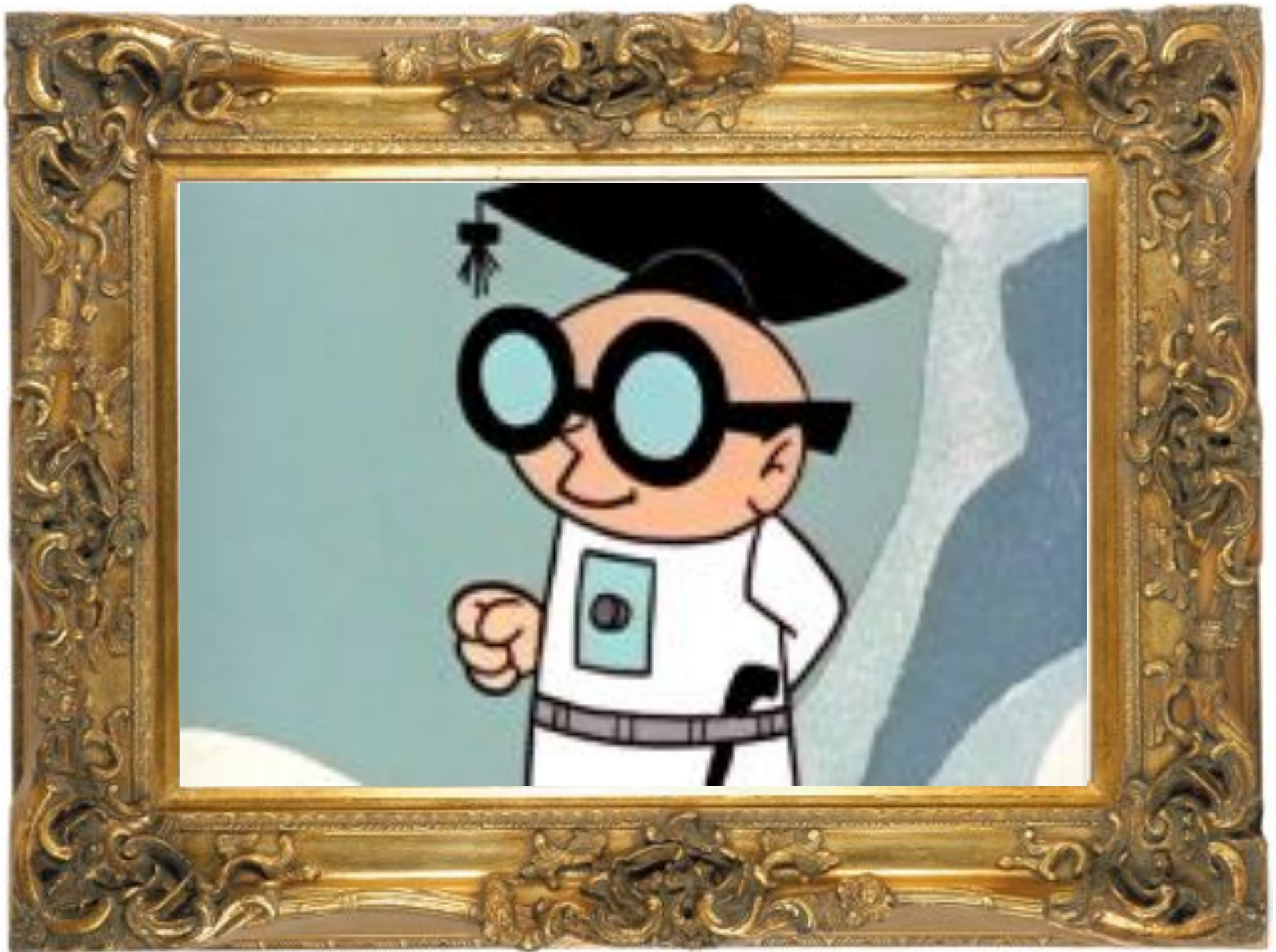


DFMA @ ISS Copenhagen: “New ways of working”



*Future trends
and perspectives?*

*Or, who are we
designing working
environments for?*



I absolutely believe that **work** can be better

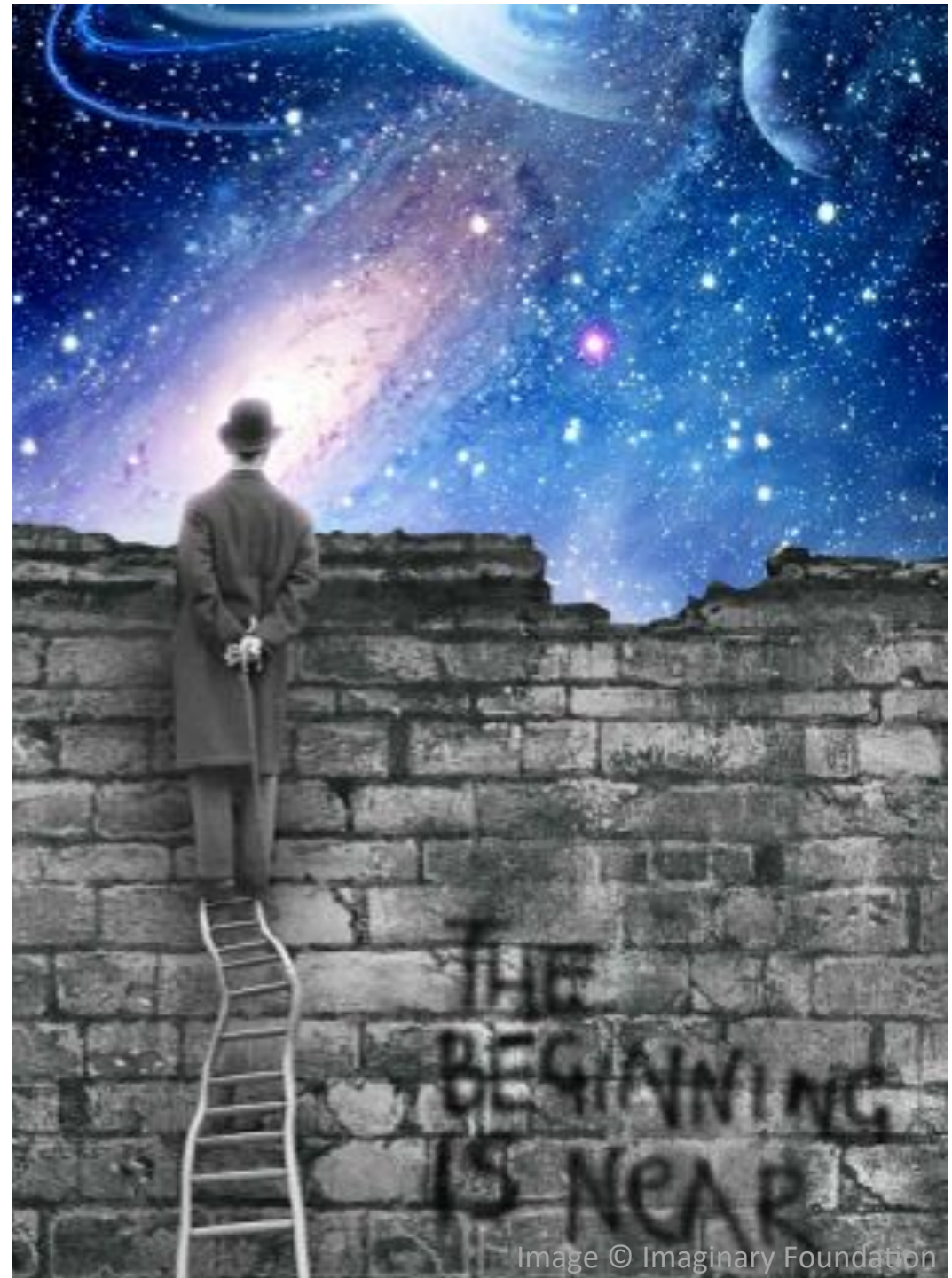


(see for example McEwan, 2012, and Coplin, 2013)

Image © Imaginary Foundation

But I am very dissatisfied...

- Few have worked out how to do this
- Trying to emulate 'exemplars' ...?
- Trying to follow 'best practice' models?
- The power of context
- Have we any clue what we don't know?
- Are we asking powerful (enough) questions?



The image is a movie poster for the film "Groundhog Day". It features a large, vintage-style brass alarm clock on the left side. The clock's face is partially obscured by a semi-transparent horizontal band. Inside the clock's face, the actor Bill Murray is depicted from the chest up, wearing a dark suit and tie, with his hands raised to his face in a "V" gesture. To the right of the clock, the title "Groundhog Day" is written in a large, white, serif font with a slight shadow effect, set against a blue sky with white clouds. Below the title, a smaller line of text reads "He's having the day of his life... over and over again." On the far right, a portion of the actress Andie MacDowell is visible, looking towards the camera with her hand near her chin.

Groundhog Day

Future... present... past...?

He's having
the day

of his
life...

over and
over
again.

Some initial food for thought

- *“In a 2003 survey by Management Today magazine, virtually all (94%) of those responding said that they regarded their [redacted] as a symbol of whether or not they were valued by their employer. Yet only 39% thought that [redacted] had been designed ‘with people in mind’”*
- *“This is the kind of gap which should worry management – and which, were it to occur in any other discipline in business, would almost certainly get urgent attention in the boardroom”*
- ***“A preoccupation with cost may actually destroy value”***

Why?

Open-plan offices were devised by Satan in the deepest caverns of hell

They're bad for concentration, motivation, stress – and they don't even make it easier for employees to communicate, new research indicates

Oliver Burkeman

Follow @oliverburkeman

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theguardian.com, Monday 18 November 2013 15:00 GMT

Jump to comments (258)



Almost 60% of cubicle workers and half of all those in fully open-plan offices cited lack of sound privacy as a frustration. Photograph: Getty

In case you still needed persuading that open-plan offices were devised by Satan himself in one of the deepest caverns of hell, the Harvard Business Review delves into new research showing just how frustrating people find them – and just how paltry, on the other side of the scale, are the benefits they bring. Using data from surveys of 42,700 American office

Why?



Holy grails of FM?

- *Economy*
- *Efficiency*
- *Effectiveness*

(and/or *Expression*,
after DEGW)

(and/or *Environment*,
after Marmot)

(see for example Akhlaghi, 1996)

Image © Columbia Tristar



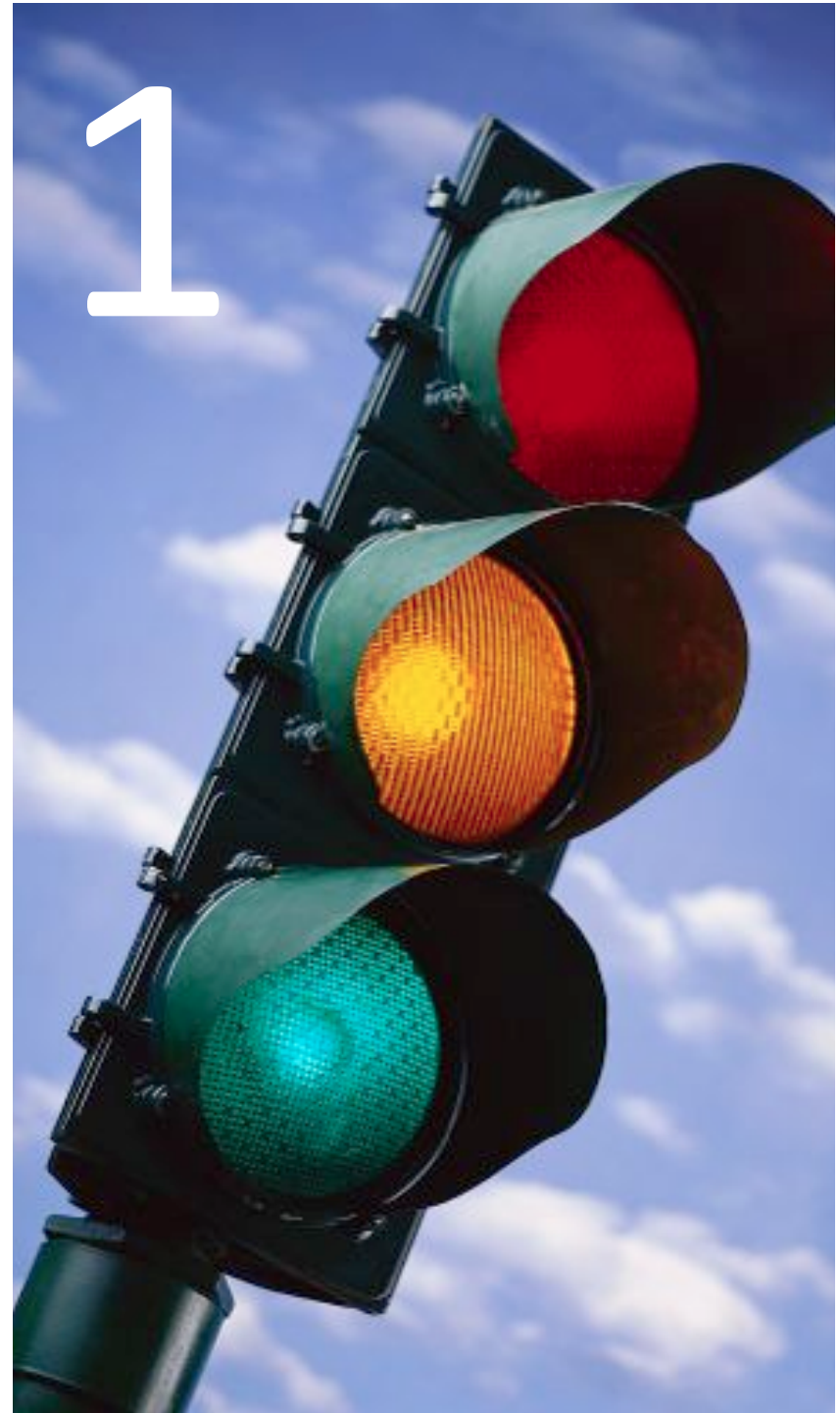
A satellite-style map of Europe, showing the continent in shades of green and brown, with dark blue oceans and lighter blue coastal waters. The map is oriented vertically, with the top of the continent at the top of the frame. The word "Context" is written in white, sans-serif font in the upper right quadrant of the map.

Context

- Northern European / Scandinavian exemplars
- An Anglo/American dominant global mindset?
- Well, let's see...

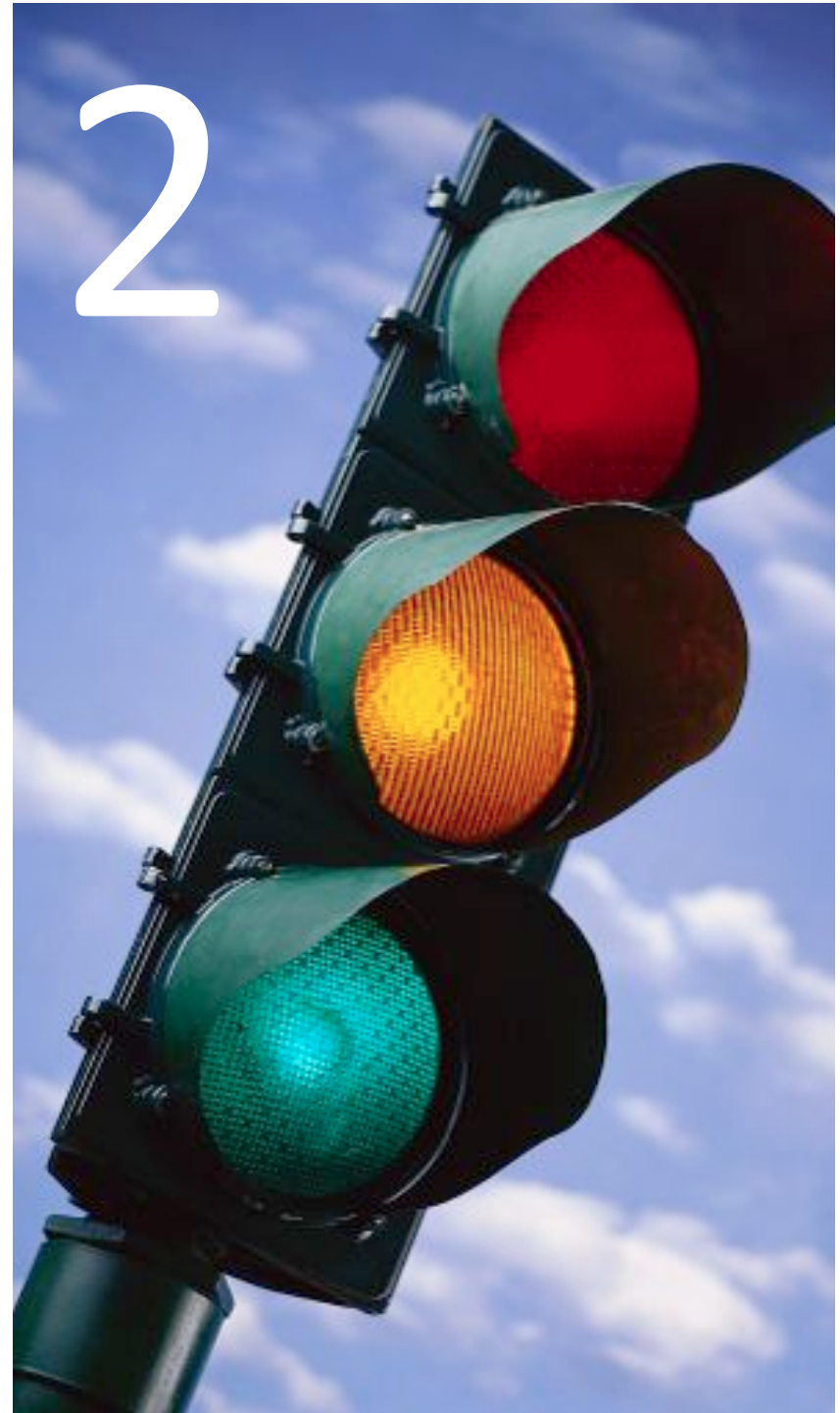
Does your workplace

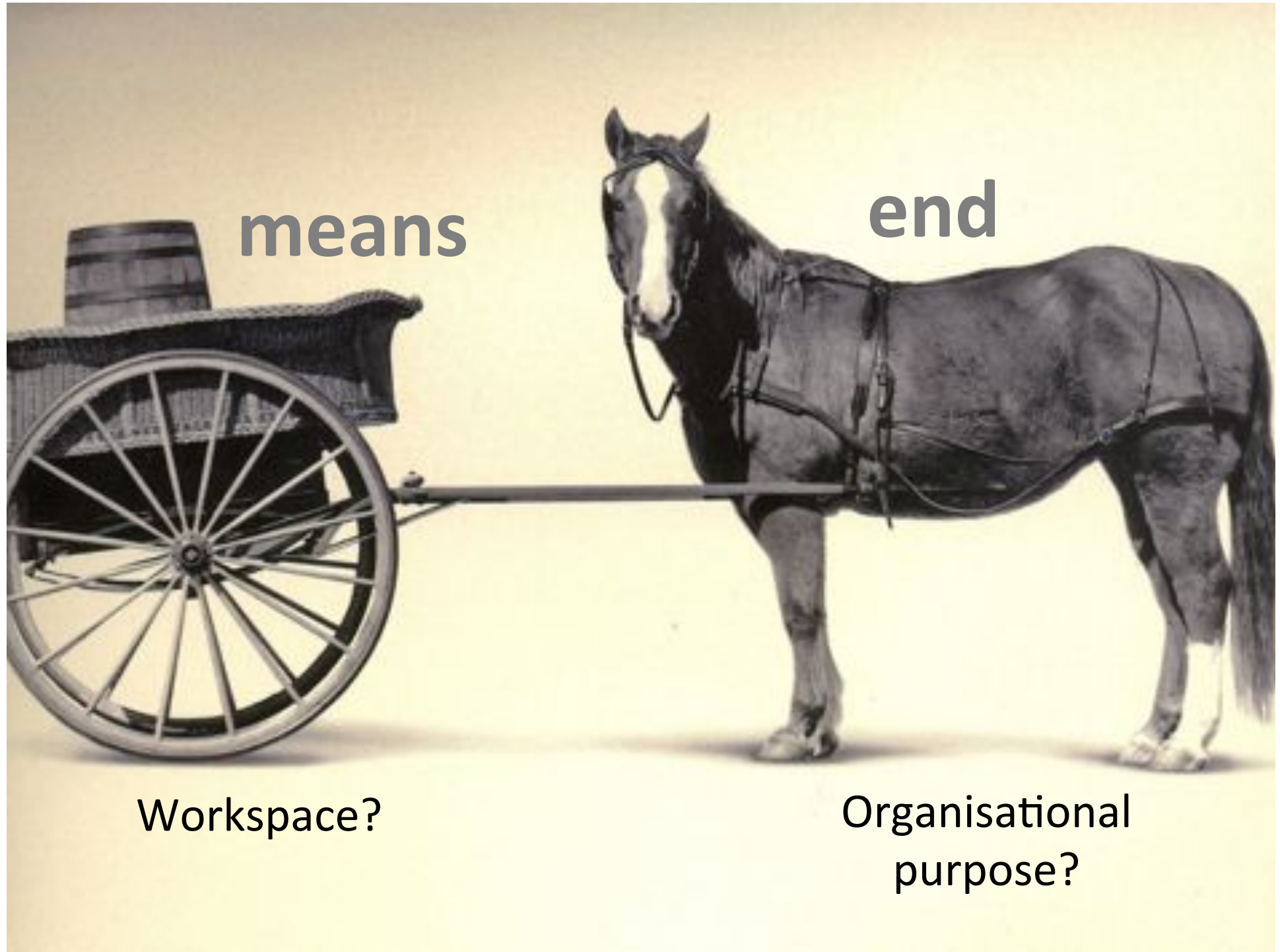
- Enable strategic goals?
(effectiveness)
- Project your org brand?
- Reflect your org values?
- Enable information flow?
- Help attract & retain staff?
- Help meet the bottom line
(efficiency &/or economy)
- **Contribute to a sustainable
future?**



Does your workplace

- Empower your people (to be autonomous)?
- Feel comfortable?
- Help them be healthy?
- Afford choice and diversity?
- Make them feel valued and cared for?
- Help them be happy?
- Delight them?
- (according to your people: have you even asked?)





means

end

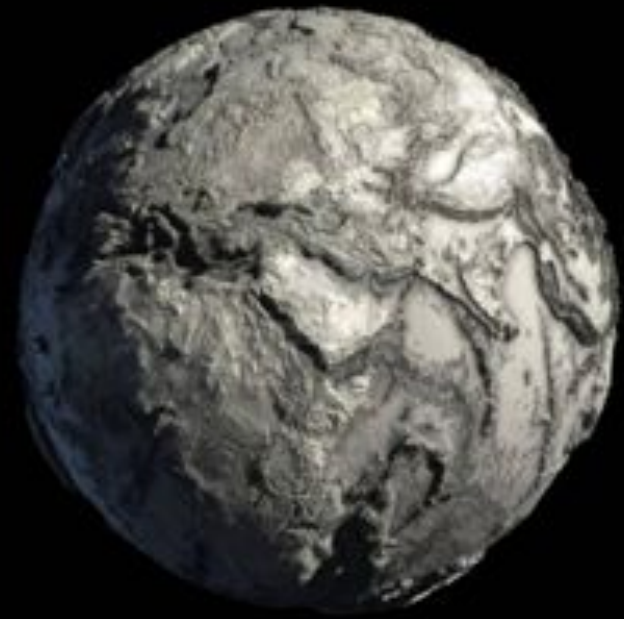
Workspace?

Organisational
purpose?



Some sobering thoughts

- *“We are the first generation that has the power to destroy the planet. Ignoring that risk can be described as reckless”*
- **And yet... “Giddens’ Paradox” :(**
- 80% cut in UN CO₂ emissions by 2050 (1990 base; Climate Change Act 2008)
- 45% CO₂ emissions from buildings
- **Current approaches to sustainability and CO₂ reduction will get us nowhere near...**



Transforming workplace demand

There are:

- More people, especially knowledge workers
- Living and working longer, with less sickness absence

Who want:

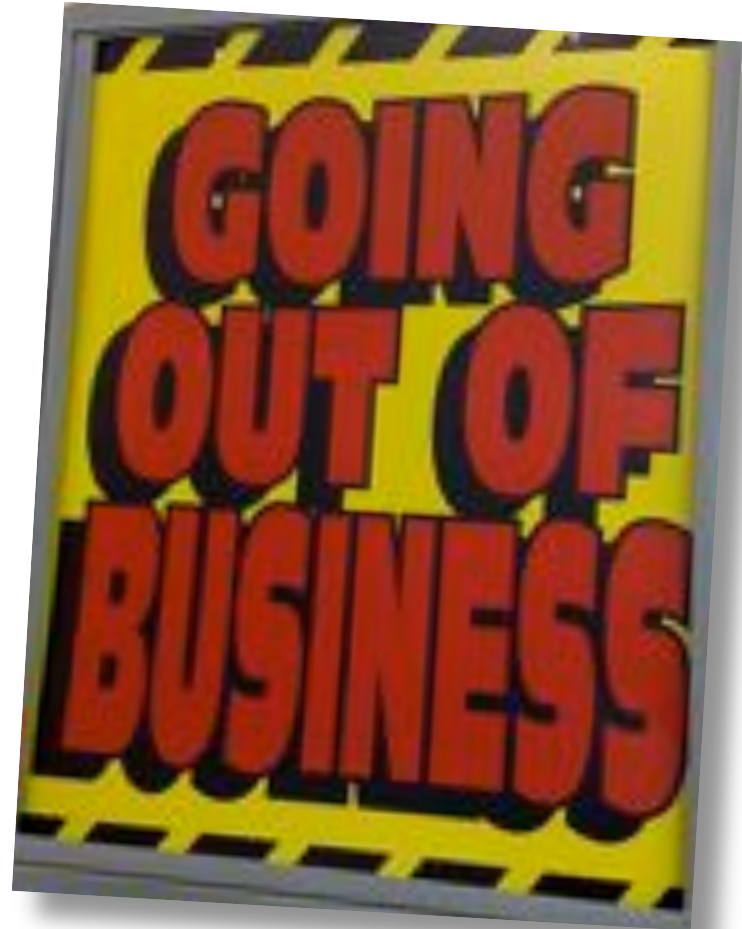
- Shorter working days, fewer working weeks
- More part time and/or flexible working
- More travel for both business and leisure
 - Ubiquitous, enabling technologies
- Reduce 'waste' – them/environment

Source: Alexi Marmot, AMA/UCL (2013, CFMD presentation)

Our buildings are...

- Overlit
- Overheated and/or overcooled
- Underutilised
- Undercontrolled
- Empty in large proportions for large amounts of time

...compared to hotels, aeroplanes, restaurants...?!



Do we need any more workplaces?




**Sheffield
Hallam
University**

Sheffield
Business
School

BACK TO THE FUTURE





“History is bunk”
(attributed to Henry Ford)

*“Those who cannot remember the
past are condemned to repeat it”*
(Santayana, 1905, *The Life of Reason*)



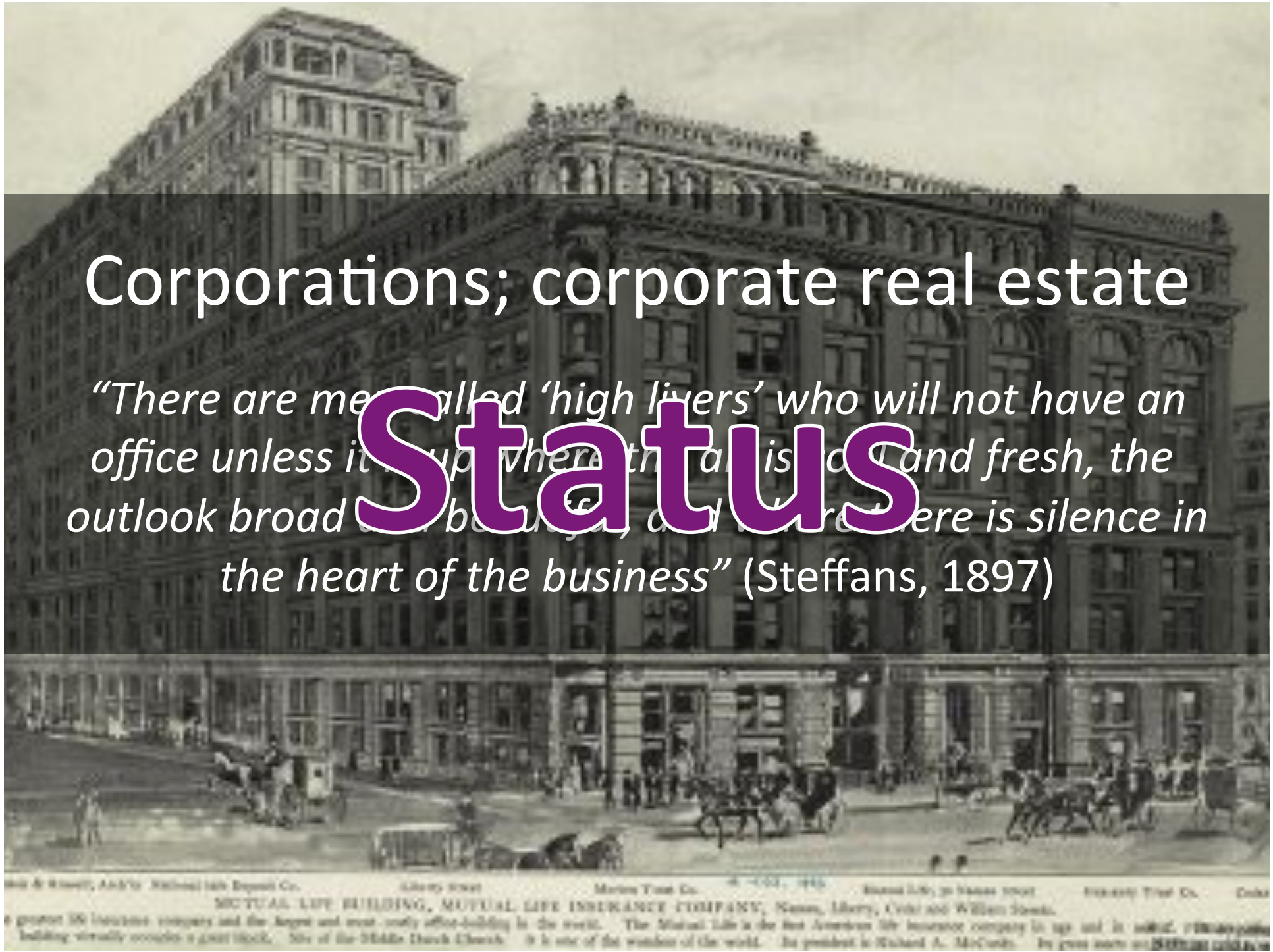
Productivity

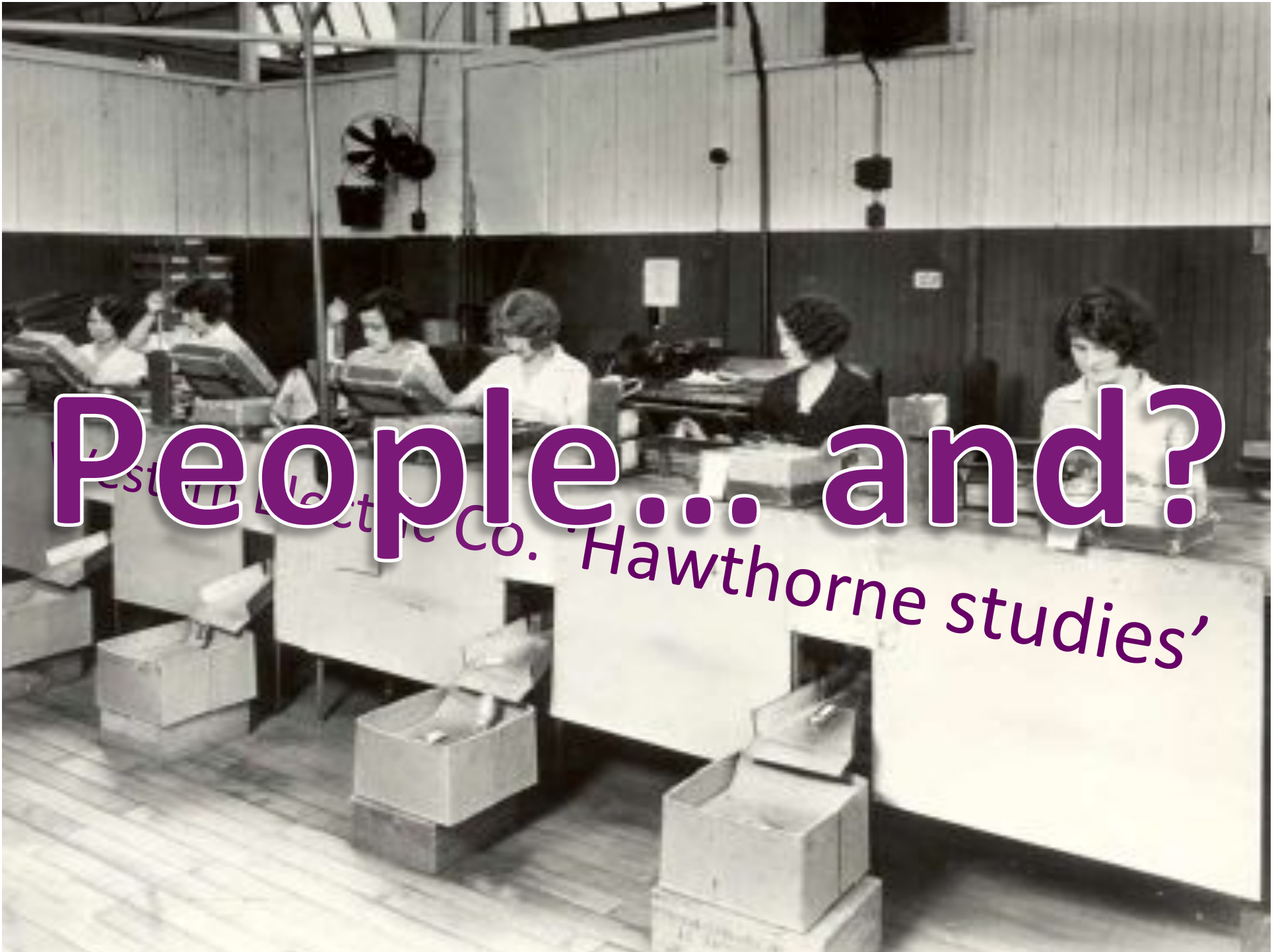
First there were factories

Corporations; corporate real estate

“There are men called ‘high livers’ who will not have an office unless it is up where the air is cold and fresh, the outlook broad and beautiful, and where there is silence in the heart of the business” (Steffans, 1897)

Status





People... and?

Western Electric Co. Hawthorne studies'

Robert Propst's 'Action Office'



'New ways of working'...?!'





NWOW is dead...
long live NWOW!

- A preoccupation with NWOW is not the solution
- Around since early 1970s at least (van Meel, 2011)
- Misunderstood, misinterpreted
- Inherently judgmental
- Note the power of language...

“Open plan”





“Hot-desk”



“Need,
not status”

“Activity-based ~~working~~ *playing!*”



Meet



Concentrate



Relax



Investigate



Explore



Team Work



Privacy



Meditate

Ever wondered why...?



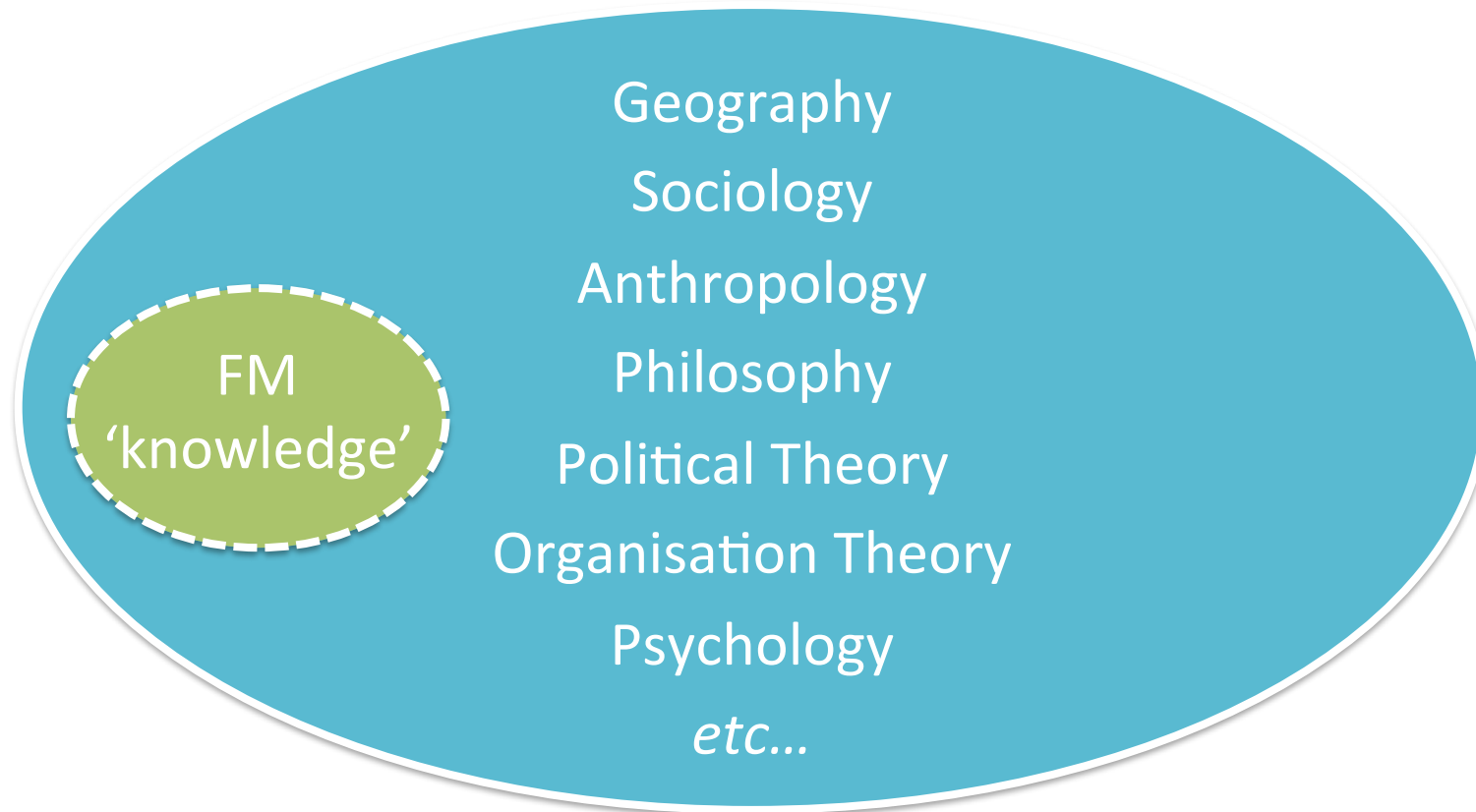
Some things never change

- Workspace debates, mid 19th century...
 - Cost reduction
 - Conditions versus efficiency
 - Open plan / group offices for clerks
 - Solo offices for senior staff
 - Space standards
 - Intra-department communication challenges




(Marmot, 2013; after Port, 1995)

Stretching *beyond* FM...



If we don't stretch...

- ***'Conventional Wisdom of the Dominant Group'***
(Waddington, 1977)
- ***Idola tribus***; human nature and incorrect conclusions
(Francis Bacon, 1561-1626)
- ***What change is FM good at supporting?***
(Donald, 1994)



Watch out for the cowdung!



Ian Donald, 1994

- *“Management & change in office environments”*
- FM is **equipped** to respond to generic, top down, strategic requirements for change
- FM is **ill-equipped** to respond to local, bottom up, operational requests for change
- **Provider and user perspectives: not neutral**
- Who is sat in the seats doing the work?

Skeptical pillars

1. Underdetermination
of theories by facts

*the
power of
beliefs?*

2. Impostulate of
theory simplicity

*general
simple
accurate?*

3. Delusion with
novelty

*what has
gone
before?*

4. Goodhart's Law

*manage
what we
measure?*

(after Giddens (1979), Thorngate (1976), Pettigrew & Fenton (2000) and Goodhart (1975) respectively)

A couple of red herrings?

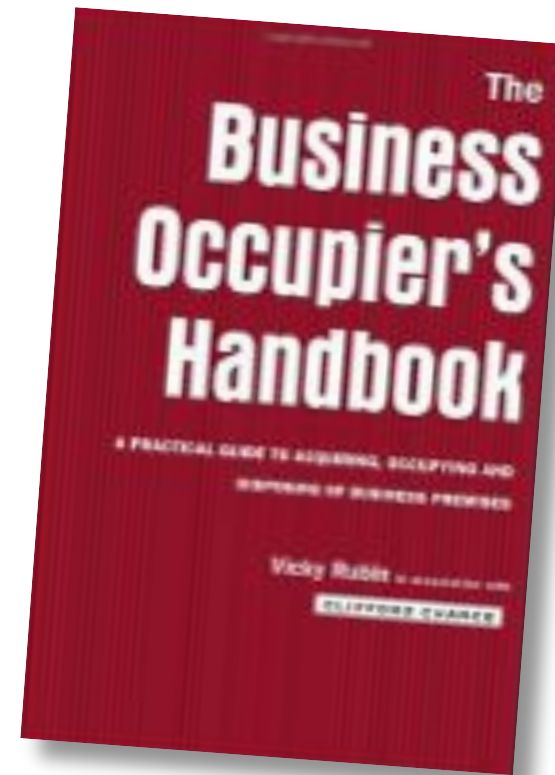
Property costs are second
only to staff costs...

...so manage property and
workspace rigorously

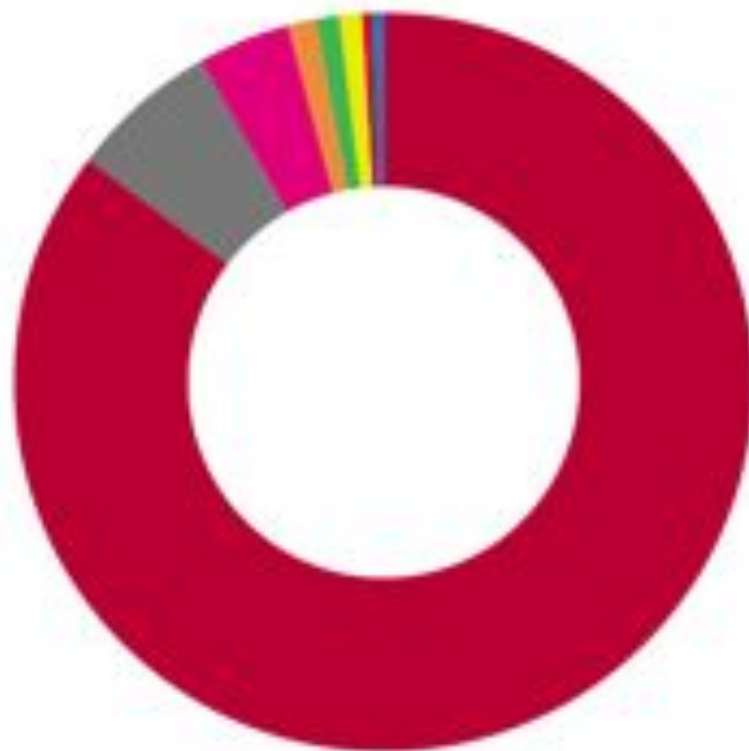


‘Conventional wisdom’?

- *“Property costs also have a direct impact on profitability: the cost of occupational property is second only in size to staff costs*
- *Effective property management can substantially affect occupancy cost and in turn profitability”*



CABE evidence (1)



A breakdown of business costs

- Salaries of occupants 85%
- Building – construction cost 6.5%
- M&E services – running and maintenance 4%
- Furnishings and furniture – capital cost 1.25%
- Building – maintenance 1%
- Cleaning, security etc 1%
- M&E services – depreciation 0.75%
- Furnishings and furniture – maintenance and depreciation 0.5%

(Commission for Architecture and the Built Environment, 2005:9)

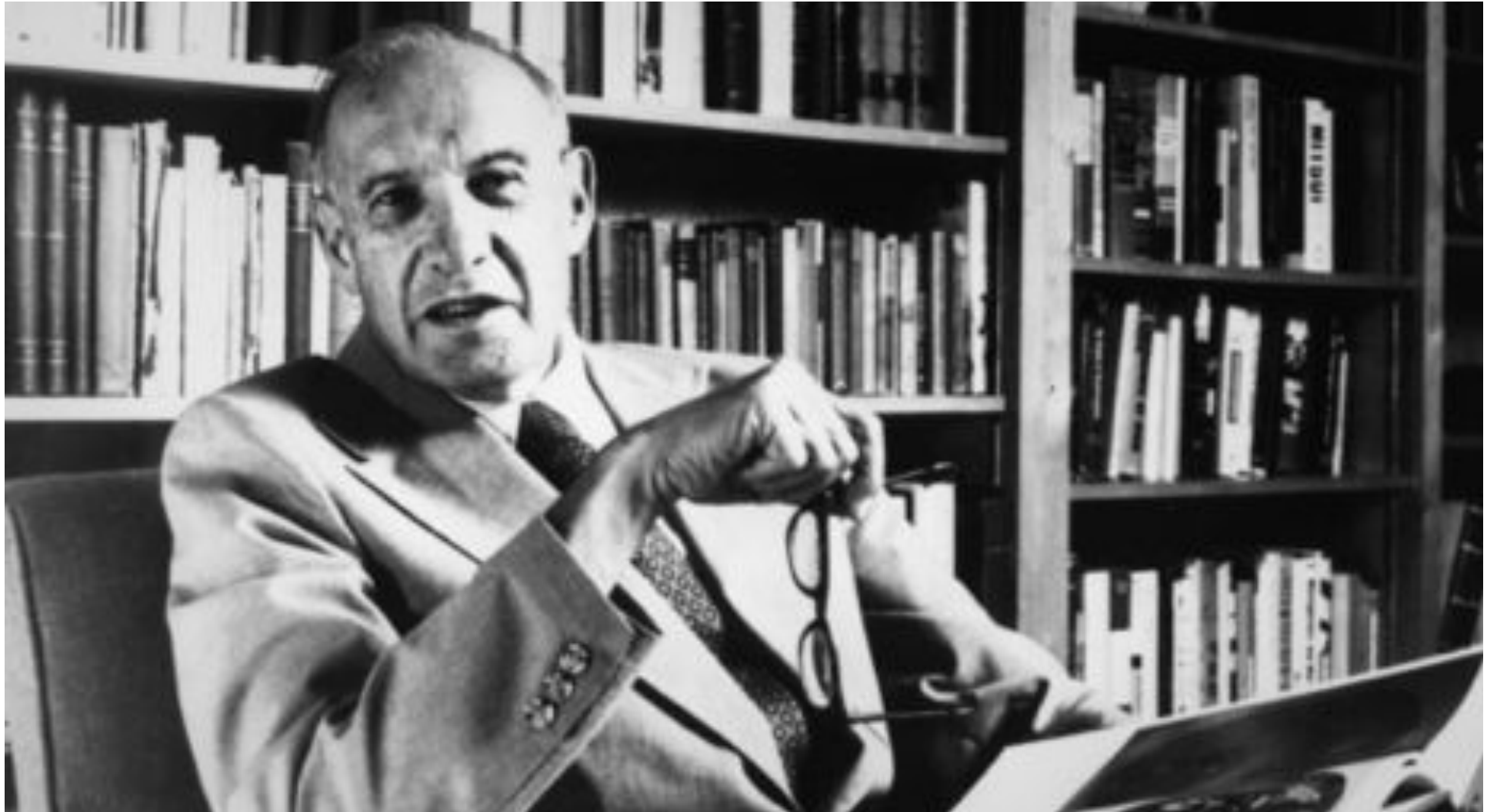
CABE evidence (2)

- “To put this in context, it has also been estimated that a 2-5 per cent increase in staff performance can cover the total cost of providing their accommodation”*



(Commission for Architecture and the Built Environment, 2005:11)

Drucker: culture eats strategy...



(Philosophical bit)

- *“The physical environment is not purely physical” (Cairns, 2002:818)*
- *“...social structures are both constituted **by** human agency, and yet at the same time they are the very **medium** of this constitution”*

(Giddens, 1976:121)

*...socially
producing...*

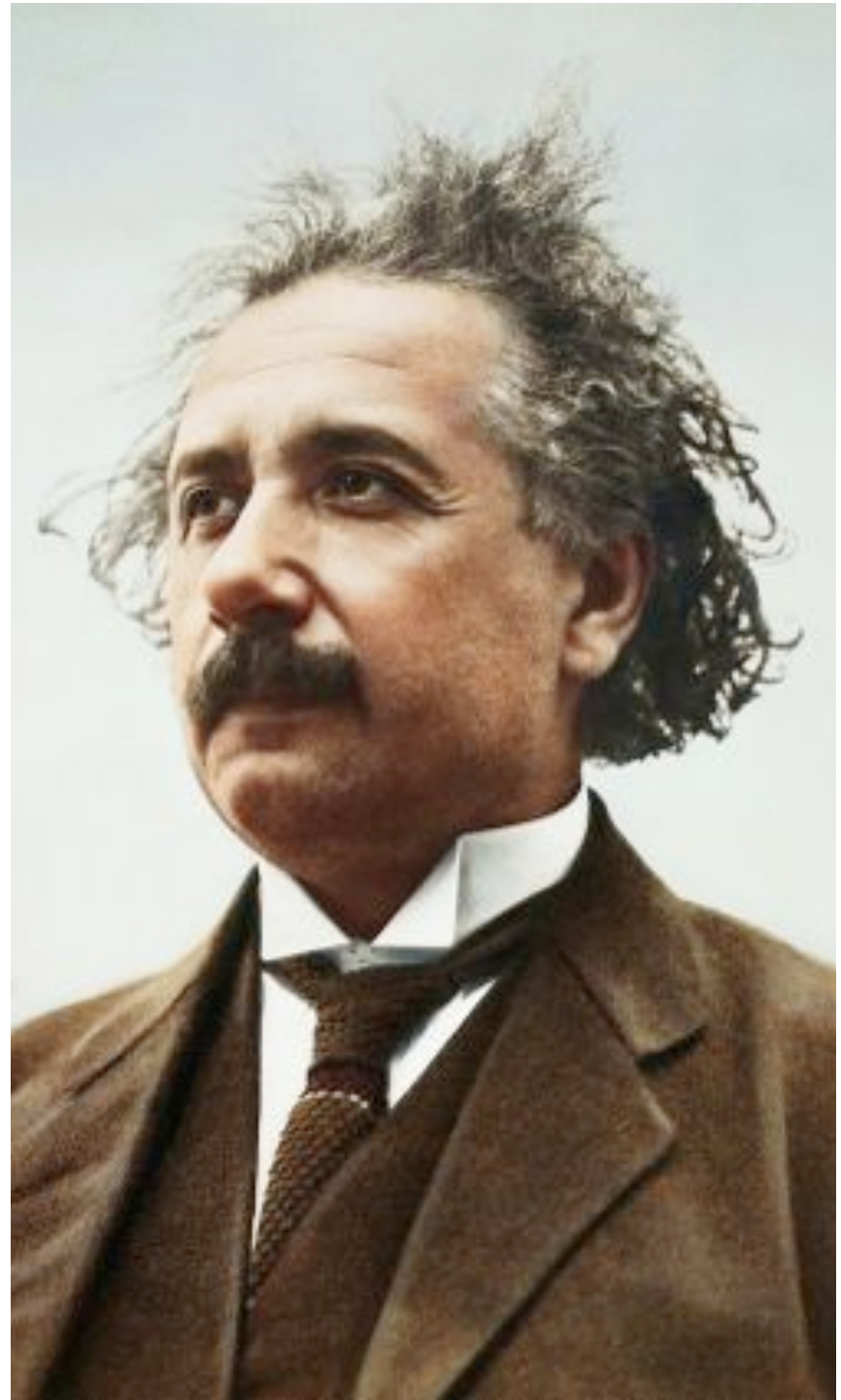
*...socially
produced...*

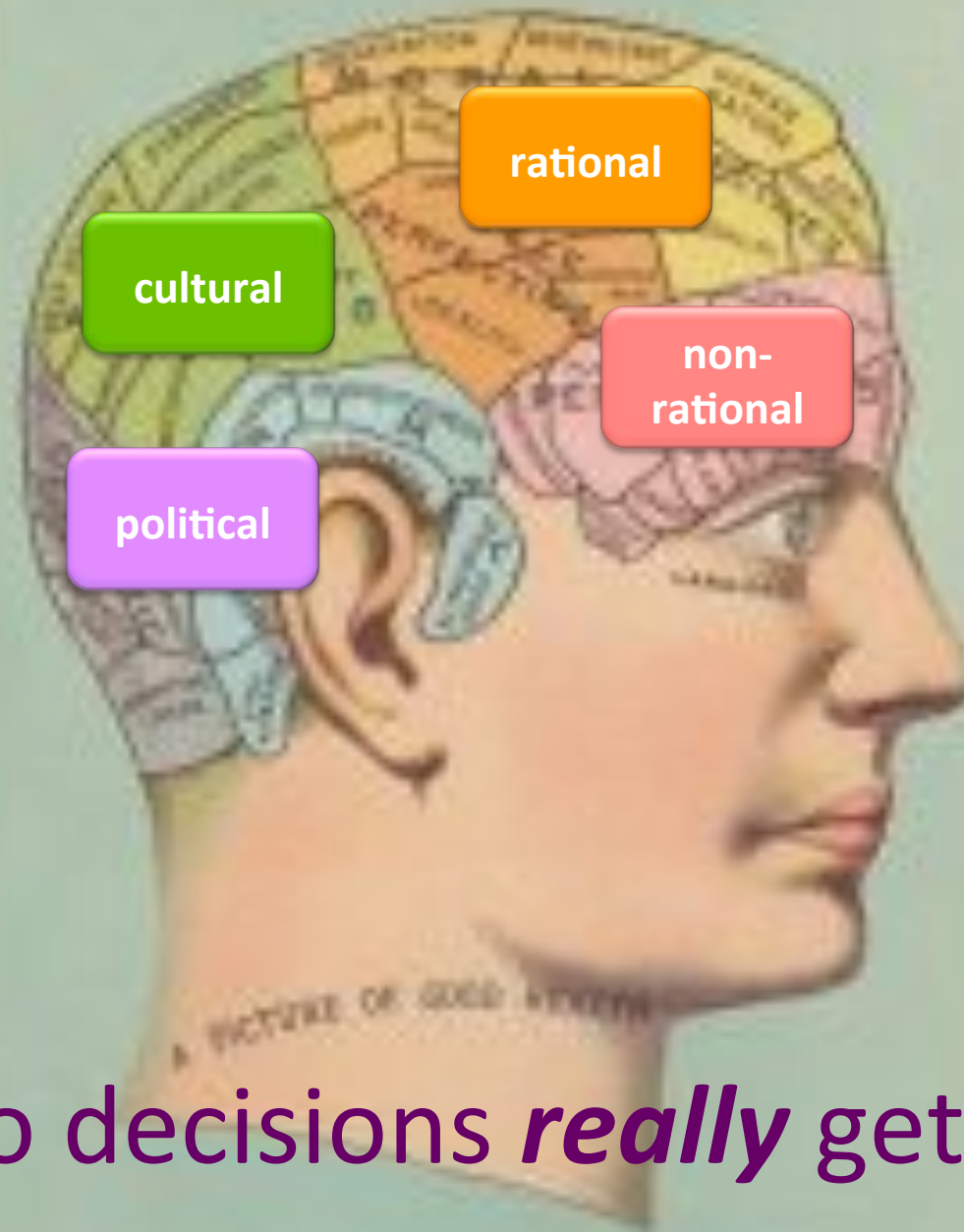
Beyond the rational

“Albert Einstein called the intuitive or metaphoric mind a sacred gift. He added that the rational mind was a faithful servant

It is paradoxical that in the context of modern life we have begun to worship the servant and defile the divine”

(Samples, 1976)

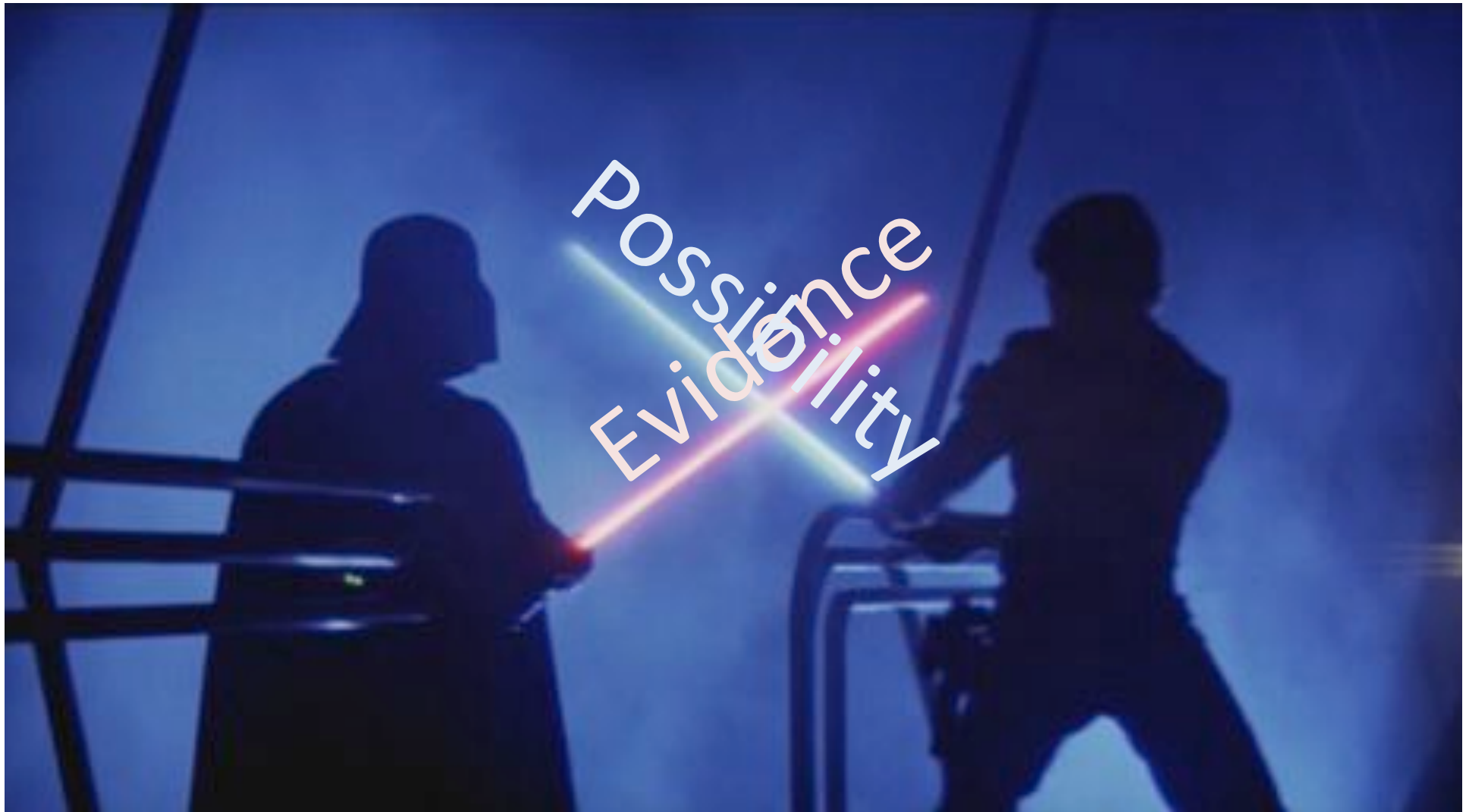




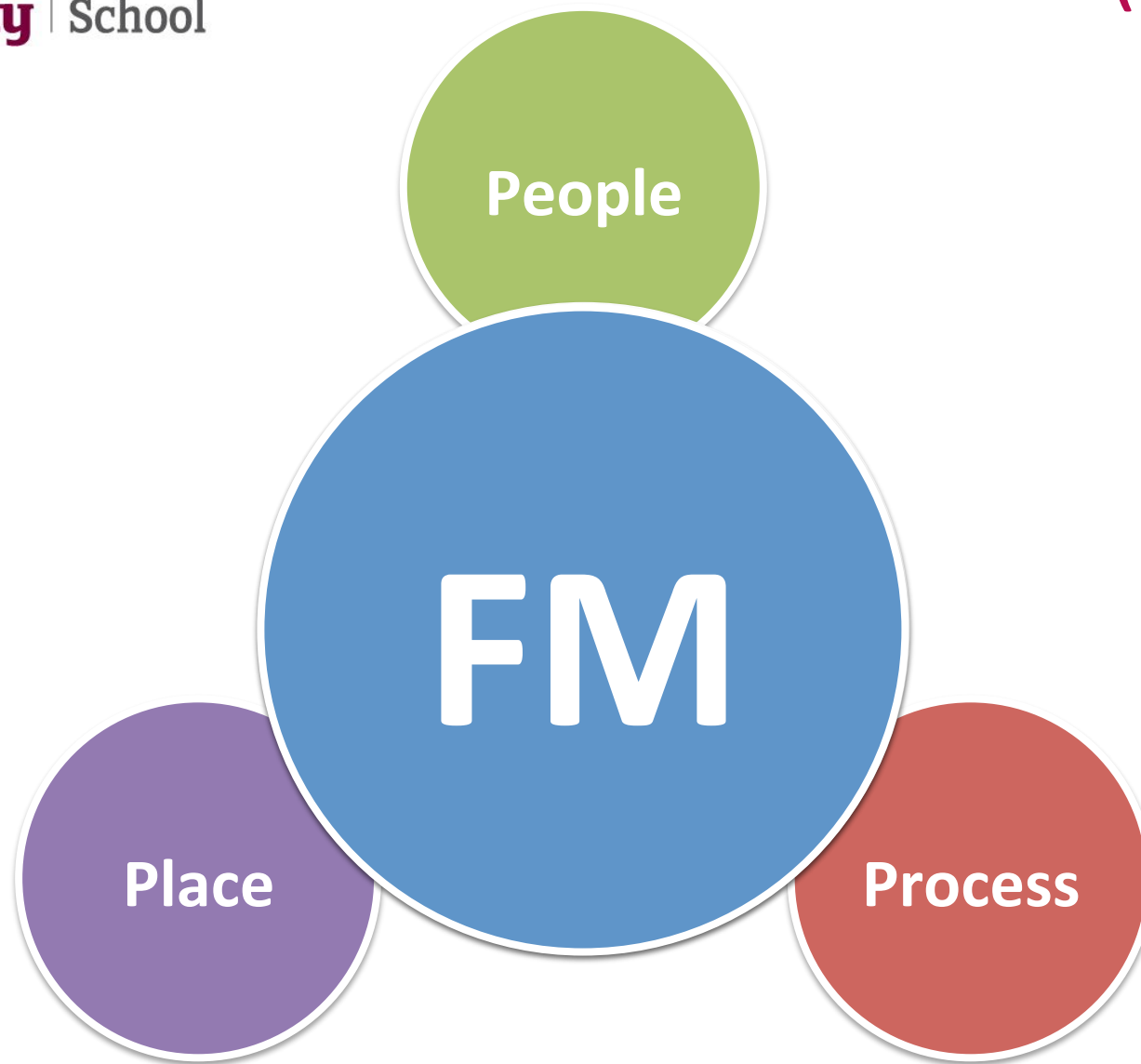
How do decisions *really* get made?

(*'Integrated decision framework'*; Wolf & Fuchs, 2010)

#IFMAsummit14 – caught between...



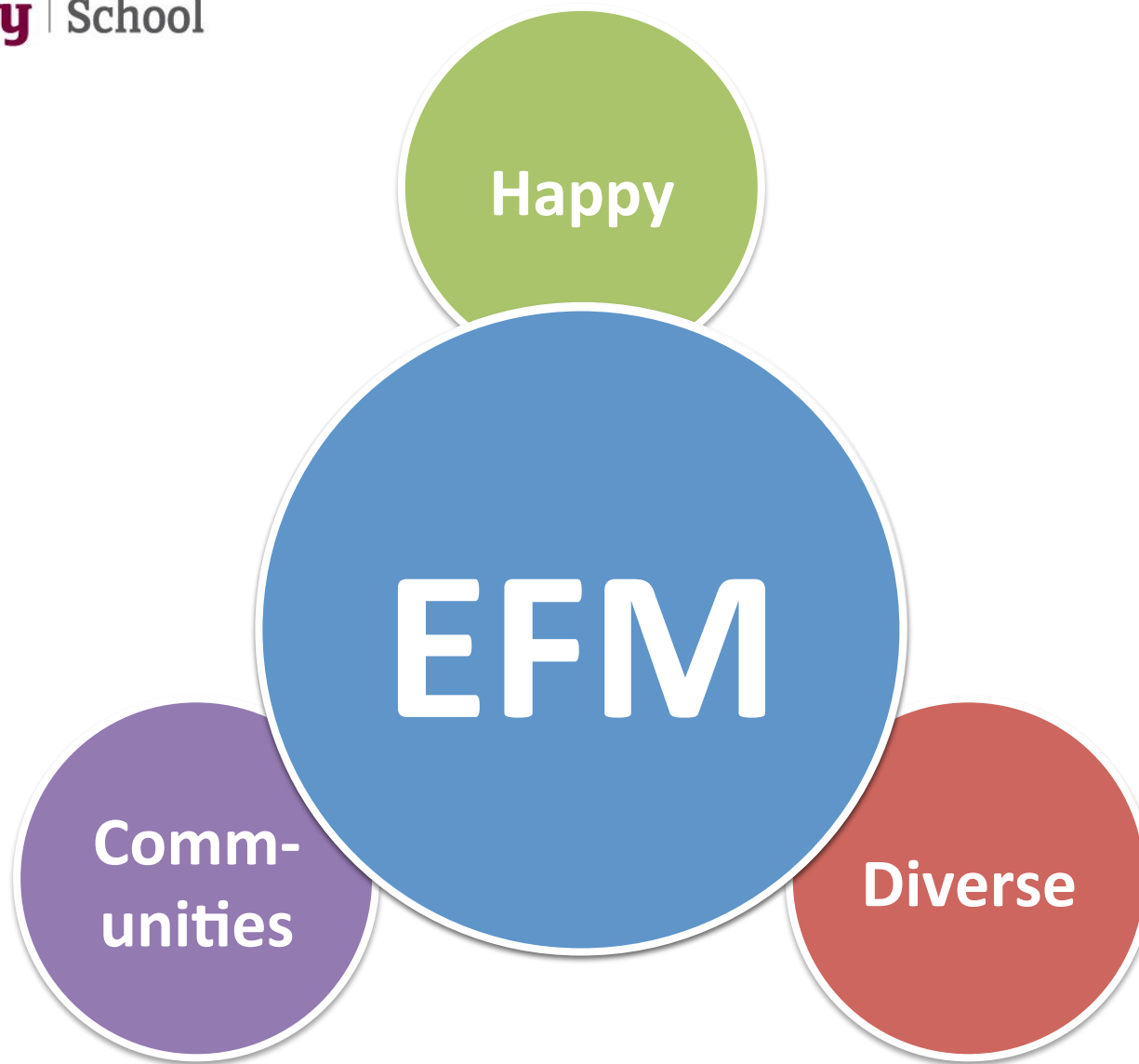
Then (1999)



FM reimaged?

- #IFMAsummit2014
- Melissa Marsh @plastarc
- Not facilities: 'communities'
- Not managing: 'enabling'

'Enabling communities'



So much more than *workspace*

- *“Buildings are not primarily art, technical or investment objects, but social objects”*
(Markus, 1993)
- *“A building is not so much a product as a process and a constantly unfolding narrative”*
(Alexander & Price, 2012)
- *“Offices are not a dead asset. They are not neutral. They are either positive or negative”*
(Andrews; Anderson Consulting, 1999)

Is every workspace change an opportunity?

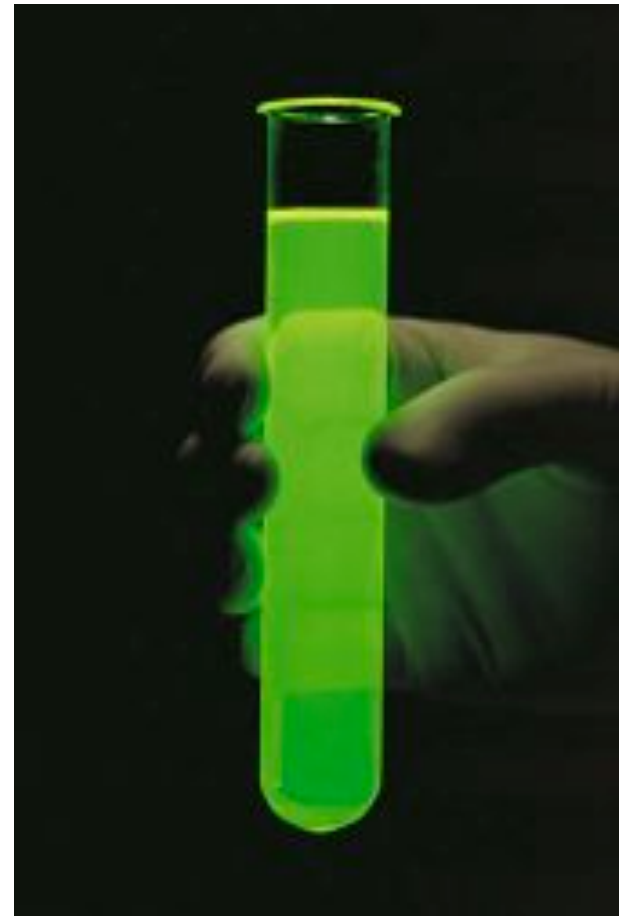




Image © Imaginary Foundation

Where does this leave us?

- Who does the 'work'?
- Who are we designing for?
 - *Stakeholder contrasts*
 - *"Form follows function-finance?"*
- What would a '**Director of work**' rather than 'workplace' consider?
- It starts with **people and culture**, not **space**.
- Less **control**;
more **opportunities**

NO MORE CORPORATE BULLSHIT! FUK WALL ST.

REZ

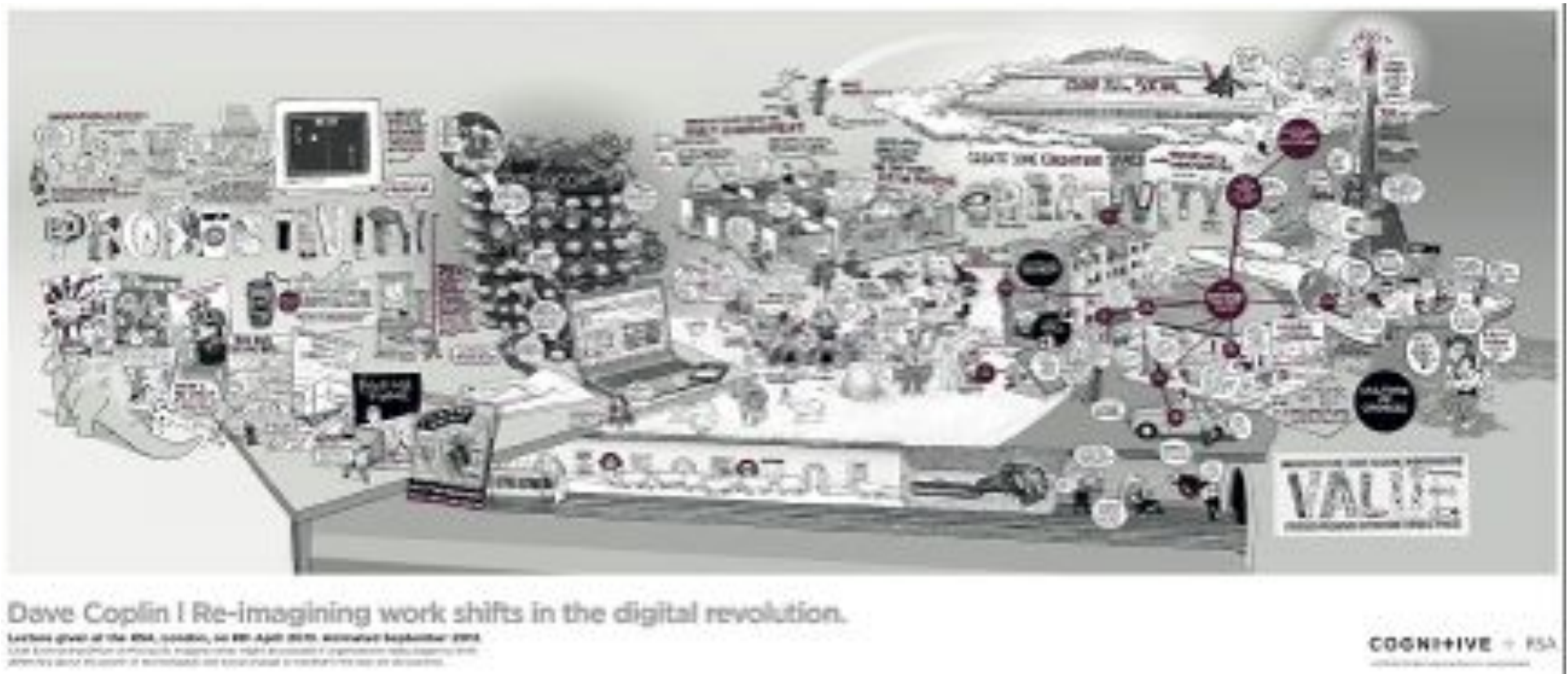
PEOPLE ARE OUR GREATEST ASSET...?!

...PROVE IT



RSA animate: Re-imagining *work*

*“The **problems** probably **relate to trust** ... All these **office spaces** that we’ve created, are they really **fit for purpose?**”*



(Coplin, 2013 <http://www.thersa.org/events/rsaanimate/animate/rsa-animate-re-imagining-work>)

A valid strategic role?

*“FM is the
software that
drives the
architectural
hardware...”*

(Frank Duffy, DEGW)



The challenge of change

- The paradox of evidence-based decisions and business cases
- Embracing complexity
- Making allowances for the unknown... and unpredicted
- Less control, more opportunities...
edge of chaos?
- ***A “generative workplace”...?***

(after Kornberger & Clegg, 2004)

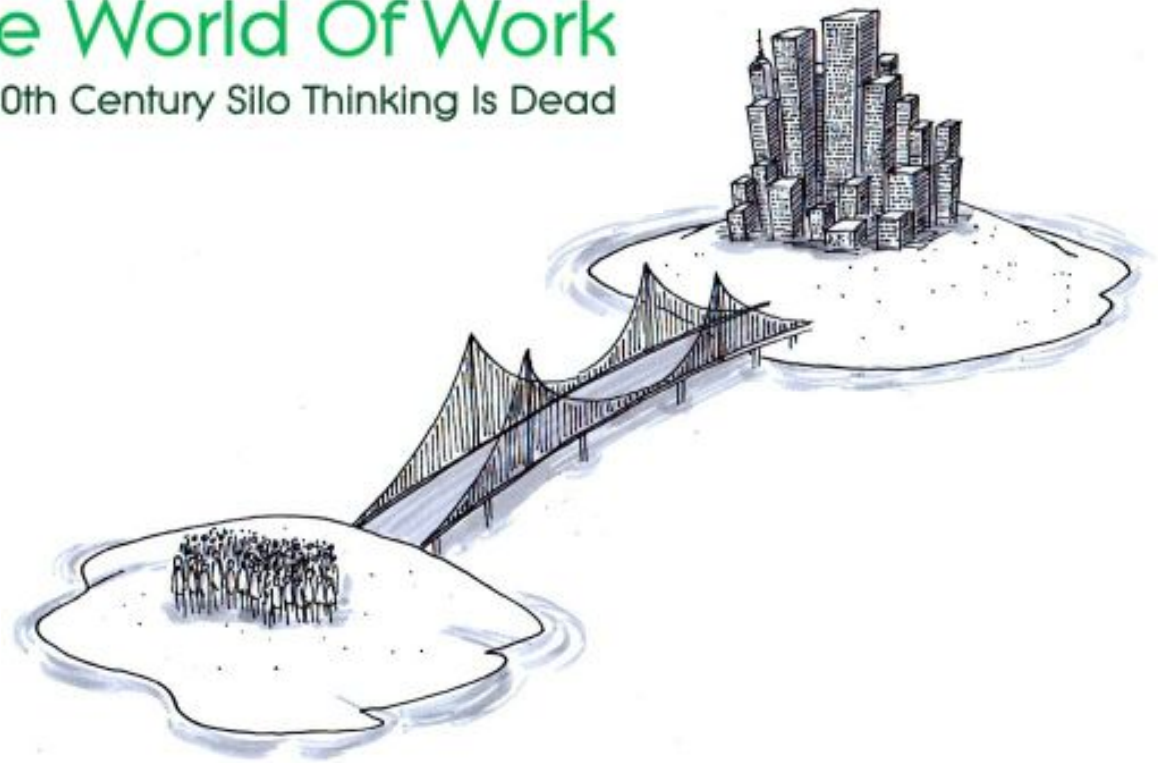


#BtWC – “beyond the workplace conversation”



The Future Ecosystem
Of The World Of Work

20th Century Silo Thinking Is Dead





The first revolution...

- *“The first revolution is when you change your mind about how you look at things, and see there might be another way to look at it that you have not been shown. What you see later on is the results of that...”*

(Gil Scott-Heron, 1982)

- *“People resist being changed, they don’t resist change.
Change is choice”*

(Buchholz, 1993:2)

A photograph of a movie theater interior. The left wall is covered in red and black checkered acoustic panels. The ceiling is dark with recessed lighting. The floor is covered in a striped carpet. The seats are arranged in rows, facing a large screen at the front. The screen displays the text "What if...?" in white, italicized font. The overall lighting is dim, with a blue and purple glow from the screen and stage lights.

What if...?

Cheers :)



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