INSIGHTS + SOLUTIONS

Steelcase[®]

The Resilient Workplace Designing for Engagement

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More than **one-third** of workers in 17 of the world's most important economies are disengaged.

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2

CONTENTS

80

03 Engagement and the Global Workplace

The Resilient Workplace

14 Ideas + Solutions



The Steelcase Global Report is the first to explore the relationship between employee engagement and the work environment. This guide offers specific actions and solutions to create a workplace that helps boost employee engagement.

To learn more about the research that influenced these solutions, visit steelcase.com/globalreport

Engagement and the Global Workplace

Employee engagement is a serious bottom-line Building on decades of primary research about issue. It fuels organisations during times of work and the workplace, Steelcase partnered economic growth and, more critically, when with global research firm lpsos to understand market conditions are uncertain and volatile.

When workers become disengaged, it costs companies money, slows projects, drains re- We posed these questions: sources, and undermines company goals as well as the efforts of their engaged counterparts. This is why employee engagement is one of the key issues facing leading global organisations today.

Organisations might be able to absorb the impact engagement? effects of a handful of disengaged workers, but many business leaders don't realise how significant the problem is. This study found that more What kinds of changes than one-third of workers in 17 of the world's most important economies are disengaged and to the work environment will another third are somewhere in the middle, not working against their companies but not driving better business results either.

Like other complex problems facing business leaders today, employee engagement has many variables that are difficult to address and slow to change.

how the places where people work impact employee engagement.

Can the office be used as a strategic lever to

make the biggest impact?

The five key findings of the study indicate that the work environment can either augment or hinder efforts to boost employee engagement. The study also identifies areas of change to the workplace that can have the most positive impact.

KEY FINDINGS

1. Employee Engagement **Positively Correlates with** Workplace Engagement

The data show that workers who are highly satisfied with various aspects of their workplace also demonstrate higher levels of engagement. (FOR DETAIL, SEE OPPOSITE PAGE)

4. Traditional **Workstyles Persist**

Despite the rise of global collaborative work, nearly twothirds of employees say they work either in individual offices or shared private offices.

2. Engaged Employees Have More Control Over Their Experiences at Work

Workers who have a greater degree of control over where and how they work, including access to privacy so they can focus easily and work in teams without being interrupted, are more engaged.

5. Cultural Context Influences Engagement Levels

The country where employees live and its culture influence employee perceptions and attitudes about their organisation and working environments and impact engagement.

3. Fixed Technology Exceeds Mobile 2:1

Despite the high global adoption of mobile devices for personal use, the vast majority of workers report that their organisations provide them with fixed technology at work.

SATISFACTION

Engagement + **Workplace Satisfaction Cluster Analysis**

Highly Dissatisfied with Workplace 26% 11% 11 percent of global workers

are highly dissatisfied with their offices and are also

highly disengaged

The study plotted and then grouped all 12,480 respondents' answers to nine engagement metrics and 13 workplace satisfaction metrics.

This cluster analysis found a positive relationship This study aimed to understand the differences between high engagement and high workplace between the two groups of extreme responses: satisfaction: that is, the most engaged workers the most satisfied and engaged compared to the are also the most satisfied with their workplace, most dissatisfied and disengaged. It also explored and similarly the most disengaged employees how these groups feel about their organisations are the most dissatisfied with their workplace. and workplaces.



Highly Disengaged

Measuring Workplace Satisfaction

The study evaluated all 12,480 respondents' answers to 13 workplace satisfaction questions. These metrics measured employee satisfaction with their physical work environment.

	WORKPLACE SATISFA
The study found the most engaged employees' physical work environment	Choose where to v
supported their ability to:	Socialise with colle
	Concentrate easily
	Work in teams with
	Move around throu
	Physically move du
	Feel a sense of be
	Easily and freely ex
	Share projects and
	Have access to inf
	Accommodate ren
	Feel relaxed, calm
	Accommodate visi

ACTION METRICS

- work in the office based on the task
- eagues
- hout being interrupted
- ughout the day
- uring the day and change postures
- longing to the company
- xpress and share ideas
- achievements
- formation about the company
- note workers
- itors

THE RESILIENT WORKPLACE

How the Physical Environment Can Help

A Resilient Workplace is an ecosystem of spaces designed to adapt and evolve over time, optimising real estate while fostering higher levels of employee engagement. The result is a more engaged and effective workforce that allows the organisation to respond to changing business conditions.

Through ongoing research and exploration via behavioral prototypes, Steelcase has uncovered two key design principles that can help organisations create resilient and cost-effective workplaces that address the issue of employee engagement:

1. Design for Physical, Cognitive and Emotional Wellbeing

2. Create an Ecosystem of Spaces





TWO KEY DESIGN PRINCIPLES

1. Design for Physical, Cognitive and Emotional Wellbeing



To foster employee engagement, the workplace needs to be designed to support employee wellbeing. The study explored broad dimensions of holistic wellbeing that address the physical, cognitive and emotional needs of people. These specific components of wellbeing are integral to employee satisfaction with their work environment and engagement.

When organisations understand this connection between wellbeing and engagement, it can inform and guide design direction for places that can impact engagement. Designing workplaces to support the holistic wellbeing of people can amplify employee engagement and satisfaction.



Physical:Cognitive:Be HealthierThink Better

Support movement throughout the day and encourage healthy postures that help people stay comfortable and energised. Support the need for focus and rejuvenation through spaces where individuals and teams can think clearly, concentrate easily, solve problems and generate new

Support the need
for focus andSupport the social
nature of work by
creating spaces
that nurture a
where individuals
and teams can
think clearly,Support the social
nature of work by
creating spaces
that nurture a
sense of belonging
and foster
connections
between people
solve problems
and generate new

Emotional:

Feel Better

2. Create an Ecosystem of Spaces



People at work need to focus, collaborate, rejuvenate, socialise and learn throughout their day. No single type of space can effectively support the diverse needs of individuals and groups. The workplace should be designed as an ecosystem of interconnected zones and settings that are destinations where people have choice and control over where and how they work.

An ecosystem of spaces enables an organisation to be more resilient. It uses real estate more efficiently and cost-effectively, making it easier for organisations to experiment with different types of spaces and evolve the workplace over time.

11

A workplace ecosystem supports employee wellbeing by providing individuals and groups with a range of options within the workplace that consider the following:



Posture: Movement + Variety

The workplace should encourage regular movement throughout the day and offer options for people to work in sitting, standing or lounge postures.



Presence: Digital + Analog Physical + Virtual

Spaces should enable quality interactions with teams that are both local and distributed across continents and time zones, supporting both digital and analog communication.



Privacy: Focus + Rejuvenation

The work environment should provide places that offer varying ways to achieve privacy, in both open and enclosed spaces. Privacy is important to all workers and a vital component of both focus and rejuvenation, which are essential to employee engagement.

Designing for Engagement

When creating a Resilient Workplace, consider the intentional combination of five spatial typologies (zones), designed to accommodate and anticipate changing organisational and employee needs.

The size, ratio and adjacency of each zone should be tailored to match both your business objectives and cultural expectations. The result is an agile workplace that supports change, rather than resists it.

When designing a floorplan, consider the following zones: **Resident Zone** Assigned spaces for workers to complete everyday tasks. Meeting Zone A variety of settings to support different methods of collaboration among teams. Nomadic Zone A destination for mobile workers to connect with others or find an appropriate space for focus. Social Zone A comfortable area to socialise, rejuvenate, informally collaborate, focus and gain nourishment. **Resource Zone** A convenient central location where worktools and shared

materials are available to everyone.

SOLUTIONS FOR RESIDENT ZONE

Assigned spaces for workers to complete everyday tasks.

ldea 1



Storage provides a place to secure belongings.

Residents have a choice of postures.

TYPE C Focus Collabo

Socialise



Tall screens provide permission to be alone.

E OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
s	Lounge	In Person	Enclosed	Focus	Lounge
borate	Sit	Videoconferencing	Shielded	Collaborate	Sit
renate	Stand	Analogue Content	Open	Rejuvenate	Stand
lise		Digital Content		Socialise	
1				Learn	

Alternative spaces for resident workers provide a place for short-term focus work, close by, but away from distractions.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

17



Comfortable lounge seating supports informal, relaxed collaboration.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED
Focus	Lounge	In Person	Enclosed	Focus
Collaborate	Sit	Videoconferencing	Shielded	Collaborate
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate
Socialise		Digital Content		Socialise
Learn				Learn



POSTURE

Lounge Sit

Stand

Dedicated resident spaces for users who spend longer periods at focused task work.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

Resident

Screens and boundary storage provide added privacy.



TYPE OF WORK SUPPORTED	POSTURE	PRESENCE
Focus	Lounge	In Person
Collaborate	Sit	Videoconferencing
Rejuvenate	Stand	Analogue Content
Socialise		Digital Content
Learn		



Phone booths are easily accessible and minimise disruptions.



TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge
Collaborate	Sit
Rejuvenate	Stand
Socialise	
Learn	

Workers need a balance of social and private spaces, including a place for a private phone call.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed Shielded Open ldea 7



Integrated videoconferencing ensures remote colleagues can see local participants and their whiteboard content.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



This semi-secluded, relaxed location that

A place where users can meet and collaborate, or an individual can refresh and recharge in a relaxed lounge posture.

PRESENCE

In Person

Videoconferencing Analogue Content Digital Content

PRIVACY

Enclosed

Shielded

Open



Adjacent lounge seating provides a comfortable space to focus and rejuvenate away from the primary desk.

External View

TYPE OF WORK SUPPORTE Focus Collaborate Rejuvenate Socialise

ED	POSTURE
	Lounge
	Sit
	Stand

PRESENCE In Person

Videoconferencing Analogue Content Digital Content

PRIVACY Enclosed

Focus

Socialise

Collaborate



A small and convenient

TYPE OF WORK SUPPORTED POSTURE Lounge Sit

STEELCASE INSIGHTS + SOLUTIONS 24



conversation area is available when it's time to meet with others.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

SOLUTIONS FOR MEETING ZONE

A variety of settings to support different forms of collaboration.

ldea 1



TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



Mobile tables and seating allow teams to easily reconfigure this multipurpose training room.

Verb[®] double-sided whiteboards can be hung on walls for sharing

or placed in a table dock for privacy or team collaboration.

PRESENCE

In Person

Videoconferencing

Analogue Content Digital Content

PRIVACY

Enclosed

Shielded Open



Designed for teams that are actively co-creating using digital and analogue tools with local and distributed teams.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY
Focus	Lounge	In Person	Enclosed
Collaborate	Sit	Videoconferencing	Shielded
Rejuvenate	Stand	Analogue Content	Open
Socialise		Digital Content	
Learn			



POSTURE
Lounge
Sit
Stand

The lounge creates a zone for smaller groups.

PRESENCE

In Person Videoconferencing Analogue Content Digital Content

PRIVACY

Enclosed

Shielded Open



Stool-height work surfaces encourage movement, varied postures and greater user interaction.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



External View

The lounge posture creates a space that nurtures collaborative brainstorming.

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded Open leeting

Nomad



On the right, a space for individual focused work.

TYPE OF WORK SUPPORTED

Focus

Collaborate

Socialise

POSTURE Lounge

Sit

Stand

In Person Videoconferencir Analogue Content Digital Content

	PRIVACY
	Enclosed
ng	Shielded
	Open

PRESENCE sed

An informal destination to socialise, share information and build trust.



Monitor allows amplification of digital content.

TYPE OF WORK SUPPORTED POSTURE Focus Lounge Collaborate Sit Rejuvenate Socialise





The sectional creates a relaxed, comfortable environment for one or two to share without intruding one another's personal space.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

SOLUTIONS FOR NOMADIC ZONE

A destination for mobile workers to connect with others or find an appropriate space for focus. ldea 1



Nearby lounge seating and screens provide a getaway and private retreat for focus.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SU
Focus	Lounge	In Person	Enclosed	Focus
Collaborate	Sit	Videoconferencing	Shielded	Collaborate
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate
Socialise		Digital Content		Socialise
Learn				Learn



Informal lounge settings where workers can touch down between meetings or stay for longer working sessions.

WORK SUPPORTED	POSTURE
	Lounge
te	Sit
e	Stand

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open



TYPE OF WORK SUPPORTED	POSTURE	PRESENCE
Focus	Lounge	In Person
Collaborate	Sit	Videoconferencing
Rejuvenate	Stand	Analogue Content
Socialise		Digital Content

SENCE rson conferencing gue Content

PRIVACY
Enclosed
Shielded
Open



TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge
Collaborate	Sit
Rejuvenate	Stand
Socialise	
Learn	

PRESENCE

In Person

Videoconferencing

Analogue Content Digital Content

PRIVACY

Enclosed

Shielded

STEELCASE INSIGHTS + SOLUTIONS

Open



Workers can quickly unpack and work for an hour or the entire day.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



Soft seating creates a comfortable and informal setting for individual work, and provides power to support mobile devices.



Storage acts as seating for an invited guest, or a place for personal belongings.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed



Workers have a comfortable destination to quickly unpack and work for an hour or the entire day.

TYPE OF WORK SUPPORTED POSTURE Focus Lounge Collaborate Sit Stand

PRESENCE

In Person Videoconferencing Analogue Content

PRIVACY

Enclosed Shielded

Digital Content

г	nı	VA	U	I



Focus

TYPE OF WORK SUPPORTED POSTURE Lounge Sit Stand

Socialise

This reservable meeting space makes it easy for users to share their ideas using high-tech collaboration tools integrated into the table.



Whiteboards along the back wall support the sharing of analogue content.

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Open

SOLUTIONS FOR SOCIAL ZONE

A comfortable area to socialise, rejuvenate, informally collaborate, focus and seek nourishment.



Coffee and nourishment make this space a destination.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



Workers can work alone amidst the energy of others or connect with coworkers.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open



This single space supports individual focus work or working together as teams.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



Workers can work alone while remaining connected to others.

PRESENCE

In Person

Videoconferencing Analogue Content Digital Content

PRIVACY

Enclosed Shielded

Open





Media wall displays real-time information about news, weather and traffic.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	

Those who choose to work here can connect with coworkers or simply work alone amidst the energy of others.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Oper

53

SOLUTIONS FOR RESOURCE ZONE

A convenient central location where worktools and shared materials are available to everyone. ldea 1



and potential employees.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	

Mobile collaboration tools can be used by workers anywhere they choose to work.



Access to analogue worktools and mail make this a daily destination.

PRESENCE

In Person

Videoconferencing Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded



A cafe concierge can offer personalised assistance, from meeting coordination to travel assistance to technology support.

TYPE OF WORK SUPPORTED	POSTURE	PRESENCE	PRIVACY	TYPE OF WORK SUPPORTED	POSTURE
Focus	Lounge	In Person	Enclosed	Focus	Lounge
Collaborate	Sit	Videoconferencing	Shielded	Collaborate	Sit
Rejuvenate	Stand	Analogue Content	Open	Rejuvenate	Stand
Socialise		Digital Content		Socialise	
Learn				Learn	



PRESENCE

In Person

Videoconferencing Analogue Content Digital Content

PRIVACY

Enclosed

Shielded