HAWORTH

Applied Knowledge

SPACE APPLICATIONS

2023 · V 01.2

Haworth research investigates links between workspace design and human behavior, health and performance, and the quality of the user experience. We translate, share, and apply what we learn to inform product development and help our customers shape their work environments.

To learn more about Haworth's knowledge and other research resources Haworth can provide, visit Haworth.com.

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Before we make, we need to understand. In order to understand, *we research.*

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“The greatest change to work since the Industrial Revolution.”

– HBR

Applied Knowledge

The Experience of Work



Organizational culture, the intersection of values, assumptions, and artifacts unique to an organization, deeply influences the employee experience. Companies with healthy cultures intentionally design work environments that foster collaboration and innovation to increase productivity.

To learn more about organizational culture, visit Haworth.com > Knowledge > Research > Organizational Culture.

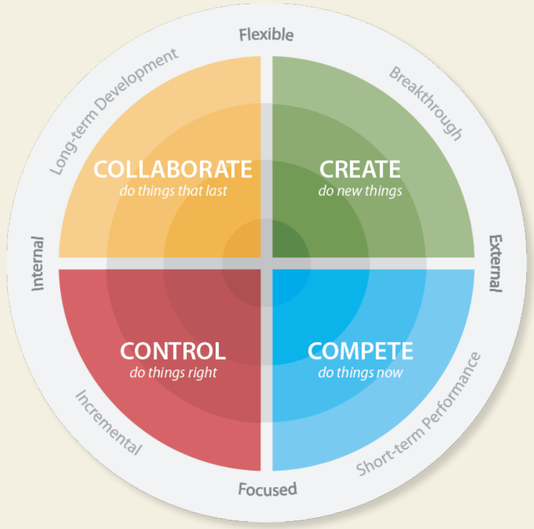
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Culture

APPLIED TO SPACE

Culture

The Competing Values Framework defines four culture types – Collaborate, Create, Control, and Compete.

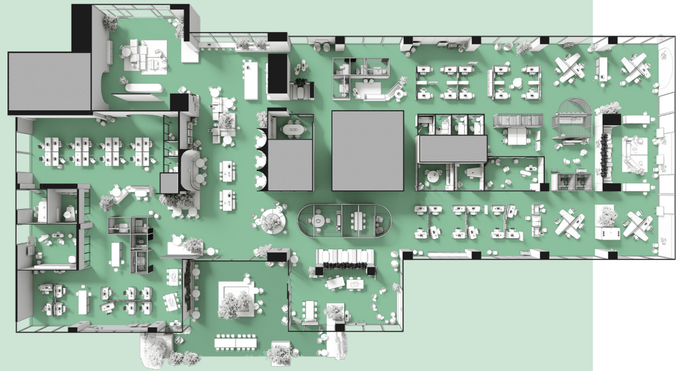


Collaborate

Do things that last

These organizations seek long-term development; they tend to be open, friendly, and sharing. They are relationship-oriented and value teamwork, participation, and consensus.





Create

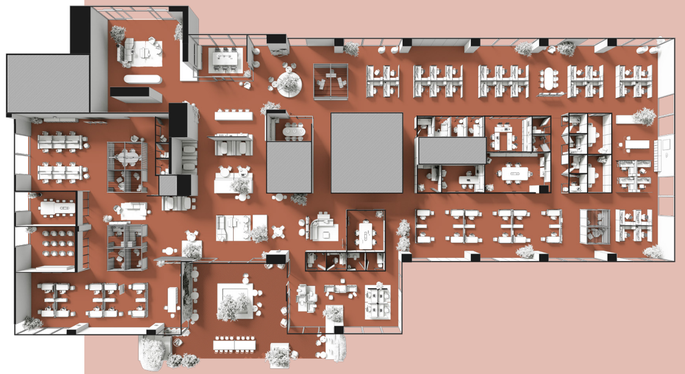
Do new things

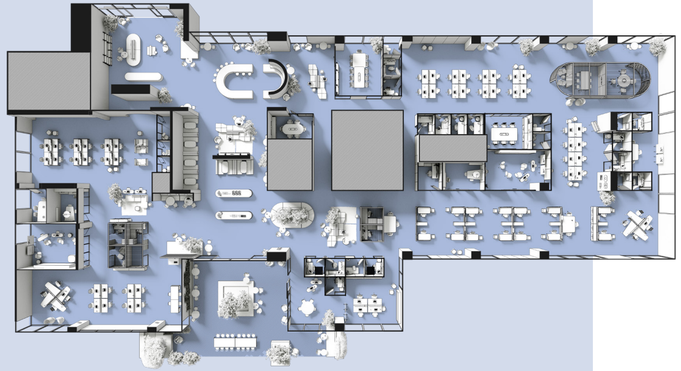
These organizations seek breakthrough innovation; they are dynamic, entrepreneurial, and creative. These organizations or groups are idea-oriented and embrace innovation, risk- taking, and being on the leading edge.

Control

Do things right

These organizations seek incremental improvement; they are more structured and formal. They are process-oriented, and success means efficiency, dependable delivery, standardization, smooth scheduling, and risk management.





Compete

Do things first

These organizations seek short-term growth; they are results-driven, competitive, and speed-oriented, unified by an emphasis on winning and reputation.

Collaborate Culture

The Collaborate Culture values developing relationships and building trust.

Their leaders are teachers, team builders, and mentors who strive to create sustainable organizations, but don't necessarily push for fast results.

Philosophy on Innovation Practices

- Developing effective relationships
- Building strong teams
- Focus on connection rather than results
- Creating a safe & nurturing environment

Overall Space Attributes

- Individual to group space ratio is low
- All about informal spaces
- Highly interruptible
- Keep workers connected - physically and virtually



> "We is greater than Me"
>
> - COLLABORATE CULTURE

Collaborate

SOCIAL / RESTORATIVE

Why This Space?

- Working lounge supports the serendipitous interactions
- Supporting groups and individuals socially and also in restoration

Key Attributes

- Access to daylight and views
- Proximity to beverage and food
- Part of the buzz
- Hospitality centric
- Variety for group size and individual needs





Create Culture

The Create Culture values idea generation and being on the leading edge of their industry.

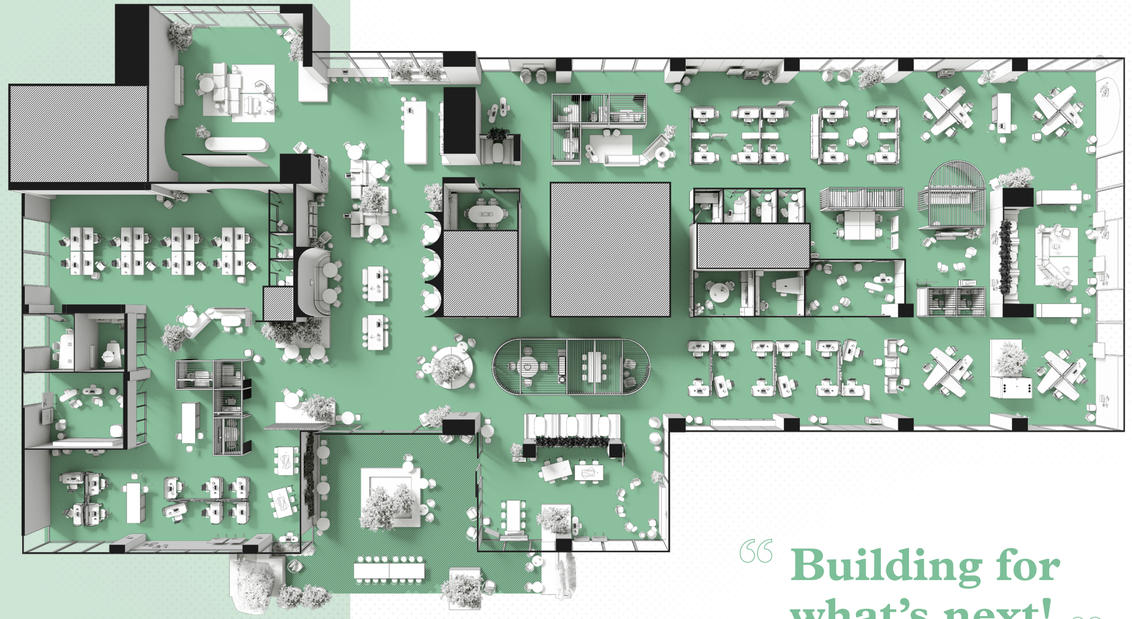
Their leaders are innovators, entrepreneurs, and visionaries who strive to create dynamic and creative organizations where agility supports their effectiveness.

Philosophy on Innovation Practices

- Idea generation and brainstorming
- Toggle between convergent and divergent tasks
- Embraces risk taking

Overall Space Attributes

- Inherently interruptible
- High need for externalization
- Dynamic space for quick pivots
- Equal parts focus and collaboration
- Less formal



"Building for what's next!"

- CREATE CULTURE

Create

GROUP TASK

Why This Space?

- The ability to toggle between convergent and divergent activities
- Supports creative problem solving
- Variety of externalization to help identify patterns

Key Attributes

- Whiteboards for brainstorming
- Mobility to support the ebb and flow of activities
- Informal
- Variety of tools to support various forms of collaboration





Control Culture

The Control Culture value clear direction, process control, and consistency of performance.

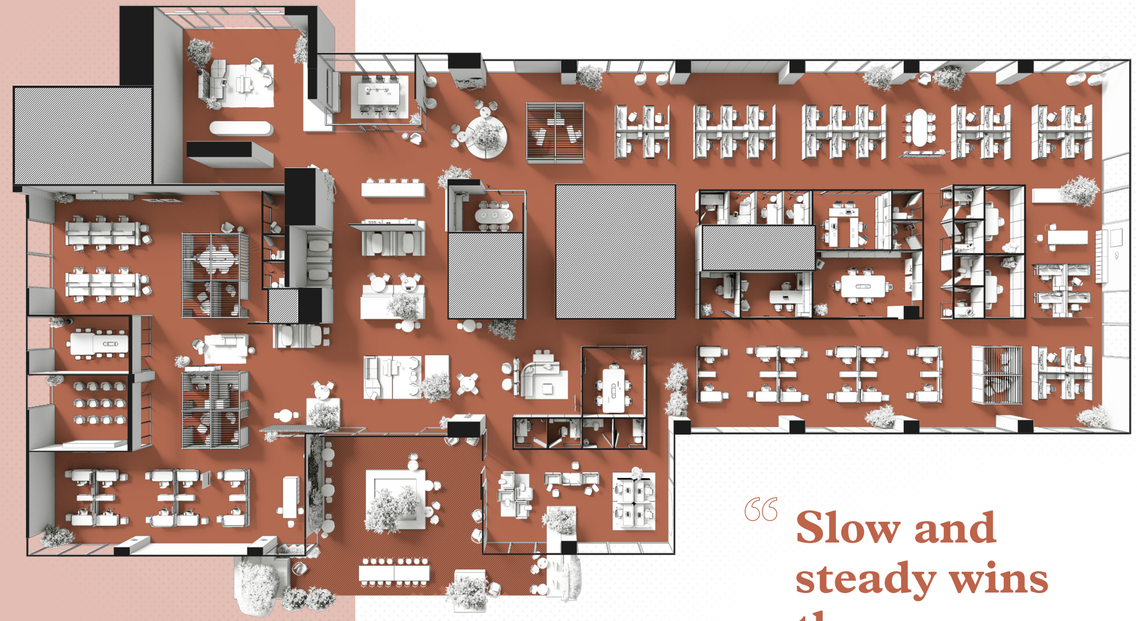
Their leaders are process-oriented, functional experts, subject matter experts who strive to create efficiency, dependable delivery, standardization and risk management.

Philosophy on Innovation Practices

- Incremental improvements
- Consistency and uniformity
- Timeliness and structured
- Utilizes internally generated information

Overall Space Attributes

- Settings are fixed and change only to improve efficiency
- Non-interruptible
- Groups are more formal
- Spaces are set by the organization
- Individual space is standardized



> "Slow and steady wins the race"
>
> - CONTROL CULTURE

Control

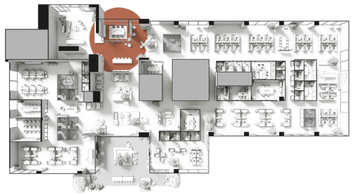
GROUP TASK

Why This Space?

- Supports access to information
- Scheduled spaces
- Formal to support structured interaction

Key Attributes

- Technology for information sharing
- Room booking
- Hierarchical setting
- Enclosed for less interruptions





Compete Culture

The Compete Culture values quick assessments, competition, and completing task quickly.

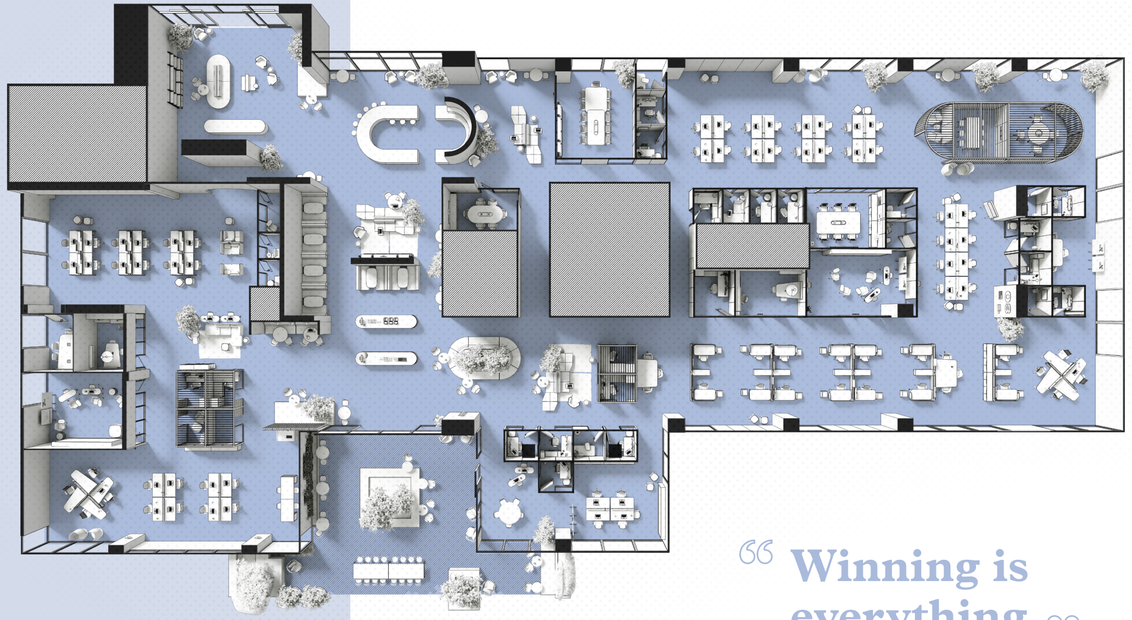
Their leaders are strategic, producers, and hard drivers who strive for achieving goals, gaining market share and increasing profitability.

Philosophy on Innovation Practices

- Aggressively competing
- Customer and market focused
- Results driven
- Speed oriented

Overall Space Attributes

- Easily accessible
- Levels of privacy – both visual and acoustical
- Support quick connections – formal and informal



> "Winning is everything"
>
> - COMPETE CULTURE

Compete

INDIVIDUAL TASK

Why This Space?

- Close proximity to focus touch down spaces
- Encourages spontaneous connections
- Quick reference to team information

Key Attributes

- Assigned to team not individual
- Space for embedding and externalization
- Open plan for quick access to team members
- Activity-based planning to support activities





Haworth's global research team has distilled the reasons we meet into four primary activities: Inform, Do, Think, Connect. When spaces are designed for collaboration, people feel valued for their input and unique perspective.

To learn more about collaboration, visit Haworth.com > Knowledge > Research > Collaboration.

To order printed Collaborative Mode cards, visit Swag.Haworth.com.

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Collaborative Modes

APPLIED TO SPACE · COLLABORATE CULTURE

Collaborative Modes

Collaborative Modes support different ways people work together and share information. Regardless of culture type, all modes need to exist to reach an organization's goals.

Inform

For presentations, visualization of a single topic, hosting a speaker, sharing, or group meetings

Connect

For collaboration, face-to-face interaction, impromptu and informal gatherings

Do

For specific tasks, tackling a single topic, time-sensitive tasks, driving to solutions, multi-way communications

Think

For interaction, creativity, discussion on several topics, continuous feedback, driving to solutions, multi-way communications



Mode: Inform

OPEN COLLABORATION

Why This Space?

- Open to all to collaborate
- Technology to connect others and share information
- Hospitality centric – inviting all to participate
- Informal and residential

Key Attributes

- Little to no enclosure for access to all
- Flexible furniture to adapt to group size
- All participate equally
- Very inclusive, little to no barriers to participate



Mode: Connect

WORK CAFE

Why This Space?

- Focus on connection and collaboration
- Intentionally technology-free zone
- Residential feel that's emotionally rich and inviting

Key Attributes

- Variety of ways to connect and interact
- Access to food and beverage
- Opportunity to support various group sizes
- Ability to expand each space to include others
- Access to nature and biophilic elements – to balance the tech interaction with human interactions



Mode: Do

PROJECT ROOM

Why This Space?

- Use of analog and digital work tools
- Team artifacts are just as important as the work
- Everyone is welcome
- Residential and flexible to accommodate a variety of individuals and activities

Key Attributes

- Welcoming and hospitality centric
- No hierarchy
- Virtual connection equity for remote employees
- Flexible / movable furniture to support the fluidity of collaboration





Mode: Think

BRAINSTORM SPACE

Why This Space?

- Brainstorming is a group activity
- Access to long view support strategic thinking
- Open to a variety of group sizes and participants
- Everyone is welcome

Key Attributes

- Views to the outside or long distances
- Open for less restricted thought processes
- Support divergent activities
- Vertical space for embedding and externalization
- Inviting to all participants
- Less enclosure





Affordances are cues that help the occupant understand the workspace on physical, emotional, and cognitive levels.

To learn more about the Affordances framework, visit Library.Haworth.com and use the latest video that was shared at the sales meeting.

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Affordances

APPLIED TO SPACE · COLLABORATE CULTURE

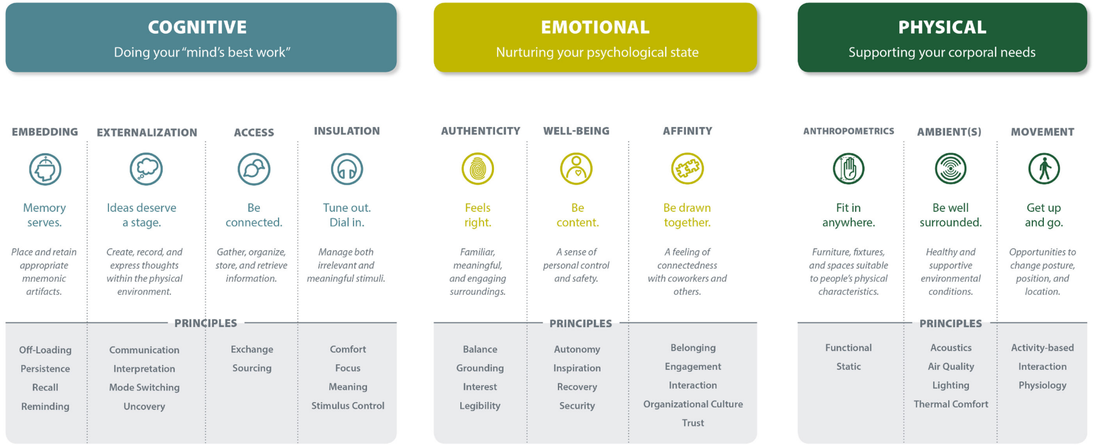
AFFORDANCES

THE WORKER / WORKPLACE RELATIONSHIP

Why Affordances Matter

The workspace is much more than a container for people. And it's much more than a tool used to perform a task. A well-designed workspace participates in performing the task, enabling optimal human performance – ***cognitively, emotionally, and physically.***

Our studies have identified 10 core affordances vital to human performance in any workspace. When applied appropriately, they help create the conditions that allow people to do their best work.



Cognitive

Doing your "mind's best work"

Cognitive Affordances help people do their mind's best work – Embedding, Externalization, Access, and Insulation.

Principles to Include

- Different layers of **insulation** manage stimuli – both irrelevant and meaningful
- Analog tools support **externalizing** ideas for better communication
- **Accessing** information is a constant - sourcing from digital tools as well as the exchange between colleagues.





Emotional

Nurturing your psychological side

Emotional Affordances, which nurture a person's psychological state – Authenticity, Well-being, and Affinity

Key Affordances to Consider

- Natural elements balance the ever present digital experience and bring a level of **authenticity** to the space
- Access to the outside, or views to it – are a quick way to support **well-being** when mentally fatigued
- Casual settings support connecting with coworkers and promote **affinity** to others and the environment



Physical

Supporting your corporal needs

Physical Affordances which support the body's needs—including Anthropometrics, Ambient(s), and Movement.

Key Affordances to Consider

- Adjustable workpoints support the varying **anthropometric** needs of users
- Carefully placed lighting supports healthy **ambient** conditions
- Activity-based planning supports opportunities for additional **movement**





The Hybrid Space Calculator is used as part of the Haworth Hybrid Workshop where our Workplace Strategy Team leads customers through the process of possibilities and helps to balance the new workplace.

To learn more, contact Brad Burrows at Brad.Burrows@ Haworth.com.

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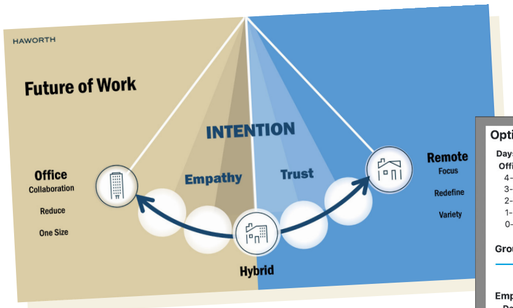
Hybrid Space Calculator

Hybrid Space Calculator

Driven by strategy, the Hybrid Space Calculator is a Haworth proprietary tool that quantifies hybrid work while balancing workers' preference for hybrid work.

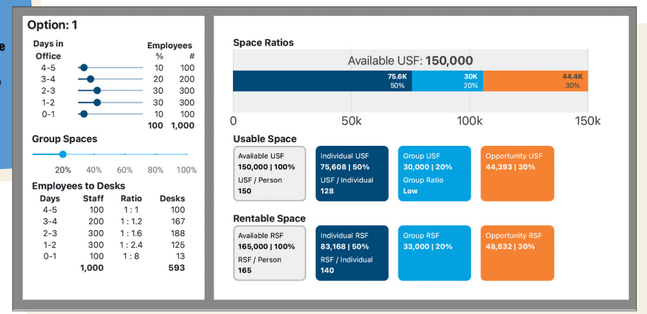
Through Haworth's Hybrid Workshop, the hybrid calculator empowers leaders to quantify the appropriate size of the workplace while balancing the employee's preference for hybrid work. In this workshop, the Workplace Strategy team helps organizations understand that hybrid work is nuanced, and empowers companies to create well-balanced workspaces. By quantifying when people will be in the workplace, the real-time calculator determines the proportion of individual and group workspaces being used. Seat sharing ratios then show how your organization can save space through an agile workplace strategy that supports the hybrid workforce. Finally, the strategist use the tool explores various hybrid and real estate space options for saving space to reduce costs, and examines how space can be leveraged to support users and attract employees back to the workplace.

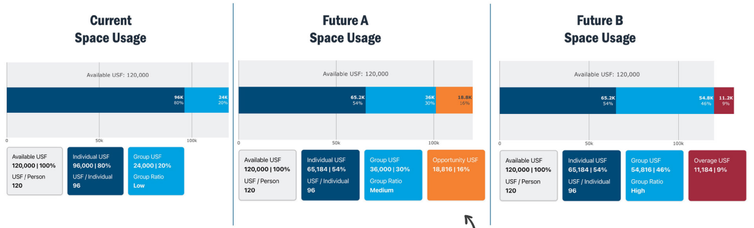
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The Foundation for Hybrid Work Success

2 **Hybrid Space Calculator – Defining the "What"**





3 **Hybrid Space Calculator Comparison**



4 **Hybrid Work Solutions**

To learn more about all topics related to the Business Fingerprint, visit the research section on Haworth.com. Additional resources can be found on the Haworth Library.

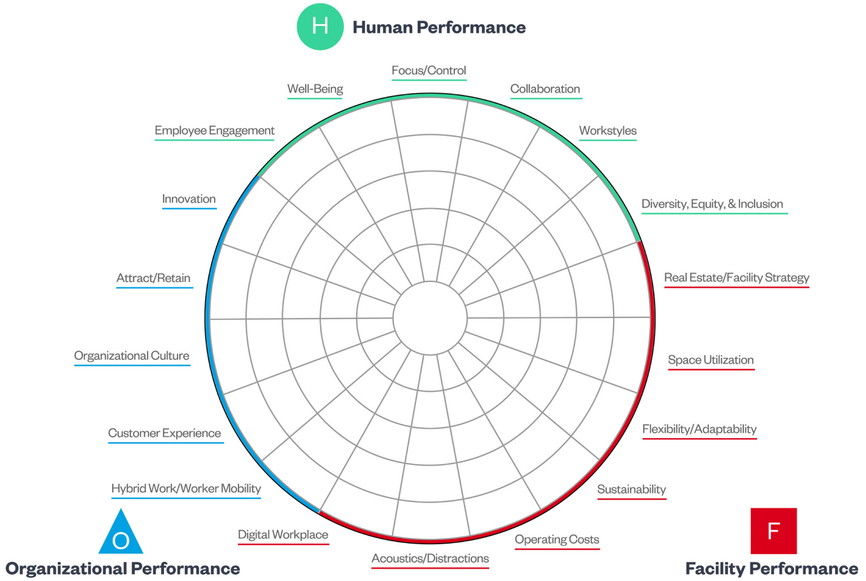
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Business Fingerprint

Business Fingerprint

The 18 topics in the business fingerprint are what we have found to be top drivers for customer projects.

Identifying which drivers are most important to the customer helps determine what knowledge, idea starters and other resources will be more influential and informative for that customer. Understanding these drivers will also help determine which performance is important for a project – Human, Facility, or Organizational.



The quality of your workspace, can make or break the “experience of work”

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