



Future of Work
Fall 2006 Members Roundtable
Summary and Meeting Highlights

Participants

Tom Baker, Johnson Controls
Dan Cooke, Jones Lang LaSalle
Claire Crocker, Hewlett Packard
Jill Duncan, Herman Miller
Charlie Grantham, *Future of Work*
Dan Johnson, Accenture
Kevin Kampschroer, GSA
Sasha Lacey, Accenture
Renee Leach, Hewlett Packard

Debra Moritz, Jones Lang LaSalle
Len Pilon, Herman Miller
Robin Pratt, Enhanced Performance Svces.
Nancy Schnell, Accenture
Brian Sherwood, Boeing
Damla Sener, Jones Lang LaSalle
Jim Ware, *Future of Work*
Cory Williamson, *Future of Work*
Gloria Young, City & County of San Francisco

Wednesday, October 4

Opening Session – Introductions

A brief around-the-table set of introductions, focusing on members' current interests and challenges.

Recording (approximately 70 minutes long):¹

[Member Introductions October 4](#)

Jones Lang LaSalle Case Study – Dan Cooke/Debra Moritz

A presentation by **Dan Cooke** and **Debra Moritz** of JLL's own AWS practice and in particular the redesign of JLL's own workplace facilities in its AON Center North American Headquarters.

Link to Slides:

[JLL AWS Slides](#)

Links to recordings of the two-plus hours of conversation (two recordings of about one hour each):

[JLL Case Study1](#) (first hour)

[JLL Case Study2](#) (second hour)

¹ Note that all of the recordings listed here were made with an iPod and are "rough" and unedited. Some of the conversation is hard to hear, and some of the recordings listed herein were not started at the exact moment the speaker began. In this particular case we missed the first several individual introductions.

Lunch and Tour of JLL Workplaces

Following lunch we toured JLL's newly redesigned open workplaces (filled with Herman Miller cubicles and furniture). The major innovation for JLL is open areas and a much wider variety of spaces, including touchdown workspaces, small conference rooms, private "booths" and an open coffee bar/lounge area, plus a heavily used learning center.

Herman Miller Case Study – Len Pilon

Len Pilon described his recent work on interpersonal styles and their link to workplace preferences. The research has helped Herman Miller identify people who are most likely to work effectively in distributed work situations and/or touchdown workplaces.

Note: Len will be presenting this same basic case study at the upcoming CoreNet Global Summit in Orlando in November.

Link to Slides:

<not yet available>

Link to Recording (approximately 65 minutes):

[Len Pilon: Herman Miller Case Study on Work Styles and Workplace](#)

Managing Change from a Cultural Advocacy Perspective – Gloria Young

Gloria Young presented her HA₄TM model for understanding the psychological stages of change. The model has four stages:

Awareness – Acceptance – Attitude – Advocacy

Link to Slides:

[Advocacy Model GloriaYoung](#)

Link to Recording (30 minutes):

[Gloria Young: Change Advocacy Model](#)

Managing Distributed Workers - Robin Pratt

Robin Pratt, FOW Senior Fellow and CEO of Enhanced Performance Services, led the members through an extended discussion of the importance of interpersonal style and attentional biases on individual and group performance. Robin used several proprietary videos to demonstrate how easily people can be distracted from their primary tasks.

He then described a psychoanalytic instrument that he has used for twenty years (it was originally developed by Robert Nideffer) – the TAIS, or Test of Attentional and Interpersonal StyleTM.

Link to One-Page Description of Attentional Styles:

[Map of Attentional Channels](#)

Link to One-Page Description of TAIS Scales:

[TAIS Scales Description](#)

Link to brief article about interpersonal styles that appeared in Future of Work Now (predecessor to *Future of Work Agenda*):

[“The Right Stuff”](#) (June 2003)

For more information about TAIS, visit the [Enhanced Performance Systems website](#) (founded by Robert Nideffer).

Or you can contact Robin Pratt directly at:

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Greensboro, North Carolina

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Thursday, October 5

GSA Case Study – Kevin Kampschroer and colleagues

We met Thursday morning at the Chicago offices of the GSA, in the John Kluczynski federal building. Kevin Kampschroer opened the conversation by describing briefly the process that he and the Workplace 2020 program have developed to engage office “residents” in redesign and defining workplace specifications. Kevin’s focus is on using space to drive behavioral change.

We then heard from David Hood, Assistant Regional Administrator for the Public Building Service in Region 5 (Illinois, Indiana, Ohio, Michigan, Wisconsin, Minnesota) and several of his staff members, including Michael Bloom who served as the project manager for the renovation we were visiting.

Link to Slides:

<not yet available>

Link to recording of David Hood’s and Michael Bloom’s remarks:

[GSA_Oct5.mp3](#)

Link to recording of Kevin Kampschroer’s comments on measuring organizational effectiveness rather than productivity:

[Kevin Kampschroer : Measuring Organizational Effectiveness](#)

Closing Roundtable Conversation on Future Research Interests and Programs

We ended the two-day meeting, as we always do, with a thoughtful look ahead. Our questions to the members were “What issues are you most concerned about today?” and “How can we work together to build knowledge and make meaningful progress towards addressing those challenges?”

The conversation ended with a general agreement that everyone wants more than what we’re doing as a group today. Jim and Charlie agreed to consider the ideas and suggestions from this discussion and come back to the members with a proposal for a more extensive research program for 2007.

Dan Johnson asked that before launching any new initiatives we bring to closure the work we began in the Spring of 2005 looking at how to measure workplace effectiveness and, ideally, link it to organizational performance. Jim and Charlie agreed to pull together the results of our

various meetings, surveys, and interviews into a concise “state of the art” report over the next several months.

Finally, Jim reported that Brian Sherwood of Boeing had tentatively offered to host the next Roundtable, in the Spring of 2007 (probably early March – date and specific venue to be determined shortly).

Link to recording of the concluding conversation:

[Member Conversation on Future Issues and Projects](#)