building a
MODERN
work environment

January 31, 2017
What is this thing?

**Workplace Strategy** is the dynamic alignment of an organization’s work patterns with the work environment to enable peak performance and optimize costs.

**Work Environment** is everything that shapes the employee’s involvement with the work itself, including the organizational culture, physical space, technology and tools, and interactions with co-workers and supervisors.

**Modernize** adapt (something) to modern needs or habits, typically by installing modern equipment or adopting modern ideas or methods.

Oxford dictionary
Why should we care?

By building a modern work environment the state can:

- Attract new talent to state government
- Retain talent
- Increase employee productivity and engagement
- Serve the customers of state government more effectively
- Optimize the footprint of government
- Leverage technology solutions
- Strengthen adaptability for changing work
- Reduce our environmental impact
- Support health and wellness
Executive Order 16-07

“I hereby direct executive cabinet-level agencies and small-cabinet agencies to build a modern work environment and create an organizational culture that empowers employees with choice, enables excellent performance, supports all generations, and is mindful of our impact on the environment.”

- Establish a Workplace Strategy Council
- Enable a mobile workforce
- Create a modern work environment
- Measure implementation
Why now?

Source: You-tube: Walter Kronkite 1967
Work/life integration

Then  Now

6AM  9AM  5PM  10PM

CONF CALL  BRING KIDS TO SCHOOL  PERSONAL APPT  DINNER AT HOME

EMAILS  WORK  EMAILS  PICK KIDS UP FROM SCHOOL
Workplace Evolution

MODULAR  MODULAR/OPEN  OPEN  ACTIVITY-BASED  CHOICE
Millennials

Those of us born between 1980 and 2000 are not nearly as god-awful as the writers who constantly profile our tech-addled, be-hipstered people would have you believe.

Lazy

Always with the phone

Narcissistic

Painfully earnest

Possessing of tattoos

Living at home

Festooned in trophies

Leeching off parents
Generations in the workplace

World Population by Generation

Worldwide and in the U.S., Millennials are the largest generation yet – some 2.3 billion strong. (U.S. Census Bureau)

- Traditionalist
- Boomers
- Gen X
- Millennials
- Next Gen

2015 | 2020 | 2025 | 2030 | 2040

>18 | 18-33 | 34-50 | 51-70 | 70<
The next next generation

Peter Pan Syndrome - 8 year delay
Changing expectations of the work environment

Source: Kay Sargent
One size misfits all
Why the Stigma?

Source: You-tube
Conan O'Brien IBM
### Engagement

**Figure 4: The Simply Irresistible Organization**

**What We Have Learned: An Integrated Approach Is Needed**

<table>
<thead>
<tr>
<th>Meaningful Work</th>
<th>Great Management</th>
<th>Fantastic Environment</th>
<th>Growth Opportunity</th>
<th>Trust in Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Agile Goal-Setting (i.e., objectives &amp; key results-OKR)</td>
<td>Flexible, Humane Work Environment</td>
<td>Facilitated Talent Mobility</td>
<td>Mission &amp; Purpose</td>
</tr>
<tr>
<td>Selection to Fit</td>
<td>Coaching &amp; Feedback</td>
<td>Recognition-Rich Culture</td>
<td>Career Growth in Many Paths</td>
<td>Investment in People; Trust</td>
</tr>
<tr>
<td>Small Teams</td>
<td>Leadership Development</td>
<td>Open, Flexible Work Spaces</td>
<td>Self &amp; Formal Development</td>
<td>Transparency &amp; Communication</td>
</tr>
<tr>
<td>Time for Slack</td>
<td>Modernized Performance Mgmt.</td>
<td>Inclusive, Diverse Culture</td>
<td>High-Impact Learning Culture</td>
<td>Inspiration</td>
</tr>
</tbody>
</table>

Source: Bersin by Deloitte, 2014.
Millennials and work

78% see workplace quality as important when choosing an employer and 69% will trade other benefits for better workspace.

TOP TRADE-OFFS FOR A BETTER OFFICE ENVIRONMENT

- 23% Move to a smaller, less well-known company
- 21% Travel farther to work
- 20% Move to a less attractive location for work

Source: CBRE 2016
Cultural Investment

Most space decisions are financially driven. The average cost of a building:

- 82% People
- 10% Technology
- 5% Facilities
- 3% Operations + Maintenance
- 0.05% Design (as part of Facilities)

People

*Employee Performance*
- Creativity
- Collaboration
- Culture
- Technology
- Functionality
- Morale
- Choice
- Productivity

Workplace Cost
- Space
- Capex
- Opex
- Change
- Risk
- Build Time
- Churn
- Technology

Place

Space

Organization
How do we do this?

ENGAGE

DISCOVER

EXPLORE

ENABLE
Change is a process

Building a MODERN work environment

Workplace Strategy Project Road Map – Six to nine months

Leadership
- Executive support
- Vision/goals
- Business case

Internal Coalition
- Champion
- Project manager
- HR, IT, FM, and Safety
- Communication plan

Manager Engagement
- Culture conversations
- Communication plan

Staff Empowerment
- Work pattern survey
- Self-discovery
- Exploration
- Ambassadors

Develop Solutions
- Align with the work
- Align to vision
- Identify solutions

Model the Way
- Prototype/pilot
- Create quick wins
- Test then tweak
- Feedback loop

Inspire Change
- Measure and report
- Build on the change
- Align polices
- Communicate

Make It Stick
- Communicate
- Expand
- Tell the story

Timeline

Create the Climate:
1 month

Engage and enable:
3 – 4 months

Implement:
2 – 4 months

Sustain:
Ongoing
Change is hard
Know your audience

**Innovators**
(2.5%) are risk takers who have the resources and desire to try new things, even if they fail.

**Early Adopters**
(13.5%) are selective about which technologies they start using. They are considered the “one to check in with” for new information and reduce others’ uncertainty about a new technology by adopting it.

**Early Majority**
(34%) take their time before adopting a new idea. They are willing to embrace a new technology as long as they understand how it fits with their lives.

**Late Majority**
(34%) adopt in reaction to peer pressure, emerging norms, or economic necessity. Most of the uncertainty around an idea must be resolved before they adopt.

**Laggards**
(16%) are traditional and make decisions based on past experience. They are often economically unable to take risks on new ideas.

*Bryce Ryan & Neal Gross (1943)*
“Culture eats strategy”  
Peter Drucker
Define the organizational culture

Assumptions

Values

Culture

Artifacts

INTERNAL

EXTERNAL

FLEXIBLE

FOCUSED

Do things together?

Do things fast?

Do things right?

Do things first?

COLLABORATE

CREATE

CONTROL

COMPETE
Discover and explore

**KEEP**
- Telework standards
- Electronic files
- Dual monitor
- 2 monitors
- Telework capability
- Mobile computer
- File cabinets
- Desk area
- Efficient storage
- File cabinet (large)
- Coffee room area
- Keep conference room with computer + VTC
- Conference room make efficient
- Breakroom
- Privacy
- Location, proximity to train station
- Storage room
- Breakroom
- Selected closed spaces

**TOSS**
- Existing mail room with copier
- Photocopy machine, printer
- Printing area
- Reception area
- Communication system, communication with
- Old files from hallways
- Old stuff in storage
- Chairs in the conference room
- Furniture

**CREATE**
- Efficient, modern space
- Re-design the office space
- More appealing reception
- Consolidation of printer area equipment
- Re-design mail room area
- Printer, copy, reproduction room
- Training room with the latest technology
- Better Technology
- More comfortable copier / mail room – too small
- Better Security
- Efficient Systems, Wireless technology
- More server space or use “cloud” to store e-files
- Larger, more comfortable break room
- Working group area
- Team work room
- Larger desk space
- Personal Scanner
- Phone call room and visitor room
- Open spaces for teleworking
- Better Security
- Private Meeting Room

---

**Figure 1. Work Modes and Work Behaviors**

- Work behavior
  - Thinking/Focus
  - Reading
  - Writing
  - Paper handling
  - Storing/Filing
  - Computing
  - Collaborating
  - Meeting
  - Communicating
  - Planning
  - Learning

---

USDA National Engagement
National Workplace Diagnostic Report
Design around the work

Configure workspace based on how people work.

- **Desk Bound**
  - Contracting Officers
  - Auditors, Attorneys

- **Internally Mobile**
  - Program Managers
  - Leadership

- **Externally Mobile**
  - Case Managers
  - Enforcement Officers

Source: GSA Total Workplace
“Dreary slow paced working environments where everyone hates their life. Resistance to change.”

“Rigid hierarchy, lack of autonomy, lack of flexibility and creativity within organizations.”

“For me, this work environment was unnerving and made me rethink my desire to work for the state. Cube farms are gross.”

“Attracting and retaining employees who are more productive and engaged through flexible workplace policies is not just good for business or for our economy – it’s good for our families and our future.” — President Barack Obama
What this is for some based on their culture
CBRE Los Angeles Office
Russell Investments
Haworth
What this is not...
Work is what you do, not where you do it
Agencies leading by example

- WaTech
- HCA
- OFM
- WSDOT
- Commission on Salaries
- ESD
- DSHS
- DEL
- DOH
- WDFW
- DES
Mobility is a state of mind

OFM – Facilities Oversight & Capitol Campus Mobile Center

Results:
- Empowered with choice - two zones to seven
- Enabled mobility
Giving people options to get work done
DSHS Operations Support Services

Results:
- Increased collaboration
- Increased workplace satisfaction
- Increased engagement
A workplace environment that empowers, energizes, and builds collaboration

WaTech E-Gov

Results:
- Employees are empowered with choice
- Employee ownership
- Increased collaboration
- Two to six zones
Using space as a recruitment tool
Seattle Coworking Space Pilot
Supporting work with a variety of spaces

Department of Health – Center of Public Affairs

Results:
- 39 cubes to 112 workspaces
- Increased mobility
- Empowered with choice – 9 zones
QUESTIONS?

Brooke Hamilton  
Statewide Workplace Strategist  
Brooke.hamilton@ofm.wa.gov  
or  
(360) 819-0540

Amy McMahan  
Facilities Oversight Program Manager  
amy.mcmahan@ofm.wa.gov  
or  
(360) 902-9824

http://ofm.wa.gov/initiatives/workplacestrategies/default.asp