

Living Office

A human-centred approach
to work and the workplace



HermanMiller



**Living Office puts your people in a place
to succeed – so your business can too.**

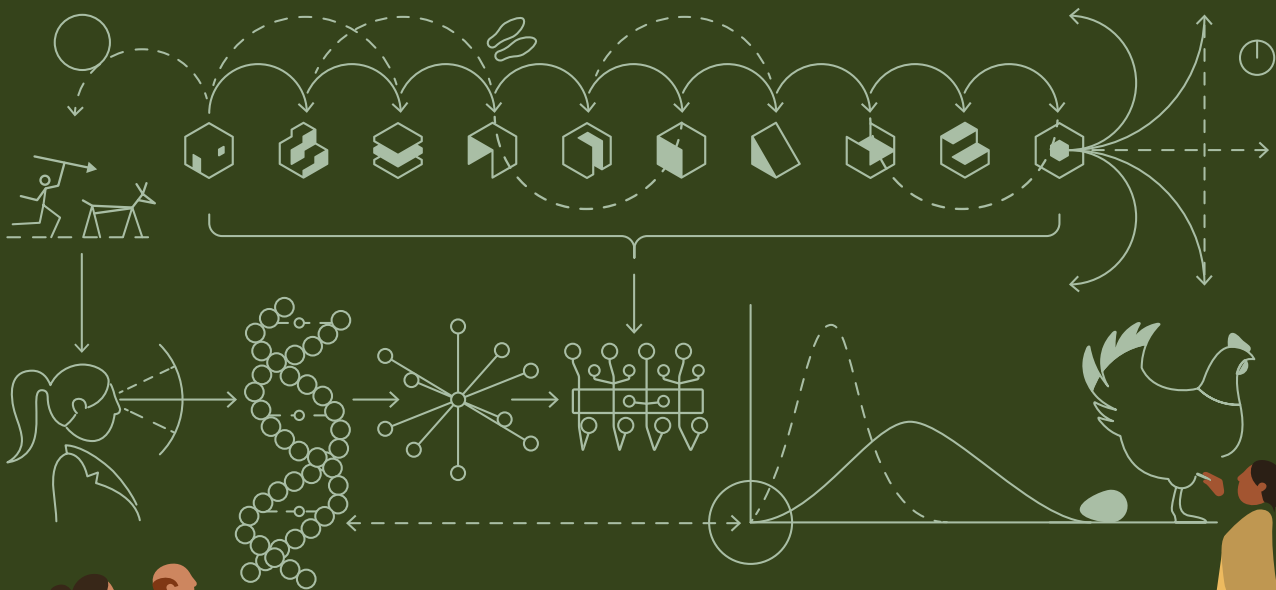
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New Landscape of Work

In businesses around the world the workforce is changing. The expectations of workers are changing. How work gets done is changing. The tools of work are changing. The work itself is changing. There is a new landscape of work.

At Herman Miller, we are working with the world's leading thinkers and designers to apply a greater understanding of people – how we think, how we are motivated, and how we create and collaborate – to this new landscape of work. Doing this allows us to see a different approach to how we manage our work, the tools and technologies that enable us, and the places where we come together to do it. We seek a total experience of work that is more natural, more desirable, and ultimately, more rewarding.





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

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



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

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



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

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.



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.

We call it Living Office

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.

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.

Living Office is a holistic offering of ideas, tools, furnishings, and services. It helps people customise their methods, tools, and places of work to express and enable shared character and purpose.

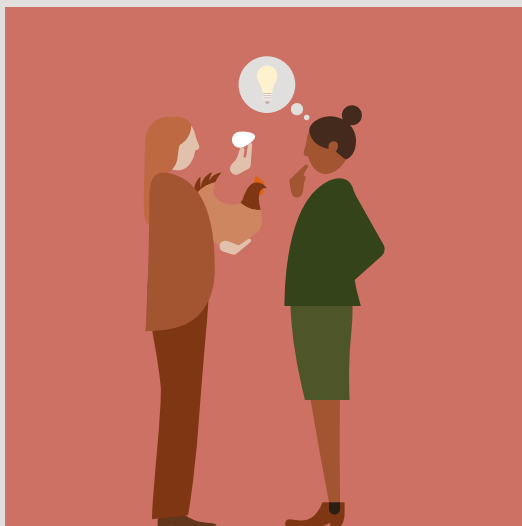
It is based on what is fundamental to all humans and evolves continuously in response to change. It is a more natural and desirable workplace that fosters greater connection, creativity, productivity, and greater prosperity for all.





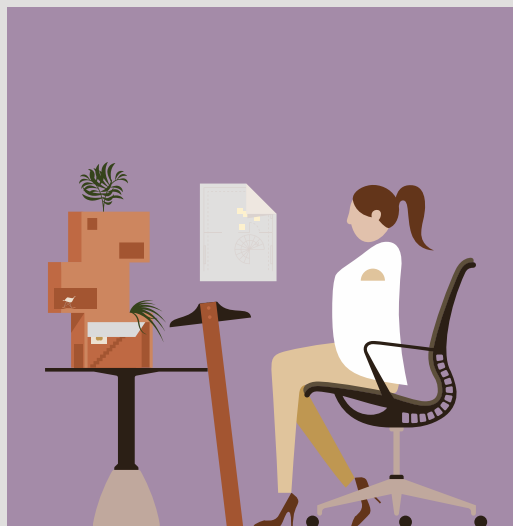
Living Office in Four Parts

The Living Office framework consists of four simple steps, to take any organisation from deep research and insights, through to space planning, furniture, and after-care services.



1. Point of View

We believe that it's possible to create a work environment that increases engagement, revitalises energy rather than drains it, and actually promotes physical, emotional, and social wellbeing.



2. Placemaking Framework

Place can be a powerful tool for achieving your goals. There is no one-size-fits-all, off-the-shelf solution for an optimal workplace. Each Living Office is unique, based on the distinctive purpose, character, and activities of its occupants.



3. Furnishings and Tools

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.



4. 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.

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A Deeper Understanding

As Herman Miller's former design director, George Nelson, astutely observed nearly half a century ago, "Design is a response to social change."

Today, we recognise we are amidst a period of social change as great as any we have known. The fundamental ideas behind what work is, how and where it is done, and even why we do it have been upended and are in flux – in such a state of flux that, we asked ourselves what management methods, tools, and workplaces would look like if we left our preconceptions behind and started afresh.



10 Years
of global research



14 countries
visited to conduct primary research



2900
collaborative events observed



700+
hours of research

Fundamental to All

We developed our view of the fundamental human needs based on an in-depth review of literature, study, and research from the past 80 years. From among that substantive body, we arrived at the six needs that we believe are fundamental to all.



Security

We desire health, safety, familiarity, and competence.



Autonomy

We seek freedom in our actions and decisions.



Belonging

We want 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.

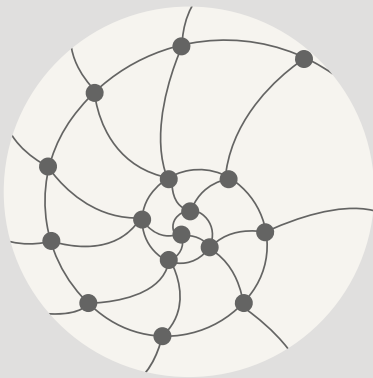
Engine of Prosperity

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.



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.

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

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.



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.



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.



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.



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.

2. Placemaking Framework

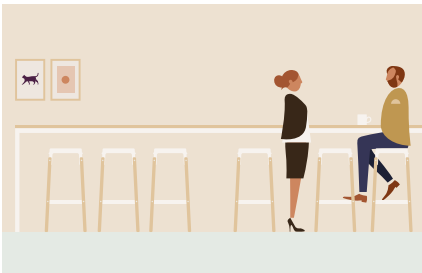
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Activities

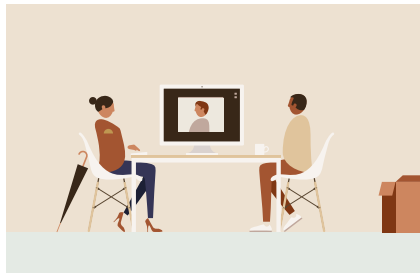
No matter what kind of work you do, or if you do it alone or together, this is how work gets done. In every workplace around the world you'll find people engaged in the following 10 activities.

Together



Chat

An incidental and impromptu interaction between colleagues.



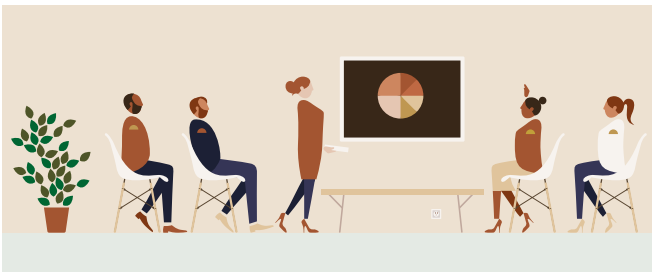
Converse

A purposeful interaction among colleagues to address a defined topic.



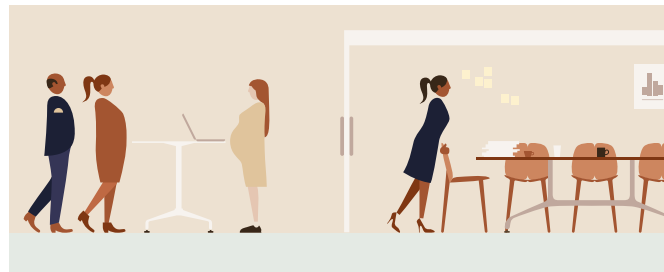
Huddle

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



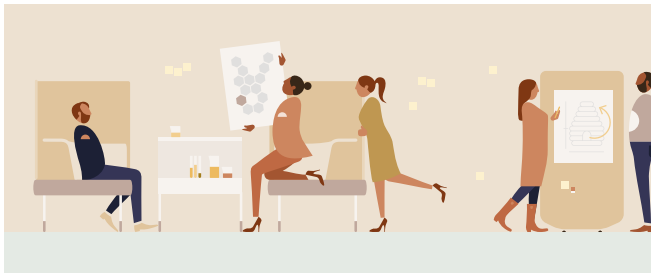
Show & Tell

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

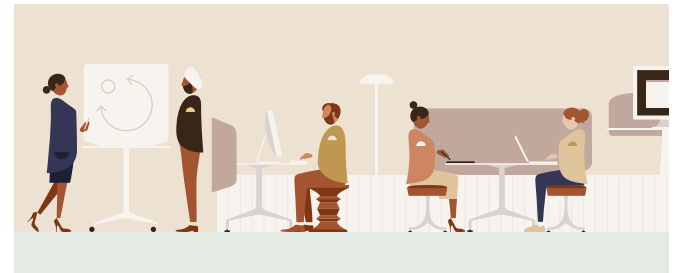


Warm Up, Cool Down

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

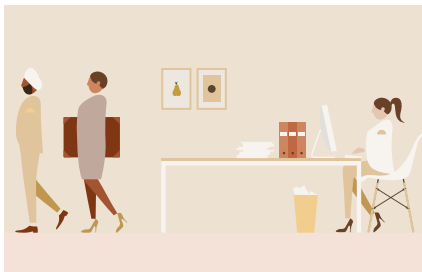


Co-Create
The generation of new ideas and content among groups.



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

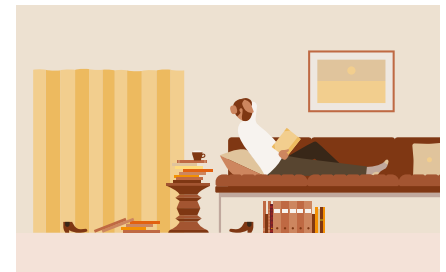
Alone



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

Living Office provides people with a variety of spaces or settings that are optimised to support work and interaction. Each may be executed in a variety of ways to enable purpose, express character, or enhance the activities of work.



Jump Space

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



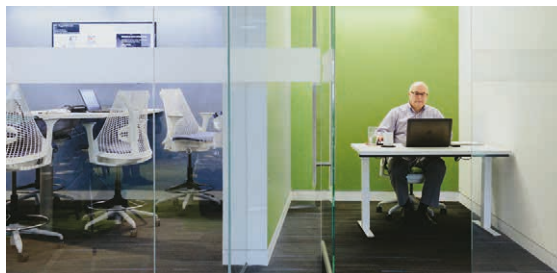
Cove

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



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.



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.



Forum

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



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.



Clubhouse

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



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.

3. Furnishings and Tools

With our diverse product portfolio, you can furnish your space to create an environment where your people can achieve their goals.















4. 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.



Discovery and Insights

The Herman Miller Insight Group shares our research with our clients and designers through workshops and seminars in our own design centres as well as dealers' and clients' premises.

The team can also guide you through a process of discussing and articulating your organisation's unique purpose, character, and activities. This information can then be used to support space planning to ensure your space offers the best support for your people to get their work done.



Dealer Network

To best serve our customers, we work with a network of highly trained office furniture dealers, who undergo a rigorous accreditation process to work with us.

Based in locations throughout Europe, Middle East and Africa, our dealers provide in-depth advice and guidance to help inform decisions about a client's workplace, as well as ongoing support.

By working together we deliver a complete offering of knowledgeable, experienced resources and compelling product and service solutions.



Your Living Office

We work with businesses across the world.
Here are some examples of the inspiring
workspaces we have helped create.







Francis Crick Institute London, UK





Factory Fifteen London, UK

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Oracle Rome, Italy

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Whyte and Mackay Glasgow, UK



Hoare Lea Bristol, UK

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C2 Concepts Glasgow, UK

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Birketts Ipswich, UK

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Sisense Tel Aviv, Israel

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SAP Prague, Czech Republic



Full Node Berlin, Germany

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NCR Dubai, UAE

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Shire Zug, Switzerland

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We can work with you to create a workplace which enhances connection, creativity and productivity.

Please get in touch to speak to one of our experts:

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