

Realising Smartworking®

Creating more successful, open plan, collaborative workspaces.



SW Research & Insight identifies three key ideas

1. The rise of the 'liquid workforce'
2. Privacy | Permission | Proximity
3. Control | Stimulus | Rejuvenation

1. The rise of the 'liquid workforce'

The migration from a workplace of fixed technologies and personal desks to one that's non-assigned and collaborative has sped up over the last five years. And with the move to save costs by shrinking space, more diverse, multi-faceted office spaces offering multiple options for work settings are emerging.

As the 'office' gradually becomes decentralised, the space we are each allocated is shrinking – from 230 square feet (21 sq m) per employee a decade ago to just 135 square feet (12.5sq m) today.

The shifting balance between technology, people and workspaces is helping enterprises to reconfigure themselves to adapt rapidly to any change or disruption, helping to create what Accenture has identified as a change-ready, 'liquid workforce'.

"This is a response to today's market where to remain competitive, companies must look beyond simply updating skills. To drive change, they need to express their agility at each level of business – in their skills, projects, and organisation. By embedding the assumption of constant change across an enterprise, companies can access critical skills sooner, innovate faster, and operate more effectively."

"This digitally powered workforce isn't just changing what businesses do; crucially, it's changing how they do it."

"The liquid workforce" is rapidly becoming the new normal for how businesses organise themselves. Traditional methods cannot keep up with the pace of change in the digital age and forward-thinking businesses are already beginning to learn that their workforce strategy has the potential to be a major competitive advantage." Accenture

As work typologies expand, Orangebox is being tasked with equipping increasingly complex work settings in which it's project critical that each space delivers the appropriate furniture mix for the desired way of working.

Today's seamless blend of team space and personal space allows us to remain productive while moving effortlessly between spaces throughout the workday. Most of us now work within an environment in which we are constantly on view, not only in the physical space, but also, increasingly, in real time digital space, via presence-sensing technology. Within such environments, achieving a sense of personal privacy becomes an ever more important workplace attribute.

Smartworking creates workspaces that respond to these rapidly changing needs and conditions, featuring furniture designed to enrich, enhance and streamline our working lives.

Clearly, the rules have changed. It's now about connecting people, not furniture. Creating spaces that promote productivity and effortless engagement, flexibility and flow.

At Orangebox, we believe that the most effective spaces remove barriers, provide privacy, bring people together and help us to be more engaged. Places that allow you to work collaboratively, privately, or however you choose, whenever you want.

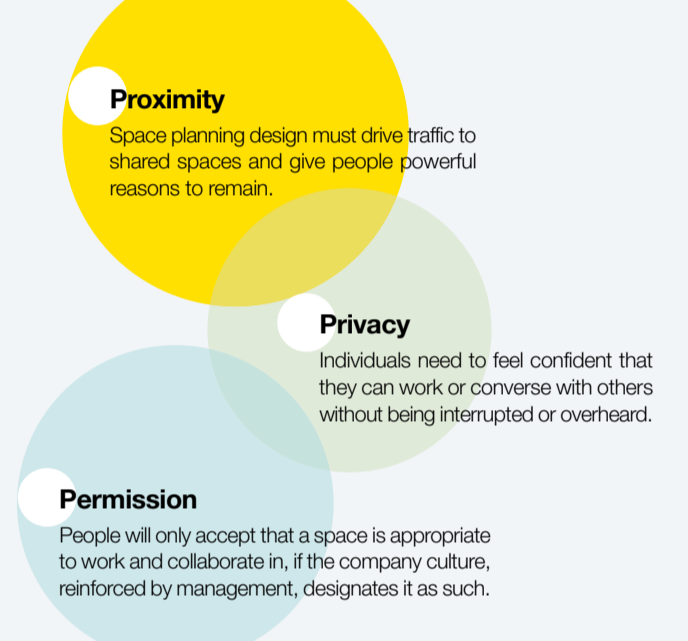
Product solutions for connecting people.

* Accenture Liquid Workforce: Building the workforce for today's digital demands. Accenture.com/technologyvision 2016

2. Proximity, Privacy, Permission

At Orangebox, we've become increasingly aware of how invaluable research is in the development of successful client environments.

Research identifying proximity, privacy and permission (the three P's) as being fundamental to the success of collaborative environments has had a profound impact on workplace design. And getting the balance between the three P's wrong can turn a well-meaning attempt at fostering creative collaboration into a frustrating lesson in unintended consequences.



Anne-Laure Fayard & John Weeks Harvard Business Review July-August 2011

3. Control, Stimulus, Rejuvenation

Recent neuroscience research has identified three basic modes of attention that are helpful in workspace planning: control, stimulus and rejuvenation. The switch between these three modes, and between focused personal work and collaborative teamwork, requires different settings or typologies.

Controlled Attention
This is when we need to think deeply and with undivided focus, such as when reading or writing complex documents. To do this we need to block out what's going on around us, excluding all other stimuli.

Stimulus-Driven Attention
This is when we allow ourselves to switch attention easily from one task to another. We may, for example, be writing a simple document while dealing routine tasks such as answering emails and accepting meeting invitations.

Rejuvenation and Reflection
Rejuvenation is when we seek periodic respite from concentrated work. We may want to engage in conversation, which can happen equally well within a socially engaging space or a quiet space, depending on personal preference and work setting culture.

Balancing 'We and Me' Christine Congdon, Donna Flynn and Melanie Redman Harvard Business Review October 2014



Migrating from fixed deskling to a shared collaborative workplace, through three space planning scenarios.

This office space plan (right) of 3685 sq m (30,665 sq ft) migrates from a contribution of 40% Smartworking® products through to 55% and finally to 72%, with the balance changing from a predominantly fixed 1800 x 900mm personal desk environment (with free additional work space) to a more collaborative space.

Non-assigned personal workspace becomes the norm, with built-in architectural meeting rooms being replaced with the more flexible Air³ system, and standard personal storage lockers being distributed throughout each zone, as illustrated.

As the chart (overleaf) illustrates, the more a space migrates away from a fixed desk landscape towards an 'away from the desk' Smartworking® landscape, the more room is freed up for team-centric complementary products. These include meeting and personal pods, team and personal booths, media tables, shared worktables, open collaborative set-ups, lounge workspaces, café spaces and personal storage lockers.

The office space, which originally focused on the needs of a workforce of 540 and offered a good density of additional work/meet provision (much of it within built-in architecture), now offers an expanded choice of open, semi-open and fully enclosed collaborative team facilities for a workforce of 750+. Many more workers are able to be productive within the same footprint and in a more engaging, diverse furniture landscape that's appropriate to our new collaborative technology workplace. Alternatively, the original workforce of 540 could work more effectively within a much-reduced Smartworking-enabled footprint, freeing up space for sub-letting or other purposes.

And, with each of the furniture setups able to be changed, moved and reconfigured as and when needed, the new workplace enables the organisation to be much more flexible and agile.

Plan 1 – Creating a work environment for a minimum of 570



Plan 1 illustrates a light-touch introduction of Smartworking®, where the Air³ Pod complements built-in meeting rooms, particularly for the creation of private study booths. AftD is used in open adjacent spaces, where the first non-assigned personal worktables are also positioned.

Meeting booths are created with both AftD and Cwtch products (some technology-enabled) and diverse ancillary products such as Lano, Workday and multiple Network Landscape pieces complete this Smartworking® environment.

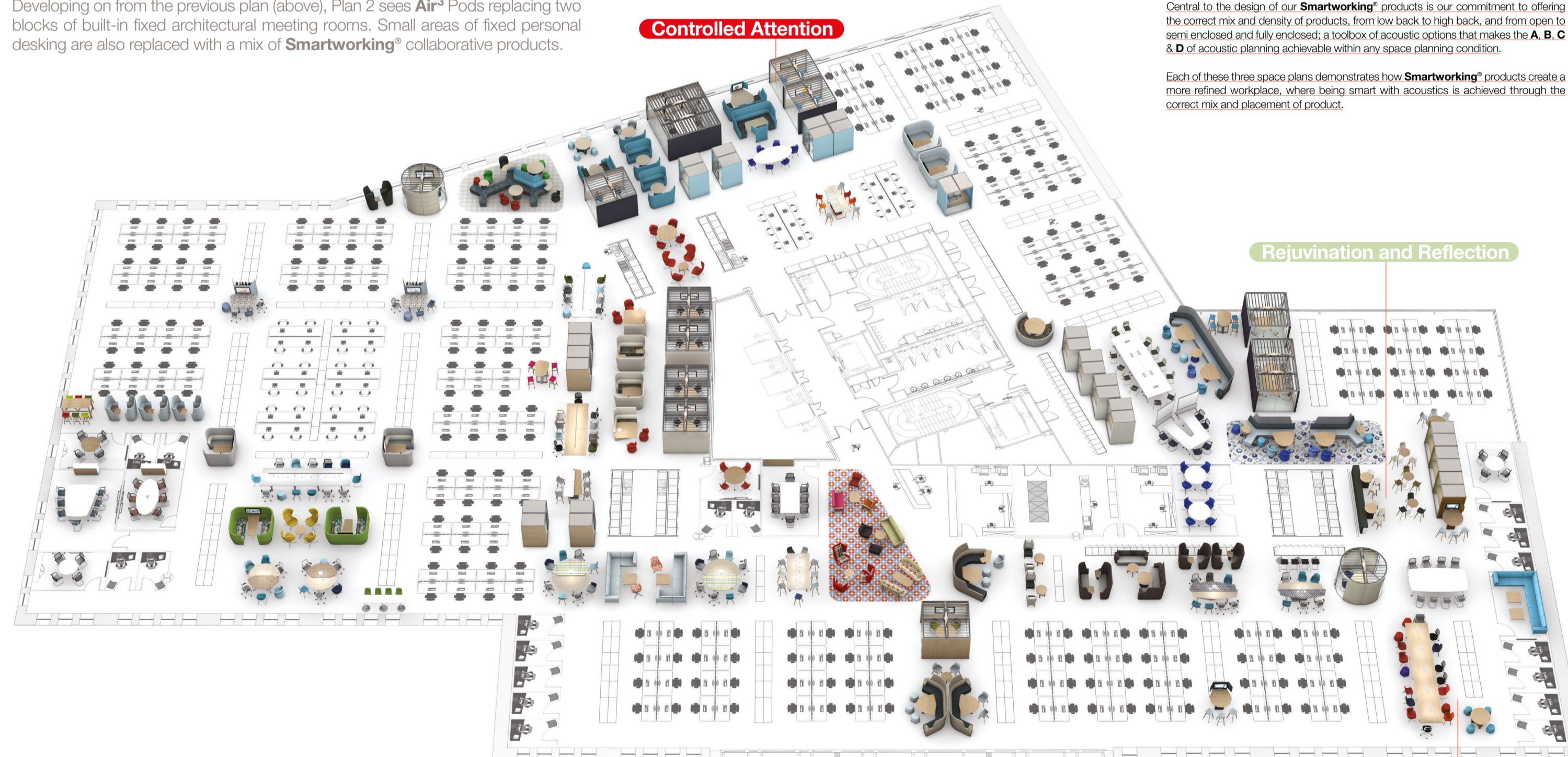


Product solutions for connecting people.

Plan 2 – Creating a work environment for a minimum of 610



Developing on from the previous plan (above), Plan 2 sees Air³ Pods replacing two blocks of built-in fixed architectural meeting rooms. Small areas of fixed personal deskling are also replaced with a mix of Smartworking® collaborative products.



Note: Floorplans are designed as graphic representations of our Smartworking® portfolio and not as legal floorplans that adhere to building and fire regulations.

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Being Smart with Wellbeing

Within Orangebox, we run an extensive program around WWW (wireless well working) to articulate the reasons why wellness is now positioned at the centre of effective workplace development discussions.

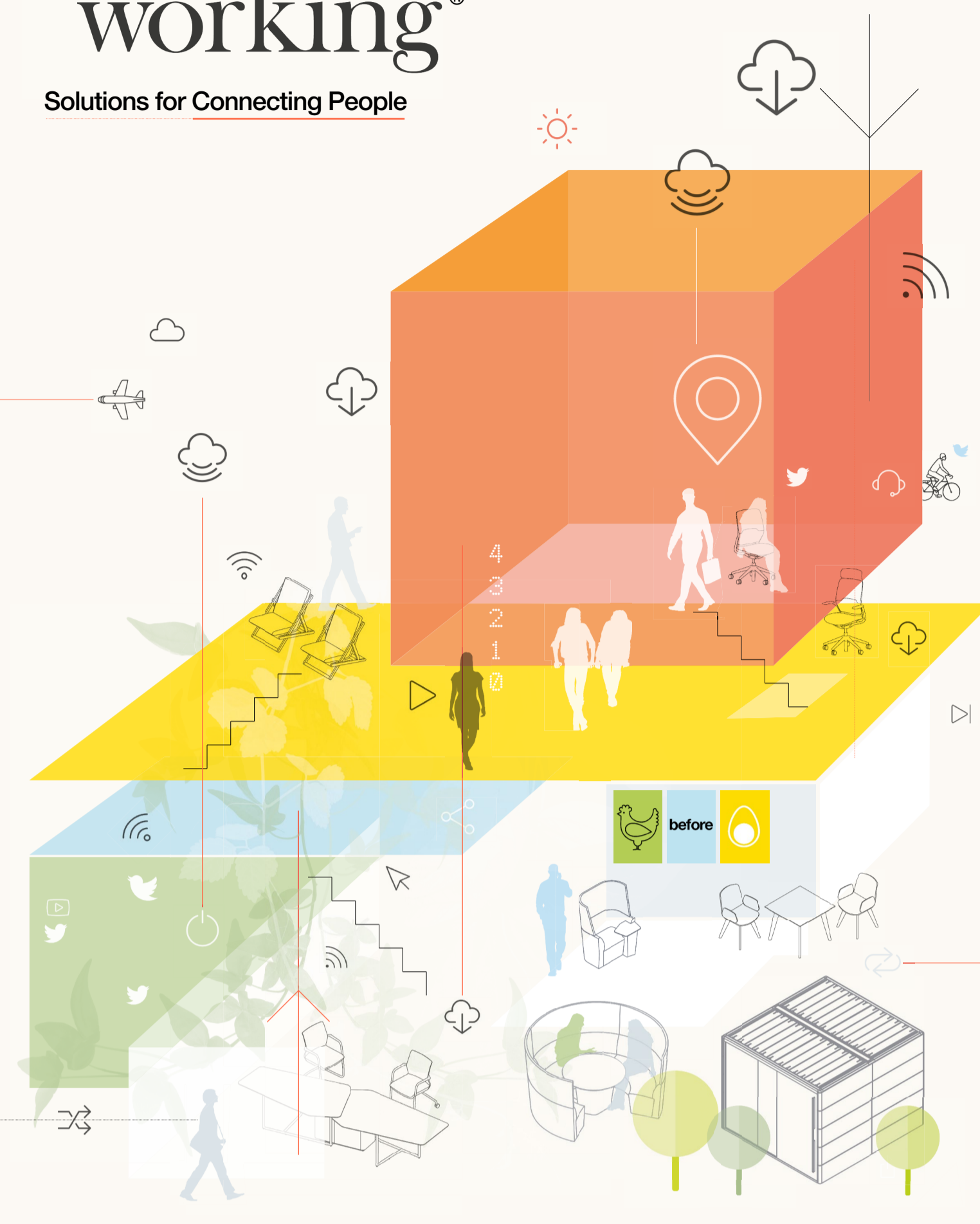
WWW reports on our millennia of evolution and illustrates that the way we've inhabited our workspaces previously is accelerating us, increasingly towards ill health. Alternatively, by being mindful to wellbeing, this helps us design and maintain more effective, productive work environments that aim to keep our critical human faculties in greater harmony and health.

Jim Taylor as Head of Wellbeing at Orangebox runs continuous workshops and seminars within the Orangebox network and speaks globally at conferences, focussed on making healthier, more productive workspaces.

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Solutions for Connecting People



Activity Settings / Ad Hoc Informal / Café Workspace / Camp-site / Cell / Cloister / Clubhouse / Combi-Office / Community Shed / Concierge Services / Den / Fortress / Hive / Hotelling / Mission Control / Multiple Workspaces / Neighbourhood / Touchdown / Village Store / War Room / Zoning /

Over a decade ago with a seminal book published by DEGW, identified all of the above as important emerging trends. Together, they were recognised as contributing towards a new workplace typology: the 'Distributed Workplace' (now called the Collaborative Workplace), featuring diversity, agility and the matching of work activities to 'workspaces'. DEGW also predicted the rise of the e-economy (now known as the Gig Economy), which is today's hot topic.

So much great research and intelligence has emerged since then, with concepts such as campsite, clubhouse, village store, cloister, community, shed and touchdown helping us formalise our nuanced understanding of our new workplace needs.

With so much information at our fingertips and a much deeper understanding of how the new workplace functions, maybe it's now time to relax and be a bit more confident and stop projecting abstract ideas onto things. That's why at Orangebox we no longer talk about touchdown or hotelling, but instead talk about meeting and personal pods, meeting booths, worktables, media tables, lounge spaces etc.

Discussing concepts such as nomadic workstyles, explaining different types of work activities and detailing the multi-layered reasoning behind our designs used to be critical to helping our clients and other audiences understand what Orangebox is all about. These days, however, a visit to one of Orangebox's interconnected global workplaces communicates our philosophy and purpose perfectly.

This diverse portfolio of Smartworking® products is aimed at facilitating an easy mix and balance of open and private work areas, which coexist with ease and are intuitive to use, enhancing the overall workplace.

Today it's about creating connections between people, not furniture. And about spaces that promote productivity and effortless engagement, flexibility and flow.

At Orangebox, we believe that the most effective spaces remove barriers, provide privacy, bring people together and help us to both focus and be more engaged. Places that allow us to work collaboratively, privately, or however we choose, whenever we want.

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The trend of describing contemporary office buildings as campuses reflects the migration towards Smartworking®, neatly suggesting the diversity of settings, multiplicity of disciplines and ability of users to fluidly navigate their environment and work both collaboratively and independently that's typical of universities.

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72% Smartworking® 25% Personal Desk 3% Enclosed Space

The full potential of Smartworking® is realised in Plan 3, with most of the fixed meeting rooms now replaced with Air³. Collaborative worktables replace further blocks of personal desking, complemented with AftD and Network Landscapes to complete the collaborative Smartworking® workspace. Distributed throughout all the spaces are multiple examples of two, four or six-person semi-open and more enclosed booths/banquettes, some of which are media-enabled.

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As the three layouts migrate from 40% Smartworking® to 72% Smartworking®, the same space is able to facilitate an increase in occupancy of up to 50%.



	Plan 1	Plan 2	Plan 3
fixed			
Personal Fixed Desks	348	296	216
Enclosed Meeting Rooms	90	52	20
Enclosed Study Rooms	22	18	7
non-assigned collaborative			
Worktables*	60 (150)	76 (190)	196 (490)
Acoustic Pods	22	56	76
Personal Pods	8	16	20
Meeting Booths/Banquettes	64	100	166
Open Collaboration	60	60	68
Media Tables	9	9	28
Project Space	-	32	32
Meeting Tables	36	58	58
Lounge	16	26	54
Café	24	24	24
Personal Storage	-	208	280

* Non-assigned worktables are calculated at the current industry standard of 2.5 per space. As a workspace migrates towards a more non-assigned Smartworking® environment, the more complementary teamcentric products (enabled by personal lockers) become viable work areas. These numbers are calculated from assigning a realistic density for each furniture set-up, not all are assumed at full occupancy.

Smartworking® typologies

We think it's time to relax and be a bit more confident, working with the names of what our furniture does rather than using metaphors. That's why we no longer talk about touchdown, clubhouse, cluster or hotelling, but instead refer to meeting pods, booths/banquettes, worktables, media tables etc.

Why a more diverse workplace is a smarter and more successful workplace.

Extensive recent research tells us that diversity over conformity is 'gist to the mill' of increased productivity and job satisfaction. An intriguingly titled HR publication, *Diverse Teams Feel Less Comfortable – and That's Why They Perform Better*, reported that we're all prone to the power of the 'fluency heuristic'. (In other words, we learn better in a hands-on way, preferring information that is processed more easily.) It seems, however, that, despite all the evidence, 'homogenous teams just feel more effective.' There's also a belief that diverse teams breed greater conflict than they actually do, bringing these biases to light may give us better ways to combat them.

"If leaders can recognise that the debate and unfamiliarity that come with diversity are an important catalyst for creativity and deep thinking, they will invite it and celebrate it. And, very likely, the organisation – and everyone in it – will reap the rewards."

HR Diverse Teams Feel Less Comfortable – and That's Why They Perform Better

"We live in a deeply connected and global world. It should come as no surprise that more diverse companies and institutions are achieving better performance. Most organisations must do more to take full advantage of the opportunity that diverse leadership teams represent. That's particularly true for their talent pipelines: attracting, developing, mentoring, sponsoring, and retaining the next generations of global leaders at all levels of organisations. Given the higher returns that diversity is expected to bring, we believe it is better to invest now, since winners will pull further ahead and laggards will fall further behind."

McKinsey & Company Diversity Matters 2015

"Diverse teams may also change the way that entire teams digest information needed to make the best decisions. In a nutshell, enriching your employee pool with representatives of different genders, races and nationalities is key for boosting your company's joint intellectual potential."

Creating a more diverse workplace will help to keep your team members' biases in check and make them question their assumptions. At the same time, we need to make sure the organisation has inclusive practices so that everyone feels they can be heard. All of this can make your teams smarter and, ultimately, make your organisation more successful, whatever your goals."

HR David Rock and Heidi Grant 2016

"For today's employees, the feeling that they work in an inclusive and diverse workplace has become as important as their pay or benefits. This creates an important sense of kinship among colleagues."

Cracker's What's New for HR in 2017?

We are at the beginning of new workplace diversity, with full-time permanent employees increasingly working side-by-side with freelancers, and organisations reporting on the benefits of more flexible learning. As more companies hire on-demand to solve key problems and reduce costs, more freelancers and full-time workers will need to work together within the blended workplace. And, with both freelancers and full-time employees now working at multiple locations, the ability to manage 'without borders' will become a new default setting.

Meeting Booths / Banquettes

Booths/banquettes are key to achieving the correct mix and balance of work settings within Smartworking® spaces, helping to create and define boundaries between adjacent/different work areas, and enabling tighter touch cafe/kitchen areas to work in more diverse open plan spaces.

The diversity of their designs and degree of openness facilitates spontaneous meetings, while providing overleaf workspaces for busy periods. Their semi-enclosed profile provides comfortable workspaces when more discretion is required.

Acoustic Pods

Acoustic pods provide meeting rooms of various sizes that can be positioned and repositioned wherever they're needed, within any open space, doing away with the need for fixed meeting rooms that can't be changed. The pods provide private workspaces with refined acoustic privacy, and can also be a useful way to control space and separate different work zones.

Through these floor plans we illustrate four types of the Air³ system in seven basic configurations, used either individually or in combination.

Open Collaboration

Open Collaboration complements booths and banquettes. This more open and inclusive furniture typology is communally focused, aimed at encouraging and supporting both impromptu meetings and more structured team-centric collaborative work. Depending on the furniture chosen, these spaces can work at both an intimate or a more expansive scale.

Permission

Proximity

Personal Storage

As layouts migrate away from fixed personal desks towards shared, collaborative workspaces, personal storage becomes a key furniture component. Within this layout, three banks of storage are positioned next to the shared worktable spaces, providing 280 lockers of varying sizes.

Worktables

Worktables form a rapidly expanding typology within Smartworking® spaces, one that's fundamental in facilitating the move away from the personal desk towards shared spaces.

Non-assigned worktables make it easier for organisations to provide a rich diversity of working spaces, contributing to the creation of more comfortable and inclusive environments. This aids the migration from a static, hierarchical structure to one that's more collaborative, networked and inclusive.

Within Smartworking® the expanding range of worktables now includes Lane, Library, B.A.E. and Fielding through a rich diversity of specification options. From single units for four to six people, at both work and café height to the larger team options which are able to accommodate up to twenty.

Meeting Tables

Smartworking® offers a wide diversity of meeting tables, from small tables aimed at facilitating quick and spontaneous conversations with colleagues, to large-scale formal tables for meetings and presentations.

An important attribute of Orangebox Smartworking® tables is their diversity. Smartworking® tables might have a hand-made aesthetic or a highly refined tabling system, and the specifics of their design, attitude and material mix make them suitable for a wide range of different scenarios, from casual to formal.

Lounge

As the research highlighted on the poster reports, the ability to be able to easily 'Relaxivate & Reflect' is critical to successful high performance workplaces.

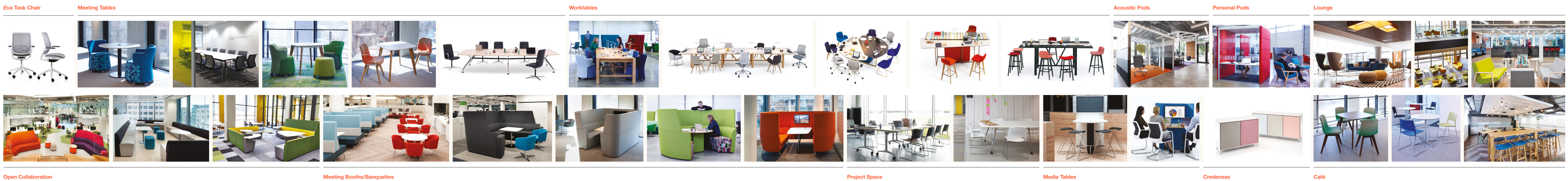
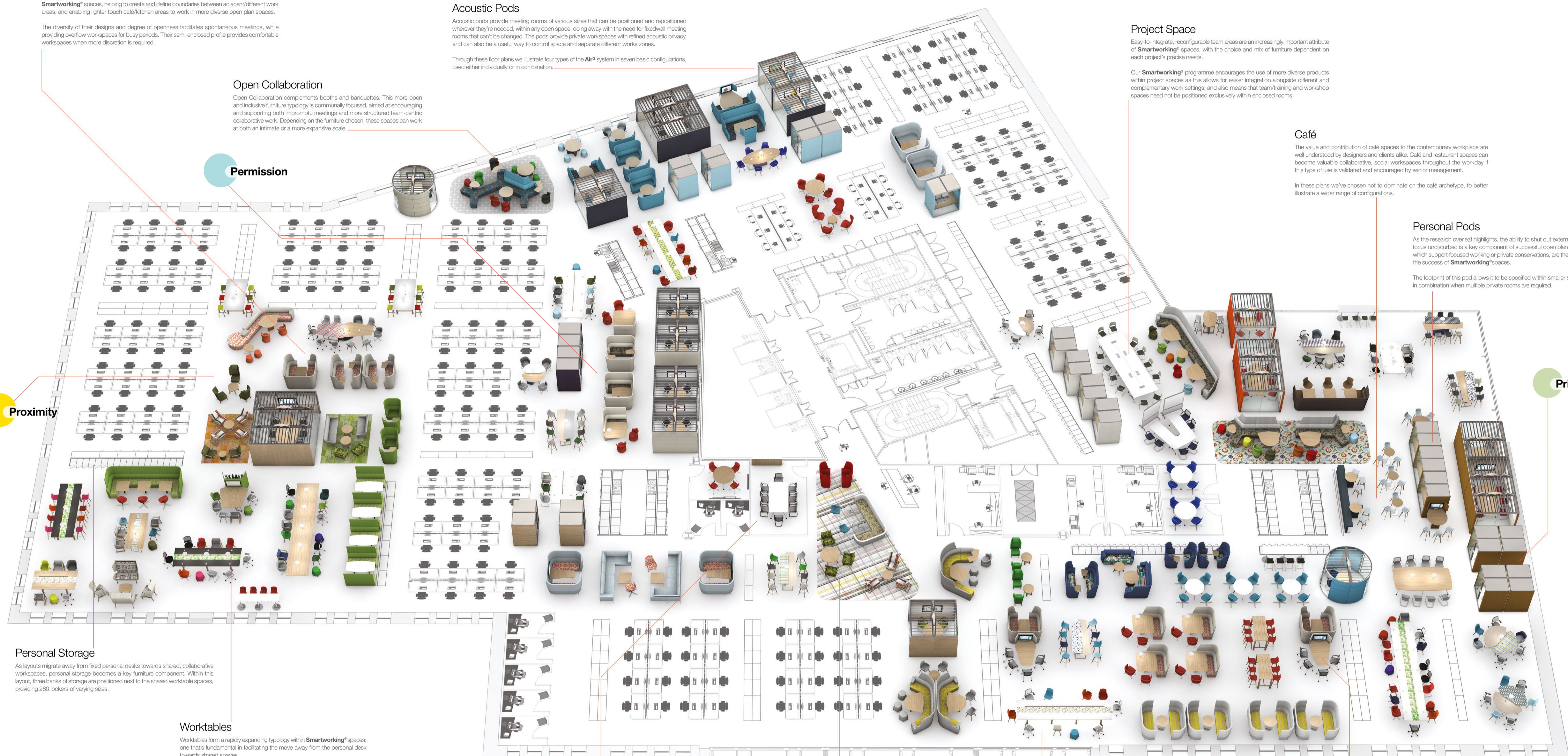
As illustrated throughout these plans the definition of lounge is expansive, from welcoming guest areas to playful, more relaxed working spaces that can be easily set within diverse work settings. The diversity of our Smartworking® products gives our clients the ability to tailor lounge spaces to reflect their cultural and brand values.

Smartworking® Seating

Smartworking® seating means both 'light touch' task seating and our expansive range of chairs, ranging from upholstered backless armchairs and handmade wooden chairs to more system-based family product groups. This diversity makes it easier to create a more casual, less hierarchical environment.

Media Tables

Media tables offer an alternative to semi-enclosed booths when the work being discussed isn't confidential. Available at both work and café heights, media tables encourage more spontaneous meetings thanks to their ease of use, immediacy and plug/play screen-sharing technology. Available in a range of sizes, from small to large, media tables can be positioned within multiple locations and are a valuable component of Smartworking® spaces.



Open Collaboration Meeting Booths/Banquettes Project Space Media Tables Credenzas Café