



Great Spaces

Orgatec 2018

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HAWORTH®

- 2 Under the
Microscope**
- 4 Human
Performance Lab**
- 6 Does Your Culture
Need to Change?**
- 10 On Beauty**
- 11 A Natural Change**
- 12 Active Seating**
- 14 Product News**
- 20 Haworth – A History**
- 27 Travel Lightly**
- 28 Let's get in touch ...**



Chairman emeritus Dick Haworth

70 Years of Haworth

I'd like to dedicate this issue to my dad.

It's for all the reasons you would expect, but it's different because we get to work together too. I truly believe that the Haworth of today works with a passion that is inspired, encouraged, and cultivated by him and anchored in our values.

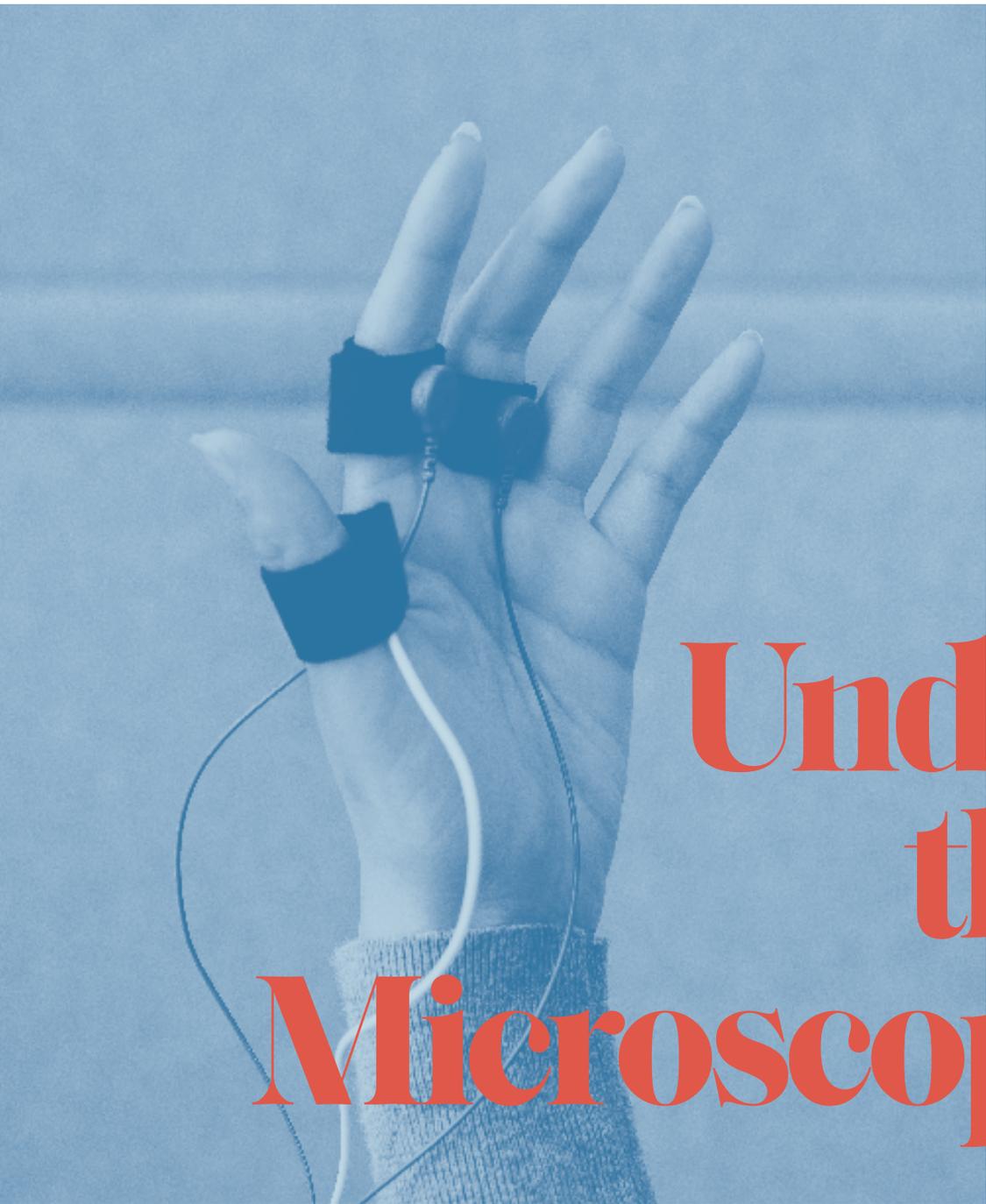
At Haworth, we are obsessed with space. We were born in West Michigan, have grown to be a global family, and are diving into the world of digital space. When we were working to introduce the pre-wired panel in the 1970s, we lobbied electrical code enforcers city by city. Our passion is place and our favorite thing to do is share it with you.

Today, Haworth's organic space capabilities around the world are a result of everything that my father and grandfather helped build. More importantly, the work we do every day with you is what will fuel our next 70 years. We are excited to dig deeper to leverage quality of space where you work, live, play, learn, and heal.

I invite you to dive into this issue of Great Spaces. It's full of our stories with clients and more. It's how 70 years of innovation will continue to guide Haworth toward the future.

Matthew Haworth
Chairman of Haworth

**Research is at the heart of Haworth,
and it plays a crucial role in
shaping every facet of the company.**
by Ken Shulman



Under the Microscope



Haworth's research team uses cutting edge tools to understand how humans interact with environments. For an ongoing study on how acoustical distractions affect performance, subjects take on cognitive tasks at a computer (left) while devices record their eye movements, facial expressions, galvanic responses, and heart rate (opposite).

In the mid-1990s, Haworth embarked on an extensive research project that explored new design possibilities in light of seismic shifts in technology. Jeff Reuschel, the company's global director of design and innovation, led an internal think tank of workplace scientists, designers, ergonomists, and analysts charged with developing forward-thinking products—like Crossings, an early mobile furniture system—and more speculative concepts—such as Flo and Mind'Space, two (of several) workstation prototypes premised on the groundbreaking idea of “cognitive ergonomics.” In 2001, the Museum of Modern Art even included Mind'Space in its Work-spheres exhibition. The project's themes reflected the exhibition's own, as summed up by curator Paola Antonelli: “Like a bubble of pure concentration that one can turn on and off with or without the help of tangible tools, work is where you are.”

Meanwhile, Reuschel's research team had been formalized as the Ideation Group, with the goal of sharpening Haworth's insights into new forms of work and methods for supporting productivity. Reuschel still leads this group, and has been joined by field-based researchers working under the direction of Michael O'Neill, PhD. “The bulk of our work is trying to understand people and organizations,” says O'Neill, a former university professor with 25 years of industry experience. “Our goal is to better understand how planning, design, furniture, and technology all work together to improve people's well-being, performance, and even business outcomes.”

The research O'Neill alludes to spans multiple topics, methodologies, and venues. For instance, in a study that ran until 2017, the company surveyed 20,000 workers across 11 of its global locations to identify those workplace features that might impact employee happiness. Now Haworth is planning a broad study of work area design and team formation for software development experts; one element of that experiment will have a team of software engineers keep a daily work diary for one week, and submit saliva samples to test for cortisol—a key indicator of stress.

Haworth also maintains research partnerships with several global partners. The company collaborated on a long-term examination of coworking spaces with the Fraunhofer-Gesellschaft in Germany, a leader in applied science research. O'Neill's team also partnered with London's Royal College of Art to sketch the relationship between workspaces and social capital—i.e., the social networks that individual employees bring to an organization. “The theory is that in the future, the value that people will bring to the workplace will be the economic value of their social network,” he explains.

At last year's semiannual global summit, held in Barcelona, Haworth convened its teams from around the world to drive its research agenda. The attendees concurred that the company should invest its time and energies in innovation. “Some ideas are limited to particular geographies or industries,” says O'Neill. “But everyone agreed that innovation was going to drive success, no matter what the region or the industry. We saw this as an opportunity to make the link between design strategy and interiors, and to understand how these can support behaviors that in turn support innovation. That's the kind of research we do here.”

The Human Performance Lab

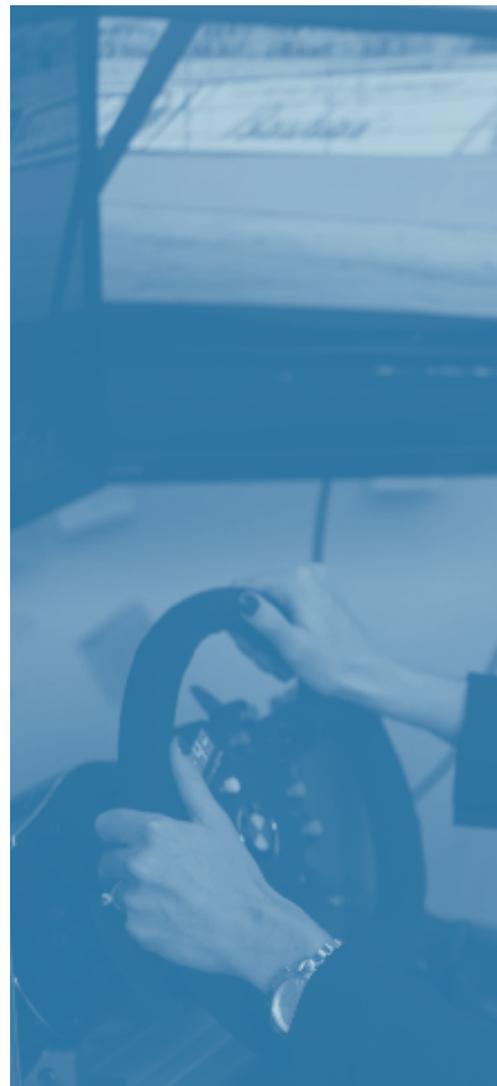
What does a race car simulator have to do with office furniture design? A lot, at least at Haworth. In the company's Human Performance Lab, researchers use a 3D race car simulator to explore not only how people are able to focus on a specific task, but also how they are able to regain that focus after being interrupted. With the task of driving acting as a surrogate for the cognitive demands of high-focus work, test subjects are asked to pilot a race car around a simulated track, maintaining a constant speed throughout. Researchers observe and chart their reactions to specific visual and auditory interruptions. Project partner SmithGroupJJR—a global design firm—conducts complementary research in its Washington, D.C., and Dallas offices with workers using prototype test spaces designed by Haworth.

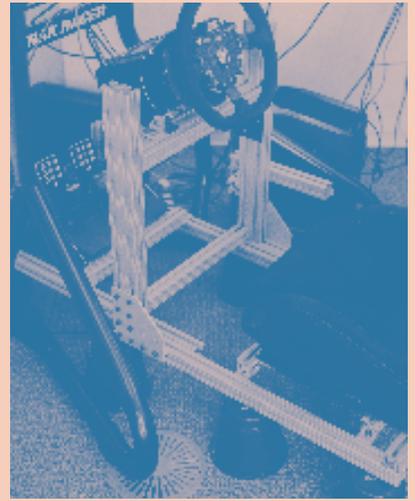
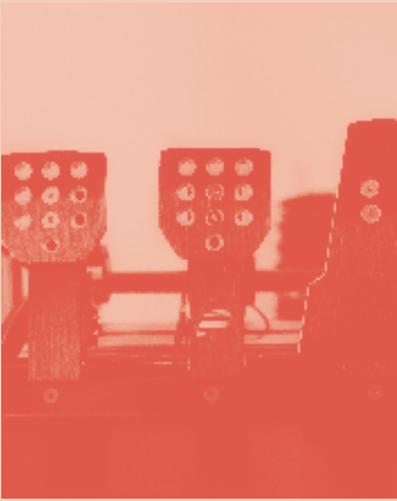
“Identifying the different factors that improve or degrade worker performance will not only help our clients design their workspaces,”

says Beck Johnson, who administers the lab.

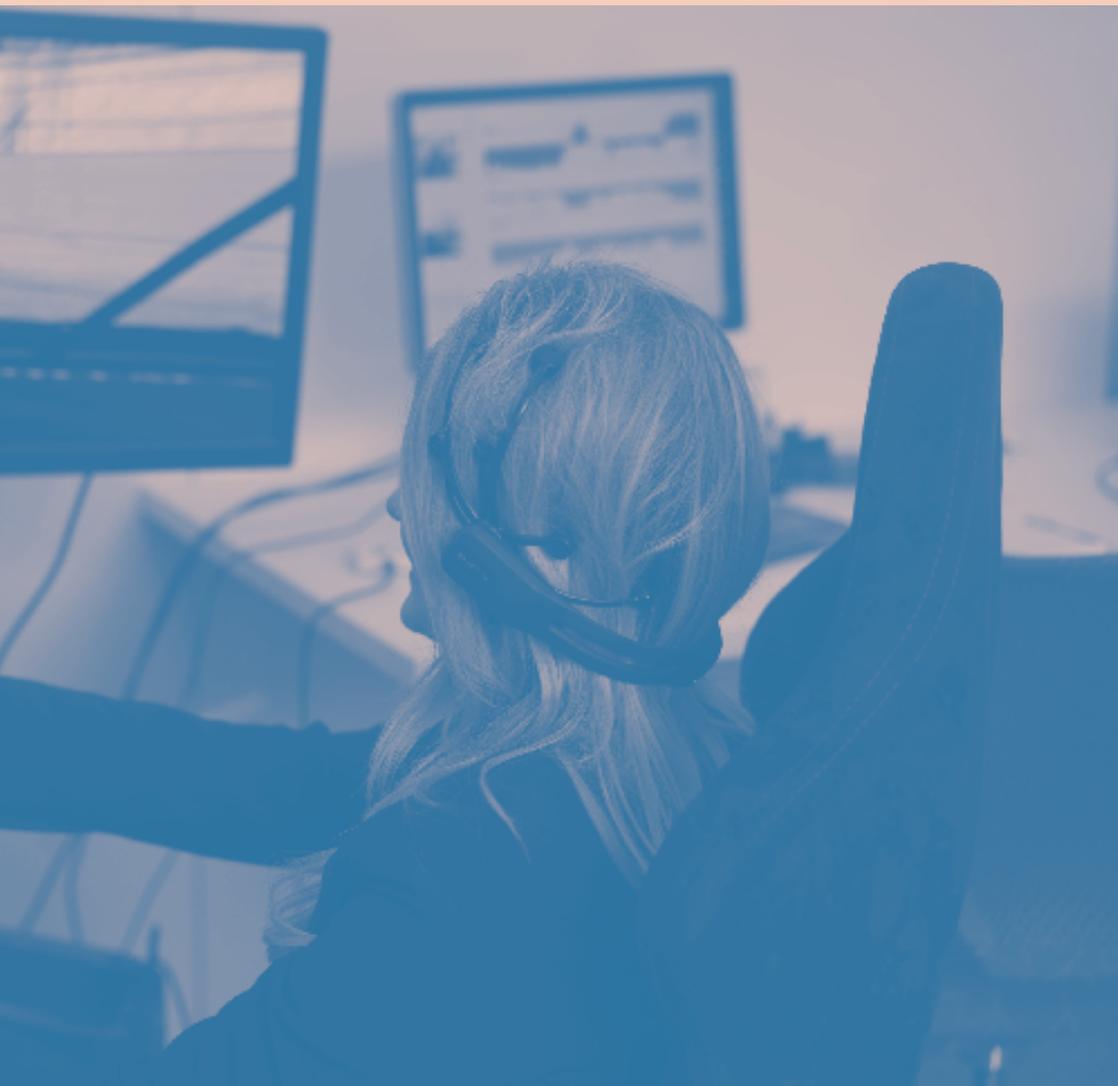
“It will also impact our product design. Right now, the object of our research is focus. But we’ll examine other factors as well. With the information we provide, our product designers will be able to single out specific work problems and create products that address them.”

The race car simulator in Haworth’s Human Performance Lab, at the company’s headquarters.





Every aspect of the simulator provides information on how study subjects react to stimuli.





Does Your Culture Need to Change?

Identify, implement, and support the right culture for your business

A healthy organizational culture is a catalyst for employee engagement, collaboration, and innovation—three things that are critical to business success.

But even more important is understanding how to create a culture that aligns with your overall business goals. The right culture will fully support the efforts of the people who work there. If you're unsure of what your organizational culture should be, or—worse still—if you assume your culture is great because everyone seems happy, you risk never realizing the full potential of your organization or your people.

Culture is More Than Office Parties and Pool Tables

Have you heard about those companies that everyone supposedly wants to work for because they have slides in the office and offer free lunches? Those things are great, but they don't go far if you otherwise have a misaligned culture. If you really want to support the kind of employee engagement and creativity that drives success, you need to create the right environment—one that supports the types of work needing to be completed. If you find that your current culture isn't in sync with your goals and the way your people work, you probably have some work to do.



ID Your Culture

There's no single culture that works for all businesses. Just because something works for Apple or Google doesn't mean it's right for your organization. Your culture needs to support your people, the work they do, and how they do it—all while aligning with your business strategy. It may seem a little daunting to figure out, but there is help.

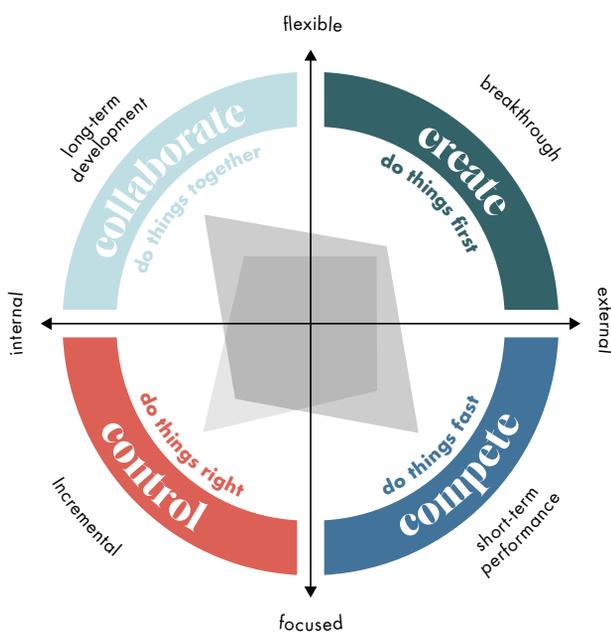
The Competing Values Framework™, can be a starting point to assess your culture. Developed by faculty at the University of Michigan, this model is used by Haworth's workplace strategists to help companies identify their organizational cultures and create workplace design solutions to support them. It defines four main culture types that align with four main business goals:

Collaborate Doing things together, with internal partnerships and team building, in a flexible, people-centered work environment.

Create Doing things first, differentiating itself with a high degree of experimentation and individuality.

Control Doing things right, through internal procedures, with a need for stability and control.

Compete Doing things quickly, through external competition, with a drive for results.



Do You Need to Make Some Changes?

Once you've determined your company's main culture, compare it to where you want to be. According to a Haworth organizational culture white paper, it's typical to discover differences between existing and desired culture. Knowing those differences, and understanding the four culture types, can help you make positive changes—in the right places—toward the right culture. This allows three things to take place:

1. You can enact change at the right pace, with as little upheaval and resistance as possible. Once you understand the differences between where you are and where you want to go with your culture, you can determine a plan, which should include a well-thought-out timeline. If you institute drastic changes too rapidly, you run the risk of alienating your employees, as many people inherently resist change—at least to a certain degree. If you go too slowly without planning or monitoring, the cultural change you hope to make will start to become an unimportant afterthought within your organization. The key is to stay committed to the plan, its milestones, and its timeline.

2. You can identify and support any subcultures that may exist—or need to exist—in workgroups within the larger organization. Professor Jeff DeGraff from the University of Michigan Ross School of Business says that the problem many leaders have is in believing that the same culture has to appear everywhere within an organization. But it should not be the same. For example, let's say your culture quiz results identify your overall organizational culture as Create, focused on doing things first and differentiating your company from others. Not every workgroup's activities will fall under that culture type. Think about it: would you really want your accounting or manufacturing department to use a Create culture? These groups use a lot of internal processes and procedures to focus on doing things to the letter. They likely work best under a Control culture. So, while your overall culture may be Create, keep in mind that different subcultures within your organization will also need to be supported.



3. You can create ideal working environments that support people, the work they do, and your organization’s goals. This will be one of the most important parts of your cultural change. When employees see physical changes in their work environment, they can see tangible evidence of how committed you are to supporting your organizational culture. According to Haworth’s white paper on organizational culture, to engage employees, the working environment should motivate people, allowing them to innovate, collaborate, and work efficiently in their respective roles. The critical achievement of your workspace design will be to integrate various workspaces for the various subcultures, values, and behaviors of people into the overall environment to meet company goals. In this way, workspace can be used to leverage and change culture.

Any company can create a successful culture. But, it has to be the right culture for that organization. It also has to incorporate and support organizational subcultures. Get the ball rolling by determining which overall culture type is best for your company and comparing it to where you are now. Then, if needed, make a plan for change—and stick to it! It will take hard work and commitment, but the concept really is simple and doable. And the results can really pay off with increases in employee engagement, creativity, and innovation—as well as your bottom line. To identify your company’s culture and see how it functions best, take the 30-second culture quiz. And for greater detail on building a healthy culture, read the Haworth white paper “How to Create a Successful Organizational Culture”.



Giulio Cappellini is the art director of the design company Cappellini.

Personalization, through small collections of objects on desks or shelves, is welcomed. Lighting, too, has softened and is more atmospheric. What managers have realized is that in a nice environment, people simply work better.

Flexibility is key to this new mindset, and it is fast changing our idea of collaboration, of working in a team. Our office concepts will need to shift to accommodate these new models of work. Already, many offices are moving away from formal typologies, such as conference rooms or even desks. In this new environment, a workspace might not even include a desk at all—it might, for instance, take the form of a small table where three or four coworkers can meet. Executives will have lounges equipped with software and gadgets, as there will no longer be the need to congregate around enormous conference tables.

When you have the technology—a touchscreen, the cloud—and the know-how, you can just as easily call in remotely and present from an armchair. Miniaturization of technology is helping designers create products for these new spaces that aren't just useful, but also discreet. Our devices now allow us to work remotely, to get up and move stations during the day, or to turn a small café into a casual presentation space. And they are stylish. Fortunately for all of us, form has evolved and will continue to do so.

An effective workplace demands balance. People need beauty. Without it, we can't live.

On Beauty

The future of work: Giulio Cappellini

Beauty is one of the most important aspects of design. It's also an underrated aspect of the workplace. When people are spending 10 or 12 hours a day at the office, a pleasant atmosphere is essential.

Attitudes are changing, and people are realizing that the workplace should feel more like a home. More and more offices are embracing a warm look and feel, natural materials, and bright colors.

A Natural Change

The future of work: Patricia Urquiola

We often think of a place when we think about the office. But today our offices are becoming less like traditional places and more like hubs—smart hubs—each one connected to others all over the world, at all hours of the day. Here, the divide between “internal” and “external” members of a company is blurred, as the idea of collaboration is fully integrated into the organization of the space. The office will be a fluid thing. It will be almost natural.

As an architect, it is interesting to think about what these hubs might look like. What we should be thinking about is the data generated by these hubs and how it might be used to increase our sense of wellness and enjoyment. How will we rethink architecture in response to this proliferation of sensors? What is the “architecture of sensors”?

We will need to invent new materials, but in the meantime, we can augment old ones—glass, for example, might be the most dynamic material for a wall because you can already embed different properties within its membrane. We will also have to design new forms of lighting, as well as new tolerances of temperature, noise, and smell. All the parameters of the office will need to be reconsidered, and data is key to doing this.

Already, we live among sensors. We work every day in multiple directions, across many platforms. We all have our own personal preferences for our ideal workspace, but in the future, we will carry these “habitats” with us everywhere we go, to hubs both online and physical. Data will allow us to easily change our environments.

This is what I mean by natural—that this adaptation will become almost intuitive. That is the promise of technology, and hopefully it will aid us in becoming more human rather than cyborgs.



Patricia Urquiola
is the principal
of Studio Urquiola.

Active Seating

Activity based working has paved the way for a change in the way we think about workspace design. The rise of multi-disciplinary teams, contract and freelance workers within an organisation has led to an increased demand for flexible space which is often in the form of unassigned work areas, informal meeting spaces and creative solutions that support focus work.

The premise of activity based working is that the variety of tasks people perform is numerous and that these tasks are best supported by different working environments. However, despite these changes to workplace design, many of the seating options remain constrained to traditional approaches of task, meeting and visitor. An “active seating” solution is something that is able to effortlessly cross-over all of these applications and recognises that its user may change throughout the day.

The ideas and products for flexible work environments are numerous, but it’s more difficult to find a seating solution that is specifically designed for a medium term sitting duration.

What are the features of a chair in the category “active seating”?

The ideal combination of task and lounge

When we studied what people were looking for to support flexible work styles, it became clear that simplicity, style and support were key features. Simplicity was the desire for people to ‘just sit’ and the chair adapts to their needs – no fussy knobs, dials or levers! Style was the desire for the chair to compliment the environment they are in with a warmer more residential feel being a desirable work environment. Finally, support was the desire for the chair to retain good ergonomics even during longer task durations. The ideal seating solutions for a flexible work space should offer the essential functionalities and provide enough support

and ergonomics of an engineered weight activated chair. Furthermore, most unassigned touchdown areas are often equipped with iconic side chairs that offer a certain level of comfort for a short duration of use. The challenge for Haworth’s Design team and Studio Brodbeck was to create a chair that captured these requirements: giving the support where needed and freedom where it is wanted. Haworth presents Nia, first chair of the category “active seating”. According to the test users who were allowed to sit on the first prototypes, the sitting experience is a revelation.

“In order to promote activity during the workday we were aiming for a product that offers the richness of a lounge chair with the mature engineering and intelligence of a task chair,” says Nicolai Czumaj-Bront, Design Leader, Haworth International Design Studio.

“Unbelievably comfortable” is the feedback test users assigned to the chair; particularly because the slim design and the subtle shape of the chair hide the smart mechanism that supports every kind of movement, especially the lateral inclination.

“Our objective was to create an innovative product to improve the mobility of the human body. Therefore we developed a special 3D mechanism for a 360° rotation of the back, which is also patented,” says Stefan Brodbeck, who designed the chair together with the Haworth Design Studio.

Nia will not be the only product of the new “active seating” category, since the latest Haworth research demonstrates that workspaces of the future will become increasingly flexible and versatile.





SuperPouf

Gong

Soji



Newood

High Time

Nia

Maari

Radical Fake

**The new products
presented at Orgatec 2018**

Gong

Gong tables exemplify the essence of simple style. The round base mirrors the round top, creating a trim, balanced form. The low, minimalist design is a practical complement in a range of environments—from lounges, libraries, and waiting rooms, to community spaces, meeting rooms, and break areas.

cappellini



High Time



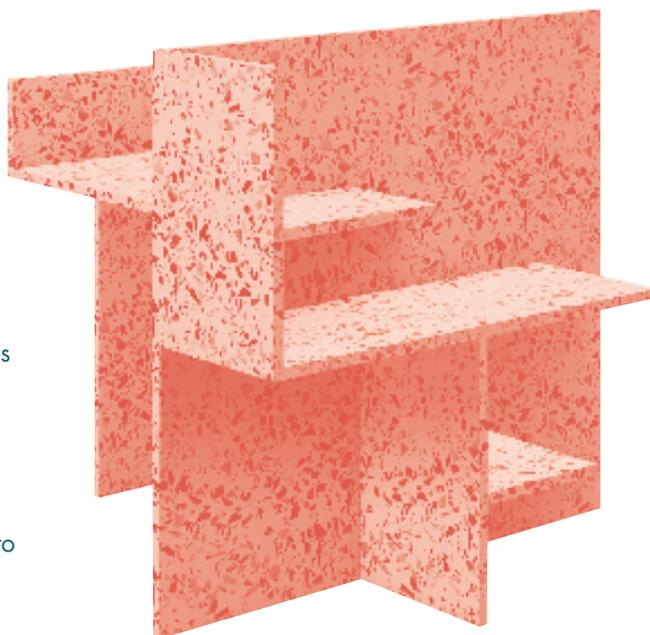
Modular seating system made up of two and three seat sofas, central and corner elements, a chaise longue, a series of poufs and accessory service tables, which can be combined in different ways. Its utter ergonomics and exceptional visual lightness, highlighted by its metal tube structure, make this sofa a simple, yet elegant and versatile product.

cappellini

Radical Fake

High desk with integrated bookshelf characterized by the intersection of different linear elements, which creates a refined and ironic game of optical illusion. A real architectural design enhanced by innovative finishes, able to reproduce all the beauty of natural elements, from the linear oak veining to the Venetian marble dotting.

cappellini



Newwood

Stackable chair with massive ash structure, born as a contemporary interpretation of the classic Windsor chair. A simple, yet alluring product, characterized by a basic architecture and a perfect balance between past and present, full and empty volumes, technological techniques and manufacturing skill.

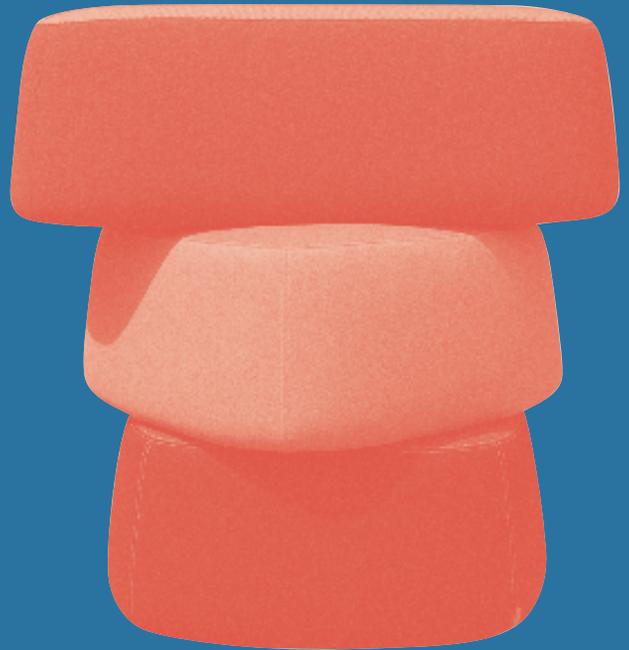
cappellini

Maari



Designed to bring balance to the workplace, Maari offers a soft shape that creates aesthetic continuity, inviting warmth, and comfort for short-term seating applications—from conference and training rooms to touchdown and ancillary spaces. Watch for the Maari family debuting in 2019.

Super Pouf



Designed with soft lines, close attention to detail, and fine craftsmanship, SuperPoufs bring warmth to the environment, offering approachable comfort and versatility for changing needs. With four shapes and sizes—including a unique, extra large round pouf—SuperPoufs create enticing spaces where people can work, gather, or simply relax. Use pieces alone as traditional side chairs and ottomans, or mix and match them in groups and with other Openest elements.

Soji

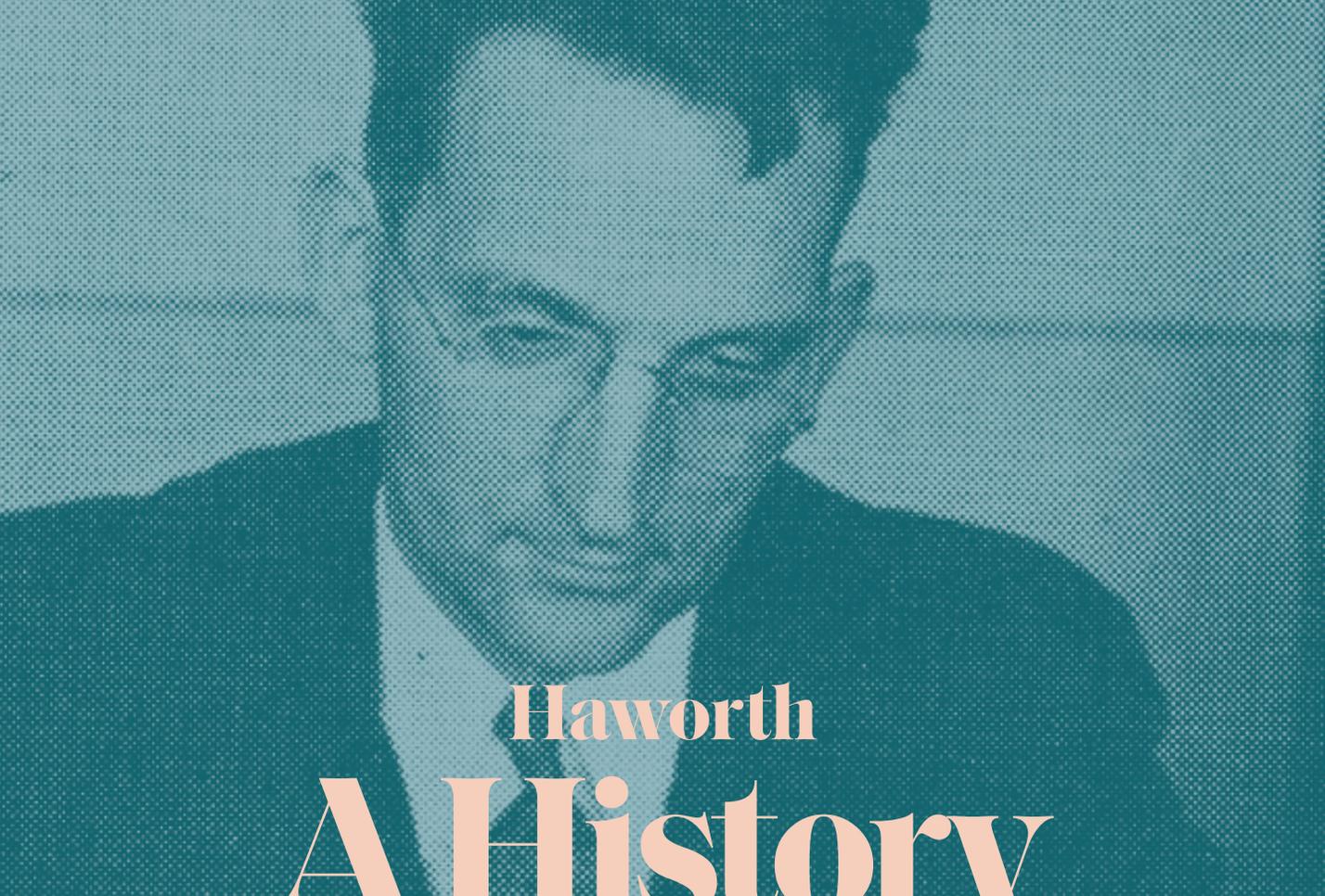


Soji brings your body and mind into sync—so you can enjoy healthier levels of performance, no matter where you work. Soji is a highly-adjustable task chair with more ergonomic options than most in its class packed with ergonomic features—without sacrificing comfort or design. Designed for a wide range of people, spaces, and modes of work, Soji supports employees with effortless comfort and efficiently satisfies workplace strategies for better well-being.

Nia



Designed to support activity during the workday, Nia offers the rich comfort of a lounge chair with the precise engineering of a performance task chair. Its slim design hides a smart mechanism that, extensive testing has shown, provides remarkable comfort however you sit in it.



Haworth A History

From its modest beginnings, Haworth has grown into an innovative business that touches the lives of people around the world with its interiors and technology products. Chairman emeritus Dick Haworth and chairman Matthew Haworth recall some of the milestones in the company's 70-year history.

1940s

- 1948** Industrial arts teacher G.W. Haworth outgrows his home workshop, where he manufactures wooden toys, and construction begins on the first, 4,480-square-foot plant in Holland, Michigan. The move to the new facility is followed by more orders.
- 1948** G.W. founds Modern Products, using a loan of \$10,000 from his parents' life savings. He hopes to earn enough money to put his children through college.
- 1948** The company's first wood products include a tie rack and a shoe display.



“The money that started the business was earned the hard way,” says Dick Haworth.
“Grandpa went from farm to farm selling Watkins cosmetics and spices; that’s where the money came from. I’m particularly proud of that. It’s a great foundation for a business.”

1950s

- 1951** A freelance salesman pitches G.W. a sketch of some proposed bank-type partitions for the United Auto Workers headquarters in Detroit in 1951. G.W.'s first foray into floor-to-ceiling movable walls, the X & L series, is realized.
- 1955** G.W. considers uses for the scrap material created by the manufacture of partitions, which leads to the production of planters and room dividers in 1955.
- 1956** 50 employees (or “members”) and \$472,000 in sales; the company makes an addition to the plant.
- 1959** Modern Partitions, Inc., is formed.



1960s

- 1961** G.W.'s teenage son Dick Haworth sweeps floors and operates plant machinery.
- 1962** Study carrels are launched as a new product line.
- 1964** First national sales meeting is held in Holland, Michigan, for 55 manufacturers, representatives, and dealers.

“My father ended up going to a hardware store, getting a lot of bits and pieces and dumping them on a table – and inventing the prewired partition. Right as he developed it, the personal computer came to the office, and we boomed!” says Matthew Haworth.

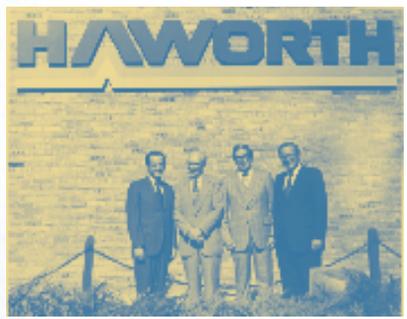
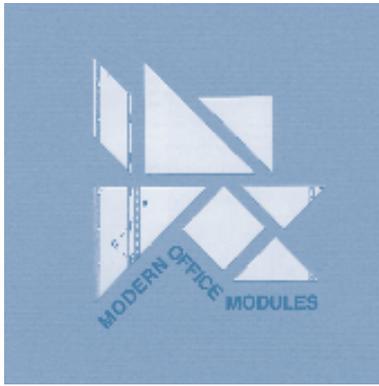
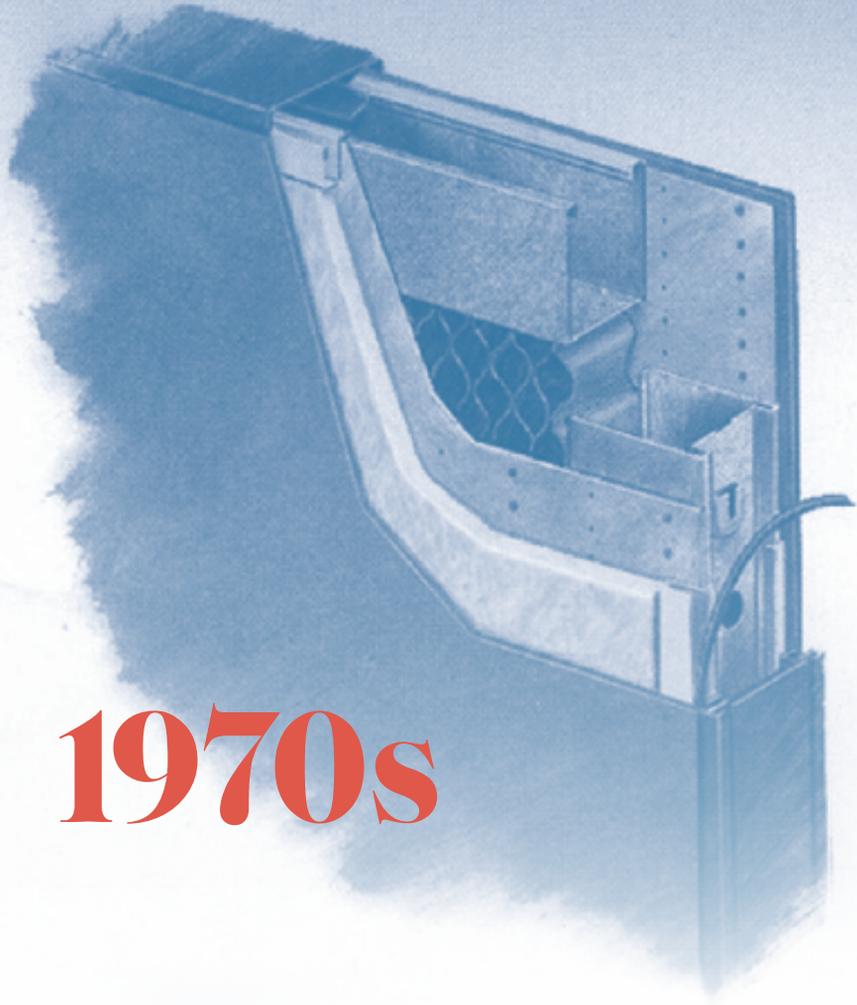
- 1964** Dick is an assistant sales manager, and within two years is promoted to vice president for research and development before leaving to serve in the U.S. Army.
- 1965** 90 members and sales of nearly \$2 million.
- 1969** Dick returns from the army and assumes responsibility for manufacturing and new product development. His goal is to produce an office module system.

Office for office, dollar for dollar
H wall by Modern is today's best value
in quality movable partitions!



H wall allows imaginative use of walls, partitions, and hardware in the creation of efficient offices. The many combinations possible with Modern H wall make it a favorite of architects and office designers everywhere!





1970s

- 1970** 118 members and sales of \$3.5 million; NC (noncombustible) series of movable walls is introduced.
- 1971** Dick introduces the Modern Office Modules (MOM) system and significantly alters the company's direction, with sales of \$6 million the following year.
- 1976** Company name and logo change from Modern Partitions to Haworth.
- 1976** G.W. retires as president to become full-time chairman of the board; Dick is appointed president and CEO. With Dick, 33, at the helm, the company increases in size by 400 percent over the next 20 years.

- 1976** MOM is renamed UniGroup. The company exclusively focuses on contract office furniture and sells its partition and movable-wall business to Trendway.
- 1976** Dick Haworth helps devise a way to prewire panels, and patents the most innovative workplace product since open-plan office systems.
- 1977** Haworth International, Inc., is formed to set up foreign licenses for the manufacture and marketing of office interior systems.
- 1978** National showroom opens in Chicago's Merchandise Mart.

1980s

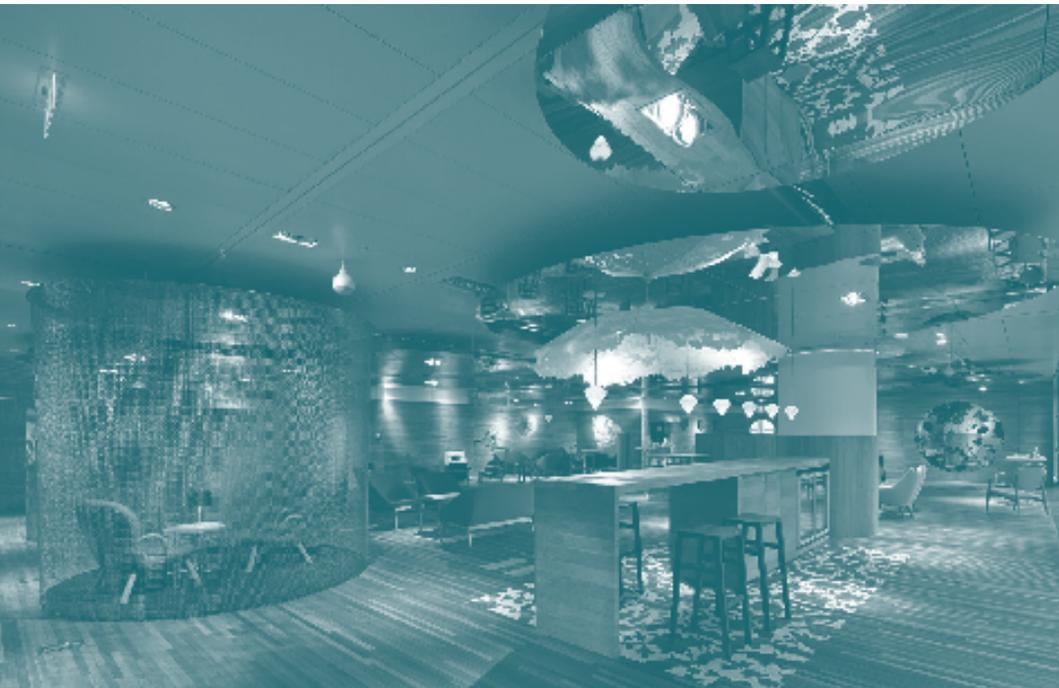
- 1980** 830 members and sales of \$67 million.
- 1981** Company moves to its current location at One Haworth Center. Showrooms open or are renovated in eighteen North American cities and four international locations.
- 1981** New products include System Seating, electronically supported work surfaces and tables, and an adjustable keyboard pad (1982).
- 1984** The company's one millionth panel is produced on the steel line.
- 1986** The Power Base electrical system is introduced.
- 1987** Wood case goods are launched.

1988 DataThing introduces plug-and-play voice and data cabling to panels.

Haworth goes global, undertaking a strategic expansion. The business acquires 15 companies in Europe and North America, then builds in Asia to expand its sales and dealer network.

The company acquires German-based seating manufacturing, making Haworth a multinational corporation with factories in Germany and Switzerland.

First office is established outside the U.S. (in London).



“As a company, we manufacture in the markets where we sell our products,” says Dick Haworth. “Our plants in China aren’t there to supply the North American marketplace, because they supply the Asian markets. It means we have high quality jobs in all of the markets that we are involved in.”



2000s

- 2000** 14,790 members and \$2 billion in sales.
- 2000** Haworth acquires architectural interior companies to bring to market raised-access floors and movable walls.
- 2004** Organic Workspace strategy launches to take a comprehensive view of entire floor plates and all types of spaces. The Chicago showroom, Haworth's LEED-CI Gold certified building, becomes the showcase for these adaptable workspaces.
- 2006** Beloved founder of the company G.W. Haworth passes away at the age of 95.
- 2008** New corporate headquarters, an LEED-NC Gold-certified facility, opens as a living lab.
- 2009** The American Society of Interior Designers awards Haworth its Patron's Prize for exemplifying the value of interior design.
- 2009** First company in the industry to achieve zero waste to landfill in all U.S. manufacturing facilities.
- 2009** Dick Haworth steps aside. His son, Matthew, 40, becomes chairman of the privately held, family-owned corporation.

Travel Lightly

The future of work: Pablo Pardo

We are, today, more nomadic as workers than we have been in a long time. Whereas in the past our work tools remained in the office after hours, we now travel with our tools—and can work from just about anywhere. When we do come together in a common space, we do so in open-plan environments that encourage a direct dialogue between workers.

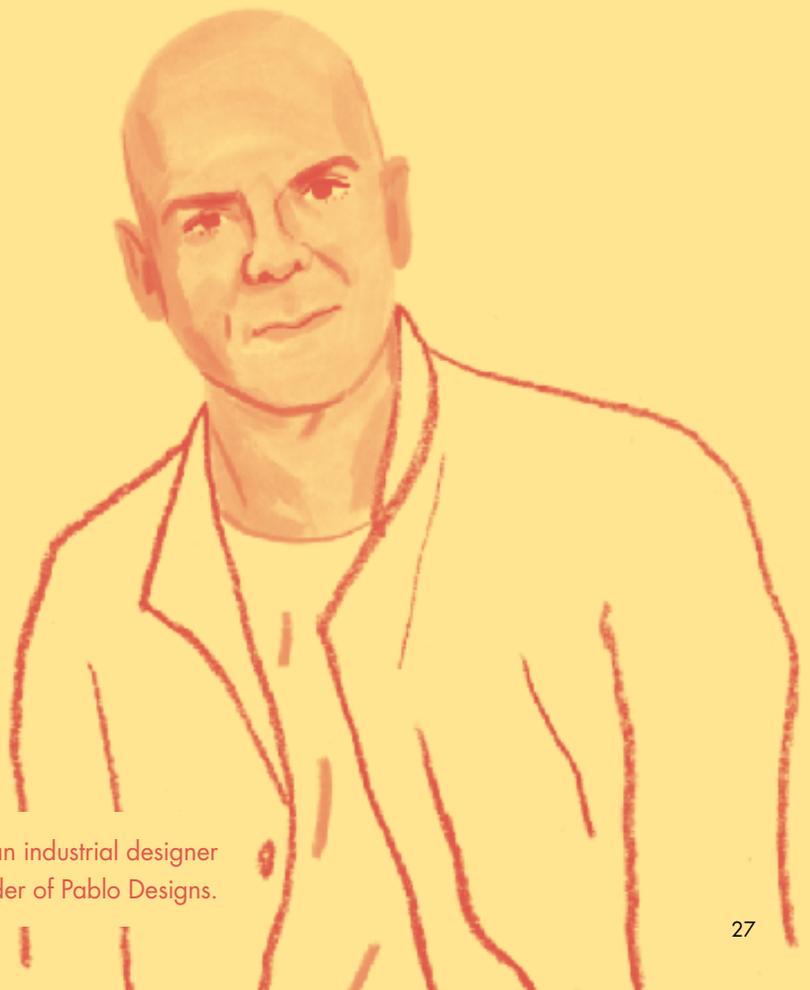
But there is a trade-off. An increase in communication between people coincides with a loss of personal space, as open-plan environments naturally gravitate toward packing more people onto a floor. Without our own individual space or tools, we aren't comfortable at work, and if we aren't comfortable at work, our productivity suffers.

We know we can't return to the cubicle solution, so how might we re-introduce personalization into the workplace? This is, in fact, already happening. Go into a WeWork office, and there are few hierarchical divisions and more hybrid spaces where people can sit and work on a temporary basis before moving on to another part of the room. The general feeling is more casual and homelike. Soon, this will be standard for all offices.

This movement toward “warming up the office” has a lot to do with enhancing the flexibility and efficiency of our workspaces while contributing to motivation and wellness. How we feel throughout the day affects our productivity and how we work with others. Workplace design will, in turn, learn to be responsive. All areas of the office, from furniture systems to lighting, will be much more attuned to our needs at any given moment.

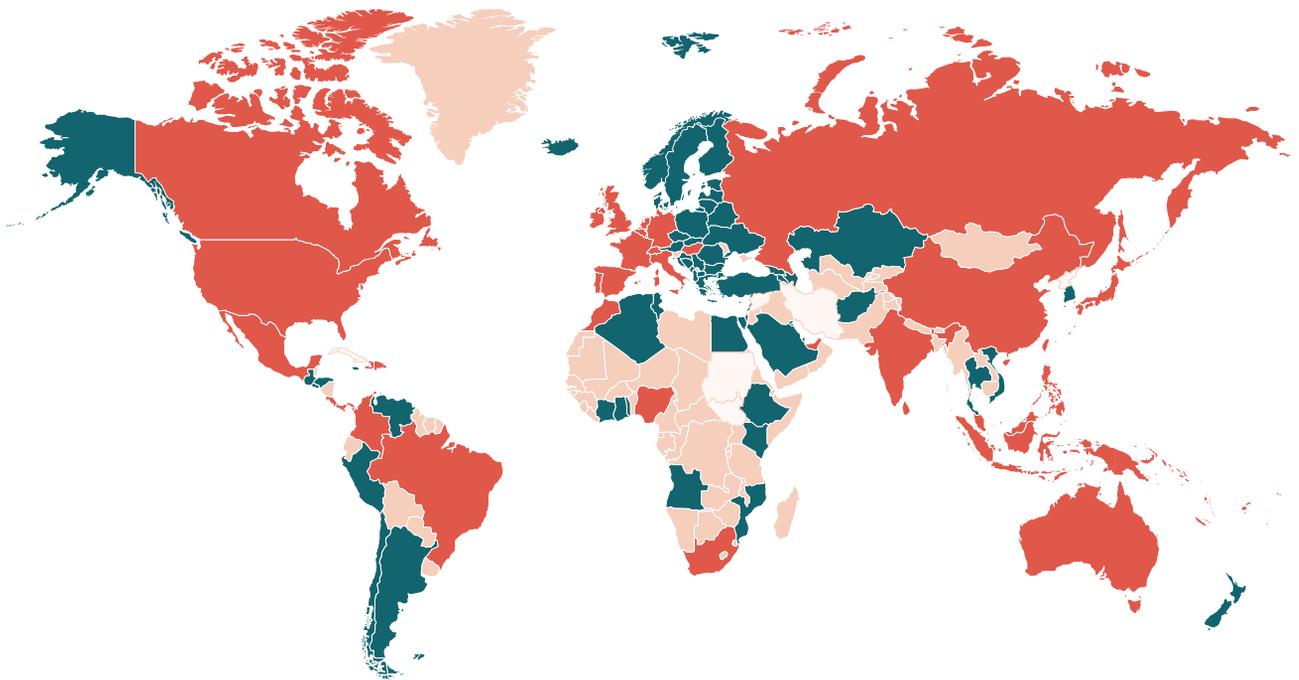
With regards to light, there will be moves toward capturing the character of natural light through specialized artificial lighting. That means a lighting product will be designed to follow our circadian rhythms and emulate the light outdoors.

All these products and design solutions will need to become increasingly flexible and mobile, as we move between the office and the home and everywhere in between.



Pablo Pardo is an industrial designer and founder of Pablo Designs.

Let's get in touch ...



 **Haworth presence**

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