

2. DRIVERS OF CHANGE

HUMAN CAPITAL AND ORGANIZATION OBJECTIVES SEEN AS DRIVING WORKPLACE TRANSFORMATION

Respondents were provided a list of twelve factors widely seen as driving workplace change and were asked to identify the top three drivers of change within their organizations. Cost factors, while significant, were not seen as the most influential drivers of change. Despite ranking reducing real estate costs as the highest individual driver of change, with 17.6% of respondents identifying it as a factor, the next five most influential factors related to either strategic or human resource related objectives.

Only 27.5% of respondents cited cost control factors (i.e., reducing real estate costs, lower churn, etc.) as being primary drivers, with organizational goals such as increasing communication and collaboration, generating high levels of creativity, and improving agility and customer responsiveness being cited over 37% of respondents.

DRIVERS OF WORKPLACE CHANGE – GLOBALLY	
FACTORS	%
Reduce real estate costs	17.6%
Attract and retain employees	15.6%
Increase communication and collaboration	14.6%
Increase employee productivity	14.2%
Increase creativity and innovation	10.0%
Improve agility and customer responsiveness	6.4%
Reduce churn and facilities costs	5.9%
Improve work-life balance	5.1%
Reduce other costs (e.g., paper, utilities, travel)	4.0%
Reduce carbon footprint	3.0%
Enhance business continuity and disaster recovery	2.8%
Other	1.0%

TOTALS	
Human Resource Factor	38%
Strategic Factor	37%
Financial/Cost Factor	24%
Other	1%

3. TYPES OF CHANGE

EARLY ADOPTERS CONSIDER DESIGN STRATEGIES FIRST

The majority of respondents planning new workplace initiatives cited design changes as being the most highly considered change strategies. Open plan architecture, flexible layouts, and furniture solutions, as well as reducing the amount of space per person in favor of increased collaborative space all ranked high.

WORKPLACE CHANGE CONSIDERATIONS – GLOBALLY	
STRATEGY	%
Open plan / reduced office space	11.0%
Flexible layouts and furniture solutions	10.7%
Increased meeting rooms and collaboration spaces	10.0%
Increased social and relaxation spaces	7.1%
Unassigned seating (employees with no fixed desk)	6.8%
Touch down zones	5.9%
Working from home	5.8%
Increased use of natural light	5.6%
Quiet zones and rooms	5.5%
Increased communication tools (e.g., chat, conferencing)	5.3%
Flexible work hours	4.8%
Remote network access	4.7%
Sustainability accreditation (e.g., LEED)	4.0%
Phone booths	3.4%
Social networking tools	3.1%
Increased provision of mobile devices	3.0%
Follow-me telephony	2.3%
Other (please specify)	1.1%

TOTALS	
Design Focused	56%
Cultural Focused	33%
Technology Focused	10%
Other	1%