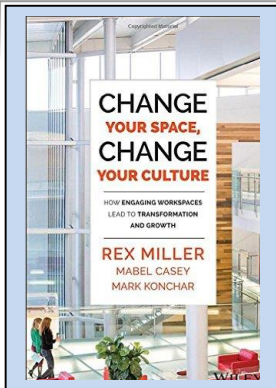


## Change Your Space, Change Your Culture Miller, Casey, Konchar



### Why read this book?

“Space is a catalyst that can change behaviors and transform businesses for the better...As leaders in the rapidly changing and competitive twenty-first century, one of our greatest opportunities for success lies in creating inspiring spaces that enrich your employees and benefit your organization. Change Your Space, Change Your Culture can give you the foundation to do that.” (P. xiv)

### Key Quotes

1. “Real and deep engagement is crucial to the success of any enterprise; companies must have it. However, their environments, on the whole, are not social and engaging.” (P. 6)
2. “The number one resource of any company is *engagement*...yet *disengagement* is baked into the traditional workplace.” (P. 13)
3. “The pace of obsolescence is increasing faster than we can absorb. The ability to understand and deploy the space around us as a strategic element to connect and maximize people is critical to success.” (P. 83)
4. “Culture is not about behavior. It is about someone’s sense of identity. People choose to be in environments they can identify with.” (P. 123)
5. “The digital revolution has sparked new possibilities, novel social frameworks, business model disruptions, and organizational remapping, and it is now reaching the workplace. In one sense, the workplace is catching up to what has already taken place – a networked world collaborating to get things done.” (P. 192)

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*Braeuler Consulting works with organizations to leverage Strategic Thinking and Execution Planning and we encompass many of the principles in these books into our Four Decisions™ methodology and development of company’s One Page Strategic Plans. Whatever system you decide to use, understand them fully, implement them slowly and completely and maintain the discipline and rhythm necessary to see concrete results. Employees tire of “Flavor of the Month” and thrive on organizational alignment, execution of plans and achievements that garner a sense of accomplishment.*

## *Introduction - The From/To Formula*

The authors begin with a premise that SPACE can be used as a **TOOL** to produce a culture of INNOVATION. They view this as a progression:

- Innovation begins with a departure (from current conditions)
- The other side of innovation will be radically different
- Culture is the challenge as it will resist change
- A new culture is only possible if the bonds to the old are disrupted
- Space is that catalyst of disruption

After a while we become stagnant and create some base assumptions which create a distinct culture. Changing space is like having a makeover and creates the catalyst for change. In most offices we find that designs encourage information control, limited dialogue, isolation, silos and an “unsafe” environment. They foster the outdated norms of command and control.

## *Part One – Why the workplace stopped working*

“20% of your workforce are likely CAVE dwellers – employees who are Constantly Against Virtually Everything.” (P. 21)

The foundation is set by sharing a historical perspective regarding the increases in stress and the “historical shift somewhere in the 1960s when the world went from complicated to complex. Many call this an age of “wicked problems” – social or cultural issues that are difficult or impossible to resolve because of incomplete, contradictory, or changing requirements.” (P 30-31).

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*We “have left the age of ‘solving problems’. Today, problems must be navigated. To solve a problem means that you can walk away from it. To navigate a problem or dilemma means that we must find a path between competing pressures.” (P. 31)*

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In the past companies lasted for decades (Fortune 500) and today the mean life of companies is 10 years. CEO and employee turnover are at the highest rates ever and innovation is crucial to staying power. As Jack Welch observed: “If the rate of change on the outside exceeds the rate of change on the inside, the end is near.” (P. 37)

The book then discusses a brief history of the office from Henry Ford’s station to station workflow to McGregor (Theory X/Y) to Herman Miller’s Action Office and the cubicle era, to the open workplace. Employees lack the freedom to be creative or innovative, there is often lack of meaning in jobs, stress and tension are the norm and health is adversely impacted. Many of the buildings of today were built in the

50's, 60's and 70's in a command and control era inhibiting communication and encouraging a silo mentality. Space was a "sunk cost" and the objective was to maximize the return and minimize the cost. [In the past, furniture was viewed as a necessary function and cost; today it is a crucial element of the business, not an expense, rather an investment!]

## Part Two – the workplace that's coming

### New technologies of the workplace:

1. **Increasing mobility of work** – Home, Starbucks, hotel lobby, liquid space, etc. We need to make the most of the habitat where you happen to be working.
2. **Transparent organizations and markets** – merchants and customers, employers and employees. Everyone needs to LISTEN; everyone IS listening.
3. **The fine art of Listening** – United breaks guitars; Amazon's predictive delivery; opinions on employers through eBosswatch, glassdoor, RateMyBoss, etc.
4. **Networked intelligence of buildings** – intelligent devices move us toward systems that will modify our environments for us.
5. **Rock-bottom cost of information** – collaboration tools, boss-less offices, self-organizing teams.
6. **Mining big data** – more data, greater feedback loops, fuller engagement, lower costs
7. **Your brain at work** – creating an engaging workplace while considering basic needs and individual personalities of the employee.
8. **From wellness to well-being** – How can we impact that through menus, activities, services, balance?
9. **The intelligent workplace** – Pandorification of work – building your own playlists. "a wandering mind (or distracted) is an unhappy mind." (P. 79) Find where you work best.

### Millennials

- Gutenberg revolution in the 15<sup>th</sup> century created radical disruption for about 150 years
- Television changed the media landscape in the 1950s resulting in decades of disruption
- Social media is the disruptor for the next generation

Theory of four repeating generations: **pioneer** (baby boomers), **nomad** (Gen X), **Heroes** (Millennials) and **artist** (the next generation). Yet this model is being compressed due to the rapid transformations of communication. We now have Digital natives – those raised with digital technology as primary media platform began around 2000.

We need to flip traditional thoughts on how to get things done from education to work environments. Command and control structures do not blend well with the collaborative social networks and technology with which our workforce is growing up. More tenured employees can transition with coaching and transition training. The workplace needs to be a safe place for everyone.

### *PUSH TO PULL*

Pull is the ability to draw out people and resources as needed to address opportunities and challenges. Our society has been working in the PUSH mode for a long time. This is the world of PUSH – planning vs. the PULL world of unpredictability.

Architectural design and space planning are stuck in the PUSH thinking and yet it is in the PULL thinking that future requirements and solutions will be found.

Push can be effective in **predictable** environments where efficiency is the driver.

## Part Three– A new view of space and culture

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*So what is culture? “People in all times and all places have lived inside a set of ‘shared basic assumptions.’ These are often buried inside assumptions, attitudes, and rituals, we often become aware of it only when it changes.”*

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The author shares the impact of changing space: a GSA director who sat in a vacant cubicle; Michael Bloomberg; Tony Hsieh of Zappos; Google, Intel, Ebay...

There is a great story about Mollie, director for Center Health. She made a profound statement: “changing space shines a spotlight on culture. All of the drama of a company comes to life when you meddle with the way people live. All of the subterranean politics and conflicts surface; they come to life.” (P. 126) She changed the space to change the culture, no private offices, elimination of private printers, etc. and a question arose as to who in the organization is responsible for culture? The fundamental key to implementing change is “If you change the interaction of relationships, you change behavior, and that leads to a change in culture.” (P. 129)

### Complex Design Thinking

Today’s design architects need to facilitate that design. The workplace is so much more complex and there are so many more considerations – safety, sustainability, health, amenities, talent demands, new business models, customer interests, future needs, etc. The old model of tell me what you want; research and design, and present for approval will not get you the results your client needs. You must move away from ‘left-brained’ thinking. Design thinking principles include<sup>1</sup>:

- Empathy – understanding the life experience of stakeholders or user-experience design.
- Patterns – visualizing complexity
- Values – use a values matrix and don’t just rely on constraints (cost, schedule, quality)
- Positive Outliers – leverage those that defy conventional wisdom but get better results
- Ideas to Prototyping – learning by doing and visualize questions and ideas

The critical component is empathy and that skill is not one that rises to the top in studies of EQ and strength-finders. It must be nurtured. Examples in the book include spending a day as a stroke victim or Undercover Boss. How can you put yourself in the shoes of the client and end user?

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<sup>1</sup> Change your space, change your culture, Pages 139-140

## Part Four– Change your space – transform your culture

Typically a company spends 82% on employee costs and only 5% on facilities. Within that 5% is ½ of 1% on design. **That design cost is negligible when it positively impacts the productivity of the 82%!**

Four great myths to guard against<sup>2</sup>:

- Bidding secures the best players at the best price (reality – it adds 10% to costs. There are other ways to conduct due diligence).
- Great design is an expensive luxury. It is much more than STYLE and AESTHETICS. Mediocrity is the great expense.
- Contractors make their money on change orders.
- Owners hire third-party representative as cost-squeezing, performance-policing, schedule-streamlining quarterbacks.



This is a  
key  
point

Your interviews need to be deeper than superficial questions will take you. **Often the root cause or reason for doing something is buried.** The author suggests tools like the *Five Why Model*. You also need to develop a team and not just hire players. Create a real story of the workplace.

Google must have rapid learning and knowledge transfer and they have found that simplicity and proximity are key factors for them. This works best with transparency and openness. They (and Zappos) try to create Casual Collisions to create opportunities for innovation.

W. L. Gore and Associates discovered that business unit size should be capped at 150 people. After that the social network deteriorates. They have only two titles: business unit leader and business associates and all have a voice and a vote. Keeping commitments is their glue.

There is a great story about the transformations made at the GSA increasing capacity by almost 50%, combining six locations into 3, reducing lease costs by \$24M annually. Other examples provided include Red Hat, Zappos, Cousin, and Haworth. Often the catalyst for change is a financial crisis which requires leadership change, technology has its impact as well. A consistent theme seems to be a lot of open space for collaboration.

### Your mission, should you accept, is to create magical spaces.

The book references Gladwell's *Outliers* and the three qualities that work has to have – autonomy, complexity, and a connection between effort and reward. It adds to that the following:

- Deep respect for the individual and desire to help employees find and experience their unique ability to contribute
- An organic complexity where culture rules over policy and procedure
- Clear identity expressed as genuine connectedness among coworkers and

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<sup>2</sup> Change your space, change your culture, Pages 151-152

- The places of work capture the soul of the company, so that those who work there feel at home and those who visit feel that hospitality.<sup>3</sup>

Companies have many goals and objectives. Two are to reduce costs and to increase employee engagement. To compete in the Design space today you have to transcend the commodity based mindset and view design as creating transformational changes through a cocreative process.<sup>4</sup>

I’ve seen this discussed in at least a dozen different sources suggesting that there is no real work/life balance. We have a life and work is part of that life. How do we help companies to design space so employees feel they are travelling from their “home” space to their “work” space, from their “home” family to their “work” family? The identity of that space must remain that of those people that occupy it. How do we eliminate those elements that drain energy, create confusion, and make things more difficult?

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*“They (Millennials) are simply an example of new generations being better equipped to deal with a new era of crises. Every generation sees what was once called normal to be insane. And they also see what was once considered impossible to be the new common sense.” (P. 203)*

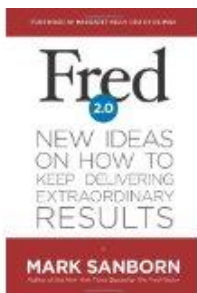
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## Actions to take from the book

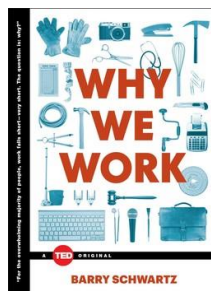
Thinking of Space Design and Space considerations:

- How can you impact individual engagement?
- How can you impact team flow, collaboration and alignment?
- How can you impact organizational health?
- What are “future travelers” doing and how can their ideas impact your organizational space?
- How do you envision “changing your space” will impact “changes to your culture”?

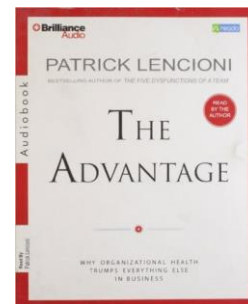
Friday December 18<sup>th</sup>



Saturday Jan 16<sup>th</sup>  
(Special MLK Event)



Friday February 26<sup>th</sup>



<sup>3</sup> Change your space, change your culture, P. 189

<sup>4</sup> Change your space, change your culture, P. 192

# Vocabulary for Change Your Space

<b>Engagement</b>	<i>The discretionary effort you give beyond your job and beyond what your boss tells you to do.</i>
<b>Digital Revolution</b>	<i>For Boomers digital technology is a second or third language. Television is their first media language. Digital natives are those raised with digital technology as their primary media platform and began around 2000.</i>
<b>CAVE Dweller</b>	<i>(employees) Constantly Against Virtually Everything</i>
<b>Digital Natives</b>	<i>Those raised with digital technology as their primary media platform</i>
<b>Push vs. Pull</b>	<i>Push effective in a planned and predictable world where a proprietary path or formula is effective. Pull is the unpredictable world where you pull teams and resources together to respond in real time for tailored interventions.</i>
<b>Culture</b>	<i>The invisible attitudes, values, behaviors and habits that run the place when you're not there.</i>
<b>Complex design thinking</b>	<i>Design Thinking has come to be defined as combining empathy for the context of a problem, creativity in the generation of insights and solutions, and rationality in analyzing and fitting various solutions to the problem context.<sup>5</sup></i>
<b>Five WHY Model</b>	<i>A simple root cause analysis approach where you ask "why" to a problem and then ask "why" again and again, until you come to the root of the problem.</i>
<b>Pandorification</b>	<i>Pandora – an app that lets you create your own internet radio station. Breaking work into their 'genomic' elements, capturing movement and interactions, identifying patterns to create environments to influence behavior and performance.</i>
<b>Millennials</b>	<i>Heroes in the cycle of generations, they arrived at the decline of the boomer culture and came of age in deep crisis – 9/11 and the economic meltdown.</i>

<sup>5</sup> Change your Space, Change your Culture, P. 131