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## How Engaging Workspaces Lead to Transformation and Growth



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Rex Miller & Co.

illustrations by  
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# GOLDEN NUGGET IDEAS



70% OF EMPLOYEES ARE DISENGAGED. OF THESE, 20% ARE ACTIVELY TOXIC. THE COST OF THIS IS MORE THAN 1 TRILLION DOLLARS PER YEAR.

SPACE AFFECTS CULTURE. IT IS LITERALLY WHERE CULTURE HAPPENS. CULTURE IS THE CATALYST FOR ENGAGEMENT, COLLABORATION, AND INNOVATION.

THE "MODERN" OFFICE IS BUILT AROUND IDEAS MORE THAN A HALF CENTURY OLD.

UNLESS SPACE IS USED AS A CATALYST FOR CHANGE THEN LITTLE WILL CHANGE

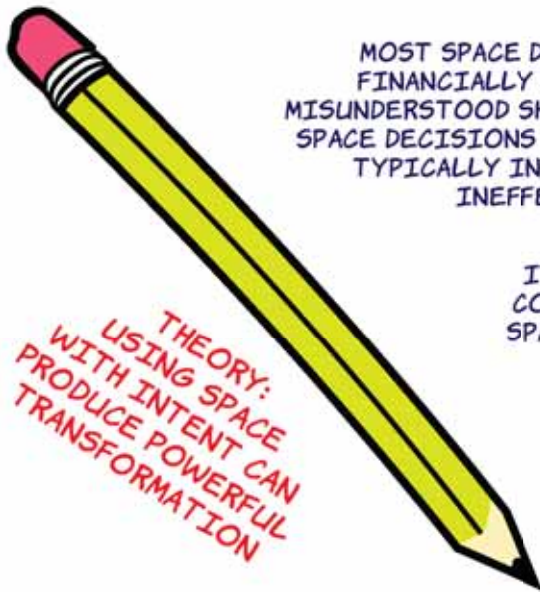
CHANGING BEHAVIORS, CHANGES BEHAVIORS. NOTHING DOES THAT BETTER THAN CHANGING THE WAY PEOPLE WORK.

LEGACY CULTURE GETS IN THE WAY OF CHANGE. CHANGING SPACE DISRUPTS THE OLD TO ALLOW NEW WAYS OF WORKING TO RESHAPE CULTURE.

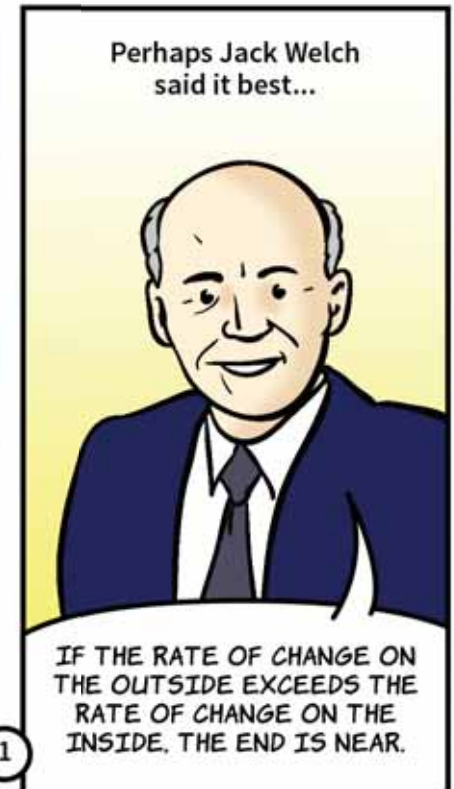
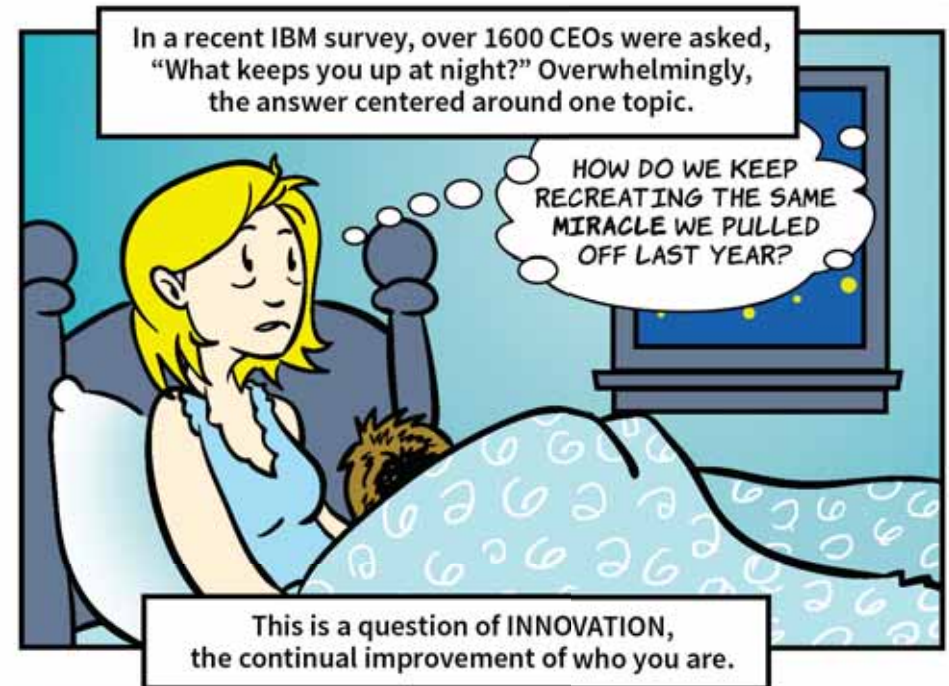


MOST SPACE DECISIONS ARE FINANCIALLY DRIVEN, USING MISUNDERSTOOD SHORT TERM NUMBERS. SPACE DECISIONS MADE ON PRICE ARE TYPICALLY INEFFICIENT AND INEFFECTIVE.

IT'S TIME FOR A NEW CONVERSATION ABOUT SPACE AND THE ROLE OF THE WORKSPACE PROFESSIONAL.



THEORY:  
USING SPACE  
WITH INTENT CAN  
PRODUCE POWERFUL  
TRANSFORMATION





We're not going to slow down the change on the outside. That train has left the station. But how are we doing on the inside?

PEOPLE ARE WORKING IN DISCONNECTED SILOS.



OFFICE POLITICS STILL DOMINATE OUR CULTURE.



70% OF ALL EMPLOYEES ARE DISENGAGED IN THEIR WORK.

source: GALLUP



O.M.G.

50% OF ALL WORKSPACE IS WASTED SPACE.

source: CORENET



THE COST OF ALL THIS IS ESTIMATED AT A WHOPPING ONE TRILLION DOLLARS A YEAR!

source: GALLUP



THERE SIMPLY HAS TO BE A BETTER WAY.

WE CAN'T AFFORD FOR THIS TO CONTINUE TO BE WHAT WE CALL "WORK".



No one is suggesting that space can solve the engagement problem all by itself. There are many factors that will have to be addressed.

Work at its best is social and engaging. We hold a conviction that we will soon see a cultural revolution that views all work as connected, integrated, purposeful, and grand. The spark for this revolution is survival through innovation. When we do, it will, at least in part, be because we reshaped our environments to value these human qualities.



As professionals, we create the environments where work happens. And by definition, our role requires us to look at every aspect of a business and how each relates to all others. We're in a unique position to affect change,

It's time for us to stop arranging chairs and start designing for how life in an office really works.

Join us.



WE WANT TO INVITE YOU  
TO BE A PART OF THIS  
ONGOING CONVERSATION.

It starts with this book.

## Change Your Space, Change Your Culture

This is the output of the first  
year and a half of our study.  
It will be released nation  
wide this fall from Wiley.



You can pre-order your  
copy now at this website: [www.changeyourspace.guru](http://www.changeyourspace.guru)



There you'll also find ideas on how to carry the  
conversation on in your own organization. Plus we'll be  
updating with our latest research as the project continues.  
This is a beginning of a body of thought, not a conclusion.

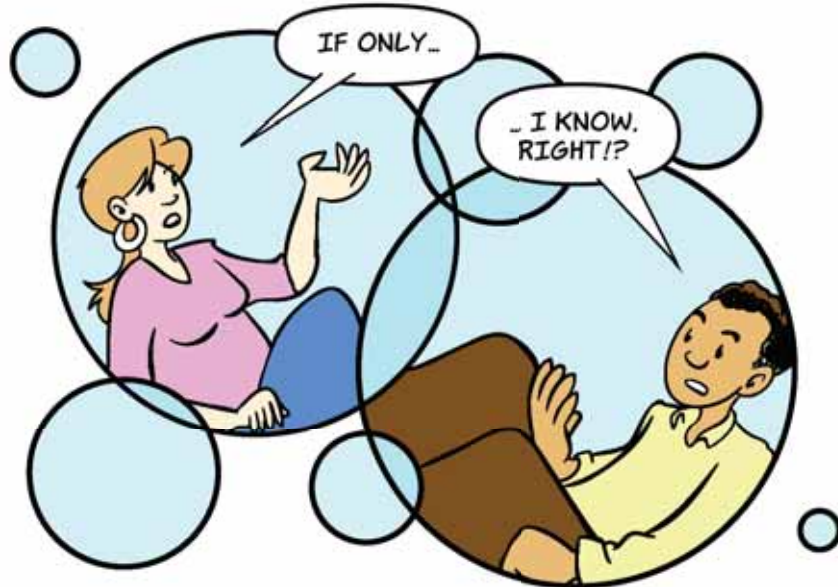
We can do better. We know that innovation is a product of work  
cultures that really collaborate. And people only collaborate  
when they're truly engaged. It works like this:



This is NOT a checklist. This is real social dynamics. One step  
leads to another. If we're not in the culture business, then  
we're not in the innovation business either.



Many of us in workplace design have seen this problem mounting for a long time. But for the most part, our industry has been living in a bubble, and we've only been talking to ourselves.



For decades, we've been having this conversation ...



When we really need to be having this one ...



The first of our gatherings was really just an experiment. We wanted to see if this process would produce enough good thinking to start on a real body of work.

AND BOY DID IT! IT WAS IMMEDIATELY APPARENT THAT THERE WAS A LOT OF FERTILE GROUND HERE...

THIS IS EXCITING STUFF.



\* actual research cards from participants.

"Never believe that a few caring people can't change the world. For, indeed, that's all who ever have".

-Margaret Mead

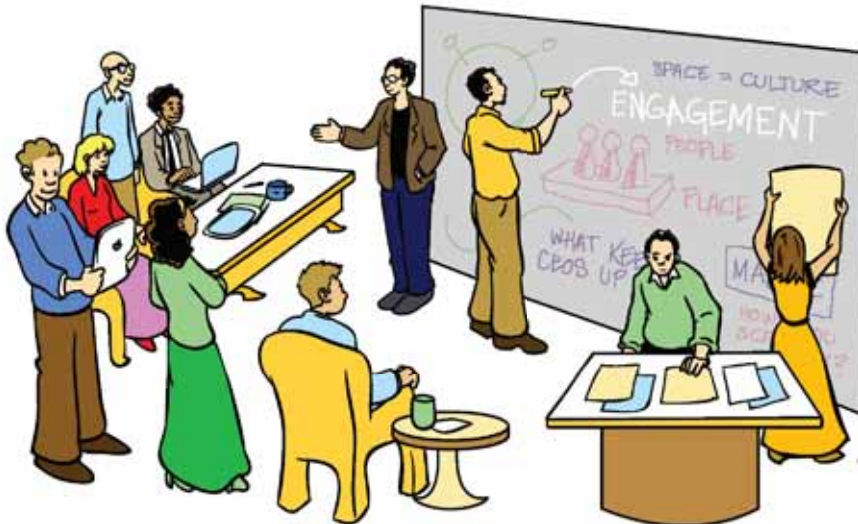


We researched and visited companies who felt space was a key factor to creating great cultures. We attended conferences to see where future thinking was headed regarding work and the workplace.



\*All logos are copyright their respective owners.

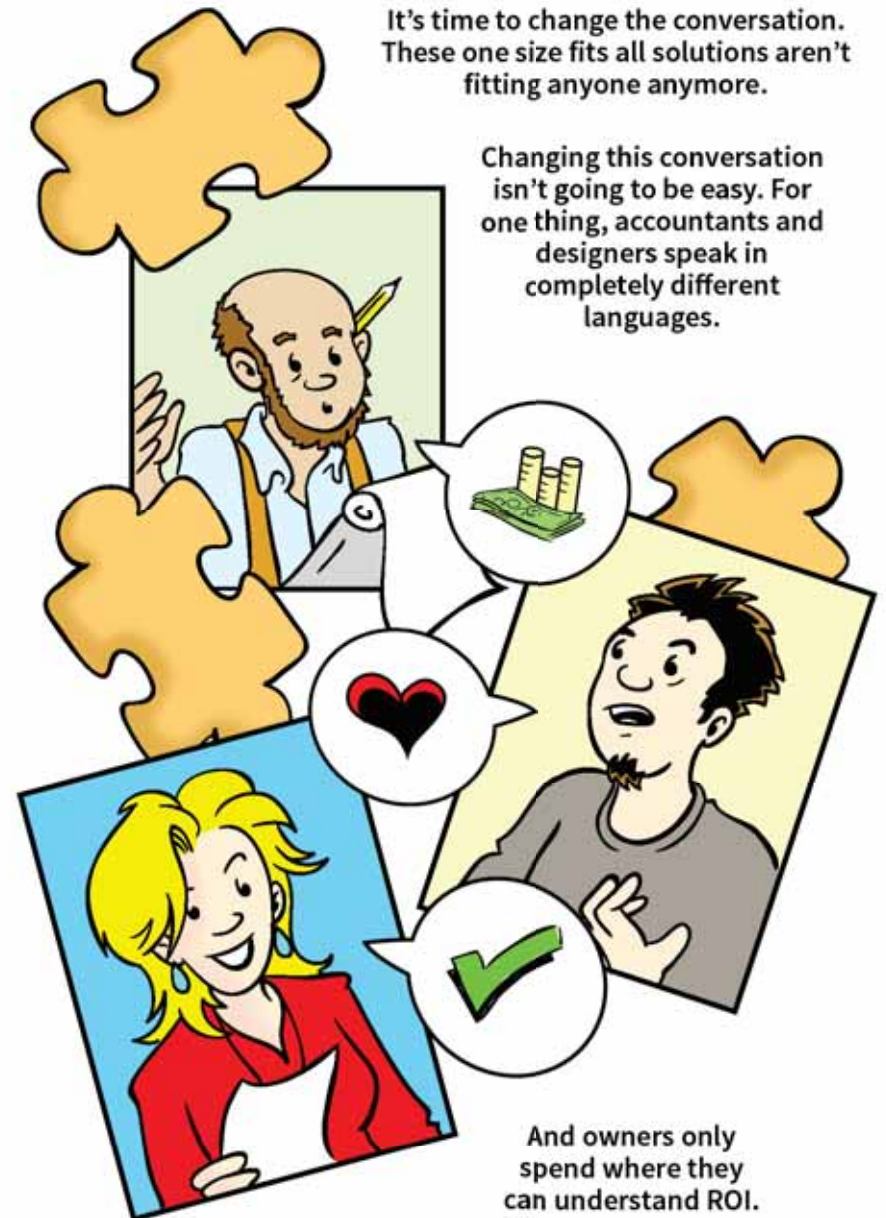
The environments we worked in inspired us. At each, we met the people behind the spaces, we saw new technologies, and we researched stories of the best work being done in our fields.



Through a series of workshops, we shared ideas, brainstormed, listened to expert speakers, and problem solved.

It's time to change the conversation. These one size fits all solutions aren't fitting anyone anymore.

Changing this conversation isn't going to be easy. For one thing, accountants and designers speak in completely different languages.

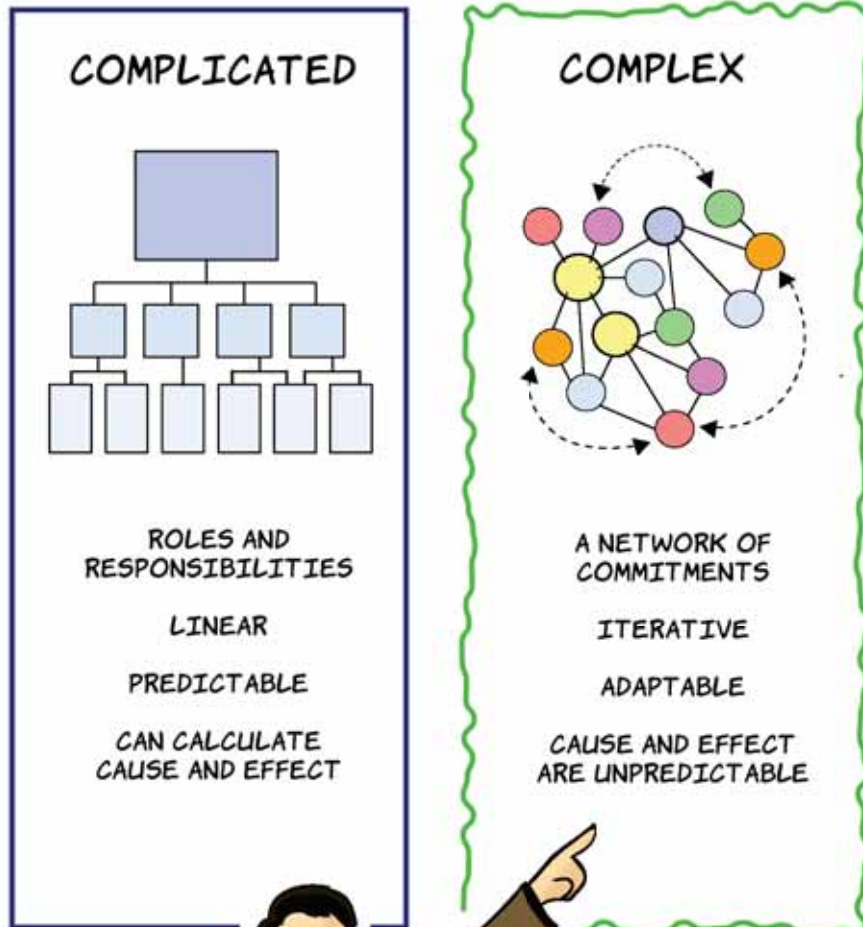


And owners only spend where they can understand ROI.

Despite these challenges, it's time. The world is changing rapidly, and we're going to get left in the dust if we don't change too.



The change in the world is not just about speed. This is a fundamental paradigm shift. We're leaving behind a complicated world that operated like a machine, to a much more complex world that operates more like an ecosystem.



THIS IS THE FUTURE.

AND IT'S ALREADY HERE.



ANYONE STUCK IN THE OLD PARADIGM IS ALREADY COMPETING AS A COMMODITY.

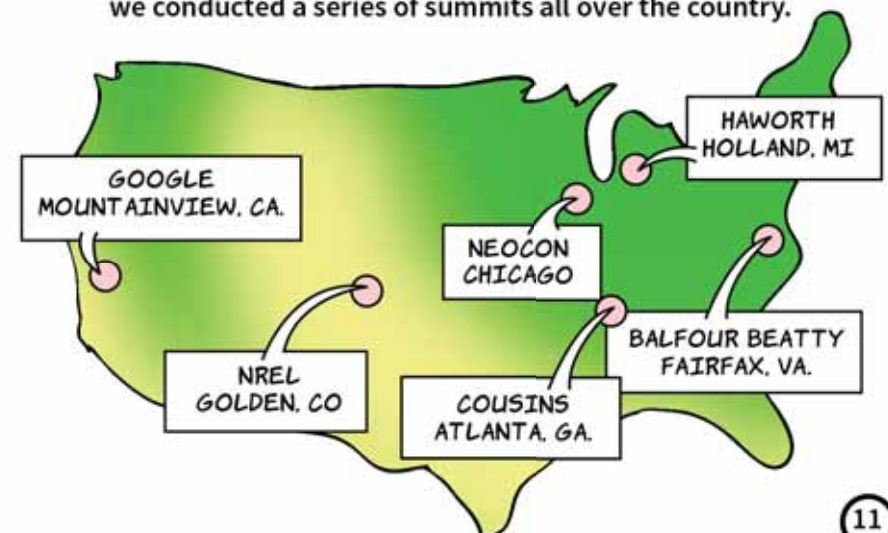
(OR WILL BE SOON)

So how do you even begin to tackle a challenge this big?  
We assembled a team. We gathered the best thought leaders we knew in each area of our industry.



One discipline cannot tackle a problem that by definition touches every discipline.

Using the Mindshift process, developed to research the book "The Commercial Real Estate Revolution", we conducted a series of summits all over the country.





THE NEXT GENERATION UNDERSTANDS  
THIS INTRINSICALLY BY THE WAY.

THEY'VE GROWN UP IN A WORLD WHERE  
DEVICES ARE NOT FIXED TO PLACES.  
AND WHERE SPACE IS LESS ABOUT  
STORING STUFF AND MORE ABOUT  
EFFICIENT LIVING AND WORKING.



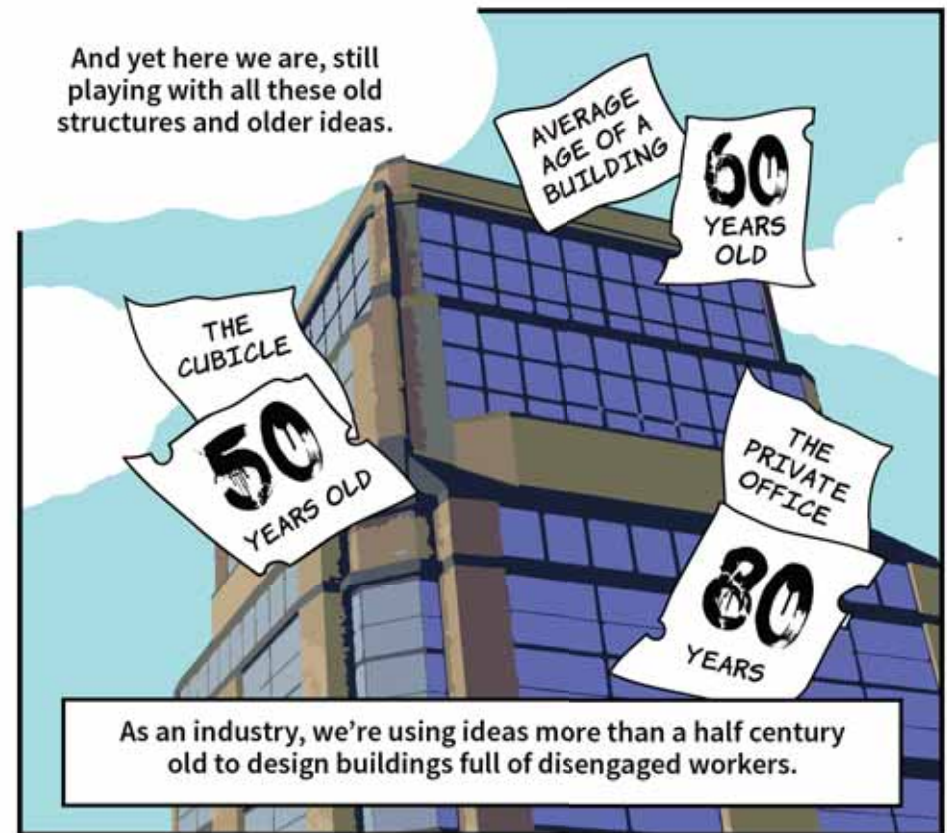
THIS IS AN IMPORTANT POINT, BECAUSE AS OF 2020,  
THIS GENERATION OF "DIGITAL NATIVES" WILL BE  
THE MAJORITY FORCE IN THE WORKPLACE.

CENTURY OLD IDEAS ABOUT WHAT A BUSINESS  
ENVIRONMENT IS SIMPLY WON'T WORK FOR THEM.



FOR THEM, WORKSPACES WILL NEED TO BE ABOUT  
CONNECTING, CONVERSING, COORDINATING,  
COLLABORATING, AND ULTIMATELY... CO-WORKING

And yet here we are, still  
playing with all these old  
structures and older ideas.



And the closer you look into the  
problem, the worse it gets.  
Gallup finds that while most  
disengaged workers simply hide  
from their work, a full 20% of  
them are actively toxic.

We call these folks  
**C.A.V.E. DWELLERS.**

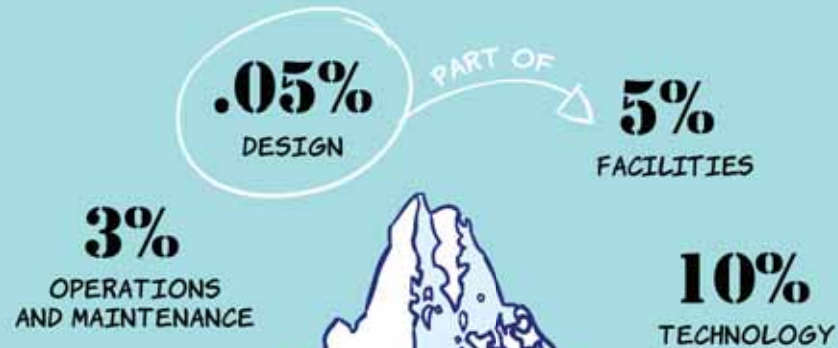
It stands for "Constantly  
Against Virtually Everything".

You'd actually be better off  
paying them to stay home  
than to have them  
disrupting your office.





Are these people questions critical when it comes to designing buildings? Well...Let's take a look at the average cost of a building over its entire life cycle. Some of the numbers may surprise you.



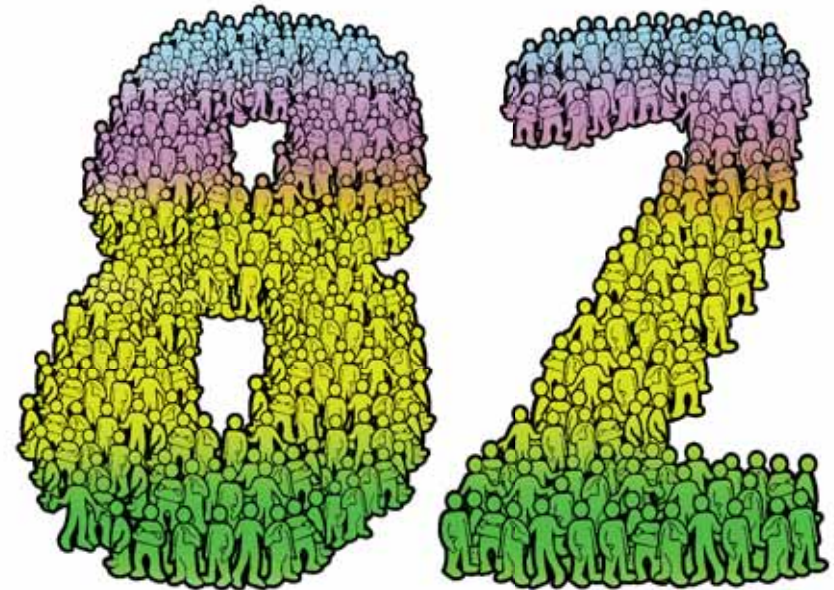
By far, the biggest costs are those hidden under the surface.

Yet when we create buildings, the costs that get squeezed the most are design and facilities (accounting for a total of 5%).

That's because they must be paid all at once and at the beginning.

Source:  
Disproving Widespread  
Myths About Workplace  
Design - BOSTI, 2001

NOW, IF A WHOPPING 82 PERCENT OF THE ULTIMATE COST OF A BUILDING WILL GO TO PEOPLE, AND THE MAJORITY OF THEM ARE DISENGAGED OR TOXIC...



...WE'VE GOT A BIG PROBLEM ON OUR HANDS.

WE MAY HAVE BEEN ABLE TO HIDE IT IN AN INEFFICIENT PAST OF COMMAND AND CONTROL WORK STYLES, BUT IT WILL NOT ADAPT WELL INTO THE NEW WORLD WE'RE HEADED FOR.