



IFMA's
World Workplace

Your Facility Conference & Expo

Oct. 7-9, 2015 | **Denver, Colorado**



ADJACENCY

David Slight - Quora Consulting

Chris Hood - CBRE



IFMA™

International Facility Management Association

Empowering Facility Professionals Worldwide



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Your Facility Conference & Expo

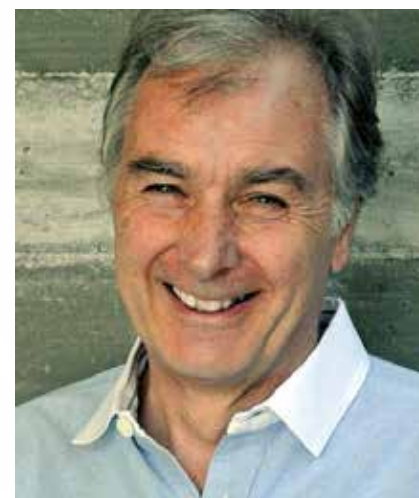
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Meet Our Presenters



David Slight
Quora Consulting



Chris Hood
CBRE



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Review Session Learning Objectives

Do traditional adjacency models address today's needs?

-

What are the right KPIs for a move manager?

-

Can an employee be a member of many teams and physically present at all of them?

-

How can a move + work lifestyle provide career opportunities?

-

How does a work + move model work for me?

ADJACENCY

THE QUEST FOR AN INTELLIGENT SOLUTION

DAVID SLIGHT
CHRIS HOOD



ONE COMPANY CHURNS 80% OF ITS POPULATION EVERY YEAR IN
PURSUIT OF OPTIMUM ADJACENCY



We don't think that's enough!

DON'T GET US WRONG.....
WE'RE NOT IN FAVOR OF HIGH LEVELS OF DISRUPTION



Just so that empty desks can sit next to each other!

BUT WE DO BELIEVE THAT THE MODERN WORKPLACE SHOULD BE A
REVOLVING TAPESTRY OF INTERACTION



Among the widest possible cast of players!

DRIVERS



In response to

- Social and mobile connectedness
- Digital disruption to industries and ways of working
- Talent paucity of capable knowledge and information workers
- Constant need for cost discipline

Large organizations want to see:

- Aligned people, culture, property and finance roadmaps: + 5% cross-departmental collaboration
- Overall increased employee satisfaction targeting: + 5% employee health index
- Improved wellness resulting in: 2% reduction in health premiums
- Improved business and technology decision making: + 20% milestones ahead of schedule
- Improved clarity of business vision: + 10% technology engagement in business execution

OUTCOMES

- Employees have a voice that accelerates the feedback loop and reduces the distance to leaders
- Few activities that do not directly contribute to realization of the business vision and business goals
- Change is integrated across People, Place, Culture and Technology



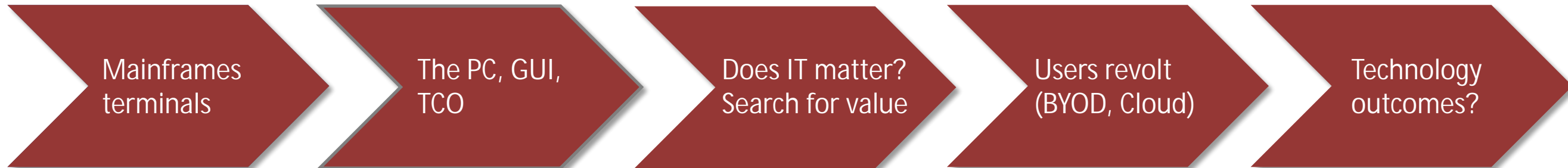
Simply, rethink the work environment

CHANGES



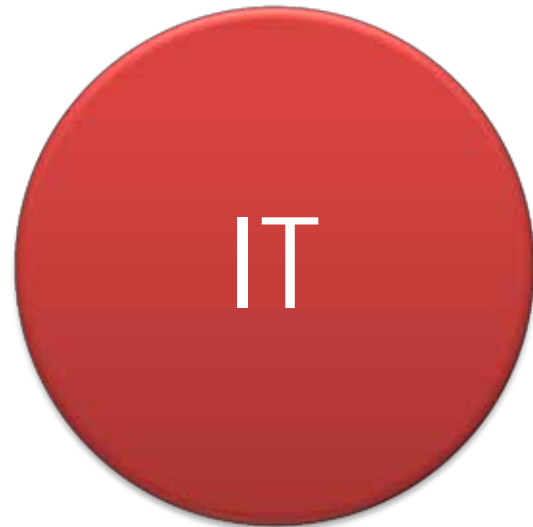
- Clarity of impact, contribution and measures for all involved
- Tracking of benefits across IT, HR, CRE using agreed KPIs to monitor adoption rates
- Virtual and multi-teaming that encourages resources to contribute across multiple projects
- Agile workspaces where teams are helped to form, so they become productive faster
- Eliminating staff and office moves for a direct cost saving and less disruption
- Highly reconfigurable project spaces
- Effective process to on-board teams covering new space concepts + practices
- Choice and self-determination of space use
- Agreed commitment across teams to common technology platform and collaboration tools

THE HR, IT AND CRE JOURNEY



A NEXUS: ALL THESE SERVICE ORGANIZATIONS
ARE BEING DRIVEN TO DEMONSTRATE VALUE

THE NEED FOR INFRASTRUCTURE AND SERVICE ORGANIZATIONS TO REINVENT THEMSELVES



ALONE, THEY CANNOT SUCCEED.....
TOGETHER WE CAN LEAD

RECENT CHALLENGES FROM TRYING ...

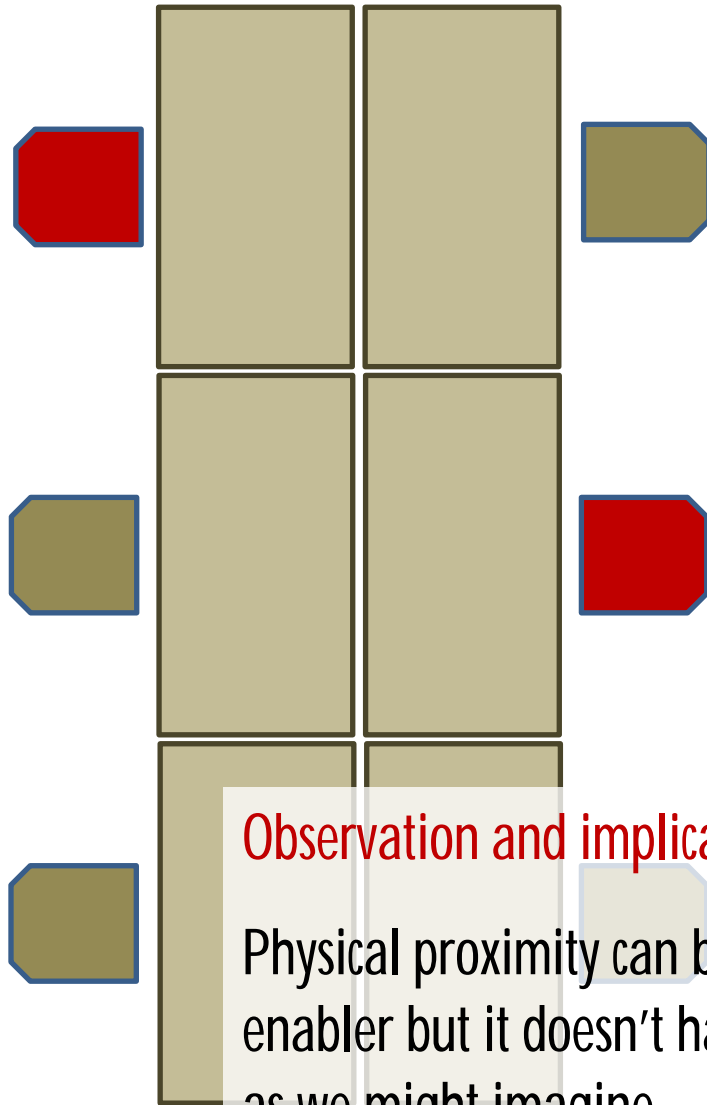
- Moving people is expensive
- We can't afford to provide everything for everybody in every location
- Physical adjacency is no longer possible with virtual and global teams
- Face to face can be of very high value but we rarely get it. How do we make the most of it
- Today's space paradigms restrict the amount of adjacency or proximity
- Most space today has already been homogenized to reduce cost and squeeze extra people in



ADJACENCY: THE REALITY

One of the main drivers of success was the fact that the team members were at hand, ready to have a spontaneous meeting, advise on a problem, teach/learn something new, etc. We know from earlier work that the gains from being at hand drops off significantly when people are first out of sight, and then most severely when they are more than 30 meters apart

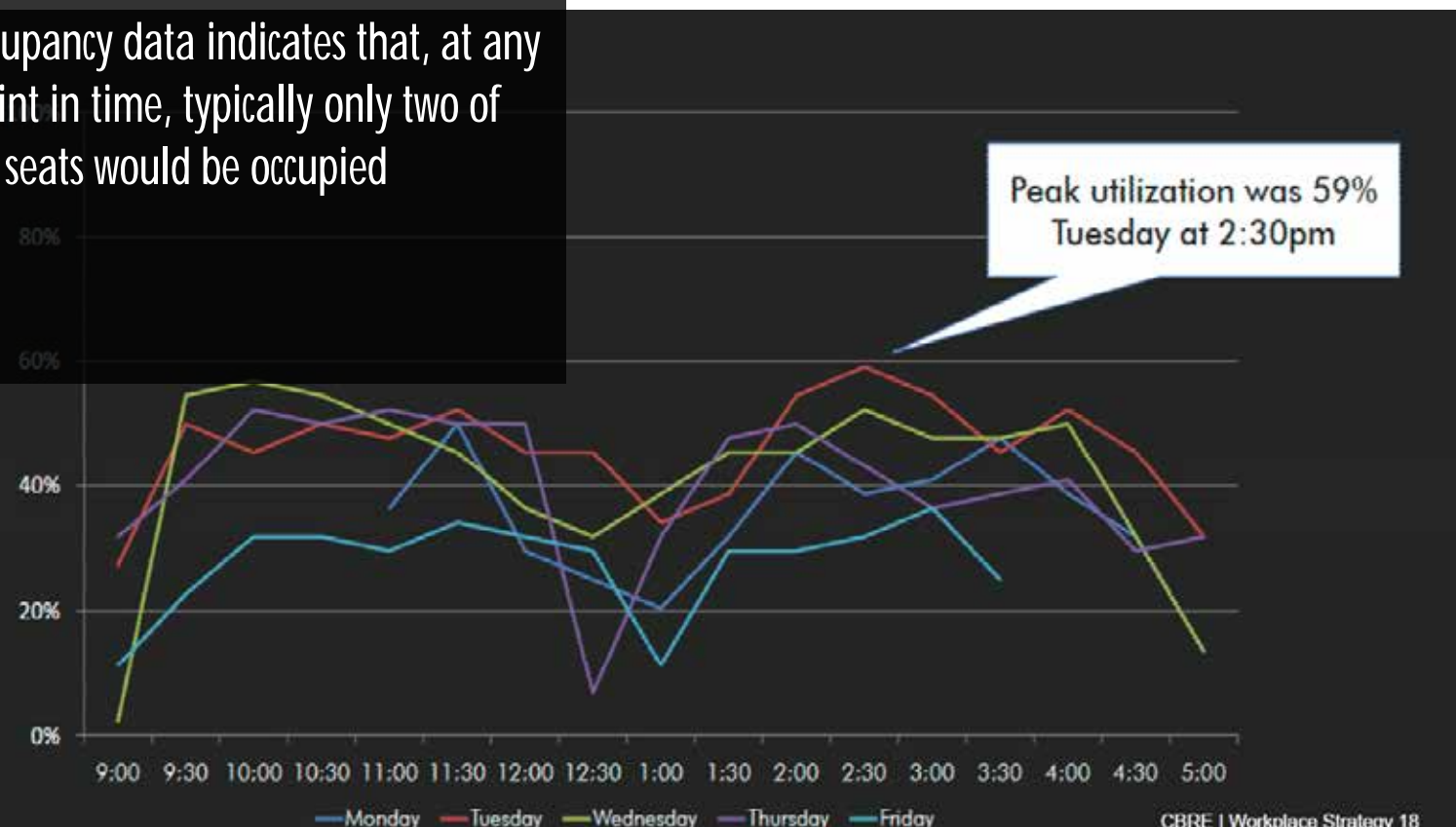
Allen, T. J. (1977) *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information Within the R&D Organization*



CBRE occupancy data indicates that, at any given point in time, typically only two of these six seats would be occupied

Observation and implication

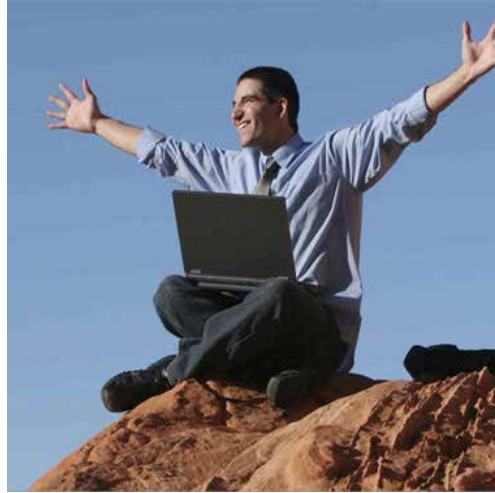
Physical proximity can be a major enabler but it doesn't happen as much as we might imagine



NEW THINKING INSPIRED BY



COWORKING IS
VIABLE: PEOPLE ARE
PAYING
FOR THIS!



PEOPLE ARE
COMFORTABLE
WORKING FROM
MULTIPLE
LOCATIONS



PERVASIVE USE OF
SIMPLE TECHNOLOGY



SMALL GROUPS CAN
ACHIEVE BIG THINGS



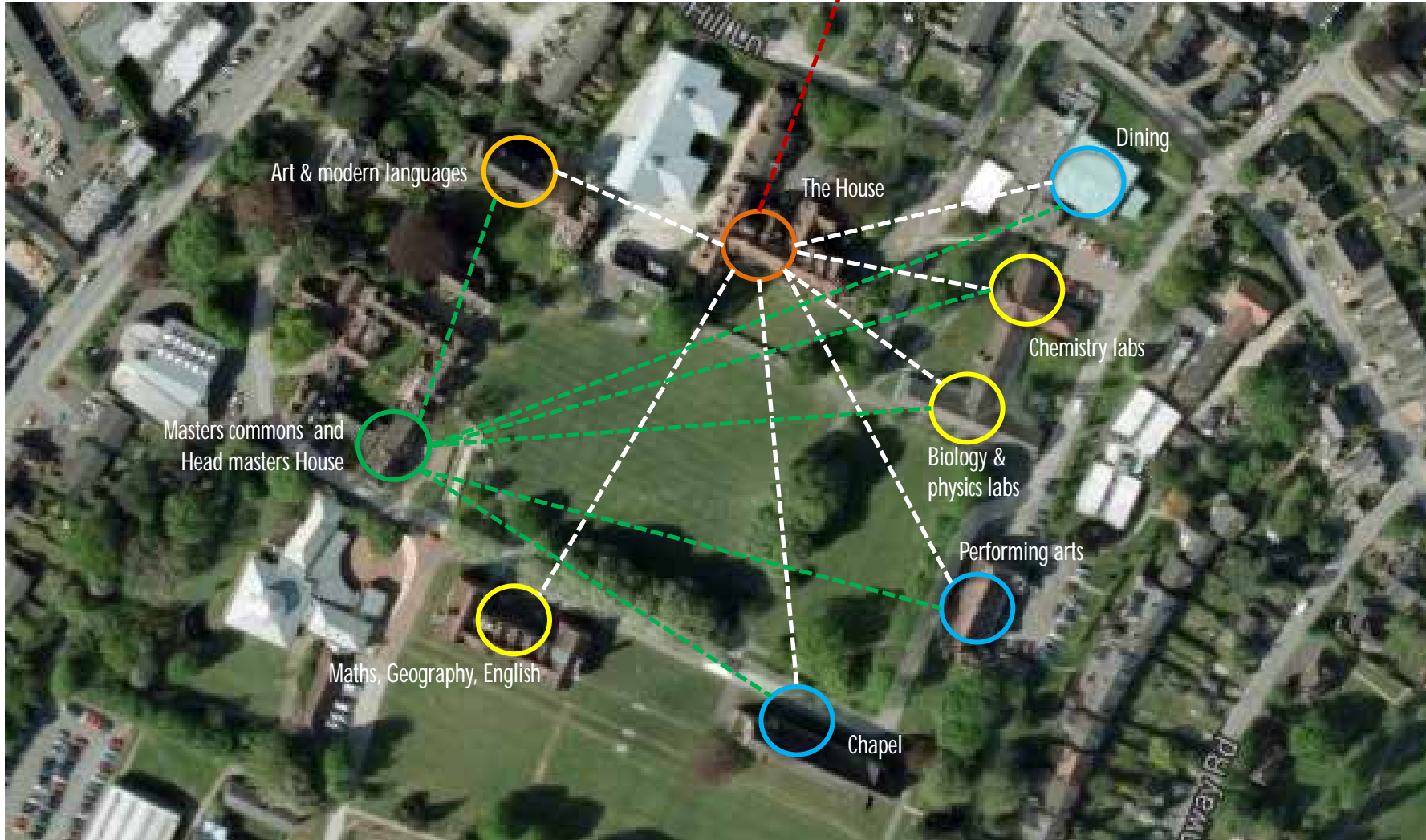
EXTREME
HOSPITALITY



HOW ABOUT AN ESTABLISHED IDEA

Bromsgrove School: founded 1553

Day students (live at home)



 The House

 Masters Commons

 Classrooms

 Amenities

 Home

Analogies



Oxford colleges



Frat houses



A village

SOLUTION COMPONENTS

THE HOUSE

PROJECT SPACE

SPECIALTY SPACE

AMENITIES



IT

BYOD | VISIBLE HELPDESK | ENABLED INDIVIDUALS | UBIQUITOUS ACCESS | SIMPLE RELIABLE | FINDING PEOPLE

CRE

COWORKING-LIKE ENVIRONMENT
WHERE ONE'S STUFF IS WORK, HOSPITALITY
COFFEE, JUICE BAR
BARBECUE
WORKING OUTSIDE
ENTERTAINMENT
EXECUTIVE COMMONS

FACILITATED PROJECT SPACE
CONFIGURED FOR EACH ACTIVITY
EVERYTHING ON WHEELS
DURATION, SIZE AND COMPONENTS CONFIGURED
BY EXPERTS
ERGONOMIC EXCELLENCE
TRADE SHOW FLOOR

SPECIAL EQUIPMENT
MEETINGS/ CONFERENCES
CALL CENTERS
TRAINING
VISITOR CENTER
LAB

FULL FOOD SERVICE
GRAB N GO, JUICE BAR
EXERCISE & FITNESS
SPORTS CLUBS
PARKING
AUDITORIUM
RECEPTION , CHILDCARE
WALKING TRAILS
COMPANY STORE

HR

HEALTH AND WELLNESS | CONCIERGE SERVICES | GEEK SQUAD | ACTIVITY DESIGN, CONSULTING AND FACILITATION
ISPORTS CLUB FACILITATION | AUDIO VISUAL SERVICES | DRY CLEANING/ LAUNDRY | HELP BUYING A HOME |
SCHOLARSHIPS FOR KIDS | INCENTIVES FOR CAR –POOLING | CAR WASHING | ETC

A NEW WORKPLACE PROPOSITION: WORK + MOVE



- WALKING IS GOOD FOR YOU
- THE CRY FOR THINK TIME
- IT'S A GOOD WAY TO MEET
- REDUCES STRESS
- ALLOWS FOR NEW SPACE OPTIONS
- EXPANDS CHOICES

THE ENTERPRISE EQUIVALENT



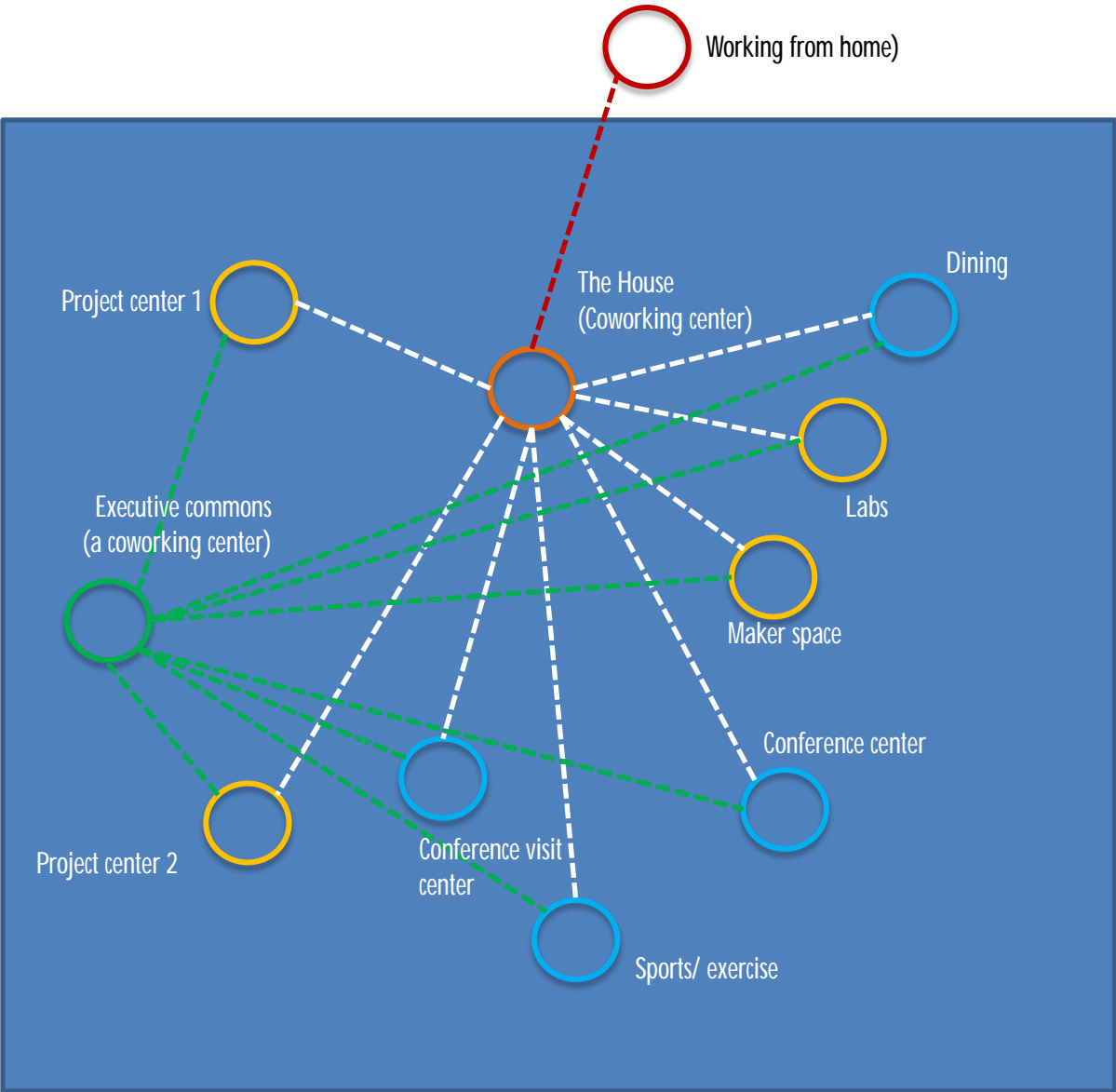
Executive Commons



Corporate visit center



Conference centers



-  The House
-  Executive commons
-  Project space
-  Amenities
-  Home

Components



The house

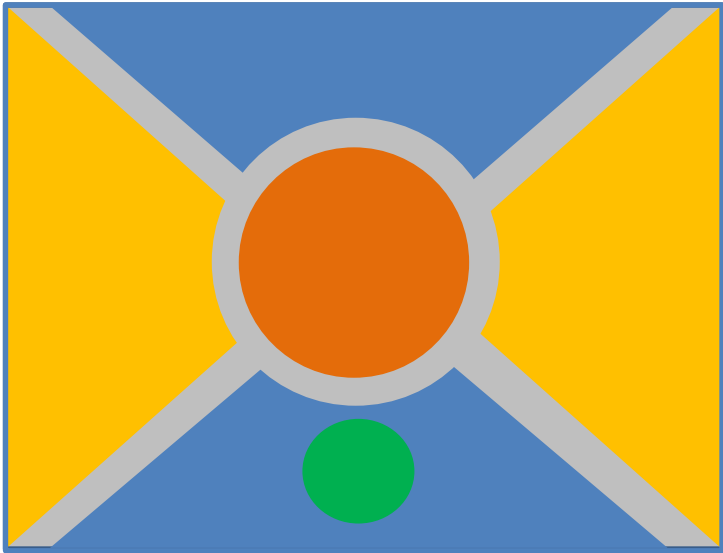


Project space

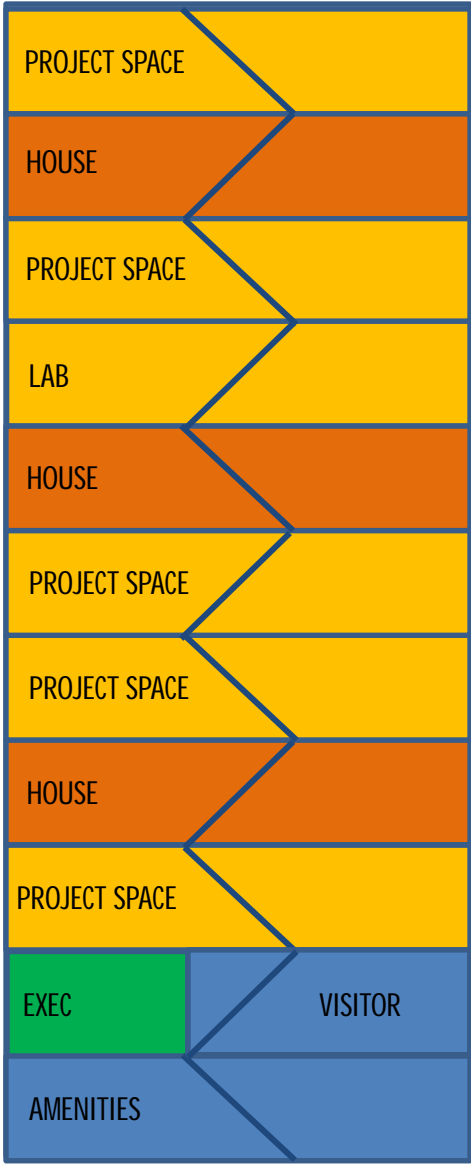


Amenities

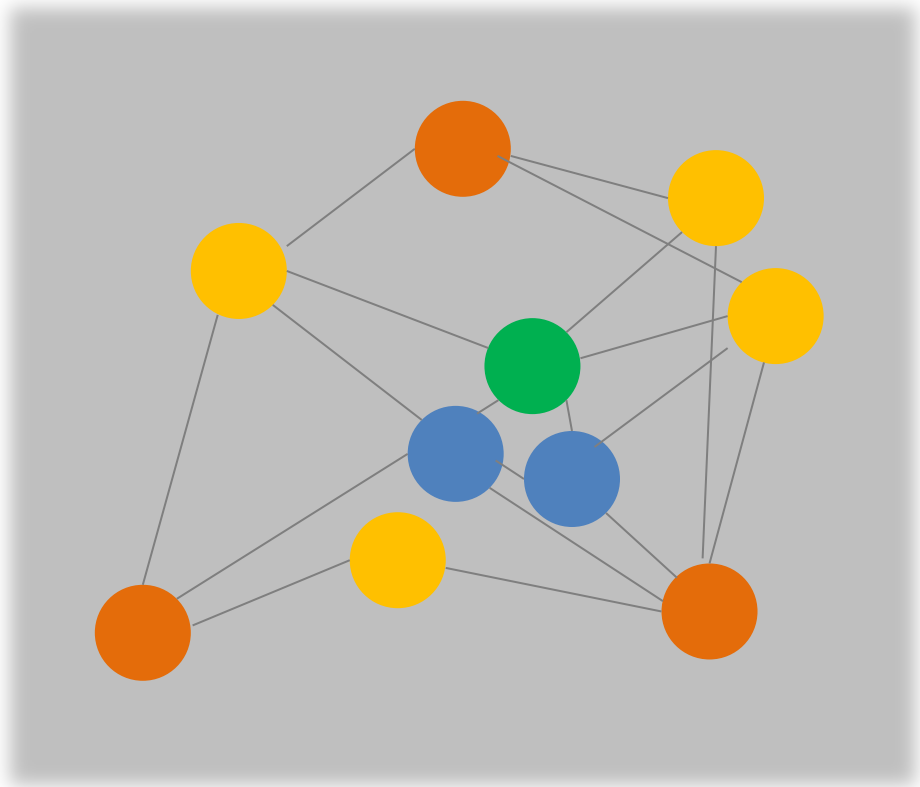
WORKS AT ALL SCALES



FLOOR



BUILDING

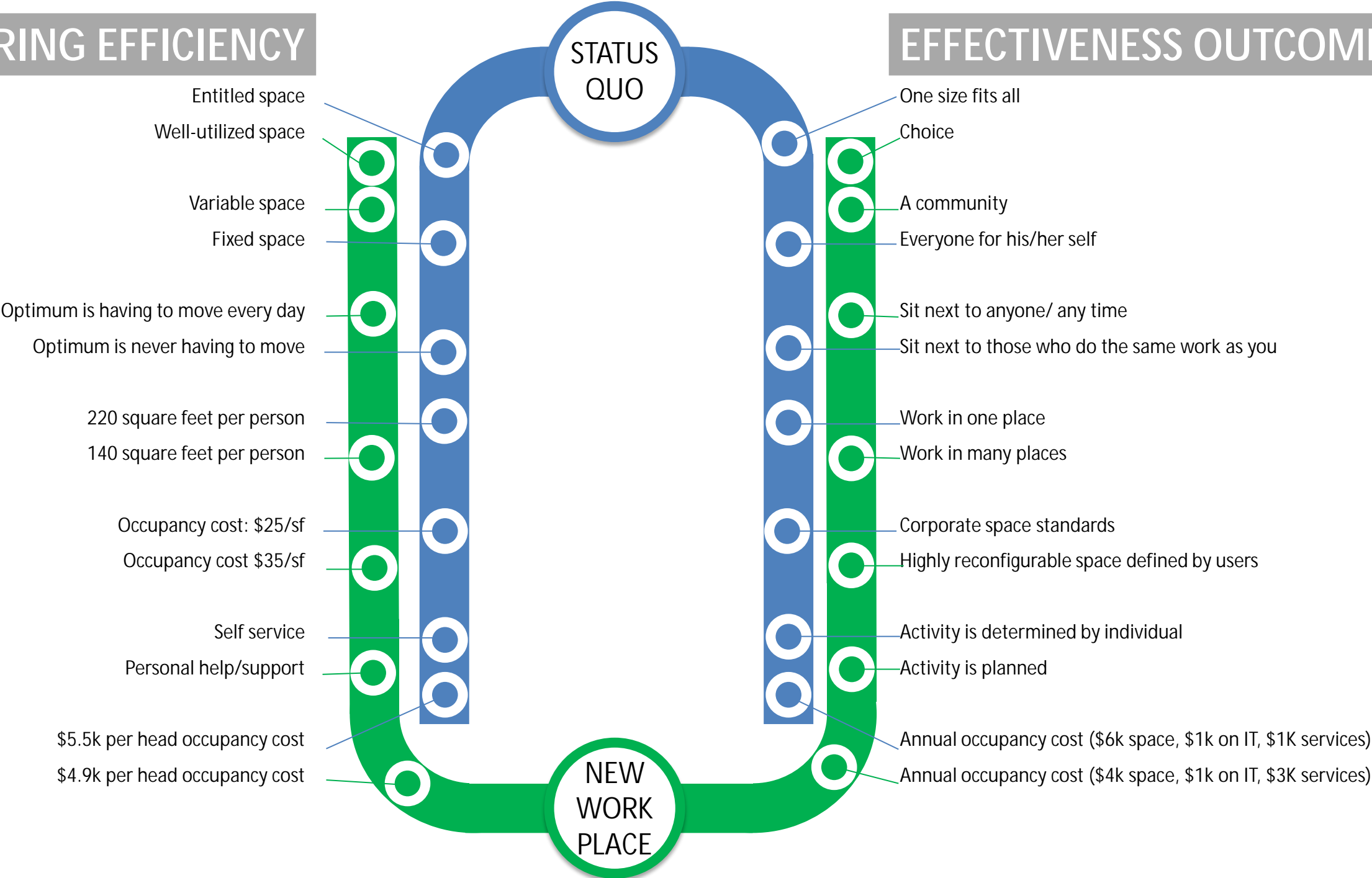


CAMPUS

BENEFITS

MEASURING EFFICIENCY

EFFECTIVENESS OUTCOMES



CAPABILITIES AND ENABLERS



The house:
somewhere to belong

Nature of change:
Minimal,
like home!

The work:
Highly variable
based upon task

Nature of change:
High-change every
day!

Adjacency:
Constantly changing

Nature of change:
Planned and
serendipitous

Workstyle:
Always in the
optimum physical or
virtual location

Change level:
Walk everywhere.
Time to think

Project space:
Custom designed for every
need

Change level:
Changes every day... Like a
stage set!

CAUSALITY

(also referred to as 'causation',^[1] or 'cause and effect') is the relation between an event (the *cause*) and a second event (the effect), where the first event is understood to be responsible for the second.

6. Enablers

5. Capabilities

4. Changes

3. Benefits

2. Outcomes

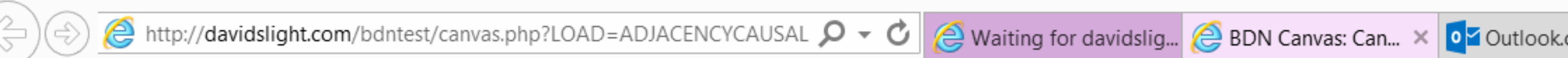
1. Drivers

How

What

Why

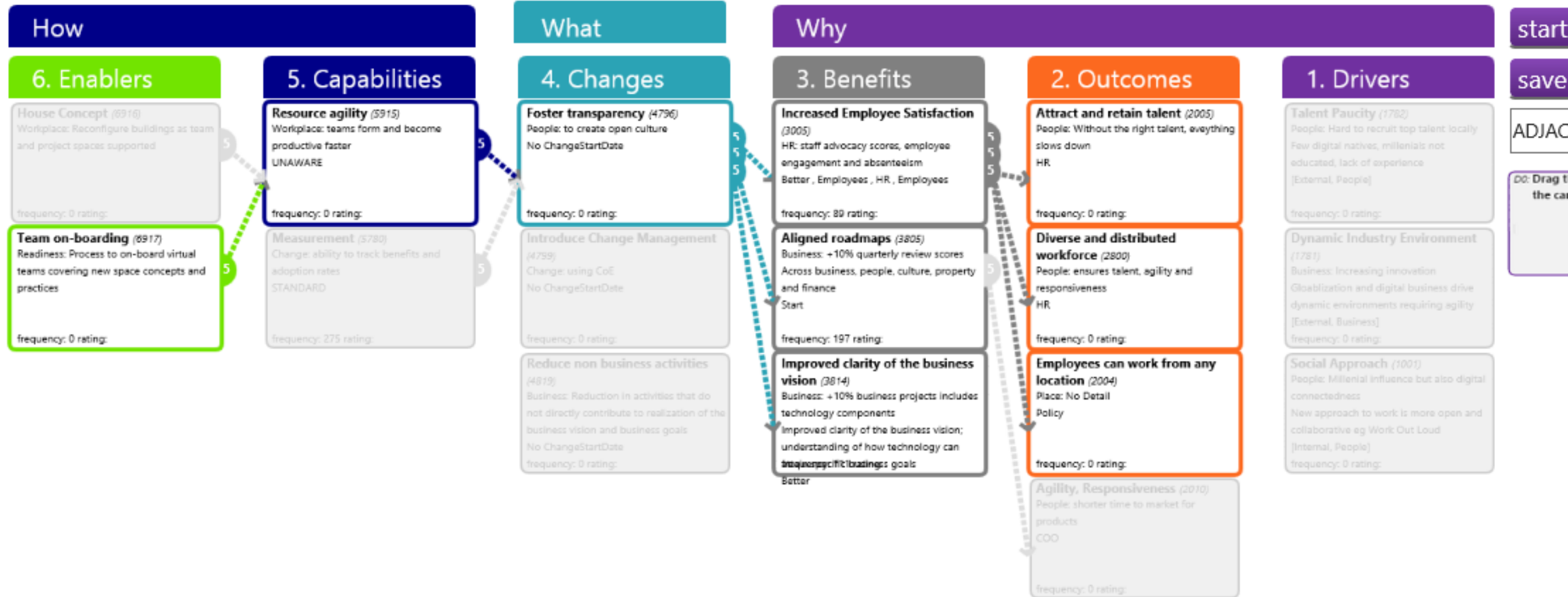
CAUSALITY



File Edit View Favorites Tools Help

BDN Canvas

☒ dim unrelated ☐ hide orphans ☐ just orphans ☐ just why and what ☐ hide relationships ☐ reverse ☐ other known relationships ☐ show move and delete ☐ draw



THE HOUSE

The house is where you belong. It's where you can work, entertain, meet people and get advice. It's a community!



SPACE

READING ROOM
FOCUS ROOM
COFFEE + JUICE BAR
BARBECUE
MEETING SPACES
FIREPLACE
LOUNGE
GARDEN
BOOTH
SOCIAL SPACE
SERVICE COUNTER
SUPPORT STAFF
KITCHEN TABLE
PERSONAL LOCKERS

SERVICES

GEEK SQUAD
HR SUPPORT
MENTORING
HOSPITALITY
CONCIERGE
GOURMET COFFEE + TEA
ORGANIC BEVERAGES
AV SET-UP
DRY CLEANING
SHOE SHINE
SPACE RESERVATIONS
WIRELESS
ADVICE + WORK REVIEW
COPY/ MAIL/ PACKAGING

LOOK AND FEEL

Components for the business solution



Relevant comparisons

English public school "houses"

American University dorms

Frat + Sorority houses

British Military regiments

Your village or neighborhood

Oxford and Cambridge colleges

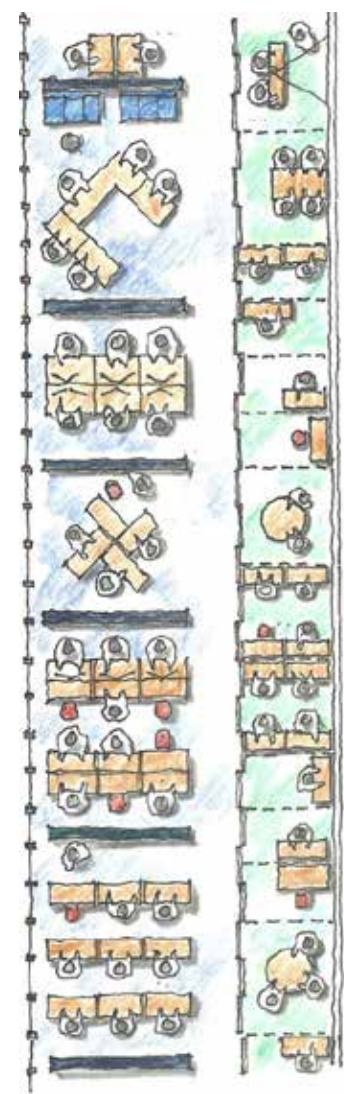
Starbucks

Look and feel

1. An informal place to work, mix and hang out with people you know
2. Informal space to connect
3. Places to meet, present and discuss
4. A place to keep my stuff
5. Starbucks
6. I belong
7. Un-Corporate
8. A community
9. Peace and quiet

PROJECT SPACE

Project space is configured each day for demand, based upon short, medium and long term use



Analogy



SPACE

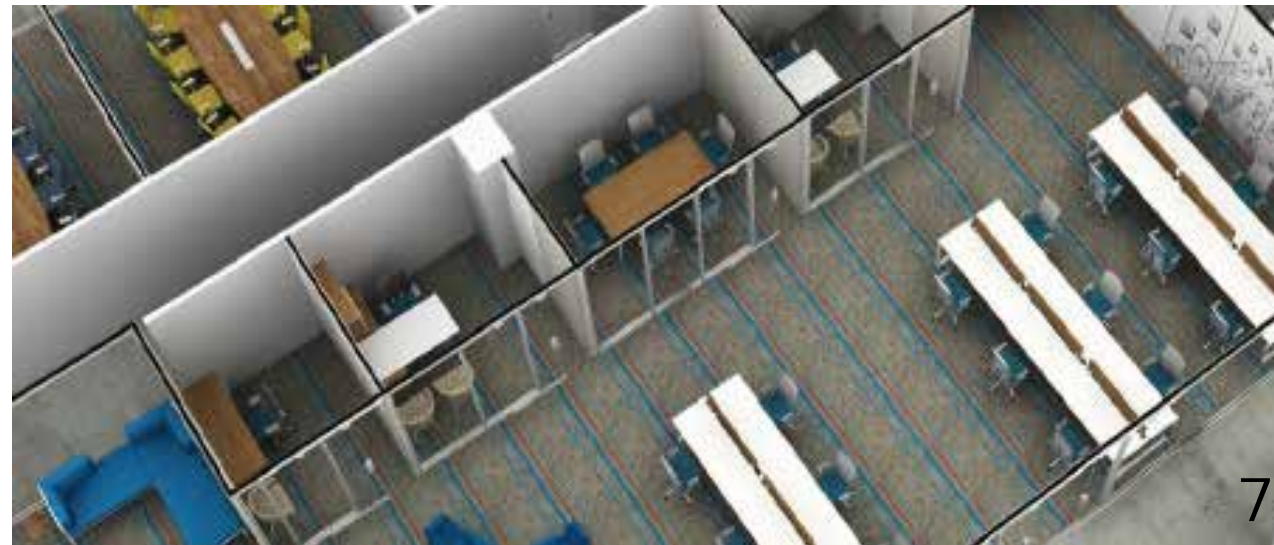
- RECONFIGURABLE (DAILY)
- ENCLOSED SPACE
- OPEN SPACE
- MOVABLE COMPONENTS
 - WALLS
 - FURNITURE
 - TECHNOLOGY
 - FINISHES
 - LIGHTING
 - WHITEBOARDS
 - ACTIVITY BRANDING
- CHARGED BY USE

SERVICES

- RESERVATIONS
- SPACE PLANNING
- CONFIGURATION
- COFFEE + TEA
- FACILITATION
- TECHNOLOGY
- AV
- VIRTUAL COMMUNICATION

LOOK AND FEEL

Components for the business solution



Relevant comparisons

Team space

High performance individual space

Agile teaming space

Labs

Maker spaces

Images

1. Mixture of open and enclosed work spaces
2. Technology-laden meeting space
3. Informal meeting space
4. Agile teaming space
5. Collaboration solutions
6. Team spaces
7. Focus rooms and meeting rooms break-up large open spaces
8. Break-out/ scrum space
9. Places to build things

EXECUTIVE HOUSE



Relevant comparisons

Coworking center

Studio

Corporate headquarters

Think tank

Control center

Images

1. A tight-knit, well integrated management team
2. Connected across the company
3. Executive coworking
4. Eyes on everything
5. Executive think tank

CORPORATE VISIT CENTER

Components for the business solution



Relevant comparisons

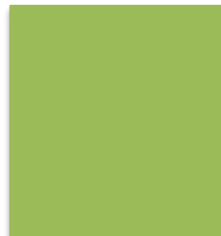
- Visitor centers
- Retail stores
- Corporate headquarters
- Think tank
- Museum
- Art centers

Images

1. A tight-knit, well integrated management team
2. What we do
3. Express our brand
4. Reflect our culture
5. Corporate functionality
6. All are welcome
7. Integration of everything

AMENITIES

Components for the business solution



EMPLOYEE SERVICES

AUDIO VISUAL
BUILDING SUPPORT SERVICES
COMMERCIAL PRINT ROOMS
MAIL CENTER
SECURITY CONTROL ROOM
DRY CLEANING/ LAUNDRY

FOOD SERVICE

FULL FOOD SERVICE
EXECUTIVE DINING SERVICE
GRAB-N-GO
JUICE BAR/ COFFEE SHOP

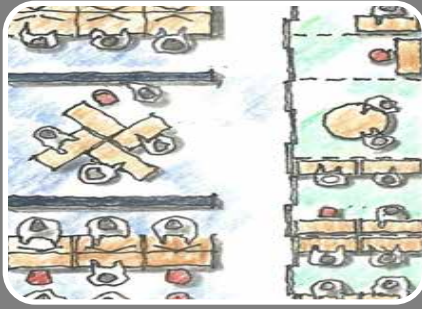
GATHERING SPACES

AUDITORIUM
HEART
RECEPTION
VISITOR CENTER

EMPLOYEE WELLNESS

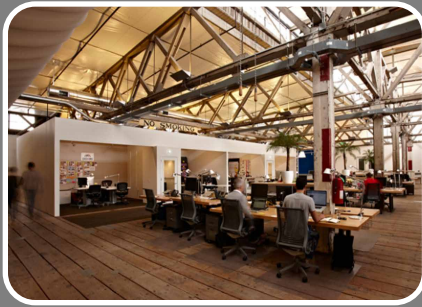
FITNESS CENTER
BIKE ROOM
CHILD CARE
HEATH CENTER
WALKING TRAILS
TYEAM SPORT

EFFICIENCY



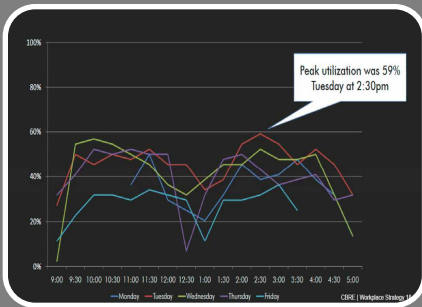
Maximal use of space

- At least 30% reduced footprint
- Widest functionality at least cost



Simplicity above all else

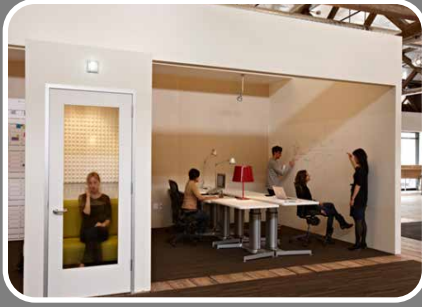
- House addresses soft elements
- Project spaces directly address work needs



Reduce fixed and variable operational cost

- No more “office” moves
- Services configured to maximize productive time

EFFECTIVENESS



Design

- Look and feel aligned with work outcomes
- Two concepts: House and Project Space



Ultra- Service, Tailored and Focused Experience

- Concierge level services
- FM facilitates space and team formation



Above all, users choose

- Individuals part of community of choice
- Teams determine work time, space and location



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THANK YOU!

Be sure to evaluate the session online at the
Attendee Service Center

<http://tinyurl.com/p6y4fxb>



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