

Participatory Change Management:
A Transformation Strategy for
the Physical Work Environment of Tomorrow

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Abstract

The primary objective of this project is to identify how a participatory design process might increase the likelihood of a successful workplace transformation and strengthen organizational effectiveness. Three subject areas; change management, participatory design, and workplace strategy, are explored to understand how a participatory design process for shaping the physical environment creates a more dynamic space and opportunity to fostering engagement and learning, managing change, and practicing the co-creative collaboration that organizations look to encourage in other facets of their business in order to drive innovation.

For the purpose of this research project, Workplace Transformation is being defined as; the process an organization manages while experiencing a change initiative that impacts their physical work environment.

Key Words: Workplace Transformation, Physical Environment, Change Management, Participatory Design, Placemaking.

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Glossary

Note: The definitions noted below are to be used for this report to define terms often used in the context of workplace change and terms referenced in the proposed process. These terms may have other definitions in other contexts. Definitions of established tools and methods referenced in this report are captured in Appendix F.

Workplace Transformation: the process an organization manages while experiencing a change initiative that impacts their physical work environment.

Placemaking: The process of observing, listening to, and asking questions of a stakeholder group that is associated with a physical space, in order to understand the group's needs and aspirations for that space and for their community.

Business Drivers: Important factors that are vital to the continued success and growth of an organization.

Collaboration: The process of two or more stakeholders cooperating to realize a shared goal.

Co-creation: The process of two or more stakeholders creating something new and of value.

Engagement: A stakeholder's involvement and emotional commitment to a project or goals.

Network: How a group of stakeholders are connected both formally and informally through organizational structure, communication, decision making, social groups, and technology.

Change Management: Any approach used to transition from the current state to a new desired future state.

Programming: A process used to understand employees' immediate workplace needs and critical adjacencies of people and resources.

Cross Functional Teams: A group of individuals with a variety of experience, expertise, opinion, and perspective assembled to complete a task.

Agile: The ability to move easily and quickly from one state to the next in response to changing internal and external factors.

Flexible: Being capable of adapting to new circumstances or conditions.

Change fatigue: A sense of indifference towards change effort caused by too many, disjointed or unfocused change efforts and communications.

Preface

To address the exponential rate of change that society and commerce are experiencing, thinking ahead strategically can be the difference between success and failure. The competitive landscape that organizations transact in today will continue to become increasingly complex and complicated. (Allison, 2015) A forward thinking perspective can help an organization future proof against unknown factors that may arise, and being proactive versus reactive better prepares an organization for the change needed.

A dynamic physical environment can create a sense of community and foster a desired culture, which becomes increasingly important as we enter an era of creation and innovation which demands idea generation. The physical environment is a strategic resource and tool that unites employees and supports their need to come together to connect, learn, and create. (Apgar, 2009) The workplace requires dynamic space that can transform and evolve with changing organizational practices. With approximately 60% of the US workforce already mobile in 2015, and that percentage expected to increase to 72.3% by 2020 (International Data Corporation, 2015), the role of the physical environment in

facilitating face-to-face interaction becomes increasingly important. With mobile workers equipped with the tools and technology needed to work from anywhere, and choosing to work less than 50% of their time at any primary location, the workplace becomes increasingly important to support face-to-face interactions. Mina Chang, CEO and President of Linking the World International, highlights the importance of face-to-face interactions to build trust, understanding, and a real sense of a shared mission. Chang also considers this to be especially important to women who are better at reading body language and interpreting non-verbal cues. (Chang, 2015)

Technological advances will undoubtedly play a significant role in how workplaces evolve in the future. Passive monitoring, smart offices, and the internet of things may allow for the intuitive adaptation of space to occur. Networks that combine people and computers make it easier for employee participation and change to occur. Capturing real time data analytics in the workplace will facilitate employee feedback into all facets of the employee experience. In a report by the Deloitte Center for the Edge, they identify 'Real-time feedback and reflection' as a core design principle for work environment redesign to achieve sustainable

business performance improvements in the future. (Hagel, Brown, & Samoylova, 2013)

Context

The focus of this project is to examine the impact that employee participation in a change initiative specific to the physical environment might have on the success of the organization. Workplace Transformation, the process an organization manages while experiencing a change initiative that impacts their physical work environment, can be driven by a physical environment need (for example: consolidating, moving, expanding) or a business need (for example: employee needs not being met, realignment of business units, talent management practices). While this paper is focuses on a participatory approach to change in the physical environment, the organizational ecosystem is closely connected and the approach could be applicable to other facets of the organization in addition to the physical space.

In a Harvard Business Review article, Mahlon Apgar, Real Estate advisor and former partner of The Boston Consulting Group, acknowledges that “In many organizations, real estate remains a reactive second-order staff function, focused on discrete projects

and deals rather than on the company's broader strategic issues.” (Apgar, 2009) Many workplace transformations fail to connect the physical environment and the transformation process to the organization's overall business drivers and purpose. Apgar (2009) identifies that decisions are “driven by short-term needs, and based on conventional wisdom.” By connecting the transformation of the physical environment to other strategic objectives, there is an opportunity to drive greater success in the organization.

In my experience working in the contract furniture industry, responsibility for the workplace is usually that of the real estate or facility management team. Whether space is owned or leased, decisions are driven by senior management and a need to reduce or control cost. With the responsibility of corporate real estate approached from a deal-making rather than strategic perspective, decisions making is predominantly focused on economic issues at the expense of important strategic priorities. (Nourse & Roulac, 1993) Working with organizations both small and large, I have observed that change to the physical workplace is usually triggered by factors directly impacting the real estate portfolio. For example, when utilization becomes too high and a burden on existing real

estate develops, strategies emerge to densify or optimize the space. When real estate is underperforming, decisions are made to simplify the real estate portfolio before space becomes a wasted asset. Strategies often focus on consolidating real estate and harvesting the unneeded space to reinvest in other facets of the organization. In a study of the US Workplace conducted by Gensler, 90% of respondents indicated that better workplace design contributed to improved performance and productivity. (Gensler, 2008) Outdated space could negatively impact attraction and retention of top talent and underperforming environments risk hindering work flow processes. Failure to connect the impact of the physical environment to performance creates stagnant environments and the space is unable to evolve to support organizational needs. The exception to this is in retail or hospitality when the physical environment is used as part of an organization's marketing strategy to attract consumers.

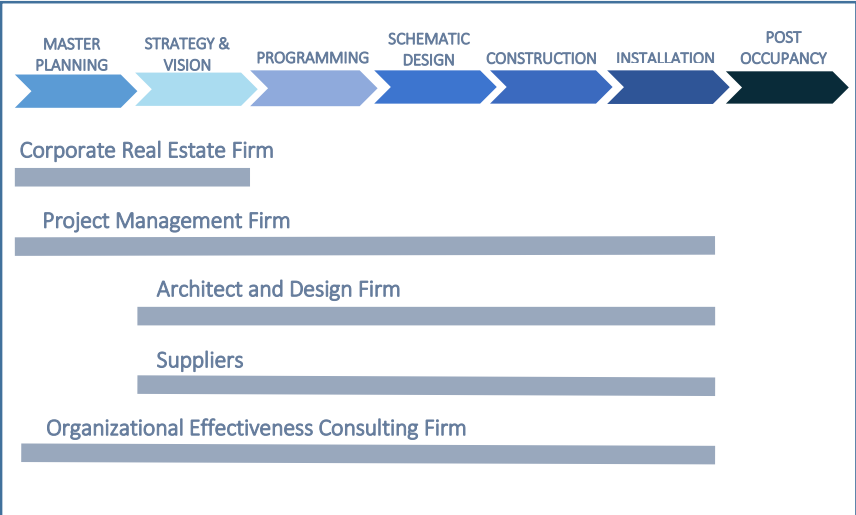
While assisting organizations as they embark on a workplace transformation I have observed that many organizations form a steering committee to guide the process but often the individuals are inexperienced with managing workplace change. The expertise of industry stakeholders, such as Corporate Real Estate, Architect

and Interior Design, Project Management, and providers of the tools, technology, and furnishings, are relied on to guide their decision making and provide the necessary support to facilitate the change. With numerous partners, each with a specific expertise, it is difficult to attain a holistic perspective of the solution needed. A supplier's own agenda to sell products and services can conflict with the interests of the organization, and decisions impacting the physical workplace are often made independently failing to address the impact they might have on subsequent decisions and long term needs. New and emerging economies have changed how employees think of their workplace, yet design solutions continue to apply old models to new ways of working.

The current workplace design industry process has numerous players competing against each other with similar services offerings, resulting in a complicated buying process for the organization looking to transform their workplace. With overlapping services it becomes difficult to identify boundaries, roles, and responsibilities amongst multiple partners. When differentiators are difficult to identify, the experience is commoditized resulting in low cost decision making. Figure 1 illustrates the linear process I have observed organizations embark

on when making change to their physical environment. The master planning required for real estate portfolio management occurs before the strategy and vision are identified, because in the current process identifying the strategy and vision are specific to the design of the workplace and is not connected to the organizations strategic goals. The phases that industry players currently assist in are identified and the overlap in offerings demonstrated.

Figure 1: Current Industry Process



Hypothesis

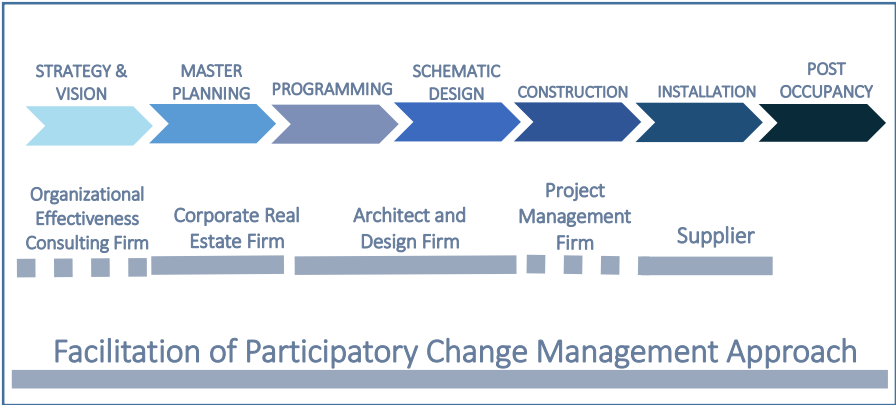
We live in a complex world. Technology and globalization have created a highly competitive marketplace where companies struggle to meet their business objectives and strategic goals. Under constant pressure to evolve and innovate, organizations are

finding their trusted tools and processes no longer hold a competitive advantage. Organizations are challenged with restructuring their business practices to address the flexibility and agility needed to be profitable in today's economy. Rather than change being driven by a need to control costs, in the future, a holistic process that considers the entire ecosystem could allow for change to be ignited from anywhere in the organization. With an opportunity to identify the strategic role that the physical environment can play in realizing the change will be explored and workplace transformation will be driven by alignment with the organizations other initiatives. In a continuously changing environment that proposed process may allow them to remain competitive.

The proposed approach looks to simplify the interaction an organization has with outside resources and thereby dis-intermediate the process. Specialized experts in Real Estate, Architecture and Design, would only be used during the stages requiring their specific specialization. Figure 2 illustrates how the Proposed Industry Process is united by a participatory change management approach, and industry partners' foci are on their areas of expertise. In this model, developing the strategy and

vision become the first phase of any transformation as the proposed process insures that changes to the physical environment support or are driven by the organization’s business goals and strategic objectives.

Figure 2: Proposed Industry Process



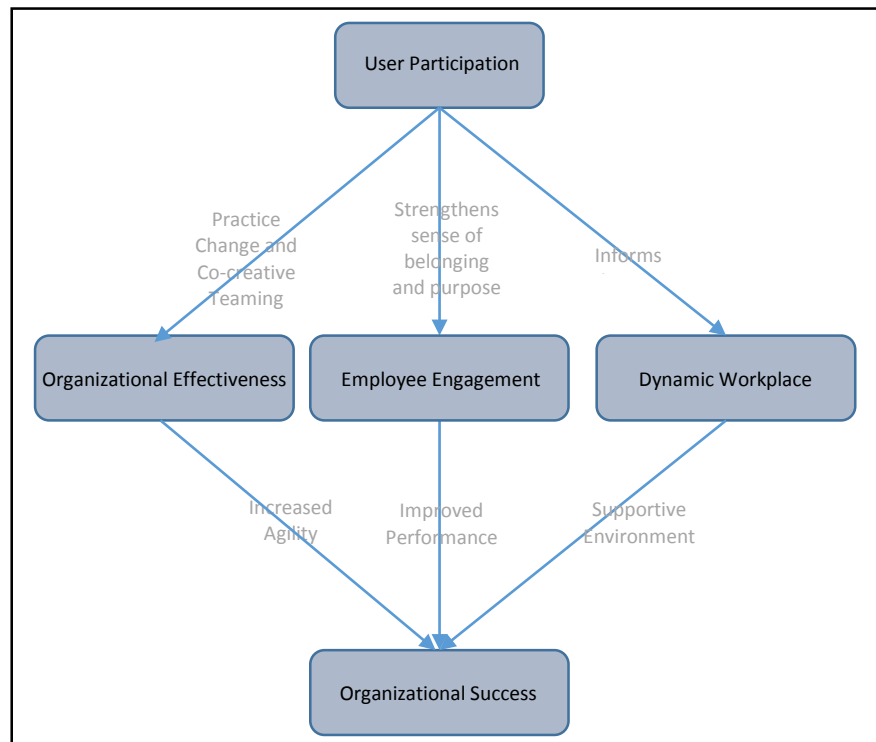
The service innovation being proposed in this paper was identified by using, and utilizing, a human centered design thinking approach. It is projected that using a participatory design approach to manage change in the physical workplace environment will create a space that better supports employee and organizational goals, while facilitating a controlled experience to practice the co-creative thinking and teaming that drives innovation. Because of the personal connection to space and the large amount of time individuals spend at work, a collaborative approach to developing

workplace strategy is a natural evolution and enhancement to the process. (Wagner, 2016) Collaboration is only possible with a supporting culture, governance, workplace design, and technology strategy. (Deloitte, 2014) Using a participatory approach creates a positive feedback loop, where collaboration improves the culture and workplace design, and the new culture and workplace design improve employees' ability to collaborate, as illustrated in Appendix A. The connection between people and place could be leveraged to drive desired change in the organization.

The Change Management Institute acknowledges that "For change to be successful in organizations, early and sustained engagement with stakeholders is essential." (Bennis, 2014, p. 65) Employees, as end users of their workplace, are uniquely positioned to inform the environment and implement the workplace design most suited to their organization and desired culture. As seen in community practices that use participatory change methods, stakeholders who experience an issue or use a space best understand the problems they face and how to fix them. (Castelloe, Watson, & White, 2002) It is proposed that user participation in the workplace transformation process is a catalyst for three outcomes. First, it informs the design by identifying employee needs, ultimately

creating a more dynamic workplace. (Sanders & Strappers, 2008) Second, it strengthens employees' sense of belonging and purpose, contributing to employees' engagement. (Sandborn & Oehler, 2014) Third, it provides a controlled opportunity to practice change and co-creative teaming, strengthening organizational effectiveness. (Verganti & Pisano, 2009) The opportunity for learning, the improved performance of engaged employees, and a more supportive physical environment drives organizational success, as illustrated in Figure 3.

Figure 3: User Participation and Organizational Success



When workplace transformation is viewed as an iterative process, a positive feedback loop is also created. Employee participation in the design process creates a supportive work environment where both organizational success and employee performance improve. Employee performance is strengthened by the workplace design, and the workplace design is improved by the employee's performance, as illustrated in Appendix B. The process, realized because of the democratization of innovation, leverages the collective wisdom of the user group to co-create a design solution that best supports the individual and the organization. (von Hippel, 2005) The workplace transformation process can be turned from a potential risk into a strategic differentiator; strengthening engagement and creating a desirable "workplace spirit". (Wagner, 2016) A guided change experience activates learning and empowers employees to develop new skills and behaviours that strengthen the organization's agility.

The proposed process to workplace transformation is based on three foundations that will be explored.

1. **Change is continuous.** The speed at which technology is evolving and innovation is occurring has made continuous change a pre-

requisite for survival. (Bessant, 2003) Each time employees experience change they become better equipped for adapting. This exposure improves the likelihood that subsequent change initiatives will be successful. Organizations need to practice continuous change management to enable their employees with the skills and behaviors necessary to cope with the rate of transformation being experienced in all aspects of the business. In *High-Involvement Innovation*, John Bessant (2003, p. 11) explains that 'in an environment where survival depends on change, the organization needs the capacity to renew itself – and to do so on a continuing basis.' New business practices that embed continuous change into strategy are needed to stay competitive, and tools and processes that evolve with changing demands will be needed.

2. **Groups are smarter than individuals.** The social dynamics of a diverse group of stakeholders with mixed opinions and experience will collectively produce better results than they would in isolation. (Pentland, 2014) The advantages of collaboration are widely understood and engaging a range of stakeholders in the process of problem framing and problem solving has been recognized as vital to many situations. Technology has further enabled idea sharing and has connected people globally, building social awareness and

exposing them to new ideas. A group of people, capable of learning together and co-creating, can be leveraged to inform a superior solution while simultaneously improving engagement through participation. In *The Wisdom of Crowds*, James Surowiecki (2005, p. 22) identifies that 'given the right conditions and the right problems, a decision market's fundamental characteristics – diversity, independence, and decentralization – are guaranteed to make for good group decisions.' Decision markets, also known as predictive markets, aggregate the knowledge and predictions of a crowd to determine the probability of an event. Decision markets, leveraging the collective wisdom of a crowd of participants to make intelligent predications, 'have the chance to improve dramatically the way organizations make decisions and think about the future.' (Suroqiecki, 2005, p. 21)

3. **The workplace is a strategic tool to unite people.** Employees need places that support them in coming together to work, learn, heal, create, research, connect, incubate, mentor, and invent. When aligned, the physical environment can represent an organization's character and culture, connecting employees to the organization's mission, vision, and values. The workplace can provide the social support needed to unite employees and connect them to what is

most important. In *It's 2008: Do You Know Where Your Talent Is? Connecting People to What Matters*, Robin Athey (2008), Research Director of Organizational Performance for Deloitte Services, demonstrates how the physical workplace environment supports a framework for connecting people and ultimately drives performance. The proposed framework, The Connect Model, categorizes that;

'Three kinds of connections matter most when it comes to performance: connecting people to people in ways that promote personal and professional growth, connecting people to a sense of purpose, and connecting people to the resources they need to do great work.' (Athley, 2008)

Research Methods

Primary and secondary research methods were applied in this study to inform the foundation on which the proposed process was created, and through this research, a point of view on continuous change, group dynamics, and the workplace was developed.

Secondary research methods included an environmental scan and review of scholarly papers from thought-leaders on change management and communication and idea flow; A scan of corporate reports from industry leading organizations on employee engagement and collaboration as well as news and media articles

on trending topics related to the workplace and future ways of working were also reviewed. Primary research was gathered through subject matter expert interviews, and auto-ethnography informed the researcher's approach and interpretation.

The insight captured through primary and secondary research was coded and analyzed for trends as well as the benefits and challenges of outlying practices in change management, participatory design, and workplace strategy. Subject matter experts were identified through secondary research and were contacted to participate in interviews regarding their area of expertise. These subject experts reflect the range of trends and themes identified through secondary research and individuals were both thought leaders and early adopters of emerging practices. Auto-ethnographic data from the author's firsthand experience with organizations facing a workplace transformation provided context in which the findings from the environmental scan could be applied to the proposed process, as illustrated in Appendix C.

With six years of experience working in the contract furniture industry, the strengths and weaknesses of the current workplace

transformation process have become evident and inspired the focus of this project and area of interest. Working as a workplace strategy consultant, insight has been gained from the firsthand experience of aiding organizations in creating supportive and flexible future workplaces and implementing change management strategies to address the soft side, the people side, of change and the impact of a new physical environment. In an effort to contribute in a meaningful way to the field of practice this project was scoped to identify and understand how changing needs, tools and methods might realize a new approach to workplace transformation in the future.

For the purposes of this research project, subject matter experts and auto-ethnography was restricted by geographical location and focuses on Canada and the United States. Secondary research was gathered from scholarly papers, corporate reports, and news and media articles primarily representing trending topics in North America. Other limitations of the research project include: the limited sample size of primary and secondary research restricted by time and resources, the lack of diversity in the analysis and interpretation of the research narrowed by a sole author, and the

challenges in exploring concepts that are difficult to test and measure in isolation from other factors.

During the research and analysis phases, it became evident that the terminology used when talking about workplace transformation is varied, and the discrepancies in the vocabulary used to describe similar concepts confuses the subject area. For this reason a glossary has been created for key terminology referenced throughout the report. See Glossary on page vii. Established process and methods are defined in the Appendix F.

Three subject areas; change management, participatory design, and workplace strategy, were the focus for the research that informed the point of view on which the proposed workplace transformation process was based. The research analysis of each subject area will be presented to understand how theory and practices have evolved over time and how they are applicable to the workplace transformation process.

First, traditional change process theory and how these processes manage the emotional and cognitive needs of those experiencing change will be examined. New approaches to managing continuous

change, how change initiatives gain momentum, and how successful change is measured will be explored.

Second, the use of participatory design methods, end user participation, and the benefits of co-creation will be studied. Observing how participatory practices have been used in other sectors will inform how a participatory approach to the workplace transformation process might be possible.

Third, the importance of the physical environment and how social economical needs have impacted the workplace over time will be identified. Current workplace strategy and the transformation processes will be framed to understand how future needs will require a new approach to managing change in the workplace.

Once continuous change, group dynamics, and future workplace needs have been explored, the proposed service innovation will be proposed that follows a design thinking process and engages a team to implement the workplace transformation by leveraging employee participation and feedback. The proposed process enables the organization to practice continuous change and develop an iterative process that ensures a dynamic physical environment and exposes employees to the co-creative and

collaborative practices required for innovation to occur. Applying the same design thinking methodology as is espoused at the d.school at Stanford, the stages of Empathize, Define, Ideate, Prototype, and Test were used to capture these insights and create the framework for the proposed workplace transformation process. (Plattner, 2012) This particular design process was chosen because of its ability to support employee participation using a variety of methods in each of the stages, and because of its applicability to the physical environment.

Lastly, the limitations and challenges along with the implications and outcomes of the proposed process are then addressed, followed by potential next steps to keep this body of research and exploration moving forward.

Change Management

Today's competitive marketplace requires organizational agility in order to evolve and adapt to new and unique business pressures. Considered a pre-requisite for survival, change is needed by individuals and the organizations they build and work within. (Bessant, 2003) Managing the change process is important to the successful adoption of a new initiative. (Prosci, 2016) Change

theory in the past, coined 'the old normal', was designed to address periodic or incremental change whose cycle allowed change experts to be outsourced or disseminated after the project was complete. Change theorists, like Lewin, and Kotter, developed implementation models to guide change during such times, with the result that great leadership could be attributed to successful change even when the process broke down. While traditional change management has identified steps to help implement a smooth transformation process, these processes fail to create a culture of continuous change. (Mohrman & Worley, 2014) Organizational structures can help or hinder change efforts by establishing norms and behaviors that either embrace or resist change initiatives.

An effective change management strategy ensures projects' objectives are met, and stay on time and on budget. In fact, projects implemented with excellent change management strategies are six times more likely to succeed than poor change management strategies. (Prosci, 2016) The volatile, uncertain, complex, and ambiguous nature of business today has identified a need to support continuous change efforts.

Initially, change theory emerged to address the needs and patterns of organizations as they aged and went through various stages of growth. Change implementation theory has helped organizations manage periodic change not only driven by age and growth, but by internal and external factors. These traditional change management approaches vary from researcher to researcher, but similarities can be drawn between their linear step by step processes. Figure 4 illustrates the similarities of four commonly referenced change theorists' models that have clearly defined starts and ends; Kurt Lewin¹, John Kotter², David Ulrich³, and Jeff Evans and Chuck Schaefer⁴.

¹ Lewin, K. (June, 1947) *Frontiers in Group Dynamics: Concept, Method, and Reality in Social Science: Social Equilibria, and Social Change*. Human Relations I.

² Kotter, J. (1996) *Leading Change*. Boston: Harvard Business School Press.

³ Ulrich, D. (1998) *Human Resource Champions*. Boston: Harvard Business School Press.

⁴ Evans, J. and Schaefer, C. (2001) *Ten Tasks of Change: Demystifying Changing Organizations*. San Francisco: Jossey-Bass Pfeiffer

Figure 4: Change Theorists and Their Approaches

Kurt Lewin	John Kotter	David Ulrich	Jeff Evans & Chuck Schaefer
Unfreeze	Establish a Sense of Urgency	Lead Change	Appreciate the situation
	Create the Guiding Coalition	Create a shared need	Develop Strategic Alignment
	Develop a Vision and Strategy	Shape a Vision	Evoke Change Leadership
Change - Transition	Communicate the Change vision	Mobilize Commitment	Expand Understanding and Commitment
			Analyze processes
	Empower Employees for Broad-Based Action	Change Systems and Structures	Design process, work, and boundaries
	Generate Short-Term Wins		Plan Implementation
Refreeze			Establish Metrics
	Consolidate Gains and Produce More Change	Monitor Progress	Manage Transition
	Anchor New Approaches in the Culture	Make Change Last	Continuous Learning and Improvement

Understanding and addressing the concerns people have through change is critical to its success, as employee and manager resistance to change are top attributors to why change efforts fail.

(Prosci, 2016) The integration of psychology and neuroscience has helped inform what it is that makes individuals predisposed to resist change. David Rock and Jeffrey Schwartz, explain how insight on brain function, such as working memory, basal ganglia, and error signals, has informed the cognitive dynamics at play when employees experience organizational change. (Schwartz & Rock, 2006) In *The Neuroscience of Leadership*, Rock and Schwartz identify six conclusions that when considered can make change efforts more effective; Change is pain, Behaviorism doesn't work, Humanism is overrated, Focus is power, Expectation shapes reality, and Attention density shapes identity. (Schwartz & Rock, 2006)

Enabling employees to participate and provide feedback on the change can help build trust, minimize disruption, and increase acceptance of a new initiative. Discontent for the current state must outweigh an employee's tolerance in order for change to occur. The formula for change widely used for assessing whether an initiative will be effectively adopted was developed in the 1960's by David Gleicher and has been refined by change theorists over the years and is still relevant today. The Beckhard and Harris equation is the most commonly referenced and requires that $\text{Dissatisfaction} \times \text{Vision} \times \text{First Steps}$ be greater than the Resistance

to change in order for change to be successful. (Beckhard & Harris, 1977) This formula addresses the understanding needed by employees to embrace a change that is occurring. With employee commitment to a change being imperative to its success, it is of vital importance that the needs of employees experiencing change be addressed. The Kubler-Ross model which identifies the five stages of grieving; Denial, Anger, Bargaining, Depression, and Acceptance (Kubler-Ross, 1969), has been used to inform other change models that look at the emotional and cognitive process that employees go through when experiencing change. These models help organizations understand how to address the people side of change management, and inform change communications. The reaction of those impacted by change is seen as the reason that managing change is needed. Different than coordinating the project, change management focuses on how people are informed, trained, cope, and interact with the new initiative. The emotional and cognitive stages associated with accepting change are based on episodic change and focus on reestablishing stability. Unfortunately they do not prepare stakeholders for the ambiguity and uncertainty experienced with continuous change.

In 'the new normal' organizations are continuously evolving to combat complexities in their environment. Continuous improvement efforts in the form of frameworks such as Lean⁵, Six Sigma⁶, and Kaizen⁷ have begun to address this need by integrating feedback mechanisms that identify and eliminate waste. John Bessant claims that 'change is a pre-requisite for survival' and concludes that it is people that learn and not organizations and therefore organizations need to enable individual learning. Organizations need to develop core competencies that allow for learning to be integrated into process and structures, ultimately driving change and allowing for innovation to occur. (Bessant, 2003) Agile processes that incorporate employees' learnings into continuous improvement and innovation efforts will be increasingly important to organizations needing to respond to the new normal.

When organizations practice continuous change management within all facets of their business, acceptance of change becomes a part of the organization's character. Continuous change theorist

⁵ See Appendix F

⁶ See Appendix F

⁷ See Appendix F

Bill Pasmore, identifies that continuous change is more difficult because it demands prioritization across efforts, attention to integration, not exceeding capacity, broader and deeper engagement, and agility. (Pasmore, 2015) Continuous change theory acknowledges that the system is complex and interconnected, requiring change activities to be happening simultaneously and be used to inform each other. The linear, step-by-step approaches used to manage a single episodic change are focused on re-establishing stability in the system and fail to acknowledge the complexity of the new normal. At USC's Center for Effective Organizations, Christopher Worley and Susan Mohrman have developed a descriptive model called The Engage and Learn Model, where four activities or change routines (Awareness, Design, Tailor, and Monitor) are happening simultaneously and in an un-prescribed fashion. At the core, stakeholder's continuous engagement and learning keeps the dynamic change approach operating. (Mohrman & Worley, 2014) Change theory that supports a continuous process for the discovery, design, and implementation of solutions supports growing demand for organizational agility.

In an interview Christopher Worley (2016), Professor of Strategy at the NEOMA Business School in France, shared that continuous change in organizations requires both an organizational design and a supporting change process. The design of the organization needs to encourage and reinforce changing and be supported with the appropriate structures, goals, work designs, and reward systems. When organizational design aligns with the process for approaching change, continuous change can occur. When just organizational design, or the process, are considered, behavior inevitably reverts back to old practices. (Worley, 2016) Worley acknowledges that change management efforts have tried to enable stakeholders with a sense of control, to help facilitate the process, but the reality of change in a complex world is that nobody has control any more and we need to be comfortable with ambiguity. What can be controlled is the setting of clear boundaries for the change that address the vision, values, constraints, and non-negotiable items. But within these boundaries, organizations need to let go of trying to control absolutely every little thing that happens. (Worley, 2016)

Worley (2016) highlights that large group intervention as part of a change process is not new, but has been rediscovered as a

mechanism to help organizations address the needs of the ecosystem and the speed of change. Integrating stakeholder feedback into the change process is important to raise the level of analysis from the individual firm to the whole ecosystem, and ensures the system is flexible and capable of adapting. Stakeholder involvement provides flexibility, speed when needed, and the diversity of opinion necessary for co-creation. When a diverse group of stakeholders come together, a balance is achieved that fosters creativity and innovation that moves in a positive direction. Worley (2016) cautions that this new approach is not about going faster simply to go faster, but instead is about having a design that allows the system to speed up and change when needed. Agile organizations identify and develop systems and processes that are “fit to the purpose” – they align to strategy and can be improved. Large group interventions do that well. But they also possess flexibility so that they can support effectiveness by changing quickly when they need to. (Worley, 2016)

Appreciative Inquiry (AI) is another model that challenges the more traditional approach to change that implies that the current state is broken and that episodic change management is required to fix it. Developed in the late 1980's by David Cooperrider and Diana

Whitney, AI uses a qualitative research approach to ask structured questions that focus on the strengths of the current system. AI enables stakeholders in self-determining change. The approach focuses on identifying the positive attributes and leveraging them to explore a desired vision for the future state. Challenging the assumption that change is primarily a problem solving mechanism, AI offers an alternative approach that supports continuous change improvements. (Thomas, n.d.) Where traditional approaches require that a problem be identified as the catalyst of change, AI builds on self-identified strengths, as opposed to weaknesses, and creates a vision for change that contributes to the organization's effectiveness. Changing the language that is used helps stakeholders think differently and challenges that status quo. Cooperrider and Whitney, explore the notion that we have reached the end of problem solving as the driver of significant change in human systems. They theorize;

“How can we better inquire into organization existence in ways that are economically, humanly, and ecologically significant, that is, in ways that increasingly help people discover, dream, design, and transform toward the greatest good?”
(Cooperrider & Whitney, n.d.)

Integrating an Appreciative Inquiry approach allows organizations to think about continuous change efforts, and does so by grounding

the exploration of the future in what is positive today and in the past. While it does not offer a structure for the delivery or implementation of change, the approach focuses on building hope and momentum around the purpose of the change and creates a process for learning and iteration.

Spreading the Message

Sociologist, Malcolm Gladwell, compares how ideas flow to how viruses spread when describing the tipping point and how group behavior changes when critical mass is achieved. (Gladwell, 2000)

The important roles that agents of change play as connectors, mavens, and salesmen allow for a few dedicated stakeholders to spread new ideas and increase their adoption.

When applied to change theory, the adoption of new ideas can be considered successful once the tipping point has been achieved.

The role of early adopters as advocates of the change can be leveraged to spread the message and address any unforeseen challenges or gaps with the initiative. Early adopters have long been helping with the uptake of new trends, and serve as promoters of change when others are hesitant or resistant to trying something new. Understanding where each stakeholder group is

on the adoption curve, can help organizations leverage the support of early adopters for their initiative, and address the concerns of groups opposed to the change. The peer influence of advocates of the change can be a strong force in helping get others onboard. Similar to early adopters, lead users also offer a unique perspective that can inform design decisions. The participation of these user groups in the design of products, services, and physical environments has become more common with the democratization of innovation and has facilitated the change process.

Media and communication theorist Father John Culkin generalized that 'we shape our tools and thereafter our tools shape us' (Strate, 2011), suggesting that process and outcome are dependent on each other. With evolving technology, the influences effecting change have also evolved. Participation through social media allows networks to identify what change is required, challenging linear approaches to change. Marshall McLuhan argued that the medium was more important than the content, and therefore 'the medium is the message, and the users the content.' (McLuhan, 1964) The development of new media has contributed to the interconnectedness of change and how needs are identified and

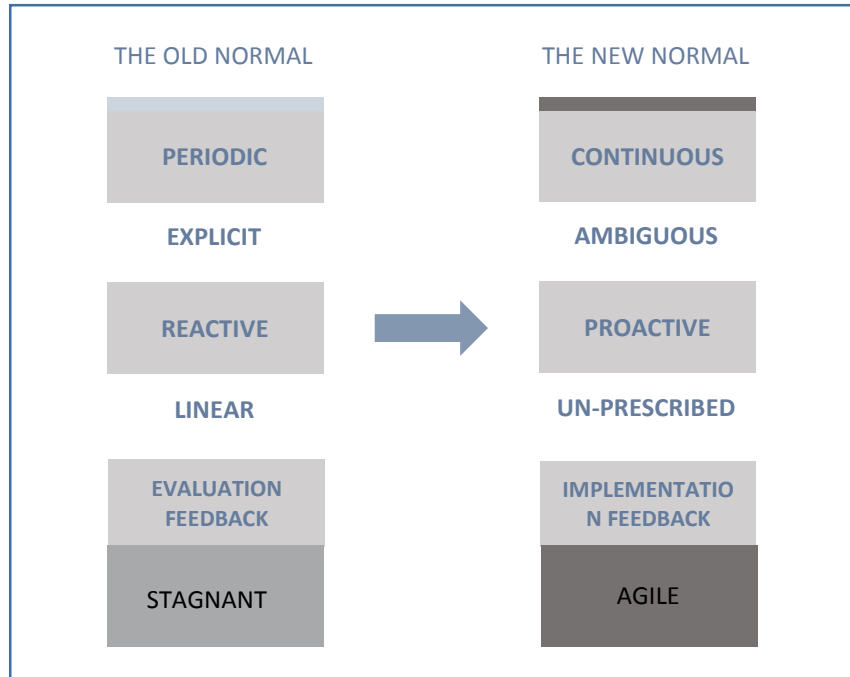
informed. The realization process becomes as important as the need it identifies, as each change implemented today leads to more change in the future. It is not what is said, but how it is said; it is not what is changing, but how it is being changed. Therefore, having an inclusive process allows participants to create the change needed and ultimately that change will drive future behaviour.

It is often stated that 70% of change initiatives are considered unsuccessful at achieving their strategic goals (Ashkenas, 2013), however Christopher Worley (2016) argues that how successful change is measured may not be appropriate in a continuous change model. Traditionally, measuring success occurs 18-24 months after a change initiative and assumes it was an episodic change with a clearly defined beginning and end. Worley claims that this tactic fails to address continuous change initiatives where the conditions for the change evolve and implementation initiatives are therefore modified along the way, making the initial change definition and the initial measurements irrelevant. Two types of feedback can be used to measure the success of a change: implementation feedback and evaluation feedback. Worley explained that traditional measurements have focused on evaluation feedback which is a lag variable. Implementation feedback is a lead variable,

and is more relevant when faced with continuous change initiatives. Implementation feedback provides short term indicators that the intended changes are actually being put in place. It requires that the indicators of change be carefully considered, that we identify whether the change is occurring and how people are experiencing it, and then measures those lead indicators. Continuous change means that whatever occurs today will trigger more change in the future, making predetermined evaluation feedback sometimes irrelevant or inappropriate. Implementation feedback in contrast is idiosyncratic to the change initiative and evolves with continuous change. (Worley, 2016)

The shift from the 'old normal' to the 'new normal' highlights the need for an agile approach in the future when compared to the stagnant approach of the past, as illustrated in Figure 5. While the focus of this paper is to understand the importance that managing continuous change has on the physical environment, the lessons understood from this shift are appropriate to the whole organization and could be applied to any facet of the business.

Figure 5: 'Old Normal' 'New Normal' Comparison



Much of organizational change seen today is being driven by data-based decision making. Organizations require an evidence-based approach that is supported by the analytics and metrics to build their case for change. In *The evolving role of data in decision-making* report, The Economist Intelligence Unit explores how organizations are managing big data and integrating it into their decision-making process. They conclude that while data is a single facet of decision making, it can be a critical one. (The Economist Intelligence Unit, 2013) With so much data being captured and available for analysis, how the information is used and interpreted

becomes increasingly important. Organizations must identify the relevant data and how it informs the decision making process in order to achieve their organizational goals and objectives. (The Economist Intelligence Unit, 2013) How the success of change is measured is unique to each initiative and the organization's business drivers. Identifying specific key performance indicators is necessary in benchmarking the success of the change. Quantitative and qualitative research equip agents of change with the support they need to justify why the change initiatives are necessary.

Participatory Design

Experience design has allowed problem solvers to explore a solution from the perspective of the end user group to better inform design decisions. A participatory approach that involves employees ensures that the end user experience is at the forefront. (Sanders & Strappers, 2008) Design thinking methodology often uses participatory methods in the discovery stage to engage a range of stakeholder's and ideate how best to satisfy their (sometimes competing) needs. Good design is iterative, and rapid prototyping allows for potential solutions to be tested and improved upon quickly. (Plattner, 2012)

Prior to the 1990's, Participatory Action Research (PAR) methods were sequestered and little dialogue occurred between practitioners and advocates of the different disciplines. As the field of study developed and the interrelationships were better understood, PAR gained visibility and popularity, becoming increasingly influential. (McTaggart & Kemmis, 2007) PAR has become a popular design method, creating an iterative process where actual, not abstract, practices are investigated, and minimal viable products can be launched and improved upon based on user feedback. Using a structured methodology, end users are engaged to solicit their opinion on a set of criteria and features. When end users are engaged in the design process their buy in and commitment to the outcome increases when they see how their feedback has been incorporated into the final outcome. When incorporated correctly, the final result is a solution that best addresses the needs and desires of the user group.

In an interview with Marc Langlois (2016), practitioner and theorist of participatory design, he identified that the right cultural conditions are critical to maximizing participation and achieving the greatest potential. When an individual's intrinsic motivators are met, people move into action and require minimal input from

leaders or managers. Supporting an individual's need for social contribution, peer support, autonomy, variety, and seeing a desirable future for oneself in an initiative through participatory techniques creates a culture in which the group can be creative and have a more efficient impact on the ultimate goal. (Langlois, 2016)

Langlois (2016) identifies two factors needed for participatory design to be successful; the system's readiness, and one hundred percent committed and supportive leadership. Most organizations are not ready to adopt a participatory approach completely, and decision makers tend to be more resistant because they have to relinquish power. Langlois (2016) suggests that the participatory process needs to be guided by an intervener with expertise in facilitation. The end user group still creates and implements the design solution, while the guide ensures that processes do not revert back to old ways regressing any progress made.

Langlois acknowledges that upfront it takes longer to get stakeholders aligned on objectives and desired outcomes when using participatory design, but groups quickly ramp up, becoming more effective. When change objectives and desired outcomes are clear, participatory approaches are just as fast as hierarchical

approaches, and produce more efficient solutions that leave the group more resilient in maintaining the change moving forward. (Langlois, 2016).

Participatory design has been used to inform the built environment in Britain, Australia, and Scandinavia, since the 1960's. (Taylor, 1998) In fact, the term placemaking in this context specifically identifies end user participation to inform spatial needs. Using a variety of activities, tools, and games, a range of stakeholders are engaged who use a space every day to brainstorm and create strategies for its development based on their input. Placemaking, according to the Project for Public Spaces, is defined as being;

“both a process and a philosophy. It is centered around observing, listening to, and asking questions of the people who live, work, and play in a particular space in order to understand their needs and aspirations for that space and for their community as a whole.”
(Project for Public Spaces, n.d.)

Methods that require participation from a range of stakeholders support end users in generating content. User generated outputs have grown in popularity with advances in information technology and the interconnectedness of the world achieved through globalization. Individuals with shared interests are united by their commonalities, and learning from each other, they collaborate to

create solutions that incorporate their collective knowledge. The free flow structure encourages the co-creative process by enabling users to expand on others' ideas and their personal experience to inform a superior solution.

Having a true understanding of the end user experience in the workplace is important because the mind subconsciously construes what the body experiences, contributing to our cognitive processes. (Holland, 2011) Embodied Cognition is the cognitive science that explores how the mind interprets cues in the physical environment and the impact it has on behavior and perception. An individual's relationship with space is complex because of the emotional and cognitive associations made, and the established presence of the physical environment.

Recognizing that the physical environment influences cognitive thinking reinforces the need to understand the end user experience and ensure that all touch points and considerations are being addressed. A user-centered design approach begins with identifying the target user segment, the "most-valued customer" and concludes with the delivering of genuine value to the user. (Kramer, Noronha, & Vergo, 2000) In order to create an enabling

work environment that delivers genuine value to stakeholders, a comprehensive understanding of the employee experience is required. Employees' participation in the creation and implementation of the workplace puts the end user at the center of the design process and focuses on how the environment supports their work styles and preferences. The degree of end-users participation in the design process depends on their level of expertise, passion, and creativity. (Sanders & Strappers, 2008)

Co-creation

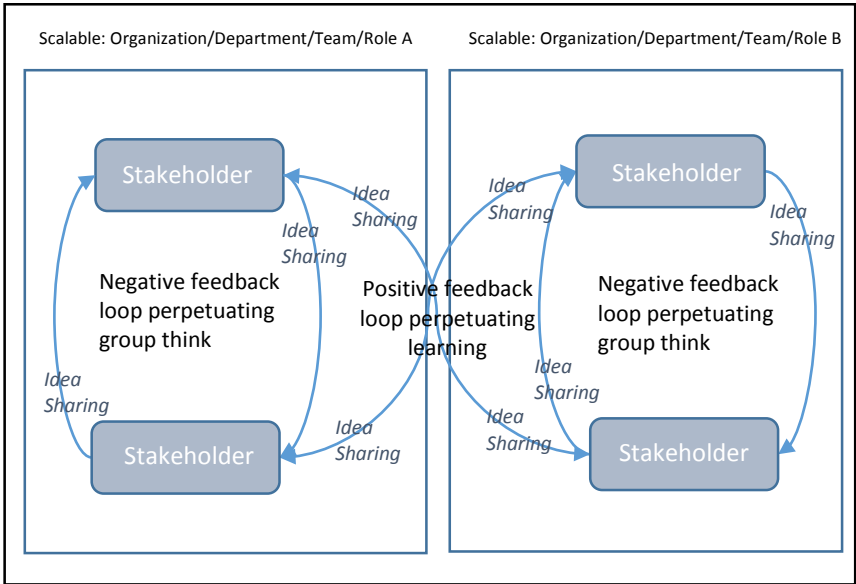
The collective intelligence of a group, it is argued, produces superior results than any one individual would in isolation. By leveraging the wisdom of the crowd (Suroqiecki, 2005) a group's collaboration allows them to learn and build on each other's ideas. Groups with a diversity of experience and opinion are capable of co-creating solutions that better serve the collective as a whole. The complexity of the world we live in requires, more often than not, a cross-functional approach to problem solving and demands the expertise and approach of different perspectives. While cross-functional teams perform better than homogeneous teams over time, they do not at the onset. When first assembled, cross-

functional teams need to support learning and appreciation for different perspectives and approaches. Accommodation and appreciation of diversity is required for the co-creative process to be successful. (Worley, 2016)

Alex Pentland explains in his book *Social Physics* the research his team at Massachusetts Institute of Technology (MIT) did on understanding the social interactions of groups and how ideas and communication flow. His team was able to predict the social dynamics of a group by using algorithms to measure their communication patterns and exposure to peers. Their research on idea flow and social groups found that exposure to peer behavior dominates and that beliefs and behaviors are mimicked by those exposed to them. (Pentland, 2014) Therefore creating the right setting or culture for teams to co-create reinforces the desired collaborative behavior in a positive feedback loop, as illustrated in Appendix D. Individuals are social by nature and because behavior is influenced by exposure to social networks, group dynamics can be incentivized to improve overall performance. However, as organizations look to others in their industry for benchmarking and thought starters, the desire to compare, copy, and borrow best practices, creates a feedback loop that is at risk of maintaining the

status quo, and blocking new ideas through closed group thinking. The benefits of leveraging a cross-section of stakeholders in solving problems and co-creating has been identified, and can be scaled to explain what hinders new trends from emerging as illustrated in figure 6. Collaborative creation is dependent on the opportunity

Figure 6: Flow of ideas between Stakeholders and Organizational Structure



that individuals have to communicate, and how ideas flow and develop from one person to the next. Thomas Allen, a researcher at the MIT whose focus is on organizational behavior, has studied the impact of communication flow in the workplace and how that flow is influenced by organizational structure and the physical environment. (Allen, 2007) What he found was that

communication for information and communication for coordination are traditionally well supported by the formal organizational structure. Communication for inspiration however, is most successful at fostering collaboration when it involves cross-functional roles and is spurred spontaneously through informal interactions. Communication for inspiration spurs creativity and when combined with social exploration results in innovation. (Allen, 2007) Organizational structures, the physical environment, and processes need to support the collaboration efforts of those charged with co-creating solutions.

According to Sanders and Strappers, the benefits of a group co-creating extend beyond the solution developed, and include the opportunity granted to practice creative thinking and build a more sustainable community. Co-creative processes allow stakeholders to retain control as change occurs and increases their commitment to a solution because they have had influence on its conception. The workplace transformation process can serve as a controlled experience for employees to practice co-creative exploration, but organizations can also leverage a participatory approach in other facets of their organization that don't have a direct impact on the physical environment.

Sectors Using Stakeholder Participation

To understand the potential role that participatory methods could have in the design of workplaces, lessons can be learned by examining how other sectors use similar approaches. Important insights can be gained by understanding the strengths and weaknesses of existing models with paralleling objectives, and can help inform how participatory engagement methods could potentially be incorporated into the workplace.

The Project for Public Spaces is a great example of how neighborhood outreach and community development sectors are successfully leveraging participatory methods such as placemaking. They do so at a macro level, involving stakeholders at the initial onset of a project when the problem is still being discovered and framed. Community organizing, Popular education, and Participatory development are three approaches that the Center for Participatory Change in Asheville, North Carolina have used to develop a Participatory Change methodology to help empower marginalized groups to 'control their own development and participate fully in the decisions that affect their lives.' (Castelloe, Watson, & White, 2002)

As Castelloe, Watson and White (2002) identify, community organizing brings citizens together in planning to accomplish tangible actions. Targeting communities that are united by geography – the physical location, or function - a common interest or purpose, community organizing enables grassroots groups to reach out to others impacted by the issue and mobilize them in the cause. This method of uniting stakeholders by geography and purpose can be applied in the workplace transformation process by leveraging the communities that exist within the physical environment (geographic community) and the organization (functional community). Mobilizing grass root groups in the cause is similar to the pull approach of soliciting and involving employees in the process.

Popular education focuses on learning from experience and dialogue. Castelloe, Watson and White (2002) explain that groups are enabled to develop their own framework for understanding that promotes a critical consciousness of the issue or environment. This shared understanding of the problem encourages consensus building, which has been informed by the various stakeholder groups affected by the issue. Enabling employees with a process

that encourages their participation allows them to learn together and collectively identify and frame the problem.

Lastly, Castelloe, Watson and White (2002) extrapolate that participatory development assumes the stakeholder group faced with or experiencing the issue best understands the problem and how to fix it. This method looks to develop the attitudes and behaviors needed when implementing participatory methods. Building up the capacity and capabilities of a stakeholder group better equips them in the long term to address and solve other challenges they might be faced with. Employees will need to develop the necessary skills to exercise fundamentally participatory practices.

Organizational development is another field that has successfully evolved its practices, leveraging participatory action research to include feedback through employee involvement. Organizational development “is a consideration in general of how work is done, what the people who carry out the work believe and feel about their efficiency and effectiveness” according to Warner Burke and Debra Noumair (2015) in the third edition of *Organizational Development: A Process of Learning and Changing*. Organizational

development methodology uses action research to diagnosis, provide feedback, analyze, and take action - intervening in the routine way that organizations operate (Noumair & Burke, 2015). The Strategic Fitness Process, developed by Michael Beer, is one example that enables an organization-wide conversation to diagnosis and develop a plan for change. The Strategic Fitness Process, recognizes that leadership and senior management may be prevented from realizing the need for change because of the organization's design and behavior. It looks to middle management and key employees throughout the organization to examine the system and provide feedback to inform leadership of the change that is needed. (Beer, 2013) Such approaches provide opportunities for informal leaders and those with leadership development plans, to contribute in a more meaningful way to the organizations success.

Workplace and the Organization

To understand how the workplace will be leveraged in the future, it is helpful to understand how it has changed over time to satisfy the organization and employees' evolving economic and socio-demographic needs.

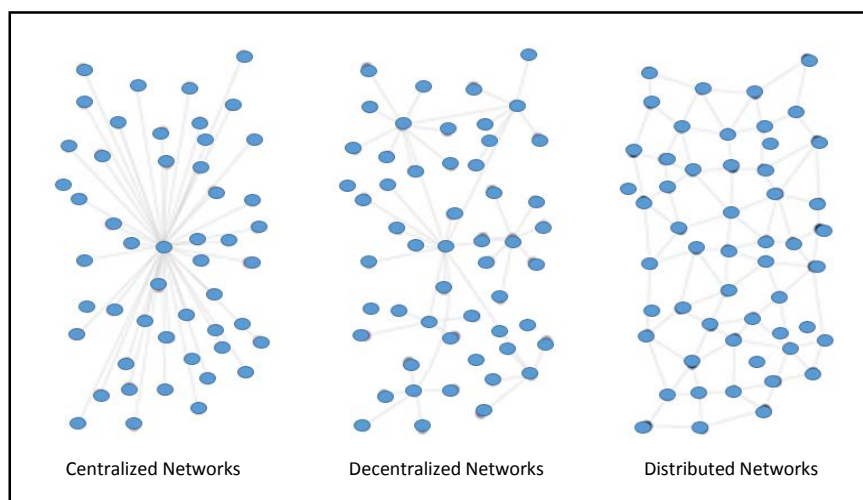
With the Industrial Revolution in the 1800's, factories employed much of the workforce. With globalization and technological advances driving trade and growing new industries, mass production changed the manufacturing process in the early 1900's. Requiring greater levels of clerical support, workers moved off of factory floors and into offices for the first time. This shift was further supported by the telephone which allowed for decision making to take place away from the factory floor. (Green Building Council Australia, n.d.) While clerical work initially being done was driven by standardized paper processes, the demand for skilled knowledge workers grew as business became increasingly complex. More white collar jobs brought a need for middle management, and hierarchical organizational structures replaced the traditional 'Mom & Pop' approach. Shifting from traditional centralized hierarchies to a decentralized structure allowed local knowledge to be pulled from front line employees to inform leadership and enable faster decision making. Relational and cultural approaches to management emerged with the increased presence of women in the workforce, starting in the 1970's and operated under the assumption that happy employees are productive employees. This shift was driven by a belief that rigid

hierarchical models tend to be authoritarian and negatively affect the emotional well-being of employees who experience fear, hostility, and insecurity. (Goleman, 2007)

Today, teaming approaches are meeting organizational needs and giving employees a renewed sense of belonging. With more rapid, flexible, and adaptive responses needed, organizations are looking to team structures to gain the right mix of skills, expertise, and experience. (Kozloski, 2001) Organizations using team structures contribute to transparency, sense of purpose, and flexibility, while capitalizing on the benefits gained through the collective intelligence of the group. The demand for transparency requires that organizations increase employee participation and flatten their decision-making processes, to increase workers' sense of ownership and intrapreneurial spirit. First developed by Paul Baran for the RAND Corporation in the 60's, distributed communication network models are now being applied by organizations to address the complexity of business. Organizations are creating formal and informal lattice networks to help them combat the range of business pressures they are facing. Lattice networks allow for communication and ideas to flow freely from stakeholder to stakeholder in a peer to peer network and removes any bottle

necks in decision making that emerge when information needs to flow through a central point. Figure 7 shows the evolution of networks from centralized, to decentralized, to finally distributed. (Baran, 1964)

Figure 7: Centralized, Decentralized, and Distributed Networks



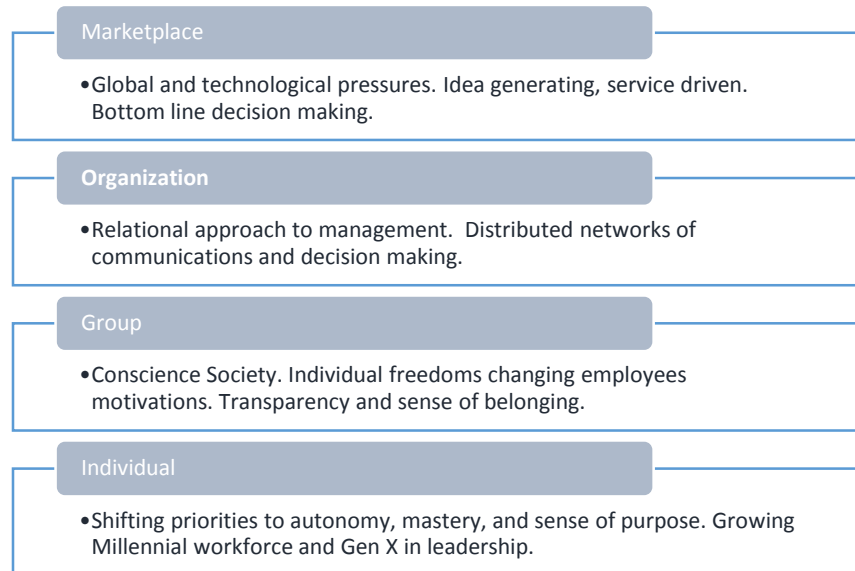
Generational attitudes are also reshaping how workers connect and value their jobs. The post-war “baby boomer” generation driven by certainty are being replaced in the workforce by Millennials with a new set of values. (Hamilton, 2011) Younger generations are searching for an organizational fit that aligns with their beliefs. As identified by Daniel Pink (2011) workers are increasingly motivated by a desire for autonomy, mastery, and sense of purpose. Democratic organizational structures are

emerging that involve employees in determining the strategic direction of the company. This democratic approach has been required by an increasingly conscious society taking control. Fair and transparent decision-making is increasingly popular in the workplace, and strengthens employees' trust in the organization. Where once the workforce was concerned with safety and stability, employees now seek organizations whose beliefs align with their own. An employee's need to experience a sense of purpose in the workplace is driving today's economy. (Hurst, 2014)

While employees' needs have changed, the processes used by organizations to hire workers have also evolved. Traditional human resource practices were quantifiable and objective, used to assess a candidate's characteristics and attributes. Today organizations are evaluating people based on their potential and adaptability. Due to the constantly evolving needs of an organization, an individual's motivations, insights, curiosities, engagement, and determination have become critical criteria for selecting an agile workforce. (Fernandez-Araoz, 2014) People that have the right skills and potential, whose motivations and beliefs align with their employers, can, and want, to contribute in a more meaningful way. The current reality of the marketplace, organization, group, and

individual, as depicted in figure 8, have set the stage for employees to contribute to decision making and organizational operations in a way that has never been seen in the past.

Figure 8: Levels of Influence



The CEO of the nonprofit Institute for Inspired Organizational Cultures, Gerald Wagner, PhD., identifies that in progressive workplaces, employees will insist on participating in the design of their future workplace, including all aspects that affect their happiness with their job. (Wagner, 2016) Contributing to the spirit of the workplace in a positive way strengthens employees' commitment to the organization. Involving employees in the workplace transformation process can contribute to their sense of purpose and belonging, ultimately improving their engagement,

and creating a better future workplace that meets workers needs today and into the future. As Wagner (2016) identifies employee expectations are changing and this is relevant not only to the design of the physical environment but to other aspects of the organizations operations.

The Transformation Process

Today, organizations are realizing that their real estate can be a strategic differentiator that drives employee engagement and performance. Curating how people come together and interact, the physical environment must support how employees work today and will want to work into the future. (Waber, Magnolfi, & Lindsay, 2014) Organizations often complement their internal capabilities with borrowed resources, relying on the expertise of consultants and the architectural and design community. Successful workplace transformations typically have an executive leadership sponsor, and a change team that understands both project coordination and change management. Roles and responsibilities for the transformation are decided within the project's governance structure to ensure accountability for how the project is managed. (Blake, 2014) Workplace strategy has evolved to support a range of

work activities and offer choice and variety in how and where work is accomplished. Workplace transformation processes are tailored to meet the needs of the organization, and no two journeys are the same.

In an interview with Lisa Fulford-Roy (2016), Senior Vice President, Marketing Principal and workplace practice leader at HOK, a global design, architecture, engineering and planning firm, she identifies that, first and foremost, the organization's unique DNA must be understood. Organizational structure and decision making practices vary from company to company, and implementing a process and workplace strategy requires asking the right questions to diagnose what change is needed and how much change the organization will tolerate. While agile organizations may be more comfortable with change, they are harder to diagnose, and the challenge becomes identifying how to create significant and relevant change in a complex system that doesn't impede or alter what is working well. (Fulford-Roy, 2016)

Fulford-Roy (2016) acknowledges that whoever in the organization has the mandate and responsibility to lead the project and guide the workplace strategy also influences the process of employee

engagement, as each enterprise within the organization tends to have a unique subculture and workflow. The level of involvement of employees varies from organization to organization and depends on whether the organization is more hierarchical or more democratic in its structure and culture. Higher levels of engagement are typical of less hierarchical organizations. Change ambassadors, and Steering committee members are two groups that are typically established to help activate change. Change ambassadors are highly respected and trusted individuals sought because of their reputation and the influence they have within the organization. Steering committee members often represent a cross section of the business functions and/or demographics and are tasked with making project decisions. Executive leadership and/or the Steering committee are traditionally engaged in creating the ultimate vision, establishing a baseline for priorities and objectives, setting boundaries, and identifying what is mandated and where employee engagement is required. Within this framework, roadblocks and opportunities are addressed by engaging stakeholders through vision sessions and targeted focus groups within the boundaries set by leadership. (Fulford-Roy, 2016)

Fulford-Roy (2016) warns that while seeking employee input is exciting, it must be controlled and continuously linked back to the mandate and vision. Employees must understand that they are representing a group and not just sharing their personal opinions, which may fail to address the needs of the whole. While the size and scale of an organization impacts how they perceive their real estate investment, more people are beginning to understand the integral role of real estate, technology and talent and that they need to be considered simultaneously in order for their integration to contribute positively to the overall business objectives. The physical environment is a vehicle for empowering people in a very different way and can act as a catalyst to inspire, engage, and connect people in a manner that supports their wellbeing and mobility. (Fulford-Roy, 2016)

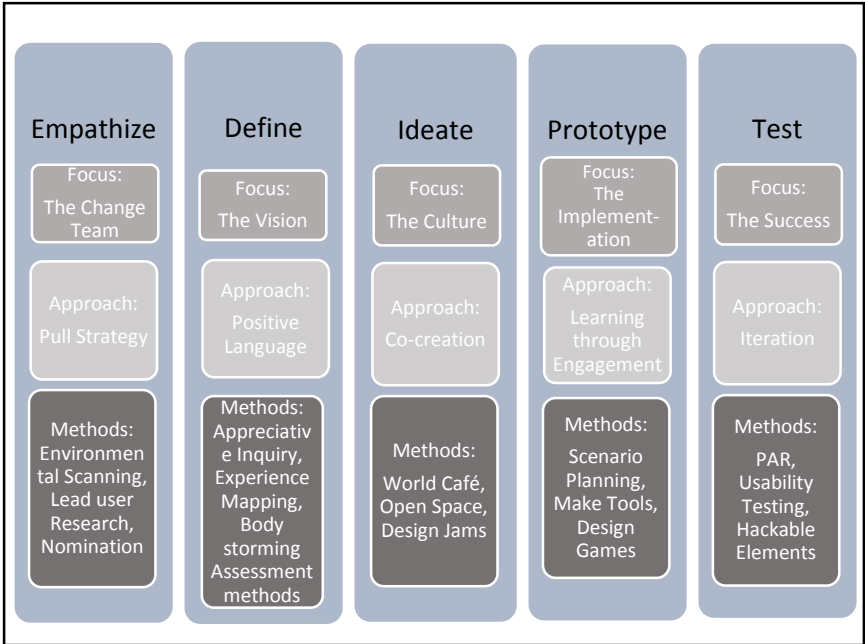
Designing a Participatory Transformation Process in response to Findings

It is hypothesized in this study that a framework for a participatory process will create a workplace that better supports employee and organizational goals, while facilitating a controlled experience for employees to participate in the co-creative thinking and teaming

that drives innovation. How might this participatory approach strengthen engagement, create a more dynamic workplace, and improve the organization's capability to change and innovate into the future? Through learning and co-creating, participants are responsible for the workplace transformation process using a human centered design approach. Following a design thinking methodology, the stages of Empathize, Define, Ideate, Prototype, and Test are used. Whether for a product, a service, or an experience, all organizations are involved in design. As design thinking methodology proves successful, it is being applied to new facets of the business model to help organizations innovate and stay competitive. The iterative approach of design methodology and the use of feedback loops integrate change instinctively into the process addressing evolving needs. The Design Management Index recently identified that the most innovative companies in the world use design as an integrative resource and are more efficient and successful because of it, outperforming the Standard and Poors by 228%. (Westcott, 2014) The transformation process also has the benefit of exposing stakeholders to ambiguity and uncertainty, better preparing them for future organizational change initiatives.

The following process is proposed as an approach to facilitate this desired outcome. Each phase of the design process has a specific Focus, Approach, and Methods that make up the framework for the proposed process, as outlined in Figure 9. The methods identified for each phase of the design journey are recommended. Other participatory research and design methods exist that could be appropriately leveraged through the process.

Figure 9: The Proposed Process Framework



The Empathize phase would begin when a need for change is identified. During this earliest phase, the focus is on assembling the team that will lead the change. The proposed process uses a

pull approach to change, soliciting the perspective and knowledge of frontline employees and middle managers to inform decision making, recognizing they best understand what is needed. The process explores how responsibility for the workplace transformation can be tied to employee development opportunities to strengthen commitment and drive success. The methods used during this phase could promote exploration and problem finding through divergent thinking.

During the Define phase, the stakeholders and the system affected by the workplace transformation would be identified with the focus on establishing the vision for the change. The proposed process adopts a positive proactive approach and explores the importance of changing the language used when thinking about change. The methods used during this phase could set the project boundaries through discovery and a comparative assessment of needs.

During the Ideate phase, the focus would be on understanding the degree of change needed to achieve the desired culture. With a co-creative approach, potential future scenarios could be explored, exposing participants to a variety of possibilities that influence the

workplace design solution needed. The methods used during this phase could serve as collaboration tools and encourage creativity.

During the Prototype phase, new ways of working would be piloted with the focus on implementation of the change. Participants would experience and experiment with potential solutions and the approach encourages learning through engagement, mitigating stakeholder concern and informing change still needed. The methods used during this phase could facilitate decision making and consensus building.

Lastly during the Test phase, the solution would be assessed with the focus is on measuring the success of the change against the organizational and employee priorities. Using an iterative approach, the proposed process could promote the continuous transformation of the workplace. The methods used during this phase could support convergent thinking as solutions are evaluated and further refined.

Proposed Process Framework Detail

The proposed process would be most applicable to address needs that require a large scale workplace transformation, however it is designed to facilitate continuous change through an iterative

process that allows transformation to occur at any time as needs or opportunities of any size are identified. It is intended that the proposed process could be leveraged by organizations of all sizes by scaling the involvement of employee's participation.

Empathize. For transformation to begin, a change agent must be ignited. The realization that there is opportunity for improvement or that change is needed could be triggered at any level of the organization. A formal or informal scan of the current and future state is informed by research, benchmarking, and social media, identifying drivers of needed change in the workplace. Change initiatives that start with leadership are often identified through the misalignment of space and business operations. In my experience it is common for organizations to task senior management with a consolidation, expansion, or lease expiry that impacts their current real estate portfolio. Changes to the physical environments can also be driven by evolving business practices such as the realignment of business units, evolving talent management practices, or lean operating initiatives. When an individual contributor identifies an opportunity for improvement or change, the catalyst is often that the needs of the employee are not being met in the physical space. The organizational culture

must support an employee to escalate their concern in order for the necessary momentum to build and for change to occur. The need or opportunity that is identified, determines the scope of change that will occur.

Once the need for change has been ignited, time spent empathizing with stakeholders is necessary to understand their physical and emotional needs in the workplace. (Plattner, 2012) It is proposed that the employees who use the workspace on a regular basis should participate in the co-creative design process. (Sanders & Strappers, 2008) As the end users of the space, lead user research occurs naturally, and is built upon the experiences of employees in the workplace over their entire tenure with an organization and not just when the workplace design challenge is introduced.

It is during this first phase of the process that the change team, which is the driving force of the workplace transformation, should be assembled. Identifying the appropriate team is a strategic step in the success of the transformation as well as an opportunity for employee development and leadership training. By selecting individuals who display leadership ability within the organization and those looking for career development opportunities, the

success of the transformation could be directly linked to their performance evaluation driving their commitment to the project. This assembled team could have the opportunity to build camaraderie and work closely with other ambitious employees strengthening their professional relationships.

A cross functional selection is recommended to ensure all facets of the organization are represented, their needs are addressed, and their responsibilities in the transformation are accounted for. As previously referenced an approach that uses a pull strategy and engages frontline employees and middle management, builds on informal and grassroots movements within the organization. To enable participation in this early phase, a nomination process in each department, which allows employees at all levels of the organization to be considered, could help bring attention to the workplace transformation being undertaken. The diversity of the change team will help ensure that the change message is cascaded through the organization and allows the team to utilize their specific social networks within the organization to spread the message. Transparent communication would be essential for employees to understand the boundaries and constraints of the

workplace transformation and identifies clearly how employee participation is contributing to the implemented solution.

A mix of formal leadership, management, and individual contributors should be included on the change team and during this early stage in the process they should engage in team building exercises that strengthen their leadership skills and allow for self-reflection on the role they play within the group. A change team that represents a multidisciplinary approach will also be better equipped to address the different responsibilities of project management including but not limited to: Facilities coordinator, Technology, Finance, Marketing communications, and Total Talent Management or Human Resources. In this model, all members of the change team have responsibility for project management aspects of the change as well as responsibility for the vision and design of the solution. Project management responsibilities would be led by the appropriate team member designated within this functional context. Design considerations should be informed by engaging a wide range of stakeholders through the process.

Define. With the need for change ignited and the driving force assembled in the change team, the group would be ready to enter

into the *discover and define* stage. Identifying and framing the context for the workplace transformation is critical for developing the vision for the transformation. Ensuring the context that ignited the need for change is clearly understood and reframing the approach to incorporate a holistic point of view with a focus on the end user experience, would allow for a more appropriate solution to be developed. Einstein is famously referenced for having said that given an hour to solve a problem he would spend fifty-five minutes defining the problem and only five minutes finding the solution. (Baer, 2013) This important early phase in the design process would require a considerable amount of time, and it is important that it not be rushed and based on assumptions.

During this phase, the various stakeholders impacted by the workplace transformation should be identified using a stakeholder matrix, and their needs prioritized. A stakeholder assessment should capture the needs of the individual, the group, and the organization, as seen in Appendix B. Full time and part time employees, contract workers, partners, and suppliers that use the space should be included in the assessment. Capturing employee's needs, by the demographic group most appropriate to the organization such as department or project, would ensure team

needs are supported in regards to how individuals work together and collaborate. Considering the organization and even the marketplace ensures that, at a macro level, the organization's business drivers and strategic goals are being considered, including the impact they could potentially have on their geographic community. Building on the strengths of the current state, organizations have the opportunity to establish a new perspective on change by adopting positive language and an appreciative inquiry approach. A shared understanding of the ecosystem that the workplace transformation must be captured setting the vision and laying the foundation for future solutions to be explored. Once the needs of the various stakeholders have been discovered, the extent of the workplace transformation could be framed and the constraints of the project established.

The proposed process looks to the employees to self-determine what needs to be captured in the design solution. Facilitating a process where the end user group contributes to the establishment of the project boundaries and focus can increase employee engagement and motivate the creation of a better, more appropriate solution. A positive outlook, when applied in exploratory sessions, could build on the strengths of the current

environment and provides actionable insight into how to achieve the desired change.

An assessment of the current state would be necessary to measure the degree of transformation needed and the boundaries and focus of the workplace transformation are identified through experience mapping⁸, bodystorming⁹ and assessment methods such as card sorting¹⁰. Boundaries and constraints need to be understood to accurately inform a solution that fits within the system. Boundaries typically include, but are not limited to, budget, time frame, and the force driving the change initiative. The boundaries would define the project scope and identify any limitations or restrictions that need to be considered. If project boundaries are flexible or unknown, prioritizing of interests would be required to inform decision making. The change team would be responsible for ensuring that organizational drivers are not compromised once employee needs in the workplace are identified and scoped. It is recommended that the boundaries of the workplace transformation be developed by the change team. This will ensure

⁸ See Appendix F

⁹ See Appendix F

¹⁰ See Appendix F

that leadership and decision makers' priorities are met. Defining the focus and creating the vision of the workplace transformation requires that both the organization and its employees' needs be considered. Successful change would foster the desired workplace culture, and satisfy the employees' and organizations' needs. Once the boundaries and the focus of the transformation have been framed, the guiding vision would be established.

While the needs of the individual, group, and organization vary, all must be considered to create a shared vision for the future. How the individual, group, and organization's needs can be met in the design of physical space can be captured using general categories that are important to all stakeholder groups, such as; Health and Wellness, Engagement and Satisfaction, and Performance and Productivity. To define and understand the true problems associated with the current workplace environment a number of team exploration exercises facilitate a group of stakeholders in identifying and prioritizing the qualities the physical environment should support and foster.

Ideate. During the Ideate phase, participants shift from a problem focus to a solution focus, and divergent ideas begin to converge

into potential designs. Workplace culture is shaped by the organization's mission, vision and values, formal organizational structure, informal norms and behaviours, and the physical environment. When aligned, the workplace should be the physical manifestation of the organization's culture, reinforcing their constitution. To assess the degree of change the ecosystem will accept, stakeholders must understand the interdependence of these elements within their organization and how each would need to evolve in the future to support changing needs. A co-creative process builds on the perspectives and experiences of a range of stakeholders and a clear understanding of the desired culture is achieved.

This phase of the transformation process would be focused on understanding the culture that the organization and employees' hope to achieve, and evaluating the level of change and the change readiness needed to realize this goal. Guided by the assessment of the current state and stakeholder needs, the vision for the desired workplace culture would begin to take shape during this phase. It is the responsibility of the change team to ensure that this shared vision embodies the organization's business drivers, and has clearly

identified key performance indicators that can be measured and evaluated.

Engaging all interested stakeholders is possible in a number of ways. Focus groups, interviews, charrettes, and self-reporting survey tools, help ensure targeted information is collected and the implications on the workplace better understood. These methods are helpful when a focused approach is needed to understand specific implications or to assess particular elements of the current environment. However they are limited by the pre-determined structure and targeted information. Other research methods, often grounded in open source theory, like World Café¹¹, Open Space¹², or Design Jams¹³, allow participants to select and shape what information is most relevant, establishing the focus organically. These co-creative methods facilitate large group participation and, in doing so, help to capture a diverse mix of stakeholder thoughts and opinions. As a collective, the group identifies and prioritizes what is most important, developing alignment in the process.

¹¹ See Appendix F

¹² See Appendix F

¹³ See Appendix F

During this phase it would also be important that the change team formally review their progress against the identified goals to ensure that the direction of the workplace transformation was still aligned with the organizations business drivers and the employee's needs. This regroup is an important step during this phase of the journey to ensure the design creation and project management responsibilities are aligned and on track. Alignment and prioritization of initiatives would be the responsibility of the change team, and would be necessary to prevent change fatigue from setting in. If design and project objectives were in conflict, the change team would need to redefine the boundaries and constraints of the initiative returning to the Define phase to reestablish focus before ideating further potential scenarios and solutions.

Prototype. Rapid prototyping is a critical part of the design process that implements potential solutions quickly and cheaply to test possibilities and manage the solution building process. (Plattner, 2012) Prototyping allows employees to engage with new ways of working, helping mitigate concern and increase the acceptance of the change. Learning is only possible with engagement, and during the prototype phase employees would be engaged in the proposed

change allowing learning to occur that would inform how the solution needs to continue to evolve. This phase of the workplace transformation process would encourage creative brainstorming and the exploration of future possibilities.

A series of established methods could be used to enrich this phase and are outlined in the appendix. Some examples follow here. Scenario Thinking¹⁴ would be used to explore potential futures, expose stakeholders to future possibilities, and better prepare them to manage the change that is needed to achieve or to avoid the potential outcomes. (Ertel, Fulton, & Searce, 2007) Scenarios could be used to develop flexible workplace solutions that prepare organizations for the future and keep up with agile organizational processes. Evaluating these scenarios could help employees understand how their workplace can transform and how specific business drivers and employee needs would impact the solution needed. The change team would be responsible for engaging employees through participatory research methods and Make Tools¹⁵ is another method that allows stakeholders to engage with

¹⁴ See Appendix F

¹⁵ See Appendix F

the proposed solution and provide feedback input to inform the workplace change that is needed.

The prototype experience could help assess both the short term and long term success of the implemented solution. The pilot approach could expose stakeholders to the change, encouraging acceptance and commitment from employees to embrace the new ways of working. Using Design Games¹⁶, early adopters and advocates of the change can leverage the prototype experience to help gain the approval of the masses. With exposure to the physical manifestation of change, new norms and behaviours could begin to develop in the Prototype phase and potential barriers to implementation would be identified.

Test. The final phase of the design process would be to test the proposed solution. This means measuring its success against clearly defined key performance indicators and iterating on the solution to ensure the process is cyclical. Having established that continuous change is necessary to remain competitive in today's marketplace, (Bessant, 2003) the workplace solution implemented today must evolve and continue to transform in the future. Measuring the

¹⁶ See Appendix F

adoption of change using implementation evaluation criteria would inform the success of the change to date, and would help identify where change efforts have been less successful and still require attention. Incremental changes could be activated to allow for a naturally iterative approach.

To measure the success of the change, appropriate metrics must be established to monitor and assess the performance of the proposed solution to meet organizational and employee needs. Short term implementation indicators would assess the adoption and acceptance of change and identify if new behaviors are being developed. While long term performance indicators are still important, in a continuous change process, these should be reviewed regularly to ensure that the metrics captured are still relevant for gauging if the objectives of the change continue to be met. Short term and long term indicators established in the Define phase would consider both the organization's business drivers and the employee's needs and address any competing interests through the established boundaries and constraints. Enabling real time data collection and feedback would help the change team assess what the design of the physical environment and the transformation process need to address.

Measuring the results of the change would inform where change is still needed, providing actionable insight on how the next solution iteration could better serve the organization and employee. PAR methods¹⁷ and Usability Tests¹⁸ could help employees identify what change is still needed. When the implemented solution includes flexible elements that are easily reconfigured and repurposed, the end users could make immediate and incremental changes as necessary to better satisfy their needs. Reassessing the prioritization of employee and organizational needs would close the loop on the process and returns the organization and stakeholders to the Empathize phase where the need for change is ignited once again. Practicing this iterative process could expose participants to continuous change, potentially better preparing them for change in the future and fostering a culture that embraces change and ambiguity.

Potential Implications and Outcomes

As hypothesized, the desired outcomes of the proposed workplace transformation process are to create a workplace that supports

¹⁷ See Appendix F

¹⁸ See Appendix F

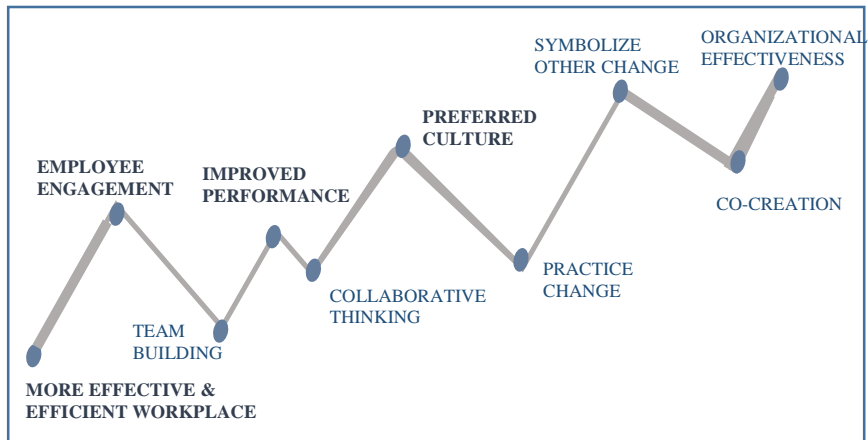
evolving organizational and employee needs, and improve organizational effectiveness by practicing continuous change and developing the skills and behaviours needed to collaborate and perform as a team. The process also aims to provide employee development opportunities and improve formal and informal leadership skills. Through a renewed sense of belonging and purpose, employees would be engaged to create a community and desired culture that is supported by the physical environment.

In addition to achieving the stated desired outcomes, the proposed process is designed to strengthen the innovation efforts of an organization by allowing for participation in a co-creative team and practicing change. It is believed that the transformation of the physical workplace could also help aid other organizational change initiatives. Exposure to change could better prepare employees for subsequent change initiatives. The tangible change in a work environment could set the stage and communicate less tangible organizational change initiatives. The workplace provides a tactile environment whose transformation could symbolize other change that participants are experiencing.

There is untapped potential for the workplace transformation to be leveraged as a strategic tool to achieve greater alignment with the organization's business drivers and goals. The physical environment personifies an organization's culture and even provides a way to support and shape it. (Bahr, 2015) At the minimum, the proposed process would serve as a team building experience to create an appropriate workplace solution, but it also has the potential to do much more by strengthening organizational capabilities to manage change and innovate.

Traditional approaches to workplace transformation when done correctly are able to create more effective and efficient workplaces, strengthen employee engagement, improve performance, and when highly successful are able to create a preferred culture. (Bahr, 2015) Figure 10 illustrates the additional benefits and outcomes described above when the proposed participatory process is adopted.

Figure 10: Potential Benefits and Outcomes



Limitations and Challenges

While the benefits of utilizing a participatory co-creative process are significant, a number of constraints exist. The challenges that might limit the approach from being used more broadly are similar to the reasons that change is resisted in the first place. These include a loss of control over territory, excessive uncertainty during the change, the loss of face from those associated with the current state, concerns about competence, and the fear that change will create more work. (Kanter, 2012) In addition to the traditional challenges faced when change is introduced and a process disrupted, there are further challenges when looking to implement an iterative and continuous process. These include time, money, and ties to the status quo. The perceived limitations of a

participatory approach are the same factors that make sustainable change elusive. (Devane, 2007)

The specific challenges and circumstances that might limit the proposed approach from being used more broadly to facilitate workplace transformation are detailed below and include, time, resources, money, control, experience, and perspective.

Time. Participation involving a range of stakeholders takes more time. While it is difficult to coordinate schedules in order for the right people to come together in the first place, creating an iterative solution that considers the ecosystem in its entirety also takes longer. Individuals share their perspectives and learn from other working through their differences and conflicts until the group is able to come to a consensus and develop a solution that satisfies the whole. The back and forth nature of such a method requires a significant amount of time in order for decisions to be made. As Devane (2007) identifies a lack of time is one of the most frequently mentioned reasons for not designing for sustainability.

Resources. Engaging stakeholders to contribute to the process, requires more people resources than alternative approaches. Fearing that change will create more work, individuals resist

participatory methods because of the commitment and effort required of them. (Kanter, 2012) The methods that are used to facilitate the co-creative process can also require additional resources not needed in centralized or hierarchical decision making.

Money. A process that takes longer to implement and requires the engagement of a larger stakeholder group can cost more money. (Devane, 2007) While a participatory approach does not require expensive 3rd party consultants, there is a greater demand on internal resources, which can equate to greater costs up front, however as teams become more effective and efficient in the long term a participatory approach can be less costly.

Control. Stakeholders with decision making authority in the current system often resist new approaches and fear languishing power. (Sanders & Strappers, 2008) Organizations whose focus is on shareholder value rarely have the patience for process that give control to the collective. In contrast organizations that encourage employee autonomy and support exploration are more likely to embrace new ideas.

Experience. A team that has not leveraged a participatory approach in the past may struggle to get started. Hesitant because of the ambiguous and self-guiding nature of the approach, they are challenged with identifying the first steps needed. Stakeholders who have never been exposed to participatory design practices in the past may also be reluctant or lack the confidence necessary to use these methods because of their inexperience, and risk defaulting back to approaches they are more familiar with. A user's ability to become a co-designer is dependent on their level of expertise, passion, and creativity. (Sanders & Strappers, 2008) If a stakeholder has used a participatory approach in the past, but the experience was negative or the initiative unsuccessful, the stakeholder may be cynical to the change process and resist using a similar approach. The proposed process is intended to help organizations develop the competencies they need to leverage employee collaboration in ambiguous circumstances, but it is acknowledged that this may not be appropriate for the type of work that all organizations perform.

Perspective. Understanding the complexity of the system and how best to intervene is also a challenge. Numerous factors contribute to a needed change, and understanding how they influence each

other is more difficult than addressing each in isolation. (Allison, 2015) The success of the change can also be hindered if end user engagement is too narrow. Solutions informed by an individual's opinion versus representing a group lack objectivity and diversity in their perspective of what change is needed. An external perspective can still help ensure the organization's goals are met and the solution accommodates the masses now and into the future. The role of the facilitator is to develop and manage the process and this includes preparing the participants and ensuring the needed diversity is achieved.

Next Steps

It is my intention to incorporate the finding from this research project and the proposed process into my scope of practice as a workplace strategy consultant. By incorporating participatory design methods to engage a broader spectrum of employees in their workplace transformation there is opportunity to disrupt the current approach and leverage the change to the physical environment in a more meaningful way. Organizations will require expert facilitation until the organization develops the core competencies needed to manage a participatory design process on

their own. As facilitator and guide of a participatory change process there are 3 main responsibilities; to recommend and facilitate participatory design methods through each of the stages, to uphold the integrity of a participatory process and ensure old decision making methods don't dictate direction, and serve as an external mediator to help resolve any issues preventing the group from moving forward. The employee stakeholders would still be responsible for assembling the change team, developing the vision, creating the culture, implementing the solution, and evolving the solution. The role of the facilitator in a participatory change process would be to guide and remain objective as employees move through the design phases.

To understand the implications and impact that the proposed process could have, it is necessary for it to be tested and measured. It is my intention to first begin to leverage select portions of the process with organizations displaying readiness. The process described is scalable allowing it to adapt to the needs of a small, medium, or large organization and could be tested within a particular group or division. Monitoring the process in action is required to understand the true impact that a participatory approach to the workplace transformation process could have and

to clearly identify the role and responsibility of an expert facilitator in guiding the process. Testing the process should clearly identify the strengths, weakness, opportunities, and threats that have only been theorized to date or believed to be true. While the process is designed to foster greater flexibility and agility, an organization that already exemplifies these traits would be an ideal candidate for testing the proposed process. The barriers an organization faces when implementing an approach that requires a new way of thinking would be less of a challenge for an organization that encourages the exploration of new ideas. Organizational cultures that fear failure are less likely to embrace new practices that have yet to be proven. An environment where a diverse group of stakeholders interact and share ideas on a regular basis would be an ideal candidate. Within an organization this could be a product development team, a research and development division, or an internal innovation lab. It is believed that co-working facilities or work clubs are uniquely positioned to test the participatory process and could identify positive outcomes that have not yet been considered. While these individuals don't traditionally come to the workplace environment with a common goal or the intention to collaborate together, and their entrepreneurial spirit suggests that

they could leverage the experience to develop connections that could drive individual performance.

Once the process has been used, participants should be interviewed to confirm or refute the assumptions made about the implications and outcomes of the proposed process. Employee stakeholders should also be interviewed to better understand their experience with the participatory process, where they felt it worked best or broke down, and how the role of the facilitator might need to be modified. If the evidence supports that the process achieves its objectives and contributes to the organization's and employee's success, further iterations should be explored. Completing a Business Model Canvas¹⁹ would be useful to better understanding how the facilitation of the proposed process could be a standalone service.

In order for the proposed process to have the greatest impact on helping organizations practice and develop their capabilities to successfully function as a team and innovate, a clear understanding of the organization's unique innovation strategy would be needed.

There is opportunity for the role of the facilitator to evolve beyond

¹⁹ See Appendix F

the workplace transformation process and assist more directly with strengthening the organizational capabilities to innovate. If an organization is able to clearly articulate their innovation strategy, data points could be collected through a series of questions that could classify the type of communication and idea flow the organizations workplace needs to be supporting. This additional information would strengthen the process in two ways; first, with a clear understanding of the type of teaming an organization needs, the process could be modified to reinforce the desired behaviors. The participatory process described in this paper could be leveraged further by having the most appropriate mix of people and teams coming together to work on the creation and implementation of the workplace solution. Second, data points could be collected through a series of questions to capture similar attributes of the required team dynamics for each innovation strategy and be used to categorize workplace needs based on their similarities. A data base that could be searched based on desired attributes and team dynamics could identify patterns in workplace design best suited to the type of innovation needing to occur and generate recommendations for workplace design that have been leveraged by others.

Conclusion

We live in a complex world. The physical environment should be looked at as a strategic differentiator and real estate a dynamic asset that supports the organizations goals and drivers. The role of the workplace has changed, and a new approach to its transformation, usage, and management are needed to support how it is being leveraged today and into the future. The traditional approach to workplace transformation must be challenged if organizations' expectations of the physical environment are changing. As businesses evolve to stay competitive, employees are seeking a more democratic approach to decision making. The opportunity to help shape the direction and culture of the organization is an appealing one. The proposed process outlined in this paper, is just one example of how organizations could think differently about the workplace and how a new approach to its transformation could be leveraged to help manage the complexity of business today. The purpose of this paper is not to dictate how workplace transformations should be managed, but simply expose audiences to the idea that there are alternative methods and that challenging traditional ways of thinking are necessary to realize the change we hope to achieve.

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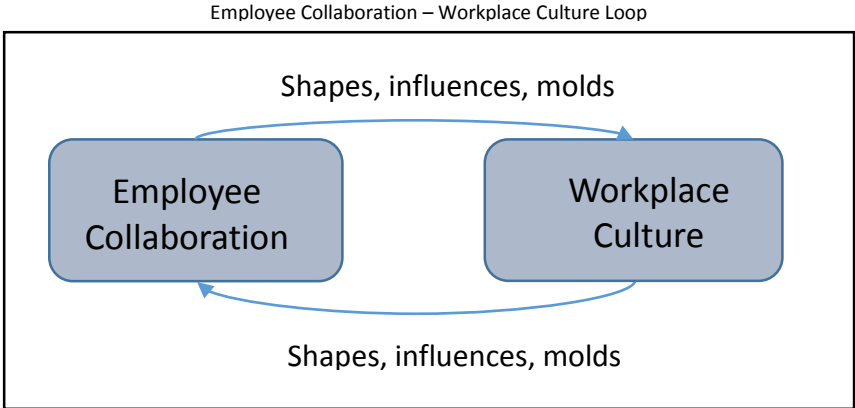
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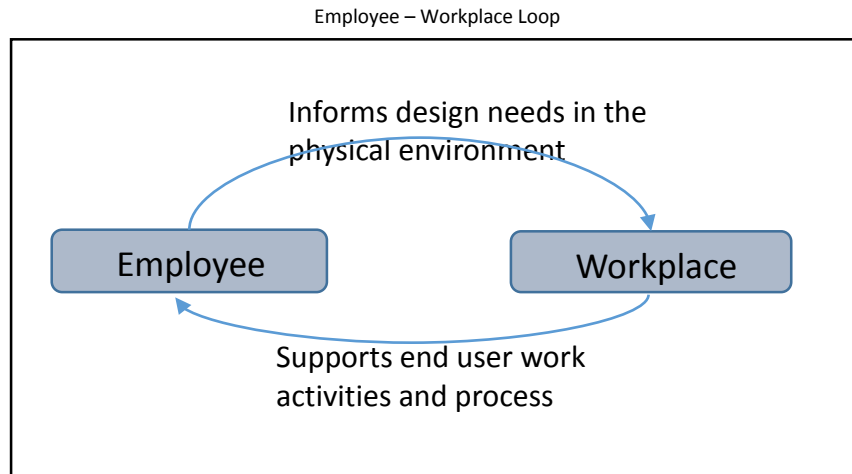
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Appendix A: Employee Collaboration – Workplace Culture Loop



Appendix B: Employee – Workplace Loop

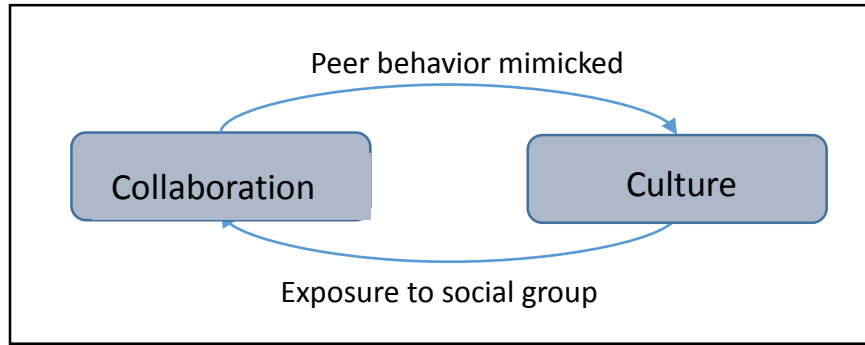


Appendix C: Auto-Ethnography

Organization	Approach	Driven By	Involving	Strengths	Weaknesses	Opportunities	Threats
A	Grassroots change Agent Group	Pull Approach	Change Advocates	Pull approach allows feedback from the feet on the street to drive change	Small group of dedicated change agents, challenged with spreading the word outside of their social network.	Leverage commitment of grassroots groups by spreading approach throughout the entire network	Group think
B	React as needed	Top Down	Leadership	Excellent project management eases workplace transformation	Bureaucratic processes slow change and make adoption suffer.	A repeatable process that can be mimicked.	Stagnation
C	Bringing different functional groups together	Facilities led	Key stakeholders and decision makers	Leadership commitment is strong.	Leadership and tenure tend to have a correlation, presumed opinions based on history	Support employee development by giving them responsibility through change.	Disconnect between leadership opinion and worker opinion.
D	Supporting the individual workers needs	Bottom Up	Employee end users	Structured process for evaluation and comparison	Resource limitations	Scalable – engage select stakeholder groups	Distrust from asking for input and then not using it
E	Workplace transformation to facilitate an org structure shift	Bring In expert	Cross functional change team	Leveraging team collaboration and interdisciplinary approaches to problem solving	A lot leaders driving the ship? Group dynamics for problem solving.	Effective and efficient process	Employee resistance

Appendix D: Collaboration – Culture Loop

Figure 5: Collaboration - Culture Loop



Appendix E: Stakeholder Matrix

Marketplace		Organization		Group		Individual	
Market	Industry	Organization	ELT	Department	Project Team	Role Type	Individual
Survive	Compete	Triple bottom line Sustainability	Financial Performance		Access to team members		
Evolve		Being a good employer	Future proofing		Digital collaboration tools	Lighting	Ergonomics
	Increase Market share	Growth			Project management software	Tools and Technology	Tools and Technology
		Reduce Costs		Access of Management to Individual Contributors	Scrum area		Access to Team
		Increase Revenues		Co location			Privacy
			Leadership	Adjacencies		Training	Amenities
							Storage

Appendix F: Established Process and Frameworks

The established processes, frameworks, and methods mentioned in the report are defined below as per the author’s simplified interpretation of each, based on review of original materials and common business practice.

Processes, Frameworks, and Methods	Defined As
Lean	A customer-centric method used to continuously improve any process through the elimination of waste.
Six Sigma	An set of techniques and tools for identifying and eliminating defects from any manufacturing and transactional processes for products and services.
Kaizen	A strategy, originating in Japan, that involved employees at all levels of the organization to work together to proactively implement continuously improvement efforts.
Experience Mapping	A process for capturing and communicating complex interactions and building knowledge and consensus on the stakeholder experience across the organization.
Bodystorming	A creative technique that uses a roll-playing approach to imagine a scenario or situation in which stakeholders interact with a product, service, or experience.
Cart Sorting	A methods used to identify and organize topics into categories in order to evaluate them.
World Café	A conversational process that engages a large stakeholder population in small group discussions focused on a specific area of enquiry and leveraging the

	shared learning of previous rounds of small group discussion.
Open Space	An event where stakeholders identify urgent themes or questions and volunteer responsibility in a self-organizing process.
Design Jams	An event where stakeholders brainstorm and share ideas freely building on each other's concepts to develop design solutions.
Scenario Planning	A strategic planning methods to help organizations, groups, and individuals think about potential futures.
Make Tools	A co-creative approach that results in tangible artifacts as stakeholders come together to share their experience and point of views.
Design Games	Using the structure of a game experience, stakeholders participate and collaborate in the design experience as a method of usability testing.
Participatory Action Research (PAR) methods	A variety of research techniques that use self-experimentation and action to create shared knowledge on which change and transform is based.
Usability Tests	A use-centered methods to test and measure the performance of a product, service, or experience by gaining direct insight on how it is actually used, and not through self-reporting.
Business Model Canvas	A strategic management tool to help organization describe and design a business model by identifying the Offering, Customer, Infrastructure, and Financials.