

Academics are from Venus,  
administrators from Mars.

Tim Oldman  
Peggie Rothe





Comfortable with  
change ?













Change happens.



*shit*

~~Change~~ happens.





Educational  
Outcomes

Research  
Recognition

League  
Tables

Competitive  
advantage

2010

Quantifiable measure  
of the impact of  
environment on people.

countries 49

workplaces 852+

employee  
responses

1 03,000+





103,000+



Activities

How are employees working



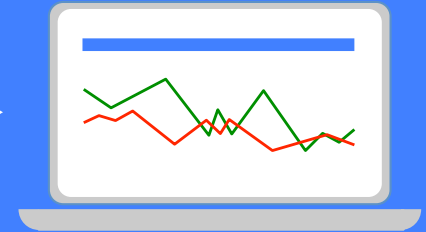
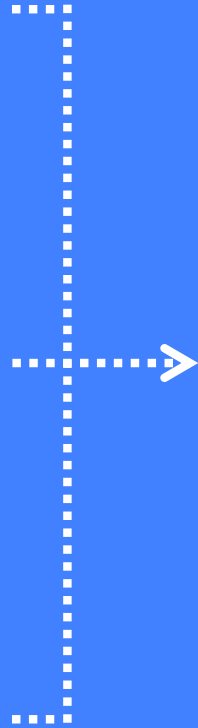
Features

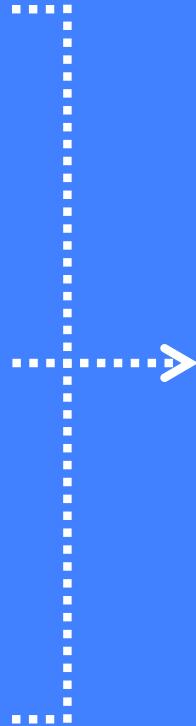
What physical features do they need



Facilities

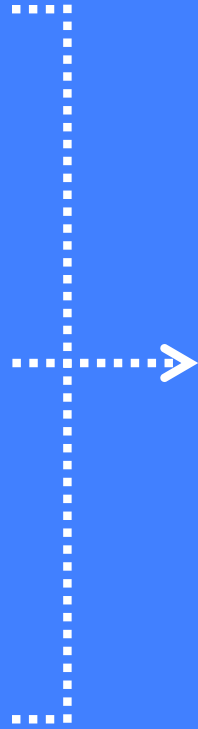
What FM services do they use





Lmi

Workplace  
Effectiveness  
standard.



Lmi



# Lmi

Poorly supporting

Highly supporting



↑  
Lmi 32.9

↑  
Lmi 81.7

Lmi

“functional suitability”

Lmi

Corporate – Higher Education – Healthcare



# Leesman<sup>®</sup>\_review

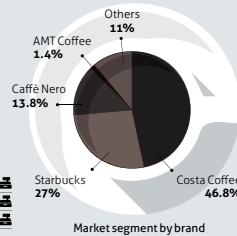
A briefing on global workplace strategy, management, satisfaction & effectiveness

**This issue:** Human Resource Special. Looking at wellness programs, the change process and a case study of Nordea.

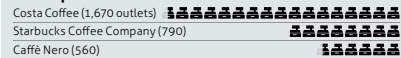
## Property becomes an HR issue

### Britain's coffee shop market by share

In 2013 the total UK coffee shop market was estimated at 16,501 outlets with a £6.2 billion total turnover. The branded coffee chain segment recorded £2.6 billion turnover across 5,531 outlets. After 15 years of considerable growth, the coffee shop sector continues to be one of the most successful in the UK economy.



### UK's top 3 branded chain outlet share in 2013



Sources: Allgea Strategies UK, British Coffee Association, Mintel Coffee UK

### Did you know?

- Coffee roasting is generally done at **500°F**
- Coffee grows in more than **50** countries
- It takes **42** coffee beans to make an espresso
- 35%** of coffee drinkers take their coffee black
- Coffee takes **14 hrs** to digest
- The average coffee cup size is **9 oz**
- The average coffee drinker consumes approx **3** cups of coffee per day

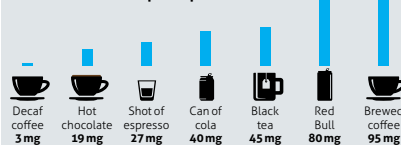


Coffee is the most popular drink worldwide with around two billion cups consumed every day. In the UK, we drink approximately 70 million cups of coffee per day.



Coffee is the second most traded commodity after crude oil. Coffee is also the second most popular drink in the world after water.

### Amount of caffeine per cup:



### The Bean Belt

All the world's coffee grows here:



### Top 5 coffee producers

- Brazil
- Vietnam
- Columbia
- Indonesia
- Ethiopia

125 million people depend on coffee for their livelihoods

### Top 5 coffee consumers

- United States
- Germany
- Italy
- Japan
- France

None of the above countries are located within the 'Bean Belt'

Journalists' doomsday predictions of 'the death of the office' abound. But can HR professionals cut through the lazy reporting and help shape a better understanding of the impact of place on people?

Issue 15 | 2014 Q3  
leesmanindex.com  
Data reported 30.09.2014

Leesman Lmi

59.8

Lmi 58.0 pre-occupancy  
Lmi 67.6 post-occupancy

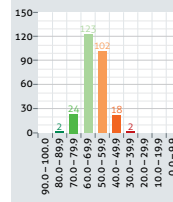
### Our performance

- 69,504 respondents
- 2.3 million sq m surveyed
- 579 properties
- 63% av response rate
- 11 min av response time

### Economic indicators

- 54.3%**  
The design of my workplace enables me to work productively
- 48.7%**  
My office is a place I'm proud to bring visitors to

### Lmi Location spectrum

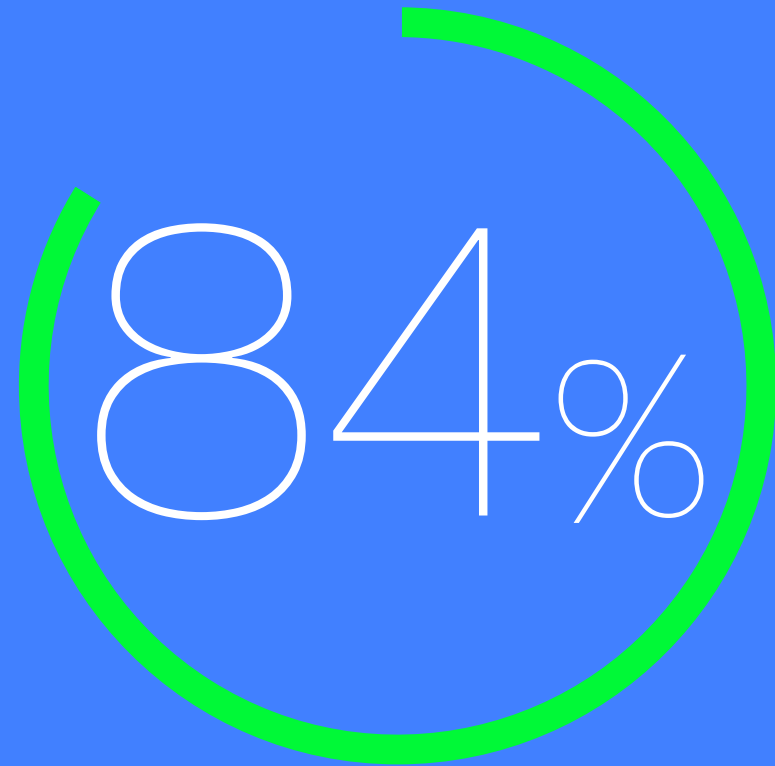


Distribution of properties surveyed with 50 respondents or more by Lmi banding.

### Data rise and fall

Top 5 Activities, Features and Facilities by importance, with satisfaction/support rankings.

The design of my  
workplace is  
important to me<sup>1</sup>



<sup>1</sup> Leesman database overall – 01.01.15

The design of my  
workplace enables  
me to work  
productively<sup>1</sup>

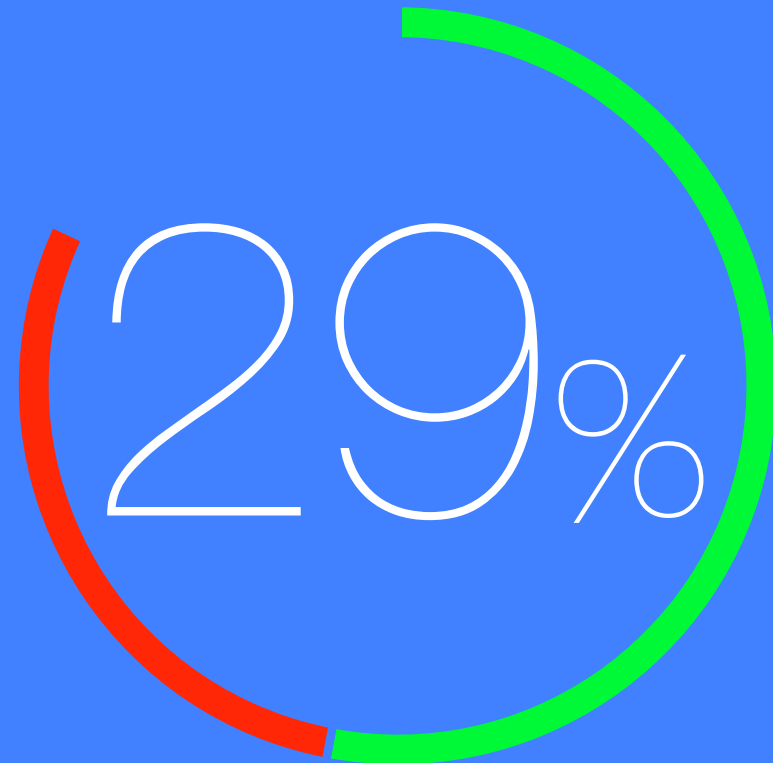
54%



<sup>1</sup> Leesman database overall – 01.01.15

*does not!*

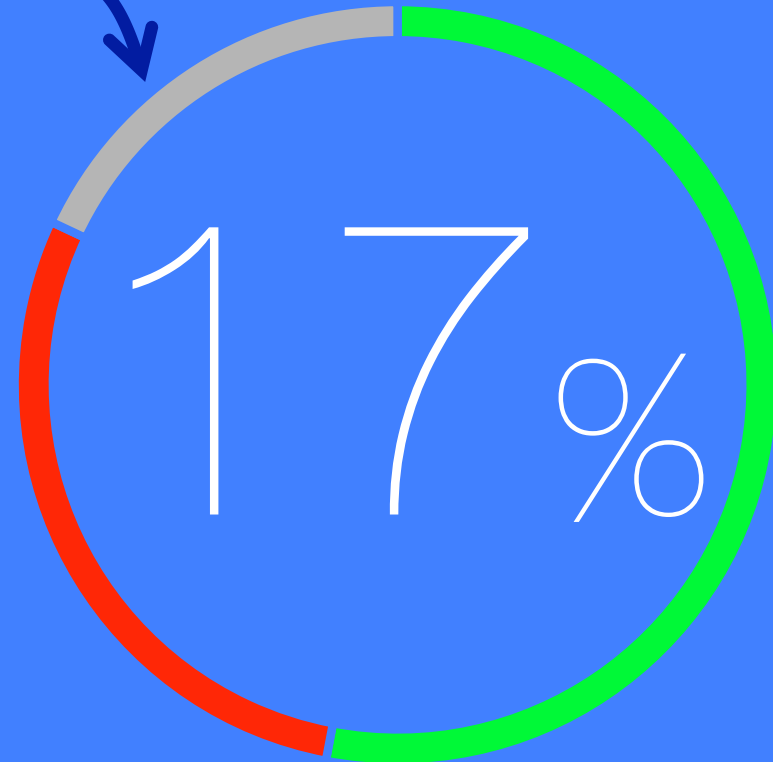
The design of my workplace enables me to work productively<sup>1</sup> *!!!*



<sup>1</sup> Leesman database overall – 01.01.15

*Hmm.. not sure*

The design of my  
workplace enables  
me to work  
productively<sup>1</sup>



<sup>1</sup> Leesman database overall – 01.01.15

Dissatisfaction with noise levels statistically the strongest indicator of poor perceived productivity.





Functional  
Effective  
Fit for purpose  
Sustainable





World Green Building Council  
[www.wgbc.org](http://www.wgbc.org)



A grid of icons and photos related to office health and wellbeing. The grid includes: a teal square with a ruler and protractor; a photo of a modern office hallway; a blue square with a fan; a purple square with a thermometer; a purple square with a sun; a photo of people sitting in a lounge; a photo of an office desk with a window; a photo of a large office atrium with a skylight; a teal square with a circular arrow; a blue square with trees; and a photo of people working at desks.

**Health, Wellbeing & Productivity in Offices**  
The next chapter for green building  
Key Findings

Sponsors

**WORLD GREEN BUILDING COUNCIL**



Employee  
engagement  
surveys



Measuring employer  
employee relationship

Leesman  
Index

BREEAM  
LEED, Probe  
etc



Measuring design quality  
of building envelope

More students = more space

More students = more staff

More staff = more space

More staff = different type of space?

# Temptation #1

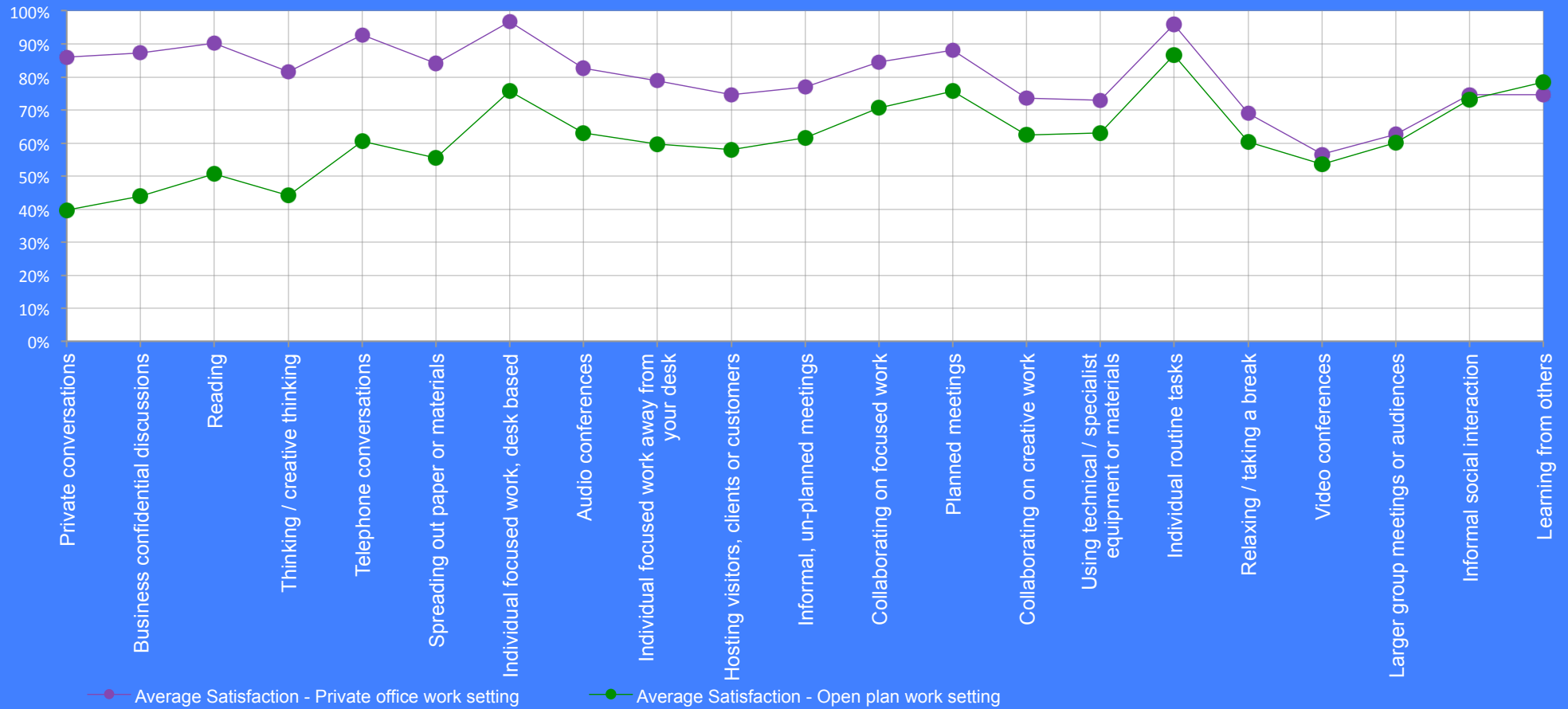
## Open plan



# Perceived support for activities that are important

## Private office vs. open plan

Profile of Workplace Activities of those who work in Private office against those who work in an open plan work setting

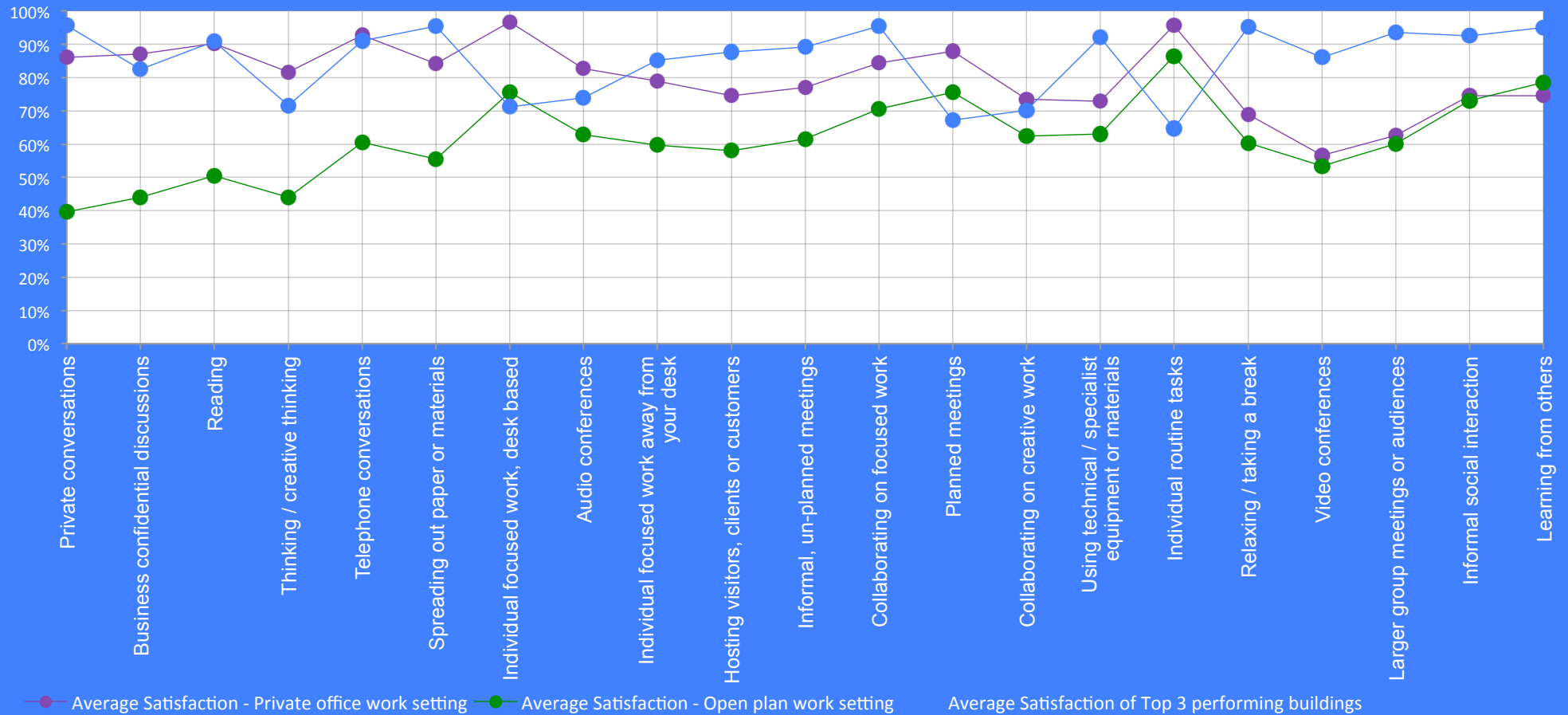


- 0/10 workplaces in Top 10 are private offices
- 7/10 entirely or almost entirely open plan
- 3/10 are a mix of open and enclosed spaces

# Perceived support for activities that are important

## Private office vs. open plan vs. Top 3 performing buildings

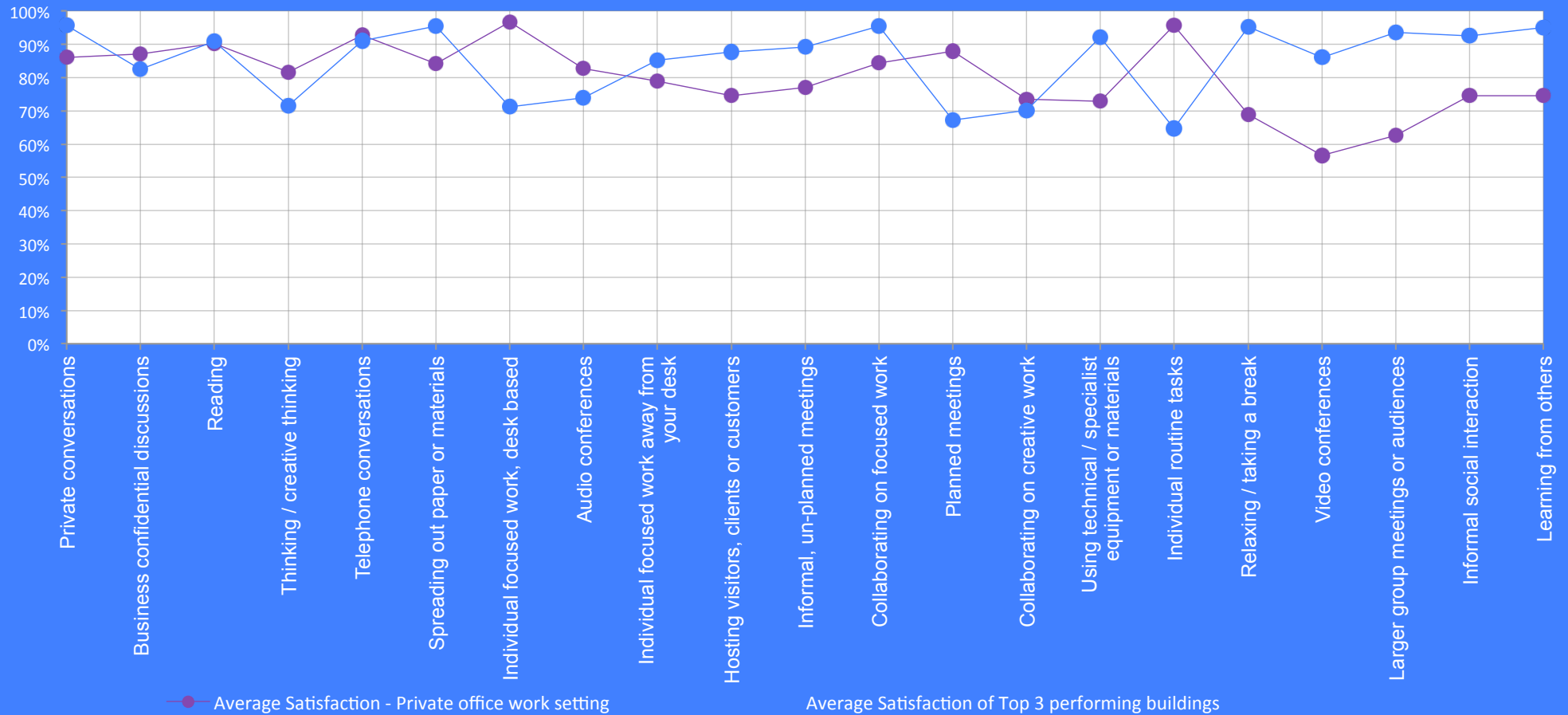
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# Perceived support for activities that are important

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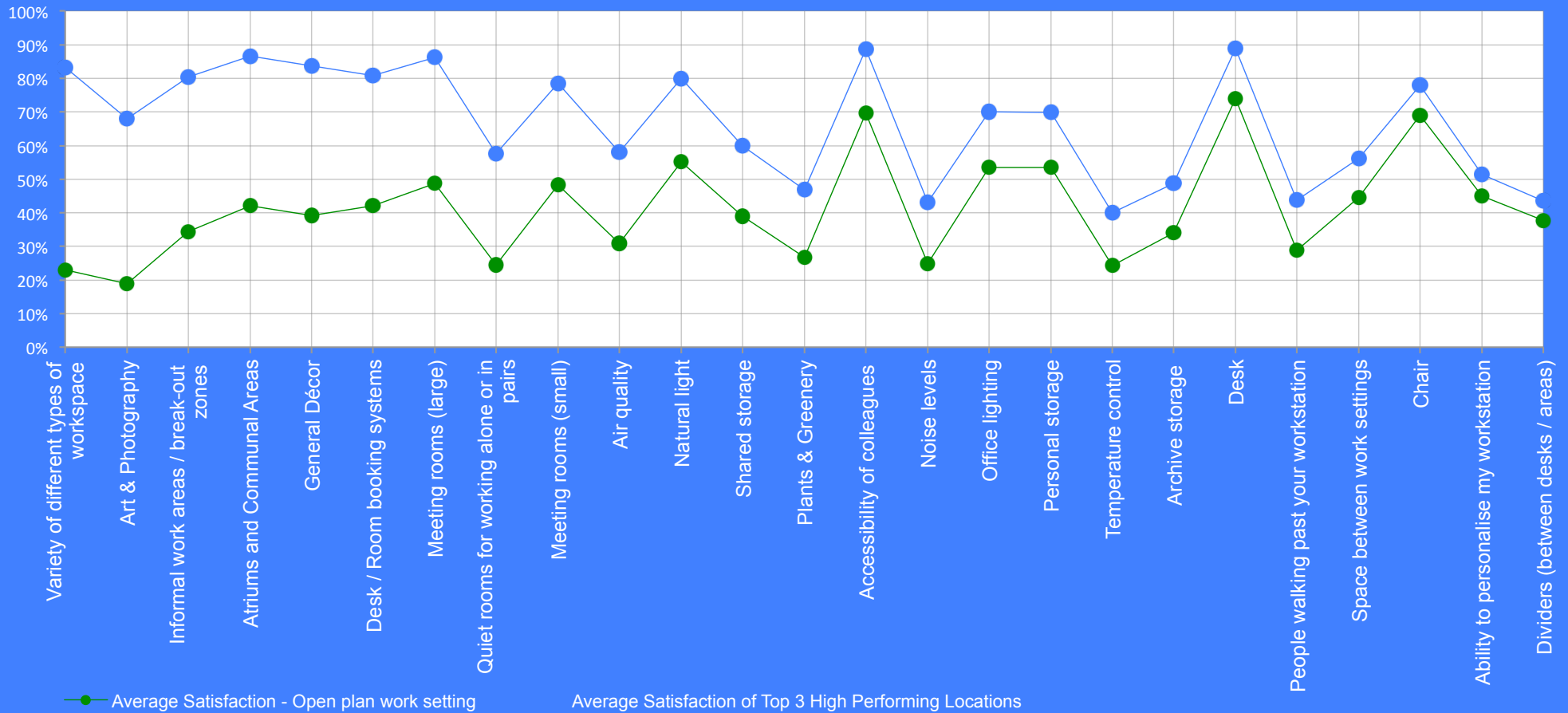




# Satisfaction with physical features

## Open plan vs. Top 3 performing buildings

Satisfaction with Workplace Physical Features of those who work in an Open plan work setting against the Top 3 high performing locations



# Temptation #2 Agile / flexible working

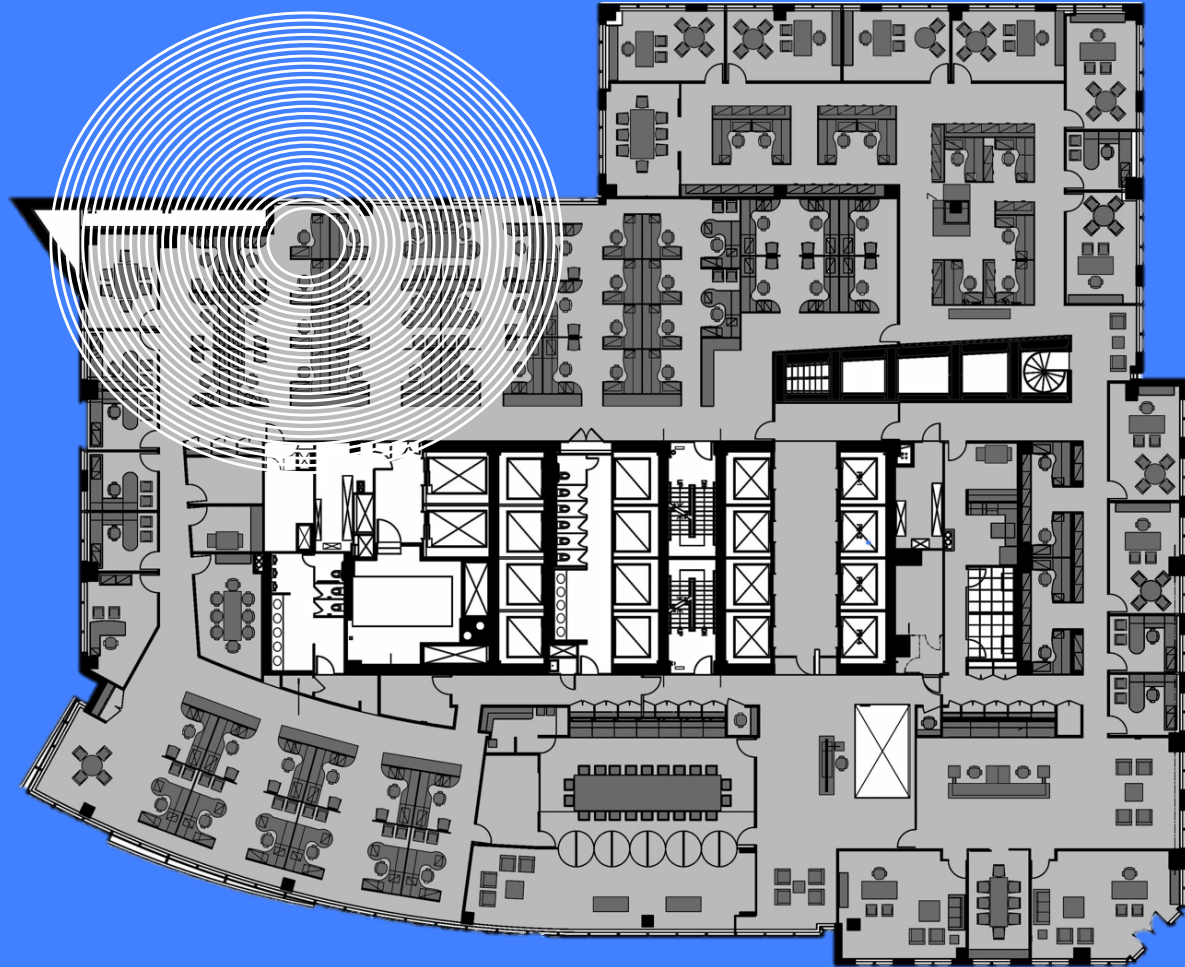


Agile ≠ Agile

How many activities  
can a desk support?



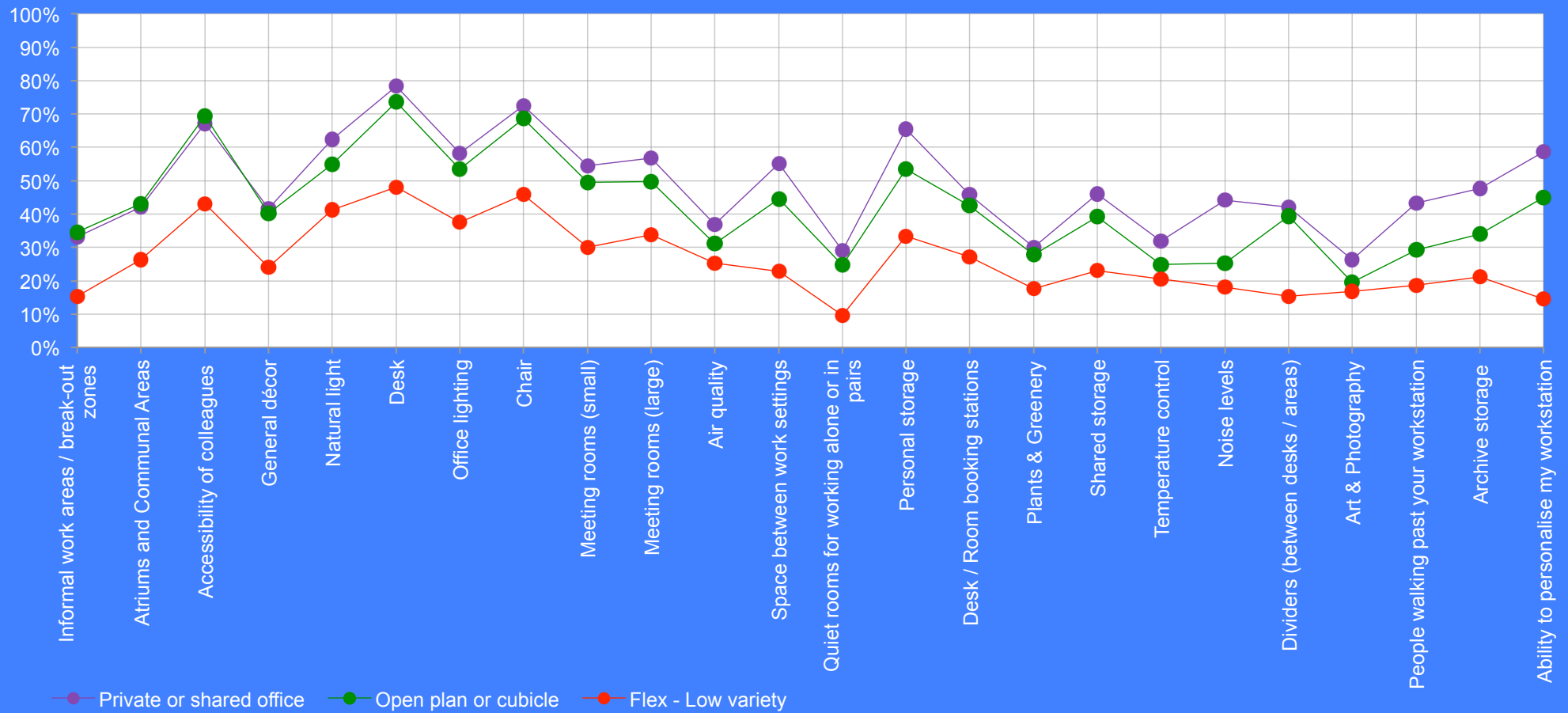
Epicentre of  
employee  
productivity?



- 6/10 workplaces in top 10 are entirely or almost entirely designated workstations
- 3/10 mix of allocated and non-allocated
- 1/10 entirely or almost entirely unallocated

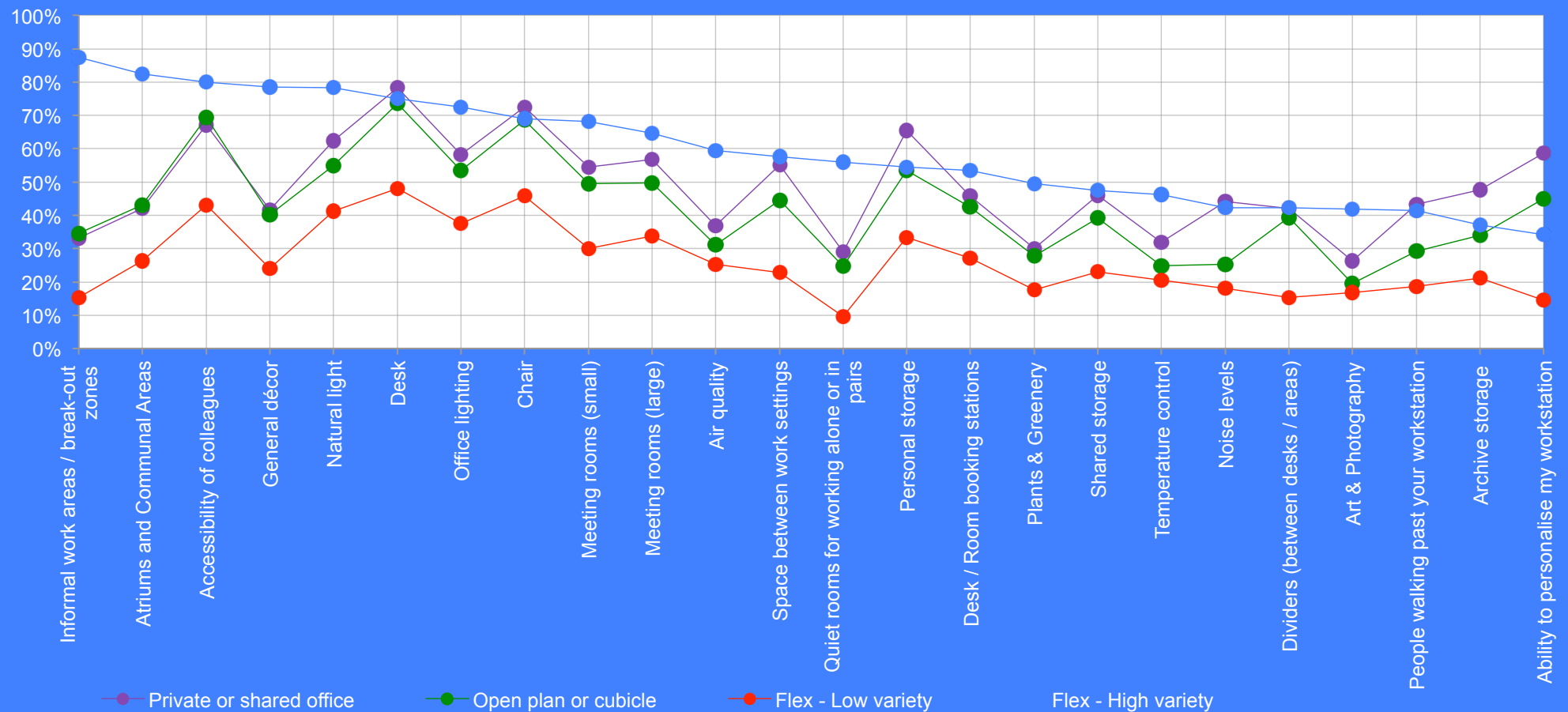
# Satisfaction with physical features

Enclosed offices vs. Open plan vs. Flexible (low variety)



# Satisfaction with physical features

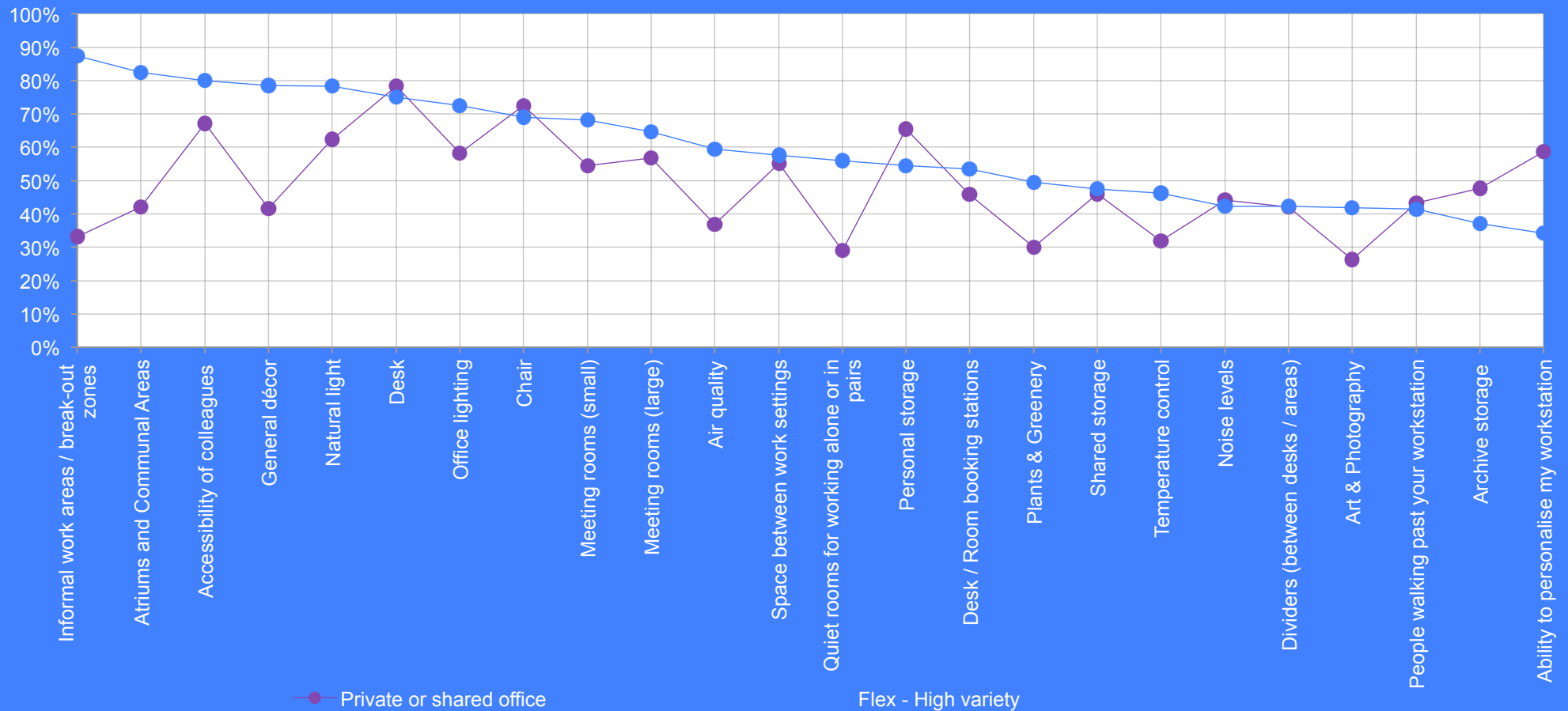
Enclosed offices vs. Open plan vs. Flexible (low variety) vs. Flexible (high variety)





# Satisfaction with physical features

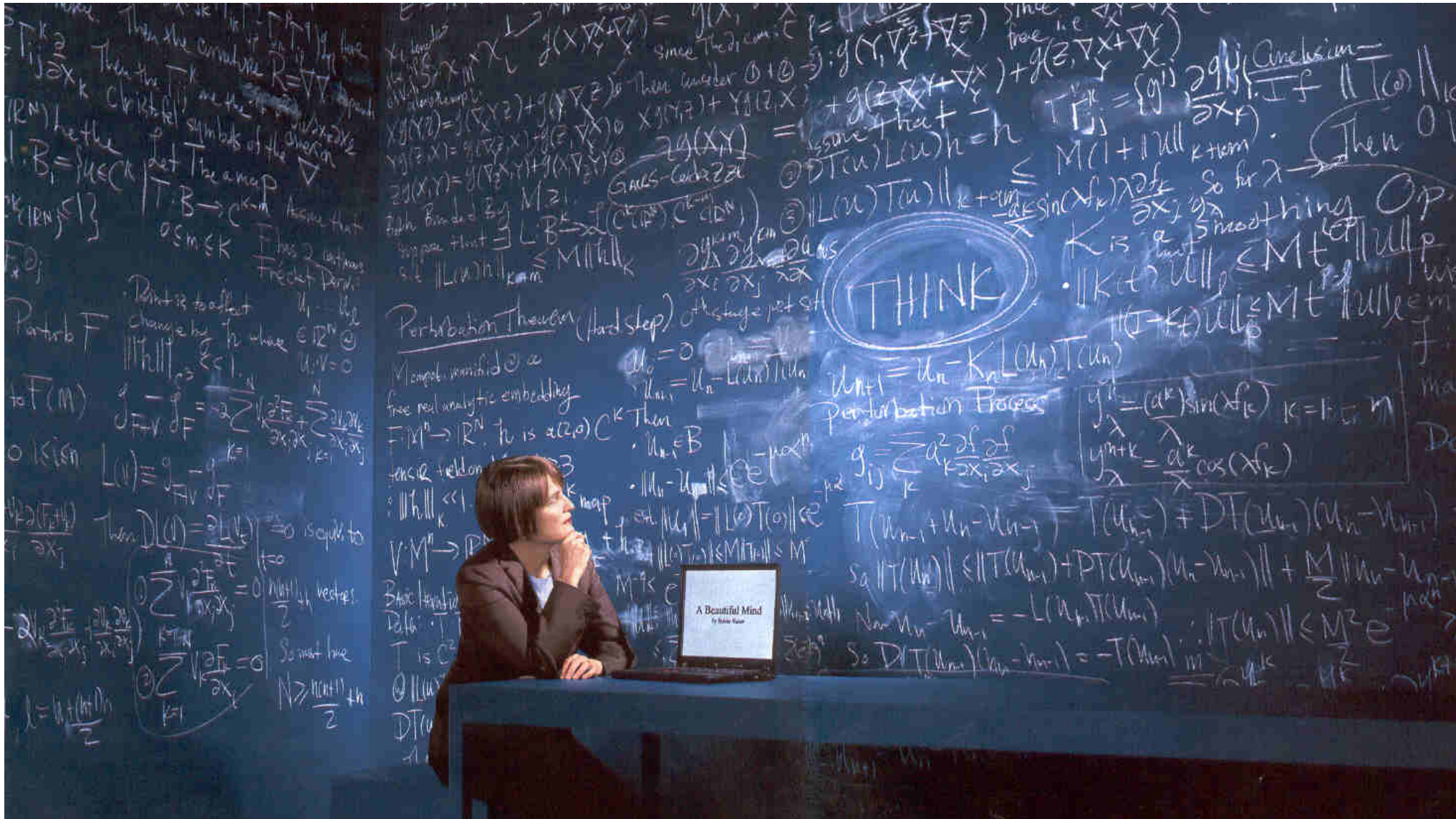
Enclosed offices vs. Open plan vs. Flexible (low variety) vs. Flexible (high variety)



Agile ≠ Activity Based Working

# Activity Based Working

A business strategy centred around a deep understanding of the activities undertaken by employees



Then the curvature  $R = \nabla^2 \omega$   
Christoffel symbols of the connection  
 $(\mathbb{R}^n)$  the metric  $g_{ij}$   
 $\Gamma^k_{ij} = \frac{1}{2} g^{kl} (\partial_i g_{jl} + \partial_j g_{il} - \partial_l g_{ij})$   
The map  $T: B \rightarrow C^{k \times m}$  Assume that  
 $0 \leq m \leq k$  Frechet Derivatives  
Print to collect  
change by  $h$  where  $\in \mathbb{R}^n$   
 $\|h\|_k \leq \epsilon$   
Parturb  $F$   
 $g = \sum_{k=1}^n \frac{\partial^2 F}{\partial x_k^2} + \sum_{k=1}^n \frac{\partial^2 F}{\partial x_k^2}$   
to  $F(M)$   
 $g = \sum_{k=1}^n \frac{\partial^2 F}{\partial x_k^2}$   
Then  $D(L) = \frac{\partial L}{\partial x}$   
 $\sum_{k=1}^n \frac{\partial^2 F}{\partial x_k^2} = 0$   
 $\sum_{k=1}^n \frac{\partial^2 F}{\partial x_k^2} = 0$   
 $\sum_{k=1}^n \frac{\partial^2 F}{\partial x_k^2} = 0$   
 $L = \frac{1}{2} (u^2 + v^2)$

$g(X,Y) = g(\nabla_X Y) + g(\nabla_Y X)$   
 $g(\nabla_X Y) = g(\nabla_X Y) + g(\nabla_Y X)$   
Gauss-Codazzi  
Riemann Curvature  $R(X,Y)Z = \nabla_X \nabla_Y Z - \nabla_Y \nabla_X Z - \nabla_{[X,Y]} Z$   
Perurbation Theorem (Hard step)  
Mangol, manifold  $\mathcal{C}^k$   
free real analytic embedding  
 $F: M^m \rightarrow \mathbb{R}^n$  is a  $(2,0)$   $C^k$  Then  
 $u_n \in B$   
 $\|u_n - u_{n-1}\|_k \leq \epsilon$   
 $\|u_n\|_k \leq 1$   
 $V: M^m \rightarrow \mathbb{R}^n$   
Basic Analytic  
Path:  $T$  is  $C^2$   
 $\|L(u)\|_k \leq M \|u\|_k$   
 $D(T)u = -L(u)T(u)$

since the  $\partial^2 F$  is a symmetric bilinear form  
 $g(X,Y) = g(\nabla_X Y) + g(\nabla_Y X)$   
Assume that  $n = k$   
 $\|L(u)T(u)\|_{k+m} \leq M(1 + \|u\|_k)$   
So for  $\lambda \rightarrow 0$   
 $K$  is a smoothing Op.  
 $\|K(u)\|_k \leq M \|u\|_k$   
 $\|(I - K)u\|_k \leq M \|u\|_k$   
 $(I - K)u = 0$   
 $u_{n+1} = u_n - K_n L(u_n) T(u_n)$   
Perurbation Process  
 $g_{ij} = \sum_k a^2 \frac{\partial^2 F}{\partial x_k^2} \frac{\partial^2 F}{\partial x_k^2}$   
 $y'' = (a^k) \sin(x_k) \quad k=1, \dots, m$   
 $y_{n+k} = \frac{a^k}{\lambda} \cos(x_k)$   
 $T(u_{n-1} + u_n - u_{n-1}) = T(u_{n-1}) + D(T)(u_n - u_{n-1})$   
 $\|T(u_n)\| \leq \|T(u_{n-1})\| + M \|u_n - u_{n-1}\|$   
 $u_n - u_{n-1} = -L(u_{n-1})T(u_{n-1})$   
So  $D(T)(u_n - u_{n-1}) = -T(u_{n-1})$   
 $\|T(u_n)\| \leq M^2 e^{-\lambda}$

Educational  
Outcomes

Research  
Recognition

League  
Tables

VS

Increased  
numbers

Reducing  
costs

Improving  
experience



**DANGER**  
**SLIPPERY**  
**SLOPE**

No half measures

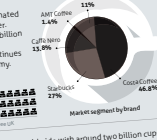
# Leesman<sub>review</sub>

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 The average coffee drinker consumes approx 3 cups of coffee per day

**UK's top 3 branded chain outlets share in 2013**  
 Costa Coffee (31%), Starbucks (27%), Coffee People (14%)

**Amount of caffeine per cup:**  
 Decaf coffee: 5mg  
 Filter coffee: 50mg  
 Espresso: 50mg  
 Cold brew: 50mg  
 Black tea: 40mg  
 Red Bull: 80mg  
 Bottled coffee: 80mg



**Top 5 coffee producers**  
 1. Brazil  
 2. Vietnam  
 3. Colombia  
 4. Indonesia  
 5. Ethiopia



## Journalists' doomsday predictions of the 'death of the office' abound. But can HR professionals cut through the lay reporting and help shape a better understanding of the impact of place on people?

Online workplace forums were abuzz recently with discussion about an article in the UK's Guardian Online newspaper that asked, "Is this the end of the office as we know it?" Apparently, 46% of UK workers think their local coffee shop is more productive environment than their office.

Technological breakthroughs will transform the way we work over the next five to 10 years. "No one's Sherlock Holmes" This was one of the highlights of another study conducted by Virgin Media, one of the UK's largest providers of domestic broadband connections, which concluded "A 21st century could witness a 2.7x increase in the number of people given the option to carry out their work from where they see fit." They of course mean from home - using an internet connection provided by them!

They appear to have drawn the line at the end of the road. A Confederation of British Industry report that states that £1 billion is lost every year through absenteeism. It is unclear whether the 2.7x figure is calculated from 10% of those absent employees suddenly feeling well enough to contribute from their address, because they have brought their laptop internet connectivity, or whether it's about workers picking up the slack by adding hours when they get home or using their mobile tech while en route.

"If indeed employees are retreating to cafes en masse, it surely says more about the quality of the workplace they are escaping from, than it does of a technology or caffeine fuelled yearning for greater concentration."

70,000 employees Leesman has asked, report that the design of their space enables them to work productively. There's a little, double that for some employees struggling with low endurance offices, the cohesive 'joint working' towards a common goal if the team members are not in the same physical space? There may be a small number of roles and personality types for whom isolation is beneficial, but our data tells us that while for some, concentrated activities may be better supported by the solitude of home, almost all collaborative activities are hampered by it.

For HR professionals the predicament of remote teams from a growing awareness of the impact of social isolation on clinical depression, we have to question whether it is really possible to have any sense of employee physical or mental wellbeing when they are not in the office.

**Stephen Haynes and Colin Bullen**  
 Opposing opinion pieces discussing whether wellness campaigns can deliver real value to organisations and individuals via wellness (Issue 2)

**Jonny Gifford and Peter Cheuse**  
 The human impact on workplace design - the need to develop collaboration between professional disciplines (Page 8)

**Peegle Bonhe**  
 Leesman's latest recruit, fresh from her PhD workplace research, examines the risk of not setting things from an employee's perspective (Page 10)

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 leesmanindex.com  
 Data reported to: 09.2014

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**Our performance**  
 89.2% employee satisfaction  
 2.2 million sq ft surveyed  
 579 properties  
 63% in responsible care  
 11.1m workplace visits

**Economic indicators**  
 54.3% the average of global workplace productivity indicators to work productivity  
 48.7% the global average of productivity indicators to work productivity

**Leis Location network**  
 1500+ locations  
 100+ countries



engagement, or otherwise that...  
 But I think it's a bit too...  
 I think you will agree that...  
 It has also frustrated...  
 I'm not sure that...  
 It is always as if the...  
 I would like to see...  
 I think it is in fact...  
 I'm not sure that...  
 I think it is in fact...  
 I'm not sure that...

