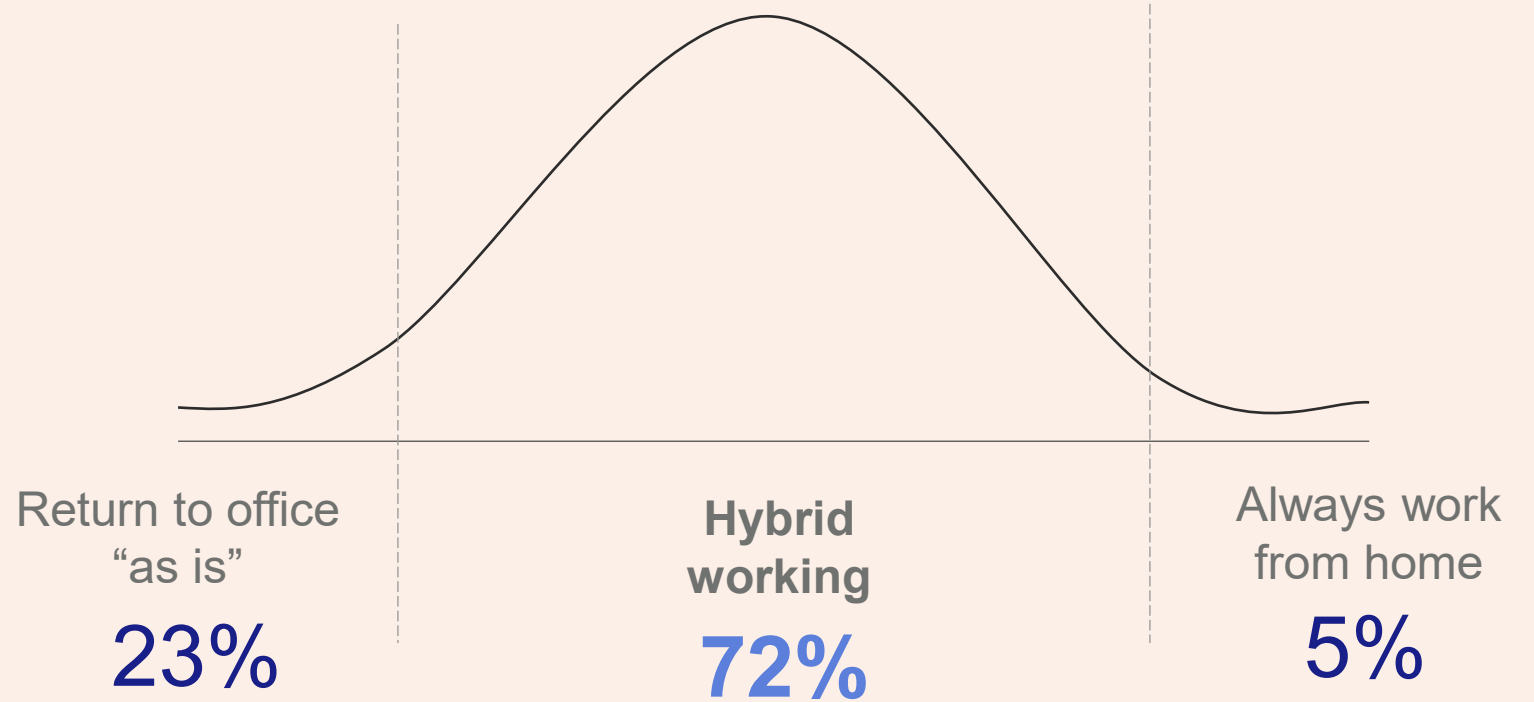
- 1 day a week or less
- 2-3 days a week
- 4-5 days a week

## Hybrid Working

### Becoming the Norm

What is the right balance between working from home and the office?

Who, how much and what numbers and ratios?

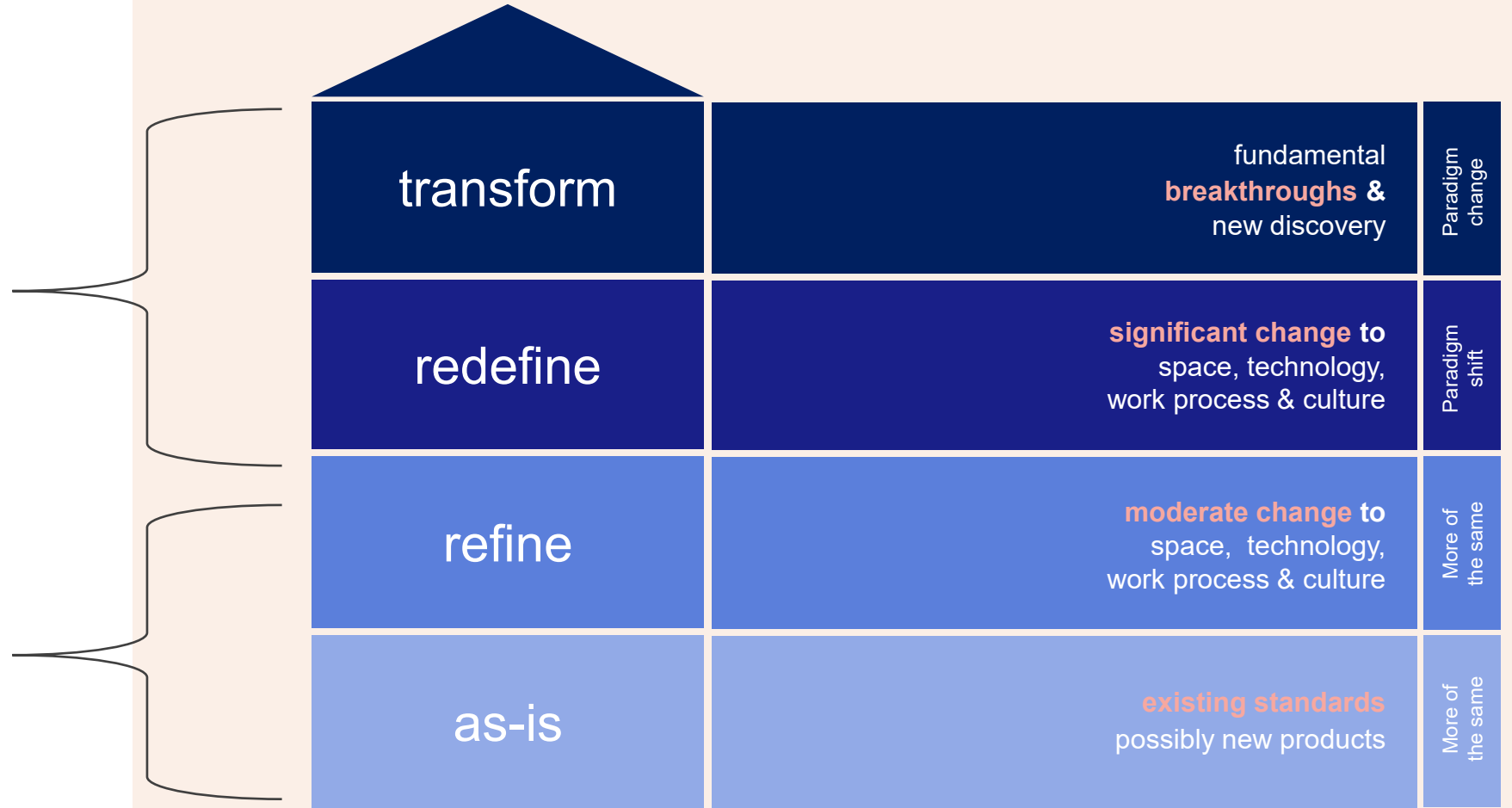


# Hybrid Working

Not a Single Answer

Strategy then Design

Strategy



Work Anywhere

## Hybrid Approaches

### Multiple Methods for Developing Hybrid Solutions

- Job Descriptions
- Staff Preference
- Leader Preference
- Rules of Thumb

Each has unique advantages and disadvantages



# Recommended Hybrid Approaches



## Utilization Studies

### Advantages

- Passive, Quantitative, Data-Driven
- Based on Presence Patterns
- Long history and learnings to support solution development

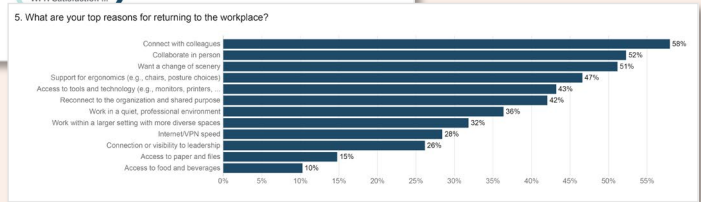
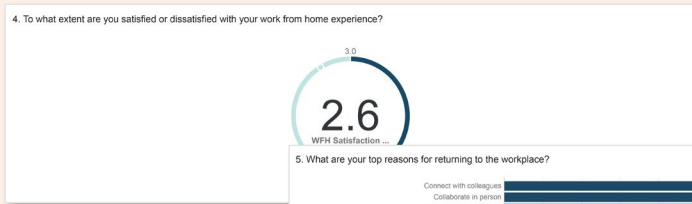
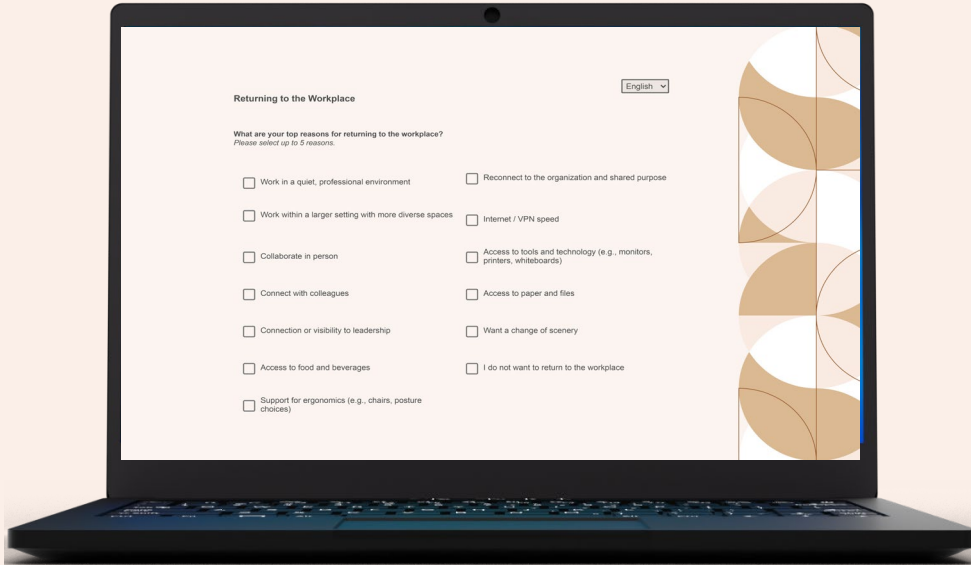


## Persona / Modes

### Advantages

- Active, Quantitative, Data-Driven
- Based on Work Mode Patterns
- Supports optimized organizational performance

# Return to Work | Survey Support



# Concept Review | Application Exploration

CONCEPT REVIEW

## CONCEPTUAL FLOORPLAN

Plan view

CONCEPT REVIEW

## WORK SETTING CONCEPTS

Collection

These application concepts consider the range of user needs within the workspace from individual work to group work and from owned to shared spaces. The intent is to demonstrate an ecosystem of spaces that offers employees choice and control.

CONCEPT REVIEW

## I/OWNED

I/O - 1

CONCEPT  
These dedicated workstations are suited for resident workers who concentrate for hours at a time. Short- and long-term storage makes it easy for workers to stay organized.

FOOTPRINT: 6'6" x 6' = 39.6 s.f.

APPLICATION INCLUDES

- Answer panels
- c.scape desk
- c.scape storage
- Think chair

KEY VIEW

PLAN VIEW