

WORKING by the numbers

Discover a depth of workplace information that's right there in the **Data**.

The Information Age is at full tide, and data is all around us. What's more, a lot of the quantitative information that's around us is about us - how we think, what we feel, our preferences and peeves, our beliefs and values, our behaviors.

Whatever the topic, a survey has probably been done to try to measure it. Consumer attitudes about agricultural biotechnology. Pride about being British. How boomers feel about millennials. Which personality types are most like certain breeds of dogs? Are older people lonely? Do people lie to get a day off?

Surveys, polls, questionnaires - the results provide a quantitative picture of people in various subsets of today's global village. High-profile research endeavors such as the Gallup Poll have made survey believers out of most people. In a recent Gallup "poll on polls," respondents said that polls generally do a good job of forecasting and are an accurate way of measuring public opinion.*

Some surveys are mostly for fun, giving you something new to talk about at the water cooler or at the next cocktail party. Other surveys are more serious and hard-working—professional tools that reveal patterns and trends, the stuff from which business decisions are made.

What can be learned about today's workplace from surveys? Steelcase has conducted surveys for a number of years to uncover pertinent issues in the workplace and share what's been learned. Tapping into these discoveries is a way to get smarter faster, and it can save designers and their clients the time and effort of doing research on their own starting from scratch.

**Steelcase
Workplace
Index Survey**
Finding:
**Traditional Lunch
Hour A Thing Of
The Past**

In today's workplace, the traditional lunch "hour" has crunched down to more of a lunch "break." Fifty-five percent of workers take a half hour or less for lunch. Interestingly, women are much more likely to take shorter lunches than men (61 percent vs. 48 percent). Regionally, workers in the Northeast are more likely than workers in the rest of the country to take shorter lunches (67 vs. 52 percent).

These are among the key results of the last of Steelcase's three-part Workplace Index Survey on the Nature of Work in 2005. Conducted by Opinion Research Corporation (ORC), the study surveyed approximately 700 office workers to determine the average time workers take for lunch and the reasons employees are compelled to work through part or all of their lunch hour.

Steelcase's Workplace Index Survey is conducted periodically to focus on timely issues that are pertinent in today's work environment. The goal is to make everyone more aware of interesting trends. And for designers, the results can help generate ideas and position projects with clients.

When compared to a similar survey conducted by Steelcase nine years ago, workers in 2005 are spending 14 percent less time breaking for lunch—31 minutes—as compared to 1996 when workers spent an average of 36 minutes a day for lunch.

What are the reasons behind the disappearing lunch hour?

Most respondents attribute shorter lunches to a changed work environment (35 percent), an increased pressure to perform (22 percent), and the desire to leave earlier at the end of the day (22 percent). Additionally, 21 percent of respondents use the time for individual work because more time is now spent working in teams. Only three percent shorten their lunch to impress their boss.

However, despite the changing work environment, 79 percent of respondents do not feel guilty for taking a full one-hour lunch. Of those that admitted to guilt, 18 percent were women and only 12 percent were men.

"There's a lot of change going on. Companies have downsized, but their productivity measures have improved. Employees are working harder and longer, with less personal time for things like lunch," explains Chris Congdon, Market Development manager for Steelcase. "Efficiency has become what our day-to-day lives are about, at work and at home. That's great, but it makes it more important than ever to provide places at work where people can get reenergized quickly and get their batteries recharged to avoid burn-out."

The survey found that 67 percent of workers spend their lunchtime eating or socializing with friends. Forty-nine percent of respondents spend lunch working with colleagues, while other top activities include running errands, reading and calling friends and family. Seventy-five percent of younger respondents, aged 18-24, tend to spend their time socializing over lunch. Those aged 35-44 are most likely to run errands during lunch (43 percent).

Eating at your desk may look good to your boss, but co-workers do not always appreciate "dining al desko."

"Some foods—a curry, for example—may be delicious, but everyone nearby doesn't necessarily want it wafting around them while they're at work," notes Congdon. "There are protocol issues that need to be addressed when people spend part of their lunch break in the workplace."

Author Beverly Langford notes in her new book *The Etiquette Edge: The Unspoken Rules for Business Success*, "No one has come up with the equivalent of a headphone for the nose."

The disappearing lunch hour also has implications for how office environments are designed and furnished, explains Congdon. "Enclaves become even more important as small places where people can get away for a few minutes



to make private phone calls or socialize with co-workers without disturbing others. The results of this latest Workplace Index Survey are additional proof that small areas that are casual and private are a really necessary component of an effective workplace."

Steelcase Workplace Survey
Finding: Unmet Needs Translate to Wasted Time

In contrast to the Workplace Index which provides a snapshot view of a workplace issue

at a chosen point in time, the surveys that are part of Steelcase's "workplace effectiveness" methodology can be administered anytime at any workplace.

Described as an "ask, observe and experience" methodology, the

Steelcase process asks questions through its proprietary Workplace Surveys. This data is combined with interviews, observations using first-hand anthropological techniques and other research methods to develop suggestions about how to improve a customer's workplace, specific to the needs identified.

The surveys are on-line, easy to access and allow large numbers of people to participate. The survey results are tabulated electronically. Each company's responses remain confidential, while the data all feed into a repository of consolidated information.

They're tools that design professionals can use to tap into their clients' realities, needs and ideas. Many say the Steelcase workplace effectiveness methodology helps them get a lot of information quickly, freeing up more of their time to focus on design.

"We gained an understanding of how the organization really works from the ground level," says Lois Wellwood, director of design at Kasian Kennedy Architecture and Design. "Involving users is key to the success of the final design solution."

One of the surveys in the Steelcase toolkit, the Workplace Satisfaction Survey, is useful for pre- and post-occupancy measures on individual projects. In addition, it measures timesavings related to improving space.

Since they were introduced in January 2004, Steelcase Workplace Surveys have been administered to nearly 4,000 people in nearly 30 companies. Beyond the role the surveys play in individual projects, the consolidated results provide a growing body of data that is a rich resource for identifying and analyzing general workplace trends.

For example, the Steelcase Workplace Satisfaction Survey measures employee perceptions about their existing environment, including the use of spaces and employee satisfaction. It also identifies what issues are important to them.

Workplace Satisfaction Summary

Population for this analysis= 3833

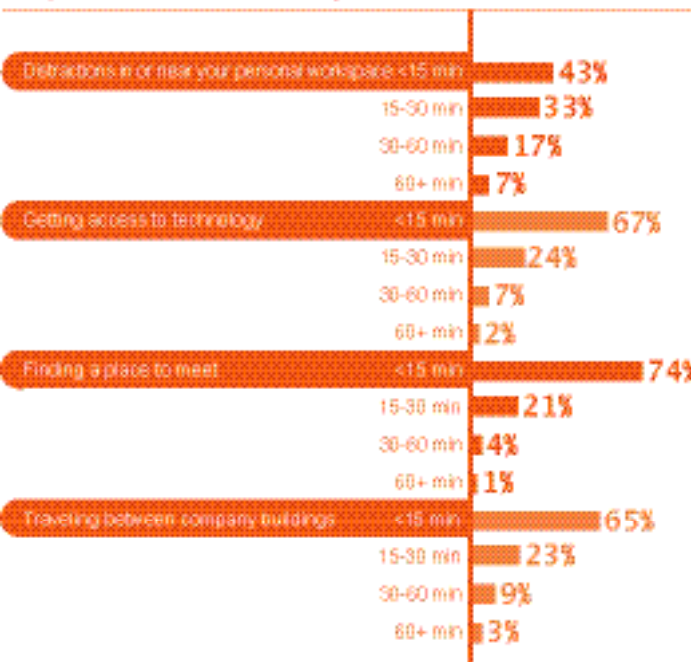
Top 5 Workspace Satisfaction Issues		important	issues not met
1	Our team spaces have furniture that can easily be changed or moved in order to support the needs of my team.	82%	68%
2	I have control over the level of privacy in my primary workspace.	93%	59%
3	I have access to casual spaces when I need to re-energize.	85%	60%
4	I have access to quiet, private spots when I need them.	92%	55%
5	I am pleased with the views I have from the spaces I work the most.	84%	52%

No surprise, survey results show significant gaps between what most people want in their workplaces and the degree to which their needs are being met.

A key finding, says Congdon, is that control over privacy and access to quiet, private spaces is "a huge issue that many companies haven't addressed in any way other than having or not having private offices."

“When you combine the satisfaction measures related to privacy with the measures of time lost due to distractions, we see that privacy continues to be an important issue that translates into dollar costs as well as morale costs,” says Congdon.

Lost Time Summary
 Population for this analysis= 3833

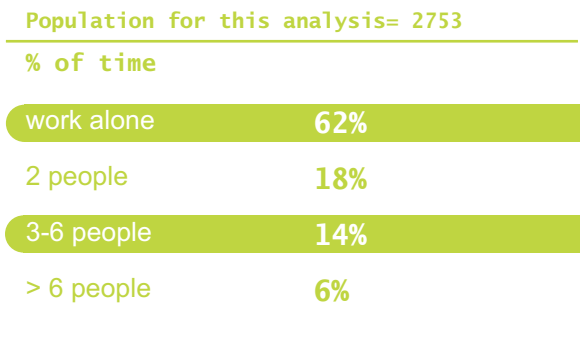


Another finding—one that’s more of a surprise—is how many people (two-thirds of all survey respondents) don’t have furniture for their team that can be easily moved and changed, even though 82% of them consider this important. “Clearly, there’s a lot of opportunity in most workplaces to better support people working together,” says Congdon.

The Steelcase Work Style Survey gathers individual and group information for the design programming process. It identifies mobility patterns as well as how people manage their information and objects—paper-based and electronic information, and three-dimensional items (i.e., prototypes) within and around their own workspace.

Data from this survey reveals that people spend nearly 80% of their workday transitioning between “I” work and “You and I” work.

Who People Work With...
 Population for this analysis= 2753



This was one of several research findings that led Steelcase to develop and introduce at NeoCon 2005 a portfolio of products designed specifically to support two-person work within a private workspace. The breakthrough solutions that comprise Steelcase’s Duo™ portfolio make it easy for people to transition smoothly between working individually and working in pairs.



In addition, the conglomerate results of respondents show that the “creative class” dominates today’s workplace: the largest group of information management types is those who apply their own special skill to information (27 percent), which has implications for privacy needs. Based on a series of questions, the survey generates a profile for each individual and identifies the dominant patterns within an organization.

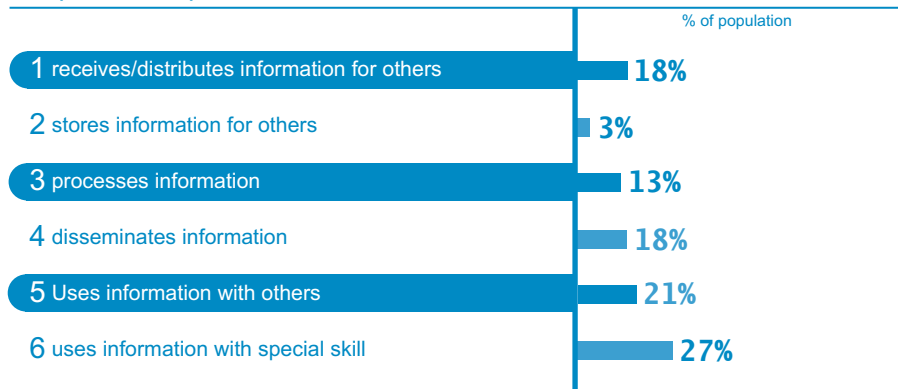
If you’re interested in learning more about Steelcase Workplace Surveys, contact your Steelcase or dealer representative.



Information Management Profile Summary

Population for this analysis= 3234

Top 5 Workspace Satisfaction Issues



This information enables designers to target solutions that more fully support and satisfy the ways people really work—individually and in groups—and it becomes even richer information when coupled with other Steelcase survey results.

“There’s a lot of benefit to be gained from these surveys and the other workplace research Steelcase conducts,” says Congdon. “The data gained provide a basis for drawing conclusions and identifying what’s most important. It’s all about moving faster to a better solution.”

Boeing: Discovering a Better Way to Work

Boeing in Renton, Washington, is one of nearly 30 companies that have used Steelcase Workplace Surveys and other services to better understand their issues and significantly improve their workspace. For Boeing, the result was a dramatic change to the company’s 737 jetliner operations that included production gains of 50%, a space reduction of 40% and a cultural shift to on-site teamwork and persistent communication.

The journey began in 2000. Boeing was facing fierce competition amidst the added effects of the 9/11 terrorist attacks on air travel and the race to incorporate lean manufacturing into its processes.

More efficient manufacturing processes and new ways of working were essential for future success. Carolyn Corvi, vice president and general manager of Airplane Production, was searching for a way to break away from the traditional, regimented Boeing culture that kept engineers and office workers separated from the mechanics and manufacturing employees who build the planes.

“There was always a huge gap between the people who design the product and those who build it on the factory floor,” recalls Corvi. “Everyone’s got to be focused on the airplane,” she says, “and you can’t be focused on the airplane if you’re in an office a quarter of a mile away.”

For help, Boeing engaged the Steelcase Consulting team, including its Seattle area furniture dealer, BarclayDean, and the architectural design firm of NBBJ, experts in merging manufacturing and office environments.

Steelcase assembled a team of 35 Boeing executives, managers and engineers. It's all part of an exclusive Steelcase "workplace effectiveness" methodology that taps into the knowledge and creativity of the people who actually use the workplace. Described as "ask, observe and experience," the Steelcase process asks questions through its proprietary Workplace Surveys, combined with interviews. The process also includes observations through first-hand anthropological techniques and gives people the experience of thinking through the physical requirements of their workplace and modeling their ideal spaces.



As a result of the ideas generated from the engagement with Steelcase, 2500 Boeing employees - including engineers and the eight-member executive team - eventually moved into a newly renovated 60-year-old plant facility, closer to the products and people they support.

Led by design principal Anne Cunningham and project manager Lori Walker, the NBBJ design team created the final space design based on a lean manufacturing process. It incorporated

a "parts-to-whole" theme, which represented the manufacturing process of taking many individual parts at the beginning of the production line, assembling them and testing the finished aircraft before it emerges at the end of the plant.

Today, Boeing veterans hardly recognize the old plant - birthplace of the first commercial jetliner, the 707. More mind-boggling still is the new Boeing culture that has taken root inside.

Engineers now work in mezzanine-level, open-plan spaces alongside a transparent polycarbonate wall that stretches the length of the vast plant. Through it, they view the entire panorama of the massive, moving production line. The visual connection between people and planes is stunning and persistent - and the impact is dramatic.

A wide boardwalk - formerly a staging area for aircraft parts - extends outside the offices and opens to the factory environment. It's a frequent meeting point for discussions between executives, engineers, mechanics and others, and adds to the distinctly democratic feel of a workplace where the line between office and plant, blue collar and white collar, is blurring.

Where a problem encountered by a mechanic once took days or weeks to solve, it's now

often solved within the hour. A system of green, yellow and purple lights visually displays the status of production on the line and helps communicate when urgent issues require attention. Engineers come down from the mezzanine to offer help. Huddles form around a bottleneck. There are even cases of engineers anticipating issues and arriving before a problem arises. "You're working right next to the airplane you helped design," says factory superintendent Pat Manelly. "When you see them move down the line inch by inch towards the back door, you know you've got to move, too."

"Before this project, Boeing didn't see the physical workspace as something they could use to leverage for work performance, culture, behavior or attracting and retaining young college graduates," notes Steelcase Workplace Consultant John Naismith. "This traditional-thinking company was able to prove to itself that physical space can bring about new behavior and better results."

It's a lesson that many manufacturers may consider. "Just-in-time and sub-assembly outsourcing creates a lot of excess manufacturing space," Naismith notes. "It presents an opportunity to evaluate space differently and consider ways to bring organizations closer to the products they make."

"It started out as an idea about a facilities change," Corvi recalls. "Really quickly it turned into an opportunity for all of our people to work together to continuously improve and trust one another to get the work done. We have places to concentrate and public spaces for people to come together and collaborate."

"This is really about engagement," Corvi says. "It's about the power of creating velocity in the ways we're working together."