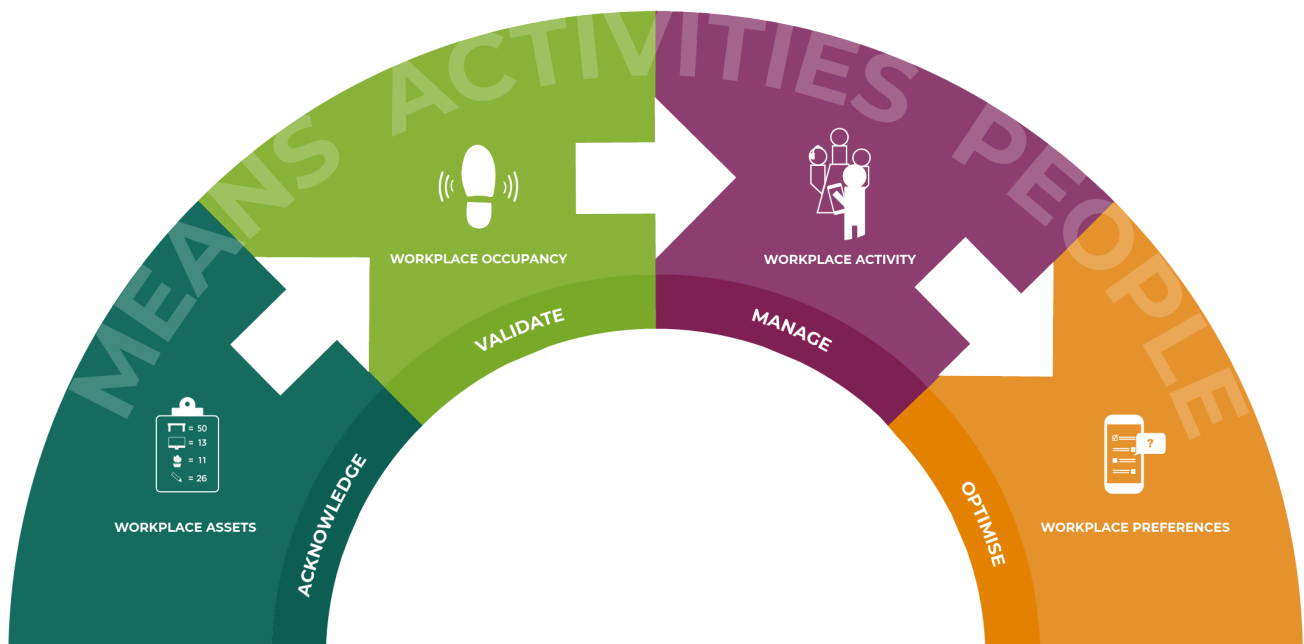


WORKPLACE MATURITY MODEL®

QUANTIFYING THE DEGREE OF WORKPLACE AGILITY

The Workplace Maturity Model® provides the tools to justify the investment in workplace insights for each degree of workplace agility. It sheds a new light on successful workplace strategy.



Key insights

Nowadays, managers are challenged with many internal and external factors to create an effective workplace.

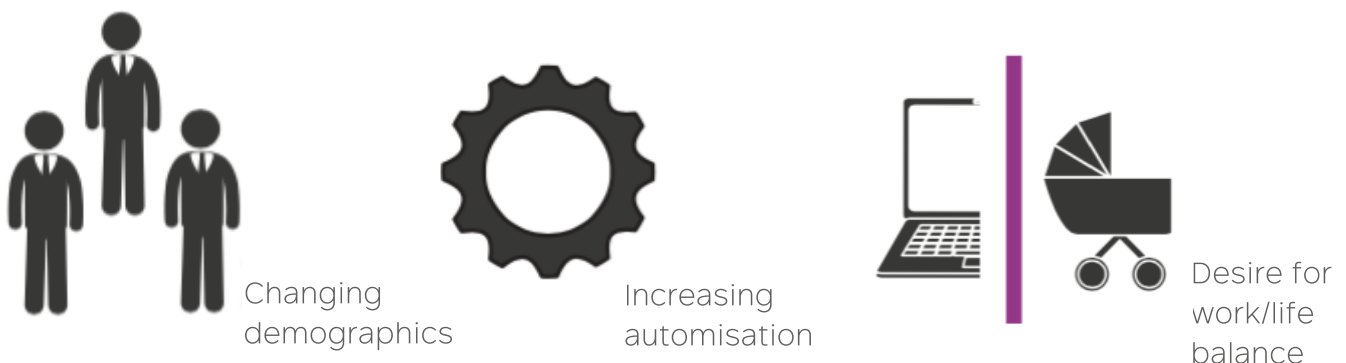
The Workplace Maturity Model® has been developed by Measuremen to help organisations adapt their workplace to different challenges.

Investing in workplace insights is highly beneficial for an organisation and can offer several positive effects.

INTRODUCTION

Success in the (digital) era depends on transforming how work is done to create effective workplaces and improve employee experience, satisfaction and productivity. There are a number of external and internal challenges that managers are faced with. External challenges, for example, are changing demographics such as the ageing workforce, more freelancers, disruptive automation, robotising and the war for talent. Internal challenges like Gen Y, the growing need for privacy and work/life balance also play a huge role, especially in the workplace industry.

Expected challenges for managers



Organisations are slowly starting to recognise the necessity of adapting their office workplaces to the changing needs of their employees. However, the question still remains: how successful are organisations in adapting their workplaces to these changes? The underlying challenge of this question centres around business managers who still regard offices only as a space to house their employees. They are not aware of the strategic dimension and potential effect on business outcomes of working environments. According to Measuremen's Occupancy Benchmark, office workplaces are underutilised by as much as 32% on average. The nature of work has also changed. Technological advances such as smartphones, video conferencing and instant messaging have encouraged a shift in the workplace. This led to the need to create an effective workplace, that encourages productivity, close collaboration and peak performance at reduced costs. Nowadays different tools can deliver workplace insights to managers, which enables them to make informed decisions. But what insights should you consider when looking at your workplace strategy and what tools do you need? Crucial questions such as these will be discussed further in this article.

32%

average underutilisation of office workplaces, according to Measuremen's Occupancy Benchmark.

THE PERFECT MODEL DOES NOT EXIST

During the past decade, numerous new theories in workplace strategy have emerged, all of which were perceived to be the answer to various workplace challenges. However, the ongoing debate regarding the best model currently still exists. In their 2017 study, Annette Kämpf-Dern and Jennifer Konkol refined and combined international literature analyses on workplace strategy. They concluded that most experts agree that a workplace strategy should be tailored to suit the needs of an organisation and its employees. In the next paragraphs, the challenges mentioned in the introduction will be addressed and linked to the right set of tools.

The Workplace Maturity Model®

The Workplace Maturity Model® is a unique and innovative model, helping organisations gradually adapt their workplace to the changing internal and external challenges. It does so by providing metrical insights, which ultimately leads to higher satisfaction and therefore more perceived productivity in employees. The model has been developed in-house by Measuremen, using our 15+ years of experience within the workplace arena worldwide. It gives unique insights into the usage and possibilities of office space across all industries. Getting insights into the usage of office spaces is becoming increasingly important, especially as office space is becoming more expensive and it is becoming easier to work remotely. Many employers do not take into account the staggering costs of providing workplaces, which is approximately €9000 per workplace on average in the EU. This is a substantial amount, especially if the space is not being used efficiently.

The term "Workplace Maturity" relates to the degree of workplace agility, from costs efficiency to activity-based working, and organisational fit. Each level of maturity has its own set of key performance indicators (KPIs) to steer and control the adoption and optimisation of a workplace strategy. Numbers tell the tale and using some simple calculations to support your ideas for change and convince others to follow.

€8.927,-

The 2016 European average cost per workplace according to the Occupier Cost Index (OCI) from Colliers International.

The Workplace Maturity Model® is supported by data of over 2.000.000 unique workstations and meeting facilities. The model helps to support the implementation of new workplace concepts such as Activity Based Working and relates to personal characteristics, functional needs and individual preferences. As such, it enables facility, human resources and real estate managers alongside professionals in other fields, to make data-driven decisions and elevate workplace knowledge towards a higher standard.

THE BASICS

The Workplace Maturity Model® contains three dimensions, namely levels, steps and areas. Some parts of the levels describe and cover pieces of the areas. The areas can be found through the model at all times. They represent the areas where the data is collected and where the workplace strategy can be adjusted. The Maturity Model® can be applied in three different areas, namely, means, activities and people. Each area has a different focus point ranging from 'non-threatening optimisation' to 'the-things-we-do' to 'personal development'.

Area 1 - Means

This area contains square feet of office space, desks, chairs, meeting rooms and all other furniture. By starting here we can facilitate change in a non-threatening way and gain momentum to proceed to the next two areas. We create insight in the potential to reduce costs.

Area 2 - Activities

This stage focuses on the activities and tasks employees perform around the workplace. Data must be gathered on the actual use of different workplace types and make activity analyses that break down to departments or team levels.

Area 3 - People

This is where we get personal and use data for coaching and professional development. Actual behaviour on an individual level means that a workplace can be designed around individual preferences and based on the tasks an employee performs.

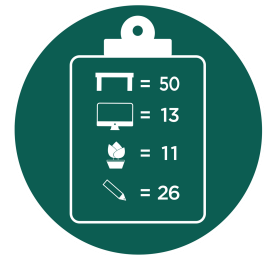
Within these areas, there are different levels. Each organisation has a different starting point, depending on your workplace strategy. Once a new level is reached, periodical check-ups are needed in order to fine tune your work environment and maintain a healthy fit between the three areas. In order to reach a higher level, you need to take certain steps. Each level describes the situation your organisation is currently in. It's quite easy to assess for yourself at what level your organisation is. The Workplace Maturity Model® has four different levels: **Acknowledge, Validate, Manage and Optimise.**

THE BASICS

Change starts with a single spark. Usually, this means a manager is inspired by something. It might have been an article, an inspirational seminar, a Youtube video or someone who has advised them in recent history. The manager wants to be part of this change and helps the organisation to advance. The manager believes this change is inevitable and feels the organisation should participate in this worldwide trend. However, he or she is not sure how to execute these innovations but is willing to learn and eager to share any findings with colleagues and stakeholders within the organisation.

Level 1 - Acknowledge

The organization has just been made aware of the change in the work environment. A new workplace concept can bring more freedom, motivation and efficiency for employees and thus have a positive impact on the bottom line. To make this strategic change work, support needs to be created within the (higher) management of the organization. Building a business case and starting some small or low impact measurements, will help provide tools for the manager to bring insight to the (higher) management, gain trust and momentum to drive the change.



Level 2 - Validate



In this level, the organisation has a wide knowledge of workplace concepts and what this could mean for their own organization. There are multiple stakeholders indicated and strong relations are built through all hierarchy levels with the organization and Measurementen. A solid business case is discussed within multiple meetings on different levels within the organization. Possibilities and threats are heavily debated and pro's and cons are exchanged. The discussion changes from cost reduction to organizational improvements. The business case is being extended toward profit gain, working up to employee satisfaction and perceived productivity.

Level 3 - Manage

This level indicates that an organization has started implementing a new way of working. Initial investments have been done. The organization (openly) asks herself 'is the new way of work successful?' There could be different forms of implementation, for example Working Digital, Working From Home, Flex Working or Activity Based Working. Each organisation has to decide on a preferred way of working and data collected by Measurementen's services can help decide what the best strategy will be.



THE BASICS



Level 4 - Optimise

These organizations have the need for a permanent insight into the actual performance of their workplace (and other locations worldwide). They fine-tune the workplace and their workplace strategy based on metrics and actual needs of their employees. They found a great balance between employee preference and (global) management to keep cost to the essentials and investments to increase satisfaction and productivity. The organisation builds up reliable knowledge on what works and what doesn't work within their workplace and validate the data with workplace ratios (within a decision-making portal). This enables them to anticipate changes on a global scale but also on local changes in workforce or workforce retention.

For each level of maturity, you need different data and metrics to look at. For instance: if you are not sure whether or not there is enough support to implement a new workplace strategy or some form of flex working, hot desking or even activity-based working you should build a business case. Our method of measuring focuses on the right fit of the area which means that every area requires a different method of measuring. By providing you with the right tools at the right time you will be able to make the appropriate decisions to adjust your workplace strategy, improving your workplace as you ascend all four levels of workplace maturity. With over half a million workplace registrations, we have learned when an organisation needs different kinds of insight. We gather workplace data and digest the data into sizeable chunks for you to consume. Keeping this data in consideration at all times is of high importance when managing facilities, especially when the amount spent per workplace is taken into account. Additionally, according to the Measurement database which contains data of over 500,000 workplaces, only 38% of meeting rooms are occupied on average. The utilisation rate is even lower at a mere 12,2%.

38%

**Average meeting
room occupancy rate**

12,2%

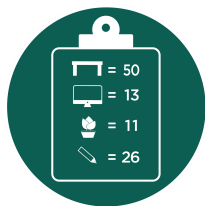
**Average meeting
room utilisation rate**

THE BASICS

The Workplace Maturity Model® provides the tools to justify the investment in workplace insights for each degree of workplace agility. It sheds a new light on successful workplace strategy. This can positively impact the cost of office space, employee satisfaction and productivity. Side effects include a positive impact, talent attraction and retention.

To conclude, the question raised in the introduction; how successful are organisations in workplace agility? You can

be successful in optimising your workplace if you have the right tools and insights to make comprehensive, justified decisions about the work environment and can generate the momentum in your organisation to achieve change.



Interested to see what workplace insights can benefit your organisation?
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Sources are available upon request.