HAWORTH

Social Spaces Design Guide

For wherever people gather, connect, and restore.

HAWORTH

Social Spaces at Work

People are social creatures—they desire flexible and inspiring places to gather, connect, and restore. Social Spaces span the spectrum—from calming to energetic, collaborative focus work to celebrations, indoors and outside. In this guide, you'll find everything you need to know—insights, applications, and solutions—for creating Social Spaces that draw people in to help them feel (and do) their best.

Contents

Social Spaces

Insights

Future State: Work Socially

Nine Trends Driving Social Space Design

The way we work and live is constantly changing. From trends to research and design recommendations, here are nine macro trends occurring in the world that influence space design—especially as it relates to people.

Did You Know? The average knowledge worker is at their desk only 40% of the time, and JLL predicts one-third of all US office space will be flexible by 2020.

Creativity

Artificial Intelligence can take care of simple tasks; however, innovation will remain the responsibility of humans. This activity requires social skills, decision-making, and creativity—driving us to even greater complexity.

Biodata

Spaces will be able to intuit feelings from biodata, then curate sounds, smells, and illumination to soothe or energize. Sensors in wearables will parse pulse, voice, and sleep patterns to proactively help people feel their best.

Rejuvenation

Increased attention toward mental, physical, and emotional rejuvenation influences tranquil experiences. Expect the blurred lines between indoors and outdoors to continue as hardscapes integrate with natural landscapes. Scientists are exploring the effect of nature on mental and physical illness.

Five Generations

With five generations in the workforce, employers will continue to create opportunities that bring people together in both work and non-work settings to help build relationships and minimize misunderstandings.

Teams

Organizations are being reimagined as entities where everyone has a home team plus one or more gig teams for project work. The most engaged employees will increasingly work together in ways companies don't even realize.

Technology

Beacon technology will push notifications when people enter a social space, fueling implications for customization. Geolocation technology will enable check-in via smartphones. As anxiety rises to unprecedented levels, among younger generations, virtual reality grows explosively for stress relief.

Guest Experience

Hospitality trends continue to influence organizations to offer seamless interactions focused on personalized, authentic experiences that make a first (and lasting) impression for both customers and employees.

Food & Beverage

Dietitians will leverage technology that allows people to personalize their food experiences based on their nutritional needs. Look for tea bars to compete with coffee, showcasing craft tea blending, nitro tea on tap, and tea cocktails.

Coworking

The changing nature of work is driving the demand for coworking spaces. And, the average lifespan of S&P 500 companies is expected to drop to 14 years by 2026. Corporate disruption and volatile lifecycles require business resources to be more flexible—including real estate.

Restore: Be Well

Heart, Body, Mind

Humans are designed to operate rhythmically, to move between activity and rest. So when the brain becomes overloaded with information, individuals can't think as well or as deeply to solve problems—even worse, overload takes a toll on physical and emotional health, which can lead to burnout.

The key is being intentional between time for work and time for renewing and refueling—individually and as a team. Part of cultivating a culture of wellness includes fostering social connections and supporting well-being for employees and guests.

"Renewal is not for slackers. Renewal is a way in which to increase your capacity to be more effective."

Tony Schwartz
CEO of the Energy Project and Author,
Be Excellent at Anything

Did You Know? 45% of full-time workers say it should take less than five hours each day to do their job if they work uninterrupted, according to a global survey of nearly 3,000 employees across eight countries* conducted by The Workforce Institute at Kronos Incorporated.
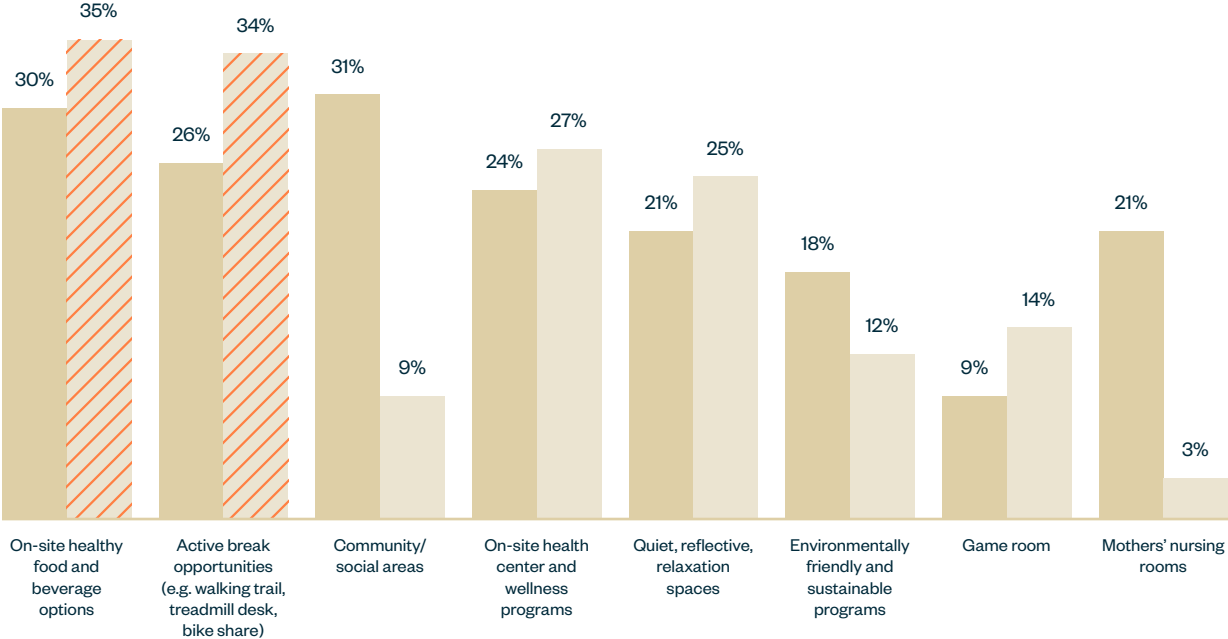*Australia, Canada, France, Germany, India, Mexico, the UK, and the US
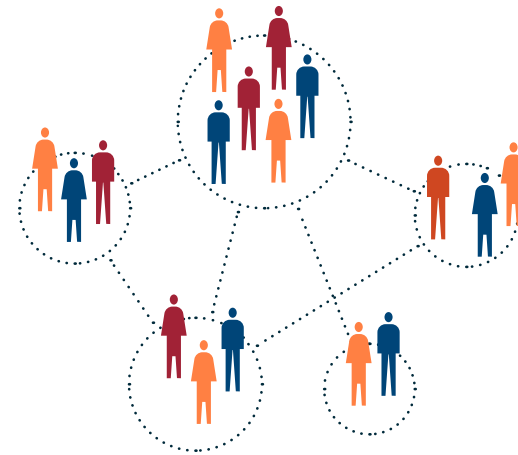
36%

of employees say their company offers **none of the benefits** workers expect, up 3% from 2018.

Perks that Support Well-Being Top the List of What Employees Want

Healthy food and beverage options and active break opportunities are the top two perks employees would like to see at their companies.

Legend:
- Workplaces Offer
- Employees Want

Perk	Workplaces Offer	Employees Want
On-site healthy food and beverage options	30%	35%
Active break opportunities (e.g. walking trail, treadmill desk, bike share)	26%	34%
Community/ social areas	31%	9%
On-site health center and wellness programs	24%	27%
Quiet, reflective, relaxation spaces	21%	25%
Environmentally friendly and sustainable programs	18%	12%
Game room	9%	14%
Mothers' nursing rooms	21%	3%

Well-Being Connections

- Develop policies and activities that allow employees to build time and space for social activity into their workday or after.

- Expand the definition of wellness programs to include restorative acts such as charitable giving and volunteering.

- Offer social spaces that support the senses—sight, smell, hearing, taste, and touch.

## Implications for a Great Hotel Experience May Apply at Work

Among the factors most predictive of a great experience, a suite of six design variables prove most important:

Authenticity	**Beauty**
Latest Technology	**Inspiration**
Comfort	**Intimacy**

Wellness is Multi-Dimensional

Physical · Environmental · Mental · Social · Spiritual · Emotional

Why Bother with Gathering Spaces?

Brené Brown, research professor at the University of Houston, reminds us that we are hardwired to connect with others. It's what gives purpose and meaning to our lives, and without it there is suffering.
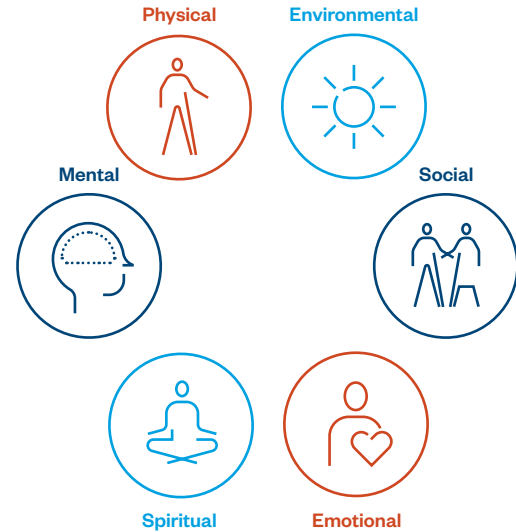
Did You Know? A major trend in the wellness world includes new wellness center and club concepts with comprehensive offerings (doctors, coaches, yoga, meditation, fitness, stress reduction treatments, healthy nutrition, etc.) all under one roof.

Restore: Nature

Blurring Boundaries

Bringing the outside in through plants, natural light, and water features is beneficial to well-being; however, no substitute for the real thing. People seek outdoor spaces to connect with nature.

Social spaces that replicate the comfort of indoor gathering spots with access to Wi-Fi and power sources or the option to completely unplug are blurring the lines between heads-down work and rejuvenation.

Did You Know? Studies have shown taking at least 20 minutes out of your day to stroll or sit in a place that makes you feel connected to nature will significantly lower stress levels.

Barriers to Working Outside

- 87% of indoor workers consider themselves someone who enjoys the outdoors. But 75% of indoor workers surveyed rarely or never take time to work outside.

- 57% of indoor workers spend less than half an hour outside during the workday.

- 65% of survey respondents say their job is the biggest barrier to spending time outdoors—followed by weather (42%).

95% Inside   **5%** Outside

Nearly 50% of our time inside is spent working
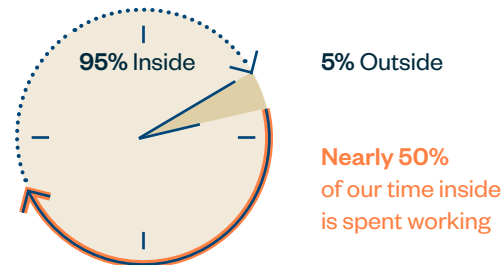
Children progressed
through school curricula

20-26%

faster when learning in
natural light environments

A nature view can
reduce the length of
a hospital stay by

8.5%

Urban Sprawl
World population living in urban areas

30%
55%
68%

1950
2018
2050

More people are living in settings with little, and sometimes no
access, to the joy and healing power of nature. In fact, 82% of
the North American population lives in urban areas today.

"When you step outside to work, creativity just flows naturally. Nothing is holding you back—instead of being restricted by ceilings and walls, you have the wide-open sky. That can be extremely powerful for brainstorming."

Leigh Stringer
Author, *How to Improve the Well-Being of Your Employees and Boost Your Company's Bottom Line*

Increased Happiness

13-15 minutes of natural light is all the brain needs to trigger release of endorphins.

Better Attendance

10% of employee absences can be attributed to architecture with no connection to nature.

Stimulated Creativity

Viewing or being in nature increases blood flow to parts of the brain where pleasure, empathy, and creative thinking are processed.

Increased Performance

Gazing at something green—through a window, on a walk outside, or even on a screen—helps improve employee attention and performance.

Stress Relief

After a stressful task, natural scenes and sounds help heart rates return to normal more quickly than sitting in a plain room.

Restore: Nature

Restore: Nourishment

Eat Socially

From an evolutionary anthropology perspective, eating together has a long, primal tradition as a social glue, and it is a well-established fact that meals are a key element of socialization. There is no better place to build a team or connect with clients and guests than around a table of food or during conversations over a favorite beverage.

Dominating today's corporate dining trends is a desire for authentic food and healthy dishes. Sharing meals at communal tables within a well-designed space creates a sense of energy that adds to the social experience at work.

"Eating together is a more intimate act than looking over an Excel spreadsheet together. That intimacy spills back over into work."

Kevin Kniffin
Professor of Economics, Cornell University

Lunch is Seen as a Relaxing Time

For you, lunch is synonymous with...

41% A time to relax, to have a break

30% A physical need

16% A time of pleasure

13% A time to chat, to share with others

What is Your Ideal Meal?

Food

Countries where what is on the plate is essential

Czech Republic   Greece
France   Italy

Conviviality

Countries where the atmosphere and who they are with matter the most

Brazil   Mexico
Germany   Romania
Japan   Venezuela

Convenience

Countries where easiness and affordability are key concerns

Belgium   United Kingdom
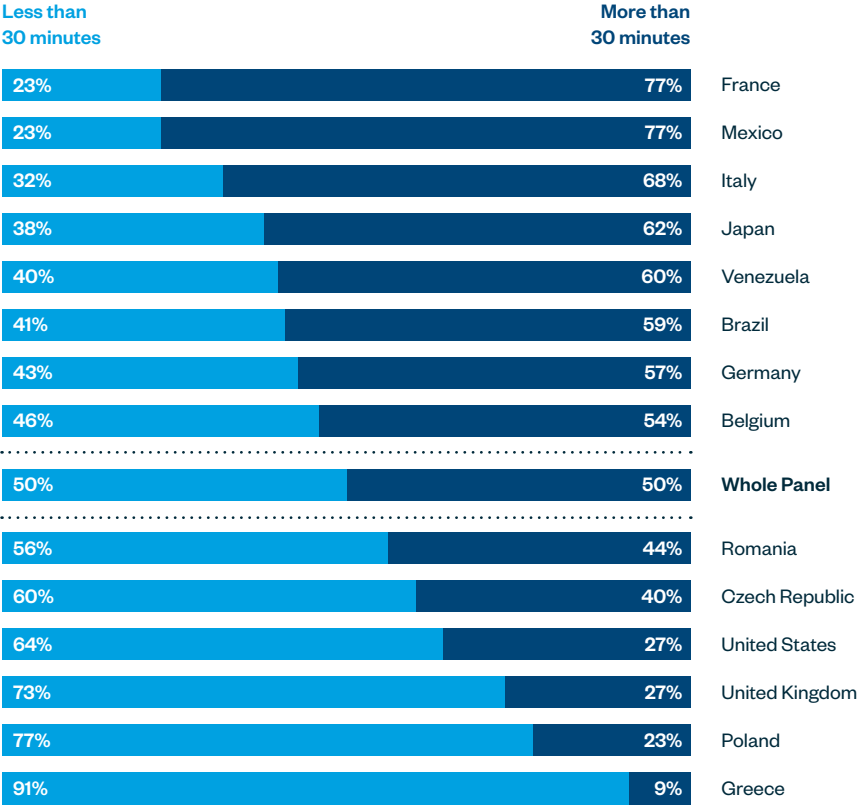Poland   United States

77% **of work travelers** seek out regional dishes when on a business trip. Most importantly, road warriors seek meals that fit into their unique agenda, whether that entails quick bites between meetings or client entertaining.

Lunch Time During Weekdays

	Less than 30 minutes	More than 30 minutes	
France	23%	77%	
Mexico	23%	77%	
Italy	32%	68%	
Japan	38%	62%	
Venezuela	40%	60%	
Brazil	41%	59%	
Germany	43%	57%	
Belgium	46%	54%	
Whole Panel	50%	50%	
Romania	56%	44%	
Czech Republic	60%	40%	
United States	64%	27%	
United Kingdom	73%	27%	
Poland	77%	23%	
Greece	91%	9%	

36%

Employees who eat together in large groups are 36% more likely to communicate outside lunch hours.

Did You Know? Only 35% of American employees say they almost always take a lunch break. 60% either eat at their desks or don't eat at all, *The New York Times* reports.

Connect: Engagement

Draw People In

In today's experience economy, the best places to work engage people's minds and emotions. Regardless of demographics, work status, or where someone works, being on a team increases employee engagement. Spaces that engage people to come together in teams to learn, generate ideas, and work informally are critical to success. The key is to match spaces to what people need and give them choices.
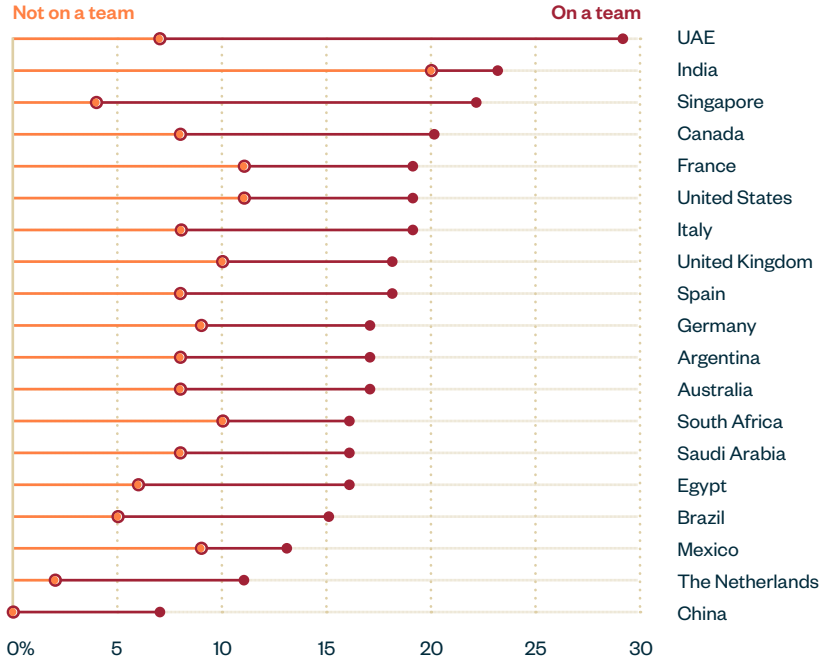

88% of Millennials want the autonomy to choose where and when they work.

Did You Know? Employee engagement drives employee productivity at the level of the business unit. Over the past 40 years, the growth in per-person productivity in the US has been anemic, hovering barely above 1% a year, while other developed countries, such as the UK and Germany, seem to be doing even worse.

Across the Globe, Teams Drive Engagement

Percentage of workers who are fully engaged

	Not on a team	On a team
UAE	7	29
India	20	23
Singapore	4	22
Canada	8	20
France	11	19
United States	11	19
Italy	8	19
United Kingdom	10	18
Spain	8	18
Germany	9	17
Argentina	8	17
Australia	8	17
South Africa	10	16
Saudi Arabia	8	16
Egypt	6	16
Brazil	5	15
Mexico	9	13
The Netherlands	2	11
China	0	7

Being part of a team makes a huge difference. In the UAE, 29% of workers who are on a team are fully engaged. But for workers there who aren't on a team, that figure plummets to 7%. In the Netherlands the comparable numbers are 11% and 2%.
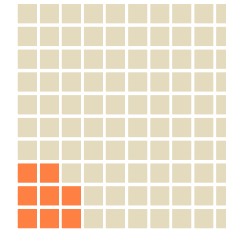
The Sad State of Employee Engagement
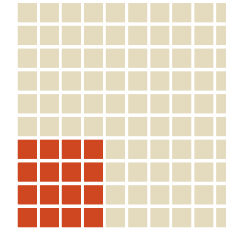
Globally

The vast majority of employees globally aren't engaged in their work.
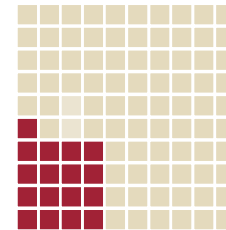
84%

Not on a team

When employees aren't on a team, they are less likely to be engaged in their work.

8%

On a team

The share of employees who are fully engaged more than doubles if they are on teams.

17%

The Nine Pillars of Engagement

If the majority of employees are disengaged, and the majority of your costs are people, your organization can only benefit from making employee engagement a priority. These nine strategies will help you create a more engaged workforce that connects, interacts, and collaborates.

Did You Know? Researchers estimate the cost to replace a frontline worker at roughly half that worker's salary; for knowledge workers, their estimate increases to 2.5 times the salary.

Values & Purpose

Engagement starts with a sense of purpose— the "why"—communicated through a clear mission and vision.

Communication

A two-way street for communication is essential for employees to feel they've been heard and included.

Health & Wellness

Investing in the well-being of employees results in healthcare cost savings and limits productivity loss due to absenteeism.

Ideal Workspace

Employees spend a lot of their life at work. A work environment that conveys your culture and draws people in will also engage your workforce.

Well-Defined Roles

Engaged employees understand their work matters—what they do and how they contribute is directly connected to the greater whole.

Foster Friendships

According to Gallup, close work friendships boost employee satisfaction by 50%. People with a BFF at work are even more likely to be engaged.

Recognition

For engaged employees—especially Millennials— emotional incentives like awards that recognize individuals surpass financial rewards.

Amazing Managers

Middle managers, in particular, are the link between the executive leadership's vision and implementation, and instrumental in retaining engaged employees.

Personal Growth

People are your greatest asset. Investing in their development is one way to reap a return, especially if their personal growth fosters engagement.

Connect: Coworking

Foundation for Social Spaces

Working anywhere is a given. Pioneered by entrepreneurs, start-ups, and freelancers, a growing number of companies—large and small—are exploring how to incorporate the concept of coworking. Flexible spaces with areas that are open and private are critical components of a wider corporate real estate and portfolio strategy.

It's important to have agile spaces where people can meet and dialogue. Planned times to work together, as well as areas that encourage serendipitous encounters between individuals from different sides of the org chart, foster diverse points of view for better decision making and problem solving.

42% of companies
expect collaboration with entrepreneurs to accelerate disruptive innovation.

63% of companies
say the main reason for using shared office space is the ability to collaborate.

Workplace Design Trends

■ Today   ■ Anticipated in Three Years

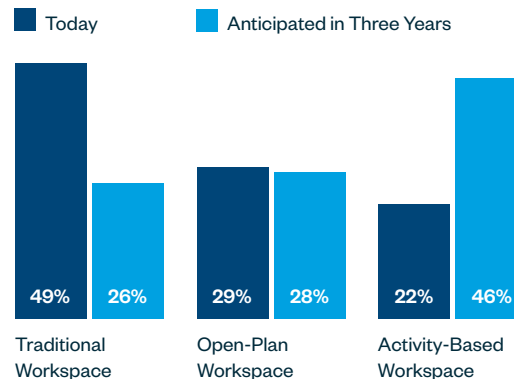| Traditional Workspace	Open-Plan Workspace	Activity-Based Workspace
49% / 26%	29% / 28%	22% / 46%

TIP
Consider an interactive whiteboard in your social space to capture ideas and digital signage to communicate company messaging that might otherwise get lost in an inbox.

Five Core Values

These five core values are evident across various coworking initiatives, as illustrated in the Global Coworking Manifesto's Code of Conduct. Understanding the rise of coworking and how to appropriately define it, Fraunhofer IAO research reveals the nature of coworking as well as how corporations can harness the potential of coworking spaces.

Openness Also includes open-mindedness and a fundamental interest in others, respectfully dealing with coworkers and the willingness to share with them.

Collaboration In the broadest sense, it describes the fundamental willingness of the coworkers to work together and to help each another.

Community An atmosphere characterized by trust; it is the social bond that motivates coworkers to help and support others.

Sustainability All three pillars should be supported:
- **Economic:** sharing building and infrastructure
- **Ecological:** using fewer resources, as workspaces, printers, meeting rooms, and amenities are all shared
- **Social:** equal opportunities and the option to participate

Accessibility Defined by the financial and geographical accessibility of the coworking spaces, i.e., affordable for everyone and located in an area well served by public transportation.
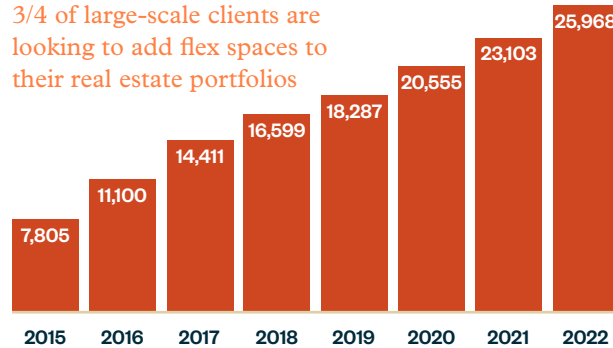
TIP

Build in face-to-face interactions to coordinate team productivity. Bring people together to celebrate and share lessons learned as part of a launch or project completion.

Did You Know? Chance encounters and interactions between knowledge workers improve performance.

Number of Coworking Spaces Worldwide

3/4 of large-scale clients are looking to add flex spaces to their real estate portfolios

Year	Value
2015	7,805
2016	11,100
2017	14,411
2018	16,599
2019	18,287
2020	20,555
2021	23,103
2022	25,968

Forecast based on estimates from EmergentResearch/GCUC for the data until 2017. Data projections until 2022 are from Coworking Resources' data, and are based on the average growth in 2018 and 2019.

Growth of Coworking

Something "new" happened in 1995 when C-Base opened in Berlin as one of the first hacker spaces worldwide. Although the term "coworking" did not exist at that time, C-Base was considered a "pre-stage" for coworking spaces. It embodied three key coworking features:

• A collection of like-minded people with similar interests and values

• Emphasis on community

• Space available for coworking and event

Top Countries Worldwide by Coworking Growth per Capita

Rank	Country	Coworking Growth Per Capita
1	Luxembourg	8.5
2	Singapore	4.7
3	Ireland	4.4
4	New Zealand	4.2
5	United Kingdom	4.0
6	Australia	3.2
7	Canada	2.8
8	United States	2.8
9	Hong Kong	2.0
10	Bulgaria	1.8

Creativity & Innovation

Freedom to Choose

Industries under transformative change often seek innovation, and creativity contributes to innovation efforts. Whether you need employees to deliver new ways of thinking or for clients to be creatively inspired in your space, it's imperative that people have access to thoughtfully designed spaces.

In addition to meeting individual creative needs, design that speaks to (and supports) creativity means creating spaces for focus, rest, and the in-between time when ideas form. From lobbies and beyond, pay attention to environmental stimulants in the acoustical and lighting landscape, digital enhancements and distractions, and physical comforts for employees and guests.
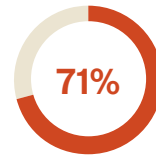
Time and space
for collaborative
efforts with others

Recharging
spaces for groups
and individuals

Flexible Workplaces Encourage Productivity & Creative Thinking

71%

Nearly 3 in 4 employees say it's important for their company's workplace design to be flexible.

65%

say they are more productive when they change their physical location while working.

73%

have their best ideas when they're able to use flexible workspace options.

73%

are able to work better when they have access to flexible furniture arrangements such as different seated or standing options.

Office Features Important to Creative Activities

Individual Focused Work, Desk Based

- Desk
- Meeting room (small)
- Noise levels

Thinking / Creative Thinking

- Accessibility of colleagues
- Quiet rooms for working alone or in pairs
- Noise levels

Collaborating on Creative Work

- Variety of different types of workspace
- Accessibility of colleagues
- Audio/visual equipment

Collaborating on Focus Work

- Accessibility of colleagues
- Quiet rooms for working alone or in pairs
- Variety of different types of workspace

Relaxing / Taking a Break

- Informal work areas/breakout zones
- Variety of different types of workspace
- Leisure facilities on-site or nearby
- People walking past your workstation

Did You Know? Brainstorming for questions makes it easier to venture into uncharted territory.

TIP

When our minds wander, our imagination networks can kick in and do some work. Protecting focus, encouraging restorative activities, and having the right tools for knowledge sharing are important for group designated spaces.

80% of people see unlocking creative potential as key to economic growth; only 25% feel that they are living up to their own creative potential.

Culture &
Collaborative Modes

Behaviors and Activities

Culture is the environment that surrounds people in the workplace all of the time. Vision, mission, and values may originate in the C-suite; how the actual culture manifests in workspaces is a mirror of the employee experience, drives a strong customer experience, and dovetails with brand. Companies are looking to iterate fast and learn, and figure out how to work more collaboratively and effectively. Collaboration is a common denominator in the ideal workplace culture.

Thoughtful spaces are important to shift behaviors or adopt a new culture—specifically to support the agility of people coming together—whether for listening, brainstorming, meeting, or socializing.

"It is important to understand how an organization works, its culture and competencies, before you can effectively design a workspace where innovation happens."
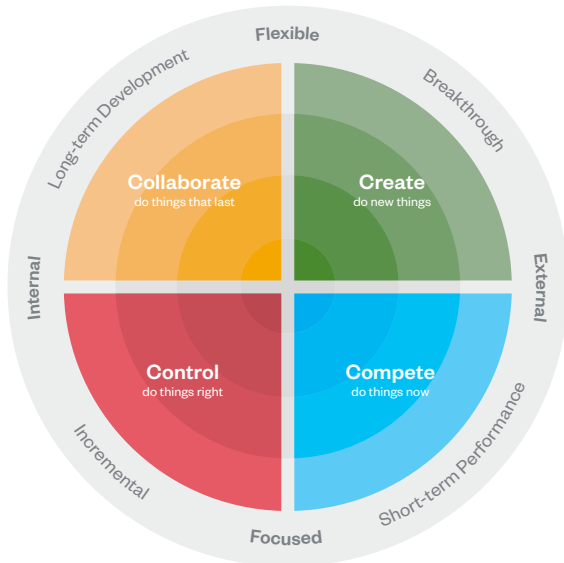
Dr. Jeff DeGraff
Professor and Author

Did You Know? Making a face-to-face request is 34 times more effective than sending an email.

62% of workers do not have workplaces that prioritize both individual and group work.
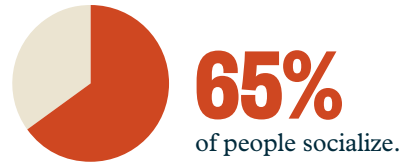
Competing Values Framework™

The Competing Values Framework emerged from research demonstrating a link between culture type and organizational effectiveness. Developed by professors at the University of Michigan, it has four main culture types that represent opposite, or competing, approaches for driving innovation: Collaborate, Create, Control, and Compete.

This framework is a foundation for purposeful workplace design, resulting in spaces that create the mix of spaces that help people do their best work.

Experience in the US Workplace

65%
of people socialize.

77%
have fun at work.

Flexible

Long-term Development

Breakthrough

Collaborate
do things that last

Create
do new things

Internal

External

Control
do things right

Compete
do things now

Incremental

Short-term Performance

Focused

TIP
The most effective leaders have highly developed skills in the quadrants that are congruent with their organization's dominant culture.

Collaborative Modes

Designing for collaboration helps create an environment where employees feel valued for their unique experience and input. These four primary collaborative activities—connect, think, inform, do—are best fulfilled when space design supports behaviors and needs.

Connect

For collaboration, face-to-face interaction, impromptu and informal gatherings:
- Lobby
- Dining & Bar
- Café
- Community
- Lounge
- Outdoor

Think

For interaction, creativity, discussion on several topics, continuous feedback, driving to solutions, multi-way communications:
- Community
- Retreat
- Conference & Meeting

Inform

For presentations, visualization of a single topic, hosting a speaker, sharing, or group meetings:
- Community
- Training
- Conference & Meeting

Do

For specific tasks, tackle a single topic, time-sensitive tasks, driving to solutions, multi-way communications:
- Café
- Community
- Lounge
- Training
- Conference & Meeting
- Outdoor

Enhance the Experience

Determine Purpose

Social spaces span the spectrum—from indoors to out, calming to buzzworthy, with collaborative conversations and lively discussions. Evaluating the places of social context within your organization is the first step to creating places that draw people in.

Questions to Ask

- Where do you go to do your best work?
- Where do you go to get the job done?
- Where do you go to recharge?
- What type of interactions are required to meet the group's goals—connect, think, do, or inform?
- What is the best place to meet?
- Do you have choices of where to work throughout the day?
- Do you eat away from your primary workstation?
- Is there a place at work to sit outdoors?
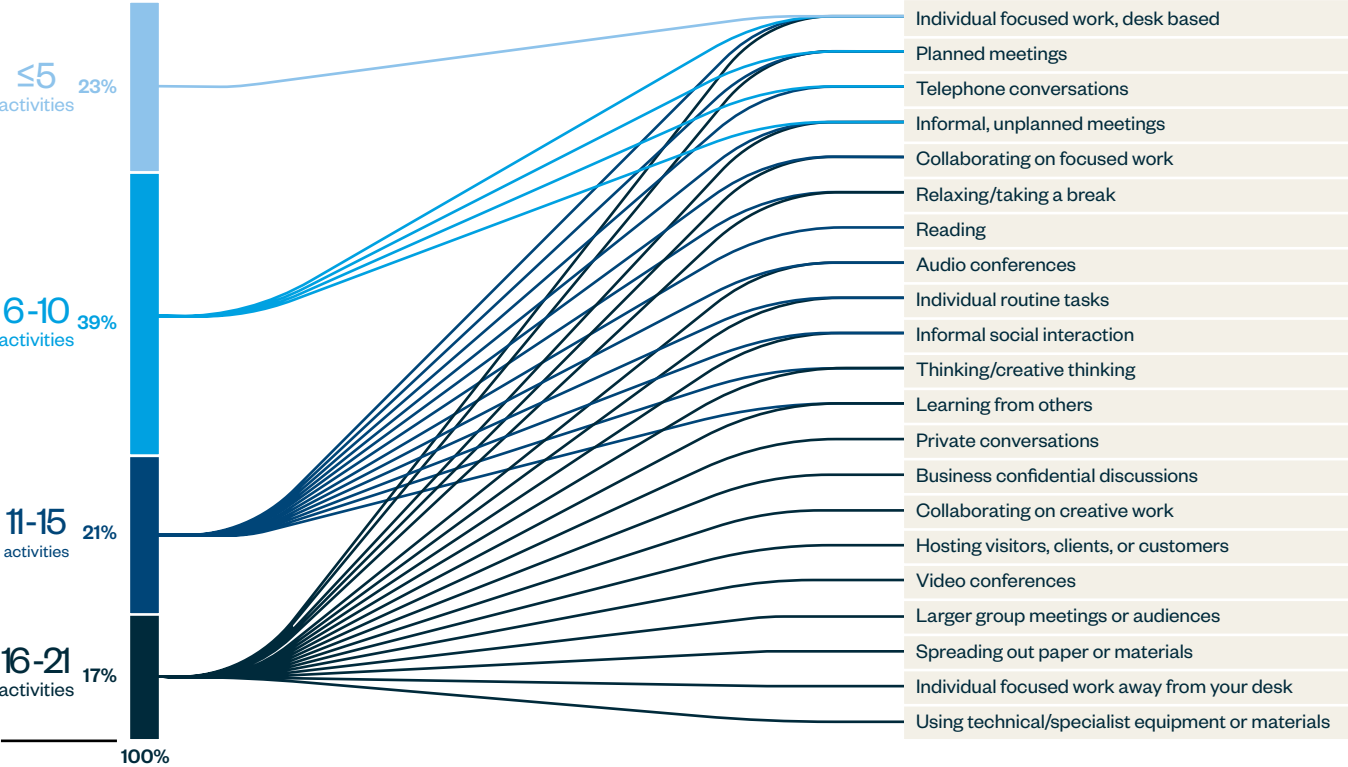- What is the first impression people have when they first arrive?

Determine Objectives

Do you need to:

- Support conversations between two people or group discussions?
- Offer a space and tools to support collaboration?
- Create a sense of energy?
- Rethink the dining experience?
- Set the tone for your brand and welcoming people?
- Designate flexible spaces for a variety of uses?

More Activities Require a Greater Variety of Spaces

Respondents were asked to select the activities that are most important to them in the course of their work. They then rated how well their workplace supports these activities. The chart below shows the activities with ≥50% importance for each activity complexity group.

≤5 activities 23%	Individual focused work, desk based
6-10 activities 39%	Planned meetings
11-15 activities 21%	Telephone conversations
16-21 activities 17%	Informal, unplanned meetings
100%	Collaborating on focused work
	Relaxing/taking a break
	Reading
	Audio conferences
	Individual routine tasks
	Informal social interaction
	Thinking/creative thinking
	Learning from others
	Private conversations
	Business confidential discussions
	Collaborating on creative work
	Hosting visitors, clients, or customers
	Video conferences
	Larger group meetings or audiences
	Spreading out paper or materials
	Individual focused work away from your desk
	Using technical/specialist equipment or materials

Social Spaces

Applications

Make It Social

Space Types

We are social by nature, and Social Spaces span the spectrum. Whether your goal is to help people gather, connect, or restore—or maybe a combination of activities—flexible, inspiring spaces enhance the user experience. Explore the following nine applications and get inspired for your space design projects. Then delight your customers and employees with Social Spaces that help them feel—and do—their best.

Intended Use

Depending on your space design objectives—creating an impression, nurturing your workforce, or supporting collaboration—certain Social Spaces are better suited than others for the activities that take place. Reference the color-coded icons to guide your design based on the intent for users.

High Impression

Spaces that set the tone and make an impression, impacting how people feel and connect with your culture and brand.

Restore & Connect

Quiet havens or community spaces that help people refresh, rejuvenate, and interact to foster well-being.

Team Engagement

Formal or informal collaborative spaces for idea generation, strategic activities, and learning, generally away from high-traffic areas.

Lobby

Dining & Bar

Café

Community

Lounge

Retreat

Training

Conference & Meeting

Outdoor

Lobby

A warm, welcoming, and memorable space where first impressions are made, the lobby sets the tone for brand and culture while offering visitors comfortable seating as they wait. Activities that take place in lobbies are social by default, requiring inviting layouts that encourage conversation.

Helpful Tips

- **Brand:** Choose materials and finishes that create an impression and consider how you want people to feel when entering the space.

- **Capacity:** Provide furnishings for the anticipated capacity.

- **Legibility:** Provide clear wayfinding and circulation routes.

- **Culture:** Consider using accent furniture pieces that fit the desired aesthetic, as well as specialty lighting, rugs, and accessories to further convey culture.

- **Finishes:** Determine if durability of materials is a primary concern or if the priority is upscale finishes.

- **Collaborative Mode:** Connect*

*Refer to Collaborative Modes on page 34.

Dining & Bar

A sophisticated, energized space structured for eating and drinking encourages gathering and socializing. Dining and bar spaces promote connections between coworkers while conveying brand for employees and clients. Circulation space is key depending on the size of the group.

Helpful Tips

- **Capacity:** Identify potential users and expectations to determine desired seating and application variety.

- **Flexibility:** Consider movable tables and seating that reconfigure easily for multiple needs.

- **Privacy:** Use booths or screens for space division, visual privacy, and enhanced acoustics.

- **Storage:** Consider food service storage needs such as catering carts and serving credenzas.

- **Ambience:** Create a mood with specialty lighting, rugs, accessories, and accent pieces.

- **Finishes:** Take into account durability and cleanability of materials.

- **Collaborative Mode:** Connect*

Café

A multipurpose social hub with access to refreshments, the café encourages interaction and relaxation. It also provides opportunities for informal conversations among cross-functional teams. Brightly lit cafés have potential to create more energy and buzz while low-lit cafés provide a more tranquil environment.

Helpful Tips

- **Workstyles:** Consider varying postures, comfort, and privacy levels utilizing different table heights, soft seating, and screen elements.

- **Choice:** Provide for a wide array of activities that range from work to social to rejuvenation and retreat.

- **Connectivity:** Offer multiple solutions for access to power and charging.

- **Storage:** Accommodate access to food and beverage storage/service.

- **Finishes:** Assess the need for durable and cleanable materials.

- **Collaborative Modes:** Connect, Do*

Community

A large, open, flexible space for a variety of activities and group sizes, a community space may offer access to technology, refreshments, and comfortable furnishings. Flexible furniture accommodates different types of collaboration, including activities that inform and connect.

Helpful Tips

- **Workstyles:** Consider varying postures, comfort, and privacy levels with high-top and low-top tables, soft lounge seating, and screen elements.

- **Choice:** Provide for a wide array of activities that range from work to social to rejuvenation and retreat.

- **Flexibility:** Include movable tables and seating that reconfigure easily.

- **Legibility:** Define space with furniture elements and specialty lighting.

- **Connectivity:** Provide multiple solutions for access to power and charging.

- **Brand and Communication:** Integrate digital display monitors to convey brand and support collaboration, communication, and entertainment.

- **Finishes:** Consider durable and cleanable materials.

- **Collaborative Modes:** Connect, Inform, Think, Do★

*Refer to Collaborative Modes on page 34.

Lounge

An open space with comfortable seating to encourage interaction and collaboration, a lounge supports relaxed seated postures and offers visual comfort. A variety of elements—lighting, rugs, and residential materials—contribute to ambience.

Helpful Tips

- **Workstyles:** Consider varying applications, comfort, and privacy levels with soft seating solutions such as individual lounge pieces, sofas, sectionals, and banquettes.

- **Choice:** Plan comfortable, inviting spaces that support activities ranging from social to rejuvenation and retreat.

- **Privacy:** Use booths or screens for space division, visual privacy, and enhanced acoustics.

- **Accessibility:** Set a lounge space apart from main traffic areas, yet convenient for access.

- **Culture:** Consider using accent pieces, specialty lighting, rugs, and accessories to convey culture.

- **Finishes:** Determine if durability of materials is a primary concern or if the priority is upscale finishes.

- **Collaborative Modes:** Connect, Do*

Retreat

A quiet haven that enables tranquility, rejuvenation, and collaborative work, a retreat empowers choice and fosters well-being. Typically accommodating no more than 2-4 people, it also provides opportunities for spontaneous interaction or continuing conversation after a meeting.

Helpful Tips

- **Capacity:** Support both individual and small group use.
- **Personal Control:** Enable users to control the environment, including postural support, lighting, and enclosure.
- **Accessibility:** Locate a retreat where it is least expected and away from traffic, yet still accessible.
- **Connectivity:** Offer easy access to power and charging.
- **Inspiration:** Use accent pieces, specialty lighting, rugs, and accessories that support comfort and inspire creativity.
- **Finishes:** Assess high use versus low use for material durability needs.
- **Collaborative Mode:** Think★

*Refer to Collaborative Modes on page 34.

Training

A tactical space that easily reconfigures for large and small group work, a training space accommodates a variety of activities through flexible furniture, integrated technology, and work tools. Most training applications include areas for large team gatherings and small group breakout sessions.

Helpful Tips

- **Flexibility:** Provide furnishings for a variety of configurations to accommodate different activities and teaching methods.

- **Comfort:** Consider duration of use to address needs for adjustable furnishings and soft seating.

- **Connectivity:** Ensure access to power/data and charging for participants.

- **Visual Display:** Consider level of interactivity and determine tools for both on-site and remote users, such as writable/tackable surfaces, monitors, mobile easels, screens, and technology.

- **Storage:** Support needs for storing training materials, resources, and catering.

- **Finishes:** Assess high use versus low use for material durability needs.

- **Collaborative Modes:** Inform, Do*

*Refer to Collaborative Modes on page 34.

Conference & Meeting

Designated as areas for collaborative and brainstorming activities, conference and meeting spaces support structured interactions. These spaces where teams execute strategies together accommodate a variety of needs utilizing both vertical displays and worksurfaces for sharing information.

Helpful Tips

- **Capacity:** Consider a variety of sizes, based on number of people, function, technology, and flexibility requirements. (Note: Small rooms that accommodate 2-4 people tend to get used most often.)

- **Choice:** Provide for a wide array of activities, including interviewing, brainstorming, teleconferencing, casual vs. formal interaction, presentation, training, collaboration, team or project focused.

- **Comfort:** Consider duration of use to address needs for adjustable furnishings and soft seating.

- **Amenities:** Assess amenities required, e.g., movable furnishings, access to power/data and charging, catering cart, serving credenza, art, accessories, and views to the outdoors for inspiration.

- **Visual Display:** Determine level of interactivity and tools for both on-site and remote users, such as writable/tackable surfaces, monitors, mobile easels, screens, and technology.

- **Storage:** Offer options for storing materials and resources.

- **Finishes:** Assess high use versus low use for material durability and cleanability needs.

- **Collaborative Modes:** Inform, Think, Do★

*Refer to Collaborative Modes on page 34.

Outdoor

Areas outside the built environment that connect people to nature foster well-being through inspiration from the world beyond windows and walls. Outdoor spaces also provide alternative places for groups to restore and connect. Bring nature indoors for climates that do not allow year-round access to outdoor spaces.

Helpful Tips

- **Extension of Indoors:** Treat outdoor spaces as additional rooms; create them similar to the other applications in this guide.

- **Choice:** Plan spaces that support activities ranging from social to rejuvenation and retreat for individuals and groups.

- **Flexibility:** Include movable tables and reconfigurable furnishings.

- **Connectivity:** Consider providing access to Wi-Fi, power, and charging, whenever possible.

- **Culture:** Utilize accent pieces, accessories, and planters to align the environment with culture.

- **Finishes:** Use materials rated for outdoor use and consider climate conditions such as excessive wind, rain, snow, and sun where applicable.

- **Collaborative Modes:** Connect, Do*

Social Spaces

Solutions

Lounge Chairs

Ottomans & Poufs

Sofas

Benches

Conference & Meeting Chairs

Café & Dining Chairs

Guest & Side Chairs

Conference & Meeting Tables

Café & Dining Tables

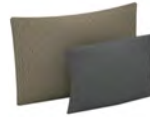**Occasional & Side Tables**

Training Tables

Stools

Office Chairs

Storage

Accessories

Lighting

Rugs

Screens & Acoustic Solutions

Booths

Outdoor Furniture

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