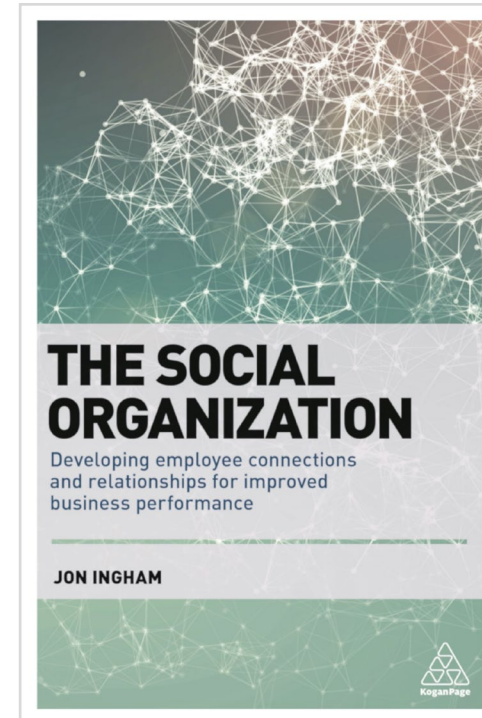


# Optimising the Workplace through Organisation Design

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Director  
Strategic HR Academy



## Designing the workplace 10

### Introduction

Chapter 10 is the last remaining chapter in this part of the book and deals with the workplace, the last remaining element in the OPM. This single organizational enabler could potentially have been included within a small section in Chapter 9 on enabling the organization. However, I am putting workplace design into a chapter of its own as I think it deserves deeper treatment. Workplace design provides a major opportunity for HR and others focused on people and organizational management. Just as with the rest of the organization architecture, the workplace's most direct link is to organization capital and, in particular, what is sometimes called spatial capital.

In many ways the workplace can have a greater impact on organization capital than any of the other enablers in the OPM. Ben Weber, a visiting scientist at MIT who conducts analytics using sociometers (explained in Chapter 13), suggests that changing the organization chart but not the seating will have little effect. However, 'if I keep the org chart the same but change where you sit, it is going to massively change everything' (Feintzeig, 2013). This means that workplace and organization design disciplines should be closely linked to one another. Unfortunately, this often tends not to be the case. Both disciplines are generally organized into two different functions – HR and property/corporate real estate/facilities management – and without coordinating links the two groups can easily become disconnected.

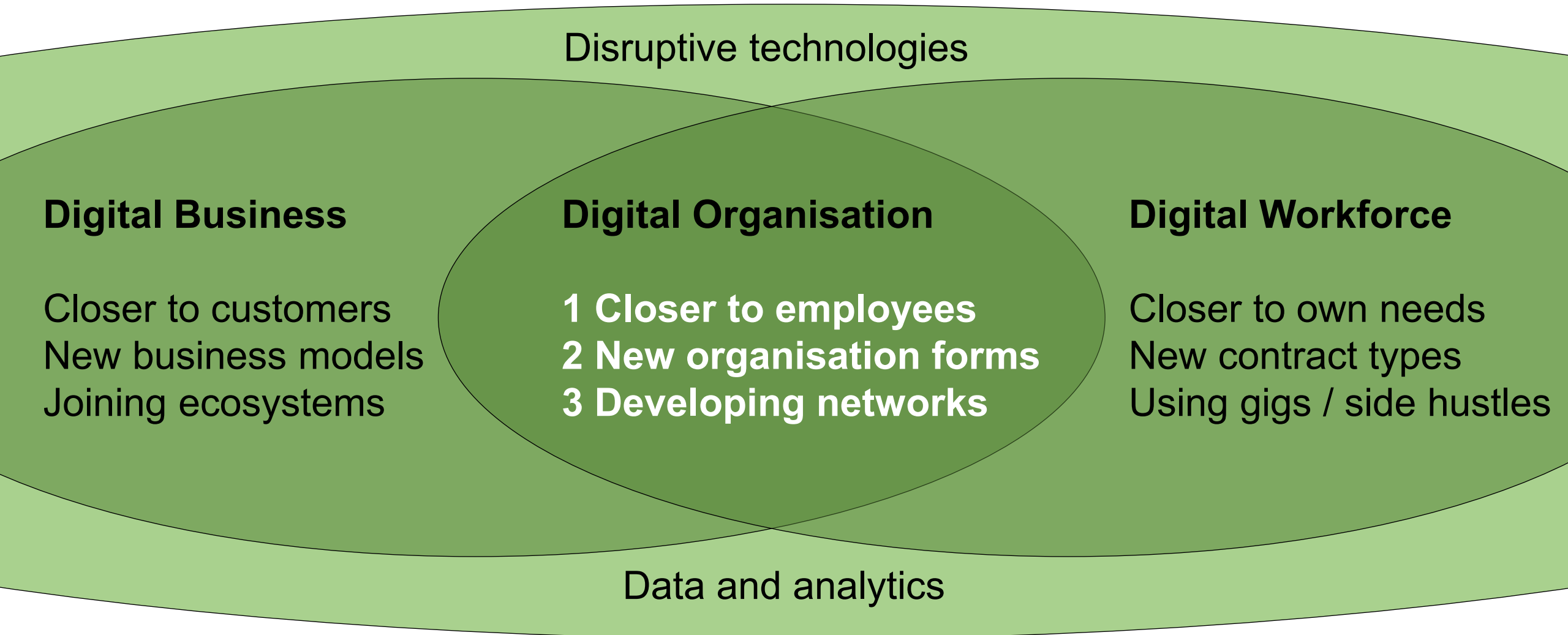
The workplace also supports human and especially social capital. In particular, it has a huge impact on engagement and employer branding. It will also generally provide the main physical signal of an organization's values. However, sociologist Kristin Sailer reports that only 11–15 per cent of staff strongly agree that their workplace reflects their company's values. In addition, most stakeholders have no idea about how space represents what a company stands for (Sailer, Pomeroy and Haslem, 2015). Sailer and colleagues (2015) suggest that these companies are failing to connect the workplace with their values. I think they often are, it is just that many



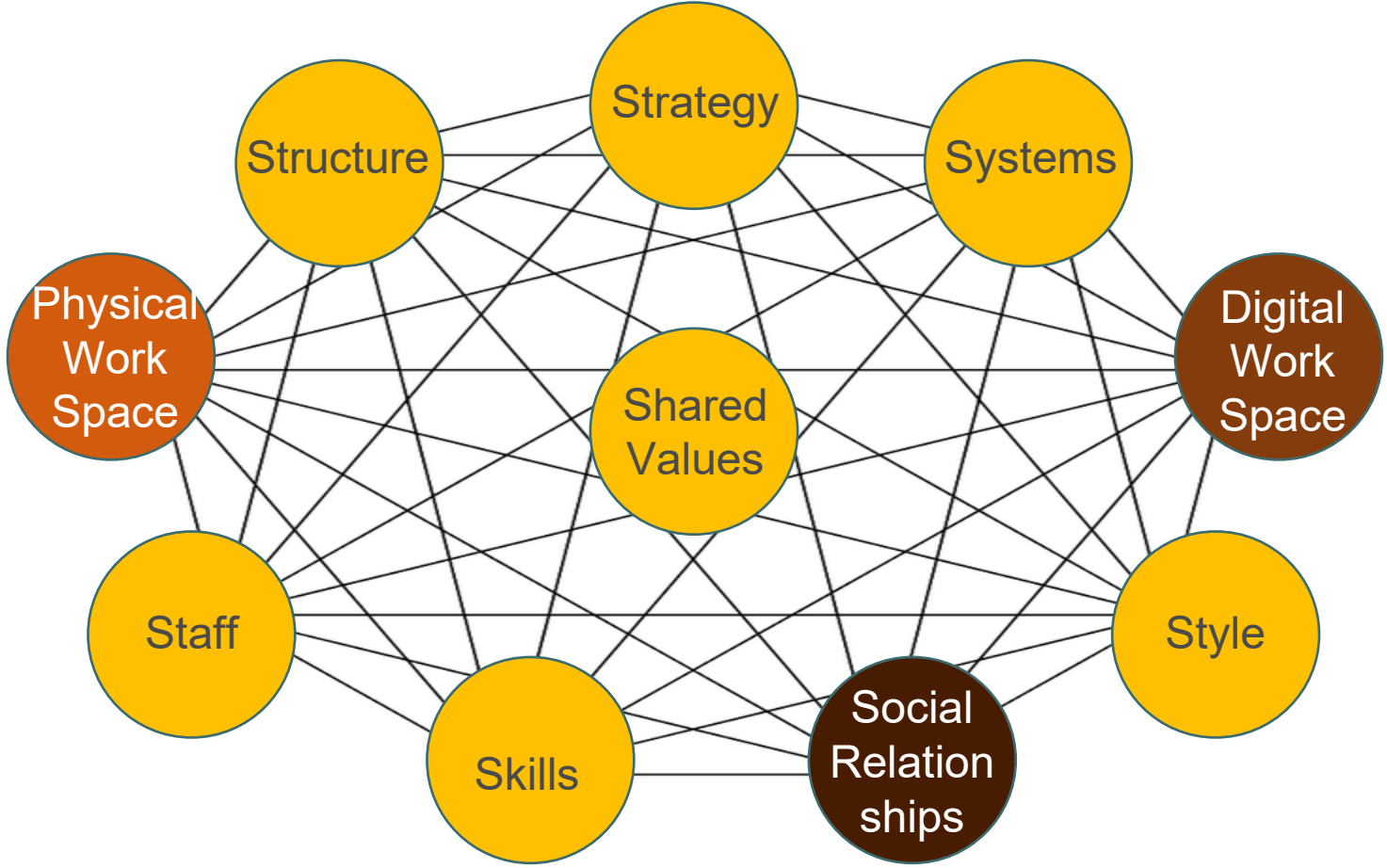
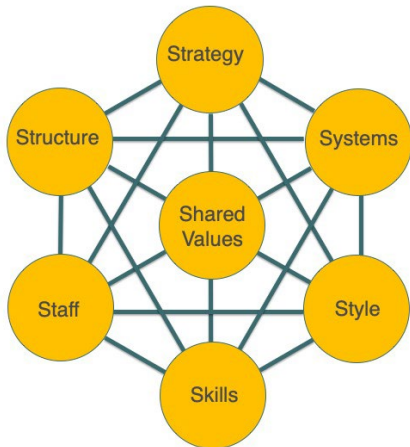
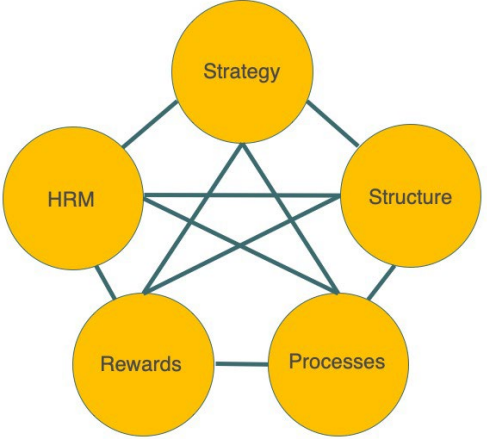
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# Changing Organisations given Pandemic and Digital Transformation

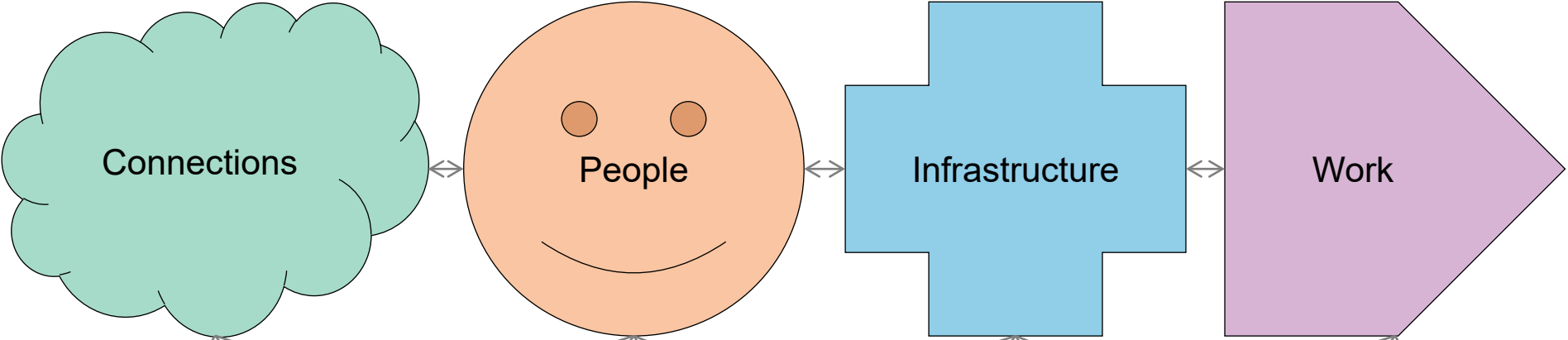


# #1: Need for Horizontal Alignment: Workplace part of the broader Organisation

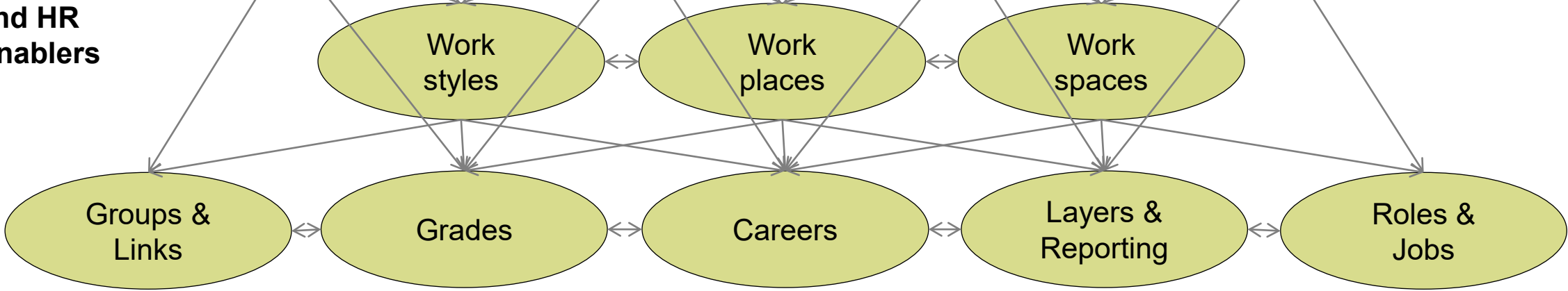


# Organisation Prioritisation Model

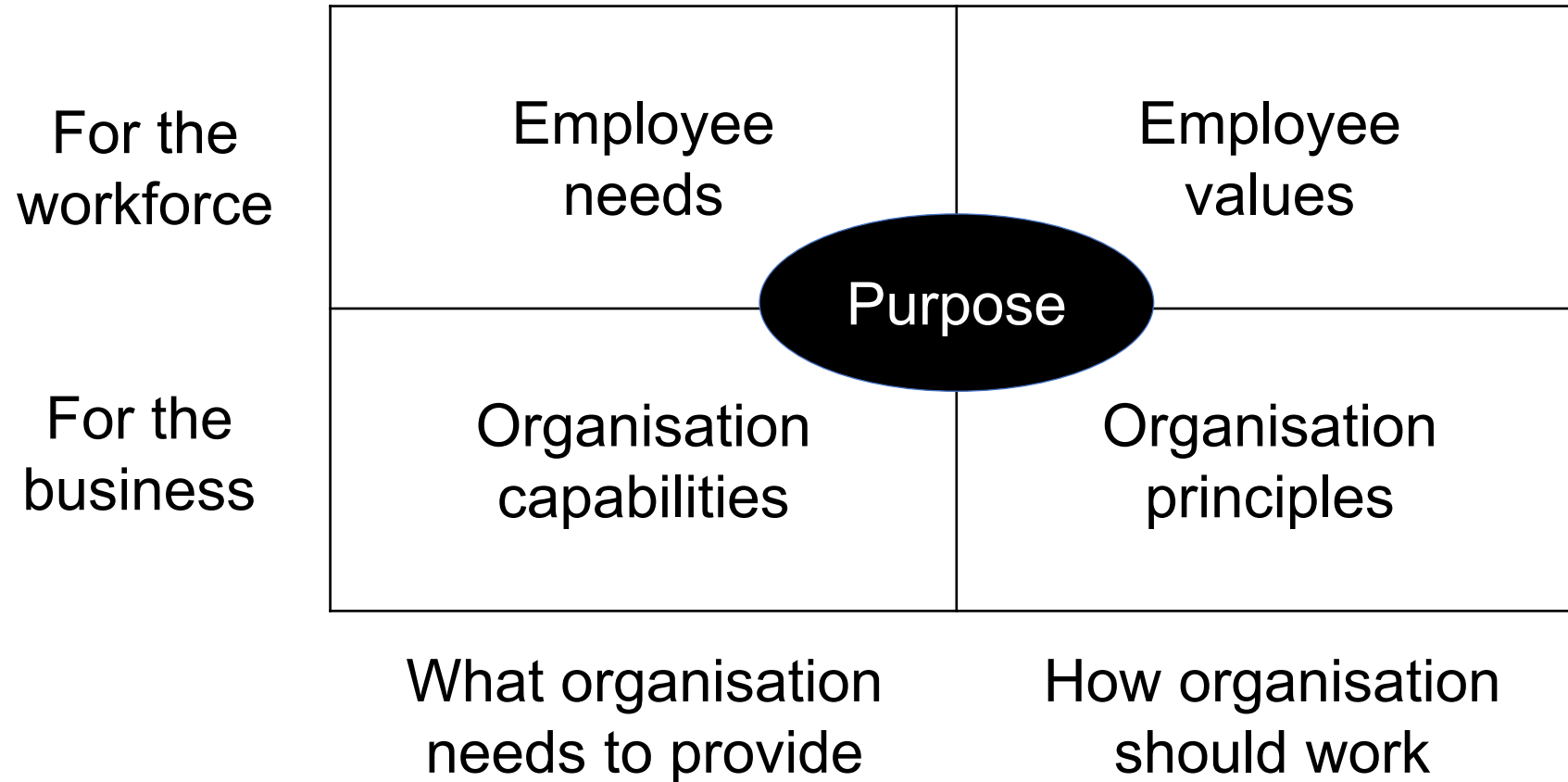
Core Elements



Organisation and HR Enablers

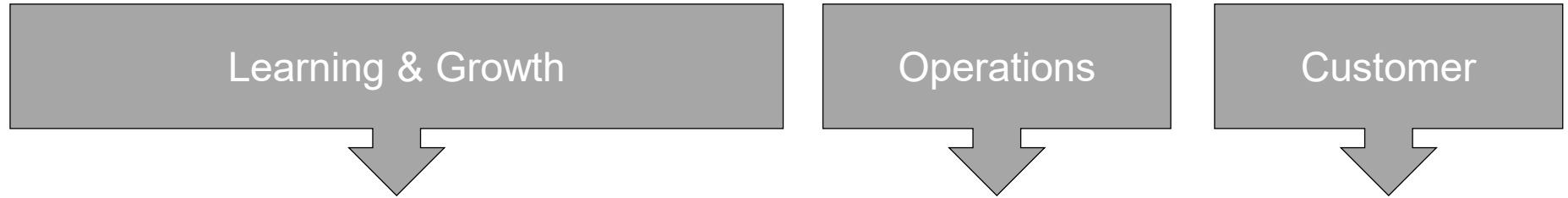


## #2: Need for Vertical Alignment with Business Strategy and Individual Needs: Organisational Objectives

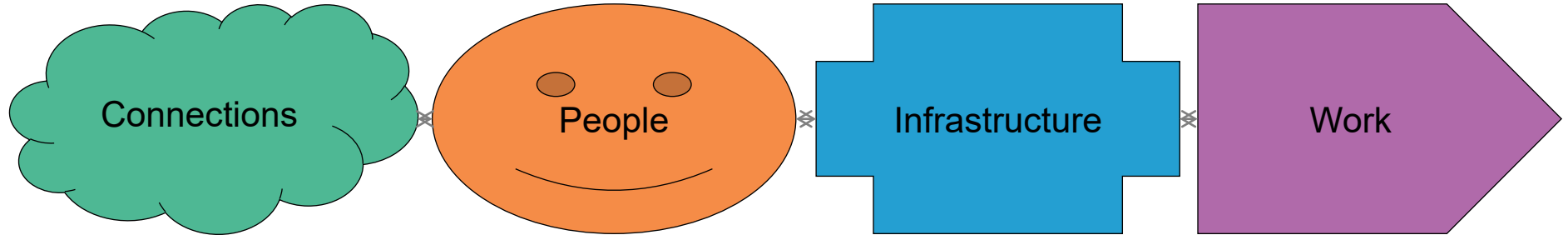


# #3: Cascading to Organisation Groups and Networks – Types of Group

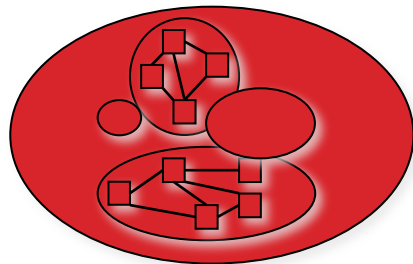
**Inputs**



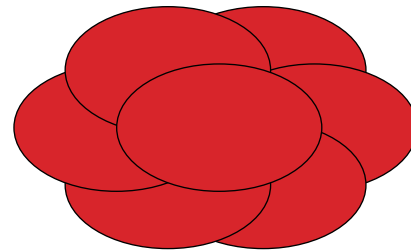
**Core elements**



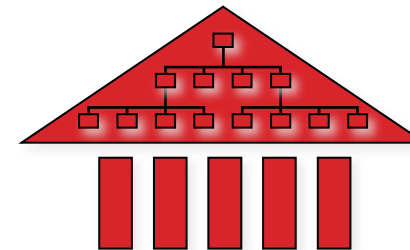
**Choice of form or priorities within a matrix / meld**



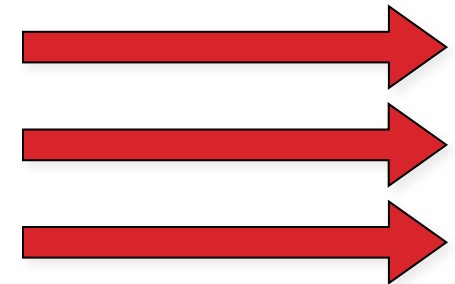
Distributed Networks  
(Co-operation)



Communities  
(Cultivation)



Functions  
(Coordination)



Horizontal Teams  
(Collaboration)



# #3: Cascading to Organisation Groups and Networks – e.g. Group Needs in Hybrid Working

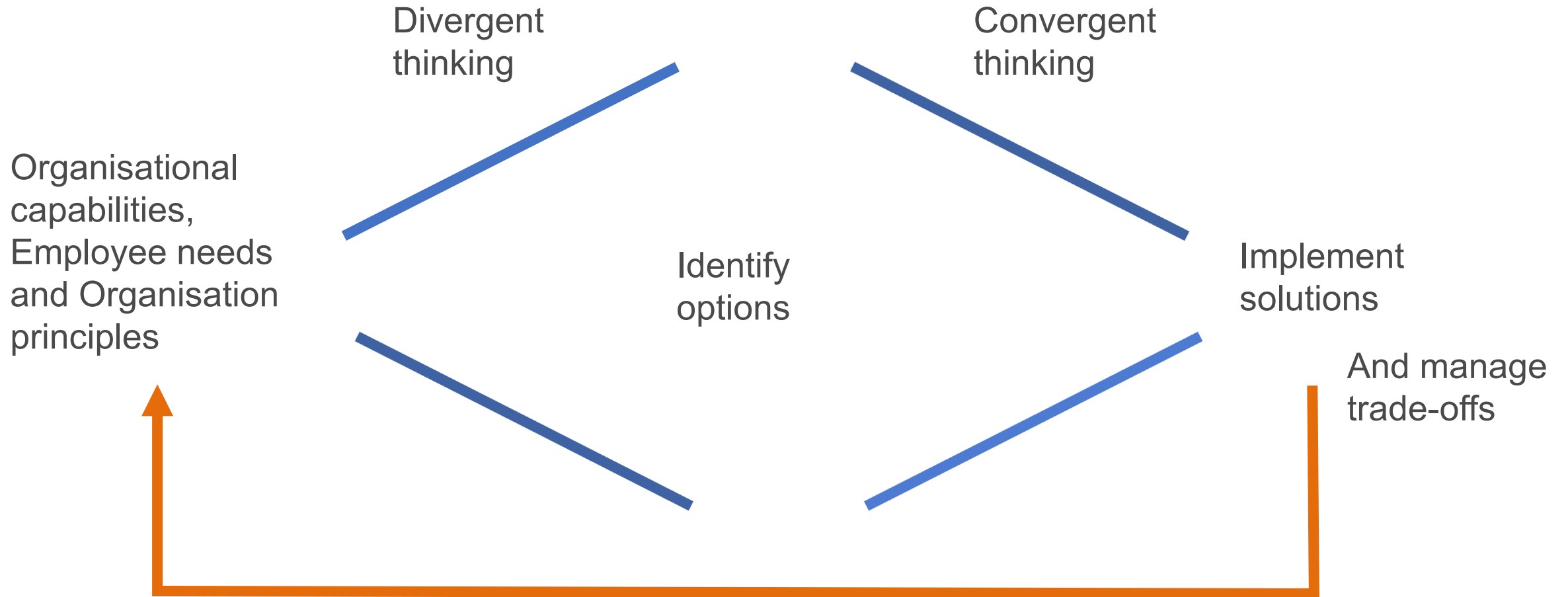
	Asynch tech	Social tech	Synch tech	Small rooms	Large rooms	Larger spaces
Organisation	High	High	High	Low	Low	High
Functions	High	Medium	Low	High	High	Low
Horizontal teams	Medium	Medium	High	High	High	Low
Communities	Low	High	High	High	High	Low
Networks	High	High	Low	High	Low	High
Individuals	High	Medium	Low	High	High	Low

Where possible ← → As needed

Demand: High Medium Low



# #4: Finding the Best Match of Pros and Cons of any Organisation Option





# For more Information



Jon Ingham Strategic  
HR Academy

Building strategic HR  
capabilities to  
transform people,  
organisations and  
business management

Developing HR's strategic capability  
beyond CIPD / SHRM / degree level

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