



3M Canada saw their headquarters expansion as an opportunity to reposition the company for the next 20 years. The client engaged Haworth to develop a comprehensive workplace strategy. A cross-functional team ensured that the solution integrated vital aspects of human, organizational, and facility performance, and used change as a way to shift the culture forward.

## UNDERSTAND

### *Recognizing business drivers and defining goals*

3M leadership worked closely with Haworth to assess objectives and uncover opportunities. Before long, the client became aware of the powerful potential of the engagement to influence strategic thinking on a range of issues from shared vision and management practices to new ways of working. Together, we explored possibilities for change and continuous improvement beyond the realm of physical space.

Through the inquiry process, the team focused its desire to have the new workplace support greater collaboration, connection, and execution, as well as reflect the company's legacy of innovation.

In addition to seeking solutions within the environment, 3M and Haworth developed a sound change management plan to inform and involve employees, build a shared understanding of project goals, and guide the transition to a more open, collaborative office environment.

## MEASURE

### *Pinpointing opportunities through proprietary tools*

Two Haworth LENS™ assessments provided deeper understanding of the organization, individual work styles, and employee perceptions and expectations of the work environment.

- CultureLENS™ diagnostics identified a culture that values stability, order, and control along with competitive and social characteristics. The survey also uncovered a strong desire to shift the culture forward, placing greater emphasis on **collaboration, creativity, and innovation**.
- An OfficeLENS™ audit of the existing workplace analyzed employees' perceptions about how the environment impacts their performance and satisfaction. This evaluation found high levels of **group interaction, job performance, and employee satisfaction**. At the same time, opportunities to improve thermal control, access to daylight and views, acoustical conditions, and aesthetic appeal became apparent.

These assessments validated many of 3M Canada's assumptions, while presenting new opportunities for extending the project's impact.

*“The last time we took on a project of this size was 20 years ago, and we probably won’t do it again for another 20 years. We need to get it right.”*

–Executive Champion at 3M Canada

*“The Haworth partnership allowed 3M to align business strategies with project goals, and to achieve a better design solution.”*

–Peggy Easton, Administrative Services

## TRANSLATE

### *Using data to develop design implications*

Survey data and input from 3M were distilled into ideas about how the space should feel and function in order to be most effective. Alignment grew as images and words helped establish initial design direction, and three key themes emerged:

- **Break down barriers.** Connect people to one another, their work, and the company. Encourage participation and interaction.
- **Collaborate to innovate.** Provide greater opportunity for collaboration at all levels. Renew 3M’s legacy of creativity and innovation.
- **Enhance the brand experience.** Celebrate past, present and future. Reflect an optimistic, forward-looking culture, bolster affiliation, and energize employees.

## CONCEPTUALIZE

### *Developing design implications that perform*

Following an interactive conceptualization workshop, the Haworth team developed high-level design concepts. These represented a synthesis of all data gathered, as well as guiding principles, project goals, and parameters.

Recommendations for the organization and characterization of the new space were also outlined, including branded landmarks to support wayfinding, buffering open workspaces from main paths of travel, introducing flex zones with easily reconfigured moveable walls, and adding informal group spaces and audio privacy rooms throughout.

### Design Concept: Typical Office Floor

