Faciliteter, der styrker performance og kampkraft
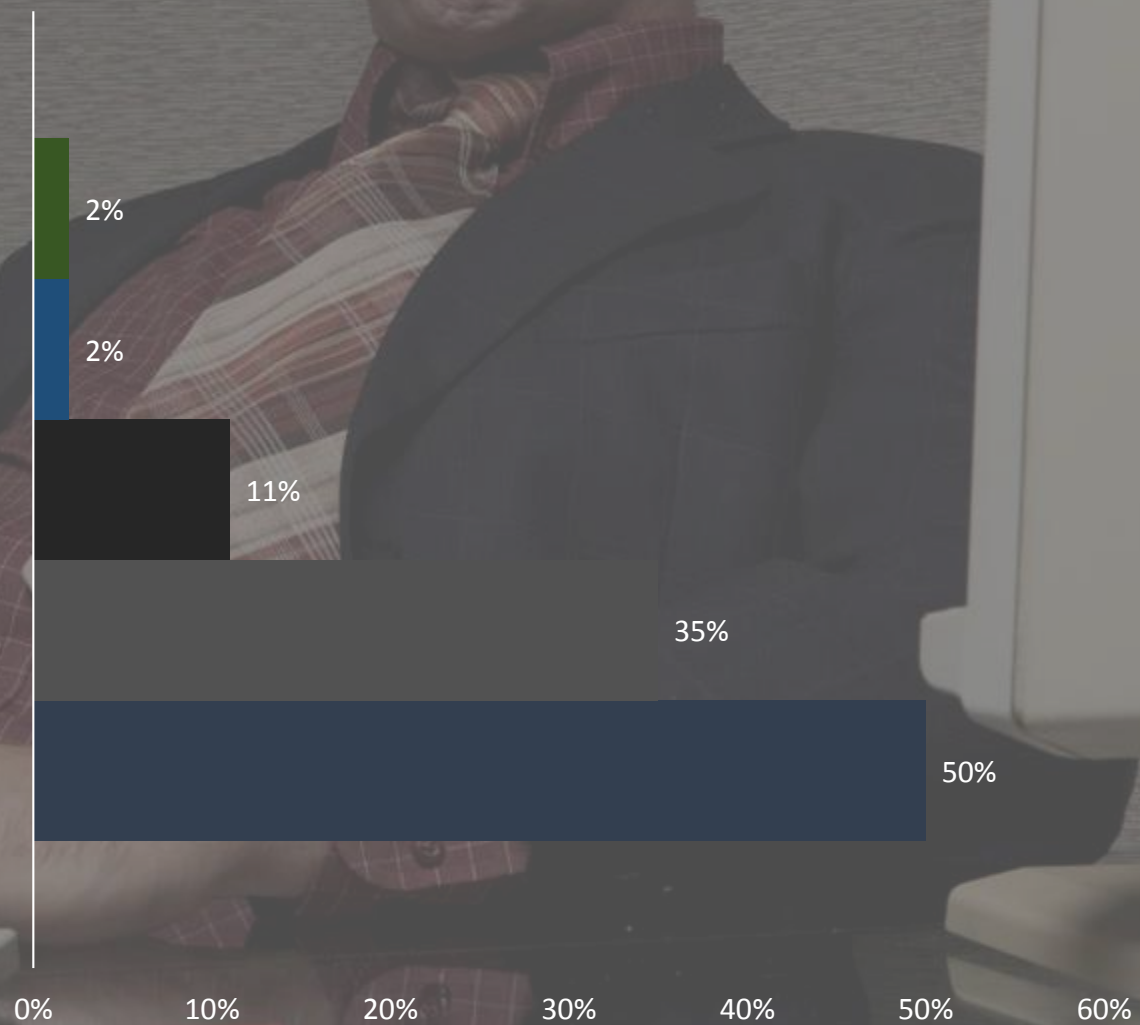
Blok 3

Har FM medansvar for virksomhedens produktivitet?

■ uenig   ■ delvis uenig   ■ neutral   ■ delvis enig   ■ enig
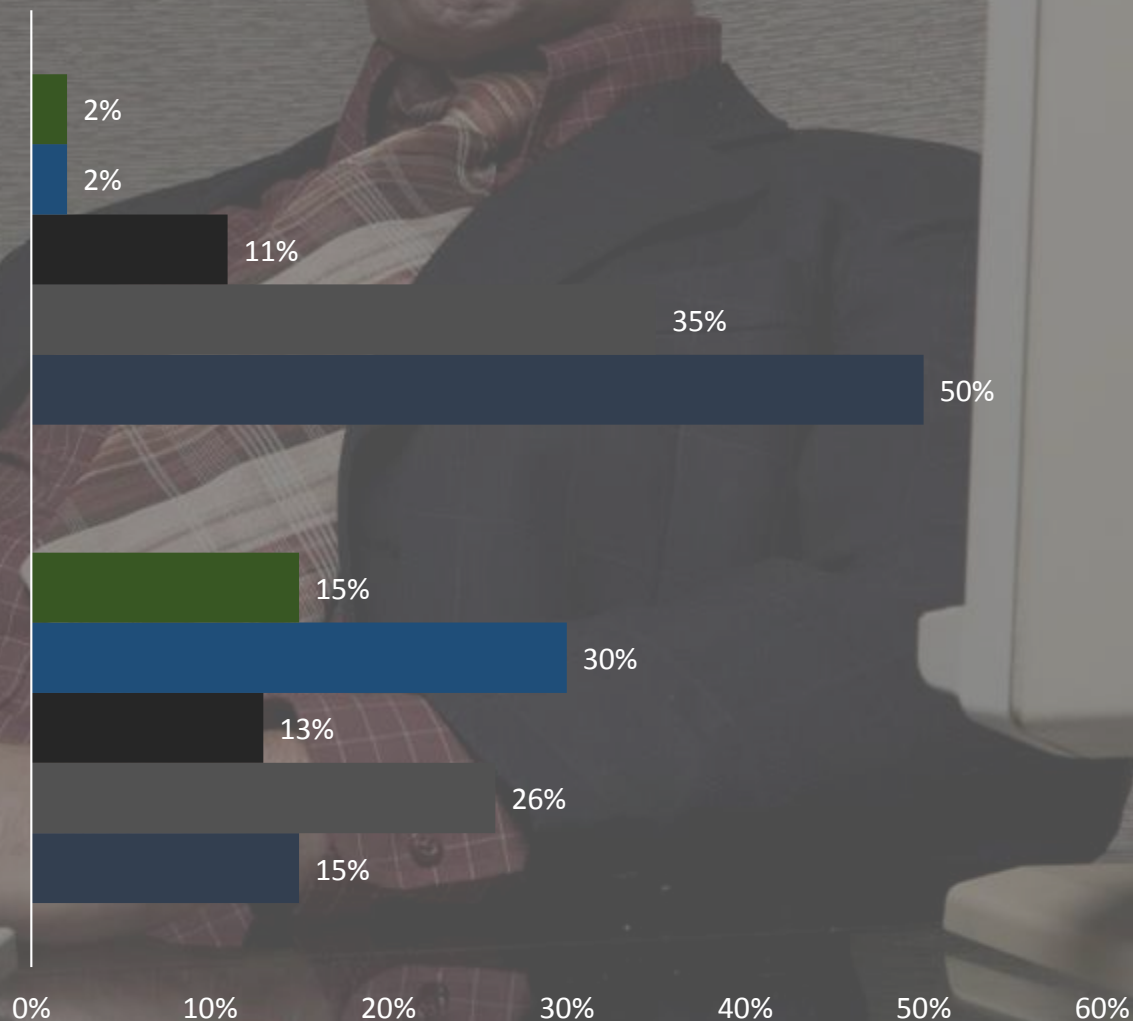
Vi har som mål at indrette arbejdspladsen, så medarbejderne kan være produktive og effektive

2%

2%

11%

35%

50%

0%   10%   20%   30%   40%   50%   60%

Har FM medansvar for virksomhedens produktivitet?

■ uenig ■ delvis uenig ■ neutral ■ delvis enig ■ enig

Vi har som mål at indrette arbejdspladsen, så medarbejderne kan være produktive og effektive
- 2%
- 2%
- 11%
- 35%
- 50%

FM kan kun stille rammerne til rådighed - om medarbejderne arbejder produktivt kan ikke være FM's ansvar
- 15%
- 30%
- 13%
- 26%
- 15%

0%   10%   20%   30%   40%   50%   60%

Har FM medansvar for virksomhedens produktivitet?

Legend: ■ uenig ■ delvis uenig ■ neutral ■ delvis enig ■ enig

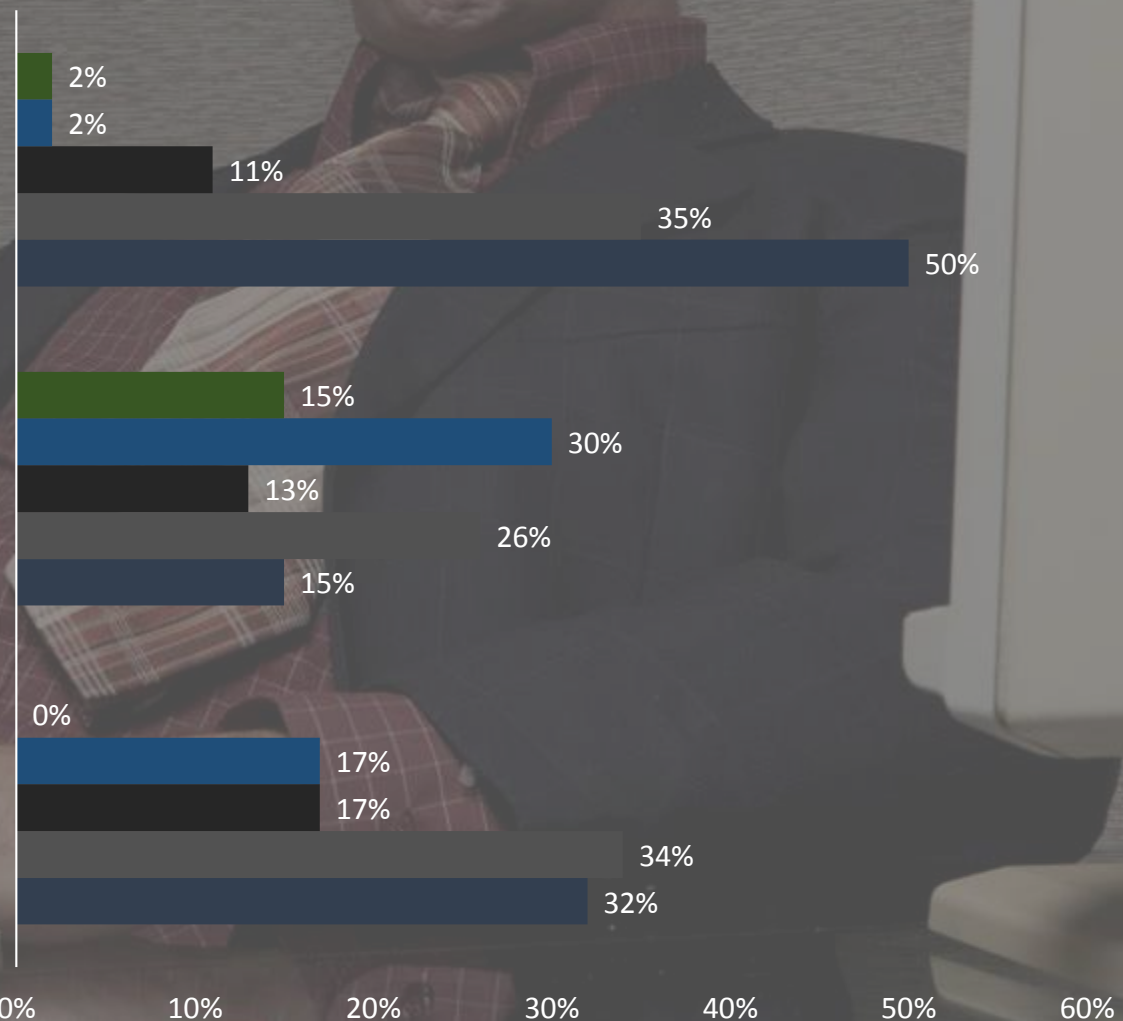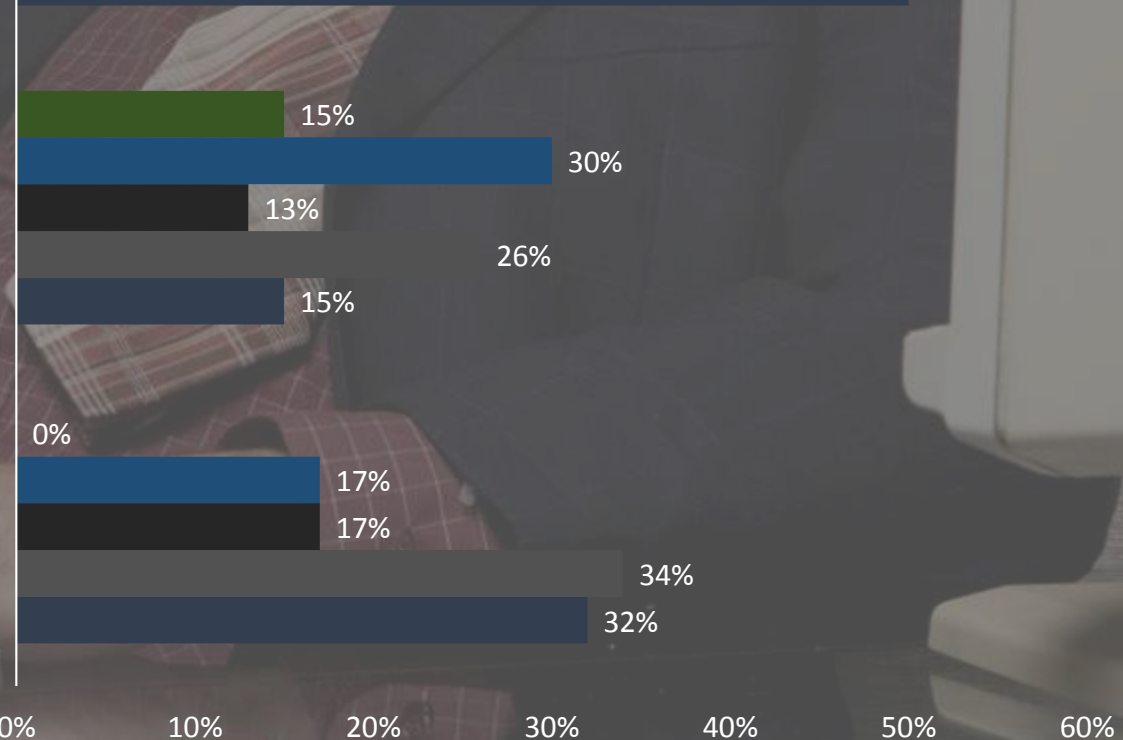**Vi har som mål at indrette arbejdspladsen, så medarbejderne kan være produktive og effektive**
- uenig: 2%
- delvis uenig: 2%
- neutral: 11%
- delvis enig: 35%
- enig: 50%

FM kan kun stille rammerne til rådighed - om medarbejderne arbejder produktivt kan ikke være FM's ansvar
- uenig: 15%
- delvis uenig: 30%
- neutral: 13%
- delvis enig: 26%
- enig: 15%

Vi mangler data for om arbejdspladserne understøtter medarbejder i at være produktive mv.
- uenig: 0%
- delvis uenig: 17%
- neutral: 17%
- delvis enig: 34%
- enig: 32%

Axis: 0% 10% 20% 30% 40% 50% 60%
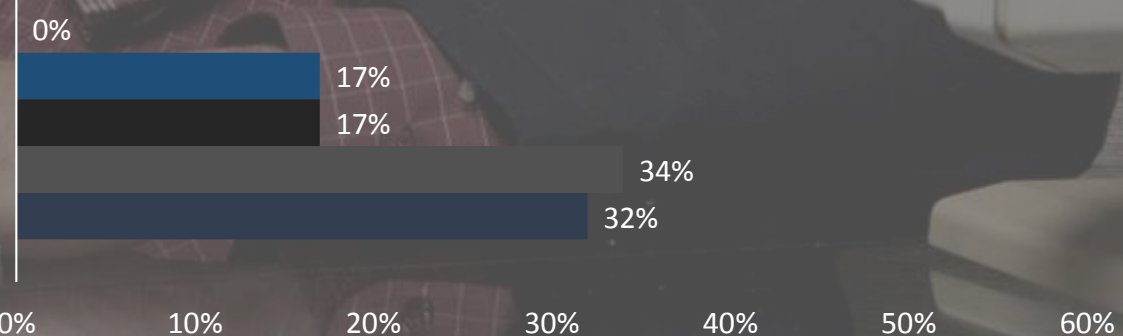
Christa Holmborg

Leesmann

About

What are the ingredients of outstanding employee experience?

Since 2010 Leesman has remained single minded in a mission to better understand why some workplaces deliver where others fail.

@LeesmanCEO   @Leesman_index

Leesman®

What

A global business intelligence tool that benchmarks how workplaces support employee and organisational performance.
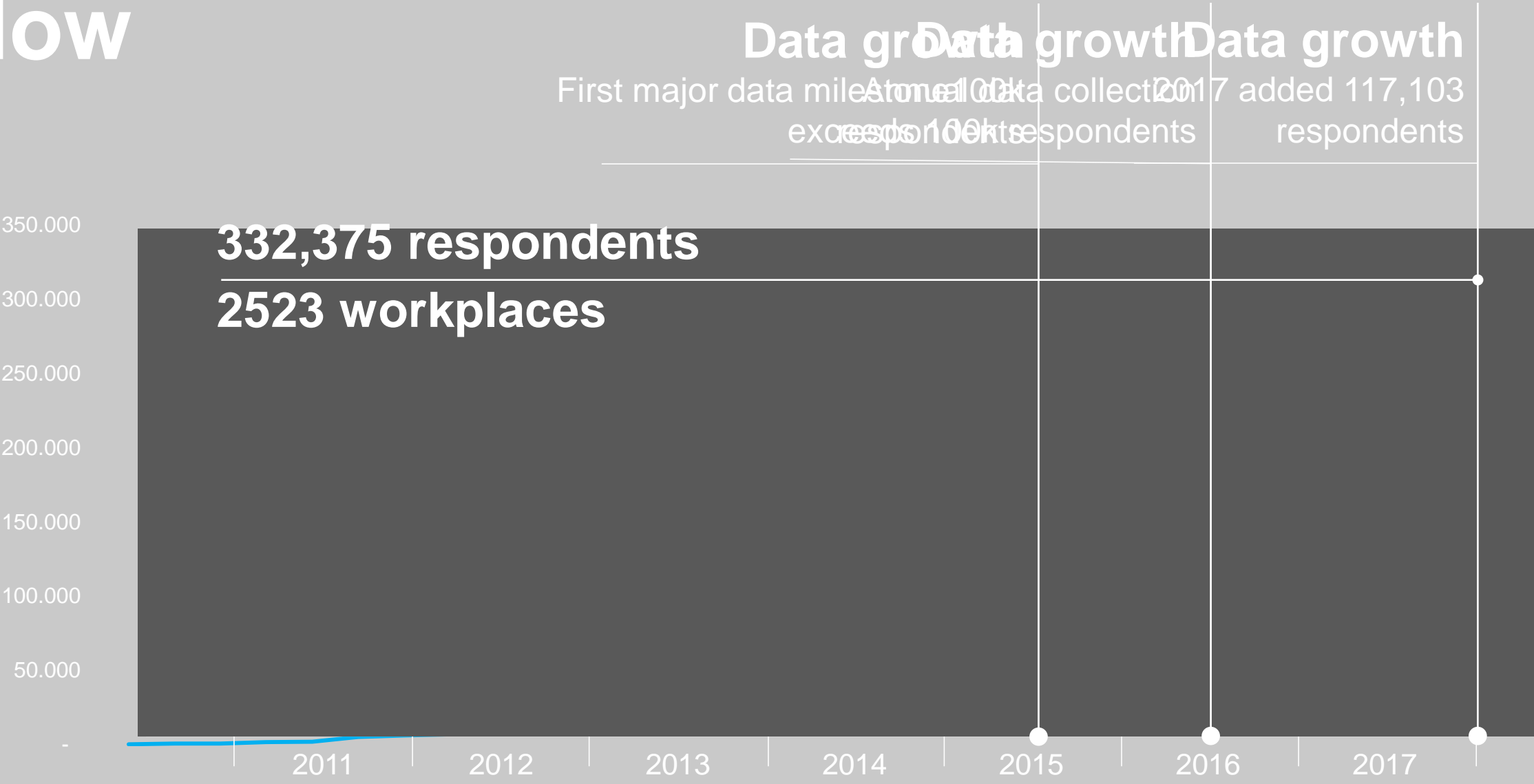
What

One standardised tool with multiple applications

Pre / post project or increasingly for annual business appraisal

How

Data growth
Data growth
Data growth

First major data milestone Annual data collection 2017 added 117,103
exceeds 100k respondents respondents respondents

332,375 respondents

2523 workplaces

350.000						
300.000						
250.000						
200.000						
150.000						
100.000						
50.000						
-	2011	2012	2013	2014	2015	2016	2017

How

Activities x 21

The things employees do in the roles they are in.

+

Physical x 25

The physical features they need to support those activities.

Services x 25

The service features they need to support those activities.

0-100 'Lmi' rating of employee workplace experience

Impact x 10

How workplace supports overall sense of productivity, pride etc.

How
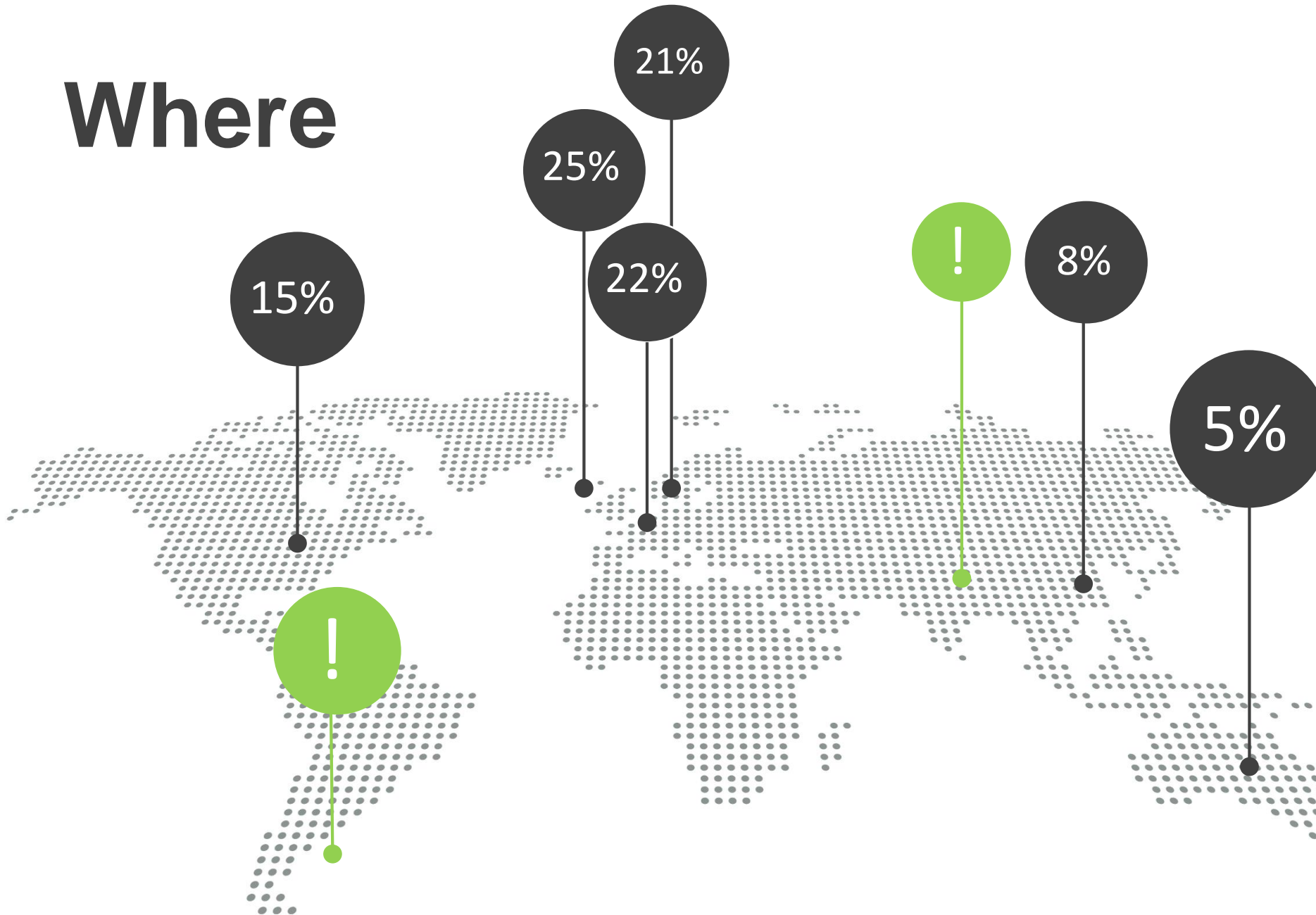
Catalyst

Enabler

Obstructer

Leesman Lmi 70 or above

Lmi scores above the global benchmark, but below Lmi 70

Leesman Lmi below the global all-workplace benchmark (61.7)

0-100 'Lmi' rating of employee workplace experience

Think

Global adoption is fuelling ever increasing opportunity to test hypothesis

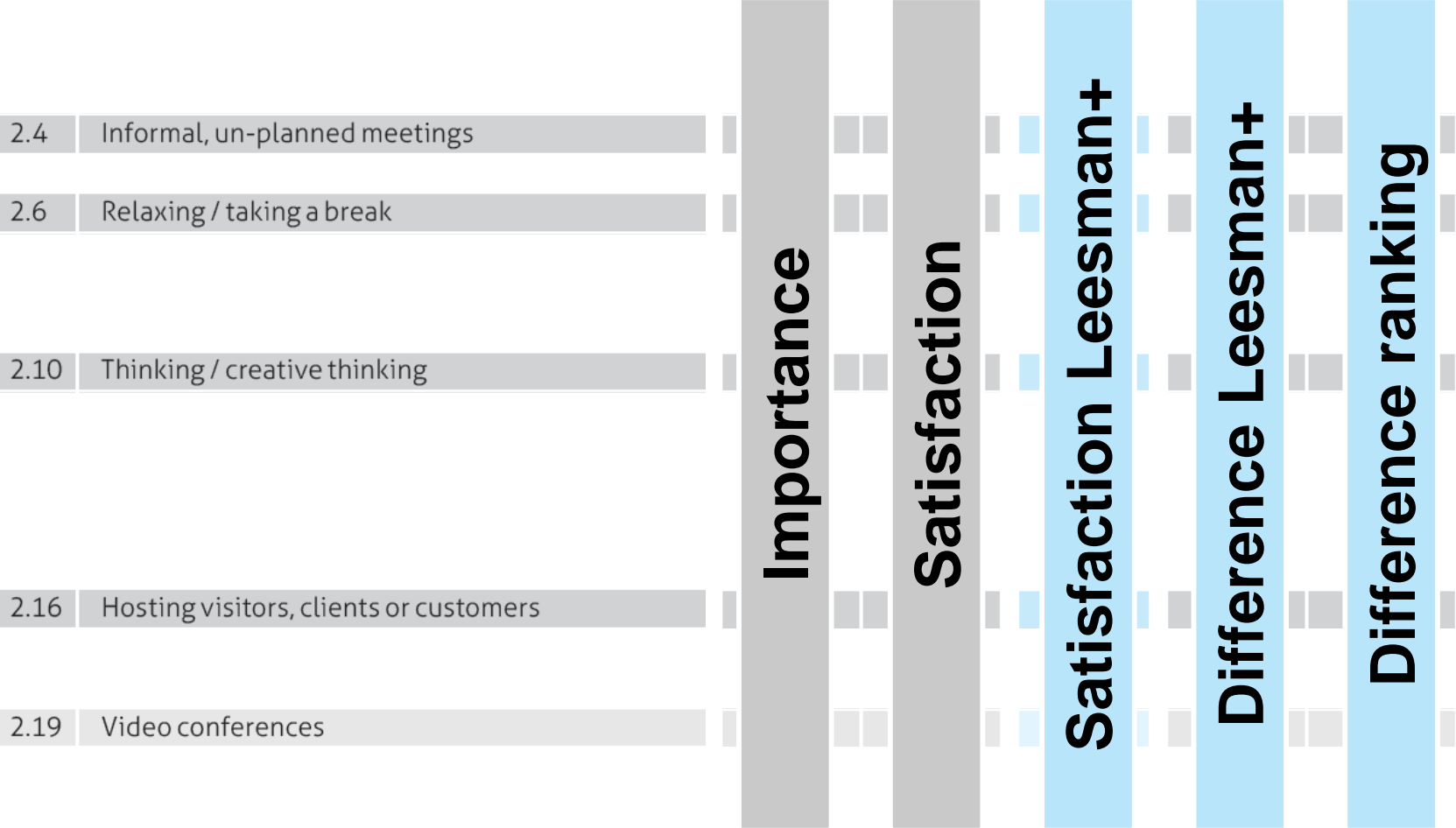**600 workplaces, 100,000 personal perceptions p/a**
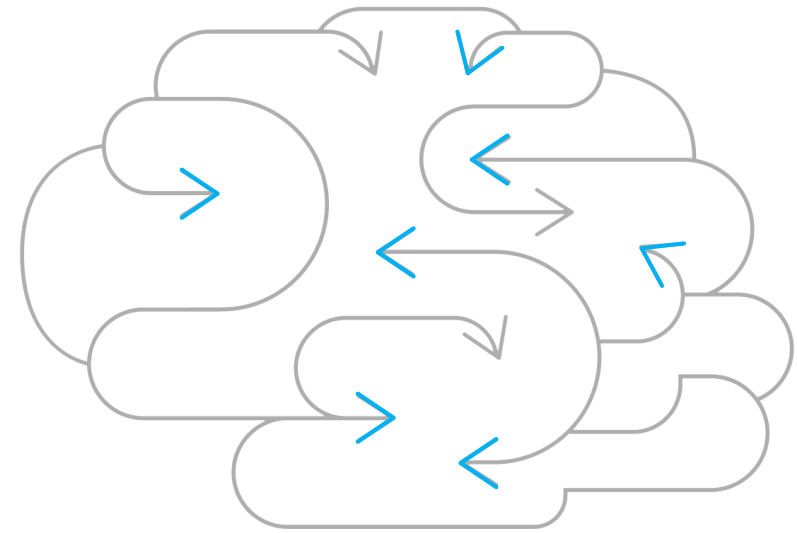
Think

Mining data for patterns and correlations that could help inform employee workplace experience strategies.

Occasionally bursting a few bubbles…

Clues

		Importance	Satisfaction	Satisfaction Leesman+	Difference Leesman+	Difference ranking
2.4	Informal, un-planned meetings					
2.6	Relaxing / taking a break					
2.10	Thinking / creative thinking					
2.16	Hosting visitors, clients or customers					
2.19	Video conferences					

Leesman®_review   Issue 24 | 2017

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

10. The growth of Leesman+
14. Boston Consulting's bold relocation
20. Morgan Stanley understanding global
22. Lendlease Sydney's family ties
26. Tele2 Stockholm working anywhere
28. Surrey Police's search for evidence
32. Plantronics' giant leap

The search for greater efficiency

Measuring & monitoring: fuelling the debate around employee experience

Outputs

Analysis of data that challenges industry preferences and popular workplace myths.

leesmanindex.com

Outputs

▪ Newness

Just 34% of new workplaces deliver employee experience outcomes that position the workplace as a asset in organisational performance.

▪ Productivity

An employees' sense of personal productivity is most closely associated with their ability to work on focused / concentrative tasks as opposed to collective / collaborative.

▪ Mobility

The more complex an employees' work or role, the greater they will benefit from working in an activity based way. Expect little or no benefit for those with lower activity complexity ratios.
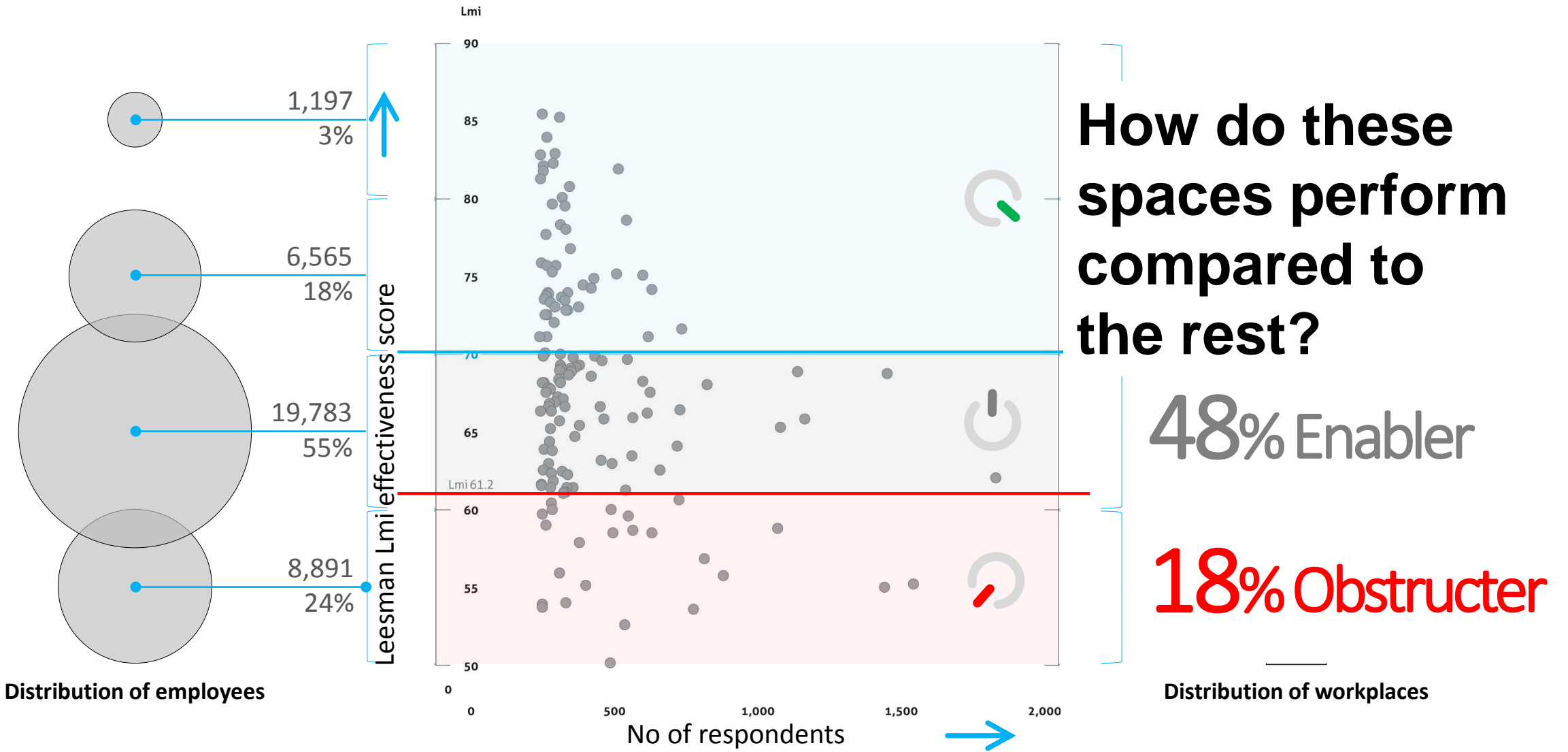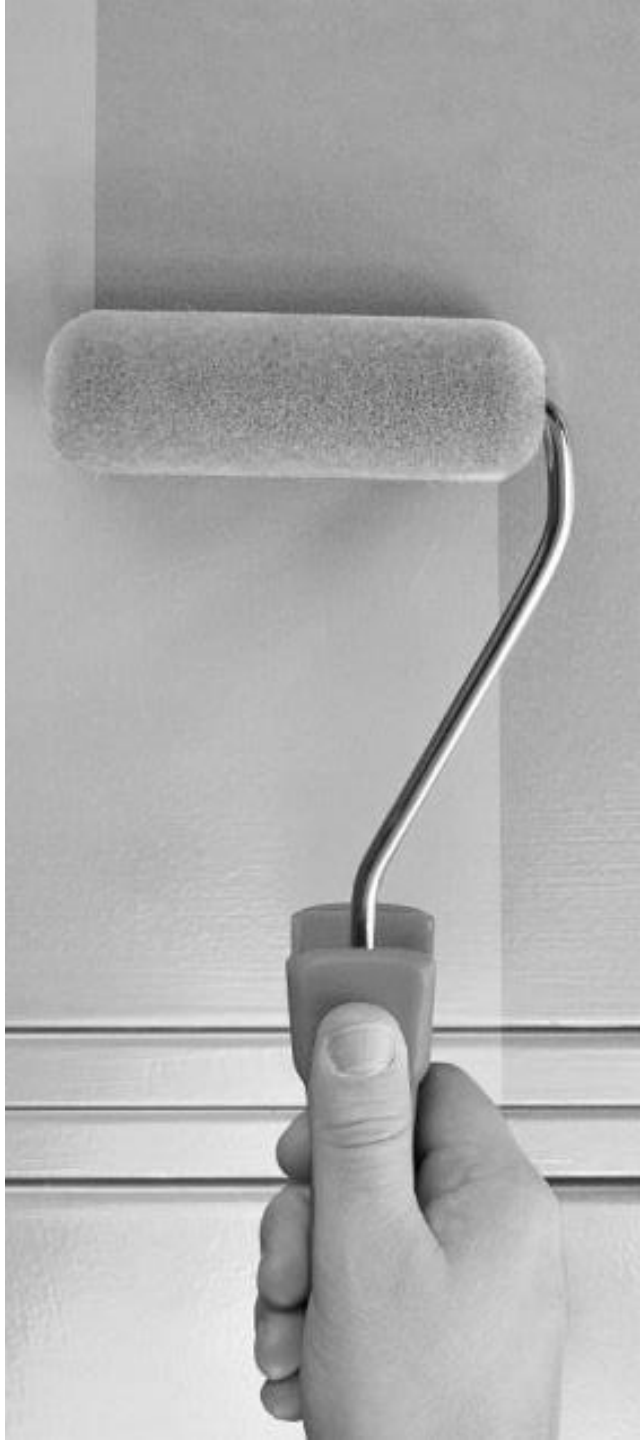
How do these spaces perform compared to the rest?

48% Enabler

18% Obstructer

1,197 3%

6,565 18%

19,783 55%

8,891 24%

Distribution of employees

Distribution of workplaces

Lmi

90

85

80

75

70

65

Lmi 61.2

60

55

50

0

Leesman Lmi effectiveness score

No of respondents

0   500   1,000   1,500   2,000

Leesman®

New

Achieving positive outcomes from a workplace relocation or fit-out is no foregone conclusion.

Design teams still missing impact certain hygiene factors continue have – like 'noise'. The role of change management needs to be better understood.

Noise

74.6% Importance

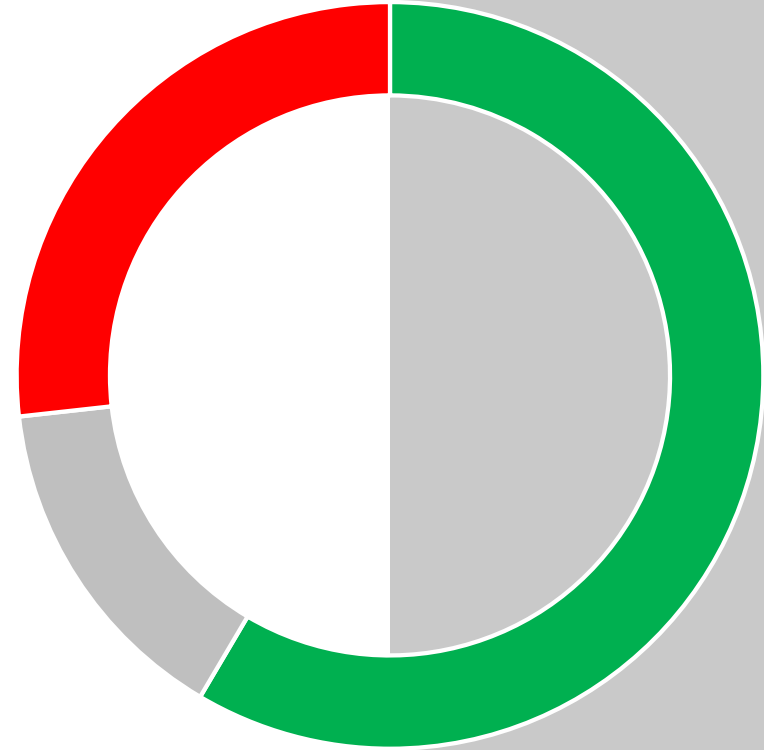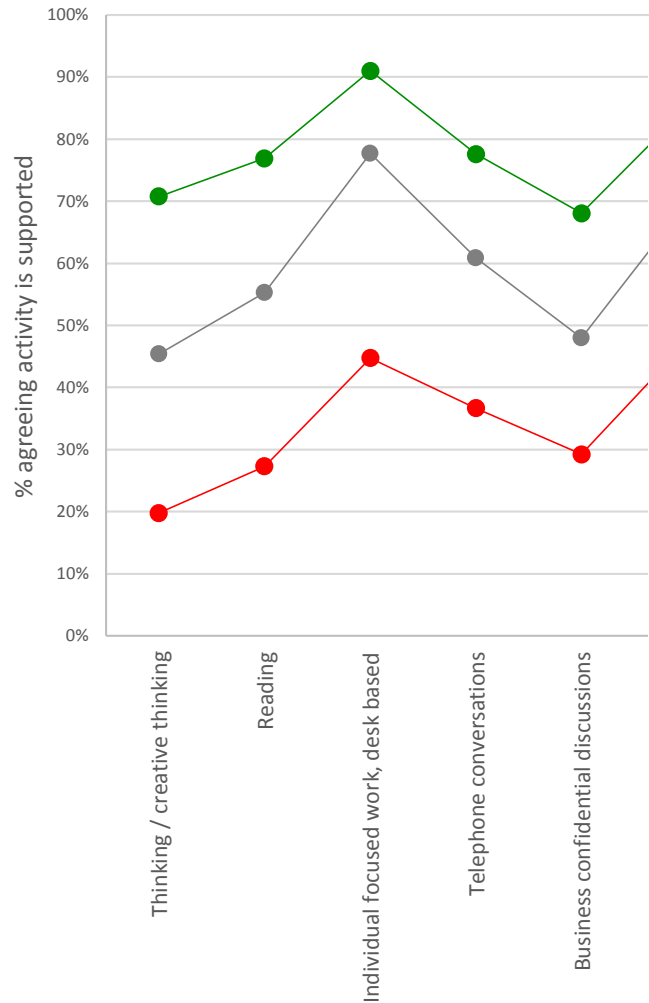## 30.5% Satisfaction

Noise

Statistically, dissatisfaction with noise levels is the strongest predictor an employee report their workplace does not support personal productivity.

Productive

58.5<small>% agreement</small>

n=274,728

Gap analysis differences:
Support agreement for important Activities.
51.0% - Thinking / creative thinking
49.6% - Reading
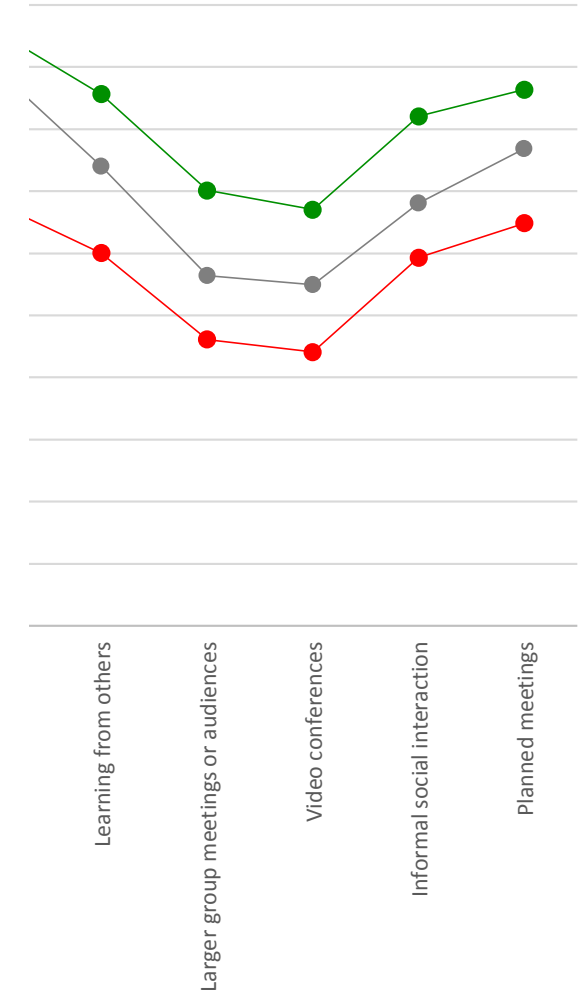40.9% - Individual focused work, desk based
40.9% - Telephone conversations
38.9% - Business confidential discussions

Gap analysis differences:

Support agreement for important Activities.

    25.6% - Learning from others

    24.0% - Larger group meetings or audiences

    22.9% - Video conferences

    22.8% - Informal social interaction

    21.6% - Planned meetings
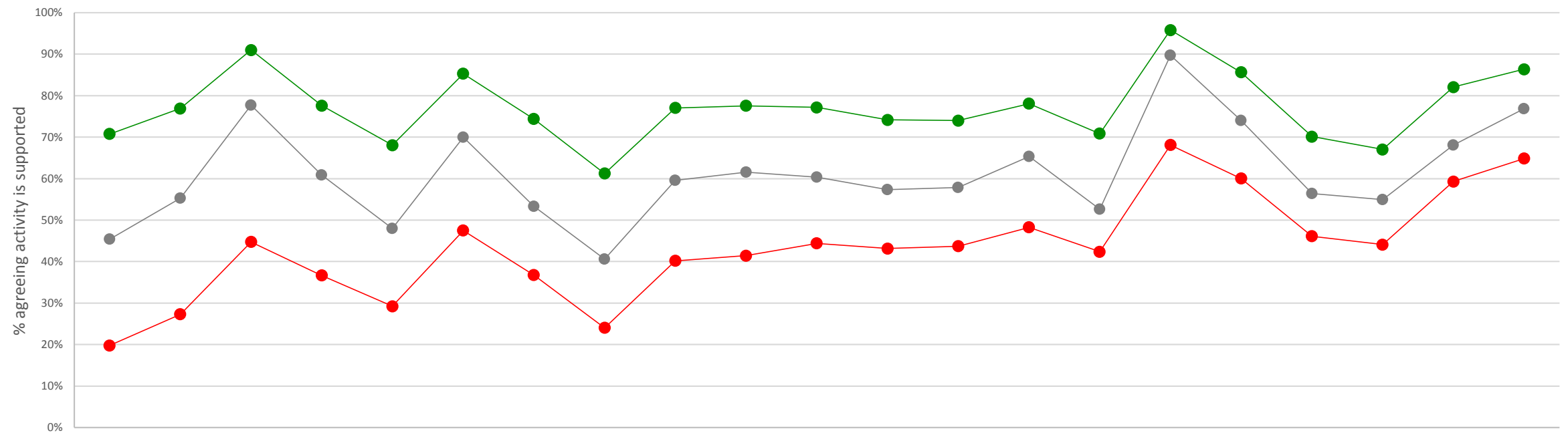
Support for **Collaborative activities**

Turn Enabler spaces to Catalyst by addressing additional support for collaborative tasks. But relies on individual tasks being well supported
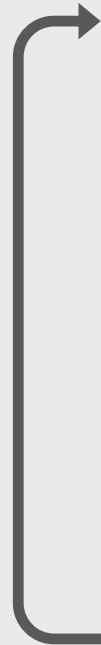
Catalyst

Supporting both collaborative and individual tasks

Enabler

Supporting individual but not collaborative tasks

Support agreement for **Individual activities**

Focus

What does the data say?

Perception of being able to work productively is most closely linked to focused / concentrative activities (as opposed to collaborative).

Mobility

The Challenge of Employee Inertia

Mobility profile 1 – The camper / squatter
I perform most/all of my activities at a single work setting and rarely use other locations within the office
Lmi 59.6

Mobility profile 2 – The timid traveller
I perform the majority of my activities at a single work setting but also use other locations within the office
Lmi 65.7

Mobility profile 3 – The intrepid explorer
I perform some of my activities at a single work setting but often use other locations within the office
Lmi 68.4

Mobility profile 4 – The true transient
I use multiple work settings and rarely base myself at a single location within the office
Lmi 71.9

01
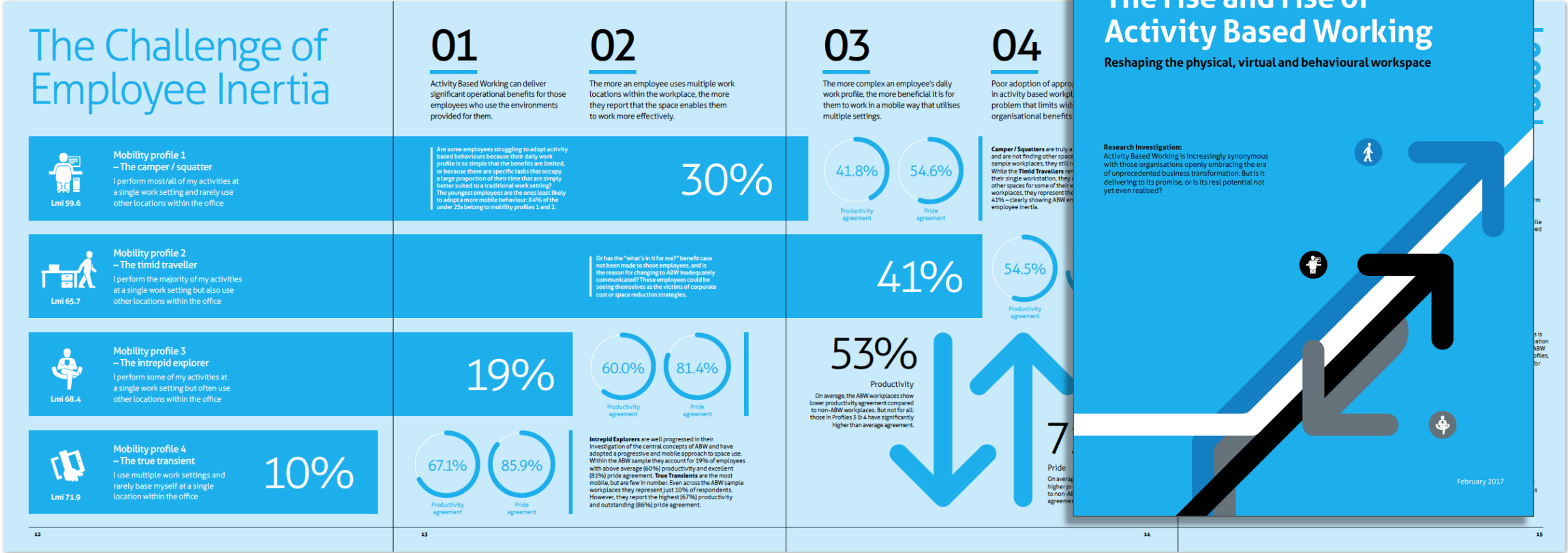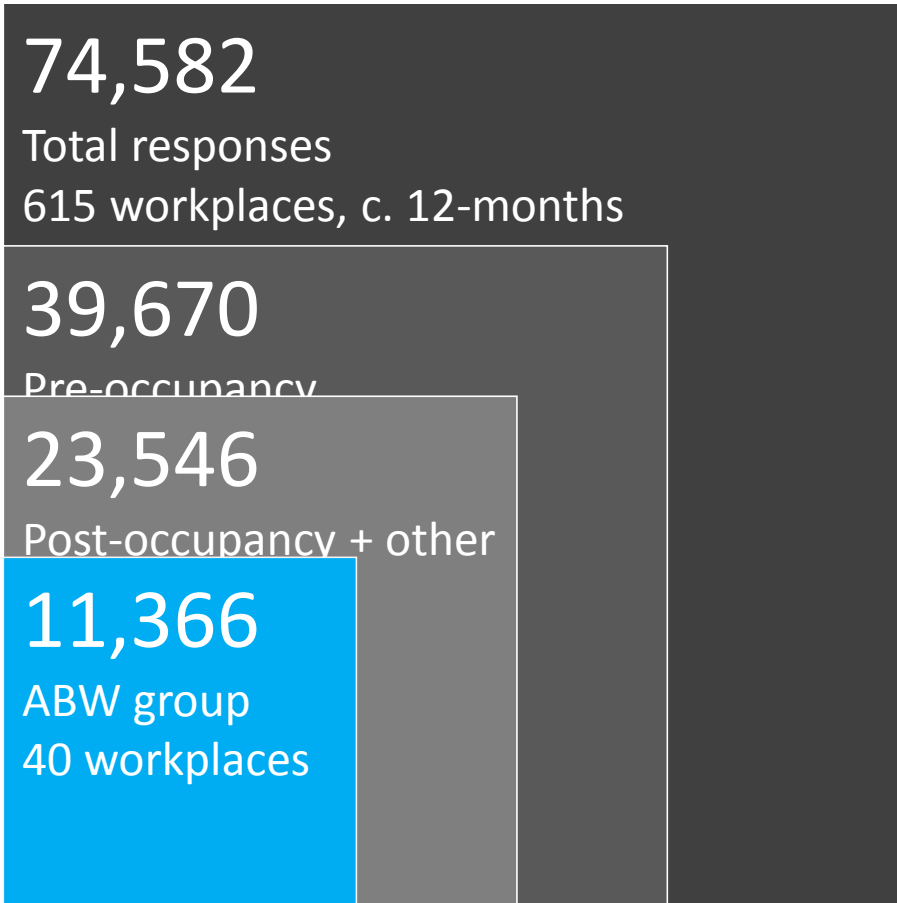Activity Based Working can deliver significant operational benefits for those employees who use the environments provided for them.

02
The more an employee uses multiple work locations within the workplace, the more they report that the space enables them to work more effectively.

03
The more complex an employee's daily work profile, the more beneficial it is for them to work in a mobile way that utilises multiple settings.

04
Poor adoption of appro... in activity based workpl... problem that limits wid... organisational benefits.

Are some employees struggling to adopt activity based behaviours because their daily work profile is so simple that the benefits are limited, or because there are specific tasks that occupy a large proportion of their time that are simply better suited to a traditional work setting? The youngest employees are the ones least likely to adopt a more mobile behaviour: 84% of the under 25s belong to mobility profiles 1 and 2.

30%

Or has the "what's in it for me?" benefit case not been made to those employees, and is the reason for changing to ABW inadequately communicated? These employees could be seeing themselves as the victims of corporate cost or space reduction strategies.

41%

Intrepid Explorers are well progressed in their investigation of the central concepts of ABW and have adopted a progressive and mobile approach to space use. Within the ABW sample they account for 19% of employees with above average (60%) productivity and excellent (81%) pride agreement. **True Transients** are the most mobile, but are few in number. Even across the ABW sample workplaces they represent just 10% of respondents. However, they report the highest (67%) productivity and outstanding (86%) pride agreement.

19%
60.0% Productivity agreement
81.4% Pride agreement

10%
67.1% Productivity agreement
85.9% Pride agreement

41.8% Productivity agreement
54.6% Pride agreement

Camper / Squatters are truly a... and are not finding other space... sample workplaces, they still r... While the **Timid Travellers** rem... their single workstation, they a... other spaces for some of their w... workplaces, they represent the... 41% – clearly showing ABW em... employee inertia.

54.5% Productivity agreement

53% Productivity
On average, the ABW workplaces show lower productivity agreement compared to non-ABW workplaces. But not for all: those in Profiles 3 & 4 have significantly higher than average agreement.

7. Pride
On average... higher pr... to non-A... agreement.

The rise and rise of Activity Based Working
Reshaping the physical, virtual and behavioural workspace

Research Investigation:
Activity Based Working is increasingly synonymous with those organisations openly embracing the era of unprecedented business transformation. But is it delivering to its promise, or is its real potential not yet even realised?

February 2017

74,582
Total responses
615 workplaces, c. 12-months

39,670
Pre-occupancy

23,546
Post-occupancy + other

11,366
ABW group
40 workplaces

34,912
Main focus of study

Leesman®

Leesman 'Lmi'

Aggregated workplace effectiveness score

65.1 ABW Group

63.8 Control Group

↑ **Lmi +1.3**

34,912
Main focus of study

23,546
Post-occupancy + other "steady state"
240 non ABW workplaces
(control group)

11,366
ABW group
40 workplaces

Leesman®

Leesman®

Profile 1 Camper squatters	"I perform most/all of my activities at a single work setting and rarely use other locations within the office."
Profile 2 Timid travellers	"I perform the majority of my activities at a single work setting but also use other locations within the office."
Profile 3 Intrepid explorers	"I perform some of my activities at a single work setting but often use other locations within the office."
Profile 4 True transients	"I use multiple work settings and rarely base myself at a single location within the office."
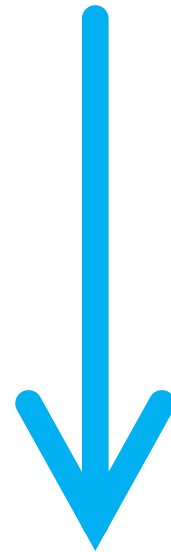
	Leesman Lmi	Productivity agreement
Profile 1 Camper squatters	59.6	41.8%
Profile 2 Timid travellers	65.7	
Profile 3 Intrepid explorers	68.4	
Profile 4 True transients	71.9	
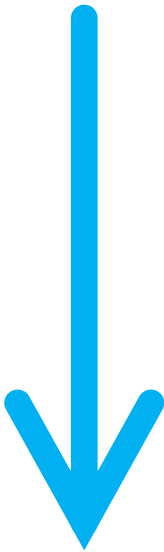
		Leesman Lmi	Productivity agreement	Pride agreement
	Profile 1 Camper squatters	59.6	41.8%	54.6%
	Profile 2 Timid travellers	65.7	54.5%	
	Profile 3 Intrepid explorers	68.4	60.0%	
	Profile 4 True transients	71.9	67.1%	

Profile 1
Camper
squatters

30%

Profile 2
Timid
travellers

41%

Profile 3
Intrepid
explorers

19%

Profile 4
True
transients

10%

Disappointing adoption rates despite apparent benefits

11,366
ABW group
40 workplaces
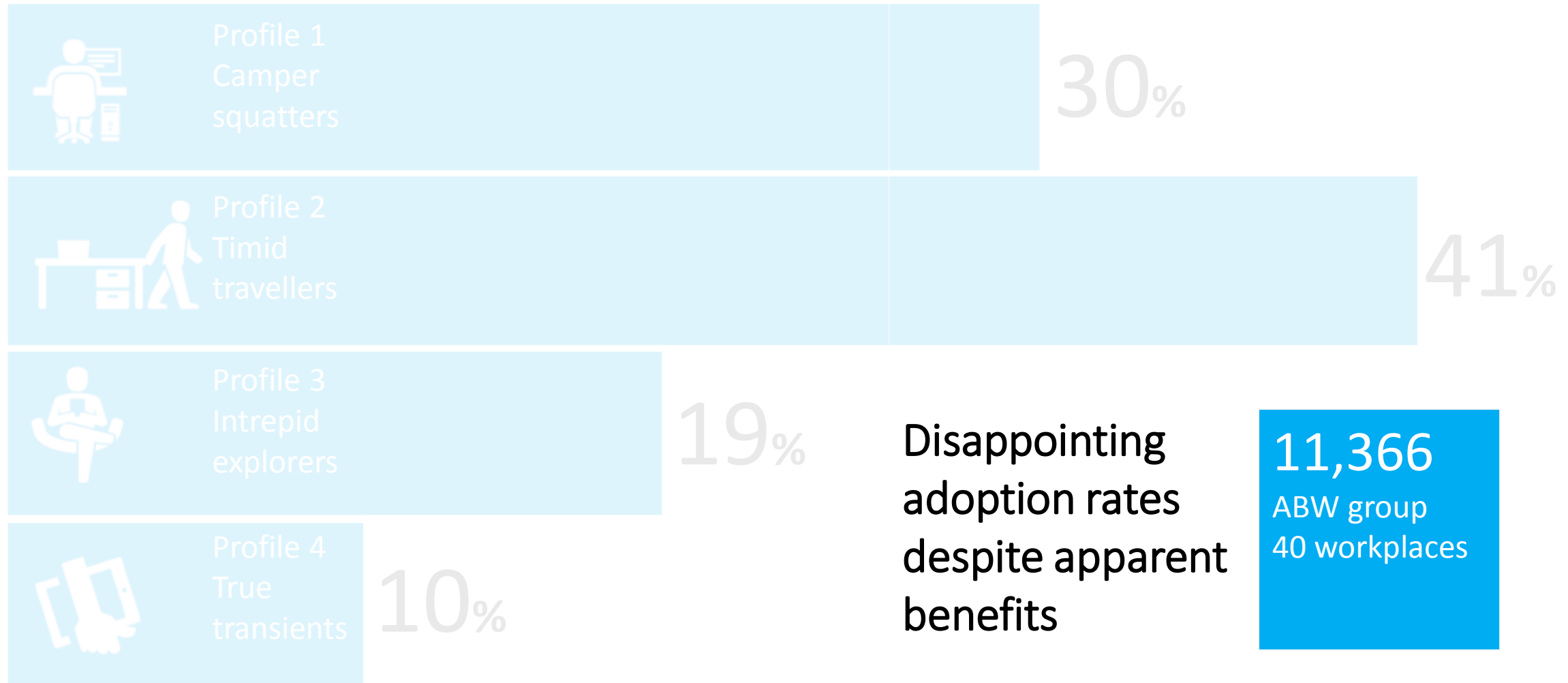
Mobility profie groupings

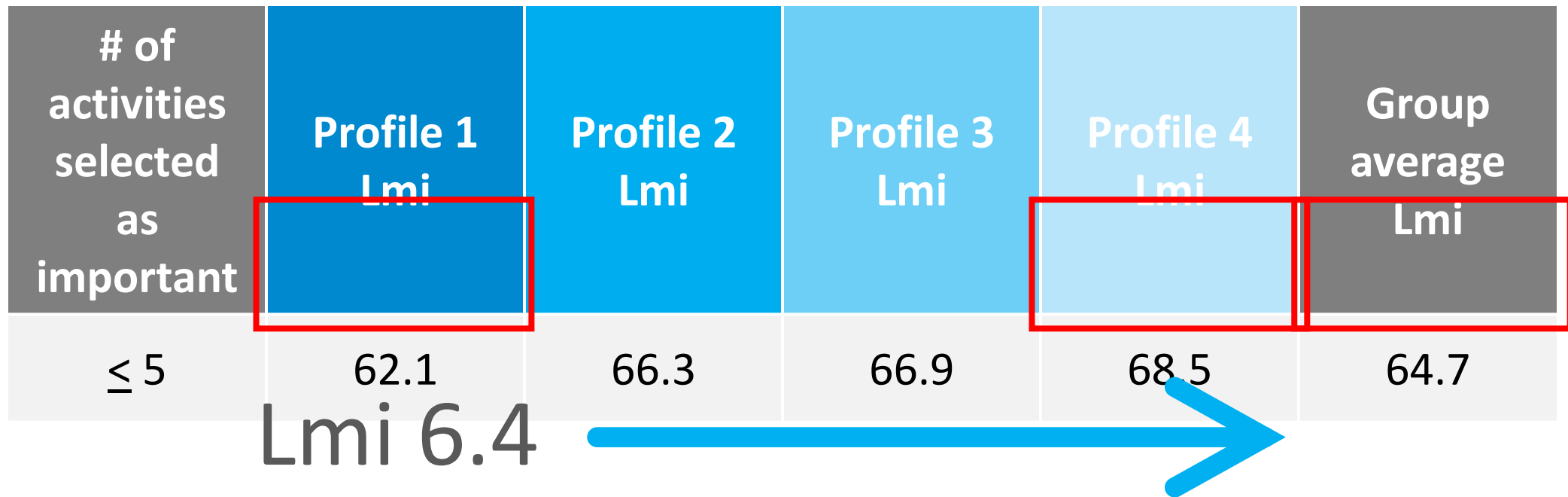◼ Profile 1   ◼ Profile 2   ◼ Profile 3   ◻ Profile 4
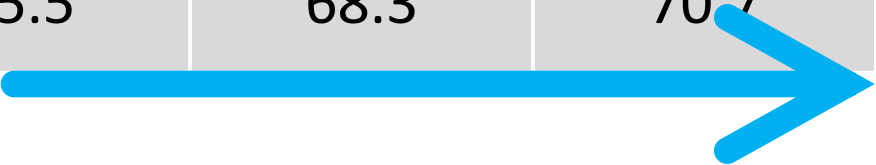
Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5	62.1	66.3	66.9	68.5	64.7

Lmi 6.4 →

Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5	62.1	66.3	66.9	68.5	64.7
6-10	59.8	65.5	68.3	70.7	64.9

Lmi 10.9 →

Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5	62.1	66.3	66.9	68.5	64.7
6-10	59.8	65.5	68.3	70.7	64.9

Lmi 10.9

Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5	62.1	66.3	66.9	68.5	64.7
6-10	59.8	65.5	68.3	**70.7**	64.9
11-15	57.8	65.9	**70.1**	**74.?**	66.1

Lmi 16.9

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Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5	62.1	66.3	66.9	68.5	64.7
6-10	59.8	65.5	68.3	**70.7**	64.9
11-15	57.8	65.9	**70.1**	**74.7**	66.1
16-21	56.2	65.6	67.4	**73.4**	64.8

Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5					
6-10					
11-15					
16-21	56.2	65.6	67.4	**73.4**	64.8

Lmi 17.2 ⟶

Mobility profile groupings

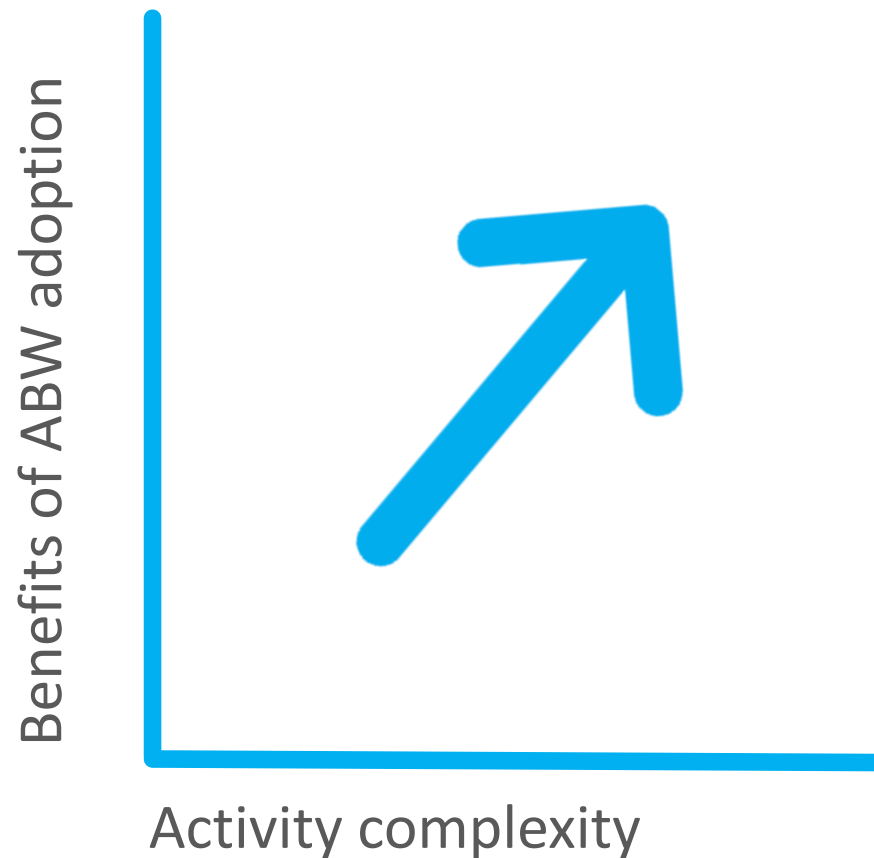| # of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
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11-15	57.8	65.9	70.1	74.7	66.1
16-21	56.2	65.6	67.4	73.4	64.8

Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5					
6-10					
11-15	57.8	65.9	70.1	74.7	66.1
16-21	56.2	65.6	67.4	73.4	64.8

Lowest and highest Lmi scores both occur in higher activity groups (11-15 and 16-21).

Mobility profile groupings

# of activities selected as important	Profile 1 Lmi	Profile 2 Lmi	Profile 3 Lmi	Profile 4 Lmi	Group average Lmi
≤ 5					
6-10					
11-15					
16-21	56.2				73.4

Those with the higher activity complexity have the most to gain and the most to lose.

Mobility profile groupings

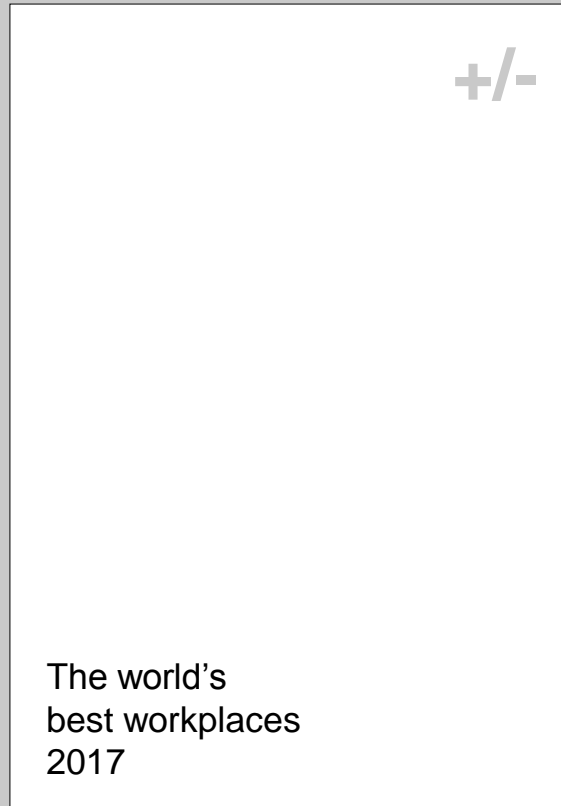| # of activities selected as important |
| :---: |
| < 5 |
| 6-10 |
| 11-15 |
| 16-21 |

Benefits of ABW adoption

Activity complexity

Activity complexity is the strongest indicator of whether an employee will see benefit from working in an ABW way.

Activity based design

Activity Based Working

Activity based behaviour

Best

The world's
best workplaces
2017

+/-

How the best beat the rest.

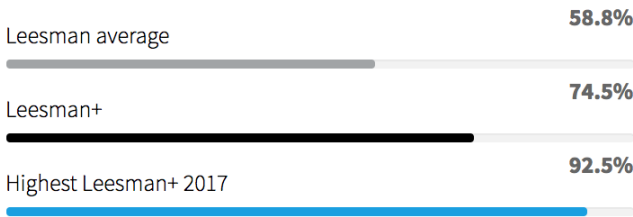An examination of the common factors delivering outstanding employee experience

24 workplaces in 2017 / 626
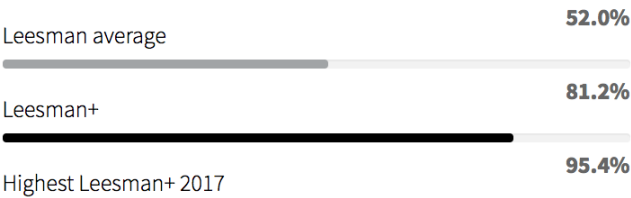
What the data says

Not one sector, country of building type dominates the 2017 Leesman+ certification table,
reinforcing previous Leesman investigations that suggest there is no one elusive secret strategy or
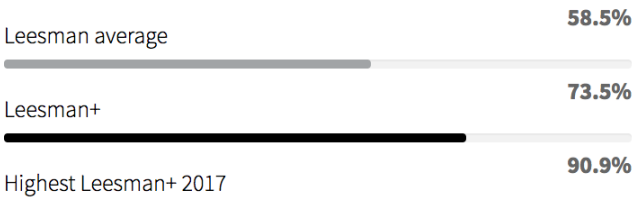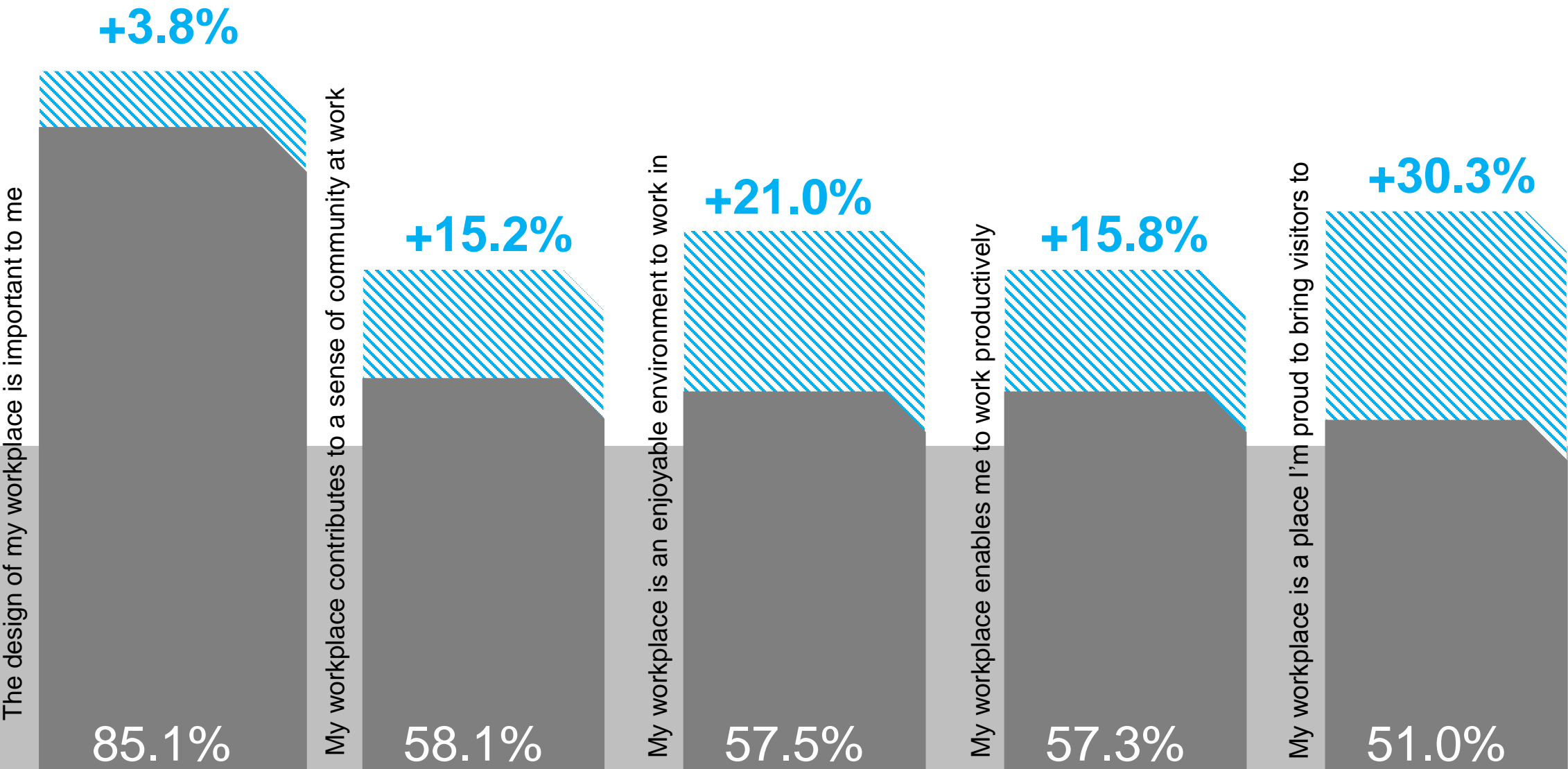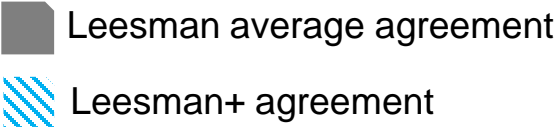workplace ingredient guaranteed to deliver high performance.

Productivity

Leesman average	58.8%
Leesman+	74.5%
Highest Leesman+ 2017	92.5%

Pride

Leesman average	52.0%
Leesman+	81.2%
Highest Leesman+ 2017	95.4%

Sense of community

Leesman average	58.5%
Leesman+	73.5%
Highest Leesman+ 2017	90.9%

www.leesmanindex.com/bestwork/

Leesman

- Leesman average agreement
- Leesman+ agreement

Statement	Leesman average	Change
The design of my workplace is important to me	85.1%	+3.8%
My workplace contributes to a sense of community at work	58.1%	+15.2%
My workplace is an enjoyable environment to work in	57.5%	+21.0%
My workplace enables me to work productively	57.3%	+15.8%
My workplace is a place I'm proud to bring visitors to	51.0%	+30.3%

How

World's best workplaces superbly balance the demands of workplace management with employee experience

WKplace

- experience +

density   cost   utilisation   RE   FM   HR   IT

How

Questions

Siemens Gamesa Renewable Energy

Workplace 2020

Global Real Estate, March 2018

SIEMENS Gamesa
RENEWABLE ENERGY

Siemens Gamesa – Key Facts[1]

84.5 GW
Globally Installed

25k
Employees

11 €B
Annual Revenue

8 GW
Order Entry

7.8 €B
Market Capitalization

21.3 €B
Order Book

True **global,** modern and scalable **footprint**

Advanced **digital** capabilities

Portfolio covering all requirements

[1] End of December 2017

SIEMENS Gamesa
RENEWABLE ENERGY

Siemens Gamesa Real Estate
Portfolio Management

The 4 main work streams in the global portfolio management scope

Master Data	**Location Concepts and Synergies**
Office Guideline and Space Management	**Stakeholder Relations**

Enabling business
and adding value through
excellent Real Estate
Management

SIEMENS Gamesa
R E N E W A B L E   E N E R G Y

Siemen Gamesa Real Estate

Developing the
Workplace 2020
strategy

SIEMENS Gamesa
R E N E W A B L E E N E R G Y

Work with a purpose

WHY

## # Base the office strategy on a clear defined purpose!

Define objectives and targets based on the specific benefits supporting the corporate strategic measures in combination with excellent real estate management.

- **10% higher APV scores**

- **10% fewer square meters**

- **20% more support facilities**

"Strive to support the actual need rather than the perceived"

THE NUMBERS   **THE QUOTE**   **THE PICTURE**

SIEMENS Gamesa
R E N E W A B L E   E N E R G Y
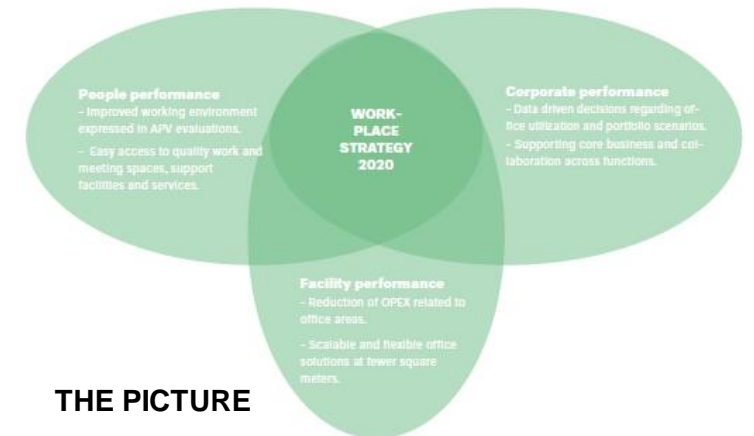
Know your numbers

WHAT

Base the office strategy on as well documented numbers as at all feasible.

Avoid going into discussions based on assumptions and kill the darlings.
Document the generic and dynamic figures and have a solid foundation.

- **5 track presence study**
- **36.000 m2 / 2.500 WS**
- **48% average**
- **64% peak**
- **Less than 3 HC pr meeting**

THE NUMBERS

"The cost of providing dedicated desks are at least 20% of your office portfolio"

THE QUOTE

THE PICTURE

SIEMENS Gamesa
RENEWABLE ENERGY

Transform

HOW

Transform your current situation into an office strategy by fulfilling:
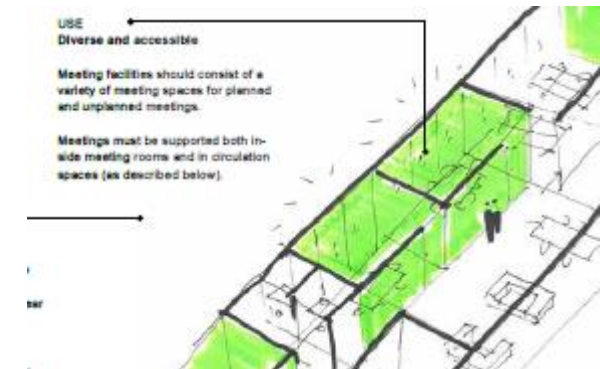
WHY + WHAT = HOW

Make the puzzle fit. Not by following the trend. But by addressing the identified needs.

- 1.3 ratio = non territorial
- 20% more alt. seats
- More but smaller meet rooms
- Introduce project rooms
- Implement governance

THE NUMBERS

"A significant part of development is phasing out…"

THE QUOTE

THE PICTURE

SIEMENS Gamesa
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The pieces in the puzzle

USE
The dynamic workarea

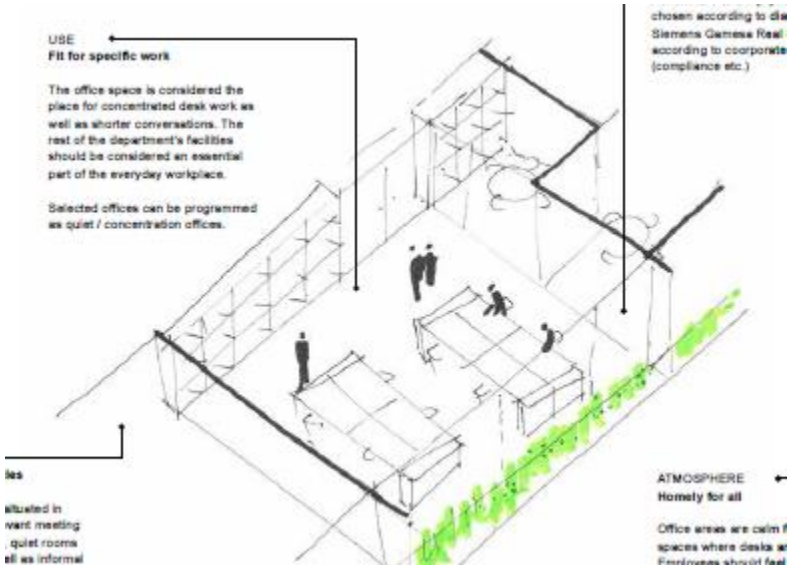HUB workdesks are non-owned and open for everyone, notably commuting emloyees, partners and visitors.

Makerspace

A markerspace where the technical capabilities of Siemens Gamesa can be tested and showcased could increase employee pride and external communcation.

USE
Producing, testing and showcasing engineering and other products.

**ATMOSPHERE**
Makerspace creative and production feel.

RELATION
Can be located in the relevant neighbourhood department.

USE
Fit for specific work

The office space is considered the place for concentrated desk work as well as shorter conversations. The rest of the department's facilities should be considered an essential part of the everyday workplace.

Selected offices can be programmed as quiet / concentration offices.

chosen according to dia Siemens Gamesa Real according to coorporate (compliance etc.)

ATMOSPHERE
Homely for all

Office areas are calm f spaces where desks a Employees should feel

USE
Diverse and accessible

Meeting facilities should consist of a variety of meeting spaces for planned and unplanned meetings.

Meetings must be supported both inside meeting rooms and in circulation spaces (as described below).

Social activities → Flexible work → Focused & internal work

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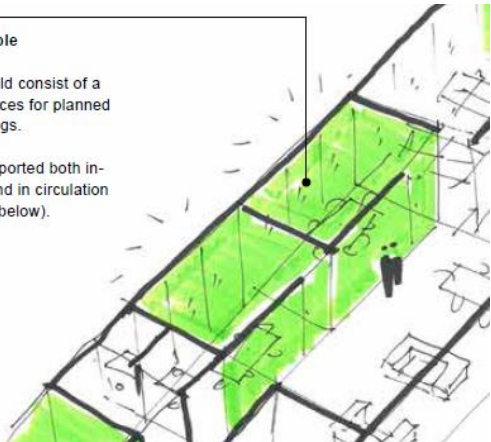
Workplace 2020

Diverse

The Workplace Strategy is activity-based. We work to ensure that the workplace offers differentiated spaces that enable employees to perform their best - in teams, alone, in meetings and or on the phone. We aim for workplaces that both accomodates and expresses the company diversity - and offers a variety of spaces to work and socialize.

‖ We reduce generic and unattractive offices and spaces without quality.

Dense

The Workplace Strategy focuses on using our space as efficient and creatively as possible - and to create a lively and energetic work environment. We move from quantity to quality - sharing our spaces - and desks. We aim to use in-between-spaces to support knowledge sharing and internal communication and creativity.

‖ We reduce unused offices, desks, hallways and other left-over spaces.

Dynamic

The Workplace Strategy encourages a dynamic work enviroment where people are cabable of moving around - and where Real Estate can react quickly to changes. We work to create and support flexible and multiuse spaces that can be used the entire workday. And we aim to to be able to react quickly to organizational change.

‖ We reduce privatized areas and monofunctional spaces.

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Thank you!

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Interview: Peter Holdt Christensen
lektor, CBS

Debat