




MillerKnoll

 Herman Miller	Knoll	 colebrook bosson saunders
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filzfelt [•]	GEIGER	HAY
HOLLY HUNT	KnollTextiles	maharam
MUUTO	NaughtOne	spinneybeck



Is this it?



Planning the AI-enabled workplace

1. Introduction
2. MillerKnoll's AI journey
3. Leading with AI
4. Effects on workplace

A 50+ year history of technology research



Mother of All Demos, 1968



Microsoft Video Exploration, 2013



Future Forum, Slack, 2022

- Slack
- Microsoft
- Samsung
- Robin
- GitLab
- HP
- Autodesk
- Logitech
- ...and beyond

AI thought partners & influences



John Maeda, Microsoft



Debbie Lovich, Boston Consulting Group



Brian Elliott, Work Forward



Lee Elliott, Knight Frank

Two visions for the future: one wants people

“The question isn’t whether AI will reshape work. It’s whether leaders will use it to lift people up or grind them down.”

**Brian Elliott, Work Forward Substack,
November 12, 2025**

LEADERSHIP > CAREERS

The Most Strategic AI Goal Isn't Efficiency—It's Reinvestment Of Time

By [Ryan Anderson](#), Contributor. © I write about the impact of physical workpl... ▼

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Published Jun 06, 2025, 11:12am EDT, Updated Jun 07, 2025, 12:29pm EDT

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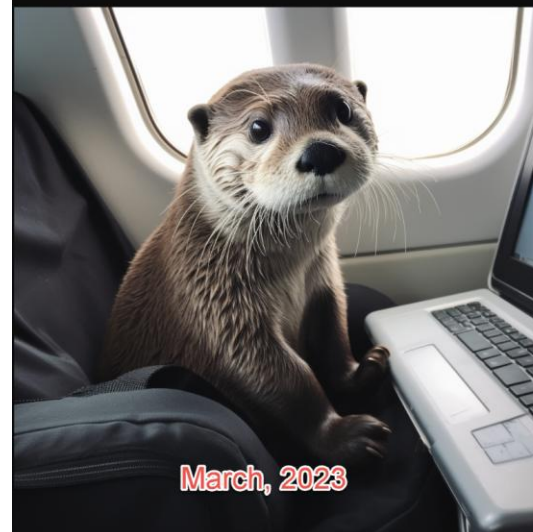
2. MillerKnoll's AI Journey

“Lean AI” and the role of joy

A moment in time

How some very smart people are characterizing this time in AI:

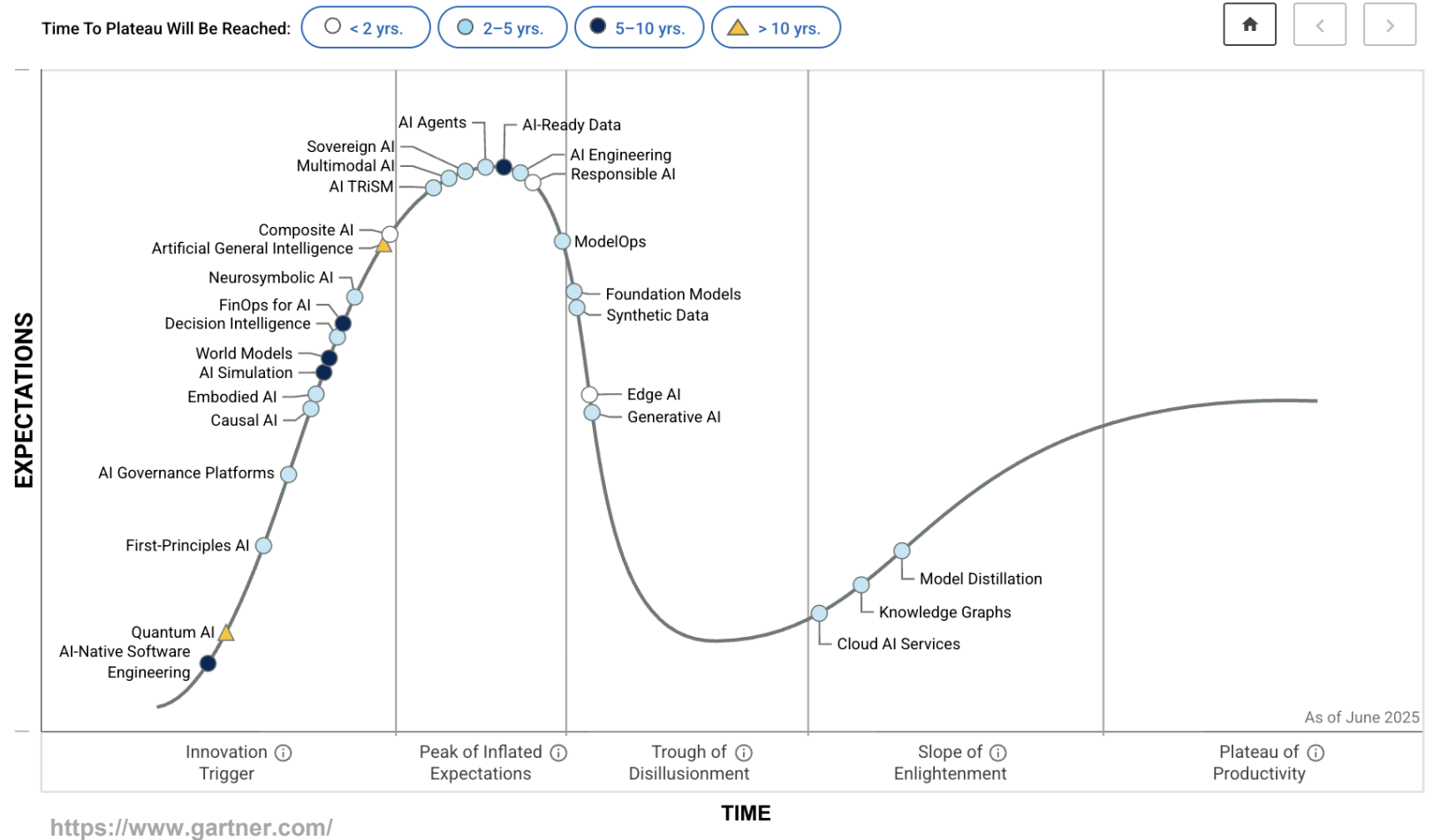
- Exponential improvement
- Reframing Gartner's Hype-Cycle
- Radical exploration of “work”
- Opportunity for leaders



A moment in time

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A moment in time

How some very smart people are characterizing this time in AI:

- Exponential improvement
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- Radical exploration of “work”
- Opportunity for leaders

“Employee centricity needs Gen AI to get in the door. Gen AI needs employee centricity to stick.”

Debbie Lovich, BCG

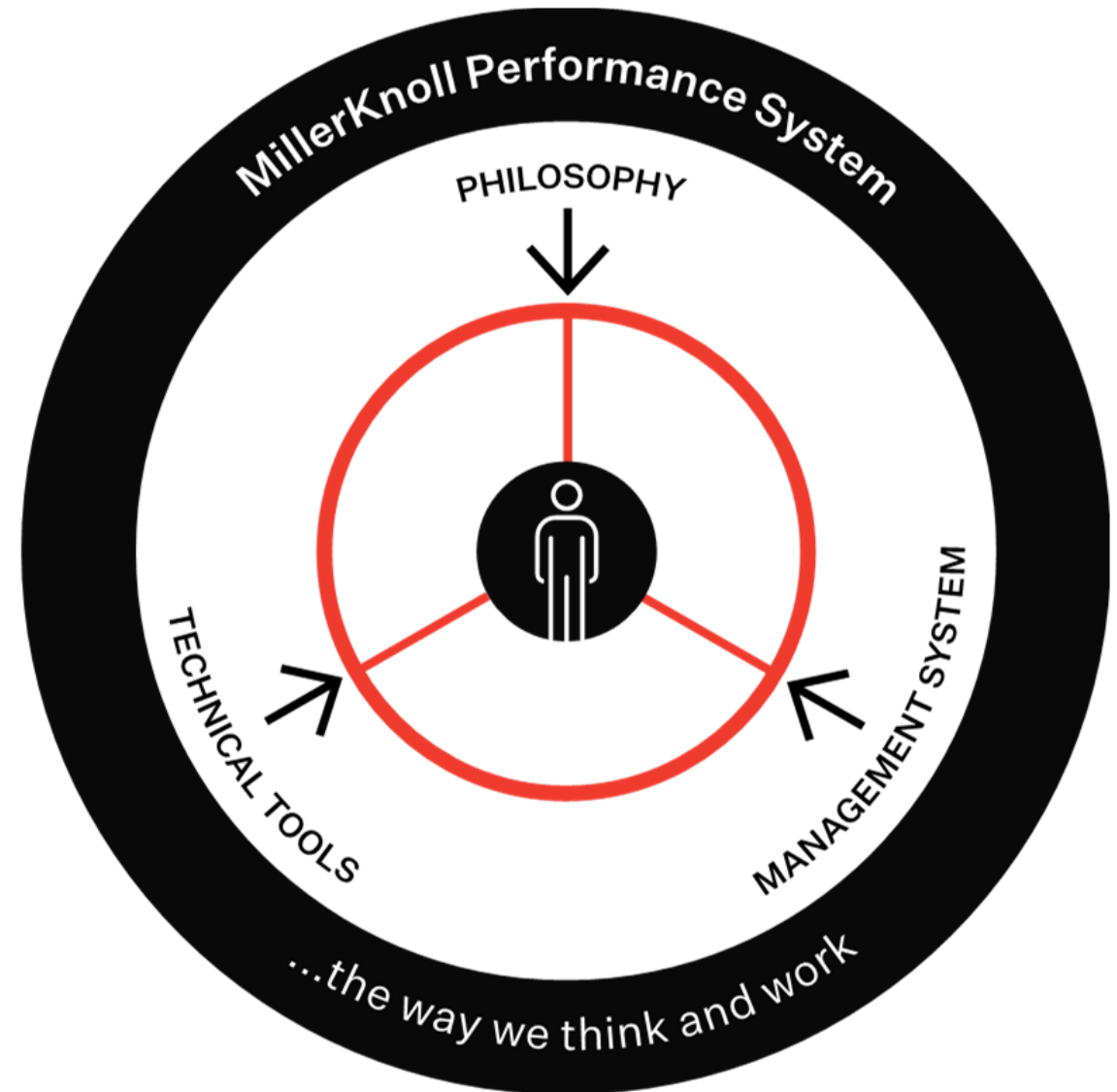
<https://theworkforward.substack.com/p/joy-in-this-job-market>

Three Elements of MKPS

MKPS focuses on understanding and meeting our customer's needs, exactly, through the engagement and development of our employees.

- Highlights waste and problems and uses a structured method for eliminating them
- Swarms problems and uses a structured method for solving them
- Result: Frees up resources for improvement and innovation

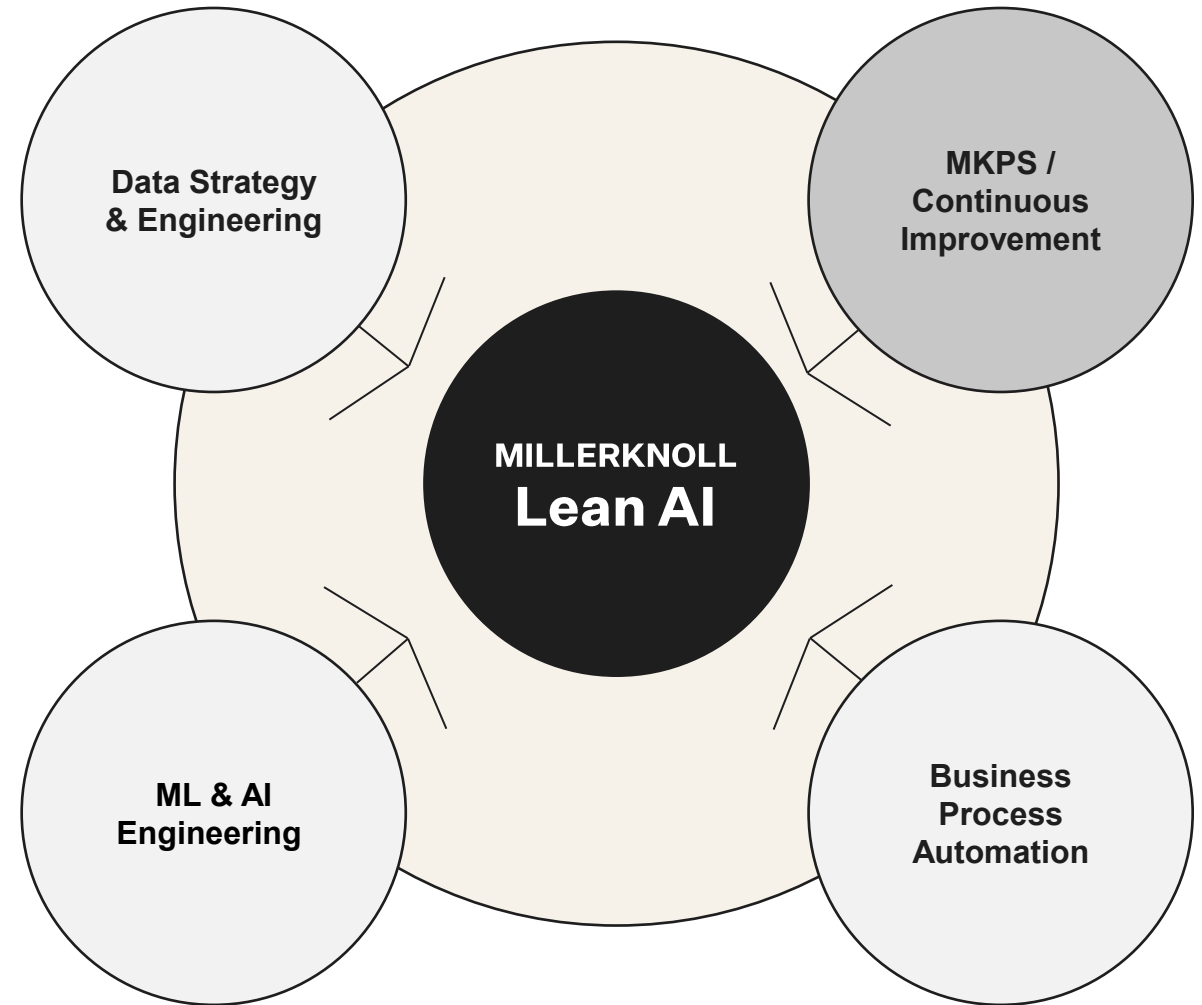
Removing struggle for the people who add value isn't a nice-to-have – it's core to our Lean AI strategy. And MKPS is the model.



Lean AI foundations

AI won't fix a messy process – it will scale it.

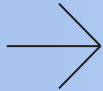
Lean first. AI second.



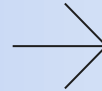
Enterprise focus

Safe experimentation, horizontal and vertical use-cases, strategic big bets

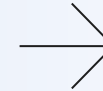
Data & governance



Automation & AI services



Business journeys and big bets



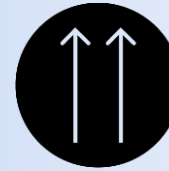
Associate & workplace experience



- The foundations that make AI trustworthy and scalable



- Reusable capabilities we plug into multiple business journeys



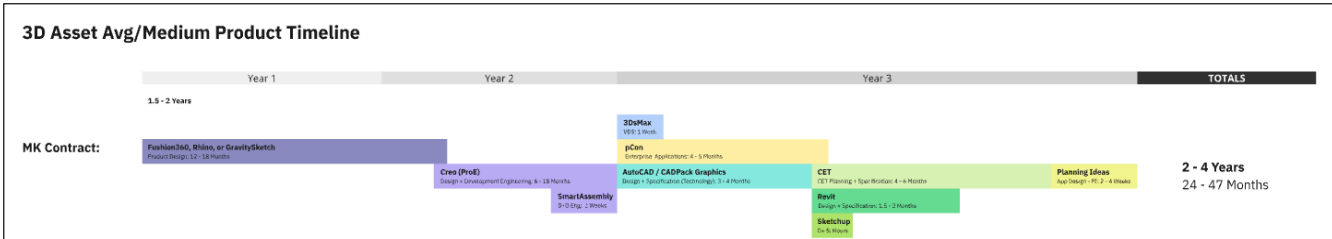
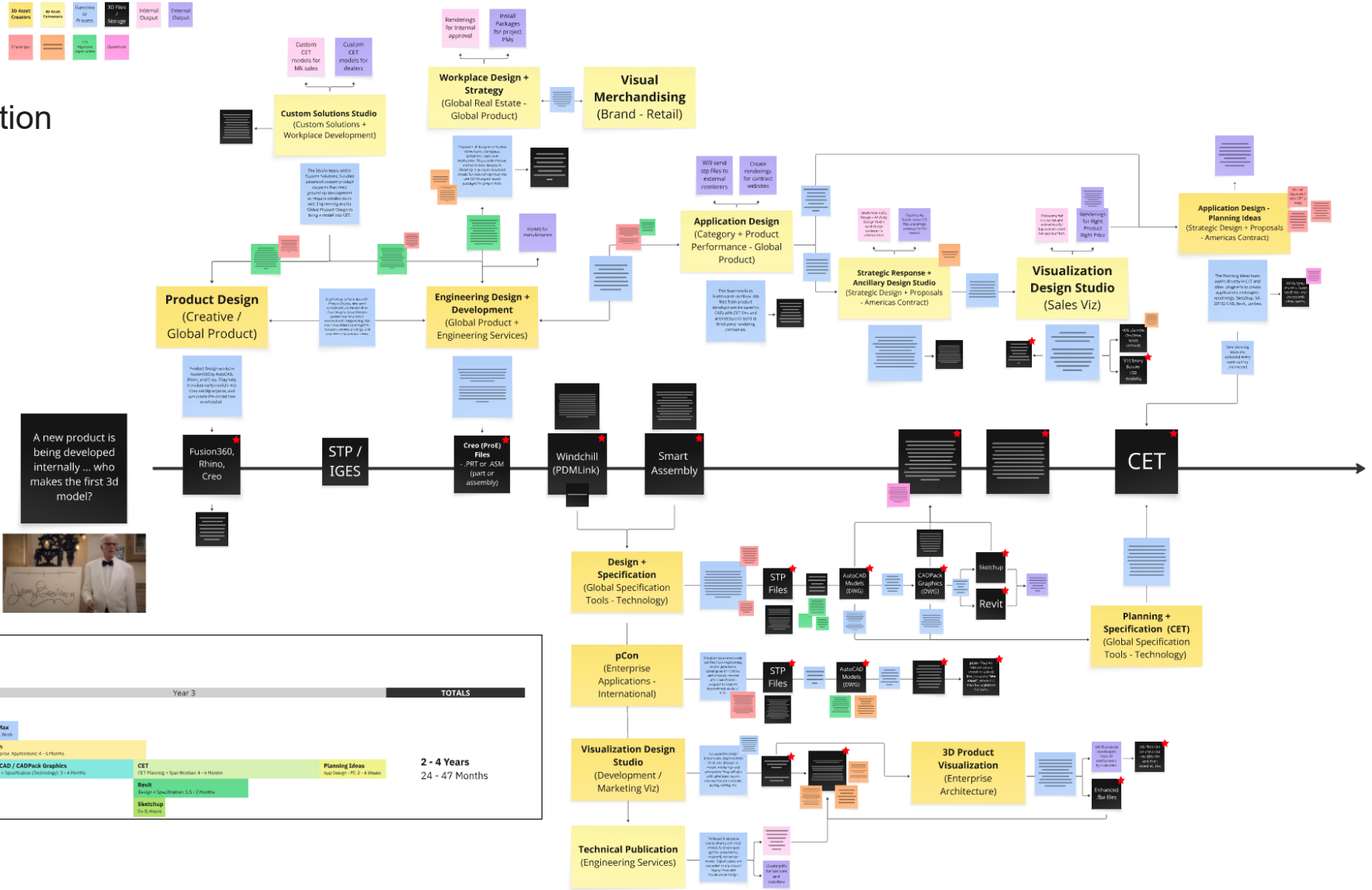
- Vertical value streams where AI shows up in the day-to-day work



- AI-enabled processes that free capacity for higher-value, relational work

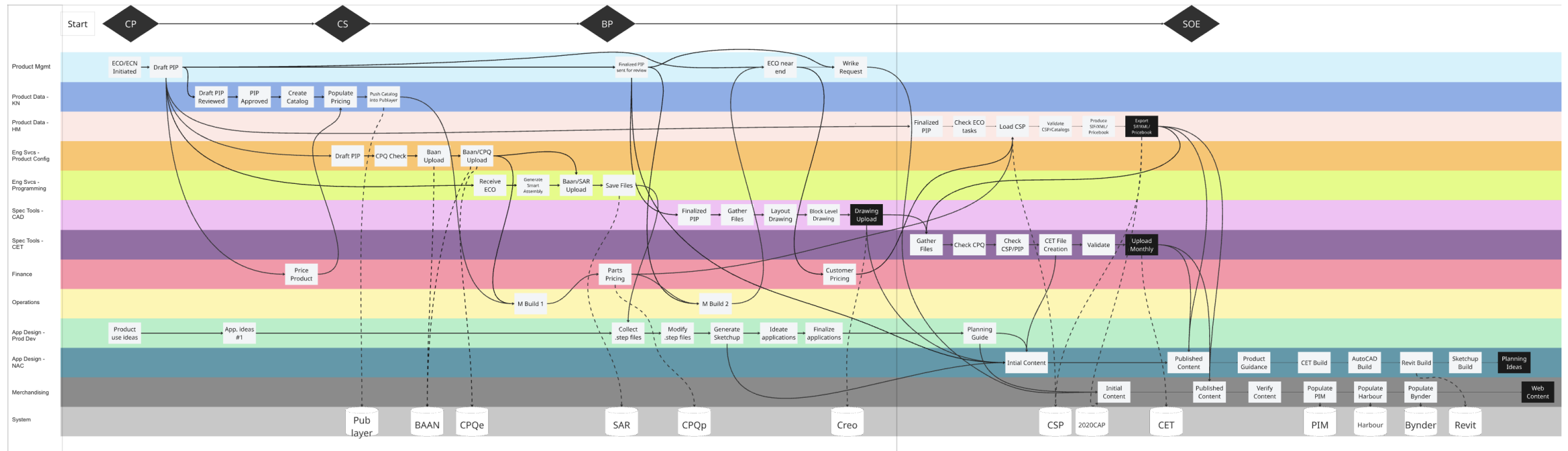
What's next?

Process and Generative Automation



What's next?

Wholesale transformation



3. Leading with AI

Human readiness

Access to tools has **flattened**.

Integration beats novelty.

The advantage is now **who uses it better**.

Technical Capability X Human Readiness

AI Value

Experimenting

**Enabling
Rampant
Curiosity**

Governance

Model

Psychological

Safety

Training

Selection

Judgment

Data

Technical Capability

X

Human Readiness

Licenses

Technical

Team

Competencies

Sharing

Failing

Structures

Systems

Change

Teaching

Learning

Management

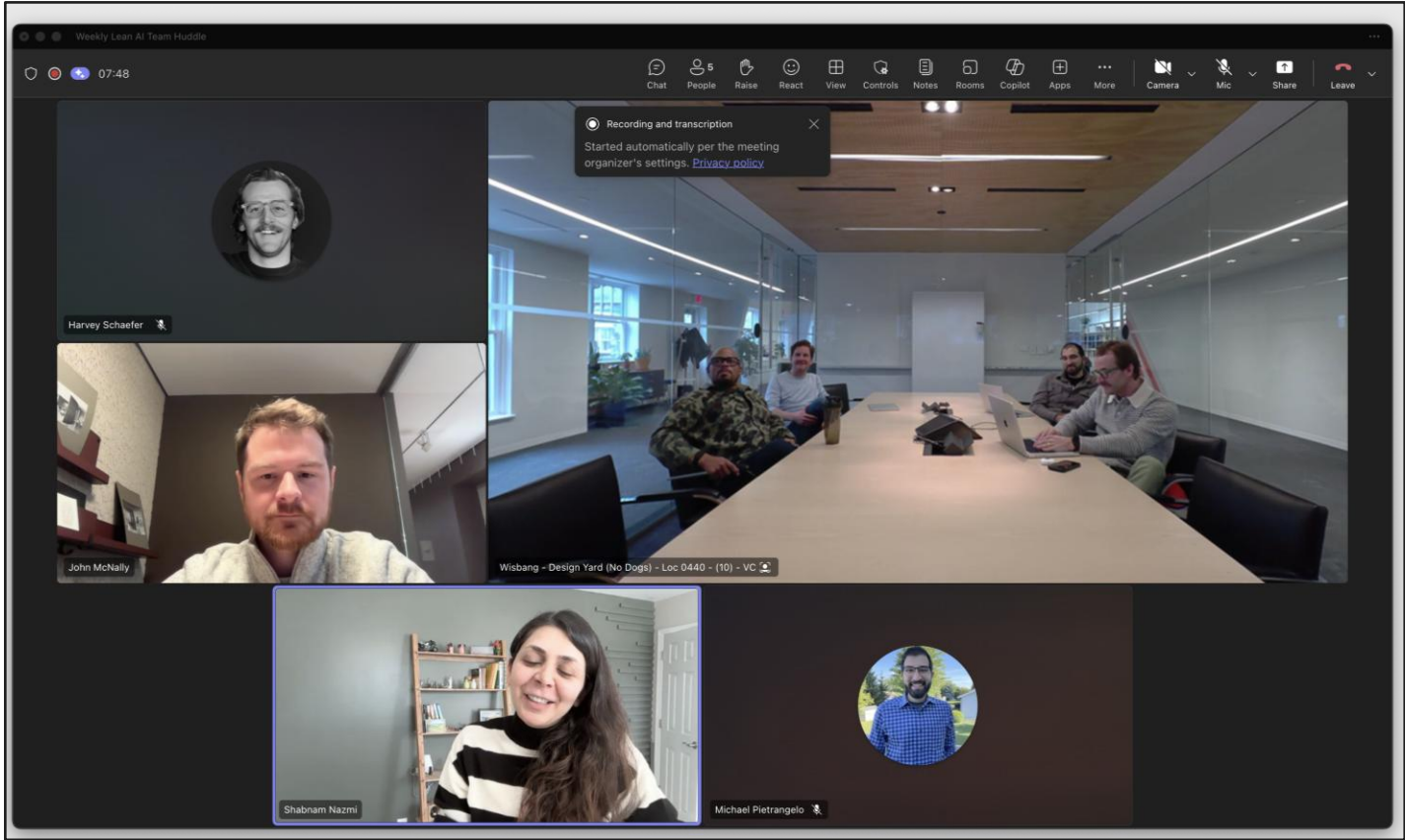
AI Capability x Human Readiness

Foundations of AI Capability

- **A subscription for every employee.** We put Microsoft 365 Copilot licenses in the hands of every employee. Individual access changed adoption. Shared accounts and free tiers produced nothing.
- **AI inside the tools they already use.** Copilot lives in Word, Outlook, Teams, and Excel — where work already happens. We didn't ask people to go somewhere new.
- **A meeting intelligence tool.** Copilot in Teams is deployed across the org. Instant ROI, zero behavior change required. Every meeting already happened. This just makes it useful afterward.
- **Governance.** We stood up a governance function with the authority to make decisions, not just write policies. Commensurate with the size of what we're building.

Foundations of Human Readiness

- **AI fluency for every employee.** We invested in baseline fluency across the org, only advanced users or technical teams. AI Office Hours, team visits, and a cohort program that puts leaders through the practice together.
- **A learning culture that treats work as the curriculum.** We've evolved our training approach from 101 to fundamentals + small projects that reflect the work itself.
- **Psychological safety around not knowing yet:** experimenting and failing doesn't count against you. That message came from leadership first because leaders set the ceiling for their teams.
- **A self-serve toolkit for non-technical minds.** We've created in approachable, non-technical tools like the MillerKnoll AI Toolkit that are designed for people who aren't sure where to start. Use case library, prompting basics, tools for running small experiments.



Associate Enablement

AI Resources

💡	<p>AI at MK Case Study: CAISY</p> <p>Meet CAISY, an AI-powered tool to practice and strengthen your leadership capabilities!</p>	💬	<p>AI at MillerKnoll Teams Channel</p> <p>Join the AI at MillerKnoll Teams channel! Here you'll find lively discussion, news articles, and more resources for learning about AI.</p>
💬	<p>FAQs about AI at MillerKnoll</p> <p>Answers to many of the questions you might have about how MillerKnoll is embracing AI.</p>	+	<p>AI Training & Education</p> <p>If you're looking to learn more about how to get the most out of AI, we've created custom training content for all associates.</p>
📄	<p>AI Use Policy</p> <p>We've established an AI Use Policy to help ensure safe exploration while also minimizing risk and maximizing data security.</p>	☰	<p>Approved AI Tools</p> <p>A comprehensive list of all the approved AI tools across our business.</p>
+	<p>Know & Go Session: Demystifying AI</p> <p>An interactive panel discussion covering all things AI. Hear where, how, and why we're investing in this exciting new technology across our business.</p>	+	<p>New AI Tool & Use Request Form</p> <p>If there's an AI tool or use you're looking to try, complete this request form and our AI Team will reach out to you!</p>

Escape Daily AI Workbench

MILLERKNOLL

Home About Begin Flywheel Value Skills Use Cases Research Leading Rhythms Metrics Start

MILLERKNOLL — AI TOOLKIT

AI Toolkit

A leader's guide to getting started, getting good, and getting good at getting started.

Find your path → Skip to essentials

— 12 min read · Interactive toolkit

February 28

Daniel Delaney 2/28 4:42 PM

I tried it a few times yesterday didn't know about the agent docs folder so this is very helpful

This is just the beginning!!!

Conferencia Room
Photo.



Plant here →

B



just edge of pot showing →

perhaps foreground bushes from plant to fill in. →

round white alabaster ash tray

Note

new

Tara K920/2. Black + natural 6 chairs Bize
base for 8' oval top
Sofarose Painting from E1805. 200 £66.

2 or 3 brass ashtrays " " "

Sculpture for cabinet? gallery?

White + yellow flowers.

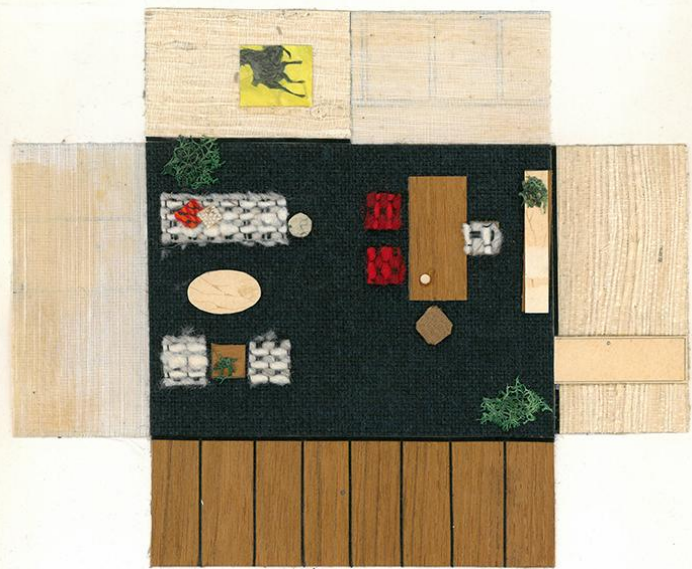
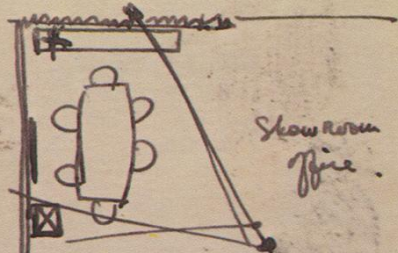
vase. brass for above.

check cabinet for clear?

check rug condition

EXHIBIT
Rosewood top of star pedestal. refer to necessity of necessity
cabinet 6' rosewood. "2"
plants.

Oxford
STOCK No. 7524
MADE IN U.S.A.



4. Effects on workplace

AI and relationships-based work

Blog > Culture > [Your workforce is lonely, it's hurting your business.](#)

Your workforce is lonely. It's hurting your business.

By [Maggie Wooll, MBA](#)

June 14, 2022 - 10 MIN READ





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Work Environments

We're Still Lonely at Work

It's time for organizations to take a new approach. by Constance Noonan Hadley and Sarah L. Wright

From the Magazine (November–December 2024)



● INC. PREMIUM STARTUP

Your Employees Are Disengaged and Lonely. The Cure Is Right Under Your Nose

Inc. has dug into the research to determine how to bring joy back to the workplace—and, no, the answer is not more snacks.

BY JENNIFER ALSEVER @JENNIFERALSEVER

APR 28, 2025

SHARE 



St.Clair's experience is more common than not, these days. Even without the isolation resulting from Covid 19, the workplace has, for many, become a slog, rather than a place where people make friends, meet their spouses, or find their sense of identity. In Gallup's 2025 State of the Global Workplace report, which surveyed more than 200,000 people over age 15 who worked in about 160 countries and regions, employees worldwide reported feeling stressed, sad, anxious, and disengaged on the job, while one in five also said they're lonely.



More than half of US workers say they're lonely, disrupting productivity

Managers play a key role in curbing loneliness among their team members, Cigna said.

Published Jan. 6, 2026

By Carolyn Crist

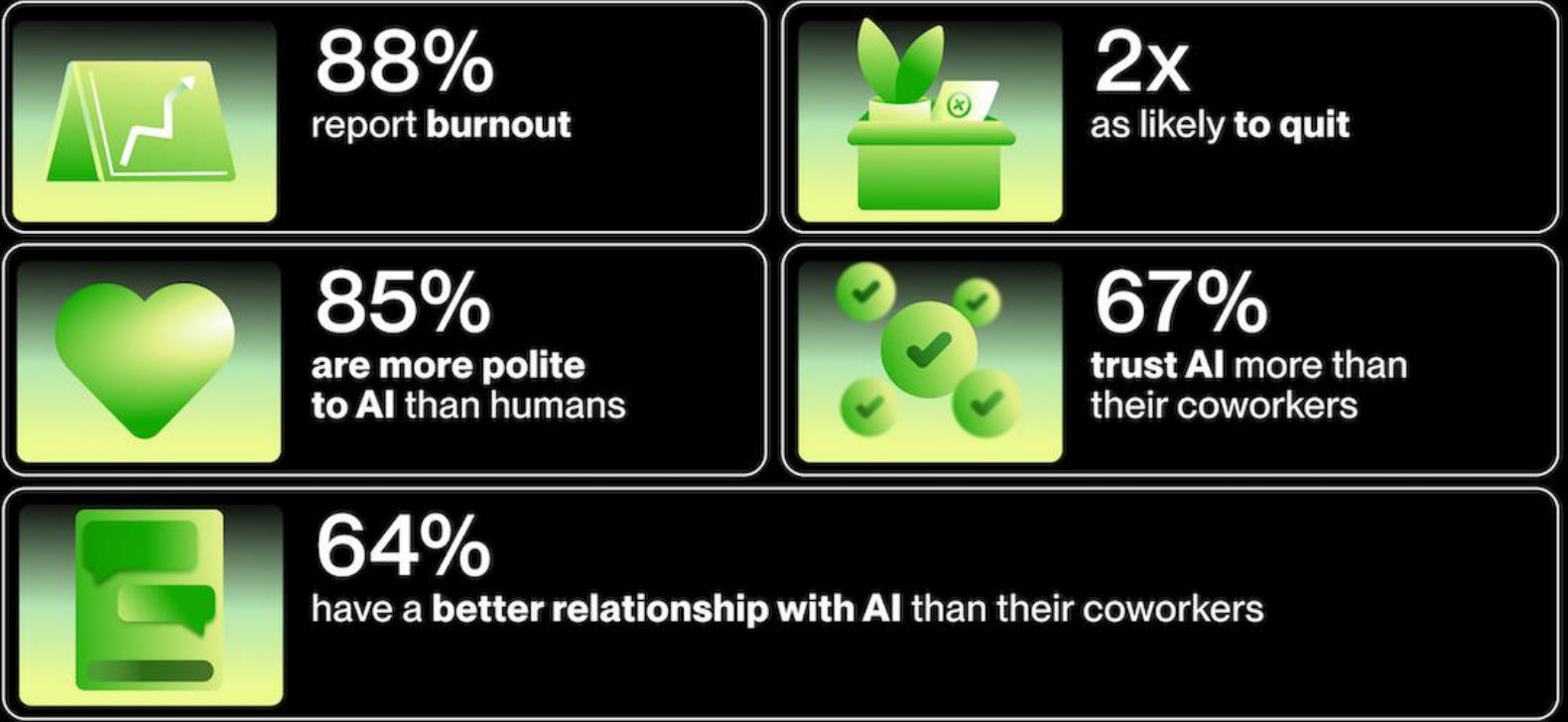
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AI is worsening the challenge

The human cost of AI productivity

Among top AI performers:



n= 625 full-time employees

Source: Upwork Research Institute, 2025

The effect of AI on employee connection

“While 77% of C-level executives report AI productivity gains in their organizations, they’re facing the systemic deterioration of employee connections.”

Upwork, “From Tools to Teammates: Navigating the New Human-AI Relationship”, July 2025

The Eliza Effect, 1966

“[I was] startled to see how quickly and very deeply people conversing with DOCTOR became emotionally involved with the computer and how unequivocally they anthropomorphized it.”

Joseph Weizenbaum, creator of the first chatbot ELIZA

Top motivations for working in the office

Teamwork

22%

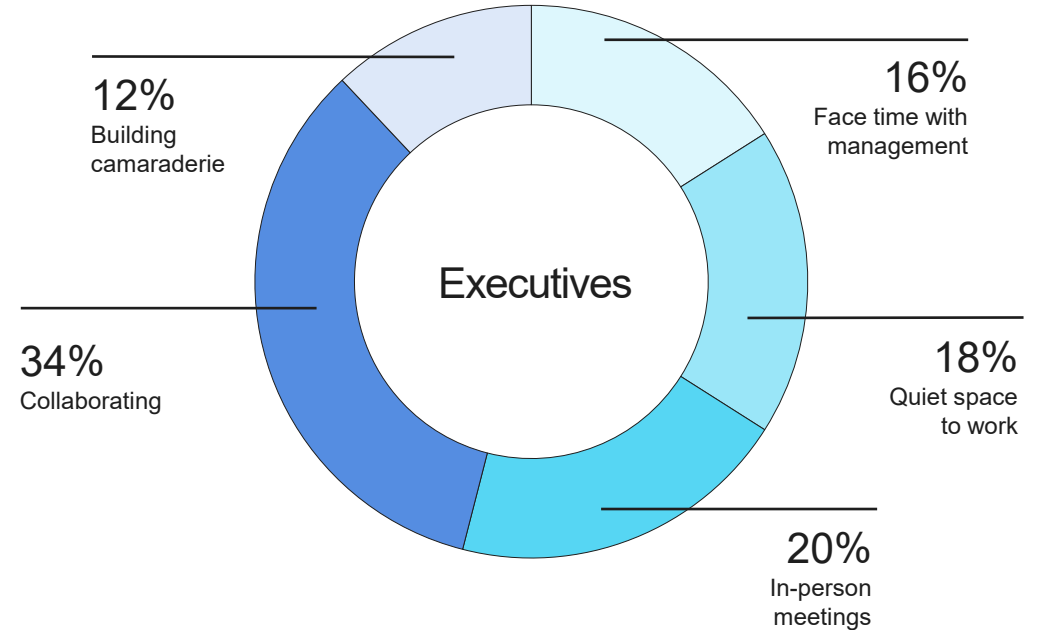
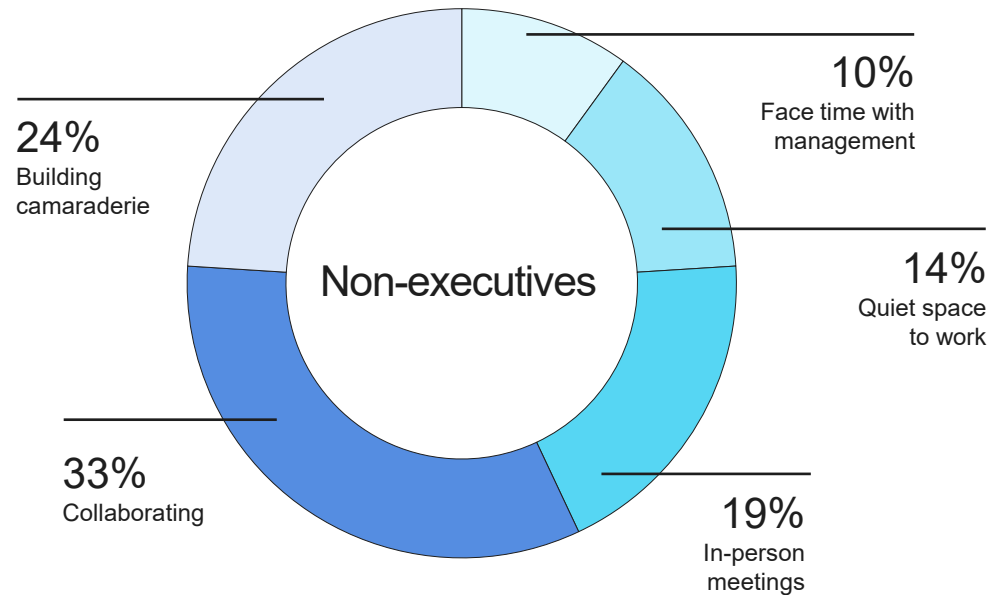
Socializing

18%

Connection

17%

Top drivers for coming into the office for both non-executives and executives



Charter AI Summit NY 2026

“Don’t automate the soul of work.”



Rebecca Hinds, Head of the Work AI Institute at Glean

Citing Stanford researching indicating that 41% of Y Combinator AI startups are building tools to automate tasks that workers would rather keep human.

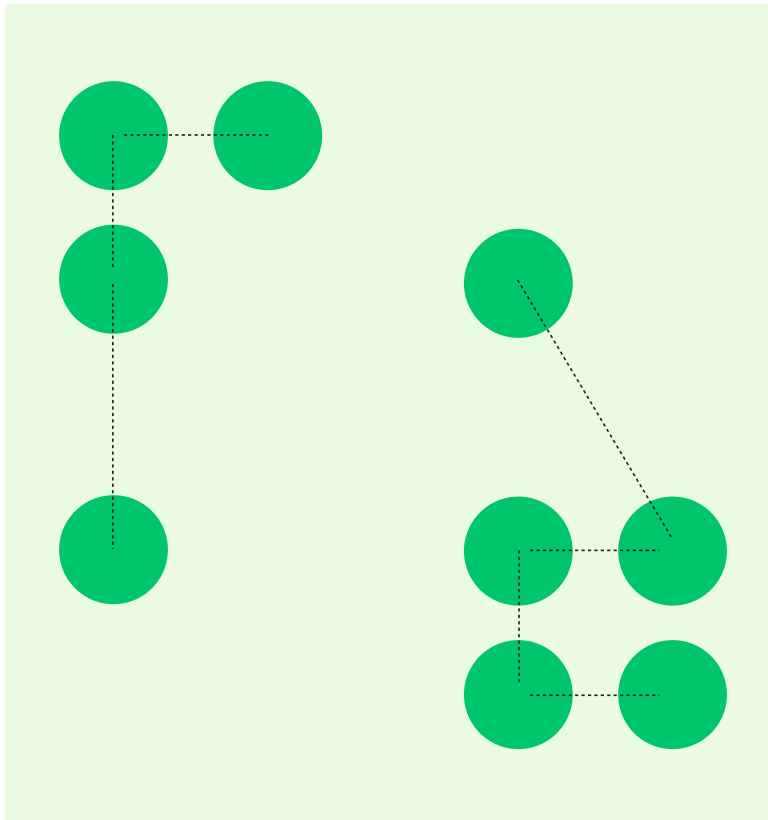


**ESTABLISHED
PROCESSES**

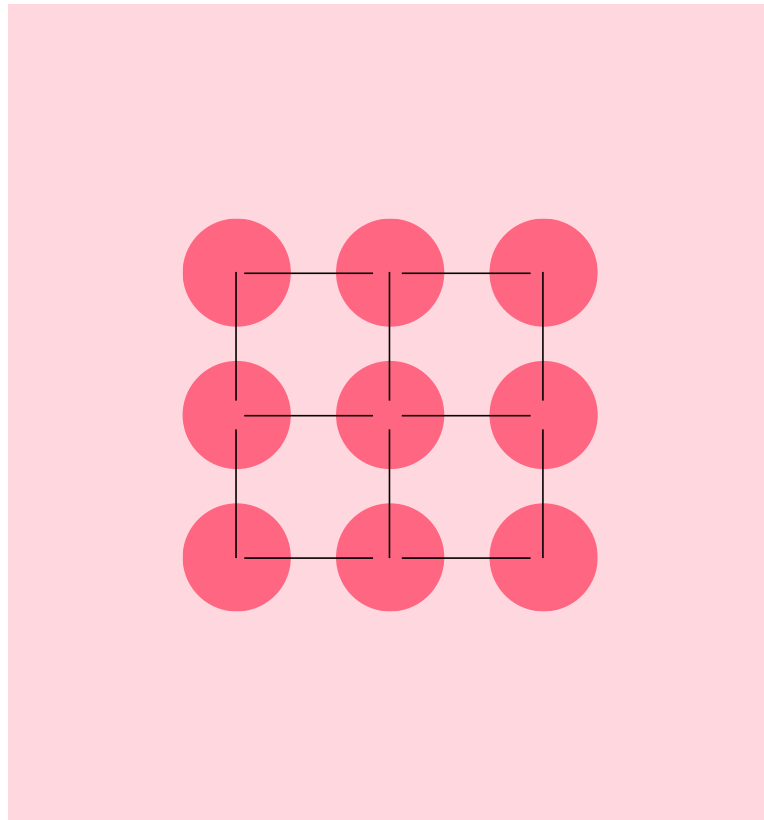
**AI ENABLED
PROCESSES**

Focus on interaction

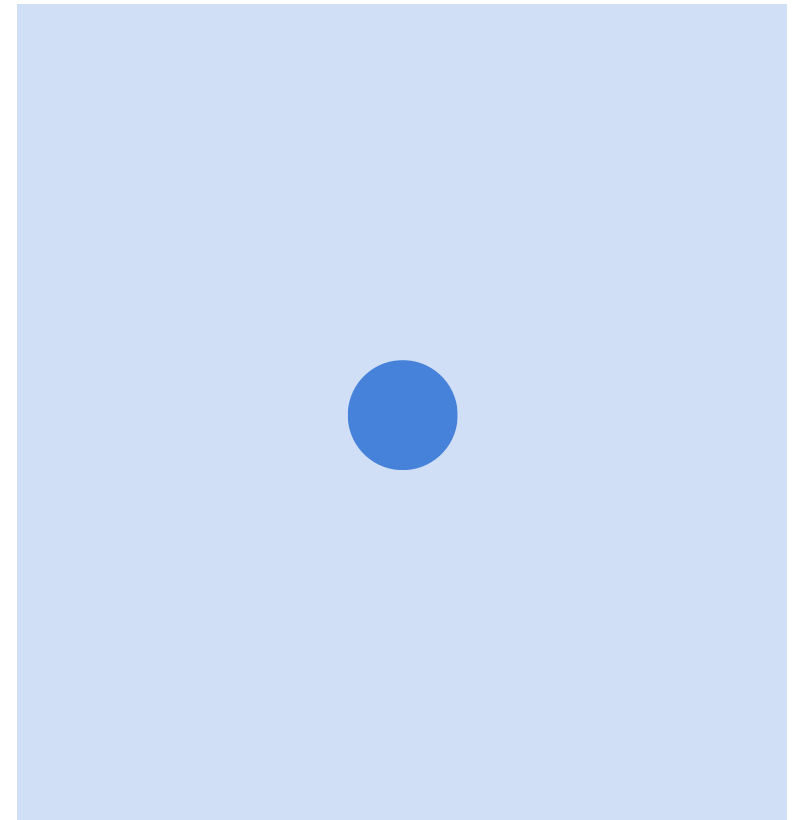
Community



Group



Individual



Community



Café



Forum



Lounge

Group



Conference



Neighborhood - Collaboration



Workshop



Enclave



Neighborhood - Focus

Individual



Private Office



Respite Space



Study Hall



- Attachment**
Provides a clubhouse-like destination for teams
- Strong ties**
Provides predictable place to connect for trusted colleagues
- Agency for teams**
Owned space that can be reconfigured for a group without broader disruption

Neighborhood – Supporting Agile Workflows

A setting tailored for a group, where members can work alone or together

Group



Improvisational Variety

A neighborhood setting tailored for a group flow



Conference Room

A structured, distraction-free environment for information-sharing

- Human Connection**
Designed to accommodate everyone to boost psychological safety
- Natural interactions**
Does not bias interactions for either remote or co-located participants
- CHANGE
- Multimodal**
With or without video, for conversation or presentation

Group



Belonging
Designed to reduce social isolation

Weak ties
Fosters relationships outside our immediate team

Flexibility for organizations
Adaptable and multiuse spaces to embrace change

Café

Ideal for gathering or hosting, often around food or drink

Community

Less of this.



More of this.



Individuals research & exploring new use cases



Teams learning on the fly and adjusting workflows in real time.

Discussion

Thoughts and Q&A

Thank You

Planning the AI-enabled workplace

MillerKnoll.com

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Harvey Schaefer <https://www.linkedin.com/in/harvey-schaefer-b309a024/>