

# 360°

## Inside Innovation

The first look at Steelcase's newest Learning and Innovation Center

### Six Ways to Support Agile Teams

Insights for creating agile team spaces

**We All Learn. We All Teach.**  
Learning doesn't just happen in the classroom anymore

### More Organism Than Machine

Redefining innovation in seating



Exploring workplace  
research, insights  
and trends

Issue 14





**360°**

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research, insights  
and trends

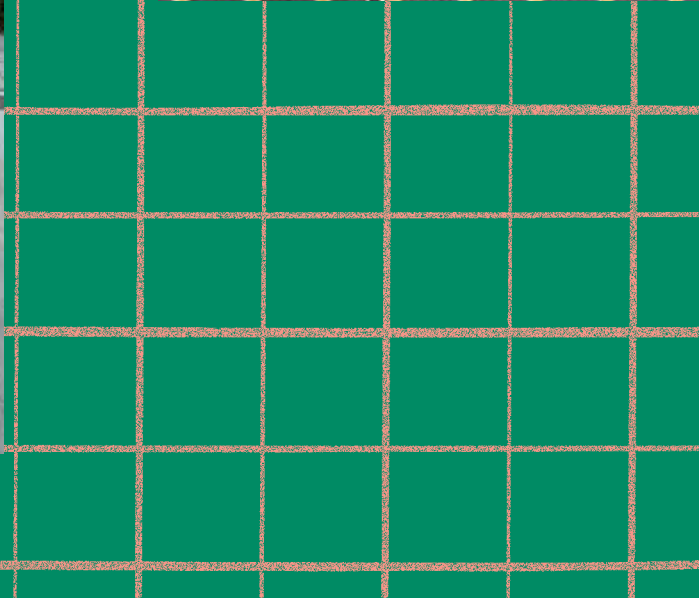
## Learn. Experiment. Create.

These are the essential ingredients necessary to solve today's complex problems.

Yet, so many organizations struggle to achieve this mindset. What can they do to inspire this shift?

This issue of 360 explores how learning and innovation are linked and how the newest Steelcase Learning and Innovation Center is designed to support this critical relationship by creating habitats that activate a culture shift and foster the habits necessary for constant learning.





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## Departments

6  
A 360 View

8  
Perspectives

18  
Trends 360

28  
The New  
Office

36  
Work Day

80  
Flashback

## Features

52  
Inside Innovation

Steelcase's newest Learning and Innovation  
Center in Munich gives employees and visitors  
a firsthand view of how Steelcase is using  
space to learn, innovate and grow.





## Features

10

## We All Learn. We All Teach.

Learning doesn't just happen in the classroom anymore. Leaders share what this means for people at work.



48

## Q&A: David Kidder

This self-described serial entrepreneur says no matter how big enterprises become, they need to think like a startup if they want to continue to grow.

44

## The Future of Innovation in Europe

Expert Marc Lhermitte explains why Europe is positioned to join ranks with Shenzhen and Silicon Valley as a center for innovation and business growth.

67

## More Organism Than Machine

Redefining innovation in seating

75

## Six Ways to Support Agile Teams

More than a dusty five-year plan, being able to rapidly respond to changes often determines an organization's success in today's unruly business climate. Becoming more agile is rarely easy, and these insights can help.



38

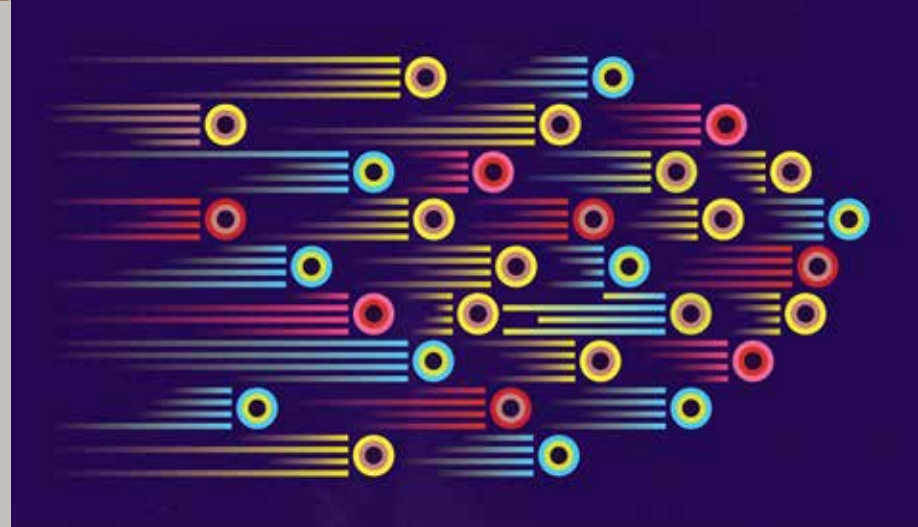
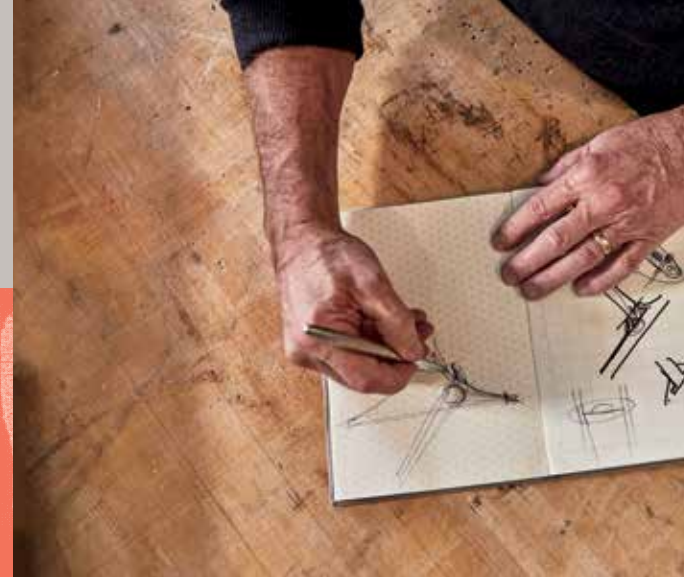
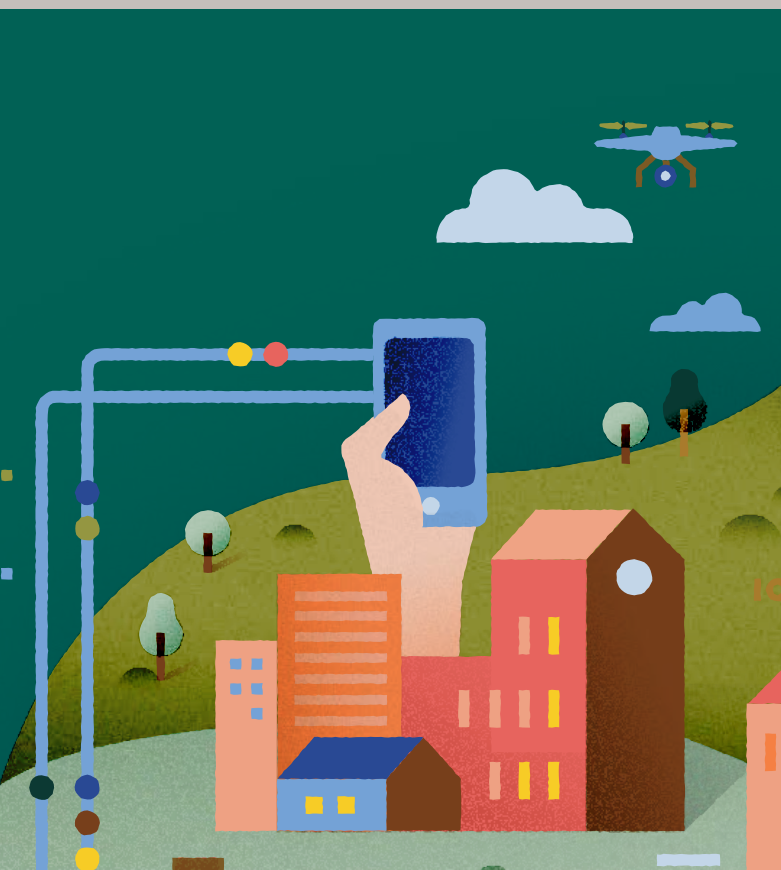
## Provocateurs in Provence

At a place called thecamp in Southern France, teams from public and private sectors are developing groundbreaking and scalable solutions to address the major social issues of our time.

22

## Big Data. Better Places.

How two new products use technology to create human-centered places where people really want to work.







## A 360 View

# Can Designing for Innovation Solve the Loneliness Epidemic?

How can it be that we have hundreds, or even thousands of “friends” and “followers” in our professional networks, yet more than ever people are starting to talk about loneliness at work? Loneliness articles are showing up more frequently in the news and academic studies. It's not just remote workers who feel this way—even people who spend their days in packed open offices are expressing a sense of isolation and disconnection from their colleagues.

Former US Surgeon General Vivek Murthy writing for The Harvard Business Review refers to it as a “loneliness epidemic” at work. He points out that loneliness limits creativity and negatively impacts reasoning and decision making—critical components of innovation, and ultimately, growth. This not only takes an emotional toll on people, but there is an economic impact to businesses.

Innovation requires people to trust one another. They need to learn from each other, share failures and successes, take risks and think and act creatively. MIT professor Peter Senge, who coined the term “learning organization” in the '90s, recognized that learning is tied to an organization's culture and how willing it is to take risks and learn from failure. Fostering a culture of learning and innovation needs more human interaction, not less.

I recently visited the new Steelcase Learning and Innovation Center in Munich, featured in this issue, where a key principle is “everyone is a learner and everyone is a teacher.” It's a great place to work productively, but something more was happening in this place that made me feel comfortable and welcome. The design naturally fosters social rituals in which people come together to share a meal or a coffee—part of the fabric of daily life. It encourages equal participation, even for remote team members, which, in turn, empowers risk taking and creative confidence. Transparency makes it easier to feel a sense of belonging, a connection to other people and a part of the company's purpose. Although I was far from home, working with colleagues I don't see often, I felt like I belonged.

Innovation and learning are inherently social activities and while designing a space to support these needs, perhaps we also took a step toward making the office a little less lonely.

*Chris Congdon*

Chris Congdon  
Editor, 360 Magazine



## Perspectives

### Meet the people behind this issue.



**Laurent Bernard**  
Vice President,  
Global Talent Management  
Steelcase

“Culture change is not a project. There is no ending. Behaviors change when mindsets change, and that happens through the experiences people have at work.”



**James Ludwig**  
Vice President, Global Design  
and Product Engineering  
Steelcase

“Innovation is a physical activity. It's dependent on human interaction, exploration and experimentation. That means the places that bring people together, physically and virtually, are critical to innovation outcomes.”

**Gale Moutrey**  
Vice President, Global Communications  
Steelcase

“The LINC is not a showroom. It's a place where learning and innovation happen, and we want to inspire our customers to use their workplace in ways that drive their purpose and aligns their strategy, brand and culture.”



**Frédéric Chevalier**  
Founder, thecamp

The original idea for thecamp came from Frédéric Chevalier, an entrepreneur who brought together public and private organizations and individuals to create the innovation hub. Sadly, Chevalier died in a traffic accident three months before the campus opened. His vision, however, was that of a collective, on-going enterprise, one that would transcend a single project or individual.

**Jenny Carroll**  
User Interaction Designer  
Steelcase

“Work is changing so quickly, you can't really prescribe how a room is used. Real-time data that gives you insight on behavior and how people work can help create more human-centered workplaces.”



**Terry Lenhardt**  
Chief Information Officer  
Steelcase

“To keep up with the pace of Agile work, we're going to have to give up some control to the users on how the space works. We're going to have to make it highly reconfigurable because they'll figure out what it is they need for the problem they're trying to solve.”



**Marc Lhermitte**  
Partner, EY

“Companies should be thinking about how to reorganize their business models and scan for opportunities. They are at the forefront of entrepreneurship and they should be asking questions like, ‘How do we empower our people, our staff, to encourage innovation on a day-to-day basis?’ to develop open innovation, to understand that life tomorrow is different than business as usual. It's complex, it's probably even more complex in Europe. I'm very confident that together companies and governments can make it happen.”





# We All Learn. We All Teach.

Learning. Once only relegated to the classroom, it's now recognized as an essential ingredient for innovation and agility. Work today is fast and furious and learning needs to keep pace. Learning must happen everywhere, all the time, by everyone.

What does this mean for people at work? Leaders around the world share their thoughts.



“Anything is possible for a company when its culture is about listening, learning and harnessing individual passions and talents to the company’s mission.”

---

Satya Nadella  
from “Hit Refresh”  
CEO  
Microsoft Corp  
United States







“If we want the best from our people, and the best results for our organizations, we need to lead without fear and make our workplaces safe places to try things, make mistakes and learn from those mistakes.”

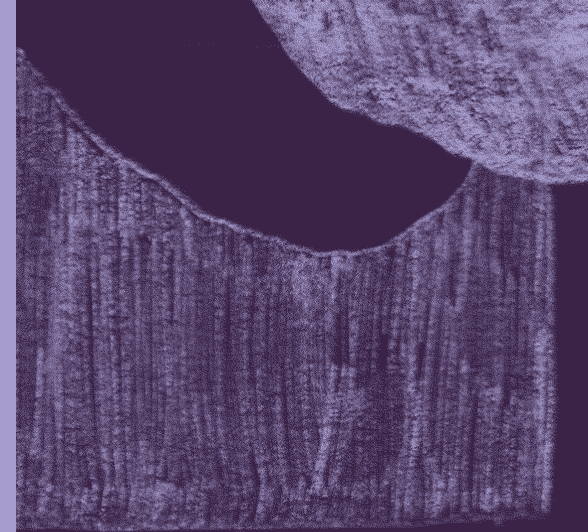
Rich Sheridan  
CEO, Chief Storyteller  
Menlo Innovations  
United States

“If you are pursuing a growth agenda, if you are trying to innovate as an organization, learning has to be absolutely crucial and central to your plans.”

Gillian Pillans  
Research Director  
Corporate Research Forum  
United Kingdom



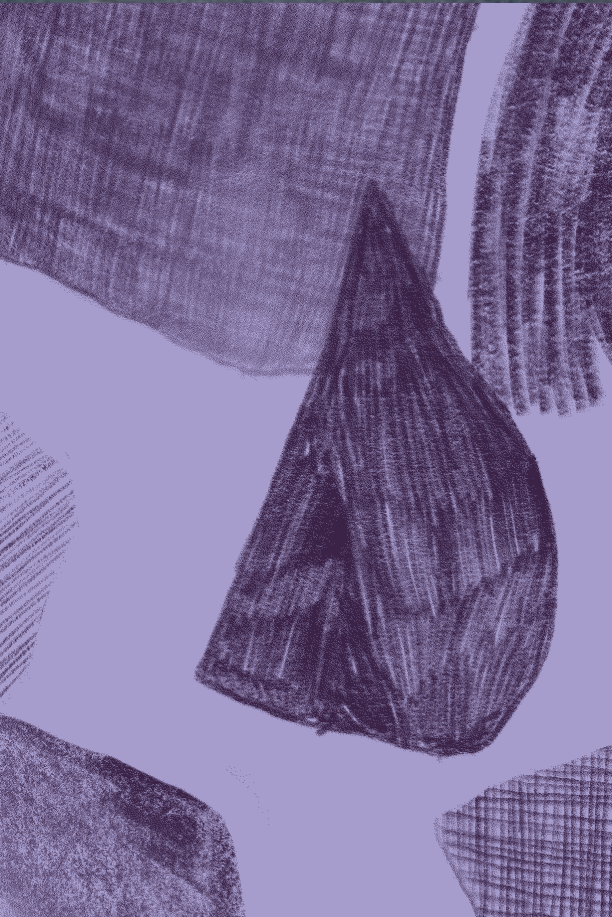




“Every human interaction is a learning moment. Organizations must notice and understand how and when these learning opportunities are happening and figure out how best to interact with each other when they happen.”

Kim Dabbs

Director, Workplace Consulting  
Steelcase Inc  
Germany







16

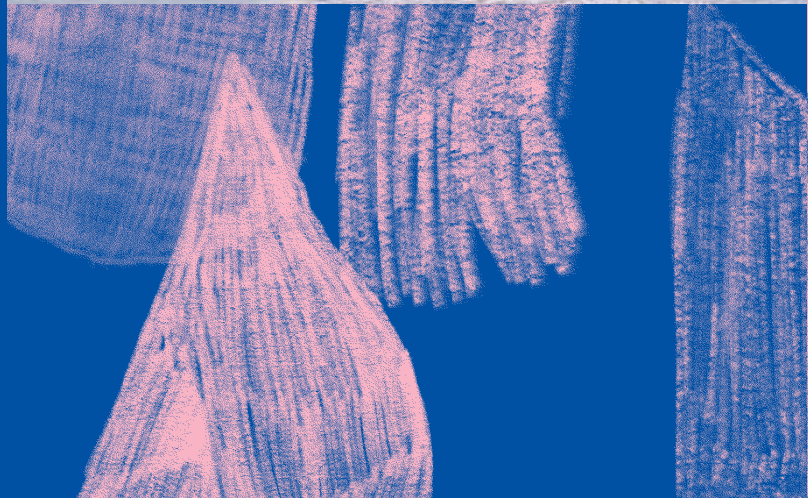
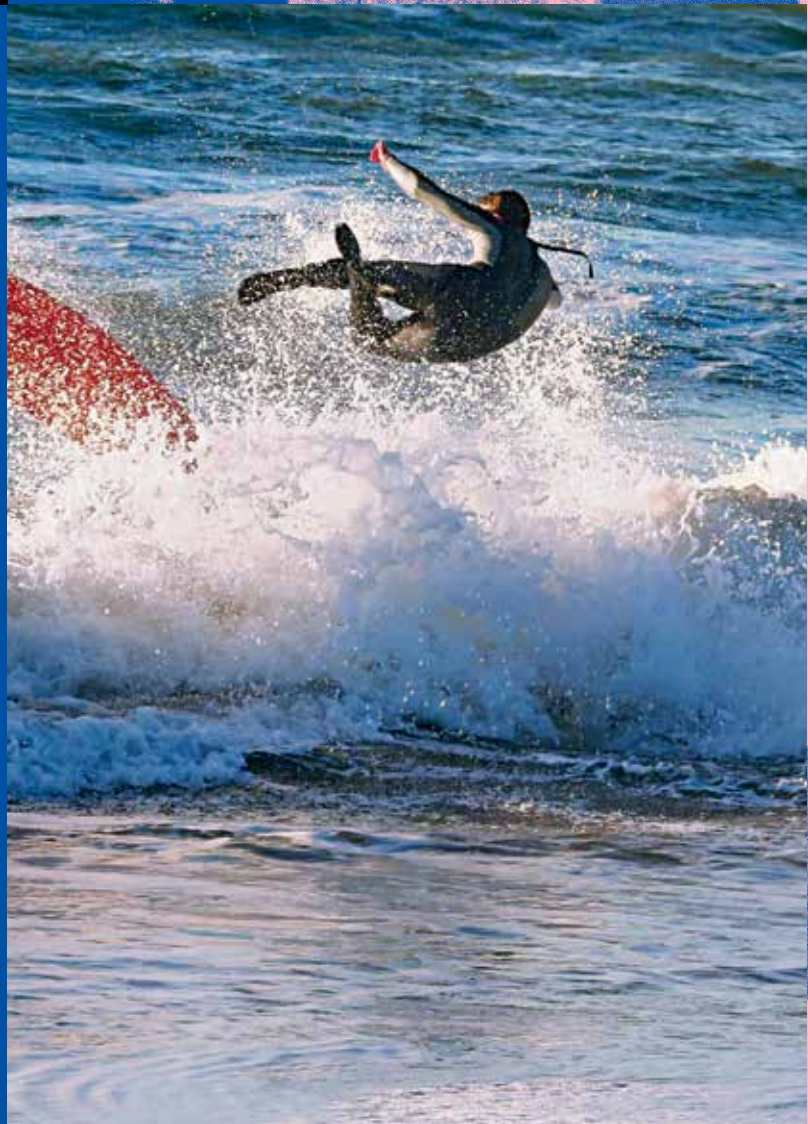
360 Magazine

We All Learn. We All Teach.

17

“Building a corporate culture that’s proud of its failures and willing to talk about why something failed is super important. It’s the best way to learn. When people feel safe about failing that makes them feel brave to think about different kinds of solutions. And that leads to innovation.”

Johanna Frelin  
CEO  
Tengbom  
Sweden



# “Knowledge never overfills one’s glass.”

Jim Hackett  
CEO  
Ford Motor Company  
United States





## Trends 360

# What Workers Want

People know what they don't want at work—a sea of bland, uniform spaces where ideas go to die.

In fact, a recent Steelcase study of global office workers found that although 77 percent of people have their own assigned workstation, the vast majority—87 percent—spend two to four hours every day working someplace else. We wanted to know: Why are people migrating away from their desks? What kinds of spaces are they looking for? Is it as simple as adding some sofas and a barista bar to give people the kind of workplace they want?

As it turns out, monotony is a huge motivator—just over half of people (51 percent) say they need an escape from working in the same place during their day, whether they were alone or with others. They're also seeking deeper relationships with colleagues, and 43 percent believe informal spaces can help build more trust.

## The Missing Link

Here's what people say they need:

### Inspiring spaces for social interactions

Quick, informal connections with peers 41%

Collaborative teamwork 28%

### Privacy

Use informal spaces for quiet or focus work 24%

### Physical and Emotional Comfort

Better Ergonomics 37%

More comfortable, inviting and inspiring workspace 47%



## Desire vs. Reality

People give lackluster scores to the ancillary spaces their companies provide today:



General Satisfaction 2.46



Ability to support the work people are doing 2.25

Digging deeper we saw what's behind the ho-hum ratings:

53% Can't find the right type of spaces they need 40% Don't have enough informal spaces

## How to Make Informal Spaces Better



More views of nature or greenery 45%



Better support for informal interactions 41%



Private spaces for acoustic and visual privacy 38%



Better ergonomics 37%



Flexible furniture 43%





### The Age Factor

Younger and older generations agree—everyone likes informal spaces and uses them regularly—but for different reasons. Millennials are more likely to use dining/bar spaces to do focus work while older generations use these spaces for collaboration and socialization.

Lounge spaces are used by millennials as a place for privacy while older generations use these spaces socially. Millenials are also more likely to use a wider range of informal spaces and to adjust their furniture, where older employees tend to pick favorite spots to use and leave their furniture settings alone.

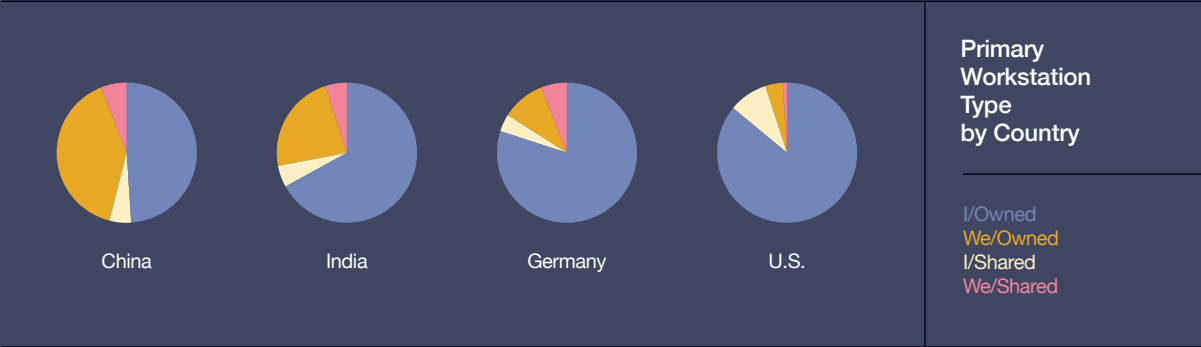
### Culture Shift

In China and India, people spend far less time at their primary workstation than in other countries. Organizations appear to be more progressive and provide more informal spaces to their employees.

India and China also offer the lowest percentage of I/Owned workstations and the highest percentage of We/Owned and We/Shared workspaces. This further promotes mobility in the

workplace and people in these countries are more likely to seek out other spaces to work.

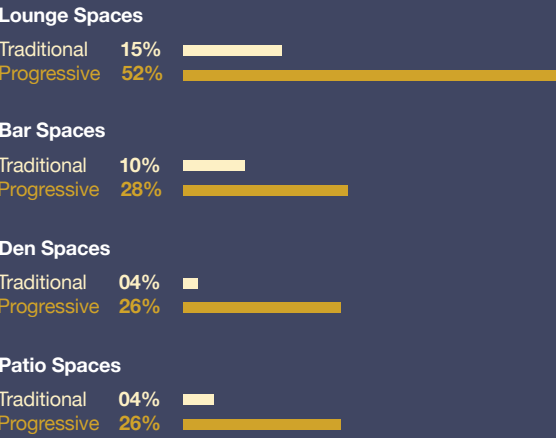
Organizations in the United States and Germany appear to be more traditional and provide considerably more I/Owned workstations; organizations in India and China are more progressive and offer more We spaces.



### The More the Better

It shouldn't come as a surprise: Companies that offer more casual, inspiring spaces are perceived as being significantly more progressive than those who don't.

#### Availability of Informal Spaces Traditional vs. Progressive Companies

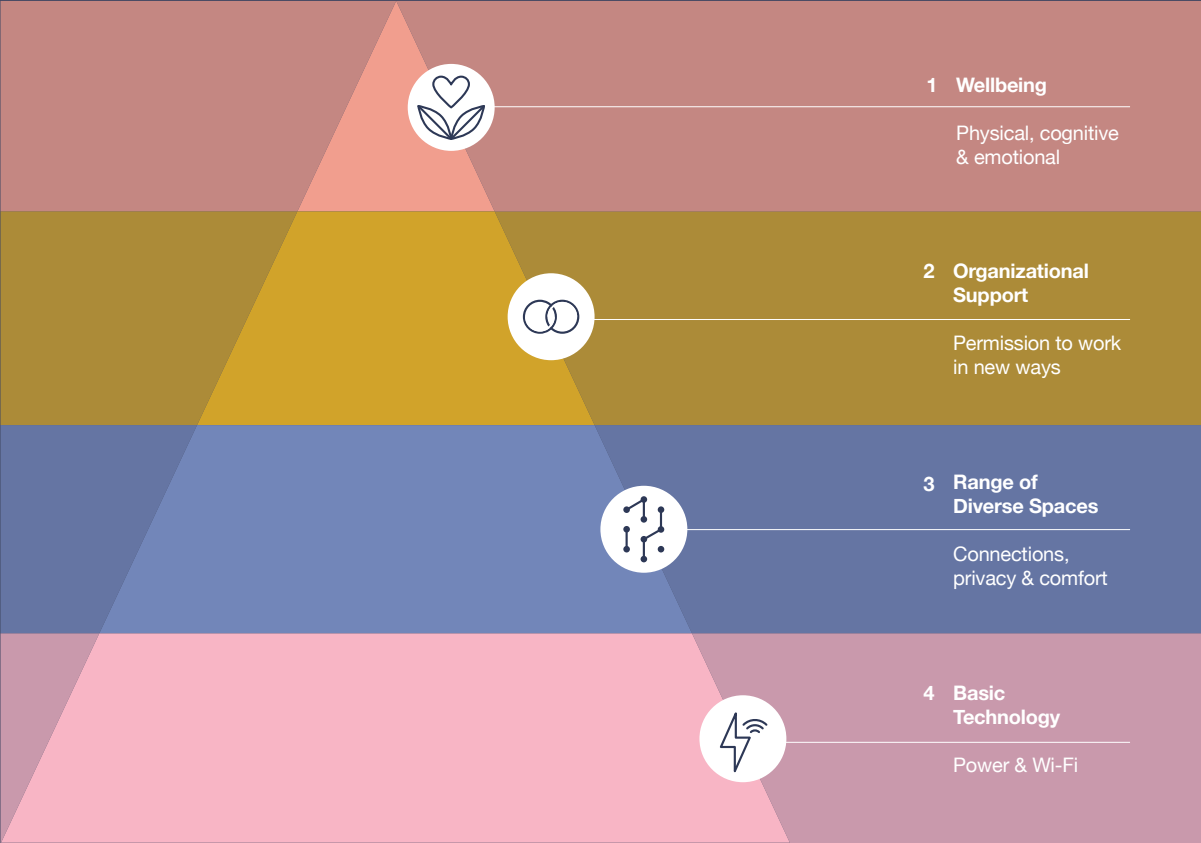


### Hierarchy of Office Needs

Just as people have basic needs in life like food, water and safety, people have different needs at work too. In the office, organizations must provide people with technology, a diverse range of spaces that support different types of work and permission to use these spaces if they expect them to thrive.

spaces. But what's missing is the range of spaces where people want to work that support their physical, cognitive and emotional wellbeing.

According to the study, most organizations only provide people with technology and permission to work in informal





# Big Data. Better Places.

Taking cues from users and applying Steelcase research insights, Workplace Advisor and Personal Assistant improve the places people work.





## Can technology actually create a more human office?

Most of us will concede that offices of the past, built to pack as many desks as possible into the least amount of space, were not human centered. Cookie cutter layouts and rows of desks may be easy to manage, but they can't support today's different ways of working. Organizations know that growth requires innovation, and this has fueled a shift to creative work. The ebb and flow of the creative process, and the need for agile teams to implement new ideas and solutions, require a range of spaces that support different work modes, and give workers choice and control over where and how they work.

"Leaders walk around their offices and see empty spaces. Yet their people say they can't find the right places to do their work: space to meet with colleagues, team spaces to work on tough problems for long periods or a private space for focused work. How can both situations be true? It's like entering a busy parking lot, knowing there's a space but you don't know where it is," says Steelcase CEO Jim Keane.

This is the challenge Steelcase designers addressed with Steelcase's portfolio of space measurement solutions, which includes Workplace Advisor and Personal Assistant. Workplace Advisor, available now, helps organizations more fully understand their workplaces so they can create better ones. It will be followed by Personal Assistant, a mobile app that will help employees find the workspaces and colleagues they need.

"We're using technology, big data, and workplace insights to help companies create human-centered workplaces that are not only responsive to today's work processes, but informed by the needs and experience of people at work today," says Keane. "Workplace Advisor provides the company with data and insights on how to think about space holistically, and helps create smart, connected workplaces. It will also inform Personal Assistant, to help people connect with their colleagues and the best places to work, so they can spend less time searching and more time connecting and collaborating."

### Like a Fitbit for the office

Workplace Advisor was built on the Microsoft Azure IoT platform and uses strategically placed sensors and gateways to track precise, real-time space usage, identifying which rooms are open versus ones that are reserved but sitting empty. Newly-engineered sensors, precisely located in each workspace, allow Workplace

Advisor to achieve great accuracy. In addition, proprietary algorithms apply Steelcase's deep knowledge of work, workers and the workplace to extract meaning from the data and display it in a real-time, intuitive user interface.

The insights revealed by Workplace Advisor are often surprising. Jenny Carroll, user interaction designer, says one reason is that most businesses are unaware of how their space is actually used. She also notes that 46 percent of space goes unused in a typical workplace. "Work is changing so quickly, you can't really prescribe how a room is used. People use conference rooms for phone calls. Groups collaborate in open lounge spaces. Some people roam around as they talk on a phone. Having real-time data about your work environment helps you understand user behaviors, how people work, and how space can help them. Workplace Advisor is like a Fitbit for the office."

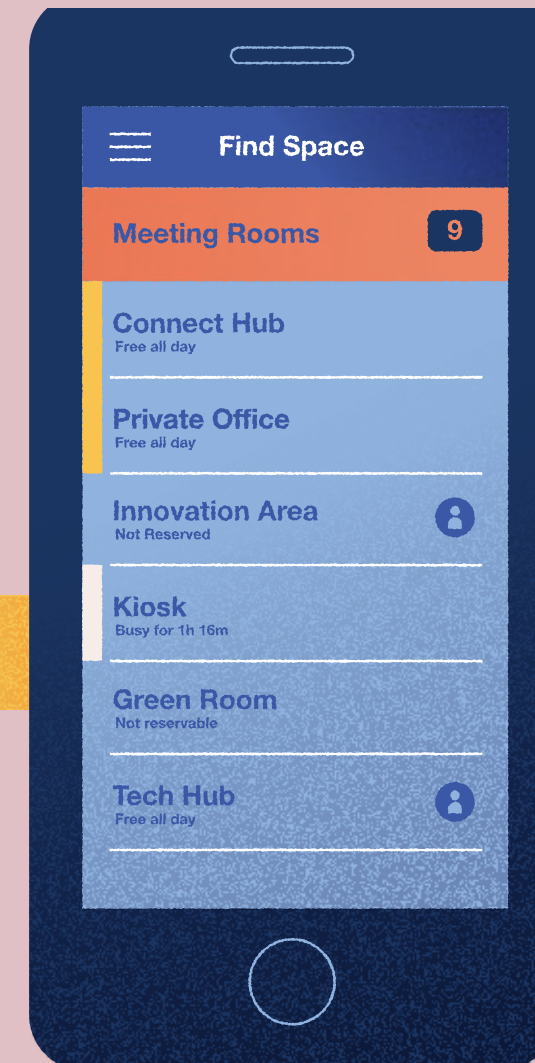
### Your personal workplace concierge

Personal Assistant, the user tool available later this year, is a mobile app that functions like a workplace concierge, harnessing information from Workplace Advisor. It will allow users to easily find the best places to work based on the type of space they need, the number of people in a meeting, tools and technology required and the amenities of the space.

Personal Assistant will evolve (both the app and Workplace Advisor are offered via a continuous update model commonly used with software products and services) to integrate with Microsoft Outlook and Steelcase Room Wizard, the web-based room scheduling system. The app will link personal calendars with the workplace, so employees can quickly find colleagues and book spaces. No time-sucking wandering around in search of a space or wondering if an empty meeting room is available. Locating colleagues and an appropriate place to work will be just a few smart phone taps away.

**"We're using technology, big data and workplace insights to help companies create human-centered workplaces."**

Jim Keane, CEO  
Steelcase



**Locating colleagues and an appropriate place to work will be just a few smart phone taps away.**

Personal Assistant will also let users rate workspaces and give feedback on how they work, giving organizations a deeper sense of what people need in the workplace. Learnings grow exponentially as users rate rooms, available technology, privacy, distractions and other factors. Over time, companies learn what employees need most and why, and can in turn improve the work environment.

Workplace Advisor provides both continuous, real-time data for ongoing management of the workplace and a space measurement study over a fixed period of time, usually one to three months. It pairs data insights into workspace usage with feedback from employee surveys to create a complete analysis of the work environment, which can be an invaluable tool before or after a capital expenditure.

### Data-driven design

Workplace Advisor was beta tested at 20 different businesses, from insurance and financial companies to design firms and legal offices. The Los Angeles office of design firm DLR Group tested Workplace Advisor for over a year. Alison Marik Zeno, DLR's workplace sector leader, says that even with the experience and expertise of the 150-person firm, "we wanted more data-driven, evidence-based design."

"Real estate needs to pay for itself. If I have an underutilized room, I have to understand why. Workplace Advisor gives you real-time data, so you don't guess how well a space is working, it's a knowable fact."



For example, DLR has four large conference rooms, each with the same footprint, technology and whiteboards. Two are traditional boardrooms, and two support alternative postures with lounge seating and standing-height workspaces. “Based on anecdotal evidence, we believed the alternative posture conference rooms were more popular. Workplace Advisor proved that they’re used 64 percent of the time, versus 30 percent for the more traditional space—they’re used twice as much.”

Data from beta sites provide early insights on how space is used by industries and individuals. For instance, people at financial firms use their physical workplaces more (65 percent) than people at design firms or advertising agencies (40–50 percent)—maybe it’s just the nature of the industry, or maybe creative teams need different kinds of space than they have today. Another insight: Adding height-adjustable desks increases a room’s use, regardless of industry.

### Private, secure, smart & connected

Customers who use Workplace Advisor and Personal Assistant own and control their own data. “The Microsoft Azure platform has a very strong security and privacy guarantee. Data belongs to the customer and we ensure its sovereignty and privacy,” says Sam George, director of Azure IoT, Microsoft. “The Microsoft Azure platform provides leading-edge scalability and protection of customer data on the cloud.”

The personal location tracking tool feature of Personal Assistant has an opt-in user choice, so people can turn it on or off based on their preferences. “If you’re searching for a local restaurant on your mobile device, it’s like letting an app know your location,” notes Carroll, “Not everyone chooses it, but it sure makes it easier to find a nearby restaurant.”

### Making a difference for people

Many of the interventions that improve underutilized space and help change a process-driven office into a smart and connected workplace don’t cost a great deal. “It’s often a change in how the space is used, or adding film to a glass wall to improve privacy, or just a re-orientation of the furniture that can change behavior,” says Carroll. “But small changes can make a big difference to the people who work in these spaces.”

“It’s all about making the organization more agile, resilient and responsive. The right workplace can shift mindsets, fuel employee engagement and foster creativity,” says Keane. “Big data, new technology and insights gained over time about work and the workplace can make a huge difference.”





## The New Office

New solutions  
for creating  
places where  
people want  
to work

# Bringing Hygge to the Office

Let's face it—work is hard enough without having to stare at bland colors and harsh lighting all day. When people come into the office they need spaces that work as hard as they do. So why not do that in style?

The comforting Danish concept of hygge, which describes a feeling of being cosy, happy and content, is fast becoming one way to do this. This is partly because the rest of the world is fascinated with why Danes seem so happy despite long, unforgiving winters.

At Steelcase, we recently entered into a new relationship with Bolia, a contemporary Danish furniture maker, to offer broader choice and convenience for designers looking to bring the comforts of home and the concept of hygge to the office. With a 105-year history in work, workers and the workplace, we're able to bring our expertise in the work environment together with Bolia which uses its Nordic heritage to create atmospheres built on warmth with bold and luxurious materials.

If you're looking for ideas and inspiration to make your office happier, you've come to the right place.

### BOLIA

In this living room setting the use of a variety of materials helps to deliver a genuine, personal feeling within a space.

### Pepe Sofa

Designed by the design studio kaschkasch, the Pepe series of sofas are underpinned by a painted frame, which unites a hard exterior with a soft interior to create beautiful and comfortable seating.



### Tuk Coffee Table

A contradiction in construction this marble top has no frame, with its turned wooden legs sneaking into metal fixtures in the top. Different heights allow you to nest them.

### C3 Armchair

With its soft upholstery, massive wooden legs and detailed design, the C3 armchair achieves a totally classic Scandinavian look. Designed by Glismand and Rüdiger, C3 provides great comfort. Lean back and enjoy it.



### Philippa Armchair & Footstool

Philippa combines a very Nordic and modern look with 1950s and 1960s classic armchair styles. The chair was created by the design group Busetti Garuti Redaelli.

### Talluhla

Dress up your floor in style. The Talluhla rug is handmade in 100% leather. The rug features a harlequin check that gives it a gorgeously graphic expression.





### Beaver

Beaver is a modern wooden chair offering steel cross and conical legs that give a dynamic mode of expression and a retro look.



### Liva Armchair

Liva's design has clear references to 50s style with the characteristic wings, high back and striking lines. It invites you to sit down and have a cosy chat or just relax.

### Comb Coffee Table

Inspired by the natural shape of a honeycomb, this table has the same strength and lightness as a beehive. The coloured steel frame allows you to store objects inside, and the removable table top provides plenty of space.

### Ronda Pouf

This multifunctional ottoman is available freestanding or with legs.



Massaud Seating  
Designed with a modern, residential sensibility, the Massaud Collection by Coalesse balances luxury and utility—beautifully crafted for comfort in the workplace.

### FrameFour

FrameFour supports both mobile and resident workers by giving them a place that supports their technology and personal belongings.

### Series 1

With a lightweight, slim profile and one of the smallest footprints within this class of chair, Series 1 performs well in any setting, from collaborative meeting spaces to focus work.







#### Creative Spaces by Microsoft & Steelcase

This Ideation Hub is a high-tech destination that encourages active participation at a Microsoft Surface Hub with stool-height seating that provides equal opportunity to contribute as people co-create, refine and share ideas with co-located or distributed teammates.

#### Potrero415

Designed for creative collaborators, Coalesse's Potrero415 is a refreshing antidote to the conventional conference room. Create inspiring settings—from open-plan casual to conference room formal—with a wide variety of materials, shapes and sizes. Potrero415 supports all the ways your people work.



Creative Spaces by  
Microsoft & Steelcase  
Socializing ideas and rapid prototyping are essential parts of creativity. This Maker Commons space encourages quick switching between conversation with lounge and perch seating and experimentation at standing-height tables. A range of fixed and mobile technologies support individual and group work.



#### Hosu Lounge

Hosu lounge seating by Coalesse was built to accommodate the world of mobile work and encourage spreading out in comfort. Designed by Patricia Urquiola, this unique work lounge creates a comforting personal space to relax and get things done.





**Share It**  
Share It boasts a broad range of elements which meet the storage needs of any office. This diverse portfolio includes items tailored specifically for personal storage as well as shared resources for team areas. Share It can also be used as a boundary for space division.



**B-Free Bench**  
Designed to encourage and enhance the connection and collaboration of people in the workplace, B-Free Bench Desks create a natural and cosy atmosphere in the office.



**Umami**  
This welcoming lounge space invites people to come together informally. Umami was designed to create spaces where people feel an emotional connection. Multiple shapes, forms, patterns and textures are used to promote variation and encourage creativity and self-expression.

**Bivi**  
With endless configurations, Bivi modular desking systems and accessories allow you to create a truly unique space.





## Work Day

### It's a New Year

Here are some ideas to keep your body and mind in great shape at the office:



#### Get on your feet

Vary your posture throughout the day: sit, stand, perch, lounge or take a lap around the office. Changing things up is good for your body and your brain.

#### Seek out nature

If it's too cold to sit outside, find a cozy place with a view. Natural daylight, materials and textures all provide stimulation and inspiration.

#### Get social

Positive relationships at work help build engagement, trust and combat loneliness. If your habit is to eat lunch on the run, try sitting down with colleagues and starting conversations with someone new. You'll actually get more done if you take a break!

#### Get focused

Sometimes stimulation at work can become distracting and sap your energy. Make a practice of spending time in solitude every day—find a place at work where you can get in flow or just let your mind wander.

### Quick Fix

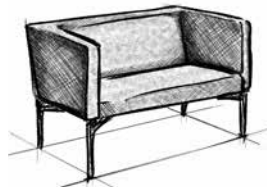
Easy ways to solve basic office issues.



Mobile workers ask: Where do I leave my stuff? Try High Density Storage. The pullout shelves make it easy to find your things and, when left open, give you a little extra privacy.



Need a quick chat with your teammate? A Buoy stool pivots and moves, which invites impromptu collaboration, but not an extended visit in your workspace.



Adding a Bivi Rumble seat to the Bivi workbench lets people change postures and perspectives. Freestanding, it offers an alternative to tuck your feet up while you work.



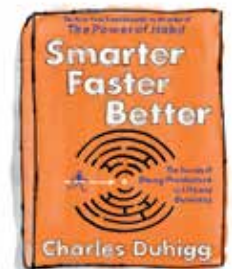
### Workplace Snapshot

Place matters: People who are happy with their work environment are more likely to be highly engaged, according to a study conducted by Steelcase and the global research firm Ipsos. Find out how people

in your organization feel with the Steelcase Workplace Snapshot Satisfaction Survey. It can help you get a pulse on your workplace and identify changes that can help boost engagement.

Check out Engagement and the Global Workplace Report at [360.steelcase.com](http://360.steelcase.com) and contact [wsadmin@workstrategy.org](mailto:wsadmin@workstrategy.org) if you want to learn more about the Snapshot Survey.

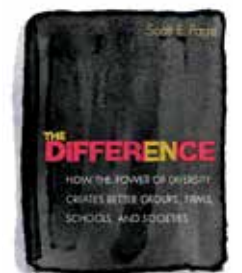
### What We're Reading



**Smarter, Faster, Better: The Science of Productivity**

Charles Duhigg

*How do we focus on life's most important tasks and replace busyness with genuine productivity?*



**The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies**

Scott E. Page

*Companies need innovation to stay ahead, and diversity can fuel it. Page offers a scientific argument for diversity.*

### Things I Love

"I love being able to choose laminates with fun graphic designs for Personal Table to add a pop of color and unexpected whimsy."

Amanda VanDuyn  
Designer, turnstone







## Provocateurs in Provence

**Avant-garde,  
provocative, stunning  
—but what may  
be most remarkable  
about thecamp is how  
it nurtures innovation.**

Located on 17 beautiful acres in Aix-en-Provence, in the south of France, thecamp is an inviting mixture of collaborative work environments, accelerators, makerspaces, meditation areas and other amenities—an ecosystem of work and living spaces for teams from the public and private sector to develop groundbreaking and scalable solutions for social innovation.

The goal is to address major issues of our times: new urban models, rethinking mobility, housing, energy and food production. Participants come from varied disciplines, cultures and generations and employ real-life experimentation in “a collaborative work space dedicated to collective intelligence, a meeting space for groups of people who don’t often speak or work together,” says Eric Viennot, an independent video game designer and creative director for thecamp.





**“Learning  
by doing is  
universal  
to all of our  
programs.”**

Eric Viennot  
Creative Director,  
thecamp

Designed by award winning architect Corinne Vezzoni, thecamp houses project spaces, living quarters, a wide range of collaborative and private workspaces plus technology ranging from virtual reality to artificial intelligence.

But just as important as the physical space and tools at thecamp are the strategies it employs to encourage collective creativity, experimentation and problem-solving strategies that can be used by any organization that seeks to nurture innovation.

### A New Impetus to Creativity

A guiding principle for thecamp is to bring together public and private organizations, different ages and varied skill sets. “When you work on issues such as mobility, pollution or how a city of the future will work, you can’t do so without discussing it with public authorities, cities, regions, etc. Then add in young creators of startups who are also interested in these issues. Plus, artists who can bring a critical and oblique eye to things, inspire others and give a new impetus to creativity. We think these people can live and work in this space, and through their diversity, create solutions that haven’t existed before,” says Viennot.

Viennot manages The Hive, a group of young talents in residence for six months at a time who help campers (typically on site for a few days to a week) to push their creative thinking about a project, build prototypes and test solutions. “It’s real collective work and creativity, part of the zeitgeist. People come to work with talented people around the same idea.”



The campus is designed to spur innovation, gracefully intermingling nature, architecture and interiors, allowing campers to roam the campus, take walks outside, meet at one of the two restaurants or in a lounge area or take part in a workshop staged outdoors.



Iteration is encouraged. Teams continually experiment, test, refine, modify, test again, all to keep improving a solution. “Learning by doing is universal to all of our programs,” says Viennot.

Open sight lines and corridors not only connect people to nature and other parts of the campus, they expose projects to a collective creativity, fostering a challenging question here, inspiring someone’s idea there, that can help nudge a project team to develop better solutions.







Thecamp's natural setting allows people to step away from their usual rhythm to reflect and concentrate, which is very conducive to the creative process.

The workspaces at thecamp are flexible and mobile, qualities Viennot calls “conductive to creation. It’s important to have the possibility to change the modularity of the space. As the groups change, the projects and activities change.

Recurring activities include co-innovation programs, thematic summits to share knowledge and collaborative projects to address long-term global issues. There’s also an accelerator to fund and expose promising startups, and youth and family camps to spur younger generations to be change-makers of the future.

Thecamp enjoys a natural setting with proximity to both the ocean and major cities. “It’s surrounded by the calm, natural environment that allows you to take a step back from your usual rhythms to reflect, to concentrate, and to work with several other people. The ability to live in a space in which we can also enjoy recreation, relax, or go back to our room, are all conducive to the creative process,” says Viennot.



“It’s important to have the possibility to change the modularity of the space. As the groups change, the projects and activities change.”

Eric Viennot  
Creative Director, thecamp







# The Future of Innovation in Europe

A conversation with EY's Marc Lhermitte

Nine months. That's how far ahead Shenzhen, China is compared to the rest of the world when it comes to developing new products, according to a WIRED Magazine report on the world's capital for hardware entrepreneurs. Full of makers and hackers with a focus on making affordable solutions for the masses, companies across the globe flock to Shenzhen to learn and create for a fraction of the time and cost to do it anywhere else.

\$3.5 trillion. That's the market cap for Silicon Valley—how much the market says its collective stock shares are worth—which is the highest it's been in over a decade. It's no surprise that the area, rich in tech startups and innovation, is drawing more bets for the future. "Silicon Valley has its ups and downs, but it's one of the most resourceful areas of the world, that continues to reinvent itself," notes research firm Creative Strategies.

Shenzhen and Silicon Valley are two of the best known locations for innovation in the world. Leading organizations in Europe are determined to join their ranks, and according to Marc Lhermitte, a partner at EY who leads the firm's study on European attractiveness to investors, despite some challenges, the future of innovation in Europe is bright.

**360:** EY recently published their 2017 European attractiveness survey. Were there any big surprises?

**ML:** Surprisingly for many observers, Europe remains attractive for investors and entrepreneurs. Entrepreneurs and companies are giving Europe a big vote of confidence for its capacity for growth in the

world. Europe is a very stable, very compact, very well equipped region compared to other regions of the world, to flourish.

**360:** Last year Europe experienced a record year in terms of direct foreign investment. What are the conditions or drivers that allow innovation to flourish and draw investors to Europe?

**ML:** Europe is not only the European Union. It's 40 plus countries. The diversity of Europe is probably one of its biggest differentiators and strengths. The incredible number of market situations, technologies, the number of universities, diverse cultures, all contribute to the incredible strength of Europe. That's what companies tell us. They value the ability to tap into a mosaic of situations and talents and skills.

**360:** You've also written that Europe's strengths are its digital and logistical infrastructure, along with its skilled labor force. With all these strengths, what are the challenges that impede innovation?

**ML:** The drawback of diversity is dispersion. It makes it very difficult to create world-class research and innovation centers of critical size. It's very difficult to create or develop a financial system, which is an essential condition for helping entrepreneurship and innovation.

Restructuring is what Europe needs, especially when it comes to tax regimes and business models. The current systems may have worked in previous eras focused on efficiency and productivity, but the business landscape of tomorrow requires innovation that allows risk, fast funding and change. Innovation is about creativity, but also it's about resources and process. In some countries and geographies of Europe we also lack the process, the discipline that it takes to go from advanced research science to applied research and then into the markets.

**360:** But despite these challenges, many areas of Europe are becoming creative hubs. Which cities or geographical areas do you believe have created the best conditions to support innovation?

**ML:** There are probably 15 to 20 world-class urban areas in Europe and they all have their own traction, their own weight and their own capacity to attract and develop and retain investors, entrepreneurs, students, skilled talent, media—all the elements that foster entrepreneurship and innovation. But it's important to realize innovation cannot be summed up solely to creativity. You also need to consider process, organization, structure, discipline, resources and have a long term commitment by the private and public sectors.



“Innovation  
is about  
creativity  
but also  
it’s about  
resources  
and  
process.”

Marc Lhermitte  
EY Partner  
Paris, France



360: Can you give us an example of organizations or specific business sectors you believe are doing it well in Europe?

ML: There are many companies and startups that have proven that Europe, despite lagging in consumer IT, is a leader in many emerging digital technologies including very important fields like artificial intelligence, robotics and IoT. I think there are many leaders in the smart cities ecosystems, transportation, energy and offering new services to citizens. It's hard to name companies and startups because it's a dual army of entrepreneurs, the big and the emerging, with government and universities that create the formula for innovation.

360: How does a company that is accustomed to running the same routine for decades shift their mindset radically enough to keep up with the changing pace of business today?

ML: Companies should be thinking about how to reorganize their business models and scan

for opportunities. They are at the forefront of entrepreneurship and they should be asking questions like, “How do we empower our people, our staff to encourage innovation on a day-to-day basis?”, to develop open innovation, to understand that life tomorrow is different than business as usual. It's complex, it's probably even more complex in Europe. I'm very confident that together companies and governments can make it happen.

360: How do you see 2018 and the years to come for Europe?

ML: Overall, it's a positive outlook and I'm confident that Europe can remain attractive and competitive. When you combine all the markets and the population in Europe, it is the number one economy in the world. It has great opportunity and I'm very confident about the prospects for growth. I think we'll have more growth in 2018 than we had in the past five years. Foreign investment in Europe will continue to rise, creating jobs, but also there are big changes and restructuring in old and traditional industries that will carry on.

Just as EY's Marc Lhermitte suggests, several companies in Europe are looking for new ways to ignite innovation:

**BMW's Innovation Lab** in the United Kingdom invites successful startups for first-class mentorship by learning from leading subject matter experts in the automotive and automotive finance sectors. Participants are able to access data, gather insights and test their products and services in live customer environments.

**The Accenture Innovation Center** in Paris helps clients “imagine and invent” their futures. Companies get personalized innovation paths with coaching from leaders in departments across the company by using design thinking to envision their future.

**Silicon Allee** in Berlin is a startup campus named with a comical nod to the Californian innovation

hotspot. It is composed of an ecosystem of spaces for working, meeting and socializing.

**Station F**, the 34,000 square meter co-working space in Paris is the world's largest startup campus. It can hold up to one thousand startups and provides a makerspace with advanced prototyping technology.

**IKEA's SPACE10** in Denmark focuses on circular societies, coexistence between people and the environment and digital empowerment. On a mission to explore and design new ways of living, SPACE10 invites people from the worlds of art, design and technology to create together.



The diversity  
of Europe  
is one of  
its biggest  
differentiators  
and  
strengths.



Q&A

# Think like a startup

Photography by  
Jeremy Frechette

Many of today's biggest companies and most valuable brands, from Alphabet to Zappos, were startups not so long ago. That's why author, serial entrepreneur and CEO of Bionic, David Kidder, says companies have to act like startups to grow their business. How? By installing the mindset and mechanics of venture capital and entrepreneurship via a system he calls the Growth OS.



Bionic's New York City office provides people with spaces for focus work, collaboration and social connection.



**360**  
How should organizations be thinking about growth?

DK  
Growth comes from the new problems and needs that enterprises have yet to discover. We have to be persistent entrepreneurs—willing to invest in problems we can't fully articulate and find answers we haven't yet imagined. Large companies today are largely built around efficiency, but most companies are already lean. They know how to operate at will. What they can't do is grow at will. Why can't you turn on growth in the same way that you can turn on efficiency? We like to think of creating a process for growth as the idea that venture capital and entrepreneurship are actually forms of management, ways to go discover and choose where to invest—to find new problems and needs, that build business.

**360**  
How can leaders act through an entrepreneurial lens?

DK  
There's a fantastic shareholder letter written by Jeff Bezos about "day one" companies.

The concept is that organizations that keep a founder's mindset from the beginning effectively build scaled startups. This sort of "refounding" or bringing large enterprises back to their founding root is at the core of leadership and organizational transformation. In that initial letter, Bezos talks about investing for long-term growth, and not to please the short-term expectations of Wall Street.

**360**  
How should organizations identify where to invest or what are the right problems to try and solve?

DK  
Most leaders end up where they are because they have good answers to problems that are largely understood, which makes them great at what exists. The marketplace rewards leaders around efficiency and prediction, so they use planning tools that are good at measuring a quarter-to-quarter view of the world, typically planning three years out. If you go beyond three years, the traditional planning model falls apart,

because markets, technologies and models are changing. The rate of change is outstripping the value of planning. So, we need to move to a portfolio view of the world. Instead of making two or three well planned bets a year, if you radically increase to 30 bets a year, you increase your odds of learning as fast or faster than everyone else. Then, we start to discover the commercial truth and new growth.

**360**  
How do you increase those odds and speed up learning and discovery?

DK  
When a leader sees a new idea, they usually tell the team what they think of the idea, and that corrupts the permissions and boundaries around the learning. In most cases, an entrepreneurial team is not going to invalidate what the leadership says, and because the cost of failure is so high they can't tell the truth. A venture capital, entrepreneurship approach says, "Go bring me the truth."



**“The rate of change is outstripping the value of planning.”**

Since the cost of failure is low, the teams can work to get to the fastest, cheapest failure, so we can discover the answer to report back to the leadership team. Entrepreneurs are obsessed with a problem. They don't care what the idea is, as long as ultimately it wins in solving the problem.



**360**  
How can the environment help influence this entrepreneurial approach?

DK  
If you want someone to learn differently, but they continue to work in the same physical environment, it's intellectually dishonest. You can't say, "Please think radically different," and have people go back to their cubicles. You need different environments and experiences as tools to create different learning outcomes.

**360**  
Are you seeing highly-skilled talent demanding different environments in order to do the kind of creative work leaders are seeking?

DK  
Absolutely. We're in an arms race for talent. The 1.8 billion millennials globally want to work, think, buy, experience, develop and discover things. That's just different than an organizational philosophy of efficiency. Efficiency is designed for environments that are measurable down to the square centimeter. That was fine when efficiency paid well, but we see the marketplace shifting to founder-led companies. They understand that people who are creating

value in the world are different than the ones that created efficiency over the last two or three decades. Environments need to rapidly change to support the cultures and the people that create growth. This is really critical.

**360**  
What are your offices like at Bionic?

DK  
I consider everything in our environment tools, from a standup desk, to a small war room, to a large lab, to a boardroom, to a space we call the Jedi Lounge. Our teams use every inch of our space in different ways. From community lounges to catering bars, from venture capital meetings, to board meetings, to collaboration sessions, to deep thinking and work. If you're going to create growth and go after new things, you don't hire fantastic, talented people and then put them in an uninspiring space. We're making this about experience and outcomes that lead to growth and discovery.

**“Environments need to rapidly change to support the cultures and the people that create growth.”**

**360**  
What's the biggest thing holding companies back from achieving new growth?

DK  
Most organizations don't have a talent problem. They don't even have a money problem. They have a permissions problem and it happens at the leadership level. Their permissions are too narrow. The quarterly capitalism that drives their thinking, doesn't allow people the time, energy and money to go after new ideas. Great returns are actually non-consensus decisions. Rarely are these decisions agreed on by everyone. It's when you back a high-conviction, non-consensus view of the world that leads to discovery because very often, weird ideas actually turn into great things. When there's

consensus around "a good idea" that's often when you get the worst return—everyone understands the idea—which means the entire marketplace understands it, and that means that in most cases, the growth doesn't exist. So non-consensus, conviction-driven, venture model ideas are what you're looking for in discovering new growth.

*David Kidder talks about the "army of entrepreneurs" at his company Bionic, and the five lenses he uses to spot great ideas in the Steelcase 360 Real Time podcast available on iTunes and SoundCloud.*

**“When there's consensus around, 'a good idea' that's when you get the worst return.”**





# Inside Innovation

How human-centered  
design propels  
learning and growth





The culture of any organization is about habits, but it's also about habitats.

With global competition and disruption coming from all sides, it's clear the world is changing, and quickly. It's also clear organizations need to embrace a growth mindset to fuel innovation by becoming more agile, encourage constant and continuous learning and rapidly adapt to new possibilities.



But change is always difficult, and organizations need ways to inspire this shift. There are many choices leaders can make to accelerate the transition. The places where people work shape their behaviors, and this can ultimately lead to a change in organizational culture. Workplace design can jumpstart innovation by creating spaces that help people experiment, take risks and learn as much from what doesn't work as what does. The newest Steelcase Learning and Innovation Center (LINC) recently opened in Munich, is a node on the company's global network and is part of a geographically distributed approach to innovation. An inspiring and high-performing space, the LINC is designed with an understanding of how learning, creativity and innovation interconnect and demonstrates how the habitats where people work can activate a culture shift by fostering a new set of habits.

"For an organization to scale innovation and growth, its employees need to be continuously sharing ideas and learning from each other—in real time, face-to-face and across locations," explains Jim Keane, Steelcase president and CEO. "This often requires making some fundamental changes in how they connect and interact, so that ideas and information can flow more freely. By bringing people together and supporting them in more collaborative and creative ways of working, the workplace can help an organization achieve a stronger sense of community and higher levels of agility and alignment. This fuels innovation and drives value."







## 2 It's a never-ending journey

Rather than thinking of learning as episodic, like attending a conference or training session (which are certainly valuable), it's more about a culture that encourages experimentation and ongoing evaluation—without punishment for people who take risks.

## 3 Everyone is a teacher and everyone is a learner

It's not only people whose job it is to train others or executives and long-term employees who teach. Everyone can share ideas and experiences. This happens when the culture encourages the humility to admit, "I don't have all the answers," and being open to new ways of thinking.

### Changing Mindsets

The LINC serves as an organizational incubator where people can build stronger networks with each other and more effectively collaborate with their counterparts around the world. It brings together cross-functional teams previously distributed across Europe, the Middle East and Africa (EMEA). Additionally, leaders occupy a zone within the LINC that helps them to be more accessible to employees, participate in creative problem solving and become a closer-knit community.

Intended to serve as a catalyst of change, its design is based on the principle that rapid learning, creative work and agile teams are the building blocks of innovation and that the physical workplace can promote and nurture these kinds of activities.

"Behaviors change when mindsets change, and that happens through the experiences people have at work," explains Laurent Bernard, vice president of Steelcase global talent management.

Learning was fundamental to achieving the mindset shift the company was looking for. Three key insights—seemingly simple, yet profound ideas—guided the design, which supports informal as well as structured learning.

## 1 Learning happens everywhere

It's not limited to a classroom. When work is transparent and people are accessible, employees can see and hear as problems are getting solved and learn from watching as well as participating in the process.







“Being a learning organization means focusing on the dialogue, the talents and the ideas that everyone can contribute,” says Bernard. “It’s not just leaders making all the important decisions about projects and where the company is headed. Instead, it’s giving every employee opportunities to share what they know, to express what they aspire their company to become, and to really believe that change starts with them.”

### Reimagining the Workplace

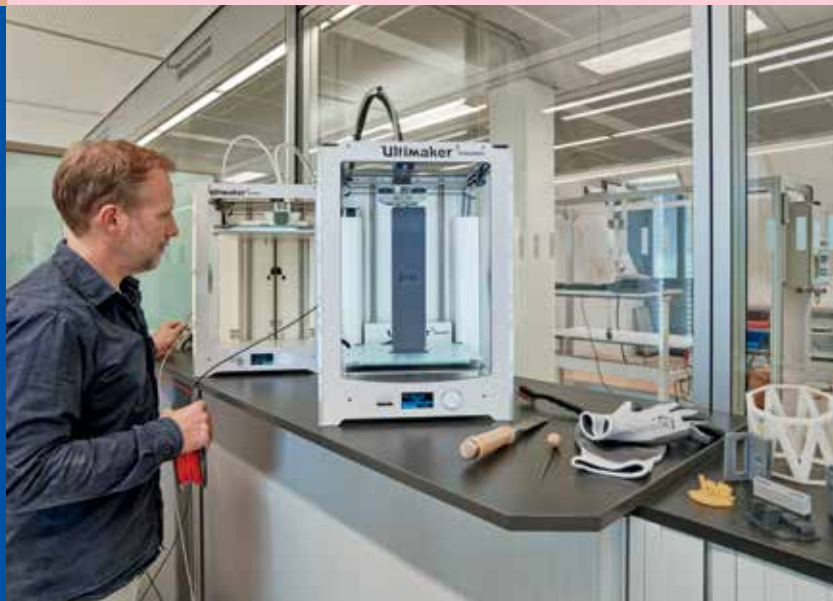
The LINC is a total reimagination of an existing structure. The design effort leveraged the expertise of a diverse international team—Henn Architects, Munich; Patrick Jouin and Manku Design, Paris; and the Steelcase Design team. The design team’s vision was to transform an outdated office space into a magnet destination for employees and visitors—a future-focused, inspiring center for learning and innovation.

“We designed the LINC to support a culture shift from thinking of the workplace as ‘the corporate office’ to experiencing it as ‘the creative studio,’” says James Ludwig, who heads the Steelcase design and engineering teams.



“We wanted the behaviors of design thinking and creative collaboration to be supported at every turn and create ideal conditions where ideas could be realized by both co-located and distributed teams.”

James Ludwig  
Steelcase



“We wanted the behaviors of design thinking and creative collaboration to be supported at every turn and create ideal conditions where ideas could be realized by both co-located and distributed teams, as well as our visitors.”

To embed design thinking—a people-centric approach to creative problem-solving that uses elements from the designer’s toolkit like empathy, experimentation and considering multiple solutions—the design team had to consider every aspect of the employee and customer experience at the LINC. It also had to ensure that all stages of the creative process were addressed: focused work, collaboration in small and larger groups, co-creation or making activities, function-based learning and something all too often overlooked: those essential intervals of respite and renewal.

“People often focus on what I’ll call the design signatures of a space. But I think those are really secondary to the sociology of the space,” says Ludwig. “Does it support building trust networks and nurture creative confidence? Do people have frictionless access to their tools and the people they need to connect with to collaborate and learn? Can they easily share their ideas but also find privacy when they need it? More than how it looks, the value of a workplace is measured by how well it works—what can people accomplish there?”

### Learning to Learn Together

Most important, Steelcase created the LINC to speed its evolution as a globally integrated learning organization. In his book “The Fifth Discipline,” Peter Senge articulated a vision of learning organizations as places “where people

continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.”

Various informal settings plus several specialized classrooms in the LINC promote collaborative and individual learning. Supported by embedded and mobile technologies as well as simple analog tools such as whiteboards and sticky notes, people can easily gather around content on vertical and horizontal planes—to dissect it, remix it and build on it to make something new. A distance-learning classroom and always-nearby videoconferencing rooms ensure collaboration and learning happen globally as well as locally.

### Creating Community

The LINC merges people from more than two dozen nationalities. To encourage connections, collaboration and learning, the design forces movement. Instead of assigned desks, teams work together in designated neighborhoods and everyone shares the entire facility, moving from setting to setting throughout the day.

“The LINC is a place for sharing ideas and resources, blending boundaries and interacting as a cohesive community,” says Bernard. “The design intentionally gives people all sorts of opportunities to get up, walk around, bump into each other, grab a spot just to talk or work through something together. A very real power gets unleashed in a culture when people have opportunities every day to match their personal sense of purpose to a shared collective purpose.”





Smart paths of circulation give people reasons to navigate to various parts of the building, discouraging silos. Natural attractors optimize high-traffic areas, while out-of-the-way cul-de-sacs steer people to spaces for privacy when needed.

A key design decision—and now a focal point of the LINC— is a wide staircase that opens the space, encouraging movement throughout and giving visibility from floor to floor. Unlike an elevator, it's an encounter spot for spontaneous conversations.

Another distinguishing feature is the WorkCafé, a signature Steelcase concept that transforms traditional corporate cafeterias into dynamic destinations that become a hub of activity throughout the workday. With a coffee bar and barista plus an eclectic collection of settings spread over two levels, the WorkCafé is a place to interact, work or simply take time to socialize and rejuvenate. Adjoining is an outdoor interior courtyard. People who work in adjacent buildings and passersby also frequent it, expanding opportunities for learning and inspiration that often happen through random conversations.

### Choice, Control & Transparency

Breaking from the paradigm in many European workplaces of providing primarily one-person or shared private offices, the LINC was designed as an ecosystem of interconnected and interdependent environments. It provides different spaces and technologies for different kinds of work, and recognizes that having choice and control can improve people's wellbeing and engagement.



The design intentionally encourages people to choose from a variety of environments depending on their task, the technologies they're using or simply their state of mind.

Workers also choose the level of privacy they need with a range of spaces for collaboration and interaction as well as shielded or enclosed settings for focused work, personal conversations or a quiet interlude. They can manage their physical and virtual presence at work, with areas and technologies that support face-to-face



“It’s about sharing resources, blending boundaries and interacting as a cohesive community.”

James Ludwig  
Steelcase



Cross-disciplinary teams get formed and dissolved based on project status or priorities, but functional hubs are a consistent feature of the LINC. These are places where colleagues in the same discipline can gather to array information, hone their specialized skills, mentor and be mentored and strengthen their sense of belonging and identity.

The design studios also include settings for individual focused work, plus enclosed meeting spaces and videoconferencing rooms. A resource center with printers and supplies and a neighborhood café are centrally located to encourage informal chats.

On the top floor, the model shop is a well-equipped space for prototyping and hands-on problem-solving. Instead of being relegated to the basement or a garage-like environment as model shops often are, at the LINC it is connected to daylight and surrounded by expansive views of Munich. Like the rest of the LINC, it’s intended to be an inspiring environment that’s as much about wellbeing as it is about work.



interaction as well as virtual collaboration with colleagues in other locations. Straddling just six hours of time difference with both the Americas and Asia Pacific, the LINC leverages technology to effectively bridge time zones, helping distributed teams learn from each other and stay closely aligned.

### A Catalyst for Creativity & Innovation

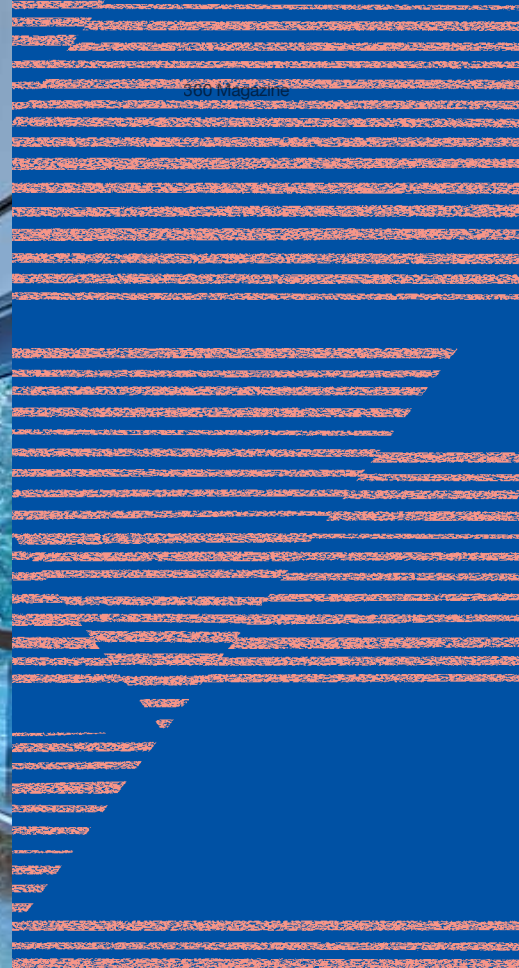
Innovation is as physical as it is mental, contends Ludwig. “It’s dependent on human interaction, exploration and experimentation. That means the places that bring people together, physically and virtually, are critical to innovation outcomes,” he notes.

Encouraging a shift towards more creative work, several spaces integrate architecture, furniture and Microsoft Surface technologies to support group ideation, individual focus and pair-based work. Designed to support individuals and teams as they cycle through an iterative creative process, these spaces encourage equal participation and fluid transitions between different modes of work, balancing the need for deep immersion in content with moments of reflection and renewal.

Several design studios support co-located and distributed teams. Open project bays are places to brainstorm, array information and quickly prototype concepts. Anyone can walk by, engage in the work, share ideas and help solve problems. These on-demand spaces are not assigned to any single team, and they can be easily “hacked” to meet changing needs, which also increases their utilization.







encourage a brief chat or a purposeful interlude. A concierge can help as needed, and the open staircase invites visitors to the WorkCafé and other explorations above. Visitors and employees can freely intermingle and interact. This gives visitors opportunities to gain authentic insights into how people are working here, and it affords employees chances to talk directly with customers about what they're experiencing, which can stimulate new ideas and help define new opportunities.

Any amount of time spent at the LINC, whether in person or virtually, is an opportunity to experience firsthand how space can fuel learning and innovation.

For onsite visitors, enclosed studios and an open “sandbox” provide immersive settings for facilitated explorations, where they can self-discover, while surrounding outdoor terraces allow for moments of contemplation and rejuvenation.

“The LINC is so much more than a new facility with a ‘wow factor’ where visitors can come for a show-and-tell tour or a meeting with us. Instead, it’s a destination for exploration and discovery,” says Moutrey. “Customers often tell us they initially come here thinking they know

## A Contemporary Model of Leadership

Progressive insights about the role of leaders are key to Steelcase's evolving culture. Instead of being top decision-makers who work in secluded private offices, Keane champions the idea of leaders as curators of the environment—listening to the pulse of the organization, seeing opportunities and empowering employees. This creates a more agile organization that can sense and seize possibilities for innovation.

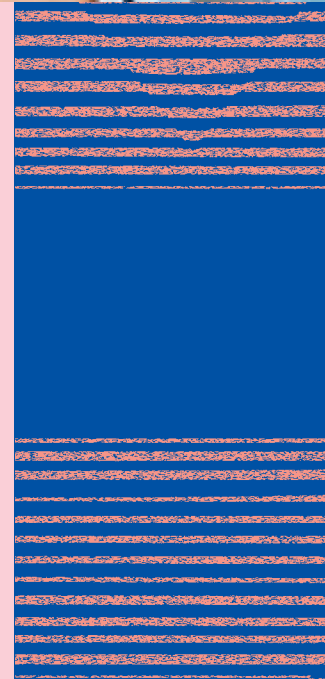
“The purpose of leaders used to be to distribute power and resources to drive optimization. Today, it's a leader's job to listen, to coach, to nurture and help continue to push decision making to the teams actually doing the work,” Keane explains.

The LINC was designed to create experiences that reinforce this philosophy. The executive team is centrally positioned in an open-plan space, near the WorkCafé where people pass through and come together often. This makes leaders visible and accessible to employees and visitors, so conversations can be informal and frequent.

## Immersive Visitor Experiences

“The LINC is not a showroom. It's a place where learning and innovation happen, and we want to inspire our customers to use their workplace in ways that drive their purpose and align their strategy, brand and culture,” says Gale Moutrey, vice president of communications.

The building invites curiosity. With its all-glass facades, people outside have clear views in, providing a sense of who the company is and how work happens here before anyone even walks in the door. In the lobby, there's no formal reception desk. Instead, seating options



what they want their workplaces to become—thinking they need to replace their private offices with an open plan, for example. But the experiences they have here are expansive. They encounter all sorts of new possibilities, and they leave with a deeper understanding of how place can impact their business and the issues they are facing.”

## The Power of Place

Around the world, businesses are struggling with big challenges: how to speed innovation, how to accelerate learning and culture change, how to connect leaders more authentically with each other and other employees, how to be global and local in ways that really matter. The pressing vectors of new technologies and the pace of change only amplify these challenges.

While physical space alone can't overcome every hurdle an organization faces, it definitely can make a difference in a powerful way. “One thing that I'm convinced about is that companies know they need to change to be able to grow,” says Ludwig. “The old ways of doing things—whether it's the two-person office in Germany or the universal-planning fields of cubicles in the United States—those things have to change for companies to have a competitive advantage.”

At the newest Steelcase Learning and Innovation Center, new habits are already taking shape. Employees and visitors are discovering the power of connections. “We wanted a place where people could come together to build trust, collaborate and learn. All of these activities propel new ideas and different ways of thinking to help us grow,” says Keane.





The explorations uncovered some important opportunities. “We learned that EMEA employees recognized the value of collaboration. They were spending about half of their time working with others, including a significant amount of time in virtual collaboration,” reports Annemieke Garskamp, part of the ARC consulting team. “But they also wanted to work more creatively and be more empowered to make decisions, execute on ideas and take action more quickly.”

The ARCs engaged with the employees from all disciplines from both the Rosenheim and Strasbourg locations, diagnosing their current work experiences through the lenses of space, culture and technology. Activities included:

In-depth culture assessment

Workplace surveys

Space use analytics

On-site observations

As part of the ARC process, employees were invited to actively co-create their ideal work experiences. In small-group workshops, they explored how their individual needs related to corporate priorities and how the organization could evolve to close gaps. These experiences primed employees’ readiness for change.

According to Garskamp, most workshop participants left with a new, optimistic attitude of “let’s do this, let’s change together.”

To learn more about the making of the LINC: <https://www.steelcase.com/research/articles/creating-link-learning-innovation/>



**Developing  
a Culture  
Blueprint**  
Just as many  
other companies  
have relied on  
Steelcase’s  
Applied  
Research and  
Consulting  
(ARC) services  
to propel their  
change efforts,  
Steelcase  
leaders enlisted  
ARC’s expertise  
and assistance  
to help plan  
the new LINC.

# More Organism

# Than Machine

**SILQ** | Redefining  
Seating





We take  
inspiration  
from  
advances  
in material  
science.



“The idea behind  
SILQ seating  
comes from  
our belief about  
design—that  
the visual  
language, the  
performance  
language and  
the material  
composition  
should come  
together to create  
something that’s  
truly unique.”

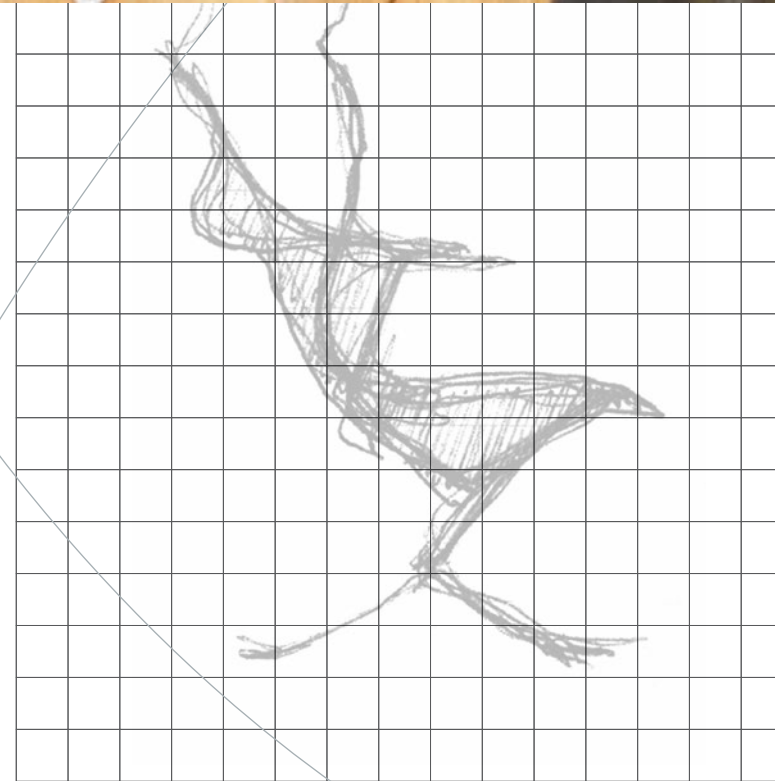
James Ludwig

Vice President,  
Global Design and Engineering,  
*Steelcase Inc.*





We pushed the boundaries of material science. Could the material become the mechanism? Could we create something truly remarkable — both thin and strong?





The performance  
is intuitive.  
It responds to  
the natural  
movement of  
the human body.  
The way  
you move is the  
way it moves.





A true innovation is when you solve something and people say, “I didn’t know I wanted that... but, yes, I want that.”



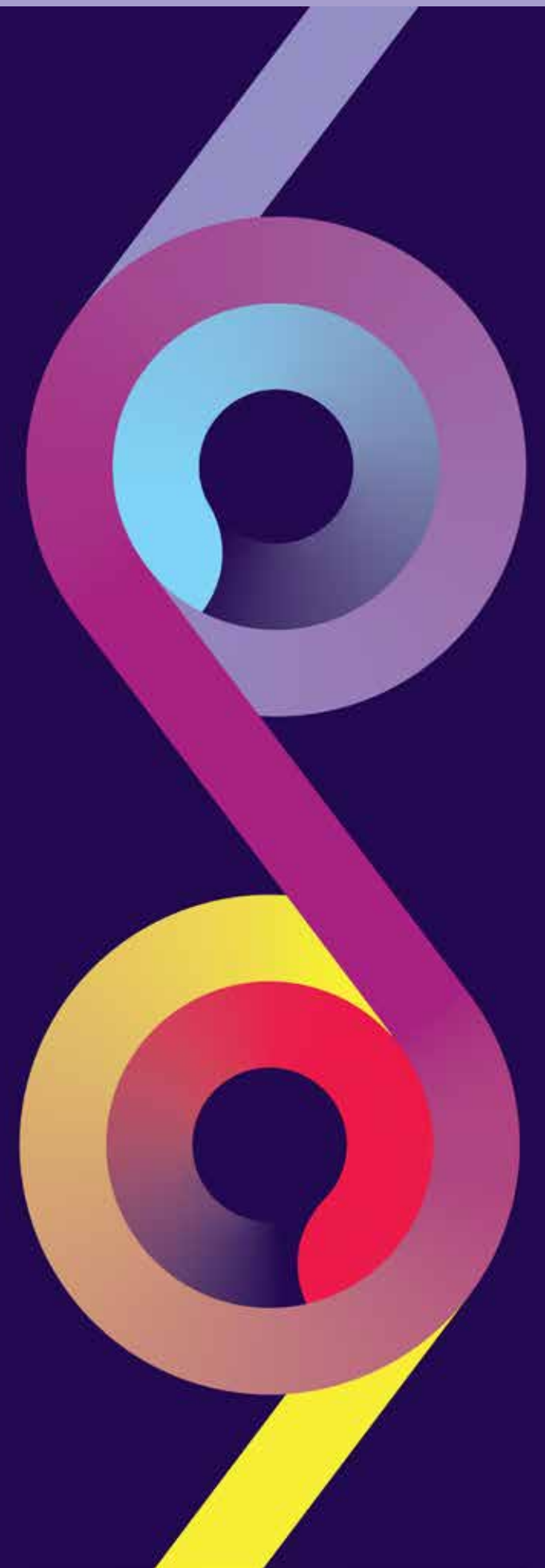
**SILQ**

Innovation  
Artistry  
Performance

## Six Ways to Support *Agile* Teams

It wasn’t too long ago CEOs spent days with their executive team to devise a five-year plan worthy of Wall Street. Today, five years is an eternity.

It only took three years for Airbnb to go from an idea in someone’s living room to booking accommodations for 700,000 guests. Uber needed just two years to evolve from its founding to raising millions in capital. While there may still be a place for the five-year plan, today’s leaders are working on five-month, five-week, even five-day plans. They are creating agile teams designed to fail fast, produce rapid prototypes, continuously learn and innovate quickly.





The Birth of Agile

“Agile is a kind of manufacturing system for new ideas. It is the practice that enables organizations to act on their new ideas,” says Tim Brown, IDEO CEO. “It is important to emphasize, however, that Agile is not where the new ideas come from. It is how they are rapidly iterated, improved and deployed.”

Merriam-Webster defines the adjective “agile” as “marked by ready ability to move with quick easy grace.” In the world of work, the term Agile is often used as a noun, as referenced by Brown, describing a concept born from a set of 12 principles written in the 2001 Agile Manifesto, a guide for software development teams. Today, Agile is not only used by IT groups, but has become known to increase success rates and speed up the development and implementation of new ideas across diverse disciplines. The principles of Agile work include:

- 1 Satisfying the customer with early, consistent and continuous deliverables.
- 2 Focus on one project at a time versus working on concurrent projects.
- 3 Fast, frequent, face-to-face team meetings—often standing—speed communication and track incremental progress.
- 4 Engage customers in hands-on product testing for immediate feedback.

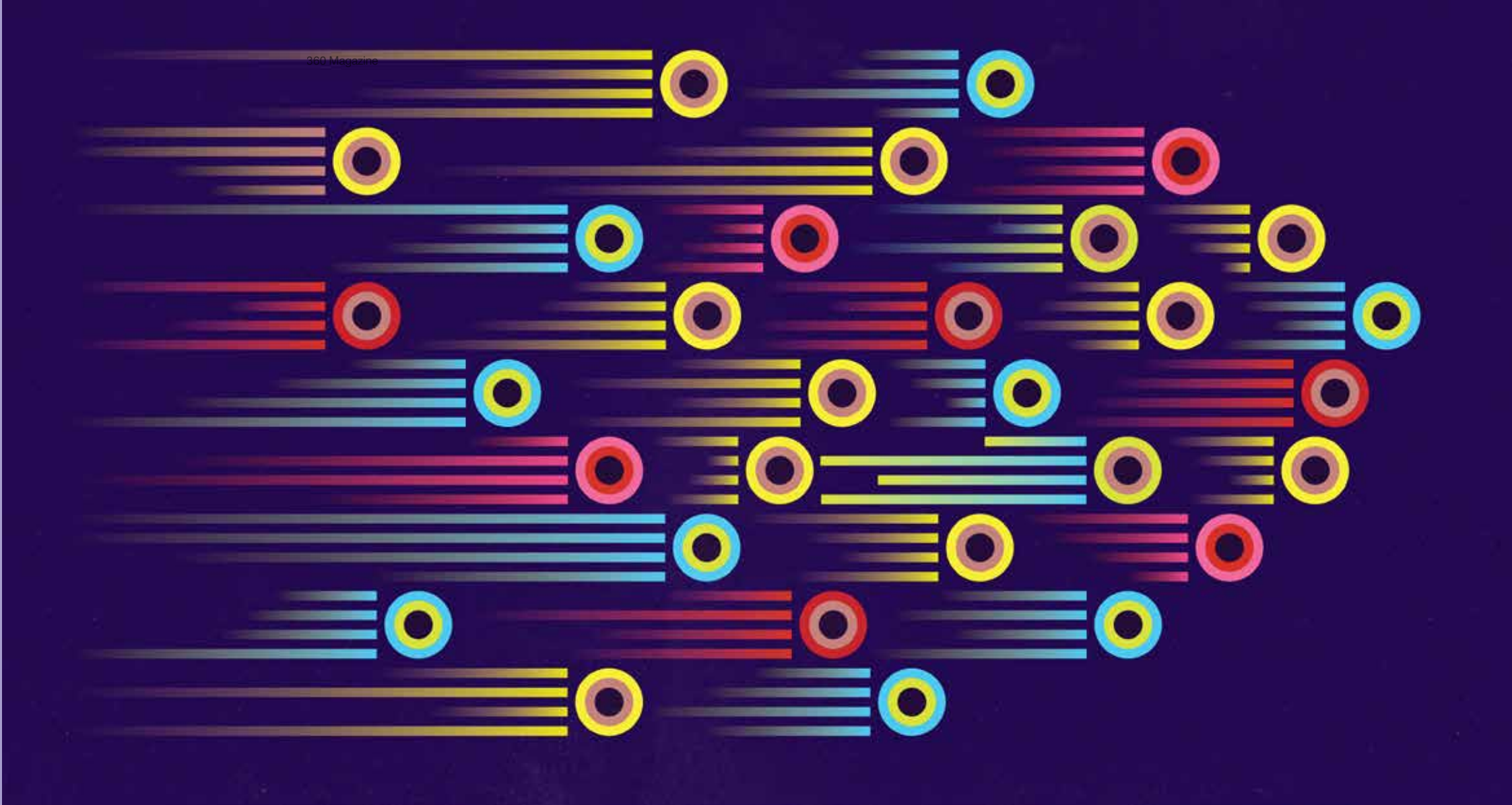
Agile is commonly paired with the Scrum framework which includes activities like Sprints, Stand Up Meetings and roles such as the Scrum Master. (See Glossary of Terms)

“We knew in order to deliver product faster and iterate quicker, you needed small teams working in short cycles,” says Dr. Jeff Sutherland, one of the signatories of the Agile Manifesto and co-author of Scrum: The Art of Doing Twice the Work in Half the Time. “Today, your smartphone’s software is updated every couple of weeks and that’s slow. Amazon has a thousand Scrum teams and they deploy a new feature every 11.6 seconds.”

Since 2001, Agile has taken many different forms as it weaves its way outside of IT into other departments and industries (see Definitions of Agile). Teams are finding old forms of project development comprised of detailed schedules, charts and requirements too slow. By the time a project is finished, it’s out-of-date. What’s needed today is a way to frequently test, improve and adjust a project as it’s put together to ensure an end result that satisfies the customer.

Accelerating the Creative Process

On the whole, organizations designed for efficiency are built to support a linear process—one that discourages iteration, creativity and the ability to harness change. As leaders speed up their organization’s digital transformation, data and tech-enabled solutions become ubiquitous, and the creative process accelerates. Ideas will multiply. Time to market will shrink.



“The nature of Agile work is that it helps the team adapt quickly with rapid learning cycles to improve the end result. Sometimes we may need to change directions or reprioritize project requirements,” says Terry Lenhardt, chief information officer at Steelcase.

In his book, Sutherland writes teams doing a good job implementing Scrum experience a 300 to 400 percent productivity boost. “People are either going to change or go out of business,” says Sutherland. “Agile is a never-ending process of improvement. It’s like putting together a Swiss watch. When all of the interlocking parts work together, big things start to happen.”

An Agile Environment

Agile is practiced in a variety of ways. Some teams, especially those in the early stages of adopting Agile, find great value in some of the rituals and ceremonies associated with it. But, many teams have their own ways of achieving Agile principles. And, just as the team owns their process, they must also have some control over their place.

“We are finding that the notion of owned versus shared space is radically changing. The old notion of teams ‘owning’ their own project room while sharing open spaces has flipped to more of a sharing economy approach—rooms that can be reserved for short client meetings, while using open areas for flexible team spaces,” said Lenhardt.

Agile work requires an ecosystem of spaces designed to support the different steps throughout the process—giving people choice and control over where and how they get their work done.

“We need to consider the spaces people need for Agile work—things like visual persistence, continuous learning and quick experimentation. People need digital and analog streams of information and in person and virtual meetings,” says Lenhardt. “To keep up with the pace of Agile work, we’re going to have to give up some control to the users on how the space works. We’re going to have to make it highly reconfigurable because they’ll figure out what it is they need for the problem they’re trying to solve.”

An Agile Experiment

Steelcase has a long history of using its own spaces as behavioral prototypes to experiment with new ideas and learn what works best and what doesn’t. The latest example is an evolving environment where Agile work concepts are being tested and evaluated in actual use over time. It’s generating a growing bank of knowledge about how people are working in new ways and how the workplace can best support them.

“We’re gathering new insights in the areas of embedded learning, leadership modes and the creation of community. In addition to shifts in the space itself, Agile also requires

Definitions of Agile

The best place to start a conversation about agile is to define what it means for you and your organization. “One of the first steps in the successful implementation of agile (or Agile) is to clarify thinking and articulate a company’s goals related to it. A common set of definitions is critical to that conversation and to the setting out on the successful agile journey,” notes Dr. Tracy Brower, principal, Steelcase Applied Research + Consulting.

- 1 Agile software development is defined by the Agile Manifesto and uses specific frameworks such as Scrum and Sprints.
- 2 Teams outside of information technology (IT) are experimenting and implementing Agile-oriented work principles such as Scrum and Sprints.
- 3 An agile working strategy supports mobility, teleworking, desk sharing and other similar approaches.
- 4 An agile workplace is flexible and can respond to the changing needs of the business. The best agile workplaces give teams some control over their physical space.
- 5 An agile culture is one in which flexibility, adaptability and speed are the rule. It must be present for definitions 1-4 to exist.



new behaviors, new social norms, and new ways of addressing performance,” says Dr. Tracy Brower, principal, Steelcase Applied Research + Consulting (ARC). “It’s an exciting and holistic set of shifts.”

In the spirit of Agile work, Steelcase researchers are sharing several key spatial attributes for spaces to support Agile teams. These initial findings consider individual and group work modes as well as transition states.

### 01 Vertical real estate supports learning

Analog and digital displays ensure the team sees the big picture while allowing them to curate and take ownership over tracking progress.

### 02 Standing posture facilitates speed

A standing posture promotes an active, quick directional meeting designed to get the next set of activities going. Avoid distractions by having this space away from the main working area.

### 03 Heads down focus work contributes to sprints

Team members have to be able to execute project requirements. A place for deep, focused work while remaining cognizant of the team supports continuing progress and knowledge building.

### 04 Pairing and cross-training avoid bottlenecks

A space for shoulder-to-shoulder work helps build knowledge within the team. Cross-training means if someone is sick or on vacation, the project can keep moving forward.

### 05 Customer engagement advances the process

Frequent customer testing and learning loops require a place for review that allows equal participation. This should include an area where someone can take notes on action items that everyone can see and agree upon.

### 06 Transitions reenergize team members

Transition spaces support rejuvenation for people doing deep focus work such as coding. Everyone has a unique way to reenergize. Some people need a social space like a cafe. Others need somewhere quiet like a respite space or a dose of nature like a garden area.

## Glossary of Terms

**Scrum**  
Inspired by a rugby play in which teams bind themselves together to push forward and gain possession of the ball, Scrum is a process framework for how to improve productivity with incremental development cycles, frequent customer testing and feedback. Scrum involves a cross-functional team and three specific roles:

The Scrum Master helps the team follow the Scrum framework and eliminate any barriers.

The Product Owner is the project’s key stakeholder. They are actively involved with the team and hold a vision of what the team will accomplish. They help define, prioritize and make decisions about product requirements.

The Scrum Team is the group doing the work. They are empowered to decide how to get their work done and how much they can accomplish during each Sprint.

**Sprint**  
During the Sprint, the team lists the project’s requirements and divides each cycle of work (i.e. one week), or Sprint, into its own list of requirements. Once they finish a piece of the project, the progress is tracked visually. Teams hold themselves accountable.

**Sprint Review**  
A show-n-tell or product demonstration at the end of each Sprint that includes the customer for rapid learning and instant feedback to the team.

**Stand-up Meeting**  
The daily Stand-up Meeting lets the team gather on a regular basis to coordinate their activities for the day. It’s a quick huddle to make sure everyone continues to push forward together.

**Velocity**  
In Scrum, Velocity is the number of project requirements completed during each Sprint.

Steelcase will continue to share its Agile learnings with 360 readers both in the magazine and online.

Are you on a journey to create an Agile organization? We invite you to learn more by accessing ARC insights in 10 Things Agile Teams Need to Know and by listening to our 360 Real Time podcast with Dr. Jeff Sutherland explaining why he bans email, both available at 360.steelcase.com. As your team begins to embrace Agile work, we also invite you to connect with Steelcase Applied Research + Consulting.



## Flashback

**“If you want comfortable, good looking chairs—with astonishing durability—you want Steelcase 450’s.”**

Office Graphic  
Fall 1965

# Don't try this at home (or at work)

In 1965, Steelcase engineers set out to learn just how resilient the 450 series armchair was by enlisting the help of a skydiver.

“Seated” in the Steelcase 450 series for the aptly named Operation Skydrop, the skydiver released it at 1000 feet. The base broke off on impact and the wood seat pan was left slightly damaged, but its polyurethane shell landed unscathed. Steelcase replaced the skydiving chair’s base and relocated it to the Grand Rapids lobby.





More Ways to  
Experience 360



**360 Focus**

For readers who want to delve more deeply into the topics we feature in 360 Magazine, we've launched 360 Focus. It offers in-depth examination of our research into topics and trends that have powerful implications for workplace design.



**360 Real Time Podcasts**

Listen to interviews from experts at IDEO, MIT, Microsoft and more and get a behind-the-scenes view of the research into the places where people work, learn and heal.



**[steelcase.eu/360](https://steelcase.eu/360)**

Check for the latest news on workplace research, insights and trends on our website.



**360 Events**

Contact your Steelcase representative for information on upcoming events in your local market.