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Experts on

Workplace Transformation

Experts discuss the how and why of transforming the modern workspace

INTRODUCTION

Companies are under strong pressure to create internal agility and foster strong collaboration so they can successfully compete and win new business in a quickly evolving market landscape. At the same time, employees know that they have greater choice in where they work—whether that's telecommuting from a home office or logging on from a coworking space. Workplace transformation projects, as many companies have found, can help organizations achieve both goals of developing greater organizational agility and enhancing employee satisfaction.

Although companies often do have a strong financial incentive to make efficient use of their office space, they often discover that workplace transformation has a surprisingly powerful influence on organizational culture as well. Accordingly, a successful workplace transformation can greatly improve employee engagement, enable dynamic workplace collaboration, and position an organization to enjoy meaningful long-term growth in this era of breakneck digital transformation.

So how do leading businesses ensure success with a workplace transformation project? For many, a strong, employee-driven change management process is key. Others define the organizational behaviors they want to enable and holistically align their workspaces with larger branding objectives. As you read through this eBook, you'll find expert advice, organized into key chapters, that illustrates the path of a successful workplace transformation initiative from beginning to end. I hope that you will find the advice in this eBook valuable in designing and implementing your own workforce transformation project.

Regards,
David Rogelberg
Publisher, Mighty Guides, Inc.

ABOUT IRON MOUNTAIN

Before you begin a workplace transformation project, you need to clean out the old to make way for the new. File cabinets filled with paper records and closets overflowing with old IT assets are consuming the space you need to move forward with a tech-enabled, amenities-rich workspace. Keeping everything or destroying it all will put your organization at risk. You need to evaluate all assets and figure out what you need to keep, what you can get rid of, and where everything left will be stored. That's a big job that requires a specific set of skills.

Fortunately, you don't have to do it alone.

Iron Mountain Clean Start clears a space of all materials – not just paper records, but servers, PCs and IT assets, office equipment, cabinets, furniture, and artwork – to free up valuable floor space and create a more efficient, innovative workplace. Iron Mountain manages the cleanout process and provides services to facilitate the donation or secure destruction of materials and equipment you no longer want and the temporary or permanent storage of items you do.

Iron Mountain professional can evaluate and improve your current business processes through active file management, on-demand imaging and digital workflow solutions. We can even help with the storage, disposal and repurposing of corporate art and historical artifacts. Learn more about how we can help your organization clear a path for transformation at www.ironmountain.com/cleanstart.

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THE WORKPLACE TRANSFORMATION OPPORTUNITY
WE ASKED EXPERTS:

"What drives organizations to initiate workplace transformation projects?"

Is it financial concerns, a desire to emulate the innovative campuses seen at major tech start-ups, or a mandate to create cultural change within the organization? Under pressure to deliver greater efficiency and inspire collaboration within the workplace, organizations are taking a close look at how best to optimize their real estate footprints for the results they seek.

"Better collaboration accelerates innovation."

Katherine Hallen, Director, Transformation Initiatives, Modern Workplace, Microsoft

Katherine Hallen is director of transformation initiatives at Microsoft. She partners with enterprise companies and their leadership on digital transformation strategies and new ways of working in the cloud. She brings to her work blended expertise in culture activation, organizational behavior, change management, technology policy, and business strategy. She has contributed to four books on innovation and is an award-winning speaker.

Every transformation project, whether it's a digital transformation project or a workspace transformation project, is really all about cultural transformation. When organizations are undertaking digital transformation work, they are looking to understand the "right behaviors" around collaboration and modern work that align with their own organizational priorities. What's the culture, what's the environment that they're striving to create, and how do those different pieces fit together?

In addition to the behaviors that organizations want to enable, they're looking at how technology platforms and tools encourage those behaviors and new ways of working. That's really where the focus on culture and the environment that companies want to create originates. And then as they focus deeply on that culture and enabling those behaviors, questions surrounding collaboration come to the fore. What do they mean about collaboration? Why is collaboration important?

Better collaboration accelerates innovation. Accordingly, many companies are holistically looking at collaboration—from those behaviors to technology systems to digital workspaces to physical workspaces. Organizations increasingly realize that collaboration requires attention to both social and technological needs and how employees can work together in the best way. But getting that flywheel turning can be difficult. ■

"We realized that we had a role in shaping the culture of the bank through our workplaces."

I can't speak for all companies, but I can tell you what drove DBS to initiate its workplace transformation program - also known as Joyspace - three to four years ago. We wanted to raise our ambitions. We were a brick-and-mortar bank with lots of branches, and we were trying to transform ourselves into a digital bank.

With this rallying cry, it became incumbent upon every department to consider how it could bring this digital transformation to its various teams. While considering our real estate and our workspaces, we began asking ourselves what we needed to do to fulfill the bank's ambition. When we looked around, we felt that we were still fairly hierarchical in the way we organized our workspaces. Everybody had their own space in a way, and collaboration was only happening in meeting rooms—basically, away from employees' desks. There wasn't really a buzz around the office space.

Our company had the ambition to become more like a tech start-up. But at tech start-up spaces at companies like Google and Facebook, I saw that they didn't look anything like my office space. So the first question in my mind was, "What can I do differently with these workspaces to actually make a difference?" The answer lay in trying to shift the culture of the bank to one akin to a start-up. When reimagining ourselves as a tech start-up, we would need to think about what these spaces could ultimately become and what impact it can have on our people. We realized that we had a role in shaping the culture of the bank through our workspaces. ■

Erwin Chong, Head of Corporate Real Estate Strategy and Administration, DBS Bank

With more than 20 years of experience, Erwin Chong heads the Corporate Real Estate Strategy and Administration team at DBS Bank, managing 4.1 million square feet of retail branches, electronic banking lobbies, and offices globally. He believes that CRE should focus on an employee experience that delivers the most value to any company. Erwin also serves on the Board of CoreNet Global, the leading global association for the corporate real estate profession.

> "We're working with companies all around the world that are focusing on the speed of innovation, attracting talent, and improving the user experience."

Kay Sargent, Senior Principal | Director of WorkPlace, HOK

In her 34 years of experience, Kay's work has taken her to multiple continents, where she has worked with companies on their global real estate strategies and designed workplaces of the future. Kay co-leads HOK's WorkPlace team, where she oversees a team working with clients to deliver workplace solutions around the world. Kay serves on the HOK Board of Directors, on the Board of the International Federation of Interior Designers/Architects, and on the CoreNet Global Board. She has also served on the International Boards of IIDA, ASID, and NCQLP. Kay is one of the founders of the IFMA Workplace Evolutionaries, WE community, and a founding member of the DC chapter of Upward.

Typically, there's a trigger event. Most companies look at their real estate either when a lease is expiring, there's a merger or an acquisition, or there's some major change in the business. That has traditionally been what drives organizations to look at what comes next.

Right now we're in a period of time where things are changing so quickly that companies don't necessarily have to wait for that trigger event. There is a massive war for talent currently, and companies are trying to figure out how to attract and retain the best. They're also concerned about how to stay relevant.

When you think about the fact that the average life cycle of a company is 7.3 years, it is important for companies to be able to innovate quickly and stay relevant. We're working with companies all around the world that are focusing on the speed of innovation, attracting talent, and improving the user experience. They're also trying to redefine what space actually is, what it means, and what its purpose is for the organization. ■

> "At IBM, this is a huge impetus for workplace transformation projects. We want to build environments that breed collaboration and efficiency and, in turn, drive innovation."

Thoughtful companies understand that the workplace has to support the changing culture and nature of work. At IBM, this is a huge impetus for workplace transformation projects. We want to build environments that breed collaboration and efficiency and, in turn, drive innovation.

Technology innovation is fueling our sense of what's next in the workplace, as speed and agility have never been so important.

Our key driver for workplace transformation is to make things work better for people. When our workplace and tools are more functional, people are able to focus on higher value work and turn out better products. ■

Frank Cuevas, VP, Real Estate Strategy & Operations, IBM

Frank Cuevas is the vice president of real estate at IBM, where he is responsible for the management of the global real estate portfolio. Prior to joining IBM, Cuevas held corporate real estate executive positions at Deloitte, Citigroup, and American International Group (AIG). He holds a

BS degree in real estate from New York University and a master's of corporate real estate designation.

> **"Few companies truly understand the relationship between workplace behaviors and workplace transformation."**

Mark McCord, Vice President, Real Estate & Facilities, Research & Development, GSK

Mark McCord is an accomplished, well-rounded executive with more than 30 years of experience in the pharmaceutical industry. McCord combines scientific and business expertise to effectively create significant and enduring strategic, operational, and financial value across diverse roles and responsibilities within GlaxoSmithKline (GSK). He has demonstrated success in leading in research and development, commercial, and corporate organizations across a range of disciplines — drug discovery, clinical project management, marketing, real estate & facilities—in Europe, the US, and the emerging markets.

For most companies, it's a cost savings initiative. They're trying to find ways to improve the efficiency of their real estate portfolio. One way of doing that is by making more effective use of their footprint—both the overall real estate footprint and the footprint within the building. So in those cases, they are primarily pursuing the workplace transformation project because they're trying to get more efficiency out of their existing space.

There are a few innovative companies—Google, for example—that approach their workplace transformation projects from a different perspective. They understand that the workplace environment can actually influence the behaviors that help them achieve their objectives. They proactively create an environment that support the behaviors they want, which enables them to drive a true workplace transformation.

Few companies truly understand the relationship between workplace behaviors and workplace transformation. As a result, they tend to take more of a cost savings approach, or they mimic another company that looks innovative to them—"Oh, Google looks great," or, "Microsoft looks great; we want that." These are the reasons most companies opt for a workplace change. ◼

> ## "A lack of ability to tie marketing programs directly to revenue is an indicator that you need transformation."

Organizations, particularly in the public sector, quite often don't do anything until they have to. So you have to ask, "What is the burning platform that makes organizations change?" It's usually financial or budgetary pressure—they're running out of money, and they need to make a change. Alternatively, in a commercial environment, the motivation could be more about keeping up with the competition and making sure there isn't a loss of commercial position.

In the UK local government, in addition to providing a corporate workspace where people can be productive, we try to use those assets to generate further benefits for the public sector and for the community at large. So, for example, building new buildings is part of the regeneration program. It helps to lift part of a town that may be on a downward economic slide. The hope is that the economic activity created by bringing people together in one place will create extra jobs in cafés, restaurants, printing suppliers, and all the other supply chain elements involved in supporting a business and a community. ◼

Nick Booth, Transformation Wizard (Places and Spaces), Nick Booth Consulting Limited

Nick Booth is an independent freelance professional property expert with decades of property-related experiences and stories. He's a specialist in transformational and strategic matters for creating places and spaces that enable people to work better and happier.

"Understanding the reasons why people go to a particular place to work and crucially what they do when they get there is a great place to start. The rest of it is about working with known constraints to deliver the possible."

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"Creating a more dynamic workplace also helps attract new talent to the organization."

Companies driving workplace transformation projects are primarily doing so with employee retention in mind. They want to make the workplace a more inviting and productive place to be. This could involve creating a more dynamic workplace that facilitates more collaboration, or it could entail creating different kinds of spaces where people can work. At the end of the day, all this is driven by employee engagement. Creating a more dynamic workplace also helps attract new talent to the organization.

When you're moving from one space to another, you have a unique opportunity to solicit employee feedback on how the workplace is functioning for people and how it could better serve their needs. You're essentially starting with a clean sheet of paper, so there is room for making timely changes to enable better employee engagement. At moments like these, we will typically engage the leaders of the company and get feedback from various employees within the organization to learn what's working, what's not, and what would help facilitate a transformation. ■

Louise Matthews, VP, Global Real Estate, Bacardi Limited

As global vice president, real estate and facilities at Bacardi, the largest privately held spirits company in the world, Louise Matthews is responsible for strategic planning, transaction and asset management of the family-owned company's real estate portfolio of 150-plus locations. Her role includes the coordination and oversight of multi-disciplinary teams of brokers, architects, engineers, and project managers for the development of new offices and manufacturing sites around the globe for the iconic Bacardi portfolio of more than 200 brands and labels.

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"A workplace transformation project typically starts with the employee."

London Kemp, Global Head of Corporate Real Estate, Netflix

London Kemp is the director of corporate real estate at Netflix Inc. She supports enterprise-wide initiatives, and she provides overall management and strategic planning for Netflix's global real estate portfolio, including portfolio optimization, lease administration, and transaction management oversight.

A workplace transformation project typically starts with the employee. In my experience, there's either some dissatisfaction or some need to drive greater efficiency. An employee concern or need is often the linchpin for commencing a project.

Your organization might become aware of an employee need through any number of avenues. Sometimes it shows up in your workplace surveys. Other times it emerges through direct communication with the facilities management team. You may hear feedback about a need for additional ergonomic support that in turn initiates a workplace study around how your organization is providing ergonomic support throughout various offices. You may hear dissatisfaction about the taste of the coffee and then decide to do some type of taste testing scenario or have discussions with your vendors to find out what other varieties you might be able to provide.

There could be a breakdown at the office that lets you know you need to take a fresh look at how you're doing things in a certain area. In response, you might roll out a Six Sigma certification program to help everyone become more efficient in how they use the space and improve how they're working on a day-to-day basis. Your findings may not even indicate that there's a problem but rather an opportunity to drive better satisfaction from the employee base, which obviously cascades down to your customers.

PREPARING YOUR PHYSICAL SPACE FOR WORKPLACE TRANSFORMATION

WE ASKED EXPERTS:

"What advice would you offer to someone who is preparing a space for Workplace Transformation?"

Change is difficult. It takes away the comfort of the old and replaces it with the unfamiliar. Workplace transformation involves change on a grand scale. Often, the bigger the change, the more resistant people are to embracing it. What's the best way to address this inherent challenge of updating the workplace? How can you increase your chances of a successful transition?

For many leading companies, the answer lies in bringing people into the change management process as early as possible so employees will feel the change is being done for them rather than to them. This way, they will experience a sense of ownership and pride in the transformation.

"Good collaboration should be inclusive of all people and all working styles."

Katherine Hallen, Director, Transformation Initiatives, Modern Workplace, Microsoft

Katherine Hallen is director of transformation initiatives at Microsoft. She partners with enterprise companies and their leadership on digital transformation strategies and new ways of working in the cloud. She brings to her work blended expertise in culture activation, organizational behavior, change management, technology policy, and business strategy. She has contributed to four books on innovation and is an award-winning speaker.

Today, 40% of workers in the United States alone are now employed in what we would consider alternative work arrangements such as contingent work, whether that's part time work or what we think of as gig work. For good collaboration, it really shouldn't matter if a person is working full time, part time, in the office, or in a café. Furthermore, it shouldn't matter what language they natively speak or whether they need accessibility tools to work well.

Good collaboration should be inclusive of all people and all working styles. What matters is that when people are working together, they can work toward common goals and then achieve those common goals as part of their shared workspace. Whether that is a digital workspace or a physical workspace is really not that important.

I think about collaboration in three ways. First, how do you work together as part of that shared workspace? Second, how are you able to work together so you can do more with the time you have? Third, how can you drive a greater impact collectively as a team than you could as individuals?

When you have these three elements in place, whether this is happening within the digital environment, the physical workspace, or some combination of the two, hopefully you're able to think about collaboration in a central way that reinvents your own productivity and reenvisions how you're able to help people and organizations achieve more.

> **"If you create sufficient scale-up experiments, you can use these projects to illustrate the effectiveness and potential business outcomes."**

First, don't look at workplace transformation as an attempt to keep up with the Joneses. Don't simply copy Airbnb or Google's office space because you like the way it looks. The heartbeat of your organization and the way you work is going to be different from Google, Amazon, or even DBS. My peers at other international banks may have their own unique workplace transformation programs that are tailored to their companies. You can't just copy and paste your workplace transformation plan based on what you see somewhere else.

Second, you need to experiment to know what may or may not work, and find ways to scale. My advice is to start with small experiments on different aspects of your workplace and slowly scale up, collecting data as you go. The Joyspace program we did at DBS started with my own department coming together as a group of 10 people around a dining table. We got rid of our individual desks and sat close to each other. We experimented with how that felt, considering how people would be able to work efficiently in this setting. We also used this experiment to validate some of the hypotheses we had about what a workplace transformation would be like. Later on, when we realized that it worked well, we scaled the project up to include another 40 desks, and then we scaled it up again for an additional 100–200 people. Today, the Joyspace program covers over 400,000 sq ft of spaces globally.

Erwin Chong, Head of Corporate Real Estate Strategy and Administration, DBS Bank

With more than 20 years of experience, Erwin Chong heads the Corporate Real Estate Strategy and Administration team at DBS Bank, managing 4.1 million square feet of retail branches, electronic banking lobbies, and offices globally. He believes that CRE should focus on an employee experience that delivers the most value to any company. Erwin also serves on the Board of CoreNet Global, the leading global association for the corporate real estate profession.

Third, when you do a workplace transformation, you need a strategy to acquire buy-in from management. If you create sufficient scale-up experiments, you can use these projects to illustrate its effectiveness and potential business outcomes. When you have sufficient data and gain users' confidence, you can make a proper pitch. As a result, you will be more able to convince everyone up the chain and win their buy-in. ■

> **"For any company to be successful, it really needs to look at its people, its process, its IT/tools, and its space—all four of those elements together impact outcomes."**

Kay Sargent, Senior Principal | Director of WorkPlace, HOK

In her 34 years of experience, Kay's work has taken her to multiple continents, where she has worked with companies on their global real estate strategies and designed workplaces of the future. Kay co-leads HOK's WorkPlace team, where she oversees a team working with clients to deliver workplace solutions around the world. Kay serves on the HOK Board of Directors, on the Board of the International Federation of Interior Designers/ Architects, and on the CoreNet Global Board. She has also served on the International Boards of IIDA, ASID, and NCQLP. Kay is one of the founders of the IFMA Workplace Evolutionaries, WE community, and a founding member of the DC chapter of Upward.

For any company to be successful, it really needs to look at its people, its process, its IT and tools, and its space—all four of those elements together impact outcomes. I could design an amazing space, but if it doesn't align with your processes, you don't have the right IT tools in place, or the space doesn't align with how people are actually working, it's going to be a misfit. Numerous spaces out there right now are misfits because people aren't taking the time to truly understand what the organization is about.

Every company has its own unique organizational DNA that is made up of six different strands: the industry that you're in, the regional influences of where you are, the demographics of your workforce, the culture of your organization, your organizational structure, and the work styles or your staff.. It's incredibly important to understand these core aspects of a company's DNA so that you can tailor the right solution.

Many companies rely on benchmarking, which is the best way to get you to average. Benchmarking might get you into the ballpark, but it won't tell you what seat you need to sit in. Understanding your unique organizational DNA and how you might differ from the benchmarks is important. Benchmarks look backward at what other companies have done, but they don't tell you whether the companies liked what they did, whether they were successful, or even whether you are anything like the companies surveyed. It's important to know thyself and to craft a solution that is tailored to your workers. ◼

> **"You want to try to create a space that's functional and productive, but that also resonates with the brand in a holistic way."**

It's important to understand your organizational values—what outcomes you're trying to drive. This will help you understand how your brand is interpreted through your space. Then you'll want to consider how the space impacts the actual work life of people. You want to try to create a space that's functional and productive, but that also resonates with the brand in a holistic way.

You also need to understand how your people work, which can be different from one organization to another. At IBM, we have many different cohorts of professionals with varying job roles. Therefore, we can't take a one-size-fits-all approach to the workplace. Our spaces need to cater to many different job roles and ways of working.

For example, we have to understand that software developers work very differently from the sales professionals, who are on the road and with clients much of the time, coming back to the office to collaborate and prepare for meetings. The workspace needs of those respective teams are on the opposite end of the spectrum from one another.

It's important to understand the fundamentals of the company, what you're trying to drive, and who you're building these spaces for. Then you can ultimately determine how best to develop a space that's going to allow them to be the most productive and effective. ■

Frank Cuevas, VP, Real Estate Strategy & Operations, IBM

Frank Cuevas is the vice president of real estate at IBM, where he is responsible for the management of the global real estate portfolio. Prior to joining IBM, Cuevas held corporate real estate executive positions at Deloitte, Citigroup, and American International Group (AIG). He holds a BS degree in real estate from New York University and a master's of corporate real estate designation.

> **"First, it's important to understand your organization's existing workplace behaviors and have a clear sense of where you are headed. "**

Mark McCord, Vice President, Real Estate & Facilities, Research & Development, GSK

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First, it's important to understand your organization's existing workplace behaviors and have a clear sense of where you are headed. What are your organization's aims? What are your overall goals and objectives? And—this is especially important when talking about the workplace—what workplace behaviors do you want people to have that should contribute to those goals and objectives?

From there, work with the organization to define the design principles that support those behaviors and then, through a change management program, deliver that workplace transformation you seek. ◾

> **"Workplace transformation requires a leap of faith to move to a new environment. "**

Have a clear understanding of your objective and the overall purpose of the transformation. Is the financial outcome really the key driver, or is it about creating cultural change within the organization to make the workforce more flexible and more agile so it can work in different ways? In large corporate organizations, this can take quite some time. Behavior change is difficult to achieve. It requires a high level of sponsorship from the director level down, who have the ability to dedicate the necessary financial resources and to push for change where there might be resistance.

People are often reluctant to change for change's sake, so sometimes they need to be persuaded of the benefits that a workplace transformation project offers them. The natural human reaction is to say, "I'm a bit suspicious of change. Let's not do it. Let's push for what we've got now because we know it works." Workplace transformation requires a leap of faith to move to a new environment. After all, users are working in a different way and relying on technologies that might be entirely new to them. ■

Nick Booth, Transformation Wizard (Places and Spaces), Nick Booth Consulting Limited

Nick Booth is an independent freelance professional property expert with decades of property-related experiences and stories. He's a specialist in transformational and strategic matters for creating places and spaces that enable people to work better and happier.

"Understanding the reasons why people go to a particular place to work and crucially what they do when they get there is a great place to start. The rest of it is about working with known constraints to deliver the possible."

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> **"Anyone leading a workplace transformation project needs to have a cross-functional team that includes HR, finance, and technology."**

Take great care in creating your team. Anyone leading a workplace transformation project needs to have a cross-functional team that includes HR, finance, technology and brand marketing. You also want to make sure that you're getting input from all levels of the organization.

As with any team dynamic, certain people will be providing essential input into the process, and you will have leaders who are charged with making decisions. For this reason, it's important to clearly define the roles and responsibilities of your task force members up front, as well as the various levels of authority and decision-making power they have. That way, there will be no confusion in terms of who's providing input as opposed to who's making the decisions.

You should also make sure that the leadership of the company is kept up to speed, is fully informed, and has championed the project. Involvement needs to be present throughout all levels of the company, including the top. ■

Louise Matthews, VP, Global Real Estate, Bacardi Limited

As global vice president, real estate and facilities at Bacardi, the largest privately held spirits company in the world, Louise Matthews is responsible for strategic planning, transaction and asset management of the family-owned company's real estate portfolio of 150-plus locations. Her role includes the coordination and oversight of multi-disciplinary teams of brokers, architects, engineers, and project managers for the development of new offices and manufacturing sites around the globe for the iconic Bacardi portfolio of more than 200 brands and labels.

"Make sure you're talking to your senior leadership about your organization's objectives."

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London Kemp is the director of corporate real estate at Netflix Inc. She supports enterprise-wide initiatives, and she provides overall management and strategic planning for Netflix's global real estate portfolio, including portfolio optimization, lease administration, and transaction management oversight.

Make sure you're talking to your senior leadership about your organization's objectives. This is especially true when it comes to the management of space. Are you looking to densify? Are you looking to drive a more efficient workplace? In that case, you might be looking at a relocation. What is the overall goal? Are you talking about a master planning exercise in which you're uniting different campuses, for example?

Once you have defined your organization's key objective, the next major step is to make sure that you're prepared for a full-scale change management exercise. Whatever you're going to introduce to the broader populace at your company is going to require effective communication throughout the entire process. That requires gathering a lot of data and implementing a plan for letting all the stakeholders know each of the steps involved in the workplace transformation and what the ultimate outcome will be before you engage in the programmatic rollout. ■

TRANSFORMING THE WORKSPACE AND THE WORKFLOWS
WE ASKED EXPERTS:

"Did you leverage the change climate of a workplace transformation project and integrate any digital transformation objectives into the scope of your project?"

The change climate associated with a workplace transformation project represents a rare opportunity to accomplish digital transformation objectives as well. By enhancing the technology that your colleagues use at the workplace, you can improve the employee experience, support more effective collaboration, and create efficient workflows. Data collection and analysis can drive especially powerful insights that greatly optimize the use of physical workspaces, taking an organization to an entirely new level of operational and creative excellence.

"What are the "right behaviors" that you want to be driving as part of this culture?"

Katherine Hallen, Director, Transformation Initiatives, Modern Workplace, Microsoft

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Here at Microsoft, we've been going through our own change journey over the past several years. We've used a framework, composed of four key elements, that has been particularly helpful in focusing the changes surrounding our workplace and digital transformation initiatives as we've brought together different people from throughout the business.

The first category concerns behavioral changes. What are the "right behaviors" that you want to be driving as part of this culture? Second, what are the systems that you want to support those behaviors? Those could be technology systems such as different workspace tools that you use, HR systems, or even the changes that you make to your physical workspace. You could take a variety of different definitions to look at the systems that would be relevant.

Also, consider what workplace symbols you use to reinforce and to encourage those behaviors. A good example of that could be an award system. At Microsoft, we changed a lot of our award systems to recognize employees who are living our cultural attributes. Aligning these symbols to the behaviors that you're creating is key. The last category for us has been storytelling, which involves enabling leaders, managers, and employees to be advocates of the culture of the transformation that you're driving. We give them permission as well as the

right set of content and tools to go out and tell the story of the transformation for themselves, sharing it with their networks.

With this framework or any other, of course, it comes down to the culture that you want to create at your company and how you want to use it to enable the digital transformation. ■

"What if we started by building entirely different spaces, would it actually change the way people behave or work?"

When we started our workplace transformation program, we looked to tech start-ups as our source of inspiration. Tech start-up founders have their own culture, their own belief systems, and their own ways of thinking. When the company becomes successful and needs to hire more people, the founders tend to look for people with similar behaviors. They tend to form ways of working that are based on shared character traits, behaviors, and rituals. Eventually, when they build offices, the spaces are infused with similar cultural traits from the leadership, behaviors, rituals and beliefs.

That being said, DBS is not a start-up. We've been in business for more than 50 years. Obviously, we had to find another way. The 'a-ha' moment came when we asked ourselves, "What if we took that process and reversed it? What if we started by building entirely different spaces, would it actually change the way people behave or work?" We also wondered, "If the spaces change behavior, does it ultimately change the culture of the company?"

For example, if our new workplace facilitated better collaboration, would that make our employees less reliant on hierarchical structures? Could they then emulate different behaviors that are more in line with a tech start-up,

Erwin Chong, Head of Corporate Real Estate Strategy and Administration, DBS Bank

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accelerating the speed of work and dropping some decision-making hierarchy that usually would happen in any large organization? Ideally, all of those things would change the culture of the leaders in time.

Through this exercise, we discovered that workplace transformation is a tool that can change a company's culture. You could, in theory, reapply this approach to any type of transformation you might want to do in your company—including digital transformation. You just have to figure out the correct place for the workspace to do its job in changing the cultural direction of the company. ■

"You need to understand all the components involved in your project."

Kay Sargent, Senior Principal | Director of WorkPlace, HOK

In her 34 years of experience, Kay's work has taken her to multiple continents, where she has worked with companies on their global real estate strategies and designed workplaces of the future. Kay co-leads HOK's WorkPlace team, where she oversees a team working with clients to deliver workplace solutions around the world. Kay serves on the HOK Board of Directors, on the Board of the International Federation of Interior Designers/Architects, and on the CoreNet Global Board. She has also served on the International Boards of IIDA, ASID, and NCQLP. Kay is one of the founders of the IFMA Workplace Evolutionaries, WE community, and a founding member of the DC chapter of Upward.

Anytime that you're changing one element, it's easier to change another. If you're going to change the space or move to a new building, it's an opportunity to reexamine everything from your IT strategy to your mobility profiling to your distributed work program—your work from home or flex work program—because you're making a physical change. It's easier to approach change holistically all at once than doing it piecemeal over time.

If you're going to take a holistic approach, it's of course really important that you get all the different groups, including HR and IT, on board. You need to understand all the components involved in your project. Companies sometimes come to us saying, "We want to be able to have a flexible environment and for people to be able to move around," but they use hardwired PCs, and their people don't have laptops. That's not going to work. One of the things that you really need to do is make sure you are truly aligning with the IT people and the tools and the processes to make sure things are in sync. If they're not, your initiative is likely to fail. ■

> "Our main objective is to determine how to best use technology and workplace features to help promote our brand and messages that enhance the employee experience. "

I've found that while you can provide the vehicles for digital transformation, it's only as good as the content you're providing and maintenance supporting that transformation. For example, we can provide thousands of screens for digital signage and wayfinding, but if we're not working closely with our marketing, communications, and business teams to feed them useful information, we lose the value of those technologies.

Our main objective is to determine how to best use technology and workplace features to help promote our brand and messages that enhance the employee experience. ◼

Frank Cuevas, VP, Real Estate Strategy & Operations, IBM

Frank Cuevas is the vice president of real estate at IBM, where he is responsible for the management of the global real estate portfolio. Prior to joining IBM, Cuevas held corporate real estate executive positions at Deloitte, Citigroup, and American International Group (AIG). He holds a BS degree in real estate from New York University and a master's of corporate real estate designation.

> **"The change that accompanies a workplace transformation provides a uniquely effective opportunity to get buy-in and to actually sustain the transformation you seek."**

Mark McCord, Vice President, Real Estate & Facilities, Research & Development, GSK

Mark McCord is an accomplished, well-rounded executive with more than 30 years of experience in the pharmaceutical industry. McCord combines scientific and business expertise to effectively create significant and enduring strategic, operational, and financial value across diverse roles and responsibilities within GlaxoSmithKline (GSK). He has demonstrated success in leading in research and development, commercial, and corporate organizations across a range of disciplines — drug discovery, clinical project management, marketing, real estate & facilities—in Europe, the US, and the emerging markets.

I've overseen a number of workplace transformation projects that leveraged a change climate in this way. The change that accompanies a workplace transformation provides a uniquely effective opportunity to get buy-in and to actually sustain the transformation you seek.

We've done quite a bit of this around our SMART Lab, and even what we call our basic SMART Working space, which is our office transformation initiative. We leveraged the change climate of that project to improve the digital technology that already existed in those spaces. We emphasized mobility, for example, so everyone moved from desktops to laptops. And, although this was some years back, we replaced traditional office phones with VoIP phones that allowed our workforce to be mobile. To make sure the transformation would be successful, we trained people in how to quietly use these phones while working in an open space and how to use a different room on the floor plate so that they could take conference calls. That way, everyone could work effectively in the new space while minimizing potential disruption to their colleagues. ◼

"The value of systems is often under-estimated in workplace transformation projects."

The importance of the digital elements within workplace transformation mustn't be underestimated because they enable the change in behavior. If we're looking for people to work in different ways and be prepared to work in different locations, it's pointless to expect them to do that unless the technology is bang on.

It's not just about technology though; it's also about data. This is about collecting and managing the information that our systems are able to harvest for us. The value of systems is often underestimated in workplace transformation projects. Most corporate organizations will have a property asset management system with all the data on the properties that we own or manage. What we need to get better at is actually reporting back on what that data can tell us about the way the workspace is being utilized.

If I was in charge of one of these transformation projects now as a key sponsor, I'd be asking my transformation manager to deliver back to me a reporting mechanism telling me that everything I've spent my money on has been a success. For example utilization of different parts of the building or the estate is quite easy to measure. We have sensors and recognition software now that will tell us which bits of the building are possibly underused, and that may help identify opportunities either for generating income from other sources or by reorganizing the way the business uses space. ■

Nick Booth, Transformation Wizard (Places and Spaces), Nick Booth Consulting Limited

Nick Booth is an independent freelance professional property expert with decades of property-related experiences and stories. He's a specialist in transformational and strategic matters for creating places and spaces that enable people to work better and happier.

"Understanding the reasons why people go to a particular place to work and crucially what they do when they get there is a great place to start. The rest of it is about working with known constraints to deliver the possible."

"We offer our employees a complete set of collaboration tools that empowers them to work from any location and any device."

Certainly. When pursuing a workplace transformation project, we make sure the new space has robust Wi-Fi coverage and we also tend to use mobile phones instead of land lines. That way, employees have the flexibility to work wherever they want. Aside from that, we offer our employees a complete set of collaboration tools that empowers them to work from any location and any device. Whether you want to do your Skype or BlueJeans call in a room, behind your desk, or from your mobile phone, it's all possible in our current setup. The meeting room reservation system we use for instant bookings contributes to employee flexibility. All of these digital transformation enhancements collectively support our objectives for an effective workplace transformation. ■

Louise Matthews, VP, Global Real Estate, Bacardi Limited

As global vice president, real estate and facilities at Bacardi, the largest privately held spirits company in the world, Louise Matthews is responsible for strategic planning, transaction and asset management of the family-owned company's real estate portfolio of 150-plus locations. Her role includes the coordination and oversight of multi-disciplinary teams of brokers, architects, engineers, and project managers for the development of new offices and manufacturing sites around the globe for the iconic Bacardi portfolio of more than 200 brands and labels.

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> "We built out a tool internally using our engineers that allowed us to see where people sat, whom they reported to, and what business line they were in within the company."

London Kemp, Global Head of Corporate Real Estate, Netflix

London Kemp is the director of corporate real estate at Netflix Inc. She supports enterprise-wide initiatives, and she provides overall management and strategic planning for Netflix's global real estate portfolio, including portfolio optimization, lease administration, and transaction management oversight.

We did this at a prior company I was with: Ingram Micro in Orange County, California. We were in a multitenant environment that was undergoing external construction. At the same time, we were trying to work through a number of moves, adds, and changes due to a reorganization.

In this environment, it was difficult for people coming from other international and domestic offices to find their colleagues. Because we were also frequently moving people within these offices, it became apparent that we needed some type of digital tool that would track the floor plan changes, ideally down to head count. Using our engineers, we built out a tool internally that allowed us to see where people sat, whom they reported to, and what business line they were in within the company.

Once we launched this tool, you could go to any office, and then if you wanted to meet with Derek in the engineering team, for example, you would easily be able to find out that he's on the fourth floor sitting in the third seat to the left. This really changed engagement with our employees, and it made it easy for us to automatically map out any new changes based on a departmental reorganization instead of having to perform a manual pull or just pulling a CAD file each time.

This tool eased the process and made it run more efficiently. It also improved communication between other teams and between other offices when we had visitors. ■

MAKING SURE YOUR PROJECT RUNS SMOOTHLY **WE ASKED EXPERTS:**

"How do you ensure that your Workplace Transformation project works smoothly once you've put in the proper preparation? What challenges can a person expect? What are some unexpected challenges that might crop up?"

Although thorough planning is essential for any workplace transformation initiative, making sure your project proceeds smoothly once it is underway is an entirely different matter altogether. Unforeseen developments and internal resistance can throw a wrench into the timeline, even putting the viability of the project in question. Agility, strong change management, and effective collaboration with stakeholders are critical at this stage. Measurement and evaluation can help you ensure that you're leading your project to a successful outcome no matter what surprises come your way.

> **"Analytics can play a valuable role in assessing the success of your workplace transformation."**

Katherine Hallen, Director, Transformation Initiatives, Modern Workplace, Microsoft

Katherine Hallen is director of transformation initiatives at Microsoft. She partners with enterprise companies and their leadership on digital transformation strategies and new ways of working in the cloud. She brings to her work blended expertise in culture activation, organizational behavior, change management, technology policy, and business strategy. She has contributed to four books on innovation and is an award-winning speaker.

In *Harvard Business Review*, Microsoft's Workplace Analytics team recently published some research on how to measure the success of a workplace transformation project. As part of that research, they studied an engineering team as they moved out of their old workspace and into their new one, measuring the success of the workspace change.

They looked at a variety of data points, including the physical workspace itself and even the metadata found in their calendars that recorded the lengths of meetings booked, the locations of meetings booked, who they were meeting with, and so on. With this metadata, they could examine the length of time, the meeting location, the distance between meetings, and the size of these networks.

What they found was that the workspace changes that we had made at Microsoft had a positive increase on collaboration. The changes also reduced meeting time because people were able to work in closer proximity to one another. They didn't have to spend as much time traveling to meetings or showing up five minutes late for a meeting because it took them extra time to get there. Interestingly enough, these workspace changes also increased the size of the employee networks. Analytics can play a valuable role in assessing the success of your workplace transformation. ◾

"Change is by far the hardest challenge in any workplace transformation."

Change is by far the biggest challenge in any workplace transformation. Trying to infuse change across one person, 10 people, or a whole organization is difficult. Typically, after a decision has been made by a few stakeholders (i.e. senior management) to pursue a workplace transformation project, most organizations then go back down the line and tell all the people who will be affected that they've made this decision to transform the workplace, and try to convince them that this is the best thing for them.

At DBS, we flip the process around. So even before a project is formalized, we form a small team of people including the leaders and users who are appointed as Change Champions to understand their needs, and co-create the solutions with them right up front. We work through the change program with them and try to get them to understand the reasons for it. We ask them questions like, "What are the cultural drivers you want to change?," "What's the transformation you are hoping to achieve?" and, "Do you want to create a digital environment where you can connect with different people, or do you want to have a paperless office?"

Throughout this process, we sound more like management consultants rather than corporate real estate people. We focus more on the way people work than the actual workplace at this stage. By putting the change up front, we shift the

Erwin Chong, Head of Corporate Real Estate Strategy and Administration, DBS Bank

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change continuum so it's in everybody's minds earlier. When people have an ability to do this collaboration with us and co-create the space, they feel that they are more in control. Instead of having us come in and sell them the change, they are part of the change. ◼

> **"Change management is really about taking people on a journey, involving them in the process, helping them be part of it, and helping them feel like this is the right evolution of the solution *for* them—*by* them. "**

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In her 34 years of experience, Kay's work has taken her to multiple continents, where she has worked with companies on their global real estate strategies and designed workplaces of the future. Kay co-leads HOK's WorkPlace team, where she oversees a team working with clients to deliver workplace solutions around the world. Kay serves on the HOK Board of Directors, on the Board of the International Federation of Interior Designers/Architects, and on the CoreNet Global Board. She has also served on the International Boards of IIDA, ASID, and NCQLP. Kay is one of the founders of the IFMA Workplace Evolutionaries, WE community, and a founding member of the DC chapter of Upward.

Change management is critical. You cannot underestimate the fact that people tend to resist a lot of change, especially when it comes to things they rely on. One of our biggest challenges is to help people understand the win-win scenario. Why are we changing the way that they work, and how is it going to be better for them? We need to help them create a vision of something that they don't know. There's a tremendous amount of faith that they need to put into it, and we need to frame it so that they are ready for the whole transformation.

Whereas change that is done to you is exacerbating, change that is done by you is exhilarating. Countless change programs aren't really what we would call true change management. They're really a form of resistance mitigation. You think people are going to resist change, and you haven't really included them, but now you somehow have to get them to accept it. That's resistance mitigation, and in that case, your communication plan is just concerned with how you are telling people what's happening.

True change management is really about taking people on a journey, involving them in the process, helping them be part of it, and helping them feel like this is the right evolution of the solution for them—by them. So it takes more time. It requires integrating and involving them early on in the process and

making sure that you're communicating, sharing, educating, and informing them of all the wins and the benefits associated with their transition into these new spaces. This also means, of course, that you need to know what those benefits are and be able to articulate them. ■

> **"Numerous organizations tend to focus solely on implementation, so they don't often go back afterward to understand how their implementation is actually working."**

We apply Agile methods into our everyday work. Agile transformation is all about creating a flexible and productive workplace environment. We are creating different types of workspaces to allow our employees to work where they want, when they want.

We're scaling Agile and new ways of working to give way to capabilities which strengthen our capacity for continuous innovation. Measuring and assessing what's happening in the workplace post-implementation is a necessity. You may find that some of the things that you try in the workplace aren't always used in the way you anticipated that they would be. It's important to go back, acknowledge what didn't work, and quickly iterate to make it more functional. Numerous organizations tend to focus solely on implementation, so they don't often go back afterward to understand how their implementation is actually working.

We use agile methods and change management to drive our workplace transformation projects from the beginning so that we understand what is needed and get people's buy-in. Continuing that change communication and that change management after the project is especially important. It becomes essential when you discover that someone isn't using the workplace in the way you intended. When this happens, you must iterate and adapt to how people are using the space. ■

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> **"Your end-users should be engaged throughout the process, involved in the planning, design, development, and testing. In the end, they deliver the change."**

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The biggest challenge for any workplace transformation is the people themselves. That's fundamental. It's essential to have a change management program in which people are clear on what is being achieved and senior sponsorship is engaged in communicating the organization's vision. You must also include people who represent the population that's undergoing the transformation. That really helps with the rollout of the implementation down the line because then people feel that they were engaged and brought into the process from the beginning.

In all of this, you have to keep the end-users first and foremost in mind. That should be your starting place, in fact. Your end-users should be engaged throughout the process, involved in the planning, design, development, and testing. In the end, they deliver the change.

That part is critical, we don't actually deliver the change. We provide the change training and the tools, but the real change advocates are the folks in the business who make the change happen. They are the most effective ones to deliver the transformational change and to sustain it because they will live it, breathe it, and own it. The best change advocates are the folks who are actually going to be working in the space. That is probably the strongest advice I'd give anyone going through any kind of workplace transformational change. ■

Strong sponsorship is so important, with full responsibility and accountability, at the top of the workplace transformation program. It's all very well having people deliver a business case or a set of policies that will be part of the transformation program, but they have to be tested on a regular basis to make sure their behaviors have delivered the changes they signed up for and we said we would implement. What tends to happen, despite what's been agreed upon, is that people revert to type.

If it has been the custom of an individual or a group of people to meet on a Monday morning in the office to discuss and share their caseload, that might be a very good thing to do. But if the transformation project says that they don't need to meet up on a Monday morning and that they're going to do it virtually on a Tuesday instead, it needs to be tested that way. That group of people should not collectively drive hundreds of miles to get together on a Monday morning just because they've always done it. There may not be anything wrong with it in principle, of course, but that wasn't the objective of the transformation.

The things that commonly derail a workplace transformation project are inertia and lack of accountability or the inability to enforce accountability on the key individuals involved. Accordingly, the chain of delivery has to identify the actual people and the things that they're going to do—and then you have to test to confirm that they have in fact done them as planned. ■

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"It's important to keep employees engaged along the way."

It's important to keep employees engaged along the way. With that in mind, it's essential to allow them to have input into the process at the beginning of the project, keep them informed, and continually show them how things are coming along. This could include acknowledging that you heard their feedback on what they need and then sharing the conceptual design with them. It's also helpful to share the timeline for construction with them. Giving people little teasers along the way will excite them about the new environment and prevent them from feeling that the transformation is a black box, so to speak.

We like to roll out a whole welcome package when people come into a new office. For example, we held a town hall in Barcelona in which the general manager of the project, the architect, and the project manager gave the employees a detailed presentation about the new office location. They shared how to get to the new office, where the neighborhood bars and restaurants of interest were, how the lunch program was going to work going forward, and what the new office would look and feel like. This town hall gave the employees an opportunity to envision the new space, the surrounding environment, and what their commute would be like—even before they stepped inside the new office. It really helped get people excited about moving to the new space. ■

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> "One of the best ways to ensure a successful workplace transformation is to empower your team and make sure that everyone is aligned and on message in terms of the objectives."

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London Kemp is the director of corporate real estate at Netflix Inc. She supports enterprise-wide initiatives, and she provides overall management and strategic planning for Netflix's global real estate portfolio, including portfolio optimization, lease administration, and transaction management oversight.

First of all, no one can do it alone. One of the best ways to ensure a successful workplace transformation is to empower your team and make sure that everyone is aligned and on message in terms of the objectives. That way you can make sure that as issues, questions, or concerns come up, you're addressing them in as close to real time as possible. And if you can't do that, at least you can promptly vet those issues.

My colleagues and I encountered this dynamic firsthand when we were installing lockers and showers across the building to make sure that people who wanted to use facilities such as the gym and the walking trails around our campus didn't have to worry about leaving to be able to shower up, get clean, and return to work.

We discovered that one of the pipes in the building wasn't in the appropriate place that we thought it had been based on the plans we had. We'd anticipated completing construction in January, but this new change meant it might actually end up finishing in March. We also found out that this change might require us to remove another kitchenette area, which would have left one corner of the office without kitchen support, and that prospect was unfeasible. We had to determine whether or not the project was going to go forward and swiftly

communicate the schedule change to the stakeholders who would be impacted. Then, for the time that the kitchenette area was going to be down while we were working on

the relocation of pipes, we had to make sure that we had something else available that offset that kitchenette loss and still created a collaborative space for that quadrant of the office.

We sought direct stakeholder engagement to see if there was a preference for one versus the other. For example, we asked stakeholders whether they would prefer offsite catering or a temporary kitchenette where they could have nonperishable meals catered on a daily basis. Because our stakeholders had clear visibility into the changes in the timing of the project and they saw that we were making an effort to offset the inconvenience, they were less vocal about dissatisfaction with the project. When we were able to complete the project and deliver the showers, it was a win-win all the way around. Stakeholders ended up with access to their kitchens and their showers, and we'd done everything we could to try to offset the inconveniences with other deliverables during the project. ■

THE RESULTS OF WORKPLACE TRANSFORMATION WE ASKED EXPERTS:

"What are the most remarkable results you're aware of from companies that have implemented a Workplace Transformation plan?"

Workplace transformation, when done right, can achieve truly remarkable results. Oftentimes, employees feel drawn to the new space—even when they have other options like coworking and telecommuting. People have a sense of pride in where they work and want to share it with others, creating viral interest that rapidly spreads beyond initial expectations. Ultimately, a successful workplace transformation can even have a beneficial influence on the very culture of the organization.

> "We also have collaboration spaces that you can choose depending on your project need and your mood. "

Katherine Hallen, Director, Transformation Initiatives, Modern Workplace, Microsoft

Katherine Hallen is director of transformation initiatives at Microsoft. She partners with enterprise companies and their leadership on digital transformation strategies and new ways of working in the cloud. She brings to her work blended expertise in culture activation, organizational behavior, change management, technology policy, and business strategy. She has contributed to four books on innovation and is an award-winning speaker.

What's been really remarkable about our transformation is that it's so very different from what we think of as classic open space—walls of cubicles or desks that are sandwiched together. I would describe what we've created as more of a flexible space that supports different types of work and different types of teams. We've empowered those teams to flex those spaces based on their needs, even as those needs change over time.

When you go into the buildings where Microsoft employees are focused on research and development, you'll find whiteboard wallpaper that makes it easy for people to scrum and to work through problems together. You'll find shared workspaces with movable walls, too. So as your teams change and your project changes, you can actually move those walls and flex your workspaces to come together and collaborate in a new way. We also have collaboration spaces that you can choose depending on your project need and your mood. In my own building in Redmond, you can book a room that feels like you're working inside a British library, one that feels like you're at home in a living room, or an outdoor tree house.

That helps employees feel more present with their environment and gives them a new sense of energy. We know from research that nature stimulates our brain and that being outside in the fresh air triggers neurons in our brains that put us in a reward state. We feel less stressed out and happier. This is also good for our

immune system. I think one of the reasons Microsoft built the tree houses is that trees release special chemicals that improve our cognition and give us positive feelings of creativity. That enhances collaboration and therefore innovation. ■

> **"When we finally opened up JoySpace, I was surprised with the way people took to it and decided to tell their friends and family about it."**

When we finally opened up Joyspace, I was surprised with the way people took to it and decided to tell their friends and family about it. They even posted pictures of the office to social media. Within a couple of months, we started getting requests from people outside of the organization saying, "Hey, we heard you guys did this great space. Can we come and see it?"

One of the markers I would use when evaluating the success of a workplace transformation programme is how quickly news of it become viral. For example, we didn't do any advertising of Joyspace. We didn't go out into the market and say, "We created this great space, and everybody loves it." At the height of everything, a local media outlet called TheSmartLocal also heard about Joyspace and came by to see our space. I think they voted us one of the top five workplaces in Singapore. Other companies reached out with tour requests as well, and we got invited to speak at various platforms to share best practices. All of this was done without a single press release or official communication. So if your project becomes viral without you even having to do anything, take that as a huge success metric. ■

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We see people get more excited about their work environment. We see employees wanting to come into the office; there's a pride they have when they want to bring their families in and share the space with others. We saw this when we were working with a client who transformed their workplace of 4,000 people. The CEO said, "We need to be able to innovate faster, and our people are too siloed. I want people to be able to connect, communicate and talk." We broke down the silos so that there was access to decision-makers, speed to innovation, and a spirit of entrepreneurialism.

At the end of the first week, after we completed the space transformation, we were walking through the space, and the CEO came across one of his senior VPs. The CEO said, "Hey, how's it going?" and the VP said, "I am exhausted because I've spoken to more people this week than I have in the past three months." The CEO replied, "That's good. This is what I wanted."

Companies really want to break down the barriers. We don't even design zoos in a siloed way anymore. The animals were once expected to sit in cages all day, but now it's all about free roaming and being able to move around so that they're happier, healthier, more engaged, and thriving in a more sustainable way. Similarly, we shouldn't be designing workplaces where people are in environments that are not advantageous to them. We should be creating workplaces that feel like places of empowerment. ■

> **"You simply can't underestimate the impact of transforming a space on your culture, productivity, and pride. Whether it's painting a wall or installing adjustable desks – people notice, and it's reflected in engagement."**

At IBM, we try to put our employees at the center of every experience – keeping their needs and feedback at the forefront of every re-design and transformation we do. We've found creating flexible, inviting shared work spaces helps foster collaboration and ideation not only within teams but across different areas of the business.

For instance, a communications person sitting next to analytics person might learn about how to use data to drive campaigns. Or an employee seated in a building with internal developers could learn how to build a chat bot for their own business area or offering.

When planning our spaces, we try to tap into our employees' insights as much as we can – mining feedback about their work experiences from our annual Engagement Survey, intermittent mini pulses and other workplace surveys. We've even run crowd-sourcing campaigns to vote on ideas for updating spaces, where the winners win funding to create the spaces at their sites.

You simply can't underestimate the impact of transforming a space on your culture, productivity, and pride. Whether it's painting a wall or installing adjustable desks – people notice, and it's reflected in engagement. ■

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> ## "People like coming in to the space—they feel drawn to it."

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Mark McCord is an accomplished, well-rounded executive with more than 30 years of experience in the pharmaceutical industry. McCord combines scientific and business expertise to effectively create significant and enduring strategic, operational, and financial value across diverse roles and responsibilities within GlaxoSmithKline (GSK). He has demonstrated success in leading in research and development, commercial, and corporate organizations across a range of disciplines — drug discovery, clinical project management, marketing, real estate & facilities—in Europe, the US, and the emerging markets.

Every successful workplace transformation project I've seen creates a sense of cohesion and togetherness. People like coming in to the space—they feel drawn to it. We know that in this day and age, people have multiple options when deciding where they want to work. They can go to a WeWork, or they can work from home if they like, but they choose to come to the new space. They're there because they want to be. That's a really big sign that a workplace transformation has been successful.

Companies can measure the success of their workplace transformation by examining how many people come into the office and how much of the space is being utilized. They can assess these factors using metrics like the utilization of space, the cost per person, and the square foot per person. Some of these hard outcomes that come through are really important, but it's generally the soft ones that I mentioned that are the most remarkable and the most meaningful. ■

> **"We held our ground, and we made the business case showing the long-term financial and commercial benefits that a new system would provide."**

During one workplace transformation project that I worked on, we discovered that the property asset management system was obsolete and needed to be replaced. We spent a lot of time and money designing a system that would be fit for purpose and would do more than the old system. We had a huge battle with the center—particularly the financial and commercial departments—they said this new system was unnecessary and it would only give us the funding to replace or upgrade what we had before. We held our ground, and we made the business case showing the long-term financial and commercial benefits that a new system would provide.

As part of that process, we demonstrated that this property asset management system would, in fact, handle all our works order management processes as well as asset management. Not only were we able to feed back into the center much more accurate information about how their estate was performing, but we were able to demonstrate that we could generate efficiencies and savings by improving the ways in which we manage those buildings. They may have even reduced their head count, generating additional cost savings in the process. All this was possible because we had faith in the technology and were prepared to spend enough time and effort in specifying that system up front. ◼

Nick Booth, Transformation Wizard (Places and Spaces), Nick Booth Consulting Limited

Nick Booth is an independent freelance professional property expert with decades of property-related experiences and stories. He's a specialist in transformational and strategic matters for creating places and spaces that enable people to work better and happier.

"Understanding the reasons why people go to a particular place to work and crucially what they do when they get there is a great place to start. The rest of it is about working with known constraints to deliver the possible."

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> "Moving the office to downtown Barcelona and having everyone on one floor with an open plan has really transformed the culture."

The most dramatic workplace transformation I've personally seen involved Bacardi's office in Barcelona. Previously, Bacardi was in a space located about 30 to 40 kilometers outside of Barcelona. All the Bacardi employees from sales, marketing, and HR, as well as all the operations folks, were located in a production facility that was housed in multiple buildings. We looked at new locations and identified a fantastic building in the heart of Barcelona right on Plaza Catalonia, a vibrant location overlooking the plaza square.

This was a terrific opportunity for completely transforming the workplace. Bacardi had previously been in a multi building facility, with the various departments housed on different floors within various buildings. There were few chances for people to bump into each other, and the spaces didn't really provide opportunities for casual collaboration. Moving the office to downtown Barcelona and having everyone on one floor with an open plan has really transformed the culture.

The new space has many wonderful amenities. For example, we have a Martini espresso bar, and we have a Bacardi bar that is used for training. The office has fantastic views overlooking the Plaza Catalonia and puts employees closer to where our consumers are. The Bacardi employees in Barcelona actually love having vendors and various partners and clients come to the Bacardi building

Louise Matthews, VP, Global Real Estate, Bacardi Limited

As global vice president, real estate and facilities at Bacardi, the largest privately held spirits company in the world, Louise Matthews is responsible for strategic planning, transaction and asset management of the family-owned company's real estate portfolio of 150-plus locations. Her role includes the coordination and oversight of multi-disciplinary teams of brokers, architects, engineers, and project managers for the development of new offices and manufacturing sites around the globe for the iconic Bacardi portfolio of more than 200 brands and labels.

because they're proud that they're in a fantastic location with a spectacular space that speaks to the brands. The space itself is heavily branded—we have great artwork on the walls and various conference rooms that reflect the Bacardi brands and tell the history of our 157-year-old company in a modern way. The employees feel so proud to be in this new location, and it's just a completely different vibe from being in the former facility. ■

"The productivity shifts—it just goes through the roof."

London Kemp, Global Head of Corporate Real Estate, Netflix

London Kemp is the director of corporate real estate at Netflix Inc. She supports enterprise-wide initiatives, and she provides overall management and strategic planning for Netflix's global real estate portfolio, including portfolio optimization, lease administration, and transaction management oversight.

The productivity shifts—it just goes through the roof. I worked at Walmart in the realty management section, and we had to live through what was essentially the complete remodel of our workplace. We moved to another building while there was construction being done. There was a new design program implemented so that our desk areas looked quite different. Among other things, we had privacy panels installed and updated with a modern look as well as easier access to local printers.

We'd been receiving updates throughout this period about the construction and what was going on in the space, even getting a glimpse at the design schematics. When we moved back into our original office, we were excited to discover the new workplace experience. It was wonderful to have more light in the space. We saw a noticeable impact not only in terms of mood, but also in terms of output. When you're customer facing but you also have internal stakeholders to deal with and you're spending the bulk of your time in the office, having a better workplace experience is life-changing. ◼

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