WORKPLACE STRATEGY

DESIGN THE WORKPLACE EXPERIENCE AND GET AHEAD OF THE FUTURE!
There is too much happening at offices at the moment and it is becoming increasingly hard to manage the processes. Office fit-out designs created in the previous century are no longer working now. The continually progressing evolution of working habits also exerts a certain pressure: the expectations as to what the office space is supposed to be offering are changing and increasing. To meet them, it is not sufficient to simply propose colourful, yet superficial, solutions. On the contrary, it is necessary to search deeper and modify the office DNA based on a thorough analysis of what is currently happening in organizations and how the known business models and the tasks at hand are changing. A number of factors have to be taken into account here, including the impact of technological developments, the way people perceive their professional roles and work, the way they learn within their organizations and how they plan their careers. It is only then that they will be comfortable at their workplace, irrespective of the position held and length of service, experience gained and habits. We are aware of it, which is why we would like to share our knowledge on how to prepare for the office fit-out process and how the assumption of a structured approach to workplace design enables organizations to be ahead of reality instead of trying to catch up with it, as well as recover control over their offices and create workplaces that will support growth of the organization and those that form it.

We will identify the areas that require special attention: defining the starting point, main challenges and work styles. Creating an office that fits the needs of an organization is a demanding process; however, a carefully designed space can positively affect efficiency, it can support collaboration between teams, creation and transfer of knowledge and implementation of business strategies. Furthermore, it can shape organizational culture, the employer’s image and aid recruitment of talent. A structured and holistic approach to workplace design, verification of assumptions and adjusting the space to the changes occurring within the organization can bring a number of benefits. The Monterail case study presented in this report is a good example thereof.

"Workplace strategy" is a term that has recently appeared in numerous industry articles. More and more organizations offer "workplace" services, and it is not a coincidence that it is happening now. We will identify the areas that require special attention: defining the starting point, main challenges and work styles. Creating an office that fits the needs of an organization is a demanding process; however, a carefully designed space can positively affect efficiency, it can support collaboration between teams, creation and transfer of knowledge and implementation of business strategies. Furthermore, it can shape organizational culture, the employer’s image and aid recruitment of talent. A structured and holistic approach to workplace design, verification of assumptions and adjusting the space to the changes occurring within the organization can bring a number of benefits. The Monterail case study presented in this report is a good example thereof.

### CONTENTS

- **INTRODUCTION**
- **WORKPLACE STRATEGY: A DEFINITION**
- **MAIN CHALLENGES FOR POLISH OFFICES**
- **DEFINING YOUR STARTING POINT: A STRATEGIC OBJECTIVE**
- **WORK STYLES AND AN OFFICE ALIGNED WITH THE NEEDS**
- **PARTICIPATORY DESIGN: THREE DIMENSIONS OF INVOLVEMENT**
- **CASE STUDY**
- **A GOOD WORKPLACE? NO FORCEFUL SOLUTIONS PLEASE**
- **SPACE FOR GROWTH**
- **SUMMARY**

### WHAT IS A WORKPLACE STRATEGY?

- structured approach to workplace creation
- analyzing needs and examining the way the organization actually works
- proposing solutions that fit the work styles of teams and individual employees
- creation of solutions together with end users
- monitoring changes occurring within the organization and adjusting the space accordingly

### INTRODUCTION

"Workplace strategy" is a term that has recently appeared in numerous industry articles. More and more organizations offer "workplace" services, and it is not a coincidence that it is happening now. We will identify the areas that require special attention: defining the starting point, main challenges and work styles. Creating an office that fits the needs of an organization is a demanding process; however, a carefully designed space can positively affect efficiency, it can support collaboration between teams, creation and transfer of knowledge and implementation of business strategies. Furthermore, it can shape organizational culture, the employer’s image and aid recruitment of talent. A structured and holistic approach to workplace design, verification of assumptions and adjusting the space to the changes occurring within the organization can bring a number of benefits. The Monterail case study presented in this report is a good example thereof.
WORKPLACE STRATEGY: A DEFINITION

Workplace strategy means creation of solutions tailored to the needs of an organization possible as a result of utilization of useful data.

Workplace strategy is used on the Polish market to describe all advisory services related to shaping the workplace, which is extremely confusing. Offering a very narrow range of advisory services related to furniture and architectural solutions based on experience from other completed projects is not exactly what creating a “workplace strategy” means. The basic assumptions about how an office should be organized are presented in a brief that describes the needs of the organization in detail. Its extended version is the concept for the workplace, i.e. a tactical plan that covers the soft aspects of managing the process of space development, such as guidelines for communication and change management. A true workplace strategy is a plan covering at least a 5-year period, and preferably the entire duration of the lease agreement, and offering a comprehensive approach to space planning and office management.

Creation of a workplace is a complex task that requires understanding the organization, therefore, appropriate research should precede the formulation of recommendations – especially when you consider that the picture painted by the organizational documents is usually significantly different from the actual state of affairs.

Many methods have been developed that allow you to focus on the smallest details in the process, by using quality tools, as well as formulate more general recommendations based on data obtained by quantitative methods. The selection of research tools and the scale of the process should be adapted to the size of the organization, the complexity of its structure, the unique history and situation of the company. You can examine and compare many aspects of organizational work, but it is worth focusing on gathering useful data. The use of benchmarks makes sense only if the reference point is current data and analogous categories are compared.

The planning of workplace strategy assumptions requires:

- a business relationship based on openness and transparency,
- a commitment from those with an in-depth knowledge of organizational research and workplace strategy creation methodology,
- innovative efforts as regards the activities undertaken and research methods applied,
- a flexible project approach.

The workplace strategy is used on the Polish market to describe all advisory services related to shaping the workplace.
Creating a workplace brief is the start of defining the business objectives for the project. Next steps include assigning the work styles of each organizational unit and identifying the optimum neighboring locations for specific departments and teams. The design guidelines are prepared on this basis.

When drawing up a workplace concept, additional tools have to be used on top of those applied in the process of creating the workplace brief. They will enable a company to engage internal and external stakeholders as well as plan out change management processes.

A workplace strategy encompasses all activities undertaken in relation to the creation, from the moment we set out to search for a suitable office, through to the optimization of the space through to the implementation of a new approach to managing organizational space, which meets strategic objectives, as well as functional and aesthetic assumptions.

A WORKPLACE STRATEGY HELPS TO:

• create workplaces for people to thrive in, become increasingly creative and proficient,
• achieve the business objectives set,
• build competitive advantage,
• shape organizational culture,
• design and create a practical and efficient space tailored to the needs and requirements,
• involve the entire organization and implement the change management process,
• attract talented staff,
• create a brand image.

Do you know how to manage change when redesigning your office?

All organizations (and each of their employees) will fare better or worse depending on how the physical workplace is planned, designed and managed.

Franklin Becker
MAIN CHALLENGES FOR POLISH OFFICES

IN ADDITION TO HAVING TO TAKE STRATEGIC DECISIONS, CREATING AN OFFICE SPACE MEANS THAT YOU HAVE TO FACE NUMEROUS OPERATIONAL CHALLENGES

ORDER

There is much going on in offices. People, processes and things – it is becoming increasingly difficult to control everything. New interior designs using zonal and flexible space arrangements, architectural and furniture solutions adapted to different work styles, applications facilitating space management and room booking – these are the tools used to control organizational chaos. “Regain control over your office” is a slogan that should be a guideline for every project team planning to rearrange their space or relocate.

KNOWLEDGE

Knowledge management in organizations requires not only the creation of appropriate procedures, but also space that supports the transfer of information and cooperation. Providing places for making notes and boards for process visualizations, informal spaces that support knowledge transfer, places for online training and workshop work, as well as quiet spaces that offer working conditions similar to libraries – these are today’s priorities. More and more attention is paid to hidden knowledge conveyed in everyday conversations and social networks within organizations and the role of technology in creating knowledge.

ORGANIZATIONAL CHALLENGES AS SEEN BY CLIENTS

We are not looking to turn the world upside down or generate an avalanche of expectations; however, we have to introduce some order in our offices which is currently filled with a huge number of cupboards and no one seems to know what’s in them. People use them as fences. It is understandable that they are valuable to us; but that can be achieved through application of more aesthetic and contemporary solutions.

People are our most important asset, and they know it. This is why we have to create an office that would facilitate transfer of knowledge – a key aspect for our industry.

ORGANIZATIONAL IDENTITY, CULTURE AND MANAGEMENT STYLE

Not every office type will work for every company. Various office models – traditional, open space, offices following the principle of activity-based working – have been developed for specific organizational cultures and management styles. They are inherently connected to certain assumptions about the style of communication and methods of exercising control. For instance, open spaces are the best option for non-hierarchical companies with a democratic style of management, and a focus on transparency. On the other hand, traditional offices are appropriate for more conservative companies. However, these guidelines are quite general: each organization has different departments that have their own style of work. What spatial mix is necessary to support the growth of individual departments and the organization as a whole? This is one of today’s main challenges.
A good understanding of the organization’s situation is needed to create an office that supports everyday activities and helps to accomplish strategic business goals.

Each of these organizations would like to have a modern, practically and efficiently organized office, where employees will feel good; however, this will mean something else to each of them. An office is equally good for everybody. An optimum solution for one organization may prove to be an obstacle to the effective functioning for another.

When planning a space, you must always consider the current situation of the organization and clearly define the starting point: Is it only necessary to understand how the organization really works and to analyze the needs to create a new, tailor-made office? Is the organization’s goal to change the way its employees work and its organizational culture? Or is the goal to tighten cooperation between individuals to strengthen the organization’s strategic position? Or maybe the aim is to increase the use of space to cope with the rapid growth of the organization or reduce expenses related to leasing the office space?

A clear identification of the prevailing situation will help prioritize specific project activities. It will also enable the proper definition of the scope of work necessary to develop the assumptions for creating a suitable workplace: is a brief enough, or maybe a concept or a strategy is necessary?

DEFINING YOUR STARTING POINT: A STRATEGIC OBJECTIVE

We have recently acquired our competitor and would like to consolidate our offices as to create one great management centre.

We would like to change our organizational culture since we lose out a great deal due to the fact that we’re locked in our separate rooms and even those that have worked here for years don’t say “hello” to each other in the corridor. We need a more open workplace.

We used to be a small family business, however the rapid increase in the number of our employees meant that we have lost control over certain matters and becomes a site. We are now looking to create a space that would enable us to achieve a cooperative synergy.

Selling our main products requires collaboration between a number of departments, where the focus of our team’s work is on the process of service delivery to our customers, while at the moment our space arrangement means there is a functional split.

In their official documents, organizations formulate their needs in a very general way: we need a modern office that supports our operational work and the achievement of our strategic goals. However, if you talk to the people responsible for carrying out the space rearrangement or relocation process, they will provide the necessary details. Here are a few examples of discussions with our customers:

We would like to change our organizational culture since we lose out a great deal due to the fact that we’re locked in our separate rooms and even those that have worked here for years don’t say “hello” to each other in the corridor. We need a more open workplace.

We used to be a small family business, however the rapid increase in the number of our employees meant that we have lost control over certain matters and becomes a site. We are now looking to create a space that would enable us to achieve a cooperative synergy.

Selling our main products requires collaboration between a number of departments, where the focus of our team’s work is on the process of service delivery to our customers, while at the moment our space arrangement means there is a functional split.

A clear identification of the prevailing situation will help prioritize specific project activities. It will also enable the proper definition of the scope of work necessary to develop the assumptions for creating a suitable workplace: is a brief enough, or maybe a concept or a strategy is necessary?
DEFINING THE PREVAILING WORK STYLES IS NECESSARY TO CREATE DESIGNS TAILORED TO THE NEEDS OF SPECIFIC TEAMS AND PEOPLE.

Anna is a sales person. She comes to the office once a week. When she is there, she meets a certain number of people to pass the latest info regarding clients, sometimes she checks her e-mails and replies to them. It is thanks to her that the organization knows what is happening out in the field.

Marcin is a manager that coordinates the work of interdisciplinary project teams, and his calendar is full of meetings. Sometimes he books a conference room for the entire day. He usually sits at his desk in the morning and at the end of the day just to check his e-mail.

Kasia works in the finance department, and spends her entire day at her desk. Sometimes one of her colleagues approaches her to consult on one issue or another; however, in her husband’s words, Kasia works with data more than people.

EACH OF THESE PEOPLE HAS A COMPLETELY DIFFERENT WORK STYLE. NOT ONLY ARE THE TASKS PERFORMED OF A DIFFERENT NATURE, BUT THE PEOPLE ARE MOBILE TO VARYING DEGREES, AND THE LEVEL OF AUTONOMY AND THE FREQUENCY OF COOPERATION WITH OTHER PEOPLE VARY TOO. THEREFORE, EACH OF THEM NEEDS A SLIGHTLY DIFFERENT SPATIAL SUPPORT.

The conventional approach to space planning does not take into account these differences: the same universal solutions are provided for everyone. However, as part of the process of developing assumptions for office design, the needs arising from the specificity of types of organizational roles are taken into account. Workplace strategists know that a number of factors have to be considered: work styles of teams and departments, organizational culture, formal and informal communication, as well as the current space plan and arrangement that has shaped specific procedures. A comprehensive analysis taking into account all these aspects facilitates the development of tailor-made solutions.

Space planning for different styles was popularized, amongst others, by British architects Francis Duffy and Jeremy Myerson, as well as the Dutch consultant Erik Veldhoen. Duffy proposed to look at work from two angles: the degree of intensity of cooperation in the team and the extent of independence of specialists¹. He developed four types of zones supporting various work styles: den, hive, club, and cell.

Myerson and Catherine Greene analyzed the work styles of knowledge workers and distinguished four employee profiles: anchors, connectors, gatherers and navigators². The anchors are people like Kasia who spend many hours at their own desk and for whom it is important to be able to concentrate and make their workplace a comfortable and friendly place. The connectors cooperate with many departments – like Marcin – they support communication, coordinate activities and need space for meetings and places for creative work, where they can visualize what they are working on. The gatherers are people like Anna; they must have a comfortable place to work when they come to the office, but it may be a shared space. The navigators need clear instructions as to how to move around the office so that they can do it easily. These are people on temporary contracts, employed to perform a specific task, but also sales people who appear in the office only a few times a year.

Veldhoen’s approach to space planning is even more open. Instead of creating a closed typology of space models or identifying different groups of employees, he proposed a flexible working environment: an activity-based workplace. Different types of space adapted to various types of activities were foreseen as part of daily work: subsequent tasks in other places as needed. A tailor-made office takes into account the diversity of work styles and offers all employees appropriate support.

PARTICIPATORY DESIGN: THREE DIMENSIONS OF INVOLVEMENT

A CHANGE IN THE APPROACH TO DESIGN

• Traditional approach: the design process happens “over the heads of end users” - the decision makers are the architect and the management board
• First wave of changes: providing solutions based on research on space utilization and surveys, applying change management tools when implementing new work styles; the decision makers are the architect, the management board and project teams
• Second wave of changes: creation of a workplace concept applying participatory methods; the decision makers are the architect and the entire organization

Involving end users in creation of their organizational space as early as at the research stage represents an extremely important element of the process of planning and designing a new office and preparing a workplace strategy. The architectural concept drawn up in this manner is what we call participatory design. Why is it better than the “ordinary” design created “over the heads of end users”?

USING THE HIDDEN KNOWLEDGE

First of all, engaging employees in research and inviting them to participate in the qualitative tests and creative workshops enables the organization to use the hidden knowledge. There is no official written record of many of the issues related to everyday work. These include ways of doing things that are seen as obvious. Were we to ask about them directly, coming up with an answer would be difficult. However, when discussing work and using pictures and visualizations to talk about space, this hidden knowledge becomes activated and freed.

TESTING HOW COMFORTABLE THE PROVIDED SOLUTIONS ARE

Second of all, creating a situation in which people are able to test the proposed furniture solutions enables the organization to verify the practicality, efficiency and usefulness of the furniture in terms of work performed by specific individuals. The definitions behind certain fashionable terms such as “user experience” and “human-centered design” that originate from American design traditions focus on obtaining knowledge from end users who have tested the proposed solutions and designing products in such a way as to maximize their efficiency and intuitiveness. This particular philosophy applies to office design and is viable from the business point of view - it reduces the probability of making wrong choices and failed purchases.

Participatory design uses hidden organizational knowledge to create practical and efficient solutions aligned with the different work styles.

TOOLS

creative workshops, working-life story interviews, focus interviews

Monteail Office

TESTING HOW COMFORTABLE THE PROVIDED SOLUTIONS ARE

Participatory design uses hidden organizational knowledge to create practical and efficient solutions aligned with the different work styles.

TOOLS

test spaces (the so-called mock-ups), furniture testing, employee journey mapping

Participatory design means creating foundations for the feeling of involvement and collaboration.

TOOLS

delegating competencies to project teams, engaging ambassadors

Creating a Responsible Community

The last dimension of employee involvement requires implementation of new management styles and creation of organizational cultures that support development of knowledge and work communities. Many organizations expect that those working for them will be engaged and involved; however, they are not invited to participate in creation of their workplaces. This is a paradox: how are people supposed to feel responsible for a place if they have no impact on what the place is like?

Participatory design means creating foundations for the feeling of involvement and collaboration.
CASE STUDY

CREATING A TAILORED-MADE SPACE IS A PROCESS THAT REQUIRES CONTINUOUS CHANGE MONITORING

STARTING POINT

“We have reached a critical point. The office has become too loud. And there is not enough space.”

Szymon Boniecki and Bartosz Reda, co-founders of Monterail, a Wrocław-based web and mobile apps development agency, were facing a number of problems and the weight on their shoulders was becoming increasingly heavy. It was 2017, and they had already relocated before facing the dynamic growth of their organization. The business employed 24 people in 2012, while only a year later, they became one of the most rapidly growing technology organizations in Central and Eastern Europe and were ranked 25th in the region in the renowned Deloitte “Technology Fast 50” ranking.

CHALLENGES

The decision to expand the office and take on an additional floor gave rise to certain doubts: how do they retain their organization’s culture and make it possible to use the hidden value to the democratic environment, friendly mood and jobs? The increased number of staff meant new challenges in respect of knowledge transfer between teams working on different projects and the troubleshooting of new team members.

EVALUATION

Before any plans or designs were drawn up for the new section of the office, they made the decision to evaluate the existing space and carry out a structured analysis of their spatial needs resulting from the working rhythm and patterns of individual teams. What types of meetings take place in the office and what support is needed there? What’s working and what’s failing?

PARTICIPATION IS THE WAY

Involving team members in the process fits in with the organization’s culture and made it possible to use the hidden knowledge of employees to keep up a constant for work-related and detailed solutions. Creation of the new office was supervised and coordinated by the architect Paweł Hawrylak whose day job is app development, e.g. individual rooms for concentrating during code writing

A well-designed office means a space where the design gives meaning to it, yet is not too imposing. It should emerge naturally as a result of understanding the way the organization works. It should also communicate the values important to those that form the organization.

THE NEW SPACE

This space on the new floor is divided into individual rooms equipped with TV sets and cameras, which gives the work space style preferred by the project teams. Thus, a practical counter balance for the open space located on the first floor was created. Additionally, the demand for conference rooms was reduced this way. New types of spaces were arranged to provide staff with even more choice in the way of suitable places for work meetings, e.g. individual rooms for concentrating during code writing. There are now standing desks in both the project rooms and the quiet areas. The fun room, which used to be the source of burdensome noise, has been replaced with a soundproof sports room with a football table and pull-up bars. More changes are planned and they include a mapping room and a family space as well as creation of small mixed-use rooms: (1) meeting and calls, (2) pair programming and (3) one-on-one meetings.

THE NEW SPACE

Most of the project teams opt for open space located on the first floor, as well as guilds where interesting topics are raised and discussed: “Bring your idea here and bring it to life.”

A PROGRAMMER COMMUNITY AND A DIGITAL DEMOCRACY

Those that participated in the evaluation discussed not only the office space, but also the important aspects of working for Monterail. For them it is now a community of more than 80 people that work on developing their skills and attach great value to the democratic environment, friendly mood and the opportunity to work on a variety of interesting projects. These values are reflected in the daily practices and operations in a multitude of ways: there are common areas in the centre of the office where everyone can display the content they are working on, there is a large room that supports coordination of Monterail’s operations created from the very beginning, and two gardens where interesting topics are raised and discussed: “Bring your idea here and bring it to life.”

Monterail Office

IT is a well designed office which is divided into two parts: the open space located on the first floor and individual rooms located on the new floor. The space on the new floor is divided into individual rooms equipped with TV sets and cameras, which gives the work space style preferred by the project teams. Thus, a practical counter balance for the open space located on the first floor was created.
A GOOD WORKPLACE?
NO FORCEFUL SOLUTIONS PLEASE

THE ART OF COMPROMISE

There is always a lot of contradictions when talking to people about spatial needs. Everyone would like the kitchen and the toilet not to be too far; the same applies to windows, which should not be too close either. Designing an office is the art of compromise. Sacrifices must be made because you cannot have everything, especially because of conflicting interests. There are departments that know what they do, how they work, because the nature of their work is well defined. There are also such whose nature is not clearly defined; they are constantly changing, evolving, and transforming.

DETAILS MATTER

If you talk to people from particular departments, it will turn out that there is something extremely important to every team. We found that details are of top importance. It can be a water dispenser, hooks at the desk for a handbag, mobile phone mats. If you consider these needs and provide people with what they have asked for, they will feel appreciated and taken seriously. That is why we tried to listen to everyone, not only the board and managers, but also our regular employees. It is worth discussing specific needs not only with directors, because they will not have a clue about many matters related to operational work. You need to ask the specialists.

OFFICE PLANNING IS A DIALOGUE

In the survey, we asked what employees would like to have in their new office. We asked them specifically what they must have and what it would be nice to have. Certain choices were repeated e.g. everyone wanted to have rooms, operable windows and air conditioning. But a lot of the preferences were contradictory. For the management, some things were important because of the strategy they wanted to implement, but thanks to the survey, they learned what is important to the people who make up the organization. Office planning is a dialogue. This does not mean that all the whims need to be satisfied, but if you do not provide something that is important to people, you must tell them why their preferences have not been taken into consideration.

Arkadiusz Gątkiewicz
CSE Region and Poland Finance Director, Antalis

Wojciech Sobczak
Administration Manager, Antalis

Renata Wilczyńska
Senior Administration and Car Fleet Specialist, Antalis

Antalis Office
SPACE FOR GROWTH

THE HIGH INCREASES IN THE SUPPLY OF NEW OFFICE SPACE BROUGHT A UNIQUE OPPORTUNITY FOR INTRODUCING AND TESTING NEW WAYS OF DESIGNING AND ORGANIZING SPACE

CHANGE LABORATORY

6.2 million sqm of office space were delivered to the Polish market between 2008 and 2018. Currently, the total stock stands at 9.9 million sqm, which means that over the past decade the volume of office space has nearly tripled. In H1 2018, net demand, including new leases and expansions of previously occupied space, reached a record level of 320,000 sqm in Warsaw only, with further 205,000 sqm in the regions. The new space has become a natural laboratory for organizations to use the need to fit out the office as an opportunity to experiment with new workplace design concepts and models as well as new technologies and furniture solutions: there is desk sharing, space is divided into individual zones and the fit-out is tailored to the specific types of tasks and jobs to be performed and activities to be undertaken.

THE FUTURE OF POLISH OFFICES?

It should be pointed out that at the moment we are seeing the beginning of a trend where older buildings are converted from offices to other commercial functions, and in some cases old structures are demolished and the location’s designated use is changed. As a consequence, a certain volume of space will be removed from office stock over the coming years and replaced by modern schemes in more convenient locations. Furthermore, it is expected that over the coming years the share of co-working space in the market will also increase, where currently it stands at 150,000 sqm of office space in Warsaw only. Looking at the forecasts, it should be expected that organizations will be forced to look for new strategies to adapt to the changes and make good use of the opportunities that present themselves.

<table>
<thead>
<tr>
<th></th>
<th>WARSAW</th>
<th>REGIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL OFFICE STOCK</td>
<td>2018</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>450,000 m²</td>
<td>722,000 m²</td>
</tr>
<tr>
<td>TOTAL OFFICE SUPPLY</td>
<td>2017-2018</td>
<td>2017-2018</td>
</tr>
<tr>
<td></td>
<td>450,000 m²</td>
<td>722,000 m²</td>
</tr>
<tr>
<td>OFFICE SPACE UNDER CONSTRUCTION</td>
<td>2017-2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>450,000 m²</td>
<td>722,000 m²</td>
</tr>
</tbody>
</table>
Each organization is different. There are no universal solutions to fit all cases, and there does not exist one single model for creation of a workplace strategy. The degree of involvement of advisors will depend on the size and structural complexity of the given organization, as well as the amount of support it needs and where it is needed; however, all the steps taken in the search for an office should be a part of one uniform process.

IN SEARCH OF THE IDEAL OFFICE

The office market is full of possibilities. The careful planning of your decision making process will help you make the right choices.

Search process for the ideal office

1. CLIENT NEEDS ANALYSIS
   • Identification of key factors impacting the final choice for a new location or lease renegotiation
   • Defining the starting point and strategic intentions

2. CLASH BETWEEN REQUIREMENTS AND MARKET OFFER
   • Drawing up a workplace brief or strategy including guidelines in respect of the general functional assumptions and the design concept
   • Verification of the location model
   • Qualitative and quantitative benchmarking
   • Comparison in respect of implementation of the general guidelines as to the workplace design at different locations

3. COMPARING THE FINAL OFFERS
   • Analysis of the impact on the profit and loss account and the cash flow statement
   • Non-financial evaluation of the options
   • Risk identification and minimization
   • Comparison in respect of implementation of the detailed guidelines as to the workplace design at different locations
   • Approval of the project timeline

SUMMARY

IN SEARCH OF THE IDEAL OFFICE

The office market is full of possibilities. The careful planning of your decision making process will help you make the right choices.

Search process for the ideal office

1. CLIENT NEEDS ANALYSIS
   • Identification of key factors impacting the final choice for a new location or lease renegotiation
   • Defining the starting point and strategic intentions

2. CLASH BETWEEN REQUIREMENTS AND MARKET OFFER
   • Drawing up a workplace brief or strategy including guidelines in respect of the general functional assumptions and the design concept
   • Verification of the location model
   • Qualitative and quantitative benchmarking
   • Comparison in respect of implementation of the general guidelines as to the workplace design at different locations

3. COMPARING THE FINAL OFFERS
   • Analysis of the impact on the profit and loss account and the cash flow statement
   • Non-financial evaluation of the options
   • Risk identification and minimization
   • Comparison in respect of implementation of the detailed guidelines as to the workplace design at different locations
   • Approval of the project timeline
   • Implementation
How do we prepare for creation of a workplace strategy?

Workplace creation is a complex process that can, however, be carried out efficiently if it is carefully planned and assumptions are made and guidelines are given based on research.

A structured and holistic approach to workplace creation can bring a number of benefits: it helps understand the way in which the organization works and defines its current situation, as well as plan the design process, involve our people in it and suitably modify the proposed solutions.

How do we prepare for the research process and creation of a workplace strategy so that the new office meets our needs throughout the lease term?

**STEP 1**

Draw up a map of questions and areas of activity. Invite people from different teams to help you create it. What office parameters will be of key importance? What strategic decisions have to be made? Ask relevant questions that can be shared within your own organization. What answers will be needed from specialists? What market data will have to be compiled?

**STEP 2**

Define the key objectives for the office change and the challenges faced by your organization. Who should be involved and invited for the design part of it is a competitive process?

**STEP 3**

List all the information collected so far. Draw up a plan and the steps of next stage in collaboration with the project team (depending on the guideline). Bring together the research objectives and define the outcomes.

**STEP 4**

Set up a reference visit for the management board and the project team at different offices as a part of an initial assessment. Also, conduct an interview that includes a number of people. What did they like and what didn’t they like?

**STEP 5**

When selecting your workplace strategy advisor, make sure that you are confident that your future partner strives to build relationships based on mutual trust, gives you a clear overview of the process and what data he is to provide, as well as that his line of reasoning is constructive and to the point.

**STEP 6**

Order all the information collected so far. Draw up a plan and the steps of next stage in collaboration with the project team (depending on the guideline). Bring together the research objectives and define the outcomes.

**STEP 7**

Set up a reference visit for the management board and the project team at different offices as a part of an initial assessment. Also, conduct an interview that includes a number of people. What did they like and what didn’t they like?
EXPERIENCE
Karolina has been scientifically involved with workspaces for a decade now, and for the past three years has additionally advised business clients on creation of better offices. She applies her knowledge in the field of management, organizational sociology and cultural anthropology to understand the way organizations work and how space should be designed to support both the achievement of key business goals and the everyday operational work. She has created strategies for small organizations and large enterprises. She specializes in methodologies that utilize storytelling and visual techniques.

QUALIFICATIONS
Karolina obtained a PhD degree in Social Sciences in the field of sociology from the Institute of Philosophy and Sociology, Polish Academy of Sciences. She is also a graduate of Warsaw School of Economics and University of Warsaw. She has a strong research background having worked under the guidance of prominent scientists both domestically and abroad. She has extensive scientific and managerial experience, where she previously coordinated large research projects at University of Warsaw and at the Institute of Philosophy and Sociology, Polish Academy of Sciences (with a total budget reaching nearly one million złotych). She was a lecturer at University of Warsaw and Kozminski University. She authored several dozen articles and the book "Sieci wiedzy" on managerial careers and the role played by knowledge in organizations. She additionally co-authored the book "Pustynia kulturalna" on inter-organizational collaboration and culture development.
Real Estate for a changing world