

INSIGHTS + SOLUTIONS

Steelcase®

The Resilient Workplace

Designing for Engagement

The Resilient Workplace: Designing for Engagement

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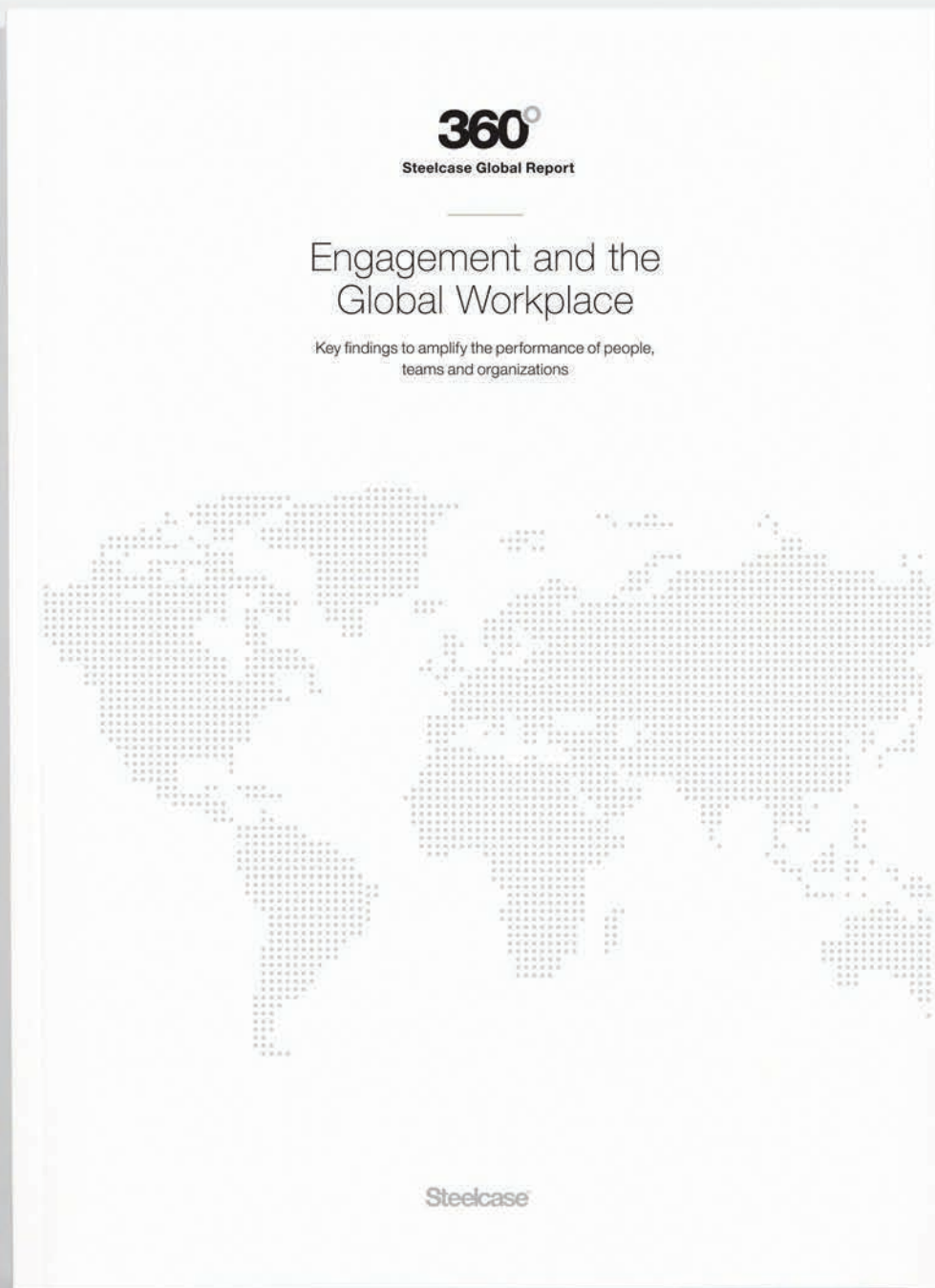
More than **one-third** of workers in 17 of the world's most important economies are **disengaged**.

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About the Study

Countries

17

Participants

12,480

Key Findings

5

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 issue. It fuels organisations during times of economic growth and, more critically, when market conditions are uncertain and volatile.

When workers become disengaged, it costs companies money, slows projects, drains resources, 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 effects of a handful of disengaged workers, but many business leaders don't realise how significant the problem is. This study found that more than one-third of workers in 17 of the world's most important economies are disengaged and 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.

Building on decades of primary research about work and the workplace, Steelcase partnered with global research firm Ipsos to understand how the places where people work impact employee engagement.

We posed these questions:

Can the office be used as a strategic lever to impact engagement?

What kinds of changes to the work environment will 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)

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.

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.

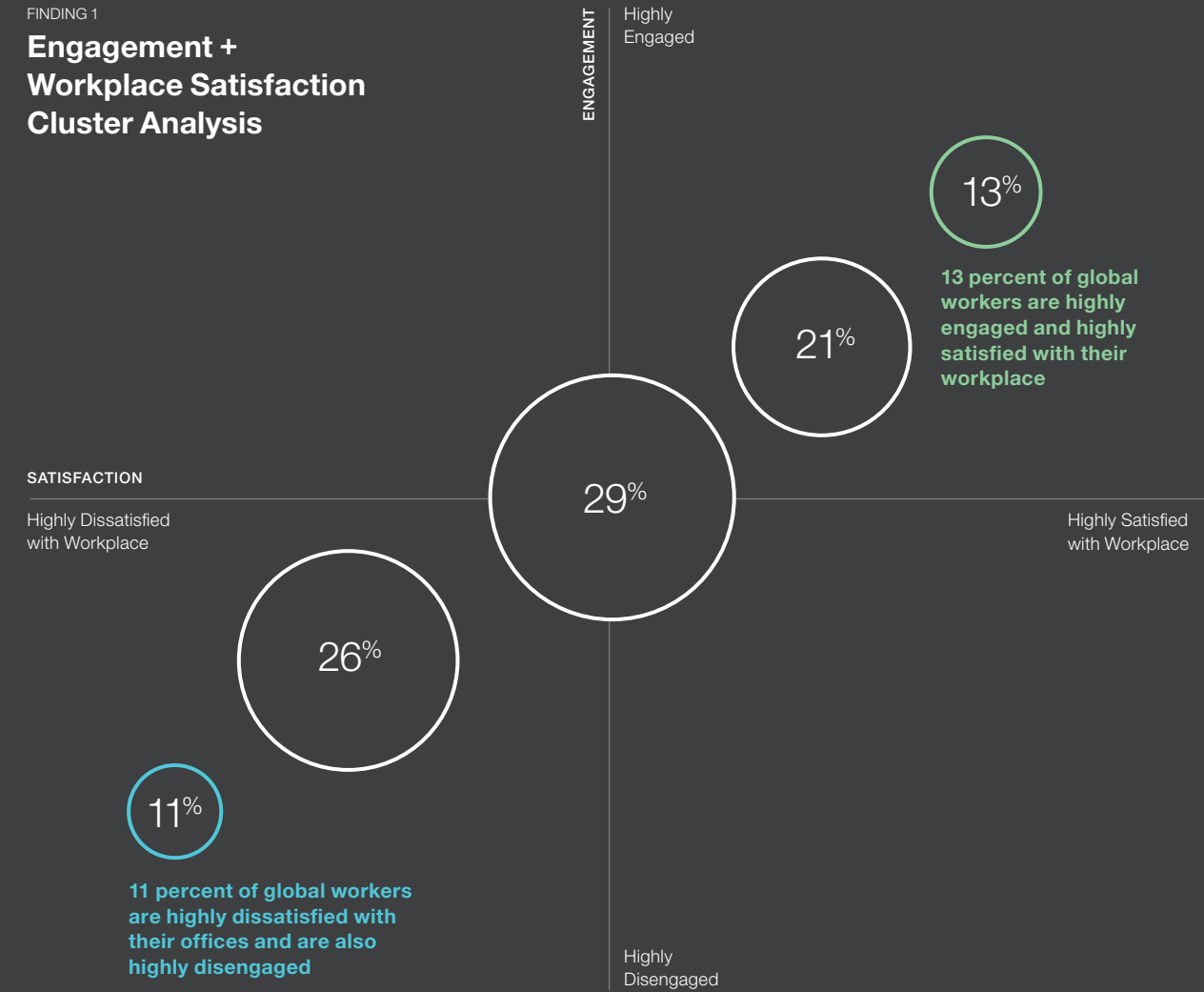
4. Traditional Workstyles Persist

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

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.

FINDING 1
Engagement + Workplace Satisfaction Cluster Analysis



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 between high engagement and high workplace satisfaction: that is, the most engaged workers are also the most satisfied with their workplace, and similarly the most disengaged employees are the most dissatisfied with their workplace.

This study aimed to understand the differences between the two groups of extreme responses: the most satisfied and engaged compared to the most dissatisfied and disengaged. It also explored how these groups feel about their organisations and workplaces.

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 SATISFACTION METRICS	
The study found the most engaged employees' physical work environment supported their ability to:	Choose where to work in the office based on the task
	Socialise with colleagues
	Concentrate easily
	Work in teams without being interrupted
	Move around throughout the day
	Physically move during the day and change postures
	Feel a sense of belonging to the company
	Easily and freely express and share ideas
	Share projects and achievements
	Have access to information about the company
	Accommodate remote workers
	Feel relaxed, calm
	Accommodate visitors

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:

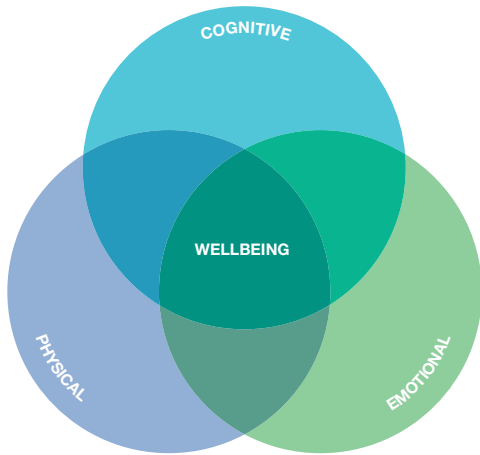
1. Design for Physical, Cognitive and Emotional Wellbeing

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 well-being. 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:
Be Healthier

Support movement throughout the day and encourage healthy postures that help people stay comfortable and energised.



Cognitive:
Think Better

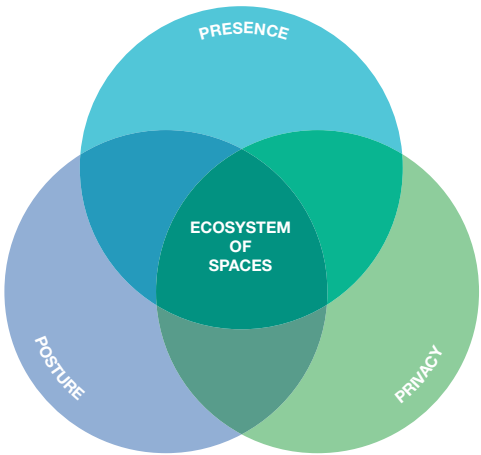
Support the need for focus and rejuvenation through spaces where individuals and teams can think clearly, concentrate easily, solve problems and generate new ideas.



Emotional:
Feel Better

Support the social nature of work by creating spaces that nurture a sense of belonging and foster connections between people and the organisation.

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.

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:

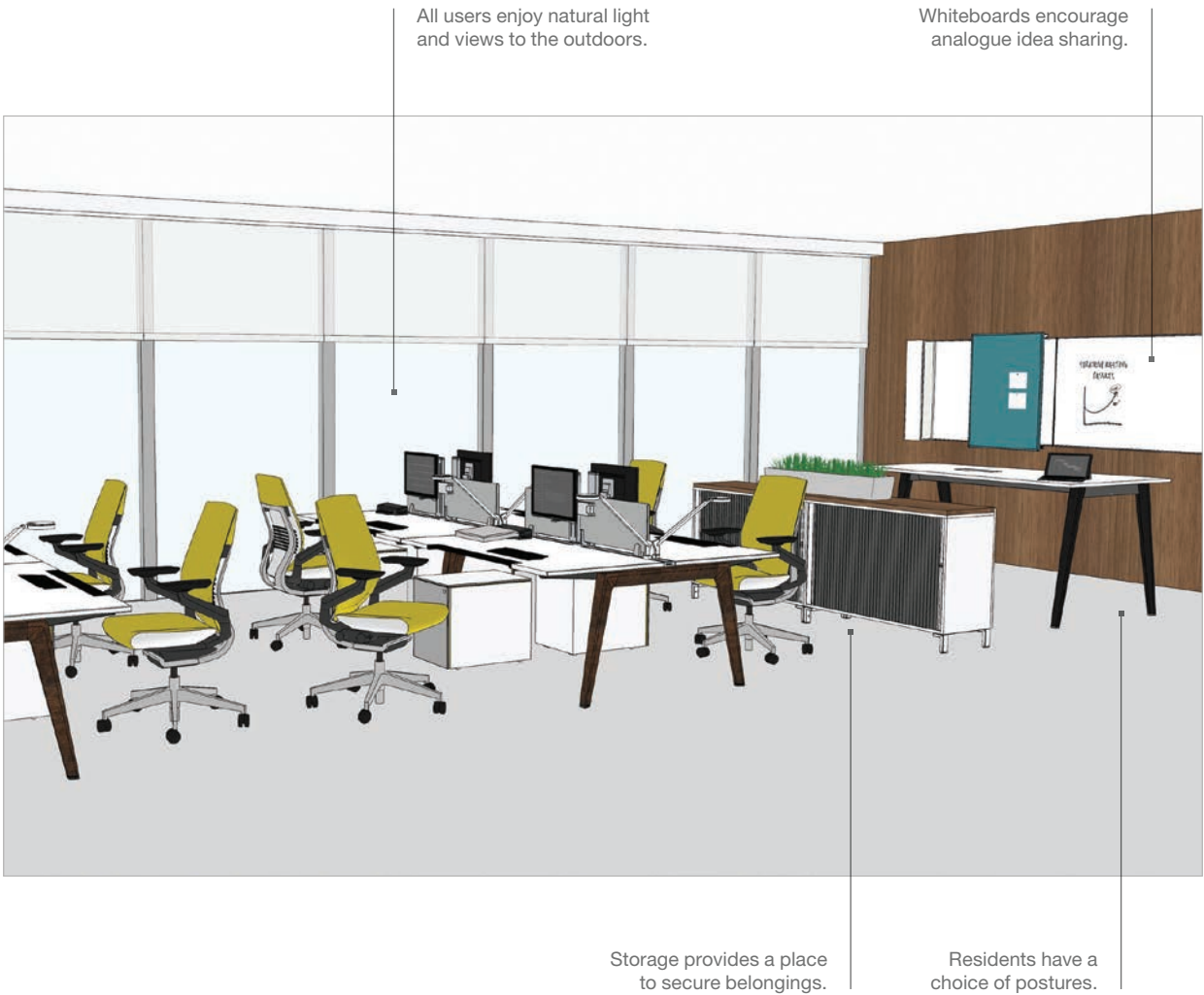
Resident Zone	Assigned spaces for workers to complete everyday tasks.
Meeting Zone	A variety of settings to support different methods of collaboration among teams.
Nomadic Zone	A destination for mobile workers to connect with others or find an appropriate space for focus.
Social Zone	A comfortable area 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.

RESIDENT ZONE

Idea 1



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

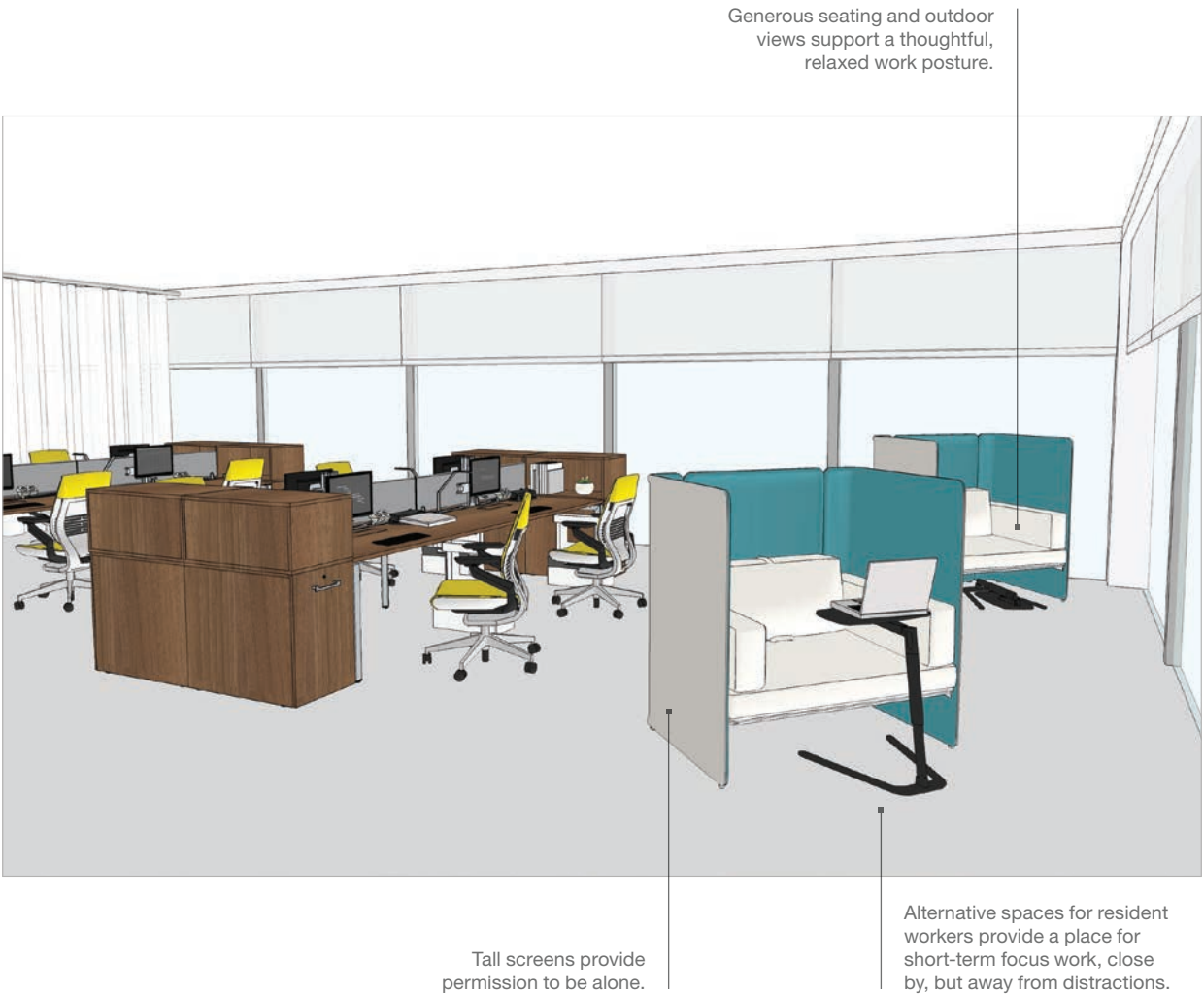
- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

RESIDENT ZONE

Idea 2



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

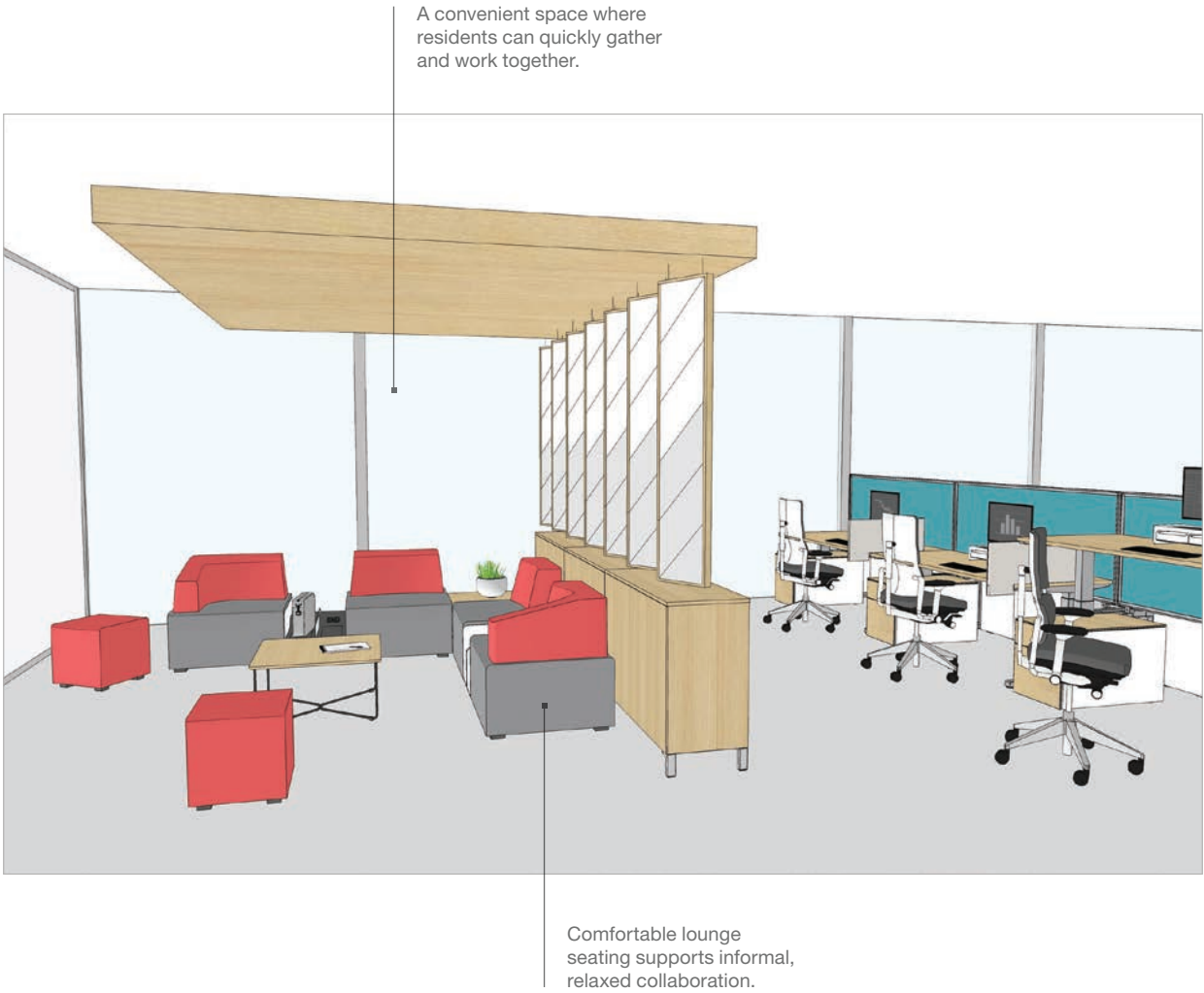
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- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

RESIDENT ZONE

Idea 3



TYPE OF WORK SUPPORTED
Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE
Lounge
Sit
Stand

PRESENCE
In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY
Enclosed
Shielded
Open

RESIDENT ZONE

Idea 4



TYPE OF WORK SUPPORTED
Focus
Collaborate
Rejuvenate
Socialise
Learn

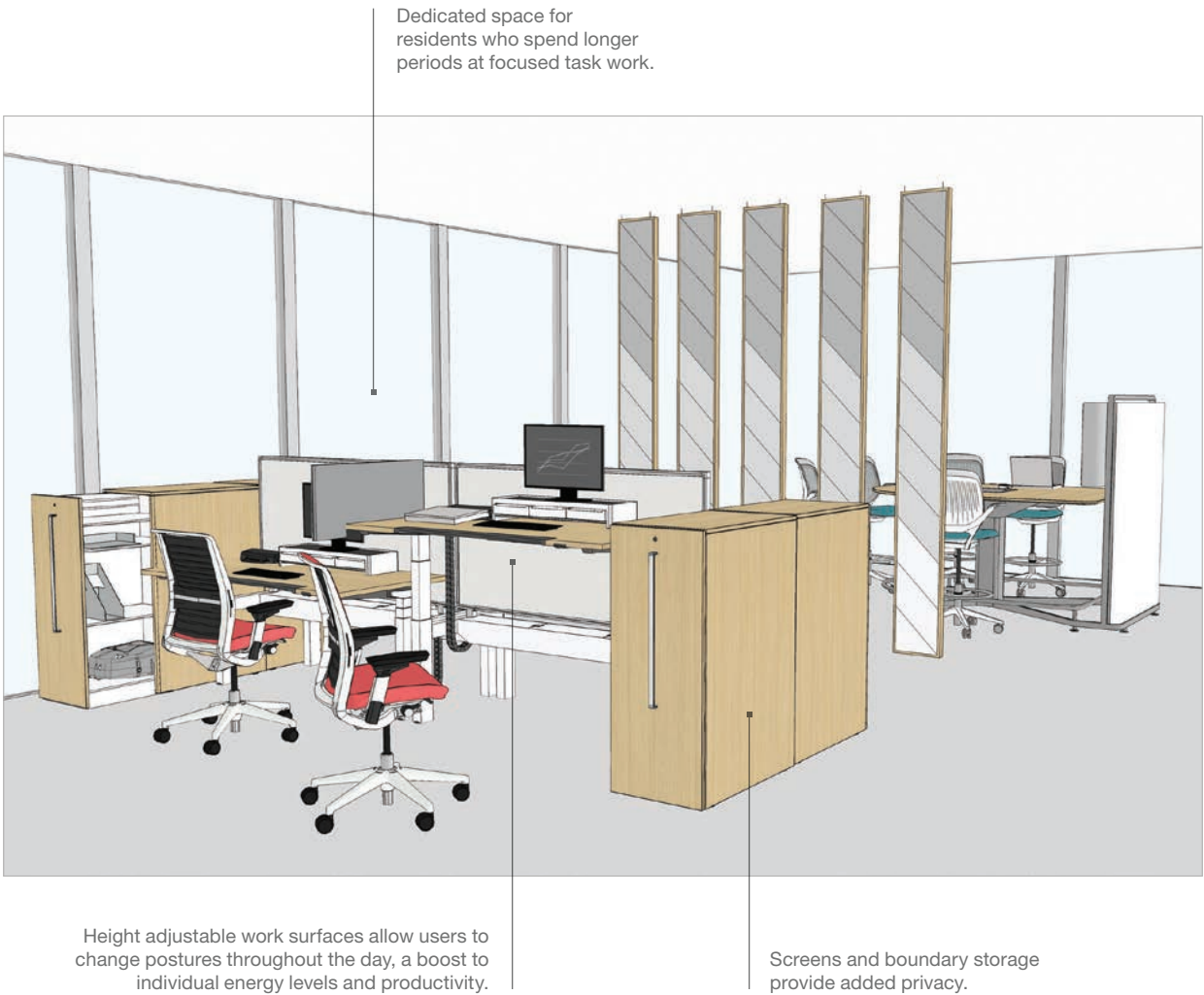
POSTURE
Lounge
Sit
Stand

PRESENCE
In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY
Enclosed
Shielded
Open

RESIDENT ZONE

Idea 5



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

RESIDENT ZONE

Idea 6



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

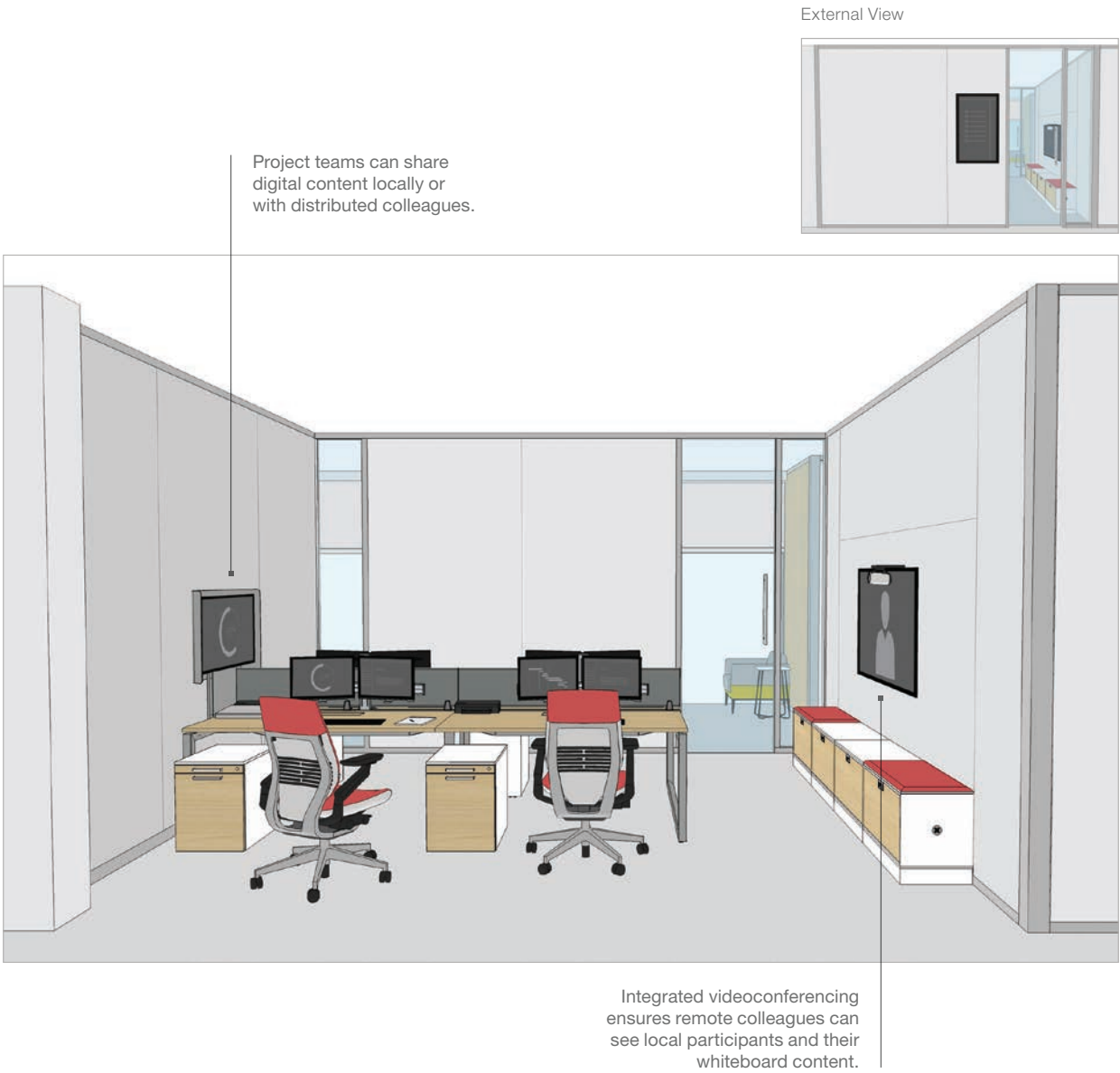
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- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

RESIDENT ZONE

Idea 7



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

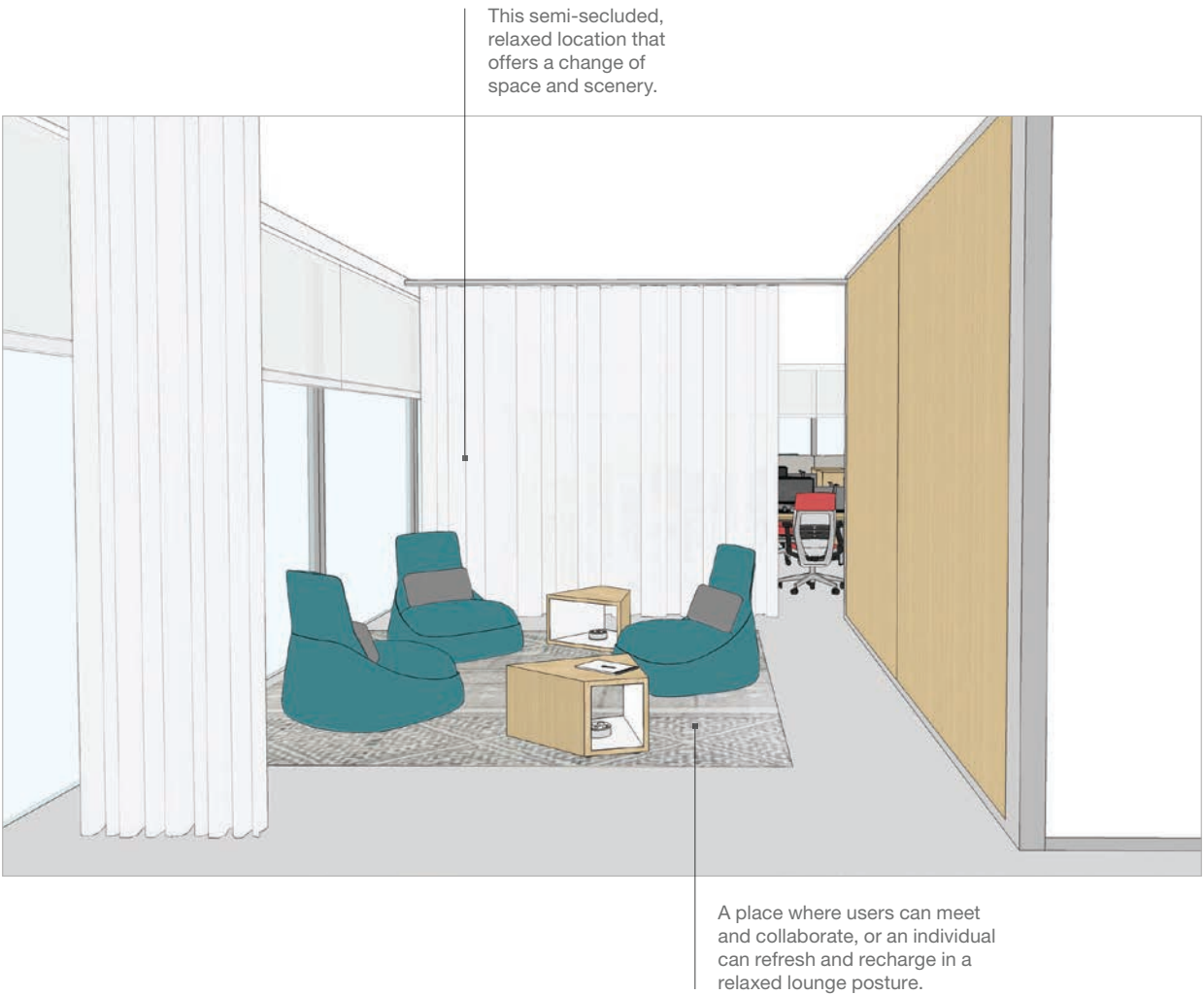
Enclosed

Shielded

Open

RESIDENT ZONE

Idea 8



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

RESIDENT ZONE

Idea 9



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

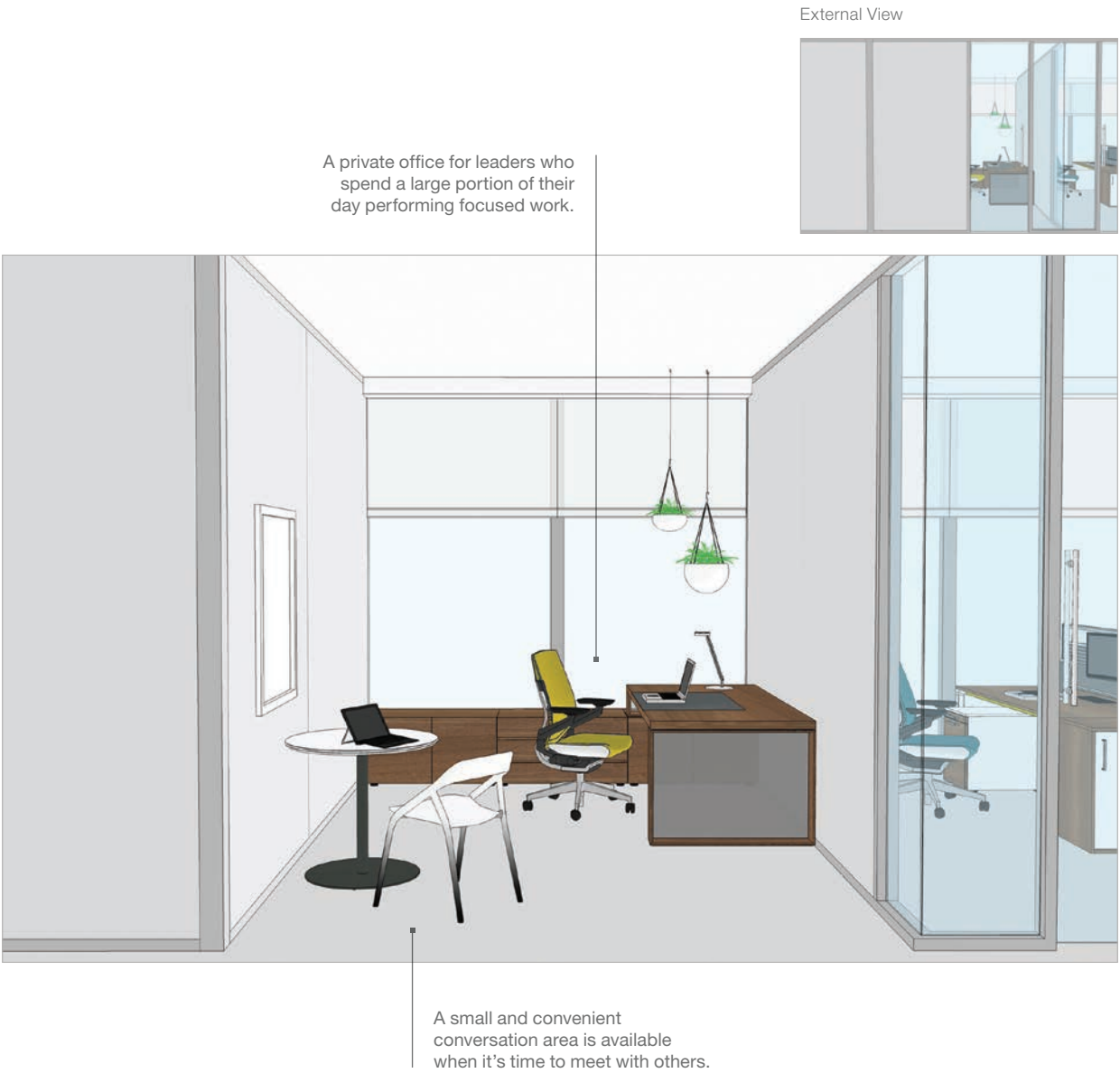
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Digital Content

PRIVACY

Enclosed
Shielded
Open

RESIDENT ZONE

Idea 10



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

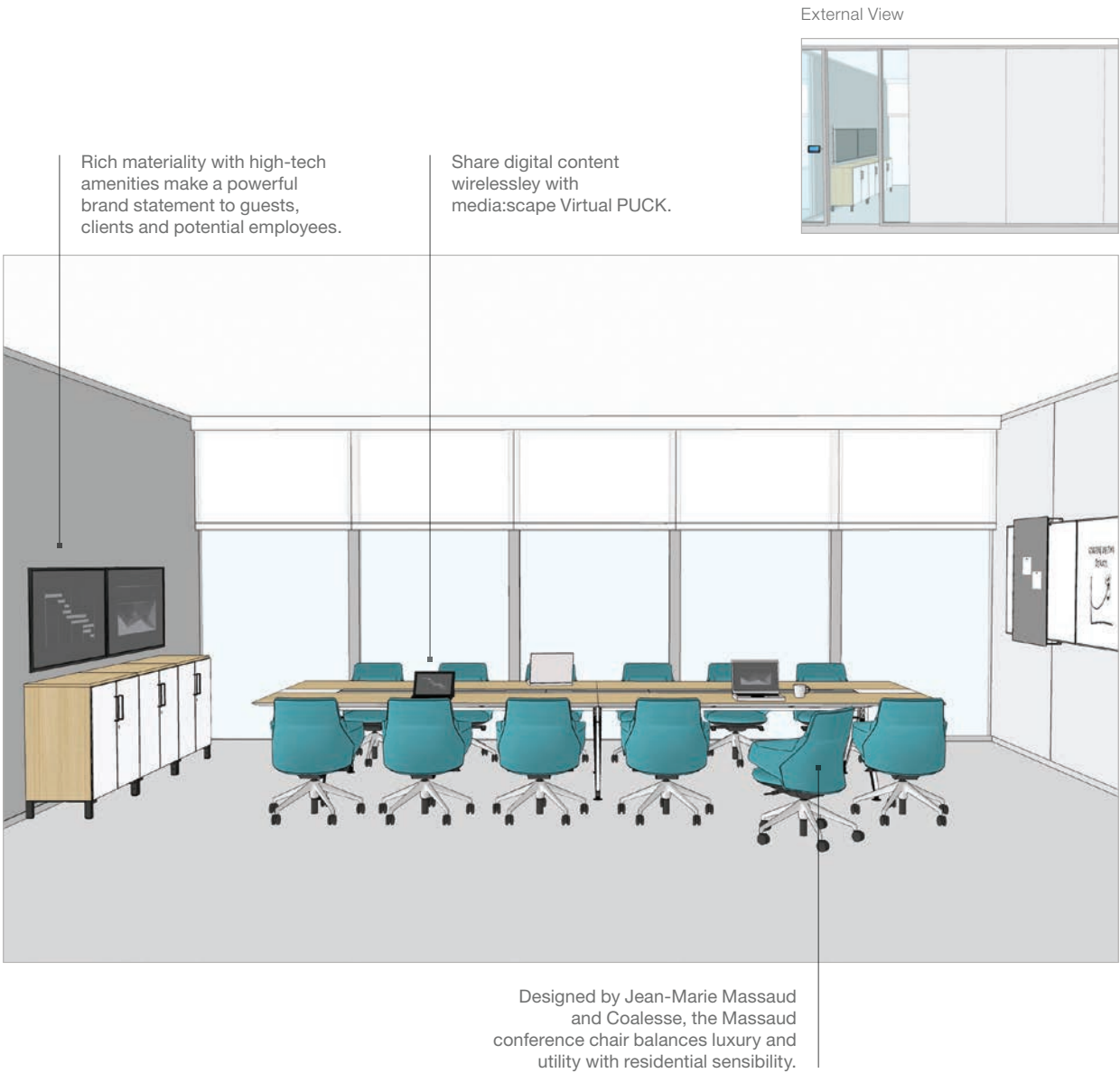
Enclosed
Shielded
Open

SOLUTIONS FOR MEETING ZONE

A variety of settings to support different forms of collaboration.

MEETING ZONE

Idea 1



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

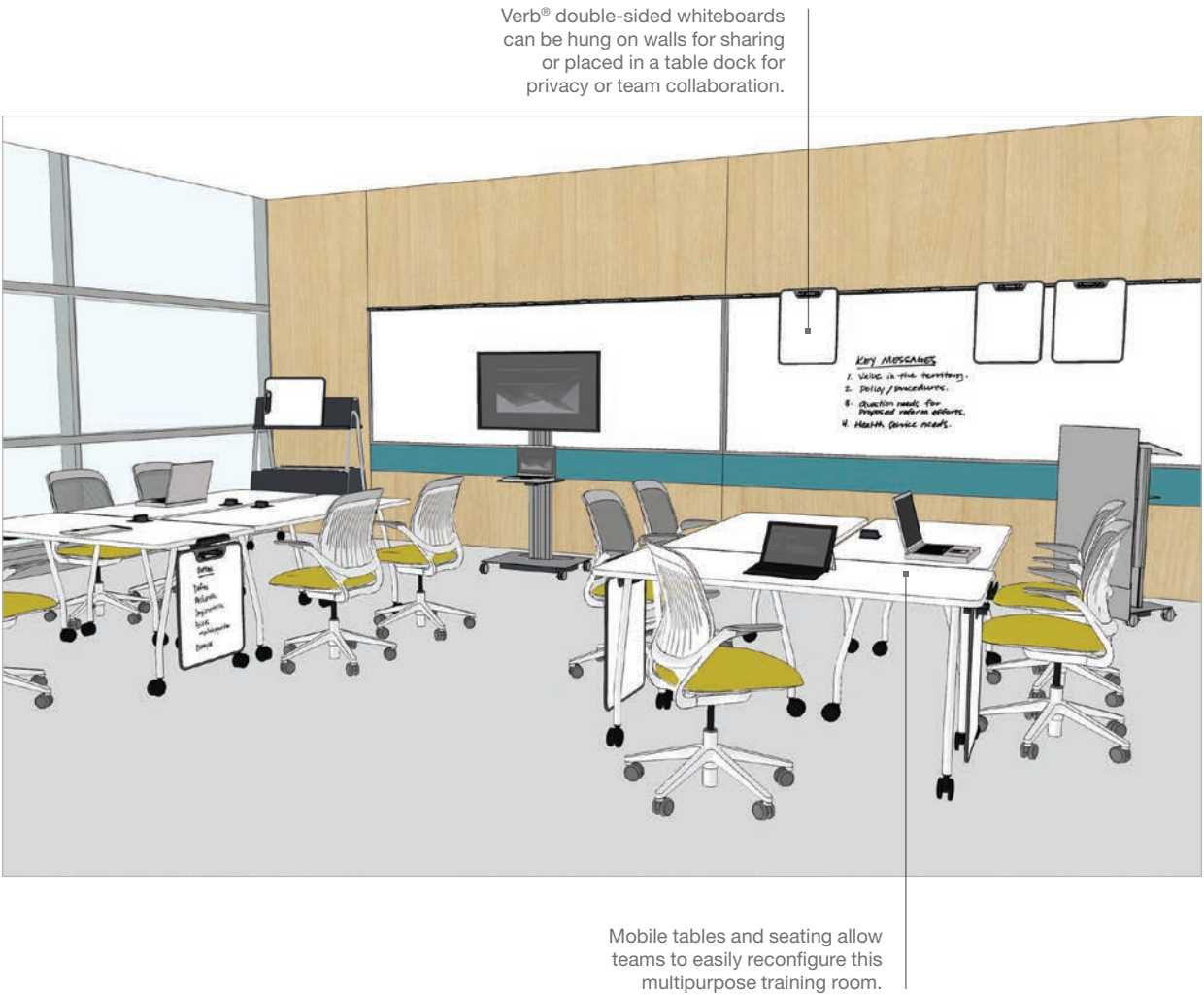
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Digital Content

PRIVACY

Enclosed
Shielded
Open

MEETING ZONE

Idea 2



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

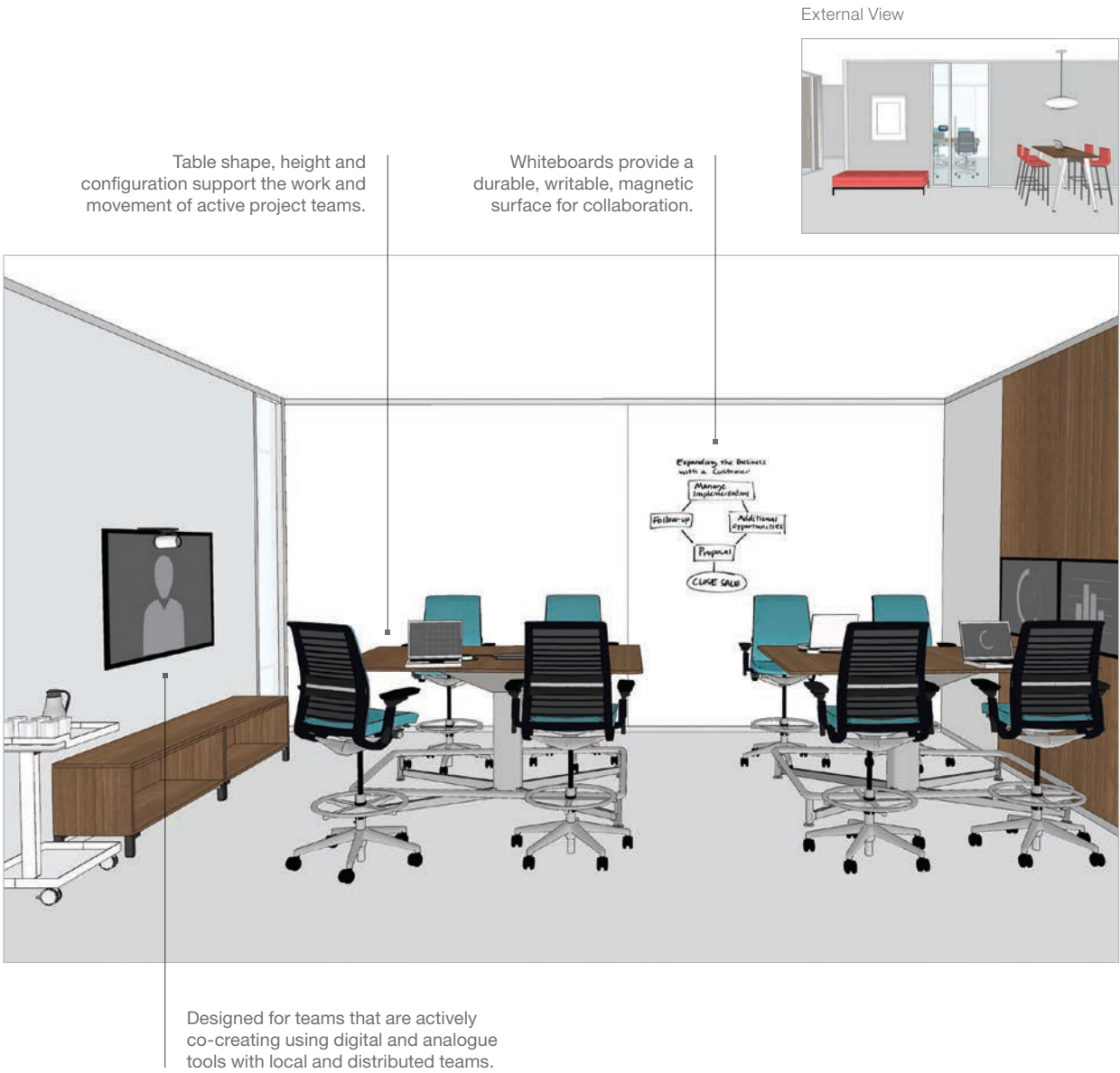
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Digital Content

PRIVACY

Enclosed
Shielded
Open

MEETING ZONE

Idea 3



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

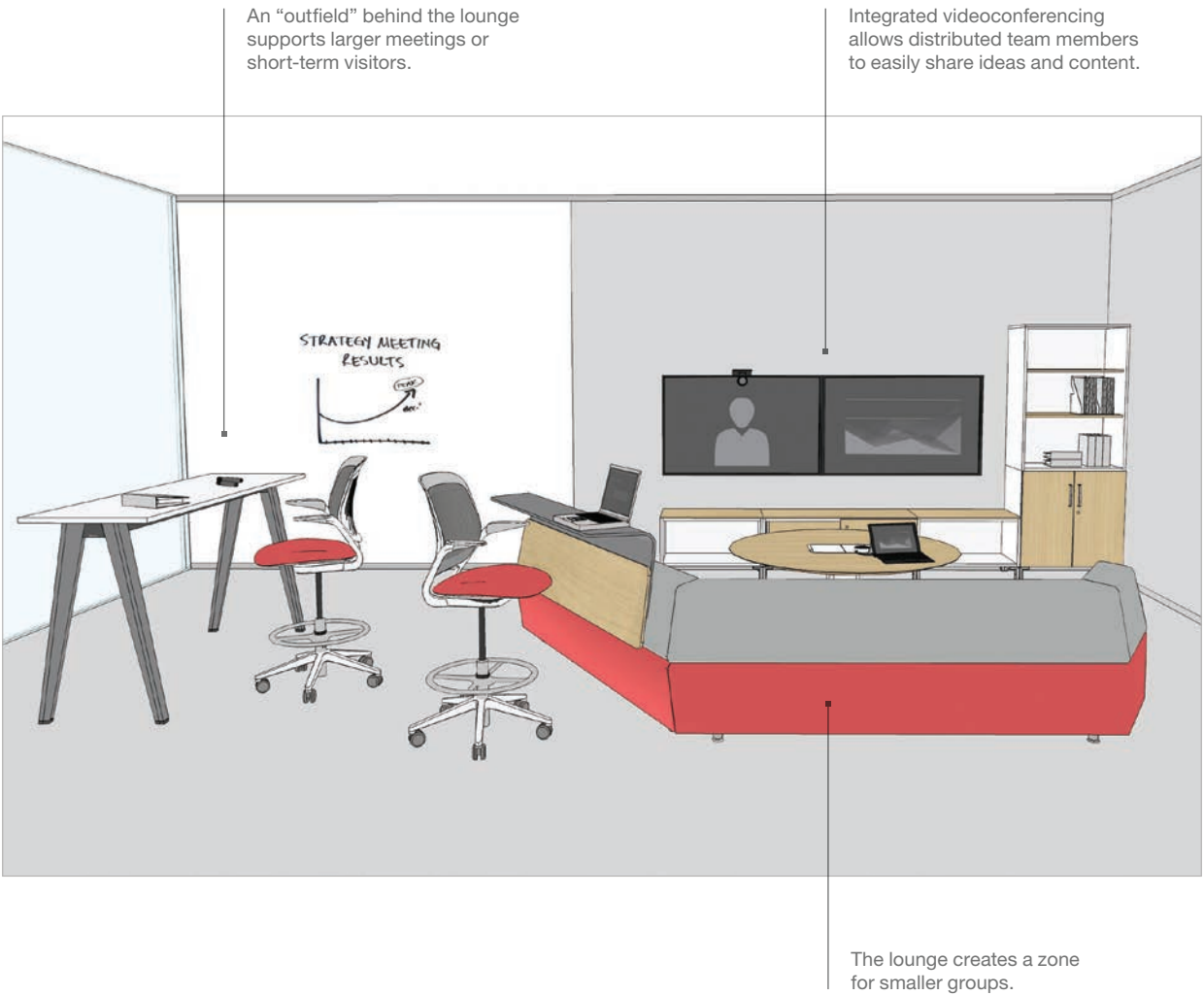
In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

Enclosed
Shielded
Open

MEETING ZONE

Idea 4



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

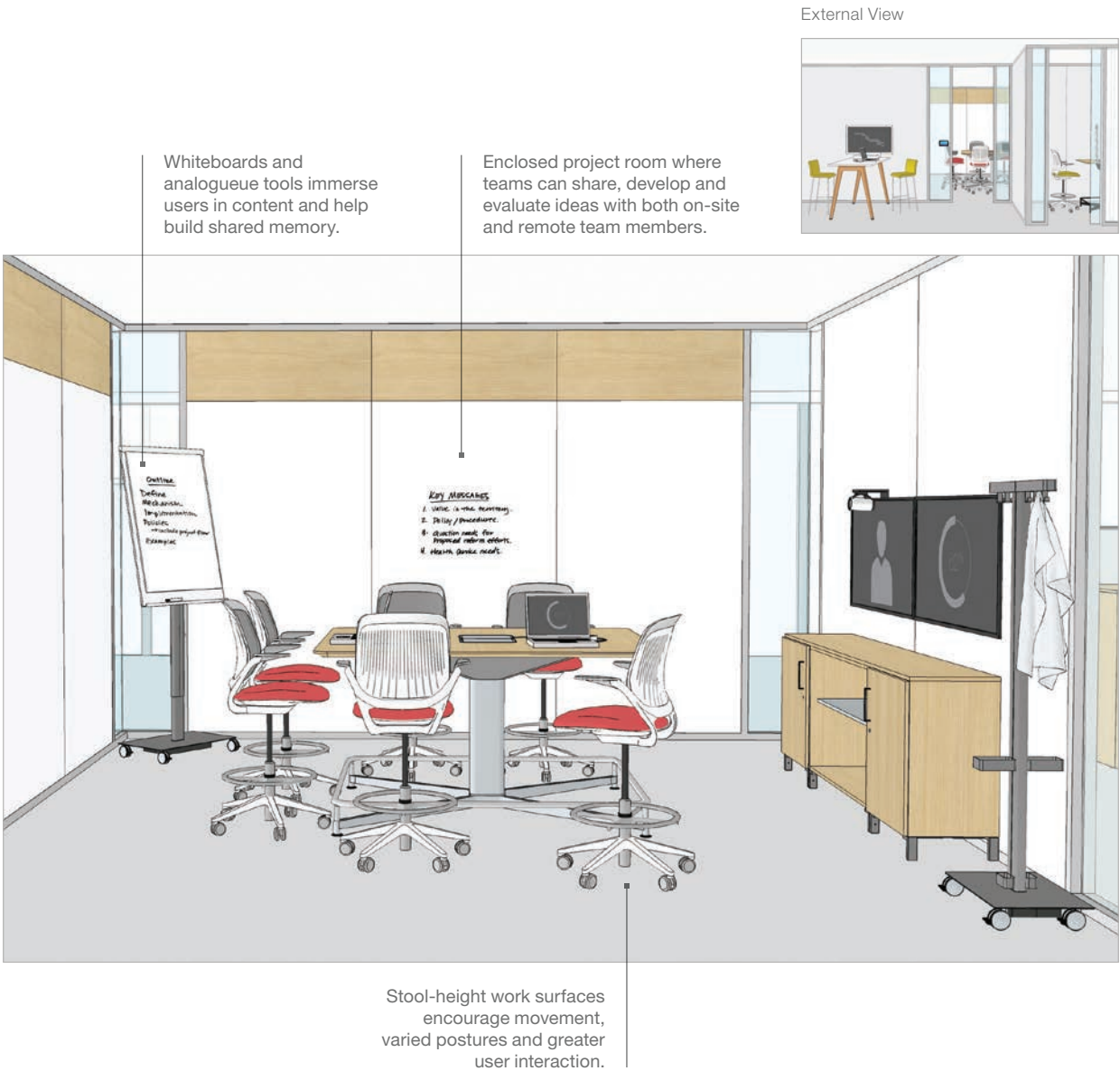
In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

Enclosed
Shielded
Open

MEETING ZONE

Idea 5



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

MEETING ZONE

Idea 6



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

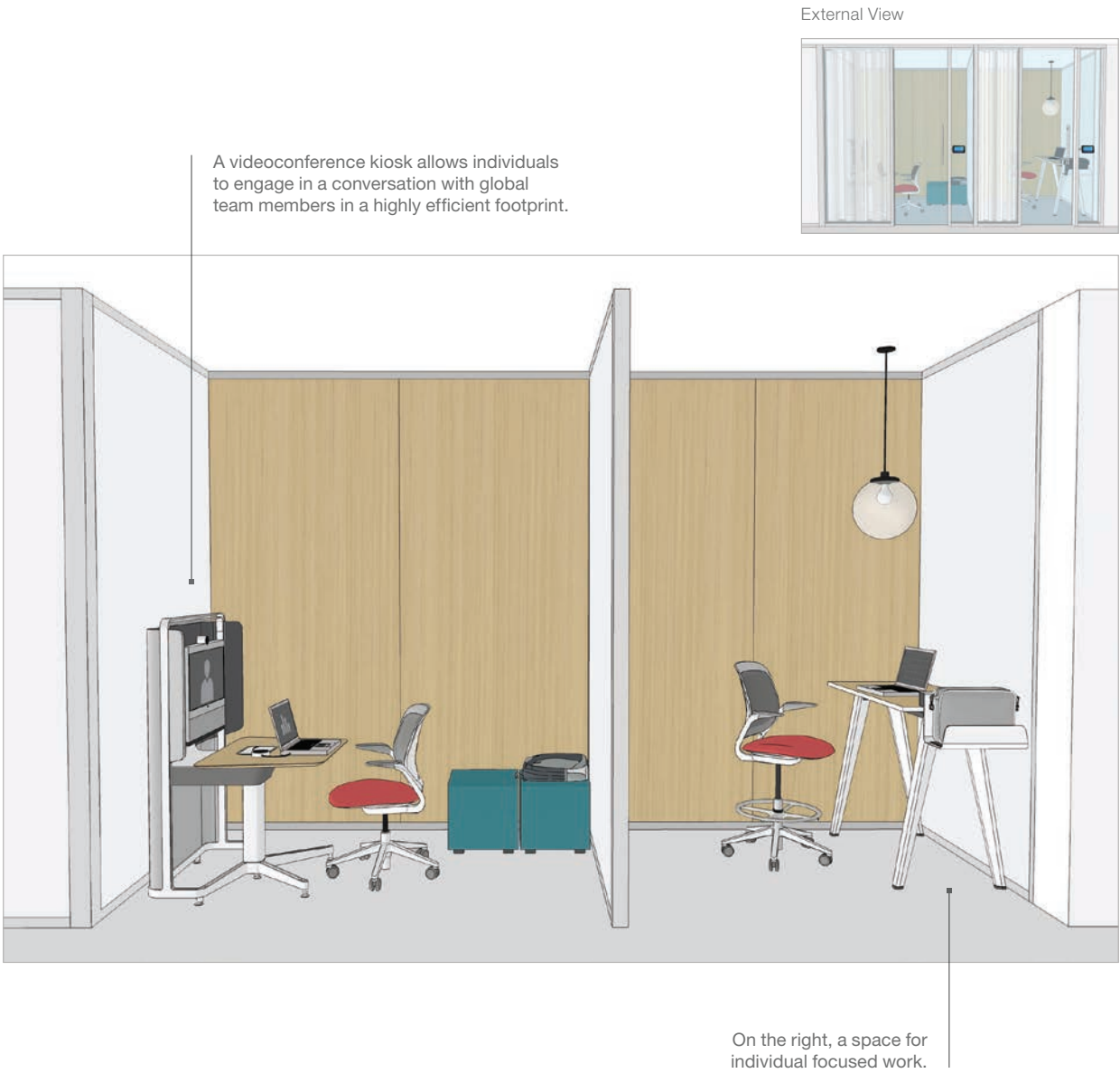
- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

MEETING ZONE

Idea 7



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

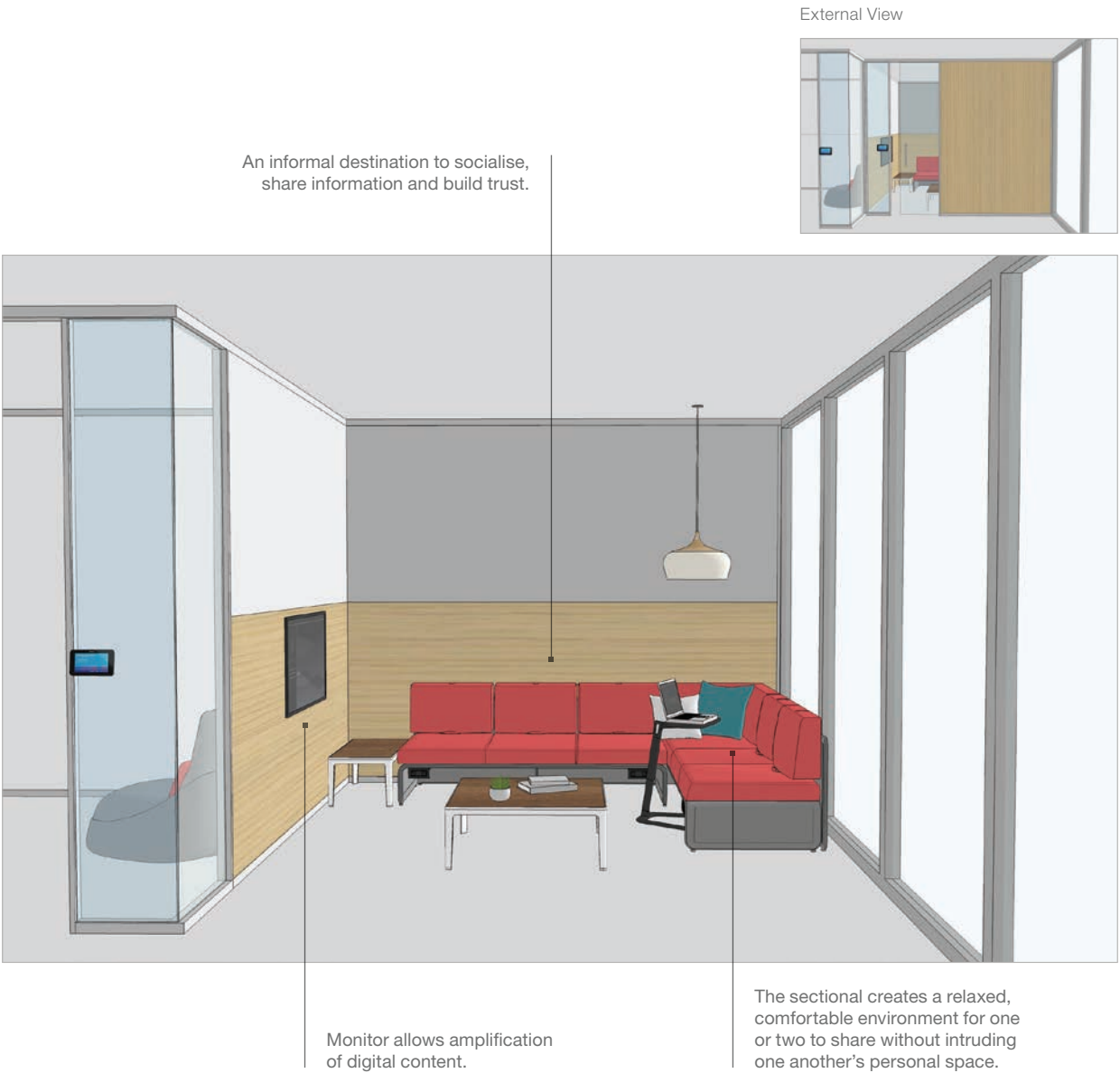
In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

Enclosed
Shielded
Open

MEETING ZONE

Idea 8



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

Enclosed
Shielded
Open

SOLUTIONS FOR NOMADIC ZONE

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

NOMADIC ZONE

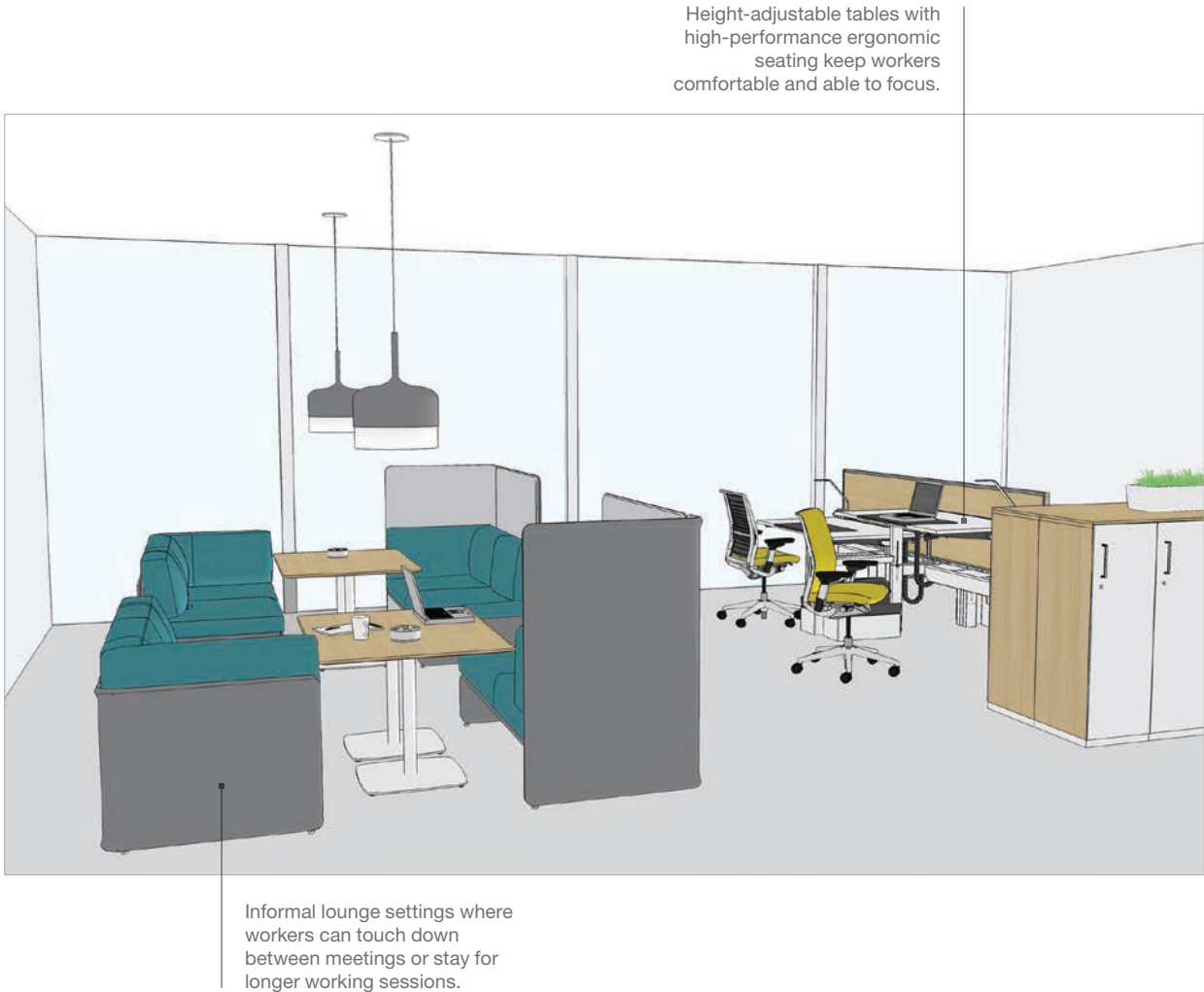
Idea 1



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			

NOMADIC ZONE

Idea 2



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			

NOMADIC ZONE

Idea 3



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

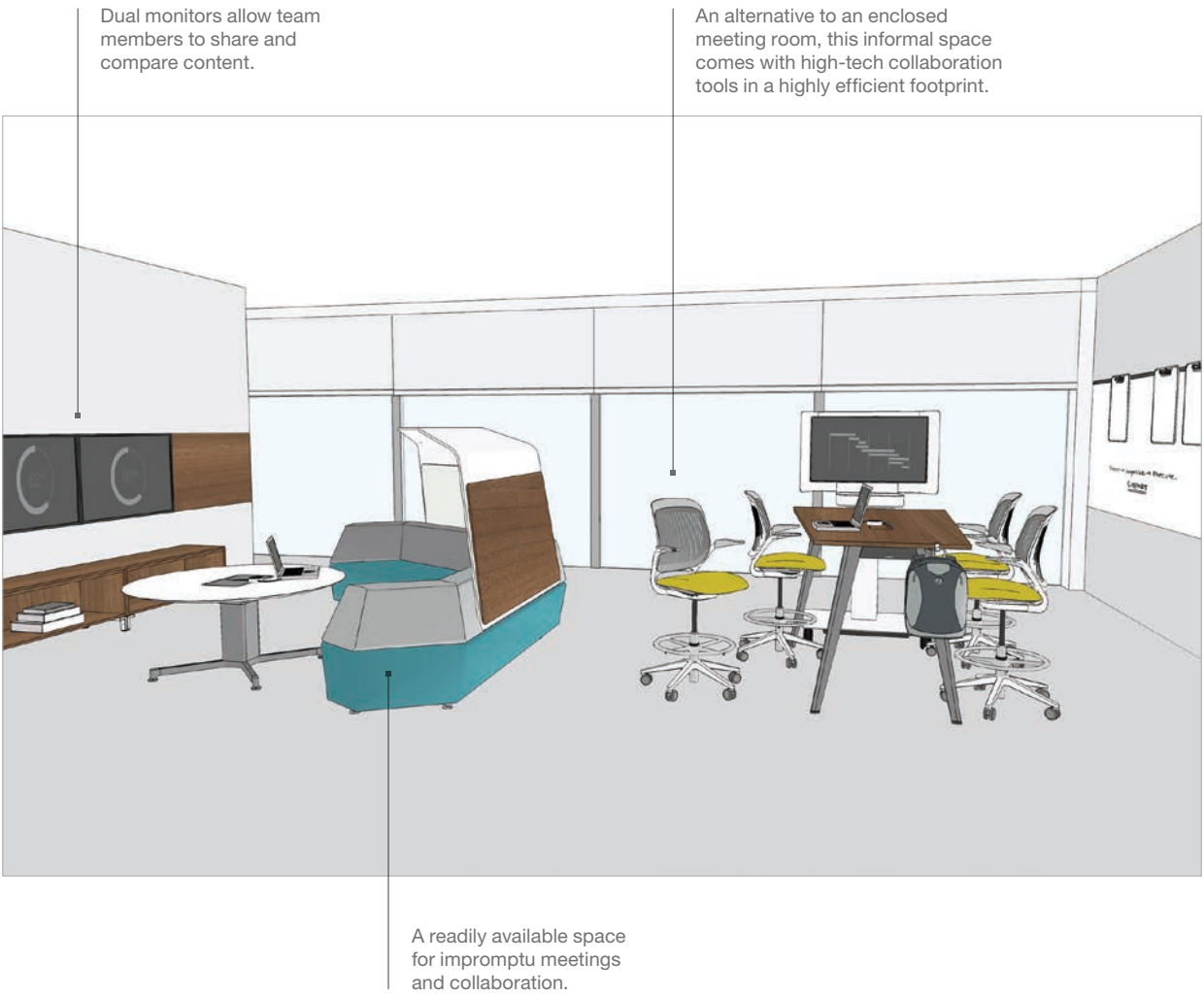
In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

Enclosed
Shielded
Open

NOMADIC ZONE

Idea 4



TYPE OF WORK SUPPORTED

Focus
Collaborate
Rejuvenate
Socialise
Learn

POSTURE

Lounge
Sit
Stand

PRESENCE

In Person
Videoconferencing
Analogue Content
Digital Content

PRIVACY

Enclosed
Shielded
Open

NOMADIC ZONE

Idea 5



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

NOMADIC ZONE

Idea 6



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

NOMADIC ZONE
Idea 7



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

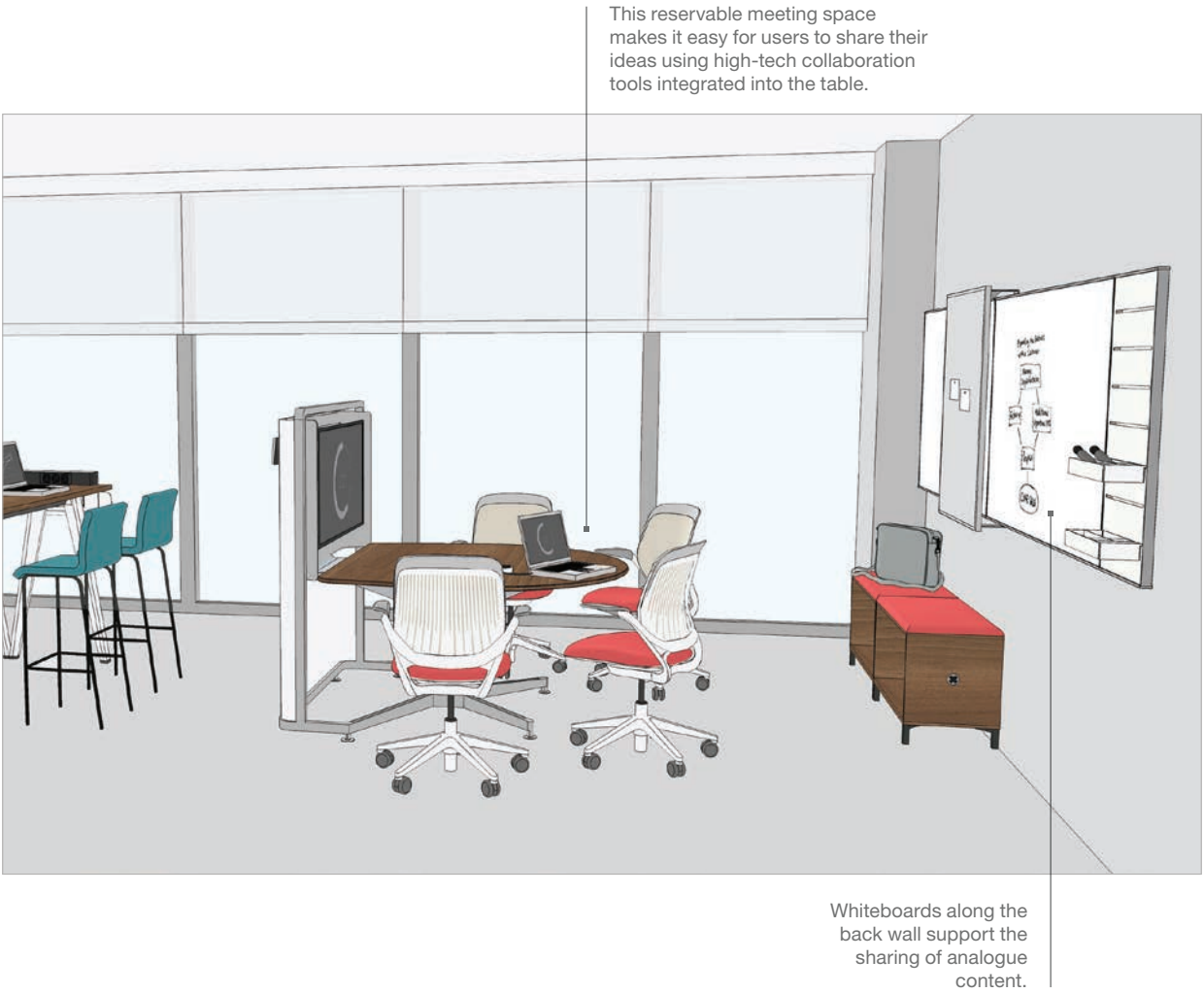
PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

NOMADIC ZONE
Idea 8



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

SOLUTIONS FOR SOCIAL ZONE

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

SOCIAL ZONE
Idea 1



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

SOCIAL ZONE
Idea 2



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

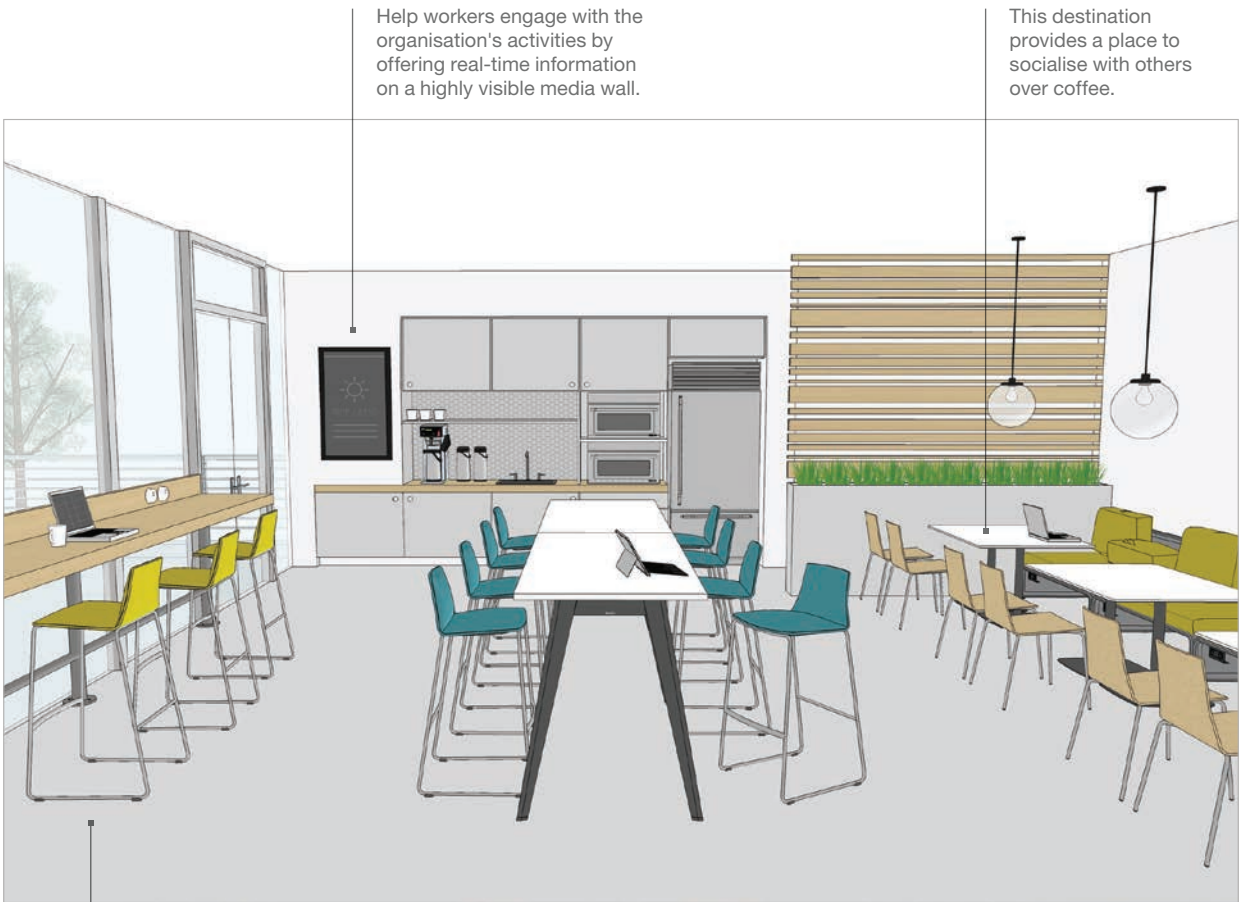
PRIVACY

Enclosed

Shielded

Open

SOCIAL ZONE
Idea 3



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

SOCIAL ZONE
Idea 4



TYPE OF WORK SUPPORTED

- Focus
- Collaborate
- Rejuvenate
- Socialise
- Learn

POSTURE

- Lounge
- Sit
- Stand

PRESENCE

- In Person
- Videoconferencing
- Analogue Content
- Digital Content

PRIVACY

- Enclosed
- Shielded
- Open

SOCIAL ZONE
Idea 5



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

SOCIAL ZONE
Idea 6



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

SOLUTIONS FOR RESOURCE ZONE

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

RESOURCE ZONE

Idea 1



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

RESOURCE ZONE

Idea 2



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

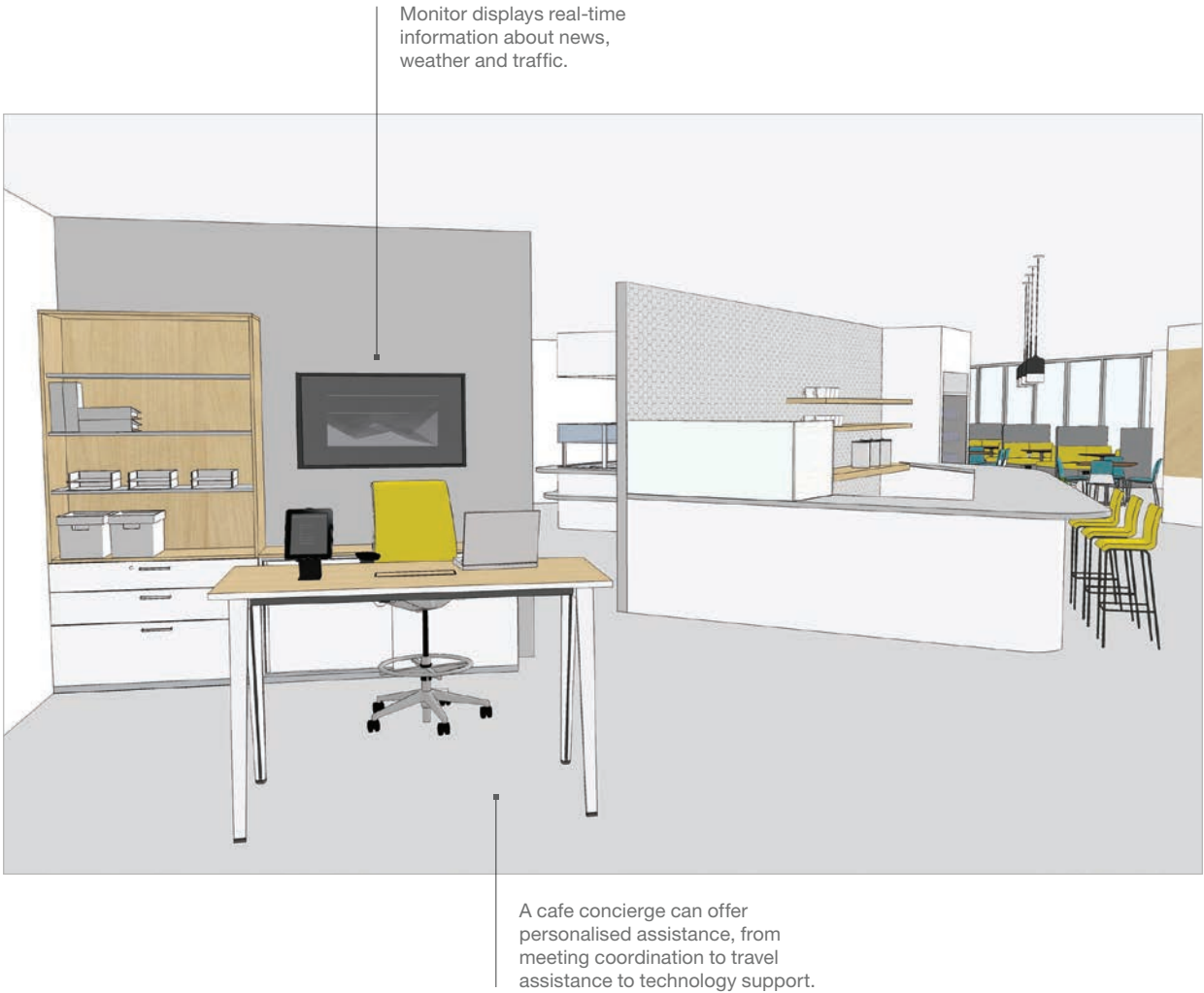
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Shielded

Open

RESOURCE ZONE

Idea 3



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

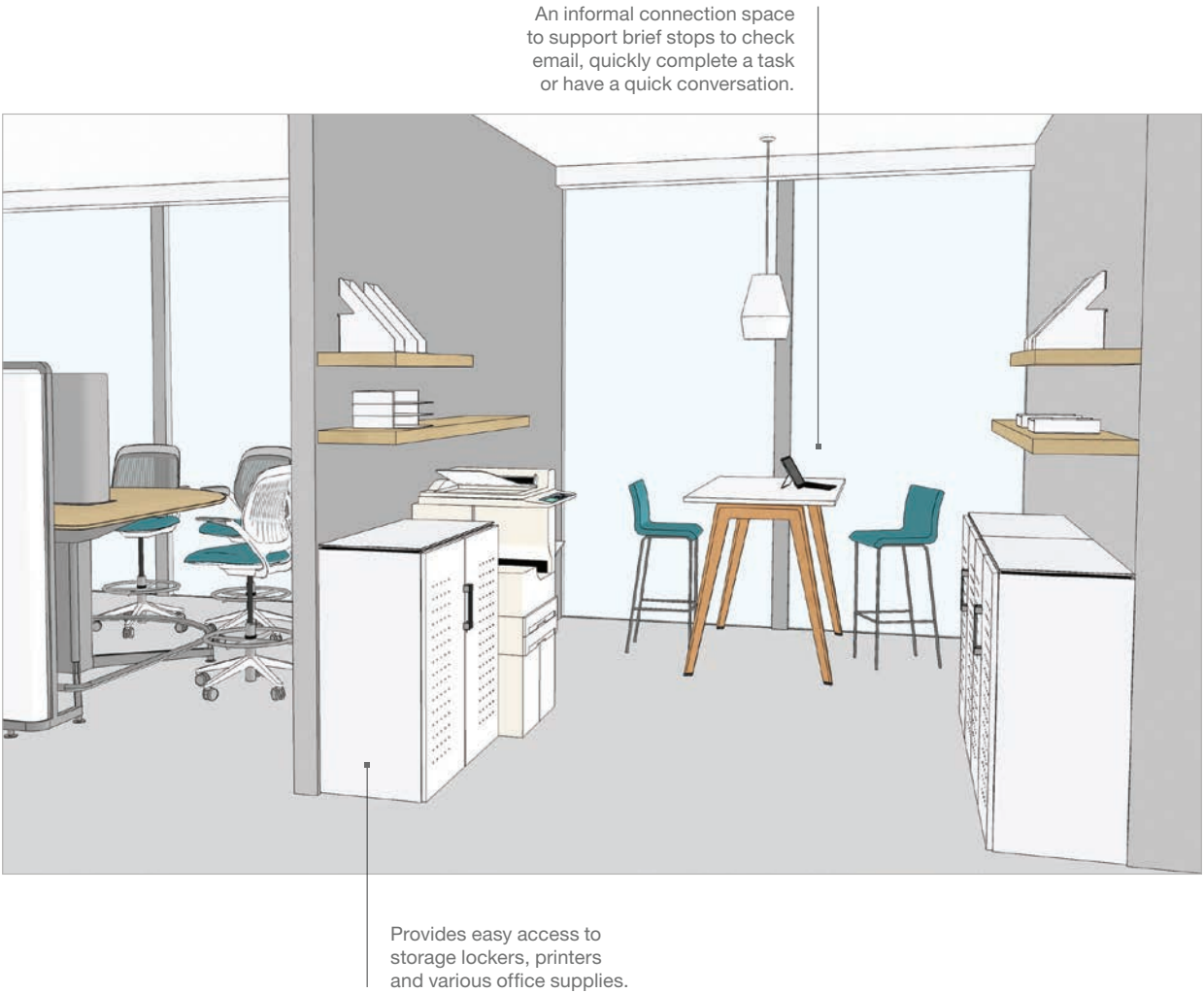
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Shielded

Open

RESOURCE ZONE

Idea 4



TYPE OF WORK SUPPORTED

Focus

Collaborate

Rejuvenate

Socialise

Learn

POSTURE

Lounge

Sit

Stand

PRESENCE

In Person

Videoconferencing

Analogue Content

Digital Content

PRIVACY

Enclosed

Shielded

Open

