

dialogue

Insights from the **GENSLER RESEARCH INSTITUTE**

HOW
WORKPLACE IS
SHAPING
THE FUTURE
OF CITIES





On the Cover: **Signal House**, Washington, D.C.
This Page: **Putnam Investments headquarters**, Boston

dialogue 34

Insights from the **GENSLER RESEARCH INSTITUTE**

Gensler’s mission is to use design to shape the future of cities, and that starts with shaping the individual human experience within those cities. Currently, for the first time ever, more than half of the world’s population lives in cities, and their numbers are swelling by a million people each week. About 3.6 billion people live in urban areas now. As architects and designers, it’s our responsibility to create places for them that are healthy, connected, and socially responsible. It’s our call to action.



NO OTHER EXPERIENCE SHAPES PEOPLE’S LIVES MORE THAN WORK

Giving Talent What They Want	02
5 Amenities That Are Worth the Investment	08
The New Shape of Building Design	10
5 Ways Buildings Are Shape-shifting to Provide More Connection	13
Climate Change Solutions for Workplace Design	16
A Workplace Renewed	22
Client Interview	27
John Bernstein, The Ford Foundation Center for Social Justice	
Managing a Work Anywhere Culture	28
Data and the Intelligent Workplace	34
Let’s Continue the Dialogue Online	40

In workplace design, it’s about creating places that attract and retain the best talent. It’s about helping businesses build work environments that can incubate new ideas and innovation, or about creating buildings that leverage data and technology to help people perform their best. And, yes, it’s about climate change. As environmental concerns grow, it’s more important than ever to create resilient offices that positively impact communities and improve the health and well-being of their occupants. We have the opportunity to leverage design to make the world a better place, but to do that we have to start with people and the places and spaces in which they live, shop, gather, and work. Only then will we be able to truly shape the future of cities as places that are accessible, inclusive, and equitable.

Diane

Diane Hoskins
FAIA
Co-CEO

Andy

Andy Cohen
FAIA
Co-CEO



Assembly at North First, San Jose, Calif. This amenity-rich campus is designed to spur connections, create great experiences, and attract high-tech talent.

GIVING TALENT WHAT THEY WANT

**ORGANIZATIONS
ARE ATTRACTING THE
BEST TALENT—AND
GETTING MORE
PRODUCTIVITY FROM
THAT TALENT—BY
CREATING WORKPLACES
THAT BOOST INNOVATION
WITH GREAT WORK
EXPERIENCES.**

BY ELIZABETH BRINK AND NATALIE ENGELS

With U.S. and U.K. unemployment rates at their lowest points in nearly a half-century and a global human talent shortage of more than 85 million people projected by 2030, according to the consulting firm Korn Ferry, the global competition for talent is at an all-time high.

One of the key ways businesses are able to attract and keep the best talent is by offering the best workplace experiences. Today's top talent wants more than a paycheck; they want spaces where they can be effective at their jobs while also feeling connected to a greater purpose. Moreover, our research shows that when businesses redesign their workplaces with things like a variety of spaces and amenities, their people become more engaged and productive, which leads to better business performance.

BY OFFERING A VARIETY OF SPACES IN THE WORKPLACE, COMPANIES ARE ABLE TO SUPPORT THEIR PEOPLE'S DESIRE TO HAVE BOTH OPEN COLLABORATIVE AREAS AND SPACES WHERE THEY CAN DO MORE FOCUSED PRIVATE WORK.



Patreon, San Francisco. With a balance of creative spaces and workspaces, Patreon's headquarters connects creators and community members.



Nestlé USA headquarters, Arlington, Va. Immersive graphics highlight Nestlé's global social impact.

What talent wants

Data and insights uncovered by the Gensler Research Institute show that people get their best work done when they have a variety of spaces that they can choose from during the day. Choice leads to a feeling of empowerment, which boosts individual performance.

For example, Gensler's 2019 U.S. Workplace Survey (U.S. WPS) found that a majority (79%) of people in workplaces that offer a variety of settings reported a great experience, and 71% of people with choice in where to work reported the same.

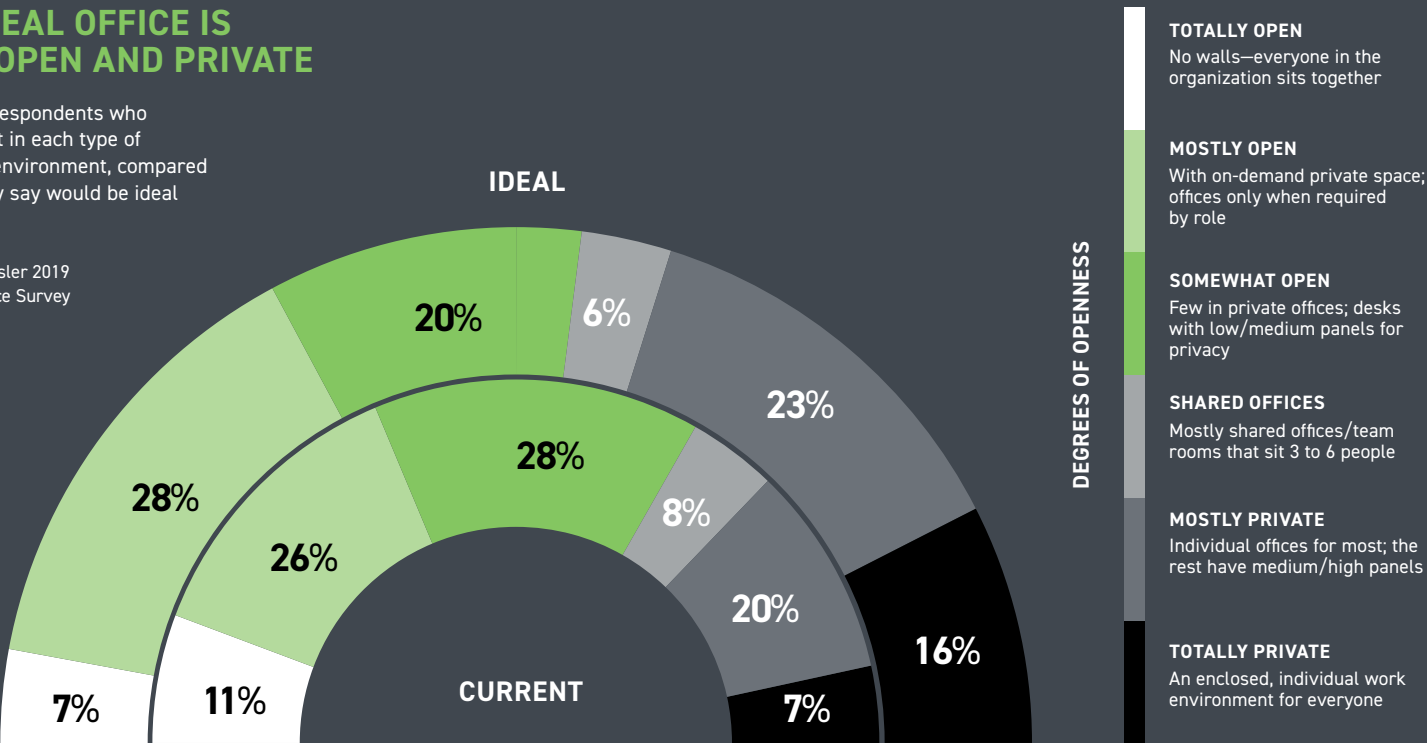
We're talking about spaces that are neither open nor closed, but somewhere in between. In other words, people still like open office setups as long as they have the option to dip into more private spaces at points during the day. By the same token, most people also don't prefer workplaces that are completely closed off into private offices. Our research finds that "mostly open" environments with ample on-demand private space clearly score the highest on effectiveness (as measured by Gensler's Workplace Performance Index) and score the highest on experience (as measured by the Gensler Experience Index).

A great example of an office with a variety of spaces is Campari Group's new North American headquarters in Manhattan. The U.S. home of the global spirits group cultivates collaboration and experimentation among staff and clients with an innovation lab where master mixologists, bartenders, and visiting brand ambassadors can craft and quaff new cocktails. Within Campari's open workplan, four distinct "bars" provide alternative, but immersive spaces that foster connection and creativity.

THE IDEAL OFFICE IS BOTH OPEN AND PRIVATE

Percent of respondents who currently sit in each type of workplace environment, compared to what they say would be ideal

SOURCE: Gensler 2019 U.S. Workplace Survey



Adobe, San Jose, Calif. A mix of collaboration and focus spaces empowers people to do their best work.

A better workplace experience leads to better business performance

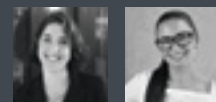
Businesses and organizations that are attracting talent with the workplace are also reaping the benefits of having happier, engaged people. According to the 2019 U.S. WPS, when people have great experiences at work, they are more engaged with the company culture, have better interaction with their peers, and are more productive. In fact, businesses with the highest engagement from their people report 21% higher profits, 41% lower absenteeism, and 10% higher customer loyalty than their peers, according to Gallup's "State of the American Workplace" report.

A variety of space in the office isn't the only thing keeping people engaged. Today's talent is seeking spaces where they can socialize and be inspired, according to the Gensler Experience Index. They also want a workplace that provides purpose and connection, and articulating these values in the workplace is critical to engagement. For example, Millennials are projected to comprise 75% of the global workforce by 2025, according to a Brookings Institution report. In a Kantar Futures/American Express global survey, 75% of Millennials said it was important that their employer's values match their values, and 74% said that successful

businesses need to have a genuine purpose. It's clear that organizations that use design to highlight a tangible purpose for social good in an authentic way have a competitive advantage.

Take a look at Nestlé's headquarters in Arlington, Va. To connect local staff with Nestlé's global social impact, the company's leadership worked with Gensler's Brand Design and Digital Experience Design teams to create interactive digital experiences and immersive graphics that celebrate the earth, its animals, and the people who Nestlé serves on a daily basis.

To attract the most sought-after people, and to get the most productivity out of that talent, organizations must offer choice in the workplace—choice of workspaces, amenities, and options to engage. That's because choice leads to a feeling of empowerment, which boosts individual performance at work. Organizations that offer a wide range of choices in the workplace will attract the best talent while also improving their bottom line.



ELIZABETH BRINK is a Workplace Sector leader based in Gensler's Los Angeles office. **NATALIE ENGELS** is a Technology Workplace leader, based in San Jose, Calif.



GREAT WORK EXPERIENCES LEAD TO BETTER BUSINESS PERFORMANCE

21%	41%	10%
HIGHER PROFIT	LOWER ABSENTEEISM	HIGHER CUSTOMER LOYALTY

SOURCE: Gensler 2019 U.S. Workplace Survey

**ORGANIZATIONS THAT ATTRACT
TALENT WITH THE WORKPLACE
ARE ALSO REAPING THE
BENEFITS OF HAVING HAPPIER,
ENGAGED PEOPLE.**



Campari North American headquarters, New York. Four distinct bar-like experiences immerse guests and staff in the Campari culture while offering people a place to work away from their desks.

5 AMENITIES THAT ARE WORTH THE INVESTMENT

DATA AND INSIGHTS FROM THE GENSLER RESEARCH INSTITUTE FIND THAT AMENITIES THAT SUPPORT EFFECTIVE WORK HABITS ARE CRUCIAL TO AN OFFICE'S OVERALL PRODUCTIVITY.

BY AMANDA CARROLL

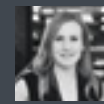
Today's companies are constantly looking for amenities that give them an edge attracting and retaining top talent. While many office perks are useful signifiers of a company's culture and values, the amenities that have a measurable upshot on people's experience and effectiveness at work are those that give people a choice of workspaces.

Gensler's 2019 U.S. Workplace Survey found that the spaces that deliver the greatest impact connect directly to people's most salient needs and preferences: quiet places to perform focused or individual work, and spaces connected directly to collaboration and group innovation. Amenities with a non-work focus, such as lounges and break rooms, deliver the smallest performance gains.

In fact, choice itself can be an important amenity. In today's work-everywhere culture, having a variety

of spaces to choose from is directly connected to a great workplace experience. An innovation hub or maker space, for example, can offer an alternative setting to one's daily workstation, as well as an opportunity to work with a different set of tools and skills.

When evaluating which workplace amenities are worth the investment, there's one key factor to remember: the most effective amenities aren't meant as an escape. Rather, they're designed to support workers' freedom to be productive where they like, while instilling in them a sense of pride for the values, heritage, and future of the company.



AMANDA CARROLL is a Technology Workplace leader based in Gensler's New York office.



1 INNOVATION HUB
ACCENTURE INNOVATION HUB
TOKYO



2 MAKER SPACE
INTEL INNOVATION LAB
HEREDIA, COSTA RICA



3 QUIET/TECH FREE ZONE
DIGITAL HYUNDAI CARO PIXEL FACTORY
SEOUL, SOUTH KOREA



4 OUTDOOR SPACE
THE MET
COSTA MESA, CALIF.



5 FOCUS ROOM
HUDSON RIVER TRADING, 4 WTC
NEW YORK

THE NEW SHAPE OF BUILDING DESIGN

**BY PROVIDING THINGS
LIKE LARGE OPEN
FLOOR PLATES, INDOOR-
OUTDOOR TRANSITIONS,
OPEN SIGHTLINES,
AND BRIDGES AND
STAIRS BETWEEN
FLOORS, DESIGNERS
CAN CREATE CONNECTED
EXPERIENCES
THAT ENCOURAGE
NEW IDEAS.**

BY BEN TRANEL AND DARREL FULLBRIGHT

As businesses continue to search for creative work environments that can foster ideas and innovation through a strong sense of community, architects and designers are playing an increasingly important role.

According to data and insights uncovered by the Gensler Research Institute, people are more creative and productive when they have better physical connections with coworkers and more opportunities for chance encounters. That's where building design comes in. By providing things like large open floor plates, indoor-outdoor transitions, and sightlines and bridges between floors, designers can create connected experiences that encourage new ideas.

Face-to-face matters

What we've realized is that, given the ever-increasing role of digital technology in the workplace through email, Skype meetings, teleconferences, and instant messaging, the need for businesses to encourage more human encounters and face-to-face communication is becoming more pressing. Proximity is the key. In fact, according to Thomas J. Allen of MIT's Sloan School of Management, people have a 95% likelihood of a chance encounter with a colleague if they're located on the same floor. That number drops to 5% if they're separated by floors. As Allen said, it's almost like being on a different planet.

ilo Playa Vista, Los Angeles. Strategic improvements include an exterior stair that offers direct access to upper floors and terraces for tenant use.





Tableau Software, Seattle. People move freely along a large communicating stair among the company's cooking hub, training/conference center, reception area, and game room.

Connecting face-to-face isn't only about building good relationships. We know that proximity between people at work speeds the flow of ideas, breaks down silos by raising awareness between departments, and encourages active information sharing. That's why many organizations are opting for bigger and bigger floor plates. In our headquarters design for NVIDIA, Gensler sought to locate every worker within a two-minute walk of each other. The building has two floors of 250,000 square feet each, which help to promote flat hierarchy and typically have no private offices or window seats based on tenure or rank. The space is more equitable, meaning everyone has a choice of where to work, depending on the type of activity they're engaged in.

Stairs and bridges as connective tissue

Of course, it's not always possible to have everybody on one floor in a mega-floor plate building. But that's not the only way to provide connectivity. Many offices are creating transparent sightlines across atriums or using interconnecting open stairways to link up with different parts of the office. Our design for the Mercedes-Benz USA headquarters in suburban Atlanta is a great example. A three-story atrium at the heart of the building provides sightlines from floor to floor, with an adjacent coffee bar, café, and casual seating areas that allow for impromptu meetings.

We're finding opportunities to expand the function of stairways beyond the pragmatic need to move from floor to floor. Stairs also have value as social centers, meeting places, and conversation nooks. In Tableau Software's new Seattle office, for example, a central communicating stair is the lifeline that connects shared spaces, including a cooking hub and other key gathering areas.

Bridges can serve the same function as stairs, but they connect spaces horizontally rather than vertically. They can link separate buildings or span across atriums, making it easier to move from place to place.

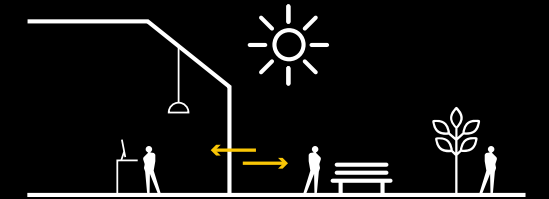
Bringing people together

We're also finding that providing large assembly areas is another important feature for today's companies. Roof decks and outdoor terraces, in particular, are gaining popularity. And there's an added incentive for building owners to create these spaces due to new industry standards that allow owners to measure and lease them. People enjoy having a seamless indoor-outdoor connection. These spaces serve as third places where work happens outdoors.

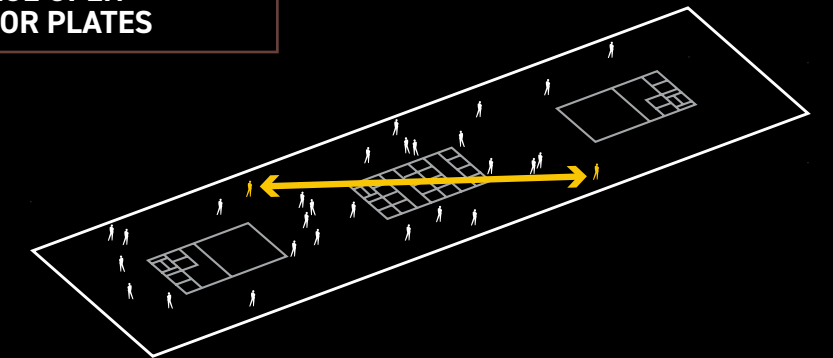
While we're planning for the occupancy of these facilities, we're also looking at ways of breaking down the building core so that elements like the elevators and stairs that provide inter-floor connectivity can be located near the office spaces, while service lifts and mechanical runs can be placed out of the way.

5 WAYS BUILDINGS ARE SHAPE-SHIFTING TO PROVIDE MORE CONNECTION

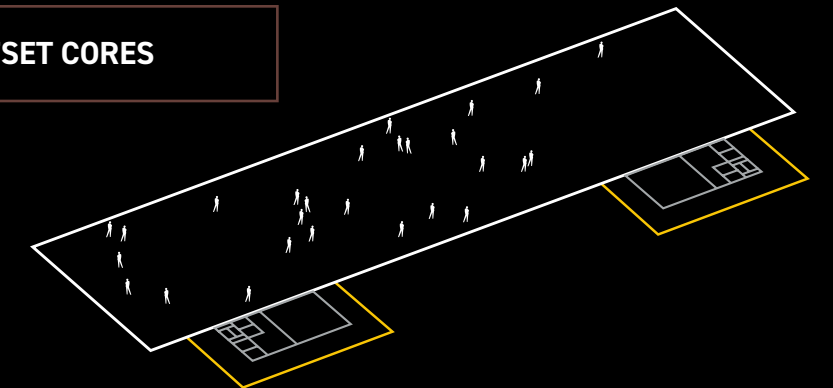
1 INDOOR-OUTDOOR TRANSITIONS



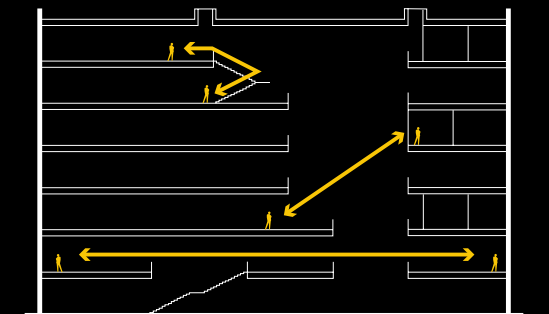
2 LARGE OPEN FLOOR PLATES



3 OFFSET CORES



4 OPEN SIGHTLINES



5 WIDE LANES FOR EASY RIDE-SHARE ACCESS



We also try to limit the width of the core, so it doesn't form a barrier in the center of the building. When examining the placement of the core elements in relation to the building's overall floor plan, the best solution is sometimes an offset, partially offset, or split core that frees up square footage for a larger, more flexible office space on each floor, allowing for more daylight and higher density of people. In the case of larger floor plates, we're creating dual cores for even better connectivity and flexibility.

Connecting to the city

We're also mindful of the importance of connecting office buildings to the context of the cities and regions where they exist. The rules are changing with the fast adoption of ride-sharing services and the emergence of autonomous vehicles. This is having an immediate impact on office buildings, where we are providing wider driving lanes at the entrances for pickup and drop-off. Building entrances will also require longer lanes for driverless cars to queue up without blocking city traffic.

Even the entrances to buildings are becoming more complex, with growing demand for multiple "front doors." Creative companies, for example, want direct access to their office with a front door that reflects their brand. No one wants to be hidden on a lobby directory and located "down the hall." This can be accomplished with a ground-floor storefront entrance or, in the case of the i/o at Playa Vista office building repositioned by Gensler, by adding an external stair that connects to tenant spaces on levels above.

Enhanced value for tenants

None of these improvements are added to building plans without considering their cost, but we think they're a smart investment. Typically, real estate and operating costs are about 20% of the cost of running a company, while the investment in staff salaries is about 80%. Since even a small increase in real estate costs can yield measurable improvements in productivity and innovation from your most valuable asset—your people—then the potential payback is enormous.

Stated another way, all these things—promoting collaboration, fostering community, and producing a connected workplace environment—promise the kind of long-term returns that tenants demand.



BEN TRANEL is a Principal based in Gensler's San Francisco office. **DARREL FULLBRIGHT**, based in San Diego, is an Office Buildings-Developer leader.

“THERE’S INCREASING DEMAND FOR EXTERIOR AMENITIES LIKE BALCONIES AND FINISHED ROOFTOP TERRACES.... A CLEAR REPRESENTATION OF HOW TENANTS ARE ACTUALLY USING SPACE.”

—Rob Brierley, CEO, Building Owners and Managers Association (BOMA) International



NCR Midtown, Atlanta. This new workplace for NCR's software development team includes a landscaped roof terrace where people can connect and interact.



CLIMATE CHANGE SOLUTIONS FOR WORKPLACE DESIGN

**THE BUILDING
INDUSTRY
CONTRIBUTES 40%
OF GLOBAL
GREENHOUSE GAS
EMISSIONS. WE HAVE
AN OPPORTUNITY
TO MAKE A BIG
IMPACT.**

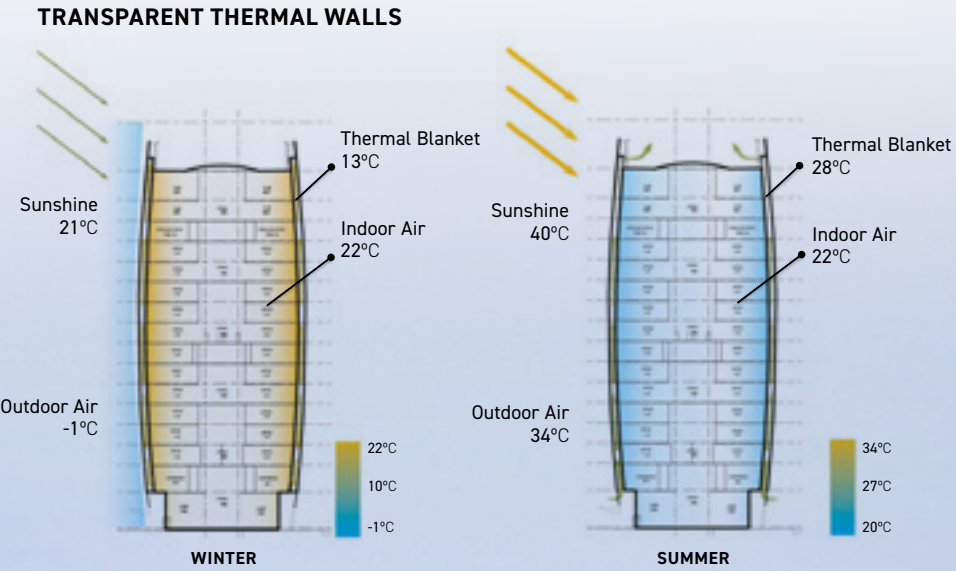
BY LANCE HOSEY AND YUN HSUEH

The effects of climate change are threatening cities and businesses around the globe. Increasingly frequent wildfires, droughts, flooding, and rising sea levels are displacing populations and impacting supply chains, both of which are disrupting social, cultural, and economic norms.

Buildings contribute nearly 40% of global greenhouse gas emissions, according to Architecture 2030. Of this amount, 28% is due to building operations, and 11% is due to building materials and construction, so incorporating resilient design strategies into office building and workplace design can have a big impact. At Gensler, we embrace resilience more broadly to suggest that design constantly evolves, adapting to and preparing for a changing world. Here, we take a look at five key design elements that will be a part of tomorrow's resilient workplace.

Zhuhai Huace International Plaza, Zhuhai, China. Twin towers create a vertical ecology. Passive and natural ventilation strategies bring fresh air into the building.

Harbin Bank headquarters, Beijing. A single-glazed outer skin and a double-glazed inner skin form a cavity, which works like a thermal duvet to insulate the building year-round. The climate-responsive facade maximizes daylight and energy efficiency.



Vertical ecology for office buildings

One promising solution for tall office buildings is vertical ecology, which borrows heavily from the concept of biophilia—the notion that the more humans connect with other living systems, the more they benefit. Studies have shown that biophilic elements in the workplace can reduce absenteeism and increase worker productivity, while daylight can boost melatonin production and enhance sleep. Viewing fractal patterns and shapes that mimic natural forms can reduce stress by up to 60%, according to a University of Oregon study. And since vegetation can absorb toxins and pollutants, biophilic design can vastly improve air quality.

Gensler's design for China's Zhuhai Huace International Plaza merges two towers into a

single form with a vertical atrium system and sky and terraced gardens that create a breathing envelope to bring fresh air into the building. With louvers for air flow and plant growth, Huace Plaza's vertical ecology embraces biophilic design to improve air quality and enhance occupants' health and well-being.

Energy-saving facades

According to the International Energy Agency, buildings consume 50% of the world's energy. To mitigate this consumption, we can add climate-responsive facades to office buildings and workplace projects. These adaptive envelopes can mitigate solar heat gain, reduce energy used to cool and heat the building, optimize daylighting and shading, and improve air quality while also reducing energy consumption. In

megacities such as Beijing, where toxic air levels can exceed 300 AQI on the Environmental Protection Agency's Air Quality Index, healthy interiors and buildings are critical contributions to the health of the community at large.

For Harbin Bank's Beijing headquarters, a climate-responsive facade maximizes daylight and energy efficiency while minimizing harmful particulates. A single-glazed outer skin and a double-glazed inner skin form a cavity, which acts like a thermal duvet to insulate the building year-round.

Intelligent building controls

Another way we can help lower energy and water costs is by making buildings more intelligent. By leveraging real-time data, intelligent

ACCORDING TO THE
INTERNATIONAL ENERGY
AGENCY, BUILDINGS
CONSUME 50% OF THE
WORLD'S ENERGY.

50%



MORE ENERGY IS EXPENDED DURING THE PRODUCTION OF MATERIALS THAN AT ANY OTHER POINT DURING A PROJECT'S LIFE CYCLE.

UPcycle, Austin, Texas. This repositioned warehouse reuses 95% of building materials to create vibrant, creative workspace.



MATERIAL
EXTRACTION



MANUFACTURING



TRANSPORTATION

building controls can lower energy consumption and make buildings safer and healthier. Sensor technology and IoT-enabled devices will allow individuals to adjust temperature, air, lighting, and acoustics.

Gensler's master plan for the Cisco Smart City in Guangzhou, China, integrates technology across all scales, from buildings to infrastructure. The connected environment optimizes energy, water, and light efficiency based on real-time conditions. Systems also monitor temperature, pollution, and waste management.

Regenerative and restorative buildings

Our design increasingly focuses on elevating the life cycle of buildings so that they can positively impact the communities they're in. This approach goes beyond conventional high-performance practices of water and energy efficiency to integrate design more closely with

local communities and natural systems. There are net zero or net positive energy buildings, producing on-site electricity through built-in solar and wind generators that can augment an overwhelmed local grid. Or structures with rooftop gardens to capture and filter rainwater to service all their non-potable needs, thereby lowering the demand on city water supply and stormwater treatment. Etsy's Living Building Challenge Petal-certified Brooklyn headquarters strives to be a regenerative ecosystem; it's not just a self-sustaining workplace but also a space that gives back to its neighborhood.

Adaptation and reuse

Often, the single greatest decision to minimize environmental impact is to reuse buildings, spaces, and materials that already exist. The National Trust for Historic Preservation's Green Lab found that it can take up to 80 years before the energy-efficient features of new buildings

begin to make up for the damage their construction has caused to the environment. Consequently, it's imperative that we develop strategies to improve the performance of existing buildings without tearing them down. A great example is UPcycle, a warehouse in Austin repositioned into a creative office space, which reused 95% of the existing structure.

A resilient workplace is one of the first steps we can take in creating the cities of the future. When done with smart design strategies, a resilient workplace can improve quality of life, productivity, resource efficiency, and operating costs all at once.



LANCE HOSEY is a Design Director, based in Gensler's San Diego office.
YUN HSUEH is an Office Buildings-Developer leader, based in Shanghai.



A WORKPLACE RENEWED

THE FORD FOUNDATION CENTER FOR SOCIAL JUSTICE

RENOVATION OF THE FOUNDATION'S LANDMARK BUILDING IN MIDTOWN MANHATTAN CREATES A MODERN WORKPLACE EXPERIENCE FOR THE REVERED ORGANIZATION.

BY BEVIN SAVAGE-YAMAZAKI AND JONAS GABBAI

Since the Ford Foundation opened its iconic New York headquarters in 1967, global uncertainty and divisiveness have underscored the importance of supporting social justice. So when the not-for-profit enlisted Gensler to renovate the building to meet New York City fire codes, it seized the opportunity to realign its physical space to reflect its 21st-century mission: to promote the inherent dignity of all people. Under the direction of CEO Darren Walker, that meant rejuvenating the building with respect for its architectural legacy, while ensuring that it engages the public and serves as a beacon of change.

Renovation of the building, originally designed by Kevin Roche John Dinkeloo and Associates, has boosted its performance and addressed a host of structural and mechanical upgrades required for fire protection and life safety. But stewardship of the revered landmark was always top of mind. Roche's vision was central to the renewal, and the Gensler-led team strived to restore original finishes and reuse materials at every turn. Distinctive materials such as Cor-ten steel, skylight glazing, brick pavers, and brass were repaired and restored to keep the original mid-century look and feel. Carpeting, wood floors, lighting, millwork, and bronze were refurbished by collaborating with a team of specialists. The original interiors also featured sophisticated mid-century modern furniture by designer Warren Platner. More than half of it was saved—stripping wood to its original stain, reconditioning leathers, and adjusting the height to meet universal design standards.



In the restored garden, a new brick pathway and widened entrances greatly expand access.



PRIVATE OFFICES AROUND THE ATRIUM WERE DEMOLISHED, OPENING THE WORKPLACE TO DAYLIGHT AND VIEWS OF THE CITY, AND PROMOTING A SENSE OF EQUITY.



IN THE AUDITORIUM, DISTINCTIVE FEATURES SUCH AS WALL TREATMENTS, BRASS RAILINGS, AND EAMES CHAIRS WERE RESTORED TO KEEP THE MID-CENTURY LOOK AND FEEL.



BY REMOVING PART OF THE SECOND-FLOOR SLAB, THE TEAM CREATED A SPACIOUS GALLERY FOR EXHIBITIONS THAT ADDRESS JUSTICE, DIGNITY, AND FAIRNESS.

Also revived was the building's signature botanical garden, designed by renowned landscape architect Dan Kiley. Heralded as the first large-scale interior atrium garden in the U.S., the landscape was replanted with species that adhere to Kiley's design intent and enhanced with new irrigation and lighting systems.

The foundation's sustainable mission set high expectations for the renovation, which has been awarded LEED Platinum certification. The team specified low-VOC paints, adhesives, and sealants for better air quality, while high-efficiency bathroom fixtures and low-energy lighting fixtures were specified to reduce water consumption and energy use, respectively.

Beyond the technical aspects of the project, it was critical to the foundation that its social justice mission be clearly communicated throughout—an effort amplified by a brand narrative celebrating voices of change through evocative devices like murals and honoree plaques. Step one in highlighting the mission was ensuring that accessibility and universal design were a top priority, so all would feel welcome.

Access to daylight and views was given equal importance. In the original building, that privilege had been reserved mostly for the foundation's managers, whose walled-in private offices lined the atrium. In the renovation, the partitions were removed, resulting in an open office layout with floor-to-ceiling glass that makes the building bright and transparent. In the redesign, Gensler also consolidated the foundation's operations, opening two floors of the building for use by like-minded organizations and increasing convening space by 50% for other not-for-profits to meet and collaborate.

Today, the building is more open to the public, including improved access to the garden and a new double-height gallery that features art, performances, and public programs highlighting themes of social justice. Handicapped accessibility was improved beyond ADA requirements. Those improvements include street-level entrances to the atrium, which were widened to accommodate wheelchairs, and a new brick pathway in the garden that expands wheelchair access. Through transformations like these, the foundation has staked its claim as a champion of social justice for decades to come.



BEVIN SAVAGE-YAMAZAKI is a Foundations, Associations & Organizations leader. **JONAS GABBAI** is a Design Director. Both are based in Gensler's New York office.



Materials including Cor-ten steel, skylight glazing, and brick pavers were brought back to life through extensive restoration.



Today the renovated headquarters is a 21st-century workplace that embodies the organization's mission and values.



HOW WE BROUGHT OUR OUTDATED WORKPLACE BACK TO LIFE

A CONVERSATION WITH FORD FOUNDATION COO JOHN BERNSTEIN

What was the impetus for the Ford Foundation renovation?

This is an iconic building from the 1960s, and as fire safety codes changed, we found we were no longer in compliance. We could have relocated, but once we decided we were committed to this place, we explored the new opportunities that presented. Darren Walker, our CEO, saw this as a once-in-a-generation opportunity to change the building and its role in New York.

What were your key strategies?

The building was originally designed to be collaborative, but inward-looking. Darren wanted to fill the building with light. He wanted to make it equitable, in keeping with the organization's values. No longer are the light-filled garden facades reserved for the privileged few. Now daylight sweeps across all workplaces equally. Darren also wanted to move to an open floor plan, and Gensler showed we could comfortably move back in using less than half the space we had been using before. That allowed us to bring in like-minded partners.

How has design helped bring the Ford Foundation's mission to life?

We wanted this to be a welcoming space for people with disabilities of all kinds. I'm sitting, for example, at one of the original Warren Platner mahogany tables that we raised two inches so that every table and desk meets height standards for wheelchair users. We also went above and beyond in restoring the botanical garden—taking out steps, re-leveling the garden, and installing a lift.

How do those changes impact how the building functions as a workplace?

Before the renovation, the building discouraged collaboration. You didn't see people and you didn't bump into them. The walls were solid then, but now they're glass. Collaboration is an important value of our organization, and the new design has helped that flourish.

Netflix at ICON, Hollywood, Calif. Netflix's office encourages workers to choose workplace settings to suit their individual needs, with spaces that promote casual collisions.

MANAGING A WORK ANYWHERE CULTURE

**AS WORK
INCREASINGLY
HAPPENS
ANYWHERE, WHAT
ARE COMPANIES
DOING TO GET
PEOPLE TO
COME IN TO THE
WORKPLACE?**

BY CHRIS COLDOFF AND JOHNATHAN SANDLER

Work is no longer defined by a 9-to-5 day, and the workplace experience doesn't start or end at the desk. In fact, there will be an estimated 1.8 billion "mobile workers" in the global workforce by 2023. People are doing their jobs on commutes, at home, or in third places such as coffee shops, airports, and coworking spaces. What does this work anywhere culture mean for the traditional office and the competition for top talent?

Employers of all kinds are facing the difficult new reality that an increasing amount of people are choosing to work in many places besides the office. To keep their people engaged and to attract new talent, organizations are creating dynamic work environments. They're investing in spaces that encourage individual, collaborative, and virtual settings, as well as amenity strategies that prioritize anywhere-working. When done right, the modern workplace should empower its people to utilize the space in ways that meet their unique needs and work styles.

Choice and balance is key

Today's workers want a work environment that adapts with them throughout the day. They expect and demand balance, autonomy, and support for self-directed work styles. For example, Gensler's 2019 U.S. Workplace Survey (U.S. WPS) found that the openness or closedness of an office was less relevant to worker satisfaction. What mattered most was the degree of flexibility offered within the workplace.



Accenture Innovation Hub, Tokyo. A diversity of spaces encourages people to choose how and where they work, socialize, and relax.

Collaboration is crucial

The need to connect is a big reason people choose to come to the office, so collaboration spaces are key elements of any workplace. Most companies are realizing that in-person, face-to-face collaboration is an important part of building their culture, and a competitive advantage. Our global Workplace Surveys research shows that the right balance between focus and collaboration leads to greater innovation and higher performance overall.

As the nature of work evolves, collaboration is becoming more multidimensional and there's a renewed focus on different spaces that bring people together—from impromptu huddle rooms, to scrum spaces, to maker labs. This doesn't mean just adding more meeting

THE NEED TO CONNECT IS A BIG REASON PEOPLE CHOOSE TO COME TO THE OFFICE.

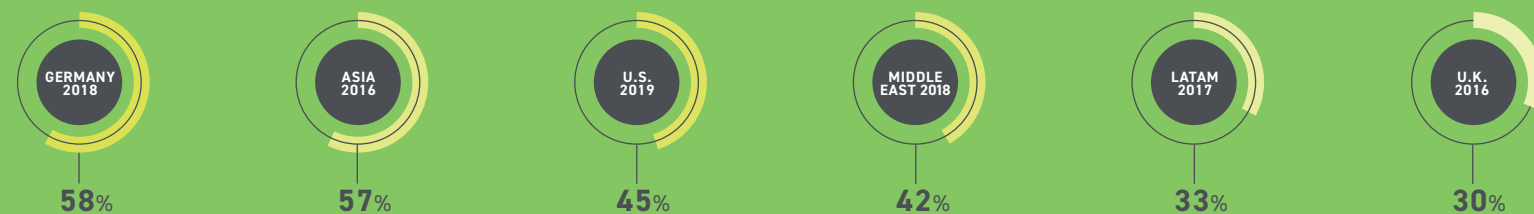
rooms—it's about creating a range of flexible settings that allow people to collaborate more effectively, and equipping them with the right tools to get their work done.

People around the world rank team building as the most important attribute of great workplaces, according to our Workplace Surveys. In some cultures, the need for connection is fundamental. For example, Latin

Americans work with others more than they work alone—43% of an average workweek, according to Gensler's Latin America Workplace Survey. In Germany, which is dominated by shared and group offices, workers are asking for more open, collaborative spaces. Gensler's Germany Workplace Survey found that three-quarters (74%) of respondents work in an enclosed office, but over half (61%) actually consider an open environment to be ideal.

CHOICE IN WHERE TO WORK IS AN IMPORTANT FACTOR IN WORKER SATISFACTION.

What percentage of workers around the globe say they have choice?



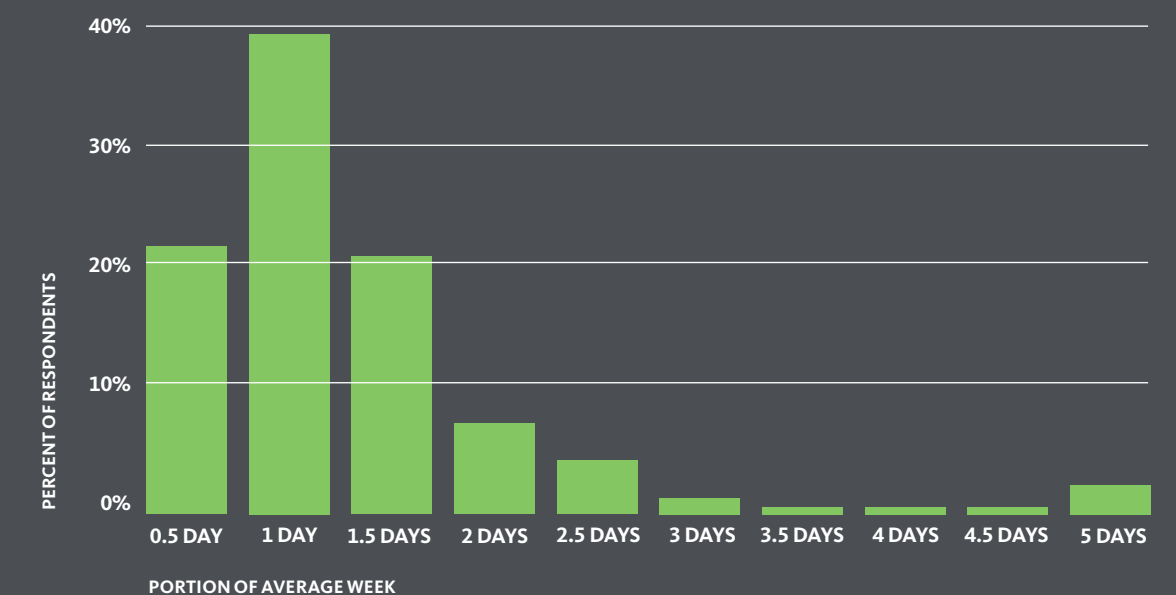
SOURCE: Gensler 2019 U.S. Workplace Survey

COWORKING SHOULD COMPLEMENT, RATHER THAN REPLACE, THE WORKPLACE

The Gensler Research Institute found that when large companies offer workers the option to use coworking, these spaces are associated with a better work experience and higher performance.

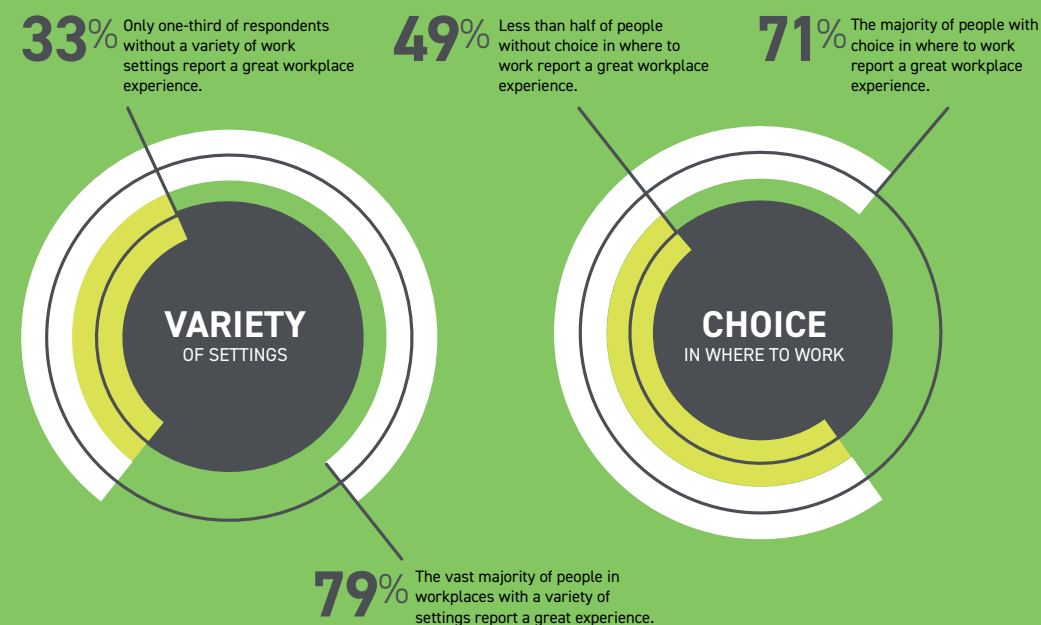
TIME SPENT IN COWORKING SPACES

The majority of coworking users from large companies use the spaces for one day a week or less.



SOURCE: Gensler 2019 U.S. Workplace Survey

WORKSPACES THAT PROVIDE A VARIETY OF SETTINGS AND CHOICE IN WHERE TO WORK ARE MORE EFFECTIVE.



SOURCE: Gensler 2019 U.S. Workplace Survey

Amenities for anywhere-working

One reason people enjoy working at cafés, coworking spaces, or home offices is because they're able to choose a spot that matches their working needs, which vary from day to day. An Ernst & Young global survey of workers found that flexibility ranked among the top job perks—just behind competitive pay and benefits. Organizations can mimic this anywhere-working variety by adding various amenities in the workplace. The best amenities are ones that optimize work (as opposed to spaces that separate people from their work), such as work cafés, quiet/focus zones, and innovation hubs. To compel people to come into the workplace, spaces and amenities should be curated to match people's needs throughout the day.

In fact, our insights show that people consistently expect the workplace to match their real-life experiences. Instead of being stuck in one environment all day, some workers might prefer to enter phone booths or pods for focus work, and then return to a more open space once they're back in discovery mode. Our Gensler Experience Index research suggests that single-use spaces are giving way to multimodal spaces where people can do multiple activities and have multiple experiences, such as a work café that doubles as a place to socialize and network or relax and focus. Not only do these choices allow employees to match their workspace with the nature of their work, they also provide a sense of autonomy, which can be a powerful strategy for improving worker satisfaction and retention.

Coworking adds value as an alternative work setting

Coworking spaces are becoming a high-value amenity to spur casual collisions and offer variety. And coworking's rapid growth attests to the global demand for alternative work settings: the Global Coworking Unconference Conference forecasts that the number of global coworking spaces will grow from over 14,000 in 2017 to just over 30,000 in 2022. But coworking should complement, rather than replace, the workplace. Gensler's 2019 U.S. Workplace Survey found that when large companies offer workers the option to use coworking, these spaces are associated with a better work experience and higher performance, but are less effective if used more than one day a week.

As work extends beyond traditional settings, we need to continually reinvent the workplace to create spaces for anywhere-working that allow people to choose the settings that are most appropriate for the task at hand and foster the meaningful human connections that they crave.



CHRIS COLDOFF is a Financial Services leader, based in Gensler's Los Angeles office. **JOHNATHAN SANDLER** is a Media & Consumer Goods leader, based in New York.



FUSION AT&T MEXICO CITY

Following a merger with two of the largest telecom companies in Mexico, AT&T Mexico needed a new headquarters to integrate 3,500 staff members from seven locations, with four generations under one roof. Dubbed "Project Fusion," the 320,000-square-foot space features collaborative, social spaces, and amenities to build stronger connections between colleagues while fostering experimentation. With 100% free-address, unassigned seating, workers can work anywhere within the building to suit their tasks and needs.

STOREY CLUB LONDON

The latest addition to Storey, British Land's flexible workspace brand, Storey Club provides flexible and customizable office space for businesses employing between 20 and 70 people, providing them with the flexibility to brand and adjust their own space, while not having to commit to a long-term lease. The space includes places to work, network, dine, and create, including a 24/7 café, a music room, a kitchen area, and an "urban retreat" to entertain clients and staff.



DIGITAL HYUNDAI CARD PIXEL FACTORY SEOUL, SOUTH KOREA

Hyundai Card's Pixel Factory is a new work environment designed to help the company attract, retain, and optimize talent needed to deliver digital-focused design innovation to customers. A flexible kit of parts with a diversity of spaces to suit different needs encourages staff to self-choose how and where they work. Overhead, a conveyor belt provides infrastructure that supports alternative settings for co-creation, focus work, and experimentation.

**AS THE BUILDING BLOCKS OF
SMART CITIES, INTELLIGENT
WORKPLACES COMBINE DATA
AND DESIGN TO HELP PEOPLE
WORK SMARTER.**

BY RICHARD TYSON AND DAICHI AMANO

DATA AND THE INTELLIGENT WORKPLACE

Fueled by the exponential growth of data, the urban jungles of yesteryear are turning into the smart and connected cities of tomorrow. Advances in sensor technology, cloud computing, bandwidth, storage, and other technologies are poised to improve people's lives in exciting new ways.

Buildings have the capacity to monitor air quality, temperature, and energy consumption. Sensors can automatically close window shades on sunny afternoons or turn off the lights when a meeting room is empty. The question is, how do these operational technologies improve people's experience at work?

That's one of the queries driving an expansion of our workplace design practice to include intelligent placemaking. Designing an intelligent workplace, for example, requires an in-depth understanding of how workers use a space. Only then are we able to integrate data, artificial intelligence, and other intelligent building systems to empower people to do their best work.

Our goal is to create the kinds of workplaces that mimic the people who use them—places that are social, collaborative, self-organizing, flexible, tech-savvy, and reliant on data.



HERE Technologies, Chicago. At this location technology company, former private offices were converted into technology-rich shared spaces to boost companywide collaboration.

THE EXPONENTIAL GROWTH OF DATA

We live in a time of extraordinary innovation, driven by the exponential growth of data. In 1992, data was being produced at a rate of 100 GB per day. By 2018, that rate had skyrocketed to 50,000 GB per second.

1992 2018



It all starts with data
Reaching our goal starts with data. Data helps us understand a web of relationships—how people, places, and things complement or detract from each other. Data comes from many direct sources, from sensors, mobile apps, and micro-surveys to communications network activity and badge swipes. It can also come from indirect data sources like health incident patterns, transportation analytics, and weather reports.

We entered this arena by piloting the integration of IoT sensor information into an evidence-based design process using Gensler’s New York office as a case study. We outfitted one floor with 1,500 sensors connected to lighting and electrical outlets, creating a network that tracks daylight levels, occupancy, temperature, and energy consumption.

One thing this research helped us understand is the way technology can enable an integrated approach to designing for human engagement. Now designers are thinking beyond the desk, conference room, and call booth, focusing more on the dynamic connections that link spaces, people, experience, and work performance. Our attention is shifting toward the ideal of intelligent places that learn and adapt: fit-for-purpose, flexible spaces that activate productive work.

Test and learn
While it’s true that technology is driving advances in workplace experience, it takes more than technology to conjure up design

solutions—it requires an appetite for continuous learning and prototyping.

Let’s say a company wants to move away from assigned seating for its employees in favor of dynamic seating, where workers use any available desk when they come into the office. To test the outcome, we create an experiment and assess the results. It’s a constant “test and learn” cycle. By collecting and analyzing data, we can determine: How did the new way of assigning desks alter the dynamic of the space? How did it impact productivity? Did it improve collaboration? Did workers have a positive experience? What was the impact on real estate costs?

This simple example, multiplied across a large organization with a global real estate portfolio, can deliver multilayered insights into how companies can plan and manage their workplace. Based on an agreed-upon vision, we work with clients to design the intelligent services required to realize that vision; we establish the metrics that will be used to measure progress; and we identify when to pilot, test, and learn. The cycle repeats, making adjustments each time. As we develop new insights, we can tune office spaces to support people’s most productive behaviors.

Designing for feedback
In the end, designing an intelligent workplace is really the design of useful, real-time feedback about the things that matter most to workers, managers, and business owners. This feedback empowers many parts of an organization—from facilities and AV to engineering and IT—while

DESIGNING AN INTELLIGENT WORKPLACE IS REALLY THE DESIGN OF USEFUL, REAL-TIME FEEDBACK ABOUT THE THINGS THAT MATTER MOST TO WORKERS, MANAGERS, AND BUSINESS OWNERS.



USING IoT TECHNOLOGY TO DRIVE EVIDENCE-BASED DESIGN

At Gensler New York, we researched the use of IoT sensor information in an evidence-based design approach. Applied in the workplace, the goal is to create a better experience for people—using sensors, analysis, and adjustments in a feedback-driven process.

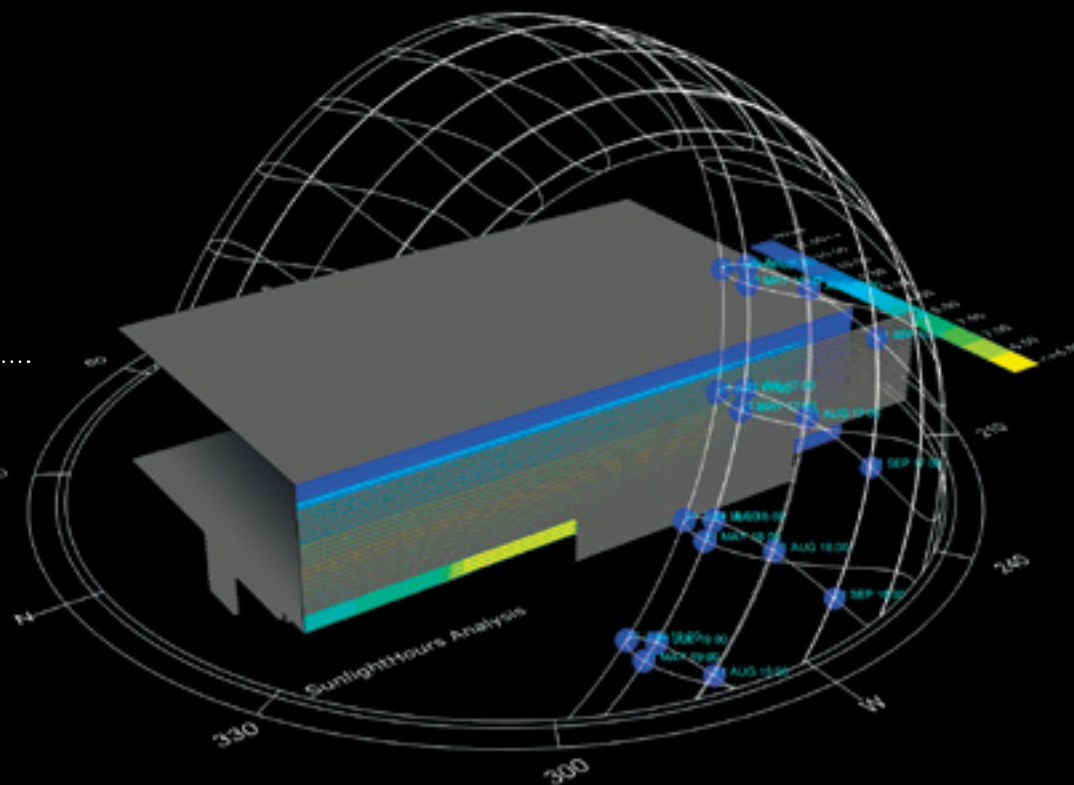


- CORRIDOR INTERACTION SPACES
- OPEN OFFICES
- PRIVATE OFFICES
- MEETING ROOMS

**OUR GOAL IS TO CREATE
THE KINDS OF WORKPLACES
THAT MIMIC THE PEOPLE
WHO USE THEM—PLACES
THAT ARE SOCIAL,
COLLABORATIVE, FLEXIBLE,
AND RELIANT ON DATA.**

THE ADVENT OF THE DIGITAL TWIN

As intelligent networks get faster and smarter, more buildings will have a “digital twin,” a virtual copy reflecting what’s happening in and around them. This computational design analysis of Shaw Create Centre illustrates the profound advances in visualization, modeling, and simulation that are driving this change.



informing them on a wide range of issues. What is our sustainable impact? How does experience affect productivity? What is the best place for my meeting? Where can I concentrate? How many people can the building expect on Friday?

Every building can contribute to a city’s collective “smartness,” but instead of focusing narrowly on designing buildings that are digitally advanced, we should strive to create buildings that are agile for people.

That means collecting a variety of data that documents human activity and environmental factors that impact people’s performance, committing to a cyclical pattern of testing and learning, and leveraging that in-depth understanding to design solutions that help people perform their best.



RICHARD TYSON, based in Gensler’s New York office, is Director, Intelligent Places. **DAICHI AMANO**, based in Tokyo, is a Digital Experience Design leader.

Shaw Create Centre, Cartersville, Ga. This innovation hub, which brings people together to spur cross-pollination of ideas, combines three creative teams under one roof.



DESIGN TECHNOLOGY'S INFINITE POSSIBILITIES

Next-generation computational thinking and technology platforms allow us to explore and create designs with the kind of speed, agility, and predictability that was not possible before. Gensler's Global Director of Design Technology Joseph Joseph explains how these technologies will allow us to test our design decisions and predict the impact they'll have on people, businesses, and cities.

Read more: gensler.com/d34-1

PODCAST: WHAT MAKES AN EFFECTIVE WORKPLACE?

Gensler's Brandon Larcom and Tim Pittman discuss how the best workplace strategies align space, culture, interaction, and behavior.

Read more: gensler.com/d34-3

RESEARCH: 2019 U.S. WORKPLACE SURVEY

What makes a great workplace experience? New workplace data from the Gensler Research Institute uncovers the right degrees of openness for an office design, and how to invest in work-focused amenities—including coworking—that result in higher employee engagement, business performance, and profit.

Read more: gensler.com/d34-2

ACCESS, INCLUSION, AND UNIVERSAL DESIGN AT WORK

Architect Chris Downey, a universal design advocate who lost his sight 10 years ago, wants accessible design that goes beyond just a checklist—with a focus on the impact it can have on people's lives. We sat down with Chris, who is working with Gensler on a campus inclusivity project for a confidential technology firm, to find out why it's imperative to design spaces for people of all abilities.

Read more: gensler.com/d34-4

10 KEY DESIGN INTERVENTIONS FOR A HEALTHIER, HAPPIER, AND MORE PRODUCTIVE WORKPLACE

Healthy, happier workers are more productive, more likely to collaborate, and more likely to innovate in ways that benefit the bottom line. So how can a company ensure its workforce is as healthy and happy as possible? Gensler's Kirsten Ritchie offers 10 design interventions that can pay significant dividends.

Read more: gensler.com/d34-5

Editorial Director
Sam Martin

Editors
Kendra Mayfield
Vernon Mays

Managing Editor
Jessica Rodger

Online Editor
David Weible

Photo Editor
Clay Kessack

Creative Director
William Taylor

Designers
Bryan Burkhardt
Yng Yng Marshall
Ngoc Ngo
Rika Putri

UX Designer
Jonathan Skolnick

Oversight
Andy Cohen
Diane Hoskins
Leslie Taylor

Contributors

Daichi Amano, Robin Klehr Avia, Elizabeth Brink, Maddy Burke-Vigeland, Amanda Carroll, Chris Coldoff, Natalie Engels, Joel Fariss, Darrel Fullbright, Jonas Gabbai, Andrew Garnar-Wortzel, Lance Hosey, Yun Hsueh, Duncan Lyons, Carlos Martinez, Kevin Rosenstein, Johnathan Sandler, Bevin Savage-Yamazaki, Rives Taylor, Gervais Tompkin, Ben Tranel, Richard Tyson, Ed Wood

Photo and Image Credits

All images are credited to Gensler unless otherwise noted.
Ana Georgina Barba Ampudia: page 33 top
Jason Bailey Studio: page 33 middle
Dror Baldinger: pages 20–21 • Gensler/
Heywood Chan: page 12 • Gensler/
Ryan Gobuty: pages 9 bottom left; 28–29
Andres Garcia Lachner: page 9 top left
Emily Hagopian: page 5 top • Tom Harris:
page 35 • James John Jetel: page 7
Tomooki Kengaku: pages 8; 30–31
Richard Mandelkorn: inside-front-cover
Nico Marques: page 11 • Nacasa & Partners:
pages 9 top right; 33 bottom; 41
Garrett Rowland: pages 9 bottom right; 14–15;
23–27 • Jasper Sanidad: page 5 bottom
Connie Zhou: pages 4; 39

Dialogue is printed on FSC™-certified, 10 percent postconsumer-waste paper. Savings to our natural resources include:

6	million BTUs of net energy
12	fully grown trees
60	pounds of solid waste
7,000	pounds of greenhouse gases
3,000	gallons of waste water

Environmental impact estimates were made using the Environmental Paper Network Paper Calculator Version 4.0. FSC is not responsible for any calculations on saving resources by choosing this paper.



Gensler is a leading architecture, design, planning, and consulting firm, with offices in the Americas, Asia, Australia, Europe, and the Middle East. *Dialogue* magazine focuses on design's ability to transform organizations and improve people's lives. *Dialogue* is a Gensler publication. © 2019 Gensler, all rights reserved. To comment or request a copy of the print edition, please write us at dialogue@gensler.com. *Dialogue* is online at gensler.com, where added content and an archive of past issues can be found.



Expertise

LIFESTYLE

- Brand Design
- Digital Experience Design
- Hospitality
- Mixed Use & Retail Centers
- Residential
- Retail
- Sports

COMMUNITY

- Aviation
- Cities & Urban Design
- Critical Facilities
- Education, Civic & Culture
- Health & Wellness

WORK

- Consulting & Real Estate Services
- Office Buildings
 - Developer
 - Repositioning & Landlord Services
- Product Development
- Workplace
 - Financial Services
 - Foundations, Associations & Organizations
 - Government & Defense
 - Media & Consumer Goods
 - Professional Services
 - Sciences & Energy
 - Technology

Office Locations

- | | | |
|------------|---------------|----------------|
| Abu Dhabi | Hong Kong | Portland |
| Atlanta | Houston | Raleigh-Durham |
| Austin | La Crosse | San Antonio |
| Baltimore | Las Vegas | San Diego |
| Bangalore | London | San Francisco |
| Bangkok | Los Angeles | San Jose |
| Beijing | Mexico City | San José, CR |
| Birmingham | Miami | São Paulo |
| Bogotá | Minneapolis | Seattle |
| Boston | Morristown | Shanghai |
| Charlotte | Munich | Singapore |
| Chicago | New York | Sydney |
| Dallas | Newport Beach | Tampa |
| Denver | Oakland | Tokyo |
| Detroit | Philadelphia | Toronto |
| Dubai | Phoenix | Washington, DC |