

Office design and management: New ways of working or a psychological bear pit



4th December 2013



European Centre for
Environment & Human Health

Overview: The office



The Modern Office?

2013



1906



No. 23 MAKING A RECORD OF THE CUSTOMER'S ORDER.
SEARS, ROEBUCK & CO., Chicago, Ill.

Scientific Support?

- Neuroscience
- Biology
- Psychology





Productivity

... and its measurement.

- Call centres?
- Auditors?
- HR?
- Marketing?



Conflation

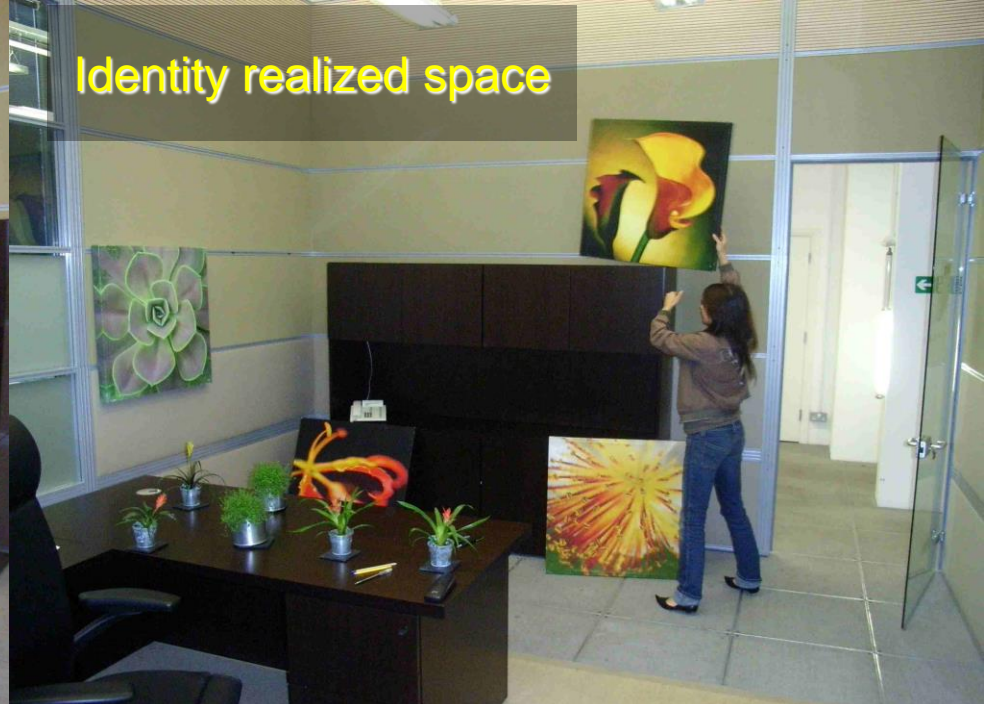
- Cost saving = productivity
 - Downsizing
 - Maximizing footplate
 - Flexible working
 - New ways of working



Lean space



Identity realized space



Enriched space



Disempowered space



Sorting (Inf

nt/

- 2) What is Martin Chamberlain's position in the company?
- 3) Who is Martin Chamberlain's immediate boss?
- 10) In which town/city is Hexagon Taps located?
- 13) Which two offices flank the sales manager's office?

Task #2

Letter Identification (Attention to Detail)

- A one-page magazine article.
- Strike out all the lower case letters 'b' as quickly and accurately as you can

A Life in the Day

BRYAN SYKES

The professor of human genetics at Oxford University is the author of two books: *The Seven Daughters of Eve*, and *Adam's Curse*. His company, Oxford Ancestors, offers people the chance to explore their genetic lineage through DNA. Aged 58, he has a son, Richard, 14, who lives with his mother

The geese on the River Cherwell often wake me up at 6. I listen to the Today Programme, then get up at around 7 and eat a bowl of Ready Brek — which I can vouch has cholesterol-lowering properties. I live in a lovely set of rooms in Wolfson College. It's a graduate-only college, friendly and modern and not yet fully marinated in the rich juices of Oxford tradition. When I first arrived in Oxford in 1975, I bought a brown velvet jacket and a pipe. I imagined I'd spend my time sitting around in a leather chair giving tutorials.

I lecture to several hundred medical students for a couple of hours at 9am on a Monday. They're incredibly bright, but you wouldn't necessarily know it. There's been quite a lot of mucking about over the past year. Genetics is something you either get or you don't, and some people will never get it. It might even be an inherited capacity.

DNA is the genetic material within all our cells that is handed down from generation to generation. Within it is written not only our personal history, but the history of the whole human race. DNA doesn't rot or fade; it has an incredibly strong chemical structure, which in the right conditions can survive for thousands of years. But it's not indestructible. Bone that's been in a cool limestone cave will yield good DNA, whereas a Saxon bone that's been lying on gravel and exposed to the air may have none. The oldest bones I've worked on came from theeddar caves — they were 12,000 years old, human hunter-gatherers from the Palaeolithic age. I find it deeply moving to think that we are here because of them.

After an early lecture, I have a coffee in Blackwell's bookshop. I spend a fortune on books. Then I go back to



ALMOST EVERYONE OF EUROPEAN ORIGIN IS DESCENDED FROM ONE OF SEVEN ANCIENT WOMEN. THAT'S A MOVING THOUGHT

my rooms and deal with paperwork. Most days, I get an e-mail from someone who wants to exhume a body and prove the personage related to someone else. Or: "I think Richard III had an illegitimate child and I know who it is." The question of cost discourages the more exotic inquiries. It takes a long time to extract useful information out of old DNA, but if there is a scientific reason to do it, I'll have a go.

If I'm working on an ancient sample — a tooth, say — I wear a head-to-toe gown and face mask and work in a room with filtered air. I'll drill into the tooth, hoping I don't crack this valuable specimen. We use extremely caustic chemicals to separate the DNA from the surrounding protein. The big problem is getting your own DNA mixed with the sample — all of us shed DNA all the time, through skin

Number of lower case letters 'b'

33

from their fathers too. These genes pass down from generation to generation and they don't change except by a slow process of mutation. When we discovered this, people started phoning the lab to see if they could be linked to famous people — Anastasia, Richard III — whose DNA my team and I had been able to recover. Just recently we were able to trace a man back to Genghis Khan through the DNA on his Y chromosome, which was an exact match.

Wolfson is a very egalitarian college — everyone eats together. So I talk to archaeologists, linguists and historians over a vegetable curry. If it weren't for them, it would have taken me far longer to make connections. I'm vice-president here, so in the afternoon I might sort out bar opening and closing times and deal with any complaints. It never ceases to amaze me how enthusiastic students are — it's a delight to discipline them.

I try to write at least two days a week, but I need very specific conditions to produce anything worthwhile. In the holidays, I go to my house on the Isle of Skye, and in term time I have a particular spot in the Radcliffe Camera, part of the Bodleian Library. I sit at seat number 78, because it has exactly the right atmosphere, and I write in pencil on foolscap. If I'm really stuck, there's a bar in Venice where I can always work. I once

sat in front of a plate of calamari for three days and finished a book.

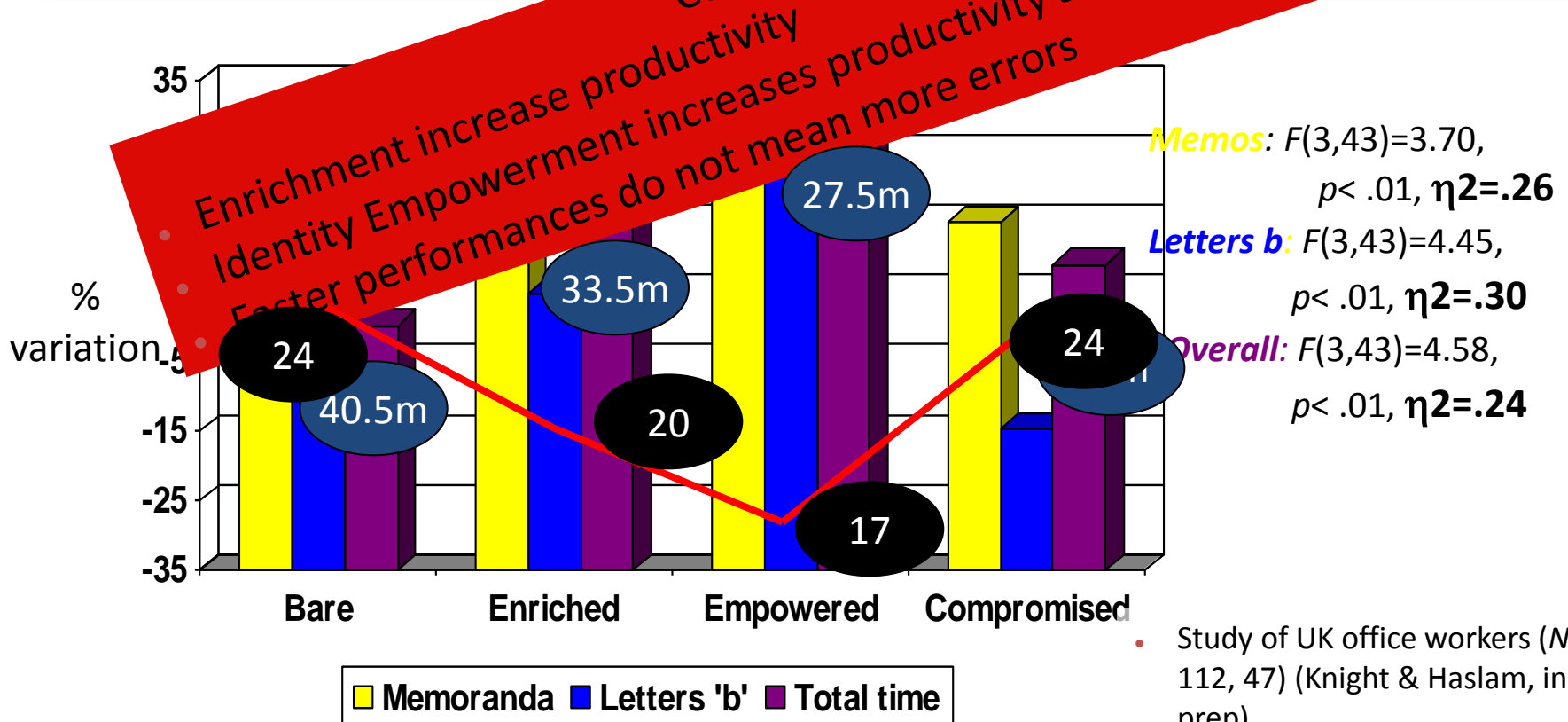
I eat far too much. I dined out by the end of term. There's always some function to go to. If Richard is with me, we eat spaghetti bolognese and play computer games, which he always wins. I often work until 2 or 3 in the morning, unless I've got an early lecture. I'll have some wine and by 1am I'm feeling really creative. I don't sleep brilliantly — my brain doesn't stop whirling. I haven't got a job, really: it's an ongoing fascination with ancestry. If I ever retire, I don't think I'll even notice the difference.

Interview: Caroline Scott.
Photograph: David Vintiner

Productivity

Relationship between Space management, Identity Realization and Productivity

- Assessed in terms of (a) memo sorting, (b) letter sorting and errors.



Older adults in care

- National Assistance Act 1948
- The hotel model
- Recognition of the damage of the lack of stimulation of a lean space
- 1984 Legislative Homes Act
 - Private homes regulatory body





Developing well-being

Chelsea Flower Show 2013

The expert premium



Next?

- Creativity



- Cognitive ability



- Psychological application of design

- At the table
- Facilitated



The nub

- “The only thing that makes businesses pay attention is impact on their bottom line. That is what needs addressing.” (Nigel Oseland)



For clarity

- To make money



For clarity

- To pour money away







Conclusion

- If you are overtly leading the process you are doing it wrong



- Remember whose workspace it is
- Act accordingly

Conclusion

Maximizing inclusion

Maximizes well-being

Maximizes profitability





European Centre for
Environment & Human Health



craig.p.knight@ex.ac.uk

07847 717693

Identityrealization.com