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**DETERMINING HOW ORGANISATIONS HAVE ADOPTED
MODERN WORKSPACE INITIATIVES**

**A dissertation
submitted in partial fulfilment
of the requirements for the Degree of
Master of Property Studies
at
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by
A. R. Pope**

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ABSTRACT

Abstract of a dissertation submitted in partial fulfilment of the requirements for the Degree of M.Prop.Studs.

DETERMINING HOW ORGANISATIONS HAVE ADOPTED MODERN WORKSPACE INITIATIVES

by A.R. Pope

The traditional enclosed office is becoming less common. The term “workspace” is more reflective of modern workplaces characterised by open plan design, together with some private offices and / or meeting rooms. A number of definitions and expressions are used to describe workspace and the literature generally expresses positive outcomes as a result of changes to workspace.

In order to determine how modern workspace initiatives have been adopted, interviews were conducted with eight organisations varying from the private sector to the non-profit public sector. The responding staff members used practical terminology, with the redesigned workspace being referred to as “open plan.” Respondents perceived the changes to the workspace as positive, with teamwork and communication benefits being acknowledged. Such teamwork and communication benefits suggest an open workspace environment is important, but it also needs to be carefully balanced with a workspace that allows for individual concentration and more focused teamwork.

The idea that the workspace is primarily important for adding value rather than cost saving benefits, is gaining ascendancy amongst many organisations, and this confirms the opinions of several workspace thought leaders. Adding value factors such as inspiring interior design, enhanced lighting and air conditioning can make workspaces feel more residential in nature and provide an employee friendly environment. Furthermore the recognition of the culture of the work environment is important to understand and sometimes workspace redesign can help improve the culture.

Only a minority of staff did not respond to the workspace changes well. It is difficult to predict who these minorities will be, although it can sometimes be older staff members and people who could lose their perceived status such as senior management. In making changes to the workspace a consultative approach is highly recommended for the firms unity, but equally this approach must be decisive.

It is rare for workspace redesign exercises to be undertaken because of recognition of the resulting benefits alone. Usually there needs to be a catalyst such as a significant strategic change or a merger with another company to initiate redesign.

Concepts such as hoteling and hot desking are not commonly used. They present difficult management problems and are resisted by staff who remain territorial by nature.

KEY WORDS

*Hoteling - hot desking - open plan –organisational ecology - free address – group address
- free range - hives -cells – huddle spaces – non territorial offices – bull pens – clubbing -
desk sharing – universal plan – touch down areas – team space – just-in-time offices –
permanent assigned – shared assigned – integrated workplace strategy.*

PREFACE

Office space is a strategic asset that needs to be managed to maximise the organisations effectiveness. Nourse and Roulac¹ for example recognise this strategic importance and provide a framework linking corporate strategy to real estate strategy. Office space usage is a fundamental bridge between real estate and business strategy that could have received greater attention by organisations and researchers alike. It is only in recent times that office space redesign strategies have received more appropriate attention.

A number of people assisted the author in the preparation of this dissertation, especially Mr John McDonagh, Senior Lecturer of Property Studies at Lincoln University. The assistance of those interviewed must be gratefully acknowledged including Mr Clark Randrup of Auckland University of Technology, Mr David Devonshire of DDB New Zealand Limited, Mr Jonathan Jepson of CLEAR Communications, Mr Bernard Trevor of Carter Holt Harvey, Ms Suzanne Webb of North Shore City Council and also thanks to all those organisations and their representatives who wished to remain anonymous.

¹ Nourse & Roulac, (1993), p.492

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Chapter 1.0 INTRODUCTION

1.1 Background

The financial stakes are very high for workspace redesign. In the New Zealand City of Wellington for example there are 1,415,535 square metres¹ of office space in the central business district, as at December 1999. Building owners throughout the world stand to lose financially if they don't provide what the occupying businesses require. Businesses survival could depend on how well their employees respond to an ever-changing world, with the place of work being a key facilitator.

The workplace manager is faced with the difficult task of reconciling various terminology, trends and models with what their organisation requires. This report helps to cover these issues and provide examples of how eight different New Zealand organisations have responded.

1.2 Study Objectives

1. To determine how successful or unsuccessful alternative workspace redesign has been.
2. Reconcile the cost versus the value adding arguments in the literature and to compare this with current New Zealand practice.
3. Appreciate how each work space redesign program was decided upon and how the firm applied it.
4. Record the different terminology to describe the various forms of workspace redesign encountered in this topic.

¹ According to a Robertson Young Telfer Property Consultants Report, December 1999.

1.3 Scope

Workspace redesign is very much an iterative process, without a model that suits all organisations. Consequently this study is concerned about how organisations have gone about such changes and what they have learned, rather than being focused on what they have done wrong. The comparison between the review of literature and the results from the interviews is the critical part of this study.

This study does not focus on telecommuting. A number of articles encompass both alternative in-office strategies and telecommuting.² Telecommuting by itself is a dynamic and complex topic. For example O’Hamilton, Baker & Vlastic³ state that “...companies are no longer talking about ‘work at home’ programs. Instead they are talking about ‘work anywhere, anytime’ programs.” Whilst telecommuting is a very important interrelated issue it is beyond the scope of this research.

This study is not an architectural survey of the pros and cons of each particular design, however this is not to say that some of these elements are not touched on. Nor is it a purely psychological, personnel management or property facilities management exercise. This is rather a managerial exercise, dedicated to bringing some of these various tangible and intangible components together.

² Shepcaro, (1996), p.1-3; Shulman & Reiser, (1996), p.1-3

³ O’Hamilton, Baker & Vlastic, (1996), p.1

Chapter 2.0 METHODOLOGY

2.1 Introduction

The methodology encompasses both the review of literature and the interviews.

Description of the review of literature is necessary because of the variety of opinion, and the need to classify it, in order to better understand it.

2.2 Review of the Literature

- The review of literature was conducted first, so that the writer was aware of key issues and could therefore ask more “educated” questions, at the interview.
- After reading a number of articles on this topic, the writer became aware that there were a significant number of specialist definitions that make the topic somewhat difficult to describe. It was necessary to provide definitions of such terminology as used by various authors so as to provide the reader with a clear understanding of them.
- The review of literature section was classified into three main topics of “positive,” “neutral,” and “negative” opinion, for clarity reasons.

2.3 Approach for gaining interviews

- The author had significant difficulty in identifying firms in New Zealand that had undertaken workspace redesign. A number of professional colleagues were contacted and a list of target firms was compiled.
- Consulting organisations in the field of workspace redesign can appear to have a vested interest in it being perceived in a positive light i.e. in order to create more work for themselves. Because of this possible bias, such consulting firms that have undertaken workspace redesign were not surveyed.

- Letters were sent requesting interviews – (see appendix). A letter of reference from Lincoln University was also included to qualify the researcher’s credibility. These letters were addressed to the chief executive who it was hoped, would have an appreciation for such public relations issues like helping students. This “top-down” approach had a better chance for success than trying to identify the appropriate person by telephone. The “appropriate person” could be any of a number of people including personnel manager, finance manager or the facilities manager, to name a few. In any case, if the appropriate person could be identified by the “bottom-up” approach there could have been a tendency to fob the interviewer off. Conversely if the letter was passed down from the chief executive, then by implication a directive to the workspace manager to participate in the interview was made.
- The letter of introduction highlights the words “Redesign of office space,” so that the person reading the letter knows immediately the subject at hand. Some of the more specialist terminology is described later on in the letter. The term “creative space usage” is also included in the list of specialist terminology, in order to identify space designed for inspirational purposes. Other terms are included to help stimulate a picture of what this study entails.
- The letter also aimed to allay fears of what the study could be used for. This is why the letter stated that the topic is an emerging one and there are currently no “right” or “wrong” models. This is not an area of core business for the organisations and therefore this will also help to reduce fears. As Cochrane¹ put it, “if the competitive advantage of the core business is their corporate real estate activities (or more accurately the work space redesign, in this context) then that company just may be in the wrong business.”
- Words of thanks are expressed in the letter because a positive and agreeable tone is desirable.

¹ Cochrane, (1996), p.26

- Follow-up letters were sent to non-respondents after two weeks. Letters of thanks were also sent to those Chief Executives who allowed the researcher to have access to their organisation.

2.4 Design of interview questions

- A written questionnaire style of research was not used for the following reasons:
 1. It is easier for the respondent to talk about the reasons, rather than write about them. A questionnaire lends itself to shorter answers or choices of answers from a predetermined list. This does not help to discover the breadth and depth of the topic.
 2. The interviews provide the opportunity to help to clarify any misunderstandings.
 3. The researcher is able to view the premises as well, which helps clarify and verify what the respondent described.
- A Dictaphone was used to minimise error, so that key points that could have been missed were recorded.
- All results were carefully examined for potential biases such as giving the “correct” answer - not the most honest one. This is not to suggest that the interviewer was purposefully misled, only that there could be a subconscious tendency to do so.
- The researcher interviewed firms in different industries to see how redesign varies between these organisations.

- The information collected falls into the following groupings:
 1. Basic introductory information such as authority to name the organisation in the report, job title and area of responsibility of the respondent, name and description of redesign undertaken and the length of time the redesigned space has been in place.
 2. The main study question of how successful or unsuccessful the redesign has been.
 3. More probing questions following on from the above main study question, such as: Would you do it again? Where did the idea come from to do it? Etc.
 4. A few questions were derived from specific characteristics encountered in the review of literature. Of particular note here is the cost versus the adding value debate.
 5. There were also questions about the process used to implement the redesigned space, such as: How did you get staff to buy into it? Are there any aspects of it that you would advise people to avoid?

- Initially many organisations agreed to be named in the report. It became apparent however that they were also very interested in viewing the final report. Consequently content written about the respondents and their organisations was e-mailed back to them, for checking and approval. They were also again given the chance to seek anonymity in the report, because competitors could identify them.

2.5 Pilot interview

- A pilot interview was conducted with Auckland University of Technology, Facilities Director, Mr Clark Randrup, who is known to the researcher. Although no changes were precipitated, it gave the researcher added confidence that the questions were clear, relevant and reasonable, to an experienced professional.

3.1 Definitions

This topic has identified a number of words and expressions that are described below. For a complete list of all definitions collected, please view the appendix.

“Cells” are a way to describe conventional offices, where “...increasing autonomy combined with low interaction...” is the norm.¹ Also see “hives,” “dens” and “club.”

“The Club” is a new type of work environment “...characterised by a wider, richer range of communal work settings.”² Also see “hives,” “cells” and “dens.”

“Dens” are a newer form of work environment described as “...increasingly interactive, leading to the need for team and project spaces...”³ Also see “hives,” “cells” and “club.”

“Free-address” is described by Barber⁴ as providing for “...mobile and remote ways of working.”

“Hives” are an older type of work environment notable for being “... low in interaction and low in autonomy.”⁵ Also see “dens,” “cells” and “club.”

“Hot-desking” according to Eley and Marmot⁶ is described as being “...borrowed from ‘hot bunking’ on ships, (which) assumes that the desk has just been vacated by a colleague and is reoccupied before the chair has had time to cool down.”

“Hoteling” Stamps⁷ describes this as a system that enables employees to retain offices but on a shared basis.”

¹ Tanis and Duffy, (1999), p.8

² Ibid, p.8

³ Ibid, p.8

⁴ Barber, (1996), p.2

⁵ Tanis and Duffy, (1999), p.8

⁶ Eley and Marmot, (1995), p.11-12

⁷ Stamps, (1994), p.1

“Non-territorial offices” Becker and Joroff⁸ describe this as moving from “...individually assigned desks in small, cellular offices to an open area that featured different kinds of activity zones for quiet work, informal meetings, and teamwork.” The purpose is to improve informal communication.⁹

“Open plan” A generic term used to describe open office space separated commonly with standing eye-level partitions, rather than full floor to ceiling partitions in a separated office configuration. The work place experts encountered did not separately define this term; however it is a commonly used term amongst property professionals in New Zealand. “Open plan” is not a new term with Duffy¹⁰ for example outlining how even in the 1950’s it could be reconfigured to enhance factors like privacy and communication.

“Universal plan” according to Barber¹¹ is “...widely practised today with growth expected to continue, also takes place within existing office models. This type of planning implies a shift in corporate values, which appear to be moving away from creating space that reinforces management hierarchy toward approaches that standardise the use of physical space. The research also reveals a high correlation between universal planning and the ability to move people without reconfiguring the furniture.”

3.2 Discussion of definitions

The above definitions and definitions contained in the appendix demonstrate a wide variety in terminology describing workspace redesign. It is arguable whether this is a newly derived topic or whether this is a renaissance in office space philosophy. Clearly there are no enshrined principles to follow and indeed the nature of space and terminology is as variable as human nature itself and each firms specific requirements.

⁸ Becker and Joroff, (1995), p.21

⁹ Ibid, p.21

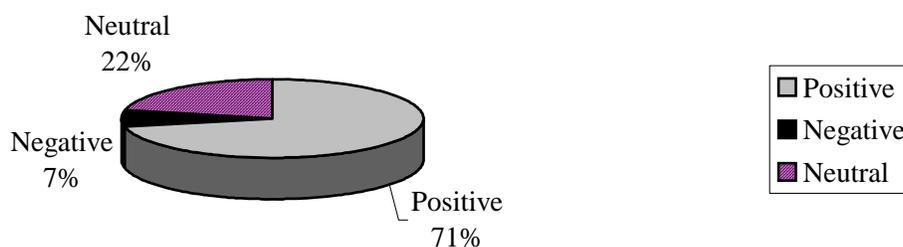
¹⁰ Duffy, (1992), p.10.

¹¹ Barber, (1996), p.3

3.3 Rationale for opinion categorisation

In starting this dissertation, the author made reference to a number of ABI Inform Global ProQuest database articles to sample common opinion for workspace redesign. It quickly became apparent that the majority of articles are positive about such redesign. To illustrate this, 46 articles were collected from the ABI Inform Global ProQuest database using the keywords of “hoteling” and “hot desking.” The results show that 33 articles were “positive”, 10 “neutral” and 3 “negative” and this is displayed as follows:

Figure 1: Proportion of articles showing "positive," "neutral" and "negative" characteristics



“Positive” articles on the whole presented a positive opinion that workplace redesign helped an organisation achieve its goals.

“Negative” articles on the whole presented an image that workplace redesign hindered an organisation in achieving its goals.

“Neutral” articles on the whole pointed out both positive and negative characteristics, without favouring either.

Consequently this literature review section is split between “positive,” “neutral,” and “negative” categories as defined above.

3.4 A word of caution regarding journalism

In general, while certainly not the rule, articles from the ABI Inform Global ProQuest database are shorter in nature and are typically viewed in a magazine style of publication. There is a line of thought with regard to journalism that there can be a lack of objectivity. Indeed many news stories are based on press releases, rather than thorough investigative journalism. As Brown¹² relayed it:

“(The news) is now an arm of the global branding, marketing, product enhancement and positioning business.”

And, as Vickers¹³ puts it:

“Established companies are also playing fast and loose with the truth in press-release language.”

This is not to suggest that all articles encountered in the ABI Inform Global ProQuest database, nor any other source are purposefully biased. Rather it is to suggest that such information has to be carefully considered in relation to its motivations. Often, for example they are based on a workplace consultant’s findings who stands to benefit from increased corporate interest in workspace strategies and the impartiality can therefore be questioned with such a commercial bias.

¹² Brown, (1999), p.1 – (Quotation attributed to Ray Suarez, former host of National Public Radio’s Talk of the Nation (USA))

¹³ Vickers, (2000), p.1

3.5 Positive opinion

Different authors display different reasons for positive perceptions of workspace redesign. The following “positive” motivators help categorise the observed traits:

3.5.1 Product promotional positive characteristics

A typical article in this sense is that of Watkins-Miller¹⁴ who outlined the example of Steelcase Inc’s Washington DC sales office that uses a variety of modern furniture designed for hoteling style workplaces. “GPT launch the flexible office”¹⁵ is another example.

Some articles are not greatly different to overt promotional material, such as the anonymous, “Hoteling as an alternative environment,”¹⁶ which described the “ARCHIBUS/FM” automated hoteling booking system.

Corbin¹⁷ put a different perspective on this theme by relating hoteling based modern furniture redesign products with the promotion of safety issues like back and neck pain.

Often such articles will be introduced with a concept of what can go wrong. Myerson and Gaynor¹⁸ are no exception with the opening sentence in their abstract being: “Companies that fail to design for changes in the patterns of work and office systems could go out of business.” The article goes onto discuss US manufacturer Herman Miller’s new office products.¹⁹

¹⁴ Watkins-Miller, (1998), p.1

¹⁵ “GPT launch the flexible office,” (1996), p.1-2

¹⁶ “Hoteling as an alternative environment,” (1999), p.1

¹⁷ Corbin, (1996), p.1

¹⁸ Myerson and Gaynor, (1993), p.1

¹⁹ Ibid, p.1

3.5.2 Consultant based positive characteristics

A number of articles are based on opinions of expert consultants who advise on workspace strategy. Such articles will outline how to overcome problems and increase success. Stamps²⁰ for example describes how Brill, a workspace strategist, advocates making workplaces more socially interactive, in order for workers to “brush up against each other.” Another example is that of Smith²¹ who gives an account of how consultants KPMG have implemented hoteling. Smith²² additionally provides useful advice on how to effectively introduce alternative workplace strategy, as follows:

Create a project team of widely understanding personnel.

Analyse space user patterns.

Evaluate the capabilities of existing technology.

Get organised.

Do not neglect transition planning.

In a similar vein to Smith, an anonymous article entitled “Ten tips for managing the transition to alternative officing”²³ provides indicators for successful workspace implementation. A brief summary of these is as follows:²⁴

1. Be clear about why the organisation is making such changes.
2. Tell the truth.
3. Form a multidisciplinary workplace change team.
4. Include employees affected in the change team.
5. Create an ongoing communication channel.
6. Educate the employees and their instructors as to why workplace redesign is needed.

²⁰ Stamps, (1994), p.2

²¹ Smith, (2000), p.1-2

²² Ibid, p.2-3

²³ “Ten tips for managing the transition to alternative officing” (1997), p.1-2

²⁴ Ibid, p.1-2

7. Help employees and managers understand the human side of change.
8. Provide continuous and appropriate support for the adopted new working ways.
9. Communicate to the entire company about the successes of the new ways of working.
10. Ensure evolution of office environment to support alternative worker needs.

This article does not consider that workspace redesign might not be appropriate.

Sprout²⁵ dedicated a whole article to an interview with an Ernst & Young senior manager who uses a hoteling based work strategy. The extensive research effort undertaken sounds impressive with Ernst & Young for example “...(having) collected many hours worth of focus-group input.”²⁶ Additionally such writings will often use strongly supportive catch phrases like “...we are reinventing the way we do business.”²⁷

This category is similar to the first product promotional positive characteristics in the sense that the expert referred to might benefit from increased exposure as a workspace expert.

3.5.3 Modernisation: technology and futuristic based positive characteristics

Davy²⁸ points out that hoteling will become standard in tomorrow’s office. According to some writers, modern workspace redesign will go hand in hand with the increasing use of technology. As O’Hamilton, Baker & Vlastic²⁹ point out “technology is already surpassing facilities and real estate as the second-biggest corporate operating expense, after salaries and benefits. Such articles are commonly critical of the status quo. Arend³⁰ registers his disapproval as follows:

²⁵ Sprout (1994), p.1-3

²⁶ Stamps, (1994), p.2

²⁷ Ibid, p.2

²⁸ Davy, (1999), p.1

²⁹ O’Hamilton, Baker & Vlastic, (1996), p.2

³⁰ Arend, (1999), p.1

“Ingrained, organisational planning techniques and more mundane political considerations are among the dragons today’s work space experts must slay in order to design buildings in harmony with their occupants and functions.”

Some articles present a futuristic account of workplace. Stein outlines how the workplace will change with the “holographic facsimile”³¹ and “noise cancellation”³² of distractions. Davy³³ points out that business people will be able to “beam” images back to head office from any location. Obviously these sorts of future technologies will radically change the nature of the workplace and this has obvious implications for space usage levels.

Sparrow³⁴ writing from a futuristic psychologists point of view outlined that more studies are needed to ascertain the effect of the modern workplace on employees. It for example suggests there will be a need by psychologists to understand issues such as “...information overload, techno-stress associated with multi-tasking, and changes in the levels of well-being.”³⁵ Sparrow³⁶ concluded however that psychologists have the skills to cope with these problems.

There is rapid change prevalent in contemporary workplaces. One such technology that is driving change currently is a cable-free local area network system for computers.³⁷ This enables employees to change work stations easily and is therefore an enabler for programmes such as hot desking. Business design life cycles that have endured for 15-20 years, now unfold in 5 or 6 years.³⁸ Lyne³⁹ outlines Joroff’s opinion that the future

³¹ Stein, (2000), p.1

³² Ibid, p.4

³³ Davy, (1999), p.3

³⁴ Sparrow, (2000), p.202

³⁵ Ibid, p.217

³⁶ Ibid, p.216

³⁷ McDonald, (1997), p.1

³⁸ Lyne, (1999), p.2

³⁹ Ibid, p.3

workplace will be a combination of bricks and mortar together with cyberspace. Joroff⁴⁰ enhances this line of thought with the following statement that:

“The workplace has become as much a state of mind, an attitude, as it is a physical place.”

3.5.4 Team based positive characteristics

O’Hamilton, Baker & Vlastic⁴¹ point out that “21st century blueprints promote teamwork and flexibility rather than privacy and hierarchy.” Cummings⁴² quoted workplace consultant Mike Brill who stated that “...you’re planning your space around the actual kind of work that’s going to go on there.” According to these authors modern workspace redesign is clearly linked with team based working practices and not by hierarchical designation and status.

A number of articles point to the benefits of alternative workplace redesign. Reed⁴³ links the British Airways redesigned workplace to higher staff morale and therefore increased customer satisfaction. Bader⁴⁴ points out that reengineering workspace heightens team interaction therefore maximising productivity. Ashbrock⁴⁵ outlines that an important way for increasing productivity is to “...establish a work space customised for teams.”

Workplace redesign enables and enhances successful organisational change. In an anonymous article entitled “*At NeoCon, Brill warns corporate FMs that major reconstruction lay ahead.*”⁴⁶ Brill outlines that organisations will deconstruct into smaller autonomous, innovative and more responsive places and hoteling will aid this.

⁴⁰ Quoted from: Lyne, (1999), p.2

⁴¹ O’Hamilton, Baker & Vlastic, (1996), p.1

⁴² Cummings, (1994), p.1

⁴³ Reed, (1998), p.2

⁴⁴ Bader, (1994), p.3

⁴⁵ Ashbrock, (1998), p.1

⁴⁶ “*At NeoCon, Brill warns corporate FMs that major reconstruction lay ahead,*” (1992), p.1-2

O’Hamilton, Baker & Vlastic⁴⁷ point out that after organisations have “reengineered, customer-focused, shattered old hierarchical structures and reorganised work around teams they have not been getting the results they expected” Workspace redesign is one way of overcoming such problems.

Often the work environment is designed to inspire workers with interesting surroundings, in a similar manner that an artist or novelist might travel to an exotic destination for inspiration. Armour⁴⁸ outlined how “...desks that resemble exercise bikes and backless-seats” are used in this manner. Some more creative alternatives are also described in an article entitled “New take of office recycling.”⁴⁹ To illustrate, advertising consultants Foote, Cone and Belding are utilising “an old yellow Checker cab,” “used Yankee Stadium seats,” “refinished Central Park benches and manhole covers” together with the planned conversion of a subway car into an employee lunchroom.⁵⁰ Duffy⁵¹ points out how Cignal Global Communications Inc., have configured their office space to encompass a basketball court. The workplace can now be viewed as a source of inspiration and healthy expectation.

3.5.5 Cost savings

There are many examples of cost savings to be made. The U.S offices of Ernst & Young could save \$40 million per year.⁵² Another example is Blodgett⁵³ who pointed out Consulting and Audit Canada’s successful \$234,000 saving.

⁴⁷ O’Hamilton, Baker & Vlastic, (1996), p.2

⁴⁸ Armour, (1998), p.2

⁴⁹ “New take of office recycling,” (1998), p.1-3.

⁵⁰ Ibid, p.3

⁵¹ Duffy, (1999), p.8-9

⁵² Stamps, (1994), p.2

⁵³ Blodgett, (1996a), p.1

LaPlante⁵⁴ outlines hoteling as a way to aid cost-saving telecommuting because “...employees do occasionally need a base.” Bader⁵⁵ points out that the best way to save the most money is to lower the total amount of floor area occupied.

Some articles are entirely devoted to the saving of corporate real estate costs and workplace redesign issues are specified as one means of doing this.⁵⁶ Bergsman⁵⁷ however elaborated that real estate space needs are both increasing and decreasing with more space needed for conference and resource rooms. Furthermore reducing space is not necessarily the best way to reduce occupancy costs because it depends on the type of organisation.⁵⁸ Deupi⁵⁹ also points to the cost benefits but qualifies this by outlining that it works best for “...companies with a huge sales force out in the field, or a large number of travelling executives.”

Smith⁶⁰ outlines similar views to Bergsman⁶¹ and Deupi.⁶² However a distinctly strong warning is given later on in the article about being focused solely on saving money where “...you might pull it off, but you may destroy the company.”⁶³ Honesty in analysing alternative workplace opportunities is promoted as a means of avoiding this.⁶⁴

⁵⁴ LaPlante, (1995), p.1

⁵⁵ Bader, (1994), p.2

⁵⁶ Hiatt, (1994), p.1-4; Bergsman, (1994), p.1-7.

⁵⁷ Bergsman, (1994), p.5

⁵⁸ Ibid, p.6

⁵⁹ Deupi, (1997), p.3

⁶⁰ Smith, (2000), p.1-4

⁶¹ Bergsman, (1994), p.1-7

⁶² Deupi, (1997), p.1-3

⁶³ Smith, (2000), p.2

⁶⁴ Ibid, p.2

Donoho⁶⁵ outlines that organisations can eliminate meeting rooms in preference to meeting off-site, thus saving real estate costs. Furthermore lessening meeting room space allocation is linked with hoteling.⁶⁶ This article therefore proposes quite a different view to the many “team based” articles and the more balanced “cost based” articles such as Bergsman⁶⁷ that encourage spaces for team based interaction.

Ladau⁶⁸ outlines an innovative approach to cost savings with an account of timesharing the same office space with multiple tenants. Adaptable space & facilities is clearly needed together with careful management of space at peak times. While the former is partially dealt with in the article the latter is not.

3.5.6 Employee retention motivation

Some authors point to better employee retention rates and an enhanced ability to recruit quality staff as key reasons to adopt alternative workspace strategy.⁶⁹

⁶⁵ Donoho, (1997), p.1

⁶⁶ Ibid, p.2

⁶⁷ Bergsman, (1994), p.1-7

⁶⁸ Ladau, (1999), p.1-3.

⁶⁹ Stamps, (1994), p.1-2; Smith, (2000), p.1-4; Callison, (1999), p.1-3

3.6 Negative opinion

Devils advocacy is often a healthy commodity in order to refine thinking. The few articles that gave a predominantly negative view about workspace redesign are discussed below.

Web⁷⁰ stated that hot desking does not work for the majority of workplaces. He suggested more down to earth solutions to encourage team thinking, such as building a mission room or meeting at the pub.⁷¹

Furthermore he attacked the argument that a flat management structure is a panacea for many organisational problems, because people are preconditioned to working within hierarchical power structures.⁷² He also stated that a loss of personal space could cause an increase in staff insecurity that will at some stage adversely affect profits.⁷³

In a telling paragraph he reinforces his ideas:⁷⁴

“If things are grim, look at your people. No amount of bright paint or loud music will make up for a depressed, directionless workforce. It is spirit which wins the big account.”

Butler⁷⁵ takes a different negative approach than Web. This criticism is based on debunking management “gurus” and in particular the well-known Mr. Tom Peters who wrote “In search of Excellence.”⁷⁶ He criticises such guru inspired theories such as Total Quality Management (TQM) and Just In Time (JIT) production along with hot desking.⁷⁷ In particular hot desking creates problems like “loss of individuality” and “practical

⁷⁰ Web, (1998), p.1

⁷¹ Ibid, p.1

⁷² Ibid, p.1

⁷³ Ibid, p.1

⁷⁴ Ibid, p.2

⁷⁵ Butler, (1998), p.40-41

⁷⁶ Ibid, p.40

⁷⁷ Ibid, p.40

problems” such as privacy concerns.⁷⁸ Butler⁷⁹ also pointed out that an emphasis on such cost savings could generate other unforeseen costs such as an employee who aspired to a large and prestigious office now demanding some other form of remuneration instead.

Meyerson⁸⁰ outlined the example of “our company” where the CFO “had a big idea” based on watching his daughter and her friends playing musical chairs. The cost benefits were specified in terms of space savings but these were negated with furniture, technology and time used for planning workspaces.⁸¹ Hoteling also “...makes consultants ecstatic because it relates to ‘flattening the hierarchy,’ ‘the disaggregation of work,’ and other reengineering-type management trends.”⁸²

Furthermore Meyerson⁸³ points out, rather cynically “... that creative sparks fly as people bang into each other in the rush to claim the most desirable territories in the ‘non-territorial environment.’” The article finishes with an “our company” example of how a misconceived hoteling initiative went wrong.⁸⁴

These minority articles help balance the majority positive articles with critical comment. Any contemplated workspace redesign would be greatly assisted by reading such comment because it helps test the assumptions of the project. Learning from others mistakes is less costly than making the same mistakes yourself.

⁷⁸ Ibid, p.40

⁷⁹ Ibid, p.41

⁸⁰ Meyerson, (1996), p.1

⁸¹ Ibid, p.2

⁸² Ibid, p.2

⁸³ Ibid, p.2

⁸⁴ Ibid, p.2

3.7 Balanced opinion

A number of articles point out both positive and negative characteristics of workspace redesign. There is quite a lot of significant comment in this ‘balanced’ category. However even within these more balanced arguments, there are slightly differing views. In order to help the reader, separation has been made between the articles that stress the cost savings as the primary driver, from those that stress business process improvement benefits as the primary driver, and those in-between. It has to be recognised however that there are often very subtle differences between each category, but for readability purposes this division is useful.

3.7.1 Cost saving emphasis:

Clegg⁸⁵ puts the case for hoteling initially based on surveys conducted by BT (presumably British Telecom) and others that show between 30 percent and 60 percent of desks are unoccupied as firms become “...more outward looking and more mobile.” Furthermore information technology is touted as the catalyst for more flexible working arrangements with such catch phrases as “your office is where you are.”⁸⁶ A lack of technological coherence is pointed to as a reason why more flexible working arrangements have struck problems.⁸⁷ An example of technological incoherence is with business cards that have three or more telephone numbers, when they could have one. Clegg ultimately conceded that due to financial pressures employees would have to accept hot desking.⁸⁸ However lower morale and productivity could result from desk sharing because workers will interpret the changes as a downgrading of their working conditions.⁸⁹ Clegg acknowledged that “...individually we remain territorial at heart” and pointed to a PA Consulting Group study that suggested “...90 percent of the workforce

⁸⁵ Clegg, (1998), p.1

⁸⁶ Ibid, p.1

⁸⁷ Ibid, p.2

⁸⁸ Ibid, p.4

⁸⁹ Ibid, p.5

actively dislike or even fear the prospect of losing sole ownership of their desks.”⁹⁰
 Understanding different working styles and patterns together with not underestimating the amount of communal space required helps mitigate these potential problems.

Tyler⁹¹ points to the advantages of cost savings, encouraging employee mobility and the possibility of improving workplace atmosphere by eliminating large amounts of space between employees. Some important disadvantages include too much demand for allocated space and difficulties tracking down telecommuting staff.⁹² Technology is promoted in the article in order to overcome staff logistical problems with, for example, a computerised hoteling based booking system.⁹³ To overcome other problems careful research into worker patterns is advocated together with the realisation that hoteling is not applicable for every employee.⁹⁴

Another example of a cost saving proponent, Chadwick⁹⁵ outlined how an office building would be lucky to be occupied for 15 percent of its built life. He also presented some results regarding staff satisfaction levels for Anderson Consulting after an office space redesign:⁹⁶

Table 1: Satisfaction levels of the environment for productive work at Anderson Consulting, before and after new “office for the nineties” initiative.		
Staff type:	% Change in satisfaction levels	Uninvolved Staff satisfaction levels
Partners	55% (75%)*	45%
Managers	48% (58%)*	38%
Consultants and Assistant Consultants	48% (65%)*	52%
Practice Management	78% (90%)*	58%
* % measured after redesign		
<i>From Chadwick (1993), p.25</i>		

⁹⁰ Ibid, p.4

⁹¹ Tyler, (1995), p.1

⁹² Ibid, p.2

⁹³ Ibid, p.4

⁹⁴ Ibid, p.3

⁹⁵ Chadwick, (1993), p.22

⁹⁶ Ibid, p.25

Table 2: Reaction to satisfaction within the environment for “belonging,” that elusive concept of “esprit de corps” at Anderson Consulting, before and after new “office for the nineties” initiative.		
Staff type:	% Change in satisfaction levels	Uninvolved Staff satisfaction levels
Partners	50% (92%)*	50%
Managers	48% (58%)*	52%
Consultants and Assistant Consultants	35% (68%)*	52%
Practice Management	60% (80%)*	68%
* % measured after redesign		
<i>From Chadwick (1993), p.25</i>		

The above two tables clearly show an increase in staff satisfaction levels and sense of belonging. However one notable point not re-surveyed appears to be the uninvolved staff. This should have been undertaken so that the researcher can be confident that the increase in staff satisfaction levels and sense of belonging is not caused by any other factor, coinciding with the office changes.

In order for such a successful scheme as the above to be implemented a number of issues need to be handled well including; thorough understanding of the building and staff usage and working patterns, buying staff into the change process with consultation, clearly explaining and adopting time management procedures, as well as high quality support staff and practical and workable information technology.⁹⁷ Chadwick⁹⁸ recognises that each space solution is entirely singular to each organisation.

Hoewing⁹⁹ points out that hoteling has largely been justified in terms of cost and that it is unclear what savings are made in the long term because this is a relatively new concept. This argument provides an important alternative cautionary insight that success is highly dependent on the ability of the hotel manager.

⁹⁷ Ibid, p.27

⁹⁸ Ibid, p.26

⁹⁹ Hoewing, (1994), p.2

3.7.2 Improvement emphasis for both cost benefit and business process:

Johnson¹⁰⁰ notes that hoteling can be used by “...employees who are usually out of the office (and) companies with project orientated cultures.” The up-to-date nature of this article and the survey based analysis make this article stand out from many articles that tend to be based on expert opinion and case studies. In terms of benefits from hoteling Johnson¹⁰¹ provides the following statistics:

Table 3: What benefits have come from providing temporary network access and work spaces to visiting employees, contractors and guests?	
Benefits:	Percentage
Increased employee satisfaction	62%
Facility cost savings over providing permanent space for each worker	59%
Equipment cost savings	30%
Technical support cost savings	20%
Convenience	7%
Enhanced productivity	6%
No benefits	6%

From Johnson (2000), p.4

It is noted that “Increased employee satisfaction” and “Enhanced productivity” have produced somewhat different results at 62 percent and 6 percent, respectively. It would seem that these two factors could often be somewhat interrelated with increased employee satisfaction often leading to enhanced productivity. Perhaps the order of options for the respondents affected the results here?

¹⁰⁰ Johnson, (2000), p.1

¹⁰¹ Ibid, p.4

Johnson's¹⁰² article also included a survey of 87 readers who practice hoteling. A key finding is that of the 76 percent of organisations that offer hoteling at least 90 percent of employees have permanently assigned space. Furthermore of those who are conducting hoteling, telecommuters make up 66 percent, contractors 56 percent, part time employees 45 percent and guests to the company 28 percent.¹⁰³ Obviously there is significant cross over in each of these categories. An important statement is that "Large scale hoteling proved unwieldy and unwanted, and most of the experimenters reverted to the typical permanently assigned office or cubicle."¹⁰⁴

Barber¹⁰⁵ differentiated between more "...mobile and remote" work practices for example "work-at-home, free-address and hoteling" as against more office based "universal plan and team space" approaches. The results of an International Society of Facilities Executives and office furniture manufacturer Knoll survey suggested universal plan and team space are more applicable for the majority of jobs while work-at-home, free-address and hoteling are more readily suitable for "sales and marketing, management information systems personnel and consultants."¹⁰⁶ Furthermore "...work-at-home, free-address and hoteling approaches... employee involvement is still anticipated to be at or below the 10 percent mark for each."¹⁰⁷ Barber's views are therefore quite similar to those of Johnson's.¹⁰⁸

¹⁰² Ibid, p.2

¹⁰³ Ibid, p.2

¹⁰⁴ Ibid, p.1

¹⁰⁵ Barber, (1996), p.2

¹⁰⁶ Ibid, p.2

¹⁰⁷ Ibid, p.2

¹⁰⁸ Johnson, (2000), p.1-5

Hudson¹⁰⁹ gives an account of how hoteling has been developed by consultants in Deloitte & Touche's New York office. What sets this article apart from being a cost focused article is the reasons given for why hoteling is not applicable for every organisation. Employees, who are out of the office a lot, are more suitable candidates for hoteling.¹¹⁰ Younger staff generally tend to be more suitable candidates as well because they do not associate the status of having their own office as much as older employees do.¹¹¹

Duffy¹¹² presents a balanced view of workspace redesign with both cost and teamwork benefits being pointed to. Companies are to avoid "bleeding edge" technology, appreciate the workspace cultural boundaries and must carefully examine the needs of their employees.¹¹³ This article highlights that private team space is required:¹¹⁴

"Organisations that have taken down walls and thrown people together are lousy. Teams don't work in the open. They work in an enclosed team space where they are free from outside noise. To do otherwise is a total misreading of what group work is."

Eley and Marmot¹¹⁵ introduce a balanced view with the basis of their arguments stemming from workers spending an increasing amount of time away from the office:

"Detailed observation may indicate that for as much as 80 percent of the working day no use is made of the workplace provided."

¹⁰⁹ Hudson, (1999), p.2

¹¹⁰ Ibid, p.3

¹¹¹ Ibid, p.3

¹¹² Duffy, (1999), p.2

¹¹³ Ibid, p.3-6

¹¹⁴ Duffy, (1999), p.6 – (Quotation attributed to Mike Brill, President of the Buffalo Organisation for Social and Technological Innovation Associates (BOSTI))

¹¹⁵ Eley and Marmot, (1995), p.13

There are cost advantages with for example of a 300 – 1000 English pounds per square metre expense for “a sea of empty desks.”¹¹⁶ This is however tempered by the realisation that:¹¹⁷

“A need to contain the cost of space should not dictate the type of office plan, the degree of enclosure, chosen to support your business. Neither should it be ignored as an issue.”

Business development being supported by appropriate accommodation needs is stressed as the most important issue.¹¹⁸ This must recognise that business are developing along the lines of a much flatter hierarchy together with being leaner and meaner.¹¹⁹ The SMART approach (Space, Morale and Remote Technology) as used by IBM, UK, is outlined as one way of achieving this required understanding.¹²⁰

Eley and Marmot¹²¹ point out that there are advantages for having open plan offices such as higher levels of communication and interaction. Care needs to be taken to ensure the psychological factors for staff are considered, with an example given of how an employee saw the workspace as a ‘safe haven’ from the home environment.¹²² This is one of many possible examples of a complex issue that can affect staff acceptance of a redesigned workspace.

¹¹⁶ Ibid, p.12

¹¹⁷ Ibid, p.75

¹¹⁸ Ibid, p.22

¹¹⁹ Ibid, p.57

¹²⁰ Ibid, p.23

¹²¹ Ibid, p.76

¹²² Ibid, p.19

However open plan style offices are by no means the final word on the matter, with Eley and Marmot¹²³ pointing out that such communication can be enhanced by the way people walk about in specific layouts. Furthermore:¹²⁴

“Some people do need an office, if not an ultra-lavish one, and this can apply even in an organisation committed to open plan.”

Overall Eley and Marmot¹²⁵ suggest a flexible approach to office space redesign is required.

¹²³ Ibid, p.77

¹²⁴ Ibid, p.81

¹²⁵ Ibid, p.81

3.7.3 Business process improvement emphasis

The argument here is that business driven strategies achieve greater staff satisfaction and are more business-important, than cost driven strategies. Becker, Quinn, Rappaport and Sims¹²⁶ show diagrammatically that adding value business driven workspace redesign programs clearly produce more satisfaction than cost prioritised workspaces.

Duffy, Laing and Crisp¹²⁷ demonstrate that there is a balance between adding value and minimising costs that every organisation makes. This is illustrated by graphical means with the vertical axis labelled “adding value” while the horizontal is labelled “minimising cost.”¹²⁸ Different organisations are placed on this diagram and it clearly shows the relative differences in emphasis between “adding value” and “minimising cost” strategies. In the future Duffy, Laing and Crisp¹²⁹ argue that there will be a shift to workspaces that add-value, as can be demonstrated by their following quote:

“Adding value to an organisational performance will become much more important during the next decade for all office organisations. This is because of the increasing importance of the office not just as the locus for information and control but, as routine operations are automated, as a place for stimulating intellect and creativity.”

A number of other quotes capture this argument, as follows:

“It is arguable that the chief reason that office design has been so peripheral to corporate strategy for so long is that matters of efficiency, which are easily translatable into cost reductionist arguments have attracted far too much attention compared with the open ended, value laden and judgmental issues embedded in the debate about effectiveness”¹³⁰

¹²⁶ Becker, Quinn, Rappaport and Sims, (1994), p.6

¹²⁷ Duffy, Laing and Crisp, (1993), p.13

¹²⁸ Ibid, p.13

¹²⁹ Ibid, p.12

¹³⁰ Tanis and Duffy, (1999), p.15

*“In the context of innovation, focusing exclusively on hard evidence like return on investment or keeping to a tight project schedule even when it precludes creative experiments makes a virtue out of tilting at windmills.”*¹³¹

*“...Business-driven strategies recognise that over the longer term, reducing costs does not by itself improve competitive advantage; rather, improving the nature and quality of products and services does.”*¹³²

Pratt¹³³ points out that a lot of redesigned workspace has been successful accidentally rather than by design. In order to achieve what the business really needs, Pratt¹³⁴ suggests the following:

Table 4: Pratt’s (1994) suggestions to link workspace with what business really needs
Consider business re-engineering and the impact that changes in business processes will have on space
Determine the accountability for the use of non-core services and facilities and whether they need to be provided and at what level.
Develop alternative space planning scenarios which enable businesses to be leaner, fitter and more flexible
Track assets and improve the utilisation of space working towards productivity improvement
Initiate a more proactive approach in dealing with legislative and people issues
<i>From Pratt (1994), p.14</i>

¹³¹ Becker and Steele, (1994), p.19

¹³² Becker and Joroff, (1995), p.14

¹³³ Pratt, (1994), p.14

¹³⁴ Ibid, p.14

In a follow up article Pratt¹³⁵ stated that “much, if not all of this, holds true today.” He stated however that the above list needed to be added to, to be more relevant and contemporary. Space solutions that can be changed very quickly with minimum cost within a dynamic environment, is one such issue.¹³⁶ Recognising diversity from “...team to team, from group to group, from division to division” is another issue.¹³⁷ Understanding the fundamentals of the businesses strategy is also critical in order to achieve success.¹³⁸

Becker, Quinn, Rappaport and Sims¹³⁹ report that “business-driven projects tended to be more innovative than cost-driven projects; that is, they provided a wider range of places to work, and often had a less corporate, more residential ‘feel’ to them.” Similarly, Becker and Steele¹⁴⁰ base their opinions largely on the concept of “organisational ecology.” This concept emphasises the human component in workspace design as demonstrated by their following quotation: ¹⁴¹

“...Usually not enough attention was paid to the ‘feel’ of the company: how people relate to each other, how work gets done, what time expectations are, where events are should happen, and who should be able to see whom easily.”

¹³⁵ Pratt, (1997), p.224

¹³⁶ Ibid, p.225

¹³⁷ Ibid, p.225

¹³⁸ Ibid, p.226

¹³⁹ Becker, Quinn, Rappaport and Sims, (1994), p.8

¹⁴⁰ Becker and Steele, (1994), p.6

¹⁴¹ Ibid, p.59

Such a quotation is echoed throughout the text. For example, Becker and Steele lay down the challenge to “Remove the Status Straightjacket” with regard to space allocation¹⁴² and that management should consider “non-semantic” aspects with regard to staff work performance when considering space redesign.¹⁴³ This non-semantic theme is furthered by their discussion of allowing the corporate image to evolve by the way the organisation actually works on the “backstage” rather than an imposing an externally generated expectation of corporate image.¹⁴⁴

Becker and Steel¹⁴⁵ also point out that long-term vision and leadership is needed:

“Creating high-performance workplaces requires organisational leaders who have the courage to look at financial and political considerations within the context of the organisation’s longer-term competitiveness.”

In a similar vein, Becker, Quinn, Rappaport and Sims¹⁴⁶ advocate that the presence of a strong champion is crucial to successfully implementing a business driven workspace redesign. The decision to redesign the office space tends to be a top management decision.¹⁴⁷ End-user involvement in the workspace redesign process is also critical.¹⁴⁸

Becker and Steele¹⁴⁹ highlight that in order to achieve effective workspace redesign planning is critical. Becker and Steele elaborate that this will partly mean extensive staff surveying and extensive analysis,¹⁵⁰ with the ultimate goal of determining what employees “really care about.”¹⁵¹ As Becker, Sims and Davis¹⁵² put it “the persons who best understand the work processes are often the people performing them.”

¹⁴² Ibid, p.33

¹⁴³ Ibid, p.38-39

¹⁴⁴ Ibid, p.31-32

¹⁴⁵ Ibid, p.17

¹⁴⁶ Becker, Quinn, Rappaport and Sims, (1994), p.8

¹⁴⁷ Becker, Sims and Davis, (1991), p.100

¹⁴⁸ Becker, Quinn, Rappaport and Sims, (1994), p.18

¹⁴⁹ Becker and Steele, (1994), p.155

¹⁵⁰ Ibid, p.163-164

¹⁵¹ Ibid, p.196

¹⁵² Becker, Sims and Davis, (1991), p.101

Becker and Joroff's¹⁵³ manual, together with Becker, Joroff and Quinn's¹⁵⁴ accompanying "toolkit" gives managers an extensive workspace redesign resource. It is difficult to give a full appreciation of the extensive and thorough nature of their work without effectively reproducing large sections of it. However the usefulness of their advice can be demonstrated by some of the headings encountered in the manual, such as:¹⁵⁵

Mapping the Change Process
Leaders and Leadership Style
Piloting Change
Developing a Workplace Strategy Framework.
Effective Change Management
Goals and Vision on a larger Scale
The Importance of Involving the Workforce

In a follow-up report Sims, Joroff and Becker¹⁵⁶ provide another guide entitled "Managing the Reinvented Workplace." This provides extensive advice and case study extracts about how to manage a reinvented workplace properly. Some headings and sub-headings allude to the usefulness of the information provided, such as:¹⁵⁷

Be prepared to work with other disciplines
Develop a standard package of furniture
Develop standard I.T.
Focus on customers – both external and internal staff customers
Be decisive but communicative
Be flexible

¹⁵³ Becker and Joroff, (1995)

¹⁵⁴ Becker, Joroff and Quinn, (1995)

¹⁵⁵ Becker and Joroff, (1995), p.31-77

¹⁵⁶ Sims, Joroff and Becker, (1996)

¹⁵⁷ Ibid, p.86- 134

Sims, Joroff and Becker¹⁵⁸ highlight the importance of teamwork and provide a comprehensive report on how to enhance this aspect. They argue that teamwork has increased in importance with the following factors driving this need: ¹⁵⁹

“...Speed to market, operating speed, fast cycle times, fast response, time-based management, cycle-time reduction, time compression, or time-based competition –it boils down to ‘reducing the time it takes to perform operations which will get products to market ahead of the competition.’”

This has precipitated the need for a more extensive focus on teamwork and the report they produced highlights a number of case studies and critical factors needed to improve teamwork. Such critical factors include, issues like:¹⁶⁰

Flexibility

Determining the appropriate communication levels

Determine the appropriate level of privacy and space per person

Do not reinvent the wheel

Design and facility management is critical

Tanis and Duffy¹⁶¹ relate their arguments regarding workspace redesign to Business Process Re-engineering (BPR). BPR is described as a tool that has reshaped organisations but with some unfortunate side effects such as a break down of trust between key staff.¹⁶² In essence there has been a shift in power from the traditional hierarchical organisational structure to mobile individuals empowered by information technology.¹⁶³ Retaining these

¹⁵⁸ Sims, Joroff and Becker, (1998)

¹⁵⁹ Ibid, p.11

¹⁶⁰ Ibid, p.64-109

¹⁶¹ Tanis and Duffy, (1999), p.3

¹⁶² Ibid, p.3

¹⁶³ Ibid, p.3

key knowledge workers is now a critical part of successful contemporary management.¹⁶⁴ Tanis and Duffy¹⁶⁵ further outline that workspace redesign is part of the solution to the above BPR inspired issues:

“It is quite clear to us that conventional office planning is a major part of the problem, because, with all its bureaucratic and Taylorist connotations, it is inextricably implicated in management by force.”

Tanis and Duffy¹⁶⁶ reveal a number of interesting statistics. Data compiled from 5000 employees of 23 leading-edge North American and European companies shows that 58 percent of respondents consider their working patterns are highly interactive. Furthermore 63 percent of respondents think that their working patterns will become more highly interactive in the next 3-5 years. The implication is that simple open plan type offices are not appropriate for this highly interactive work style.

In terms of solutions, Tanis and Duffy¹⁶⁷ outline some interesting points. Universal plan often makes people who need to concentrate, to go off-site. They instead propose that people utilise study booths to encourage concentrated work.¹⁶⁸ They also point out that there is a general neglect of shared facilities, such as informal gathering spots and project team spaces.¹⁶⁹

It can therefore be appreciated that authors like Becker & Joroff¹⁷⁰ together with Sims, Joroff & Becker¹⁷¹ and Tanis & Duffy¹⁷² deal in-depth with many of the human and organisational issues that are required to achieve successful implementation and on-going management.

¹⁶⁴ Ibid, p.3

¹⁶⁵ Ibid, p.4

¹⁶⁶ Ibid, p.9

¹⁶⁷ Ibid, p.4-5

¹⁶⁸ Ibid, p.4

¹⁶⁹ Ibid, p.5

¹⁷⁰ Becker & Joroff, (1995)

¹⁷¹ Sims, Joroff & Becker, (1996)

¹⁷² Tanis & Duffy, (1999)

3.7.4 Summary of “positive,” “negative” and “balanced” opinions

In order to clarify the literature review to help focus both researcher and reader for the subsequent research sections, a summary of some of the important ideas have been produced as follows:

Table 5: Literature review summary for “positive” opinions		
Trait:	Comment:	Authors noted:
Product promotional positive characteristics	In order to promote a product.	Watkins-Miller (1998), Corbin (1996), Myerson & Gaynor (1993).
Consultant based positive characteristics	Based on experienced consultant’s recommendations. Such a consultant could benefit from an enhanced interest in workspace redesign.	Stamps (1994), Smith (2000), Sprout (1994)
Modernisation: technology and futuristic based positive characteristics	Technology is an increasingly important component and influence for businesses. There are varied ideas about how technology will change business in the future.	Davy (1999), O’Hamilton, Baker & Vlastic (1996), Lyne (1999), Joroff- quoted in Lyne (1999), Stein (2000), McDonald (1997), Arend (1999), Sparrow (1999)
Team based positive characteristics	A move away from hierarchy and status, toward team-customised space solutions. Workplace redesign can help enhance business process redesign initiatives, and improve morale. The workplace can now be a source of inspiration.	O’Hamilton, Baker & Vlastic (1996), Cummings (1994), Reed (1998), Bader (1994), Ashbrock (1998), Brill (1992), Armour (1998), Duffy (1999).

Cost Savings	Saving costs is a readily pointed to benefit. Some authors point out that the cost benefits do not make workspace redesign applicable in every case. Time sharing separate office space with different organisations is also advocated.	Stamps (1994), Sprout (1994), Blodgett (1996a), LaPlante (1995), Bader (1994), Hiatt (1994), Bergsman (1994), Deupi (1997), Smith (2000), Donoho (1997), Ladau (1999).
Employee retention motivation	Enhanced ability to retain and recruit.	Stamps (1994), Smith (2000), Callison (1999)

Table 6: Literature review summary for “negative” opinions

Trait / Comment:	Authors noted:
Focus on more “down-to-earth” solutions, such as meeting at the pub. Highlights that companies need to look at their people firstly.	Web (1998)
Looks to debunk management “gurus” who promote catchy concepts.	Butler (1998)
Based on an example of a workspace redesign episode that went wrong.	Meyerson (1996)

Table 7: Literature review summary for “balanced” opinions		
Trait:	Comment:	Authors noted:
Cost benefit emphasis	<p>Due to financial pressures firm will have to adopt alternative work practices.</p> <p>A careful staff focused research process is still needed to achieve successful implementation.</p> <p>Appropriate resources, notably I.T. are required to enable this to successfully work.</p> <p>It is unclear how long lasting the cost benefits will be.</p>	Clegg (1998), Tyler (1995), Chadwick (1993), Hoewing (1994)
Both cost benefit and business process improvement emphasis	<p>Large-scale hoteling has proved unwarranted for the majority of staff with most suitable staff tending to be in the sales and marketing, management information systems personnel and consultant roles.</p> <p>A careful staff focused research process is still needed to achieve successful implementation.</p> <p>Work-at-home type approaches are anticipated to approximately be at the 10 percent mark.</p> <p>Private space is still required for in-office work requiring intense concentration.</p>	Johnson (2000), Barber (1996), Hudson (1999), Duffy (1999), Brill- quoted in Duffy (1999), Eley & Marmot (1995)
Business process improvement emphasis	<p>Business driven strategies for office space redesign achieves better staff satisfaction than cost driven strategies.</p> <p>Competitive advantage is the key requirement for workspace redesign. Saving costs in other words does not help design, manufacture and sell products.</p> <p>A careful staff focused research process is still needed to achieve successful implementation – it is commonly neglected.</p> <p>Staff working patterns is a changing concept with more staff interaction expected to be a key feature for the future.</p> <p>More emphasis of shared facilities, areas for quiet concentrated working need to be balanced appropriately to the type of work.</p>	Becker, Quinn, Rappaport & Sims (1994); Pratt (1994) & (1997); Duffy, Laing & Crisp (1993), Tannis & Duffy (1999); Becker & Steele (1994); Becker & Joroff (1995); Sims, Joroff & Becker (1996) & (1998)

3.7.5 The New Zealand situation

Literature specifically pertaining to the New Zealand environment has recently become more prominent. Lindsay,¹⁷³ in an article entitled “Culture efficiency changes culture” provides a good discussion about the redesign of workspace for the Australian Guarantee Corporation (AGC). The previous situation of departments on “insular” and “isolated” separate floors, moving to a single floored redesigned workspace featuring an attractive fitout is discussed.¹⁷⁴ Furthermore sales reps can now hot desk and their records are kept in filing cabinets that can be wheeled to their workstation, when needed.¹⁷⁵ This workspace redesign has proceeded together with wider business strategy implementation consisting of a new computer system to be installed that will help create efficiencies in work practices.¹⁷⁶ There has been space saving together with operating cost efficiencies, as well.¹⁷⁷

In another article entitled “Reinventing the law firm” Lindsay¹⁷⁸ discusses how law firms are adjusting in response to modern workspace changes. The motivation is to move towards flatter structures and teamwork, open plan for support staff, better storage, better information technology, and more efficient workstation design for partners/ solicitors offices.¹⁷⁹ This is going hand-in-hand with the trend to move different law disciplines together such as employment and corporate mergers.¹⁸⁰ A new innovation is the meeting room rather than the solicitors or partners office. Advantages include allowing more concentrated time with clients without phone or other interruptions and being focused on the subject client’s files only. Overall law firms are becoming “more project (rather than) status focused.”¹⁸¹

¹⁷³ Lindsay, (2000a), p.30-32

¹⁷⁴ Ibid, p.30-32

¹⁷⁵ Ibid, p.32

¹⁷⁶ Ibid, p.32

¹⁷⁷ Ibid, p.32

¹⁷⁸ Lindsay, (2000b), p.26-29

¹⁷⁹ Ibid, p.27

¹⁸⁰ Ibid, p.27

¹⁸¹ Ibid, p.28

Kerslake¹⁸² points out that New Zealand's office space trends follow the rest of the world. Kerslake¹⁸³ quoted a 1997 Property Council of Australia study that suggested "...46.5 percent of respondents were using at least some of the new work practices of telecommuting, hot-desking, hoteling and activity settings." Part of a 1999 CB Richard Ellis study, published in the New Zealand Property Investor,¹⁸⁴ showed similarly that more than 50 percent of the workforce in New Zealand is involved in some of the emerging office space practices as well. The same study however warned that a significant impact on space use only occurs when more than 20 percent of the workforce is involved in such emerging practice.¹⁸⁵ However there was no mention in either study excerpt of the proportion of those work forces that use such new work practices.

Fullbrook¹⁸⁶ specified what is required to hold onto key employees in the new working environment:

"Quality space with good lighting, temperature control, acoustics, views, furniture and equipment will be essential. So will the provision of social spaces and meeting/communications spaces and temporary workstations for interaction and proximity in an increasingly virtual world."

Clearly the above description is a much higher quality of space than is typical in New Zealand. However this is not to say that it is not done. The results of interviews in the following section help demonstrate how this is happening.

¹⁸² Kerslake, (2000), p.6

¹⁸³ Ibid, p.6

¹⁸⁴ Part of a 1999 CB Richard Ellis study, in the New Zealand Property Investor, p.8

¹⁸⁵ Ibid, p.8

¹⁸⁶ Fullbrook, (2000), p.28

Chapter 4.0 INTERVIEWS

The aim of the interviews was to gain a broad understanding of how New Zealand firms are responding to changing workspace practices. The questions were generated after examination of the literature and focus on if workspace redesign is successful or not. Eight organisation's representatives from a variety of industries were interviewed and are presented here in table form for ease of comparison. Please note that the interview questions are reproduced in this section (in bold italics) and the results are discussed below each of them.

<p align="center">Table 8: <i>Question 1: Is it acceptable to identify your organisation by name in my report?</i></p> <p align="center">Also: <i>Question 2: What is your job title and area of responsibility?</i></p>			
Organisation and function	Person Interviewed	Role	Number of people in organisation
Respondent 1: Auckland University of Technology (AUT) – Tertiary education – Auckland City - Acceptable to name organisation in report	Mr Clark Randrup	Group Manager – Facilities Management Division	1300 to 1400
Respondent 2: DDB Worldwide Communications Group Inc –Advertising and Communications Sector – Auckland City -Acceptable to name organisation in report	Mr David Devonshire	Group Finance Director/ Partner	250 staff over the four floors at the central Auckland location.
Respondent 3: CLEAR Communications – Telecommunications Sector – North Shore City - Acceptable to name organisation in report	Mr Jonathan Jepson	National Facilities Manager – Where people are involved (not administering telecommunications sites, for example)	Approximate People numbers: Takapuna - 750 Christchurch – 120-150 Wellington – 100 The office redesign pertains to Auckland only.

Respondent 4: Registered Bank with a wholesale and institutional focus. – Auckland City	Respondent and organisation's name kept confidential.	Chief Operating Officer	Approximate numbers in Auckland office is 120 people.
Respondent 5: Carter Holt Harvey – Forestry and building products company – Manukau City - Acceptable to name organisation in report	Mr Bernard Trevor	Manager – Corporate Facilities	The office space redesign concerns approximately 360 people at one site and 300 at another not inspected by the interviewer.
Respondent 6: Distribution company – North Shore City	Respondent and organisation wished to remain anonymous	Manager Human Resources, Quality and Training	There are currently 65 staff employed at the site, with 25 soon to be added with the same floor plate.
Respondent 7: Multinational company – Manukau City	Respondent and organisation wished to remain anonymous	Purchasing Co-ordinator	Approximately 200 office based staff
Respondent 8: North Shore City Council – North Shore City - Acceptable to name organisation in report	Ms Suzanne Webb	Property Management Officer	For this report discussion focused on a building providing for 350 people.

Comment:

These questions are introductory in nature, but important, so that a picture of each organisation and its respondent is given. People with a number of different responsibilities, from core functional roles to specialist facilities managers are responsible for the workspace. However the larger organisations tend to have specialist managers.

Table 9:
Question 3: What do you call the workspace redesign your organisation has undertaken?

Organisation:	Type of space:
Respondent 1: Auckland University of Technology (AUT)	<p>➤ The plan is for all administrative staff to go into open plan. Separate meeting rooms are available for discussions and work requiring intense concentration. Academic staff will remain in separate offices. Hoteling has been tried with academic staff, but is not used now. AUT exercises a “relaxed and flexible “ working environment with people allowed to work from home.</p>
Respondent 2: DDB Worldwide Communications Group Inc	<p>➤ Described as open plan with advertising studios and meeting rooms. The respondent also mentioned “down-time areas” where people can eat their lunch or play video games or watch television, all in order to help create a culture. The open plan is different in nature to the open plan of other organisations interviewed. DDB utilises floor to ceiling partitions creating distinct areas for different functions. The partitions allow a significant part of the space to be viewed due to the materials and configurations used. A number of other features are present including a high quality coffee machine, attractive fitout such as Chinese rice papered walls, a Japanese style walk way over river stones, pictures from particularly successful advertising campaigns together with numerous advertising awards.</p> <p>DDB also has configured some other space without the same high quality fitout. This has been very effectively done however, with staff being able to decorate the space, as they desire. This floor space is designed for a sister company that has a more entrepreneurial culture.</p>
Respondent 3: CLEAR Communications	<p>➤ The space is described as open plan with some “cellular space” also known as offices. The majority of the space is open plan with strict confidentiality requirements being the key reason for an office. The offices are particularly notable in that they are made for speed of construction and removal, similar in characteristic to “Lego.” The training office for example has moved to its third location in 15 months. Some other key facilities for staff include an extensive cafeteria/ restaurant with facilities for children, a kitchenette on each office floor, high quality air conditioning that gives staff control in their individual areas, good design for natural lighting, a five day casual dress code, use of mountain bikes and a space that controls noise well. The idea is to make CLEAR an employer of choice.</p>

<p>Respondent 4:</p>	<p>➤ The most recent focus for space reconfiguration has been with the client areas such as foyer and external meeting rooms with high quality equipment and facilities. This space is quite notable by the way it conveys a stylish design with attractive furniture and artwork.</p> <p>The non-client areas are predominantly open plan with a few offices, together with amenities such as showers. The workstations are Steelcase brand and the choice of two sizes is dependent upon the status of the individual. Of note is the dealing room where a number of staff are positioned next to each other in close proximity. Obviously the dealing room is where there is much interaction and communication and such a layout appears to be an industry norm. Of note also is a feature staircase that has been put in to link the two office floors, thus enhancing inter-floor communication.</p>
<p>Respondent 5: Carter Holt Harvey</p>	<p>➤ Open plan. This has replaced large-scale individual offices. There has been some experimentation with “hoteling,” but it was found to not work well enough to be adopted on a large scale. The traditional office desks have been changed to workstations with screens. Remaining offices have had some amenities removed including sofa armchairs and coffee tables. “Break out” rooms are provided for staff confidentiality and there are also meeting rooms that can be booked.</p> <p>Notably, there are some extensive staff facilities such as basketball courts, tennis courts, squash courts and a swimming pool. The complex is set on generous grounds with attractive trees and a man-made lake. There is also an extensive staff cafeteria facility.</p>
<p>Respondent 6:</p>	<p>➤ The respondent is familiar with a company that had an open plan design. This company was taken over by the organisation studied. It should therefore be appreciated that the change here is concerned with the optimisation of the open plan, rather than just moving to open plan from individual offices, as has been the case elsewhere.</p> <p>In the new premises there is a staff cafeteria provided. There is also a casual dress code for all days of the week. A feature deck has attractive furniture and enjoys sweeping harbour views.</p>

<p>Respondent 7:</p>	<p>➤ Open plan. It was noted that some parts of the open plan provided for group interaction, with for example a table provided. The majority of the space however comprised workstations with eye-level partitions. There were a few offices for some high ranking executives, as well as facilities rooms for quiet operation of items like photocopiers and fax machines, together with rooms when privacy and /or quiet is needed.</p> <p>The building is attractively designed around a water-featured courtyard. A significant staff cafeteria is provided. There is also a tennis court.</p>
<p>Respondent 8: North Shore City Council</p>	<p>➤ Open Plan, with a number of offices. The respondent noted that the Council’s involvement has largely been spent reconfiguring the existing open plan in response to restructures and catering for additional staff.</p> <p>Hot desking is used for a minority of staff that include parking wardens and some consultants.</p> <p>The site examined is notable for it being within a two-minute walk to the beautiful Takapuna beach.</p>

Comment:

All respondents used the term “open plan.” This is less pretentious than many terms specified in the definitions section of this report. However it does show the organisations are more concerned with the management of the space, rather than impressive names. At first sight this would tend to disagree with Brill,¹ who stated that “...teams don’t work in the open. They work in enclosed teamspace.” In the open plans inspected a number of techniques were used to create an environment that helped individual concentration and provide for more focused teamwork. These include most importantly separate rooms for different people to concentrate and conduct meetings, configuration of workstations, as well as use of some part-walls, together with fitouts of superior acoustic quality. However, for many of the respondents, it was equally important to “open up” the space with lower partition heights as well, and this idea is somewhat at odds with Brill’s idea of “enclosed team space.” This highlights that each organisation must survey, experiment and adopt the most appropriate space solution for its own situation.

Workspace activities such as hoteling have been tried by three of the respondents, but is no longer practised by two because of the difficult implementation and ongoing management issues. At North Shore City Council only, the parking wardens and some consultants use hot desking. This concurs with opinion such as Johnson² who found that “...large scale hoteling proved unwieldy and unwanted, and most of the experimenters reverted to the typical permanently assigned office or cubicle.” As Clegg³ put it “...individually we remain territorial at heart.”

All organisations appeared to be concerned for their staff satisfaction at work; they all provide amenities including stylistic furniture, video games, high quality coffee machines, sporting facilities and attractive views, to name a few.

¹ Quoted in Duffy, (1999), p.6

² Johnson, (2000), p.1

³ Clegg, (1998), p.4

Table 10: <i>Question 4: How long has it been in place?</i>	
Organisation:	Time and reason:
Respondent 1: Auckland University of Technology (AUT)	➤ Approximately 5 years ago the hotel & restaurants study building and the science & engineering building were constructed to allow for open plan requirements. Currently both of these are being redesigned to allow for more generous staff to floor area ratios. Slightly more than two years ago the property group had its space reconfigured as an open plan pilot model. More recently one other administrative group has done the same.
Respondent 2: DDB Worldwide Communications Group Inc	➤ The current space has been in use for approximately four years.
Respondent 3: CLEAR Communications	➤ A staged completion was conducted with two modules of office space linked by a feature atrium. Module one was completed in August 1998 and module two was completed in April 1999. Different groupings of staff were shifted in many different phases, to facilitate small highly manageable stages.
Respondent 4:	➤ The client area has recently been completed in the year 2000, while the staff areas were completed 4-5 years ago.
Respondent 5: Carter Holt Harvey	➤ The open plan was introduced approximately 3-4 years ago. It is only in more recent times, however, that it has become a more comprehensive program.
Respondent 6:	➤ Since May 1997.
Respondent 7:	➤ The space has been occupied for approximately one year.
Respondent 8: North Shore City Council	➤ The respondent noted that open plan has always been used by the council. Later on however, she elaborated that open plan especially grew in popularity after the “local authority amalgamation,” in 1991. This was when the New Zealand Government directed a number of smaller councils in the North Shore area, amongst others, to amalgamate into North Shore City Council.

Comment:

No organisation apart from North Shore City Council has had its redesigned space in place for more than five years. The staged completion of the CLEAR Communications building is notable for its obvious well thought out approach.

Table 11:
Question 5: How successful or unsuccessful has the workspace redesign been. Why?

Organisation:	Reason:
<p>Respondent 1: Auckland University of Technology (AUT)</p>	<p>➤ So far the test model has proved relatively successful. It was noted that a couple of previously “staunch office users” have begun to quite like their new open plan facilities. There has been a very good improvement in communication – previously the Facilities Management department was spread between many different buildings.</p> <p>There has been significant improvement with some of the factors like lighting and air conditioning, working much better in an open plan environment.</p> <p>A decision was made to make the space allocated to each employee to be “...more generous than ... a law firm for example. Where a law firm might provide 9-10 square metres per person, we are probably around the 12 square metres per person.” Staff morale is an important issue at AUT and therefore staff are not “crammed in.” The larger open plan spaces also help people get used to the change in workspace format. This has helped create a positive perception for the users. Overall it has been accepted positively.</p>
<p>Respondent 2: DDB Worldwide Communications Group Inc</p>	<p>➤ Very successful. It has opened up communication between people and departments. This has fostered a more project-based teamwork approach. All people are more aware of what is going on, with obvious benefits for client service.</p> <p>Open plan was very hard to get used to with increased noise and some negative reaction.</p>
<p>Respondent 3: CLEAR Communications</p>	<p>➤ Very successful. Feedback received from teams indicates enhanced communication with larger 1410 square metre floor plates. The quality of office space is also significantly improved.</p> <p>The success was again elaborated upon again with reference to flexibility of the space. The workplace allows for “massive change” with a 35% churn rate per year. The success can further be seen by the fact that when the relocation was occurring, the company was split into 3 additional divisions. The space was able to accommodate this change easily. This flexibility is important when CLEAR has an 18-year lease.</p>

<p>Respondent 4:</p>	<p>➤ The redesign for the client service delivery has been very successful. There has been very good feedback from staff and clients with high quality meeting space, equipment and catering facilities available.</p> <p>The staff area has not recently been reconfigured, but appears to work well with communication being of critical importance. The workstations are Steelcase brand, due to one of the since merged companies having a world-wide deal with Steelcase for office furniture. The Steelcase brand of workstations helps make a flexible workspace with effective configuration of the space with a backing wall close to eye level and standardised design. Ergonomics, cable management and air-conditioning are important issues mentioned by the respondent that affect the success of the space.</p>
<p>Respondent 5: Carter Holt Harvey</p>	<p>➤ Initially there was not much consultation with affected staff and this caused some resistance. The amount of floor space per employee was about the same as when offices were used and there were very high partition screens.</p> <p>However in more recent times the success has been much greater. To illustrate this, at the premises inspected, the open plan has meant that the number of people accommodated has doubled, without extending the existing floor space.</p> <p>This has coincided with change in culture within the company from an older traditional based corporate model to a more inclusive, innovative, faster and flexible model. The hierarchical boundaries of office size and significant office amenities, such as couches, have been abandoned. The driver for office space redesign now is work culture improvement.</p> <p>Interestingly the respondent stated that there has always been use of project rooms, whereby teams of people from different parts of the company can join for specific tasks, in the one room.</p>
<p>Respondent 6:</p>	<p>➤ The redesign has been very successful. Annual surveys show that employees are generally very satisfied with their work environment. The only factor that has caused problems was the air conditioning. This has since been redesigned for an open plan environment.</p>

Respondent 7:	<p>➤ It has been successful, with a team atmosphere encouraged, encompassing greater accessibility between staff and managers. This has broken down the previous separate office and limiting open plan. The respondent elaborated that the previous open plan was enclosed and “cell-like” and that they wanted to move toward a “club” type atmosphere.</p> <p>A few senior managers however, did not adjust well to the changes and have gone back to separate offices.</p>
Respondent 8: North Shore City Council	<p>➤ This was a difficult question for the respondent to answer because it is not a direct change to open plan from traditional separately partitioned offices, as such.</p> <p>In general the success is dependent for the “type of people and the type of work that they are doing.” She elaborated that in general the engineering staff believe they need quiet space, and as such privacy appears to be a critical aspect for how they perceive the success of their space.</p> <p>The most recent restructure has involved creating a “one stop shop” for regulatory functions, such as building and resource consents. The respondent thought that this worked well – one particular aspect she was targeting was to lower the height of screens to encourage a more open environment and interaction between different staff members in team situations. Staff have generally been positive about this aspect.</p>

Comment:

In general, respondents have considered the redesigned office space very successful. All stated reasons for this and it was most common to hear about the communication benefits. Some respondents noted that it was difficult to get used to at the start, but with time this was overcome.

The success of the office space appears to largely correlate with broader organisational initiatives such as a more dynamic business model and an inclusive teamwork based culture. Of note was the workspace redesign of DDB that most effectively reflected its external image, based on it's internal workspace and work processes, in the same manner as Becker and Steele⁴ advocate.

The author was sceptical at first, with some of the literature seeming to only emphasise the positive benefits of workspace redesign. However the results here show that this positive belief is not unfounded. The respondents appeared to genuinely believe in the benefits of it.

⁴ Becker and Steele, (1994), p.31-32

Table 12:
Question 6: How much of the organisation does the redesigned space apply to?

Organisation:	Amount:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Currently 10 percent of administration staff are located in an open plan environment. ➤ 100 percent of administration staff will be located in open plan, in the future. ➤ Academic staff will remain in separate offices.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ 100 percent
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ 100 percent in Auckland, while the other centres have a more traditional style of space. It is the Auckland space this study will concentrate on. There are some separate offices for activities that require privacy.
Respondent 4:	<ul style="list-style-type: none"> ➤ Modern ideas of workspace redesign apply to the whole office. The decision to go with open plan occurred approximately 4-5 years ago and the respondent stated that the key concern now is the type of workstation, rather than type of workspace design. There are some separate offices for people who require privacy for interviews of a confidential nature.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ Approximately 70 - 80 percent for the facility with 360 people, while the other facility with 300 people have 100 percent open plan. Within 12 months 100 percent of Carter Holt Harvey office space will be in open plan style. It is the facility with 360 people that the author inspected.
Respondent 6:	<ul style="list-style-type: none"> ➤ The majority of the space is open plan with the exception of the General Manager, Human Resources Manager, Director of Sales and the Information Technology Manager.
Respondent 7:	<ul style="list-style-type: none"> ➤ Of approximately 200 office-based staff all but four work in the new open plan environment.
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ Approximately 90 percent is in open plan, while the remaining 10 percent have separately partitioned offices.

Comment:

The majority of organisations have at least a major part of their operations in, or going into open plan. There appears to be exceptions made for roles that require privacy however. This is in keeping with expert opinion such as Eley and Marmot⁵ who point out that offices are often needed even in an organisation committed to open plan.

AUT is interesting with its academic staff not wishing to give up their office space. Perhaps more of this will occur when benefits are seen for administrative staff, or perhaps the academic culture is not suited to open plan?

⁵ Eley and Marmot, (1995), p.81

Table 13: Question 7: <i>Would you do it again?</i>	
Organisation:	Response:
Respondent 1: Auckland University of Technology (AUT)	➤ Yes – definitely
Respondent 2: DDB Worldwide Communications Group Inc	➤ Yes
Respondent 3: CLEAR Communications	➤ Yes – but with a few minor improvements
Respondent 4:	➤ Yes - overall both client and staff areas work well. There is always room for modification and keeping up to date with fashion.
Respondent 5: Carter Holt Harvey	➤ Yes – definitely
Respondent 6:	➤ The overall concept of open plan will be maintained. The space has evolved based on factors like changes to teams structures.
Respondent 7:	➤ Yes
Respondent 8: North Shore City Council	➤ Yes

Comment:

All respondents would undertake workspace redesign again, and this confirms the positive perceptions of it as found in question 5.

Table 14:	
Question 8: <i>How long will this format of workspace be used in your organisation?</i>	
Organisation:	Response:
Respondent 1: Auckland University of Technology (AUT)	➤ Difficult to say. Stated that space usage patterns can be “cyclical.” The respondent elaborated that provision of separate offices could be a way of attracting staff in the future. Some staff contracts have clauses that could force AUT to provide an office.
Respondent 2: DDB Worldwide Communications Group Inc	➤ Refinement is occurring all the time, with some offices being added and some being removed. The overall work space concept will remain indefinitely.
Respondent 3: CLEAR Communications	➤ With at least 16 years more on the current lease remaining, CLEAR will most probably be at the same location with a similar layout. The building is purpose designed for an open plan style, so the overall concept will remain the same.
Respondent 4:	➤ The overall concept will remain intact indefinitely. It is rather a question of minor adjustments to be made with the workstation configuration and / or style that could be changed, but so far they work well.
Respondent 5: Carter Holt Harvey	➤ The respondent stated that he could not see an end to it at this stage.
Respondent 6:	➤ Ongoing open plan usage seems likely. There would be approximately 25 other staff members from a sister company moving into the space. Moving to a separate office based structure is therefore not feasible.
Respondent 7:	➤ The respondent could not foresee that the space would change back to separately partitioned offices. She elaborated that the ability to be flexible is critically important, with changes to the office space configuration not being a significant factor any more.
Respondent 8: North Shore City Council	➤ The respondent said she could not see it changing, because of the financial barriers for going back to separate offices.

Comment:

The open plan format will be used indefinitely by the respondents, again confirming the positive perception. The comments made by the AUT respondent are quite interesting, with him suggesting that such redesign could be cyclical in popular use.

Table 15: Question 9: How did you know you needed to undertake workspace redesign?	
Organisation:	Reason:
Respondent 1: Auckland University of Technology (AUT)	➤ With the New Zealand Government no longer financing much capital expenditure, AUT needed to focus on how to best utilise space. Better site utilisation is also a reason.
Respondent 2: DDB Worldwide Communications Group Inc	➤ After advice from Freestyle Design Architects, DDB decided to save space in order to put expenditure into a higher quality fitout. Later on in the interview the respondent elaborated that “our products are our people.” Consequently the key driver is gaining the maximum creativity and productivity from staff.
Respondent 3: CLEAR Communications	➤ With a number of leases running out CLEAR had to reconsider its office space requirements. This presented CLEAR with the opportunity for questioning all office space facets, in a business process reengineering exercise.
Respondent 4:	➤ The client area change is due to the changing business model as a result of the merger. The new space reflects the required corporate image and also provides for more extensive client needs. The previous model provided for client interaction largely by means of the telephone. The staff areas have not recently been remodelled and are based on an open plan concept that “works well.”
Respondent 5: Carter Holt Harvey	➤ The “genesis” study reviewed a raft of cost reduction initiatives and precipitated the closure of three offices, with their remaining staff relocating to two premises. At the same time, the change to open plan was begun.
Respondent 6:	➤ The merger of the two companies was the main driver. Enhancing the work environment was the key consideration. The site occupied, has sweeping harbour views and the company wanted all staff members to be able to appreciate the views and also benefit from natural light.
Respondent 7:	➤ The company used to be located in two separate buildings and it was decided to locate all staff into one building. This precipitated the review of the office space configuration.
Respondent 8: North Shore City Council	➤ A directive from the Chief Executive Officer, as part of a restructure.

Comment:

Much of the office space redesign has been precipitated by a major change for the particular organisation. Such changes include company mergers and changes to strategic direction, and in effect provide the organisation with an opportunity to reassess its property strategy.

Table 16: Question 10: <i>Where did the idea come from to do it?</i>	
Organisation:	Source:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Architectural consultants, ➤ A University Council concept plan which aims to bring administration staff together to help create a culture.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ The Architect, Chris Van Ring from Freestyle Design.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ The idea of open plan came from a reaction against the previous limitations of office space.
Respondent 4:	<ul style="list-style-type: none"> ➤ The catalyst was the merger and the consequent change in business model, ➤ A change in Chief Executive Officer.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ The “genesis” cost reduction program, ➤ The innovative driven culture change largely inspired by the new Chief Executive.
Respondent 6:	<ul style="list-style-type: none"> ➤ The respondent could not answer this question because she was not employed with the company at that time. However she reiterated that improvement of staff conditions was an important driver.
Respondent 7:	<ul style="list-style-type: none"> ➤ Reading about new workspace redesign, ➤ Discussions with the interior designer / architect, ➤ Visiting organisations that have made such changes,
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ Organisational change, as directed by the Chief Executive Officer.

Comment:

The idea would often come from architectural consultants who should give expected leadership in this field. Changes in business focus were also pointed to as idea generators as well. The Chief Executive Officer was mentioned on three occasions as an idea generator also. Responses here were similar to those under question 9.

Table 17:	
Question 11: <i>What process did you follow to implement it?</i>	
Organisation:	Reason:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Each person was asked if they wanted to go into open plan or to have an office. There was no element of compulsion initially. ➤ Several types of organisations and the types of workstations were reviewed by a working group. ➤ Each administration division head was interviewed to determine if they should go to open plan. The department head and the Group Manager of the Facilities Management Division and the General Manager of AUT made the final decisions. ➤ Negotiations with users for details such as amount of square metres to be utilised were carried out. ➤ Architects drew up workspace plans. ➤ The Facilities Management Division was set up as a working experiment for other affected staff members to view. This also enabled experimentation of layouts and furniture, carpets, cabinets etc.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ Directors made the decision in accordance with Architects ideas. ➤ Departmental Heads and Managers initially asked staff for their ideas and this also helped get them on-side. ➤ DDB had a “teaser” campaign, while the space was being fitted out. This “teaser” campaign comprised of putting a number of ideas in front of staff like quotations, notes and video clips for example. This highlighted the benefits of enhanced communication in the new open plan environment. ➤ A final presentation outlined to staff what the new space would be like, before they moved in.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ CLEAR used a process of “project definition” to take the business apart in order to find out what workspaces were required. This involved the project manager interviewing all of the Auckland managers and some teams, together with some focus groups. ➤ This was based on a joint venture style of project between landlord, tenant and the management contractor who built it. The landlord’s conceptual idea of the type of building to be constructed was refined by CLEAR. Notably this comprised a wider but less long building to better allow for open plan configuration, balanced with some offices.

	<ul style="list-style-type: none"> ➤ CLEAR designed the space for it's own internal requirements with specific requirements being given to the various parties such as the developer and interior designer. ➤ The office was developed as if it were a stage, with the props being features like desks and walls. The management team is able to rearrange this office-stage easily and this flexibility is a key factor for CLEAR.
Respondent 4:	<p>This applies to the client space.</p> <ul style="list-style-type: none"> ➤ Spoke to a range of recommended commercial architects, ➤ The selection was based on concept ideas from the architects, ➤ The Chief Executive made final decisions regarding the overall concept together with key design and aesthetic decisions. ➤ Key staff involved with clients also had significant input about the overall design concept. ➤ The organisation engaged a project manager together with specialist engineers and a quantity surveyor. ➤ The main contractor was appointed. ➤ A structure was created for ease of project control. Central to this was the weekly project meeting.
Respondent 5: Carter Holt Harvey	<p>This has changed more recently:</p> <ul style="list-style-type: none"> ➤ Office space redesign issues were originally handled by dictate. <p>In more recent times:</p> <ul style="list-style-type: none"> ➤ Departmental heads discussed such changes with their staff at meetings. This has included up to 10 different office layout plans drawn up, after feedback from staff. ➤ Some staff from affected departments have been taken to other open plan sites to observe them in operation.
Respondent 6:	<ul style="list-style-type: none"> ➤ The site had been identified prior to the merger. ➤ The respondent could not comment about the specific steps that had occurred from the current company that led to the changes, because she had worked for the other company then. ➤ Once the merger was announced team leaders from both companies enlisted all the thoughts of people for the new building design and office space layout.
Respondent 7:	<ul style="list-style-type: none"> ➤ A small team of employees representing different departments researched the topic and gave input from each of their departments perspectives. ➤ Architects designed the interior space configuration. ➤ A concept plan was put together for staff to view how their office space would be changing.

<p>Respondent 8: North Shore City Council</p>	<p>With regard to the most recent restructure:</p> <ul style="list-style-type: none"> ➤ The respondent had a good feel for the staff and the activities conducted by them, because she worked on the same floor. ➤ Consultation comprised liaising with the manager and general manager in charge of the division, and depending on the size of the department, one or two of the team leaders. They in turn discussed the changes with their staff. ➤ An architect prepared the floor plan.
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Comment:

There was clear evidence that a consultative approach was undertaken by most organisations. There was often significant input from the architects.

Table 18: Question 12: Who managed the implementation process?	
Organisation:	Management team:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ The respondent, being the Group Manager – Facilities Management Division AUT ➤ The Consultants – Jasmax Limited. ➤ General Manager AUT.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ Departmental Heads and Managers managed staff issues. ➤ The Director of Finance managed the design and implementation process.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ The project team comprising one project manager, interior designer, the architect and a project management team from the contractor. The project manager had constant interaction with the other project team members, as well as other staff at CLEAR.
Respondent 4:	<ul style="list-style-type: none"> ➤ Constant communication between management and the project manager.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ Manager – Corporate Facilities, ➤ The head of each department affected by the change, ➤ The Chief Executive Officer
Respondent 6:	<ul style="list-style-type: none"> ➤ A pricing analyst, ➤ A marketing analyst, ➤ The then, two general managers also played a role.
Respondent 7:	<ul style="list-style-type: none"> ➤ The Purchasing Coordinator and the interior designers / architects.
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ The Property Management Officer

Comment:

A variety of people were used to manage the implementation. This often included the external architect as well as a team or individual in the subject organisation.

Table 19: Question 13: Did you use any outside consultants to advise you about the workspace redesign?	
Organisation:	Consultant/s used:
Respondent 1: Auckland University of Technology (AUT)	➤ The Architect: Jasmax Limited.
Respondent 2: DDB Worldwide Communications Group Inc	➤ The Architect: Freestyle Design.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ The Architect: Warren & Mahoney ➤ Interior Designer: Ad Taakem ➤ Management Contractor: Arrow International (to a lesser extent) ➤ An ergonomic designer was used for the call centre staff being South Pacific Ergonomics.
Respondent 4:	<ul style="list-style-type: none"> ➤ The Architect: Jasmax Limited. ➤ The Project Manager ➤ Other technical people such as engineers etc. ➤ Steelcase consultants often visit the site as part of a worldwide contract to offer suggestions for best configuring the furniture to enhance factors like communication and teamwork.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ F.C.R. Architects & Interior Consultants ➤ CHH have used Colliers Jardine – Professional Property Services for benchmarking information together with some of the cultural research issues regarding open plan. ➤ There has also been reference to “churn rate” studies conducted by Telecom New Zealand and Lend Lease Australia.
Respondent 6:	➤ The Architect - Creative Spaces Limited. The respondent was aware that they also helped with project management issues as well.
Respondent 7:	➤ The Architect/ Interior Designer: Jasmax Limited.
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ Architects and Project Managers – White & White are often used. ➤ Creative Spaces Limited is being used for the newer “one stop shop” changes.

Comment:

The answers here were similar to question 12. Notably no management style consultants were used to assist with factors like people management and helping to enhance teamwork. These issues were all handled internally.

Table 20:
Question 14: *Were there any particular models useful?*

Organisation:	Models:
Respondent 1: Auckland University of Technology (AUT)	The respondent has examined other work spaces, such as: <ul style="list-style-type: none"> ➤ National Bank of New Zealand – Queen Street, Auckland City Central Business District. ➤ Jasmax Limited - Auckland Office (Architects and Consultants). ➤ Ernst & Young – Auckland Central Business District Office.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ Looked at what new advertising agencies had done and DDB chose an architect with experience in this field. Thus they gained an appreciation of how presentation rooms and other space had been configured. ➤ The same architect undertook redesign of the “Bates Palace” Viaduct Basin, Auckland City.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ Could not answer because the respondent was not on the design team.
Respondent 4:	<ul style="list-style-type: none"> ➤ The organisation was provided with some samples of work from their architects, Jasmax. These were mostly concerned with the stylistic features and finishes rather than overall design concepts. ➤ For concepts such as dealing rooms other bank models were used as a benchmark here. This was largely concerned with issues such as air conditioning and cabling. ➤ Obviously other overseas offices of the same organisation would have helped influence the design here also.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ Telecom New Zealand ➤ Zespri New Zealand ➤ Carter Holt Harvey had done some earlier initiatives in accordance with the genesis cost drive initiative, without reference to other models.
Respondent 6:	<ul style="list-style-type: none"> ➤ The respondent could not answer this question because she was not employed with the company when this was occurring.
Respondent 7:	<ul style="list-style-type: none"> ➤ British Airways – An overseas model. ➤ Bromhead (a designer) ➤ Jasmax Limited - Auckland Office (Architects and Consultants). ➤ The CLEAR Communications building – North Shore City. ➤ Ernst & Young – Auckland Central Business District Office.

Respondent 8: North Shore City Council	➤ GIO Insurance and Oracle, being a computer type company, both utilise a hoteling style system, for their staff who are out of the office frequently. The respondent noted that for full-time staff, this style of work program is not appropriate.
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Comment:

Firms generally looked at other workspace models. Two respondents were unfamiliar with this because they did not work at the organisation when the space re-examination occurred.

Table 21:	
Question 15: <i>Is the concept of “Teamwork” appropriate in the redesigned area/s? And if so how is “Teamwork” improved by the redesigned space?</i>	
Organisation:	Applicability:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ The respondent stated that teamwork has been enhanced greatly by the redesigned space and that there are a number of factors that have aided this, such as: Enhanced communication and co-ordination, Better efficiencies, Better morale, The respondent thought of an example of the downside whereby an employee who might not like their boss, would see more of them in an open plan environment. Furthermore office etiquette is also needed, for issues such as noise.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ Teamwork is now working “very well.” The respondent focused on the bringing together of different functions from a previous departmentalised structure. Media planners, buyers, account managers and the accounts staff are all combined. It is probable that the creative staff will be combined in these teams as well. Each job is enhanced with all members of the team knowing what is going on right from the start of the project.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ Teamwork is considered very important and has been enhanced by the open design that improves communication.
Respondent 4:	<ul style="list-style-type: none"> ➤ Teamwork is “everything.” The open plan environment facilitates this. Certain key decisions were made, such as brand and type of workstation, but significant flexibility is given to divisional managers in terms of the layout and positioning of staff. Interestingly, status with regard to the space still appears to be a critical issue for staff. People of seniority tend to have more ready access to natural light, greater distance to the next workspace and the larger of two possible desk choices. Consequently the delegation of these issues allows the management of them to be more in tune with the communication climate.

	<p>This is an “ideas solutions firm,” rather than a large clerical data processor. Indeed the workplace is comprised largely of professional people including, but not limited to chartered accountants and corporate finance specialists. In this sense the teamwork appears to be for promoting the flow of information between fellow professionals, rather than for enhancing a clerical process.</p>
<p>Respondent 5: Carter Holt Harvey</p>	<p>➤ It has definitely improved. The finance department is an example of how staff now interact and help each other in a more open environment. There is also greater awareness of what other team members are doing and often interjection occurs when somebody needs help.</p>
<p>Respondent 6:</p>	<p>➤ The respondent stated that it is too difficult to say with the contiguous influence of the restructure having taken place. It also has to be remembered that open plan has been used for some time and the sense of change is now somewhat diluted.</p>
<p>Respondent 7:</p>	<p>➤ Teamwork is enhanced with no barriers between workers and their managers. Managers are consequently better informed of what is happening in the office. There is also greater interdepartmental interaction as well.</p>
<p>Respondent 8: North Shore City Council</p>	<p>➤ Teamwork is appropriate at North Shore City Council. The respondent elaborated that most of the open plan layouts provide for groupings of four to six desks. This allows people to communicate more readily and work together.</p> <p>Interestingly the respondent noted that “people are more conscious of the noise, if they are in a little single cubicle, rather than if they are in open plan, because you get used to seeing people out of the corner of your eye and modify your behaviour accordingly.” Furthermore some engineering staff are more intent on privacy and personal space, with higher partitions and more separation between each staff member. These staff members also tend to complain about the noise.</p>

Comment:

The respondents viewed teamwork as very important and in most cases it was seen to have improved noticeably. Respondent 4 illustrated that inherent staff hierarchies still exist, especially with issues like access to natural light. This highlights opinion such as O’Hamilton, Baker & Vlastic⁶ for example, which suggest staff hierarchies are designed to be broken down by office space redesign. It also reflects expert opinion such as Web⁷ who stated that “...(people) are preconditioned to working within hierarchical power structures.”

The North Shore City Council response is notable because it highlights that some staff who work in open plan space are often more preoccupied with factors such as noise, because they perceive that a similar position in the private sector would probably command an office. However it seems that people develop etiquette and /or do not notice noise and distractions as much, when they have used open plan for some time.

⁶ O’Hamilton, Baker & Vlastic, (1996), p.1

⁷ Web, (1998), p.1

Table 22:
Question 16: How did you target and measure the cost control and performance enhancement/ value adding aspects?

Organisation:	Measurement:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Individual staff satisfaction with the redesigned space has not been separately measured. But there are general staff satisfaction surveys. AUT should do such a survey in the future. ➤ Efficiencies are difficult to accurately measure with many of the staff previously being spread out between many different buildings. With a move toward more modernised collective space the respondent felt there would be savings in factors like electricity. ➤ The amount of space saved will be calculated later on; the respondent only had an approximate feel for it at this stage.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ From a cost perspective the fitout was required to be flexible so that desks could be moved around easily. ➤ DDB needed provision for space to grow. ➤ When the space fitout was finished it was left purposefully plain so that staff could tailor it later on.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ Budgeting was considered very important with a strict control of cost throughout the project. ➤ Adjustable micro zoning lighting and air conditioning give individual staff a high degree of control. ➤ Energy costs are about 30-40 percent lower than the previous buildings.
Respondent 4:	<ul style="list-style-type: none"> ➤ The organisation did not look at it from a cost vs. value adding angle. Rather the value-adding component was considered first with the cost considerations coming second. ➤ The respondent stated that the value adding aspects are very hard to measure. Feedback she has received has shown that staff are happy with it. The change at the client end has been highly regarded by staff, who consider their professional image has been enhanced. The respondent noted that previously staff would often go to the client's premises, which is becoming less common now with many clients preferring to visit the organisations premises.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ The cost ratios from the previous five sites were compared to other models. This involved calculating the space usage ratios that varied between 13 square metres, per person to 29 square metres, per person. It was found that there was a direct correlation between the ratio of people per square metre to the operating costs per person – which varied

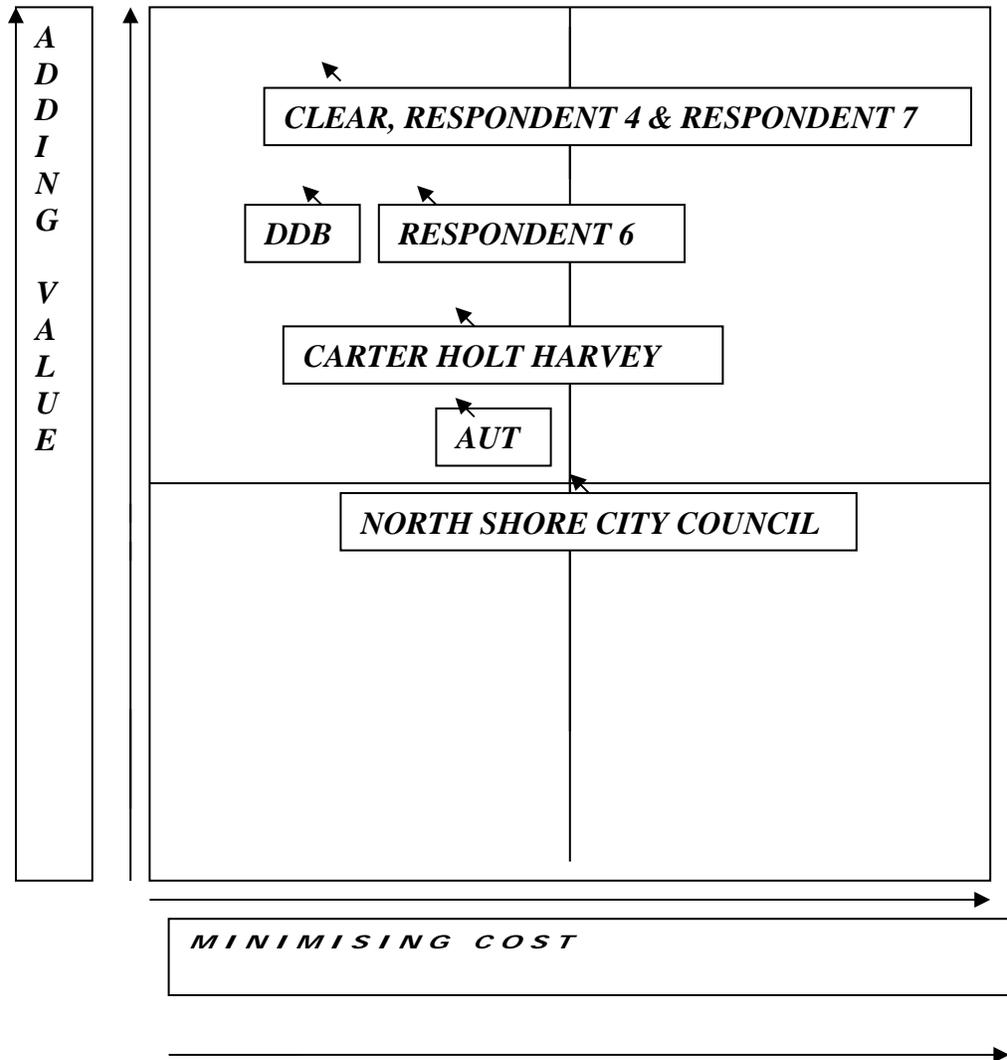
	<p>between \$4,500 to \$12,900 per person, per year. This has led to greatly reduced overall costs. Costs of “churn” were also recognised as significantly reduced without having to constantly reconfigure offices.</p> <ul style="list-style-type: none"> ➤ In terms of the value adding aspects senior managers note a substantial improvement in performance. It is intended that there will be survey and focus group work done to help determine how successful the changes have been and where there is room for improvement. ➤ Later on in the interview, the respondent stated that in order to move toward an open plan type environment, it is easier to win the argument initially on the cost advantages. Later on the communication etc advantages become more apparent.
Respondent 6:	<ul style="list-style-type: none"> ➤ The respondent had difficulty in answering this question having been employed elsewhere, and not having specific knowledge of such details. However on an intuitive basis it was felt that the merged company she had come from had reduced the ratio of employees per square metre, while the other merged company had increased the ratio of employees per square metre. This is not to say however that ratios such as these have not been calculated, only that the particular respondent was not familiar with them. ➤ Employee satisfaction surveys show that staff are very satisfied with their work environment.
Respondent 7:	<ul style="list-style-type: none"> ➤ The cost aspects were not a priority and were not measured. The respondent did note however that cabling and office reconfiguration costs are substantially down. ➤ The respondent stated that success has been measured by the fact that 30 more workspaces have been added, without having to add any extra floor area. ➤ The respondent noted that in this companies team environment, people tend to disclose when they are unhappy about any particular aspects. This has only involved minor factors such as sun strike, with blinds being purchased to negate this.
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ The value-adding aspects are not targeted. Rather a “comfortable and efficient workspace” is provided, to cater for growing departments. ➤ The respondent is always conscious of minimising rental costs. Often ratios such as employees per square metre are calculated, but not always.

Comment:

All respondents were aware of the benefits like reduced space and operating costs. Other factors like air conditioning, natural lighting and a high quality fitout were used to enhance staff performance. While those interviewed noticed improved performance, they noted it is difficult to measure. Staff surveying and general feedback appear to be the most popular measuring tools. In general, both cost saving and adding value characteristics could have been surveyed and examined more thoroughly.

Figure 2:⁸

Sub Question 16A: Can you please position the emphasis of your organisations redesign on the following diagram:



⁸ Original idea from Duffy, Laing and Crisp, (1993), p.13.

Comment:

Most of the respondents viewed their office redesign as prioritising the adding value aspects, rather than for minimising costs. These results are therefore very important with their positive correlation with expert opinion such as Duffy, Laing & Crisp,⁹ Tanis & Duffy,¹⁰ Becker & Steele¹¹ or Becker & Joroff.¹²

Significantly both organisations owned by the public, being AUT and North Shore City Council were placed on the diagram more toward the minimising cost end. The North Shore City Council respondent stated that for some office space redesigns, the organisation could have been placed even further toward the minimising cost end. Later on in the interview she noted that it is important that the space is functional, but not too opulent, because ratepayers, (citizens who own land and who fund this council), could associate a higher quality fitout with extravagance.

The particular placement on the chart was derived from the respondents themselves, rather than being placed there by the researcher. The order of some of them would be different if the respondents were fully aware of all the other companies interviewed, which of course is not likely. DDB for example could have been placed in the most adding value position on the diagram, because of its very high quality fitout.

The respondent from Carter Holt Harvey believes that this organisation has changed from a highly “minimising cost” position into a more “adding value” position. He hopes that Carter Holt Harvey will further move towards a more “adding value” spot.

⁹ Duffy, Laing and Crisp, (1993), p.12

¹⁰ Tanis & Duffy, (1999), p.15

¹¹ Becker & Steele, (1994), p.19

¹² Becker & Joroff, (1995), p.14

Table 23:

Question 17: Are there any other factors apart from cost or performance enhancement/ value adding the interviewer in the above question should have mentioned?

Organisation:	Reason:
Respondent 1: Auckland University of Technology (AUT)	➤ The office space redesign has had the effect of crystallising the focus for different functions at AUT.
Respondent 2: DDB Worldwide Communications Group Inc	➤ A happy staff working in an environment with increased interaction and motivation enhances customer relationships.
Respondent 3: CLEAR Communications	➤ Flexibility of the workspace was again highlighted as a very important factor.
Respondent 4:	➤ None Given.
Respondent 5: Carter Holt Harvey	➤ The change to open plan is helping to support the change to the whole organisation's culture.
Respondent 6:	➤ The cultural aspects of the workplace should have been mentioned. There has been a managerial focus on enhancing workplace processes. With a few exceptions managers and supervisors are now integrated into teams, helping to enhance communication.
Respondent 7:	➤ None Given.
Respondent 8: North Shore City Council	➤ Ergonomic issues are very important to the organisation with an "occupational health and safety co-ordinator" on staff. This person has requested that all workstations purchased will be fully height adjustable.

Comment:

The respondent at Carter Holt Harvey and Respondent 6 specifically mentioned that their culture is important. The respondents at AUT and DDB also touched on this subject matter as well, while not mentioning the specific word “culture.” This idea of a culture is an important recognition of how a collection of people form rules of human behaviour. The words of Webb¹³ however come to mind, with his emphasis placed on people rather than workspace redesign, with statements like: “It is spirit that wins the big account.” This view alone would appear to ignore the culture benefits of workspace redesign enumerated by the respondents above. Furthermore workspace experts such as Sims, Joroff and Becker¹⁴ highlight that the culture is something that can be changed for the organisations benefit. Clearly, effective workspace redesign and an innovative, proactive and commercial culture go hand-in-hand.

The CLEAR Communications building notably allows for flexibility of office space configuration. With often-rapid change permeating business processes, this is an eminently logical strategy.

¹³ Webb, (1998), p.24

¹⁴ Sims, Joroff and Becker, (1998), p.151

Table 24:
Question 18: How did you get the staff to buy into it?

Organisation:	Methodology:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Set up a working model, being the Facilities Management Division, ➤ Staff surveys have gauged opinion on such issues before changes have been made, ➤ Consultants have met each affected party and discussed the advantages and disadvantages. ➤ The consultants have also taken affected parties to different organisations to show them how it works elsewhere. ➤ Involved staff in the selection of items such as furniture and colours.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ By means of a “teaser campaign.” ➤ However once the decision was made staff were obligated to accept the decision.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ Staff briefings for teams and key individuals have been the main means used here. Staff were advised from the outset that they would be relocating.
Respondent 4:	<ul style="list-style-type: none"> ➤ Business managers often consult their staff about these issues. The respondent stresses that this is especially important at this organisation where staff are predominantly professional in status, and like being consulted.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ CHH facilitated discussions through departmental heads and included their feedback in design criteria, ➤ Some staff have viewed other sites to help them understand the implications.
Respondent 6:	<ul style="list-style-type: none"> ➤ A non-hierarchical, open plan office layout was promoted to staff, in accordance with the intended culture. Of course there were some staff who needed an office for privacy and security reasons. The expert architectural advice received also helped to justify the change.
Respondent 7:	<ul style="list-style-type: none"> ➤ The quality of the presentation the interior designers put together. ➤ The fact that key staff from different departments had “done the ground work” and made sure the model of space utilisation was appropriate. ➤ Staff were informed that if the new space configuration did not work for them, then an alternative would be examined – but they have to have had a very good reason.

Respondent 8: North Shore City Council	<ul style="list-style-type: none">➤ Ensuring consultation has been made is very important.➤ Managing staff carefully is also very important. This includes provision of fully functional information technology from the start, and using hired labour to assist in the shift.
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Comment:

Staff briefings, focus groups and working through departmental heads were tactics used to get staff to accept the redesign. The AUT example of setting up a working model was unique, but quite important with the academic culture.

Table 25:
Question 19: Did you feel you spent too much time/ resources on consultation with affected staff or did you spend too little time?

Organisation:	Amount of time spent:
Respondent 1: Auckland University of Technology (AUT)	➤ “Just as much as we needed to.” The respondent elaborated that decision making can sometimes take too long with the involvement of committees. He wanted to avoid that kind of system and used the methodology as described above.
Respondent 2: DDB Worldwide Communications Group Inc	➤ The respondent felt there was some potential to have increased the amount of time spent, but overall felt the amount of time spent was appropriate. Previously the respondent elaborated that the more people that are involved in consultation the more difficult it is to get the job done.
Respondent 3: CLEAR Communications	➤ About right.
Respondent 4:	➤ About right – “It’s all about planning, you’ve got to engage, you have got to consult, you have got to communicate.”
Respondent 5: Carter Holt Harvey	➤ Earlier on not enough time, but since then this has improved substantially. The respondent noted that it is an exercise that you can never do enough of.
Respondent 6:	➤ The respondent could not answer this question because she was not employed with the company when this was occurring.
Respondent 7:	➤ About right
Respondent 8: North Shore City Council	➤ The right amount of time was spent.

Comment:

The majority of respondents feltt they spent sufficient time consulting with staff. They all recognised the benefits of it. As he respondent at Carter Holt Harvey stated “ it’s the sort of thing you can never do enough of.” The results here are in keeping with the results from question 11, on page 61.

Table 26: <i>Question 20: Are there any particular groupings of employees who have not adapted to the changes as quickly as other employees? And were there any particular groupings of early adopters?</i>	
Organisation:	Reason:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Some long serving AUT employees like to have an office due to status reasons. ➤ Directors tend to be one group of people who want offices for status reasons. ➤ Newer employees tend to go into open plan more readily.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ The creative staff had the most resistance to change (surprisingly). In more recent times they have seen the benefits of the enhanced communication and are currently moving toward an open plan style. ➤ Account management staff were slower to adapt – they tended to be older on average compared to other groupings of staff. ➤ The media staff embraced the changes quickly – they tended to be younger on average compared to other groupings of staff. They are concerned with activities like buying time for clients and understand which media have the appropriate audience for their client.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ The engineers who are concerned with issues like network and systems design in general struggled with the space change. The respondent said that this was surprising when their role encompasses creation, design and building. He thought they would have analysed the decision and seen the benefits. ➤ The call centre staff were difficult to accommodate with a lot of research needed to arrive at an appropriate design. Implementation was successful in the end, helped by a change of some personnel and business focus. ➤ Everybody else accepted the changes well.
Respondent 4:	<ul style="list-style-type: none"> ➤ Everybody appears to have adjusted well. Note that the open plan office space has been in place for all departments for 4-5 years.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ Some other departments like legal, property management, some of the financial departments had resistance to it, ➤ Staff that have been in the workforce longer prefer to work in offices. ➤ People who have worked in project teams are more accepting of the change to open plan.

	<ul style="list-style-type: none"> ➤ The respondent noted that it often would come down to a key individual. He noted the example of the divisional head of Pulp and Paper at Carter Holt Harvey who was a strong advocate of it. Open plan worked very well for his team with his strong foundation of support and leadership. ➤ The Corporate Affairs / Communication department were earlier adopters.
Respondent 6:	<ul style="list-style-type: none"> ➤ The respondent noted that open plan has been in place since 1997 and there are no particular groupings of employees who have had trouble with it. The change to the new premises has been well received by staff, especially with factors like the sweeping water views enhancing the office ambience.
Respondent 7:	<ul style="list-style-type: none"> ➤ A new managing director from overseas demanded an office, and this precipitated three other managing directors to occupy an office as well. All others adapted without problems. ➤ The information technology staff adapted especially well, enjoying the enhanced interaction. ➤ Where possible, the status of each manager was recognised with placement away from distracting factors and the provision of extra and higher quality facilities.
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ “You cannot necessarily predict who is going to adapt well - it is quite amazing. Human nature never ceases to amaze me. I’ve moved so many people around this place, and the ones that I’ve been watching out for and been prepared for - they run through very smoothly. And the ones that I never would have expected in a million years, fall apart.” Furthermore she noted that “we are not necessarily changing the type of work environment, they just have to move location.” ➤ The respondent noted earlier in the interview that some professional staff members, and in particular some engineering staff “...all hanker for an office.” ➤ It appears that more senior managers and directors will stay in separate offices. It has never been suggested to them to change. ➤ Staff from a department who have been fragmented in different buildings, tend to embrace any chance to move together.

Comment:

A number of employees did not adapt well to the changes in office space. It was quite surprising who they were. At AUT it was the directors, at DDB it was the creative staff and at CLEAR it was the information technology / engineering staff. Respondent 7 noted that it was the four managing directors. The respondent at North Shore City Council, who has had experience with many workspace shifts, really captured the essence of this finding, with the words, “human nature never ceases to amaze me.”

The majority of staff in all organisations tended to adapt to the changes without significant disruption.

It is quite significant that two respondents mentioned that senior management resisted the change to open plan, while the majority of staff in all organisations accepted it more readily. This finds a close correlation with the comments of Hammer and Stanton¹⁵ who stated (in relation to process reengineering) that:

“We have found, though, that it’s rarely the frontline workers who impede the transformation. Once they see that their jobs will become broader and more interesting, they are generally eager to get on board. Rather, the biggest source of resistance is usually senior functional executives, division heads, and other members of the top management team. These senior executives will often either resent what they see as a loss of autonomy and power or be uncomfortable with the new, collaborative managerial style.”

¹⁵ Hammer and Stanton, (1999), p.117

While this above quote was written in the context of business process reengineering it is equally applicable to workspace redesign, because it touches on communication and teamwork type issues.

The observation was made by three respondents that older staff tended not to adapt well, while the more recently hired and younger staff tended to adapt more readily. This follows similar logic to the comments made by Hudson¹⁶ who stated this, but in relation to hoteling.

Often offices would be provided for some staff members based on their functional requirements. This agrees the realisation of Eley and Marmot¹⁷ that “some people do need an office...”

Disapproval of workspace redesign was no longer much of an issue for Respondent 4 and Respondent 6, who have had it in place for some time. They also have developed strategies for managing the staff issues, such as working through team leaders.

The respondent at Carter Holt Harvey made the important observation that success is dependent on the commitment and leadership of the supervising manager.

¹⁶ Hudson, (1999), p.3

¹⁷ Eley and Marmot, (1995), p.28

Table 27:
Question 21: Why has such workspace redesign more recently gathered momentum since the 1990's?

Organisation:	Reason:
Respondent 1: Auckland University of Technology (AUT)	➤ The respondent questioned whether the above statement is correct, with such space ideas being available for some time. The real change has been in the types of furniture.
Respondent 2: DDB Worldwide Communications Group Inc	➤ Departmental breakdown to flatter structures, different working practises, communication becoming a key business tool and open plan is a more “funky and fun” environment, as opposed to a “2 x 2 box.”
Respondent 3: CLEAR Communications	➤ There has been a change in emphasis from the landlord to the occupier. Also, salary levels may not be the only point of differentiation in the labour marketplace. The workspace could be a key factor for obtaining and retaining key staff members. CLEAR aims to be viewed as a good employer.
Respondent 4:	➤ Cost reduction strategies and the influence of overseas trends are the two key drivers.
Respondent 5: Carter Holt Harvey	➤ Cost and culture changes.
Respondent 6:	➤ A more casual and informal business environment. The respondent elaborated that staff are encouraged to participate in a less rigid and hierarchical atmosphere.
Respondent 7:	➤ Working together for a common cause in a team orientated environment that does not discriminate based on rank.
Respondent 8: North Shore City Council	➤ From North Shore City Council’s point of view the theme has been accommodating extra staff while keeping to a stringent budget.

Comment:

Significant comment was made here with factors like enhanced communication, promotion of a progressive culture, flexibility and reduction in costs. The respondent at AUT disagreed with the statement, believing that the real change has been with the types of furniture available.

The idea of creating a “culture” in each organisation is a theme that strongly comes through. This was found to be the case in question 17, as well. With more being demanded of employees in terms of time and effort, the workplace has to become more like a second home for them.

Table 28: Question 22: Do you expect this momentum will continue in the next ten years?	
Organisation:	Reason:
Respondent 1: Auckland University of Technology (AUT)	➤ The respondent expects that such trends will go around in cycles. In another ten years separate offices could be more popular- with some open plan.
Respondent 2: DDB Worldwide Communications Group Inc	➤ The respondent stated that he could not see it going back to the old ways – only further refinement and improvements with technology such as wireless communication networks. Wireless communication is not currently used at DDB, but could be in the future.
Respondent 3: CLEAR Communications	➤ Yes. The respondent reflected on his personal experience in the United Kingdom where buildings are more in tune with what tenants require. This is because there is more partnering between landlord and tenant, rather than landlord led development that is typical in New Zealand. The respondent felt that New Zealand is 15-20 years behind the United Kingdom. “The building stock in New Zealand is going to improve and it has got to improve.”
Respondent 4:	➤ Yes. Centralisation and rationalisation is a continual battle to ensure the space rented is effectively used.
Respondent 5: Carter Holt Harvey	➤ Yes.
Respondent 6:	➤ Yes
Respondent 7:	➤ Yes
Respondent 8: North Shore City Council	➤ Yes – with separate offices being very expensive for a large number of staff, open plan is likely to remain popular.

Comment:

All of the respondents believed such workspace redesign would continue within the next ten years. The AUT respondent considered that trends like this could be cyclical in nature, for an academic establishment.

Table 29:
Question 23: What does this redesigned workspace say about this organisation?

Organisation:	Statement:
Respondent 1: Auckland University of Technology (AUT)	AUT is: <ul style="list-style-type: none"> ➤ more efficient, ➤ more team orientated, ➤ a more commercially orientated university, ➤ willing to spend money on staff, ➤ progressive in accepting new technology and office environments.
Respondent 2: DDB Worldwide Communications Group Inc	DDB is: <ul style="list-style-type: none"> ➤ Flexible, ➤ Adaptable to change, ➤ A fun environment, ➤ An open team environment - (Open plan is used by all staff from CEO to office assistant).
Respondent 3: CLEAR Communications	CLEAR is: <ul style="list-style-type: none"> ➤ An organisation that provides quality workspace for it's employees who are CLEARs most important asset. This helps attract staff and keep them, ➤ Flexible.
Respondent 4:	The organisation respondent 4 is employed for is: <ul style="list-style-type: none"> ➤ Committed to quality client service, ➤ Concerned with high quality values, ➤ An organisation that values its employees environment and ensures employees needs are met, ➤ Committed to continual maintenance, upgrading and change.
Respondent 5: Carter Holt Harvey	Carter Holt Harvey is: <ul style="list-style-type: none"> ➤ Lean and mean on costs, ➤ Open to new ideas, ➤ Flexible, ➤ A more open environment.
Respondent 6:	The organisation respondent 6 is employed for: <ul style="list-style-type: none"> ➤ Encourages staff to participate in an inclusive environment. The traditional physical hierarchy aspects are removed where possible.
Respondent 7:	The organisation respondent 7 is employed for is: <ul style="list-style-type: none"> ➤ Innovative, ➤ Smart, ➤ Team orientated, ➤ Flexible.

Respondent 8: North Shore City Council	North Shore City Council is: <ul style="list-style-type: none">➤ Economic on resources,➤ Keen to project an image that is consistent with ratepayer expectations, in this case professional and functional, but not opulent.
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Comment:

A number of issues were mentioned here including cost reduction, efficiencies, team enhancement, flexibility and creating a staff friendly culture. This confirms the results of questions 17 and 21.

Table 30:
Question 24: Are there any aspects of it that you would advise people to avoid?

Organisation:	Aspect to avoid:
Respondent 1: Auckland University of Technology (AUT)	<ul style="list-style-type: none"> ➤ Get the right consultant – this was highlighted as being very important, ➤ The wrong sight lines will hinder you seeing other people. A careful balance is needed between the key factors of having a space a person can concentrate in and a space that makes the person feel part of a team. ➤ Non-flexible space and furniture for future changes.
Respondent 2: DDB Worldwide Communications Group Inc	<ul style="list-style-type: none"> ➤ Too few meeting rooms for peace and quiet. ➤ Not enough planning with regard to the correct configuration of enclosed and open spaces.
Respondent 3: CLEAR Communications	<ul style="list-style-type: none"> ➤ A high proportion of cellular space. “Many people are frightened by the open space and some people try to break it up. Be bold and go for open plan” ➤ Go for it in one step rather than trying to “redesign by 1000 cuts.” This is to avoid constant resistance. Again it was reiterated to “be bold” as well as “communicate and sell.”
Respondent 4:	<ul style="list-style-type: none"> ➤ Not understanding business needs first before selecting a particular building. “A huge amount of time should be spent on that.” It is essential to involve key decision-makers in the areas of personnel management, information technology etc rather than selecting a building simply on rental costs.
Respondent 5: Carter Holt Harvey	<ul style="list-style-type: none"> ➤ Very high partition screens, because people still perceive that they are working in an enclosed office. ➤ Too few private rooms where staff can “break out,” in addition to meeting rooms.
Respondent 6:	<ul style="list-style-type: none"> ➤ Inadequate meeting rooms. These are needed to overcome the lack of privacy issues for many staff.
Respondent 7:	<ul style="list-style-type: none"> ➤ Significant noise in the open plan. This has led to separate utility rooms, designed to shield noise for equipment like photocopiers and fax machines.
Respondent 8: North Shore City Council	<ul style="list-style-type: none"> ➤ Screens, (between the desks), that are too high. Lower screens mean the space is significantly “opened up,” however there is no capacity for storage on the screens. Careful file management is needed. ➤ Architects that only produce roughly drawn sketch plans and/ or who do not organise the project management aspect of a contract well. Each of these deficiencies can cause errors and mistakes at the project implementation stage.

	<p>➤ The respondent noted that “As we’ve grown we have eaten up the meeting rooms.” This is because staff workstations now occupy that space. This seems to be a critical issue that needs careful management - the respondent mentioned it in two different parts of this interview.</p>
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Comment:

Results varied here. Three respondents noted that care is needed to ensure partition screens are the correct height for the specific requirements.

Four respondents noted that too few rooms for privacy and concentration should be avoided. This would tend to disagree with the uncommon view of Donoho¹⁸ who stated workspace redesign can save real estate costs by eliminating meeting rooms. However it does agree with writers like Tanis and Duffy¹⁹ who advocate amongst other things, “study booths” so that staff do not go off site in order to concentrate.

Respondent 4 made a very strong point that selection of a building needs a lot of attention. Fully understanding factors like information technology, human resources, and industry specific issues, and relating them to the space requirements, is an essential prerequisite before space is purchased or leased. This was recognised by other respondents in different ways. The CLEAR respondent noted that in question 9 for example, the expiry of leases for CLEAR presented an opportunity to fully re-examine the space requirements. This involved a process like Respondent 4 advocated.

The respondent from CLEAR also advocates that organisations should communicate with staff but also “be bold” and make the change to open plan. This is in contrast to the approach taken by AUT where a working model was established in order to sell the idea to different departments. However each culture and communication climate is very different and a “one size fits all approach” is not applicable to both these organisations.

¹⁸ Donoho, (1997), p.1

¹⁹ Tanis and Duffy, (1999), p.4

Table 31:
Question 25: Now that you have heard my questions, is there any other thought you would like to add?

Organisation:	Factor:
Respondent 1: Auckland University of Technology (AUT)	➤ “If you are going to do open plan, you have got to do it well- the first time.” The whole package of the design of the workstation, other furniture, the size of work space, air conditioning, non glare lighting and sight lines - all needs to be correct.
Respondent 2: DDB Worldwide Communications Group Inc	➤ It is important to understand a companies culture before you understand their fitout. The respondent noted that what would suit them would not suit an accountancy organisation for example.
Respondent 3: CLEAR Communications	➤ None given.
Respondent 4:	➤ In exercises such as workspace redesign it is critical to get everything correct. Careful analysis backed by thorough research is needed here. Some firms can have pressure to conform to issues like modern workspace redesign – in order to be seen keeping up with marketplace trends.
Respondent 5: Carter Holt Harvey	➤ The respondent noted that hot desking has been tried with limited success. People psychologically like to have their own space.
Respondent 6:	➤ Initially the office layout strategy was for physical reasons, namely to accommodate staff in the allocated amount of space. Progressively the cultural and communication benefits have become apparent and these are now the key drivers.
Respondent 7:	➤ The respondent advised people to “go with it.” Organisations must study it as carefully as possible however.
Respondent 8: North Shore City Council	➤ The changes to the layout have not been because the council wants to change the style and nature of the layout, rather it has been about providing for growth in staff numbers.

Comment:

Two respondents noted that a through approach is needed and everything needs to be done well. The culture was also highlighted again as crucial.

<i>Table 32: Summary of main impressions made on the interviewer.</i>	
Organisation:	Factor:
Respondent 1: Auckland University of Technology (AUT)	➤ It is crucial to pay attention to the culture and the inherent degrees of freedom it allows for change.
Respondent 2: DDB Worldwide Communications Group Inc	➤ DDB provides a high quality space where teamwork and creativity are enhanced.
Respondent 3: CLEAR Communications	➤ Flexibility is everything. The CLEAR Communications building used a well thought out design and construction program.
Respondent 4:	➤ Understanding all work place factors is crucial to determine workspace requirements. This should be done before any decision is made to relocate or extend any lease provisions. It is important to recognise informal staff hierarchies are still present in the open plan workplace.
Respondent 5: Carter Holt Harvey	➤ Carter Holt Harvey's strategy was initially developed for cost saving reasons, but evolved to emphasise the communication and teamwork benefits.
Respondent 6:	➤ Respondent 6 achieved fusion of property with the human resources strategy, with a particular focus on an employee friendly culture.
Respondent 7:	➤ Extensive preliminary research, with an attractive, but functional office space design.
Respondent 8: North Shore City Council	➤ Designing workspace for increased staff numbers, within budgetary constraints, in accordance with North Shore City Council's goals and objectives.

Comment:

The above table shows the main points that were emphasised during the interviews. This recognises of course that those interviewed also made other points, but with less emphasis.

5.1 Introduction

Literature on the subject was researched to understand the main themes arising. The critical issue involved determining whether office space redesign has proved successful or not. Interviews were conducted with eight respondents and their views were tabulated for ease of comparison.

5.2 Review of the Literature

Office space redesign has been greeted by many people as a long neglected source of differential advantage and industry publications have been quick to popularise its benefits. Indeed many of the definitions of it are occasionally flamboyant, often very catchy and help create a sense of confidence in the organisation that must be “on-to-it” if it is using such a strategy with a flash new name. This however is very much an emerging knowledge and with time there could be fewer words used to describe it, as certain terms gain popular dominance.

There are positive, negative and balanced opinions of workspace redesign, detectable in the literature. The positive themes include the motivators for product promotional, consultant advocated workspace redesign, technological & futuristic inspired, team based, cost savings and employee retention. The negative influences stressed that people need to be considered first and that management should not blindly follow workspace redesign as a supposed silver bullet that could solve all problems.

Balanced opinions examined both positive and negative characteristics, with a number that went much further than merely pointing out the strengths or weaknesses as they saw it. They examined why some workspaces are successful and why others are not. This involved extensive interviews and surveys together with logical judgement and analysis. Fundamentally the “balanced” opinions encountered are concerned with the process that organisations use, the mistakes and victories they have, and how they alter their strategies over time.

Within the “balanced” school of thought, there is a difference between those who advocate cost savings plus adding value, and those authors who stress that adding value is of critical importance by itself. This is not to say that those authors who stress adding value alone don’t understand that there are cost benefits, rather they emphasise that an organisation’s existence ultimately depends on how it adds value to its products and services. With the common catch phrase of “change being the only constant” in contemporary business society, such arguments gain powerful appeal.

It appears that those authors who advocate the adding value improvement benefits are gaining academic and professional ascendancy, with thorough and extensive research being a more frequent characteristic, as a whole.

5.3 Research

The approach used to obtain interviews proved very successful. From the twelve letters sent seven organisations were interviewed. Another interview was arranged through personal contacts of the researcher. The persons interviewed spoke openly and honestly about workspace redesign. No independent audits were undertaken to verify this honesty, although the interview results appear consistent with each other and the literature. The respondents were from a variety of roles, but the companies with larger numbers of staff tended to have specialist facilities managers. These people were often appointed to champion the workspace redesign and such a role is critical for successful implementation.

In general, terminology used by the respondents was practical in nature with the redesigned workspaces all being referred to as open plan. The respondents were more concerned with what the space did, rather than with catchy names. Most of the respondents wanted to “open the space up,” but equally wanted to provide for individual effort and concentration as well as focused teamwork. In this respect the correct partition height between workstations to open up the space, and provision of enough quieter rooms for concentrated work were commonly mentioned as critical factors. The configurations of workstations, as well as use of some part-walls, together with fitout of superior acoustic quality to aid concentration were mentioned less frequently.

The emphasis of the organisations examined is very much for “in the office” changes. Three organisations have tried hoteling / hot desking type initiatives, but two of these do not use it currently. It is appropriate for only a minority of staff, who are out of the office frequently.

The approach to workspace change must be consultative, but also must be decisive. A decision has to be made quickly on how, when, where and who will be affected. More follow up research could be done more often by the organisations surveyed, to help perfect the workspace changes. If nothing else, making the effort to understand the staff concerns will help provide more of a consultative workplace.

The redesign of office space has been well received by the majority of staff, with teamwork and communication benefits commonly being pointed to. The “positive” and “balanced” opinions encountered in the review of literature are not unfounded. Furthermore open plan is not expected to be a short-term fad and it is expected to continue for the next ten years, at least by the majority of those interviewed.

While most staff accept workspace change well, there are often small groupings of employees who do not. It is very difficult to predict who these groupings will be. Anecdotal evidence suggests that it can sometimes be older people and people with more “status” to lose, such as senior management. Over time, the negative reactions to workspace redesign become less apparent, as staff adjust to the changes.

The workspaces were redesigned with both cost and adding value issues in mind. However it was the adding value component that was emphasised by most of the respondents, confirming the dominance of the “balanced” adding value opinions encountered in the review of the literature section. In order to help win the argument in favour of changing the workspace, detailing the cost benefits is still strong evidence that cannot be ignored. The public organisations of Auckland University of Technology and North Shore City Council prioritised the cost saving advantages to a greater extent than the other organisations interviewed. This could be the fear of public scrutiny that castigates extravagance?

It is also notable that the changes to the workspace were commonly precipitated by company mergers and changes in strategic emphasis. Such events provide the organisation with the opportunity and impetus to reassess ways of working and space usage requirements. Changes to office space occur less frequently as useful exercises in their own right.

The promotion of an innovative, team based and commercial culture within each organisation emerged as an important theme. This relates to perfecting workspace aspects such as technology, personnel management and workflow design, to name a few, and this is succinctly described as the “organisational ecology” by Professor Franklin Becker. In innovative workspaces Becker, Quinn, Rappaport and Sims¹ highlight that the organisational ecology makes the workspace “feel” more residential in nature.

¹ Becker, Quinn, Rappaport and Sims, (1994), p.8

Redesigned workspaces often take on a retail quality as well, with a greater emphasis on the “internal customer” with better lighting, more effective air conditioning and a higher quality presentation. Clearly the notion of “the workspace” is taking on a different meaning.

5.4 Limitations

This research is limited by a number of factors including:

1. The small sample of firms interviewed, and their size. This may not be representative of the situation as a whole.
2. Modern-style workspace redesign is a rather new undertaking in the New Zealand context. The author wonders whether firms that have just redesigned will notice much greater productivity improvements compared to firms that have had redesigned say ten years ago.
3. Workspace redesign can be considered an art form in the sense that each space solution needs to be tailored to the particular organisation. This makes comparisons difficult.
4. Workspace research is still emerging.
5. Technology is rapidly changing the capabilities of office equipment, leading to a dynamic environment, which makes comparison difficult.
6. Persons closely involved with the implementation of workspace redesign may have a vested interest in having such redesign being perceived as successful.
7. Reliance is placed on the honesty of the respondents with no independent verification checks undertaken.

5.5 Future Research

There are opportunities for more research to be undertaken in this field. Some of these ideas are as follows:

1. Examine all the individual users and/ or non-users of redesigned workspace to see how they perceive the redesign results. This is in contrast to this research that only examined the supervisory attitudes of those who are in charge of this aspect.
2. Examine one particular class of firms such as information technology firms or creative product design firms, to see how they compare with each other in terms of the particular workplace attributes they see as important.
3. Determine an appropriate consultation process and / or an appropriate workspace design for a particular organisation.
4. Record the attitudes and the reasons of managers who do not consider workspace redesign appropriate.
5. Examine whether ownership of a building by the occupier improves workspace development, or vice versa.
6. Determine how organisations view their culture and how this affects the workspace.
7. Examine the size of an organisation and the affect this has on the workspace strategy and results. Larger organisations might have more significant communication issues that need to be allowed for especially in the redesign of workspace.
8. Determine how to manage staff with disruptive habits in an open plan style environment.

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APPENDICIES

Definitions

This topic has identified a number of words and expressions that are described below:

“Activity settings” according to Kerslake¹ are “new office design concepts incorporating a mix of lounge areas for networking.”

“Bullpens” See “Fixed-wall offices”

“(The) Business Centre” is “similar to hotel but with more casual and short term use. (An) airport Facility is typical.”²

“Cabana space” as coined by Ernst & Young is space for staff who want to work in the office briefly. They are appendages to the main office space and are fitted with phones and data points.³

“Cave and commons” design is a balance between “individual work and teamwork, privacy and community.”⁴ In other words it provides a balance for group and individual space.

“Cells” are a way to describe conventional offices, where “...increasing autonomy combined with low interaction...” is the norm.⁵ Also see “hives,” “dens” and “club.”

¹ Kerslake, (2000), p.6

² Fullbrook, (2000), p.28

³ Tyler, (1995), p.4

⁴ O’Hamilton, Baker & Vlastic, (1996), p.3

⁵ Tanis and Duffy, (1999), p.8

“Churn Rate” is described by Eley and Marmot⁶ as “...(a) name given to the relocation of people within a building.” “Annual churn of 100 percent is a way of saying that, on average, each person moves to a new desk in the same building, or to another building, once a year.”⁷

“The Club” is a new type of work environment “...characterised by a wider, richer range of communal work settings.”⁸ Also see “hives,” “cells” and “dens.” It is also described by Fullbrook⁹ as similar to a college (as in a university) but with greater emphasis on transience.

“Clubbing” according to Reed¹⁰ is characterised by informality “with space divided up into lounge areas for informal meetings, some with comfortable basket chairs on balconies high up on the roof.”

“Concierge” According to Cummings¹¹ means a central office space scheduler that inter alia displays “available spaces and highlights the ones that best meet the employees requirements.”

“(The) Control Centre” is “the tangible part of the virtual office. A centre for coordinating and communicating with remote workers.”¹²

⁶ Eley and Marmot, (1995), p.55

⁷ Ibid, p.56

⁸ Tanis and Duffy, (1999), p.8

⁹ Fullbrook, (2000), p.28

¹⁰ Reed, (1998), p.2

¹¹ Cummings, (1994), p.2

¹² Fullbrook, (2000), p.28

“Creative space usage” A term used by the author to describe the situation where an organisation will adopt a combination of bright colours, interesting building materials & surface finishes, innovative lighting solutions, superior air conditioning, high quality furniture, an inspiring location and a collection of interesting thought provoking objects all in order to inspire creative thought processes.

“Crisis centres” are “...designed and equipped to support the teams operations... in a compressed time frame and a charged atmosphere.”¹³

“Desk sharing” as described by Sims, Joroff and Becker¹⁴ refers “...generically to the situation in which the same desk, office, or workstation is used by different employees over the course of a day or week.”

“Dens” are a newer form of work environment described as “...increasingly interactive, leading to the need for team and project spaces...”¹⁵ Also see “hives,” “cells” and “club.”

“Designed alternative workplaces” provide for as needed conference and training facilities so that companies minimise their investment in longer-term leased or owned space.¹⁶

“Drop-in” “This term is used by a variety of firms to describe unassigned offices that are used for a short period of time (usually a few hours) by employees who have not made a reservation for a work space. Often these may be employees from a different site or branch office who ‘drop-in’ for a short period of time.”¹⁷

¹³ Sims, Joroff and Becker, (1998), p.106

¹⁴ Sims, Joroff and Becker, (1996), p.39

¹⁵ Tanis and Duffy, (1999), p.8

¹⁶ Becker and Joroff, (1995), p.24

¹⁷ Sims, Joroff and Becker, (1996), p.41

“Effectiveness” Tanis and Duffy¹⁸ describe this as a way to “... respond to the pressure on organisations to use office space to stimulate creativity, to encourage interaction, and to attract and retain the most able staff. Also see “Efficiency.”

“Efficiency” Tanis and Duffy¹⁹ describe efficiency as “...taking whatever design measures are necessary to drive down operating costs.” The distinction is made between “efficiency” that refers to cost efficiency through occupancy cost savings and “effectiveness” that refers to improving the quality of work performed.²⁰ This distinction helps to clarify and summarizes the cost driven versus performance enhancing arguments in a succinct manner.

“Fixed-wall offices” or “Bullpens” is where “...office size, location, and furnishings are determined by rank and status.”²¹ This creates a direct association between status and privacy.²²

“The fixed service spine” is where “... all the hard-wired services, such as power and data and voice lines, are located in a fixed grid pattern.”²³

“The floating office” as Cummings²⁴ points out is a technology-assisted enabler for workers who are out of the office most times. This was pioneered by the Toronto-based Bank of Montreal.

¹⁸ Tanis and Duffy, (1999), p.15

¹⁹ Ibid, p.15

²⁰ Clegg, (1998), p.4

²¹ Becker and Joroff, (1995), p.17

²² Ibid, p.17

²³ Becker and Steele, (1994), p.54

²⁴ Cummings, (1994), p.3

“Found alternative workplaces” are “...spaces not exclusively designed for work: hotel lobbies and hotel rooms, automobiles, aeroplanes” etc.²⁵ However they are being adapted for use with extra telephone jacks, answering services and work tables for example.²⁶ Also see “Designed alternative workplaces” above.

“Free-address” is described by Barber²⁷ as providing for “...mobile and remote ways of working.” Sims, Joroff and Becker²⁸ describe this as “...where non-assigned desks can be used by anyone in the company, not just people from a particular group or department.” Becker and Joroff²⁹ specifically describe this in relation to IBM Japan’s Hakozaiki office where “...individual employees within a group no longer had assigned desks or workstations; instead, they could sit at any desk that was unoccupied.” Becker and Joroff³⁰ also refer to this as “Non-territorial offices,” see below.

“Free range” according to Duffy³¹ is “workspaces that are available to anyone on a first-come, first-served basis – no reservations required.”

“Free-range teaming,” as relayed by Gallagher³² is based on “freedom of movement and expression in open space that supports a collaborative work culture.” Gallagher³³ expressed some uncertainty on what this meant exactly and attributed this expression to a work place expert, who omitted a clear definition.

²⁵ Becker and Joroff, (1995), p.23

²⁶ Ibid, p.23

²⁷ Barber, (1996), p.2

²⁸ Sims, Joroff and Becker, (1996), p.39

²⁹ Becker and Joroff, (1995), p.22

³⁰ Ibid, p.21

³¹ Duffy, (1999), p.7

³² Gallagher, (1998), p.1

³³ Ibid, p.1

“Group address” according to Duffy³⁴ is “unassigned team spaces designed for use by project teams and other groups.” Sims, Joroff and Becker³⁵ describe it as “...an area within a building with non-assigned desks, which are intended for use by employees within a particular group or department.”

“Hives” are an older type of work environment notable for being “... low in interaction and low in autonomy.”³⁶ Also see “dens,” “cells” and “club.”

“Hot-desking” according to Gallagher³⁷ is “...space claimed on a first-come, first served basis. Employees arrive at the office, select from available wired work stations, plug in and log on.” According to Bader³⁸ hoteling can also be called “non-territorial offices, or just-in-time offices.... (where)... many employees spend most of their time in the field.” Reed³⁹ refers to hot desking as a system where “...employees-apart from departmental secretaries have no set desk, but use whichever one is free on a day-to-day basis, announcing their arrival to the phone system with a swipe of their PIN card.” Eley and Marmot⁴⁰ describe this as being “...borrowed from ‘hot bunking’ on ships, (which) assumes that the desk has just been vacated by a colleague and is reoccupied before the chair has had time to cool down.” This is also referred to as “desk sharing” or “pooling.”⁴¹ Duffy⁴² describes this as “open office spaces with easily moveable furniture and partitions that support on-the-spot group meetings or quickly assembled individual work areas.”

³⁴ Duffy, (1999), p.7

³⁵ Sims, Joroff and Becker, (1996), p.39

³⁶ Tanis and Duffy, (1999), p.8

³⁷ Gallagher, (1998), p.1

³⁸ Bader, (1994), p.2

³⁹ Reed, (1998), p.2

⁴⁰ Eley and Marmot, (1995), p.11-12

⁴¹ Ibid, p.11

⁴² Duffy, (1999), p.7

“Hotel” is described by Fullbrook⁴³ as “Similar to (a) Club but less personal and highly serviced/ well organised. Could be set up either within an organisation or commercially for the rental of workspaces and facilities.”

“Hoteling” Stamps⁴⁴ describes this as a system that enables employees to retain offices but on a shared basis.” Shepcaro⁴⁵ defines hoteling as a system “...where companies lease space and allow employees to reserve it as they need it, sharing it with other employees who telecommute.” Bergsman⁴⁶ made the distinction that hoteling is based on “... shared space, not designated space.” Deupi⁴⁷ defines hoteling simply “...where employees retain offices on a shared basis.” According to Hoewing⁴⁸ “hoteling is a process of sharing space, where employees with varying work schedules rotate into common cubicles or offices.” Johnson⁴⁹ states that “...hoteling involves building generic offices that anyone can use on request.” Barber⁵⁰ states that “...‘hotels’ are simply private, open plan, or team offices that are not permanently assigned to individual employees.” B Smith⁵¹ describes hoteling as “...the use of ‘unassigned’ offices that employees can reserve in advance for a specified temporary basis, much the same way that business travellers reserve hotel rooms.” Becker and Joroff⁵² describe this as using scheduled use of high quality offices and conference rooms for a specific period of time with support for paper and electronic files. Duffy⁵³ describes this as “a system whereby unassigned workspaces are reserved for certain blocks of time – usually facilitated by ‘concierge.’ This strategy is effective only when used by employees who are out of the office more than 50 percent of the time (for example, consultants and sales reps).”

⁴³ Fullbrook, (2000), p.28

⁴⁴ Stamps, (1994), p.1

⁴⁵ Shepcaro, (1996), p.2

⁴⁶ Bergsman, (1994), p.1

⁴⁷ Deupi, (1997), p.1

⁴⁸ Hoewing, (1994), p.1

⁴⁹ Johnson, (2000), p.1

⁵⁰ Barber, (1996), p.3

⁵¹ B Smith, (1994), p.2

⁵² Becker and Joroff, (1995), p.22

⁵³ Duffy, (1999), p.7

Meyerson⁵⁴ states that hoteling “means simply that no one has an assigned office... like musical chairs...” This is also referred to as “free address.”⁵⁵

“Huddle spaces” are “areas such as cybercafes, which are designed for informal meetings, chance encounters and work breaks to foster idea exchange and communication.”⁵⁶

“Integrated workplace strategy” or (IWS) as described by Becker and Joroff⁵⁷ describes the workplace as a unified system. It “...combines wisdom about the nature of physical settings (*where* work is conducted); the information technologies used in the performance of work (*how* data, opinions, and ideas are accessed, processed, and communicated); the nature of work patterns and processes (*when and how* tasks must be performed to achieve business objectives): and finally, organisational culture and management (the formal and informal values, expectations, policies, and behaviours that influence all of the other factors).”⁵⁸

“Just-in-time offices” as described by Becker and Steele⁵⁹ is where “...a number of offices would be made available to the consulting managers to reserve in advance or use on a first-come, first-served basis if they came to the office unexpectedly.” This is also referred to as “hoteling” by Becker and Joroff,⁶⁰ see above.

“Learning spaces” are “rooms that provide a traditional classroom environment or a space for interactive learning experiences.”⁶¹

“Loose fit design” See “Tight fit / Loose fit design” below

⁵⁴ Meyerson, (1996), p.1

⁵⁵ Cummings, (1994), p.1

⁵⁶ Duffy, (1999), p.7-8

⁵⁷ Becker and Joroff, (1995), p.1

⁵⁸ Ibid, p.1

⁵⁹ Becker and Steele, (1994), p.120-121

⁶⁰ Becker and Joroff, (1995)

⁶¹ Duffy, (1999), p.8

“Moteling” As termed by B Smith⁶² is described as “...just in time office planning (with) no reservations required.” Moteling will be successful with the three necessary elements of technology, facilities and people.

“Non-territorial offices” Becker and Joroff⁶³ describe this as moving from “...individually assigned desks in small, cellular offices to an open area that featured different kinds of activity zones for quiet work, informal meetings, and teamwork.” The purpose is to improve informal communication.⁶⁴ This is also referred to as “Free-address,” see above.

“Oasis” is described by Fullbrook⁶⁵ as “a place for transient workers to return to, interface with others and to stock-up.”

“Office club” Becker and Steele⁶⁶ describe this as where companies band together, putting surplus space into a common database for mutual benefit.

“Open plan” A generic term used to describe open office space separated commonly with standing eye-level partitions, rather than full floor to ceiling partitions in a separated office configuration. Many work place experts encountered did not separately define this term; however it is a commonly used term amongst property professionals in New Zealand. “Open plan” is not a new term with Duffy⁶⁷ for example outlining how even in the 1950’s it could be configured to enhance factors like privacy and communication.

⁶² B Smith, (1994), p.2

⁶³ Becker and Joroff, (1995), p.21

⁶⁴ Ibid, p.21

⁶⁵ Fullbrook, (2000), p.28

⁶⁶ Becker and Steele, (1994), p.57

⁶⁷ Duffy, (1992), p.10.

“Organisational ecology” is described by Becker and Steele⁶⁸ as “...how work and workers are convened in space and time and how those kinds of decisions both affect and are affected by decisions about the nature of information technology, the design of work processes, human resource policies and practices, and ultimately the organisation’s philosophy and values.”

“Permanent assigned” is “the traditional situation of one workspace being assigned solely to a single employee or group to support individual or collaborative work.”⁶⁹

“Red Carpet” “Hewlett-Packard coined this term to describe its program of not assigning workstations to employees. The intent was to create a positive image of the practice, as opposed to ‘hot desking.’”⁷⁰

“Relay-race model” Becker and Steele⁷¹ describe this as a situation where “...each function or discipline (marketing, for example) does its work and then tosses it over the fence to the next group (design) who is supposed to run with their part of the development process until it is finished, at which point they toss their output to the next group (engineering), and so on, until the finished product comes out the door.” See the contrast with the rugby model, below.

⁶⁸ Ibid, p.6

⁶⁹ Duffy, (1999), p.8

⁷⁰ Sims, Joroff and Becker, (1996), p.40

⁷¹ Becker and Steele, (1994), p.70

“Shared assigned” “Two or more employees are assigned to the same workspace and figure out a schedule to use the area at different times.”⁷² It is also described as “...a space allocation program whereby two or more employees are assigned to use the same desk but at different times.”⁷³

“The shared office” is described as “...a space allocation practice in which single individuals are not assigned a desk, workstation, or office for their exclusive use.”⁷⁴

The SMART approach (Space, Morale and Remote Technology) as used by IBM UK to comprehensively plan for office space requirements encompassing a number of important issues.⁷⁵

The “Space / time office” as described by Chadwick⁷⁶ refers to where a person who gets “...the space (they) need for the time when (they) need it.” This encompasses concepts such as “free address, just-in-time offices, shared workstations, virtual office, hot desking and the non-territorial office.”⁷⁷

“The rugby model” Becker and Steele⁷⁸ describe this as “...(bringing) all the players in the process together as a team at the projects inception. Different players may take a stronger lead at different points in the process ... The whole team is in the game all the time...” See the contrast with the sequential “relay-race model,” above.

“Team hotel” is where teams work off-site for a project because there is no space available at the office.⁷⁹

⁷² Duffy, (1999), p.8

⁷³ Sims, Joroff and Becker, (1996), p.39

⁷⁴ Becker, Sims and Davis, (1991), p.4

⁷⁵ Eley and Marmot, (1995), p.23

⁷⁶ Chadwick, (1993), p.21

⁷⁷ Ibid, p.21

⁷⁸ Becker and Steele, (1994), p.70

⁷⁹ Sims, Joroff and Becker, (1998), p.101

“Team space” is also known as conventional open plan.⁸⁰ It also implies “...more collaborative work.”⁸¹ Becker and Joroff⁸² describe this in somewhat different terms. In order to facilitate cross-functional teams of people to develop products in shorter timeframes with less expense and higher quality, dedicated “team offices” are required.⁸³ “These rooms are commonly equipped with white boards, tack boards, and graphics-orientated computers and monitors.”⁸⁴

“Telecentres” “Business centres where many companies rent space for their employees. Telecentres are equipped with receptionists, clerical help, e-mail and voice mail.”⁸⁵

“Tenant space” Duffy⁸⁶ describes this as “group spaces that are rented for projects where employees will be working together for a short but intense period.”

“Tight fit / Loose fit design” Tight fit is where a piece of equipment is fitted specifically into a piece of furniture. When the equipment is no longer needed the table is effectively useless.⁸⁷ This is contrasted against loose fit where such furniture is adaptable.⁸⁸

⁸⁰ Barber, (1996), p.3

⁸¹ Ibid, p.3

⁸² Becker and Joroff, (1995), p.24-25

⁸³ Ibid, p.24

⁸⁴ Ibid, p.24

⁸⁵ Duffy, (1999), p.8

⁸⁶ Ibid, p.8

⁸⁷ Becker and Steele, (1994), p.55

⁸⁸ Ibid, p.55

“Time sharing.” Touted as an alternative to hoteling, telecommuting and other alternative office techniques whereby various tenants share space on an as needed basis.⁸⁹

“Touch-down areas” are “...located throughout the building, are small private spaces where workers can make confidential telephone calls or work undisturbed when a totally isolated area is required.”⁹⁰ “Desks are dubbed ‘touchdowns’ when it is assumed that people settle there only briefly.”⁹¹

“Universal footprint” is a “...space allocation practice in which a single size office or workstation was used to house employees of different rank and job function. Typically, 1-3 footprint sizes are used in practice: one size for rank and file employees, including professional staff; one for middle level management; and one for senior executives. This contrasts with space-by-rank allocation practices in which many different size offices and workstations, fitted out with different quality and type of furniture, are used to communicate differences in status and rank.”⁹²

“Universal plan workstations” are all made deliberately the same to reduce churn. Facilities managers have worked out that it is cheaper to move people than furniture.”⁹³

⁸⁹ Ladau, (1999), p.1

⁹⁰ Davy, (1999), p.7

⁹¹ Eley and Marmot, (1995), p.12

⁹² Becker, Sims and Davis, (1991), p.62

⁹³ Tanis and Duffy, (1999), p.5

“Universal plan” according to Barber⁹⁴ is “...widely practised today with growth expected to continue, also takes place within existing office models. This type of planning implies a shift in corporate values, which appear to be moving away from creating space that reinforces management hierarchy toward approaches that standardise the use of physical space. The research also reveals a high correlation between universal planning and the ability to move people without reconfiguring the furniture.”

Arend⁹⁵ describes the purpose of universal plan is to “...provide as much space as quickly as possible and to control the cost if at all possible.” Becker and Joroff⁹⁶ describe these as “a-few-sizes-fit-all” approach that “...significantly reduces the cost and disruption associated with office reconfigurations.” Becker and Steele⁹⁷ refer to universal offices as a “...one-size-fits-all work stations (that) are tailored to meet different work styles and job functions by fitting out the standard footprint with different furniture components arranged in different ways.”

“Videoconferencing rooms” “A room specially designed to support the lighting, acoustic and other special technological requirements of group communication.”⁹⁸

⁹⁴ Barber, (1996), p.3

⁹⁵ Arend, (1999), p.3

⁹⁶ Becker and Joroff, (1995), p.18

⁹⁷ Becker and Steele, (1994), p.35

⁹⁸ Duffy, (1999), p.8

“The virtual office” is where “employees are outfitted with enough portable equipment – a cellular phone, a laptop computer with modem and fax capabilities – so they can set up shop just about anywhere.”⁹⁹ It has also been called “a work structure that allows employees to conduct business from any location”¹⁰⁰ As Becker and Joroff¹⁰¹ put it: “The term ‘ virtual office,’ like cyberspace, is frequently used with more gusto than clarity. It is the ability to link work electronically, without regard to location, that supports the development of the virtual office.” Becker and Steele¹⁰² define it: “It refers to the idea that wherever one works is the workplace, be it a headquarters building, branch office, telework centre, home office, or an aeroplane, car, boat, airline club, restaurant, or hotel lobby.” Eley and Marmot ¹⁰³also state it in a different way: “The ‘Virtual office’ relies on the idea that technology is now capable of routing communications effectively so that they can reach someone, no matter where they are, so seamlessly that the ‘person at the other end’ can behave as if he were contacting someone in an old-style office building.” In a similar vein Duffy¹⁰⁴ describes it as: “Employees who are constantly on the move carry their offices with them. Laptops and various telecommunications services allow mobile workers to connect to the central office from virtually any location.”

“War rooms” are “...designed, equipped and managed to provide all the supports the crisis team needs to perform its very demanding task.”¹⁰⁵

⁹⁹ Bader, (1994), p.3

¹⁰⁰ Deupi, (1997), p.1

¹⁰¹ Becker and Joroff, (1995), p.26

¹⁰² Becker and Steele, (1994), p.113

¹⁰³ Eley and Marmot, (1995), p.17

¹⁰⁴ Duffy, (1999), p.8

¹⁰⁵ Sims, Joroff and Becker, (1998), p.106

Classification of articles showing “positive,” “neutral,” and “negative” characteristics.

“Positive” articles on the whole presented a positive opinion that workplace redesign helped an organisation achieve its goals.

“Negative” articles on the whole presented an image that workplace redesign hindered an organisation in achieving its goals.

“Neutral” articles on the whole pointed out both positive and negative characteristics.

Author:	Title:	Key word:	Classification:
Anonymous	10 tips for managing the transition to alter officing	Hoteling	Positive
Anonymous	At NeoCon, Brill warns corporate FMs that major reconstruction lay ahead.	Hoteling	Positive
Anonymous	GPT launch the flexible office	Hot desking	Positive
Anonymous	Hoteling as alternative office environment	Hoteling	Positive
Anonymous	International business consultancy “creates” office space with hot desking.	Hot desking	Positive
Bader	It's about time, it's about space	Hoteling	Positive
Barber	Alternative officing: where are we headed?	Hoteling	Neutral
Bergsman	Corporate real estate managers become reluctant disciples of downsizing	Hoteling	Positive
Blodgett	Creative use of space saves agency money	Hoteling	Positive
Blodgett	Telecommuting pilot test proves space-saving plan	Hoteling	Positive
Butler	Here today, wrong tomorrow	Hot desking	Negative
Clegg	The technophile office	Hoteling	Neutral
Cohen	Thinking ahead	Hoteling	Positive
Corbin	Workspace	Hoteling	Positive
Cummings	The team office	Hoteling	Positive
Daniels	The hot desk shuffle	Hot desking	Positive
Davy	The office of the future	Hoteling	Positive
Deupi	Designing for the new century: making the office more powerful	Hoteling	Positive
Donoho	Meeting rooms: a waste of real estate?	Hoteling	Positive
Duffy	Cube stakes	Hoteling	Neutral
Feltman	Revitalizing the basics	Hoteling	Positive
Gallagher	Death to the cubicle	Hoteling	Positive

Hawkins	Finding the right alternative	Hoteling	Neutral
Hiatt	Corporate buried treasure	Hoteling	Positive
Hoewing	Fortune 500 check into hoteling, virtual offices.	Hoteling	Neutral
Hudson	Offices a la carte	Hoteling	Neutral
Johnson	Touch Down	Hoteling	Neutral
Ladau	Could the office hotel save space & \$\$\$	Hoteling	Positive
LaPlante	Hoteling	Hoteling	Positive
Lemmons	The shape of space to come	Hoteling	Neutral
Markland	The future of the office building	Hot desking	Positive
Meyerson	Heartbreak Hotel	Hoteling	Negative
Myerson etc	Life after systems	Hot desking	Positive
O'Hamililton, etc	The new workplace	Hoteling	Positive
Reed	Office without walls	Hot desking	Positive
Shepcaro	The flexible office	Hoteling	Positive
Shulman etc	Technology, telecommuting: genesis for change	Hoteling	Neutral
Smith, B	Welcome to the virtual office	Hoteling	Positive
Smith, J	No reservations about hoteling	Hoteling	Positive
Sprout	Moving into the virtual office	Hoteling	Positive
Stamps	The virtual office	Hoteling	Positive
Tyler	The office citadel crumbles	Hot desking	Neutral
Watkins-Miller	Showcasing office design	Hoteling	Positive
Webb	Common sense is superior to futile innovation	Hot desking	Negative
Xenakis	Workers of the world, disperse!	Hoteling	Positive
Zeleney	Telework, telecommuting and telebusiness	Hoteling	Positive

Full reference details for each of the above articles are contained in the References / Bibliography section.

Letter of introduction – University

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Dear Sir /Madam,

Redesign of office space

The redesign of office space is an important current theme for many organisations. This has been called a number of things including: “hoteling,” “hot desking,” “universal plan,” and “team space” to name a few.

This letter is to confirm that Alan Pope, is a bona fide Masterate student who is conducting research into this field. The Property Group at Lincoln University would appreciate your assistance by enabling Alan to interview the person in your organisation that oversees this aspect of your organisations operations.

From this exercise we will collate the results and draw conclusions as to how each firm interviewed compares with overseas experience. We will, of course, respect any requests to keep information confidential or anonymous. We will also communicate our findings to you, if you so desire.

Thank you for your assistance in this matter.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'John McDonagh', written over a horizontal line.

JOHN MCDONAGH
Senior Lecturer in Property Studies

Letter of introduction – Student

The Chief Executive,

Dear Sir/ Madam,

Redesign of office space

I am a student of Lincoln University's Master of Property Studies programme who is undertaking a dissertation in the above-described area of research. I understand that your organisation has been involved with the redesign of office space. **Could I please interview the relevant executive from your organisation?**

This topic has received many names such as "hoteling," "hot desking," "universal plan," "open plan," "creative space usage" "free range" amongst others. My research aims to understand how New Zealand organisations have responded to these ideas.

This topic has received greater attention more recently and there is by no means a pre-prescribed set of right or wrong models. The goal of my research is therefore to understand the objectives, processes and benefits to staff and the organisation.

If you wish to confirm my authenticity as a student please read the attached letter from my course supervisor.

If you would like a copy my findings, please indicate this at the interview.

Thank you for your attention in this matter.

Yours faithfully,

Alan Pope
Master of Property Studies Student

Questions asked at Interview:

Question 1: Is it acceptable to identify your organisation by name in my report?

Question 2: What is your job title and area of responsibility?

Question 3: What do you call the workspace redesign your organisation has undertaken?

Question 4: How long has it been in place?

Question 5: How successful or unsuccessful has the workspace redesign been. Why?

Question 6: How much of the organisation does the redesigned space apply to?

Question 7: Would you do it again?

Question 8: How long will this format of workspace be used in your organisation?

Question 9: How did you know you needed to undertake workspace redesign?

Question 10: Where did the idea come from to do it?

Question 11: What process did you follow to implement it?

Question 12: Who managed the implementation process?

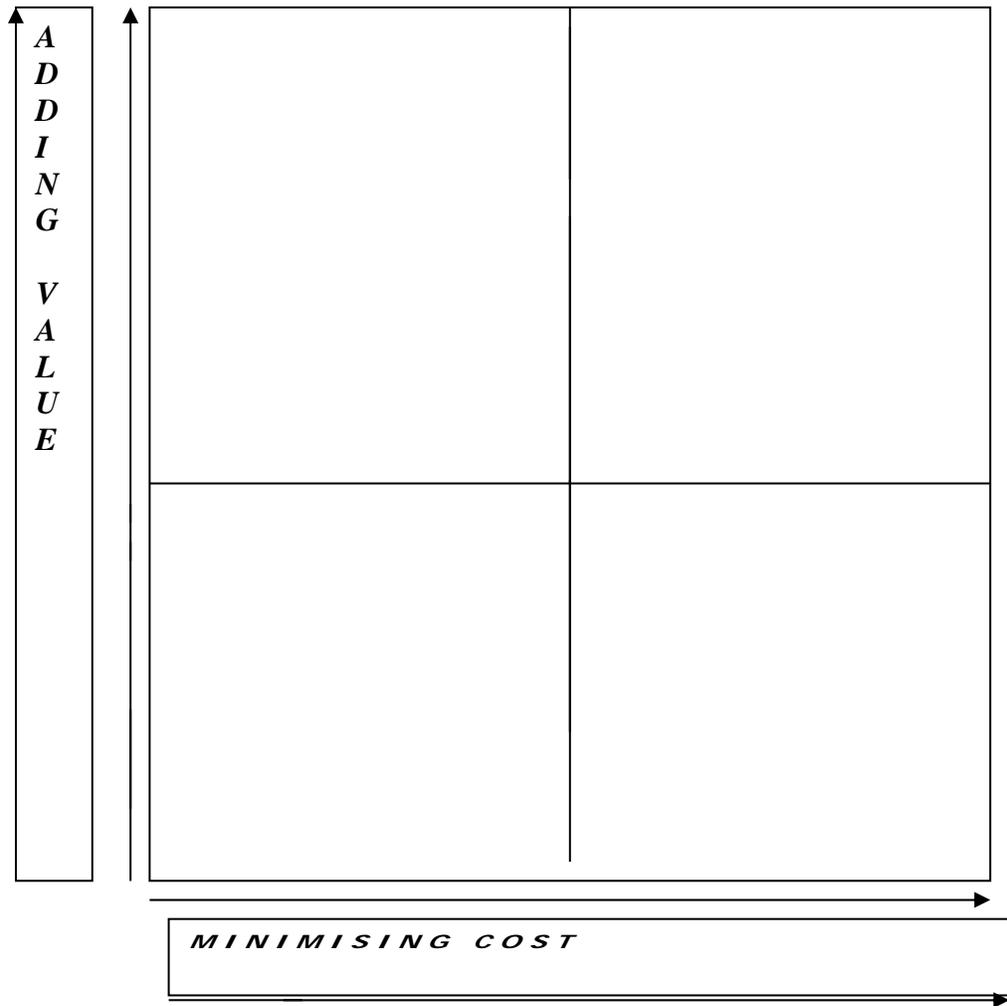
Question 13: Did you use any outside consultants to advise you about the workspace redesign?

Question 14: Were there any particular models useful?

Question 15: Is the concept of “Teamwork” appropriate in the redesigned area/s? And if so how is “Teamwork” improved by the redesigned space?

Question 16: How did you target and measure the cost control and performance enhancement/ value adding aspects?

Sub Question 16A: Can you please position the emphasis of your organisations redesign on the following diagram:



(*Original idea from Duffy, Laing and Crisp (1993) p.13.)

Question 17: Are there any other factors apart from cost or performance enhancement/ value adding the interviewer in the above question should have mentioned?

Question 18: How did you get the staff to buy into it?

Question 19: Did you feel you spent too much time/ resources on consultation with affected staff or did you spend too little time?

Question 20: Are there any particular groupings of employees who have not adapted to the changes as quickly as other employees? And were there any particular groupings of early adopters?

Question 21: Why has such workspace redesign more recently gathered momentum since the 1990's?

Question 22: Do you expect this momentum will continue in the next ten years?

Question 23: What does this redesigned workspace say about this organisation?

Question 24: Are there any aspects of it that you would advise people to avoid?

Question 25: Now that you have heard my questions, is there any other thought you would like to add?