WE

Workplace Evolutionaries

A Community of **IFMA**™

Kate North
Global Co-Chair, WE
Vice President, Workplace Innovation
Colliers International

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WE @ World Workplace Charlotte, NC

Wednesday, Oct. 3rd

8:00 - 10:00 **WE @ World Workplace**
Industry Podcaster, Mike Petrusky, Industry's Best Workplace Innovators Author, Bill Jensen: "The Discovery that Forever Changed the Future and How We Work"

1:00 – 5:00 **SHIFT HAPPENS! A Community Workshop – RSVP next week**
Exploring the Top 3 Shifts Impacting our Profession with the WE + IT + REAL + ESUS FREE and at the EXPO

Thursday, Oct. 4th

9:30 – 1:30 **SHIFT HAPPENS!**
1:45 – 4:00 **WE Track:** Four NEW Workplace Presentations
6:00 – 8:00 **WE Tour, Learn and Socialize** (hosted by Interior Architects)
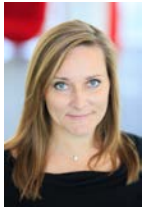
Friday, Oct. 5th

8:00 – 12:45 **WE Track** – Eight NEW Workplace Presentations

WE | **WORKPLACE Evolutionaries**
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Optimizing the Workplace for Innovation: Fostering Creativity at Work

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Beck Johnson, Senior Research Specialist

Innovation is Important for Organizations & Individuals

Individuals
- People Seek Fulfillment
- Creativity Fosters Happiness & Engagement

Organizations
- Creativity Feeds Innovation
- Happy & Engaged Employees Perform Better
- Attract/Retain Higher Performing Individuals

Workplaces Can Foster Creativity
- Understand & Design for the Creative Rhythm

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Brain Science:
What the Research Says About Creativity (Debunking Myths)

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Creativity as Skill

Developing expertise, following the right work habits, and knowing how to combine ideas and select good ones, we can get better at creativity.
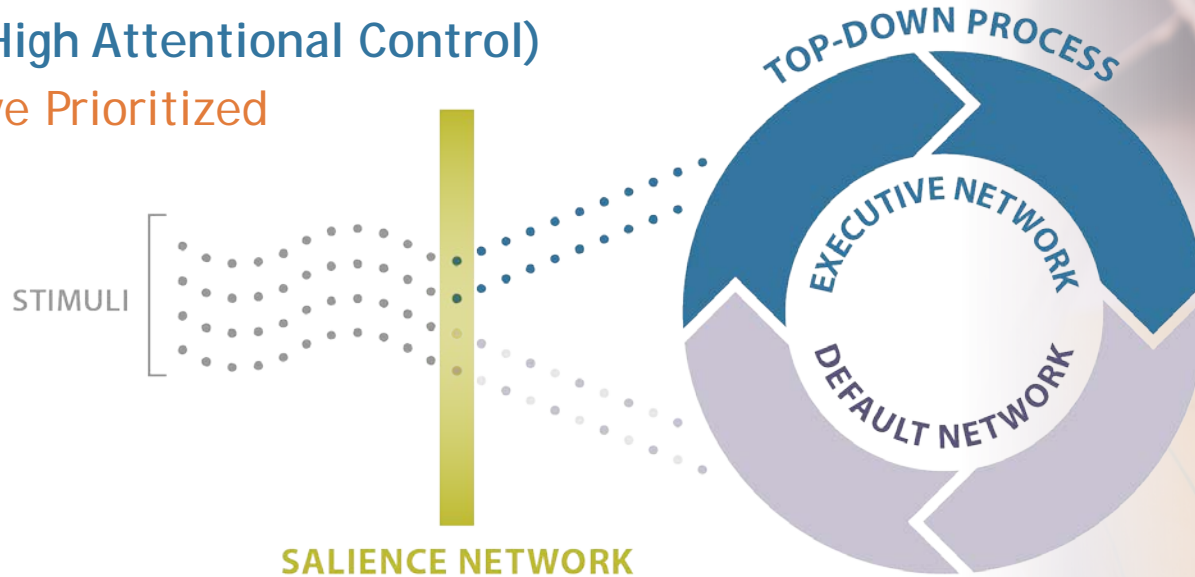
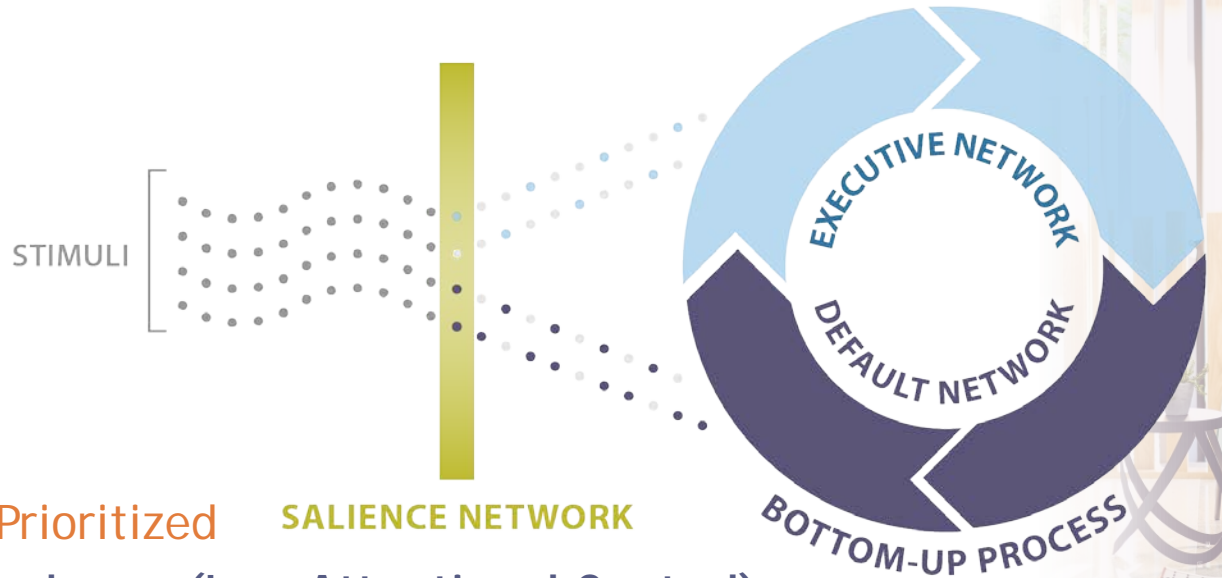It also involves the WHOLE brain.

Convergent Thinking

VERIFICATION

PREPARATION

INSIGHT

INCUBATION

Divergent Thinking

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Creative Process is a Rhythm

STIMULI

EXECUTIVE NETWORK

DEFAULT NETWORK

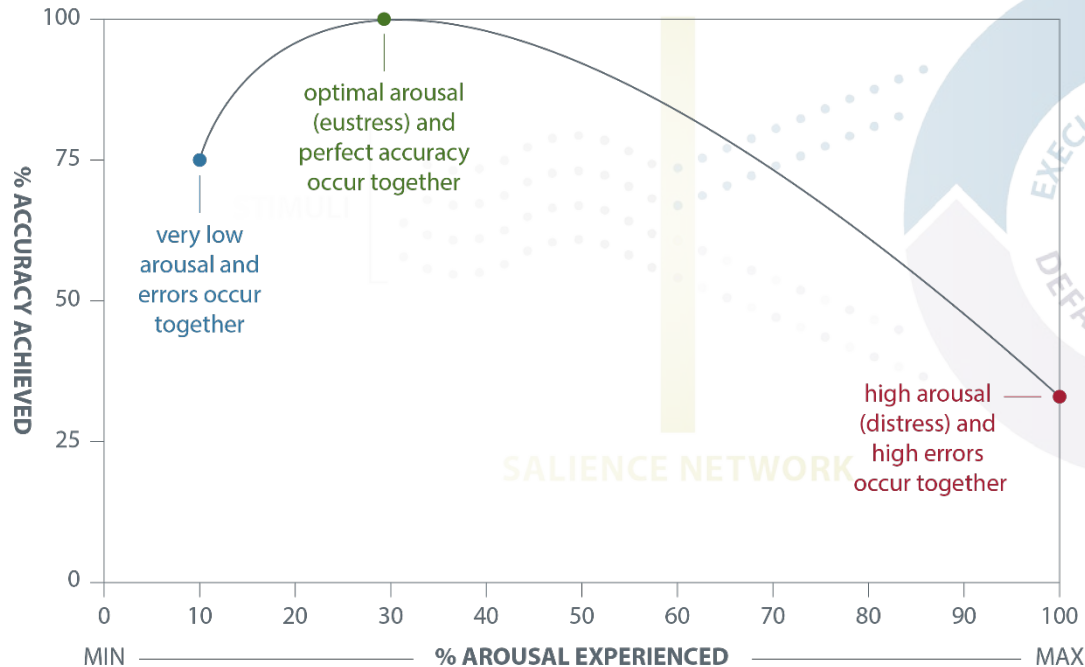BOTTOM-UP PROCESS

SALIENCE NETWORK

Default Prioritized

Relax/Recharge (Low Attentional Control)

Creative Process is a Rhythm

The Challenge: Intense Focus, Stress, & Performance

Peak Creative Performance (a.k.a. "Flow")

Networks Cooperate

STIMULI

SALIENCE NETWORK

EXECUTIVE NETWORK

DEFAULT NETWORK

Capitalize on the "In-Between"

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Creative Rhythm Considerations

CONVERGENT	DIVERGENT
high attentional control (focus)	low attentional control (relax/recharge)

- Needs change from focus to rest
- Rhythm varies by person and goals
- Plan for a variety of behaviors
- Individual process → group process

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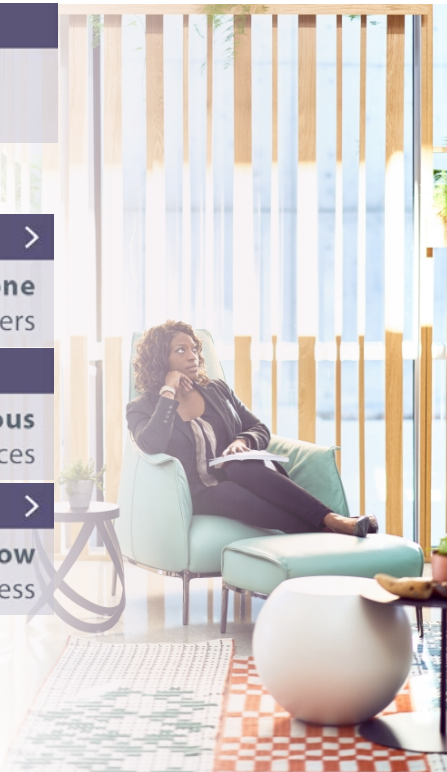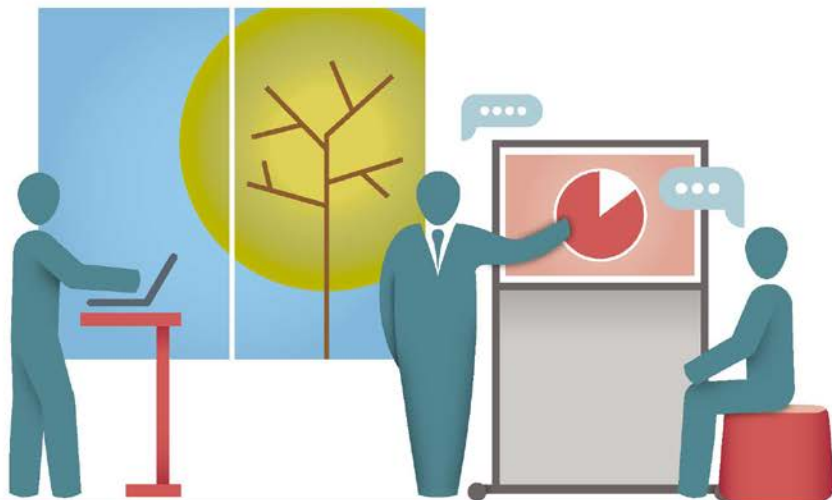# Design Implications: Privacy, Structure of Activity, & User Control

Creative Rhythm Design Implications

CONVERGENT	DIVERGENT
high attentional control (focus)	low attentional control (relax/recharge)

‹	PRIVACY	›
full physical barriers	**partial** virtual barriers	**none** no barriers

‹	STRUCTURE OF ACTIVITY	›
stable predictable spaces		**spontaneous** novel and flexible spaces

‹	USER CONTROL	›
high insulate	embed	externalize	**low** access

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Optimizing Workplace Design for Innovation

Workplace design should address needs for privacy, structure of activity, and user control. Including a variety of spaces offers people the freedom to choose appropriately based on their preferences and the range of work modes that foster creativity—from intense focus to rest.

PRIVACY	
Freedom from outside/irrelevant disruption	
FOCUS:	**RESTORE:**
· Requires insulation from interruption and distraction · The more focus needed, the more insulation and privacy needed	· Can look like many things, done alone or with others · Privacy need is lower, but can depend on preferences

STRUCTURE OF ACTIVITY	
Stability and predictability of a space	
FOCUS:	**RESTORE:**
· Required for efficient learning and deep thinking · Routine and ritual of structured spaces allow greater focus	· Activities can vary widely, done alone or with others · Varied spaces with novel elements foster incubation and insight

| USER CONTROL	
Personalization options to support activities and preferences	
FOCUS:	**RESTORE:**
· Requires deep thought and understanding · Greater user control provides predictability to preserve cognitive resources	· Involves less control over the environment · Access to others for serendipitous interactions is more important for groups

For creativity and innovation to flourish, organizations should protect their employees' ability to focus and encourage restorative behaviors in the workplace. Given the right spaces and tools to support the ideal creative rhythms within your organization, people can be free to do what they need to do to innovate.

For more information on the science behind cultivating creativity and innovation, download the Haworth white paper, Optimizing the Workplace for Innovation: Using Brain Science for Smart Design.

All organizations need to innovate, but not all organizations do it the same way or to the same degree. For that reason, there is—unfortunately—no single, perfect floorplate or application design for innovation. However, peak creative and innovative performance always requires a work environment that:

1

Protects focus

2

Encourages restoration time

3

Provides in-between, or transition time
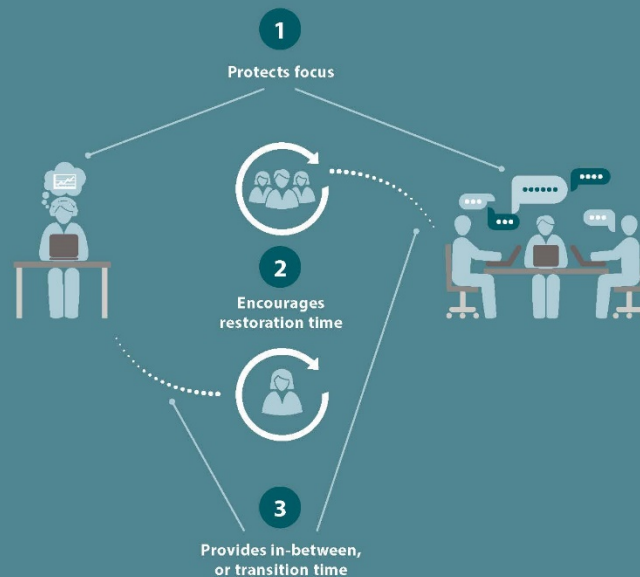
To foster the creative process and encourage innovation, designs need to create a framework of designated spaces that support these activities—tailored to needs of people and groups who use them.

RESOURCES

Need a Little Design Inspiration?
Visit the Haworth Idea Starters page and explore more floorplans and applications to help you design inviting workspaces that support team workstyles while encouraging creativity and innovation.

See How It's Been Done
Check out our Client Spaces gallery and see how some clients promote a culture of creativity and innovation with design.

Help Organizations Boost Innovation
Learn more about why organizations need to unlock creativity and innovation in the workplace at haworth.com/innovation. There, you can also download the Haworth white paper, "Optimizing the Workplace for Innovation: Using Brain Science for Smart Design," to learn about the science that explains the importance of workplace design in helping organizations innovate.

www.haworth.com/innovation

www.haworth.com/design-for-innovation

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Haworth research investigates links between workspace design and human behavior, health and performance, and the quality of the user experience. We share and apply what we learn to inform product development and help our customers shape their work environments. To learn more about this topic or other research resources Haworth can provide, visit www.haworth.com.