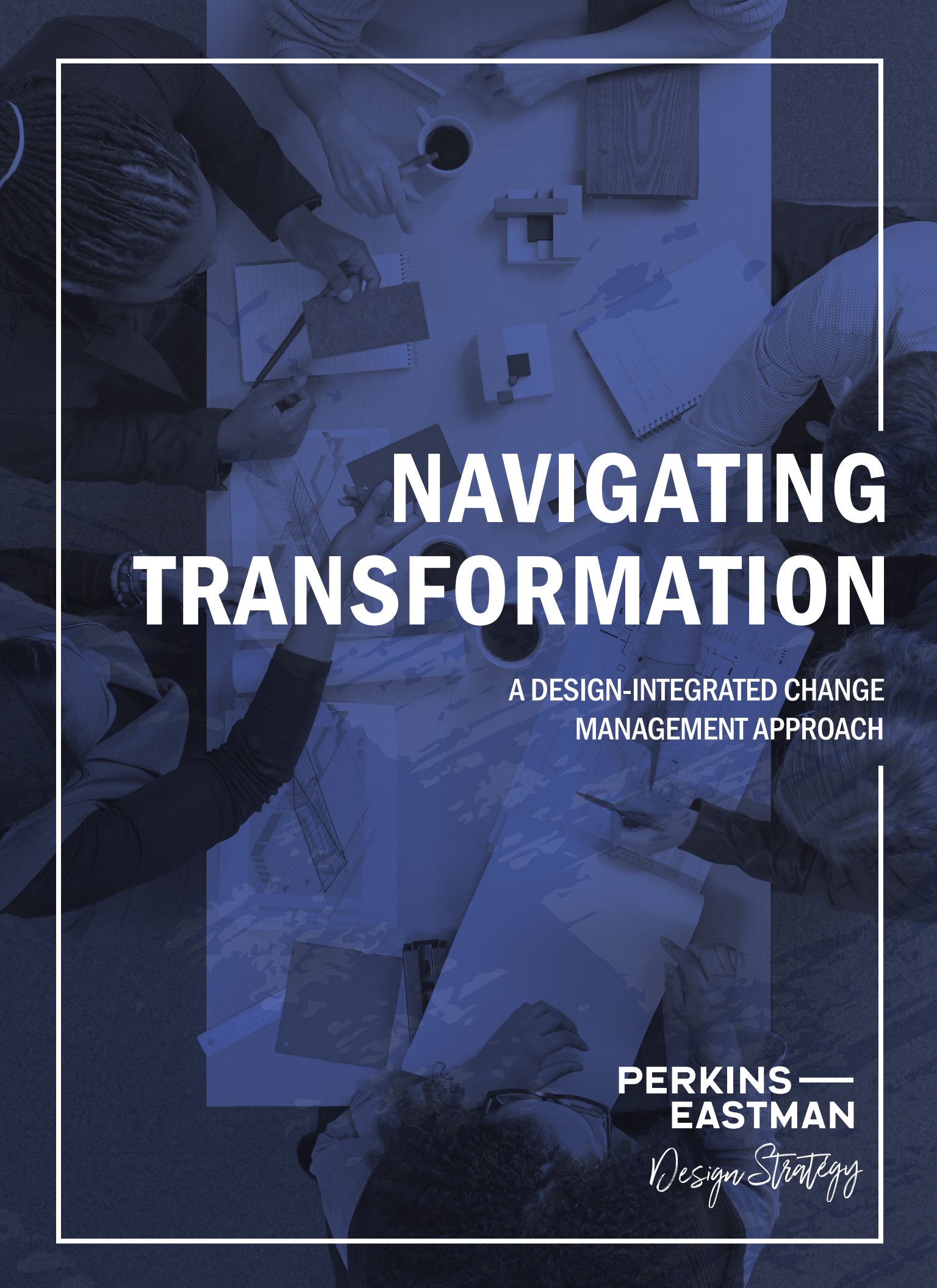

NAVIGATING TRANSFORMATION

A DESIGN-INTEGRATED CHANGE MANAGEMENT APPROACH

PERKINS EASTMAN

Design Strategy

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BUILDING RESILIENCE

This is a time of great transformation for the workplace. In the wake of COVID-19, many of our clients are adopting hybrid, flexible, and remote work.

The shift to new ways of working has significant implications for the size and composition of the workplace: With more employees working from home, there is an opportunity to reduce office footprints—and reap significant savings over time. But effective change doesn't happen by chance; it is essential to create a roadmap to your desired organizational outcome and to maintain two-way communication between employees and leadership throughout the transition.

Change management aligns resources with business priorities, supports a healthy workplace culture, establishes accountability, and improves the odds that positive changes will stick. It provides an opportunity to reflect on lessons learned and adjust as needed. Particularly in the context of COVID-19, change management is an important tool for building organizational resilience against future unknowns. Our change management approach, a reciprocal process that engages stakeholders at all levels, is interwoven throughout every project phase and culminates in a strategic communication plan that aligns with your business objectives and values.

What can change management do for your organization?

- Drive more successful change
- Prepare your organization for the future
- Handle the amount of change occurring
- Create consistent and efficient practices
- Address the cost of poorly-managed change
- Build supportive internal capabilities
- Align organizational practice with organizational values

Source: https://www.prosci.com/resources/articles/7-reasons-for-change-management-deployment

At this pivotal time, organizations are grappling with big questions about the future:

How can we assure our office is resilient and agile when facing future crises?

How can we improve employee attraction and retention?

How can we transition to a flexible or free-address model without sacrificing the employee experience?

How can we best support our employees to adopt a hybrid working model? What kinds of tools and communication streams are necessary?

OUR PROCESS

Our holistic change management approach brings together strategy, organizational goals and culture, and the physical work environment to arrive at a unique solution for each client.

Our team members are certified practitioners in Prosci's Change Management methodology, a goal-oriented model that guides individual and organizational change. We work closely with stakeholders to identify change characteristics, assess the organization, and create a tailored change management strategy. Our end-to-end change management process begins with the earliest project stages. It continues throughout design development, construction documentation, and implementation to facilitate a transparent, frictionless process that aligns with your organization's vision and business objectives.

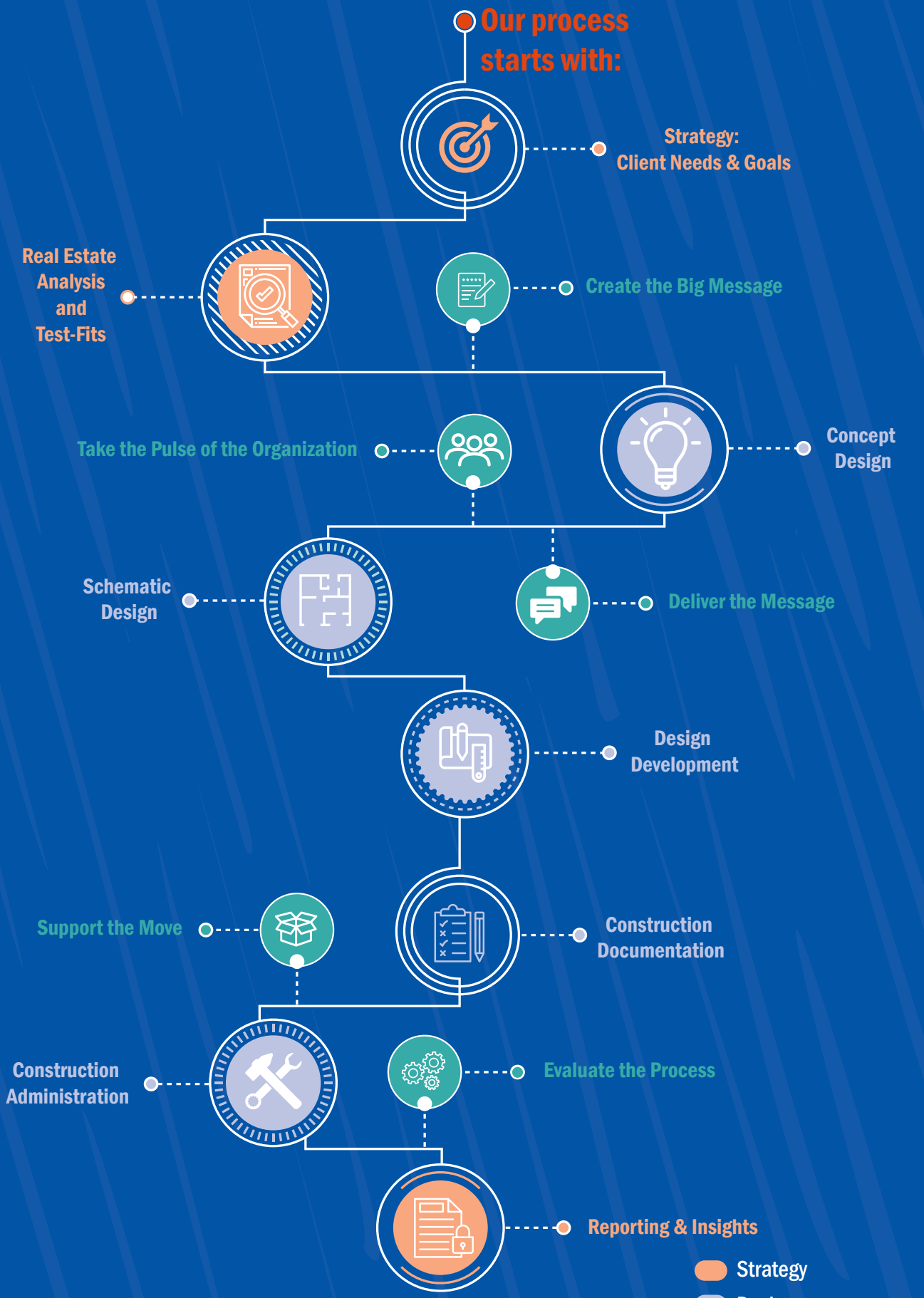
The Prosci Methodology increases employee adoption, reduce friction points, and build consistent practices in alignment with organizational values. As part of our integrated approach, we adapt Prosci's three-phase method to our engagement-based design and strategy process:

1 **Prepare approach**
Engage with stakeholders to define success, impact, and strategic approach.

2 **Manage change**
Determine and implement actions to prepare and support stakeholders, track performances, and adapt actions as necessary.

3 **Sustain outcomes**
Assess performance, determine long-term strategies to support change, and transfer ownership to sustain positive change.

Source: https://www.prosci.com/methodology/adkar


Our process starts with:
Strategy: Client Needs & Goals
Real Estate Analysis and Test-Fits
Create the Big Message
Take the Pulse of the Organization
Concept Design
Schematic Design
Deliver the Message
Design Development
Support the Move
Construction Documentation
Construction Administration
Evaluate the Process
Reporting & Insights
Strategy
Design
Change Management

OUR PROCESS

To make the most of our stakeholder engagement process, we begin each project by establishing a coordinated system of support.

"Active and visible" sponsorship, according to Prosci, is key to a successful change management process. Our strategy and project teams work closely with stakeholder groups to identify goals, address questions and concerns, and build consensus around a shared vision for the future.

We begin each project with a deep-dive into the context, gathering and sorting information to paint a clear picture of influencing factors. **Using interviews, surveys, and workshops, along with research, observational study, and analysis, we identify organizational strengths and weaknesses and expose potential barriers to success.** Depending on the needs of the project, early services may include space programming, test-fit plans, base building analysis, and real estate market analysis.

CORE ROLES

STEERING COMMITTEE

Effectively sponsor change. Provide a clear vision, identify goals and measurable outcomes for the initiative.

AMBASSADOR COMMITTEE

Effectively support direct reports in change. Ambassadors serve as a liaison between their team and the Steering Committee, relaying project updates and communicating employee questions, concerns, and feedback.

STAKEHOLDERS

All employees that will be impacted by the change. Effectively embrace, adopt and use change.

STRATEGY + PROJECT TEAM

Apply structured process and tools, empowering others. Effectively design, develop and deliver solutions for adoption and usage.

WHAT IS MEANT BY SPONSORSHIP?

A **ACTIVELY** AND VISIBLY PARTICIPATE THROUGHOUT THE PROJECT.

B **BUILD** A COALITION OF SPONSORSHIP WITH PEERS AND MANAGERS.

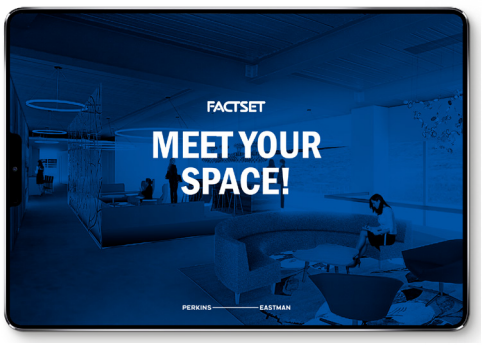
C **COMMUNICATE** DIRECTLY WITH EMPLOYEES.

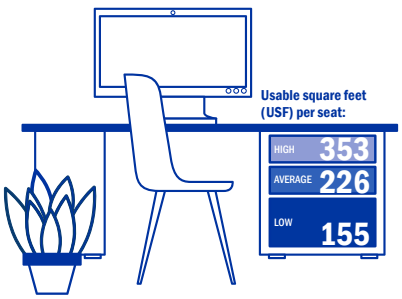
THE FIVE ELEMENTS OF THE ADKAR MODEL

	Definition	What you hear	Without it
A	**Awareness** To sustain the change	"I understand why..."	• Employees ask the same question over and over • Hoarding of information and resources
D	**Desire** To participate and support the change	"I have decided to..."	• Lower productivity • Increased turnover • Delays in implementation
K	**Knowledge** On how to change	"I know how to..."	• Lower utilization or incorrect usage of new systems • Sustained reduction in productivity
A	**Ability** To implement required skills and behaviors	"I am able to..."	• Employees worry whether they can be successful in the future • Greater impact on customers and partners
R	**Reinforcement** To sustain the change	"I will continue to..."	• Employees revert back to old ways of doing work • Ultimate utilization is less than anticipated • The organization creates a history of poorly managed change

Source: https://www.prosci.com/methodology/adkar

OUR PROCESS





INDUSTRY	Usable Square Feet (USF) Per Seat: HIGH	Usable Square Feet (USF) Per Seat: LOW	Closed Office vs. Open Workstation: CLOSED	Closed Office vs. Open Workstation: OPEN	Closed Collaboration vs. Open Collaboration: CLOSED	Closed Collaboration vs. Open Collaboration: OPEN
All Industry Average	353	155	24%	76%	72%	28%
Financial	221	89	12%	88%	65%	35%
Law	524	244	75%	25%	76%	24%
Non-Profit	636	128	27%	73%	69%	31%
Science & Technology	239	150	13%	87%	67%	33%
Technology	349	127	19%	81%	72%	28%
Consumer Product	183	124	7%	93%	78%	22%
Government	318	225	17%	83%	77%	23%

Source: Pre-COVID industry benchmarks calculated from Perkins Eastman's project between 2017 and 2020. "All industry Average" includes finance, law, non-profit, science & technology, technology, consumer products and government.

Note: For each industry's usable Square Feet benchmarks, ranges may vary widely due to the nature of the industry and/or due to the representation of metrics from larger headquarter offices.

Perkins Eastman employs a variety of engagement tools to support our strategic approach. Through a series of interactive workshops and exercises, we work with clients and stakeholders to define guiding principles and articulate a shared vision for each project.

SUCCESSFUL TRANSFORMATIONS

Blokus
SECOND RULE
REALLY BAD ART
SUSPICION

Boehringer Ingelheim

RIDGEFIELD, CT + FREEMONT, CA

Needs

Boehringer Ingelheim Pharmaceuticals (BIP), one of the world's largest research-driven pharmaceutical companies, needed a strategic partner to help envision, design, and implement plans for its Workplace of the Future. Perkins Eastman worked with Boehringer Ingelheim to bring this ambitious vision to life through a 15-phase, 560,000 square foot (sf) renovation and repositioning of existing facilities at the company's corporate campus. Our ongoing engagement involves implementing Boehringer Ingelheim's employee-centered mobility strategy, including change management and post-occupancy evaluation.

Approach

We worked closely with the client to translate program goals into actionable design standards and guidelines. These guidelines were applied and tested as part of a 30,000 sf pilot program, during which the basis for design was tested and free-address standards implemented.

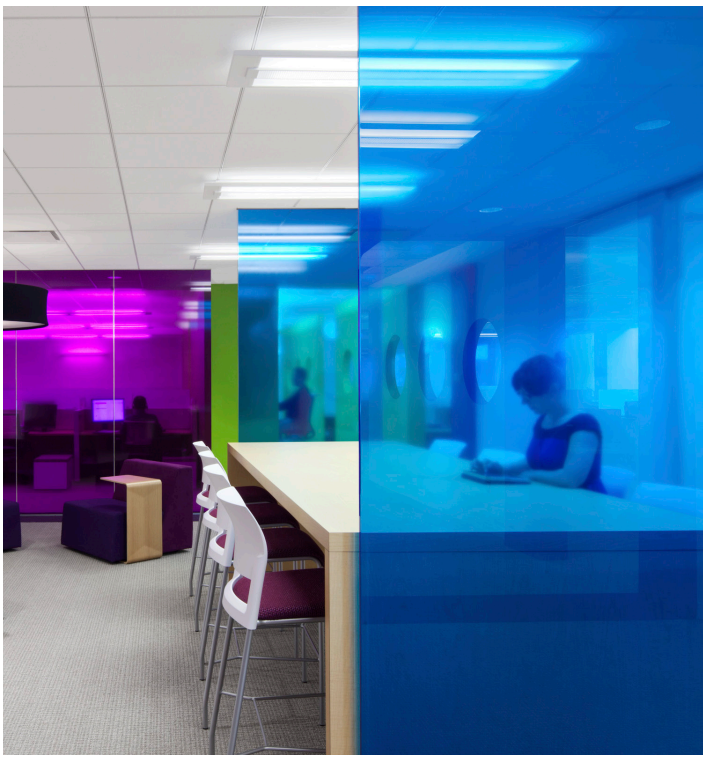
Our approach, which relies heavily on stakeholder engagement, uses multiple methods of information-gathering and analysis such as interviews, workshops, employee surveys, and observational analysis. For this multi-phase project, Perkins Eastman facilitated a detailed engagement and programming process to understand intra- and inter-departmental requirements during each staff relocation.

Outcome

BIP's free-address policy and Workplace of the Future guidelines resulted in an overall reduction of square footage, reducing long-term real estate costs for the company. By incorporating new mobile strategies, as well as alternative teaming environments, Perkins Eastman re-stacked, re-located, and re-captured space to be used more efficiently. Our change management approach, coordinated with BIP's implementation plan, minimized downtime associated with relocation and enabled employees to stay productive during this time.

Services

- Kick-Offs
- Workshops
- Organizational Performance Assessment
- Departmental Interviews
- User Personas
- Site Observations/Analysis
- Online All-staff Survey
- Findings Report
- Communications Plan and Deliverables (e-blasts, intranet posts, etc.)
- Town Halls
- User Manuals
- Manager Trainings
- Welcome Kits
- Post-Occupancy Analysis



FactSet Research Systems, Inc.

NORWALK, CT + NEW YORK, NY

Needs

FactSet Research Systems, Inc. (FactSet), an innovative financial data and software company headquartered in Norwalk, CT, needed a workplace strategy and implementation plan for the relocation of its 180,000 square foot (sf) headquarters. Perkins Eastman worked with FactSet to streamline the relocation process and transform the company's traditional, hierarchical office environment to an open, free-address workplace reflecting the company's innovative culture. The re-imagined office supports both collaborative and individual work, with neighborhood zones separated by meeting/ideation "buffers" that double as visual and acoustic barriers.

Approach

Perkins Eastman's engagement began in close collaboration with FactSet's leadership team and employee ambassadors to define the project's vision and goals. This was followed by on-site observations of the existing work environment and an online employee survey to understand employees' workflow, work processes, and obstacles to productivity. Findings were then presented to FactSet as a visioning document, serving as the basis for proposed design solutions and next steps. Finally, Perkins Eastman proceeded to the design phase, guided by FactSet's goals and an inspiring project vision defined in the initial phase. Change management tools and processes were an integral part of the consensus-building process and implementation plan.

Outcome

Perkins Eastman helped FactSet define its requirements and develop a relocation strategy to optimize space for productivity, creativity, and employee engagement. By trading the c-suite and executive offices for "ideation lounges" and flex rooms, FactSet's new office space supports collaborative work processes and an inclusive workplace culture. Flexible furnishings, easily reconfigured for different uses, promote agile teams and nontraditional ways of working. In addition, the plan includes a large, multi-purpose training room that can be subdivided into smaller spaces using moveable partitions.

Services

- Kick-Offs
- Workshops
- Departmental Interviews
- User Personas
- Site Observations/Analysis
- Online All-staff Survey
- Findings Report
- Communications Plan and Deliverables (e-blasts, intranet posts, etc.)
- Town Halls
- Mock-ups
- Space Tours
- Etiquette Development Workshops
- Manager Trainings
- User Manuals
- Welcome Kits

"We were able to create a space that, objectively evaluated against other projects using the same evaluation metrics, met all of the design criteria and had a significantly higher post-occupancy satisfaction score than other offices designed during that time period at Perkins Eastman."

– Client testimonial

Confidential Technology Company

PITTSBURGH, PA

Needs

An innovative tech company sought to re-imagine its Pittsburgh, PA outpost for a staff of engineers and product managers. The company envisioned a new workplace that would accommodate heads-down, focused work, but with a high degree of flexibility to enable teams to shuffle and reconfigure at regular intervals. To support creative but intensely-concentrated work, the client needed a flexible workplace that enables employees to choose from a spectrum of settings to accommodate their work style, preferences, and task at hand.

Approach

Perkins Eastman began with a deep-dive into the employee experience, developing surveys, leading workshops, and creating mock-ups of proposed work environments to acquire feedback from the end user: What were their priorities with regard to the new workplace? Obstacles to productivity? And what kind of environment would support their day-to-day workflow? Based on extensive qualitative and quantitative data, we developed space guidelines and an interactive user manual to help employees get the most out of their new work environment. Our engagement continued beyond the move-in date, with gap analysis on pre- and post-occupancy evaluations to measure the effectiveness of our interventions.

Outcome

The solution for this client resulted in a revolutionary approach to work systems and team environments. Contrary to most traditional office work systems, the one developed for this project can be easily reconfigured by the user. Drawing inspiration from architecture and engineering design studios, surfaces and shelving can be “mixed and matched,” evolving over the span of a project to accommodate different tasks and team sizes. The new workplace achieved a significantly higher post-occupancy satisfaction score compared to other offices, providing a welcoming experience for visitors and recruits as well as a conducive environment for creativity and collaboration.

Services

- Kick-Offs
- Workshops
- Departmental Interviews
- User Personas
- Site Observations/Analysis
- Online All-Staff Survey
- Findings Report
- Communication Plan and Deliverables (e-blasts, intranet posts, etc.)
- User Manuals
- Welcome Kits
- Move Assistance
- Post-Occupancy Analysis

"Perkins Eastman spearheaded the process that coupled workplace design strategy with the design process allowing diverse, complex operational needs and forward-thinking principles to create an environment that transforms the way we work."

– Client testimonial

OUR ETHOS

The following values represent our shared beliefs, shape our team's culture, and serve as guiding principles for every decision that we make.

We put **people first**

- We are committed to a human-centered approach in everything we do.
- We invest in relationships and foster partnerships built on trust and mutual respect.

We cultivate a **beginner's mind**

- We make it our business to question assumptions and challenge the status quo.
- We invest in continuous learning to deepen our knowledge, broaden our perspectives, and increase our capabilities.

We value **multidisciplinary perspectives**

- We work as a think tank, combining diverse skill sets, backgrounds, and expertise to set the stage for innovation.
- We actively pursue external partnerships with academic and research institutions to explore and test new ideas.

We embrace **frameworks & systems**

- We use design thinking to generate elegant, empathetic solutions for complex challenges.
- We define problem sets to capture all angles and stakeholders' needs.

We **look to the future while learning from the past**

- We identify patterns and relationships to make informed predictions.
- We plan for multiple scenarios rather than a single "most likely" outcome.

KEYS TO SUCCESS

We consider the potential impact of people, processes, and programs on the final outcome of each project. Our strategic approach results in creative, future-oriented solutions that can adapt over time.

People

Expertise: We are leaders in our field, gathering and synthesizing information to make it clear and actionable in diverse settings.

Collaboration: As a dedicated, collaborative team with the resources of a leading global design firm, we deliver immediate insights and implementable strategies.

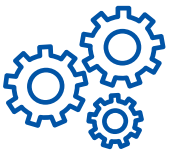
Cross-Disciplinary: We thrive in multidisciplinary environments, maximizing our unique training to produce insightful takeaways in a well-crafted format.

Process

False Start: We don't wait weeks or months to share final deliverables. We provide you a version of the final report within the first two weeks so that you can provide feedback on the format and content.

Dynamic: We have a suite of internally developed tools such as behavior mapping, benchmarking, and engagement methods that allow us to uncover relevant information, analyze findings, and respond to your unique needs.

Design: We employ an exploratory, iterative, and engaging design approach to find the accurate insights we need to inform your project vision and policy goals.



Programs

Research Partnerships: We partner with a variety of institutions for ongoing research.

Data & Analysis: We have data & analysis teams that synthesize project data into accessible and presentable materials.

Toolkit Development: Where we can't find data, we build our own tools and approaches.

Groundbreaking Knowledge: We pride ourselves in exploring cutting-edge concepts and understanding how our world today impacts the various sectors with whom we work.

OUR TEAM

We use design thinking to arrive at human-centered solutions for environments and organizations that elevate the user experience, add value, and position our clients for lasting success.

Our diverse backgrounds and skill-sets position us uniquely within the industry, enabling our team to tackle a broader range of challenges both within and adjacent to architecture. As a dedicated group within Perkins Eastman, we have the advantage of drawing on the resources of one of the world's largest and most respected architecture firms. Areas of specialization include data analytics, spatial intelligence, sustainability, and system optimization, in addition to a wide range of affiliates and specialty studios. Our clients benefit from the cross-over expertise of 19 market sectors, 21 global office locations, and a broad range of services including architecture, interior design, urban design and planning, landscape architecture, graphic design, and project management.

Academic partnerships enrich our projects, broaden our perspective, and extend our capabilities beyond the realm of architecture.

Northeastern University

Tufts University

Harvard University

Massachusetts Institute of Technology

Boston University

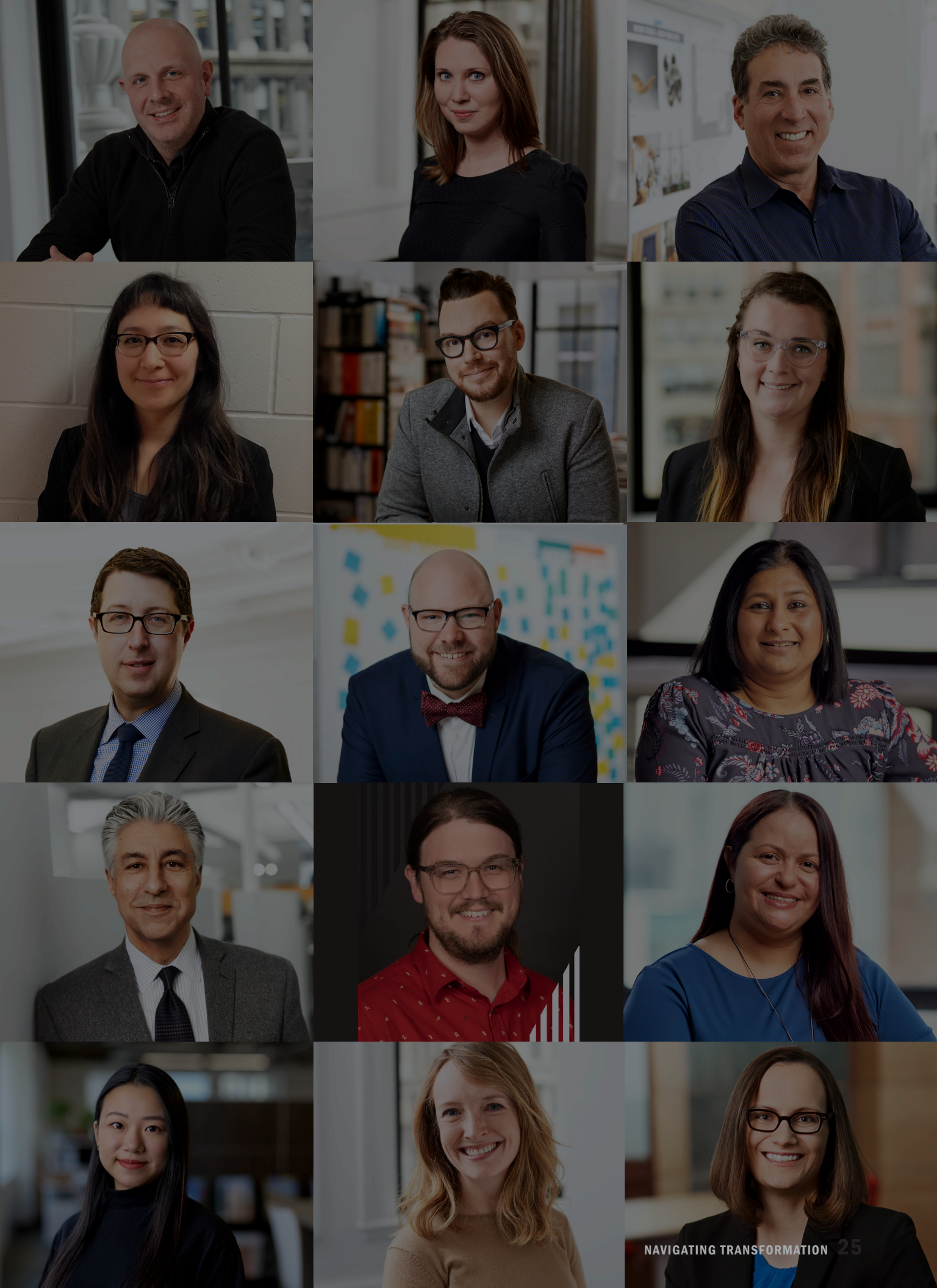
Massachusetts Department of Elementary and Secondary Education

University of Massachusetts Amherst

Drexel University School of Education

University of Waterloo

Kansas State University



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Human by Design