

# People, Performance, Place Measuring Workplace Transformation

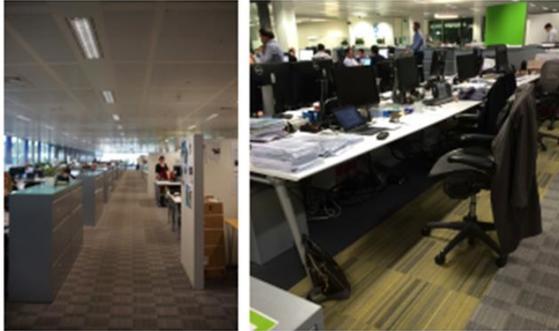
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# Our Journey Towards Multi-Disciplinary Collaboration

FROM



TO



AECOM's Campus vision:

...create a network of communities

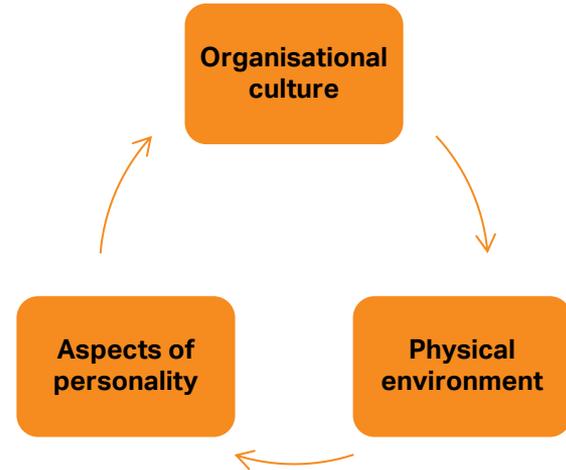
...a place where people come together to be inspired and learn

# Measuring Workplace Transformation

- Investigating the impact of physical environment, culture change and personality on ROI
- AECOM partnered with AON to develop bespoke multi-source measures
- Exercise of research in practice in real world environment of client-facing organisation



## Interdependency model





# Aldgate Tower

## In Numbers

- Start **01.11.2015** – **16.09.2016** complete
- Construction period of **24 weeks**, completed in 18 weeks – **25% faster** than industry standard
- **728 desks** (25% sit stand), **69% average sharing ratio**, **1,100 other spaces**

## Key Features

- **Hosted reception** welcoming and eliminating hierarchy
- AECOM **employee welcome & building user app**
- **Unified communications**, laptop/WIFI/no desk phones
- **Aldgate Tower occupied throughout** and with 4 other contractors also on site working on other floors
- **Efficient space occupancy** has saved OPEX and reduced carbon footprint

# Some Of The Key Things We Put In Place



**Change and behaviour programme** involving people in the process & giving people **choice and control**



Internal stairs to **facilitate movement** and **encourage collaboration and networking** across disciplines

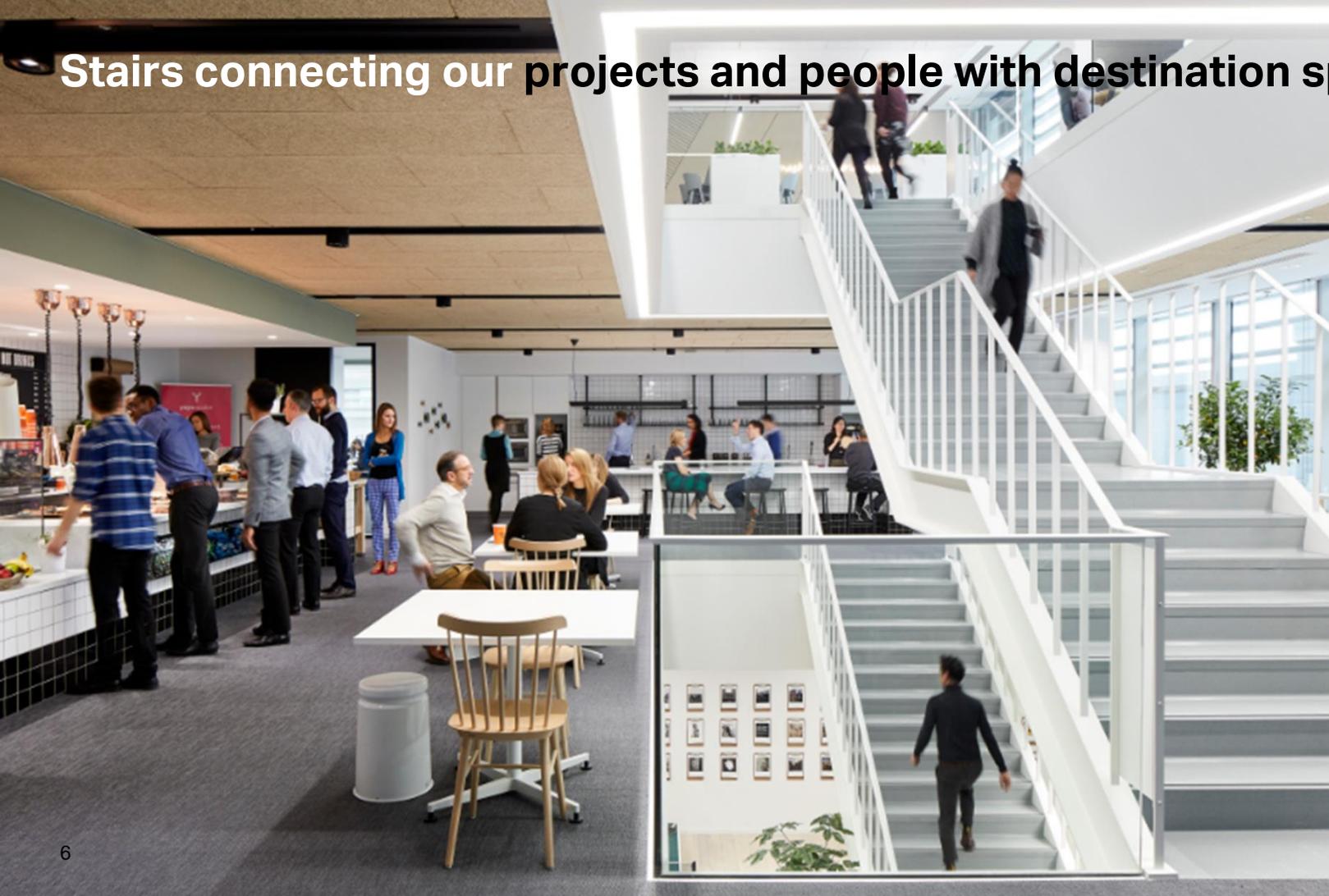


**50% collaborative space** to encourage interaction, informal meetings and regular breaks

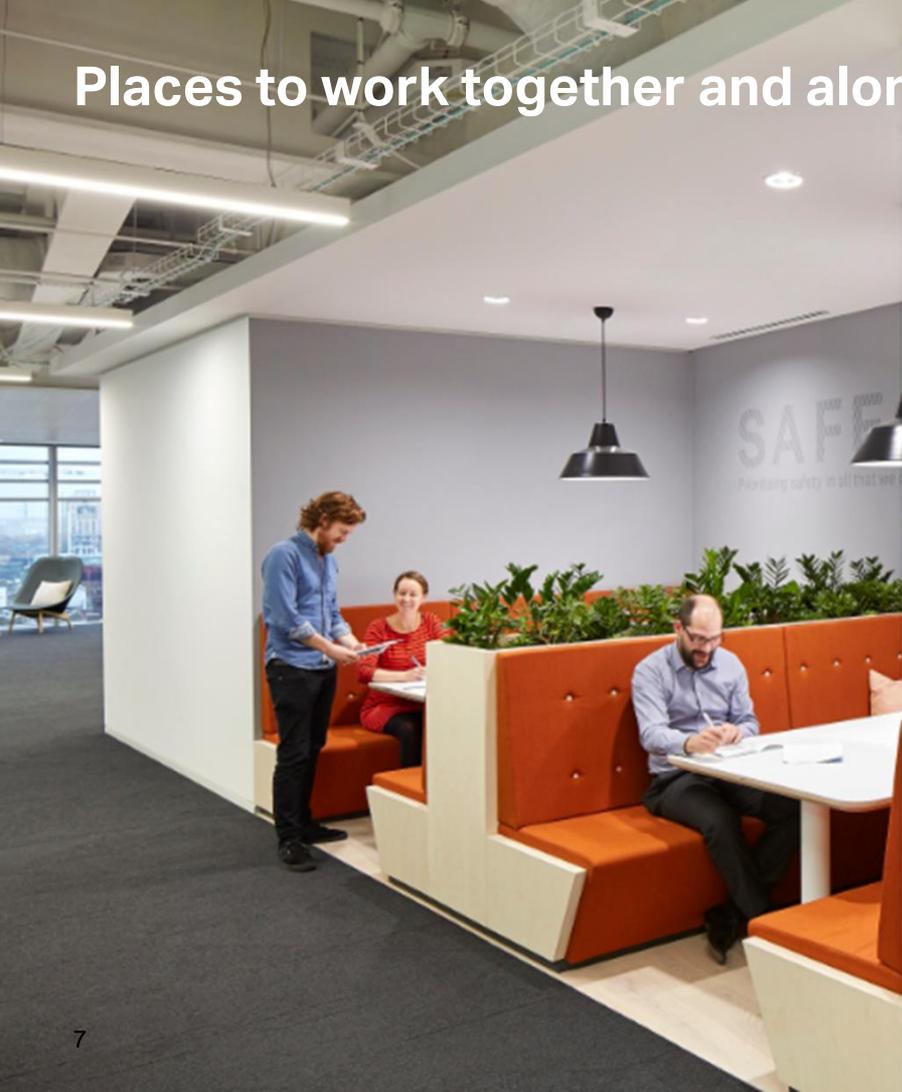


**Agile working protocols and policies** to support the shift in culture  
**Leadership change sessions**

# Stairs connecting our projects and people with destination spaces

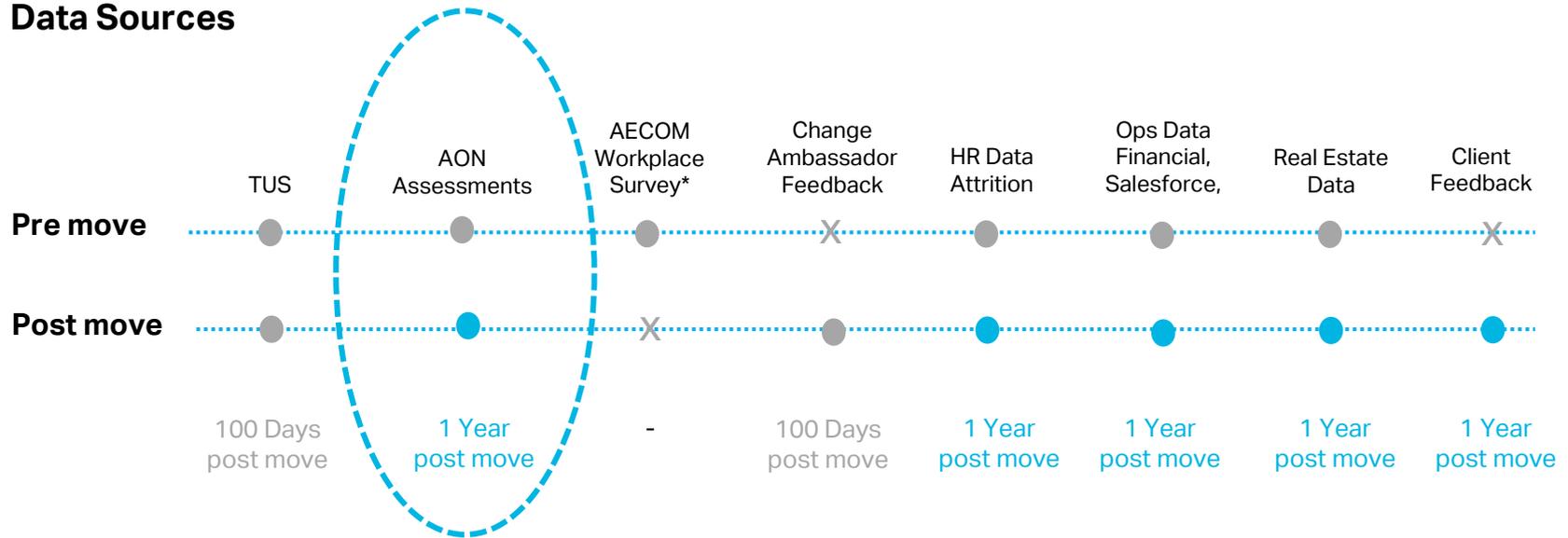


# Places to work together and alone

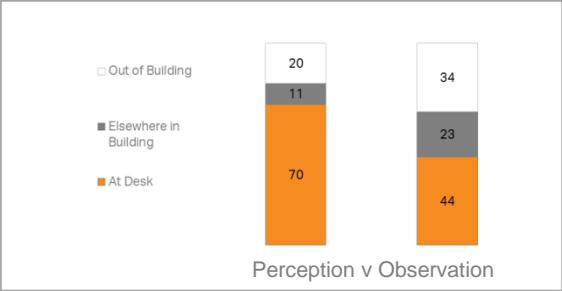
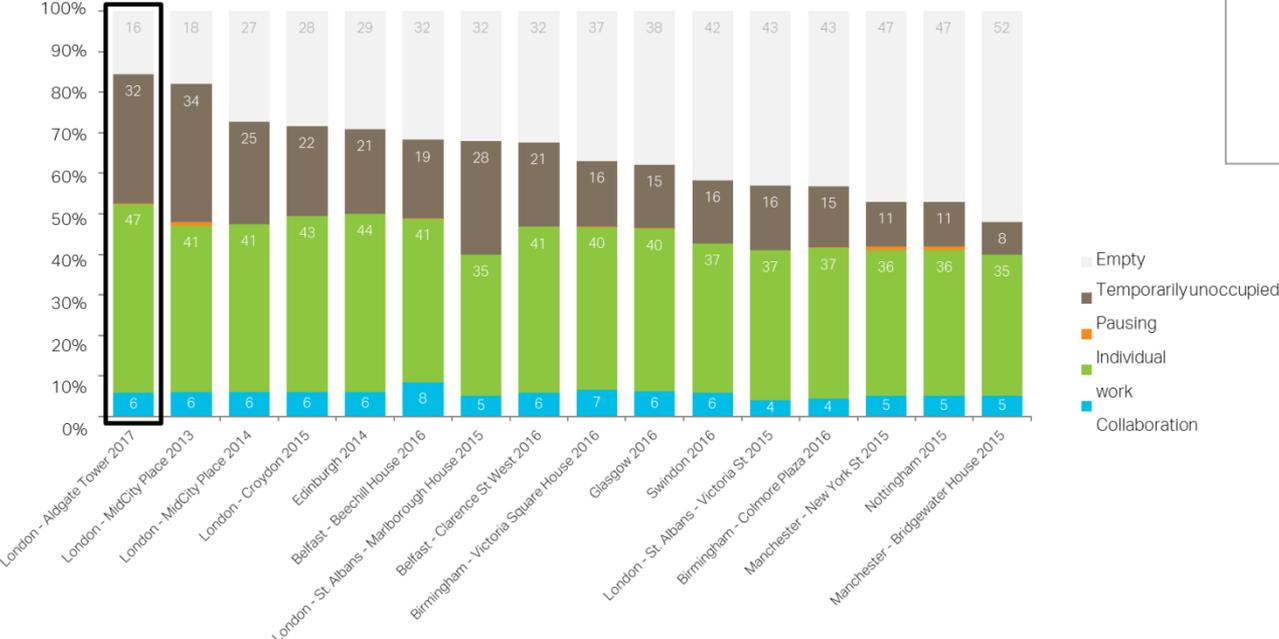


# What we measured

## Data Sources



# Demonstrating ROI Through Hard Metrics



Rent reduction due to less space

AECOM **Aldgate Tower** utilisation is the highest of all AECOM UK offices, heralding the future of AECOM workspace

# One Year Review – AON Assessments – What We Measured

## 1. Online assessment tests measuring:

- Ability to concentrate
- Ability to multi-task
- Ability to think logically
- Level of creativity

## 2. Perception-based survey measuring:

- Level of wellbeing and fatigue
- Level of collaboration (cross-departmental)
- Noise comfort

## 3. Attitudes-based survey measuring:

- Aspects of work style (e.g. sociable, analytical, open to change)
- Aspects of motivation/attitudes (e.g. financial reward, security, integrity). hierarchy etc.)

The findings from the Cut-e survey is summarised into three topics:

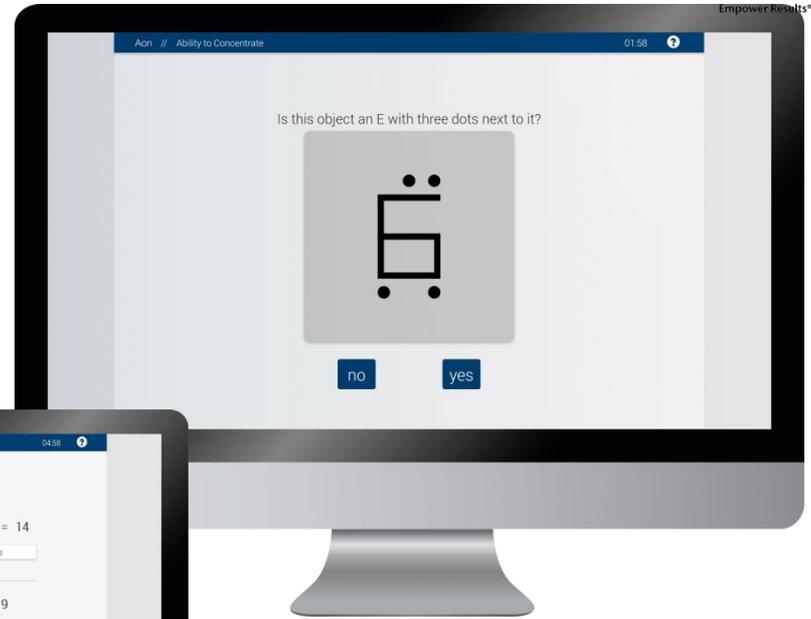
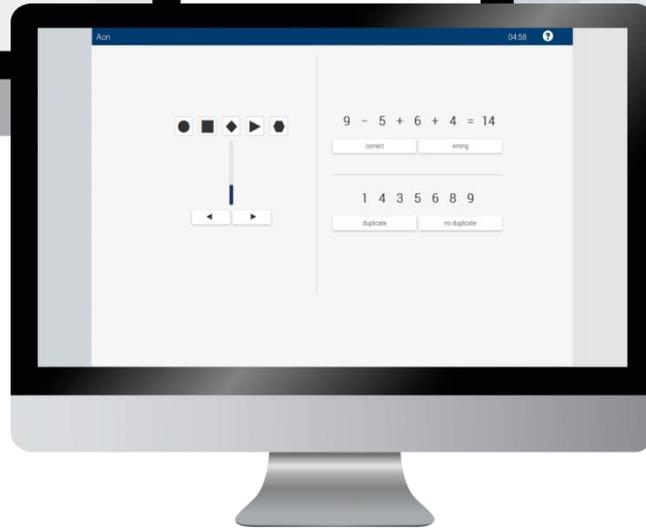
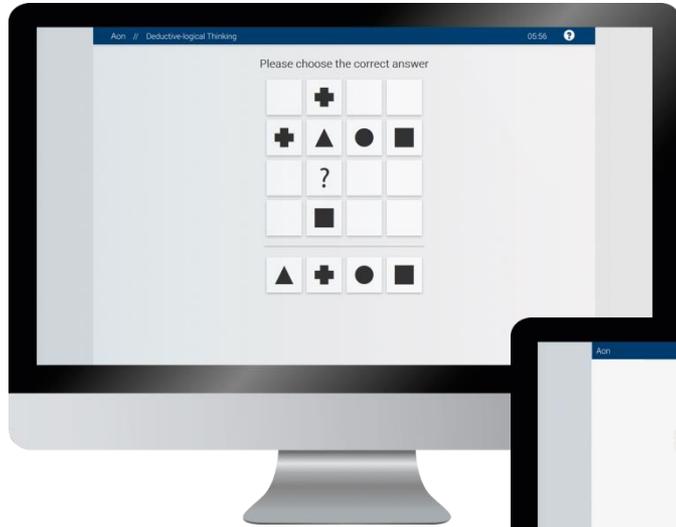
COLLABORATION

PERFORMANCE

WELLBEING



# Measuring Performance

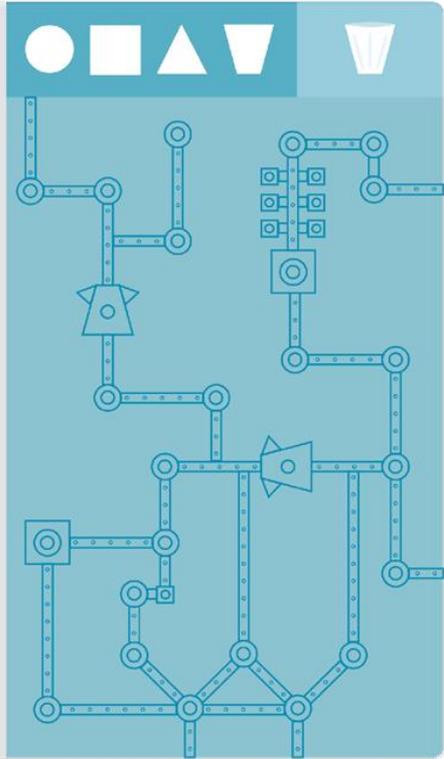
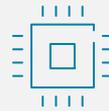


# Measuring Creativity – Sparks



## sparks

- Creativity assessment - part of our Innovation Suite
- Usefulness differentiates between creativity and innovation
- AI evaluates validity of object name by interfacing with Google
- Part of score derived from search hits for word and combinations



# Key Findings from AON Assessments

1. **Collaboration** has increased significantly post-move (biggest improvement in AT)
2. **Creativity** scores have increased
3. **Wellbeing** is mostly influenced by individual preferences around workstyle and motivations





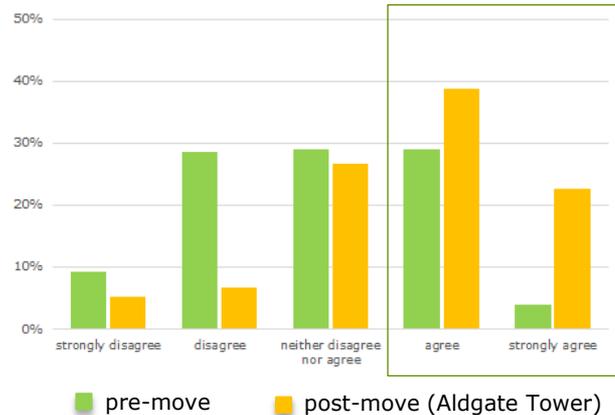
**COLLABORATION**

# Significant Improvement In Collaboration...

## Driven by the physical environment:

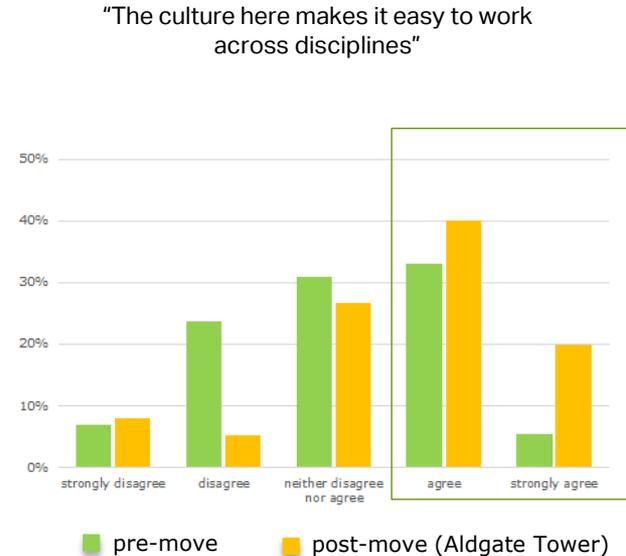
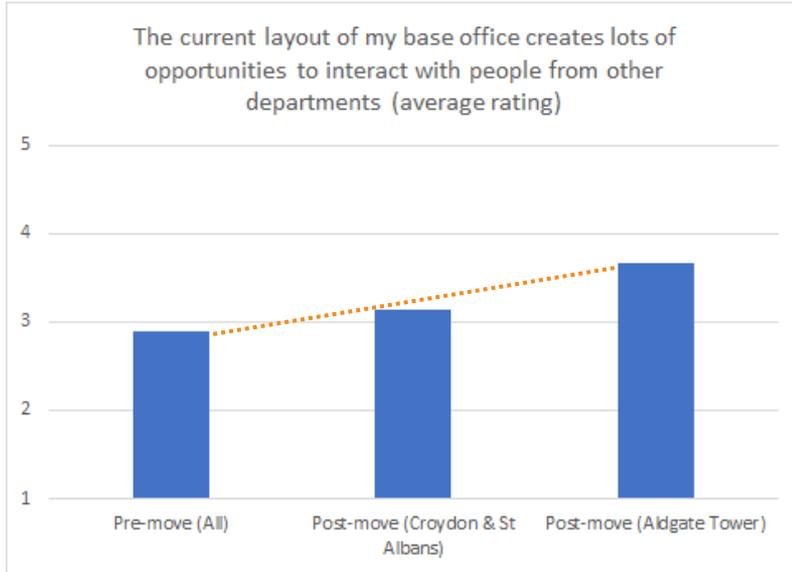
- Post-move, people were **25%** more likely to agree that the different departments in AECOM work well together
- Post-move, almost **twice as many people** reported that the office layout supports cross-departmental collaboration

*'The current layout of my base office creates lots of opportunities to interact with people from other departments'*



# The Biggest Improvement In Collaboration Is In Aldgate Tower...

- Overall, the office **layout supports greater collaboration** post-move; and the increase is highest in Aldgate Tower, compared to St Albans and Croydon
- Post-move, **50% more people** rated the organisational culture as supportive of interdisciplinary working



# Certain Aspects Of Personality Were Found To Positively Correlate With Collaboration

People who:

Enjoy supporting others

Prefer collaborating to competing

Value harmony and avoid conflict

Value team co-operation

**...are more likely to rate collaboration higher**



# Cross-departmental Collaboration

- Used Salesforce to measure number and value of cross discipline proposals/projects
- Number of cross disciplinary increased by 10%
- Value of cross disciplinary proposals projects increased by more than 3 times

*'The variety of spaces is great and suits our way of working'* **Staff**

*'The staircase is brilliant – really makes it feel collaborative and part of one AECOM'* **Staff**

*'The open-plan space and agile working is really encouraging integration and socialising with other teams, which improves the atmosphere!'* **Staff**

*'I use Aldgate to show clients what we do. It is a great example of multi disciplinary working'*  
**AECOM BE Lead**

A modern office interior with a large green banner reading "PERFORMANCE". The room features a dark, slatted ceiling with recessed lighting, a large screen displaying a presentation, and a woman sitting on a stool at a white counter. The floor is light-colored wood, and there are rows of black chairs on the left. The overall atmosphere is professional and contemporary.

# PERFORMANCE

# Performance Tasks



CONCENTRATION



MULTI-TASKING



LOGICAL  
REASONING



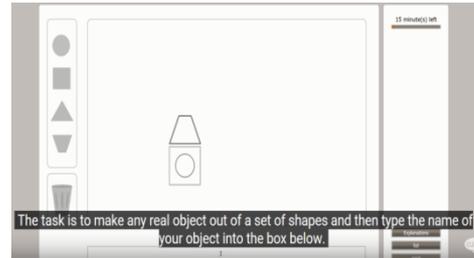
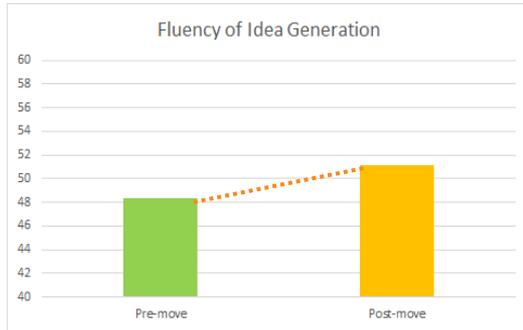
CREATIVITY



Performance on these tasks has been maintained in an agile work environment...

# ...But, Post-Move, People Are More Creative

- Performance on the creativity task increased: Better 'idea generation' **post-move**

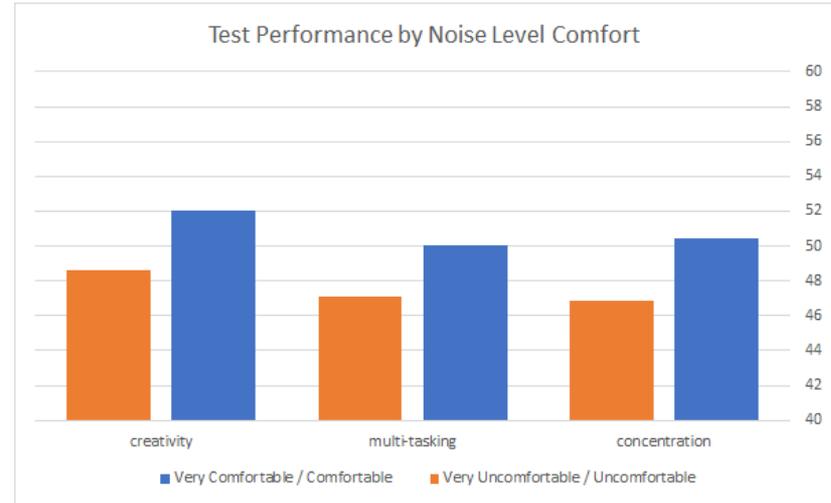


- Participants based in **Aldgate Tower** scored **10% higher** on 'idea generation' and 'diversity of thought' post move



# Managing Noise Levels At Work Is Important For People To Perform At Their Best

- Post-move, slightly more people agree that **noise levels** are now either **comfortable or very comfortable**
- The more comfortable people are with noise levels, the better their performance on the:
  - **creativity task** (12% higher),
  - **concentration task** (13% higher),
  - **multi-tasking task** (11% higher)



A modern office lounge with a bar, tables, and people. A purple banner with the word 'WELLBEING' is overlaid in the center. The scene includes a bar with stools on the left, a table with people sitting on the right, and a staircase in the background. Large windows provide a view of the building's exterior.

**WELLBEING**

# 'Individual Preferences\*' Play A Greater Role Than The Work Environment In Enhancing Wellbeing And Reducing Fatigue

Colleagues who reported higher levels of wellbeing, and lower levels of mental fatigue...



Are **less motivated by financial rewards** - see their job as more than simply a way to make money



Describe themselves as **optimistic in their approach to work**; and **enjoy fast-paced environments**



Are motivated by opportunities to **co-operate**



Feel able to **control amount of interaction** they have with others

# How Did The Move Affect People's Work Style And Motivation?

## Post-move, people feel

- ✓ a greater degree of **autonomy and control**
- ✓ **Less constrained** by **rules** and procedures
- ✓ more able to take a **long-term perspective**
  
- **Less appetite** for organisational **change**
- A need for **more individual attention** including development opportunities and performance recognition

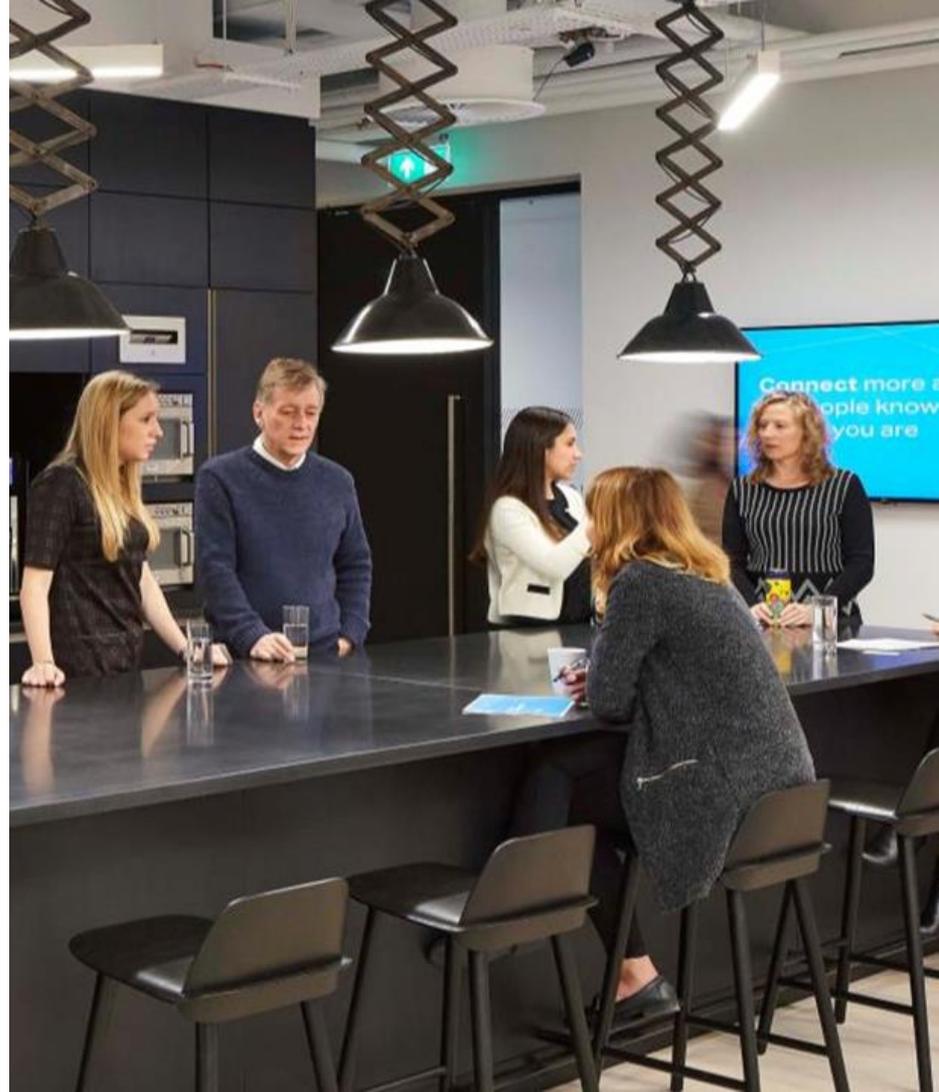
**26%** drop in turnover  
in central London

Standard turnover within  
consultancy: ~12%

*'Love the office, it is the first place I've  
been to that really feels like AECOM'*  
**US AECOM Brand Lead**

# 1YR Post Occupancy Results

- **Attrition has dropped by 26%** in central London
- **Collaboration has increased significantly** post-move
- People are **more creative, scoring 10% higher** at Aldgate
- **Three fold increase in value of cross business line proposals**
- Agile working **achieved without significant change in annual real estate cost pp** and seen as **significant staff benefit**
- RE, \$500k less cost, taking less space and rental cost avoidance of \$2.4m p.a
- **Great feedback** from staff and visitors
- Space at Aldgate Tower is **85% utilised**



# Learning Points

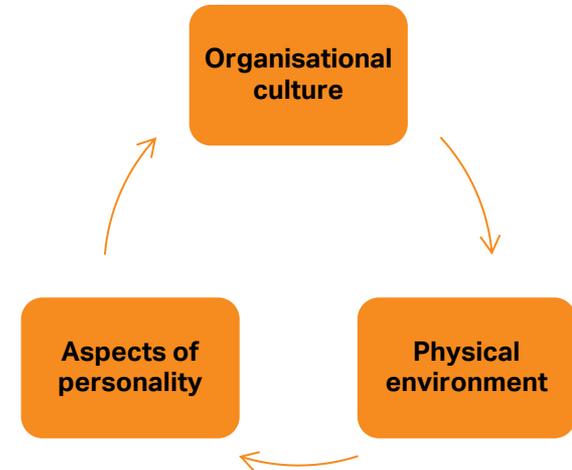
## Change

- Move in is **day 1 of the journey**, cultural transformation ongoing.
- Focus on people as well as design. **Early HR involvement.**
- **Small things go a long way** – good coffee and reliable WiFi
- **Choice at the heart of a successful and inclusive workplace**, both spatially and culturally

## Measurement

- Good data **requires investment** (time and cost)
- **Beware change fatigue** – intensity and timing of multiple changes
- More POE data will help generate pool of **success predictors**

## Interdependency model



**AECOM**

Imagine it.  
Delivered.

**AON**

Empower Results®

# Well-being Levels Were Maintained Post-move

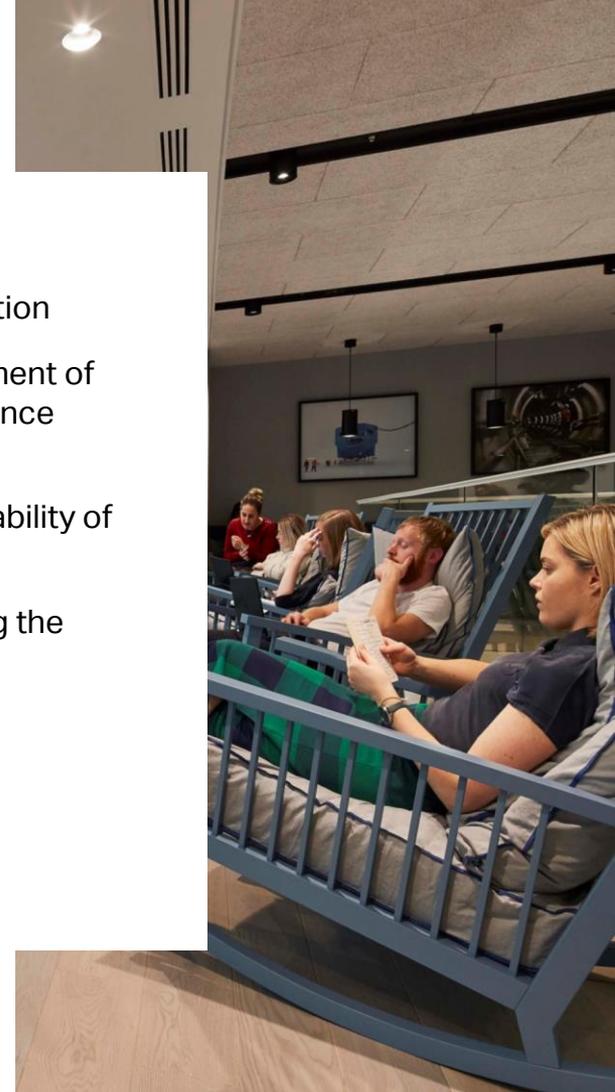
- Overall wellbeing levels **maintained the same**, however...
  - Post move, the more comfortable people are with noise levels in the office, the **less** they **feel physically exhausted** at the end of day
- **Drivers** of wellbeing and fatigue:
  - Feelings of **control over interactions** with others enhances wellbeing, and **decreases feelings of fatigue**
  - People who agree that the **office layout** creates **opportunities for interaction**, tend to report greater wellbeing overall

## Clear improvements:

- ✓ Workplace satisfaction
- ✓ Mental fatigue (element of burnout & performance proxy)
- ✓ Ratings of the availability of variety of settings
- ✓ Design encouraging the use of the settings

## No Change:

- Job demand
- Work stress
- Protocols



# Great Client and Staff Feedback – Additional quotes

*'This is one of the best offices I have seen. You can see decades of knowledge of the workplace in the solution. It is my go to office example' **BP***

*The **GPU and HMRC** are very impressed and see this building as representing the type of environment they are trying to deliver under the Hubs programme.*

***Schroders** it has not only clearly demonstrated AECOMs design skills but also who we are and how we work in a collaborative, agile environment.*

***Deloitte** - A great example of a truly agile integrated design business*

*'It's a stunning event space and provides a befitting backdrop for our urban themed events' **The ULI***

*'**AWE** were impressed and I think we hit the right tone for an initial senior visit to Aldgate'.*

*All Clients and visitors are wowed by the 16th floor and the view of the City it provides.*

*'The exhibition venue was fantastic. Concierge team – Thank you for the immense help with setting up and practicalities on the day'. **London Festival of Architecture***