RESEARCH LABS

01 DESIGN PROCESS
02 HUMAN EXPERIENCE
03 MOBILITY
04 SUSTAINABLE COMMUNITIES
05 BUILDING TECHNOLOGY
06 MATERIAL PERFORMANCE
07 ENERGY
08 WATER
09 RESILIENCY
10 REGENERATIVE DESIGN
CREATING HIGH PERFORMANCE WORKPLACES
DEFINING
CHANGE
• Appear unwilling to change, and some incentive to change is required.
• Need to see that certain behaviors will be evaluated and rewarded appropriately in order to change.

**ACTION Performance Management, Leadership Involvement**

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• An inability to deal with the changes taking place.
• Re-educate on how to carry out major processes, utilize the software they use to perform their job, as well build new business skills needed to perform at an effective level.

**ACTION Training, Organizational Design**

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• A common cause of resistance to change has to do with lack of understanding
• Typically, once people understand the appropriate details, they more easily accept the change (even if they disagree with it).

**ACTION Communication, Business Case Development**
BUILDING CONGRUENCE
CONGRUENCE MODEL

What are the unwritten rules and group norms?

What’s expected of the individual and the team?

What’s the work?

How is the business structured and how does reporting occur?

INPUTS
- Competitive environment
- Regulatory requirements
- Financial resources
- Human Resources
- Organizational culture
- Strategy

OUTPUTS
- Services/Products
- Performance Indicators
- Effectiveness Measures

INFORMAL ORGANIZATION

FORMAL ORGANIZATIONAL ARRANGEMENTS

INDIVIDUAL

TASK
CASE STUDY: ACTIVITY-BASED ACADEMIC WORKPLACE
SUMMARY
INDICATORS

SATISFACTION
WELL-BEING
WORK EFFECTIVENESS
ENGAGEMENT
MULTIPLE TACTICS

INTERVIEWS

SURVEYS

FOCUS GROUPS

SITE OBSERVATIONS

OCCUPANCY ANALYSIS

TIME UTILIZATION

TRIANGULATED DATA
GOOD IDEAS
LIMITED CONGRUENCE
Technology refers to the need to equip the occupants with the tools necessary to take advantage of an Activity-Based Workplace.

- Limited individual provisioning and required reevaluation of tools provided
- Limited awareness of, and support for, the technologies provided
- Required reconsideration of scheduling software
- Limited provisioning of copy/print/scan machines
- Inappropriate use of speakerphones
- Limited ability to digitally connect across campuses, taking advantage of readily available technologies in order to reduce commute time between facilities
- Unclear chargeback systems and associated budgeting
- Unclear responsibilities across the various university technology support teams
- Misalignment between expected behavior and tools provided
COMMUNICATION

Communication refers to the need to increase overall sharing of information as well as to address unanswered questions in a different way.

- Increased frustration with the availability of information as well as its inconsistency
- Lack of a ‘building voice’ and multiple parallel channels
- Lack of resonance in communications even though these were meaningful and correct
Environmental Adjustments refer to the ongoing changes to the physical environment.

- Reevaluation of sound isolation, technologies and furniture in multiple spaces
- Improved wayfinding
- Reevaluation of storage and equipment space to assure support for key work functions
- Consideration of touch-down space for clinicians in the clinic/hospital
- Development and communication of personalization protocols
- Reevaluation of lighting strategies
- Increased access to ergonomics program
- Recommended piloting of changes
Cohesion refers to the need for the community to come together in order for the environment to be successful.

- Lack of good neighbor policies/approach in terms of sound management
- Inconsistencies in sound management across hierarchical roles
- Inconsistencies in departmental leadership expectations on attendance
- Inconsistent provisioning of group resources
- Emergence of ‘boundaries’ signifying group ownership of spaces
- Loss of group identity in open plan environment
- Limited campus life activities
- Lack of floor identity
Building Governance refers to the daily management of Mission Hall.

- Required approach to Building Governance including policies/protocols for the environment as well as directed daily support to operate and maintain work environment
HIGH PERFORMANCE TEAM AND CONGRUENCE