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HOSPITALITY IN WORKPLACE DESIGN: MORE THAN JUST FOOD AND DRINK
JULY 2023

Course Description

Far too often, hospitality in the workplace can devolve into generic solutions focused on amenities, services, and interior design. In this session, we will review the definitions and theory of hospitality across history and a range of disciplines, and delve into several organizing domains by which we might begin to ideate:

- Social/cultural, by which hospitality facilitates relationships.
- Private/domestic, setting the benchmark by which commercial hospitality is often judged.
- Commercial, questioning the authenticity of hospitality.

In linking these domains to their built environment implications, we will discuss how hospitality for workplace has yet to be fully explored and identify opportunities for design and exploration.

Learning Objectives

1. Summarize the historic and philosophical rationales underpinning the domains of hospitality in the built environment.
2. Relate interior layouts for physical and psychological safety as core to hospitality-based design.
3. Reframe hospitality-based environmental design as the cornerstone of diversity and inclusion.
4. Recognize the role of built environment affordances for employees in facilitating hospitality.

Hospitality

- 1 Introduction**
- 2 History of Hospitality**
- 3 Meaning of Hospitality**
- 4 Domains of Hospitality**
- 5 The Host – Guest Relationship**
- 6 Designing in Hospitality Domains**
- 7 Open Questions & Final Thoughts**

01

Introduction

**‘Hospitality is one of those words
that promise something they do
not quite deliver.’**

John Caputo

02

The History of Hospitality

**Hospitality is a deeply embedded
human activity.**

Core Trait in World Religions

Hinduism

Offering food and shelter to strangers is fundamental to beliefs and culture. The unexpected guest is especially honored.

Judaism

Showing hospitality to guests is considered a mitzvah. When one knows of strangers who are hungry or need a place to stay, it becomes a legal obligation.

Buddhism

Hospitality is providing food, accommodation, and help to guests, strangers, and travelers.

Christianity

Hospitality is practicing the gospel, with meals and resources extended to all, without expectation of return.

Islam

True believer offers hospitality to strangers to honor God. Guests are typically served food and drink as soon as they arrive, Often given the best accommodations available.

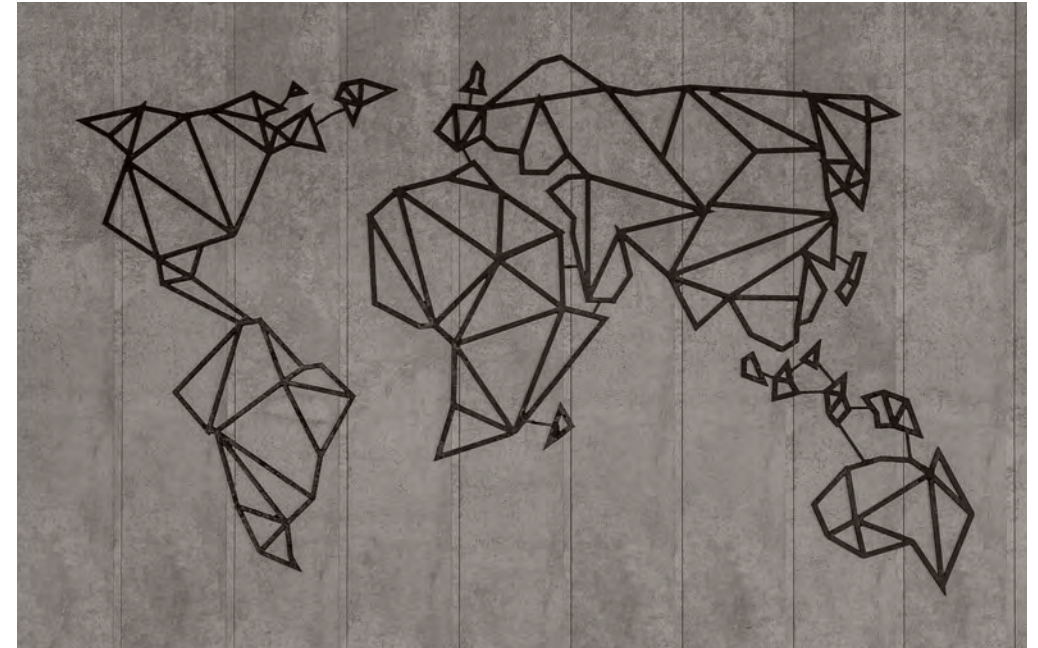
Across Geographies

Indigenous Peoples of Australia

Showing welcome to outsiders and treating them with respect and kindness. Providing shelter, food, and water to travelers and guests, as well as sharing stories and cultural traditions.

Indigenous Peoples of North America

Commonly offer food, shelter, and other resources to travelers or guests. Emphasis on showing respect and kindness to their visitors. This often involved engaging in conversation and listening to their guest's stories and experiences.



Expressed in Architecture

Walls, gates, doors, and configuration

Boundaries served to enforce ritual arrival, a 'crossing' transforming the stranger to a guest. Arrival areas into the 'within or us' space tended towards the monumental to impress.


Layout reflects status or criticality in plan depth.



(Hillier & Hanson, 1984; Heal, 1990; Leed, 1991)

Reflected in Language

Hostis to Hospes

Hostile stranger (hostis)  Guest (hospes)

Embedded in Literature

Homer – The Odyssey

Says Eumaeus, ‘For it is Zeus who sends to us all beggars and strangers; and a gift, however small, means much when given by a man like me...’ (Book XIV)

Shakespeare – King Lear

Says Gloucester, ‘What mean your graces? Good my friends, consider/You are my guests: do me no foul play, friends.’ (Act 3, Scene 7)



**‘...there is no culture that is not
also a culture of hospitality . . .**

Hospitality—this is culture itself.’

Jacques Derrida, 2002

03

The Meaning of Hospitality

Hospitality is a common set of activities and behaviors.

Can We Agree What Hospitality Is?

Burgess (1982)

... classified as private, public, or institutional, with social or economic motives.

Reuland (1982)

... an exchange process, with one-way transaction involving products, employee behaviors, and the environment.

Cassee (1983) and Others

... a harmonized mix of the tangible and intangible: food, beverage, bed, ambiance, environment, and staff behavior.

Telfer (2000)

... a process concerning the management of strangers

Hepple, Kipps, & Thompson (1990)

... from host to guest away from home, interactive, tangible and intangible, where the host provides security and psychological and physical comfort.

Brotherton (1999)

... poorly defined, overlaps with similar domains. Is it a product, a process, and experience? The tendency to take a commercial, economic POV, focus on hoteliers and caterers

Hospitality is a Relationship Between Hosts and Guests

- Human interaction
- Contemporaneous
- Voluntary
- Mutually beneficial
- Provision



(Brotherton, 1999)

Hospitality is... Human Interaction

Not simply provisional

Human interaction is a hallmark of hospitality, differentiating from other types of activity or businesses such as a grocery store, or retail.

Hospitality is... Contemporaneous

With a close, temporal and spatial relationship

Hospitality welcomes others into a shared space with shared presence. Space is inextricably linked to hospitality.

(Reeves, 2016)

Hospitality is... Voluntary

As Per Duty or Moral Imperative

There is a sense of generosity, of choosing to give.

Hospitality is... Mutually Beneficial

And tangible and/or intangible

The host is open to what the guest has to offer.

Motive can heighten or taint the exchange.

'Presence' emerged in 1960s from existentialism
(Heidegger), giving the gift of self (Losekoot & Wright-St Clair, 2016)

Hospitality is... Provision & Consumption

Provision of protection, physical and psychological

The host has the obligation to protect and provide security.

The guest has the obligation to do no harm to the host.

Includes food, drink, shelter, and any number of exchanges.

The host provides; the guest complies. To refuse an offer of hospitality is the height of dishonor. (Rivers, 2012)

Hospitality is... NOT Just Hospitable Intent

Nor a sense, nor an element

One can behave hospitably without engaging in hospitality; hospitable behavior is often paired, however, with hospitality.

‘Servicescapes’ include atmospherics, physical design, and social factors. (Bitner, 1992)

‘Healthscapes’ capture how an environment affects user responses, a hospitable atmosphere. (Hutton, 1995)

**Hospitality is about fundamental
human needs.**

04

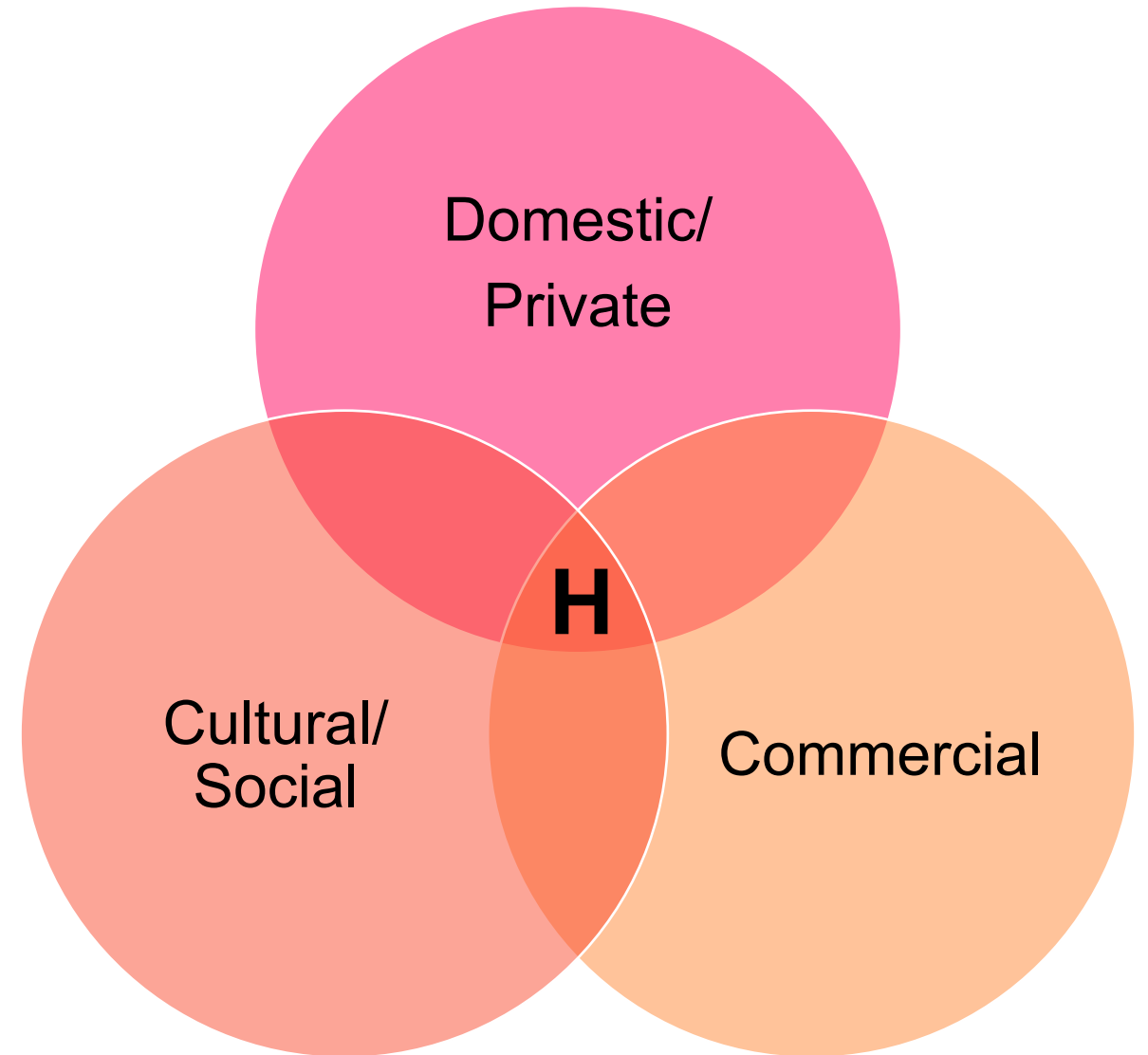
The Domains of Hospitality

Domains of Hospitality

Cultural/Social – Dealing with strangers (security), mutuality, status and prestige

Domestic/Private – Host/guest obligations, attending to physiological and psychological needs.

Commercial – Fundamentals provision for profit, rating, or referral.



(Lashley & Morrison, 2000)

Motives Explain Actions

**Ulterior
Motives
Hospitality**

**Containing
Hospitality**

**Commercial
Hospitality**

**Reciprocal
Hospitality**

**Redistributive
Hospitality**

**Altruistic
Hospitality**



(Lashley, 2015)

**Much like capital 'A' architecture,
we seek capital 'H' hospitality.**

05

The Host - Guest Relationship

‘A guest cannot be a guest where he has rights and responsibilities.’

Rivers, 2012

Who is the Host?

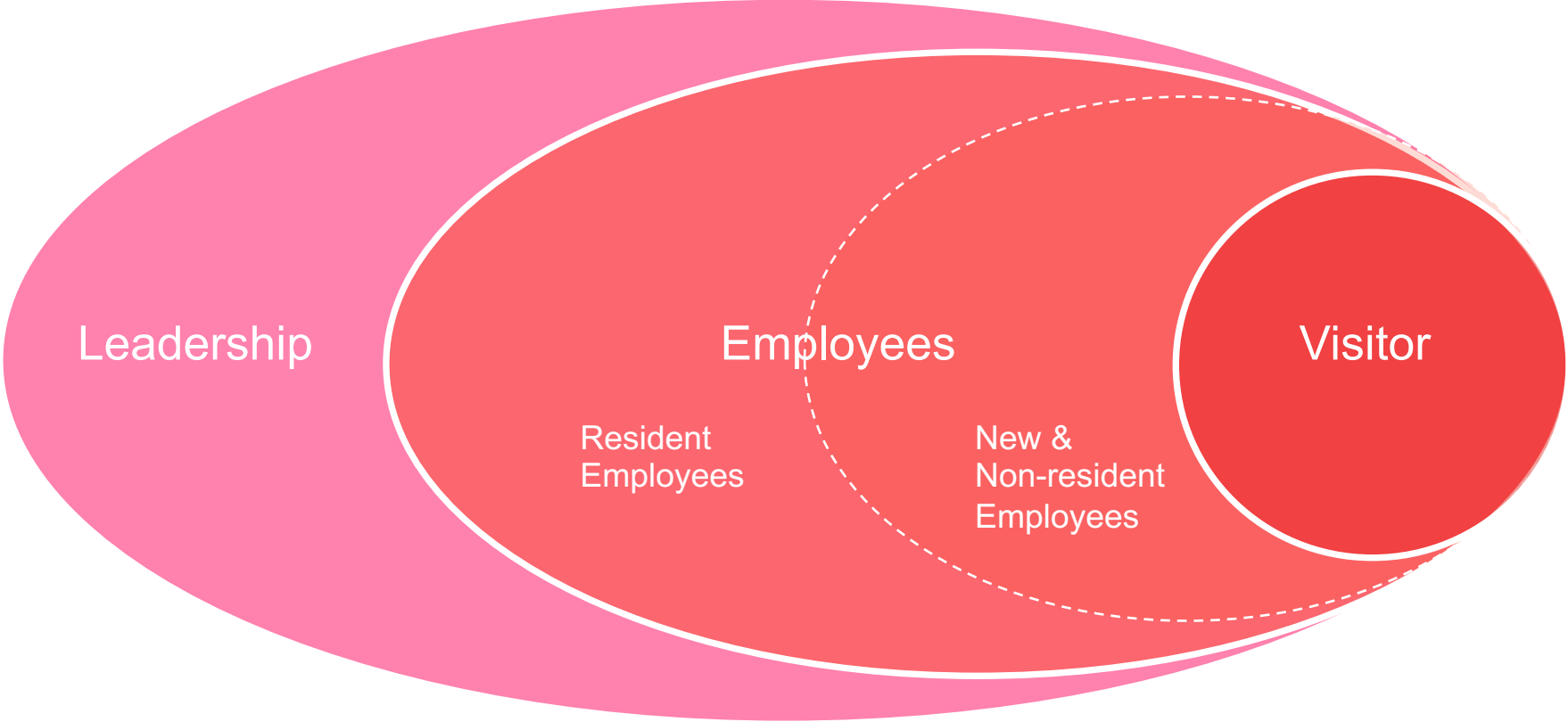


Leadership



Employees

Nested Hosting



(Ossmann, 2023)

When Leadership Hosts Employees

Security and safety – physical and psychological

Physical comfort

Hosting opportunities



When Employees Host Other Employees

Caring for physical needs

Psychological safety

Belonging



When Employees Host Visitors

Security and safety

Physical comfort

Belonging



‘...the hospitable organization must extend hospitality not only to its guests, but also to its host employees...’

Dr. Carol King, 1995

06

**Designing for the
Practice of Hospitality**

**...the practice of hospitality is
protection, intellectual welcome,
and table fellowship...**

Jamye R. Reeves, 2016

Hospitality is Protection

- Design for employee and visitor physical safety and security, a culture of security
- Design for employee and visitor psychological security; trauma-informed design
- Design for respite
- Design for team or function territory, a space to 'own'

(Reeves, 2016)

Hospitality is Intellectual Welcome

- Design for micro-territories where employees can be hosts
- Design for exchange of ideas
- Design for diverse people and families
- Design for neurodiversity

(Reeves, 2016)

Hospitality is Table Fellowship

- Design for sharing a meal, a beverage – same table, same level
- Design for ‘sobremesa’

(Reeves, 2016)

‘... firms by definition offer services to consumers in hostile environments, away from the safety and familiarity of their normal surroundings, where they are distant from familiar cultures, resources and languages in the place they visit.’

Buhalis, Harwood, Bogicevic, Viglia, Beldona, Hofacker, 2019

07

Open Questions & Final Thoughts

Open Questions

- Is providing an efficient technology that meets the Guest's needs – but reduces human interaction – still Hospitality?
- Can robots/ chatbots serve the benefit and purpose of human interaction in Hospitality? Invite tech as a stranger?
- Might the employee journey be that of becoming a 'local', that is, a host?
- Does the remote worker ever fully 'transform' to a host?

Thank You