



SYNTHETRON FULL REPORT

Business Think Tank:

Effective brainwork – Encouraged or limited by an Open Plan Office?

25 Sep 2014

An Open Plan Office supports effective collaboration, learning, networking and (last but not least) saves costs – at least that's what supporters claim. The opposite school of thought argues that an Open Plan Office is not an efficient working environment for 'brainworkers'.

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Objectives and approach

Discussion Objectives

- Get insight into/discuss attitudes/opinions pro Open Plan Office – how is collaboration, communication and performance enhanced by an Open Plan Office?
- Get insight into/discuss attitudes/opinions contra an Open Plan Office – what are the main hurdles?
- Get ideas/discuss on how to make effective brain working possible in an Open Plan Office
- Get ideas on the concept of an “ideal” office

Approach

The discussion was structured by the following script	Applied analytical methods <small>(N.B. some of the applied analyses would have been more in-depth in case of a brainstorm on change, strategy or co-creating culture)</small>
<ol style="list-style-type: none"> 1. Advantages of an Open Plan Office? 2. Disadvantages of an Open Plan Office? 3. Ideas for effective brainworking? 4. Main criteria for an ideal Open Plan Office? 5. Tips/personal advice? 	<ol style="list-style-type: none"> 1. Reflection of Poll results 2. In-depth review of statements receiving support from at least 4 other participants, transferred into a storyline 3. Graphic presentation (buzz words) of most frequently used words within those statements 4. Analysis of statements scored by everyone (tested hypotheses) 5. Meta-analysis based on Change Forces model 6. MindSet analysis 7. Segmentation 8. Development of a “Management Summary”

Management Summary

In the Synthetron Business Think Tank discussion “Effective brainwork – Encouraged or limited by an Open Plan Office?” which took place 25 Sept 2014, 22 leaders / managers and management consultants shared their experiences and ideas on this topic. The discussion was very lively, and reached a high level of consensus according to the Synthetron benchmark (based on 500+ discussions). Although we usually look for 30 participants to classify findings as representative, the outcome gives anyone that is working or envisaging working in an Open Plan Office some good hints on pitfalls to avoid and conditions to create.

The majority of the participants **(2/3) are positive about working within an Open Plan Office**. The discussion on the disadvantages, however, got far higher *reach* than the discussion on the advantages. There is a clear **perception** problem: the participants that did not experience an Open Plan Office were more negative. Participants highly agree with the “cost saving argument”, but the argument as such only played a minor role throughout the discussion.

Analyzing the list of synthetrons, the discussion can be summarized from a content point of view as follows (based on dominant ideas/suggestions):

- The **advantages** are mainly enhanced connection, collaboration, team working, better information flow, fun and cost saving.
- The **disadvantages** are predominantly about working conditions: disturbance, distraction, noise level and lack of space, privacy and a feeling of control.
- The **ideas/suggestions** for effectively working within an Open Plan Office touch different levels
 1. **design**: good acoustics, light, walls, flexible furniture, different areas
 2. **organizational**: establish a code of conduct, mix departments
 3. **behaviour**: have a code of conduct, show respect, have private calls in separate areas
 4. **individual response**: openness to concept, clean desk, combination of office and home work, walking outside
- **The best environment for brainwork is not a place** – home working is not necessarily the solution - **but rather the conditions** of the workplace. This varies by individual and the type of work. Participants who have experienced an Open Plan Office agree that the “best creative brainworking is done in open spaces and the best analytical ones in private spaces”.

The MindSet analysis as well as the 3H/EBC analysis (see detail below) reinforce our content analysis. The answer for an ideal Open Plan Office is to look for the “right” conditions for a given working task and working group.

More detail and a full list of ideas and suggestions of the participants throughout the discussion on tips for the **layout of an Open Plan Office, the organization, the behavior and personal habits** can be found in the following table.

In a Synthetron discussion messages are collaboratively filtered by participants scoring. Messages move to more participants if the average support stays high. The end result is a short list of synthetrons ranked by level of support. This report shows our findings on analyzing the synthetrons. The ‘reach’ is defined as the extent to which the statement successfully travels around the whole group

Ideas & suggestions summary

These are the ideas and suggestions that came from the group/individual participants on how to best combine Open Plan Office with brainworking (note: S = supported, I = individual messages)

Theme	Ideas to enhance brainworking in open space office	Supported/ Individual
Lay out / facilities	<ul style="list-style-type: none"> • Private areas for calls / meetings / concentration / relaxation • Good insulation to improve acoustics • Walls for brainstorming • Natural light • Flexible furniture • Good air conditioning /AC plugins • Quiet area outside • “Dynamic working”: have 4 zones for different types of work • Neutral area: “play room” • Headphones + good speakers • Attractive areas for stimulating creative thinking • Bright colors • Big desks • Big windows 	<p>S</p> <p>S</p> <p>S</p> <p>S</p> <p>S</p> <p>S</p> <p>S</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>
Organizational	<ul style="list-style-type: none"> • Establish a code of conduct • Mixing departments • Rules for private areas • Promote behavior that avoids gossip • No own office for bosses / HR 	<p>S</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>
Behaviors	<ul style="list-style-type: none"> • Have a code of conduct • Respect others / be conscious of own impact • Take private calls in separate area • Keep voice down when on the phone 	<p>S</p> <p>S</p> <p>S</p> <p>I</p>
Personal attitude / habits	<ul style="list-style-type: none"> • Be open to it / embrace it • Keep your personal space clean • Combine open office plan with home work • Walk outside before / after working hours • Personalize your own space 	<p>S</p> <p>S</p> <p>S</p> <p>S</p> <p>I</p>

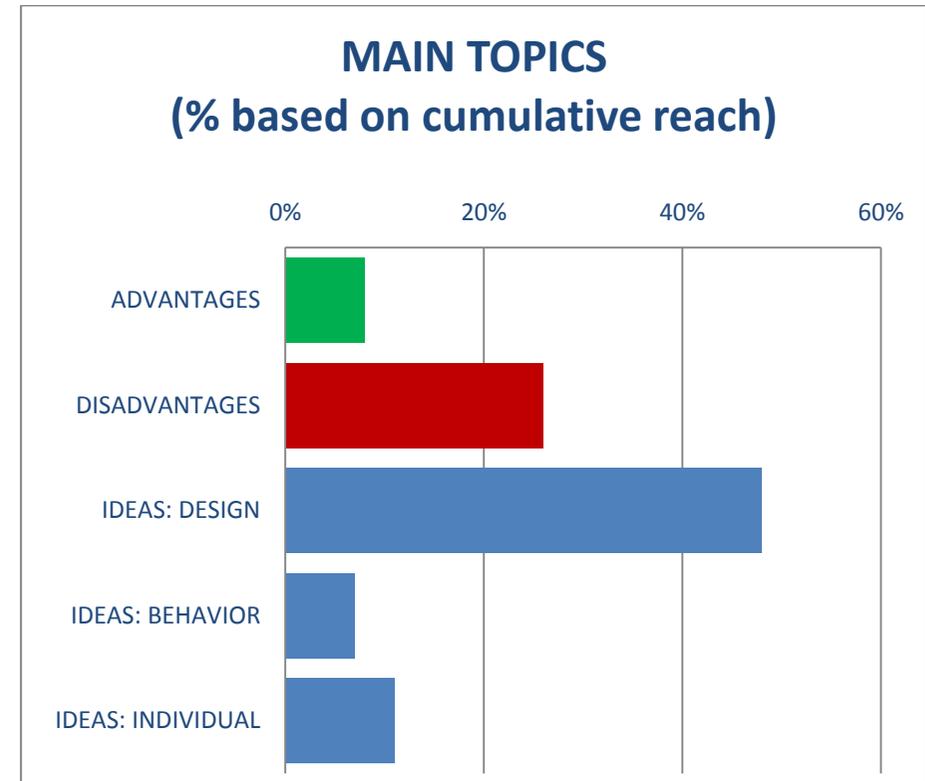
Content analysis

Main Topics

Although 2/3 of the participants scored in favor of an Open Plan Office, the participants agreed more on the disadvantages of such a concept than on the advantages.

Triggered by the moderator questions, the discussion focused on ideas and suggestions for an Open Plan Office which support effective brainworking. There are 3 main enablers:

- the design aspects for an ideal set-up
- the behavioral requirements
- and the individual behavior /attitude.



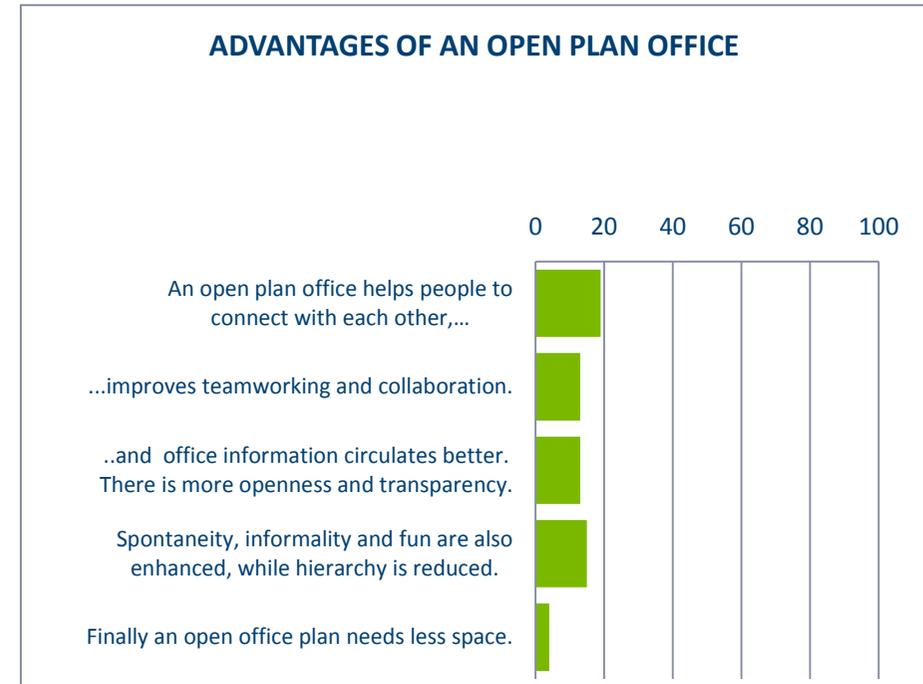
Advantages of an Open Plan Office

Although only 40% of the participants are experiencing working in an Open Plan Office, 2/3 of them have a positive view on it.

Consensus is that an Open Plan Office triggers improvements in connecting, collaboration, team working, openness and transparency.

The main arguments have a very similar weight in the discussion.

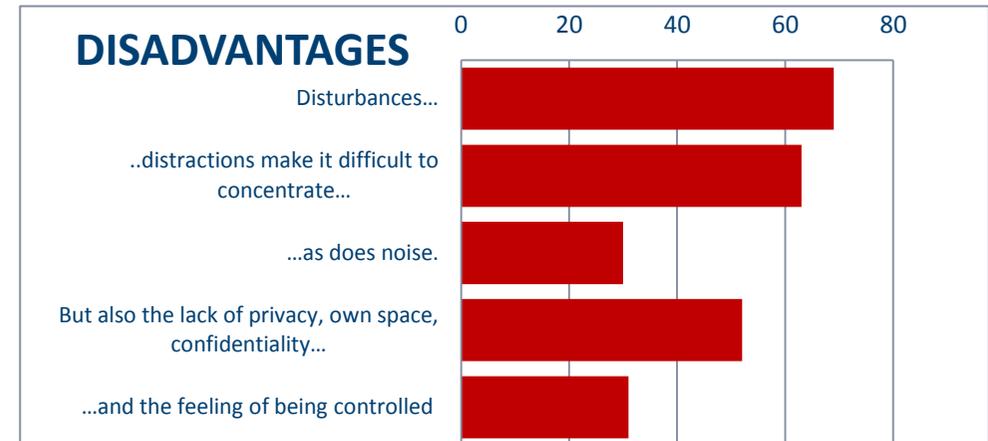
- An open plan office helps people to **connect** with each other...
 - *Open offices help connections between people but have a bad influence on concentration and individual innovative thinking*
- ...improves **teamwork** and collaboration.
 - *team work is enhanced*
- ..and office **information** circulates better. There is more openness and transparency.
- Spontaneity, informality and **fun** are also enhanced, while hierarchy is reduced.
- Finally an open office plan needs less **space**.



Disadvantages of an Open Plan Office

When asked about the disadvantages participants mention disturbance, distraction, increased level of noise and control.

- **Disturbances...**
 - the **disturbance** of concentration
 - when making calls, we do **disturb** others
 - one needs to be **careful not to disturb** other colleagues if a small group chats together. There should be meeting rooms available for collaborating!
Elaborates on: I scored enhancing as my experience is that open plan offices increase collaboration amongst colleagues
- **..and distraction makes it difficult to concentrate,...**
 - a lot of **distraction** makes focus and dedication difficult
 - The noise, the chattering, the **visual distractions**
 - If too crowded, **lack of concentration**.
 - Open offices help connections between people but have an **bad influence on concentration and individual innovative thinking**
- **...as does noise.**
 - The **noise**, the chattering, the visual distractions
 - **noise**
- **But also the lack of privacy, own space, confidentiality...**
 - It's difficult to have **confidential** phone calls
Elaborates on: some people are really noisy when they talk on the phone ;)
 - **lack of "own" space**
 - **loss of privacy** and feeling of being controlled
 - **lack of privacy** for those who value it
- **...and the feeling of being controlled**
 - loss of privacy and **feeling of being controlled**
 - They feel that all other hear and watch what they are doing. They feel **unsecured**
 - yes, **people will notice** exactly how open you go to the loo, how long your lunch break is, when you come and leave
Elaborates on: feeling judged (if you stare away while thinking, you are not working for some)
Elaborates on: you have to be there early to get a good place...



Ideas / suggestions for designing an Open Plan Office

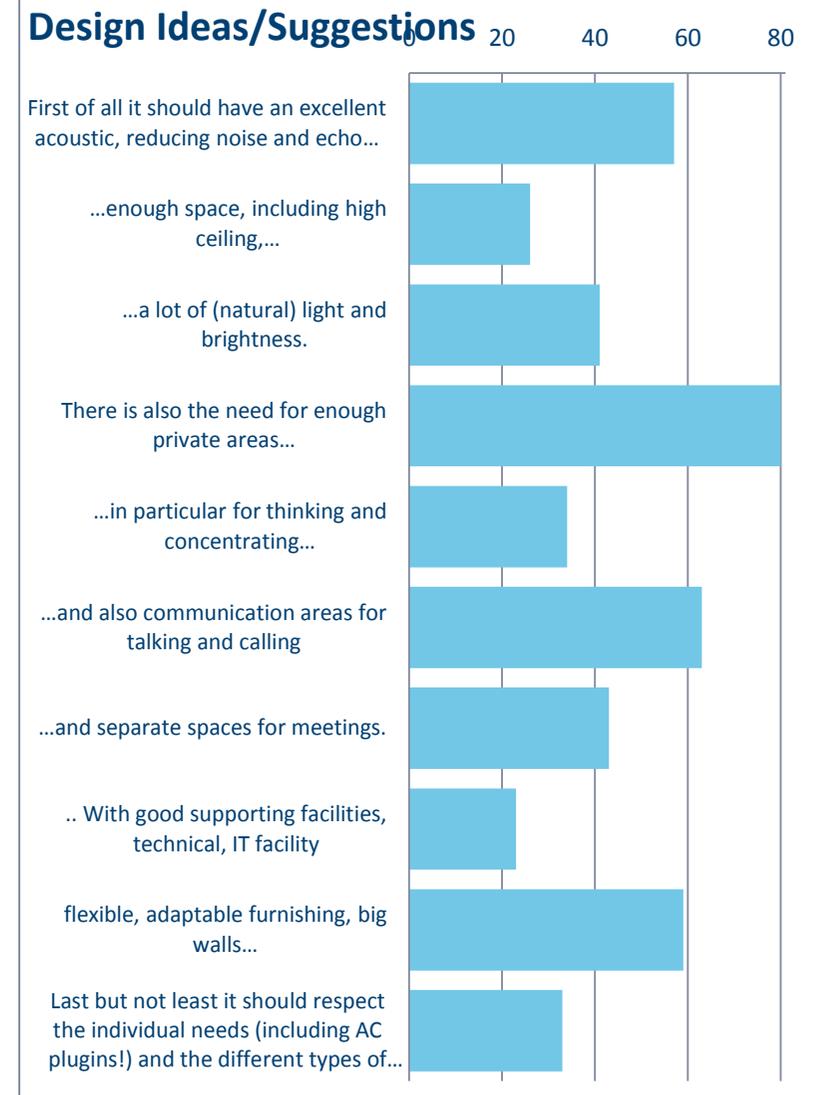
Participants express clear ideas of their ideal Open Plan Office where brainwork could be supported.

First of all it should have an excellent acoustic, reducing noise and echo...

- **Good acoustics**
- *Main criteria: enough space, **reduce noise**, a lot of green, different spaces for formal and informal meetings, nice cafeteria*
- **Good acoustic circumstances**
- **...enough space, including high ceiling,...**
 - *Main criteria: **enough space**, reduce noise, a lot of green, different spaces for formal and informal meetings, nice cafeteria*
- **...a lot of (natural) light and brightness.**
 - *light*
 - *light and bright*

There is also the need for enough private areas...

- *mixture of **open and private areas**, combination of open offices and **private areas***
- *different settings, **open and secluded, spaces without IT**, lots of wall to write on +*
- *It is only enhancing - maybe essential - if the surrounding is **well furnished and equipped**. Most Enterprises think that just an open Office is enough. There is so much more to do to make employees feel comfortable!*
- *Walt Disney had **different rooms** depending of the work of the teams: creative, productive, criticism, ...*
- **...in particular for thinking and concentrating...**
 - *An open office concept should be a flexible concept thus allowing **private and concentration zones** – if implemented in such a way effective brainworking should be possible.*
 - *you need also **dedicated zones** for **brainwork** or private calls*
Elaborates on: Open offices help connections between people but have an bad influence on concentration and individual innovative thinking
- **...and also communication areas, for talking and calling**
 - *Main criteria: enough space, reduce noise, a lot of green, different spaces for formal and informal meetings, **nice cafeteria***
 - *space for **private talks and calls**you need also **dedicated zones** for brainwork or **private calls***
 - *have an **communication zone**.... **communication areas***
- **...and separate meeting space**
 - *Main criteria: enough space, reduce noise, a lot of green, **different spaces** for formal and informal **meetings**, nice cafeteria*
 - *code of conduct, plus **ad hoc meeting/teleconf rooms** and settings for informal discussions*
 - *one needs to be careful not to disturb other colleagues if a small group chats together. There should be **meeting rooms available** for collaborating!*



.. With good supporting facilities technical, IT facility

- *perfect wifi*
- **flexible, adaptable furnishing, big walls...**
 - *flexible furnishing*
 - *different settings, open and secluded, spaces without IT, **lots of wall** to write on +*
 - *It is only enhancing - maybe essential - if the surrounding is **well furnished** and equipped. Most Enterprises think that just an open Office is enough. There is so much more to do to make employees feel comfortable!*

Last but not least it should respect the individual needs (including AC plugins!) and the different types of work.

- *Main criteria: enough space, reduce noise, a **lot of green**, different spaces for formal and informal meetings, nice cafeteria*
- *to create an open space **respecting individual needs***

Ideas / suggestions for behavioral aspects within an Open Plan Office

Participants addressed behaviors to adopt in an Open Plan Office.

- **A code of conduct / operating principles with respect for one another should be issued and agreed...**
 - ***code of conduct**, plus ad hoc meeting/teleconf rooms and settings for informal discussions*
 - *it demands sensitiveness and **respect** for each other.*
 - *Agree **Team Operating Principles** with my colleagues*
 - *some people are really **noisy** when they talk on the phone ;)*
- **And finally it is important to embrace the concept of Open Plan Office and start adjusting.**



Ideas / suggestions for individual aspects within an Open Plan Office and brainworking

Participants expressed conditions for brainworking.

- **.. Time management : following your own rhythm and time for relaxation...**
 - *follow your own rhythm* - some work better in the morning, others in the evening when it comes to real **brainwork**
 - *Advice: take some ownership of your time, use the parts of the day wisely*
- **...on being outside...**
 - *outdoor space* is a good idea I agree. Movement is key to brainwork
Elaborates on: best brainwork while running, being outdoors
- **...walking,...**
 - *I used to walk to and from work, 20 mins. Great brainwork time. Much better than driving or taking train*
 - *Home: nothing about creating environment, ideas just come when relaxed*
- **...compensate with (well organized) homeworking...**



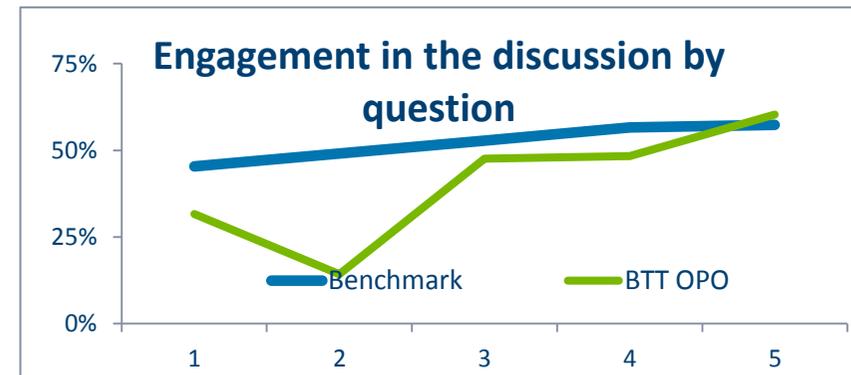
On this session

- *Thanks - was a great experience!*
- *Thanks for providing the space*
- *Thanks I enjoyed it. got some ideas*

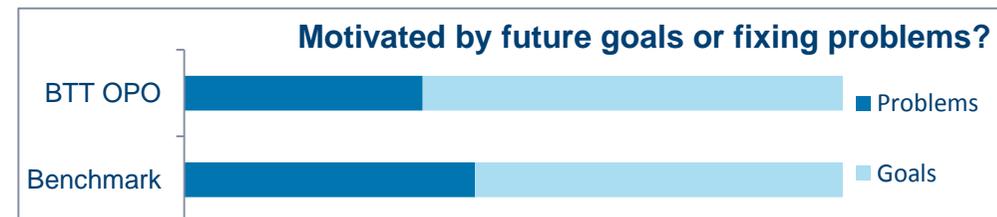
Mindset analysis

Synthetron Mindset Profiling uses Language and Behaviour (LAB) analysis to derive a behavioral profile of participants (“how do they feel in a particular context”). The profile is based on an analysis of the exact wording of statements, weighted by the level of support they received during the discussion. The goal is to reveal the group’s sub-conscious state of mind in the context of the discussion - not that of an individual personality. In this respect it helps to evaluate the general mobilization / change readiness to go for change from the point of view of language patterns used in the discussion. Several meta-dimensions are aggregated to show the position of the group over time. In this Business Think Tank, the focus is not on a specific coherent group in a given change situation. Therefore, the analysis concentrates on the participants’ motivation to share their ideas.

Within this heterogeneous group the participants’ motivation to share the best ideas increased substantially over time, due to the content of the discussion and an inspiring debate. The group energy starts lower than benchmark (Q1) and drops when asked to talk about negative criteria (Q2). Engagement rises, however, when the group is asked about their vision of how an Open Plan Office could work (Q3, 4). When asked about their key take-away, mobilization rises above benchmark (Q5).



Predominantly, the participants are moved less by fixing problems related to Open Plan Offices than they are by working towards a goal. The positive aspects associated with them, and also the various ideas for improvement, gain much more momentum and cause the energy level to rise towards a goal that is worth aiming at.



Discussion Direction and Levers

Discussion Direction (3H):

“Hands” is by far the dominating dimension – the discussion focused around practical issues.

“Head” is more than benchmark with the participants discussing ideal concepts, as a consequence of more than half of the participants not having personally experienced an Open Plan Office (theoretical discussion).

“Heart” is far less than benchmark due to the more theoretical than practical approach of the participants (see “Head”).

Levers (EBC):

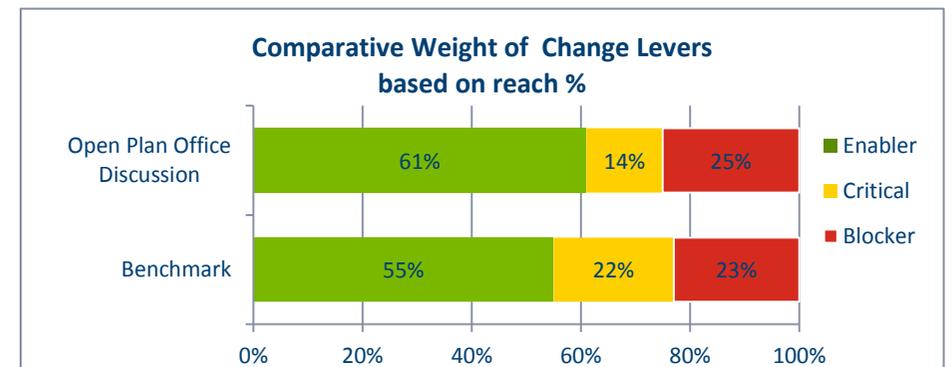
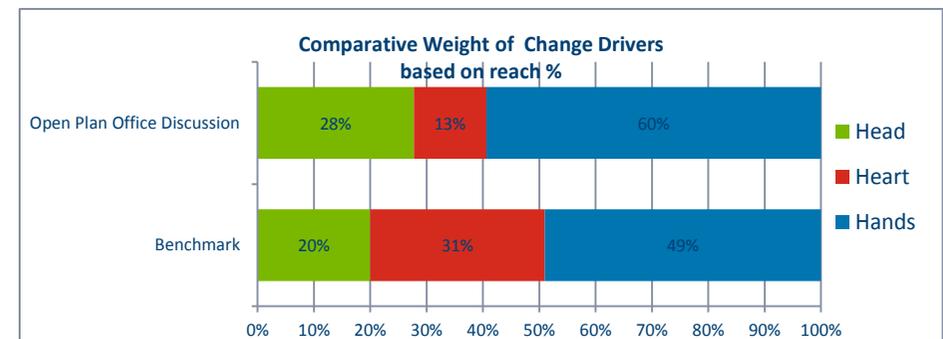
Participants were more looking for ideas and suggestions (“enablers”) than for “critical” aspects. “Enablers” are slightly exceeding and “critical” elements fall below the benchmark: “Enablers” in this discussion were dominantly the advantages of an Open Plan Office – connecting, teambuilding etc – and concepts of an Open Plan Office – building walls, good acoustic, more natural light etc. **Blockers are fairly in line with the benchmark. In this discussion they are representing the discussed disadvantages of an Open Office Plan – distractions, disturbances, noise**

The 3 H’s Model is usually used for change direction

Change is successful if it leverages each of the 3 change dimensions Heads/Hearts/Hands: if people are rationally convinced (Head); if they adapt their behaviors and feelings, if they feel the change (Heart); and if they have the „operational“ levers to make change happen: resources, updated processes, competent people;...(Hands).

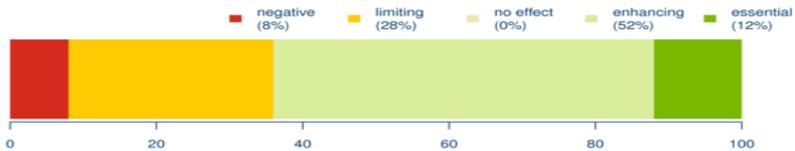
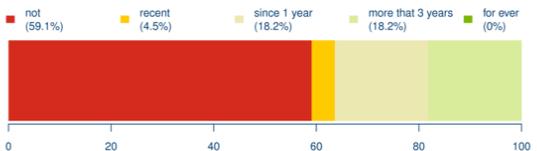
The EBC Model is usually used for change levers

Analyzing the synhetrons along an EBC scale allows measurement of the components behind the willingness for change of the participants. E stands for enabling, B for blocking and C for critical (critical in the sense of a critical element for success).



Polls

During a Synthetron discussion participants can also be asked closed questions (polls) followed by an invite to share the reason of their vote.

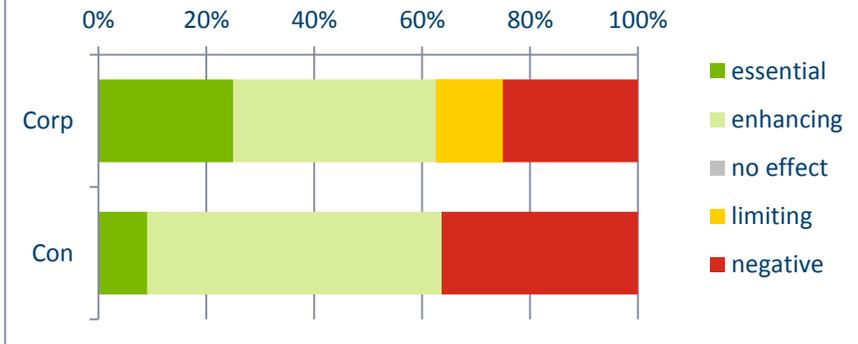
<p>What is your view on Open Plan Offices and how do they affect your work?</p> 	<p>2/3 of the participants are somewhat or strongly positive about the effect of working in an Open Plan Office. About 1/3 of the participants are negative.</p>
<p>Quick poll: Are you working today in a form of Open Plan Office? And, if so, for how many years?</p> 	<p>More than half of the participants had no personal experience with an Open Plan Office.</p> <p>It is interesting that the perception of those with no experience is more negative than those that have lived with it for a while. This is clearly visible if one combines both polls (see table here below).</p>

Experience ?	1. not	2. recent	3. at least 1 Y	4. at least 3 Y.	Grand Total
Appreciation?					
1. negative	8%	0%	0%	0%	8%
2. limiting	18%	0%	5%	5%	28%
4. enhancing	33%	5%	10%	4%	52%
5. essential	0%	0%	3%	9%	12%
no effect	0%	0%	0%	0%	0%
Grand Total	59%	5%	18%	18%	100%

When entering the discussion, participants were asked to log in specifying their professional background, either corporate or consultant. 8 participants have a corporate background and 11 work in the consulting business, with 3 participants not specifying their background.

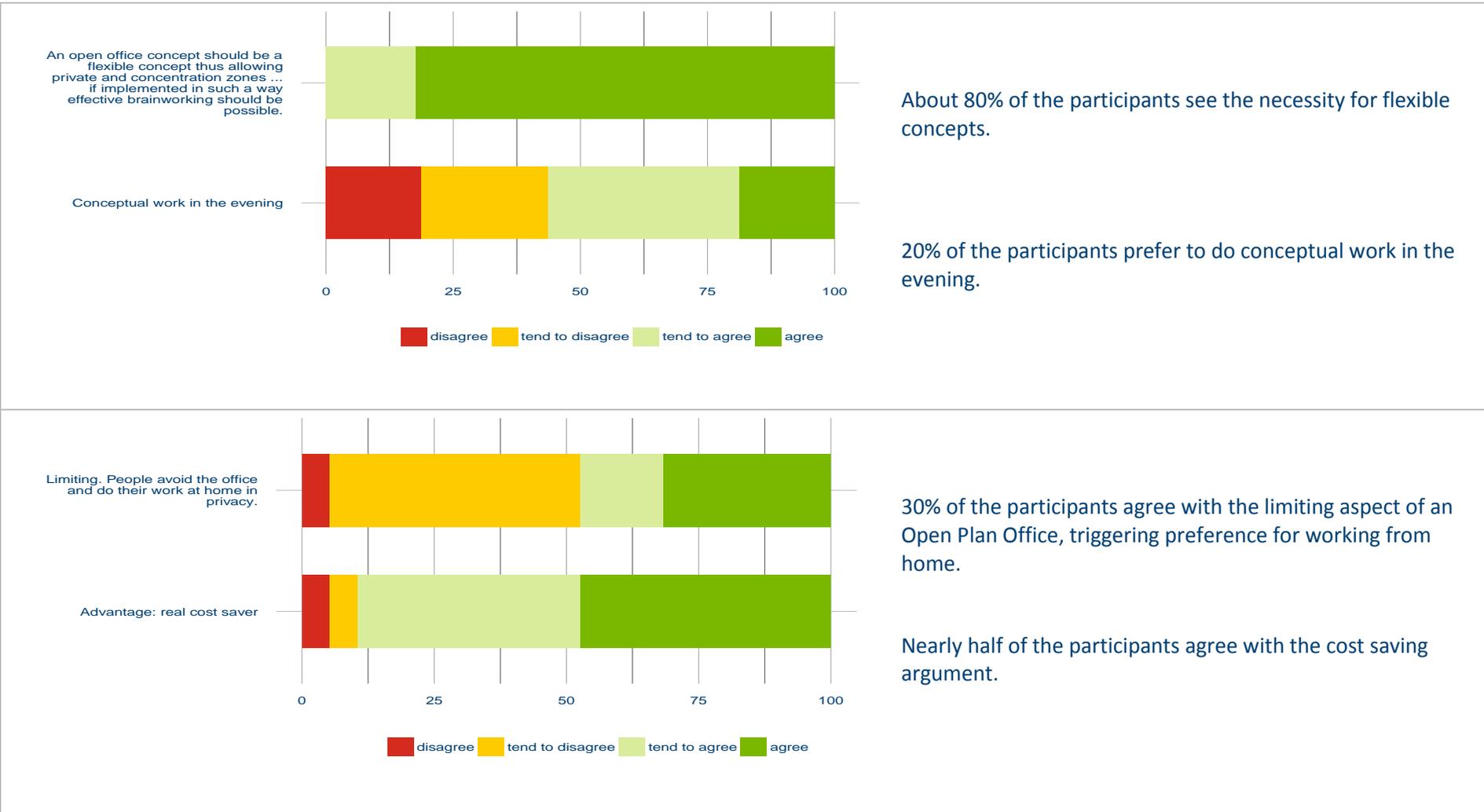
Although the low numbers call for some caution, it looks that there is no major difference on the corporate or consulting background when scoring on their personal view. Both segments scored with more than 60% that working in an Open Plan Office can be essential and enhancing.

Personal view on an Open Plan Office

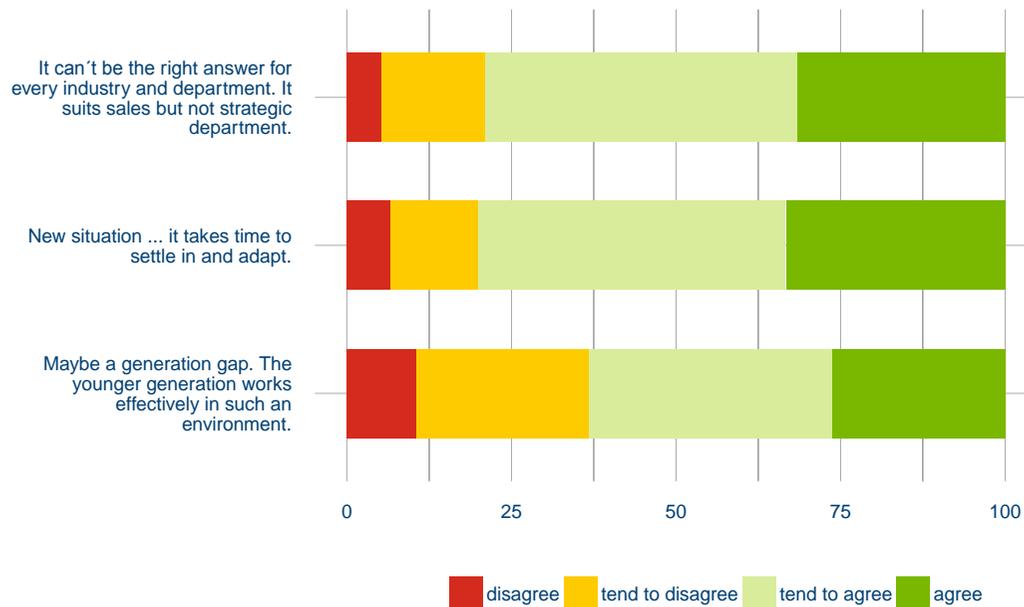


Messages scored by everyone (hypotheses tested).

Some messages were inserted by the moderator and hence allowed to test hypothesis.



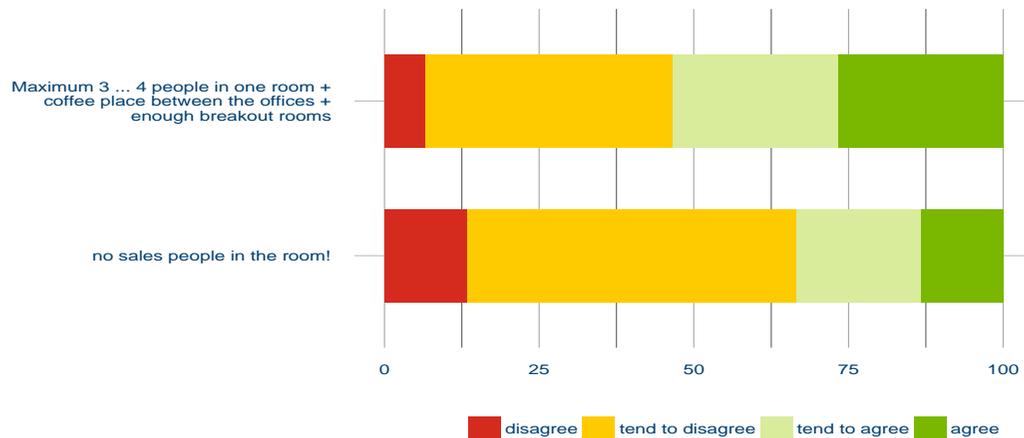
Many other hypotheses were neither significantly confirmed nor opposed



About 30% agree that an Open Plan Office is not the right answer for every organization.

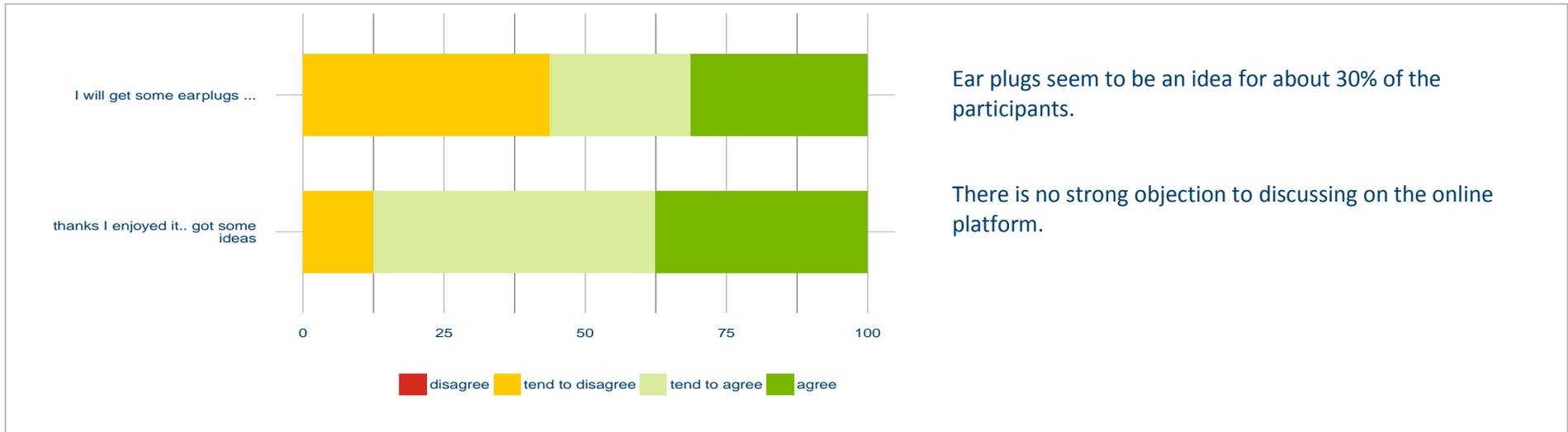
About 30% agree that it takes time to adapt to a new concept.

About 25 % of the participants scored that younger generations are more in favour of an Open Plan Office.



More than 25% agree on a limited number of employees per Open Plan Office.

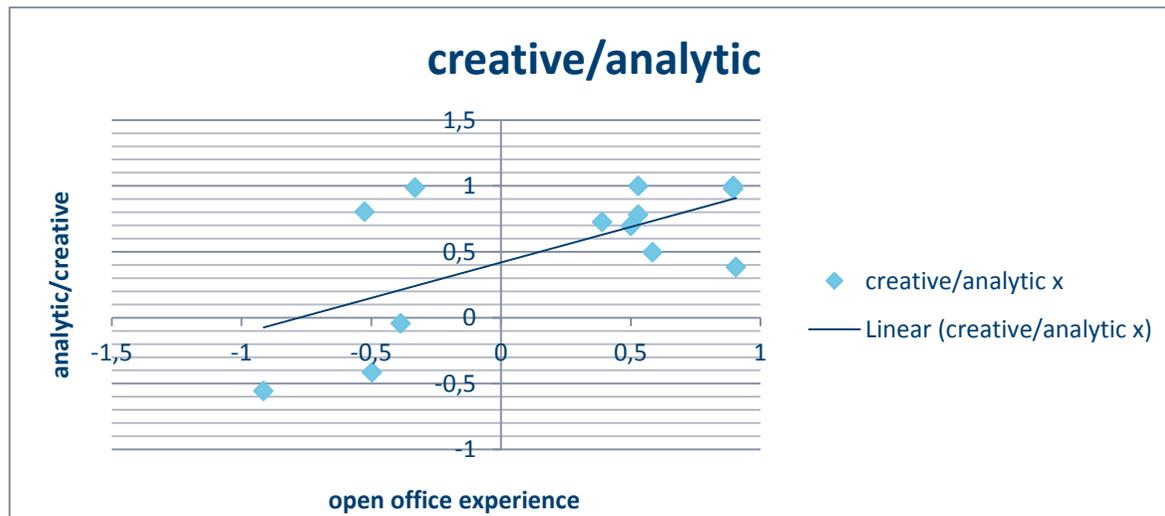
There is neither a strong support nor a strong rejection of having sales people in the very same room.



Appendix

Participants with Open Plan Office experience tend to agree that creative and analytical tasks require a differing working environment

A correlation done on participants having or not having experienced an Open Office Plan (Poll 1) and on the supported message „best creative brainwork is in open spaces, best analytical one in private spaces“ reveals a high support by the „experienced“ part of the participants.



Effective brainworking – it is not the place, but the conditions (all messages)

dialogue

Best brainwork is when the target to reach is enough clear! It doesn't matter where you are if you colleagues are polite

Best can we when chatting with a couple of colleagues

best: being inspired from talking to others, possibility to move

sounds a very interesting suggestion as long as the creative minds do not shout

Elaborates on: best creative brainwork is in open spaces, best analytical one in private spaces

outdoor

outdoor space is a good idea I agree. Movement is key to brainwork

Elaborates on: best brainwork while running, being outdoors

Best - on a walk. Able to take distance

best ideas I get walking on the fresh air

best brainwork while running, being outdoors

quiet space

A comfortable, quiet environment, preferably outdoor

Elaborates on: when there is a project team a couple of rooms are dedicated to the team for the period of the project : they can put the walls to a good use

Elaborates on: we need walls to hang things on, and do proper brainstorming. Big walls

Best: I work best in an office of my own.

Best - with huge desk and A2 paper and whiteboards to doodle

best in the private room

relax/sleep

Best - when asleep...or it seems that way, must be just before and just after really

In my shower in the morning. No kidding!!!

Many people tell me: when they do sports, are relaxed, reading an interesting book or magazine;

best creative brainwork is in open spaces, best analytical one in private spaces

you sum it up !

Elaborates on: best creative brainwork is in open spaces, best analytical one in private spaces

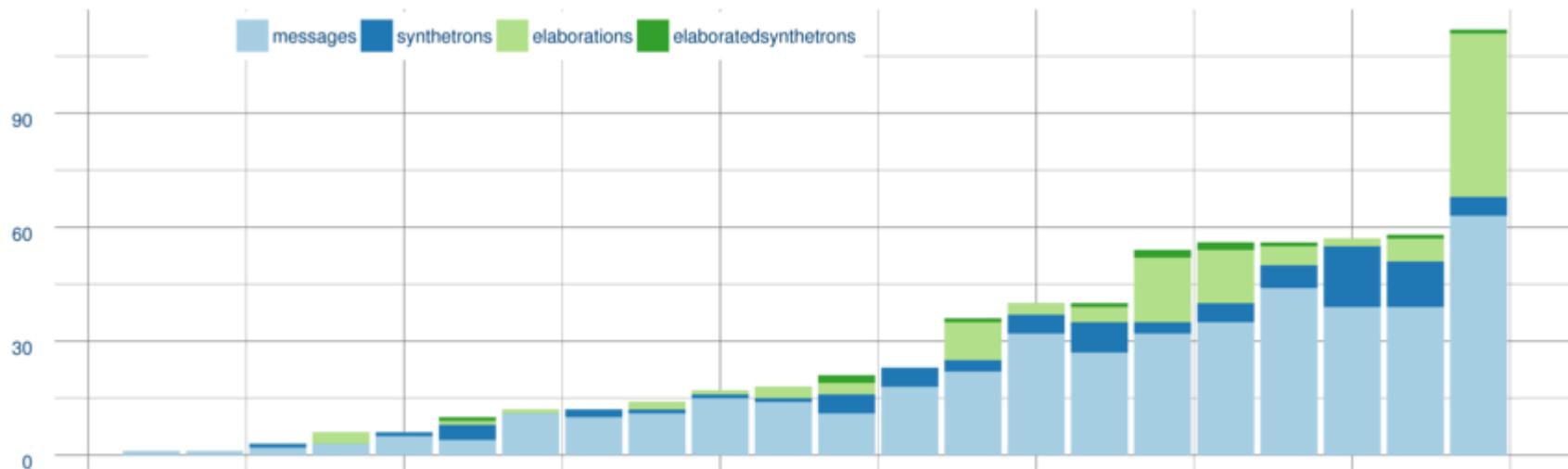
General Statistics

Overview

	Session 25.09.2014	Synhetron- Benchmark		Session 25.09.2014	Synhetron- Benchmark
Number of active Participants ¹	22		Total Count of Synthetrons	84	
Total Count of Messages	439		Synhetronization	19%	17%
Messages per Person	19,95	16			
Messages per Person / 10 min.	2,56				
Total Count of Elaborations	118		Elaboration Level	27%	21%

¹ scored and/or sent messages

Activity Level



Synthetron List Reclassified

Legend

- Column 1 indicates the “level ” of importance of a synthetron. Synthetrons are those ideas that received a minimum level of shared support agree or disagree. They are classified according to their importance, which we call “viral reach”. This reflects how far a synthetron kept being propagated based on cumulative support it received. The reach is as percentage of total population (called viral reach percentage) is the base for classification of the synthetrons in : top > 90 % reach, high > 70 % reach, medium > 40%, low> 15% and bottom <15%.
- Column 2 indicates the “recurring content themes. The synthetrons are clustered based on their content. The coloured title lines are a short description by the Synthetron consultant.

Level of support	CONTENT
	ADVANTAGES
	Although only 40% of the participants are experiencing working in an open plan office, 2/3 of them have a positive judgement about it. Consensus was that an open plan office triggers improvements in connecting, collaboration, team working, openness and transparency.
	An open plan office helps people to connect with each other,...
medium	Open offices help connections between people but have an bad influence on concentration and individual innovative thinking
low	Better interpersonal action Elaborates on: bb Elaborates on: They also reduce the distance between people, especially those at different levels of the hierarchy. It makes bosses much more approachable, part of the team and aware of what really goes on
	...improves team-working and collaboration.
medium	team work is enhanced
low	The main benefit is they increase collaboration
bottom	Collaboration
	..and office information circulates better. There is more openness and transparency.
low	They increase openness and reinforce the feel of transparency Elaborates on: Open offices help connections between people but have an bad influence on concentration and individual innovative thinking

low	People can pick up information rapidly while sitting together, it's comparable to chatting
	Spontaneity, informality and fun are also enhanced, while hierarchy is reduced.
low	Informality, fun
low	Reduces hierarchy , makes bosses more humble
low	Adds spontaneity
	Finally an open office plan needs less space.
low	Less office space needed , feels like bigger
	DISADVANTAGES
	When asked about the disadvantages participants mention disturbance, distraction, increased level of noise and control.
	Disturbances...
top	the disturbance of concentration
high	when making calls, we do disturb others
medium	one needs to be careful not to disturb other colleagues if a small group chats together. There should be meeting rooms available for collaborating! Elaborates on: I scored enhancing as my experience is that open plan offices increase collaboration amongst colleagues
low	it depends on the type of work - for writing analytical reports it can be rather disturbing
low	The worse thing for brainwork for me is interruption
low	Interrupting
	..and distraction will make it difficult to concentrate,...
high	a lot of distraction makes focus and dedication difficult
high	The noise, the chattering, the visual distractions
medium	If too crowded, lack of concentration .
medium	Open offices help connections between people but have an bad influence on concentration and individual innovative thinking
low	Distracting when there is a need to concentrate
	...as well as the noise.
high	The noise , the chattering, the visual distractions
medium	Noise
	But also the lack of privacy, own space, confidentiality...
medium	its difficult to have confidential phone calls Elaborates on: some people are really noisy when they talk on the phone ;)
medium	lack of "own" space
medium	loss of privacy and feeling of being controlled
medium	lack of privacy for those who value it
low	Privacy
	...and the feeling of control are mentioned by participants.

medium	<i>loss of privacy and feeling of being controlled</i>
medium	<i>They feel that all other hear and watch what they are doing. They feel unsecured</i>
medium	<i>yes, people will notice exactly how open you go to the loo, how long your lunch break is, when you come and leave Elaborates on: feeling judged (if you stare away while thinking, you are not working for some) Elaborates on: you have to be there early to get a good place...</i>
IDEAS/SUGGESTIONS FOR DESIGNING AN OPEN PLAN OFFICE	
Participants expressed clear ideas of their ideal open plan office where also brainwork could be supported.	
First of all it should have an excellent acoustic, reducing noise and echo...	
high	Good acoustics
high	<i>Main criteria: enough space, reduce noise, a lot of green, different spaces for formal and informal meetings, nice cafeteria</i>
high	Good acoustic circumstances
low	<i>Carpet to dampen acoustic and allow people to walk around quietly</i>
low	<i>Light and sound. High ceiling, natural light, non-echoing acoustic</i>
...enough space, including high ceiling,...	
high	<i>Main criteria: enough space, reduce noise, a lot of green, different spaces for formal and informal meetings, nice cafeteria</i>
low	High ceilings
low	Light and sound. High ceiling, natural light, non-echoing acoustic
...a lot of (natural) light and brightness.	
medium	Light
medium	light and bright
low	big window for relaxing the eyes from the monitor
low	<i>Light and sound. High ceiling, natural light, non-echoing acoustic</i>
low	<i>More natural light if well designed</i>
There is also the need for enough private areas...	
high	<i>mixture of open and private areas</i>
high	<i>combination of open offices and private areas</i>
high	<i>different settings, open and secluded, spaces without IT, lots of wall to write on +</i>
high	<i>It is only enhancing - maybe essential - if the surrounding is well furnished and equipped. Most Enterprises think that just an open Office is enough. There is so much more to do to make employees feel comfortable!</i>
medium	<i>Walt Disney had different rooms depending of the work of the teams: creative, productive, criticism, ...</i>
low	<i>best creative brainwork is in open spaces, best analytical one in private spaces</i>
...in particular for thinking and concentrating...	

high	<i>An open office concept should be a flexible concept thus allowing private and concentration zones – if implemented in such a way effective brain working should be possible.</i>
medium	<i>you need also dedicated zones for brainwork or private calls Elaborates on: Open offices help connections between people but have an bad influence on concentration and individual innovative thinking</i>
low	<i>open does not mean that there are no encapsulated areas, if should be fluid but with secluded sitting or thinking areas</i>
	...but also communication areas, for talking and calling
high	<i>Main criteria: enough space, reduce noise, a lot of green, different spaces for formal and informal meetings, nice cafeteria</i>
high	<i>space for private talks and calls</i>
medium	<i>have an communication zone</i>
medium	<i>you need also dedicated zones for brainwork or private calls Elaborates on: Open offices help connections between people but have an bad influence on concentration and individual innovative thinking</i>
medium	communication areas
	...and separated spaces for meetings.
high	<i>Main criteria: enough space, reduce noise, a lot of green, different spaces for formal and informal meetings, nice cafeteria</i>
high	<i>code of conduct, plus ad hoc meeting/teleconf rooms and settings for informal discussions</i>
medium	<i>one needs to be careful not to disturb other colleagues if a small group chats together. There should be meeting rooms available for collaborating! Elaborates on: I scored enhancing as my experience is that open plan offices increase collaboration amongst colleagues</i>
	.. With good supporting facilities technical, IT facility
medium	perfect wifi
low	good IT
low	Lots of AC plugins
	flexible, adaptable furnishing, big walls...
high	flexible furnishing
high	different settings, open and secluded, spaces without IT, lots of wall to write on +
high	It is only enhancing - maybe essential - if the surrounding is well furnished and equipped. Most Enterprises think that just an open Office is enough. There is so much more to do to make employees feel comfortable!
low	we need walls to hang things on, and do proper brainstorming. Big walls
low	good adaptable seats
low	All depends on how the work space is arranged and settled
	Last but not least it should respect the individual needs (including AC plugins!) and the different types of work.

high	<i>Main criteria: enough space, reduce noise, a lot of green, different spaces for formal and informal meetings, nice cafeteria</i>
medium	<i>to create an open space respecting individual needs</i>
low	<i>I agree, the type of work is the most important criteria for choosing the type of office plan Elaborates on: it depends on the type of work - for writing analytical reports it can be rather disturbing</i>
low	<i>it never works: either too hot or too cold! Elaborates on: some people like higher temperatures than others - what about AC and heating?</i>
IDEAS/SUGGESTIONS FOR BEHAVIOURAL ASPECTS WITHIN AN OPEN PLAN OFFICE	
Participants addressed behaviours to adopt in an Open Plan Office	
A code of conduct / operating principles with respect for one another should be issued and agreed...	
high	<i>code of conduct, plus ad hoc meeting/teleconf rooms and settings for informal discussions</i>
medium	<i>it demands sensitiveness and respect for each other.</i>
medium	<i>Agree Team Operating Principles with my colleagues</i>
medium	<i>some people are really noisy when they talk on the phone ;)</i>
low	<i>Major issue: respect for each other</i>
And finally it is important to embrace this concept of office and start adjusting.	
low	<i>I will reorganize my desk to create more empty space</i>
low	<i>Advice - embrace it, it will work if you let it</i>
IDEAS/SUGGESTIONS FOR INDIVIDUAL ASPECTS WITHIN AN OPEN PLAN OFFICE	
Participants expressed conditions for brainworking.	
Time management: following your own rhythm and time for relaxation,...	
top	<i>some people are really noisy when they talk on the phone ;)</i>
medium	<i>Advice: take some ownership of your time, use the parts of the day wisely</i>
low	<i>Best can we when chatting with a couple of colleagues</i>
low	<i>home coz its comfy and place to relax</i>
low	<i>tea!</i>
...being outside,...	
medium	<i>outdoor space is a good idea I agree. Movement is key to brainwork Elaborates on: best brainwork while running, being outdoors</i>
low	<i>A comfortable, quiet environment, preferably outdoor Elaborates on: when there is a project team a couple of rooms are dedicated to the team for the period of the project : they can put the walls to a good use Elaborates on: we need walls to hang things on, and do proper brainstorming. Big walls</i>
...walking,...	
high	<i>I used to walk to and from work, 20 mins. Great brainwork time. Much better than driving or taking train</i>
medium	<i>Home: nothing about creating environment, ideas just come when relaxed</i>

low	<i>more fresh air walks</i>
low	<i>Best - on a walk. Able to take distance</i>
	...and compensate with (well organised) home work.
low	<i>Home works fine for me, provided I have set clear goals and a timeline</i>
low	<i>it is a question of organising work at home Elaborates on: but some kids might be running around</i>
low	<i>yes if you mix home office and office work, no problem Elaborates on: They increase openness and reinforce the feel of transparency Elaborates on: Open offices help connections between people but have an bad influence on concentration and individual innovative thinking</i>
	ON THIS SESSION
high	<i>Thanks was a great experience!</i>
high	<i>Thanks for providing the space</i>
medium	<i>thanks I enjoyed it.. got some ideas</i>

Explanations

Discussion & Messages

Synthetrons	<p>Synthetrons are messages which have been selected, based on the cumulated level of scores they were attributed by participants. The higher the score, the more weight the participants give to them. The classes are defined in the following order (Synthetron Level):</p> <ul style="list-style-type: none"> ▪ top: > 90% reach ▪ high: > 70 % ▪ medium: > 40% ▪ low :> 15% and ▪ bottom: < 15%.
Reach Percentage	The percentage of participants that have scored the message before it fell below the scoring threshold
Bipotrons	Bipotrons are messages which participants scored in opposing ways: agree and disagree.
Analytics	
3 H Model	Change is successful if it leverages each of the 3 change dimensions Heads/Hearts/Hands: if people are rationally convinced (Head), if they adapt their behaviors and feelings, if they feel the change (Hearth) and if they have the 'operational' levers to make change happen: resources, updated processes, competent people, ... (Hands).
EBC Model	Analyzing the synthetrons along an EBC scale allows to measure the components behind the willingness for change of the participants. E stands for enabling, B for blocking and C for critical (critical in the sense of a critical element for success).

About Synthetron

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For better change management we engage relevant stakeholders in anonymous online moderated conversations, so we can collaboratively identify their wisdom, feedback and solutions.

Go to www.synthetron.com for more information