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**High Performance Collaboration**  
The interconnected workplace

**Steelcase**

## Did you know?

80% of work will be collaborative within the next 10 years\*

Collaborative working is one of the key business issues of our time. New technologies have transformed working life and a growing number of organisations recognise that successful collaboration enhances performance. In Google's case, about half of its 10 000 product development employees work in small teams averaging three workers per team. Yet, many organisations struggle with a poor collaborative environment.

Steelcase has studied collaboration extensively as part of ongoing research into work and work spaces and is keen to share its insights and 'High Performance Collaboration' approach.

**Knowledge development is a social activity.** While people do work alone, the business of creating, evaluating and disseminating knowledge is in large part a shared enterprise. Collaborative working can speed up productivity and the generation of new ideas.

**Physical presence in the work place is important.** Repeated studies show that informal interaction in the office is vital to building trust within a team. The tacit knowledge of a company is rarely documented or available on any database and can only be communicated face-to-face.

**Up to six people is the optimum team size.** As the size of a team increases, so does the difficulty in managing communication. Collaboration in pairs and small teams allows for more frequent exchanges in less formal ways, which gets problems solved more quickly.

**Technology is a key enabler to success.** New technologies boost collaboration by helping individuals and teams to access and share digital information seamlessly.

In a world where communicating and collaborating is vital to success, **the role of the workplace is to connect people, information, culture and tools.**

It's time for the **interconnected workplace.**



70% of new ideas are generated while working with someone else.



Working in small groups is more effective than large groups.



Meetings are getting shorter and less formal.



Technology needs to be smart, intuitive and instant.



Collaborative spaces needs to be inspiring and energising.

\* Source Jones Lang LaSalle IP, Inc. 2007, «Workplace Strategy», quoting research by Gartner Dataquest

## Interconnected workplace

In today's interconnected world, workplaces must address the diverse ways people are working. It must support enhanced collaboration, the essence of knowledge work. It needs to inspire and attract people to work at the office. It should nurture personal wellbeing, and leverage organisational culture and the company's brand. Overall, this workplace must make the most of every square meter of an organisation's real estate.

The interconnected workplace has to address these five workplace issues:

- Real estate optimisation.
- Enhance collaboration.
- Attract, develop and engage talent.
- Build brand and culture.
- Wellbeing @ work.



### Working in pairs (2 persons)

Dyadic cooperation between colleagues are among the most important to an organisation.



### Teaming in small groups (3-5 persons)

Collaborative spaces for small groups should allow seamless interaction.



### Conferencing (> 6 persons)

Formal meetings are still happening frequently for presentations or information sharing.



### In between

Informal exchanges between team members support the transfer of tacit knowledge.



## Four ways of collaborating

Physical - and virtual - space plays a central role in hosting and boosting collaboration.

It can increase efficiency by connecting people to information, tools, other people and the culture of the organisation.

There are many forms of collaboration and achieving the right balance for different organisations requires expertise. Steelcase's research aims to **understand the spatial, informational and social aspects of collaboration** – that is to say where it happens, how it happens and how many people are involved.

From this, four common ways of collaborating have been identified: **working in pairs, working in small groups, formal meetings and impromptu/informal interactions.**



## Working in pairs

Individual working styles are changing. **82% of white collar office workers now partner with others to get work done.** Even when working 'alone', people are constantly engaged in collaboration - they e-mail colleagues, place a phone call to gather information or opinion, or contribute to online discussions.

**Workstations need to reflect these changes, whilst also conserving floor space.** There are economic ways in which companies can support concentrated work as well as encourage two-person collaboration:

- Create spaces near the desk to meet spontaneously.
- Integrate stand-up height storage that engenders quick face-to-face discussions.
- Use mobile storage with a padded seat that offers a place for a colleague to sit for a short conversation.
- Invest in monitor arms that make sharing screen content easy.



c:scape with Think Task chairs



Working in pairs at the desk  
Fusion desks and Think task chairs



Working in pairs nearby the desk  
QiVi chairs and Mobile Element Pin-Board





Democratic meeting  
media:scape and cobo stools

C6264



Open. connect. share.  
media:scape PUCK, anybody  
can take the lead and project.

C41663

## Teaming in small groups

**Working in small teams is more efficient.** People prefer to collaborate in smaller groups because it is more efficient and encourages each member to contribute.

Having a **dedicated team area** in which people are located for the duration of a project, can double productivity according to research conducted by the University of Michigan.

Supporting collaboration for small groups is about creating spaces that:

- Are dedicated to impromptu meetings.
- Provide small areas where two or three people can gather close to their workstation.
- Use vertical surfaces to support a variety of media (digital and paper).
- Provide efficient technology so that anyone can project and share data equally.



C6574

B-Free high tables and stools, Flip-Chart



## Formal Conferencing

The growing importance of collaboration in small groups has not entirely overshadowed larger meetings. At times, **individuals need to present and share information with multiple people**. These meetings require skillful leaders and formal structures in order to function effectively.

Spaces that support collaboration in large groups should be organised, comfortable and easy to use. **Technology and connections should be integrated and instant**. Everything should operate effortlessly so that individuals can focus on the task at hand.

Steelcase offers smart cable management solutions to ensure clutter-free work surfaces and accessible power sockets for everyone. High performance, ergonomically designed chairs provide added support over extended periods. Integrated audio-visual equipment can smooth the course of meetings and a range of materials and finishes can enhance company culture and branding.



4.8 four point eight conference table and Think chairs



Fusion table and Reply Air chairs



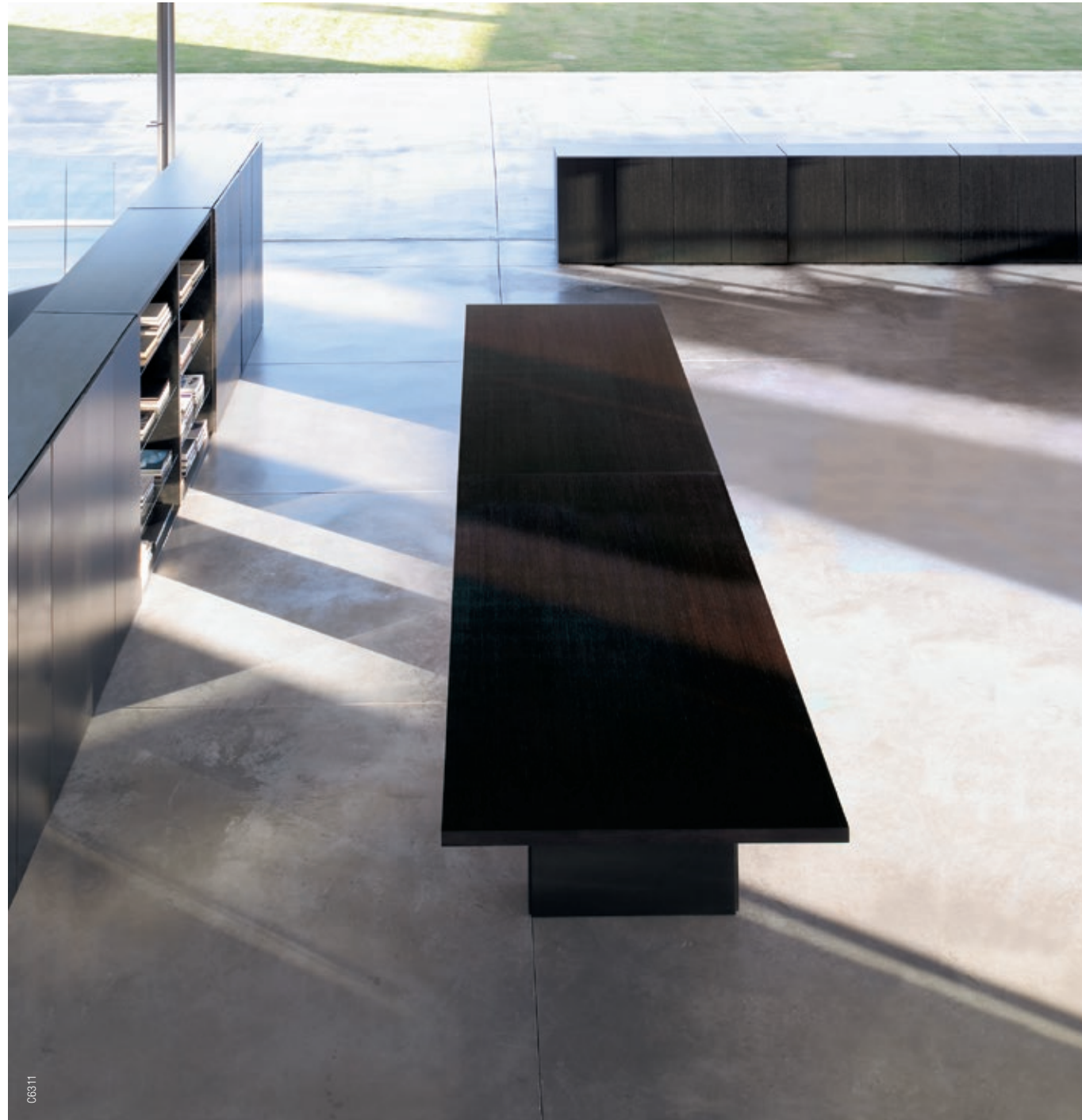
Movida table and Think chairs



## Formal Conferencing

The objective is to create the conditions necessary for efficient communication and to establish a direct dialogue within the right space, acoustics and equipment.

The wide choice of finishes and material (glass, leather, wood) allows managers to personalise their space.



C6311

P60: different shapes, sizes and materials provide numerous options for meetings and interaction with guests.



C6547

P Conference offers a comprehensive and harmonious solution for executive meeting spaces and board rooms. This range allows to welcome professional partners in a rich, attractive workplace which promotes the brand image. The P Conference range also includes a variety of storage and decorative elements which both blend into and structure the space.

### Collaborative chairs for management areas



C8141



QiVi

C3392



Think Conference high back

E0034



Think Conference

C2989



Northside





C4492

Multi-purpose room  
FlipTop Twin tables, cobo chairs



C4697

FlipTop Twin table

## Flexible Conferencing

**Multi-functional areas need to be user-friendly and easily reconfigured** for conferences, project work or training sessions. Intelligent products can be put to use to increase the rate at which meetings take place – therefore increasing productivity and ultimately saving money.

Anything that can be wheeled, folded, combined, stacked and stored without difficulty can help speed-up room change-over. An innovative range of tools including mobile elements and large presentation displays make it easy to share information clearly and quickly.



C4552

Training room  
TalkTime tables and Eastside visitor chairs



## Flexible Conferencing

Steelcase has developed a whole range of products that make flexible conferencing easy, and the sharing of ideas and information immediate.

**Collaborative Seating:** Stackable chairs, with castors are ideal for multi-purpose rooms. Steelcase seating is designed to optimise the use of space without compromising on comfort.

**Collaborative Tables:** 'Smart' tables that are foldable or stackable and come with or without wheels. The key is quick and easy configuration. From a simple training space to a large town hall meeting.

**Collaborative Tools:** A complete range of Mobile Elements to support presentation and seminar needs. These have been designed to support papers, tools or technology, computers and projectors. With height adjustable platforms and intuitive power integration, it's the detail that makes the difference.



H. System



Eastside chairs



TalkTime tables



Mobile Elements - Presenter



FlipTop Twin tables





Informal interaction with access to media  
media:scape and media:scape lounge

## In between - working informally

Some of the best ideas are exchanged in the corridor, on the stairs or over a coffee. Work takes place throughout an organisation and individuals are working increasingly in less formal contexts.

Companies that harness the potential of their entire workspaces to provide areas where people can be productive can gain a competitive edge. They can also create more enjoyable places to work.

**Innovative layouts with integrated power and data access and inspiring finishes** allow people to move around, work in different postures and interact informally. Research proves that this helps to keep people engaged at work and can stimulate creativity.



Alternative postures  
i2i chairs and low table



## In between - relax and re-energise

New technologies have enabled individuals to work wherever and whenever. Visiting the office is no longer a necessity but rather is used by people to connect with others and often to socialise.

**Providing attractive spaces where individuals can relax and feel at home** is therefore important for wellbeing and can be influential in guiding people's ideas about their employer of choice.

Informal areas are also essential to the establishment of a sense of community in the workplace. They represent how highly a company values its employees and can be useful for a company to express and live its brand and culture.



Eastside Plywood,  
TouchDown2



Café  
Westside chairs and TouchDown2

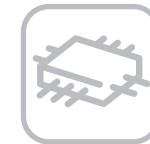


Lounge area  
B-Free



## 6 key factors for a good meeting

**Media technology, lighting, acoustics, air conditioning, furnishings and equipment** are elements that shape a room and provide optimum conditions for communication when properly coordinated with one another.



### Technology integration

Meeting areas are technical terrain: the infrastructure for information and communications technology must be available and accessible, presentation equipment such as projectors need standing and projection surfaces.



### Lighting

Uniform room lighting – dimmable for presentation purposes – is essential. Daylight (direct sunlight) must also be controllable to avoid disturbing glare and reflections.



### Acoustics

In planned communication areas, the private acoustic sphere is key. Important here is the correct selection and placing of sound absorbing and sound reflecting surfaces.



### Air Conditioning

The meeting area should have a comfortable room temperature of about 21°C. This is important for concentration and performance. Fluctuating temperatures cause stress. Oxygen content and humidity are as important.



### Furniture

Ergonomics are an important 'participant' in successful meetings. As well as the efficient use of floor area. With folding and stacking furniture that can serve multiple functions, you gain space, save costs and reduce the floor area required.



### Surface/Materials

Dress your communication room appropriately: warm colours are suitable for creative areas, neutral and uniform tones create a peaceful atmosphere for relatively formal occasions.



## Collaborative Tables

Meetings are usually governed by an agenda or schedule and are subject to certain requirements, but there are always last minute changes, extensions or additions. Things don't always go accordingly to plan. That's why Steelcase offers **tables that are quickly and easily reconfigured and integrated technology that ensures people have easy access to power and data.**



**media:scape**  
media:scape is a brand new integrated furniture and media solution. It is designed to help people connect and collaborate, quickly and seamlessly - increasing productivity and innovation. media:scape was designed for an intuitive 'walk-up and connect' experience: open, connect, share.



**4.8 four point eight**  
A new generation of meeting table, 4.8 four point eight comes with innovative 'plug-and-play' connectivity integrated into the centre of the table. It enables the work surface to be clutter-free.

## Flexible



C41632  
FlipTop Twin



C41571  
TalkTime



C3103  
TouchDown2



C7367  
TNT\*

## Static



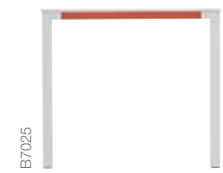
C41605  
Fusion



C5055  
Fusion Bench



B6492  
FrameOne Bench



B7025  
Kalidro



C3148  
B-Free desk



D0335  
B-Free pint table



D0340  
B-Free high table

## Formal



C2382  
P70



B8687  
P60

## Collaborative Seating: Conference chairs

Working with others requires a completely different set of postures, and thus, a completely different kind of chair. One that helps keep individual users comfortable and focused over extended periods of time and in collaborative settings like conference and training rooms. **Collaborative seating solutions should promote movement and support multiple postures and should integrate automatic or easy-to-use adjustments.**



C6129

**Qivi** is a complete family of seating and features a pivoting back and sliding seat.



C4915

**cobi**  
Flexing 'fingers' in the backrest and a special weight-activated mechanism that adapts automatically to the user.



C4902

**i2i**  
Includes an innovative dual-swivel mechanism that allows the seat and back to swivel independently or together.



C3399

Think Conference



B0035

Think sled



C1711

Northside



C5969



C4797



C6231



C6695



B2806

Eastside



B2790

Westside



C5865

node



## Collaborative Seating: Lounge solutions

Meetings in small groups often take place in more informal environments. Innovative layouts allow people to move around, to work in different postures and interact informally with access to media. Lounge solutions help to structure open spaces and to optimise the use of valuable square meters.



Big cube (L-shape)



Small cube



Screen



Bag drop



Bag stand



Coffee table



Table stool



Corner table

### B-Free

B-Free provides the best answer to supporting informal interactions between people. It is a collection of several simple elements aimed at designing multiple settings.



### media:scape lounge

media:scape lounge was designed to create collaborative work settings to support teams. It also integrates seamlessly with media:scape.

## Collaborative Tools: Mobile Elements

People need instant access to paper-based and digital information in order to collaborate with others. They also need to be able **to create a space that supports interaction, and adapt it according to their needs**. Steelcase offers a range of mobile furniture elements to support data storage and interaction on the move.

Easy to roll and adjust, and with integrated cabling if required, these elements can be selected in particular colours and finishes to create a coherent collaboration environment with tables, chairs, and the H. System shown overleaf.



Catering



Presenter



Cable Box



Lectern



Basic



Coat Rail



Flip-Chart



Media-Mount



Catering Moby2



FreeWall2 Media Mount



Pin-Board



## Collaborative Tools: H. System

Steelcase offers new ways in which to display and share information.

The H. System offers large presentation space with a wall mounted rail system, against which individuals can attach fixed and movable boards. **The two layer system increases the use of vertical surfaces by offering presentation solutions for digital and print media.**

Finishes can be coordinated with other furniture elements to create a coherent collaboration environment.



C4593

H.System with 4.8 four point eight table, Think task chairs, Catering and Coat rail Mobile Elements

## RoomWizard II

Facilitating workers collaboration in helping them scheduling and organizing meetings while saving time is essential.

RoomWizard II is a **web-based room scheduling system that solves the dilemma of connecting workers to meeting spaces.** It offers an interactive touch screen display providing real-time meeting information, right outside the room. The red and green status lights display immediately availability of the space.

It can be used in a synchronised mode: RoomWizard II works with a variety of calendaring systems including Microsoft® Outlook® and Lotus Notes® or other calendaring systems. So meetings can be managed seamlessly on web, via computers or smartphones. Room reservations become easy.



C6277



C6206

## Environmental performance

### End of Life

#### Fusion

- **99%** recyclable.
- Only one plastic (PP): easier to sort and recycle.
- **100%** recyclable cardboard and LDPE film for packaging.
- Quick and easy disassembly: snap fit system for most of the assemblies.
- Plastic parts clearly labeled for easy sorting and effective recycling.



### Use

#### FlipTop Twin

- Easy reconfiguration, flexibility, modularity ensuring a higher use.
- Good air quality thanks to «E1 standard» particle boards guaranteeing a low level of formaldehyde emissions.
- Designed for a long product life.
- Replaceable parts.



### Transport

#### QiVi

Stackable (in some versions): reduced fuel consumption and CO<sub>2</sub> emissions.



## Official certifications

Our products and materials are submitted for approval by internationally recognised certification schemes, including NF Environnement, Oeko Tex and the European Flower.



## Life Cycle Assessment (LCA)

In 2000, Steelcase Europe was the first company in our industry to apply a systematic life cycle approach when designing products. At each phase, the LCA measures the quantity of energy & resources we are using for the manufacturing of our products as well as their associated impacts to emissions to air, water and soil. LCA are key to our continuous improvement policy.

### Materials

#### TalkTime

- **23%** recycled content by weight.
- PEFC certified wood.
- Chrome 6 replaced by chrome 3 in the production process.
- **30%** recycled LDPE film (Low Density Polyethylene) in packaging.
- Water-based inks without solvent on packaging.



## Some examples of our actions

### Production

#### Cobi

- ISO 14001 certification for the Sarrebourg site (France).
- Powder-coat painting: VOC-free and free of heavy metals.
- No glue.
- Water-based polyurethane foam.



## Environmental Product Declaration (EPD)



The Life Cycle Assessment, based on ISO 14044, is selected by the European Union for environmental evaluation. The results are published in an independently validated EPD. Since 2003 all our major products are delivered with an EPD (based on ISO/TR 14025) or a Product Environmental Profile (PEP – based on ISO 14021).

Ask for EPDs to find out about our impact on CO<sub>2</sub> waste and 6 other environmental impacts.