



Living Office

An Overview

April 2018

Origins

We didn't set out to create it. We set out to better understand purposeful interaction between workers so we could create better, more inspiring spaces and products that would help people collaborate. Our creative process led us to new and unexpected places. We didn't know what would emerge as a result of our

extensive research, internal debate, ideation and serendipity. But when something did emerge, we knew not to dismiss it. We considered the information from all angles, modified it, tested it and came to call it Living Office.



10 Years

of global research, starting in 1998



USA, UK, India & Australia

Primary research conducted in
four continents across 14 companies



2900

collaborative events observed



700+

hours of research

Welcome to Living Office

Work has changed. Most offices haven't.

Living Office is our framework for developing a high-performing workplace that provides a better work experience for people, and helps organisations achieve their strategic goals.



Living Office in Four Parts

Living Office includes four areas of focus that help organisations address ongoing shifts in how and where people work.



Point of View



Placemaking Framework



Furnishings and Tools



Services and Support

Point of View

Our human-centred perspective on how, why and where people work.



Point of View



Placemaking Framework



Furnishings and Tools



Services and Support

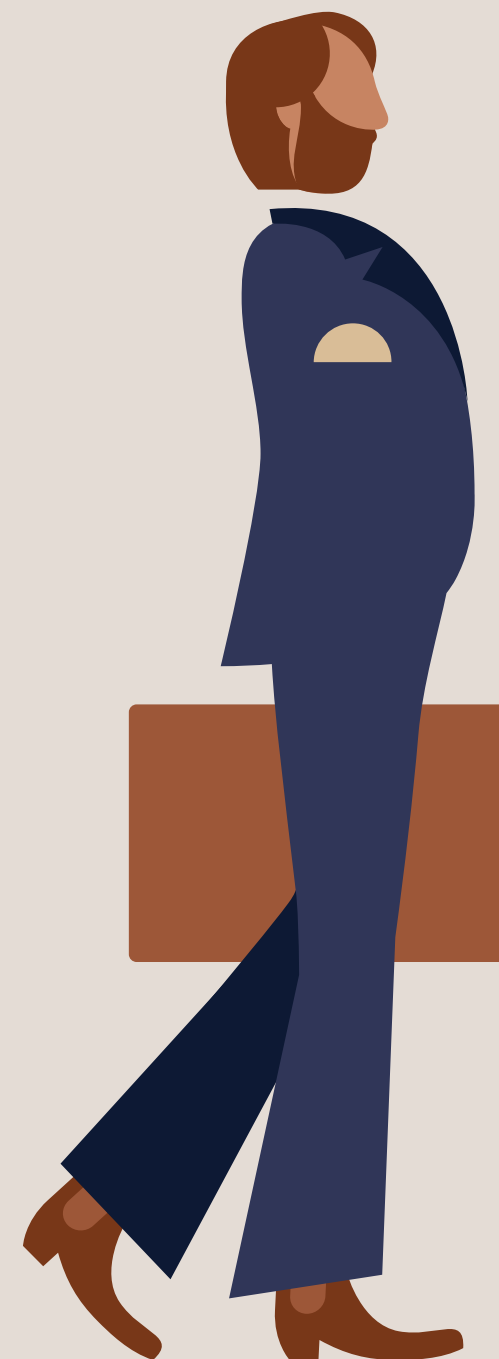
Eras of Change

Looking back allows us to move forward. Here we examine three eras of change that came to define the experience of work today.

Era of Industry



Era of Information



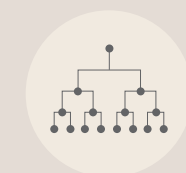
Era of Ideas



Era of Industry

From the outset of the 20th century, the precepts of physical mass production came to define work.

Era of Industry



Management

Hierarchical management structures were driven by a reverence for efficient production and processes.



Tools

Limited social networks and communication technologies restricted businesses to the localised production of material goods.



Places

A parallel, paper-driven production line featured staff aligned in large, open bullpens, and managers in enclosed offices.

Era of Information



Era of Ideas



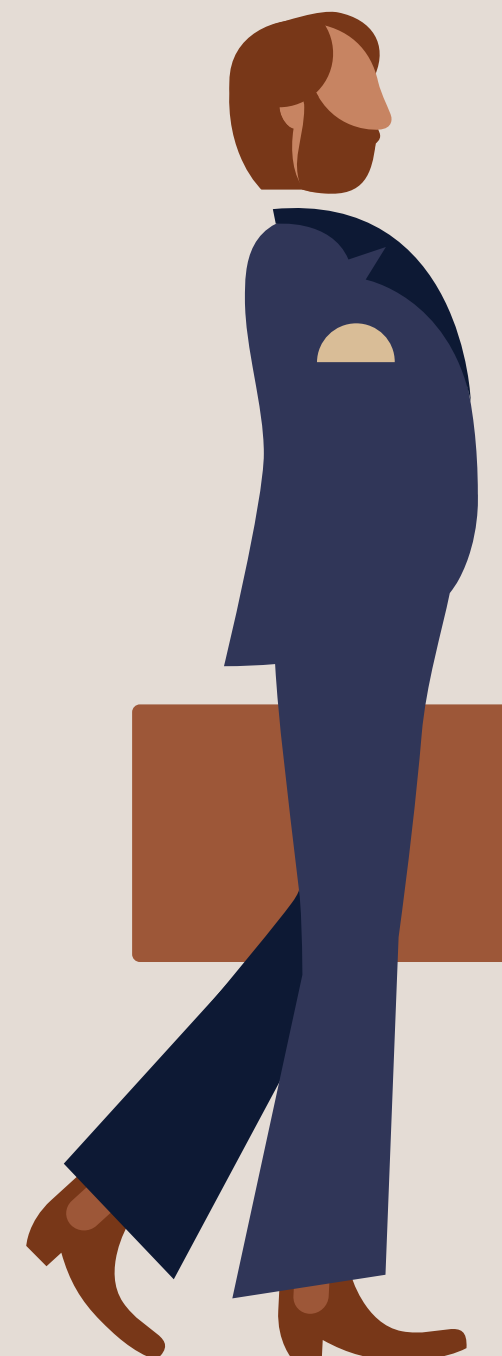
Era of Information

The latter decades of the 20th century saw work driven by the flow of information. Highly efficient production and international expansion followed.

Era of Industry



Era of Information



Management

Matrix organisations resulted from global business strategies. Middle management administered voluminous production and information networks.



Tools

Information, communication, and transportation technology enabled people to affiliate at an international level.



Places

Panel-based systems facilitated large and technology-filled offices, and efficiently housed workers, work, and tools.

Era of Ideas



Era of Ideas

With the ongoing optimisation of production and information sharing, the demand for innovative solutions increases.

As business cycles accelerate, the global focus of work shifts to the successful generation and deployment of new ideas.

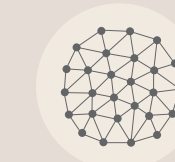
Era of Industry



Era of Information



Era of Ideas



Management

Democratised business capabilities and digital interconnectivity are driving an organic model of organisation. Individual work functions are diverse and interdependent.



Tools

Highly networked and increasingly human, today's technology engenders ultimate connectivity. Digital tools enable a virtual experience throughout the landscape of work.

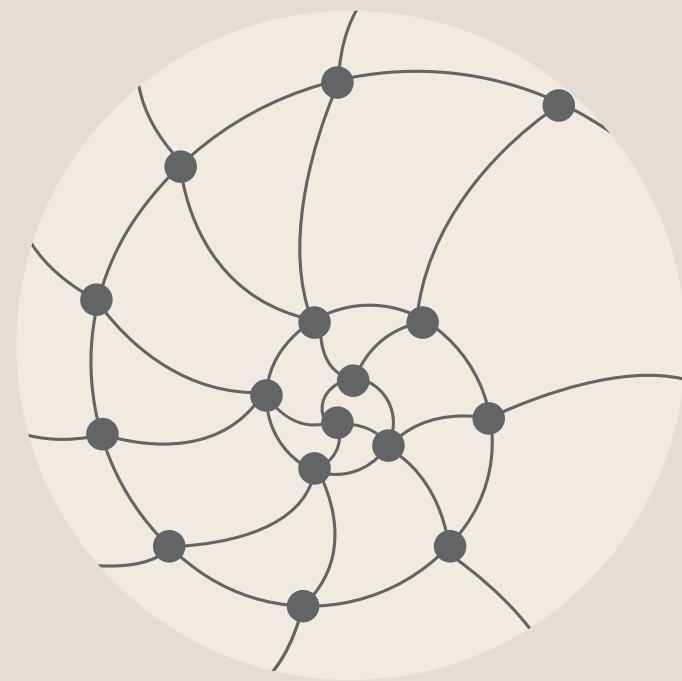


Places

Work happens anywhere, at any time. Yet offices struggle to reconcile what they were with what they are becoming.

Why Living Office?

As we seek solutions to power tomorrow's work, it's clear that the old way of doing business no longer serves us. Living Office updates the way we think about management, tools and places, to drive greater connectivity, creativity, productivity and prosperity.



Management

Processes don't create ideas, think up new products, or maintain relationships, people do. Tomorrow's enterprise should be based on the fundamentals of life, not industry.



Tools

To succeed in the new landscape of work our tools and technologies must support groups, enable creativity, and be seamlessly and naturally integrated into the workplace.



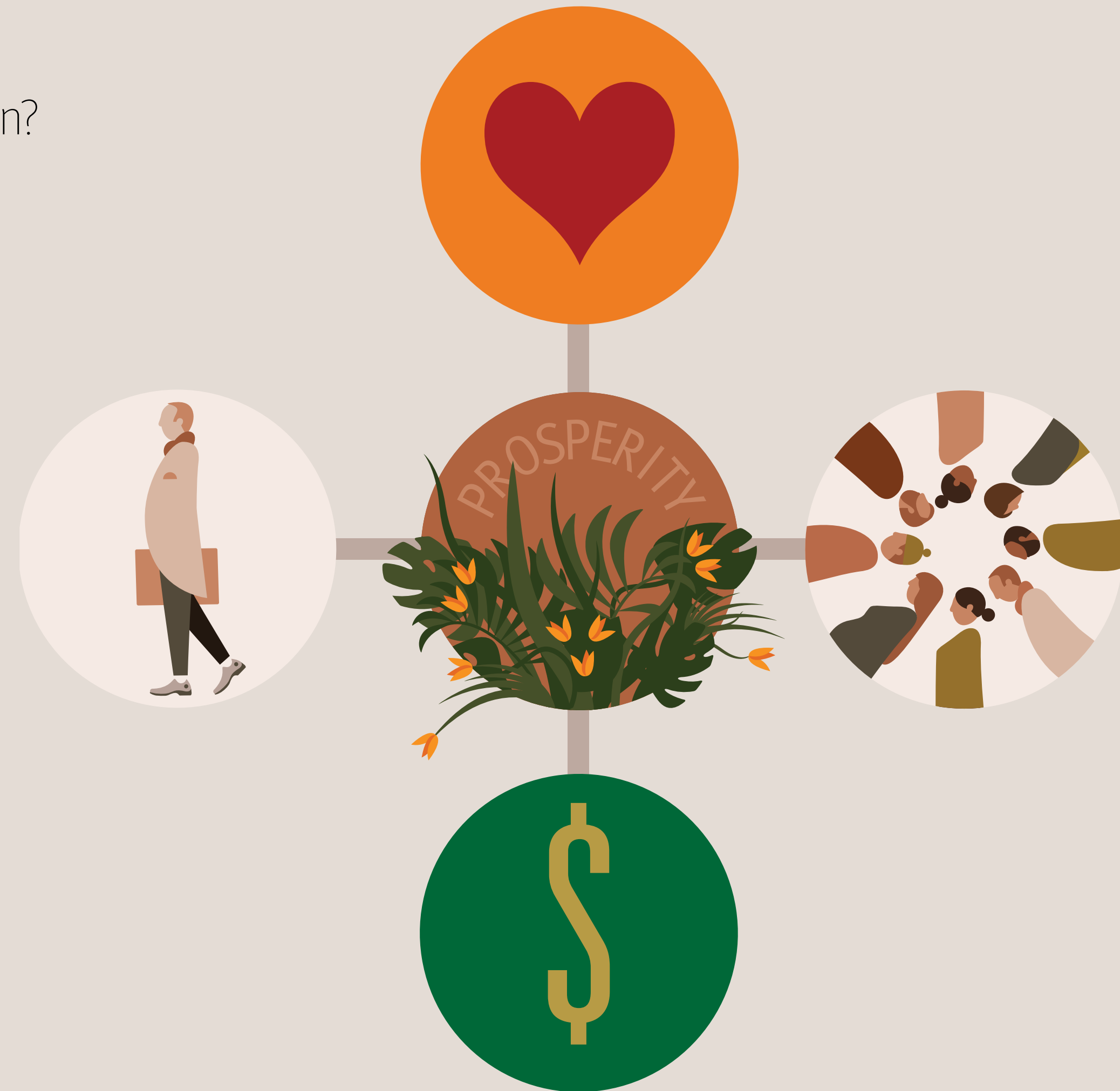
Places

Tomorrow's offices need to attract, nurture, and retain talent that will drive innovation, and bring an organisation's strategy to life. An optimised variety of settings will give individuals a more naturally human experience of work.

Engine of Prosperity

Define what ‘success’ means to you. And Living Office will help you achieve it. Happiness? Well-being? Engagement? Connection? In today’s world of work, success mean more than monetary results – and is increasingly seen in human terms.

By helping fulfil the fundamental needs of individuals and organisations, Living Office not only helps deliver increased profits, but also greater success – or prosperity – for all.



Fundamental To All

With the goal of creating a more naturally human experience of interaction and creation, Living Office begins with an understanding of what all people share to create workplaces that feel intuitive and inevitable.



Security

We desire health, safety, familiarity, and competence.



Autonomy

We seek freedom in our actions and decisions.



Belonging

We want a meaningful connection to others.



Status

We seek recognition for our contributions.



Achievement

We strive for excellence and take pride in our accomplishments.



Purpose

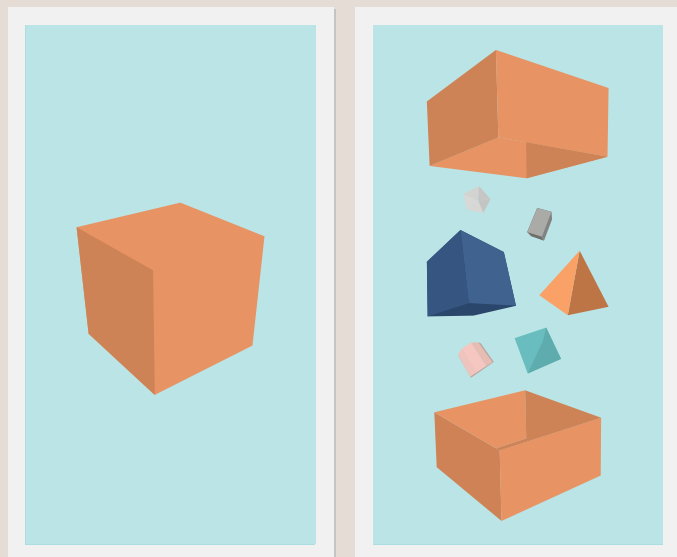
We want to make a meaningful difference.

Measure What Matters

To gather meaningful data about effective use of space at the leading edge of workplace design, we initiated a unique and ongoing research programme that informs Living Office.

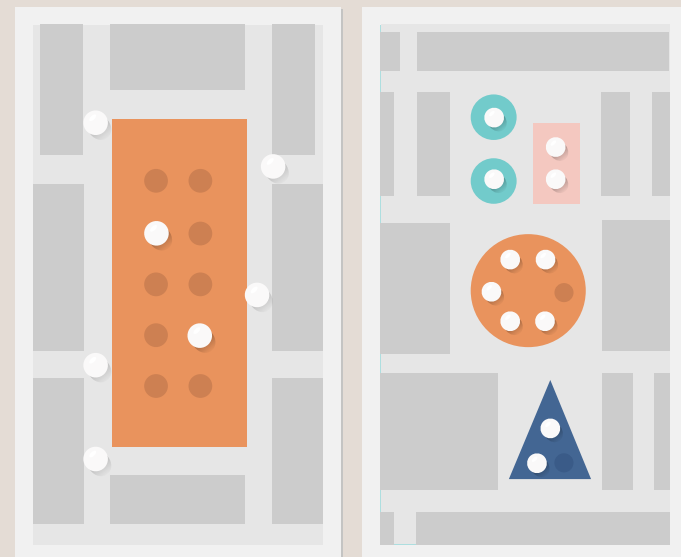
This research has identified six significant patterns in the ways organisations and their design partners are using space to support new ways of working.

From Standard Conference Rooms to a Variety of Group Settings



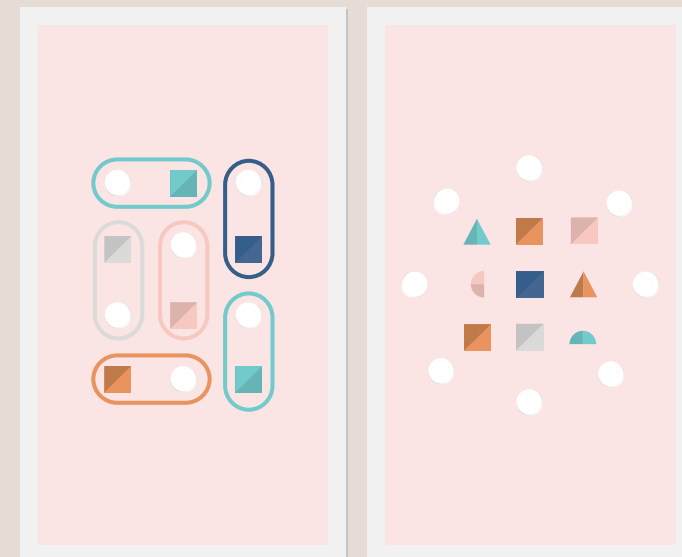
1 Standard Group Space > 6 Purposeful Group Settings

From Oversized Conference Rooms to Precision-Fit Meeting Spaces



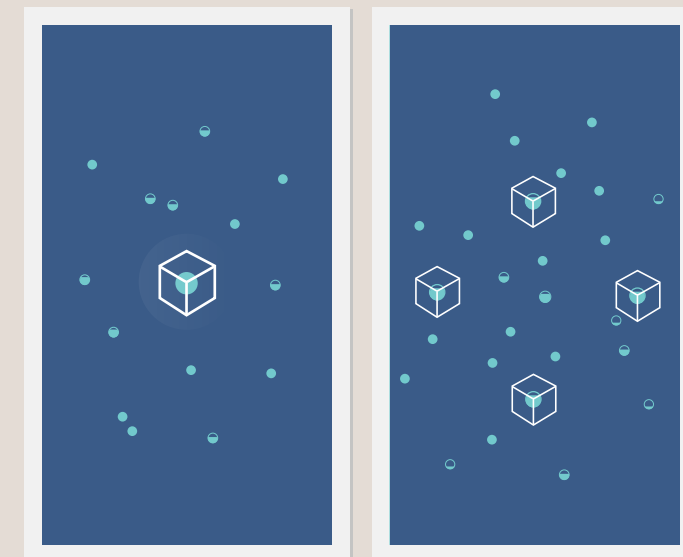
10 Conference Room Seats > 7 Meeting Space Seats

From Assigned Seats to Shared Workpoints



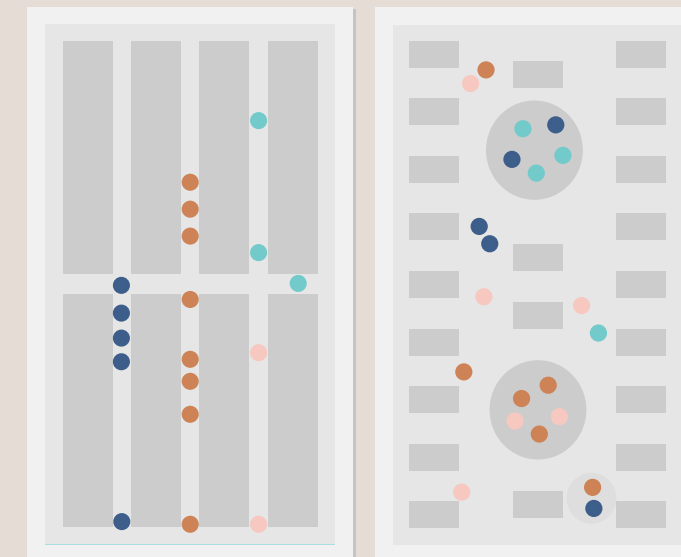
97% Assigned Workstations > 41% Unassigned Workpoints

From Privacy-as-Luxury to Privacy-on-Demand



67 People Per Private Space > 24 People Per Haven

From Required Circulation to Desired Connection



33% Circulation Space > 47% Connective Space

From Distant Breakrooms to Central Plazas



16 People Per Breakroom Seat > 4 People Per Plaza Seat

Taking Care of Business

Through research and interactions with clients around the globe, Herman Miller has identified the highest business priorities, which Living Office can help organisations achieve.



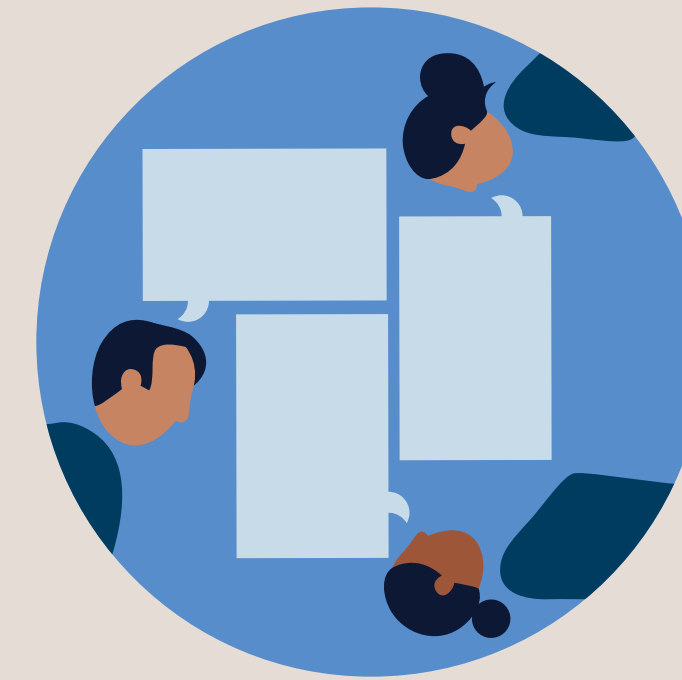
**Attracting & Retaining
Top Talent**



**Stimulating
Innovation**



**Increasing
Efficiency**



**Promoting
Knowledge Sharing**



**Strengthening Brand
Connection**

Attracting & Retaining Top Talent

People define the problems, imagine the ideas, and create the solutions that deliver value. That's why a workplace that helps draw in – and more importantly, keep – top talent is essential.



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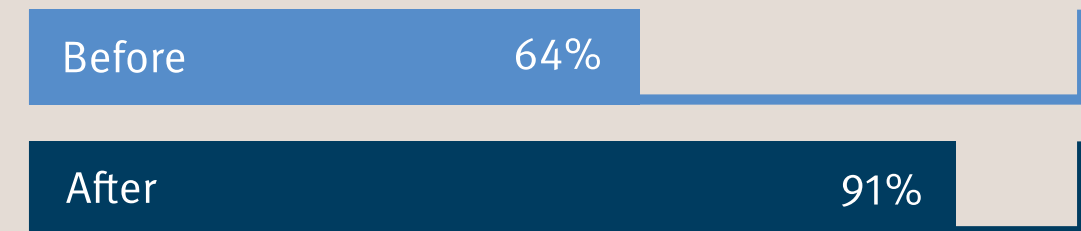
Attracting & Retaining Top Talent



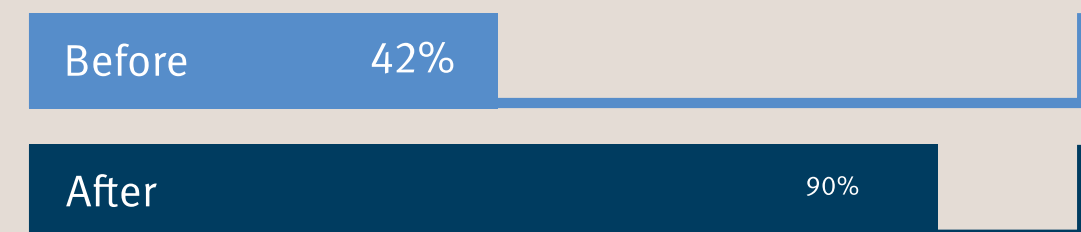
“We are showing our candidates that we are about people, because this Living Office concept is for people.”

– Jaroslava Rezlerová, Managing Director, Manpower Group

I’m proud to bring visitors to my workplace.
CHS, Inc.



I have an enjoyable work environment.
Valley of the Sun United Way



Stimulating Innovation

In a world where the most successful organisations are the ones that generate better ideas faster, companies aim to create workplaces primed for creativity.



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Stimulating Innovation

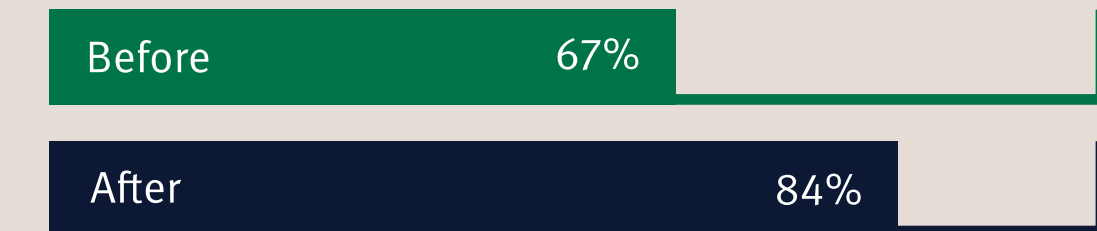


“We can create any kind of layout and support the creative flow through the entire office.”

– Qin Li, Director of Industrial Design, fuseproject

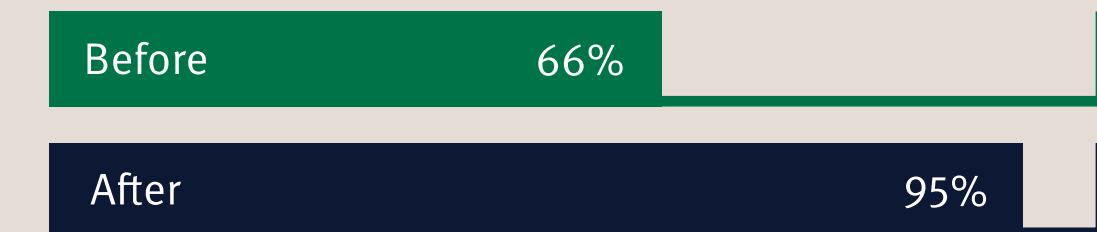
My organisation is open to new ideas.

Valley of the Sun United Way



My workplace allows me to collaborate on creative work.

CHS, Inc.



Increasing Efficiency

Optimising processes helps people work more effectively. When workplace elements combine methodically to support the work people engage in and the tools they use, it helps drive down unnecessary costs.



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**Strengthening Brand
Connection**

Increasing Efficiency



“People in the space feel like they are getting a lot more done, a lot quicker.”

– Scott Newlin, Design Director, Harry’s

I have the tools I need to do my work.

MASS Design



My workplace helps me feel productive.

Harry’s



Promoting Knowledge Sharing

With more than 40 percent of the workforce due to retire in the next five years, organisations often want to create workplaces where knowledge transfer happens more seamlessly.



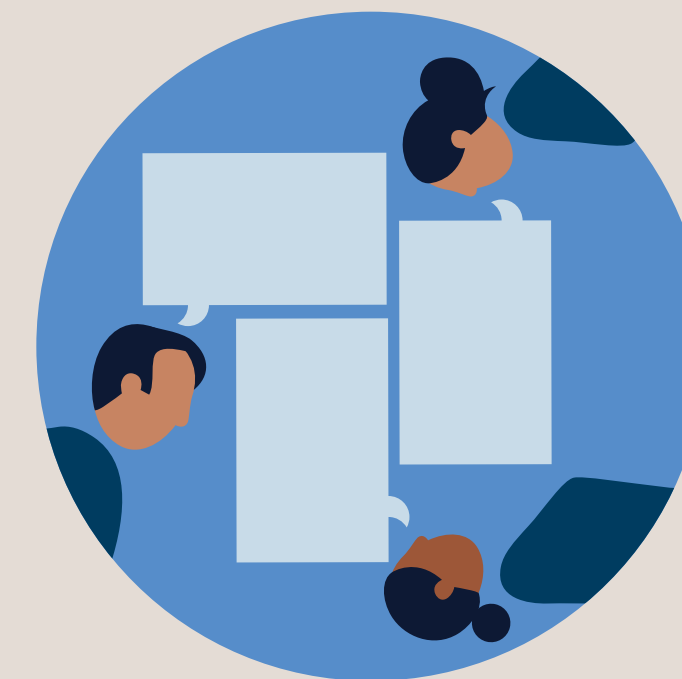
**Attracting & Retaining
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**Stimulating
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Efficiency**



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Knowledge Sharing**



**Strengthening Brand
Connection**



Promoting Knowledge Sharing



“Living Office gave us the opportunity and the tools to create highly collaborative spaces.”

– Sheryl Schulze, Senior Project Director, Gensler

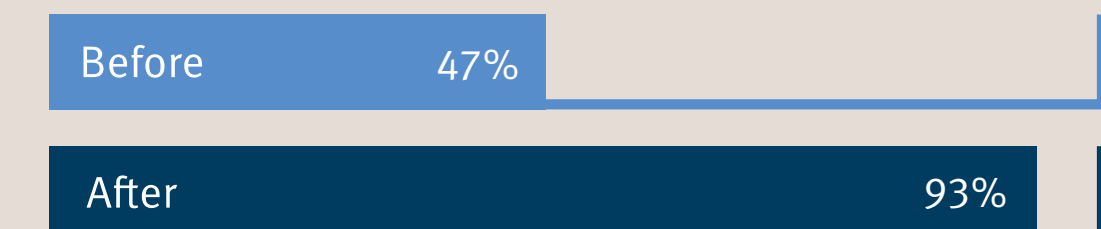
I can have conversations without interrupting others.

MASS Design



I can have impromptu meetings with colleagues.

Harry's



Strengthening Brand Connection

A brand's power lies in its recognition and trustworthiness.

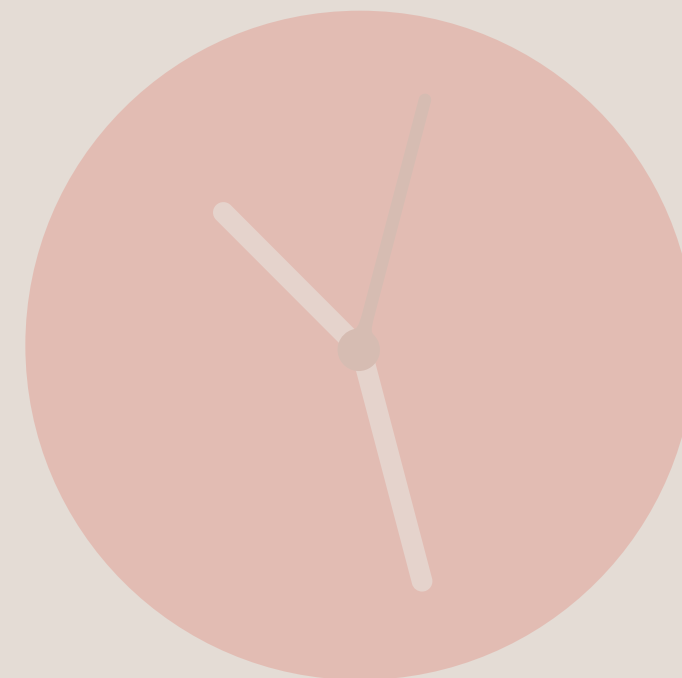
A workplace that is designed to express unique purpose and character can strengthen both.



**Attracting & Retaining
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**Stimulating
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**Increasing
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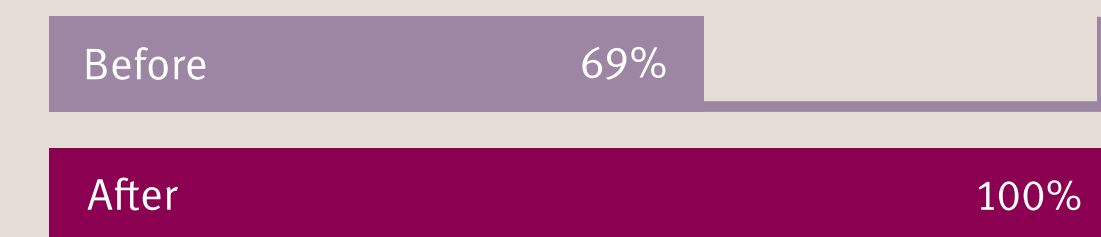
Strengthening Brand Connection



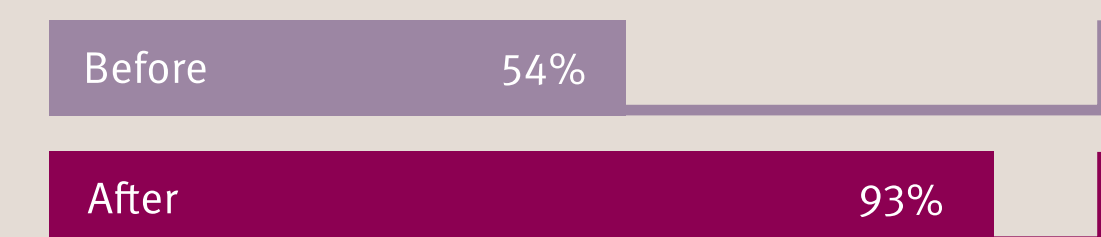
“I think one of our proudest achievements isn’t the building. It’s building the culture of the three organisations together. The building is a tool to bring out that culture and harmonise what we’re doing together.”

– Michael Roper, EMEA Vice President, Global Real Estate & Facilities, SAP

I’m proud to bring visitors to my workplace.
 MASS Design



My workplace presents a good corporate image.
 CHS, Inc.



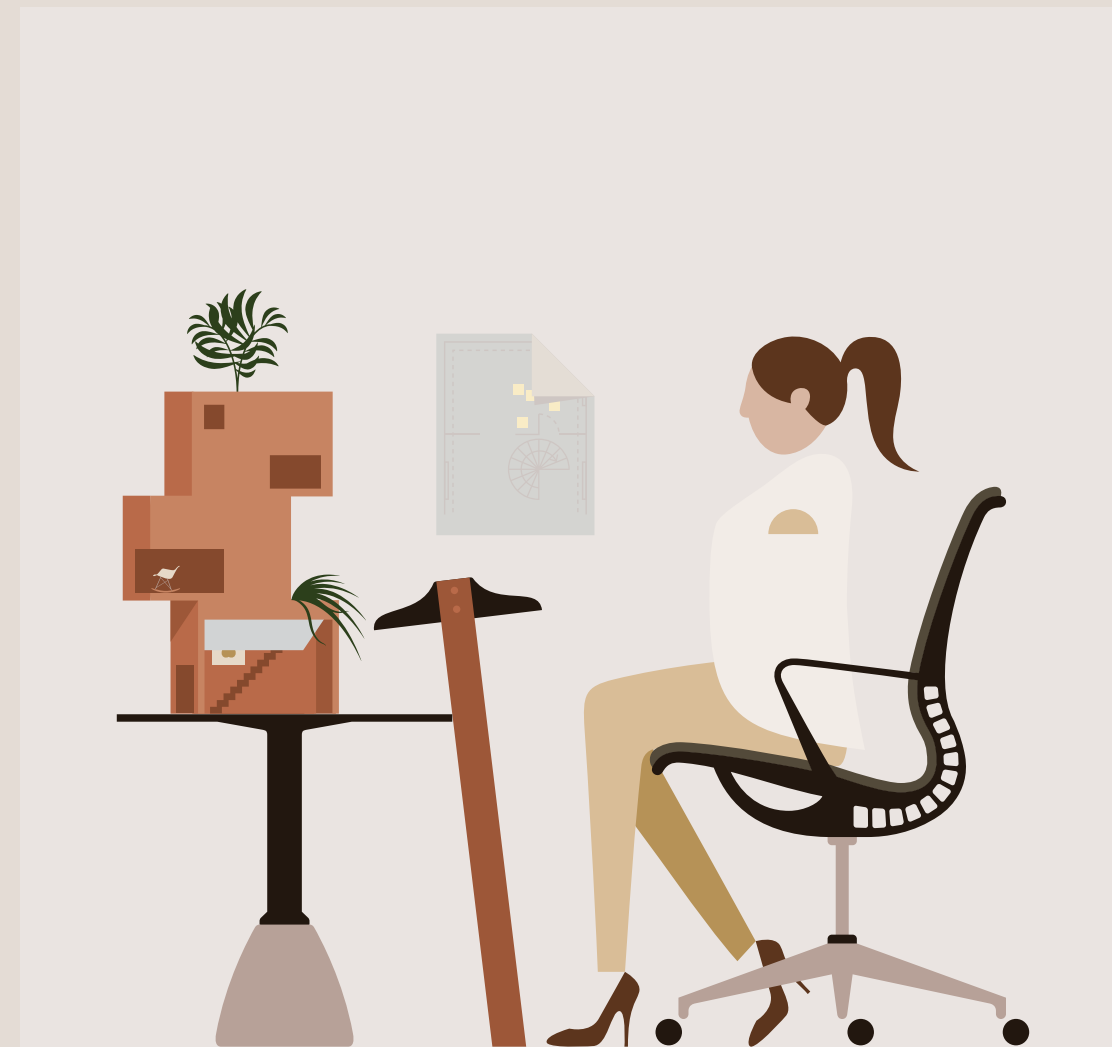
Placemaking Framework

Place can be a powerful tool for achieving your goals. Each organisation and its people are different, yet many offices today look and feel the same.

We can help you envision an office that better reflects who you are and provides greater support for what you do.



Point of View



Placemaking Framework



Furnishings and Tools



Services and Support

From improvisational creativity to standardised processes, work today is more varied than ever before – so shouldn't our offices be more varied too? In a Living Office, people can choose from a range of spaces that better support their activities, strengthen their connection with colleagues, and help fulfill their specific purpose. These settings can be designed in ways that uniquely express the culture of an organisation and progress their ambitions, making place a more valuable asset.

Activities

10 common ways that people work together or alone.

Together



Chat

An incidental and impromptu interaction between colleagues.



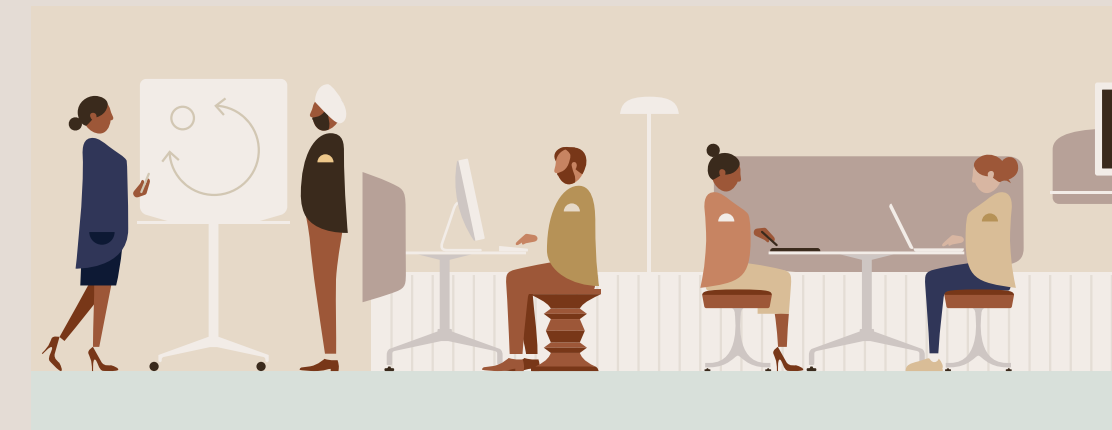
Converse

A purposeful interaction among colleagues to address a defined topic.



Co-Create

The generation of new ideas and content among groups.



Divide & Conquer

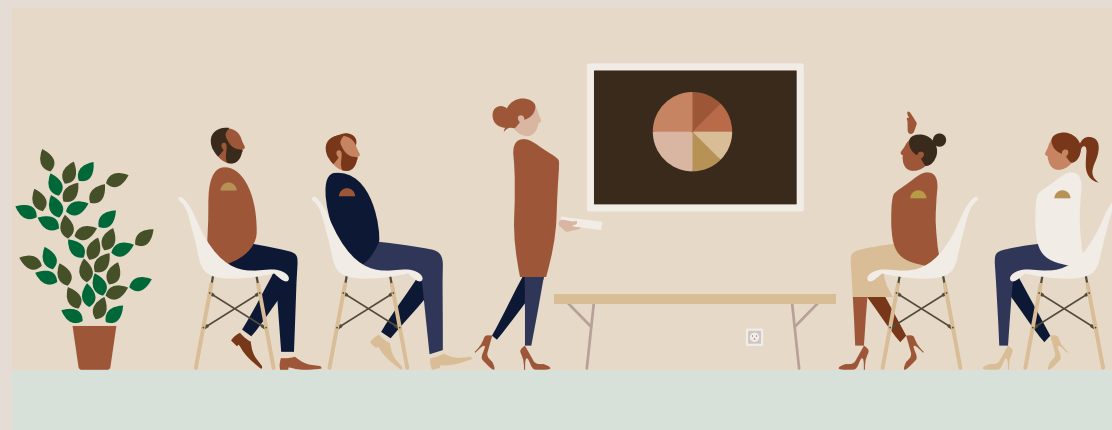
Happens when team members spread out within a group space to work on their own pieces of a larger project.



Huddle

Occurs when a team needs to address an urgent issue or receive instructions for a plan of action.

Alone



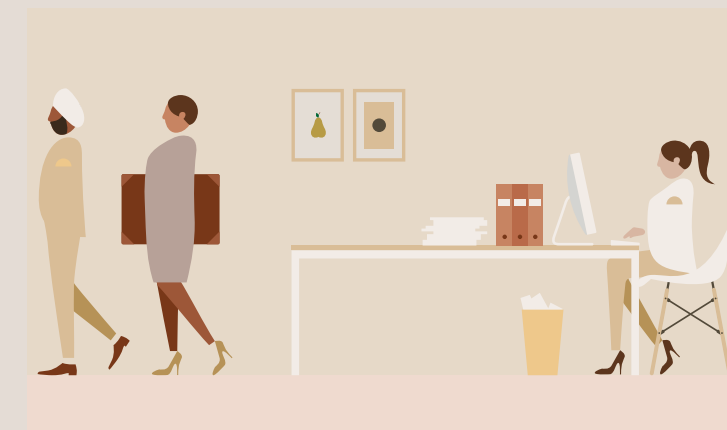
Show & Tell

A planned information session for teams of colleagues, with or without their clients.



Warm Up, Cool Down

Occurs in the time leading up to and immediately following a formally scheduled meeting.



Process & Respond

Occurs in response to the feedback loop of emails, phone calls, and texts that drives work forward.



Create

Occurs when a person engages with the content associated with their role and develops deliverables.



Contemplate

An opportunity for an individual to pause and reflect on their work or ignore it momentarily and seek respite.

Settings

10 spaces that support people's activities, enhance their experiences, and fulfil their needs

Hive

A grouping of workstations that allows people to harmoniously engage in individual and collaborative work.

Haven

A small shelter where focused work can be done without distraction.

Clubhouse

A working neighbourhood that belongs to a team assigned to a specific, long-term project.

Forum

Enabled by a clearly defined point of focus, a Forum supports the presentation and discussion of content.

Jump Space

Comprised of highly approachable work points, a Jump Space facilitates work for short periods of time between other activities.

Cove

A compact setting near individual work points that enables people to work together for short periods of time.

Plaza

The vibrant and dynamic heart of the landscape, a Plaza is a place where people can intuitively take the pulse of the organisation.

Workshop

The ideal setting for people to work together to generate the ideas that drive work forward.

Meeting Space

Designed to support information sharing – whether it's a single speaker at the head of the room, or a group of colleagues conversing among themselves.

Landing

An open perching spot adjacent to Meeting Spaces, Forums, or Workshops, where people can warm up before meetings and cool down after they end.



Activities

Process & Respond

Create

Chat



Atlas Office Landscape, Aeron Chairs, Flo Monitor Arms, Locale Mobile Easel, Cubert Lamps, Formwork



Activities

Process & Respond

Create

Chat





Activities

- Create
- Contemplate
- Converse



Public Office Landscape, Wire Frame Sofa



Activities

- Create
- Contemplate
- Converse





Activities

Co-create
Divide & Conquer
Huddle

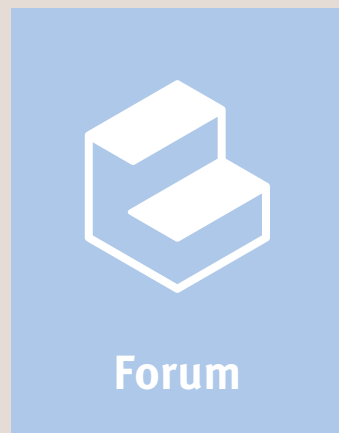




Activities

Co-create
Divide & Conquer
Huddle



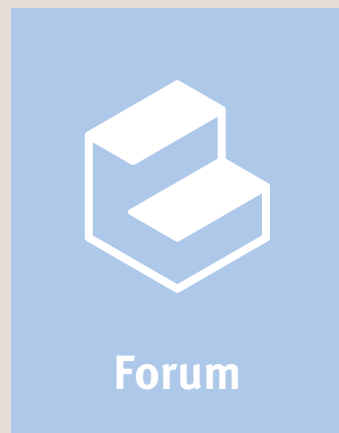


Activities

Show & Tell

Divide & Conquer





Activities

Show & Tell

Divide & Conquer





Activities

Process & Respond
Chat



Layout Studio, Aeron Chair, Public Office Landscape, Locale Table



Activities

Process & Respond
Chat



[BACK TO SETTINGS](#)

Memo, Keyn Chair Group, Sayl Chair, Public Office Landscape



Activities

Huddle

Converse

Co-create



Keyn Chair Group, Aeron Chair



Activities

Huddle

Converse

Co-create





Activities

Chat

Converse

Process & Respond



Public Office Landscape, Caper Chair, Setu Stool



Activities

Chat

Converse

Process & Respond



[BACK TO SETTINGS](#)

Kivo, Caper Chairs, Everywhere Tables, Anywhere Case



Activities

Co-create

Divide & Conquer



Aeron Chair, Everywhere Table, Setu Stool



Activities

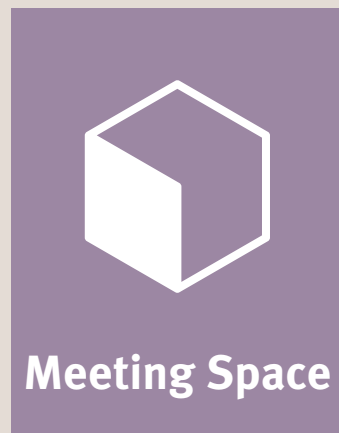
Co-create
Divide & Conquer



[BACK TO SETTINGS](#)



Atlas Office Landscape, Keyn Chair Group, Mirra 2 Stool, Setu Table



Activities

Show & Tell



Memo, Setu Chair, Locale, Wireframe Sofa



Activities

Show & Tell



BACK TO SETTINGS



Layout Studio, Aeron Chair



Activities

Warm Up, Cool Down



Meridian Storage, Crosshatch Stool



Activities

Warm Up, Cool Down



[BACK TO SETTINGS](#)



Public Office Landscape, Setu Chairs, Nelson Bubble Lamps

Furnishings and Tools

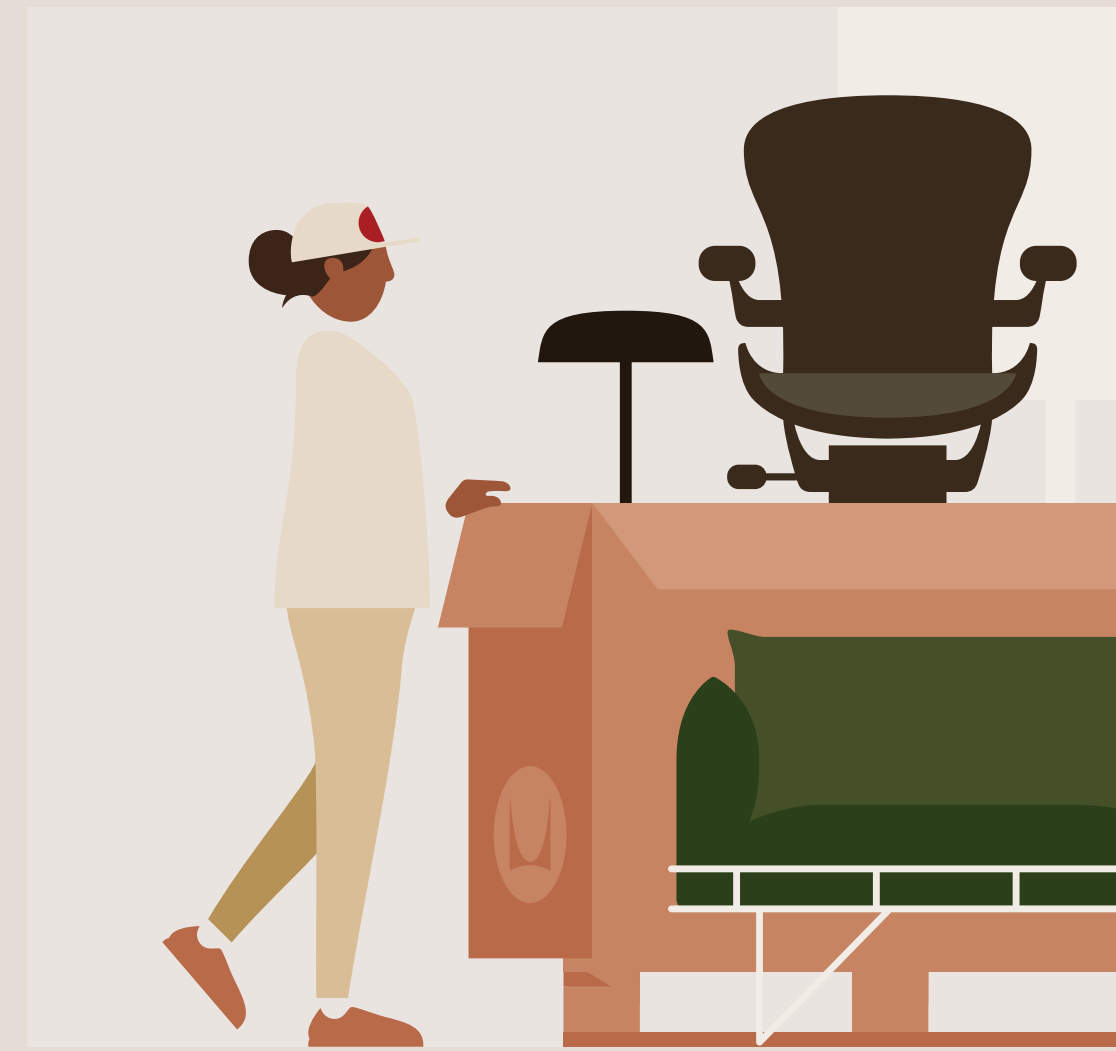
At the office, furniture and tools can help or hinder your success. With our diverse product portfolio, you can give your people what they need to achieve their goals.



Point of View



Placemaking Framework



Furnishings and Tools



Services and Support

LIVING OFFICE OVERVIEW

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SERVICES AND SUPPORT

YOUR LIVING OFFICE

Office Chairs



Side Chairs



Stacking Chairs



Stools



Lounge Seating



Workspaces



Sit-Stand Workspaces



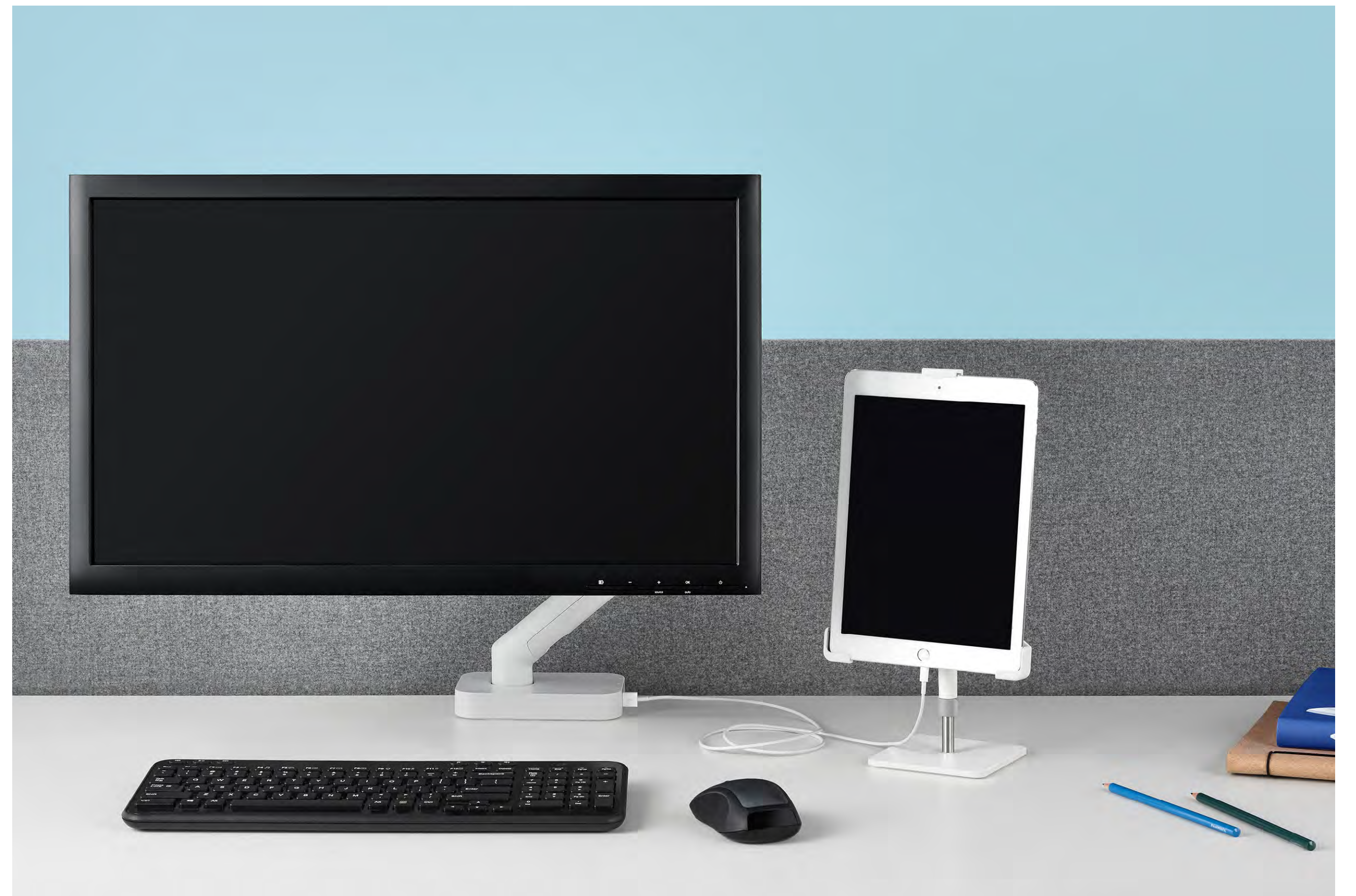
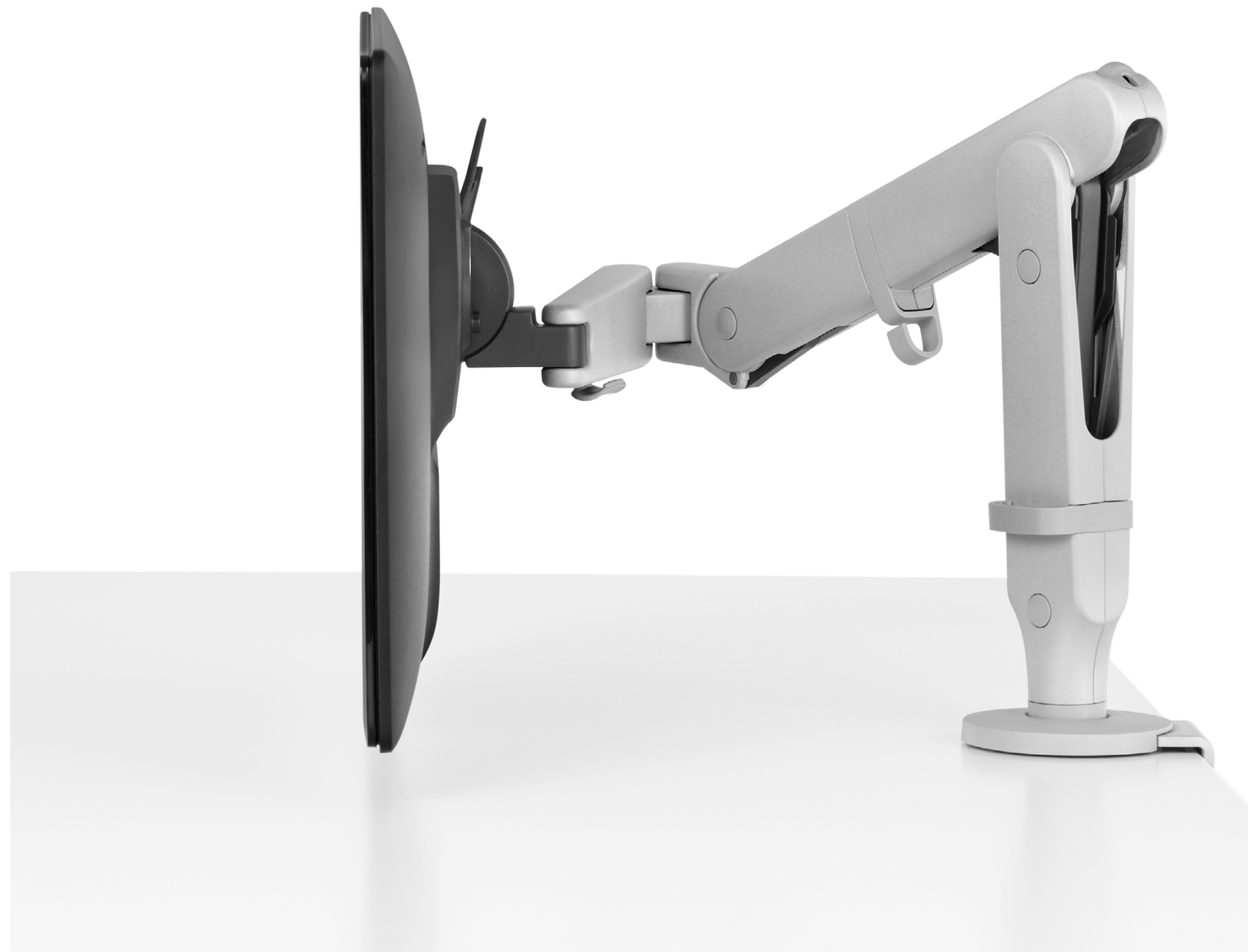
Tables



Storage



Technology Support



Lighting



Accessories



Services and Support

Our network of experts is on hand to help organisations and the professionals who design and manage their spaces, to create, realise and continuously improve high-performing workplaces. Which makes people happy, everywhere.



Point of View



Placemaking Framework



Furnishings and Tools



Services and Support

Global to Local

With decades of experience operating on a global scale, we've learned to align our business with our customers' needs, ensuring we can serve customers in local markets efficiently and effectively. We operate an efficient and agile worldwide business, by having manufacturing and assembly facilities in strategic locations. And by partnering with independent dealerships throughout the world, we can support our customers, wherever they're located too.



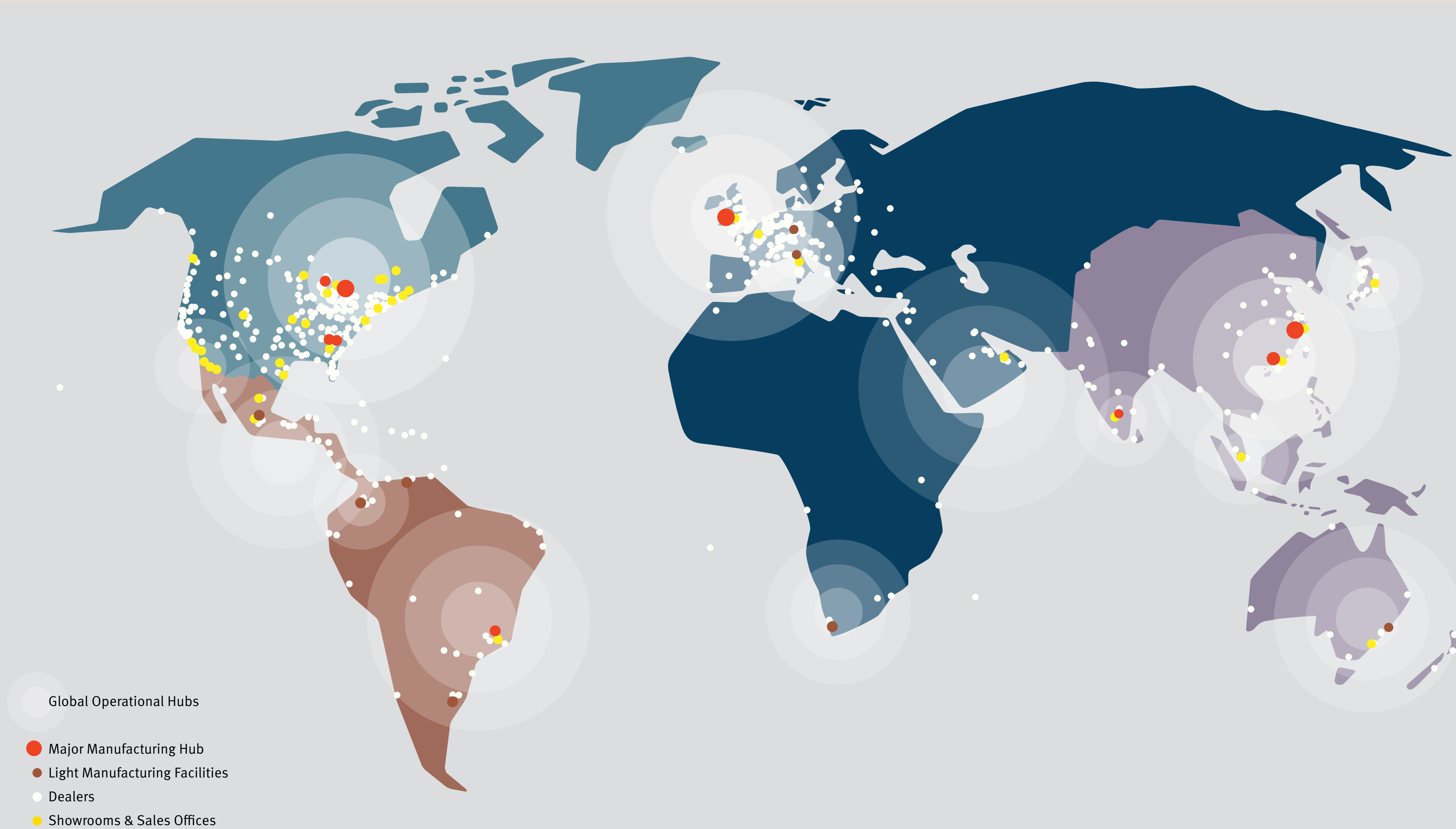
**22 showrooms
around the globe**



**Over 600 dealers worldwide
throughout 100 countries**



**Manufacturing
across 4 continents**



Your Living Office

Whether your organisation is more formal than casual, or more uniform than diverse, Living Office recognises that each organisation is different. With a variety of furnishings and tools tailored for Living Office environments, Herman Miller can help you create workplaces that reflect the character of your people and work.

The following examples show how we have helped global organisations bring Living Office to life.

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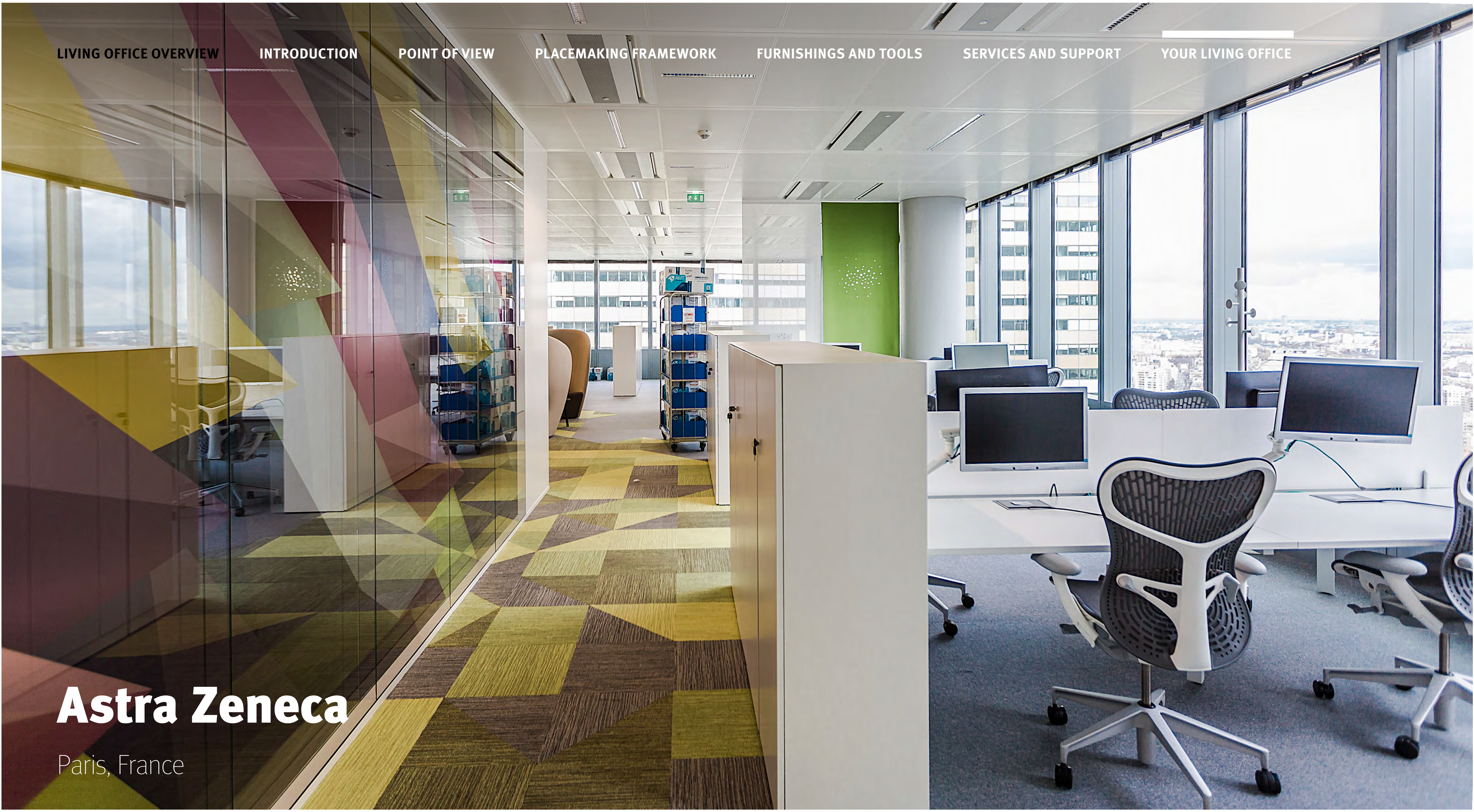
FURNISHINGS AND TOOLS

SERVICES AND SUPPORT

YOUR LIVING OFFICE

Astra Zeneca

Paris, France



Box Clever

San Francisco, USA



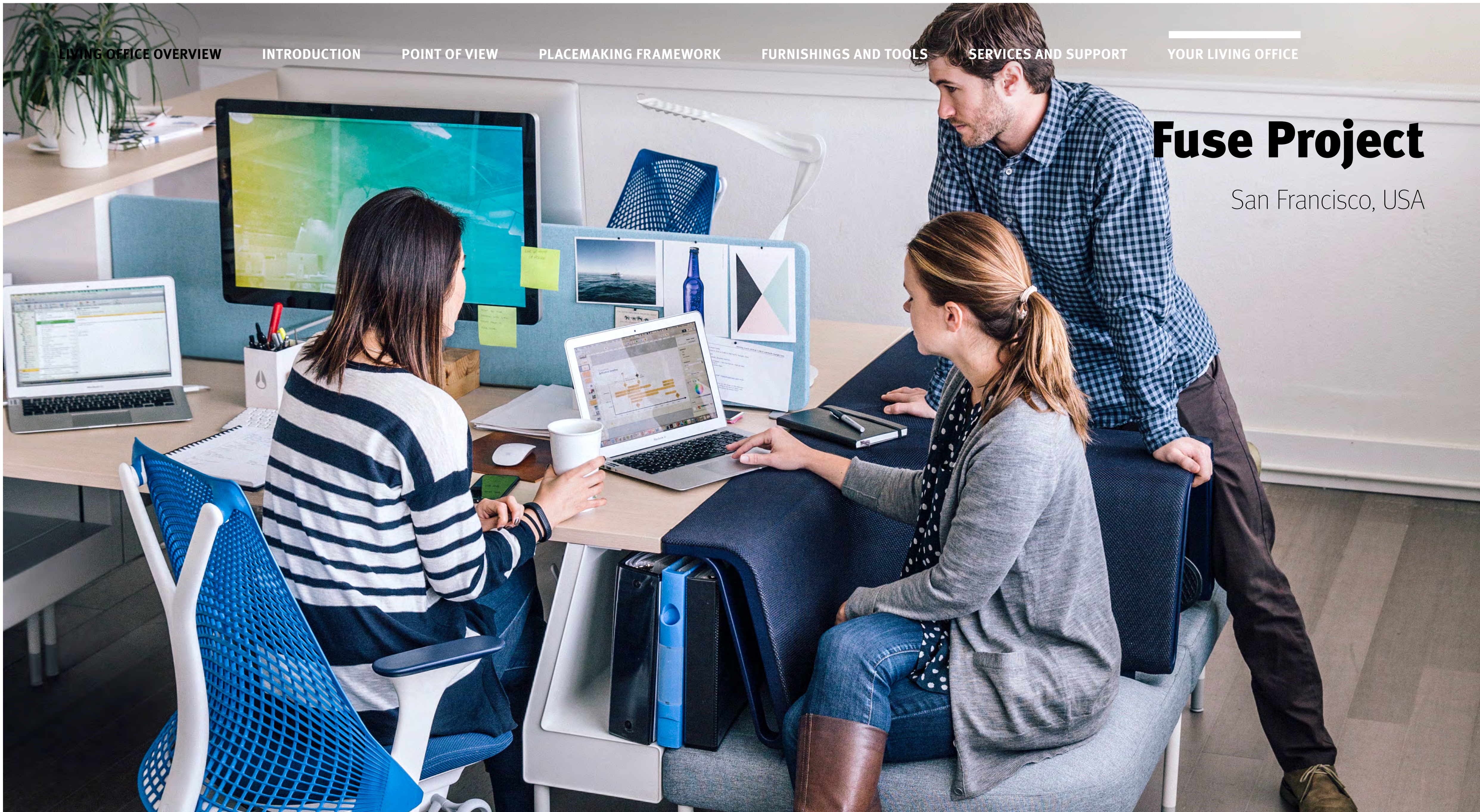
Factory Fifteen

London, UK



Fuse Project

San Francisco, USA



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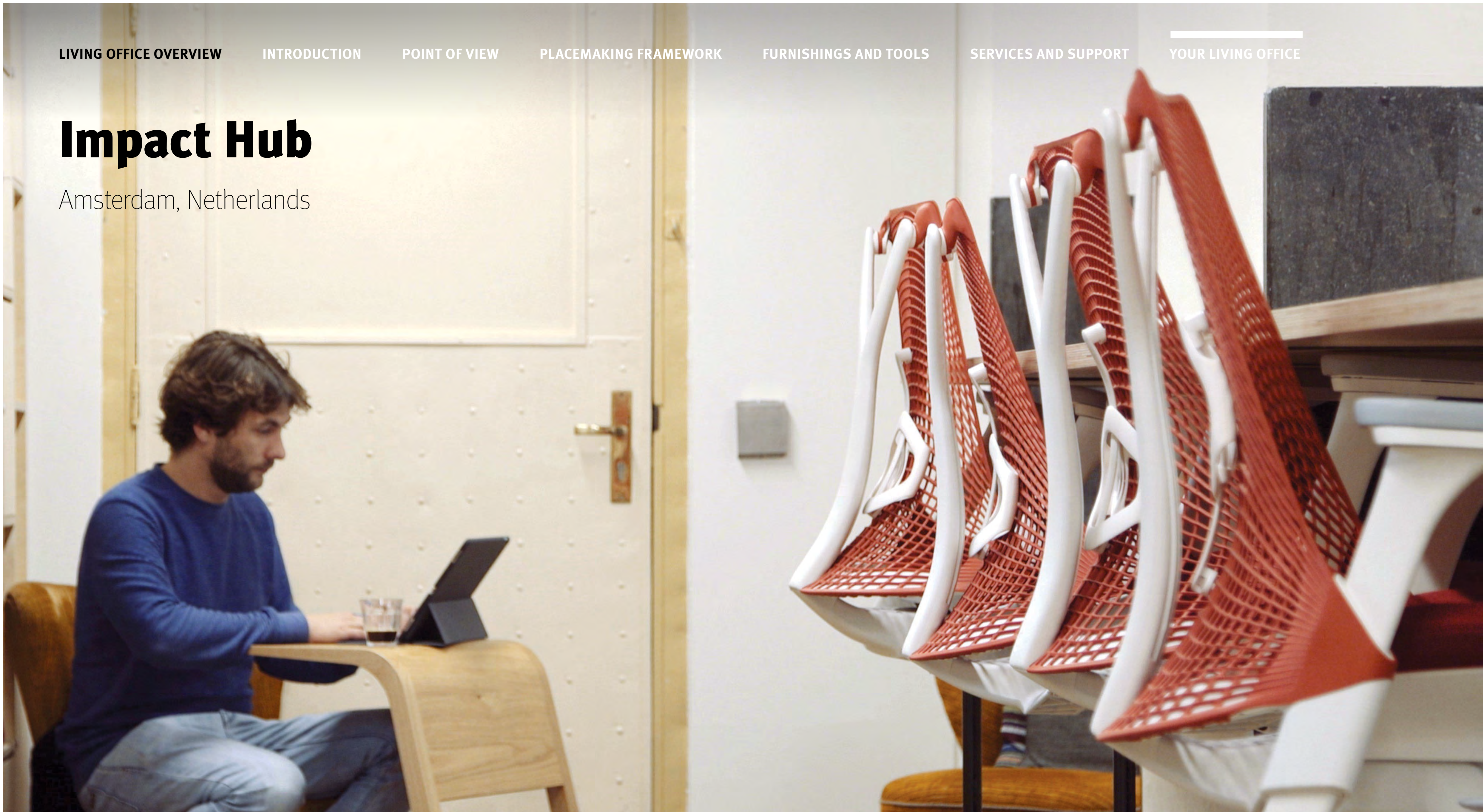
YOUR LIVING OFFICE


Hoare Lea

Bristol, UK

Impact Hub

Amsterdam, Netherlands



 ManpowerGroup

Manpower Group

Prague, Czech Republic

MeUndies

Los Angeles, USA



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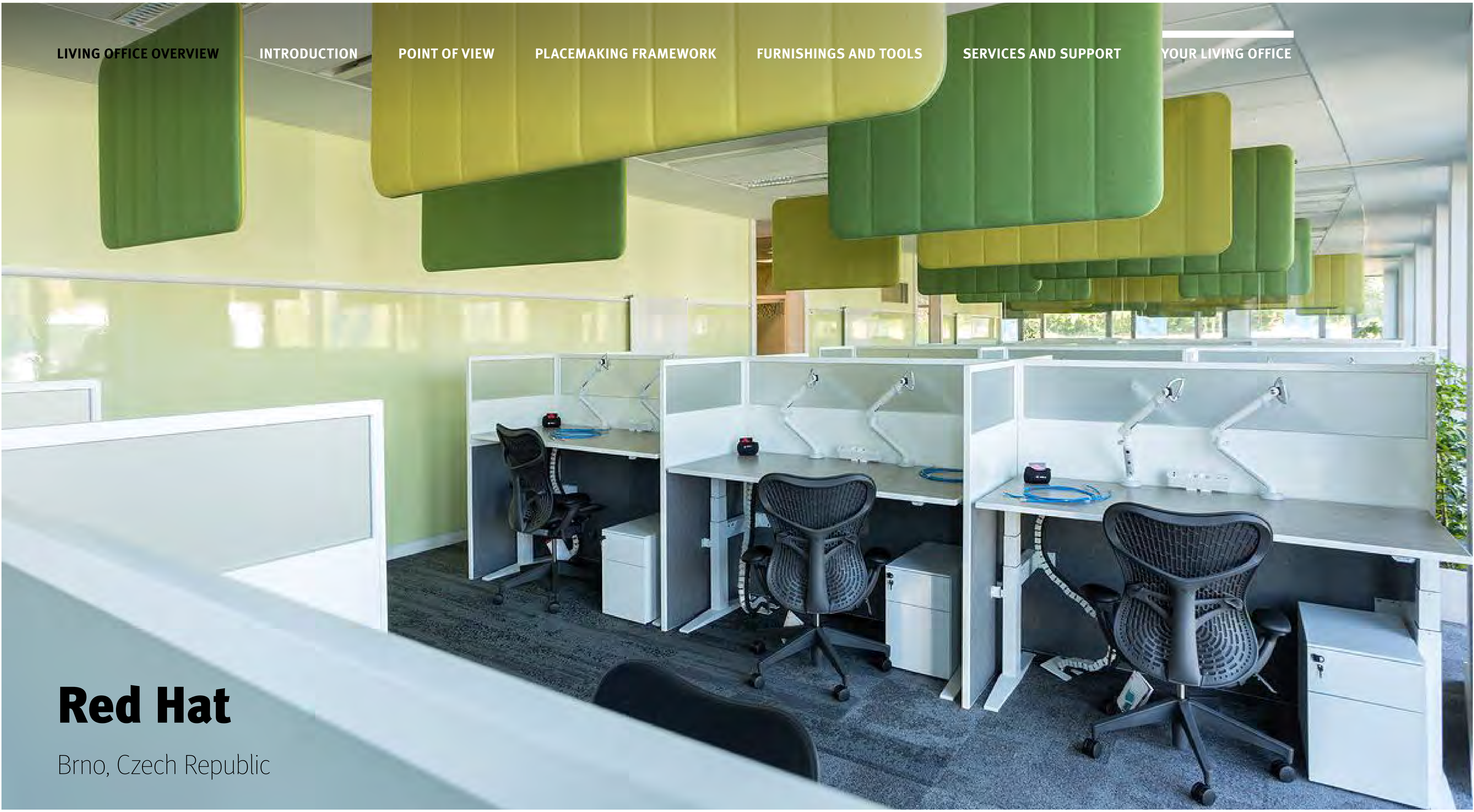
FURNISHINGS AND TOOLS

SERVICES AND SUPPORT

YOUR LIVING OFFICE

Red Hat

Brno, Czech Republic



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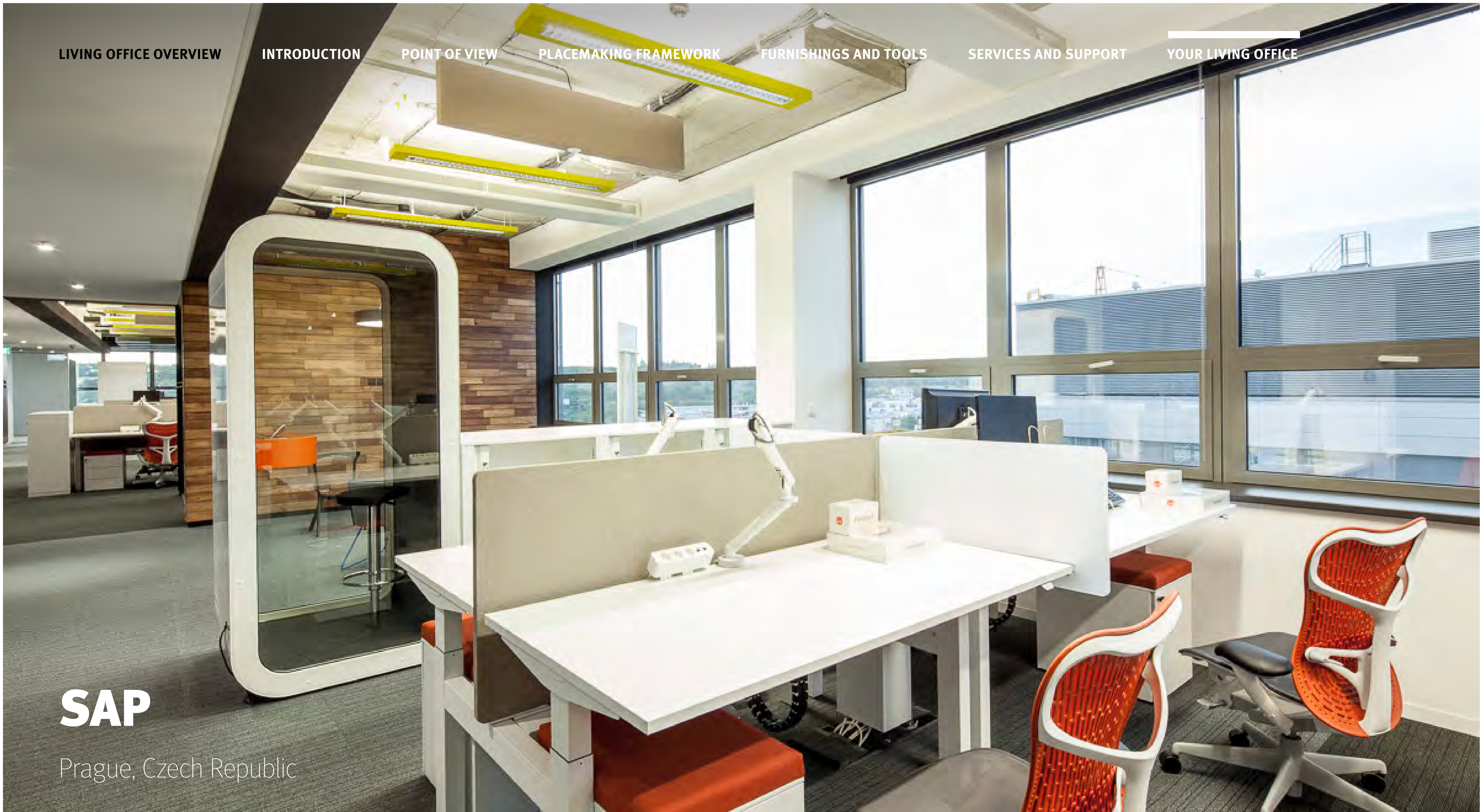
FURNISHINGS AND TOOLS

SERVICES AND SUPPORT

YOUR LIVING OFFICE

SAP

Prague, Czech Republic



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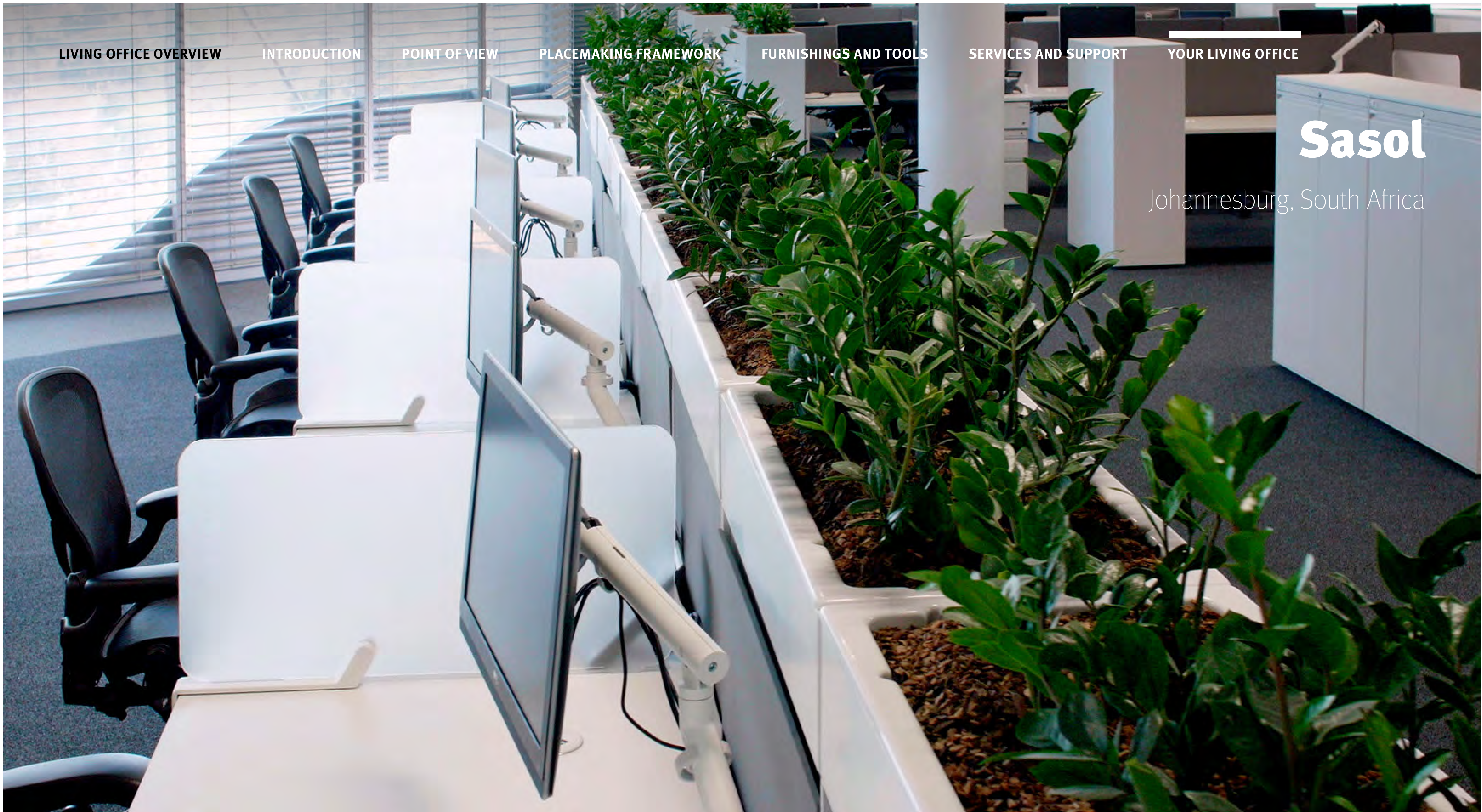
FURNISHINGS AND TOOLS

SERVICES AND SUPPORT

YOUR LIVING OFFICE

Sasol

Johannesburg, South Africa



LIVING OFFICE OVERVIEW

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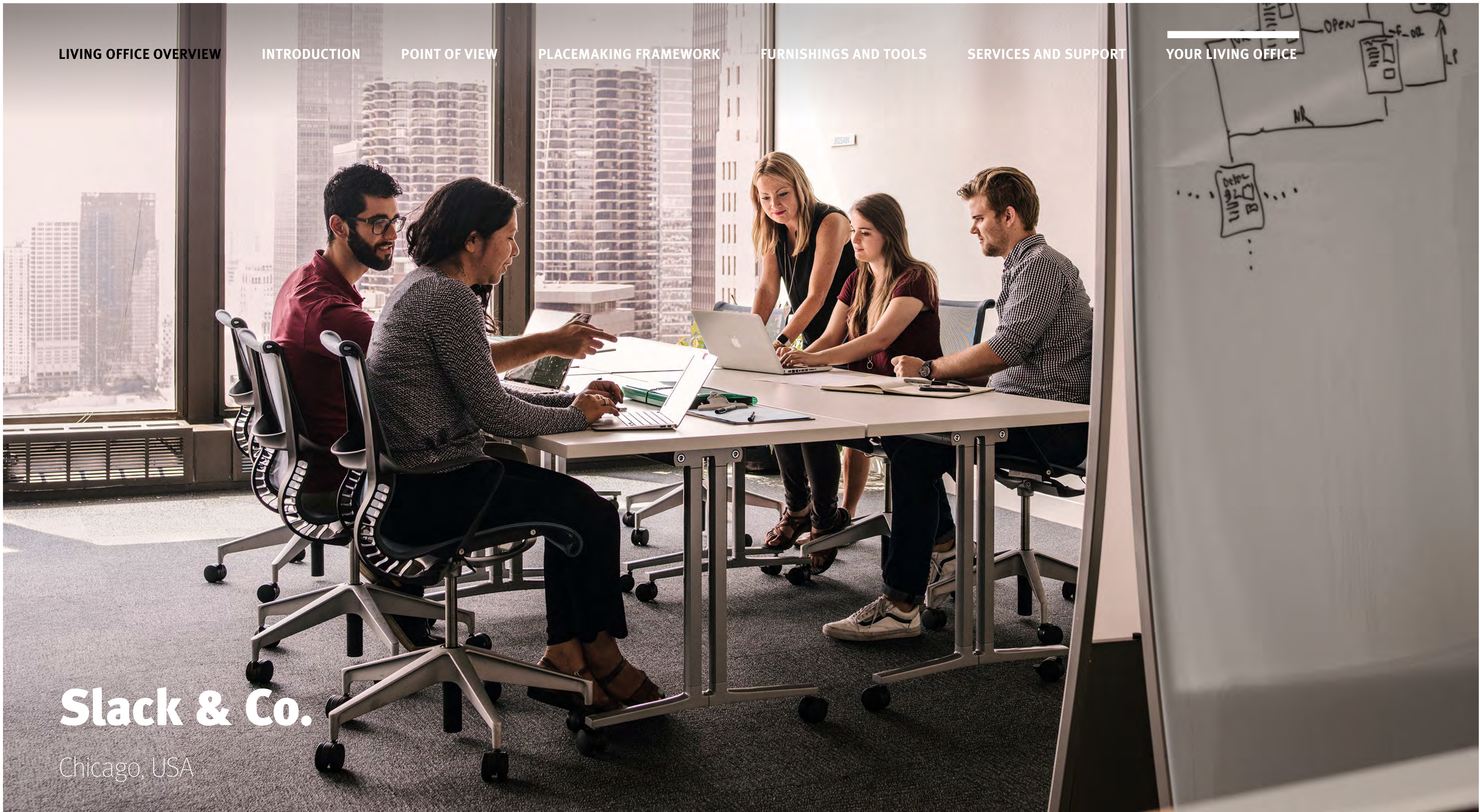
POINT OF VIEW

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YOUR LIVING OFFICE



Slack & Co.

Chicago, USA



Whyte & MacKay

Glasgow, UK

