



HAWORTH®

# Evolving Needs, Evolving Spaces

## One Haworth Center, 2West Renovation

Case Study



“We believe our organization can have a profound impact on the communities we touch around the world—simply through the ways we help customers enrich their spaces. We strive to help customers reach their workplace goals—from improving worker effectiveness and innovation to brand expression.”

- Matthew R. Haworth, Chairman

One Haworth Center, our corporate headquarters, is a space that evolves with a dynamic, changing world. It’s a place where we apply our research and knowledge about the nature of work and demonstrate the effectiveness of our workspace solutions. Our workspace is an important tool that helps our organization—and our customers’ organizations—succeed.

In 2013, we reconfigured a space on the second floor of One Haworth Center called 2West to demonstrate the ever-evolving nature of work, create a vision for our customers, and support employee needs.

## Change Begins with Knowledge

The reconfiguration coincided with the changing needs of our marketing and design teams. Made up of many right-brained individuals whose work is highly strategic and conceptual—such as designing, drawing, and writing—they desire more collaboration while depending on opportunities for independent, focused work. Also a factor were the different workstyles represented within these teams.

To inform the design of the reconfigured space we applied what we learned from our patented LENS™ assessment tools.



### Findings from our LENS tool surveys:

- Support a mix of workstyles.
- Nurture a dynamic, entrepreneurial, and creative subculture of people who value flexibility and adaptability.
- Foster innovation, creative thinking, experimentation, initiative, growth, and freedom.
- Enable collaboration and team activities to support independent, highly conceptual work.
- Increase opportunity for mobility within the building.
- Provide visual and auditory privacy—a need we hear from many of our clients.
- Offer an open environment that supports teamwork, participation, group cohesion, and an extended family feeling.

## Future Worker Dynamics

The nature of work is influenced by forces beyond our control—**social, technological, economic, environmental, and political**. Our research, knowledge, expertise and global design perspective guide us to evaluate workplace trends such as the ones listed below, then tailor spaces that support them, for both our customers and employees.

- Workers will be under continual pressure to provide **optimal performance**—staying efficient while producing quality work.
- People will value the **autonomy** to self-direct how, when, and where work happens.
- **Non-routine work** is more prevalent and workers are valued for creative critical thinking.
- A **variety of work settings** must support the spectrum of work activities.
- People desire **choice in place**, and will self-select where to work for achieving optimal performance.
- The work environment must **balance** technology access and with comfort and security.

## Design Implications and Space Application

Workers today are driven by a need for autonomy over where and when they work to achieve their desired performance. Many are untethered to dedicated workstations, seeking choice and variety in a work environment to accommodate a range of workstyles and mobility.

Designed to support an agile workforce, the 2West space fosters innovative thinking and easily adapts to new ways of working, as well as a variety of workstyles. Agile work gives people the maximum flexibility they need, while increasing interaction and eliminating barriers to collaboration. By helping people focus on their projects, tasks, and results, agile work can increase employee performance, satisfaction, and engagement.

Three ongoing objectives drove our design process:

- To demonstrate the ever-evolving nature of work
- To create a vision for our customers
- To support employee effectiveness

We also incorporated what we had learned about workplace trends—as well as our research about 2West employees—to accommodate the culture and workstyle needs of the occupants. Then we tailored a solution that addresses employees' needs while creating a space that inspires.



### Key Implications

- Support an agile workforce.
- Integrate technology throughout and in a variety of settings.
- Demonstrate applications based on specific knowledge and research.
- Shift individual space to a variety of group spaces.
- Create non-traditional spaces to collaborate, socialize, and work.
- Add elements of lighting, color, and texture to create inviting spaces with visual interest.
- Accessorize with artistic craft-inspired pieces.
- Provide an inspirational environment.

## 2West Space Allocation: Then and Now



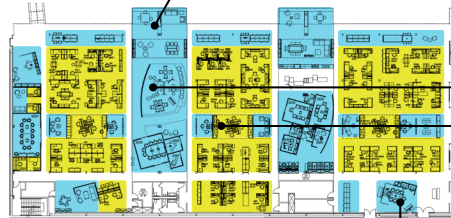
### 2008

- 80/20 Ratio, Individual to Group
- All Workstations Assigned
- 11 Shared Spaces

■ Individual ■ Group



*Variety: Provide non-traditional spaces to support work, socialization, and collaboration.*



### 2013

- 50/50 Ratio, Individual to Group
- 20% of Workstations Unassigned
- 31 Shared Spaces
- Individual Space Decreased 30%
- Group Space Increased 45%



*Allocation: Shift from individual to group spaces.*



*Mobility: Design with flexibility to accommodate a mobile workforce, e.g., touchdown spaces and lockers, etc.*

## Creating a Vision for Our Customers

Technology gives people the choice to work anywhere, anytime. It has been a major influence on the design of space. Facilities must be adaptable to keep up with the advances in technology that happen at a faster pace than ever before, and keep up with the demand for more group interaction. Work is more collaborative than ever before. With smaller and more portable technology tools, individual workstations are shrinking, too.

When we assessed the individual to group space ratio in 2008 and learned that the 2West space was 80/20, we knew Haworth had an opportunity to not only provide more group space for collaboration, but also offer a variety of spaces for a mix of workstyles. The reconfiguration now offers a balance of group and individual spaces, including assigned and unassigned to accommodate a mobile workforce.



*Technology: Work is more collaborative and technology tools are smaller and more portable, so individual workstations are shrinking.*



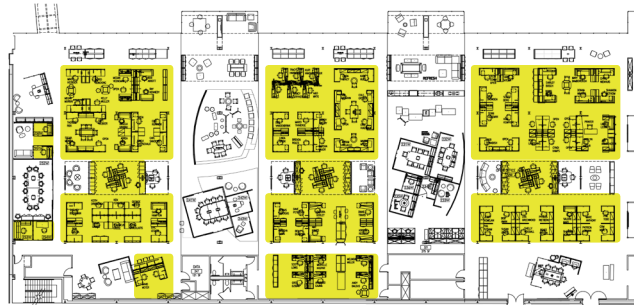
**Crew:** Individuals who work in teams focused on tactical objectives and deliverables



**Connector:** People who often work in groups to generate new ideas and connect them to strategy

## Workstyles

At Haworth, we have spent significant time understanding the different behaviors people employ for completing tasks and utilizing the workspace. Four workstyles characterize the majority of office workers: Crew, Connector, Master, and Specialist. Our teams in 2West comprise a broad mix.



■ Individual



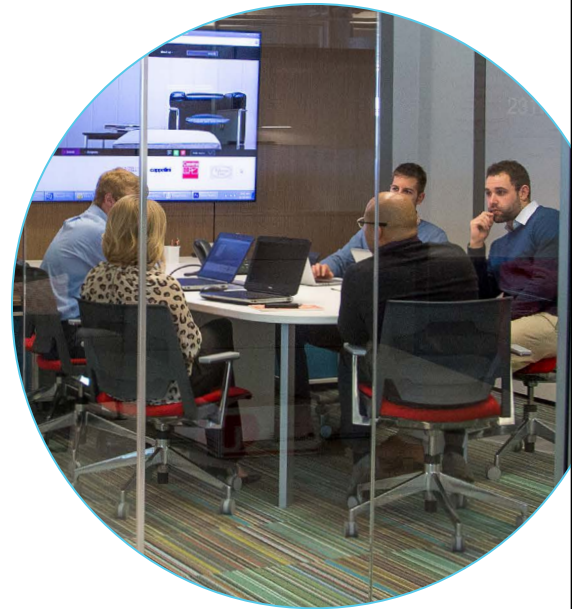
**Specialist:** People who mostly work alone focused on specific tasks and deliverables



**Master:** Subject matter experts who primarily work alone to develop and hone strategic concepts



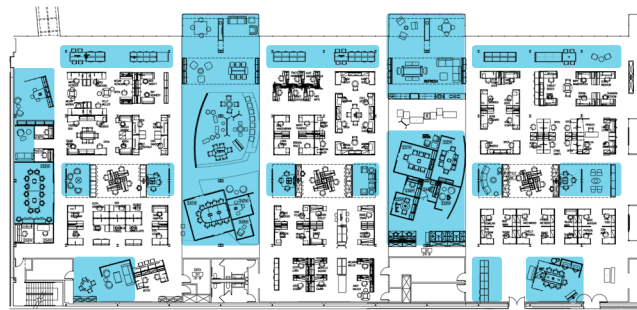
**Think:** Strategic space for formal planning or brainstorming



**See:** Presentation spaces for communicating and sharing information

## Collaboration

We have also learned that people are generally drawn to one of four collaborative modes: think, do, see, and connect. Most organizations need spaces that support all four types, although one may be more prevalent than the other three. To support the workstyles of 2West employees, all four collaboration modes were included in the design of the refreshed space.



■ Group



**Do:** Tactical spaces for project work



**Connect:** Social settings for informal gatherings as well as work



*"I like not having an assigned workstation. It gives me the freedom to move based on my specific tasks. It's not just about location or privacy; it's also about variety in views, the mix of materials, and adjacencies to different people throughout the day."*

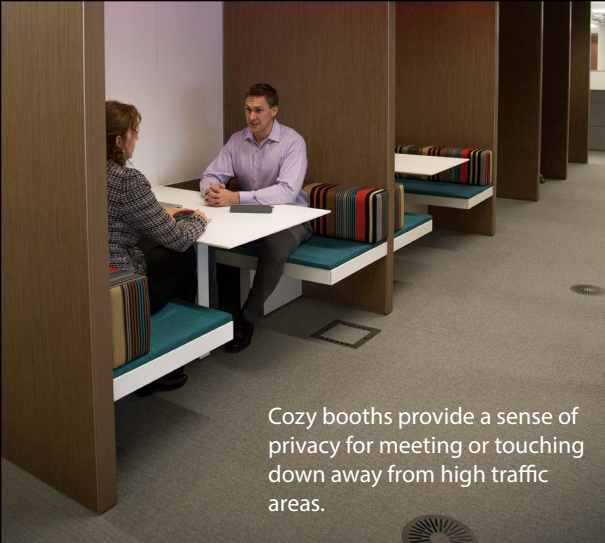
*- Rob, Real Estate & Facility Manager*

## Variety

The new space now offers three times the collaborative space it had in 2008, with social settings and spaces for tactical, presentation, and strategic activities—from formal meeting rooms to casual lounges.

We also planned for various individual workspaces, including dedicated workstations as well as touchdown spaces that are well equipped with tools, lighting, and accessories anyone needs throughout the day. And, we purposefully considered the sensory needs of people—sight, smell, hearing, taste, and touch—by offering a mix of materials, colors and textures in the product solutions we installed. Engaging the senses can influence workers' overall well-being by providing comfort and security. Offering variety is another way to create spaces that feel familiar—spaces that draw people in.





Cozy booths provide a sense of privacy for meeting or touching down away from high traffic areas.



When agile workers need a place to touch down and focus, many areas offer enclosure for acoustical privacy.



Casual and open spaces are offered for people to meet, socialize, and relax. Lounge seating provides comfortable furniture to make people feel at home.

## Choice

To support an agile workforce, everyone has a choice from a “kit of spaces” to work independently or collaboratively. Embedded technology tools like workware™ enhance collaborative spaces, supporting group activities such as sharing, connecting, and creative problem solving. These options are available to both assigned and unassigned workers.



*"Whether I need to sit or stand, spread out, brainstorm, take a phone call, or collaborate with my colleagues, 2West provides the flexibility for me to accomplish the unique tasks and challenges that each day brings."*

*- Lindsey, Marketing Associate*

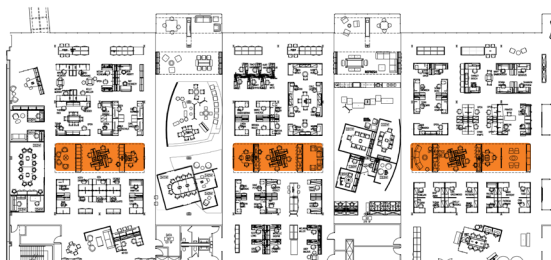


## Mobility

The space was also designed with flexibility to accommodate a mobile workforce. Employees can seek out space within a Mobile Landing when they need a place to touchdown. They store their personal things in lockers during the day, giving them the freedom to move around the building from meetings to collaborative spaces and back to one of the Mobile Landings.

By providing people with a higher proportion of group spaces and giving them variety and choice in where they work—either on their own or collaboratively, we can help increase employee performance, satisfaction, and engagement.

Mobile Landings





## Change Requires Communication

During the reconfiguration, change management was crucial. Communicating about change involves an ongoing, multi-step process designed to inform people early, clearly, and frequently about what's happening since everyone may have different expectations.

Occupants were frequently apprised of progress and engaged in developing best practices for communication, housekeeping, and protocols. In particular, we actively communicated with employees about the concepts, project status, and timing of activities. This communication included not only the people directly affected by the reconfiguration, but also those in adjacent spaces.

The communications plan included an intranet web page, regular email communication, and forums for discussion and feedback. Designers utilized Canvas software for developing visuals and specifications to share layouts so employees could see what their workspaces would look like.

## Working through Installation

Just because installers were working didn't mean business stopped on the second floor. Although some people were relocated to a swing space and others became temporarily unassigned mobile workers, many remained in their current location—amidst the noise and disruption of product installation. Work continued on, and even client groups experienced the various stages of reconfiguration, which proved to be interesting to many (especially the process of assembling moveable walls). In addition to avoiding downtime, our cost savings from our raised floor product was estimated at 80 hours (or two hours per base feed) because the flexibility of our flooring eliminates the need to pull and re-layout electrical fixtures.

## Change Management Communications Plan

- Provide conceptual renderings and maps of team locations both during the temporary move period and after the relocation back into the space.
- Share Agile Work Program guidelines via forums and electronically.
- Brief managers and move coordinators on employee locations post-reconfiguration.
- Create a project-specific email address for people to ask questions directly.
- Send bi-weekly emails detailing key information, project status, and timing of construction activities.
- Present updates during monthly staff meetings for employees affected by the reconfiguration as well as adjacent departments.
- Provide move packets with seating and printer information, as well as move schedules.



## Measuring Sustainability Savings

Prior to relocating to new workspaces, people were encouraged to participate in a lean manufacturing methodology called 5S (sort, streamline, systematically clean, standardize, sustain) and clean out storage areas. A committee was formed to manage the five-day event, which included activities such as a contest for the largest quantity of recyclable materials. Overall, storage needs were reduced—up to 50 percent for one group.

This was just the beginning of how we implemented our sustainable building practices during the reconfiguration. A number of tactics were employed to keep waste out of landfills as much as possible. All leftover product and materials were recycled, repurposed, or donated.

## Sustainability Metrics

### Furniture | Walls

- Existing product was repurposed, donated or sold:
  - » 44% Repurposed to Haworth Facilities
  - » 7.5% Donated
  - » 9.5% Sold to Customers
  - » 39% Sold @ Company Store
- Retained the majority of existing wall product. Created additional spaces with new product.
- Existing seating offered for sale to employees.

### Flooring | Diffusers | Floor Boxes

- Some modifications to raised floor were required, but TecCrete® tiles were reused.
- Existing diffusers & floor boxes reused. Minimal new diffusers required. New floor boxes added to enhance use of space.

### Carpet

- Majority of existing product retained, cleaned, rotated or stored.

### Lighting

- Reduced number of pendant fixtures and reused extras.
- Reused existing recessed fixtures.
- Only added feature lights to enhance design intent.



## Maximizing Performance and Inspiring Customers

The 2West space was designed to support the changing nature of work and offer our customers opportunities to envision what is possible in their own facilities. Our agile workforce has the choice and variety—as well as more space for collaboration—it needs to not only work effectively, but also be inspired. Other areas in One Haworth Center will continue to evolve, offering our customers—and our employees—continuous learning about how their spaces can enhance their business, sustain the planet, and stir the spirit of the people that occupy it.



Haworth's Integrated Palette includes Compose, Enclose, Patterns, Planes, Reside, Beside, and Belong.

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