the new workplace tool
### WANT
- attract
- improve collaboration
- campus feeling
- green

### MUST
- maintain high office ratio (40%)
- simplify workplace standards
- allow flexible workplace allocation and location
They thought it meant...

sadly:
- driving to meetings
- more noise / less privacy
- loss of current culture
- delay in drug approvals

and hopefully:
- new neighbors (adjacencies)
- new neighborhood (location)
- less waste (atrium)
- less crowded (growth)
But it really meant...

offices to concentrate in, not meet

 collaboration in the open, not secretive

more transparency, not distraction

new technology tools, not all F2F mtgs

visible culture, not a loss

rapid results, not impeded processes