

HAWORTH

Work from Anywhere

Office Playbook



The Office is the Hub

Work from Anywhere is the ecosystem that gives organizations and employees choice in where and when work occurs. We start by looking at the entire ecosystem: office, home, and third places. Then, with an emphasis on the office as a hub, we optimize the space for activities that foster interaction, collaboration, and creativity to drive innovation.

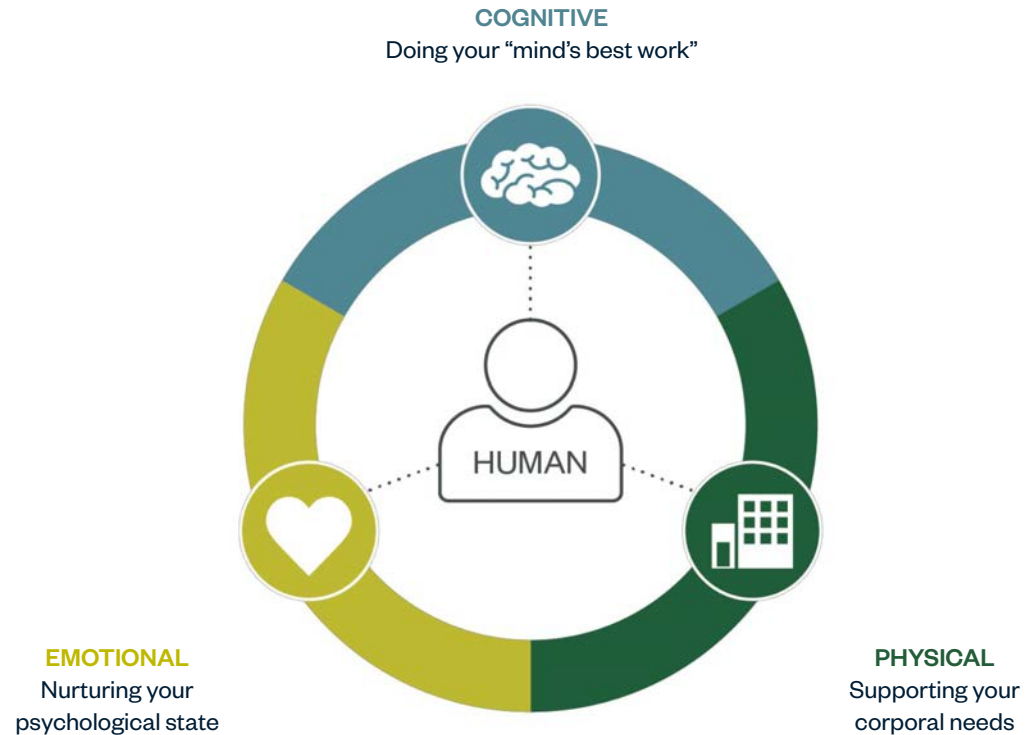
The office floorplate needs to respond with flexible environments that allow people to work fluidly. In this playbook, we'll share how to design spaces that support four culture types based on the Competing Values Framework™: Collaborate, Create, Compete, and Control. Then we'll apply the Affordances vital to human performance to create a workspace that nurtures well-being.



Enhance Human Performance

When people feel strong emotionally, they tend to manage the stressors of everyday life and recover more quickly—oftentimes leading to an ability to cognitively process information better. Our studies identified 10 Affordances vital to human performance.

To create a work experience that nurtures well-being, the Affordances that relieve stress and provide security will take precedence when people are challenged with new ways of working.



10 Affordances to Support Human Performance

Cognitive

- **Embedding** – Opportunities to place and retain appropriate mnemonic artifacts
- **Externalization** – Options for creating, recording, and expressing thoughts within the physical environment
- **Access** – The means to gather, organize, store, and retrieve information
- **Insulation** – The means to manage both irrelevant and meaningful stimuli

Emotional

- **Authenticity** – Familiar, meaningful, and engaging surroundings
- **Well-being** – A sense of personal control and safety
- **Affinity** – A feeling of connectedness with coworkers and others

Physical

- **Anthropometrics** – Furniture, fixtures, and spaces suitable to the worker's physical characteristics
- **Ambient(s)** – Healthy and supportive (appropriate) environmental conditions.
- **Movement** – Various opportunities to change posture, position, and location

Collaborate Culture

Collaborate cultures tend to be open, friendly, and sharing. They are relationship oriented and value teamwork, participation, and consensus. They seek long-term development. The members of a Collaborate culture often act as counselors and mentors while all have a strong sense of belonging and team orientation.



The Collaborate culture work processes may look like this:

- High degree of information sharing
- Highly interruptible
- Visible and transparent
- Keep workers connected—physically and virtually
- Work activities in a variety of space types
- Tend to be less formal
- Intermingle functional groups

Collaborate Culture



Café



Open Team Space



Lounge

Create Culture



Project Space



Team Workspace



Retreat / Restore Lounge

Control Culture



Individual Workspace



Meeting Room



Private Office

Compete Culture



War Room



Touchdown



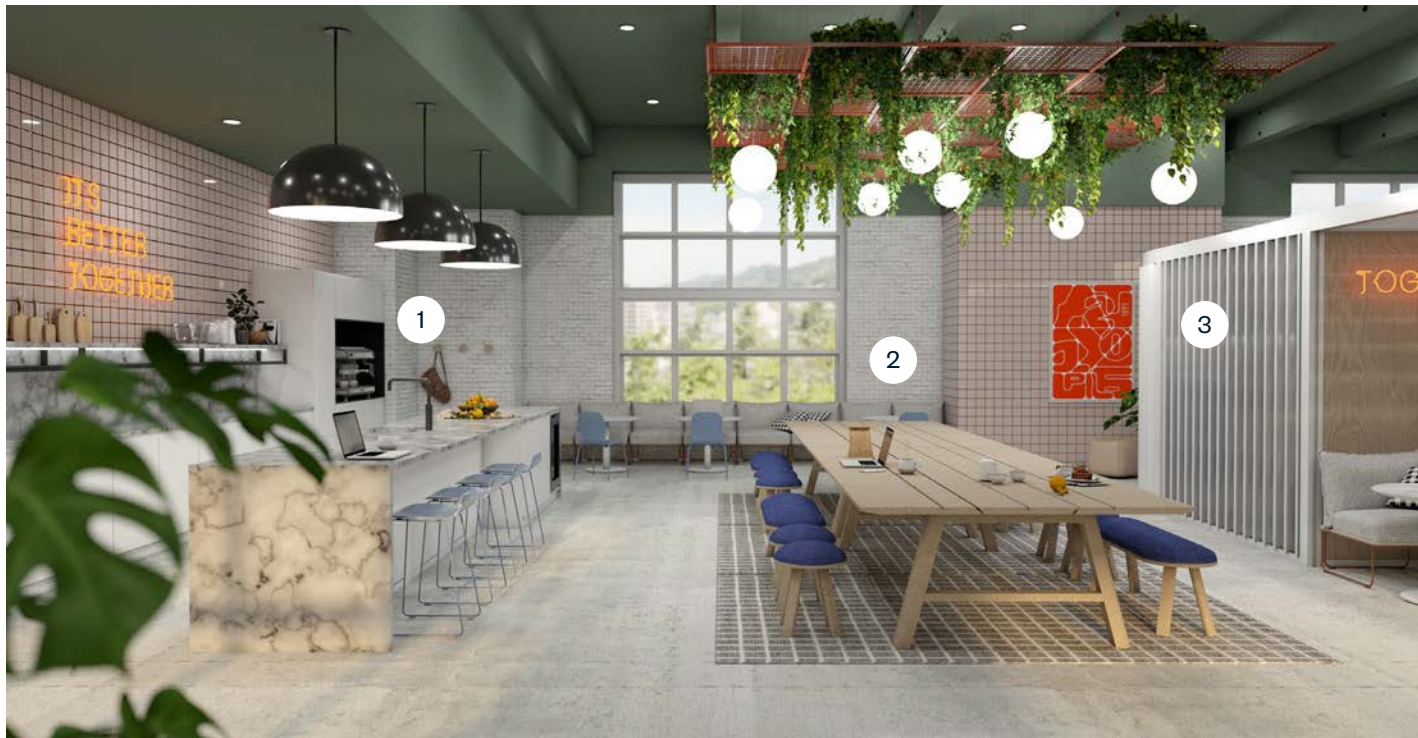
Community

Café

A suitable café supports the process of creating and being together as this space suggests. Conversations linger and synergies happen among multiple teams.



Café



1. Family-style atmosphere with self-service refreshments reinforces a sense of belonging and affinity.

2. Picnic lunch tables enable exchange over lunch or shared breaks, as well as intermingling of functional groups.

3. Casual furniture and hanging plants support the need for grounding in community and shared purpose. Views to outside and access to food and beverages encourage revitalization.

Affordances Demonstrated

- Affinity – supports serendipitous interaction
- Well-being – opportunity for physical recovery (food) and mental fatigue recovery (views outdoors)
- Insulation – surrounded by beneficial stimuli for highly-interruptible focus work

Key Products

- BuzziMilk Stool
- BuzziPicNic Table
- Resonate Lounge
- Tate Color Chair
- Tate Low Back Stool

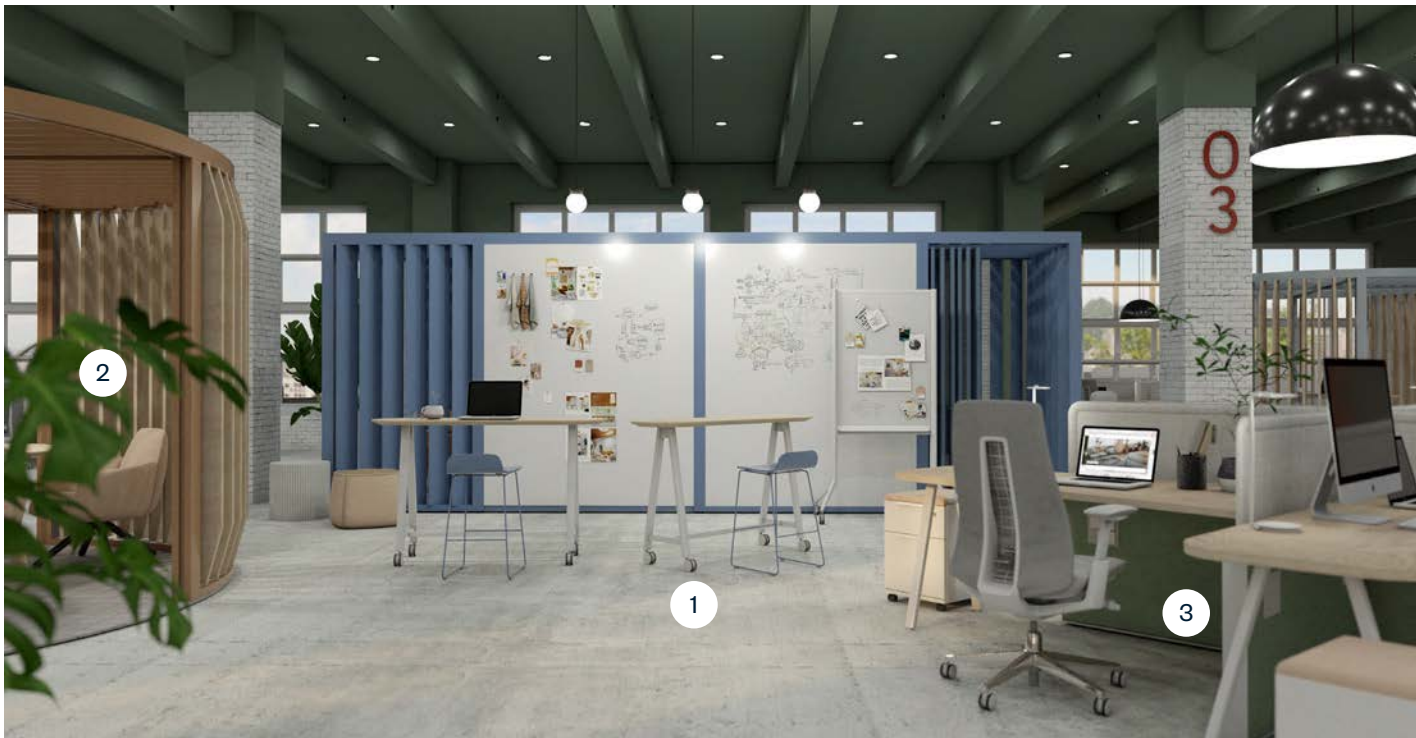


Open Team Space

This space supports externalization needed for group activities as well as communication using a variety of vertical surfaces. Workers are connected—both physically and virtually.



Open Team Space



Affordances Demonstrated

- Externalization – shared ideas and displayed thinking
- Movement – multiple activity zones that encourage movement for interaction
- Affinity – openness and standing-height surfaces support serendipitous interaction and engagement

Key Products

- Pergola Workspace (Available Q1 2021)
- PopUp Table
- Compose Workspace
- Fern Task Chair
- Active Components Screen

1. Pergola spaces contain a variety of group areas while delineating interaction zones outside.
2. Openness of Pergola activates the workspace, enabling visibility and transparency of activities.
3. Individual workspace in close proximity to a variety of group spaces. Pinwheel application supports this highly interruptible culture, providing individual user control in the workpoint.

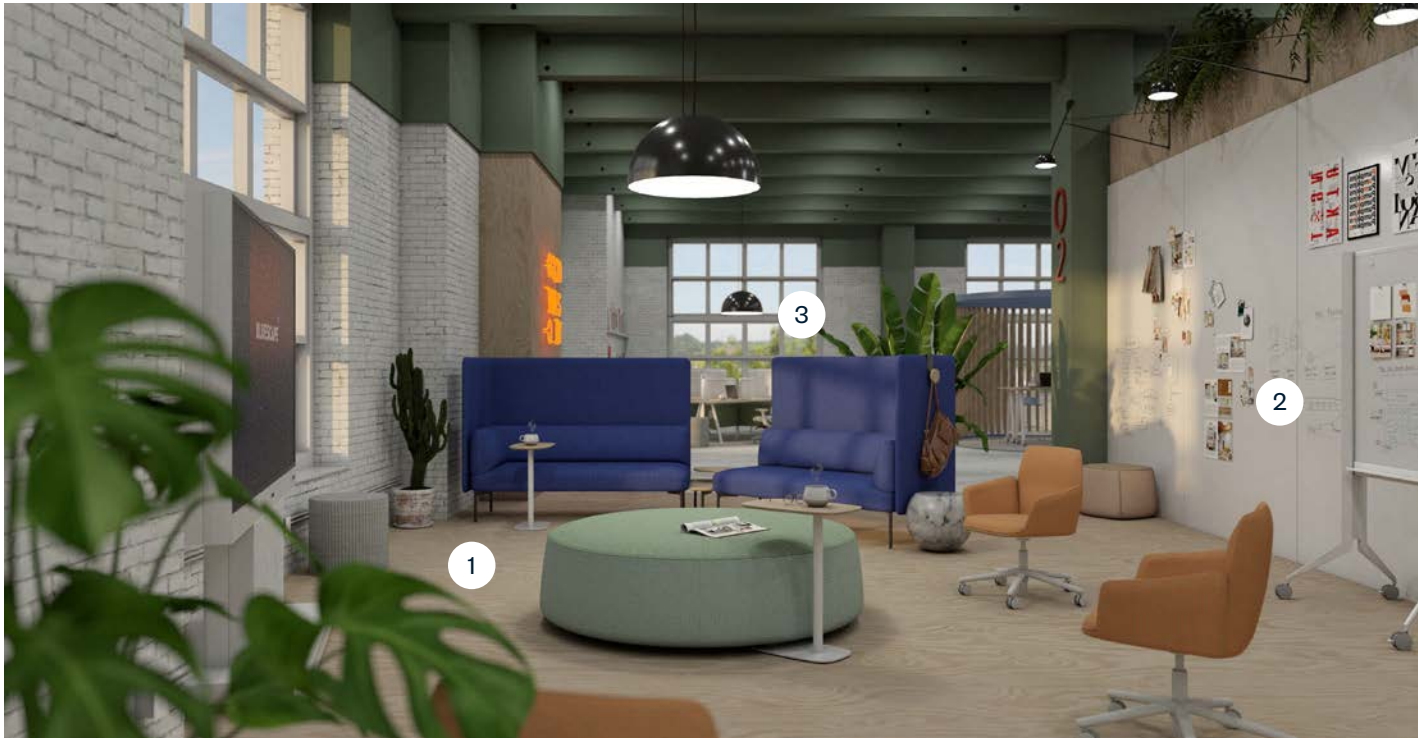


Lounge

Group spaces that support interactions are highly desired in this culture as most processes happen collaboratively.



Lounge



Affordances Demonstrated

- Access – supports collaboration of individuals as well as sourcing from Bluescape
- Affinity – most casual of collaborative spaces yet provides ample work tools for capturing interaction
- Well-being – autonomy to work in a variety of ways with ample room

Key Products

- Cabana Lounge
- Chick Pouf (Large Round)
- Pip Personal Laptop Table
- Poppy Guest Chair

1. User control and familiarity of products support autonomy.

2. Inclusive communication exchange occurs with analog tools like vertical markerboard surfaces and virtual tools like the monitor.

3. Work activities happen in a variety of space types for open and transparent ease of communication and connection.



Create Culture

Create cultures seek breakthrough innovation. These organizations or groups are idea-oriented and embrace risk-taking to be on the leading edge. To do so, Create cultures are stocked with visionaries, entrepreneurs, artists, and designers.



The Create culture work processes may look like this:

- Inherently interruptible
- Equal parts concentration and collaboration
- Utilize both convergent and divergent cognitive activities
- Tend to be less formal

Collaborate Culture



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Team Workspace



Retreat / Restore Lounge

Control Culture



Individual Workspace



Meeting Room



Private Office

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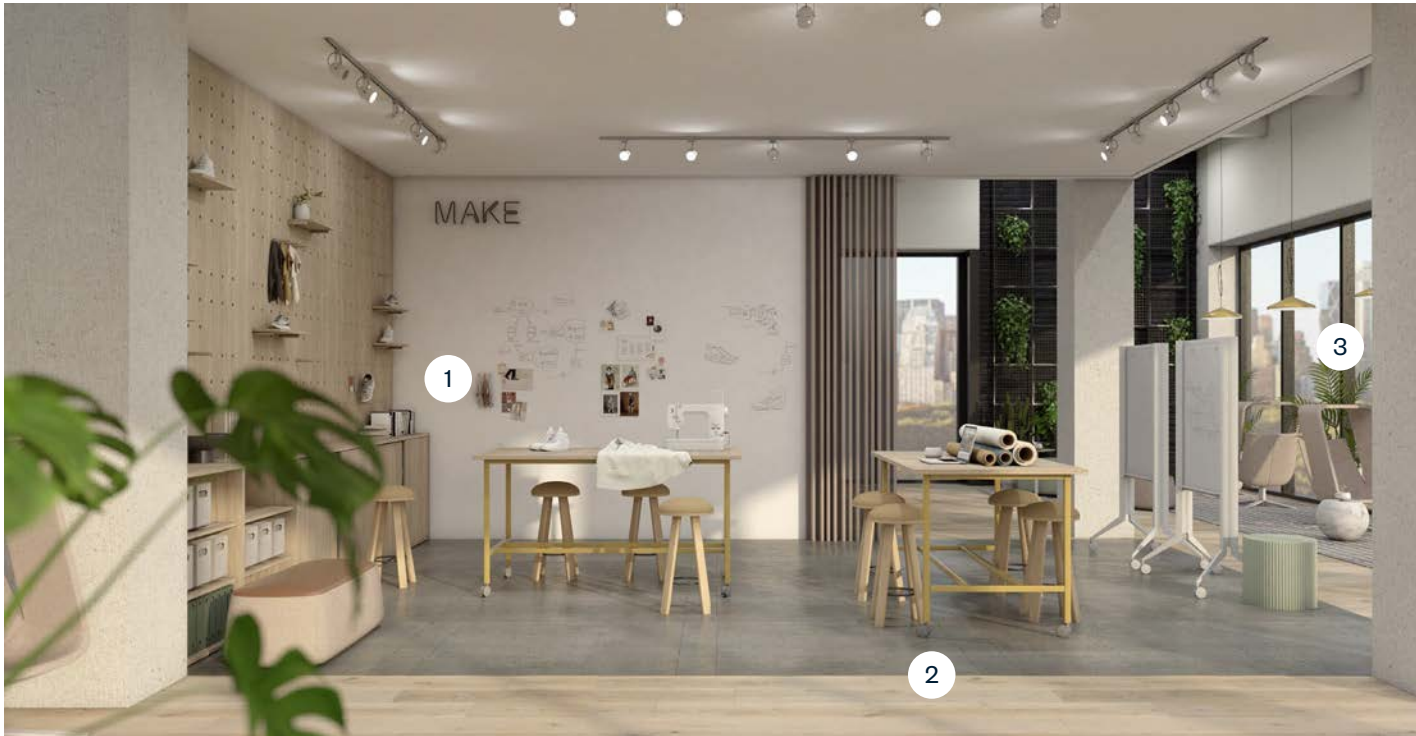
Community

Project Space

Similar to a maker space, this area enables high materiality and analog work behaviors—exactly what Create teams need to get work done. Soft elements, like curtains, were added to boost acoustic performance.



Project Space



Affordances Demonstrated

- Authenticity – legible with signage, flooring changes, and group artifacts
- Externalization – plenty of vertical space for group discovery and display of physical artifacts
- Well-being – adjacency to Windowseat lounge seating and outside views for recovery of intense group focus

Key Products

- Cultivate Table
- BuzziMilk Stool
- Be_Hold Storage
- Planes Mobile Easel
- Windowseat Lounge

1. Be_Hold storage enables stowing and displaying the variety of team artifacts.

2. Mobility of Cultivate tables and mobile easels collaborative tools supports different creative activities in one space.

3. Collaborative space supports social connections. Windowseat lounge seating—positioned for access to views—provides a retreat near the team space.



Team Workspace

Workspaces adjacent to group space offer user control with embedding, height adjustability, and insulation. They support teams that need both focus and collaborative work.



Team Workspace



Affordances Demonstrated

- Well-being – autonomy to work collaboratively or to focus
- Insulation – workpoints support stimulus control with orientation
- Affinity – group spaces near individual teaming workpoints; proximity is critical

Key Products

- Compose Connections Workspace
- Fern Task Chair
- Pergola Workspace
- Immerse Shift Table
- Poppy Guest Chair
- BuzziBooth
- Active Components Screen
- BuzziSpot Pouf

1. Individual workspaces support assigned workers with layers of opportunity for embedding and easy access to information.

2. Proximity to group space implies team ownership while Pergola and rugs delineate boundaries. Analog and digital tools support both brainstorming activities and videoconferencing.

3. BuzziBooths create an extra layer of insulation and they are located for quick access to support heads-down work or videoconferencing.

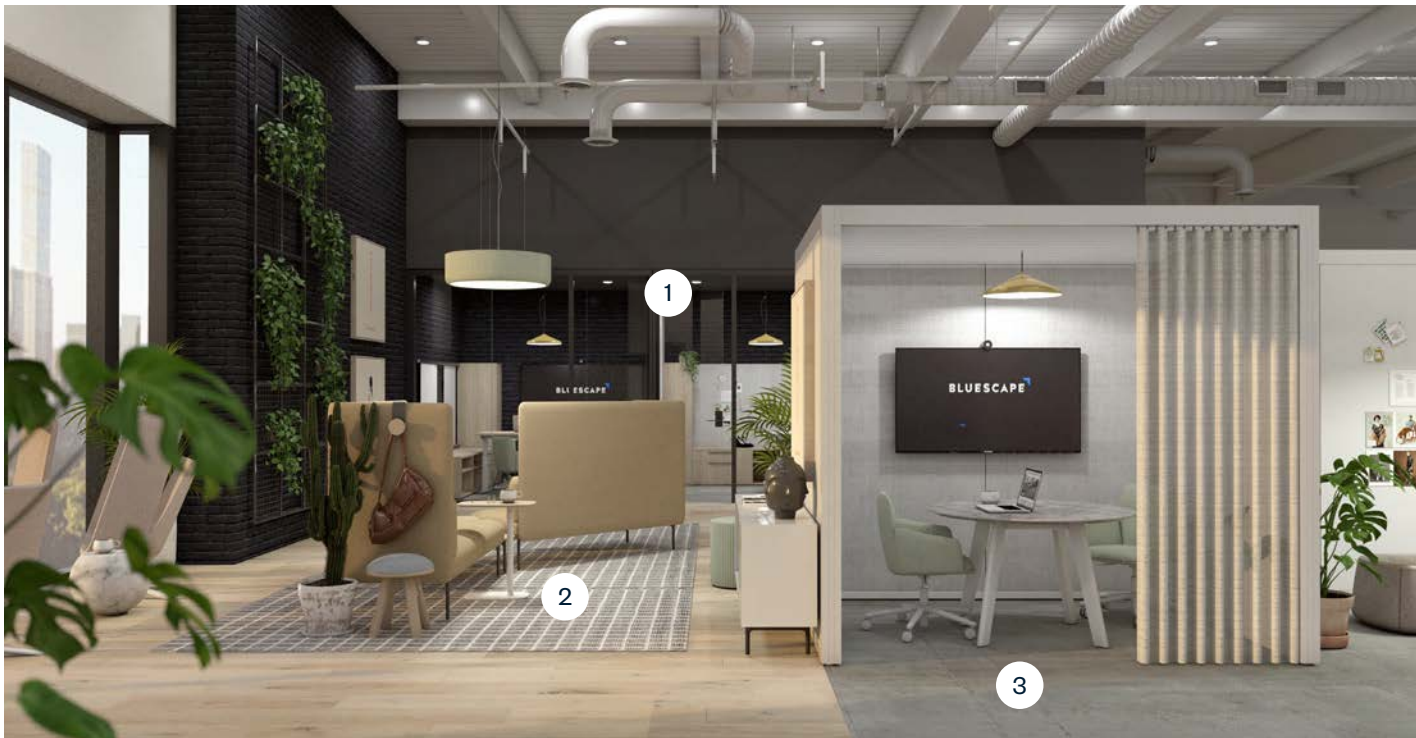


Retreat / Restore Lounge

Less formal than a private office, this space can be easily accessed and utilized for quick conversations or group focus work.



Retreat / Restore Lounge



1. Confidential conversations are supported in the shared private offices and open discussions are supported in the lounge space, with its variety of insulation opportunities depending on the activity.

2. Cabana Lounge provides two areas for either individual respite or interaction with a colleague—both of which are important for Create cultures.

3. Pergola offers enclosure to support activities that require more insulation. Digital display offers access to both information and videoconferencing capabilities.

Affordances Demonstrated

- Authenticity – balanced with technology, nature, and mix of materials
- Access – opportunities to exchange information in-person and virtually
- Well-being - a high and visually interesting ceiling enhances abstract (creative) thinking

Key Products

- Cabana Lounge
- Be_Hold Credenza
- BuzziJet Light
- Pergola Workspace (Available Q1 2021)
- Windowseat Lounge



Control Culture

A Control culture is driven to improve efficiency and quality—doing things right. These cultures are made up of problem solvers, engineers, and professionals. To achieve their purpose, they put systems and structures in place to adhere to standards of the company or their industry.



The Control culture work processes may look like this:

- Fixed and changed only to improve efficiency
- Non-interruptible
- Formalized for groups
- Utilize internally generated information
- Conducted in spaces controlled by the organization

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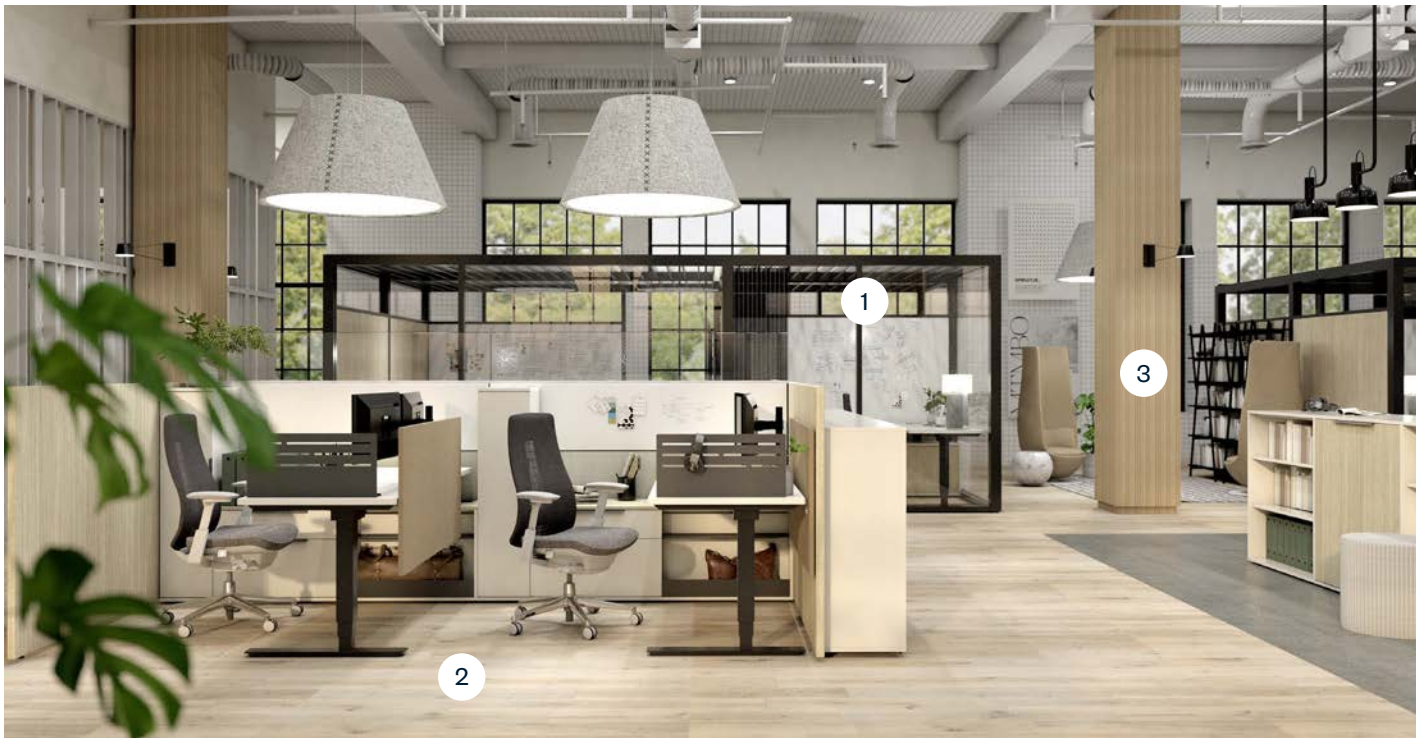
Community

Individual Workspace

Focus work is the primary task at the workspace as most group interaction is scheduled and supported by formal group spaces.



Individual Workspace



1. Highly supported through user control and opportunities for embedding and externalizing on markerboards and tackable surfaces. Secondary surfaces allow for quick reference and sourcing of information.

2. Close proximity to group spaces is supported with Pergola, where externalization and problem solving occurs. Touchdown space supports the need for video and phone conversations to decrease distraction for nearby workers.

3. Open social areas provide space for quick breaks, as well as restorative activities for individuals. Shared bookcase enables sharing of source materials.

Affordances Demonstrated

- Embedding – several surfaces in the workpoint to support off-loading and persistence
- Well-being – autonomy to work heads-down or to move to enclosed touchdowns
- Affinity – interactions are managed; meetings scheduled in conference rooms and limited opportunities at the workpoint

Key Products

- Compose Workspace
- Fern Task Chair
- Be_Hold Storage
- BuzziShade Light
- Pergola Workspace
- Wanders' Tulip Chair
- Nuvola Rossa Bookcase

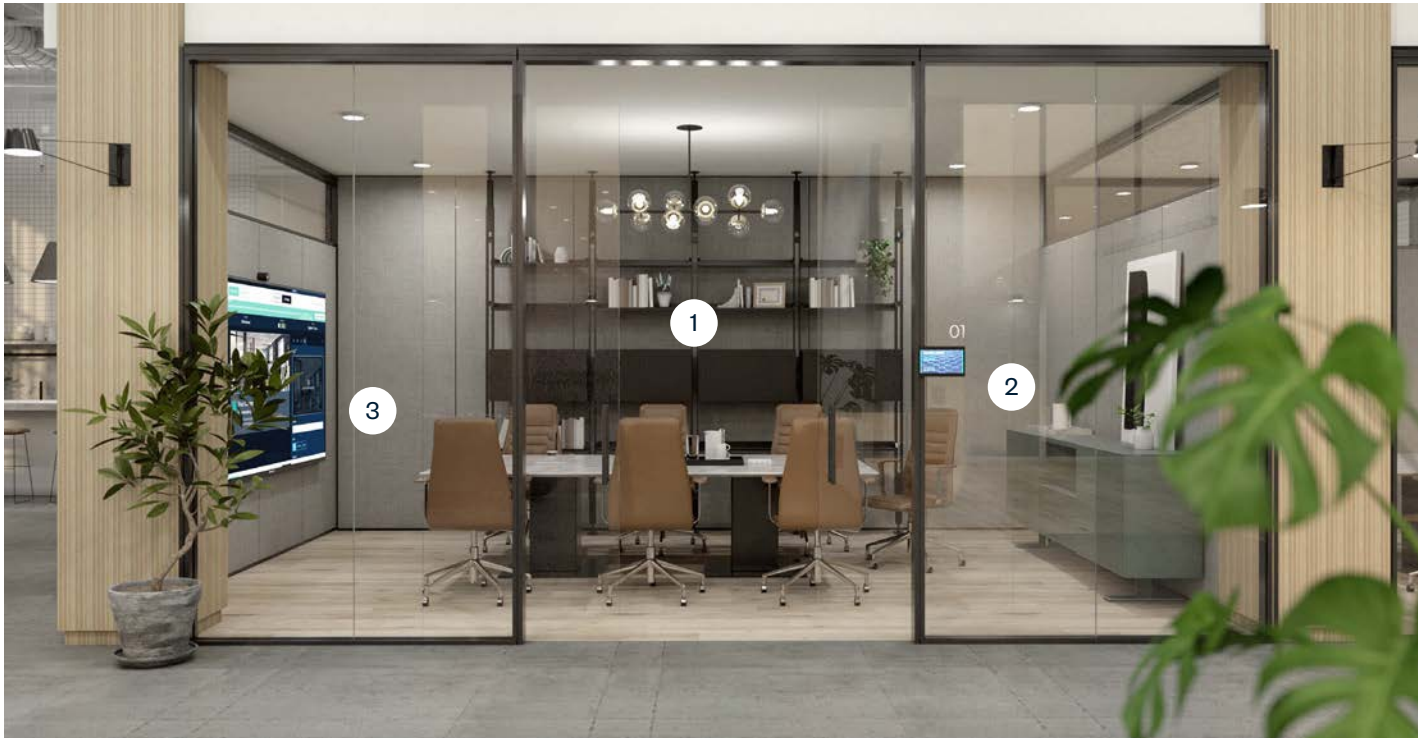


Meeting Room

Group work is more formal and planned so enclosed meeting rooms—along with norms and rules—are expected.



Meeting Room



Affordances Demonstrated

- Insulation – enclosed to support group focus and stimulus control, critical for Control culture
- Access – focal point of information exchange for this culture
- Affinity – organizational culture is evident in the formality and control of the space

Key Products

- Enclose Frameless Glass
- 2 Channel Walls
- Planes Conference Table
- Lotus Mid-Back Chair
- Luxor Credenza

1. Space is primarily used for presentations and sharing information with teams or customers.

2. Room schedulers are necessary to keep up with the pace of activities and formal meeting times. Relevant artifacts are displayed to help ground participants in the organization's mission.

3. Information is shared both in-person and virtually to improve efficiency and quality. Greenery aids in shielding content on display screen from people outside the room.



Private Office

Private offices are used in multiple ways. Designed to enhance concentration and minimize distractions, private offices may also be designated as a small conference room while the occupant is away.



Private Office



1. Adjacent social spaces provide waiting area or a place to debrief after a meeting. Room schedulers make this access very legible to employees.

2. Office enables the occupant to put away their work so others have access to monitors or shared artifacts. Private offices provide insulation and support work-from-anywhere balance, which requires more video and phone conversations.

3. Café is sectioned off for clear distinction between work and social settings to accommodate the Control culture's need for formal, non-interruptible interactions.

Affordances Demonstrated

Well-being – adjacent lounge space gives occupant control over types of interactions

Embedding – large, vertical surface area provides ample opportunity for placing cognitive artifacts

Insulation – accommodated by enclosed offices and screen orientation

Key Products

- Massimosistema Sofa
- Larkin Laptop Table
- Torei Table
- Newood Relax Armchair
- BuzziShade Light
- Masters Series Private Office
- Be_Hold Storage
- Hop Height-Adjustable Table
- Active Components Screen



Compete Culture

Compete cultures seek short-term growth. They are results-driven, competitive, and speed-oriented, unified by an emphasis on winning and reputation. This culture's purpose is to generate profits and do so faster than competitors. Compete cultures are made up of workers who are deal-makers.



The Compete culture work processes may look like this:

- Highly dependent on external (market) information
- Constantly track performance
- Interruptible only for new information
- More informal for groups
- Aimed at efficiency and speed
- Utilize space types supporting performance

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Community

War Room

War rooms support small teams engaged in dynamic activities dependent on external information.



War Room



1. Bluescape technology enables problem solving and global information access. Highly mobile, dynamic teaming environment offers user control.

2. Supports a small team that relies on subject matter experts in nearby assigned workstations.

3. Social spaces allow for restorative activities in a fast-paced environment.

Affordances Demonstrated

- Access – to external information with the marketing ticker and Bluescape
- Embedding – at the individual desk screens as well as with whiteboards in the team space
- Well-being – mobile tables and seating give workers autonomy to quickly adjust the space to their needs

Key Products

- Pergola Workspace (Available Q1 2021)
- PopUp Table
- Tate Low Back Stool
- Cabana Lounge
- Larkin Laptop Table
- Upside Table
- Fern Task Chair
- BuzziDome Light



Touchdown

Unassigned spaces support employees who spend most of their time within their markets and value a place to touch down and reconnect.



Touchdown



1. Intuity benching provides touchdown space and opportunity for quick connections.

2. Informal group space supports culture, maximizes horizontal surface for communication, and provides visual access to coworkers.

3. Video conferencing phone rooms allow for virtual communication in close proximity to group space for conversation support.

Affordances Demonstrated

- Well-being – individuals have variety and choice in where to work to support activities
- Access – the open workpoint encourages open exchange among colleagues
- Affinity – furniture arrangement (sociopetal) encourages interaction

Key Products

- Intuity Benching
- Fern Task Chair - Digital Knit
- BuzziSpot Pouf
- PopUp Table
- Larkin Laptop Table

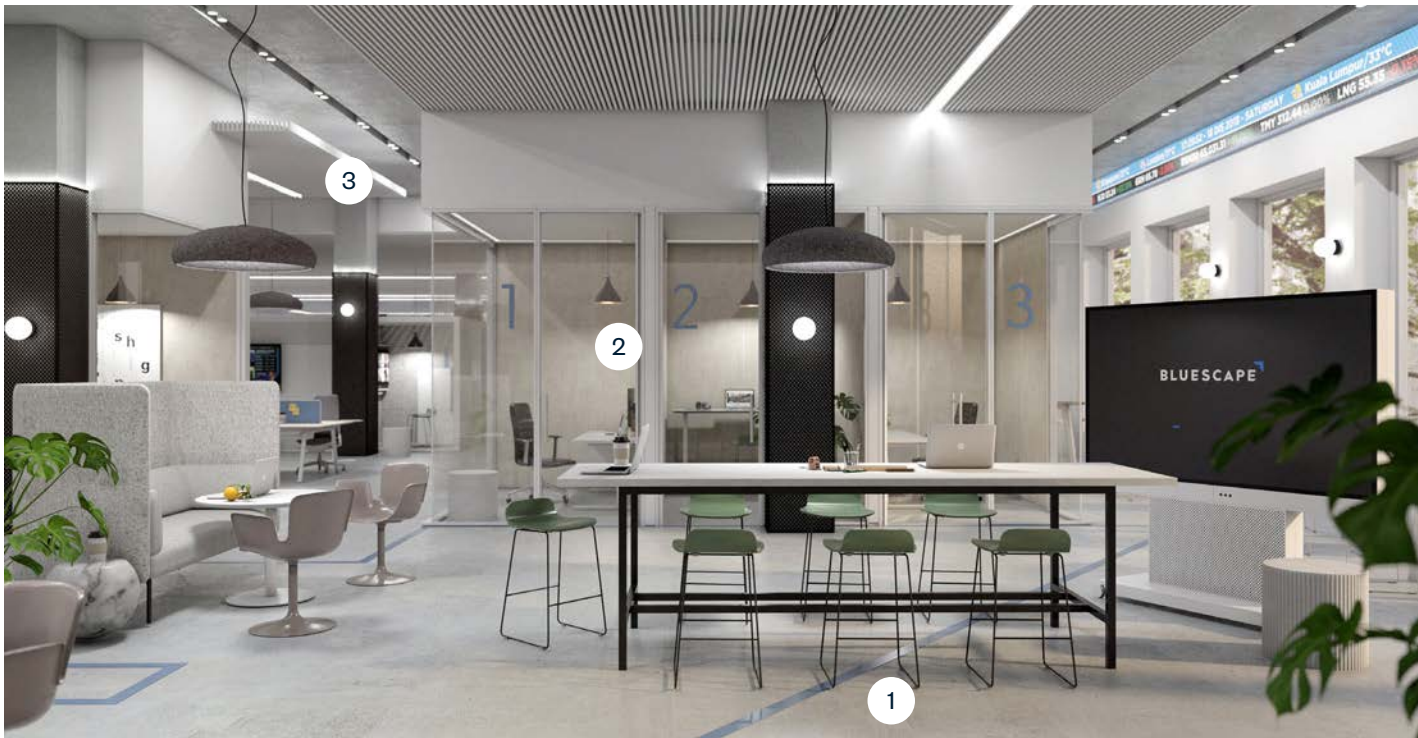


Community

Informal spaces for quick connection and sharing information are critical to the success of this organization.



Community



1. Standing-height tables support fast-paced activities with sourcing from Bluescape and external resources.

2. Connecting happens on demand, therefore requiring quick access to phone rooms without disturbing the adjacent group.

3. Lighting supports the variety of work zones. The intensity of efficiency and speed in this space is balanced by greenery and views outside.

Affordances Demonstrated

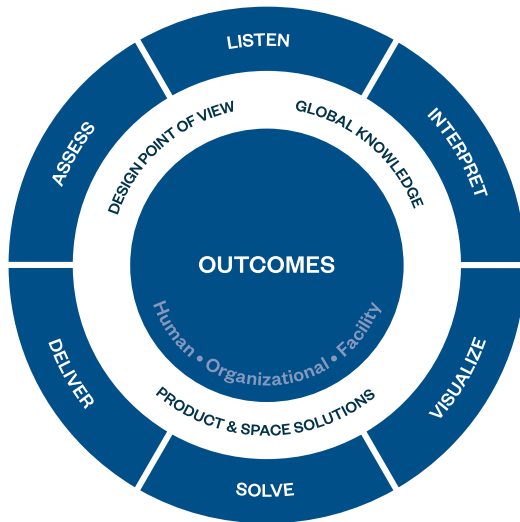
- Affinity – standing-height table encourages walk-up interactions while booths offer more seclusion
- Access – opportunities for videoconferencing and in-person exchange all in proximity
- Insulation – enclosed touchdowns support individual stimulus control for focus or virtual interactive tasks

Key Products

- Cultivate Table
- Tate Low Back Stool
- Bluescape Mobile Easel
- BuzziDome Light
- Cabana Lounge
- Juli Plastic Chair



ORGANIC WORKSPACE



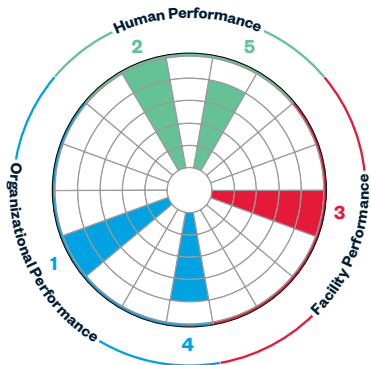
Haworth Expertise

Haworth's Organic Workspace helps align your people and space for optimal performance. Using our unique perspective and process, we assist you with knowledge-based solutions. We'll explore with you the right balance for your ecosystem to accommodate a continuous flow of work in multiple environments. Our goal is to help your people be effective and make the most out of your real estate investment.

Want to learn more?

Get more in-depth information by visiting haworth.com.

LISTEN→ INTERPRET→ VISUALIZE & SOLVE



EMOTIONAL
Nurturing your psychological state

PHYSICAL
Supporting your corporal needs



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