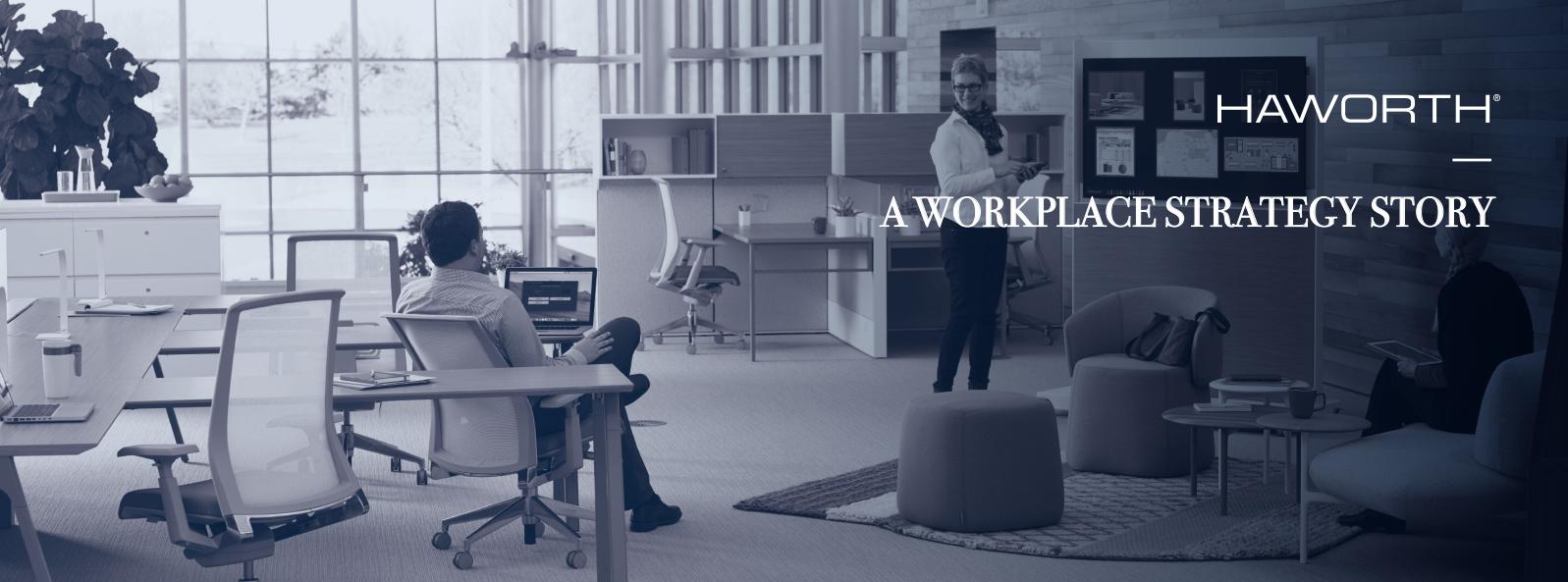


A WORKPLACE STRATEGY STORY



Accelerating the Knowledge-Inspired Design Approach

A growing, mid-sized metropolis in the American Southwest gave up its City Hall in the heart of downtown to make way for a minor league baseball team and its brand-new stadium. With a rising reputation as one of the top places to launch a business in the United States, the city boasts aggressive tax incentives and a proactive planning and development department – which now needed a new space. With no time to waste, the City engaged the Haworth Workplace Strategy team to ensure the City staff members would have a voice in creating the new City Hall.

Despite the pressure to move into a new space in an accelerated timeframe, the City recognized that it had a unique opportunity to better understand how its departments work (singularly and across departments), as well as factors that would help the organization respond to the evolving needs for the City and its constituency.

Solution & Process / Path to Resolution

The Southwestern City's rich and vibrant culture was reflected in the existing City Hall space. As the Haworth Workplace Strategy team studied the diversification and physical barriers in the older facility, some key issues came to light and became business drivers for the future workplace:

- **Community Openness and Support** – The edict to serve the community is key to connecting the City's vision for the future to its citizens and businesses.
- **Organizational Pride** – Celebrating its history and developing a new, flexible position helps define an agile path for its future. Displaying that message both to internal teams and external visitors will help in redefining the City.
- **Productive and Efficient Workplace Supporting Collaboration** – Create a productive and efficient space that creates a feeling of pride about the workspace.
- **Fluid Adaptability and Innovation** – Being responsive, flexible, and curious helps the City's staffers attract new businesses and compete at the highest level with other communities. This fluid adaptability ensures that the future of the City has a stable and significant economic base.

By understanding the various aspects of the project, the Haworth Workplace Strategy team could help the project team move beyond a simple relocation and renovation for the new City Hall, and into a plan for unveiling and balancing the organizational, facility and human issues to meet the City's long-term goals.

Working together, the Haworth Workplace Strategy group and the City's project team developed a concept for a future workplace that would be considered an attraction hub both for internal employees and external visitors. The project team utilized a ready-to-move-in building with planning options to support the City's preferred Collaborate culture and an enhanced overall user experience. The new space called for added daylight and views within the offices, informal connection points for exploring innovative ideas, and opportunities for the City's brand to be displayed for everyone to enjoy.

With the Haworth Workplace Strategy team's tools, the City was able to aggregate and clarify its preferred future state:

- **CultureLENS™** diagnostics identified current culture based on Control. To support the City's preferred Collaborate culture, a movement toward cross-functional teamwork was critical.
- **OfficeLENS™** evaluation found great frustration among staff members with the existing facility. Significant opportunities were identified to improve aesthetics, access to people and required support facilities.
- **WorkstyleLENS™** revealed that most employees considered their work highly focused and they preferred to work individually. Their old workspace did not support this, so many created make-shift solutions to support their work style.

Results

The results of the survey tools informed workshops that the Haworth Workplace Strategy team enacted to create alignment for the City's various departments. By identifying the business drivers, revealing and reporting "aha" connections in the data, discussing and prioritizing key space issues, and connecting the City's vision for the space with images, The Haworth Workplace Strategy team was able to ensure all the parties were on the same page. This created the platform for translation into design implications.

The Translation Workshop revealed alignment issues within the City's departments, and allowed the department heads the opportunity to discuss and come to consensus to help prioritize the design implications, so that a custom and holistic solution could be evaluated, presented, and approved.

Armed with data and a validated direction from the workshops, the Haworth Workplace Strategy team developed high-level design sketches that supported the City's business and design needs.

With a need to support flexibility and an innovative approach to business, a flexible solution was implemented that allowed for more collaboration and transparency between departments. Meeting spaces were left open to support more touch-base moments for employees, and offices were removed from the exterior wall to allow maximum daylight and views outside of the space. Workstation sizes remained same size to support the heads-down and focused work that was occurring. In addition, this provided the added benefit that existing furniture solutions could temporarily support quick move-in deadlines.

In summary, with an understanding of the past and a new-found understanding of its future based on its organization, facility, and human issues, the City is poised to embrace community openness, organizational pride, productive and effective work, and fluid adaptability.



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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.