

# MillerKnoll



Mark Catchlove



# MillerKnoll

NaughtOne

Edelman

DATESWEISER



HAY

GEIGER

KnollTextiles

Knoll



HermanMiller



colebrook bosson saunders

MUUTO

maharam spinneybeck filzfelt

HOLLY HUNT

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Head of Global Planning  
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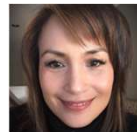
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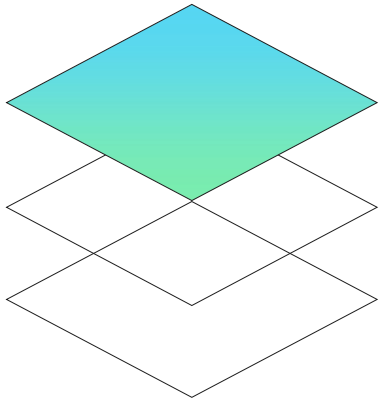
Global Research & Planning:



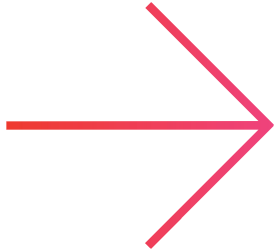


Research led Insights

Uncover the purpose of your place



# Design with Impact



# Fundamental Human Needs

## **Security**

We desire health, safety, familiarity, and competence.

## **Status**

We seek recognition of our contributions.

## **Purpose**

We want to make a meaningful difference.

## **Achievement**

We strive for excellence and take pride in our accomplishments

## **Autonomy**

We seek freedom in our actions and decisions.

## **Belonging**

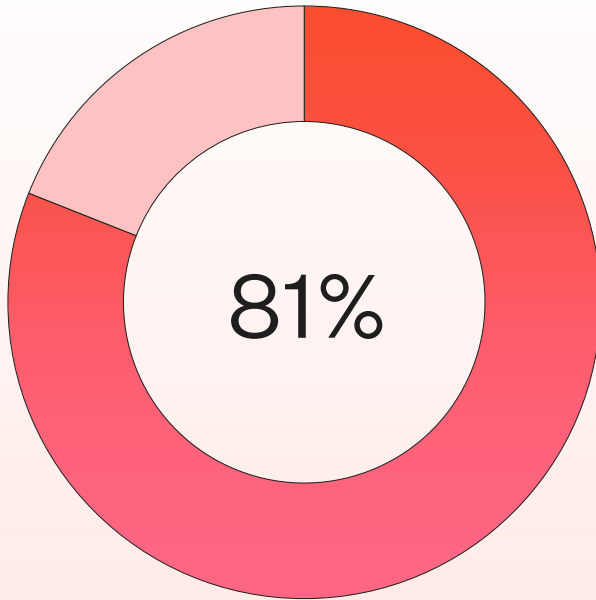
We want a meaningful connection to others.

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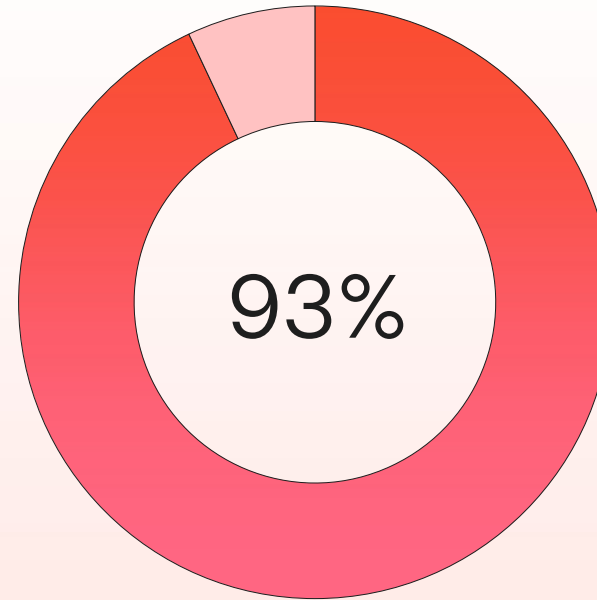
# Flexibility has become an expectation

Source: Future Forum Winter Pulse Survey, Feb 2023

**81%** of employees want location flexibility



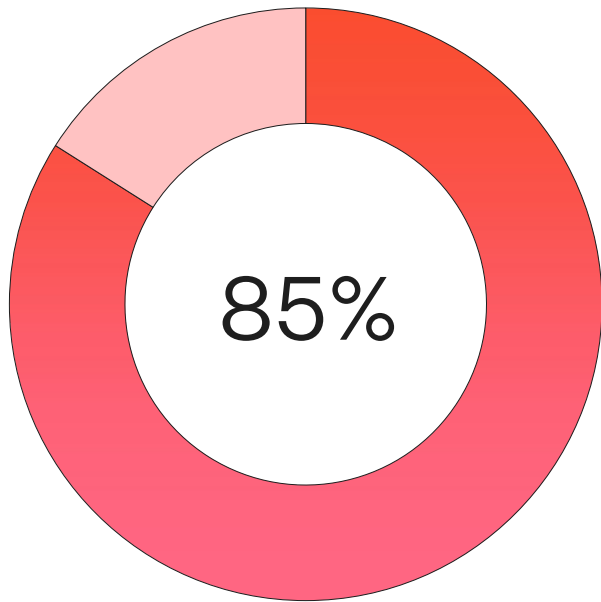
**93%** of employees want schedule flexibility



Flexibility has become an expectation

Source: Future Forum Winter Pulse Survey,

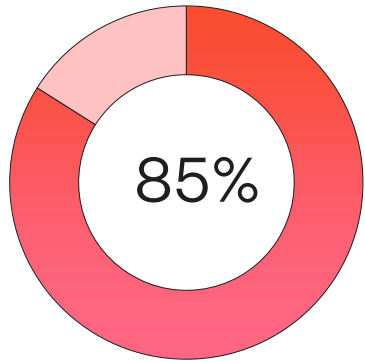
85% of employees want time in the office



Source: Future Forum Winter Pulse Survey,  
MillerKnoll



85% of employees want time in the office



- **Collaboration**
- **Camaraderie**
- **Face-time**
- **Focus**

Source: Future Forum Winter Pulse Survey,

MillerKnoll

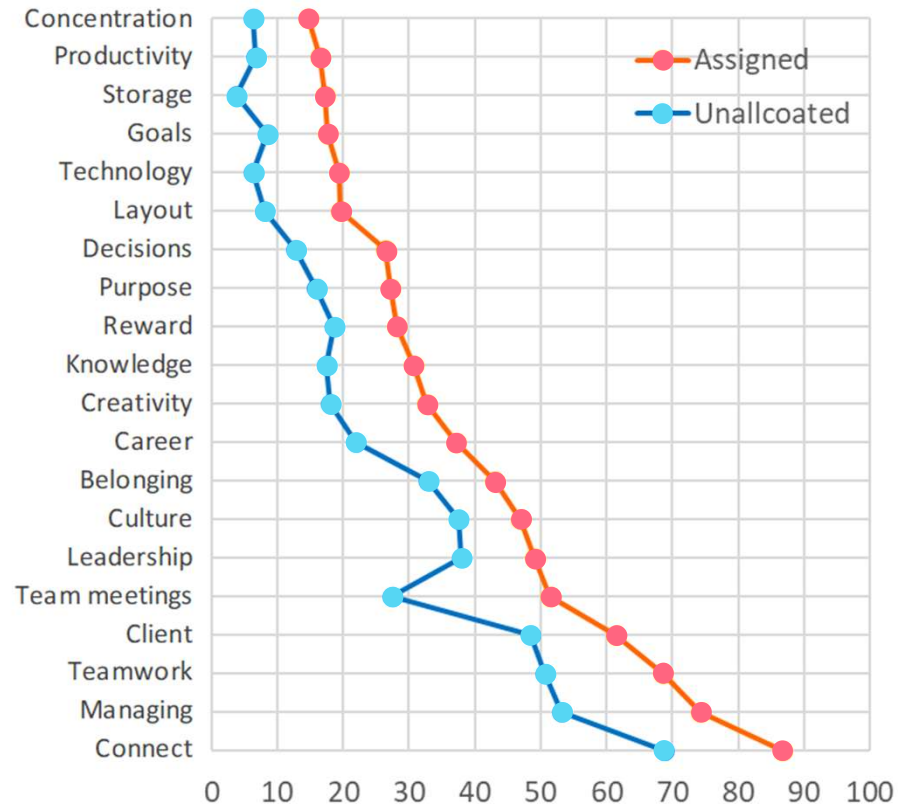


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# The Enticing Workplace

**MillerKnoll** + workplace unlimited

# Assigned Desk Differences of People in an Office Assigned vs Unassigned



RELATIONSHIP-BASED WORK

# Place attachment



We can build positive relationships with places, just as we do other people.



Group Assembly  
Weak ties  
Peer collaboration  
Feedback  
Mentorship  
Career development  
Culture



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What challenges are companies facing?

# GALLUP

MillerKnoll

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**Employee Engagement** the involvement and enthusiasm employees have for their work and workplace

Gallup Q<sup>®</sup> items; see "Appendix 3: Support Information" for item wording.

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**Employee Engagement** the involvement and enthusiasm employees have for their work and workplace

Gallup Q<sup>®</sup> items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Romania	-2	35
2	Albania	3	29
3	Kosovo	1	25
4	Sweden	2	24
5	Iceland	-2	24
6	Estonia	-1	24
7	Malta	0	22
8	Latvia	-2	22
9	Norway	0	21
10	Denmark	-1	21
11	Hungary	0	20
12	North Macedonia	-5	20
13	Lithuania	-1	19
14	Portugal	1	19
15	Cyprus	0	18
16	Bosnia and Herzegovina	-3	17
17	Slovenia	1	17
18	Bulgaria	-1	17
19	Serbia	0	17

Rank	Country	Change	% Engaged
20	Montenegro	0	16
21	Czech Republic	1	16
22	Netherlands	2	16
23	Finland	0	15
24	Northern Cyprus (Territory of Republic of Cyprus)	0	14
25	Slovakia	-2	14
26	Greece	0	13
27	Germany	-3	12
28	Italy	2	10
29	Belgium	-2	10
30	United Kingdom	0	10
31	Austria	-1	9
32	Ireland	-1	9
33	Spain	0	9
34	Luxembourg	0	8
35	Poland	-2	8
36	France	1	8
37	Switzerland	-1	8
38	Croatia	-5	7

[▶ Back to region](#)

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## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

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## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

Rank	Country	Change	% Yes
1	Northern Cyprus (Territory of Republic of Cyprus)	-1	65
2	Greece	3	59
3	Malta	1	58
4	Cyprus	3	56
5	Italy	3	49
6	Luxembourg	0	47
7	Albania	-1	46
8	Belgium	2	44
9	Portugal	-1	43
10	Norway	0	43
11	Finland	-2	42
12	Slovakia	0	42
13	United Kingdom	1	41
14	Germany	0	41
15	Iceland	3	40
16	Slovenia	1	39
17	Czech Republic	1	39
18	Ireland	-2	39
19	France	0	38

Rank	Country	Change	% Yes
20	Romania	0	37
21	Spain	1	37
22	Croatia	-3	37
23	Hungary	2	35
24	Austria	0	35
25	Bosnia and Herzegovina	-2	34
26	Sweden	-3	34
27	Serbia	-2	33
28	North Macedonia	-3	31
29	Bulgaria	-2	30
30	Netherlands	0	30
31	Switzerland	0	30
32	Latvia	4	30
33	Kosovo	-2	30
34	Estonia	1	28
35	Montenegro	-4	25
36	Lithuania	1	24
37	Poland	-7	23
38	Denmark	1	21

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## Daily Loneliness

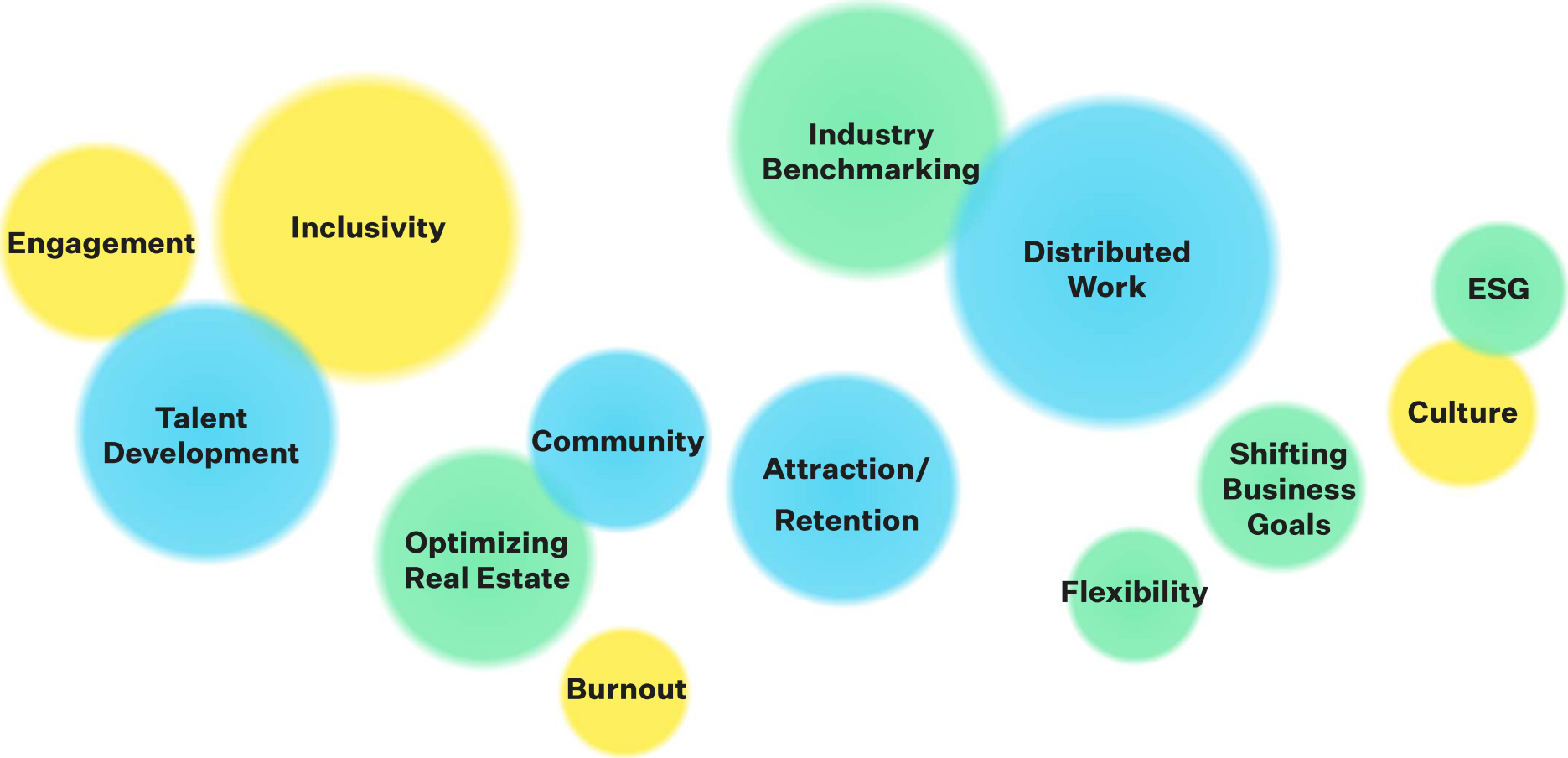
Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

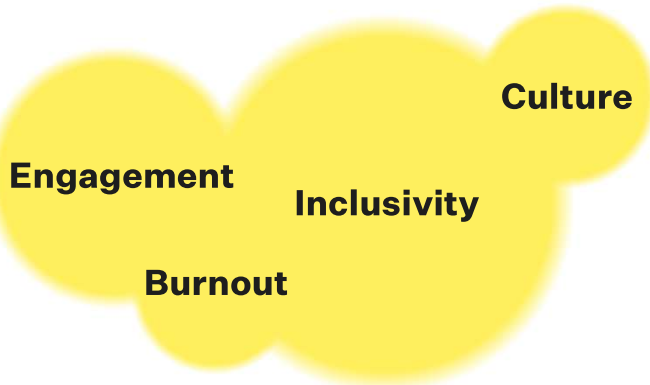
## Daily Loneliness

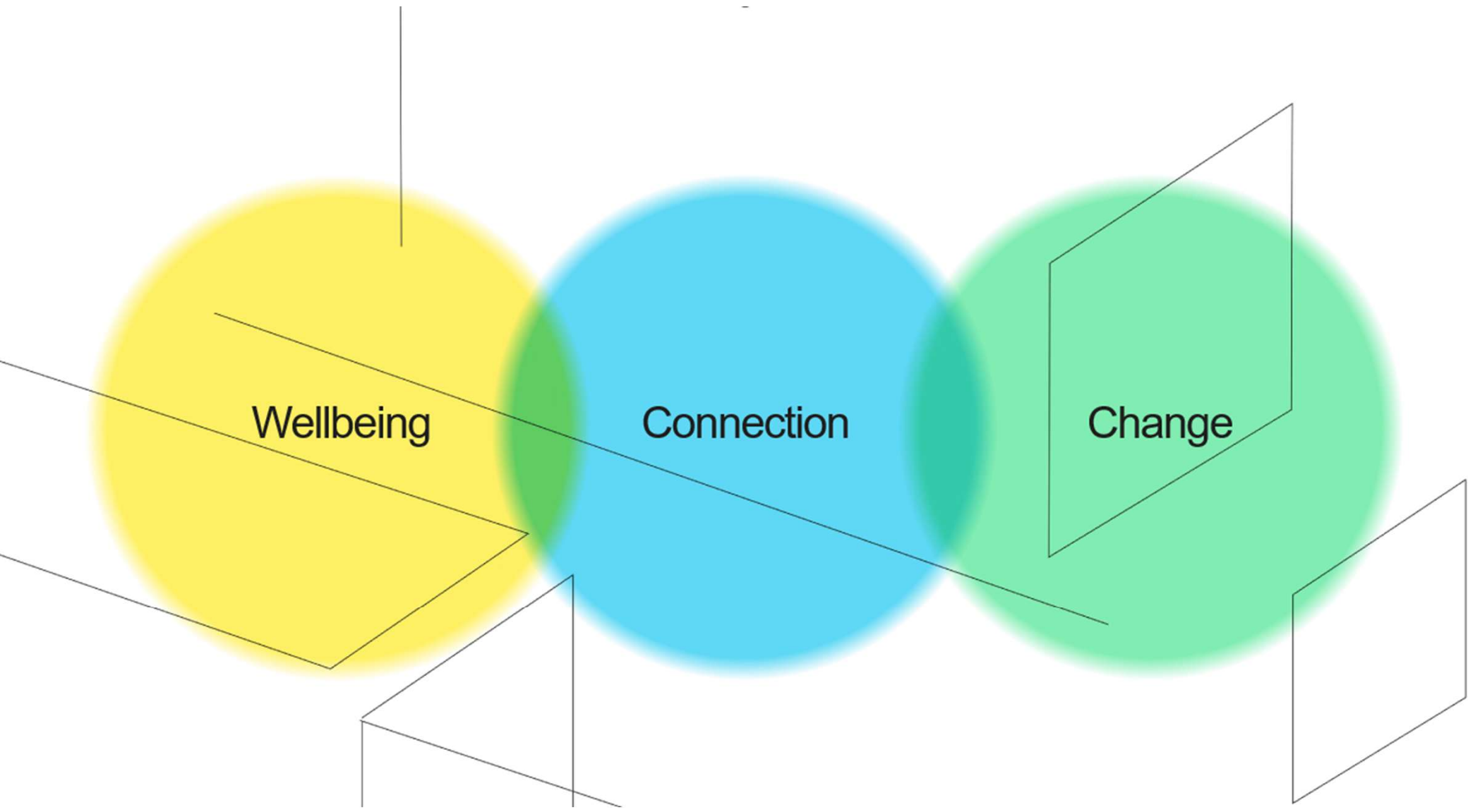
Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Northern Cyprus (Territory of Republic of Cyprus)	*	25	20	Cyprus	*	12
2	Albania	*	19	21	Switzerland	*	11
3	Greece	*	19	22	Belgium	*	11
4	Ireland	*	18	23	Czech Republic	*	11
5	Romania	*	17	24	Austria	*	11
6	Montenegro	*	17	25	Portugal	*	10
7	France	*	17	26	Hungary	*	10
8	United Kingdom	*	17	27	Latvia	*	10
9	Bulgaria	*	16	28	Lithuania	*	9
10	Spain	*	16	29	Sweden	*	9
11	Malta	*	15	30	Poland	*	9
12	Serbia	*	14	31	Norway	*	8
13	Luxembourg	*	14	32	Estonia	*	8
14	Bosnia and Herzegovina	*	14	33	Iceland	*	8
15	Italy	*	13	34	Netherlands	*	8
16	Slovakia	*	13	35	Kosovo	*	7
17	Croatia	*	12	36	Denmark	*	6
18	North Macedonia	*	12	37	Finland	*	6
19	Germany	*	12	38	Slovenia	*	6

\*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.



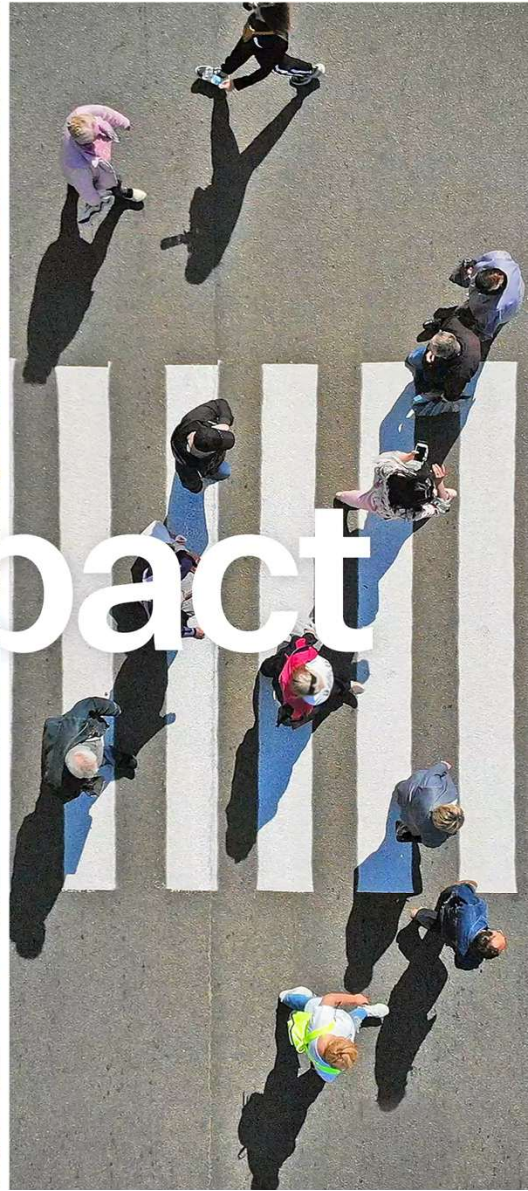
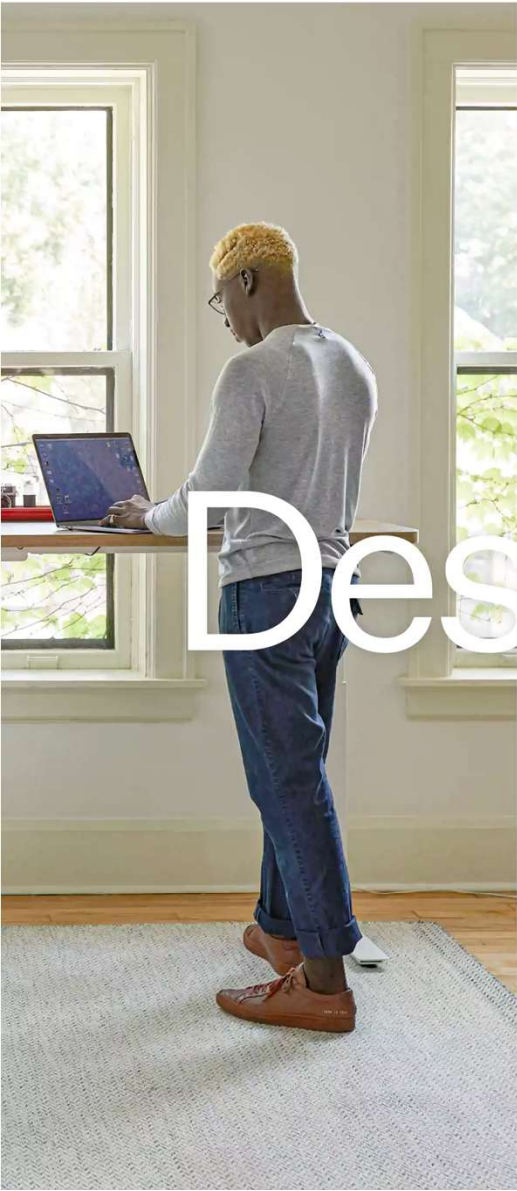




Wellbeing

Connection

Change



# Design with Impact

# Wellbeing Considerations





- Holistic ergonomics
- Voice & choice
- Hospitality
- Respite/Restore
- Biophilic Design

# Connection Considerations





- Large group assembly
- Neighborhoods
- Impromptu connections
- Activity awareness
- Connection to leaders
- Collaboration options
- Improved hybrid experiences



“Much of what human beings do is done in the service of belongingness.”


Roy Baumeister & Mark Leary



“Human beings are neurologically wired to seek positive social experiences.

These encounters stimulate the brain ...making people more cooperative and caring towards others within the group.”

Paul Zak



# The office A facility based on change

By Robert Propst

Face to face involvement is the premier communication tool. Unmatched for subtlety and efficiency but also a present wasteland of mysterious inhibitions and limitation, it requires revitalization


Robert Propst - 1968

# Change Considerations





- Participative design
- Piloting
- Variety of work settings
- Modularity
- User adaptability
- Change Management



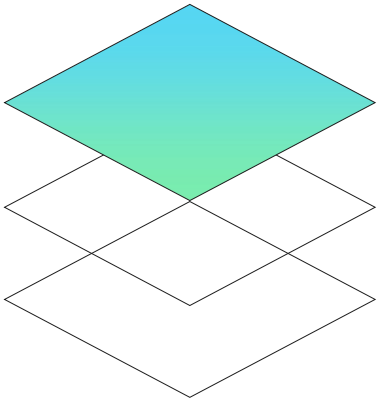
**The office**  
**A facility based**  
**on change**

By Robert Propst

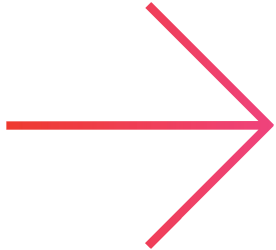
Human organizations have always been natural places of change, reflecting the organic nature of life. What is different now is the pace of change and the prospect that it will come faster and faster.

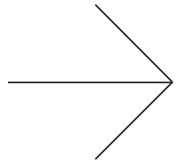
Robert Propst - 1968

Uncover the purpose of your place

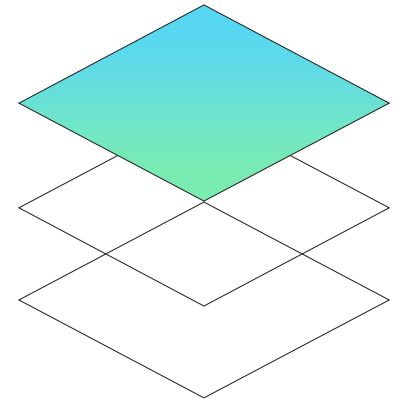
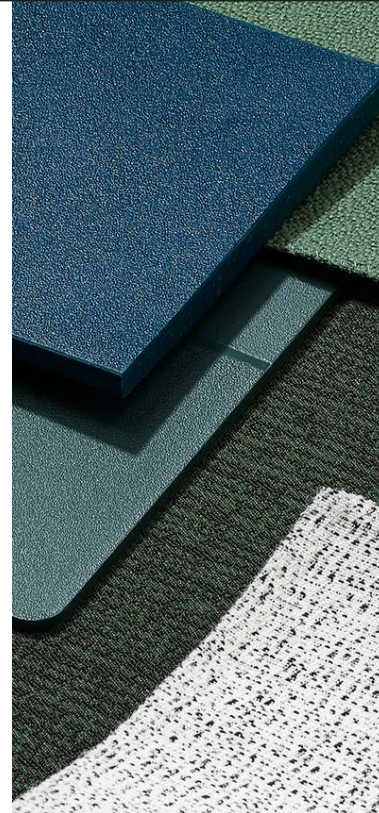


# Design with Impact





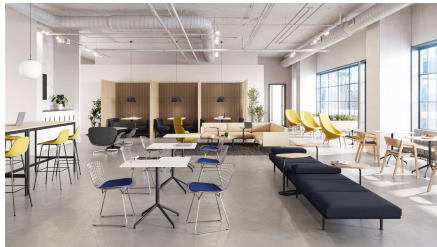
# Design with Impact Settings



**MillerKnoll**

Design applications to support wellbeing, connection, and change

## Community



Café



Forum



Lounge

## Group



Conference



Neighborhood - Collaboration



Workshop

## Individual



Private Office



Study Hall



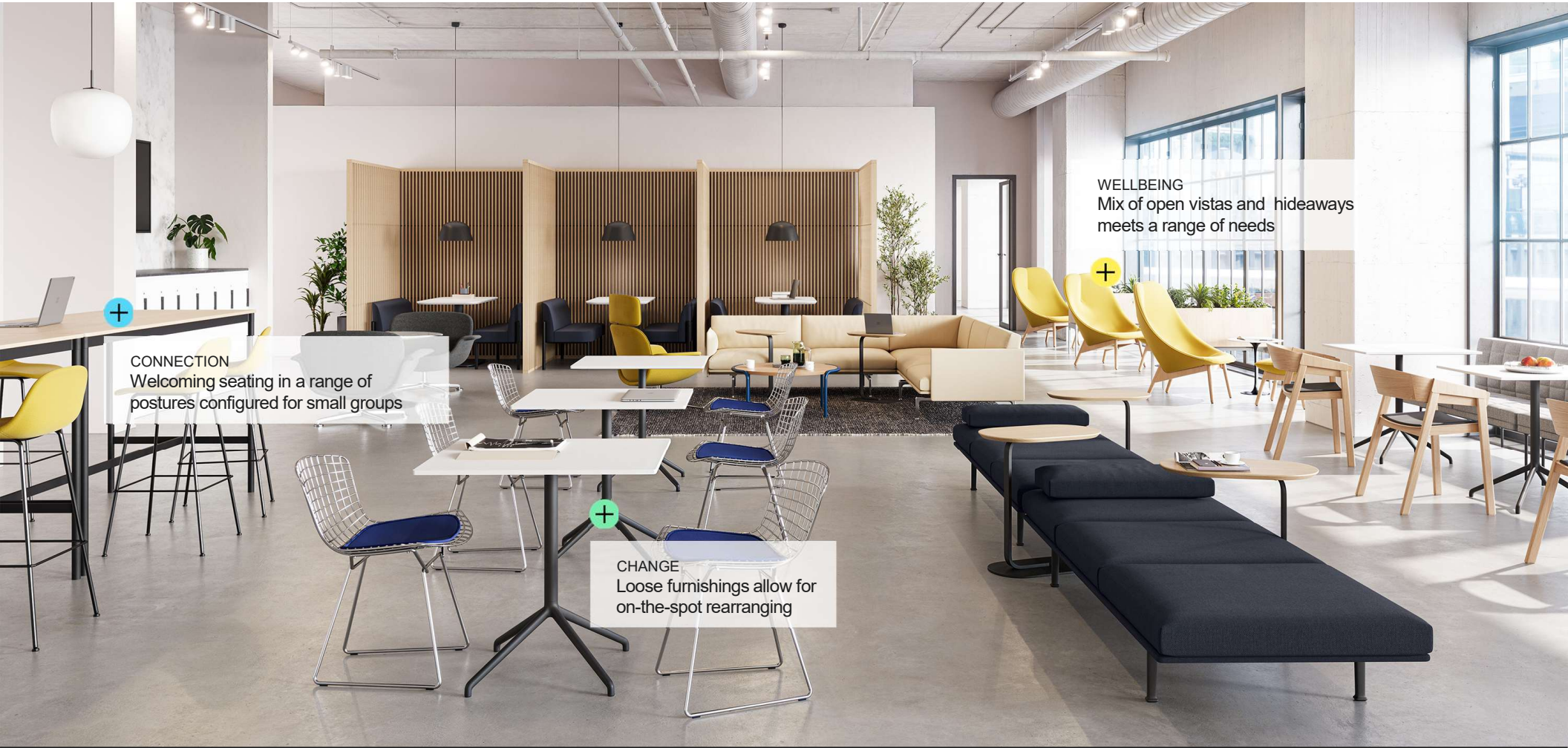
Respite Space

Community

Café

Forum

Lounge



**WELLBEING**  
Mix of open vistas and hideaways  
meets a range of needs



**CONNECTION**  
Welcoming seating in a range of  
postures configured for small groups

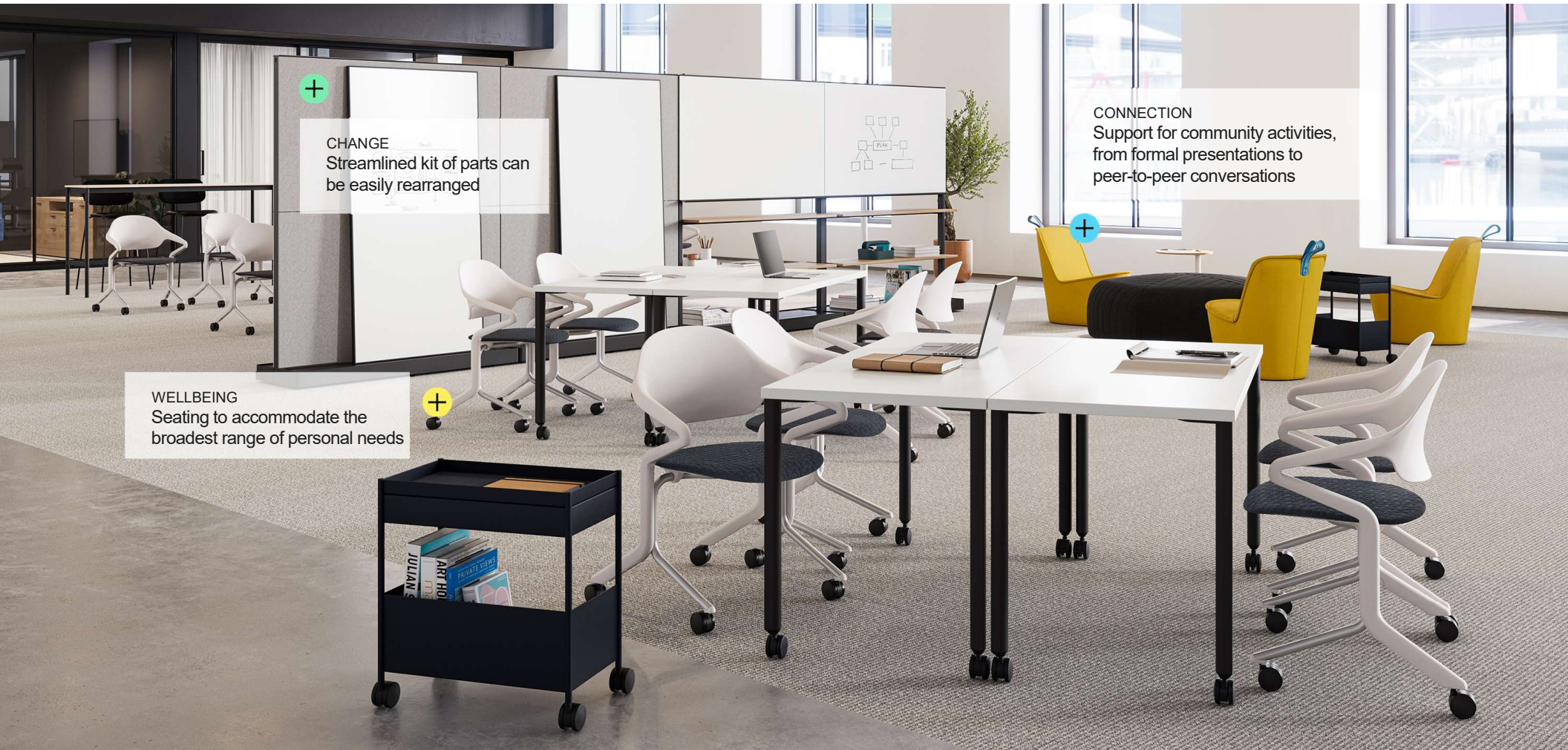


**CHANGE**  
Loose furnishings allow for  
on-the-spot rearranging

## Café

Ideal for gathering or hosting, often around food or drink

## Community



**CHANGE**  
Streamlined kit of parts can be easily rearranged



**CONNECTION**  
Support for community activities, from formal presentations to peer-to-peer conversations



**WELLBEING**  
Seating to accommodate the broadest range of personal needs

**Forum**  
Flexes to host everything from information sharing to networking events

**Community**



**WELLBEING**  
Display of team artifacts strengthens a sense of purpose and belonging



**CONNECTION**  
Informal arrangement of soft seating invites conversation



**CHANGE**  
Absence of shared technology tools keeps focus on in-person interaction

**Lounge**  
Relaxed settings that accommodate a wide range of people

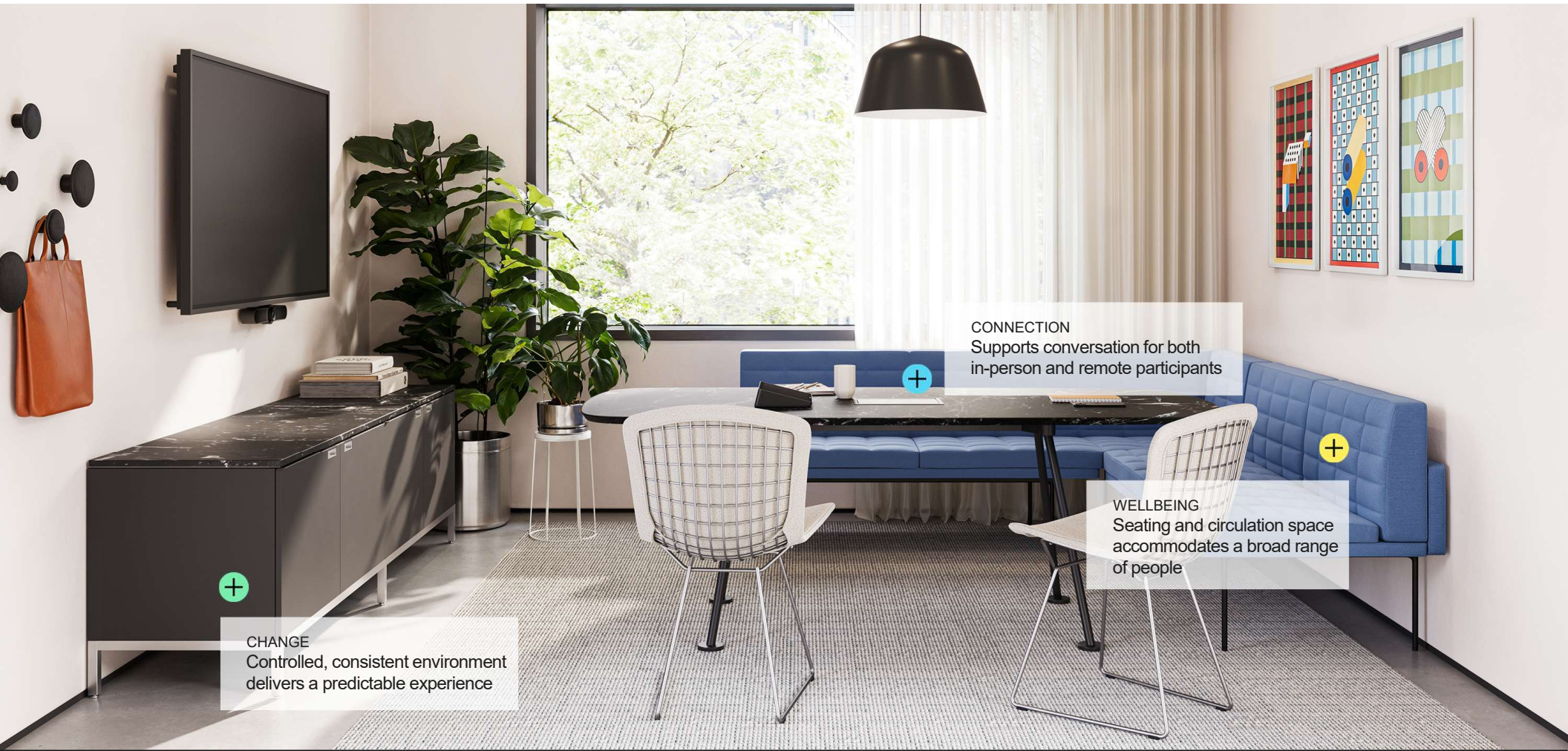
**Community**

Group

Conference

Neighborhood – Collaboration

Workshop



**CHANGE**  
Controlled, consistent environment  
delivers a predictable experience



**CONNECTION**  
Supports conversation for both  
in-person and remote participants

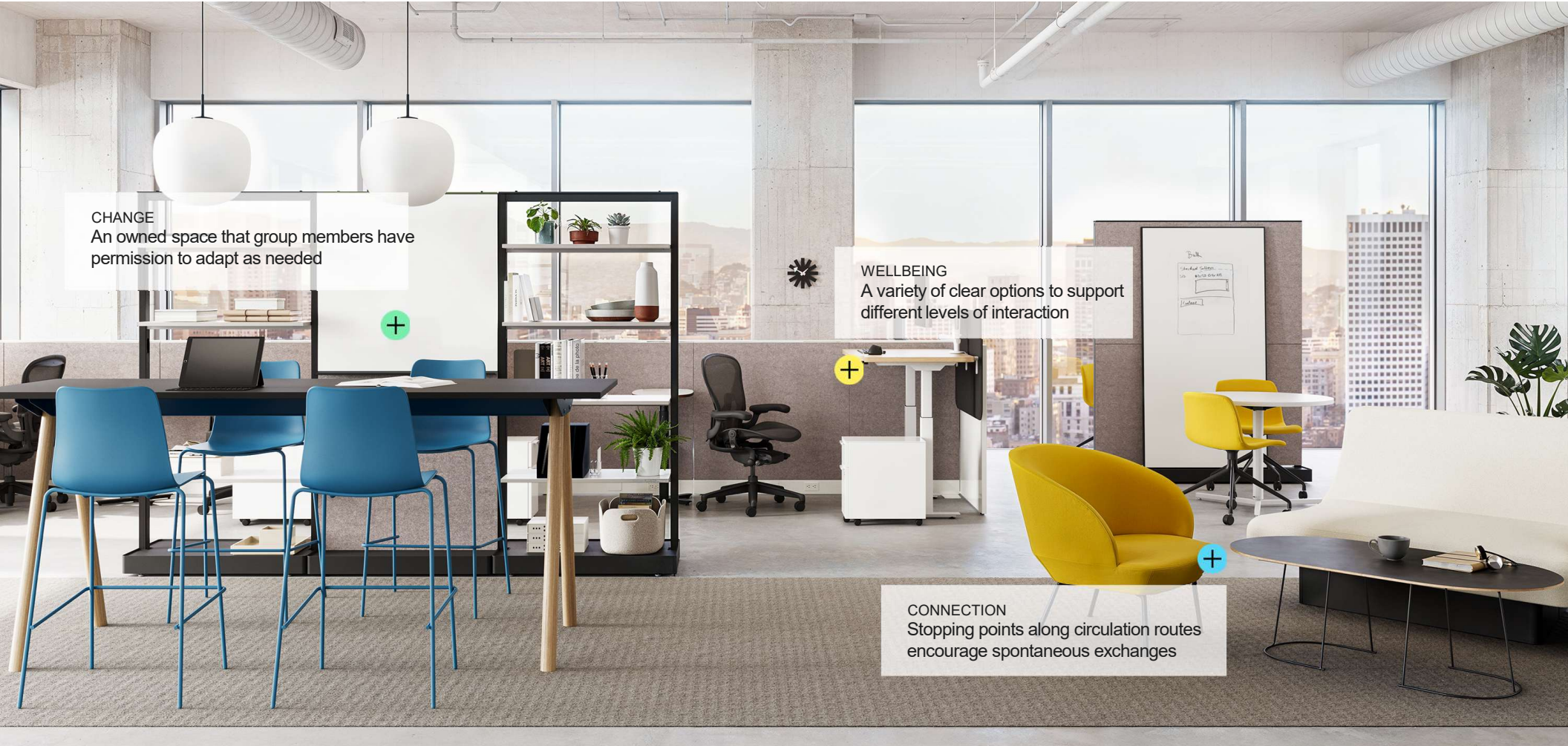


**WELLBEING**  
Seating and circulation space  
accommodates a broad range  
of people

## Conference Room

A structured, distraction-free environment for information-sharing

**Group**



**CHANGE**  
An owned space that group members have permission to adapt as needed



**WELLBEING**  
A variety of clear options to support different levels of interaction



**CONNECTION**  
Stopping points along circulation routes encourage spontaneous exchanges



**Neighborhood – Collaboration**

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

**Group**



**CHANGE**  
Seamlessly shifts between  
digital and analog work activities



**WELLBEING**  
Freestanding mobile chairs and  
tables offer control over the space

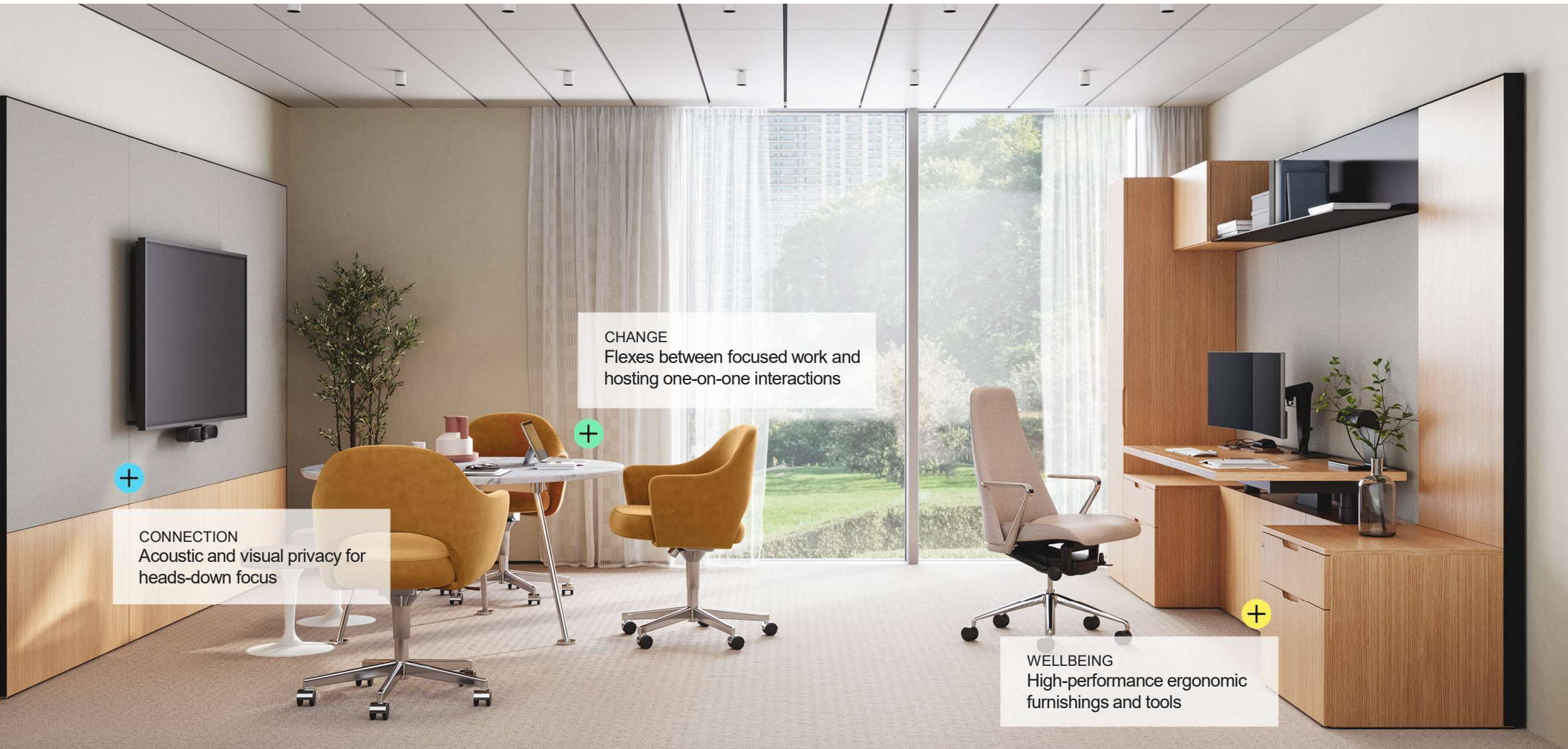
**CONNECTION**  
Immersive collaboration space  
for groups or individuals

## Workshop

A flexible, often shared setting that seamlessly supports both group and individual work

**Group**

# Individual Private Office Study Hall



**CONNECTION**  
Acoustic and visual privacy for heads-down focus



**CHANGE**  
Flexes between focused work and hosting one-on-one interactions



**WELLBEING**  
High-performance ergonomic furnishings and tools

## Private Office

A fully enclosed room—often owned—designed for distraction-free focus

Individual



**CONNECTION**  
A quiet place to process information  
within proximity to others



**CHANGE**  
Open circulation and opportunities  
for visual separation

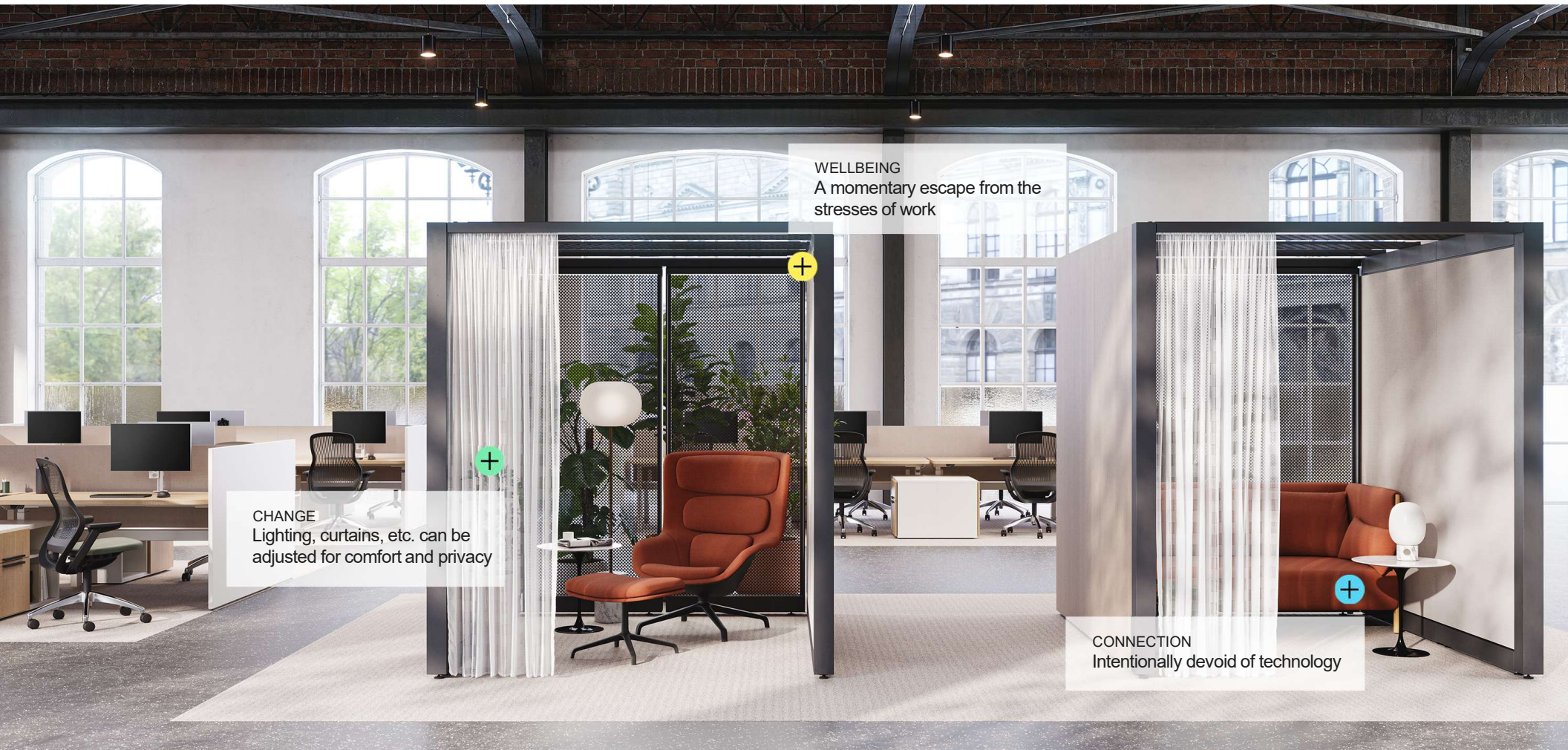


**WELLBEING**  
A choice of work points with access  
to natural light and window views

## Study Hall

A large setting where individuals can work “alone together”

**Individual**



**WELLBEING**  
A momentary escape from the stresses of work



**CHANGE**  
Lighting, curtains, etc. can be adjusted for comfort and privacy



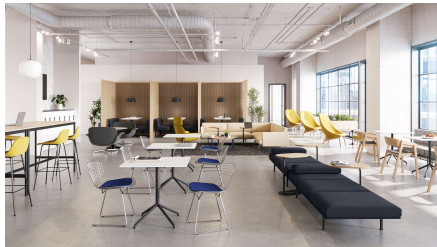
**CONNECTION**  
Intentionally devoid of technology

**Respite Space**

A semi-private setting designed to restore focus and a sense of wellbeing

**Individual**

## Community



Café



Forum

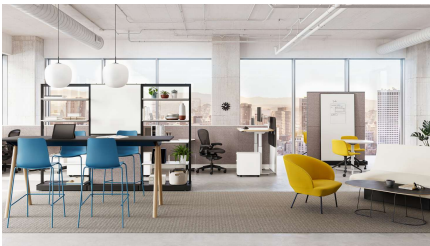


Lounge

## Group



Conference



Neighborhood -  
Collaboration



Workshop

## Individual



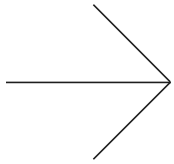
Private Office



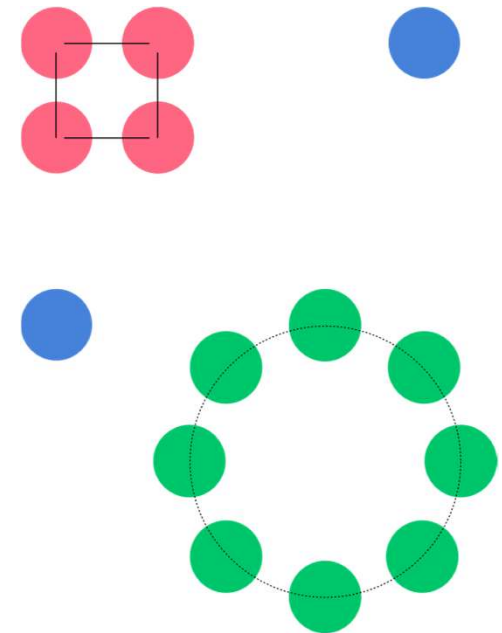
Study Hall



Respite Space



# Relationship-Based Work



MillerKnoll

Design with Impact  
Lorem Ipsum

EH1

## Slide 64

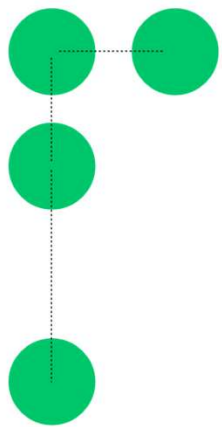
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**EH1** Curt: Would be nice to have a sub-line on this, like for settings.  
Erin Hong, 2024-08-16T17:02:57.729

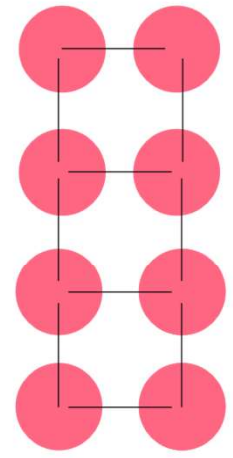
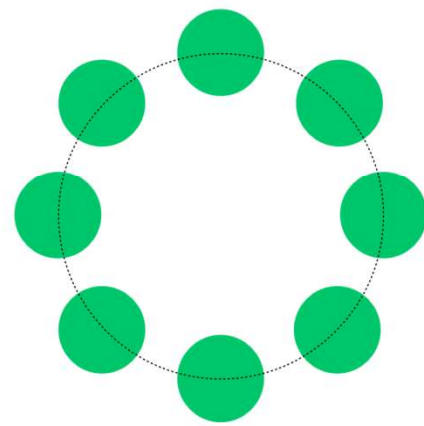
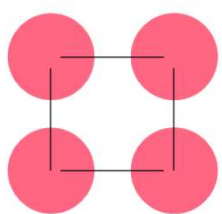
**AB1 0** [@Curt Wozniak] Do you have a line you've been using?  
Amanda Belo, 2024-08-28T18:00:43.556

**CW1 1** [@Erin Hong] and [@Amanda Belo], we don't have a subhead for this topic but we could try:

Leveraging the workplace as a space to grow relationships  
Curt Wozniak, 2024-08-28T19:00:17.485



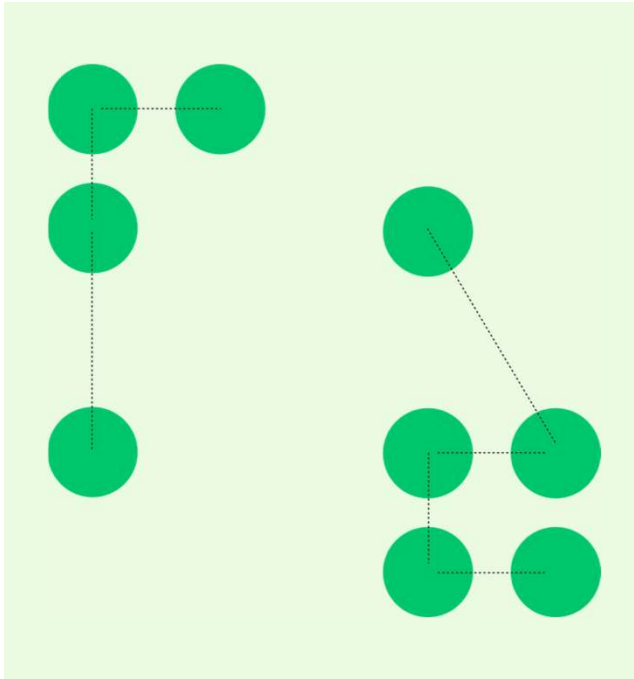
# Develop and Grow Relationships



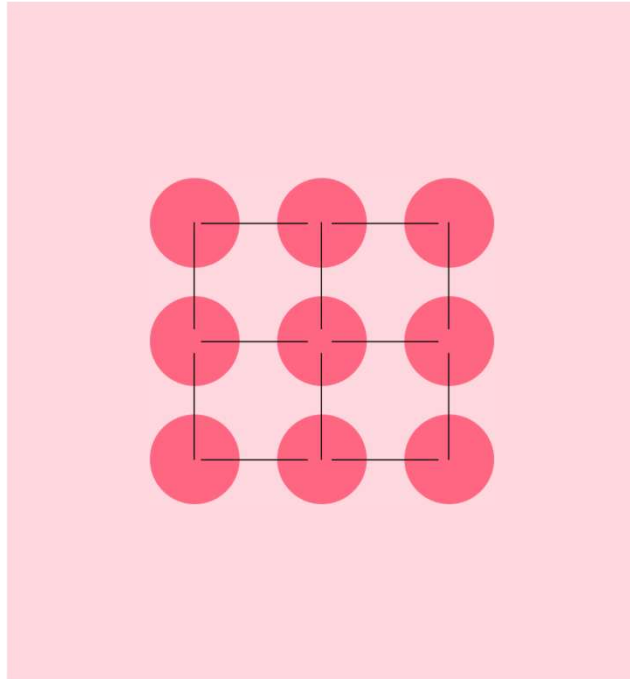
MillerKnoll

# Levels of Interaction

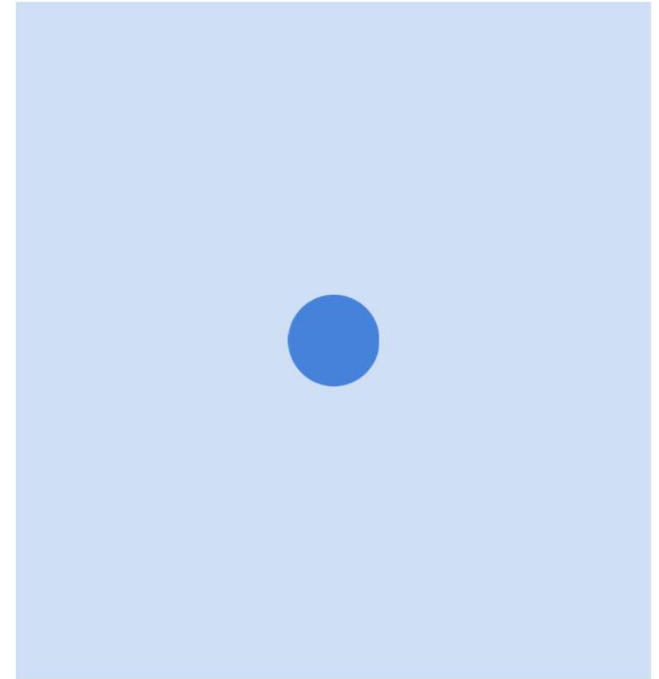
## Community



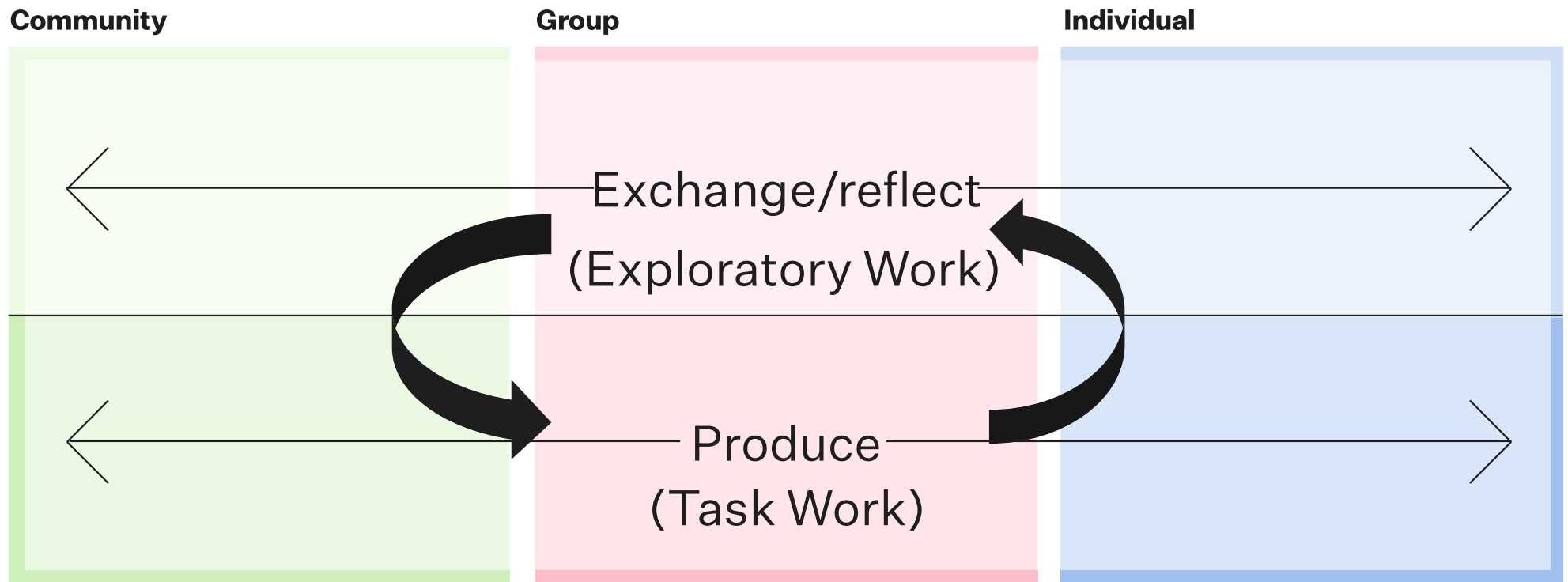
## Group



## Individual



# Levels of Interaction



# Levels of Interaction

## Community

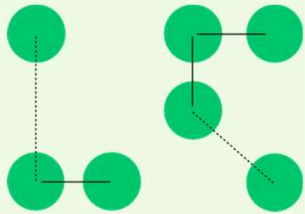
## Group

## Individual

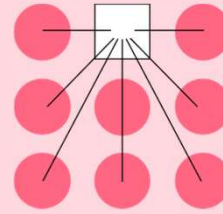
EXCHANGE / REFLECT

PRODUCE

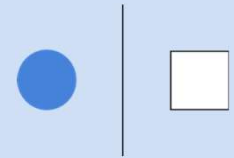
Socialization



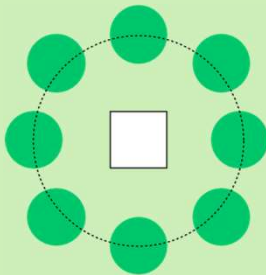
Meeting



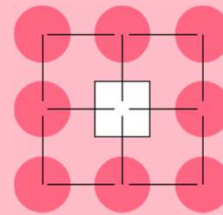
Restoration



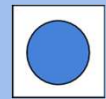
Assembly



Collaboration



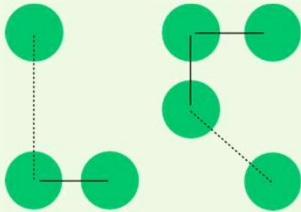
Focus



# Settings

## Community

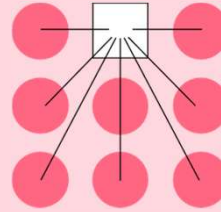
Lounge  
Café  
Plaza



Socialization

## Group

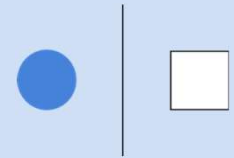
Enclave  
Meeting Space  
Conference Room



Meeting

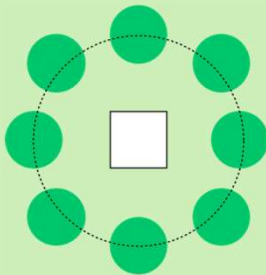
## Individual

Respite Space  
Wellness Room  
Quiet Lounge



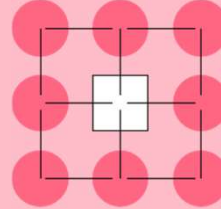
Restoration

Landing  
Touchdown Space  
Forum



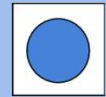
Assembly

Workstations  
Workshop  
Neighborhood



Collaboration

Focus Space  
Private Office  
Study Hall



Focus

EXCHANGE / REFLECT

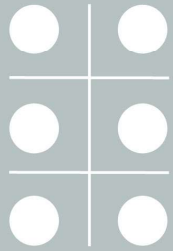
PRODUCE

Team Landscapes

# Four Types of Teams

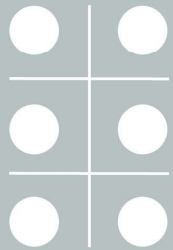
Team Landscapes

# Four Types of Teams

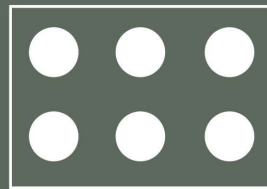


Team of Soloists

# Four Types of Teams

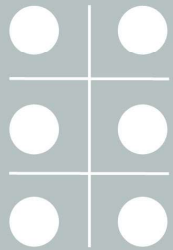


Team of Soloists

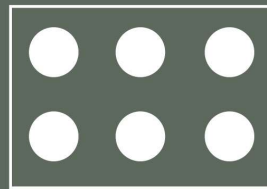


Studio Musicians

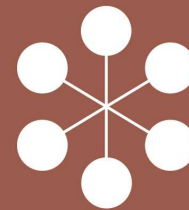
# Four Types of Teams



Team of Soloists

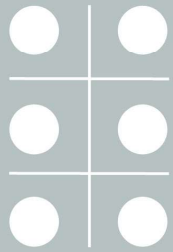


Studio Musicians

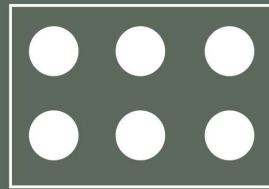


Orchestra

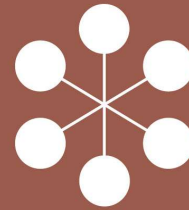
## Four Types of Teams



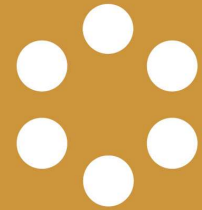
Team of Soloists



Studio Musicians



Orchestra



Jazz Ensemble

# The office A facility based on change

By Robert Propst

But is privacy the only answer to what we need in offices?

Certainly not. We need involvement. We cannot exist without a full healthy exchange with others. Involvement is an essential need, a good idea .... To be part of, visible, wanted, needed, recognised, part of the family of activity

Robert Propst - 1968

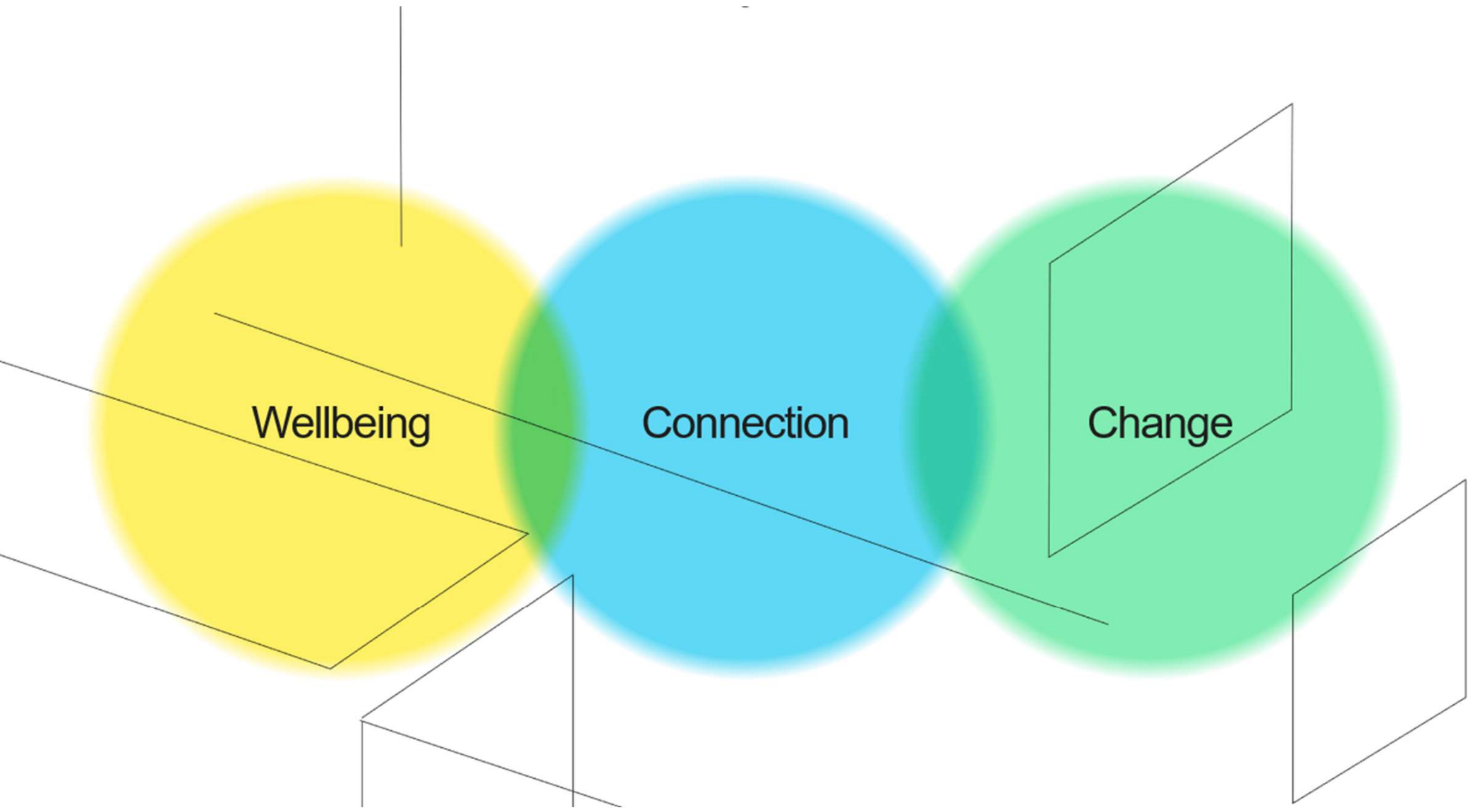
# **The office** **A facility based** **on change**

By Robert Propst

The office, in a way is a communication miniature of the city and is subject to the same conflicts. The natural structure has been frequently sacrificed for a formality that no longer works well

Robert Propst - 1968

Let's ensure that offices  
become the **preferred  
choice** by offering  
employees **greater  
value.**



Online

In-person



# Resources

## Resources



### Podcast

The About Place podcast features conversations with thought-leaders, designers, researchers, and more, all of whom bring expertise and understanding about how the places we create can positively impact how we work and live.

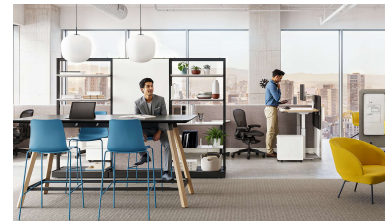
[Listen](#) / [Recaps](#) →



### Webinars

The Insight Series webinars feature monthly conversations with our global network of experts as they discuss the biggest design challenges facing organizations today.

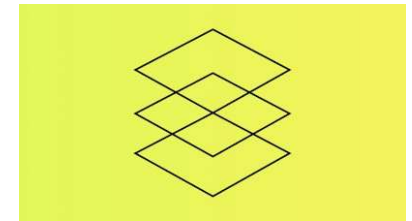
[Register](#) / [Watch](#) / [Recaps](#) →



### Articles

The Ideas in Action section on MillerKnoll.com features project profiles, expert perspectives, and our latest insights to inspire your next project, from workplace to healthcare and beyond.

[Read](#) →



### Newsletter

The newsletter serves up everything from insights and design ideas to announcements about new products from our collective of brands—right in your inbox.

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## Slide 80

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- HL1** [ @Natalie Cockrell ] do you think it is overkill to add thumbnails to differentiate? I have liked some of the past versions and wonder if others are also more visual
- <https://hermanmiller.sharepoint.com/:p:/r/sites/GlobalWorkplaceFuturesInsight-TeamDialogue/Shared%20Docun>  
Hadley Lord, 2026-01-28T16:10:49.862
- NC1 0** [ @Hadley Lord ] Not at all! Created this one as a steppingstone in the exact format of the new template (which is admittedly quite text heavy). Pulled the thumbnails from the previous version in here now. What do you think?  
Natalie Cockrell, 2026-01-29T13:36:46.031
- RH1 1** Requests I hear from sales - not comprehensive:  
What they want:  
-case studies highlighting RBW for all verticals (including floorplan before/afters),  
-old pov/opinion papers (knoll)  
-"big ideas" or "main MK themes" with supporting data (reminiscent of the Future Forum days and preferably in a plug and play Ovidian-like slide format)  
-one pagers for everything under the sun: acoustics, hotelling/hotdesking, and team agreements to name a few.
- What they appreciate:  
-they're loving the About Place one-page summaries that Julie's created  
Rebecca Horton, 2026-01-29T15:01:23.726
- KS1 2** [ @Katie Cavallo ] Thoughts on including DesignHive Omni page?  
Kim Slinkard, 2026-01-30T20:22:54.380
- KC1 3** [ @Kim Slinkard ] I had a list of other self-serve resources beyond this list in the deep dive (i.e. Design Hive, Scout, Monthly Insight Review Calls...)  
Katie Cavallo, 2026-01-30T20:51:31.332

In the long run, all businesses  
and business leaders should  
be judged not by their profits  
or their products but by their  
impact on humanity

**D.J. DePree**

# Thank You

**Design with Impact**  
Uncover the purpose of your place



Mark Catchlove



<https://www.millerknoll.com/en-gb/ideas-in-action>