

CAPTIV[®]

**Comparative Assessment & Performance Tool
for Innovative Workplaces**

Sample In-Depth Analysis Report



**INNOVATIVE
WORKPLACE
INSTITUTE**

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(Appendices are not shown in this sample report)

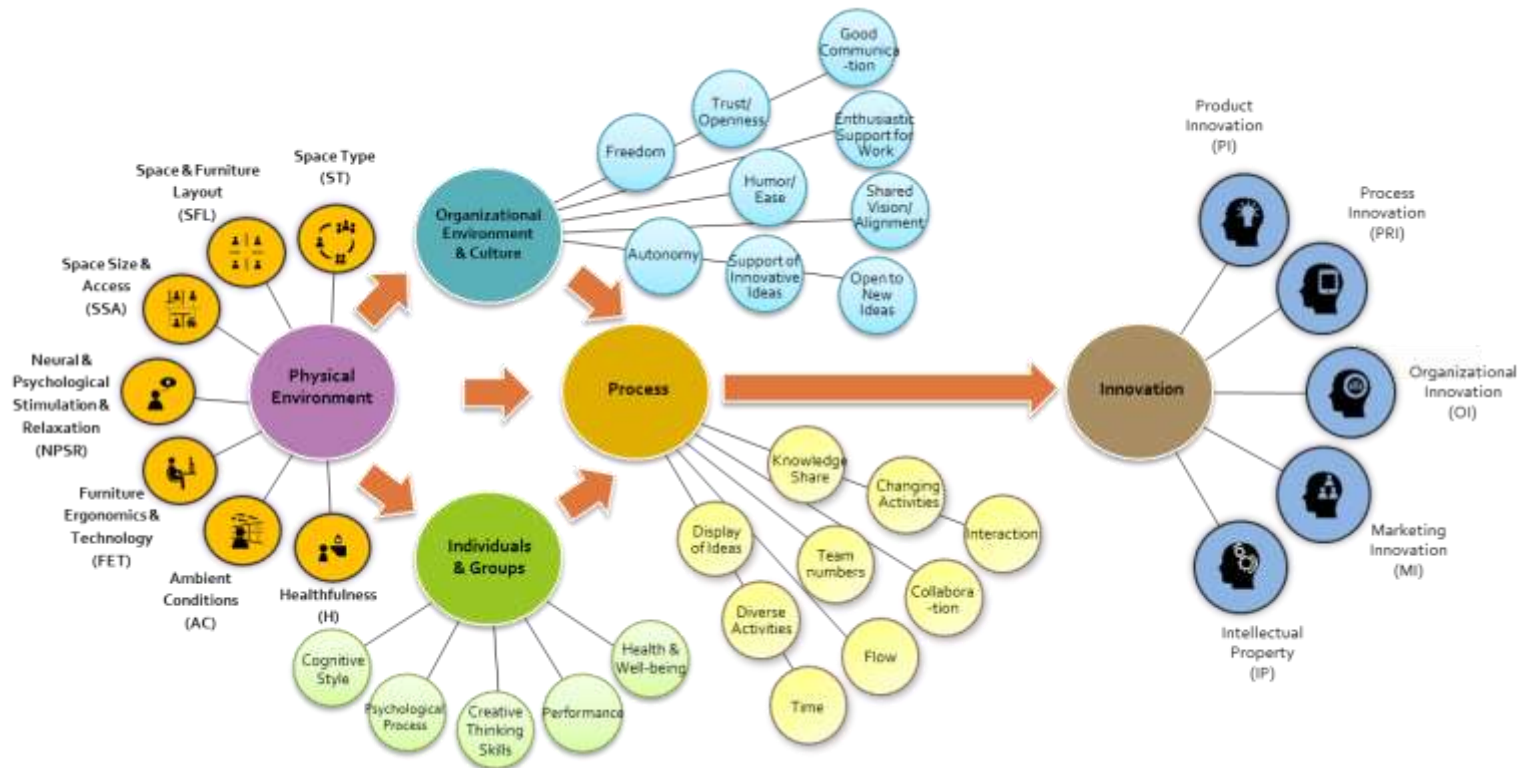
About CAPTIW[©]

1. OPEN SOURCE ONLINE WORKSPACE ANALYTICS

The Comparative Assessment and Performance Tool for Innovative Workplaces (CAPTIW[©]) is a comprehensive workplace analytics that assesses the performance of the physical workspaces in relation to the organizational innovation strategies and innovation performance. A set of recommendations can be drawn from the analysis to transform current workplaces to support innovation strategies of the organizations. It was developed by a collective effort of over 40 industry and academic partners to advance the field of workplace design and management and offer an analytic platform for the evidence based workplace management.

2. UNIQUE FUNCTIONS OF CAPTIW[©]

1. MOST COMPREHENSIVE WORKPLACE MODEL: CAPTIW[©] is grounded on the most comprehensive workplace model to look at the impact of specific key performance indicators of workspaces on the organizational culture, procedure of creative practice, and people together.

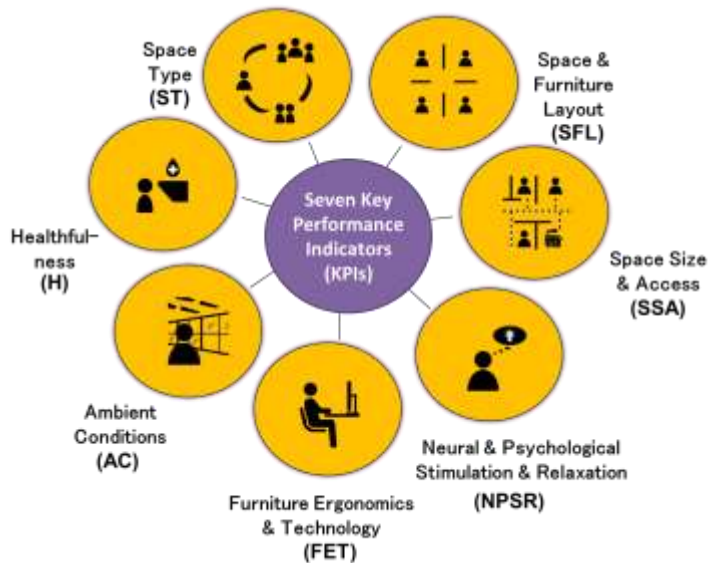


Five constituents of Creative and High-Performing Knowledge Workplace (CHPKW)

About CAPTIW[©]

2. UNIQUE FUNCTIONS OF CAPTIW[©]

2. MOST COMPREHENSIVE KEY PERFORMANCE INDICATORS (KPIs) OF WORKSPACES: CAPTIW[©] analyzes the workspace performance based on the most comprehensive list of key indicators of workspaces that are critical to organizational creativity and innovation, in order to understand how these indicators perform and support innovation strategies and innovation performance .



Seven Key Performance Indicators (KPIs) of Workspaces

3. PERFORMANCE-BASED ASSESSMENT: CAPTIW[©] is grounded on the seven key performance indicators (KPIs) and complete sets of sub-key performance indicators that solely utilize objective and prescriptive measures to diagnose the physical workspaces.

CAPTIW[©] SCORECARD

Key Performance Indicators of the Physical Work Environment

Instruction:
Type the number minus 1 corresponding to the order of the answers, e.g. 0 for the first answer, 1 for the second answer, & 6 for the seventh answer.

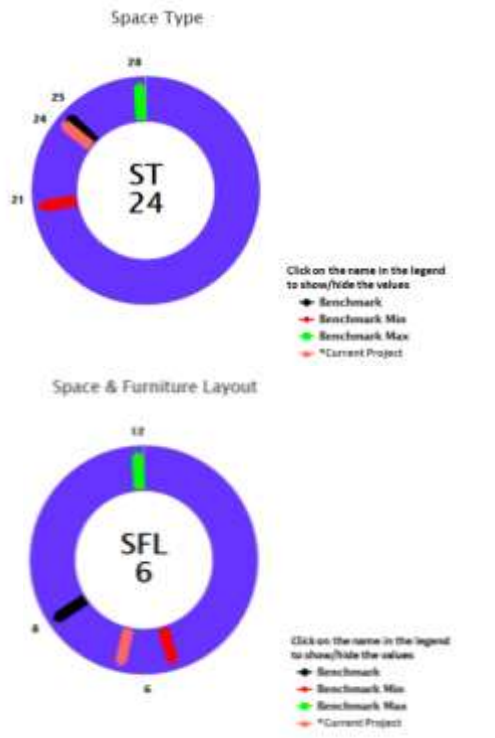
| SPACE TYPE (ST) | | |
|-----------------|--|----------|
| ST1-1 | Choice of Work Spaces: Focus (Head-down) Spaces | |
| ST1-2 | Choice of Work Spaces: Collaboration Spaces | |
| ST1-3 | Choice of Work Spaces: Socialization Spaces | |
| ST1-5 | Level of Ratio Balance | |
| ST2-1 | Interaction-Collaboration Work Spaces: Formal Meeting Spaces | |
| ST2-2 | Interaction-Collaboration Work Spaces: Informal Meeting Spaces | |
| ST2-3 | Interaction-Collaboration Work Spaces: Impromptu Meeting Spaces | |
| ST2-5 | Level of Ratio Balance | |
| ST3-1 | Recharge Spaces: Play Spaces or Spaces with Features for Playing | |
| ST3-2 | Recharge Spaces: Solitude Spaces or Spaces with Features for Solitude Activities | |
| ST3-3 | Recharge Spaces: Fitness Spaces or Features for Fitness | |
| ST3-4 | Recharge Spaces: Social Spaces or Spaces with Features for Socialization | |
| ST3-6 | Recharge Spaces: Outdoor Recharge Spaces | |
| ST3-7 | Level of Ratio Balance | |
| AC4-5 | Indoor Air Quality: Low-Emitting Finishes and Furnishings | |
| AC4-6 | Indoor Air Quality: Occupant Control of Indoor Air Quality | |
| AC4-7 | Indoor Air Quality: Use & Compliance of Indoor Air Quality Guidelines/Standards | |
| | | 0 |
| HEALTHFULNESS | | |
| H1-1 | Healthfulness: Cleaning Materials and Products | |
| H1-2 | Healthfulness: Cleanliness & Maintenance of the Usable Spaces | |
| H1-3 | Healthfulness: Access to Fresh Drinking Water | |
| | | 0 |
| TOTAL | | 0 |

CAPTIW[©] Scorecard with a Set of Objective and Prescriptive Measures

About CAPTIW[©]

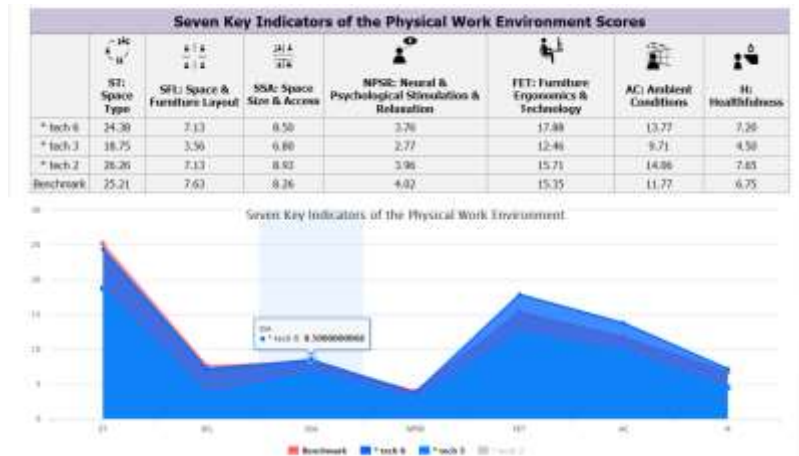
2. UNIQUE FUNCTIONS OF CAPTIW[©]

4. BENCHMARK FUNCTION: CAPTIW[©] offers a benchmark of top performing innovative companies within the data pool. So, individual companies' projects can be measured against the benchmark to easily understand their strengths and opportunities to transform workspaces to support organizational innovation strategies and performance.



CAPTIW[©] Analysis against the Benchmark

5. COMPARATIVE ASSESSMENT BETWEEN MULTIPLE PROJECTS: The “Compare” function allows organizations to compare and contrast between multiple projects they manage. They can easily understand underperforming and high-performing areas of physical workspaces of different workplaces they manage. They can also use the “Compare” function to examine the workplace improvements between Pre and Post scenarios, or workspace changes to better align the workplace with the organizational innovation strategies.

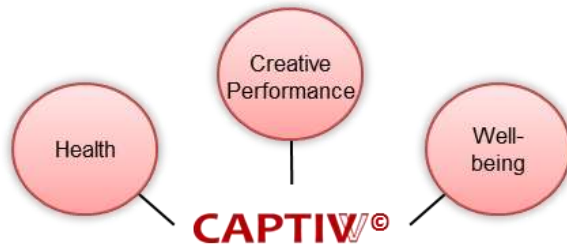


CAPTIW[©] Analysis of Comparative Assessment of Multiple Projects

About CAPTIW[©]

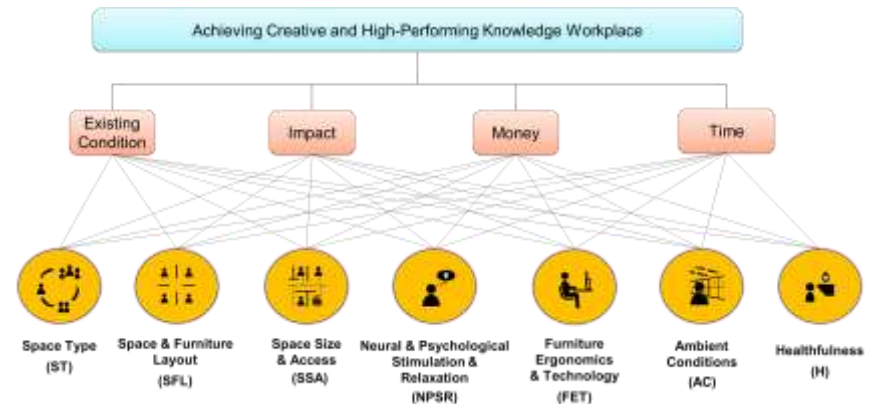
2. UNIQUE FUNCTIONS OF CAPTIW[©]

6. ENCOMPASSING PERFORMANCE, HEALTH & WELLBEING INDICATORS: CAPTIW[©] employs a more comprehensive way to measuring workplace performance by implementing health and wellbeing indicators of workspaces that affect worker productivity. Health and well-being indicators of workspaces that have shown the links to worker productivity were identified via literature review and employed to CAPTIW[©] to offer a more comprehensive and balanced assessment of workspace performance.



| Cognitive & Psychological Function Factors | KPI | Physical Health, Fitness & Comfort Factors |
|---|------|--|
| ST 1. Choice of Work Spaces ST 2. Interaction – Collaboration Work Spaces ST 3. Recharge Spaces | ST | ST 3: Recharge Spaces |
| SFL 1. Flexibility SFL 2. Flow and connectivity | SFL | |
| | SSA | SSA 1. Amount of Spaces SSA 2. Access to Equipment |
| NPSR 1. Unique/ Fun Atmosphere NPSR 2. Stimulation of Senses NPSR 3. Relaxing Environment | NPSR | |
| | FET | FET 1. Furniture Ergonomics FET 2. Technology |
| AC 1. Acoustics AC 2. Visual Comfort AC 3. Thermal Comfort AC 4. Indoor Air Quality | AC | AC 1. Acoustics AC 2. Visual Comfort AC 3. Thermal Comfort AC 4. Indoor Air Quality |
| | H | H 1. Healthfulness |

7. ANALYTIC HIERARCHY PROCESS: CAPTIW[©] integrates the Analytic Hierarchy Process (AHP) to assess the performance of workspaces. AHP is a multi-criteria decision-making technique based on mathematics and psychology to determine the priorities of intangible items. AHP is implemented to CAPTIW[©] to offer prioritized KPIs for organizations to easily understand and target the higher priorities that have the most impact for the financial and resource investment, when deciding workspace changes to better align with organizational innovation strategies. The priorities of KPIs were determined based on the concept of best solutions when considering the four most important factors when changing the workspaces: impact, money, time, and existing conditions for changes.



AHP's Multiple Pair-Wise Comparisons to Determine Priorities among KPIs

Client Workplace Profile

1. CLIENT

Technology Company. The company is annotated as Tech 3 in the database and will be named Tech 3 henceforth in the report.

2. FACILITIES

Location: New York, NY

Size: 150,000 SF

Percentage of revenue growth from this location/facility in the last three years: 1.35%

Percentage of employment growth from this location/facility: 1.18%

Performance indicators currently used to monitor the performance of the long term strategic objectives:

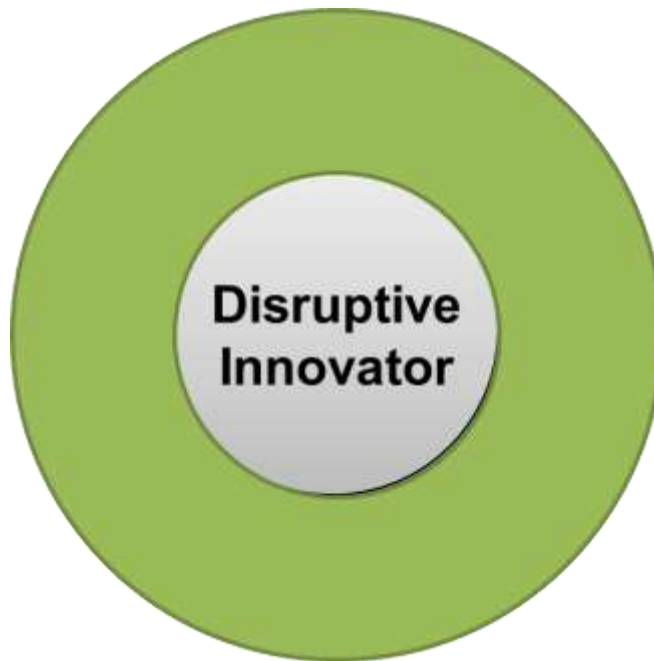
- Gross margin/ operating margin growth
- Sales/income growth
- Increased sale of new products
- Improved delivery time

The implementation degree of Innovation strategies currently used:

- Fully implemented:
 - i. Senior management supports trial-and-error testing of new ideas
- Partly implemented:
 - i. Senior management is willing to take risks to support an innovation
 - ii. Specific people are assigned to an innovation to take it from the idea stage to completion
 - iii. Your employees are highly motivated to think of new ideas and take part in their development
 - iv. There is a mature culture established for your employees to be supportive of change and innovation
 - v. Clients are actively involved in the design or planning of new or substantially changed products or services
 - vi. New or substantially changed products or services are independently evaluated after completion
 - vii. Evaluation results are used to improve [your branch's / your company's] innovation practices
 - viii. Client satisfaction surveys are conducted after implementing new or substantially changed products or services

Overview

1. OVERALL PERFORMANCE CLASSIFICATION



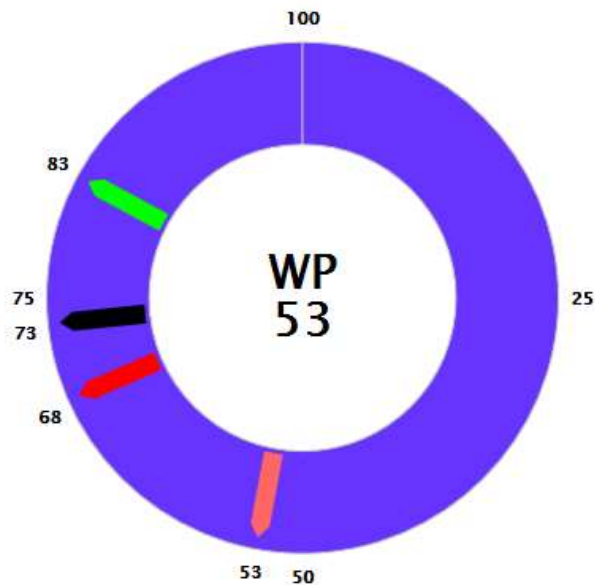
Disruptive Innovator Type

Your workplace performance is specified as **Disruptive Innovator Type**. A **Disruptive Innovator** workplace, in general, has challenging environmental constraints in utilizing the physical work environment to align it with the organizational innovation strategies and goals. A **Disruptive Innovator** workplace has not implemented systematic strategic planning to the work environment to support employees' activities and tasks to produce innovations. There is a gap between the workspace performance and the innovation performance of the company due to a lack of alignment between the two. This results in a low level workspace performance that leads to a low level of innovation performance in the company.

However, at the same time, there are vast opportunities present in the workplace of the company, upon examination. This requires a force of a disrupter who has a spirit of transforming the workplace model towards a disruptive innovation to create an innovative workplace that enhances the ambience of creativity and innovation. It is recommended that the senior management examine the role of the work environment in order to align it with the core visions and strategies for the growth of the innovative performance of the company. This report provides a thorough examination of the workspace performance of your company in relation to the innovation performance of the company, and offers a comprehensive list of recommendations.

Overview

2. OVERALL WORKSPACE PERFORMANCE



show/hide values
by selecting items

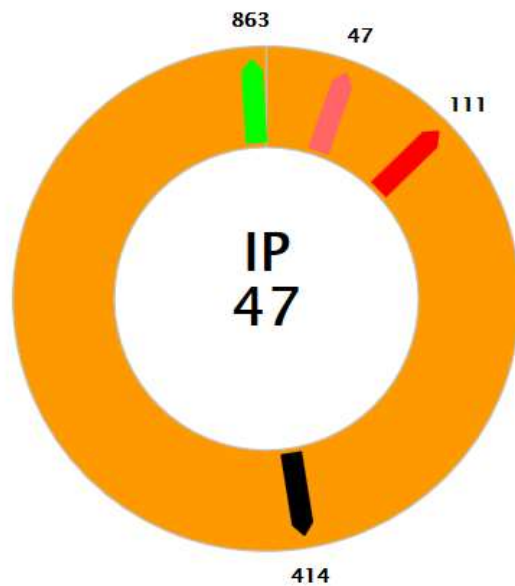
- Benchmark
- ◆ Benchmark Min
- Benchmark Max
- ★ * tech 3

The total score of your **Workspace Performance** in supporting creativity and innovation is 53 (accurately 52.93), while the benchmark score is 73 (accurately 73.37). This is 20.44 (-32.36%) lower than the benchmark. The highest score in the benchmark pool is 83, and the lowest score in the benchmark pool is 68 out of the possible 100 points. This score falls into the second quartile, which is the third performance group among the four groups.

(* scores are rounded-up in the graphs)

Overview

3. OVERALL INNOVATION PERFORMANCE



show/hide values
by selecting items

-  Benchmark
-  Benchmark Min
-  Benchmark Max
-  * tech 3








The overall **Innovation Performance** score of your company is 47 (accurately 46.87), while the benchmark score is 414 (accurately 413.51). This is -159.27% lower than the benchmark. The highest score in the benchmark pool is 863, and the lowest score in the benchmark pool is 111. This score falls into the first quartile, which is the lowest performance group among the four groups.

Workspace Performance & Innovation Performance

1. PERFORMANCE BY KEY INDICATORS OF WORKSPACE PERFORMANCE

1. Comparison among the Seven KPIs

The highest key performance indicator (KPI) among the seven KPIs of the workspace is **ST: Space Type** (13.13), followed by FET: Furniture Ergonomics & Technology (12.46). The lowest KPI is **NPSR: Neural & Psychological Stimulation & Relaxation** (2.77), followed by ST: Space Type (3.56).

| Seven Key Indicators of the Physical Work Environment Scores | | | | | | | | Total |
|--|---|--|---|---|---|---|---|-------|
| |  ST: Space Type |  SFL: Space & Furniture Layout |  SSA: Space Size & Access |  NPSR: Neural & Psychological Stimulation & Relaxation |  FET: Furniture Ergonomics & Technology |  AC: Ambient Conditions |  H: Healthfulness | |
| Tech 3 | 13.13 | 3.56 | 6.80 | 2.77 | 12.46 | 9.71 | 4.50 | 52.93 |
| Total Available Points* | 22.5 | 13.6 | 10.2 | 9.5 | 19.5 | 16.5 | 8.2 | 100 |

Due to the different significance weights calculated and applied to the seven KPIs based on the prioritization of the Analytic Hierarchy Process (AHP), the expected rankings are in this order, when the performance of the seven KPIs in your workplace is normal:

□ ST (1) > FET (2) > AC (3) > SFL (4) > SSA (5) > NPSR (6) > H (7).

However, this order is not present in your workplace. The order in your workplace is:

□ ST (1) > FET (2) > AC (3) > SSA (4) > H (5) > **SFL (6)** > **NPSR (7)**

The ranking of the KPIs that is lower than the normal order means poorer performance. This is because the score is lower than the expected score, despite the fact that a higher significance weight was applied. Thus, **SFL: Space & Furniture Layout** and **NPSR: Neural and Psychological Stimulation and Relaxation** in your workplace present lower performance than the normal standard performance expected. In the meantime, the KPIs that showed higher scores than the normal standard performance in your workplace present excellent performance, including **SSA: Space Size and Access to Equipment** and **H: Healthfulness**.

* These points are calculated after the significance weighting was applied.

Workspace Performance & Innovation Performance

1. PERFORMANCE BY KEY INDICATORS OF WORKSPACE PERFORMANCE

2. Breakdowns of KPIs Lower than the Normal Prospect

When specific sub-KPIs of the workspace performance were examined in SFL: Space and Furniture Layout, **SFL 2-1 Visual Connectivity** (3) under SFL 2 Flow and Connectivity was highly achieved compared to the other sub-KPIs, followed by **SFL 3-2 Core-Interaction Networks** (2) and **SFL 3-4 Non-hierarchical Spaces** (2). The other sub-KPIs scored fairly low including **SFL 1-1 Expandability** (1), **SFL 1-2 Versatility** (1), and **SFL 1-3 Convertibility** (1) under SFL1 Flexibility of Primary Work Spaces, and **SFL 2-3 Cross-pollination** (1) under SFL 2 Flow and Connectivity.

In NPSR: Neural & Psychological Stimulation & Relaxation, **NPSR 1-1 Stimulating Art/Design/Craft Work** (3) under NPSR 1 Unique/Fun Atmosphere, and **NPSR 2-3 Visual Stimulation** (3) under NPSR 2 Stimulation of Senses were highly achieved, followed by **NPSR 1-3 Whimsical and Fun Decorative Objects** under NPSR 1 Unique/Fun Atmosphere and **NPSR 3-1 Natural Elements** (2) under NPSR 3 Relaxing Environment. The other sub-KPIs scored fairly low, including **NPSR 1-2 Unconventional Interior Elements** (1) under NPSR 1: Unique/Fun Atmosphere, **NPSR 2-2 Olfactory Stimulation** (1) and **NPSR 2-3 Auditory Stimulation** (1) under NPSR 2 Stimulation of Senses, and **NPSR 3-2 Home-like Settings** (1) under NPSR3 Relaxing Environment.

All the scores in **SFL: Space and Furniture Layout** and **NPSR: Neural and Psychological Stimulation and Relaxation** are substantially lower than the benchmark scores as shown above. Especially, **SFL 2-3 Crosspollination** and **SFL 2-4 Non-hierarchical spaces** in SFL 2 Flow and Connectivity, and **SFL 1-2 Versatility** in SFL 1 Flexibility of Primary Work are low.

The next page presents the performance breakdowns of **SFL: Space and Furniture Layout** and **NPSR: Neural and Psychological Stimulation and Relaxation** in your workplace.

Workspace Performance & Innovation Performance

1. PERFORMANCE BY KEY INDICATORS OF WORKSPACE PERFORMANCE

2. Breakdowns of KPIs Lower Than the Normal Prospect

| SFL: Space and Furniture Layout | | | | | | | |
|--|---|-------------|----------------|------------------------------|---------------------------|------------------|------------------------|
| | SFL 1. Flexibility of primary work spaces | | | SFL 2. Flow and connectivity | | | |
| | Expandability | Versatility | Convertibility | Visual connectivity | Core-interaction networks | Crosspollination | Nonhierarchical spaces |
| Tech 3 | 1 | 1 | 1 | 3 | 2 | 1 | 2 |
| Benchmark | 2.83 | 3.17 | 2.83 | 4.5 | 3.83 | 4.00 | 4.00 |
| Total Available Points before Weighting* | 6 | 6 | 6 | 6 | 6 | 6 | 6 |

| NPSR: Neural & Psychological Stimulation & Relaxation | | | | | | | | |
|---|-----------------------------------|----------------------------------|--------------------------------------|-------------------------------|----------------------|--------------------|------------------------------|-------------------|
| | NPSR 1. Unique/ Fun Atmosphere | | | NPSR 2. Stimulation of Senses | | | NPSR 3. Relaxing Environment | |
| | Stimulating art/design/craft work | Unconventional Interior Elements | Whimsical and fun decorative objects | Olfactory stimulation | Auditory stimulation | Visual stimulation | Natural elements | Homelike settings |
| Tech 3 | 3 | 1 | 2 | 1 | 1 | 3 | 2 | 1 |
| Benchmark | 3.50 | 2.00 | 2.33 | 0.33 | 2.17 | 4.00 | 4.00 | 2.33 |
| Total Available Points before Weighting* | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |

* These points are the total available points before the significance weighting was applied.








Workspace Performance & Innovation Performance

1. PERFORMANCE BY KEY INDICATORS OF WORKSPACE PERFORMANCE

3. Comparison to the Benchmark

In comparison to the benchmark, all seven KPIs of your workspaces exhibited lower scores than the benchmark. Among them, the highest KPI is **AC: Ambient Conditions** (9.71). However, it is still -12.81% below the benchmark (11.04). The lowest performing KPI is **SFL: Space & Furniture Layout** (3.56), compared to 8.15 of the benchmark. This is -78.34% lower than the benchmark.

Below presents the comparison of the seven KPIs of Workspace Performance between your workplace and the benchmark.

| Seven Key Indicators of the Physical Work Environment Scores | | | | | | | | Total |
|--|--|---|--|--|--|--|--|-------|
| |  ST: Space Type |  SFL: Space & Furniture Layout |  SSA: Space Size & Access |  NPSR: Neural & Psychological Stimulation & Relaxation |  FET: Furniture Ergonomics & Technology |  AC: Ambient Conditions |  H: Healthfulness | |
| Tech 3 | 13.13 | 3.56 | 6.80 | 2.77 | 12.46 | 9.71 | 4.50 | 52.93 |
| Benchmark | 19.69 | 8.15 | 8.22 | 4.09 | 15.35 | 11.04 | 6.83 | 73.37 |
| Ratio | -40.00% | -78.34% | -18.87% | -38.46% | -20.78% | -12.81% | -41.06% | |
| Total Available Points* | 22.5 | 13.6 | 10.2 | 9.5 | 19.5 | 16.5 | 8.2 | 100 |






* These points are calculated after the significance weighting was applied.

Workspace Performance & Innovation Performance

2. PERFORMANCE BY KEY INDICATORS OF INNOVATION PERFORMANCE

1. Comparison among the Four KPIs

The highest key performance indicator (KPI) among the four KPIs of the innovation is **PRI: Process Innovation** (19.53), followed by **MI: Marketing Innovation** (10.42). The lowest KPI is **OI: Organizational Innovation** (3.91), followed by **IP: Intellectual Property** (5.21).

| Innovation Performance | | | | | | |
|------------------------|--|---|--|--|---|-------|
| |  PI: Product Innovation |  PRI: Process Innovation |  OI: Organizational Innovation |  MI: Marketing Innovation |  IP: Intellectual Property | Total |
| Tech 3 | 7.81 | 19.53 | 3.91 | 10.42 | 5.21 | 26.04 |






Workspace Performance & Innovation Performance

2. PERFORMANCE BY KEY INDICATORS OF WORKSPACE PERFORMANCE

2. Comparison to the Benchmark

In comparison to the benchmark, all four KPIs of your innovation exhibited lower scores than the benchmark. Among them, the highest KPI is **PRI: Process Innovation** (19.53), compared to 53.79 of the benchmark. However, it is still below the benchmark (-93.44%). The lowest performing KPI is **IP: Intellectual Property** (5.21), compared to 171.18 of the benchmark. This is -188.19% lower than the benchmark.

Below presents the comparison of the four KPIs of Innovation Performance between your company and the benchmark.

| Innovation Performance | | | | | | |
|------------------------|---|--|---|---|--|--------|
| |  PI: Product Innovation |  PRI: Process Innovation |  OI: Organizational Innovation |  MI: Marketing Innovation |  IP: Intellectual Property | Total |
| Tech 3 | 7.81 | 19.53 | 3.91 | 10.42 | 5.21 | 26.04 |
| Benchmark | 28.56 | 53.79 | 53.05 | 106.94 | 171.18 | 413.52 |
| Ratio | -114.09% | -93.44% | -172.57% | -164.50% | -188.19% | |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

The most important organizational pursuits towards innovation that your company chose include

- In **Organizational Environment & Culture**: Trust/Openness, Good Communication, Shared Vision & Alignment with Missions, Goals & Objectives of the Organization
- In **Work Process**: Knowledge Share, Interaction, Collaboration, Work Flow, and Time (Sufficient time to develop ideas/fast time to market)
- In **Individuals and Groups**: None

Below presents the most important organizational pursuits towards innovation in your company.

| The most important organizational pursuits to your company towards innovation |
|--|
| In Organizational Environment and Culture |
| Trust & Openness |
| Good Communication |
| Shared Vision & Alignment with Missions, Goals, & Objectives of the Organization |
| In Work Process |
| Knowledge Share |
| Interaction |
| Collaboration |
| Work Flow |
| Time (Sufficient time to develop ideas/fast time to market) |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Organizational Environment and Culture

Trust & Openness

In order for innovation to flourish in your organization, a culture of Trust and Openness must be established. There is a strong relationship between organizational culture of trust and innovation performance. Organizational culture of Trust and Openness can be promoted by certain types of sub-KPIs in workspaces including:

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization Tasks; ST 3 Recharge Spaces for Play, Solitude, Fitness, Socialization, and Outdoor; SFL 2-1 Visual Connection between People; SFL 2-4 Non-Hierarchical Space Planning; NPSR 3-1 Natural Elements Integration; and NPSR 3-2 Home-Like Settings.

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization Tasks is well achieved in your company. However the other sub-KPIs are all under performing. Especially, **ST 3 Recharge Spaces for Play, Solitude, Fitness, Socialization, and Outdoor** scored zero, indicating there are no options for employees to take a mental break to retreat and recuperate. **NPSR 3-2 Home-Like Settings** also scored just above zero.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Trust and Openness of the organizational culture.

| In Organizational Environment and Culture | | | | |
|---|-----------------------|-----------------|-----------|---------------|
| Trust & Openness | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Choice of Work Spaces (st_1) | 4 | 3.67 | ✓ | |
| Recharge Spaces (st_3) | 0 | 1.50 | | ✓ |
| Visual Connectivity (sfl_2_1) | 3 | 4.50 | | ✓ |
| Non-Hierarchical Spaces (sfl_2_4) | 2 | 4.00 | | ✓ |
| Natural Elements (npsr_3_1) | 2 | 4.00 | | ✓ |
| Home-Like Settings (npsr_3_2) | 1 | 2.33 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Organizational Environment and Culture

Good Communication

Good Communication is a prerequisite for innovation. Communication is a key driver of innovation success as Good Communication between management and other employees can contribute to creating the organizational ambience of encouraging innovation and creative ideas. It can also contribute to the synergetic relationships between team members working together towards innovation. Organizational culture of Good Communication can be promoted by certain types of sub-KPIs in workspaces including:

SFL 2-1 Visual Connection between People; SFL 2-2 Core Interaction Networks; SFL 2-3 Cross-Pollination; SFL 2-4 Non-Hierarchical Space Planning; FET 2-1 Low-Tech Collaborative Tools; FET 2-2 High-Tech Collaborative Tools; and FET 2-3 Visualization of Organizational Goals and Encouragement of Creativity & Innovation by Using Technology.

FET 2-1 Low-Tech Collaborative Tools and **FET 2-3 Visualization of Organizational Goals & Encouragement of Creativity and Innovation by Using Technology** are well achieved in your company. However, the other sub-KPIs are under performing. Especially, **SFL 2-3 Cross-Pollination** and **SFL 2-3 Non-Hierarchical Spaces** scored fairly low, indicating there is neither space planning implemented to encourage intermingling between different departments and groups, nor space planning to blur the traditional power structure of the organization.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Good Communication of the organizational culture.

| In Organizational Environment and Culture | | | | |
|---|-----------------------|-----------------|-----------|---------------|
| Good Communications | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Visual Connectivity (sfl_2_1) | 3 | 4.50 | | ✓ |
| Core Interaction Networks (sfl_2_2) | 2 | 3.83 | | ✓ |
| Cross-Pollination (sfl_2_3) | 1 | 4.00 | | ✓ |
| Non-Hierarchical Spaces (sfl_2_4) | 2 | 4.00 | | ✓ |
| Low-Tech Collaborative Tools (fet_2_1) | 4 | 4.00 | ✓ | |
| High-Tech Collaborative Tools (fet_2_2) | 4 | 5.33 | | ✓ |
| Visualization of Organizational Goals & Encouragement (fet_2_3) | 3 | 2.86 | ✓ | |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Organizational Environment and Culture

Shared Vision and Alignment with Missions, Goals, & Objectives of the Organization

Shared Vision and Alignment with Missions, Goals, & Objectives of the Organization plays a vital role in innovation. Shared vision and company-wide goal and objective alignment towards innovation provide employees guidance to focus on activities that result in innovation and align individual performance with the company-wide pursuits. Organizational culture of Sharing Vision and Aligning with Organizational Missions, Goals, and Objectives towards Innovation can be promoted by certain types of sub-KPIs in workspaces including:

ST 3-4 Social Spaces or Features for Socialization; SFL 2-1 Visual Connection between People; SFL 2-4 Non-Hierarchical Space Planning; and FET 2-3 Visualization of Organizational Goals and Encouragement of Creativity & Innovation by Using Technology.

ST 3-4 Social Spaces or Features for Socialization and **FET 2-3 Visualization of Organizational Goals & Encouragement of Creativity and Innovation by Using Technology** are well achieved in your company. However, in addition to **SFL 2-4 Non-Hierarchical Space**, **SFL 2-1 Visual Connectivity** is under performing, indicating a lack of space planning or use of materials to provide visual access or connections to other people.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Shared Vision and Alignment with Missions, Goals, & Objectives of the Organization.

| In Organizational Environment and Culture | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Shared Vision and Alignment with Missions, Goals, & Objectives of the Organization | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Social Spaces or Spaces with Features for Socialization (st_3_4) | 2 | 1.83 | ✓ | |
| Visual Connectivity (sfl_2_1) | 3 | 4.50 | | ✓ |
| Non-Hierarchical Spaces (sfl_2_4) | 2 | 4.00 | | ✓ |
| Visualization of Organizational Goals & Encouragement (fet_2_3) | 3 | 2.86 | ✓ | |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Work Process

Knowledge Share

Knowledge or expertise within an organization is an organizational asset. Many studies show that Knowledge Share is directly linked to the organizational innovation performance. This is because innovations heavily rely on knowledge and expertise of employees in the value creation process. Knowledge Share in the process of work within the organization can be promoted by certain types of sub-KPIs in workspaces including:

ST 2 Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings; ST 3-4 Social Spaces or Spaces with Features for Socialization; SFL 2-1 Visual Connection between People; SFL 2-2 Core Interaction Networks; SFL 2-3 Cross-Pollination; SFL 2-4 Non-Hierarchical Space Planning; FET 2-1 Low-Tech Collaborative Tools; and FET 2-2 High-Tech Collaborative Tools.

FET 2-1 Low-Tech Collaborative Tools is well achieved. **ST 2 Interaction –Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings** and **ST 3-4 Social Spaces or Features for Socialization** show higher scores than the benchmark but the scores are in general fairly low within the possible score available. The other sub-KPIs are under performing. Especially, **SFL 2-2 Core Interaction Networks**, **SFL 2-3 Cross Pollination**, and **SFL 2-4 Non-Hierarchical Spaces** show low scores, in comparison to not only the benchmark but also to the overall possible total scores available for these categories. The low score in **SFL 2-2 Core Interaction Networks** indicates a lack of strategic planning to implement the distribution of individuals who are the core interaction networks within a department along the core circulation paths for easy access and increased exposure.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Knowledge Share.

| In Work Process | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Knowledge Share | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Interaction-Collaboration Work Spaces (st_2) | 2 | 1.83 | ✓ | |
| Social Spaces or Spaces with Features for Socialization (st_3_4) | 2 | 1.83 | ✓ | |
| Visual Connectivity (sfl_2_1) | 3 | 4.50 | | ✓ |
| Core Interaction Networks (sfl_2_2) | 2 | 3.83 | | ✓ |
| Cross-Pollination (sfl_2_3) | 1 | 4.00 | | ✓ |
| Non-Hierarchical Spaces (sfl_2_4) | 2 | 4.00 | | ✓ |
| Low-Tech Collaborative Tools (fet_2_1) | 4 | 4.00 | ✓ | |
| High-Tech Collaborative Tools (fet_2_2) | 4 | 5.33 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Work Process

Collaboration

Collaboration is a key instigator of innovation. A study of Measuring Innovation by OECD (Organisation for Economic Cooperation and Development) has found that companies strategically use collaboration to extend the scope of a project or to complement companies' competencies. Collaboration is used in innovation processes regardless of the level of the firm's engagement with R&D. Thus, policies and strategies to stimulate collaboration and network initiatives have an impact on the entire spectrum of innovation performance of companies. Collaboration in work process can be promoted by certain types of sub-KPIs in workspaces including:

ST 2 Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings; SFL 1-1 Expandability; SFL 1-2 Versatility; SFL 1-3 Convertibility; SFL 2-2 Core Interaction Networks; SFL 2-3 Cross-Pollination; FET 2-1 Low-Tech Collaborative Tools; and FET 2-2 High-Tech Collaborative Tools.

FET 2-1 Low-Tech Collaborative Tools is well achieved in your company. **ST 2 Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings** shows a higher score than the benchmark but these scores are in general fairly low within the possible score available. The other sub-KPIs are under performing. Especially, in addition to **SFL 2-3 Cross-Pollination, SFL 1-1 Expandability, SFL 1-2 Versatility, SFL 1-3 Convertibility** scored just above zero, indicating the facilities' low capacity with flexibility to cope with changes in work flow, team numbers, and types of tasks.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Collaboration in the work process.

| In Work Process | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Collaboration | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Interaction-Collaboration Work Spaces (st_2) | 2 | 1.83 | ✓ | |
| Expandability (sfl_1_1) | 1 | 2.83 | | ✓ |
| Versatility (sfl_1_2) | 1 | 3.17 | | ✓ |
| Convertibility (sfl_1_3) | 1 | 2.83 | | ✓ |
| Core Interaction Networks (sfl_2_2) | 2 | 3.83 | | ✓ |
| Cross-Pollination (sfl_2_3) | 1 | 4.00 | | ✓ |
| Low-Tech Collaborative Tools (fet_2_1) | 4 | 4.00 | ✓ | |
| High-Tech Collaborative Tools (fet_2_2) | 4 | 5.33 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Work Process

Work Flow

Work Flow enables the efficient delivery from collaborative efforts to innovative products and services that add values to the customers or financial returns to the companies. Successful innovation requires cross-functional collaborations between teams, and an innovation workflow capability ensures these collaborations towards innovation. The underlying workflow management process ensures timely communication and completion of task assignments for successful innovation initiatives. Work Flow in the work process can be promoted by certain types of sub-KPIs in workspaces including:

SFL 1-1 Expandability; SFL 1-2 Versatility; SFL 1-3 Convertibility; SFL 2-1 Visual Connection between People; SFL 2-2 Core Interaction Networks; SFL 2-3 Cross-Pollination; SFL 2-4 Non-Hierarchical Space Planning; FET 2-1 Low-Tech Collaborative Tools; and FET 2-2 High-Tech Collaborative Tools.

FET 2-1 Low-Tech Collaborative Tools is well achieved in your company. However, the other sub-KPIs are under performing. Especially, **SFL 1-1 Expandability**, **SFL 1-2 Versatility**, **SFL 1-3 Convertibility**, and **SFL 2-3 Cross-Pollination** are just above zero, indicating the facilities' low capacity with flexibility to cope with changes in work flow, team numbers, and types of tasks, as well as with space planning implemented to encourage intermingling between different departments and groups.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Work Flow in the work process.

| In Work Process | | | | |
|---|-----------------------|-----------------|-----------|---------------|
| Work Flow | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Expandability (sfl_1_1) | 1 | 2.83 | | ✓ |
| Versatility (sfl_1_2) | 1 | 3.17 | | ✓ |
| Convertibility (sfl_1_3) | 1 | 2.83 | | ✓ |
| Visual Connectivity (sfl_2_1) | 3 | 4.50 | | ✓ |
| Core Interaction Networks (sfl_2_2) | 2 | 3.83 | | ✓ |
| Cross-Pollination (sfl_2_3) | 1 | 4.00 | | ✓ |
| Non-Hierarchical Spaces (sfl_2_4) | 2 | 4.00 | | ✓ |
| Low-Tech Collaborative Tools (fet_2_1) | 4 | 4.00 | ✓ | |
| High-Tech Collaborative Tools (fet_2_2) | 4 | 5.33 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

1. The Most Important Organizational Pursuits to Your Company towards Innovation

- In Work Process

Time (Sufficient time to develop ideas/ to market)

Time is a precondition of innovation. Successful innovation requires time to explore and investigate new ideas. Successful innovation also depends on fast time to market. Time in the work process can be promoted by certain types of sub-KPIs in workspaces including:

ST 3 Recharge Spaces for Play, Solitude, Fitness, Socialization, and Outdoor; SFL 1-1 Expandability; SFL 1-2 Versatility; SFL 1-3 Convertibility; SFL 2-2 Core Interaction Networks; SFL 2-3 Cross-Pollination; SSA 2-1 Easy Access to Equipment; FET 2-1 Low-Tech Collaborative Tools; and FET 2-2 High-Tech Collaborative Tools.

FET 2-1 Low-Tech Collaborative Tools is well achieved in your company. However, the other sub-KPIs are under performing. Especially, **ST 3-1,2,3,4,6,7 Recharge Spaces for Play, Solitude, Fitness, Socialization, and Outdoor** scored zero, indicating no options for employees to take a mental break to retreat and recuperate. **SFL 1-1 Expandability, SFL 1-2 Versatility, SFL 1-3 Convertibility**, and **SFL 2-3 Cross-Pollination** scored also just above zero, indicating the facilities' low capacity with flexibility to cope with changes in work flow, team numbers, and types of tasks, as well as with space planning implemented to encourage intermingling between different departments and groups.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Time in the work process.

| In Work Process | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Time (Sufficient time to develop ideas/ to market) | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Recharge Spaces (st_3) | 0 | 1.50 | | ✓ |
| Expandability (sfl_1_1) | 1 | 2.83 | | ✓ |
| Versatility (sfl_1_2) | 1 | 3.17 | | ✓ |
| Convertibility (sfl_1_3) | 1 | 2.83 | | ✓ |
| Core Interaction Networks (sfl_2_2) | 2 | 3.83 | | ✓ |
| Cross-Pollination (sfl_2_3) | 1 | 4.00 | | ✓ |
| Easy Access to Equipment (ssa_2_1) | 4 | 5.83 | | ✓ |
| Low-Tech Collaborative Tools (fet_2_1) | 4 | 4.00 | ✓ | |
| High-Tech Collaborative Tools (fet_2_2) | 4 | 5.33 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

The second most important organizational pursuits towards innovation that your company chose include

- In **Organizational Environment & Culture**: [Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas, and Openness to New Ideas and Expectations for & Encouragement of New Ideas](#)
- In **Work Process**: [Display of Ideas](#)
- In **Individuals and Groups**: [Cognitive Style and Psychological Process Conducive to Creativity, and Individual Performance, Health, and Wellbeing](#)

Below presents the second most important organizational pursuits towards innovation in your company.

| Second most important organizational pursuits to your company towards innovation |
|--|
| Organizational Environment and Culture |
| Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas |
| Openness to New Ideas and Expectations for & Encouragement of New Ideas |
| Work Process |
| Display of Ideas |
| Individuals & Groups |
| Cognitive Style and Psychological Process Conducive to Creativity |
| Individual Performance, Health, and Wellbeing |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Organizational Environment and Culture

Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas

In order to transform knowledge and expertise from their raw form to physical innovative products and inventions, external motivations are a must in an organization. Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas within the organizational culture is great motivation to employees to bring out their best creativity. Organizational culture showing Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas can be promoted by certain types of sub-KPIs in workspaces including:

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization Tasks; ST 2 Interaction-Collaboration Work Spaces; NPSR 1-1 Unique/Fun Atmosphere; NPSR 1-2 Unconventional Interior Elements; NPSR 1-3 Whimsical & Fun Decorative Objects; NPSR 2-1 Olfactory Stimulation; NPSR 2-2 Auditory Stimulation, NPSR 2-3 Visual Stimulation; and FET 2-3 Visualization of Organizational Goals and Encouragement of Creativity & Innovation by Using Technology.

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization Tasks is well achieved. **ST 2 Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings, NPSR 2-1 Olfactory Stimulation,** and **FET 2-3 Visualization of Organizational Goals and Encouragement of Creativity and Innovation** scored above the benchmark, but the scores are in general fairly low within the possible total scores available. The other sub-KPIs are under performing. Especially, **NPSR 1-2 Unconventional Interiors Elements** and **NPSR 2-2 Auditory Stimulation** scored just above zero, indicating lack of cognitive and sensory stimulating features in the workspaces. Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas.

| In Organizational Environment and Culture | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Enthusiastic Support for Work and Recognition & Support of Creative and Innovative Ideas | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Choice of Work Spaces (st_1) | 4 | 3.67 | ✓ | |
| Interaction-Collaboration Work Spaces (st_2) | 2 | 1.83 | ✓ | |
| Unique/ Fun Atmosphere (npsr_1_1) | 3 | 3.50 | | ✓ |
| Unconventional Interior Elements (npsr_1_2) | 1 | 2.00 | | ✓ |
| Whimsical & Fun Decorative Objects (npsr_1_3) | 2 | 2.33 | | ✓ |
| Olfactory Stimulation (npsr_2_1) | 1 | 0.33 | ✓ | |
| Auditory Stimulation (npsr_2_2) | 1 | 2.17 | | ✓ |
| Visual Stimulation (npsr_2_3) | 3 | 4.00 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Organizational Environment and Culture

Openness to New Ideas and Expectations for & Encouragement of New Idea

To create a culture of innovation, it is vital to promote the organizational culture change that explicitly exhibits the upper management's Openness to New Ideas and Expectations for & Encouragement of New Ideas. Such organizational ambience will contribute to motivating employees to pursue creative ideas that will result in value creation of the company. A subtle change in the organizational environment greatly influences employee's motivation, which is one of the three components of creativity, while the other two components, expertise and creative thinking skills, are considerably more time- and resource-consuming. Organizational culture of Openness to New Ideas and Expectations for & Encouragement of New Idea can be promoted by certain types of sub-KPIs in workspaces including:

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization Task; ST Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings; NPSR 1-1 Unique/Fun Atmosphere; NPSR 1-2 Unconventional Interior Elements; NPSR 1-3 Whimsical & Fun Decorative Objects; NPSR 2-1 Olfactory Stimulation; NPSR 2-2 Auditory Stimulation; NPSR 2-3 Visual Stimulation.

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization is well achieved. **ST 2 Interaction-Collaboration Spaces for Formal, Informal, and Impromptu Meetings** and **NPSR 2-1 Olfactory Stimulation** are above the benchmark but the scores are in general low within the possible total scores available. The other sub-KPIs are under performing. Especially, **NPSR 1-2 Unconventional Interior Elements** and **NPSR 2-1 Olfactory Stimulation** are just above zero, indicating lack of cognitively and sensory stimulating features in the workspaces. Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Openness to New Ideas and Expectations for & Encouragement of New Idea.

| In Organizational Environment and Culture | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Openness to New Ideas and Expectations for & Encouragement of New Idea | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Choice of Work Spaces (st_1) | 4 | 3.67 | ✓ | |
| Interaction-Collaboration Work Spaces (st_2) | 2 | 1.83 | ✓ | |
| Unique/ Fun Atmosphere (npsr_1_1) | 3 | 3.50 | | ✓ |
| Unconventional Interior Elements (npsr_1_2) | 1 | 2.00 | | ✓ |
| Whimsical & Fun Decorative Objects (npsr_1_3) | 2 | 2.33 | | ✓ |
| Olfactory Stimulation (npsr_2_1) | 1 | 0.33 | ✓ | |
| Auditory Stimulation (npsr_2_2) | 1 | 2.17 | | ✓ |
| Visual Stimulation (npsr_2_3) | 3 | 4.00 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Organizational Environment and Culture

Display of Ideas

Display of Ideas facilitates good communications. Being able to express and display creative ideas is a foundational element of a creative endeavor yielding innovative products. Organizational culture of Displaying Ideas can be promoted by certain types of sub-KPIs in workspaces including:

ST 2 Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings; SFL 2-1 Visual Connection between People, SFL 2-4 Non-Hierarchical Space Planning, FET 2-1 Low-Tech Collaborative Tools, and FET 2-2 High-Tech Collaborative Tools.

ST 2 Interaction-Collaboration Work Spaces for Formal, Informal, and Impromptu Meetings scored above the benchmark, but the scores are overall low within the possible total points available. The other sub-KPIs are under performing. Especially, **SFL 2-1 Visual Connectivity** and **SFL 2-4 Non-Hierarchical Spaces** scored fairly low, indicating lack of space planning or use of materials to provide visual access or connections to other people. It also indicates neither space planning encouraging intermingling between different departments and groups, nor space planning to bur the traditional power structure or the organization.

Below presents the performance of the sub-KPIs of the workspaces in your workplace that promote Display of Ideas of the organizational culture.

| In Work Process | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Display of Ideas | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Interaction-Collaboration Work Spaces (st_2) | 2 | 1.83 | ✓ | |
| Visual Connectivity (sfl_2_1) | 3 | 4.50 | | ✓ |
| Non-Hierarchical Spaces (sfl_2_4) | 2 | 4.00 | | ✓ |
| Low-Tech Collaborative Tools (fet_1_2) | 5 | 5.83 | | ✓ |
| High-Tech Collaborative Tools (fet_1_2) | 5 | 5.83 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Individuals and Groups

Cognitive Style and Psychological Process Conducive to Creativity & Innovation

People are at the core of innovation. The other components of innovation: physical workspaces, organizational culture and work process are the means to help people effectively achieve innovation, while actual innovation rests within the human capacity of being creative. Individual Cognitive Style and Psychological Process Conducive to Creativity and Innovation can be promoted by various types of sub-KPIs in workspaces including:

ST 1 Choice of Work Spaces for Focus, Collaboration, and Socialization Tasks; ST 2 Interaction-Collaboration Spaces for Formal, Informal, and Impromptu Meetings; ST 3 Recharge Spaces for Play, Solitude, Fitness, Socialization, and Outdoor; SFL 1-1 Expandability; SFL 1-2 Versatility; SFL 1-3 Convertibility; SFL 2-2 Core Interaction Networks, SFL 2-3 Cross-Pollination; NPSR 1-1 Stimulating Art/Design/Craft Work; NPSR 1-2 Unconventional Interior Elements; NPSR Whimsical & Fun Decorative Objects; NPSR 2-1 Olfactory Stimulation; NPSR 2-2 Auditory Stimulation; NPSR 2-3 Visual Stimulation; NPSR 3-1 Natural Elements; NPSR 3-4 Home-Like Settings; AC 1-1 Use of Space Planning Principles to Reduce Noises; AC 1-2 Materials & Systems Furniture with Acoustic Properties; AC 1-3 Isolation of Noisy Spaces; AC 1-4 Use & Compliance of Acoustics Guidelines/ Standards; AC 2-1 Amount of Light; AC 2-2 Access to Daylight; AC 2-3 Glare & Reflection Control; AC 2-4 View to Outdoor; AC 2-5 Occupant Control of Lighting; AC 3-1 Temperature & Humidity; AC 3-2 Occupant Control of Thermal Comfort; AC 3-3 Use & Compliance of Thermal Comfort Guidelines/ Standards; AC 4-1 Indoor Odor; Ac 4-2 Fresh Air/ Stale Air; AC 4-3 Air Movement/ Draft; AC 4-4 Isolation & Removal of Chemicals, Particles & Irritant from Indoor Air; AC 4-5 Low Emitting Finishes & Furnishings; AC 4-6 Occupant Control of Indoor Air Quality; Ac 4-7 Use & Compliance of Indoor Air Quality.

In addition to the well established items mentioned in the previous pages, the workspaces show well established indoor environmental quality in **AC 3-1 Temperature & Humidity, AC 3-3 Use & Compliance of Thermal Comfort Guidelines/ Standards, AC 4-2 Fresh Air/ Stale Air, AC 4-3 Air Movement/ Draft, and AC 4-7 Use & Compliance of Indoor Air Quality Guidelines/ Standards.** While **AC 2-5 Occupant Control of Lighting, AC 3-2 Occupant Control of Thermal Comfort, and AC 4-6 Occupant Control of Indoor Air Quality** scored above the benchmark, the difference was marginal. In addition to the problematic areas mentioned in the previous pages, certain areas in indoor environmental quality scored fairly low including **AC 1-1 Use of Space Planning Principles to Reduce Noises, AC 1-2 Materials & Systems Furniture with Acoustic Properties, AC 1-3 Isolation of Noisy Spaces, AC 1-4 Use & Compliance of Acoustics Guidelines/ Standards, AC 2-2 Access to Daylight, AC 2-3 Glare & Reflection Control, AC 2-4 View to Outdoor, AC 4-4 Isolation & Removal of Chemicals, Particles & Irritant from Indoor Air, and AC 4-5 Low Emitting Finishes & Furnishings.**

Next pages present the performance of the sub-KPIs of the workspaces in your workplace that promote Individual Cognitive Style and Psychological Process Conducive to Creativity & Innovation.

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Individuals and Groups

Cognitive Style and Psychological Process Conducive to Creativity & Innovation cont'd

| In Individuals & Groups | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Cognitive Style and Psychological Process Conducive to Creativity & Innovation | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Choice of Work Spaces (st_1) | 4 | 3.67 | ✓ | |
| Interaction-Collaboration Spaces (st_2) | 2 | 1.83 | ✓ | |
| Recharge Spaces (st_3) | 0 | 1.50 | | ✓ |
| Expandability (sfl_1_1) | 1 | 2.83 | | ✓ |
| Versatility (sfl_1_2) | 1 | 3.17 | | ✓ |
| Convertibility (sfl_1_3) | 1 | 2.83 | | ✓ |
| Core Interaction Networks (sfl_2_2) | 2 | 3.83 | | ✓ |
| Cross Pollination (sfl_2_3) | 1 | 4.00 | | ✓ |
| Stimulating Art/ Design/ Craft Work (npsr_1_1) | 3 | 3.50 | | ✓ |
| Unconventional Interior Elements (npsr_1_2) | 1 | 2.00 | | ✓ |
| Whimsical & Fun Decorative Objects (npsr_1_3) | 2 | 2.33 | | ✓ |
| Olfactory Stimulation (npsr_2_1) | 1 | 0.33 | ✓ | |
| Auditory Stimulation (npsr_2_2) | 1 | 2.17 | | ✓ |
| Visual Stimulation (npsr_2_3) | 3 | 4.00 | | ✓ |
| Natural Elements (npsr_3_1) | 2 | 4.00 | | ✓ |
| Home-Like Settings (npsr_3_2) | 1 | 2.33 | | ✓ |
| Use of Space Planning Principles to Reduce Noises (ac_1_1) | 3 | 3.00 | | ✓ |
| Materials & Systems Furniture with Acoustic Properties (ac_1_2) | 3 | 3.50 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Individuals and Groups

Cognitive Style and Psychological Process Conducive to Creativity & Innovation cont'd

| In Individuals & Groups | | | | |
|---|-----------------------|-----------------|-----------|---------------|
| Cognitive Style and Psychological Process Conducive to Creativity & Innovation Cont'd | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Isolation of Noisy Spaces (ac_1_3) | 2 | 4.33 | | ✓ |
| Use & Compliance of Acoustics Guidelines/ Standards (ac_1_4) | 3 | 5.17 | | ✓ |
| Amount of Light (ac_2_1) | 5 | 5.83 | | ✓ |
| Access to Daylight (ac_2_2) | 2 | 2.17 | | ✓ |
| Glare & Reflection Control (ac_2_3) | 3 | 4.50 | | ✓ |
| View to Outdoor (ac_2_4) | 2 | 2.33 | | ✓ |
| Occupant Control of Lighting (ac_2_5) | 3 | 2.83 | ✓ | |
| Temperature & Humidity (ac_3_1) | 5 | 3.67 | ✓ | |
| Occupant Control of Thermal Comfort (ac_3_2) | 3 | 2.67 | ✓ | |
| Use & Compliance of Thermal Comfort Guidelines/ Standards (ac_3_3) | 6 | 5.00 | ✓ | |
| Indoor Air Odor (ac_4_1) | 5 | 5.17 | | ✓ |
| Fresh Air/ Stale Air (ac_4_2) | 5 | 4.83 | ✓ | |
| Air Movement/ Draft (ac_4_3) | 5 | 4.67 | ✓ | |
| Isolation & Removal of Chemicals, Particles, & Irritant from Indoor Air (ac_4_4) | 3 | 4.67 | | ✓ |
| Low Emitting Finishes & Furnishings (ac_4_5) | 3 | 5.17 | | ✓ |
| Occupant Control of Indoor Air Quality (ac_4_6) | 2 | 1.33 | ✓ | |
| Use & Compliance of Indoor Air Quality (ac_4_7) | 4 | | | |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Individuals and Groups

Individual Performance, Health, and Wellbeing

Individual conditions for the optimum Performance, Health, and Wellbeing are a foundation of the organizational innovation performance. Health and wellbeing are two critical premises of an underlying condition for the optimum individual performance, and individual productivity is vastly affected by health and wellbeing. Individual Performance, Health, and Wellbeing can be promoted by various types of sub-KPIs in workspaces including:

ST 3 Recharge Spaces for Play, Solitude, Fitness, Socialization, & Outdoor; SSA 1-1 Individual Work Spaces; SSA 1-2 Collaborative Work Spaces; SSA 1-3 Storage Spaces; SSA 2-1 Easy Access to Equipment; NPSR 1-1 Stimulating Art/ Design/ Craft Work; NPSR 1-2 Unconventional Interior Elements; NPSR 1-3 Whimsical & Fun Decorative Objects; PSR 2-1 Olfactory Stimulation; NPSR 2-2 Auditory Stimulation; NPSR 2-2 Auditory Stimulation; NPSR 2-3 Visual Stimulation; NPSR 3-1 Natural Elements; NPSR 3-2 Home-Like Settings; FET 1-1 Use of Key Ergonomics Principles; FET 1-2 Use & Compliance of Ergonomics Guidelines/ Standards; FET 1-3 User Involvement; FET 2-1 Low-Tech Collaborative Tools; FET 2-2 High-Tech Collaborative Tools; AC 1-1 Use of Space Planning Principles to Reduce Noises; AC 1-2 Materials & Systems Furniture with Acoustic Properties; AC 1-3 Isolation of Noisy Spaces; AC 1-4 Use & Compliance of Acoustics Guidelines/ Standards; AC 2-1 Amount of Light; AC 2-2 Access to Daylight; AC 2-3 Glare & Reflection Control; AC 2-4 View to Outdoor; AC 2-5 Occupant Control of Lighting; AC 3-1 Temperature & Humidity; AC 3-2 Occupant Control of Thermal Comfort; AC 3-3 Use & Compliance of Thermal Comfort Guidelines/ Standards; AC 4-1 Indoor Odor; AC 4-2 Fresh Air/ Stale Air; AC 4-3 Air Movement/ Draft; AC 4-4 Isolation & Removal of Chemicals, Particles, & Irritant from Indoor Air; AC 4-5 Low Emitting Finishes & Furnishings; AC 4-6 Occupant Control of Indoor Air Quality; AC 4-7 Use & Compliance of Indoor Air Quality; H 1-1 Cleaning Materials & Products; H 1-2 Cleaning & Maintenance; H 1-3 Access to Fresh Drinking Water.

In addition to the items mentioned in the previous pages, all three items in **H: Healthfulness** scored below the benchmark. Especially, **H 1-1 Cleaning Materials and Products** and **H 1-3 Access to Fresh Drinking Water** scored low, indicating high possibilities to exposure to chemicals and toxic cleaning agents and low opportunities for hydration necessary for proper cognitive function.

Next pages present the performance of the sub-KPIs of the workspaces in your workplace that promote Individual Performance, Health and Wellbeing.

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Individuals and Groups

Individual Performance, Health, and Wellbeing cont'd

| In Individuals & Groups | | | | |
|---|-----------------------|-----------------|-----------|---------------|
| Individual Performance, Health, and Well-being | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Recharge Spaces (st_3) | 0 | 1.50 | | ✓ |
| Individual Work Space Sizes (ssa_1_1) | 4 | 4.50 | | ✓ |
| Collaborative Work Spaces Sizes (ssa_1_2) | 4 | 5.00 | | ✓ |
| Storage Spaces (ssa_1_3) | 4 | 4.00 | | ✓ |
| Easy Access to Equipment (ssa_2_1) | 4 | 5.83 | | ✓ |
| Stimulating Art/ De3sign/ Craft Work (npsr_1_1) | 3 | 3.50 | | ✓ |
| Unconventional Functions & Shapes & Dramatic Use of Interior Architectural & Design Elements (npsr_1_2) | 1 | 2.00 | | ✓ |
| Whimsical & Fun Decorative Objects (npsr_1_3) | 2 | 2.33 | | ✓ |
| Olfactory Stimulation (npsr_2_1) | 1 | 0.33 | ✓ | |
| Auditory Stimulation (npsr_2_2) | 1 | 2.17 | | ✓ |
| Visual Stimulation (npsr_2_3) | 3 | 4.00 | | ✓ |
| Natural Elements (npsr_3_1) | 2 | 4.00 | | ✓ |
| Home-Like Settings (npsr_3_2) | 1 | 2.33 | | ✓ |
| Use of Key Ergonomic Principles (fet_1_1) | 5 | 5.83 | | ✓ |
| Use & Compliance of Ergonomic Guidelines/ Standards (fet_1_2) | 5 | 5.83 | | ✓ |
| User Involvement (fet_1_3) | 2 | 3.17 | | ✓ |
| Low-Tech Collaborative Tools (fet_2_1) | 4 | 4.00 | | ✓ |
| High-Tech Collaborative Tools (fet_2_2) | 4 | 5.33 | | ✓ |
| Use of Space Planning Principles to Reduce Noises (ac_1_1) | 3 | 3.00 | | ✓ |
| Materials & Systems Furniture with Acoustic Properties (ac_1_2) | 3 | 3.50 | | ✓ |

Workspace Performance & Innovation Strategies

1. STRENGTHS & OPPORTUNITIES

2. Second Most Important Organizational Pursuits to Your Company towards Innovation

- In Individuals and Groups

Individual Performance, Health, and Wellbeing cont'd

| In Individuals & Groups | | | | |
|--|-----------------------|-----------------|-----------|---------------|
| Individual Performance, Health, and Well-being | | | | |
| Critical Key Indicators of the Workspaces | Current Project Score | Benchmark Score | Strengths | Opportunities |
| Isolation of Noisy Spaces (ac_1_3) | 2 | 4.33 | | ✓ |
| Use & Compliance of Acoustics Guidelines/ Standards (ac_1_4) | 3 | 5.17 | | ✓ |
| Amount of Light (ac_2_1) | 5 | 5.83 | | ✓ |
| Access to Daylight (ac_2_2) | 2 | 2.17 | | ✓ |
| Glare & Reflection Control (ac_2_3) | 3 | 4.50 | | ✓ |
| View to Outdoor (ac_2_4) | 2 | 2.33 | | ✓ |
| Occupant Control of Lighting (ac_2_5) | 3 | 2.83 | ✓ | |
| Temperature & Humidity (ac_3_1) | 5 | 3.67 | ✓ | |
| Occupant Control of Thermal Comfort (ac_3_2) | 3 | 2.67 | ✓ | |
| Use & Compliance of Thermal Comfort Guidelines/ Standards (ac_3_3) | 6 | 5.00 | ✓ | |
| Indoor Air Odor (ac_4_1) | 5 | 5.17 | | ✓ |
| Fresh Air/ Stale Air (ac_4_2) | 5 | 4.83 | ✓ | |
| Air Movement/ Draft (ac_4_3) | 5 | 4.67 | ✓ | |
| Isolation & Removal of Chemicals, Particles, & Irritant from Indoor Air (ac_4_4) | 3 | 4.67 | | ✓ |
| Low Emitting Finishes & Furnishings (ac_4_5) | 3 | 5.17 | | ✓ |
| Occupant Control of Indoor Air Quality (ac_4_6) | 2 | 1.33 | ✓ | |
| Use & Compliance of Indoor Air Quality (ac_4_7) | 4 | | | |
| Cleaning Materials & Products (h_1_1) | 3 | 5.00 | | ✓ |
| Cleanliness & Maintenance (h_1_2) | 5 | 5.00 | | ✓ |
| Access to Fresh Drinking Water (h_1_3) | 2 | 5.17 | | ✓ |

Workspace Performance & Innovation Strategies

2. PRIORITIZATION OF STRENGTHS & OPPORTUNITIES

As shown in the analysis of the previous pages, multiple KPIs and sub-KPIs of workspaces contribute to promoting various organizational pursuits in innovation strategies critical to organizational creativity and innovation. Some are associated with more various organizational pursuits than others. This is because certain KPIs and sub-KPIs affect a more diverse range of issues in organizational culture, work process, and traits of people necessary in innovation.

While some KPIs and sub-KPIs of workspaces affect a broader range of organizational innovation pursuits than others, the levels of impact/ significance in contributing to innovation also vary among the KPIs and sub-KPIs. Certain KPIs and sub-KPIs may affect a broader range of organizational pursuits but have less impact than others in the overall contribution to achieving the organizational innovation strategies and performance.

In this section of the report, we offer a set of comprehensive recommendations for your workspace solutions by factoring these two issues into the analysis. Innovative Workplace Institute has created a mathematical procedure of determining priorities of workspace solutions by calculating the frequencies as well as the impact factors of KPIs and sub-KPIs in contributing to the organizational pursuits in innovation strategies. In this report, we provide prioritized recommendations specific to your organizational pursuits in innovation strategies by following this process. When determining the impact factors, we've employed a mathematical method of the Analytic Hierarchy Process to the comprehensive and balanced prioritization of KPIs and sub-KPIs that factor in not only the significance of the impact but also the level of resource consumption in time, money, and existing conditions for changing the current workspaces. As a result, your company will be able to understand the best solutions for not only the financial considerations but also the other critical criteria in resources for the balanced decision-making towards possible workspace solutions supporting your organizational pursuits in innovation strategies.

Workspace Performance & Innovation Strategies

2. PRIORITIZATION OF STRENGTHS & OPPORTUNITIES

1. KPIs of Workspaces That Are Most Frequently Linked to Your Organizational Pursuits

- Frequency Ranking of Workspace KPIs in Your Company

| | KPIs of Workspaces | Frequency Ranking | | | |
|---------|--|-------------------|----------|---|---|
| ST 1-1 | Choice of Workspaces: Focus Spaces | 3 | | | |
| ST 1-2 | Choice of Workspaces: Collaboration Spaces | 3 | SFL 2-1 | Flow & Connectivity: Visual Connectivity | 2 |
| ST 1-3 | Choice of Workspaces: Socialization Spaces | 3 | SFL 2-2 | Flow & Connectivity: Core Interaction Networks | 1 |
| ST 2-1 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 2 | SFL 2-3 | Flow & Connectivity: Cross-Pollination | 1 |
| ST 2-2 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 2 | SFL 2-4 | Flow & Connectivity: Non-Hierarchical Spaces | 2 |
| ST 2-3 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 2 | NPSR 1-1 | Unique/Fun Atmosphere: Stimulating Arts | 3 |
| ST 3-1 | Recharge Spaces: Play Spaces or Spaces with Features for Playing | 3 | NPSR 1-2 | Unique/Fun Atmosphere: Unconventional Interior Elements | 3 |
| ST 3-2 | Recharge Spaces: Solitude Spaces or Spaces with Features for Solitude Activities | 3 | NPSR 1-3 | Unique/Fun Atmosphere: Whimsical & Fun Decorative Objects | 3 |
| ST 3-3 | Recharge Spaces: Fitness Spaces or Features for Fitness | 3 | NPSR 2-1 | Stimulation of Senses: Olfactory Stimulation | 3 |
| ST 3-5 | Recharge Spaces: Outdoor Recharge Spaces | 3 | NPSR 2-2 | Stimulation of Senses: Auditory Stimulation | 3 |
| SFL 1-1 | Flexibility: Expandability | 3 | NPSR 2-3 | Stimulation of Senses: Visual Stimulation | 3 |
| SFL 1-2 | Flexibility: Versatility | 3 | FET 2-1 | Technology: Low-Tech Collaborative Tools | 1 |
| SFL 1-3 | Flexibility: Convertibility | 3 | FET 2-2 | Technology: High-Tech Collaborative Tools | 1 |

1: most highly frequent in your company
 2: very highly frequent in your company
 3: highly frequent in your company

Workspace Performance & Innovation Strategies

2. PRIORITIZATION OF STRENGTHS & OPPORTUNITIES

2. KPIs of Workspaces That Have High Impact Factors

- Impact Factor Ranking of Workspace KPIs

| | KPIs of Workspaces | AHP Ranking | | | |
|---------|--|-------------|----------|---|---|
| ST 1-1 | Choice of Workspaces: Focus Spaces | 1 | SFL 2-1 | Flow & Connectivity: Visual Connectivity | 4 |
| ST 1-2 | Choice of Workspaces: Collaboration Spaces | 1 | SFL 2-2 | Flow & Connectivity: Core Interaction Networks | 4 |
| ST 1-3 | Choice of Workspaces: Socialization Spaces | 1 | SFL 2-3 | Flow & Connectivity: Cross-Pollination | 4 |
| ST 2-1 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 | SFL 2-4 | Flow & Connectivity: Non-Hierarchical Spaces | 4 |
| ST 2-2 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 | NPSR 1-1 | Unique/Fun Atmosphere: Stimulating Arts | 6 |
| ST 2-3 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 | NPSR 1-2 | Unique/Fun Atmosphere: Unconventional Interior Elements | 6 |
| ST 3-1 | Recharge Spaces: Play Spaces or Spaces with Features for Playing | 1 | NPSR 1-3 | Unique/Fun Atmosphere: Whimsical & Fun Decorative Objects | 6 |
| ST 3-2 | Recharge Spaces: Solitude Spaces or Spaces with Features for Solitude Activities | 1 | NPSR 2-1 | Stimulation of Senses: Olfactory Stimulation | 6 |
| ST 3-3 | Recharge Spaces: Fitness Spaces or Features for Fitness | 1 | NPSR 2-2 | Stimulation of Senses: Auditory Stimulation | 6 |
| ST 3-5 | Recharge Spaces: Outdoor Recharge Spaces | 1 | NPSR 2-3 | Stimulation of Senses: Visual Stimulation | 6 |
| SFL 1-1 | Flexibility: Expandability | 4 | FET 2-1 | Technology: Low-Tech Collaborative Tools | 2 |
| SFL 1-2 | Flexibility: Versatility | 4 | FET 2-2 | Technology: High-Tech Collaborative Tools | 2 |
| SFL 1-3 | Flexibility: Convertibility | 4 | | | |

1: Highest Impact

Green Number: strengths of the current workspaces in your company

Red Number: opportunities of the current workspaces in your company

Workspace Performance & Innovation Strategies

2. PRIORITIZATION OF STRENGTHS & OPPORTUNITIES

3. Recommendation for Prioritization of KPIs of Workspaces That Are Most Important to Your Company

- Final Priority Ranking of Workspace KPIs in Your Company

| | KPIs of Workspaces | Priority Ranking | | | |
|---------|--|------------------|----------|---|---|
| ST 1-1 | Choice of Workspaces: Focus Spaces | 2 | SFL 2-1 | Flow & Connectivity: Visual Connectivity | 4 |
| ST 1-2 | Choice of Workspaces: Collaboration Spaces | 2 | SFL 2-2 | Flow & Connectivity: Core Interaction Networks | 3 |
| ST 1-3 | Choice of Workspaces: Socialization Spaces | 2 | SFL 2-3 | Flow & Connectivity: Cross-Pollination | 3 |
| ST 2-1 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 | SFL 2-4 | Flow & Connectivity: Non-Hierarchical Spaces | 4 |
| ST 2-2 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 | NPSR 1-1 | Unique/Fun Atmosphere: Stimulating Arts | 6 |
| ST 2-3 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 | NPSR 1-2 | Unique/Fun Atmosphere: Unconventional Interior Elements | 6 |
| ST 3-1 | Recharge Spaces: Play Spaces or Spaces with Features for Playing | 2 | NPSR 1-3 | Unique/Fun Atmosphere: Whimsical & Fun Decorative Objects | 6 |
| ST 3-2 | Recharge Spaces: Solitude Spaces or Spaces with Features for Solitude Activities | 2 | NPSR 2-1 | Stimulation of Senses: Olfactory Stimulation | 6 |
| ST 3-3 | Recharge Spaces: Fitness Spaces or Features for Fitness | 2 | NPSR 2-2 | Stimulation of Senses: Auditory Stimulation | 6 |
| ST 3-5 | Recharge Spaces: Outdoor Recharge Spaces | 2 | NPSR 2-3 | Stimulation of Senses: Visual Stimulation | 6 |
| SFL 1-1 | Flexibility: Expandability | 5 | FET 2-1 | Technology: Low-Tech Collaborative Tools | 1 |
| SFL 1-2 | Flexibility: Versatility | 5 | FET 2-2 | Technology: High-Tech Collaborative Tools | 1 |
| SFL 1-3 | Flexibility: Convertibility | 5 | FET 2-3 | Technology: Visualization of Organizational Goals | 5 |

1: Highest Priority

Green Number: strengths of the current workspaces in your company

Red Number: opportunities of the current workspaces in your company

Workspace Performance & Innovation Strategies

2. PRIORITIZATION OF STRENGTHS & OPPORTUNITIES

3. Recommendation for Prioritization of KPIs of Workspaces That Are Most Important to Your Company

- Workspace KPIs that are Biggest Strengths to Your Company

| | KPIs of Workspaces That Are Biggest Strengths | Priority Ranking |
|--------|---|------------------|
| ST 2-1 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 |
| ST 2-2 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 |
| ST 2-3 | Interaction-Collaboration Spaces: Formal Meeting Spaces | 1 |
| ST 1-1 | Choice of Workspaces: Focus Spaces | 2 |
| ST 1-2 | Choice of Workspaces: Collaboration Spaces | 2 |
| ST 1-3 | Choice of Workspaces: Socialization Spaces | 2 |

Workspace Performance & Innovation Strategies

2. PRIORITIZATION OF STRENGTHS & OPPORTUNITIES

3. Recommendation for Prioritization of KPIs of Workspaces That Are Most Important to Your Company

- Workspace KPIs that are Biggest Opportunities to Your Company

| | KPIs of Workspaces That Are Biggest Opportunities | Priority Ranking |
|---------|--|------------------|
| FET 2-1 | Technology: Low-Tech Collaborative Tools | 1 |
| FET 2-2 | Technology: High-Tech Collaborative Tools | 1 |
| ST 3-1 | Recharge Spaces: Play Spaces or Spaces with Features for Playing | 2 |
| ST 3-2 | Recharge Spaces: Solitude Spaces or Spaces with Features for Solitude Activities | 2 |
| ST 3-3 | Recharge Spaces: Fitness Spaces or Features for Fitness | 2 |
| ST 3-5 | Recharge Spaces: Outdoor Recharge Spaces | 2 |
| SFL 2-2 | Flow & Connectivity: Core Interaction Networks | 3 |
| SFL 2-3 | Flow & Connectivity: Cross-Pollination | 3 |
| SFL 2-1 | Flow & Connectivity: Visual Connectivity | 4 |
| SFL 2-4 | Flow & Connectivity: Non-Hierarchical Spaces | 4 |

Recommendations for Innovative Workspace Performance

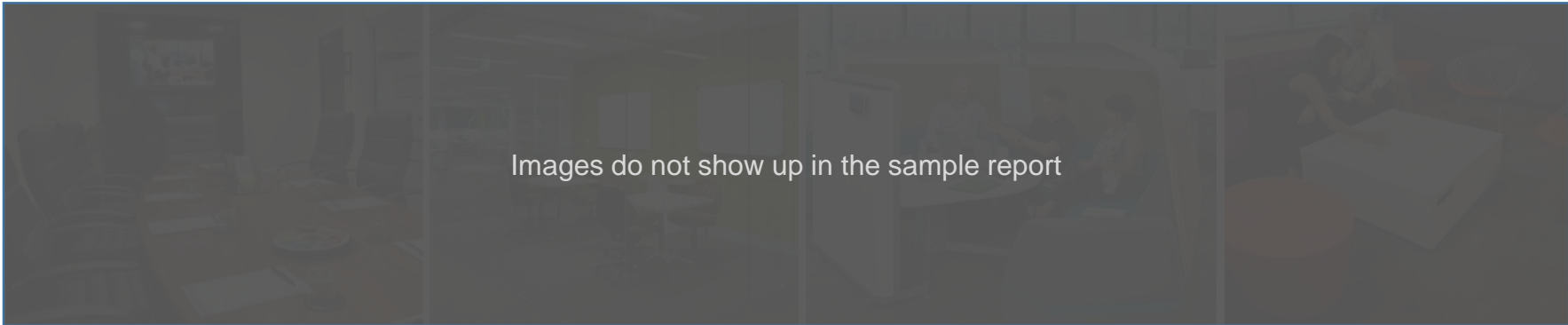
1. INTERACTION-COLLABORATION SPACES

Formal, Informal, and Impromptu Meeting Spaces

Interaction-collaboration spaces are the meeting spaces with various degrees of supportive tools for idea generation, via such activities as brainstorming, charrette, doodling, design improvisation, model making, or role playing.

In the 21st century workplace working towards innovation, one of the most vital components is collaboration. Thus, it is important to provide spaces that enable key activities, such as brainstorming, charrette, doodling, design improvisation, and model making, in order to interact, share ideas, and exchange feedback. The concept of Interaction-Collaboration spaces can be best explained by stating that “The idea is to create a space that supports visualization of ideas and getting ideas out, and then equally supports getting rid of those ideas and moving onto another idea very quickly.”¹ There have to be spaces that allow you to materialize your ideas in the lowest, quickest way possible, and then also allows you to throw them away when it’s time to throw them away.

Interaction-Collaboration spaces include three types of meeting spaces. Formal meeting spaces are spaces for meetings that are typically enclosed and equipped with appropriate low and/or high- tech tools for documenting, displaying, and sharing of ideas. Informal meeting spaces are the spaces for informal meetings with low and/or high- tech tools. Impromptu meeting spaces are the spaces that are typically created in the hallways, corners, or other paths of traffic to increase chances of serendipitous or impromptu meetings with or without tools for documenting, displaying, and sharing of ideas. Both formal and informal collaboration areas are equally important in the work environment, and must be accommodated. The key is to not only provide spaces for all types of exchanges, but also to balance the mix of these types of spaces inside and outside the workspace whether they are lunchrooms, break rooms, and outdoor courtyards with seating.²



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Formal, Informal, and Impromptu Meeting Spaces

Recommendations for Innovative Workspace Performance

2. TECHNOLOGY

Low-Tech and High-Tech Collaborative Tools

Technological support means being equipped with technology for knowledge access, exchange, and creation. In the contemporary knowledge workplace, technological support is one of the most essential components to the successful knowledge workplace that enables knowledge transfer and management.

The most innovation comes from workplaces where a wide range of low tech and high tech tools are found and utilized. To encourage an easy flow of ideas from conception to execution, spaces need to supply manual tools for easy display of ideas and communication within a group, such as writing surfaces, whiteboards, flip charts, and pin ups. And high tech or electronic tools are also used for fast group sharing, creation of ideas, and effective decision making. These high tech or electronic tools include information technology and electronic hardware devices such as computers, internet, social media, software, visualization tools and knowledge displays. Furthermore, other technologies, that control how employees get information and job tasks, are important to carrying out job tasks, including information portals, business rules to automate decisions, document or content management systems, business process management and monitoring systems, and collaboration tools.

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Low-Tech and High-Tech Collaboration Tools

Recommendations for Innovative Workspace Performance

3. CHOICE OF WORKSPACES

Focus, Collaboration, and Socialization Spaces

Choice of work spaces means providing work spaces necessary to support critical work modes in knowledge workplace.

Knowledge worker performance is intangible, non-quantitative in its nature. Knowledge work requires a certain level of autonomy of workers. There are two types of knowledge that are critical to knowledge creation: tacit knowledge and explicit knowledge. Explicit knowledge can be clearly expressed and formally written down in such forms as manuals and guidelines, while tacit knowledge is individual expertise and experience that cannot be easily expressed or transferred to others.³ Knowledge transfer between tacit and explicit knowledge among the employees is critical in a knowledge organization to continuously grow their intangible asset, which is knowledge creation. As knowledge transfer and management became an important issue to the organizational knowledge creation, there have been growing efforts from the workplace design community to support activities of knowledge creation through, providing appropriate types of spaces necessary to knowledge workers.

In order to support creative work conducive to innovation, workspaces must provide choice for work spaces to support various work modes necessary to generating critical ideas. To effectively support knowledge transfer between tacit and explicit knowledge, knowledge workspaces need to address four dimensions critical to knowledge management and creation. These four dimensions comprise socialization, externalization, combination, and internalization. When we translate these dimensions to work modes, these become four work modes of knowledge creation, including socialization, collaboration, learning, and focus modes. When we apply these work modes to the workspaces, we can support the four work modes through three types of spaces: focus space, collaboration space, and socialization space.

Focus space is for individual tasks requiring concentration without interruption from others. Examples may include individual workstations, private offices, or small enclosed rooms to conduct individual tasks. Collaboration space is for group tasks to achieve a common goal between the members. Examples may include formal and informal meeting rooms, conference rooms, or small shared spaces for collaborative activities between workstations. Socialization space is for social networks and interaction-building camaraderie and collegiality. Examples may include hallway impromptu meeting spaces, lounge areas, and cafeterias.

Images do not show up in the sample report

Recommendations for Innovative Workspace Performance

4. RECHARGE SPACES

Play, Solitude, Fitness, Socialization, and Outdoor Spaces

Recharge spaces means separate spaces, or work spaces or workstations with features for a short mental break to recharge, restore, or retreat.

Contemporary workers are frequently cognitively overloaded, receiving thousands times more information every second, than the conscious brain can process. This causes a constant mental fatigue and blocks that adversely affect their productivity which can be reduced by half. According to a study, employees who took a break every 90 minutes reported a 30 percent higher level of focus than those who took no breaks or just one during the day. They also reported a nearly 50 percent greater capacity to think creatively, and a 46 percent higher level of health and well-being. Another study carried out in a bank showed boosted employee morale, increased income and reduced overhead by holding a 30 minute game of charades weekly to help employees to recharge and take a break from their everyday tasks.⁴

Recharge spaces can be for either individual activities such as contemplating, napping or personal lunging, or camaraderie-building group activities such as physical games, mini-sports or simply socializing activities. Socializing activities between employees are advantageous to a healthy work environment, and it has increasingly been shown that play and laughter can create a sense of involvement, evoke the release of creativity, and raise morale.⁵ Creating spaces where employees can break out and mingle as well as build camaraderie and social network is important to maintaining a sense of community in a workplace and strengthening organizational culture. These spaces can serve as a hub for stimulating engagement between coworkers and can encourage information exchange and interaction. A study with a call center showed that such socialization activities served as a crucial function of social connectivity, increasing cohesion by 18%, decreasing stress levels by 6%, and reducing employee turnover from 40% to 12%.⁶

Recharge spaces include four types of spaces. Play spaces are the spaces or features that are built for playing intentional physical or virtual activities or games, such as individual work spaces with mini basketball game equipment along the wall. Examples of activities and games may include dart board, mini basketball, PingPong, billiards, karaoke, foosball, air hockey, and computer/ video games. Solitude spaces are spaces for personal lounging, break, or meditation. Fitness spaces are separate spaces or spaces with equipment placed at workstations for fitness. Examples of workstation equipment may include desk stationary bicycles, desk steppers, exercise ball chairs, and treaddesks. Lastly, social spaces are spaces for social networking or interactions in such spaces as cafe /cafeteria, break rooms, or lounges.

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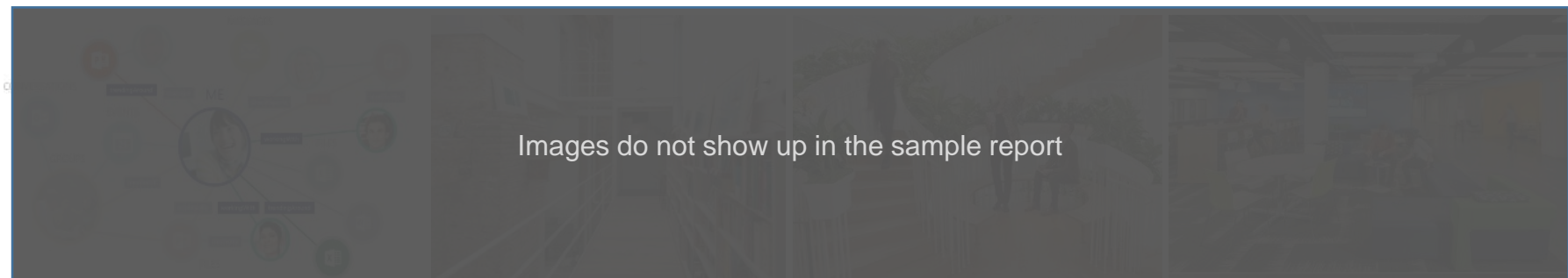
Recommendations for Innovative Workspace Performance

5. LAYOUT FOR FLOW AND CONNECTIVITY 1

Core Interaction Networks and Cross-Pollination

Space and Furniture Layout refers to layouts supporting appropriate adjacencies for information and work flow. Two principles critical to the layout of knowledge workspaces are flexibility and flow & connectivity. The flexible capacity of primary workspaces supports effective information flow and work flow for conceptual ideas to easily evolve from inception to realization.

Flow and connectivity strategy focuses on supporting information flow and critical adjacencies through the space and furniture layout. Successful knowledge workplaces distribute the core interaction networks within a department, along the core circulation paths for easy access and increased exposure. They also implement core circulation paths that connect to the spaces where people frequently meet and gather informally for cross-pollination between departments and teams. It is well known the importance of spatial layout and its use for predicting social interaction and other behaviors through the means of measuring the intelligibility of the space, or through understanding the configuration of a space through observation of traffic patterns and interaction locations within the space.⁷ Workplaces that facilitate greater communication and interaction by removing barriers and implementing effective adjacency planning among the key personnel allow workers to share task-relevant information easily, promote feedback, and have camaraderie-building opportunities; this, then, leads to increased inter-personal relations, reduced conflict, increased motivation.⁸ These interactions across organizational units make the space more spatially intelligible and can be achieved by locating people who are hubs of interaction networks closer to circulation paths and accessible locations which would evoke interaction and knowledge transfer. Minimizing distance between individuals calls for better communication and innovation due to transfer of ideas.



Layout for Core Network Interaction and Cross-Pollination

Recommendations for Innovative Workspace Performance

6. LAYOUT FOR FLOW AND CONNECTIVITY 2

Visual Connectivity & Non-Hierarchical Spaces

Space and Furniture Layout affects the way employees travel through the workplace which can in turn affect the social interactions between employees and the ways that they communicate.⁹ A study on a media organization showed that by locating all of their businesses into one shared workplace, interaction and cross-fertilization of ideas across different teams led to greater results due to the close proximity and openness of team- and individual workspaces while also removing hierarchical locations and structures.¹⁰ Spatial grouping of workstations influences the communication and collaboration of workers.

Successful knowledge workspaces provide visual access to other people whether enclosed or not. Examples may include areas using glass partitions or lower partitions instead of solid partitions or higher partitions than 5 feet in the work areas; vertical openness between floors using stairs & atriums; and intersecting circulation paths. They also employ space planning strategies that blur the traditional power structure at work through different space allocation or layout from the traditional planning. An example may include assigning spaces by the best use of the spaces, or types of furniture by the functions of the person instead of the hierarchy of the organizational structure.

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Layout for Visual Connectivity & Non-Hierarchical Spaces

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THANK YOU

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