

# Designing for Innovation

When it comes to product development and innovation, it can be argued that no company has woven itself into our daily lives more than this American-based, multinational manufacturing behemoth. It's not always obvious, but people are rarely more than 10 feet away from this company's inventions. The products are in our cars, trains and planes, our homes and offices, our clothes—almost everything. When the company needed to develop a new corporate campus in London, Ontario, Canada to foster scientific creativity, it partnered with Haworth to create a new workplace strategy supporting an innovative work style..

## Process

The Haworth Workplace Strategy team understood that the company's engineering-minded employees needed more than just design ideas; they needed quantifiable data to identify where the opportunities existed for innovative ways to work. The company also needed a partner capable of defining and executing a workplace strategy to turn those opportunities into reality.

Using our proprietary LENS™ Workplace Assessment Tools, Haworth's Workplace Strategy team identified the key aspects of the company's vision for the future:

- **Innovation** – Create a place where people feel safe expressing fresh ideas that might change the world.
- **Organizational Culture** – Create space reflecting what the company stands for as an organization.

- **Employee Engagement** – Define a baseline understanding of employee satisfaction levels, compare that information post-move, and hold employees accountable for performance.
- **Collaboration** – This company's work is complex and requires teamwork to solve problems in a creative way. Employees working in silos is not sustainable.

Next, the Haworth Workplace Strategy team led workshops to identify the space and furniture necessary to facilitate and foster innovative thinking and actions. These needs became the focus of the project and the foundation for the workplace strategy:

- People
- Space
- Brand

## Results/Solutions/Outcomes

After quantifying both the workplace and employees' perceptions of the company's culture, office, and workstyles, the Haworth Workplace Strategy team collaborated with the design team to connect the dots and enable the project to take form quickly. Concept blocking diagrams that mapped working zones, collaboration spaces, the café, and the canteen became critical pieces to supporting the new workstyle.

The Haworth Workplace Strategy team translated the images identified during the workshops into a space diagram that illustrated a clear and simple solution, using various space types on the floorplate. Through this exercise, the team could clearly understand what behaviors need to be supported in each space and what key elements are needed to accommodate innovative thinking.

After creating the initial layout, the Haworth Workplace Strategy team worked with the company to create a custom change management plan that would both inform the company's employees about project goals and provide a plan to overcome any potential obstacles. The company adopted teamwork and collaboration as the guiding principles for its new workstyle; it now has a space that supports its culture, its workstyle, and its constant need to innovate.

## Workstyles

“Rapid evolution requires rapid innovation and our space must change with us. Our business is changing every day, now we have a space that aligns with our core business values and enables us to support the innovative work of tomorrow.”

—Client Administration Services Manager

Haworth's Workplace Strategy team did more than provide a furniture solution; they blended knowledge and tools to help qualify the process. By understanding and connecting the company's culture with their specific engineering needs, Haworth enabled them to create a perfectly-tailored strategic solution. The team both understood and identified the project's complex issues; provided the resources to complete the project; and effectively communicated changes throughout. The result? This company now has a facility that makes employees proud to work there and has changed the way they think about work.



### Contributor

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Brad is an architect who specializes in high-performance workplace strategies. He is a key link in leading global clients through research data interpretation and analysis, to help shape and give form to viable strategies and design solutions. He provides transformational change and works with clients to translate their organizations' cultures and business visions into overall space concept strategies, and to align project teams toward a common vision.

*Haworth Workplace Strategists connect links between workspace design and human behavior, health, performance, and the quality of the user experience. We share and apply what we learn to inform product development and help our customers shape their work environments. To learn more about this topic or other research resources that Haworth provides, visit [www.haworth.com](http://www.haworth.com).*