The Definitive Guide to Workplace Analytics

Locatee

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The Definitive Guide to Workplace Analytics

Parts 1, 2, and 3

"Offices **have existed** in some way, shape or form throughout history as a **means of a person**, or **body of people**, to conduct **official administrative business.** They are based on the Roman Latin officium, a term loosely meaning *bureau*."

Pre-pandemic Workplace Models & Ways of Working

Hybrid Era Workplace Models & the New Ways of Working

Important Workplace Analytics Terms to Know

Building Your Workplace Analysis Success Sequence

Part 1A
Pre-pandemic Workplace Models & Ways of Working

An important part of workplace analysis is establishing and understanding your workplace model as this will determine what you define as workplace success and subsequently determines what performance metrics and insights you focus on.

We've collected and defined all the terms of the workplace evolution and organized them in two parts – **pre-pandemic & hybrid work era**.

We'll start by reviewing the pre-pandemic terms and concepts that we were all most familiar with because knowing the past is a best practice for navigating the future. Then we'll explore the present moment of the workplace evolution – the hybrid work era. We'll provide an explainer of the terms getting the most buzz and hype right now and explore their impact on our new ways of working and the future of office.

The Office-Centric Workplace

The Office-Centric Workplace is the status quo work arrangement we were accustomed to until the pandemic. Work was performed in the traditional company office space regardless of layout. Generally, all employees were required to work synchronously, often Monday through Friday, during the same hours unlike asynchronous work (defined on page 31).

👁 **Image**
General Post Office, London. Early British office. Rows of desks modeled after the factory layout described in "The History of the Modern Office" on page 13.

The History
of the Modern Office

How did commuting to the office become the standard? The recently disrupted modern-day office became popular in response to the British Empire having mounds of paperwork that were most efficiently completed when every worker was in the same central space. This space for clerical work was positioned next door to the factory where the mechanical work was done until the disruption of widespread telecommunications allowed the office to separate from the factory and move to other desirable locations. Another feature of this central office work model was that it was just like the factory it was next to. Employees were down below in rows while managers were above in private offices able to look down and monitor their staff.

Over the years, the office has changed its layout to accommodate the times, and it has gone back and forth with whether to be more productive and efficient like a well-oiled machine or more human-centric. But the one thing that remained the same, until recently, is that all employees would commute from their various homes to perform work in a single location on roughly the same schedule.

Recent Disruption
of the Central Office

Prior to the pandemic, there had been a gradual shift away from this workplace model due to technology and cloud productivity tools that liberated employees from needing to commute to a single, central office in order to collaborate and be productive. Despite the capabilities of these workplace technologies, the general consensus remained skeptical that productivity could remain high anywhere outside of the office. However, the 2020 lockdowns across the globe changed that mindset almost instantly.
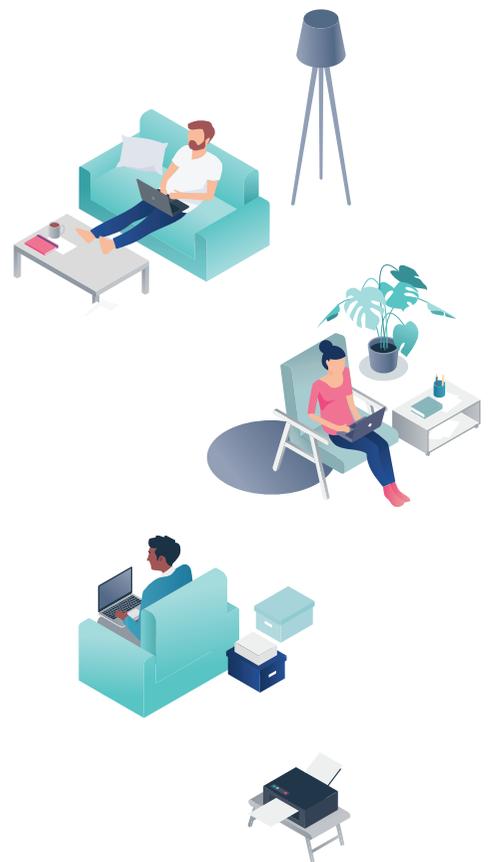
The Closed-Plan Office Layout

The Closed-Plan Office is a traditional type of workplace design characterized by walls, partitions, and closed rooms. The closed-plan layout actually came after the open-plan layout to enable office privacy and safety. When women entered the workforce in the 1960s in droves, there was an increase in workplace harassment and office design went from open to closed in response. Additional benefits are increased quiet for focused work and a greater sense of ownership and ability to personalize one's workspace.

Although this design layout has lost favor with a majority of industries (see the list of advantages and disadvantages below) the closed plan has not been forgotten and has been incorporated into activity-based work design (discussed on page 22) for its enduring benefits.

⊞ **Hashtags**
#CellularPlan
#ClosedFloorPlan
#ClosedOfficeLayout

The Pros and Cons of the Closed-Plan Layout

Advantages (Pros)	Disadvantages (Cons)
Employee privacy	Difficult to supervise employees
Distraction-free work environment	Less interaction between employees
Supports employee creativity and deep work	Interrupts flow of collaborative work
Increases productivity in some ways	Reduces productivity in some ways
Company hierarchy is clear	Requires a lot of space
Promotes healthy competition	Easier for employees to engage in negative behavior
Limits gossip in the workplace	Siloes internal communications
Healthier for employees (e.g. during flu season)	Limits face-to-face contact
Helps concentration and focus	Lessens unity amongst workers
Results in higher revenue (if productivity improves)	Expensive to build or retrofit
Less noise in the workplace	Demotivates employees
Employees can customize their environment	
Aids mental wellbeing	
Improves employee and company security	

⊘ **Source**
Wisestep.com[4]
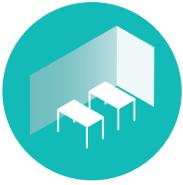
The Open-Plan Office Layout

The Open-Plan workspace layout is devoid of walls, partitions, and closed rooms. Preceding the closed-plan office, the open-plan layout dominated the 1900s and emerged during the era of Taylorism office design. This first iteration of the open plan had a focus on factory-like efficiency from desk workers.

The Taylorist Open-Plan Office

"**1910 Taylorism** – One of the earliest office design concepts focused entirely on employee productivity. Created by mechanical engineer, Frederick Taylor, who sought to maximise industrial efficiency. Taylorism was known for its surprisingly scientific approach to boost employee productivity. Generally, the workers sat in endless rows and managers were in encircled offices so they could keep a watchful eye on their employees. While this particular design emphasised productivity, it didn't take into consideration any kind of social interaction."

Total Open Plan vs Mixed Open Plan

There are two types of open-space workplace designs – total open plan and the mixed open plan. The total open plan is the Taylorist office just described. In the 1940's, total open plan layouts were most commonly populated by secretaries in expansive, centralized spaces. In the 1950's, the Bürolandschaft total open plan emerged out of Germany. The German term "Bürolandschaft" roughly translates to "office landscape" and describes the concept of a company's leaders being 'just one of the gang', sitting amongst their employees sharing information, resources, and experience. This caught on in the U.S. in the 1960s and the open plan became a means of showcasing, at least symbolically, the democratic, and egalitarian ethos of a company's culture.

Today, consensus is that the disadvantages of the total open plan usually outweigh the positive intentions (See the table below).

Mixed open plans, with their enclosed or semi-enclosed workstations, were a response to criticisms of the total open plan and led to the entirely closed office plan.

The first example of the mixed open plan was the Action Office created by Robert Propst and George Nelson, designers for Herman Miller, in 1964. Each employee would get an office with three movable walls and various stations that allowed them to move around, stand, or sit based on the type of work being done. Desks came with "modesty boards" to cover the front of females' desks. Employees could customize their own workspace layout and walls based on their individual needs. The Action Office was a popular design concept, but it didn't sell to mainstream office managers until it became the cubicle we now loathe. We can see the original concepts of the action office and a modern, mixed open plan in activity-based work design.

The Pros and Cons of the Total Open-Plan Layout

Advantages (Pros)	Disadvantages (Cons)
Companies can save millions of dollars or reallocate space to more productive uses as space per employee ratios drop.	Decrease of privacy in the form of freedom from harassment or ability to make private phone calls.
Well-designed open space can boost company culture and inspire cohesive and efficient collaboration. A boon for innovation.	Interruption during focus work from neighboring coworkers that are not performing focus work at the same time and other distractions. Noisy. Loud.
Increases creativity of the employees	One Harvard Business Review said, "open-spaces do the exact opposite of what they're intended to do, reducing face-to-face interaction by about 70% and increasing email and messaging by roughly 50% [lowering productivity]."

⊘ Sources
Morgan Lovell[6]
The Executive Centre[7]
Ofita[8]
Harvard Business Review[9]
Wired Magazine[10]

"Action Office II was Propst's attempt to give form to the office worker's desire. A "workstation" for the "human performer," it consisted of three walls, obtusely angled and movable, which an office worker could arrange to create whatever workspace he or she wanted.

The usual desk was accompanied by shelves of varied heights and variable placement, which required constant vertical movement on the part of the worker. Tackboards and pushpin walls allowed for individuation. Intentionally depersonalized, the new Action Office would be a template for any individual to create his or her own ideal work space."

The goal of Propst's and Nelson's Action Office was to give the individual worker choice in how they worked. It may "have been the first truly modern idea to enter the office—that is, the first in which the aesthetics of design and progressive ideas about human needs were truly united."

Unfortunately, the invention was a "design too modern for conservative office managers," according to Wired Magazine's aptly named article, "The Cubicle You Call Hell Was Designed to Set You Free".

While the press raved, office managers found the Action Office too expensive, the materials too high quality and the movable features that allowed customization too unpredictable. "Office space was growing at too fast a volume for anyone to be concerned about niceties. Something faster was needed, something more easily reproducible."

Assigned Seating

The Assigned Seating workplace strategy allocates one dedicated workstation (usually a desk, chair, computer, and phone) to each employee that they come to everyday. It sits empty when that person is away at a meeting or out of the office. This workplace seating arrangement was desirable for its predictability. Managers and other staff knew where to find employees at all times. Employees were able to take some sort of ownership over their workstations and decorate or personalize them with personal effects because no one else would be sitting there.
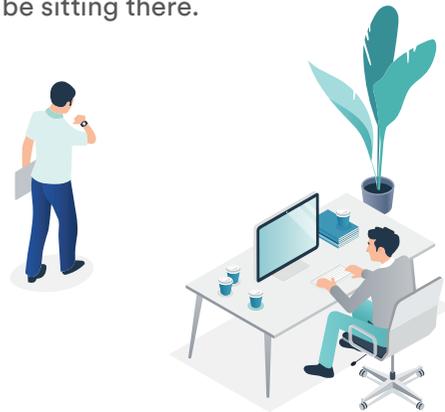
The First Assigned Seating in History

The first workstation can be traced back to the 15th century when medieval monks created the "Scriptorium", a cubicle-esque desk designed for copying manuscripts. Its name literally translates to 'a place for writing'. Assigned seating at workstations is at least as old as the first purpose-built office in 1720's London. Allowing employees to personalize their workstations distracted them from feelings of being chained to a prison of work and boosted employee satisfaction.

Timeless Benefits of Assigned Seating

Some modern benefits of assigned seating are that employees do not waste time (negatively impacting productivity), or feel anxiety (negatively impacting employee satisfaction), trying to find a workstation. Problems arise when employees share desks and one doesn't leave it as clean as the next employee using the desk would've hoped. When thinking about the global pandemic, along with cold and flu season, assigned seating is arguably more sanitary than desk sharing.

⊘ Sources
Knight Frank[13]
BBC[14]
Quartz[15]

Unassigned Seating

With the Unassigned Seating workplace strategy employees do not have a specified desk in the office. Employees will be able to secure working desks in one of two ways determined by the method the company adopts. A first come, first served option allows the first employees to arrive and choose their preferred seating. Remaining employees have to choose workstations based on what's left when they arrive. The other option is a reservation system where employees reserve their desired desk or workstation in advance of arrival via a booking system. The reservation system is a response to the concern that the first come, first served unassigned seating option lowers both productivity and employee satisfaction.

The Rise of Unassigned Seating

⊘ **Sources**

Open Sourced Workplace[16]
The Executive Centre[17]
WorkDesign Magazine[18]
Harvard Business Review[19]

In recent decades, the office has moved to unassigned seating as the office once again began to change. Assigned seating was most beneficial when employees were processing paperwork and focused on the computer (desk-based work). Unassigned seating became more practical and efficient with the increase in collaborative work in the form of meetings and visits to clients, internal customers, or projects at other locations. Research into the workings of today's high-functioning workplaces shows that employees are spending significantly more time on "collaborative activities", 50% or more time to be exact, as reported in the paper "Collaborative Overload", which can be read in the Harvard Business Review. "This left the typical office in the U.S. with [only] 55% occupancy prior to the pandemic." As a result, desks were underutilized and already expensive real estate costs were higher than necessary.

The pandemic was the straw that broke the camel's back. With the 2020 lockdowns, everyone was working from home and planning for hybrid work schedules upon return-to-office. It was clear that not everyone would be in the office at the same time, so there was even less of a need for maintaining assigned seating schemes and opportunity to increase utilization metrics and optimize office space.

Desk Sharing

When an unassigned seating workplace strategy is in place and when there are fewer desks than employees this is called desk sharing. The two desk sharing methods already mentioned in the unassigned seating introduction are known as hot desking and hoteling.

Hot Desking

Hot desking is a type of desk-sharing arrangement with unassigned seating where employees do not make reservations before using a workstation. Like a restaurant, people come in and look for space that accommodates their wants and needs (group size) on a first come, first served basis.

"In hot desking, workspaces are allocated or occupied on a first-come, first-served basis. Desks, tables, and chairs have no permanent 'owner,' and workers use whatever is available that fits their needs. These arrangements can change at a moment's notice – and tend to do so several times a day – as people come and go. Hot desking is very similar to the way many restaurants operate. Customers arrive at whatever time suits them in the hopes of finding a seat to accommodate the size of their group."

Hoteling

Hoteling is when employees reserve their workstations before use. Reservations are typically for longer duration – several days, a week, a month – via booking app or service. These arrangements are much more static and don't change as often as hot-desking arrangements which are compared to restaurant visits in the quote above. Therefore, the concept is named for the fact that it feels more like the reservation experience of a hotel instead of a restaurant.
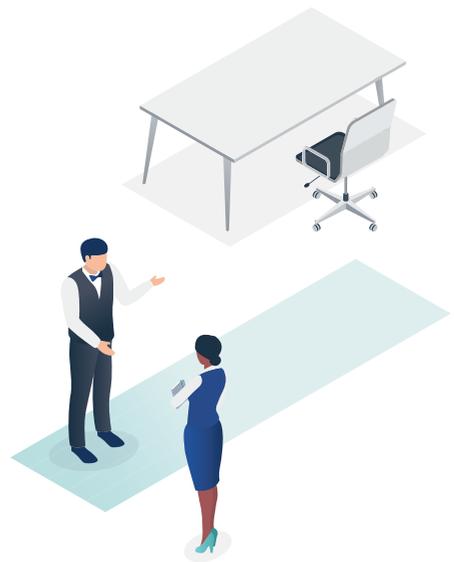
Part 1B
Hybrid Era Workplace Models & the New Ways of Working

Activity-Based Workplace Design

Activity-Based Work (ABW) spaces are intentionally designed spaces for particular work or work-supportive activities to take place. Design features or change management programs educate employees on how to productively use and benefit from each space. The idea is that there should be a particular part of the office for all the activities that employees need to engage in. ABW design seeks to optimize productivity and employee experience. The word intentional is important for defining ABW space. ABW does not work unless leadership is involved and company culture supports it.

These spaces can exist in any layout, but they have been particularly successful in mitigating the issues of total open-plan layouts. They do this by providing privacy, freedom from distractions, and interruptions; as well as psychological safety for employees that suffer from too much togetherness in open-space office layouts. Quiet spaces or phone booths can be soundproofed or sound-absorbent. When ABW is incorporated into a total open-plan layout, the result is the mixed open-plan layout we just learned about. You can see here how workplace terms overlap one another and why so many terms get confused for one another.

⊕ Hashtag
#ActivityBasedWorkspaces
#ActivityBasedWorking
#Neighborhoods

Common ABW Spaces

Quiet spaces, e.g., a library or study for heads-down, focused work.	**A lively, high-energy kitchen/ coffee area** for casual collaboration with colleagues during a break.	**Meeting rooms** with collaboration boards when it's time for groups to put thoughts into writing.	**Phone booths** for private phone calls.
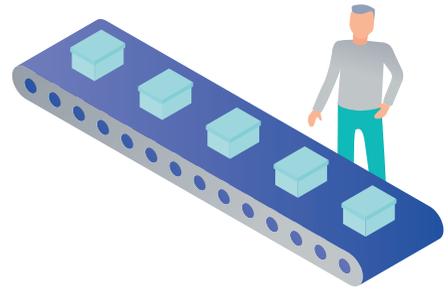
Modern examples of ABW spaces

(Bubbles) A full or partial enclosure that gives workers a sense of privacy to do concentrated work while still offering them a 360-degree view of their surroundings. Also known as Orbs.

(Breakout Spaces) A comfy area separate from the more formal, established working area. A breakout space has a more casual look and feel and is designed for employees to spend time in during the working day in order to take a much needed break away from their desks.

(Huddle Rooms) An ABW solution to the popularity of meeting rooms and the worse-case scenario that no meeting rooms are available when you need them. Born out of this problem was the small collaboration space with capacity for 2 to 4 people on an ad-hoc basis, meaning no reservation required. It's quiet enough for focused, group work and has enough amenities to support desirable levels of productivity.

(Pods) Partially or fully enclosed rooms within rooms.

(Collaboration Spaces) can take many forms – from formal meeting rooms designed for working as a group, or informal social spaces that allow staff to come together in a more relaxed, natural way. Regardless of the style, the key purpose is that the space will encourage an atmosphere of discussion and team work, to connect people within the company and enable true collaboration.

(Touchdown Spaces) are typically laptop centric, informal settings such as a private concentration room, lounge, presentation room, or a collaborative area. They use modular workstations with fast Internet access for specific tasks which are shared between coworkers and management. Employees can use a touchdown space to quickly respond to an email, a call, or a text message and then move to other areas to complete tasks and projects.

⊘ **Sources**
WeWork[23]
CBRE[24]
CNBC[25]
BBC[26]
Absolute Commercial Interiors[27]
StrongProject[28]
MarketWatch[29]

Benefits of well-designed collaboration spaces at work

Increased communication between traditionally isolated teams	More effective meetings and teamwork	Improved company morale and a positive culture; better staff relations	New ideas that may not have emerged previously

(+) And there are many more diverse types of ABW spaces.
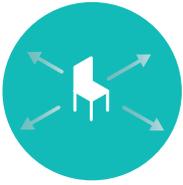
Mobility in Our Work Spaces

Mobility in the workplace is the extent to which technology and workplace policies allow workers to untether from their desks and work from anywhere, both in the office and beyond. It's not solely the policy of being able to work from different settings, but also the practical ability (provided by the IT department) of accessing your workplace from various corners of the office and locations in the world. Thus, eliminating the restriction of being in office at a particular desk.

"The case studies in Work on the Move confirm [mobility programs] show an average of 25% to 40% return on investment. Most of the cost savings are found in the reduction of real estate because an increase in mobility causes a decrease in real estate."

⊘ Quote
FM Link[30]

Where Mobility & Remote Work Intersect

In the war to attract and retain top talent, job candidates are looking for secure company policies that allow for working remotely. For companies looking to future-proof their workforce, tracking and increasing mobility can make all the difference because telecommuting is the 2nd most important criteria for job prospects after salary.

Mobility & Office Space Demand

Pre-pandemic mobility programs introduced a level of unpredictability in space demand that resulted in seat sharing as an alternative to assigned seating allocation methods. Now, as a result of the largest work from home (WFH) experiment in history, business leaders are recognizing that knowledge workers can

⊘ Sources
FM Link[31]
JLL[32]

get work done in a variety of settings. Increasing mobility and greater user choice will result in a more erratic office space demand signal on a daily, weekly, and longer-term basis. As such, we will need methods, enabled by digital tools, to account for this new micro supply and demand dynamic.

Distributed Teams

Distributed Teams are groups of employees that work on projects or a job function together, but are located in different offices or locations. Because of this, they share characteristics of remote workers in that they require cloud-based, mobile technology in order to collaborate and be productive.

However, unlike remote workers, distributed teams lack co-location resulting in asynchronous work. Additionally, companies do not see traditional remote workers as core employees. Whereas a distributed worker's connection to the company culture is valued. They are seen as the same as an in-office worker. Distributed teams may meet in one location from time to time to reinforce employee engagement and collaboration. Distributed team members may work in-office or may work outside of the office. As a team, it can be assumed they work across multiple time zones. Team members might even be all over the world.

Distributed Teams & Co-location

The opposite of a distributed team (and fully remote/virtual teams) is a co-located team. Co-location means that people work in or are assigned to the same office. Pre-pandemic, most teams were co-located. It is yet to be seen whether the global workforce will be mostly distributed or mostly co-located going forward.

Distributed Teams & The Pandemic

As a result of the 2020 lockdowns, distributed teams necessarily became the most popular work model, after remote work (defined on page 29), to maintain productivity. With employees and managers forced to remain at home for health and safety, there was little other option. Cloud-based, digital technologies made both distributed and remote teams possible, and liberated some from a single office model.

"There are still issues of time zone, but the lack of co-location itself puts a larger premium on asynchronous modes of communication and collaboration."

Distributed Teams Aren't Always Hybrid Teams

This term is incorrectly used interchangeably with the term "hybrid teams" which refers to teams with some members working in the office and others working remotely. While not always the same as hybrid teams, distributed teams are increasingly also hybrid teams. But distributed teams could also be fully office-based because the definition is teams with members that work in different locations across a region or the world. The definition does not specify whether those locations are office-based, home-based, a coworking office, coffee shop, or beach chair. Hybrid teams must include a combination of remote and office work. Distributed teams do not.

It takes a nuanced management style to manage members of a team located in different offices or locations versus the management style required for a single, central office. In the latter case, the manager could physically supervise in-person as was the objective with the Taylorist office design style.
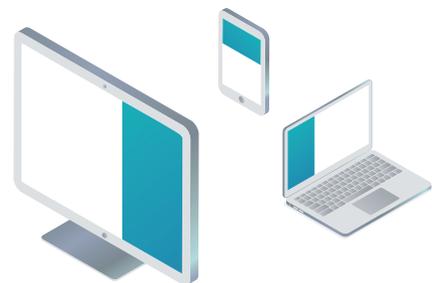
Hybrid Work Explained

Hybrid Work refers to a type of flexible working arrangement, within a single company, in which employees perform work both in the company office with other colleagues and remotely. There is more than one type of hybrid work arrangement and hybrid work is about the location where work is performed. Please see asynchronous work (on page 31) for a definition of the flexible work arrangement that deals with time and not location.

⊘ Sources
Cisco[38]
Envoy[39]

◉ Graph
Envoy[40]

A – Some employees always work on-site and others always work remotely

B – All employees work part of the week on-site and part of the week remotely

C – A combination of A & B

There must be a combination of work performed both at the company office *and* remotely throughout the work week by employees in order to qualify as hybrid work. The Venn diagram below shows the three forms hybrid work can take.

So a fully office-centered company policy is not hybrid and a fully virtual or remote team (defined on page 29) is not hybrid either. A distributed team can be hybrid, but not necessarily.

No longer can we assume everyone commutes to a traditional office to perform work during roughly the same work hours. Thanks to the 2020 pandemic, an emerging trend of workers being freed from the need to go to the office in order to meet company policy and be productive has been accelerated. Technology has liberated the worker from the desk and increased mobility. Collaborative work can happen between an in-office worker and remote worker with the right tools and support.

⟨⟩ Quote
Cisco[41]

"Hybrid Work is an approach that designs the work experience around and for the worker, wherever they are. It empowers people to work onsite, offsite, and moving between locations. Hybrid work also promotes inclusiveness, engagement, and well-being for all employees."

Flexible Work Models

Flexible Work is any work schedule or workplace location that deviates from the traditional office-based, synchronous work. Before the present work evolution, you might have found this type of work listed in job advertisements as "flex work" or "flex jobs". Today, you're most likely to see jobs advertising "hybrid work" as the term increased by 464% in job postings between Q2 and Q3 2021.

It's Not Just Hybrid Work

Hybrid work is a type of flexible work. Other flexible working arrangements include:

· changing from full-time to part-time work
· adjusting the part-time hours that you work, for example from weekends to weekdays
· making working hours fit in with school hours, college hours, or care arrangements
· compressed hours, that is, working your usual hours in fewer days
· flexitime – which allows you to fit your working hours around agreed core times
· working from home or remotely for part or all of the time
· job sharing

· self-rostering – when management creates the shift schedule based on employees' work schedule preferences
· staggered hours – which allow you to start and finish your days at different times
· time off in lieu (TOIL) – under British law this means time off is given instead of paying overtime
· annualized hours – when an employee's set number of hours are based on a yearly time frame and not a weekly time frame
· term-time work – not working during school holidays
· shift working

⊘ **Sources**
GlobeSt.com[42]
Citizens Advice[43]
Indeed[44]
Croner[45]
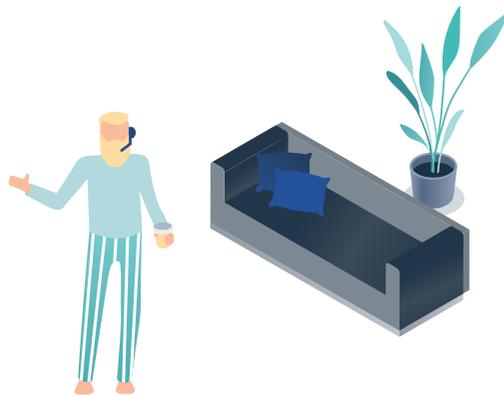
The Pros & Cons of Flexible Work

Pros	Cons
Greater work/life balance	Difficulty to arrange meetings
Productivity	Lack of boundaries
Job satisfaction	Less Structure
The ability to avoid traffic	Difficulty connecting with other employees

Remote Work

When an employee with an assigned office does not work in that traditional office environment. This could mean working from a local coworking space, from home, at a coffee shop, or in a city on the other side of the world. There are interesting statistics comparing remote work prior to and during the pandemic. However, these stats do not differentiate between working remotely from home or working remotely from somewhere outside the home. The assumption is that everyone is working from home, likely because this is largely the case. But as remote work becomes more commonplace in the future, we look forward to the research comparing these realities of the various remote work locations also known as "third spaces".

"The word *remote* is in fact meaningless if there is no center to be remote from."

Work From Home

Sometimes represented by the acronym WFH, this is a type of remote work that is only done at the home of the employee. "[A]s of 2019, only 5.4% of employed in the EU-27 *usually* worked from home – a share that remained rather constant since 2009. However, over the same period, [employees who *sometimes* worked] from their homes increased from 5.2% in 2009 to 9% in 2019. [WFH] was considerably more common among the self-employed than dependent employees, although it increased in a similar way for both categories over the past decade."

Compare that to the US, "Before the pandemic, only 6% of the employed worked primarily from home and about three-quarters of workers had never worked from home." By May 2020, "over ⅓ of those employed worked from home as a result of the pandemic."

Virtual First

Virtual First is a type of remote work where employees primarily work from home, "but also schedule visits to the office for in-person work with teammates." In this work model, the company consciously preserves the office as a place for collaboration and employee engagement only. Employees perform their individual work at home. Dropbox made this work model popular in October 2020. This is different from a completely virtual or remote company because there's still the option to work at the company office.

Fully Remote

Fully Remote refers to the work arrangement of an individual employee, an entire company, or some groups of employees as shown by the hybrid work Venn diagram on page 27. It means an employee either doesn't have to work from the company's office or there is no company office to work from. This is also known as 100% virtual work. Companies and teams using this workplace model often face challenges with recruitment, on-boarding, management, collaboration, and company culture between individuals that rarely or never meet in-person.

◎ **Image**
Workstation of a remote worker in an exotic location. Often described as a Digital Nomad.

Fully Remote vs WFH

Fully remote work differs from WFH because fully remote workers can work from anywhere in the world that their company allows. Companies may limit employees to working only in certain areas to comply with different regulations. Understanding legal and tax policies of each country and municipality for each remote worker is one of the most difficult aspects of maintaining a remote workforce. The regulatory environment is incredibly complex and evolving with the emergence of new remote work classifications, such as digital nomads and hybrid workers. Some teams also find it difficult to coordinate and optimize productivity when team members are in different time zones. While it's possible to work from anywhere remotely, the vast majority work from their home near the company. Others work in coworking spaces near the location of their home and company. At the moment, very few remote workers are working from the beach in Bali or a chalet in the Swiss alps.

Asynchronous Work

Asynchronous Work is the type of work distributed teams most commonly perform because they generally work in different time zones. Employees work asynchronously when they collaborate and submit deliverables at different times of day or week, even when on the same project. This is the opposite of the traditional, office-centered work model that relies on synchronous work. Synchronous work employees all start and finish the work day at the exact same time and complete their work simultaneously.

Distributed Work's 5 Levels of Autonomy

Lvl 5
Nirvana

Better performance than in-person organization

Lvl 4

Truly asynchronous work

Lvl 3

Remote-first or Distributed work

Lvl 2

Work is still synchronous, your day is full of interruptions

Lvl 1

No effort to make things remote-friendly

Lvl 0

A job that can't be done unless you're physically there

Asynchronous Work vs Autonomous Work

Asynchronous work differs from "Autonomous Work" in that the former is about *when* work is performed and the latter is referencing *the extent of independent authority* workers have to decide what tasks they perform. The level of independence can be on a continuum, but autonomous work is in direct contrast to micromanaging.

Metaversal Spaces

Metaversal Spaces are one answer to the lack of contact people experience during the Covid pandemic. After working from home for over a year and a half, people started to experience isolation. They missed being able to socialize spontaneously. As a concept still in its infancy, it's akin to describing what the internet was in the 1970s, according to Wired. However, when discussed within the context of the workplace, it's a virtual space created to mimic professional, real-world interactions. Picture an employee working from home. They put on their virtual reality headset, select their avatar, and engage in spontaneous water cooler conversation with colleagues, attend a meeting, a training, or a professional conference. Early adopter companies are exploring workplace experience through curated office metaverses.

"Mark Zuckerberg has upended his company ever since he announced in October that he was betting on the so-called metaverse. Under this idea, his company – renamed Meta – would introduce people to shared virtual worlds and experiences across different software and hardware platforms... And while the shift may give Meta a head start on the internet's next phase, the metaverse remains a largely theoretical concept – unlike the 2012 [company] move to mobile [devices], when smartphones were already widely used."

Quote
New York Times[54]

According to Satya Nadella, Chairman and CEO of Microsoft, the company believes it could involve virtual meeting rooms to train new hires or chat with remote coworkers.

Source
Twitter[55]

Part 2
Important Workplace Analytics Terms to Know

Workplace analytics provide the data and insights to answer today's hybrid work era questions. It's the collective information on all things impacting worker productivity, well-being, and turnover to help companies fine-tune decision making. This leads to winning workplace strategies.

Workplace analytics, like many things related to the workplace, became critical to company success seemingly overnight. Companies looking to embrace the repurposing of the physical office and managing a team of distributed, remote, or hybrid workers need workplace analytics to inform their strategies. As a result, they will be rewarded with loyal employees, higher productivity, and more.

Let's review important workplace analytics terms and concepts you should know.

Analytics Terms for Workspace Optimization & Right-Sizing

"Seating Demand – Just because someone is coming into the office (by choice or otherwise) does not mean that they need or intend to sit in a traditional "workstation" all day long. As the office becomes more like an event center, our assumption of what "seating demand" means has to change. While working at WeWork, managing a large team, I was in the office almost every day but hardly ever sat in a workstation...and that was pre-Covid."

Quote

Phil Kirschner,
Workplace Strategy and Change Leader at McKinsey
LinkedIn[56]

(Utilization) is aggregate occupancy data points over a given time frame – a year, a month, a week, a day, etc. The granularity of your utilization data depends on the granularity of your occupancy data. If you're able to collect occupancy data in real-time, in other words collecting and displaying occupancy count by the second, then occupancy per minute would be a measure of utilization because it's a collection of 60 occupancy data points. This is why occupancy and utilization are often used interchangeably, but the key is thinking of utilization as a collection or grouping of occupancy data points over a definite time frame.

(Occupancy) also known as **Attendance**, is the number of people inside of a work space, building, or location at a single point in time. Manual counting occupancy studies usually yield daily occupancy figures. Today's Wi-Fi, Ethernet, and sensor technologies offer occupancy data in real-time, essentially giving data on the number of people in a space by the second.

Occupancy does not necessarily equal the number of seats for two reasons. One, not all employees working in the office utilize workstations and, two, it depends on your definition of seats. See "Seating Capacity" on page 37 for further details.

Occupancy is not equal to "Utilization" because occupancy is a single point in time whereas utilization is collective occupancy data over a period of time.

(Peak Utilization) is the highest occupancy reached within a defined time frame. This answers a question like: *What was the greatest number of people in this meeting room last year?*

(Average Utilization) is grouping various occupancy figures together during a period of time and taking the average of all of them. If average utilization is frequently close to the space capacity (discussed on page 37), that's an indication of a need for more office space or a larger footprint in the event of an increase in headcount or visitors.
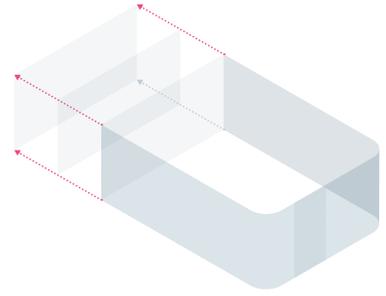
Visualization of Locatee Analytics: Breakdown of utilization by floor

Name	Total Desks	Utilization Chart	Avg. Utilization
Ground Floor	100		10%
1ˢᵗ Floor	100		50%
2ⁿᵈ Floor	100		10%
3ʳᵈ Floor	100		30%
4ᵗʰ Floor	100		50%

Capacity or general capacity is the highest allowable number of occupants in a space as governed by local regulations or a company standard. However, many companies define capacity as the highest number of available seats in a work space. We would call this seating capacity for different reasons.

One, as mentioned in the section about occupancy, not all visitors to the office will use workstations. Two, companies define seats in different ways. Many count only ergonomic workstations as seating. Other companies count the number of locations people could possibly work including sofas, café stools, other lounge area seating, and meeting room seating. However your company prefers to count seating, this would be known as your seating capacity. Three, the pandemic forced companies to limit the number of people allowed in the office at one time to below the traditional capacity. For more on this please refer to "Maximum Occupancy" on page 40 in *"Workplace Analytics Terms for Health & Safety Management"*. This requires us to distinguish between the number of people permitted in the office or meeting room for building safety and the number of people allowed in the office or meeting room for Covid compliance.

Finally, prior to putting workstations and seating into a space there is a maximum number of people an office space is permitted to hold. Seating capacity is limited by choice of furniture, organization of spacial elements, and office space design. So, capacity should first be thought of as the number of occupants an office space is able to hold and then a specific capacity term should be used based on what you are explicitly referring to.

Lowest Occupancy is the opposite of peak occupancy. It's the lowest number of people inhabiting a workspace over a definite period of time. As we look to reduce, reallocate, and optimize office space, this workplace analysis term is increasingly important.

Visualization of Locatee Analytics: Average utilization for each working hour of the week to detect the (least) busiest one.

Monday	Tuesday	Wednesday	Thursday	Friday

10am

12pm

2pm

4pm

Average Utilization

0%   50%   100%
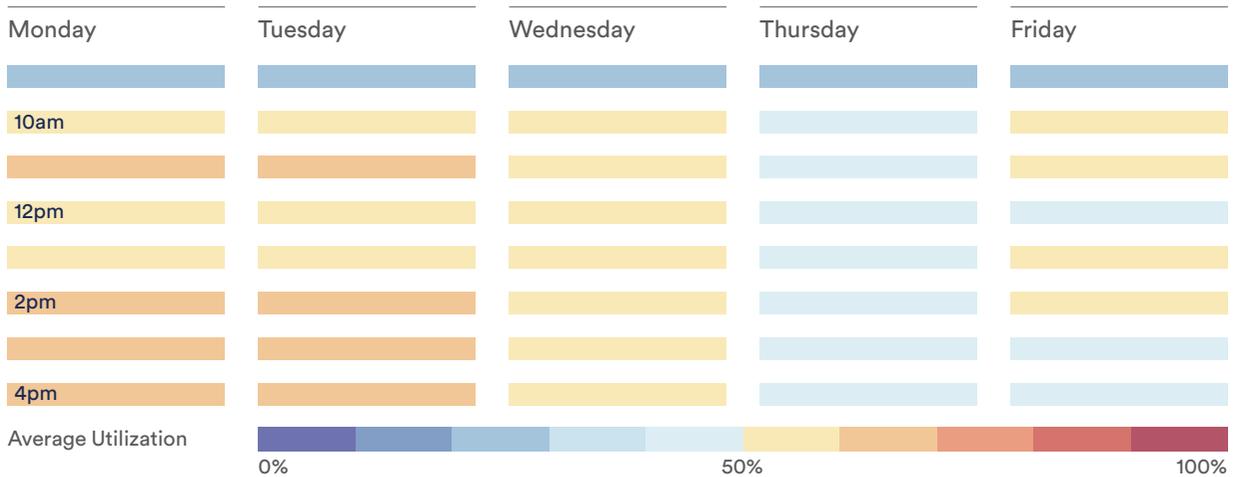
Occupancy Distribution When occupancy data is viewed or distributed over different time filters, whether by day, week, month, season, or another defined period, then utilization patterns and trends emerge. For example, you can see the peak and lowest occupancy and identify possible causes. Data filtered by different time frames offers a host of use case opportunities for workplace optimization.

For space requests and growth plans, reviewing **monthly utilization** is most helpful. When performing analysis for upcoming lease events or preparing reports for investment analysts, senior management, and/or C-suite **quarterly and annual time filters on utilization data** provide a wealth of information.

Optimization is also enabled for the way third-party, service providers use company workspace. **Daily utilization data**, for example, allows cleaning crews to view which areas were most heavily engaged each day and adapt their focus accordingly. Furthermore, by analyzing **weekly patterns** over a period of time (i.e. the last quarter), the cleaning and sanitizing of the office can be scheduled most efficiently.

Hourly Utilization & Real-Time Occupancy figures can inform cafeteria crews of how to alter their routines. Knowing how many people are in the building at 10am, they can prepare food for a more accurate number of people. This helps eliminate food waste and overproduction costs, as well as people waiting in lines due to underproduction.

Mobility In the context of workplace analytics, **mobility** is the extent to which technology and workplace policies allow workers to untether from their desks and work from anywhere. This applies to both in-office and remote work.

It's not solely the policy of being able to work from different settings, but the practical ability (provided by the IT department) of accessing your workplace from various corners of the office and locations in the world. Thus, eliminating the restriction of being only in the office at a particular desk.

Mobility data encompasses both the location and the amount of time that employees spend working in different areas of the workplace. This information is typically drawn from utilization data that shows employee behavior and work style preferences. This assists with the development of employee personas. Mobility data can help determine zone or neighborhood space planning (more on this on page 41 and 42). Benchmarks such as Mobility Per Employee measure the mobility within the office of the employees against predefined mobility and activity profiles.

☺ **Quote**
Poly[57]

"[Our] research has uncovered that in many organizations, there are people who work in the same department, in the same role, sometimes even with the same job title, yet these employees may have different behavioral workstyles that affect how and when they use technology. [These] lesser understood or quantitatively researched behavioral attributes...are the key to planning for a workforce in transition."

Workplace Analytics Terms for Health & Safety Management

Maximum Occupancy With Covid variants becoming the new normal of the workplace, having a company- or government-regulated maximum number of people in the office at any given time is important for workplace health and safety managers to know and adhere to. This number can also be known as **Target Occupancy**. Some companies might prefer to replace the capacity figure in their workplace analytics software with this lower, Covid-compliant limit.

Hourly Utilization & Real-Time Occupancy Define your maximum occupancy in your workplace analytics software and monitor occupancy levels live or every hour to alert users immediately if there has been a breach in health and safety standards.
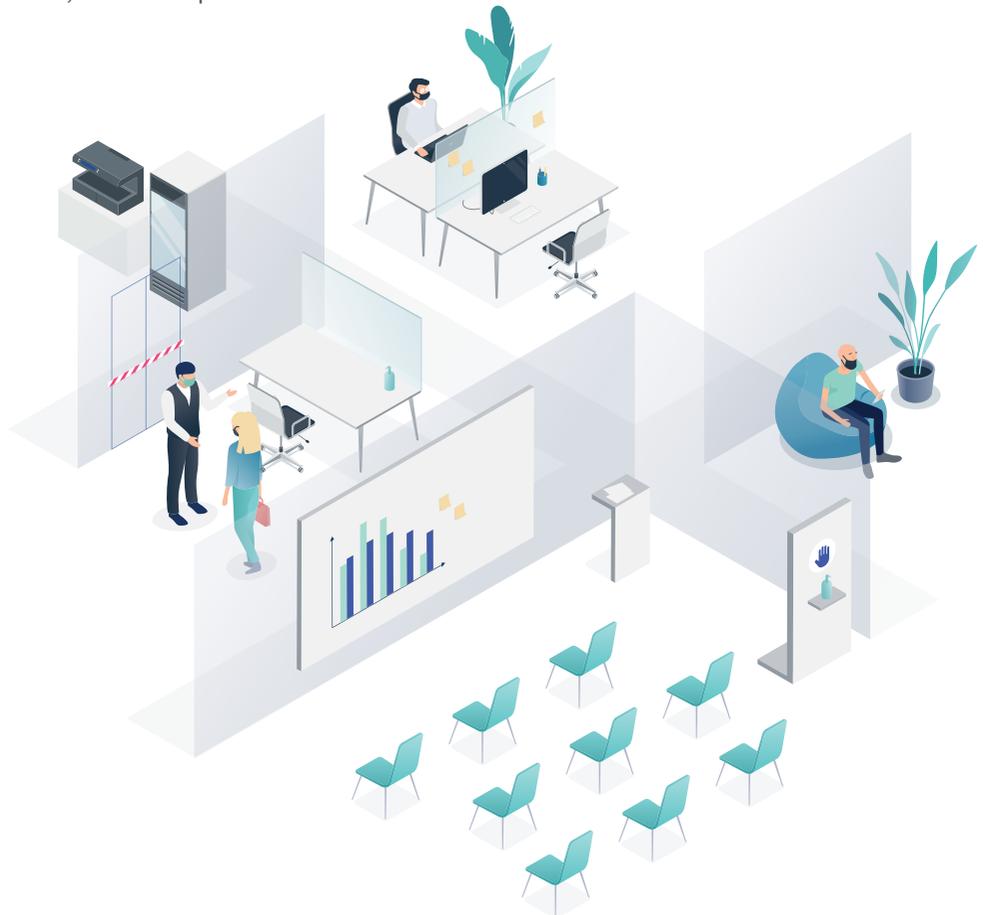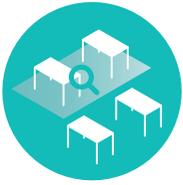
Defining the Areas You Want to Analyze

Stack Planning

When preparing to gather workplace data, you need to define each work area that you want to analyze. **Stack planning** is that process. The "stack" is a complete collection of floor plans, showing every level of a building and each floor's distinct features. A stack shows which groups occupy what space, where open spaces are, and floor plan capacities.

◎ **Image**
Floor map view on Locatee Analytics showing different zones
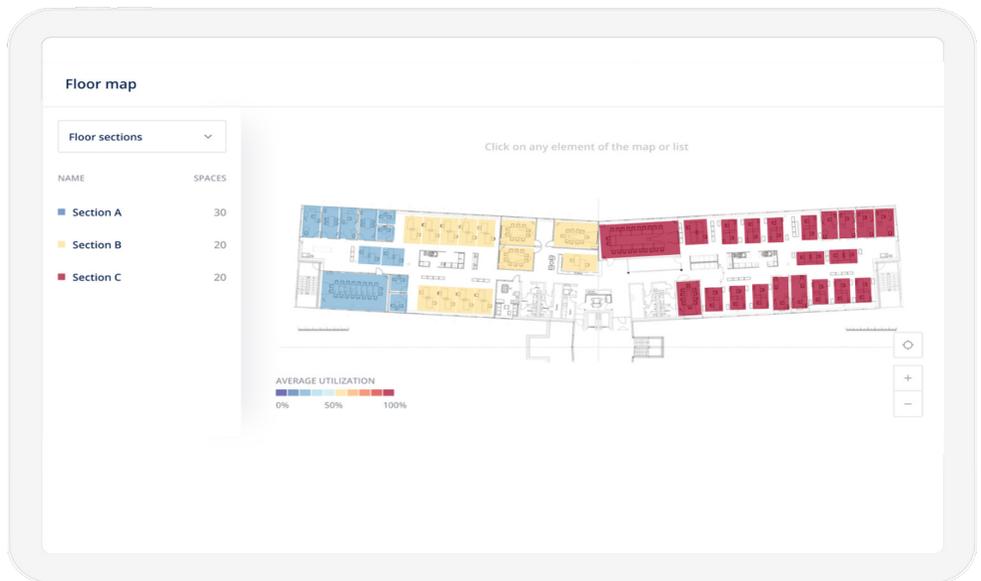
Zones

For workplace analytics, it's helpful to further granularize your offices beyond just building and floor number. Each floor on your workplace analytics platform should be subdivided into a collection of zones and neighborhoods to allow for workplace statistics to be collected at a more granular level. Highly granular data improves precision and accuracy of data-driven insights. **Zones** are small work area geographies defined by ABW design (such as quiet zones) or a consistent number of employees (overlapping with the concept of neighborhoods).

Neighborhoods

A **Neighborhood** is a work area assigned to a particular business unit/team. Several neighborhoods could be located within a single zone. These are also sometimes called **Home Bases**. Having data on zones and neighborhoods is crucial when evaluating, approving, or denying space requests. Objectivity can be assured when the decision is backed by continuously measurable data that is also easily shareable with decision makers and stakeholders.

A tool like Locatee can help companies right-size their space assignments by helping companies understand ongoing patterns in office usage.

Team Mobility

Team mobility is an assessment of when, where, and with whom entire teams work. Team mobility data provides answers to the following questions:

→ When do teams work in a building or zone?
→ On which days and during which hours do teams work?
→ Which teams actually work in Zone Y?
→ In how many neighborhoods/buildings/ floors/zones does a particular team work?
→ Which teams work most at the HQ and which work most remotely? Is this due to job function or preference?

Global workspace strategy decision-makers identified team mobility as a top data type to collect and manage today according to Forrester Consulting . Once you've analyzed how often the Customer Success team uses its own neighborhood, the next step is to collect data on how often members of that team can be found in the Product team neighborhood or a specific zone. If certain teams are interacting frequently and occupying similar zones or one another's neighborhoods, that can inform your space planning (reduce teams' assigned space, bring certain teams together, etc.).

Meeting Room Analytics

As the importance of collaborative space increases, **meeting room analytics** – insights and data on the occupancy and utilization of meeting rooms, conference rooms, and all collaborative spaces – have become increasingly important as well. In some cases, neighborhood and floor utilization might be lower than meeting room utilization. Answer questions such as: *How often are all meeting rooms occupied at the same time?* When meeting rooms are consistently fully occupied or fully booked (appearing occupied), the opportunity for spontaneous meetings to occur is reduced. This has a negative impact on productivity and innovation.
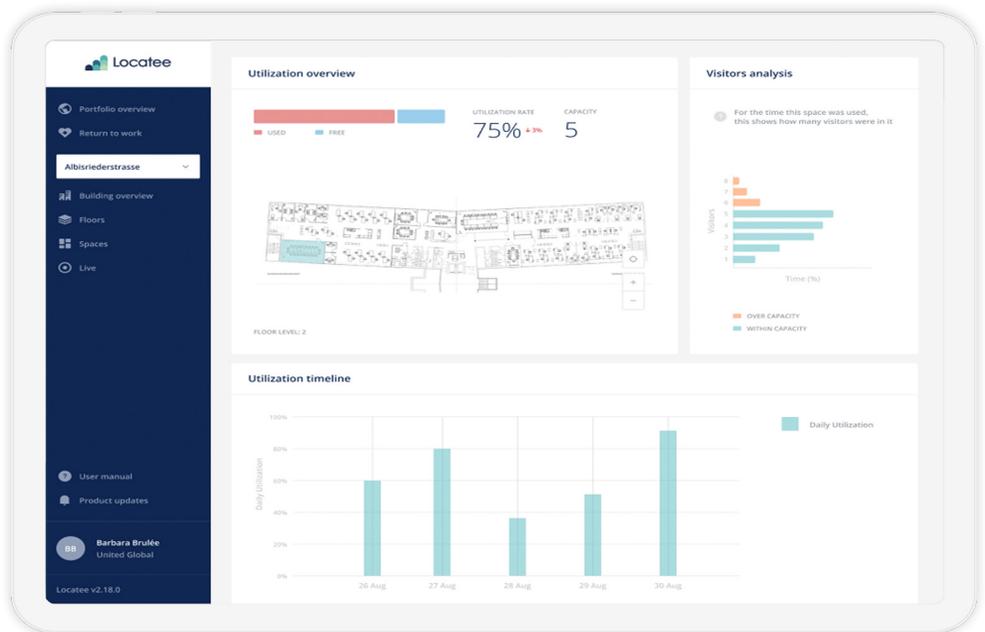
Individual Workspace

The most granular view of workplace analytics is the individual desk, workstation, phone booth, or office. Today, we see experimentation with the reduction of **individual workspaces** used for independent, focused work.

As discussed in Part 1 of the guide, the demand for assigned, individual workspaces is decreasing because so many people are now working remotely for significant amounts of time. Of those working in the physical company office, the most effective teams today spend 50% or more of their time on collaborative work.

To confirm if this reduction of individual workspace is the right way to go for your company, monitor these spaces with sensors. The sensor data can then be funneled continuously into a single platform that aggregates all of your workplace utilization. Thus, decision making about the ratio of individual workspace to collaborative space can be made with accurate data and confidence.

Avoid Common Workplace Analytics Traps

The hybrid work era is still in its infancy, the fundamentals are still developing, and the keys to success are still being formulated. But we do have best practices around data analytics in general. Forbes wrote about common traps to avoid when analyzing data and in this section we will zero in on the last two and tell you how to overcome them.

"Imagine for a moment that somebody determined that in a particular company the top performers were spending four hours in meetings each day. If someone were looking solely at analytic data, they might assume that this was some sort of meaningful metric, and start demanding that other employees spend four hours of their day in meetings, even if there is no real reason for those employees to be sitting in meetings for that many hours. In a situation like that, a bureaucratic decision that is designed to enhance productivity could actually undermine productivity for some users."

Focusing on the Wrong Insights–Unable to See the Forest for the Trees

It's important to remember what your highest goal is when it comes to workplace analytics. Keep those critical questions that need answering at the forefront because you can easily get into a situation of not being able to see the forest for the trees. This is an expression used to describe someone who is too involved in the details of a problem to look at the situation as a whole and make the best decisions.

Misleading & Misaligned Metrics

Avoid myopia by resisting the tendency to allow a single data point to become more important than the original objective. Does the metric you're measuring actually represent the answer to your question? Allow members of the workplace planning team to question and be skeptical about certain metrics. Ensure everyone understands the definitions and allow for the use of new metrics when the old assumptions no longer apply.

Occupancy vs Utilization

Another way to focus on the wrong insights is by not having clear definitions of the data points that form the basis on your workplace insights. Occupancy and utilization are often used interchangeably. Use this guide's *"Workplace Analytics Terms for Workspace Optimization & Right-Sizing"* (on page 36) to clarify your understanding of the two terms and put that controversy to rest in your workplace.

Seats vs Occupancy

A final trap is to fail to allow your data points to evolve. This goes back to keeping the most important questions in the forefront and questioning whether the data points can accurately answer those key questions.

For example, the moment unassigned seating rose in popularity in office planning, the number of seats in an office ceased to be an appropriate proxy for occupancy. But the workplace planning industry was slow to catch on. That is until the pandemic precipitously sent the majority of workers home and established the secular trend of hybrid and remote work. Phil Kirschner, previously cited on page 36, wrote a JLL article and much more recent LinkedIn post on the topic. His main points were:

→ Workplace density is a deceptively simple measurement. Square feet per person is usually equated to square feet per seat.
→ Years ago, critical ratio miscalculations were [already] becoming common with the open workspace adoption, desk-sharing schemes, and higher daily office attendance...and that was pre-Covid. It will only get worse now.
→ These missteps can be costly upon the overprovisioning or underprovisioning of resources, as it can impact employee productivity and experience.
→ New ways of working also impact how those variables influence our projects. From furniture to technology to building services and amenities.
→ Traditional ratios no longer apply.

⊘ Sources
JLL[61]
LinkedIn [62]

Failing to Create a Data-Driven Culture

⊘ Source
Locatee[63]

When it comes to data everyone knows outputs are only as good as the inputs. To ensure maximum accuracy of data collection and insight formulation, your organization has to possess not only the right technology capable of managing and visualizing your data, but your team has to be trained and skilled, and leadership must offer top-down support of a workplace guided by analytics. It must be a part of the company culture. A tool like *The Workplace Insights Score* by Locatee can tell you if your company is on the right track.

Part 3
Building Your Workplace Analysis Success Sequence

Your workplace analysis procedure is the foundation of all your data-driven decision making. In **part 3** of **The Definitive Guide to Workplace Analytics** we will discuss the success sequence for establishing your workplace analytics process.

Your Workplace Success Team

(Step 1) Build alliances and ultimately your team. In the past, corporate real estate measured space and occupancy metrics, facilities management covered building operations details, HR monitored employee performance and experience, while IT was charged with providing the digital tools and infrastructure to enable productivity – and there was little sustained cooperation between all four of these functions.

Previously, IT was free to make workplace decisions unilaterally, but now needs input or approval from other workplace decision makers. Facilities managers also have a seat at the decision making table.

Today, these separate functions are required to come together more than ever for the evolution of the workplace. As a first step, alliances need to be built, but ultimately it needs to become a team that regularly collaborates.

◉ Image

A workplace success team collaborating on new challenges and opportunities brought about by hybrid work phenomenon.

Top competencies for success at work

Last decade

1	Coaching Others
2	Result Focus
3	Customer Focus
4	Teamwork
5	Proactive Communication
6	Organizing and Prioritizing
7	Interpersonal Sensitivity

Next decade

1	Critical Thinking
2	Learning Agility
3	Digital Dexterity
4	Building Relationships
5	Embracing Diversity
6	Resilience
7	Change Orientation

Corporate real estate and facilities managers will require the input of HR and IT leaders to develop definitions of workplace success that align with company mission. All parties will have to agree on a set of metrics to measure success. Ultimately, these stakeholders will play an important role in data sharing, analysis, and interpretation. The result is a team of workplace leaders that offer recommendations for ways to improve, iterate, and provide information to stakeholders regarding workplace design and practices.

A successful collaboration across functions will require top-down mandates, follow-through, and budgetary support from C-suite leadership. Some would argue this level of organizational change requires C-suite leadership to be at the helm of these teams, leading every team meeting, and driving the vision forward. It will also require new skills for a new decade defined by hybrid work. Make sure those team members possess "Top competencies for success at work" shown above.

Define Workplace Success for Your Company

Step 2 Once you have your team in place, your first order of business is to collaborate and decide what workplace success means to your company. Workplace success will be defined by your company mission statement and current company objectives. The definition should cover which company values and objectives the workplace will have direct or indirect impact on. Here is a sample list of values and objectives:

→ Productivity
→ Collaboration
→ Innovation
→ Creativity
→ Health

→ Safety
→ Wellness
→ Mental Health
→ Diversity
→ Inclusion

→ Profitability
→ Cost-savings
→ Employee Recruitment & Retention

→ Company Culture / Values
→ Environmental, Social & Governance (ESG)

Define Workplace Success KPIs

Step 3 Make a list of all possible Key Performance Indicators (KPIs) your workplace success team could use to measure success. Then narrow down the list to the most measurable KPIs based on what data your company consistently has access to.

Well-known KPIs such as cost per square foot and density ratios have always been at the forefront of driving corporate real estate strategy and defining workplace success. In recent years, however, human-centric and ESG objectives have also emerged as must-have markers of a high-quality office. For attracting and retaining your employees, mastering all facets of workplace success by using new as well as traditional metrics is now critical. For corporate real estate and facilities managers, inputs from HR and IT will be invaluable. The new ways of when, where, and how work is being performed is influencing the emergence of new workplace success metrics. Traditional, as well as hybrid and remote work measurements, will define and allow assessment of the best workplaces of the future.

"The right set of KPIs will allow your individual employees to objectively assess and contribute to your business' projects without explicit micromanagement or supervision. KPIs should always be realistic and measurable, meaning that contributing to their fulfilment will add to the sense of teamwork and collaboration."

💬 **Quote**
Kenjo[66]

Why are KPIs so important?

What gets measured, gets mastered. KPIs are the data points that allow you to track workplace performance and ultimately success. When planning workplace strategy, complete success sequence steps 1 through 3 and use KPIs to define your starting point and monitor over time whether you're progressing toward your objectives or not.

KPIs can be both quantitative and qualitative. Quantitative KPIs get all the attention, but qualitative KPIs are crucial tools to check your blind spots and ensure you're getting a comprehensive picture of your workplace performance.

Quantitative Workplace Metrics

Quantitative workplace metrics are numerical or mathematical representations of information on how well the workplace is aligned with company or business unit objectives and achieving success in defined areas. Workplace leaders, like performance assessors in general, tend to prefer quantitative metrics because they are the easiest tool for answering questions such as — *have we achieved our targets or not? If not, then how successful have we been?* Numbers are easier to rank, compare, and assess than feelings or ideas.

Below is a sample of the types of quantitative KPIs that will ensure your workplace is ready for the hybrid work era.

① Traditional KPIs

Despite experiencing a current loss of prominence, traditional KPIs which are focused on managing the cost of the portfolio, are still relevant in the evolving, hybrid workplace. Depending on company values and objectives, they may even remain center-stage. Ultimately, the human-centric KPIs getting the most attention right now will maintain long-term importance if they also improve the portfolio management metrics.

① TCO – Total Cost of Occupancy

② FTE – Full-Time Equivalent

Quantitative KPIs for Budget Conscious Offices

① Financial
→ TCO ① per FTE ②
→ Occupancy Costs per Workstation
→ Occupancy Costs per Business Unit
→ Real Estate Costs as a % of Revenue
→ Employee Costs per Square Foot / Meter
② Non-Financial
→ Space Sharing Ratio
→ Workstation Density

Quantitative KPIs for Lease Administration

① Financial
→ Total Rent Obligation per Square Foot / Meter
→ Average Lease Rate
→ Taxes per Square Foot / Meter
→ Operating Costs per Square Foot / Meter
→ Budgets to Actual as a %(+/-)
② Non-Financial
→ Total Area of Sublet Space as a %
→ Average Lease Term
→ Invoices Processed per Month
→ Annual Lease Reviews Completed as a %
→ List of Active Leases per Person
→ Leases Abstracted, Scanned & Loaded as a %

Quantitative KPIs for Transaction Management

① Financial
→ Capitalization Rate (if selling)
→ Cost Savings per Transaction
→ Cost Recovery as a % of Sublet Deal
→ Contract Rent vs Market Rent
→ Cost Savings per Year From Negotiations
② Non-Financial
→ Objectives Compliance
→ Ranking of Innovative Negotiations

Quantitative KPIs for Portfolio Management

① Financial
→ Budget to Actual Expenses as a %(+/-)
→ Projects/Redesigns Completed On-Time as a %
→ Projects/Redesigns Completed Within Budget as a %
② Non-Financial
→ Lease-to-Own Ratio
→ Leasable Corporate Space per Corporate Real Estate Management Employee
→ Annual Headcount or FTE per Square Foot / Meter

Quantitative KPIs for Facilities Management (FM)

① Financial
→ Cost per Square Foot/Meter by Item
→ Cost per FM FTE
→ Cost per Work Order
→ FM Cost per Portfolio Square Foot/Meter
→ KWH per Square Foot/Meter
→ Cost per KWH
→ FM & Operations cost per Person
→ Budget Variance as a % (+/-)
→ Cost of Energy per Person per Square Foot/Meter
→ Capex-to-Opex Ratio

→ Downtime of Assets/Resources due to FM Factors
→ Average Age of Building
→ Facility Condition Assessment Scores
→ Facility Condition Assessment Completed
→ Preventative Maintenance Completion Rate
→ Chargeback per Service
→ Response Time on Work Orders
→ Accident Rate
→ Outstanding Work Orders as a %

② (Human-centric & Hybrid Work KPIs)

Quantitative KPIs for Workplace Experience (WX)

→ Time Working Remotely
→ Meeting Room Utilization
→ Workplace App Usage
→ Digital Transformation KPIs ③
→ Utilization of Features
→ Booking Analytics vs Usage Analytics
→ Workstation Density ④
→ Distinct Number of Users
→ Visitor Metrics
→ Entry & Exit Number
→ Space Demand Metrics
→ Air & Light Quality
→ Decibel Levels
→ WELL Certification

→ Cleaning Efficiency
→ Waste Generation (Food Waste)
→ Water Consumption
→ Energy Consumption
→ Space by FTE/Headcount
→ Full-Floor Occupancy
→ Average Utilization
→ Peak Utilization
→ Space / Business Unit
→ Collaboration Space-to Individual Workspace Ratio
→ Footfall of Different Areas
→ Mobile Headcount / Total Headcount

Quantitative KPIs for Employee Engagement (EE)

→ Retention Rate
→ Vacation Days Used
→ Sick Leave
→ Average Response Time (in days) to Job Candidate Applications
→ Employee Productivity
→ Performance KPIs ⑤
→ Average Number of Slack Messages

Qualitative Workplace Metrics

⊘ **Sources**
Edgecumbe[71]
SmartKarrot[72]
Benchmark One[73]

In comparison to quantitative metrics which use numbers and statistics to express what the research has revealed, qualitative metrics are "data that is built on behavior, emotion, character, personality, and other traits that can help understand the 'why' behind an issue." Qualitative data helps establish a complete picture of underlying causes of challenges and opportunities by including feelings and opinions into workplace research. For this reason, qualitative metrics are notoriously difficult to measure.

Despite this, qualitative data is as essential as quantitative data. The ambiguity should not deter workplace leaders from gathering this type of data and forming associated KPIs. These provide answers to questions such as *do employees feel emotionally safe and supported? Why do employees leave the company? Is the office nurturing or hindering employee wellness and satisfaction?*

Below is a sample of qualitative KPIs that can be used for workplace success in the hybrid work era.

Qualitative KPIs for Workplace Experience (WX)

⊘ **Source**
Innovative Workplace Institute[74]

→ Trends in Employee Requests
→ Worker Personas
→ Diversity of Work Settings
→ Neural & Psychological Stimulation vs Relaxation

→ Ease of Navigation
→ Employee surveys of office furniture ergonomics, layout, amount of work space, access to equipment, technology, office design, workplace ambiance

Qualitative KPIs for Facilities Management (FM)

→ Customer Satisfaction Rating

◎ **Image**
Woman enjoying a positive workplace experience.

Qualitative KPIs for Employee Engagement (EE)

→ Internal Brand Loyalty
→ Employee Satisfaction Surveys
→ Employee Wellness Surveys
→ Whether Employees Develop
   Issues with Backs & Shoulders

→ Employee Productivity
→ Remote Work Productivity
   (Self-Discipline, Effective
   Communication & Learning Skills)

"If you're measuring performance correctly in an office environment, there will be very little difference in how you evaluate a remote employee vs an office employee. Performance is best determined by outcomes and whether an employee is meeting measurable benchmarks or goals."

Keep Only The Measurable KPIs

Once you've made a list of all possible KPIs desirable to measure your company's workplace success, narrow the list down to KPIs you can consistently and continuously measure for the long term based on the actionable data and resources available.
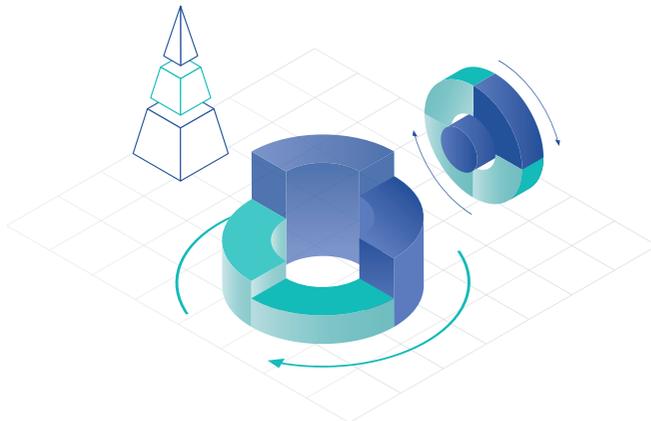
Benchmarking – Old vs New Work World

Benchmarking made the most sense in the past when most organizations operated by non-flexible work models, like synchronous work hours, co-located teams, and assigned seating. Because things didn't change much in these work environments, static metrics of density, space efficiency, and cost efficiency were the norm. In those days, benchmarking used to be all about space.

Now, the hybrid work era makes flexibility and agility the norm. Static metrics are no longer the focus because they are no longer appropriate. User performance is. User experience is. So benchmarking can no longer be solely about space. Workplace leaders now care most about user behavior which is assessed using a combination of metrics like those just listed above. Not all aspects of old world benchmarking were entirely useful even in their heyday of static work environments.

Space efficiency and cost were benchmarked internally and if there was an outlier, companies would try to figure out the cause with intent to eliminate the outlier. But once you performed qualitative research it didn't make sense to judge the outlier office against the rest of the portfolio. Site revenue might be heavily influenced by the office space being in a high-growth market making revenues look quite high. Revenue could also be tied to local or regional businesses and their entities which might skew revenues low. The same goes with comparing site costs between Paris and Slovenia. These quantitative measures don't alone reflect corporate real estate success. New work world benchmarking will compare offices with similar functions. A sales location benchmarked against another sales location. A back office benchmarked

against another back office. As well, distinction will be made between top markets (gateway cities), secondary and tertiary markets.

Benchmarking to monitor or optimize an entire portfolio will wane, but one use case from the old work world that will remain is benchmarking for location planning so costs can be estimated and assist with the budget approval process. Benchmarks will include average rents in locations around the world along with associated costs such as IT infrastructure. Projects are underway to make new work world benchmarking a reality, but we are not quite there yet. Because of the pandemic we haven't been able to discover the correct way or if there is one correct way to benchmark for the hybrid work world.
Stay tuned.

Know Your Data Readiness Score

One way to know what data your company has access to and whether you have the technology and human capital to accurately gather, manage, and perform workplace analytics is to complete a workplace data readiness assessment. The reason so many companies are confused about which workplace analytics products they need is because they don't know where they stand in terms of data readiness. To unearth the most impactful workplace insights, companies need to know what data they have access to and have a team in place skilled and trained in gathering insights.

Locatee offers an online data readiness workplace assessment to inform you of your company's capacity to get the most out of your workplace analytics tech stack.

Next Steps to Workplace Insights

In this guide to workplace success, we have covered the traditional ways of working that we are leaving behind and defined the concepts and metrics that are finally taking hold with the hybrid evolution. As workplace leaders, we will be experimenting and iterating for years to come. However, we won't let this fact deter us from taking bold action right now. Locatee's expertise is providing the tech solution to make data-driven decisions regarding how to transition from a traditional workplace to a human-centric, high-productivity workplace. If you're already well on your way to future workplace success, Locatee's platform integrates with a vast variety of data sources and can boost your trajectory of collecting insights.

Additionally, our appealing interface is designed with the end-user in mind. If you're ready to take the next step and learn how our solution can lead you to the workplace analytics and insights you need, we're ready to help. In the meantime, we hope you found this guide helpful and insightful.
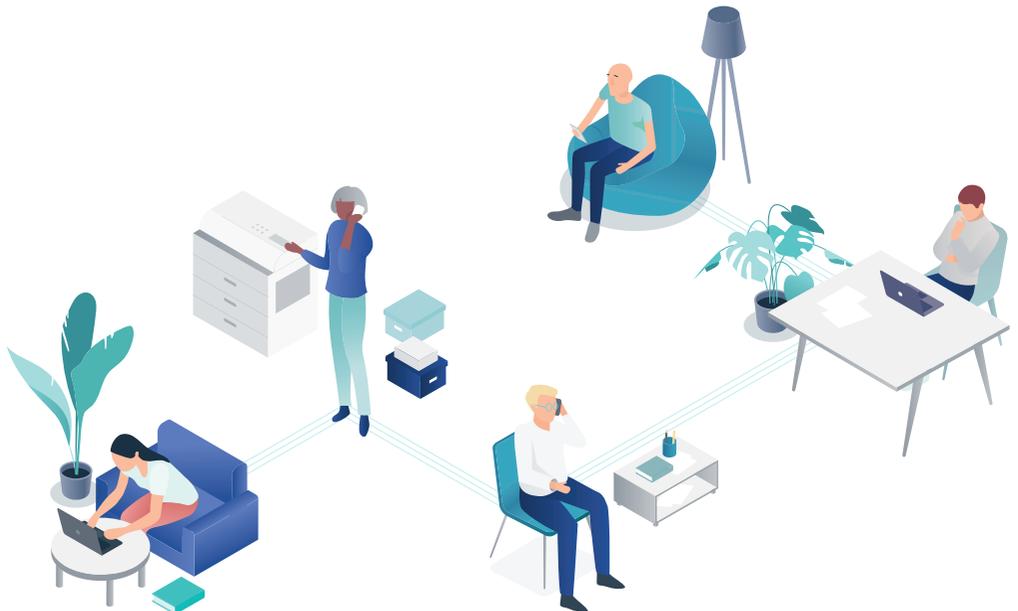
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Locatee is the leading Workplace Analytics solution that transforms complex data into space utilization insights. Developed with a strong focus and a deep understanding of the corporate real estate challenges facing the modern world of work, Locatee empowers workplace leaders to make decisions about their office buildings with confidence.

Locatee works by leveraging office occupancy data from multiple sources, processing them using unique patent-pending technology, and beautifully visualizing them all in one place. With workplace intelligence right at their fingertips, workplace decision makers can easily identify optimization potential, realize savings, and enhance the company's workplace experience across the entire real estate portfolio.

We are a Switzerland-based company with offices in Zürich, New York & Singapore. Our mission is to enable places where people love to work.

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