WORKPLACE WELLBEING AND CAPTIW©

Young Lee, Ph.D, LEED AP, WELL AP, CIDQ
Matthew Schottenfeld
Innovative Workplace Institute

WORKPLACE WELLBEING & WORKPLACE ANALYTICS CAPTIW©

WORKPLACE WELLBEING & CAPTIW©

- Open Source Online Workspace Analytics
- Funded by the American Society of Interior Designers
- A collective effort with over 40 industry and academic partners
- Alternative workplace performance metrics encompassing productivity, health, & wellbeing beyond the conventional metrics of cost per SF
- Key performance indicators (KPIs) of the physical workspaces supporting the organizational performance in innovation and innovation strategies

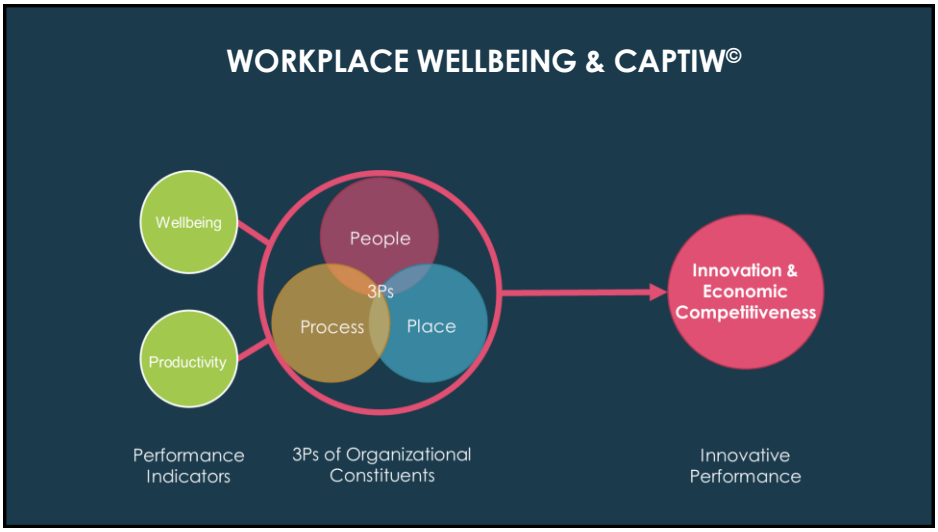
WORKPLACE WELLBEING & CAPTIW©

Industry and Academic Partners

Barb Marini, Principal, Marini Interiors, Inc.
Celeste Tell, Workplace Strategy Manager, Bill and Melinda Gates Foundation
Cheryl Duvall, Designer, Avancé, LLC
Chris Christianson, President, Axton Projects, Inc.
Cynthia Kay, President, Cynthia Kay and Company
Cynthia Milota, Workplace Strategist, Discover Card
Dave Lathrop, Director, Research and Strategy, Steelcase
David Craig, Associate Principal, Workplace Strategy Leader, Cannon Design
Deanne Beckwith, Workplace Strategist, Herman Miller
Deborah Exo, Senior Consultant, Ivy Planning Group
Denise Guerin, Professor of Interior Design, University of Minnesota
Denise Horn, President, Creative Office Pavilion
Donald Vitek, Director, Global RE Program Management, Whirlpool
Frank Becker, Director of International Workplace Studies Program, Cornell University
Gavin Bloch, Workplace Strategist, Jacobs KlingStubbins
James Rice, Senior Vice President, Jones Lang LaSalle's Corporate Solutions
Janice Barnes, Principal and Global Discipline Leader, Perkins+Will
Joe Marx, President, Marx Consulting Group, LLC
Joseph T. Connell, Design Principal, Perkins+Will
Katherine Leigh, Professor of Interior Design, Colorado State University
Kelly Lea, Designer, Carson Design Associates
Kenneth Grady, CEO, Seyfarth
Lukas Windlinger, Professor of Workplace Management, Zurich University of Applied Science
Madelyn Hankins, Principal, Design Alliances, Strategic Alliances, Steelcase
Martha Abbott, Principal, SmithGroupJJR
Mike Dietzen, Facilities Planner, Kimberly-Clark
Rex LaMore, Director of Center for Community and Economic Development, Michigan State University
Sara Anderson, Senior Manager, Design & Space Planning, QVC
Tamara Iakiri, Talent Acquisition, Open Systems Technologies, Inc.
Tracy Brower, Director of Performance Environments, Herman Miller
Xavier Unkovic, Global President, Mars Drinks

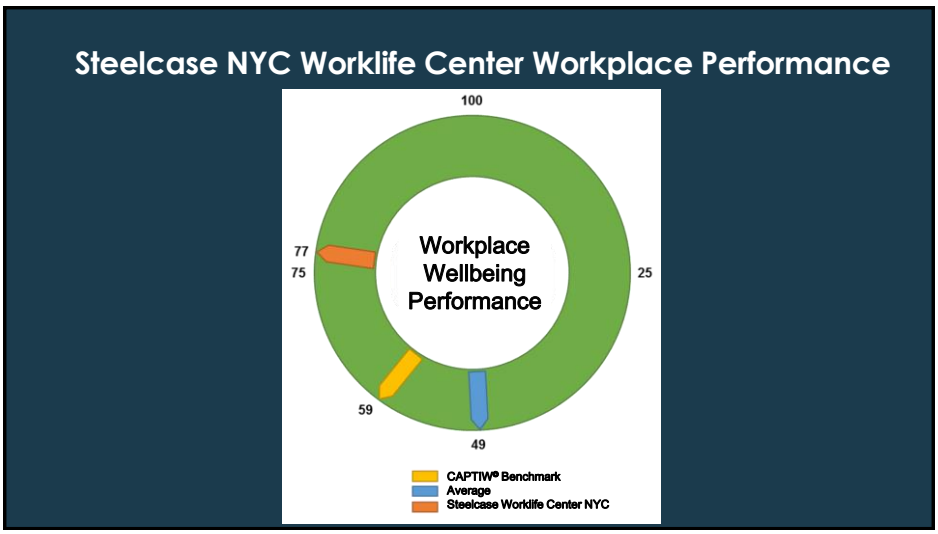
Other Contributors

Aditya Oruganti, LEED® AP BD+C, Consultant, HOK
Eva Garza, AICP, LEED® AP BD+C, Sr. Consultant, HOK
Leif Denti, Ph.D., School of Business, Economics and Law, Gothenburg Research Institute, University of Gothenburg, Sweden
Husam Al Waer, Ph.D., Director of Msc Advanced Sustainability of the Built Environment Architecture Program, University of Dundee, UK
Mike McKeown, Senior Consultant, HOK
Sarah Bramley, Intern Architect AAA, MRAIC, LEED Green Associate, Consultant, HOK


WORKPLACE WELLBEING & CAPTIW©
Wellbeing
Productivity
People
3Ps
Process
Place
Innovation & Economic Competitiveness
Performance Indicators
3Ps of Organizational Constituents
Innovative Performance

6 DIMENSIONS OF WORKPLACE WELLBEING (6DWW)
Physical Comfort
Supporting a necessary balance of human senses and body systems
Physical Fitness
Maintaining & promoting physical fitness
Environmental Wellbeing
Providing non-toxic and clean environments
Six Dimensions of Workplace Wellbeing
Cognitive Wellbeing
Supporting occupational function, purpose, and advancement
Emotional Wellbeing
Providing individual emotional state of happiness and satisfaction
Social Wellbeing
Enhancing social connections and support systems

6 DIMENSIONS OF WORKPLACE WELLBEING (6DWW)
Choice of Spaces
Relaxing Environment
Spaces Size
Access to Equipment
Furniture Ergonomics
Acoustical Comfort
Visual Comfort
Thermal Comfort
Olfactory Comfort
Physical Comfort
Physical Fitness
Choice of Spaces
Recharge Spaces
Indoor Air Quality
Access to Fresh Drinking Water
Cleaning Materials/Products
Environmental Wellbeing
Six Dimensions of Workplace Wellbeing
Cognitive Wellbeing
Choice of Spaces
Interaction-Collaboration Spaces
Connectivity
Recharge Spaces
Flexibility of Workspaces
Unique/Fun Atmosphere
Stimulation of Senses
Relaxing Environment
Recharge Spaces
Connectivity
Unique/Fun Atmosphere
Relaxing Environment
Emotional Wellbeing
Social Wellbeing
Connectivity
Recharge Spaces
Unique/Fun Atmosphere
Technology


Steelcase NYC Worklife Center Workplace Performance
100
77
75
25
59
49
Workplace Wellbeing Performance
CAPTIW® Benchmark
Average
Steelcase Worklife Center NYC

Steelcase NYC Worklife Center Workplace Performance

IMPLICATIONS FOR MENTAL WELLBEING DIMENSIONS

Mental Wellbeing:

Is defined as a state in which every individual

- Realizes their own potential,
- Can cope with the normal stresses of life,
- Can work productively and
- Is able to make a contribution to their community.

- from World Health Organization

WORKPLACE IS MY HOME

Growing Trends with Integrating Psychological Comfort of Home

Autonomy/ Freedom and Organizational Performance in Innovation

Evidence from Emerging Neuroscience & Understanding Human Emotional/ Psychological Responses to Environments

Place

- ☼ Choice of workspaces to support various work modes and individual work styles
- ☼ Comfortable and casual settings
- ☼ Psychological comfort via auditory, visual, thermal, & olfactory comfort (sensory stimulus control & balance)
- ☼ Personal controls and personalization of spaces

Process

- ☼ Organizational culture of respect for individuality and ease
- ☼ Openness, transparency & flattened organizational structure

People

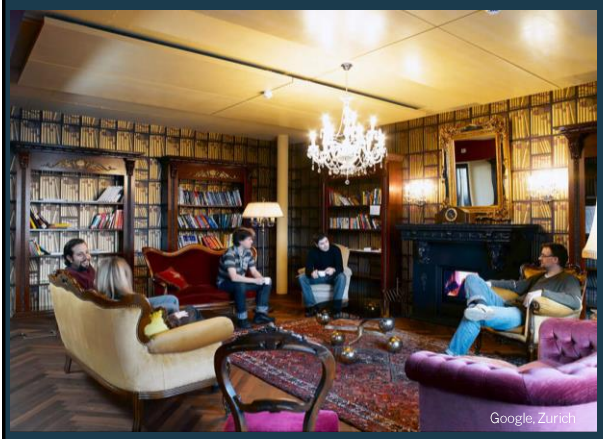
- ☼ Reduction in stress, anxiety & depression
- ☼ Lower absenteeism & presenteeism
- ☼ Winning the talent war

Note: Images that are freely available online are randomly selected for the presentation

10 Workplace Typologies, Studio O+A

Criteria: Formal/Casual; Flexible/Fixed; Interactive/Solo; Focus/Explore

Note: Images that are freely available online are randomly selected for the presentation


Google, Zurich

One Workplace, San Jose, CA. Design Blitz

Google, Seattle

WORKPLACE IS MY PLAYGROUND

Micro-break activities and recovery from stress of daily work demands

Fun, ease, & laughter and camaraderie/trust - building

Physical movement and cognitive function

Place

- Play spaces and amenities
- Playful and fun ambience
- Unconventional design elements

Process

- Organizational culture pursuing ease and laughter
- Encouraging trust-building and camaraderie-building through voluntary/ serendipitous casual social activities

People

- Stress reduction
- Social cohesion
- Increased cognitive function

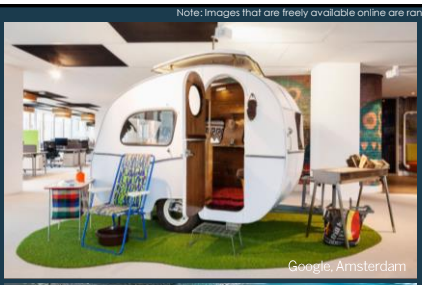
Note: Images that are freely available online are randomly selected for the presentation

UKFast, Manchester, UK

HOK Design

Cisco Office, Studio O+A Design

Note: Images that are freely available online are randomly selected for the presentation



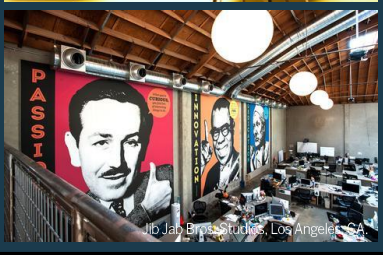
Google, Amsterdam

ASB HQ, Auckland, BVN Donovan Hill Design

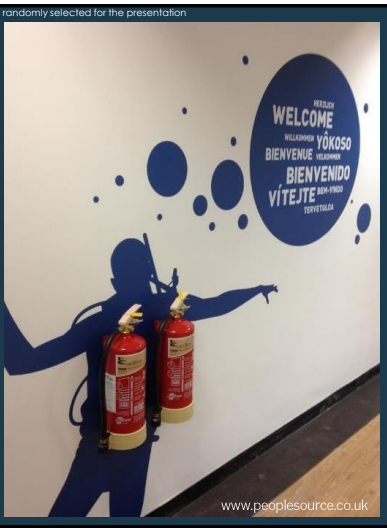
Yelp, San Francisco, CA. Studio O+A

Note: Images that are freely available online are randomly selected for the presentation

Facebook, Menlo Park, Gensler Design



Jib Jab Bros. Studios, Los Angeles, CA.



www.peoplesource.co.uk

WORKPLACE IS MY LOTUS GARDEN

Disengaged Workforce and Growing Absenteeism and Presenteeism
Cognitive Overload, Mental Fatigue, and Decreasing Productivity
Physical & Cognitive Restorative Capacity of Workforce

Place

- Indoor & outdoor respite spaces for solitude, contemplation and reflection
- Biophlic design and circadian lighting
- Meaningful art/artistic spaces for human delight

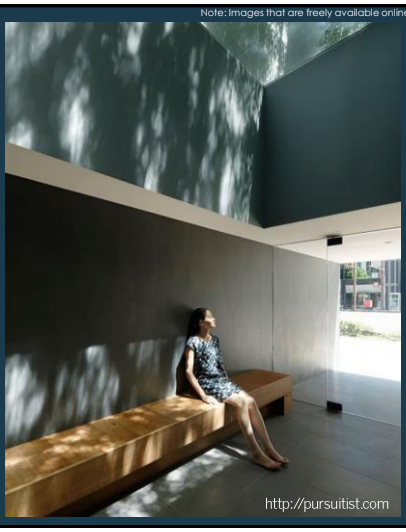
Process

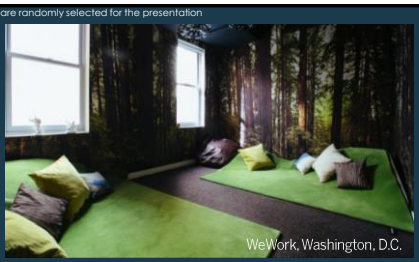
- Adopt healthy sleep policy
- Employ workplace family support
- Provide Employee Assistance Programs (EAPs) for psychological and behavioral distress and stress management programs

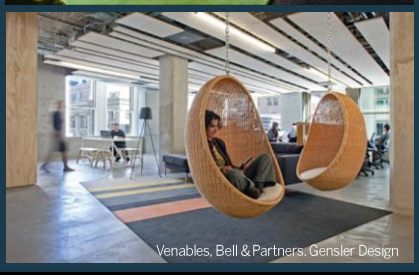
People

- Stress reduction
- Attention restoration
- Enhanced cognitive focus and stamina

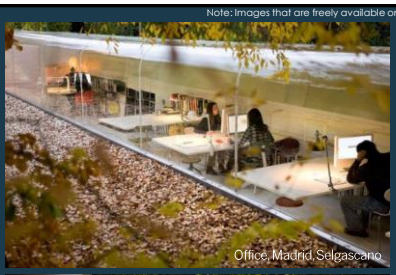
Note: Images that are freely available online are randomly selected for the presentation

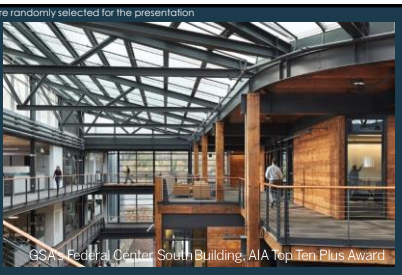




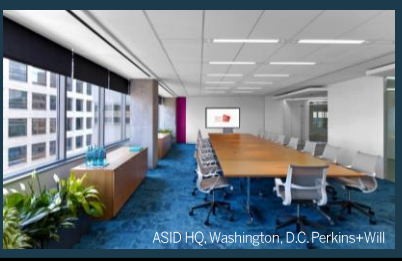


Note: Images that are freely available online are randomly selected for the presentation


Office, Madrid, Selgascano


GSA's Federal Center South Building, AIA Top Ten Plus Award

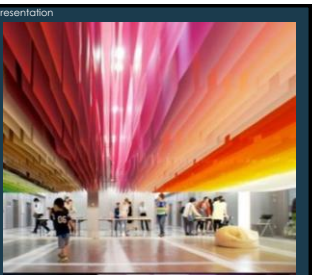
UKFast, Manchester, UK


ASID HQ, Washington, D.C. Perkins+Will

Note: Images that are freely available online are randomly selected for the presentation

Doodle mural Paris, Jon Burgerman

Ian Ross Art Ross commissioned, Google



WORKPLACE IS MY STARBUCKS

Integrating Hospitality Features for Social Wellbeing to Workplace
Socialization and Increased Cohesion, Decreased Stress, & Reducing Turnover
Importance of Food/Beverage Amenities

Place

- Visual connectivity
- Points of interaction along the circulations
- Informal and casual settings
- Food/drink amenities

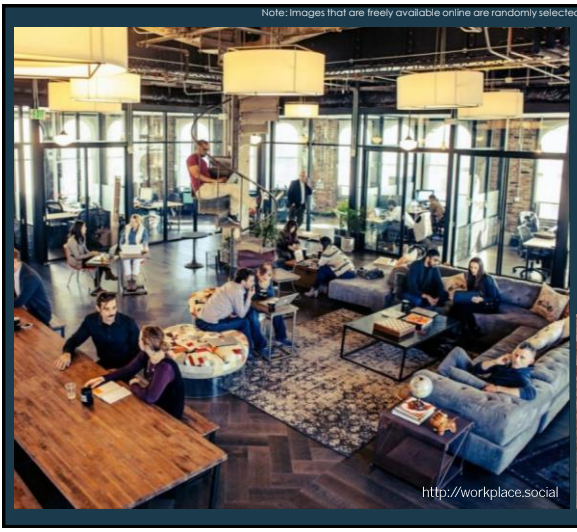
Process

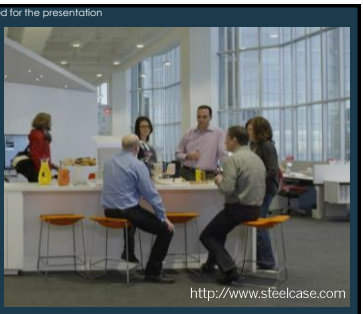
- Strategically implement core interaction networks along the major circulations
- Provide free snacks and beverage Policy

People

- Improved social cohesion and bond
- Reduced stress, anxiety, and depression

Note: Images that are freely available online are randomly selected for the presentation





7 Key Changes in the Workplaces
The Future Workplace
A glimpse of the office of 2030 based on research by financial protection specialist Unum and The Future Laboratory
Automation & Artificial intelligence:
Replacement of human jobs that have repetitive and predictable components with robots and artificial intelligence.
Workplace design and management more focusing on jobs that human collaboration/ interaction and creative skills are essential to the job functions.
Workplaces polarized between two groups: a group where the physical workplace is a vital component to the success and the other group that diminishes the meaning of the physical workplace.
It may back fire to emphasize humane management and human dignity.
Evidence-Based Workplace Management:
A famous quote: You cannot manage something that you cannot measure.
Need to validate strategies and assumptions and incorporate feedback/ lessons learned to future projects.
Use of monitoring systems and data analysis to manage from workplace space utilization to employee health.
Environment monitor: monitoring outdoor air levels to determine whether to open windows, indoor carbon dioxide levels and automatic alarm systems, occupant sensors & daylight harvest, etc.
Workplace performance monitor: comprehensive workplace metrics and diagnostics, looking at 3Ps of workplace-place, people & process, to link workplace to the organizational performance and the bottom line.
Employees' physical and mental health monitor: integrating health monitoring systems to the workplace to manage employee physical fitness, vital signs, food/beverage consumption, and stress levels.
Workplace Wellbeing:
Growing evidence from business case studies & the advancement of neuroscience highlighting the contribution of wellbeing-enhanced workplaces on the bottom line & engaged workplace culture.
Need of workplace environments supporting a balanced human body and sensory system by addressing physical, cognitive, emotional, social, and environmental aspects of wellbeing.
Workplace wellbeing as a strategy to address engagement, health, talent war (competitive advantage), & a triple bottom line of sustainability (indicators of sustainability).
Agility and Innovation:
Economic turbulences and cultural shifts creating unease and consequentially diverse explorations in workplace design & management to cope with them.
The need for innovation for organizations to survive and thrive in innovation economy.
Less focus on traditional hierarchy at work but more emphasis on flattened organizational structures and freedom/autonomy in order to bring out the highest potential from people for innovative outcomes.
Diversity & Individuality:
Different generations, working styles, value systems, and physical capacity in one workplace. (Baby Boom Generation who tries to remain in employment, Generation X, Millennial Generation & Homeland Generation who will soon join the workforce).
Need to accommodate different physical needs (senior baby boomers vs young millennials) and work styles.
Focus on creating a balanced workplace for thermal, visual, acoustic, and olfactory comfort between various people.
Choices and Blurring Boundaries:
Addressing high real estate costs and how to support changing demographics for people to be able to work at full capacity.
Choices as a critical element to cope with the economic and cultural circumstances. Concerns with choices for where, when, and how to work, leading to explorations in alternative work arrangements (free address, hot-desking, activity-based work, etc.).
Flexibility becoming more and more important. Soaring real estate costs along with the need of choices leading to flexible space planning (expandability, convertibility, and versatility) and diverse technological support.
Blurring boundaries between different types of spaces integrated to workplace (e.g. the first place-home and the third place- café integrated to the second place-workplace). Also blurring boundaries between different types of workplaces (e.g. tech companies vs. financial companies or hospitality companies vs. institutional organizations).
Corporate DNA & Tailored Approach:
Understanding who we are and what we do as an organization (corporate DNA) as a fundamental approach to workplace design and management.
The need to overcome chasing trends and the one- size-fits-all approach.
Understanding each corporate DNA will be key to the successful workplace design and management.
Northeast Summit for a Sustainable Built Environment 2017: Health of Place
April, 28, 2017 @ Yale University
Seven Key Changes in the Workplaces by Young Lee
Image credit: HR review (http://www.hrreview.co.uk/hr-news/strategy-news/the-future-workplace-report-reveals-ways-workplace-will-change/53805)