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Effective Human Behavior + Workplace

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**Starts with the right
environment in which to flourish...**

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Attitudes are shaped by what we know...

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1980s

Work Flow + Process

Efficiency

Standardization

Hierarchy

Space Standards

Attitudes are shaped by what we know...



1980s

Process

Efficiency
Standardization
Hierarchy



1990s

Integrating Technology

Flexibility
Amenities
No Hierarchy
Deskbound



1980s

Process

- Efficiency
- Standardization
- Hierarchy



1990s

Integrating Technology

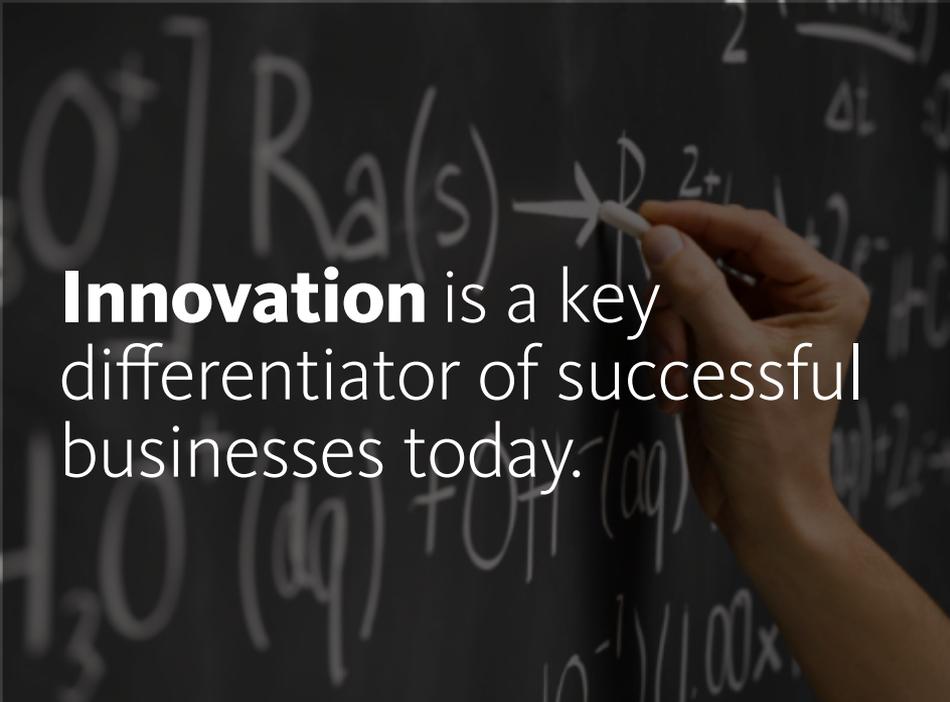
- Flexibility
- Amenities
- No Hierarchy

TODAY

Sustainability is a given.

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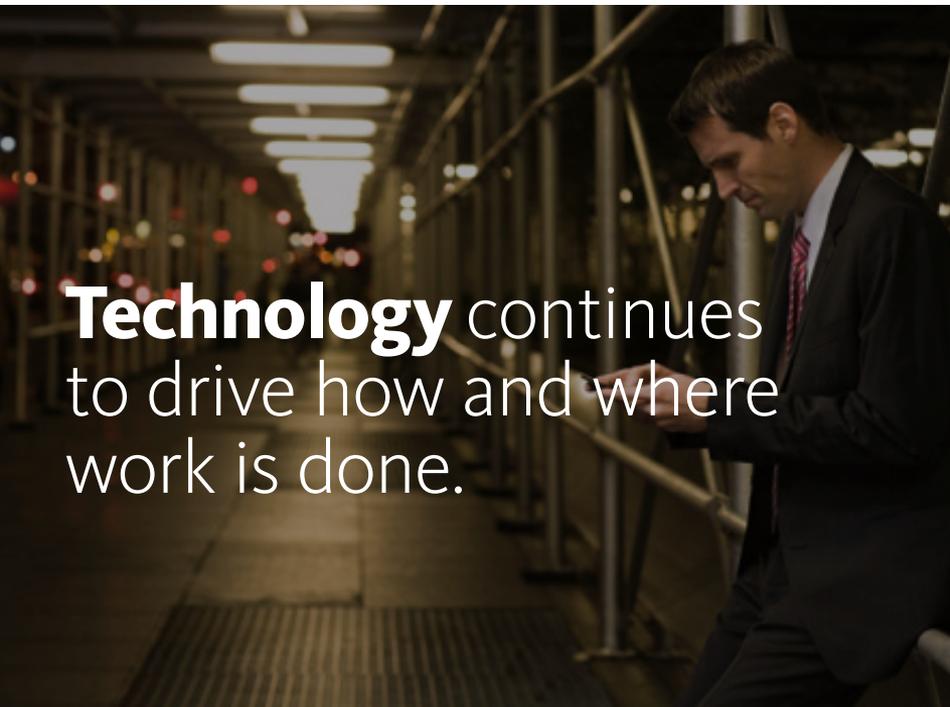




Innovation is a key differentiator of successful businesses today.



Globalization has created a 24/7 work schedule.



Technology continues to drive how and where work is done.



Today's workforce is **diverse** and **multi-generational**.

Today, our work has changed.

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**Workspace has simply
NOT kept pace.**

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Workspaces across the U.S. are only 67% effective.

THE SIX BASIC REAL ESTATE OPTIONS

1. STAY & PAY

Should we just leave the space the way it is and ride out the cost?



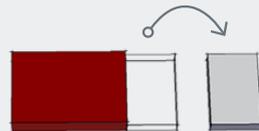
2. RELOCATE

Is it possible or even smart to move?



3. COMPRESS & DISPOSE

Could we fit in less space and get rid of the extra?



4. COMPRESS & SAVE

What if we darken space and eliminate services to it?



5. COMPRESS & SUBLET

Could we fit into less space and sublease so that we could pick it up later?



6. ENHANCE ENVIRONMENT

Could it make our people more effective, compensating for increased real estate cost?



Mobility is changing the use of the workplace.

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26%

are developing one

35%

of US companies have a mobility program

48%

of workers claim to work more diligently now that they are mobile

50%

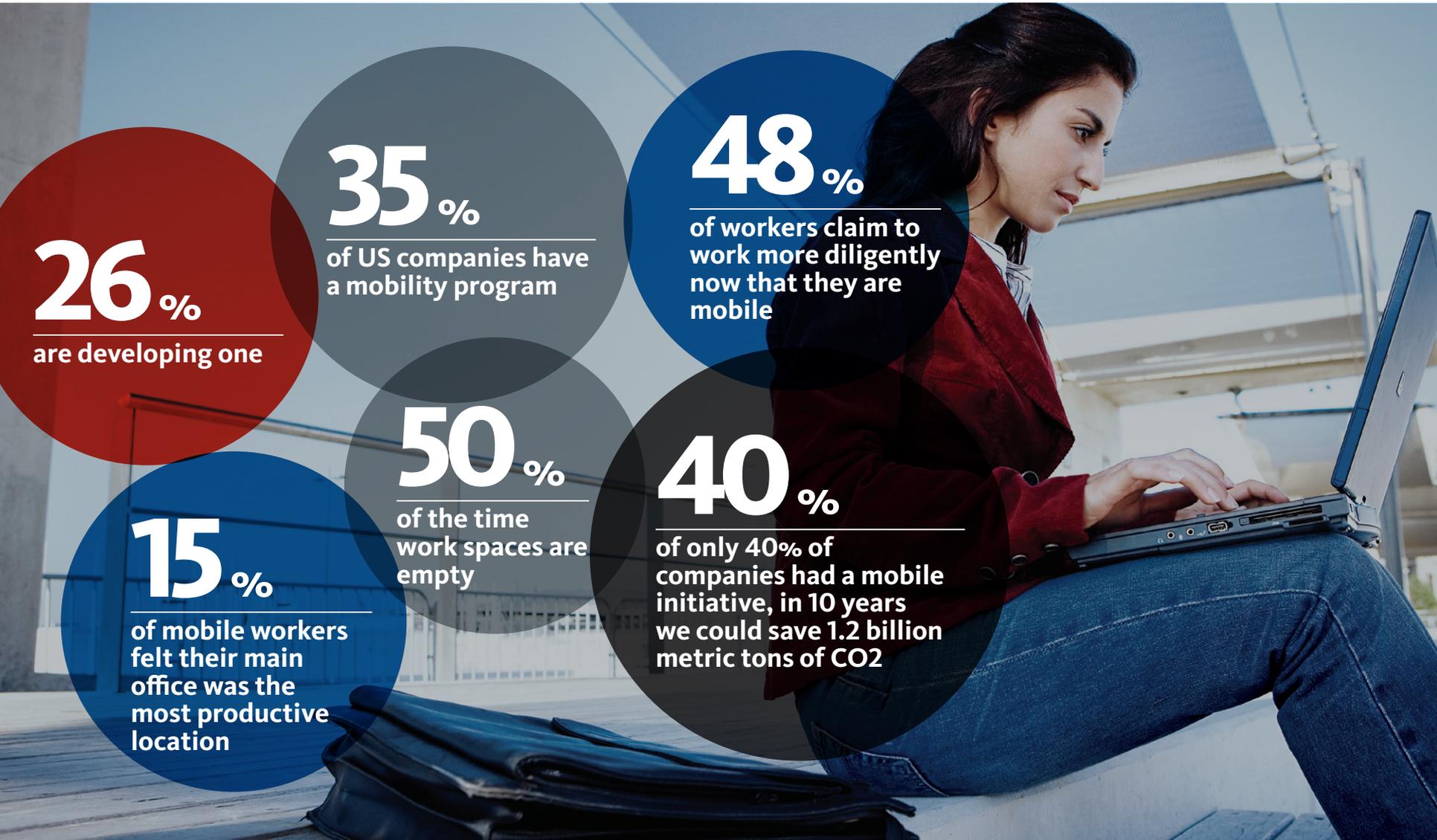
of the time work spaces are empty

40%

of only 40% of companies had a mobile initiative, in 10 years we could save 1.2 billion metric tons of CO₂

15%

of mobile workers felt their main office was the most productive location



Working differently starts with thinking differently about work itself.

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Less energy

Less cost

Higher utilization

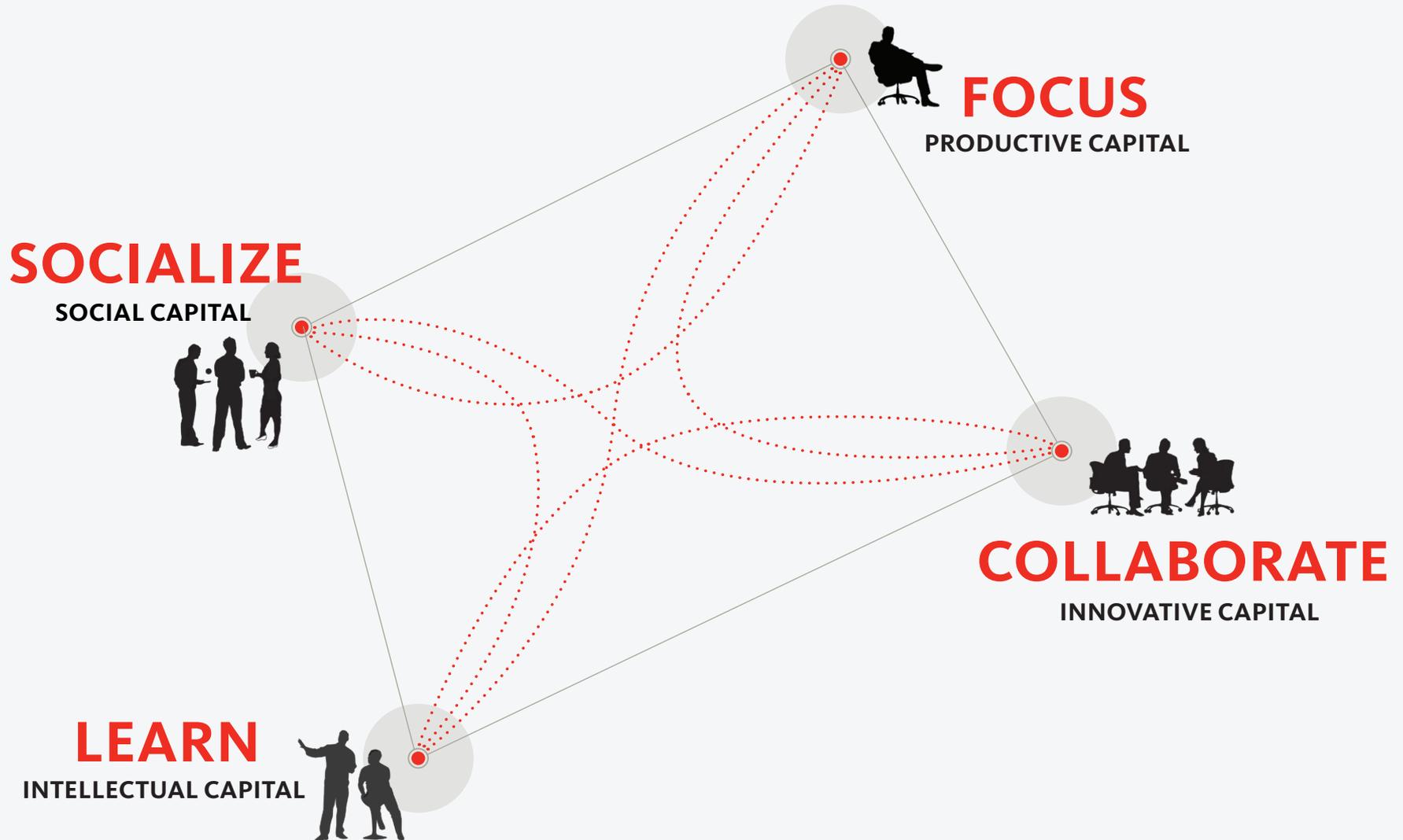
More effective space

Right mix of spaces

Leverage people

Today's workplace is comprised of four work modes.

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The best settings to do your best work begins with understanding....

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How people work?

Where are they working?

How effective is the space?

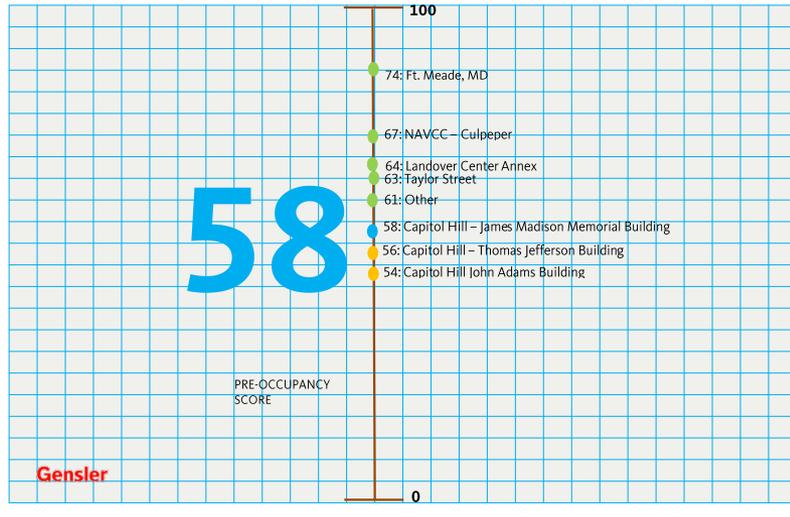
Workplace Performance IndexSM: Employee survey as a research tool

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**PRE-OCCUPANCY
WORKPLACE
PERFORMANCE
INDEX**

The Library of Congress
February 5, 2010
09.6597.874



■ The Library of Congress Pre-Occupancy
■ Not-for-Profit Industry Average
● Top Performing Companies

"Overall, how well does the physical work environment perform? (includes all offices, workstations, hallways, common areas, reception, waiting areas, etc)"



"The design of my physical work environment communicates Library of Congress's culture, mission and values."



"The design of my physical work environment makes me feel that the Library of Congress values... creative thinking and new ideas"



"... collaboration & knowledge sharing."



"... its people as its most valuable asset."



"...the environment (recycling, energy efficiency, use of green materials)."



WORK MODES

COLLABORATE



Your Average Pre-Occupancy Score

Criticality	Time Spent	Space Effectiveness (0-10 Scale)
63%	24%	6.7
Top performing company 78%		

	Time Spent in Mode (% of day)	Private/ Shared offices (% of people that use area)	Workstation/ Desks (the score they gave it)	Meeting Areas	Common Areas	Support Areas	Training Areas
The Library of Congress	24%	21%	7.5	16%	44%	13%	2%
Industry Average (Not-for-Profit)	24%	23%	8.5	14%	40%	15%	3%
Top-Performing Companies	36%	24%	9.0	8%	53%	8%	3%
			8.0	8.8	8.5	8.3	8.8

MEETING AREAS SCORECARD

How would you do your office's meeting spaces (conference rooms, teaming areas) perform in terms of the following attributes?



■ The Library of Congress Pre-Occupancy
■ Not-for-Profit Industry Average
● Top Performing Companies

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LEVERAGING MOBILITY, MANAGING PLACE

HOW CHANGING WORK STYLES IMPACT REAL ESTATE AND THE WORKPLACE

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WORKPLACE ISSUE 2

WHITEPAPER NUMBER 4

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THE NEW FEDERAL WORKPLACE

A REPORT ON THE PERFORMANCE OF SIX WORKPLACE 20-20 PROJECTS

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WORKPLACE

New emerging work styles

	Deskbound	Roaming	Remote / Virtual
Interactive <i>(collaborative teamwork)</i>	On Call I am near my desk all day long, but spend a lot of time on calls and meeting with people.	Meeting, Meeting I am often in meetings and barely ever at my desk.	Checking In I'm not in the office much, and when I'm here I'm in meetings all the time.
Concentrative <i>(independent focus work)</i>	Heads Down I come in, sit at my desk and get things done all day.	On the Go I spend a lot of time away from my desk, but when there I need to get things done.	Touching Down I'm not in the office much, and when I'm here I have a lot to get done.

New emerging strategies

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1. Basic telework



2. Responding to mobile employees



3. Mobility as a real estate strategy

Making the shift

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TRADITIONAL

MOBILE



PROGRESSIVE

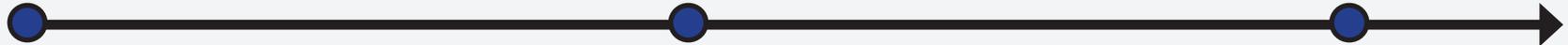
Making the shift



1800 F Street

One Constitution Square

1800 F Street



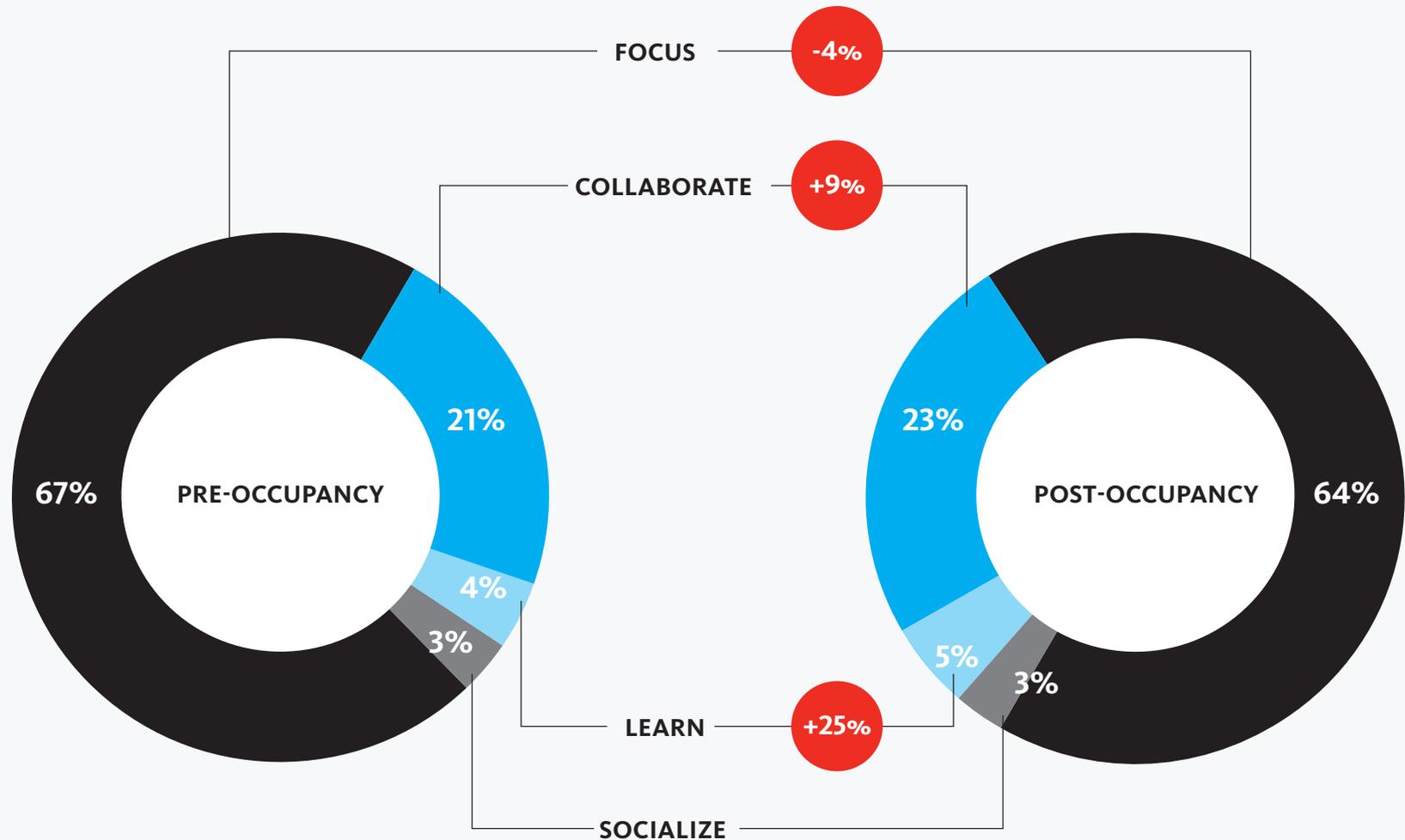
CURRENT

PILOT

MODERNIZATION



Measuring change in behaviors



Measuring change in attitudes

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31%

increase in meeting area functionality

32%

increase in collaboration + knowledge sharing

16%

increase in effectiveness

74%

increase in 'sense of community'

27%

increase in workplace satisfaction

58%

increase in design look + feel

In the end, creating the ideal work environment for our mind's best work!

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