

W O R K P L A C E

# An Exploration of What's Next

A collaboration between HOK and Steelcase

**h+k** x **Steelcase**

## Disruption

Disruption has caused industry after industry to evolve.

The retail sector has been rocked by Amazon, the hotel sector by Airbnb, and the transportation industry by Uber and Lyft. Commercial real estate was also experiencing disruption — from co-working and increased employee expectations. At the core of these disruption is a drive for an easier, better experience.

Now, COVID-19 has caused the world to ask fundamental questions.

**What is the Future of Work?**

and

**How do we empower work going forward?**

# HOK+Steelcase: A Collaboration

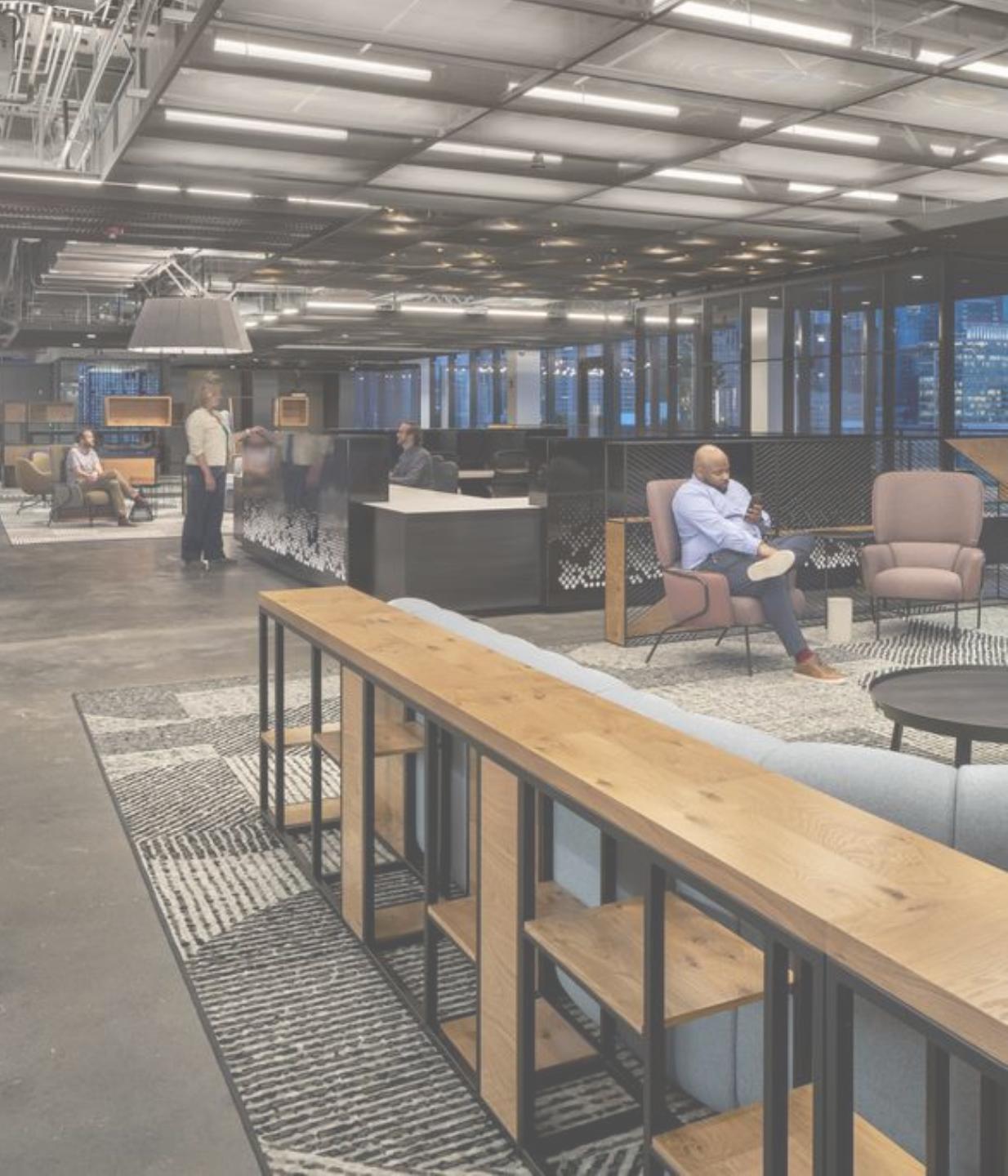
HOK and Steelcase came together to explore the future of work and the workplace as a result of what we've learned during the Covid-19 pandemic. During a three-day sprint we looked at:

- **Quantitative and qualitative research about the needs of workers and organizations**
  - **Existing issues in the workplace that have been amplified by the pandemic**
  - **Early indicators of how organizations and people might respond over the long-term**

We synthesized the data and developed a hypothesis for how the workplace can change in ways that will meet the new needs of organizations and their employees as this situation evolves, now and in the future.

## Key Questions:

- What has changed since COVID?
- What do we need to understand as we move forward?
- Should we return to the way things were?
- What wasn't working before the pandemic?
- How might we use this as an opportunity to address that?



## **Aha Moment:**

# **The notion of “returning to the office” is flawed.**

We need to acknowledge the things that weren't working before COVID-19 and instead of returning to them, address them as we move forward.

We need to evolve beyond the notion of “an office” to  
**“reimagining an ecosystem”**

of spaces that truly addresses our needs - now and in the future.

# Minding the Gaps: Why it Matters Now More than Ever

Let's acknowledge the factors that we need to address more holistically going forward and why we need to look beyond "**returning to the office.**"



Stress, Burnout  
And Wellbeing



Social Inequity



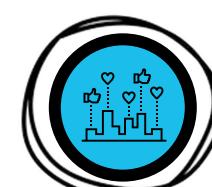
Shift From Productivity to  
Innovation



Climate Change +  
Environmental Sustainability



Cleanliness



Desire to Be Socially  
Connected Yet Safe



Under-utilized,  
Inflexible Space



Liquid Workforce:  
Retrain + Upskill



Rapid evolution of  
technology

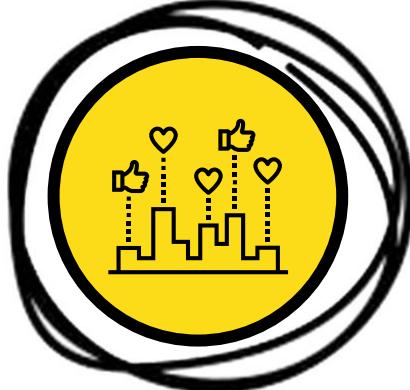
# The Five Big Issues Organizations Grapple With Today



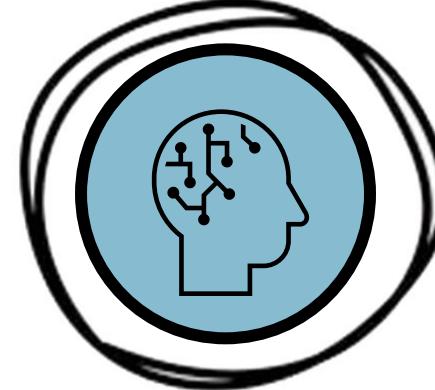
Health, Safety and  
Wellbeing



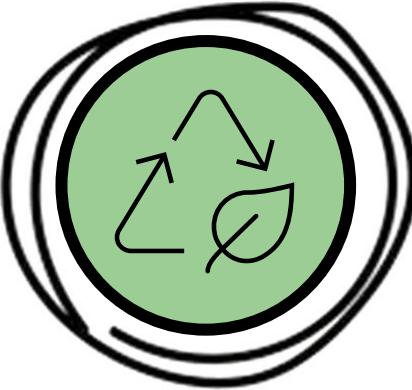
Remote Work +  
Work from Home



Purpose  
of Place



Business  
Resiliency



ESG  
Environment, Social  
and Governance



## **Health, Safety + Wellbeing**

**For many organizations, the number one concern is the health, safety and wellbeing of their staff and creating safe work environments that address physical, emotional and cognitive health.**



## **Health, Safety + Wellbeing**

### **Current Office Design Questions**

- How do we create safer spaces that slow the spread of viruses?
- How can shields or dividers be leveraged effectively without making people feel isolated?
- How can shared areas such as lounge areas and other social spaces be modified to better support collaboration in open, well-ventilated areas?
- How can we reduce physical touchpoints to help eliminate the spread of the disease?
- How do we incorporate more moments for mindfulness and reduce stress and anxiety?
- How do we address wellbeing more holistically?



## Remote Work

**To contain the spread of COVID, office workers are remote working and working from home. This has challenged beliefs about where and how we work. Many foresee this practice continuing for the foreseeable future.**

Productivity + Performance ■ Proper Set-up + Ergonomics ■ Staying Connected ■

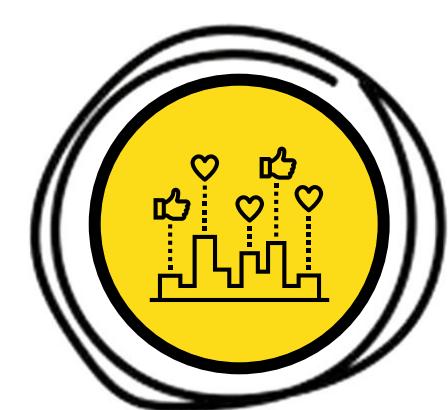
Trusting a Liquid Workforce ■ Right Blend of Remote vs. On-Site



## Remote Work

### Current Office Design Questions

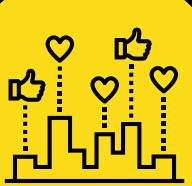
- How do we find the right balance between remote work and connecting on-site?
- How do we ensure remote work is as successful as possible?
- Who are the right candidates for remote work?
- How do we ensure our teams stay connected?
- How do we ensure mentoring and professional development do not suffer?
- How do we ensure we have the right technology to support remote participation/collaboration and balance that with on-site staff?
- How do we ensure the success of mobility programs and what policies and practices might we need to put into place?



## **Purpose of Place**

**Companies are assessing the real purpose of place and how to return together to **foster their culture**, brand and innovation. Uncertainty has left many organizations without a clear path forward.**

Retaining Brand + Culture ■ Returning to Together ■ Proximity + Continuity  
■ Focus + Collaboration ■ Providing Options



# Purpose of Place

## Current Office Design Questions

- How do we design less for permanence and more flexibility?
- How can we create spaces where, as social creatures, we can be together and thrive?
- How do we ensure people have options and choices to fit their specific needs?
- How do we create compelling spaces people want to be?
- How do we enable more rapid change than a typical 10-year lease term allows?
- How do we leverage the sharing economy and community space to provide the desired experience and amenities?
- How can we break down the silos and what can we learn from other sectors – higher ed, healthcare, labs – that can help us create space fusion and better environments?
- How can we incorporate the concept of “prospect and refuge” to make people feel more safe and secure?

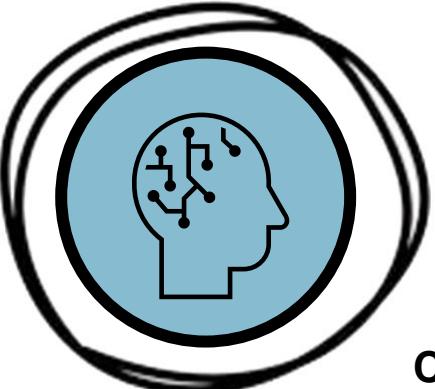


## Business Resiliency

**Disruption and emerging business models have shaken every industry and sector. Companies are looking for ways to ensure business resiliency.**

Economic + Fiscal Factors ■ Talent + Skillsets ■ Innovating to Stay Competitive

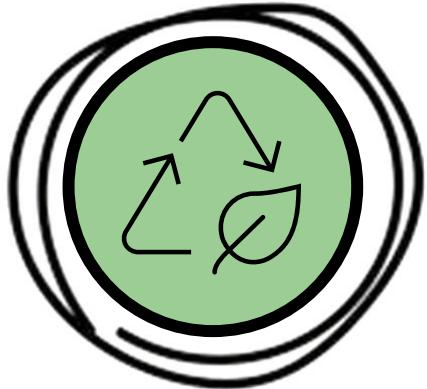
■ Relevance ■ Business Continuity Plans



# Business Resiliency

## Current Office Design Questions

- How can we reduce cost to aid in challenging economic times?
- How can we create space that enables a more distributed workforce?
- How do we create a positive experience for hybrid solutions that combine on-site and remote workers?
- How do we create space that is flexible and adaptable so we can weather future events and advances?

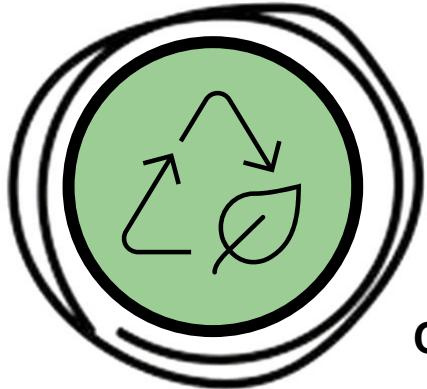


## **Environment, Social + Governance**

**New economic pressures, the need to address climate change and social inequity are driving companies to develop more comprehensive environmental, social and governance policies.**

Social Equity + Human Rights ■ Environmental Sustainability ■ Diversity + Inclusivity

■ Meeting the Needs of Neurodivergents ■ Corporate Governance

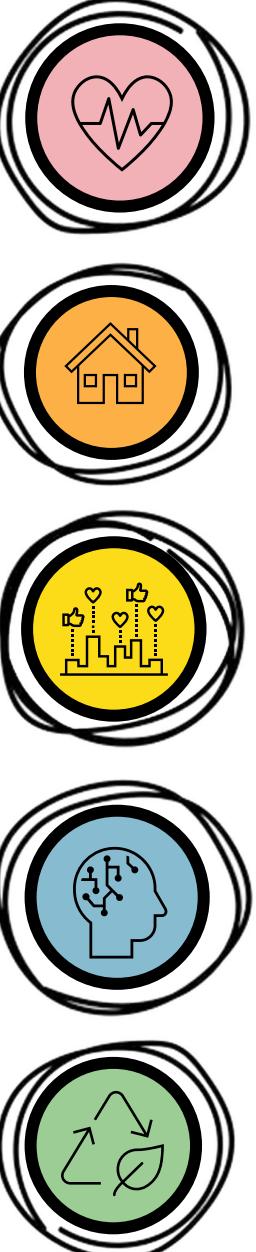


## **Environment, Social + Governance**

### **Current Office Design Questions**

- How can we make lifelong learning opportunities more accessible?
- How do we enhance our ability to mentor and transfer knowledge?
- How can we enable both in-person and remote collaboration?
- How can we truly address climate change and environmental sustainability in the built environment?
- How do we create more inclusive, welcoming spaces?





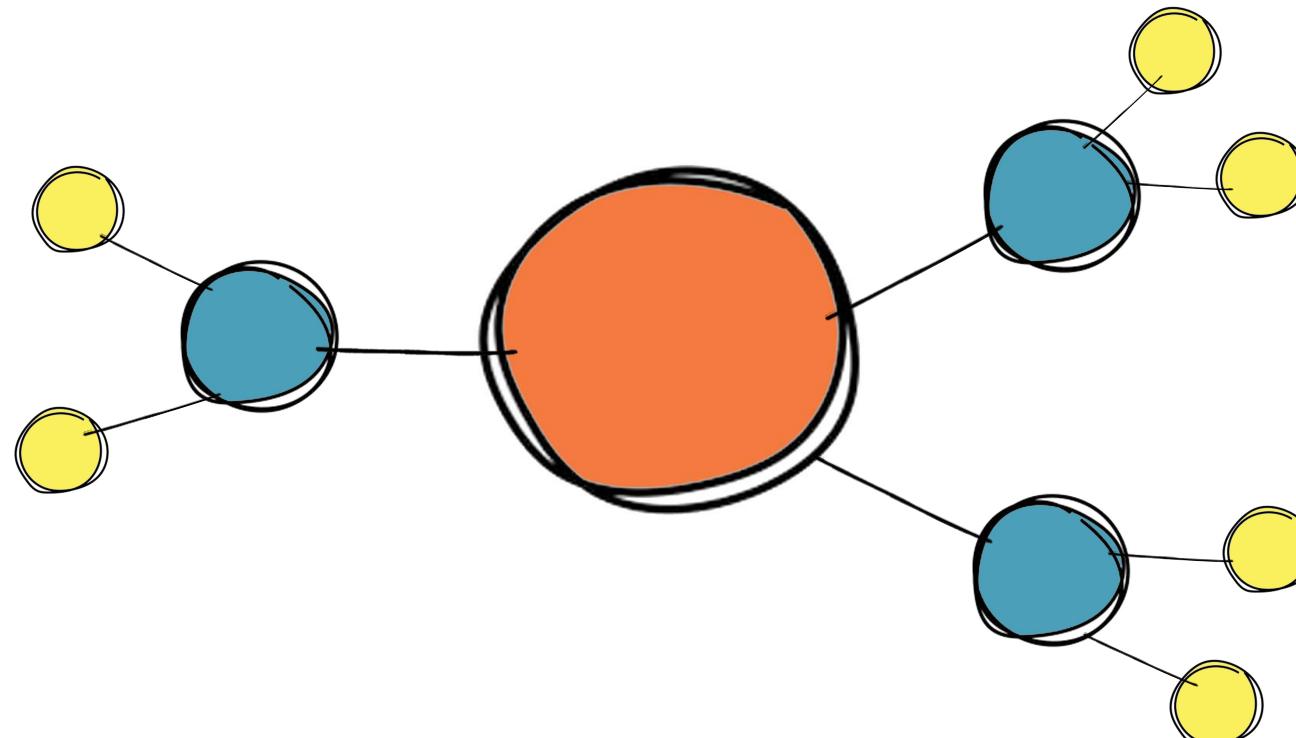
# Key Findings

1. **Returning to the office of yesterday is not the answer.**
2. **We need a new system** where “the office” is replaced with an **ecosystem of spaces**.
3. **We need to empower people** with options and choices designed to fit today’s needs.
4. **We need to shift from fixed to fluid** and create environments agile enough to meet our needs as they evolve.
5. **We need to rethink the purpose of place** and create compelling environments that provide purpose to entice people to be present.
6. **Access is the new ownership.** If you don’t need to own it, then don’t. Consider leveraging the community, shared economy or emerging membership model to meet your needs. Think about large conference and training needs, technology, amenities and your furniture needs.
7. **We need to leverage technology more effectively** to enable better user experiences, control, reduce touchpoint and create more responsive spaces that cater to individuals rather than forcing people to adapt to space.

# The Future of Work

The notion of “**returning to the office**” is flawed.

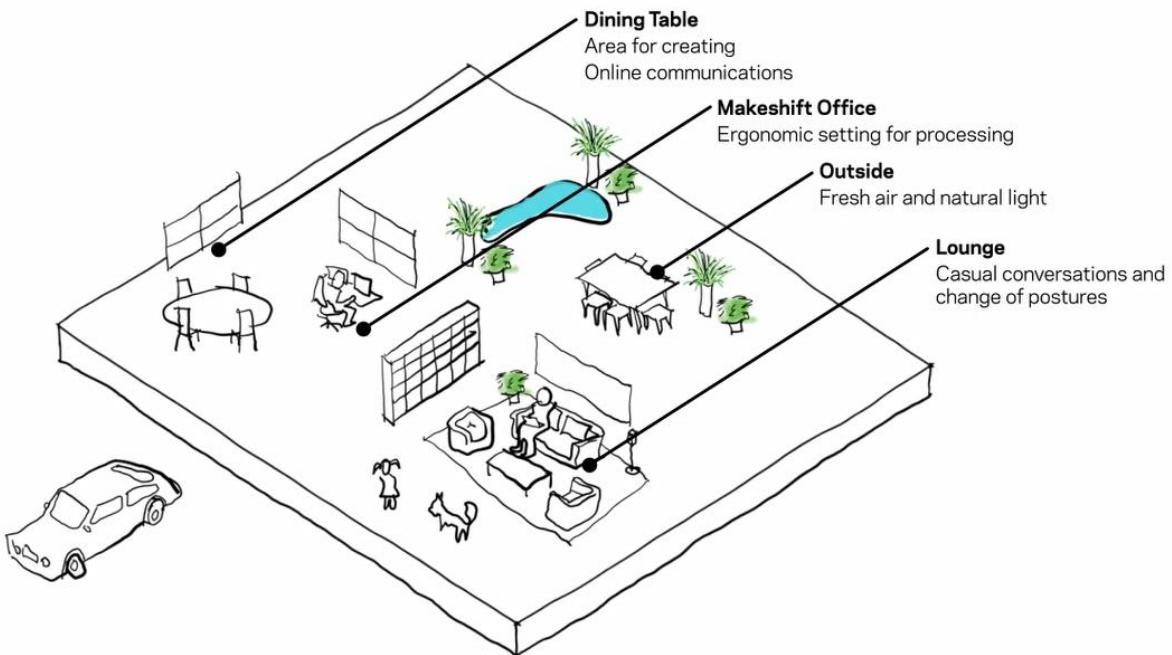
We need to evolve beyond a singular notion of “**an office**” to  
“reimagining an ecosystem” of spaces that truly addresses our needs; now and in the  
future.



HOME

## An Ecosystem of Spaces: The Home

Remote work capacities for those that either can't, or choose not to, come into a centralized location. These spaces serve as a place where staff can do heads-down concentrative work, focus or remote into virtual meetings when a physical presence is not required.



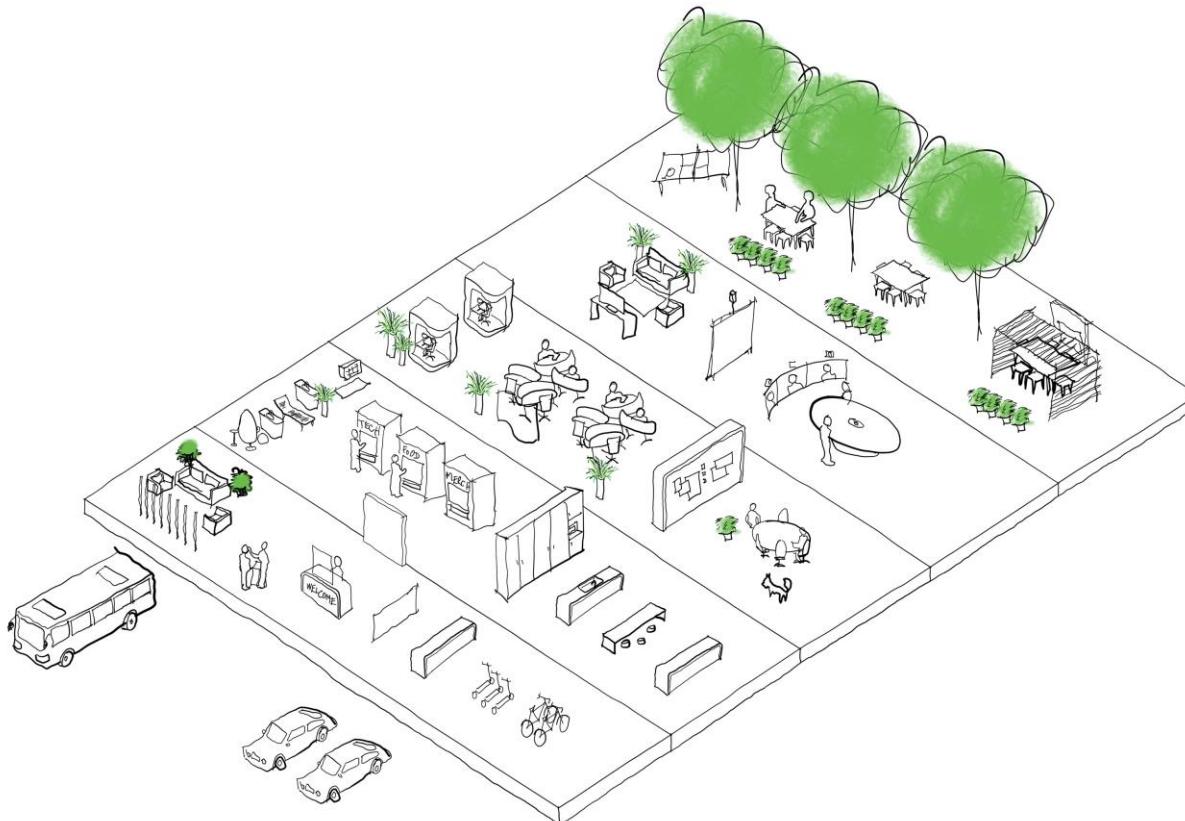
# An Ecosystem of Spaces: The Home

Dedicated Individual Space	Choice	Access to Natural Daylight	Space to Walk Away	No Commute	Strong Connectivity	Work/Life Balance	Control Over Hours
							
Quiet work zone	Access to more than one spot	Individual control of your light	Will afternoon naps have a comeback?	Environmental impact and Wellbeing	Digital interface	Hi family - remember me?	9-5? Flexibility is key
Access to your own customized space . Ability to change up space depending on your need per task. This is a worry-free zone.	If working from your sofa with your dog next to you sounds amazing you have the choice to do that. At home you have the choice to create your own setting and change where you choose to work.	At home we have the flexibility to control our environment. Natural light is easy to access at home. And stepping into the fresh air is footsteps away.	At home it is easier to step away if you need a minute. Having the flexibility to take a 5 min. break and step away is crucial for our mental health.	Not only have we gained back time in our lives from our commute we also have reduced our carbon footprint and stress on our daily lives. Working from home has proven to show benefits to our overall wellbeing and environmental health.	In a few short months we have all adapted to the video conference culture. Digital meetings are now part of our everyday lives. Our in-person meetings were always lacking participation due to conflicting commute times. Now we have access to individuals including face time with leaders.	Our corporate culture has created a strong divide in the ability to choose time between work and family. Working from home allows flex time to take care of ourselves and blend our family into our work life.	The rush of preparing for the commute and getting ready for work is taken out of our day. The need to have to be in person everyday is eliminated. What does that leave time for? Errands, exercise, 'me' time, cooking - the list is endless. Flexibility is the key to mental health refresh.

SPOKE

## An Ecosystem of Spaces: The Spoke

Serves as a place where staff can come together in a casual atmosphere to connect primarily with colleagues and clients. This space also serves as a gathering space and individual workspaces for those not needing to be at the Hub and seeking more than the home environment may offer.

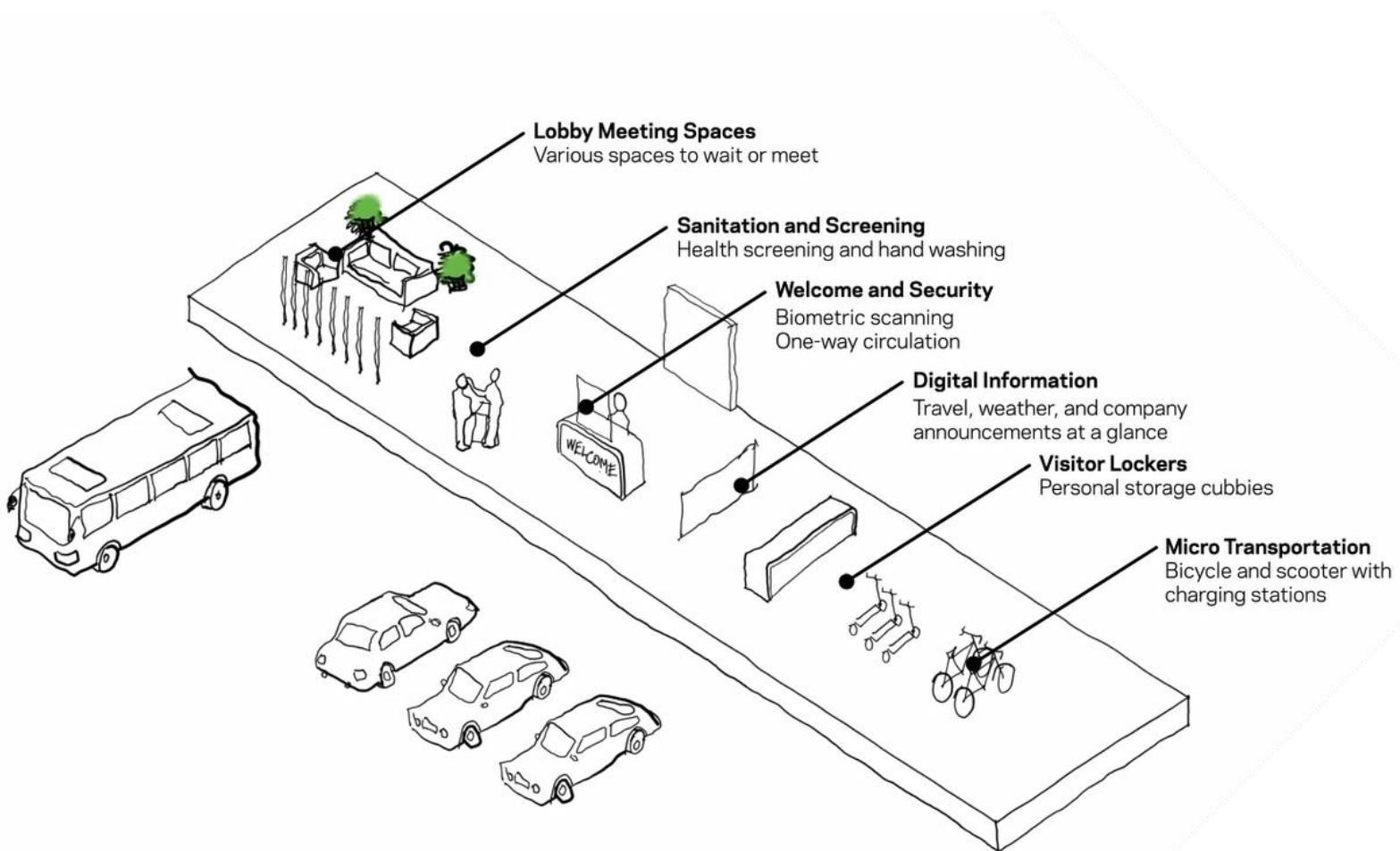


SPOKE

# An Ecosystem of Spaces: The Spoke

## Arrival Zone:

A welcome center for the facility

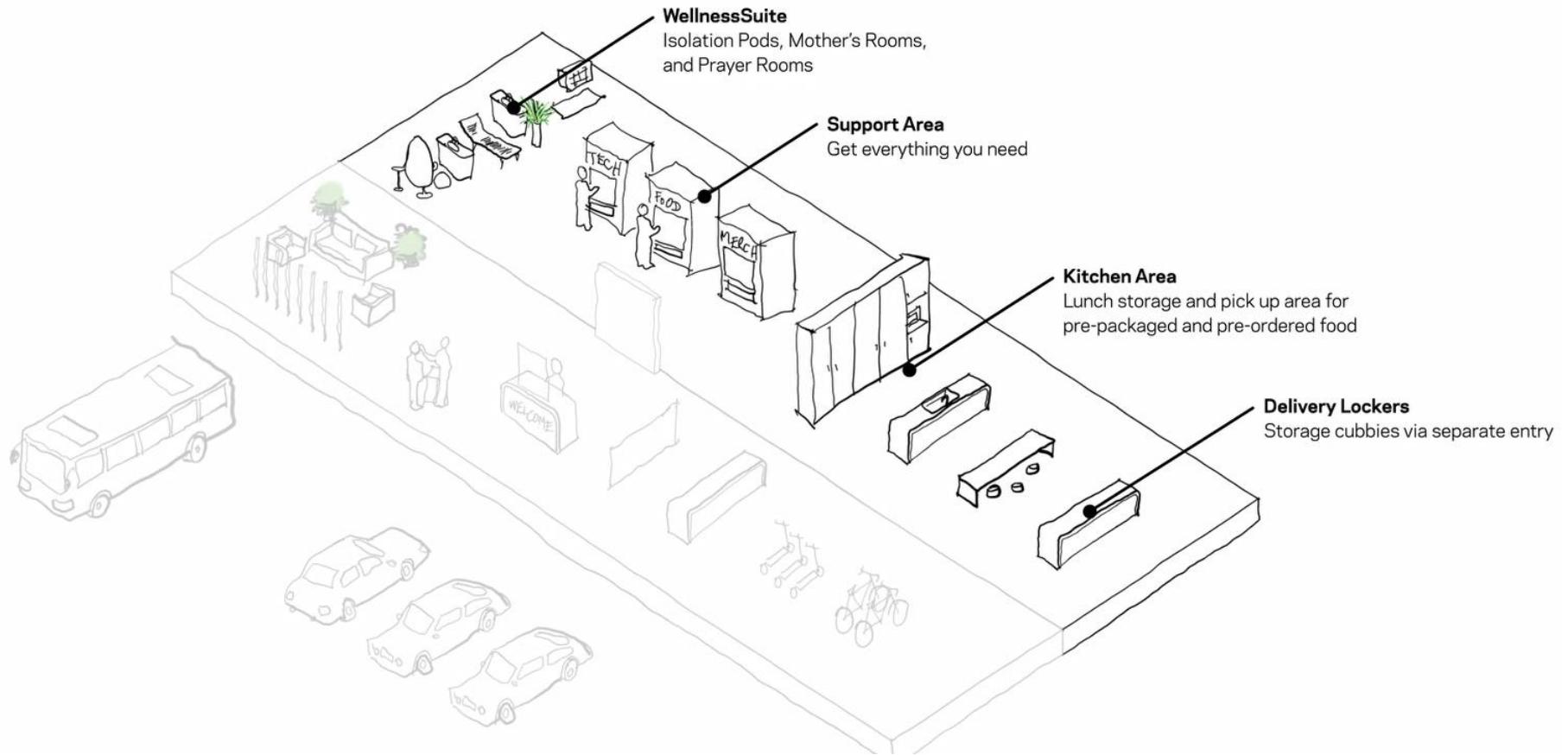


SPOKE

# An Ecosystem of Spaces: The Spoke

## Support Zone:

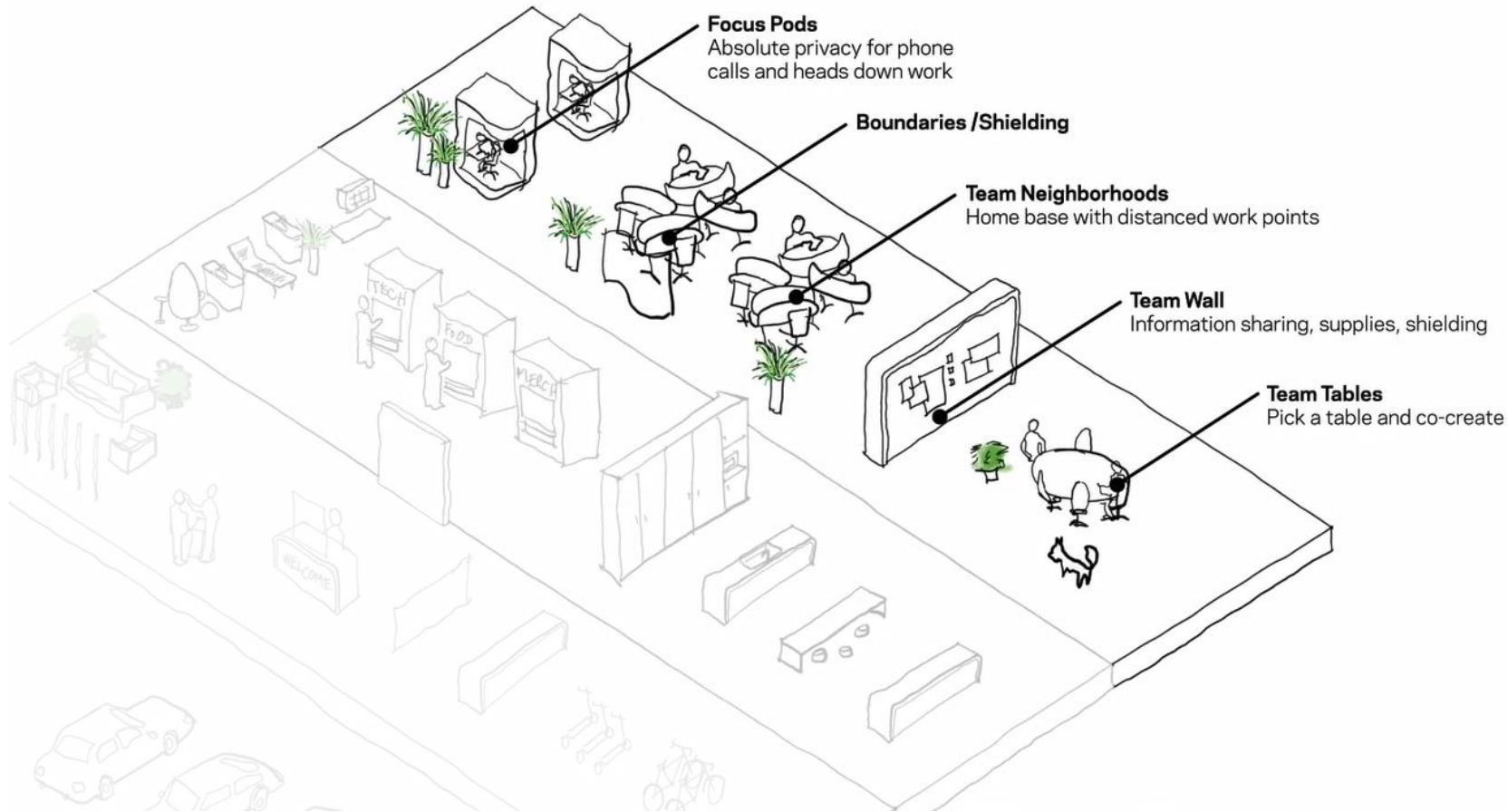
A variety of service based spaces



SPOKE

# An Ecosystem of Spaces: The Spoke

**Convergence Zone:**  
Team spaces and focus areas for everyday work

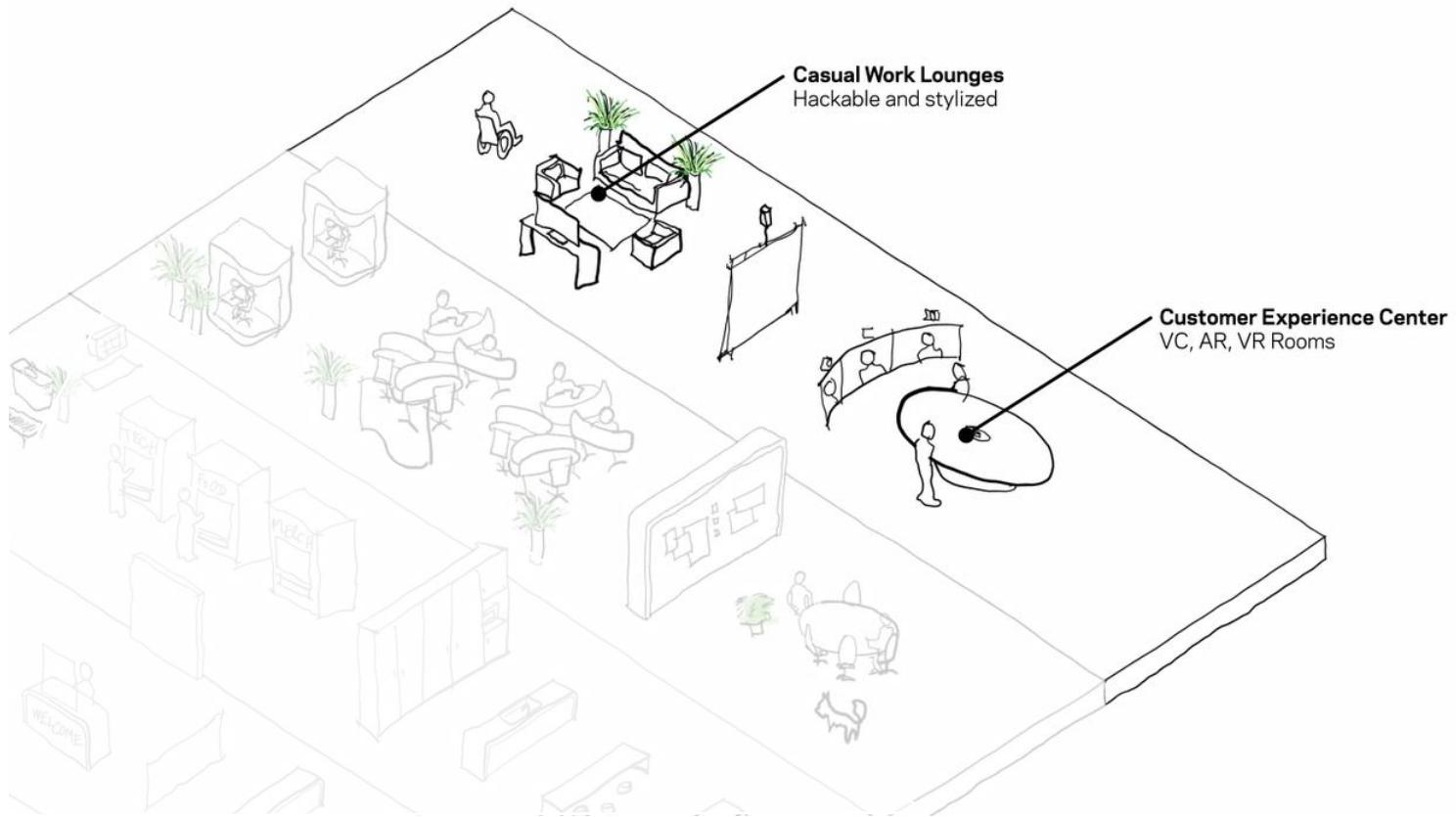


SPOKE

# An Ecosystem of Spaces: The Spoke

## Advanced Collaboration Zone:

Innovative high-tech collaboration rooms designed for co-creation

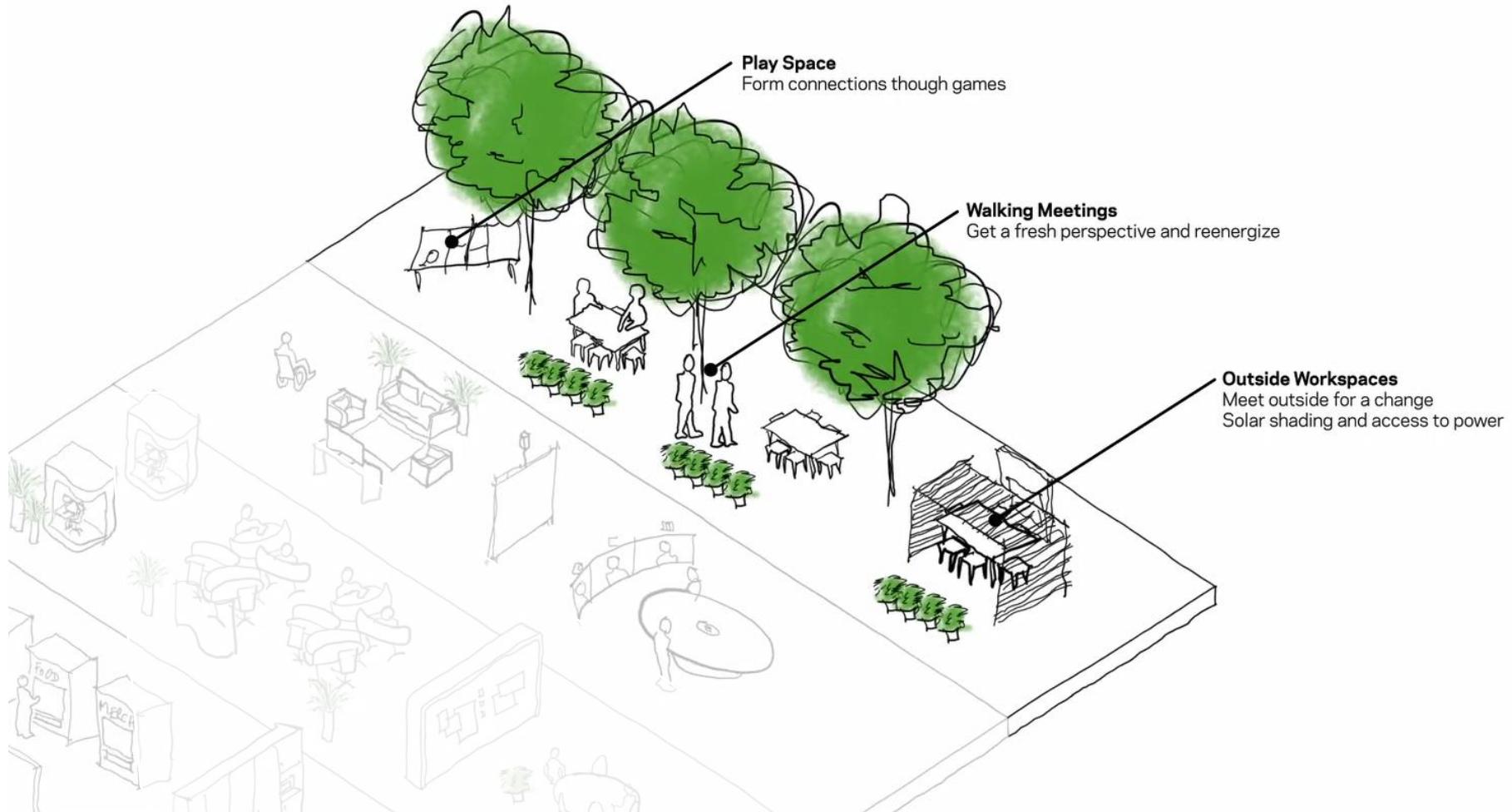


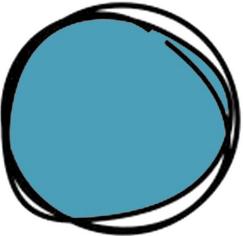
SPOKE

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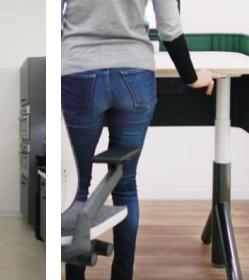
## Outside Zone:

An opportunity to work outside and engage with nature





# An Ecosystem of Spaces: The Spoke

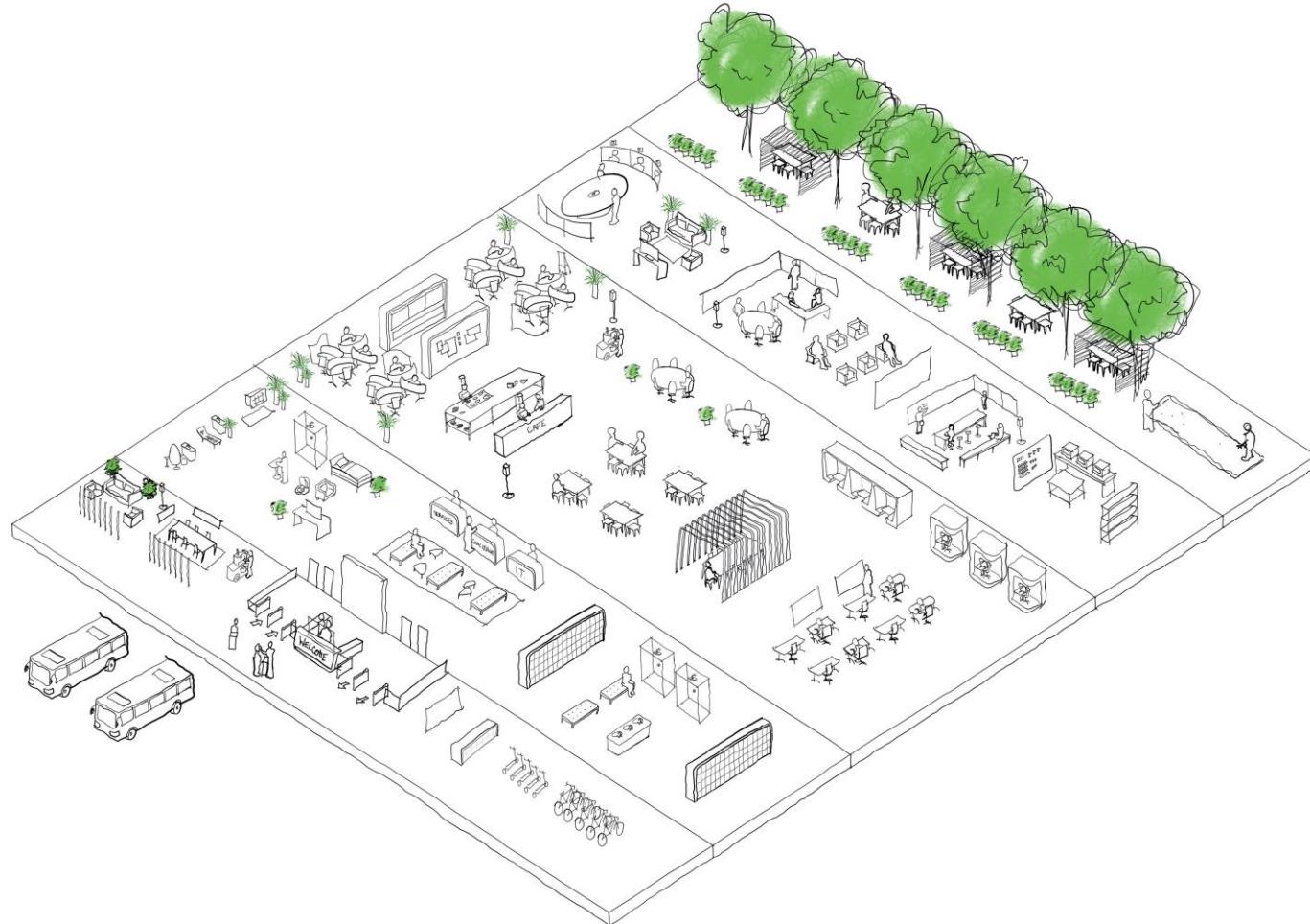
Branded Environment	Access to Daylight	Biophilic Design	Access to Peers + Leadership	Personalization + Culture	Enhanced Ergonomics	Activity-based + Choice Work Settings	Better Collaboration Tools
							
You are here.	Humans need light too.	It just works	One big happy family.	Seen her new puppy?	Better than the kitchen table.	One size or place does not fit all.	Can everyone see my screen?
The environment clearly communicates the company's ethos and aesthetic.	Visual transparency through glass enclosures brings the natural light and outside in.	Biophilia is more than just a plant on a desk. Natural elements are holistically incorporated into the space to promote wellbeing and productivity.	Mentorship and team approach foster connection and flexibility for leadership to float between locations.	Celebration of the team is integral to the design, supporting engagement and connection on a personal level.	Height-adjustable tables, ergonomic seating and customizable accessories provide support for all users.	A thriving team needs flexibility, balance, choice and control of their workspace. Different tasks mean different postures and settings.	High-tech collaboration tools avoid connection disparity, while no-tech zones give users space to recharge and innovate.





## An Ecosystem of Spaces: The Hub

The heart of the organization. The physical embodiment of the culture and the place where staff come together to connect with each other and clients. The hub serves as an engagement center and innovation hub.

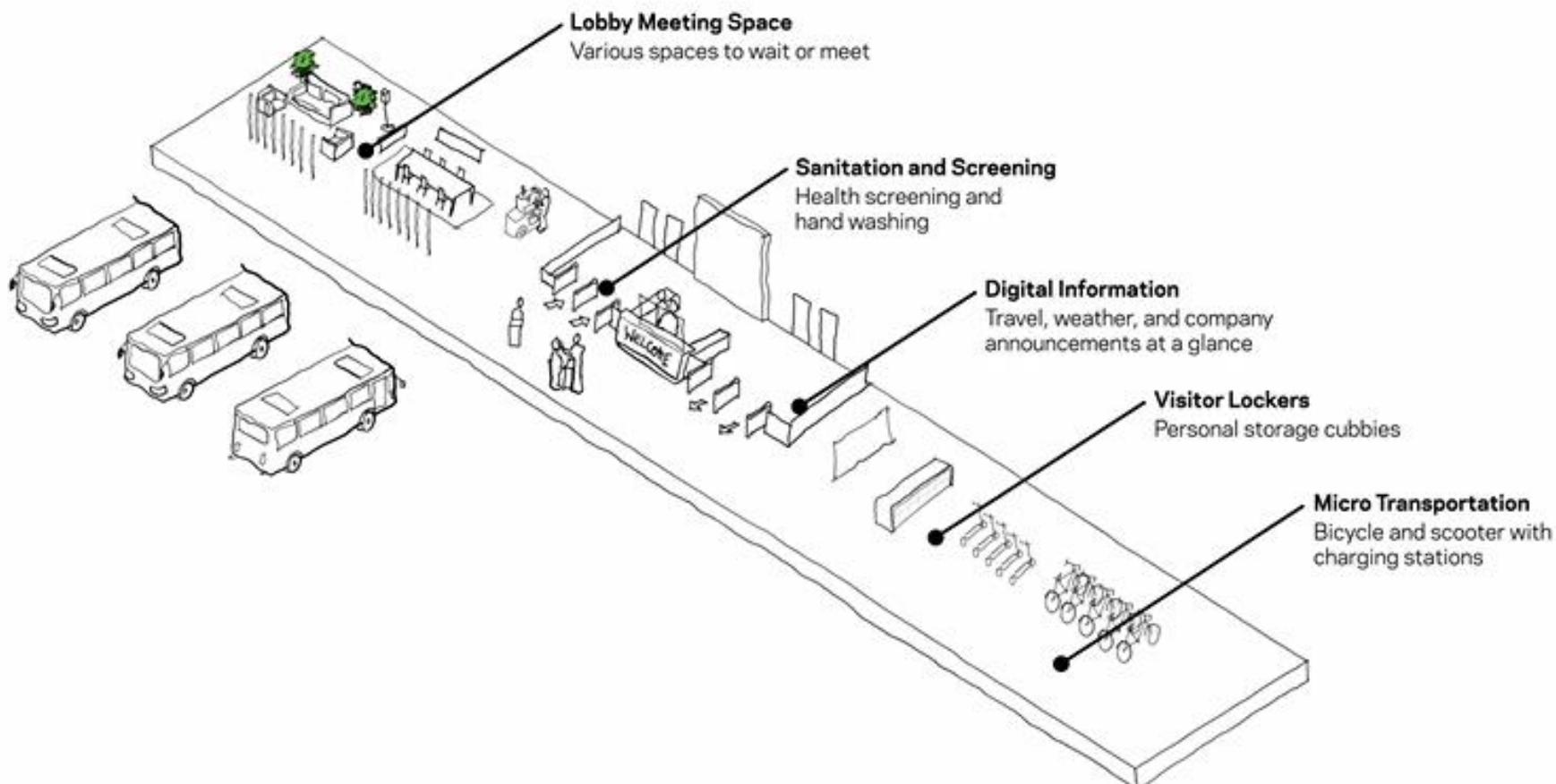


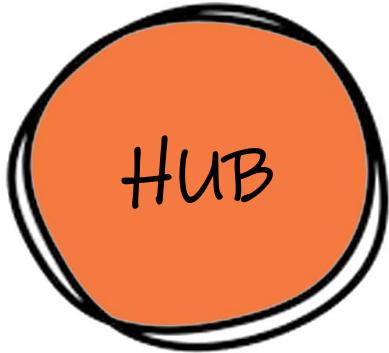


# An Ecosystem of Spaces: The Hub

## Arrival Zone:

A welcome center for the facility

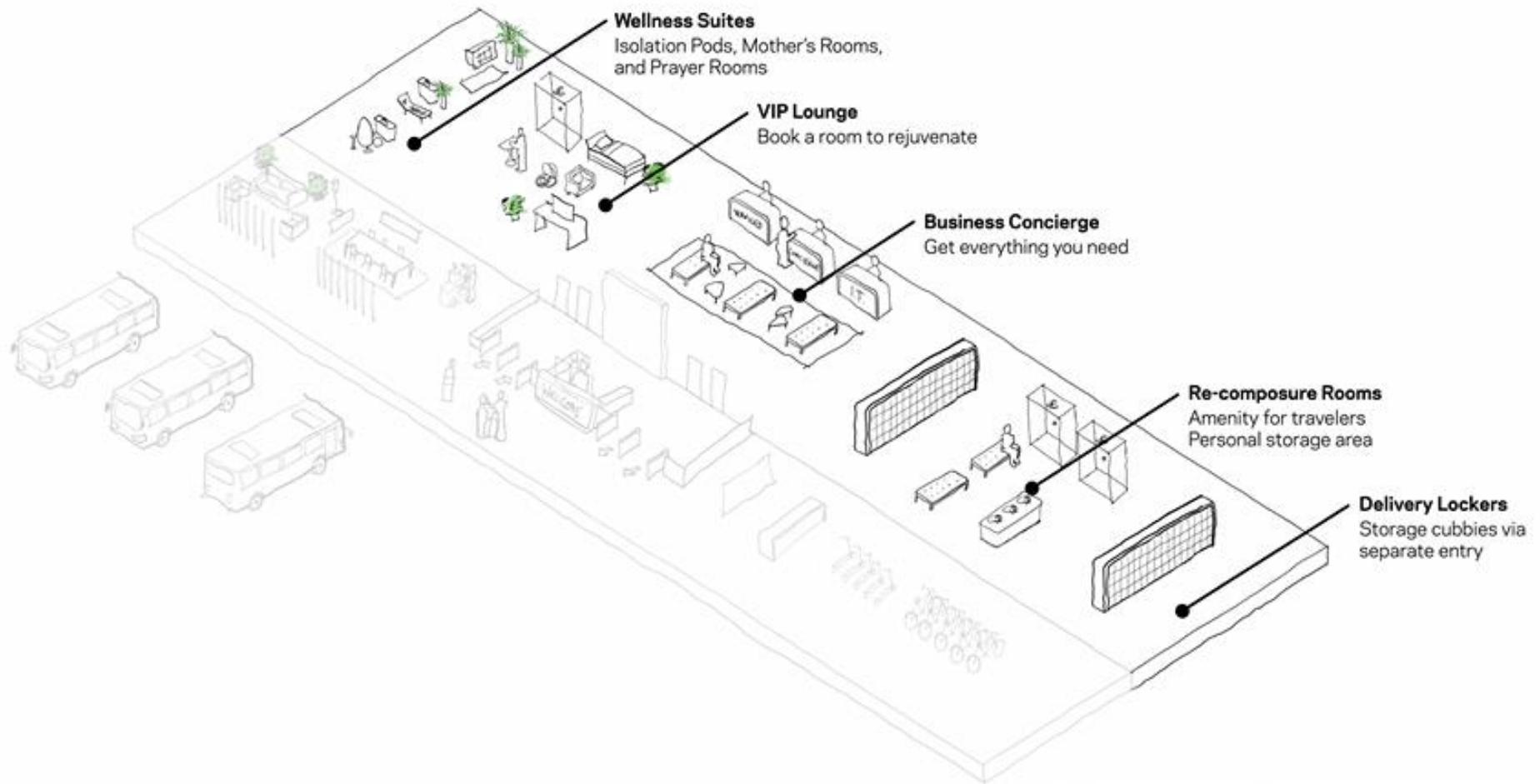


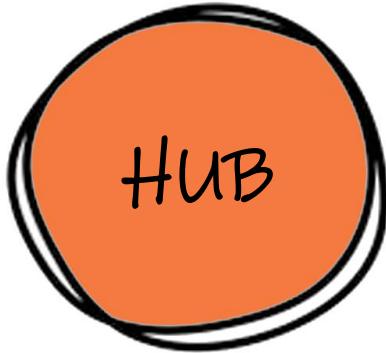


# An Ecosystem of Spaces: The Hub

## Transitional Zone:

A variety of service-oriented spaces

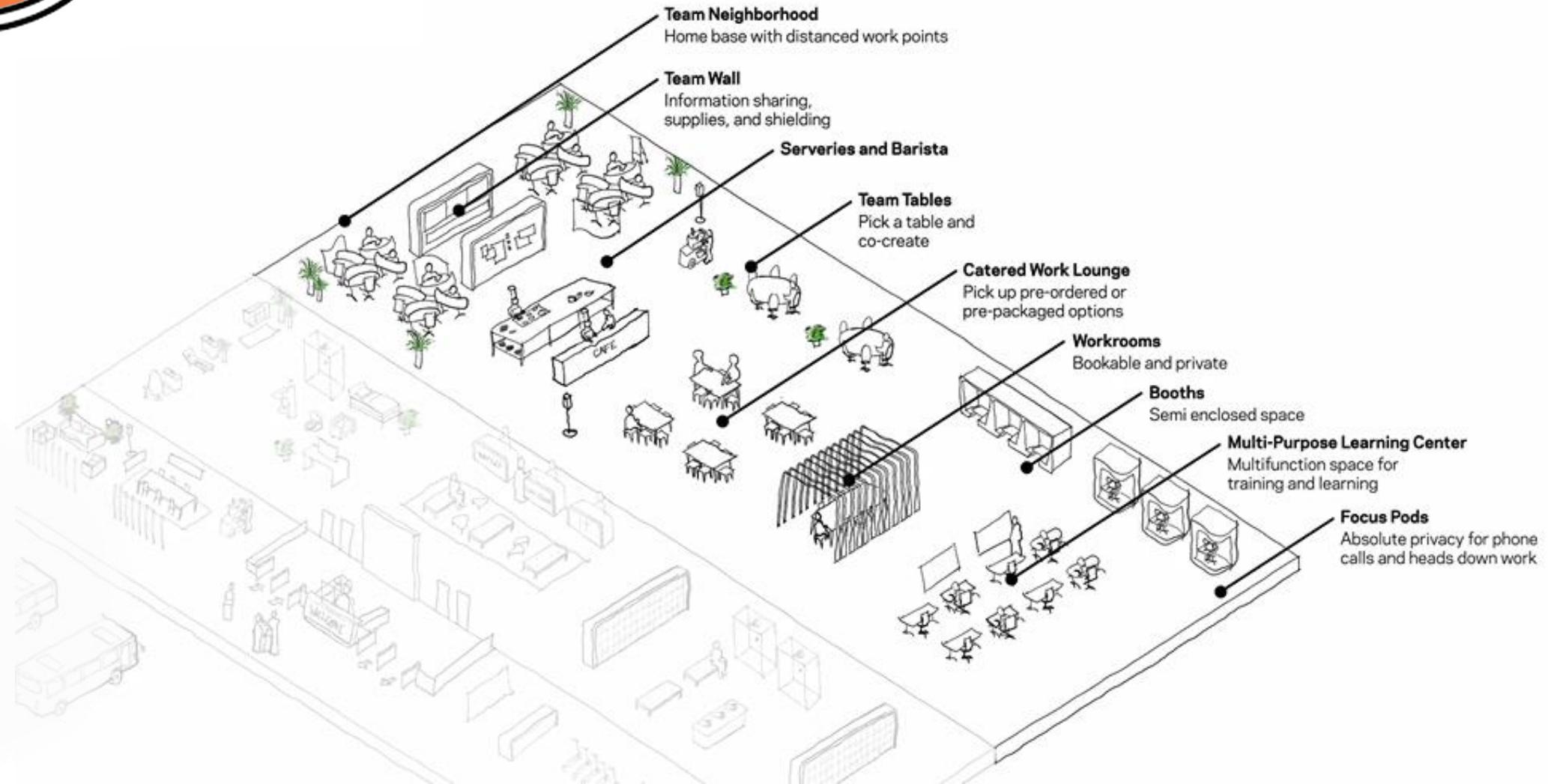


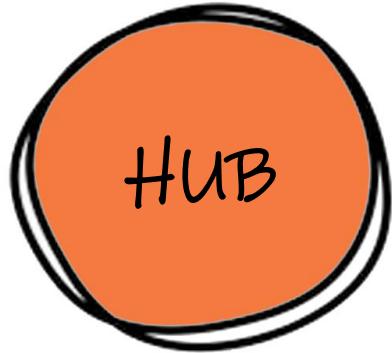


# An Ecosystem of Spaces: The Hub

## Convergence Zone:

A cultural epicenter flanked with team spaces and a learning center

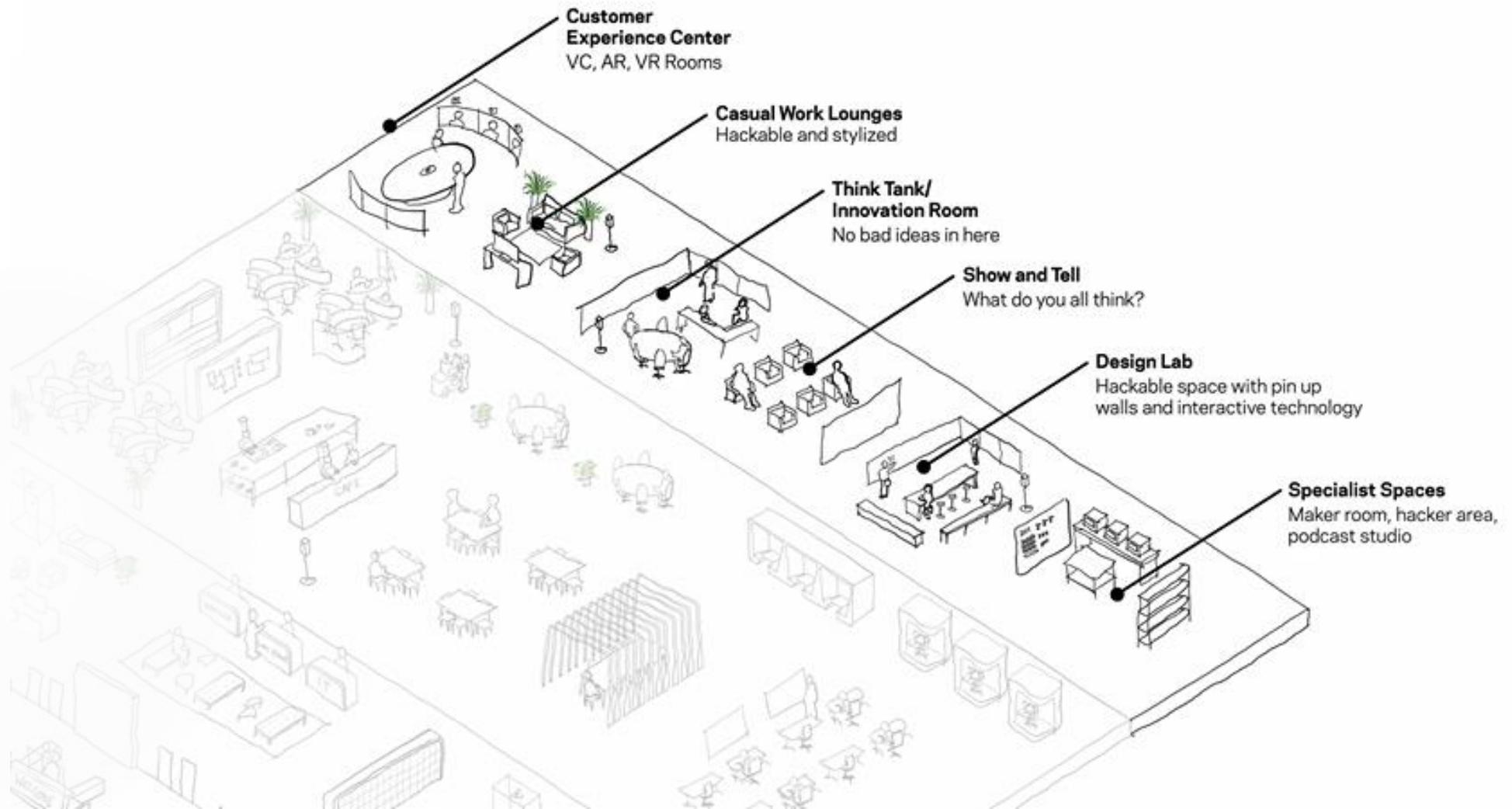


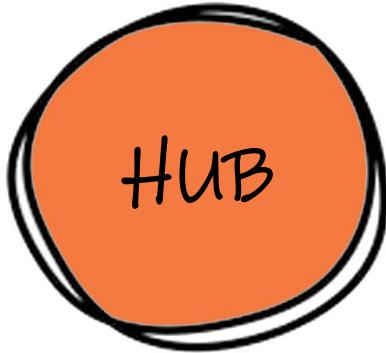


# An Ecosystem of Spaces: The Hub

## Advanced Collaboration Zone:

A variety of innovative high-tech collaboration areas designed for co-creation.

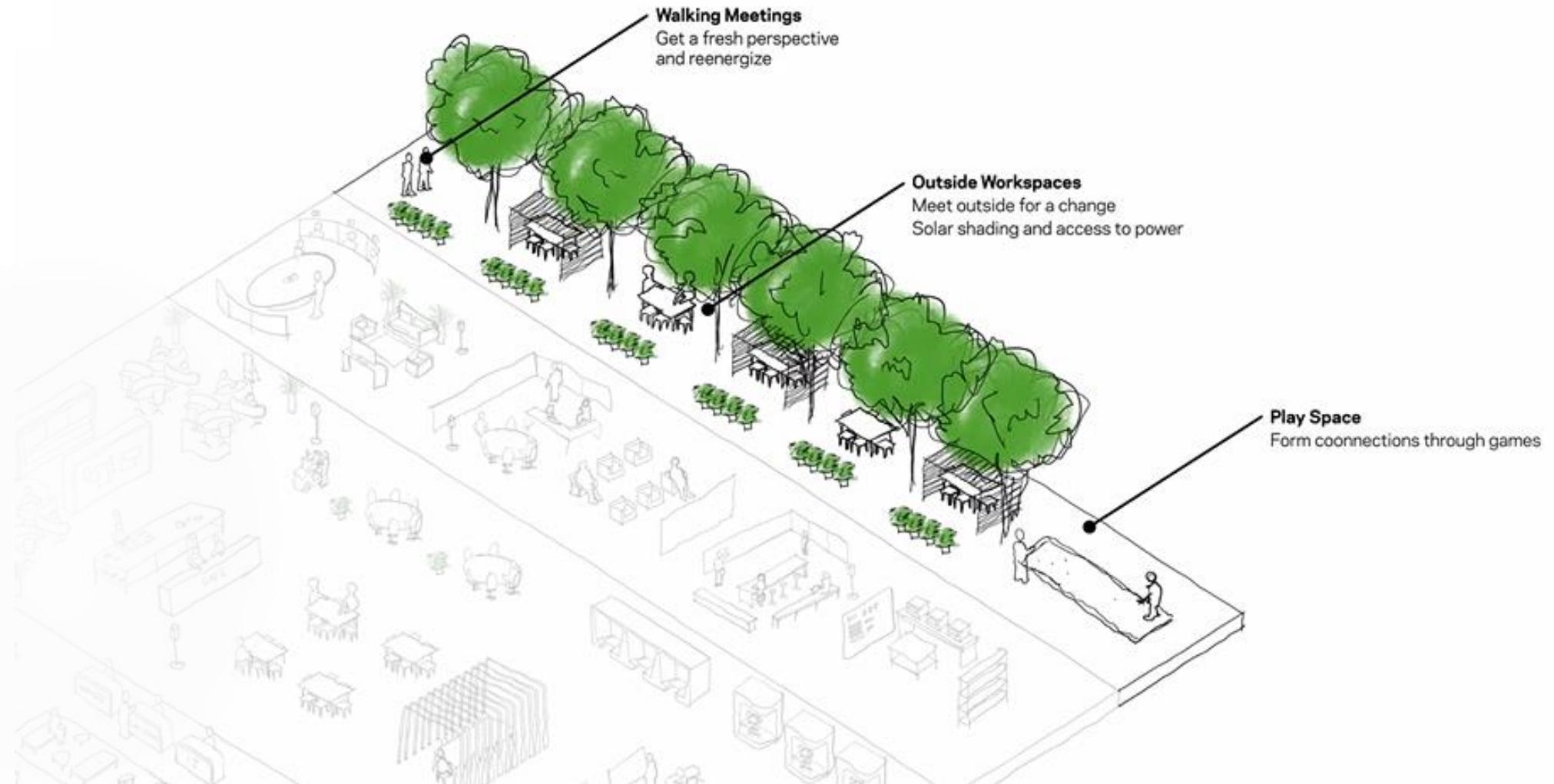




# An Ecosystem of Spaces: The Hub

## Outside Zone:

An opportunity to work outside and engage with nature



# An Ecosystem of Spaces: The Hub

## Entertain



Welcome, please make yourself at home

The hub is focused on bringing everyone together. The first impression is one of welcoming via a personalized hosting experience. Clients & employees are able to connect over food and work together or separately in the same space.

## Showcase



The secret sauce

Not only is the hub a place to tell your story it becomes an embodiment of the culture and who you are. This space is where you can communicate the company's values, products, culture.

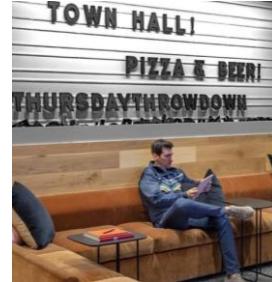
## High Tech Collab.



It just works

Clients, teams and leadership collect to share and grow. The collaboration spaces at the hub have the highest performing, easiest to use technology.

## All Hands on Deck



Better together

Large space where everyone can collect to share in the common company vision. Get updates and socialize with each other to build social capital.

## Creative Team Labs



Our best ideas are collective

Envision a space where teams drive results through quick and productive collaboration. In spaces where they determine how the furniture is set up to best fit the needs of the day. Supported by technology in close proximity to individual

## Stow Away Space



Heads down time between interactions

Between meetings, and sometimes during meetings it's necessary to take information shared and spend alone time to develop. Nooks, desks and pods in close proximity to collaborative spaces allow for the natural ping pong of idea development.

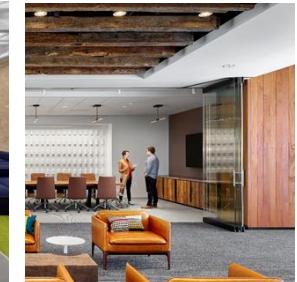
## Biophilic Design



Not just a plant on the reception desk.

Fill the space with natural materials, daylighting and circadian artificial lighting, vegetation and graphic treatments which mimic natural forms. These biophilic cues tend to reduce stress, enhance creativity and increase productivity and overall wellbeing.

## Flexibility



Was this room here last week?

Technology features, equipment and quality are equal to the hub to avoid connection or collaboration disparity and provide faster speed and improved video quality and lighting than one would find at home.

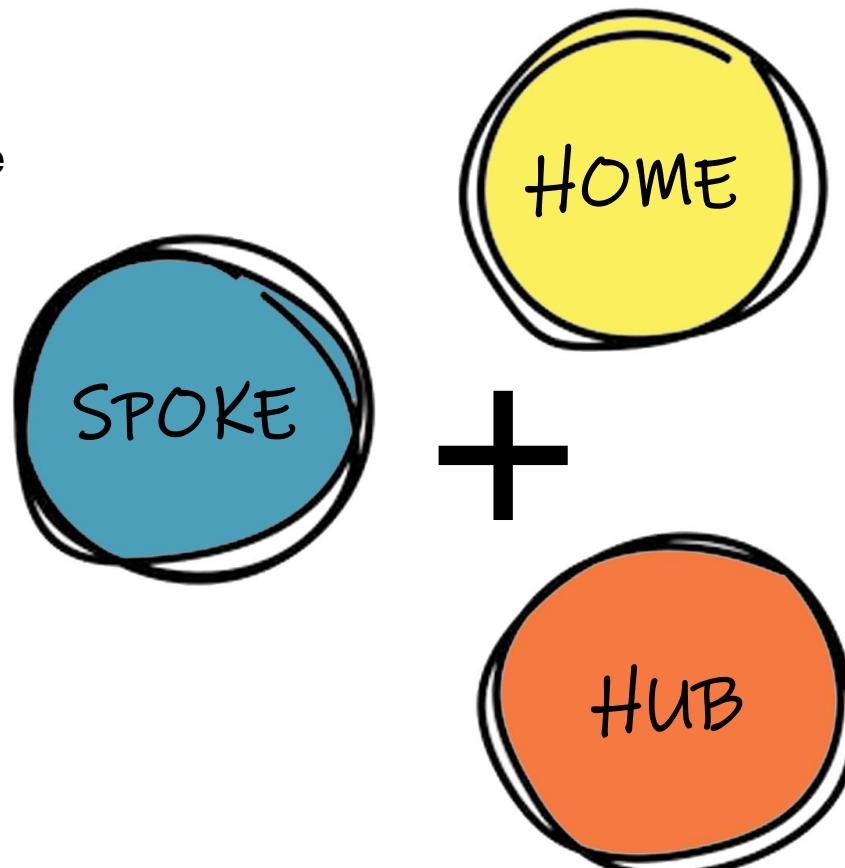
# An Ecosystem of Spaces

## Business Advantages:

- Reduced city center footprint
- Access to a greater talent pool
- Potential for more employees per sf/sm of real estate
- More tailored real estate

## Human Advantages:

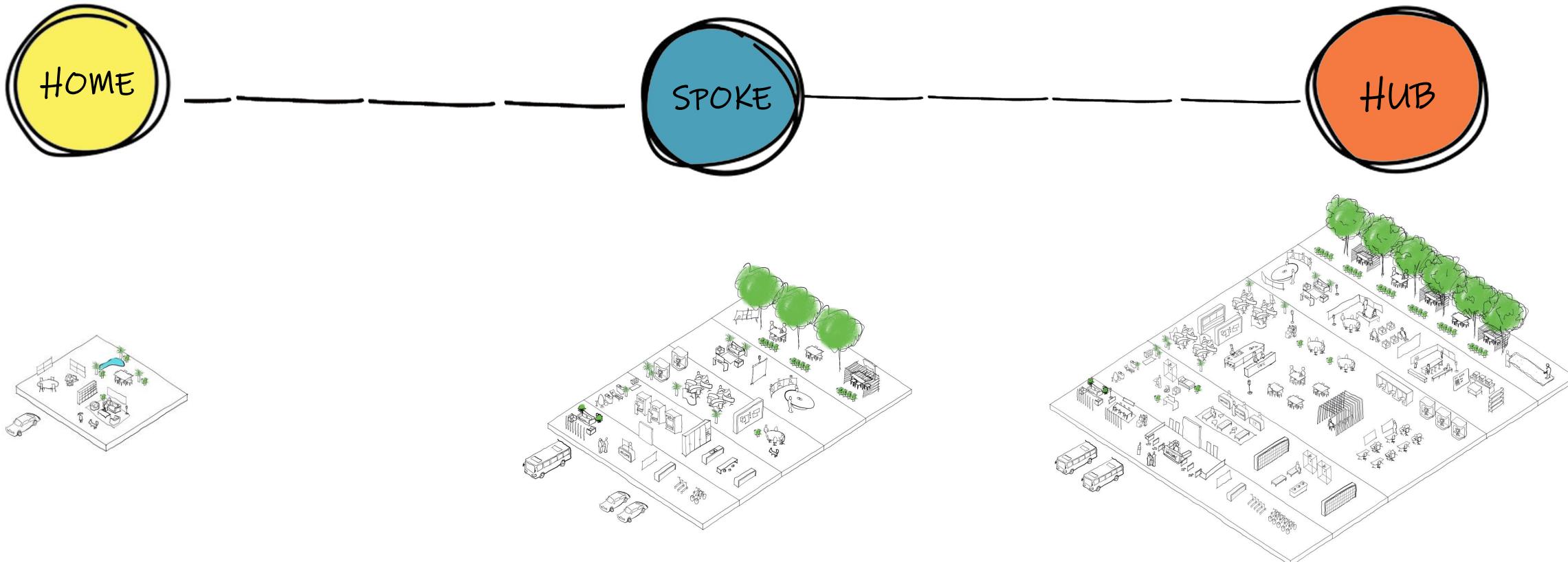
- Greater work-life balance
- Reduced transportation time
- Greater environmental variation
- Better quality connections
- Better quality of life



# Call to Action

We need to embrace the opportunity to address the disruption being brought forth and proactively rethink how we can best serve our clients, companies and the workforce.

**We need to innovate and evolve.**



# We Can Help

By leveraging our research, we can assist you in creating your path forward with strategies that will enable your organization to navigate this challenging time.

- Share our insights from our research with hundreds of customers on how they're planning their future working environments
- Aid customers with decision making data to develop their strategy and potential scenarios for the future of work
- Conduct "Returning to the Workplace Survey" (RTW)
- Utilize employee survey tools to identify and understand the emotional and cognitive challenges employees are facing
- Develop effective remote work policies and practices
- Assess the portfolio and spaces requirements to align with the needs of the users and the organization
- Ensure "Enterprise Alignment" across the streams of place, people, process and tools
- Assess technology and its role going forward to enable better user experiences.
- Review workplace kit-of-parts and possible refinements and efficiencies
- Develop specific furniture solutions based on the findings
- Develop or update guidelines and standards
- Assist with consistent implementation of your future space protocols and furniture guidelines
- Explore capital expenditure reduction through space efficiencies
- Reimagine gathering spaces
- Develop change management programs to aid in the path forward