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2023 AIA Fellowship

Candidate Janet Pogue McLaurin
Organization Gensler
Location Ellicott City, Maryland
Chapter AIA Washington DC;

Category of Nomination

Object 6 > Research

Summary Statement

Janet Pogue McLaurin's groundbreaking research advances the science of workplace design. She redefines our understanding of how people work and thrive, empowers architects with new data-driven insights, and drives the "Future of Work" conversation worldwide.

Education

University of North Carolina at Greensboro
Greensboro, NC
3 years
Bachelor of Science in Interior Design (5-year degree)

James Madison University
Harrisonburg, VA
2 years

Licensed in:

State of Colorado

Employment

Gensler
1983-present
39.5 years

R. J. Reynolds Industries
1981-1982
1.5 years

October 6, 2022

RK Stewart, FAIA
Chair, 2023 Jury of Fellows
The American Institute of Architects
1735 New York Avenue, NW
Washington, DC 20006-5292

**Lamar Johnson
Collaborative** ↗

Dear RK and esteemed Jury Fellows:

I have known Janet Pogue McLaurin as a dear friend, colleague, and collaborator for over 35 years. I whole-heartedly provide her with my complete endorsement for elevation to the AIA College of Fellows in Object 6: Research. In my 43 years of practice in corporate architecture, I have known no one with more wealth of wisdom for the evaluation of workplace performance than Janet. She has created essential, rigorously developed research into the essence of all matters of workplace effectiveness and performance.

Janet is a thought-leader without equal.

From the first day I met Janet, I was intrigued by her focus on the pre-design phase of her projects. She correctly realized that the holistic assessment of an end-user's needs was critical to providing the right environment for the user. So began her life's work to understand, capture, document, organize, and thoroughly integrate a deeply research-driven methodology into high-performance workplace environments. To date, her work has uncovered design drivers that influence performance, human behavior, and experience in 21 countries. But her research does not exist on paper alone. She (and many others) have applied it in countless projects around the globe, and thanks to the tools she has developed, she has gathered valuable post-occupancy data that in turn feeds further research. This creates a powerful cycle of design and research that continually expands the profession's knowledge base, elevating the work of architects, and demonstrating the singular power of design.

The industry-wide impact of her prodigious work is undeniable. This was brought into sharp focus in March 2020, when the entire planet suddenly found itself pondering the value of workplace and our experience of it. Janet met the moment, sharing her wealth of

knowledge and her passion with a massive audience and giving architects a presence on media platforms—mainstream television and radio—where we are seldom seen or heard. This was just the most recent incarnation of her dedicated knowledge sharing; in fact her most profound impact on the profession comes from her extraordinary commitment to speaking, teaching, and writing. She has the unique ability to convert her deep understanding of data and both macro and micro trends influencing workplace design into an easily understood and compelling language. To date, she has spoken at over 90 industry conferences and events, written over 40 online articles, and participated in nearly 40 webinars. Her work has been cited in three books on workplace design and included in over 65 outlets and publications, including *The Washington Post*, *The New York Times*, and *The Wall Street Journal*.

In summary, through rigorous research and masterfully designed user-group data collection that is unparalleled in our profession, Janet Pogue McLaurin has developed deep insights into truly understanding design's impact on the performance of workplace environments around the world. That alone would be significant enough to support her elevation, but her selfless commitment to sharing information has literally changed people's understanding of workplaces, shifted architects' design focus, and elevated the experience of work for countless people. Without any doubt, Janet is an important influencer and is an exceptional candidate for inclusion in the College of Fellows.

Onward,



Lamar Johnson, FAIA
Executive Chairman



Janet Pogue McLaurin

Object 6: Research



Janet Pogue McLaurin's groundbreaking research advances the science of workplace design. She redefines our understanding of how people work and thrive, empowers architects with new data-driven insights, and drives the "Future of Work" conversation worldwide.

LEADING GROUNDBREAKING RESEARCH

Janet's award-winning research has changed the dialogue from a focus on space efficiency to the impact on business performance, innovation, and employee engagement. Great design is both art and science. Janet's practice and research have married the two, elevating the science of workplace design for the profession. She has dedicated her career to understanding how people work, where they work best, what spaces and experiences they desire most, and how great workplace design can impact organizational performance. Janet leads Gensler's Workplace Survey publications, widely considered to be the industry "gold standard" of workplace research. **Janet's research measures the intangibles of workplace, revealing work behaviors and experiences, user expectations, and what people value. To date, she has led 33 original research studies worldwide.** She shares her findings widely with peers and colleagues at industry events globally and with design students coast to coast. Her work is cited in numerous publications, including three recent books on workplace design.

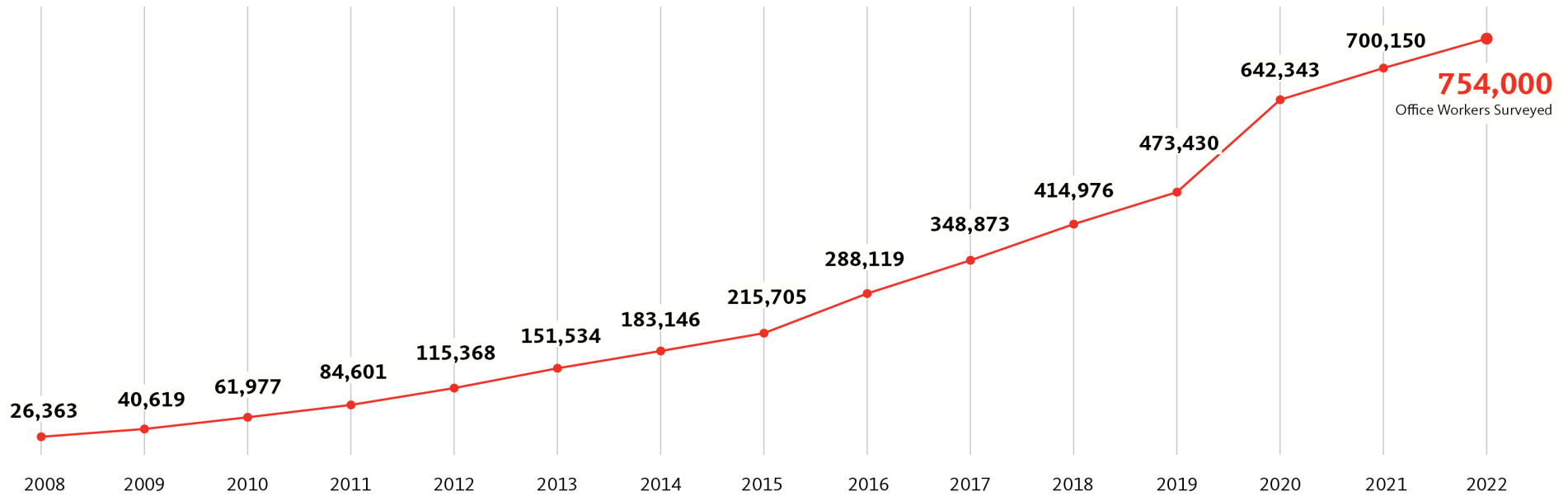
EMPOWERING ARCHITECTS WITH NEW INSIGHTS

Janet's work challenges conventional thinking and debunks industry myths. One research study proved, contrary to popular opinion, that well-designed open plan work environments are not only more effective, but also provide a better experience. To gain crucial insights in practice, **Janet co-developed and expanded the Workplace Performance Index® (WPIxSM)—an applied research tool utilized at the beginning of projects to inform design, then repeated post-occupancy to measure design impact** directly from the people who work in the spaces we design. Her WPIx project design tool has been used to provide data-driven insights for strategy and design in 53 countries. For architects worldwide, Janet's research-based design guidelines have brought to bear the science of design on countless projects. She created new architectural guidelines for the State of Israel and taught Israeli architects how to incorporate in their designs for government buildings. Both her research and project work have been recognized by AIA, IIDA, CoreNet Global, and the Center for the Built Environment.

DRIVING FUTURE OF WORK CONVERSATION

The pandemic has made many companies, developers, and cities question the future role of the office. Janet met this historic moment head-on with a robust series of new research exploring how work and expectations were rapidly evolving. She conducted 11 studies resulting in 14 reports researching the impact of the pandemic on people, work, and the future workplace in the U.S. and around the globe. This body of research received a 2022 Certificate of Research Excellence Award from the Environmental Design Research Association, one of only 10 practice-based studies recognized in 2022. **Throughout the pandemic, Janet has been architecture's voice on workplace design on major media platforms such as the BBC, NPR, and CNBC, as well as architectural trade publications** including a feature in *Architect* discussing why design matters more than ever in a post-pandemic world. As people debate hybrid work, return to office, and office footprint reductions, Janet's leadership on the science of workplace design arms our profession with decades of data and evidence that empower architects to focus on the art of design in a post-pandemic world.

BUILDING A BODY OF WORKPLACE RESEARCH FOR THE PROFESSION

**Robust Research Database**

Janet's work on both Gensler's Workplace Surveys original research and the WPIx applied research design tool began in 2008. Combining the original and applied research, **Janet has amassed a total database of 107 million data points from 754,000 office workers across 11 industries, 18 languages, and 53 countries.**

Unique in Industry

Janet's research comprises our industry's most comprehensive body of design research on work behaviors, performance, and experience. **Her workplace research was the first of its kind, and continues to be unique because it comes directly from the end-users of the spaces we design.**

Impact to Date

Janet has driven fundamental shifts in workplace design from a focus on efficiency to experience, from space as overhead to space as an investment to drive innovation, and from universal design to choice and empowerment. Her research is global in nature, uncovering universal commonalities and cultural differences informing design for global projects.

SECTION 2.1

NEW UNDERSTANDING OF WORK + WORKPLACE

Starting with first identifying and understanding work modes and the criticality of focus work, each of Janet's subsequent research studies has uncovered a deeper understanding of how people work and what matters most. Over time, she has documented how work is evolving and what it means for the future.

Janet shares this data and research across the industry as accessible, easy-to-read reports, presentations, and content on www.gensler.com as well as speaking engagements, blogs, articles, and industry publications.

"In a time where everyone is craving insights about the new world order, Janet is one of the foremost leaders in the industry. Backed up with rigorous data, Janet provides new ways of looking at where we are, and most importantly, where we are likely heading."

– Wendy Feldman Block,
Executive Managing Director, Savills

Significant Work: Select Workplace Research Studies



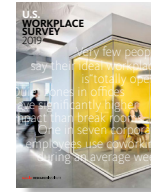
Workplace Retrospective
Meta analysis on effectiveness and experience pre-pandemic
Fall 2022
Led team for key findings and report



Pros/Cons of Unassigned Seating
Uncovered first decline in workplace effectiveness + experience
Feb 2020
Led research effort, report, presentations



New Workplace Ecosystem
Work in "third places" and impact on neighborhoods and cities
2021–2022
Led research effort, reports, presentations



Open Plan + Value of Amenities
Defined six "degrees of openness"
2019
Led research effort, report, presentations



New Emerging Realities
Research for CoreNet Global explored hybrid impact on real estate
Fall 2021, Spring 2022
Led research effort, reports, presentations



Listening Through the Noise
Designing for sound
2019
Led research grant, report, webinars



Learning from Post-Pandemic China
4 out of 5 Chinese workers prefer hybrid work; mobility similar to 2016 patterns
2021
Led research effort, report, presentations



Connecting Workplace + Innovation
Better designed workplaces drive higher innovation
2016
Led research effort, report, presentations



Global Hybrid Future of Work
U.S., UK, France, Australia, India
Space effectiveness + experience drive workplace performance; amenities
2020–2021
Led research effort, reports, presentations



Criticality of Focus Work
Identified focus as foundational to workplace effectiveness
2012–2013
Led research effort, reports, presentations



Pandemic Impact on Work
11 surveys over the course of the pandemic exploring work from home and hybrid work expectations
2020–2021
Led research effort, reports, presentations



Identifying Work Modes + Link to Business Performance
Linked space effectiveness to higher business performance
2008
Peer review, presentations, and client-facing tool development

SECTION 2.1

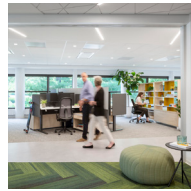
NEW WAYS OF WORKING

Janet's research is grounded in her four decades of experience as a practitioner for private and public sector clients. She measured the design impact of her projects as early research. She advocates that all design is a research opportunity for exploration, which then fuels design opportunities to pilot and test in the field. It results in a virtuous design/research cycle of continual learning and knowledge on the value of design and its impact on the people who work in the spaces we create.

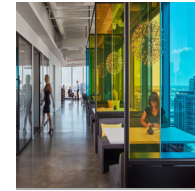


"Our new campus is amazing.... Janet and her team nailed it! Our associates thrive and have engagement scores that are in the 99th percentile and the new space is a significant reason."
– Jane Miller, COO, The Gallup Organization

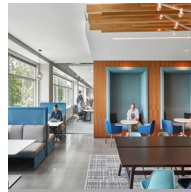
Significant Work: Applied Research Projects



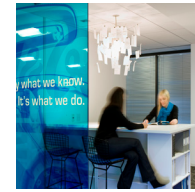
Armstrong World Industries | 2021
Strategy and pilot for post-pandemic hybrid work model
Lancaster, PA
Workplace Strategy Principal



Gallup World HQ | 2009
400,000 sf campus to create new employee & client experiences
Omaha, NE
Project Principal



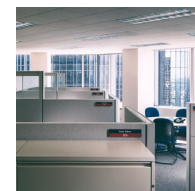
Capital One | 2020
1.5M sf campus renovation to foster new collaboration models
Richmond, VA
Workplace Strategy Principal



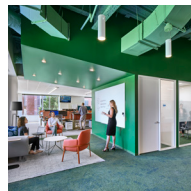
WPP | 2009
Consolidation of 5 agencies to foster collaboration & innovation
15K sf, Denver, CO
Project Principal



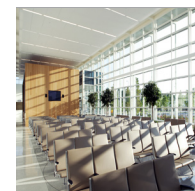
The Coca-Cola Company | 2019
Measured design impact on human behaviors worldwide (pre- and post-occupancy)
Principal Oversight for WPIx



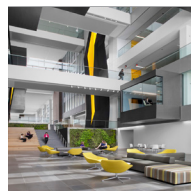
General Motors | 1996–2008
3.1M sf global HQ to implement new "Plan to Win" business model
Renaissance Center, Detroit, MI
Project Principal & Workplace Strategy



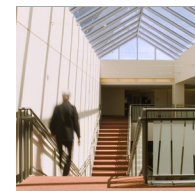
T. Rowe Price | 2008–2019
Measuring employee experience, behaviors, and performance across global portfolio
Workplace Strategy Principal



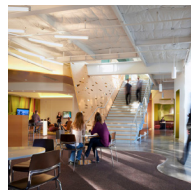
Dept. of Homeland Security | 2006
90,000 sf, P3 Build-to-Suit for multiple agencies, Omaha, NE
Won CBE Livable Buildings Award
Principal-in-Charge



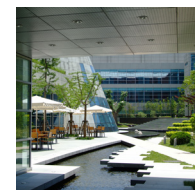
Goodyear | 2014
900,000 sf HQ campus to foster collaboration & innovation
Akron, OH
Workplace Strategy Principal



GSA Bldg 41 | 2005
Pilot for GSA Workplace 2020
Denver Federal Center, CO
Won innovation award for design
Principal-in-Charge



Amgen | 2012
Workplace of the future pilot to test mobility & new space types
49,000 sf, Thousand Oaks, CA
Workplace Strategy Principal



Shanghai Pudong Development Bank | 2005
275,000 sf campus, hotel, and training center
Shanghai, China
Project Principal

SECTION 2.1

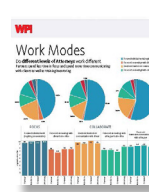
NEW APPROACHES FOR THE FUTURE OF WORK

Architects worldwide use Janet’s research, workplace strategies, and global guidelines to make their design briefs better, and to provide better experiences for the people who use the spaces we design. These include corporate clients with global portfolios, federal governments, county governments, and higher education campuses.

“Janet’s research and experience were invaluable to our campus. She reimagined how the university could use space in new and innovative ways to improve and enhance the daily experience for faculty and staff.”

– Kathryn Horne, FAIA,
UNC-Charlotte Campus Architect

Significant Work: Strategies and Guidelines for Architects



Workplace Performance Index (WPIx)
Pre-design + post-occupancy project tool to measure design impact
2008–Present
Principal-in-Charge



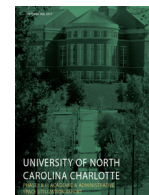
Vanguard
Employee experience guidelines & peer reviews for design architects
Global locations
2017–Present
Project Principal



GSA First Impressions
Public spaces design excellence
Nationwide program
1998–Present
Managing Principal



General Motors
Global design & planning guidelines still relevant and in effect today
Global program
Completed 1996; updated 2019
Project Principal



UNC-Charlotte
Campus guidelines
Charlotte, NC
Completed 2017
Project Principal



International Monetary Fund
Workplace strategy & guidelines
Washington, DC, headquarters campus
2015
Principal-in-Charge



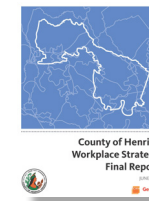
GSA 1800F
HQ mobility transformation strategy
300,000 pilot and 805,000 sf living lab
Washington, DC 2010–2015
Gensler Principal-in-Charge with Shalom Baranes Associates Architects



United Nations
UN complex mobility strategy
New York City
Initial Strategy: 2014
Project Principal and Strategist



Amgen
Global strategy & guidelines
Global program
2009–2013
Workplace Strategy Principal



Henrico County, VA
Workplace strategy & guidelines
Countywide government locations
2013
Project Principal



3M
Global workplace strategy and planning guidelines
Global program
Complete 2011
Project Principal & Strategist



State of Israel
Workplace & building planning government guidelines
Nationwide program
2003
Workplace Guidelines Principal

SECTION 2.1

NEW GENERATION OF INDUSTRY PROFESSIONALS



The Fisher Center
For Business Analytics
Berkeley Haas School of Business



Learning Innovations Laboratory
at the Harvard Graduate School of Education



Janet with FSU/Gensler scholar, Kristen Millican, 2016



"Janet's enthusiasm for our industry and her work is contagious. She inspires my students to dig deeper into their own research and understand how research informs better design solutions."

– Michelle Wempe, Professor of Practice,
Kansas State University

Significant Work: Teaching, Juries, and Sharing Research

Harvard Learning Innovations Lab (LILA), guest faculty
"How Does Work(Place) Enable Agency, Belonging & Connection?" 2022

"How to Scale Innovation," 2018

"Flexpertise in Action: Learning from Design Synergy," 2015

"Innovation Adoption as Unlearning," 2014

"Ingredients for Elevating and Accelerating Innovation," keynote, 2012

Kansas State University
"Future of Work and the Office," guest lecturer, 2022

"Janet Pogue McLaurin's Design Journey" for the History of Women in Design course, spotlight on Nominee's career, 2021

"Research and Thought Leadership," guest lecturer, 2021

UC Berkeley, Fisher Center for Real Estate & Urban Economics
"Futuristic View of Real Estate and Urban Form," 2022

New Jersey Institute of Technology's College of Architecture and Design
"Future of Work," 2022

Ball State University
Jury for final project and critic for mid-term design review, spring semester design studio, 2022

"What We Are Learning From Workplace Research," guest lecturer, 2021

Bowling Green University
"Why Research Is a Critical Component of Design: Gensler's Research Institute," guest lecturer, 2021

Florida State University
Developed FSU/Gensler Scholar grad program for original research working with 4 students over 3 years, 2016–2019

Mentored 2 grad students on their research and thesis projects, exploring workplace amenities and salutogenic design in higher education environments, 2015–2016

Collaborated with 8 students on visual communicating research, spring 2014

Catholic University
Guest lecturer for facilities design and management course, 2015–2018

LEED AP Exam Prep Series
Taught 250+ architects, engineers, government officials and industry partners in Denver, Chicago and Detroit. Developed curriculum and study guide. Taught three courses each year with 95% pass rate. 2003–2008

IFMA "Facilities Strategic Planning" Learning Seminars
Co-instructor & developed course material, teaching two-day course in spring and fall for practicing facility managers worldwide.

1993: Toronto & Kissimmee

1992: Kansas City & Kissimmee

1991: Seattle



REGISTRATIONS & CERTIFICATIONS

Registered Architect, Colorado
Certified Interior Designer, DC
Certified Interior Designer, MD
Certified Interior Designer, VA
NCIDQ Certification *since 2004*
GBCI *since 2003*
LEED-AP BD+C *since 2003*
LEED-AP ID+C *since 2006*

Significant Work: Professional Experience

EMPLOYMENT

Gensler
Principal
1983–Present

Gensler Leadership Roles:
Global Director Workplace
Research, Gensler Research
Institute
2020–Present

Gensler Board of Directors
2019–2021

Global Workplace Leader and
Firm Management Committee
2016–Present

Global Corporate Campus Leader
and Global Workplace Leader
2009–2016

Office Director
Denver, 1998–2009
Co-founded Shanghai, 1997–2002

Principal & Studio Director
Washington DC, 1993–1998

Designer & Strategist
Denver, 1983–1993

R. J. Reynolds Industries
Corporate Planner
1981–1982

EDUCATION

University of North Carolina
at Greensboro
Bachelor of Science
in Interior Design, 1981

AFFILIATIONS

IIDA
2004–Present
Elevated to Fellow, 2017

Workplace Evolutionaries
2019–Present
Founding member for DC chapter

CoreNet Global
2004–Present
Mid-Atlantic Education Chair
2016–2018

Urban Land Institute
2008–Present
Co-leader of the PDIC Council,
2012–2013

USGBC
2003–Present
Founding board member for Colorado
chapter

IFMA
1983–1995, 2018–Present
Board member for Colorado chapter
1983–1993

March of Dimes
Denver Board of Directors, 2007

AIA INVOLVEMENT

AIA National Member
AIA Colorado
AIA DC

AIA Christopher Kelley
Development Leadership Program,
“Economic & Industry Trends,” AIA
Georgia Chapter, 2021

AIA Christopher Kelley
Leadership Development Program,
“The Importance of Thought
Leadership,” AIA DC Chapter, 2016

AIA Women of Architecture,
“Designing Together: New Forms of
Collaboration,” NeoCon East, 2014

AIA Women of Architecture,
“Workplace & Showcase,”
Washington, DC, 2014

“As a participant and graduate of Atlanta’s AIA Christopher Kelley Leadership Development Program, it was valuable to hear Janet’s insights into the future of our architectural industry from her global perspective.”
– Zachary Hicks, Assoc. AIA



“Janet has been a true ambassador for research in our industry and a recognized voice globally. Her commitment to a research-driven approach demonstrates how data can inform design and lead to transformative solutions. But what’s more commendable is her commitment to teach and mentor others to think differently about the process and embrace research to design better.”

– Jordan Goldstein, FAIA, FIIDA,
Firm Managing Principal, Gensler

Accomplishments: Awards, Honors, and Recognition

RESEARCH AWARDS

Learning and Re-Learning: Researching the Impact of the Pandemic on People, Work, and the Future Workplace

2022 Certificate of Research Excellence (CORE). Certified by Environmental Design Research Association (EDRA). Janet’s research is one of only 10 practice-based research studies this year to meet EDRA CORE’s rigorous evaluation “to offer measurable value, meet industry challenges, and advance innovative thinking for our industry,” 2022

Gensler 2016 Workplace Surveys Research and the Workplace Performance Index

GRIA Research & Innovation Award, 2017

INDIVIDUAL AWARDS

Luminary Award for Excellence

Awarded by CoreNet Global for speaking at the North America Summit recognizing “eminence” and “inspiration,” 2022

CoreNet Global Leadership Award of Excellence

Awarded by the Mid-Atlantic Chapter, 2019

Walter Hunt “One-Firm Firm” Award

Gensler’s highest leadership honor for exemplifying Gensler’s spirit and culture by leading workplace research and for Janet sharing her insights with every office globally within the firm. Nominee was third recipient to receive in the award’s history, 2014

PROJECT AWARDS


WPP

Role: Project Principal and Workplace Strategist

-  AIA Denver, Built Interiors Honor Award, 2009
-  AIA Colorado, Interior Architecture, Merit Award, 2009
- IIDA Rocky Mountain Best of the Best Award, 2011
- IIDA Rocky Mountain Best Workplace Award, 2011
- ASID Colorado, Design Award, 2009


The Gallup Organization HQ Campus

Role: Project Principal and Workplace Strategist

-  AIA Denver, Built Interiors Honor Award, 2009
- ASID Colorado, Single Office Space: Special Function, First Place, 2005

PricewaterhouseCoopers, “The Zone”

Role: Project Principal and Workplace Strategist

-  AIA Northern Virginia, Interiors Award of Excellence, 1999

Capital One West Creek Campus

Role: Workplace Strategy Principal

- CoreNet Mid-Atlantic, Best New Workplace Solution, 2016
- IIDA Designworks, Honorable Mention Large Corporate Category, 2016

Department of Homeland Security, Omaha

Role: Project Principal and Workplace Strategist

- Center for Built Environment Livability Award, 2008

GSA Denver Federal Center Building 41

Role: Project Principal and Workplace Strategist

- CoreNet Mid-Atlantic, Best New Workplace Solution, 2005

SECTION 2.3

ARCHITECT

The Atlantic

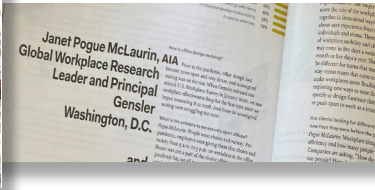
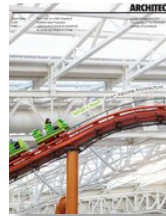
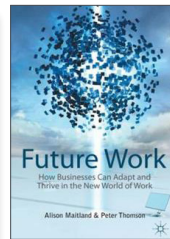
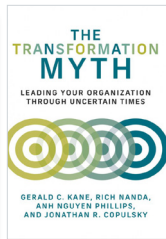
FAST COMPANY

The New York Times

WSJ



WORK DESIGN
MAGAZINE



Janet interviewed in Architect Magazine about her career and her views on the post-pandemic impact on our industry.

“We were very fortunate to have Janet contribute to our best-selling book. Her exceptional insights were featured prominently throughout.”

– Peter Miscovich, JLL, author of *The Workplace You Need Now*

Accomplishments: Select Publications and National Media Recognition

WRITTEN BY NOMINEE

WorkDesign Magazine

“Hybrid is Here to Stay: 5 Considerations for a Better Hybrid Experience,” 2022

Urban Land

“ULI Emerging Trends for Office,” 2019

Corporate Real Estate Journal (UK)

Vol 6: “The Workplace Paradox,” 2017

Vol 2: “Measuring the Intangibles,” 2012

CITING NOMINEE’S WORK

Architect Magazine

“Rethinking Office Design in a Post-COVID World,” 2020

“What Gensler’s Workplace Survey Tells Us About the Future of the Office,” 2016

“How the Internet of Places Can Validate (or Invalidate) Your Design,” 2015

The Washington Post

“6 Ways Your Office Will Be Different in 2021,” 2021

“Reopening Will be Fragile,” 2020

“End of the Corner Office,” 2015

The Atlantic

“Benefits of Working from Home,” 2021

The Wall Street Journal

“In a Virtual World, Gensler Will (Gladly) Never Be the Same,” 2021

“The Coronavirus Economic Reopening will be Fragile, Partial and Slow,” 2020

Fast Company

“Offices & Healthcare Upended,” 2021

MIT Sloan Management Review

“Redesigning the Post-Pandemic Workplace,” 2021

The New York Times

“What Will Tomorrow’s Workplace Bring?” 2020

ABOUT NOMINEE

Architect Magazine

“Post-Vaccine Corporate and Commercial Office Architecture,” January/February Issue, 2021

WorkDesign Magazine

“Janet Pogue McLaurin on Where Work and the Workplace Are Headed,” 2021

Urban Land

“Competition for Talented Employees Requires Design of Excellent Office Environments,” 2019

BOOK CONTRIBUTIONS

The Workplace You Need Now by Sanjay Rishi, Benjamin Breslau, and Peter Miscovich, Wiley, 2022, nominee & research cited

The Transformation Myth by Gerald C. Kane, Rich Nanda, Anh Nguyen Phillips, & Jonathan Copulsky, The MIT Press, 2021, nominee & research cited

Future Work by Alison Maitland & Peter Thomson, Palgrave Macmillan Publishing, 2011, work cited

Facilities Planning and Relocation by David D. Owen, RSMMeans Publishing, 1983, role: technical editor

SECTION 2.3



Research Catalogues citing Janet's workplace research



Design Forecast publications citing Janet's research and work design trends

Accomplishments: Select Gensler Publications

RESEARCH PUBLICATIONS CITING NOMINEE'S RESEARCH

Gensler Research Catalogues

Volume 1, 2014

Volume 2, 2017

Volume 3, 2020

Gensler Design Forecast

Resilient: Design Strategies for the Human Experience, *Design Forecast*, 2022

Reconnect Design Strategies for a Post-COVID World, *Design Forecast*, 2021

Shaping the Future of Cities, *Design Forecast*, 2019

Shaping the Future of Cities, *Design Forecast*, 2018

Design Experience, *Design Forecast*, 2017

Dialogue

How Workplace Is Shaping the Future of Cities, *Dialogue*, Issue 34

Work: One Size Does Not Fit All, *Dialogue*, Issue 31

The Why and How of the New Workplace, *Dialogue*, Issue 28

"Janet is a beacon of truth among other researchers and A&D professionals."
– Kate Lister, President & CEO, Workplace Analytics

"Janet shaped the architectural and design industry with insightful groundbreaking research. She is an industry thought leader who has pioneered innovative workplace design concepts with research which have enhanced the quality of the built environment and improved the quality of the "human" workplace design experience."
– Peter Miscovich, Executive Managing Director, JLL Strategy + Innovation

SECTION 2.3



Hybrid Is Here to Stay: 5 Considerations for Creating a Better Hybrid Experience
 Here are five reasons why hybrid work is here to stay, including design implications for creating compelling, people-centric hybrid experiences.

May 02, 2022 | By Janet Pogue McLaurin



Will Remote Work Trends Benefit Smaller, More Affordable Cities?
 How can cities function as an attractive extension of the office in the age of "anywhere work?"

June 08, 2021 | By Sofia Song, Janet Pogue McLaurin, Stella Donovan



5 Trends Driving the New Post-Pandemic Workplace
 Here are five workplace trends that have been accelerated and now are driving priorities for the new post-pandemic office.

December 07, 2020 | By Janet Pogue McLaurin

Janet's blog above was sent to 654,600 followers and boasts a 94% click-through rate. In July 2022, nearly 800 visitors were sent to this blog by organic search engines. It appeared in a Google search on page 1 alongside key players like Deloitte and McKinsey for the search term — "how to build a post-covid workforce."

This same blog was translated in Japanese and re-published in Popoffices, Architecture Archive, June 2022.



Why the New Workplace Ecosystem Is Key to the Future of Work

As we think about the future of work, consider a new workplace ecosystem — a Swiss Army knife approach to choosing the whole suite of places and spaces that provide the best...

February 24, 2022 | By Janet Pogue McLaurin



Lessons From China: What Hybrid Work Really Looks Like in Practice

The Chinese workplace is back open — and the experience of these workers holds lessons for the rest of us as we consider what a hybrid workplace future really looks like.

May 19, 2021 | By Janet Pogue McLaurin



Photo: 中国·南京·绿地集团

现代办公室，追求更开放和透明，办公空间的重要性也越来越凸显。而疫情与办公大数据、远程办公、线上会议和虚拟人际交流，也在加速这种趋势。我们重新审视办公室，并思考，如何重新定义、提升和重塑办公室。在疫情期间和疫情后，我们重新审视办公室，以及疫情后办公室的未来。

本文主要探讨了疫情后办公室的五个趋势：因为员工远程办公、混合办公、大数据上远程办公、混合办公办公室——一种新的工作形式。Greenwork（2020年国际绿色建筑奖）

Accomplishments: Select Blogs

AUTHORED BLOGS

"Why It's Time to Demand More From Our Workplace Experience," July 2022

"Hybrid is Here to Stay: 5 Considerations for Creating A Better Hybrid Experience," May 2022; republished as article in *eLeader*, June 2022

"How Emerging New Workplace Realities Will Drive Corporate Real Estate Strategies," April 2022; re-published as article in *eLeader*, May 2022

"Why the New Workplace Ecosystem Is Key to the Future of Work," Feb 2022; re-published in *eLeader*, April 2022

"New Gensler Workplace Survey Findings: Employee Expectations for Future Office Design and Culture," Feb 2022

"3 Lessons From Today's Students That Will Shape the Future Workplace," Feb 2022

"How Are Companies and Employees Planning for the Future of the Office?" Jan 2022; re-published in *eLeader*, Feb 2022

"5 Trends CRE Leaders Can Use to Reimagine a New Workplace Reality," Nov 2021; re-published in *eLeader*, Jan 2022

"How Younger Workers' Preferences and Workstyles Will Define the Future Workplace," Oct 2021

"Here's Why Employees at Top-Performing Companies Need the Office," Sept 2021

"Why Top-Performing Companies Are More Likely to Increase Their Real Estate Footprint Post-COVID," Sept 2021

"4 Emerging Patterns About Hybrid Work and the Future of the Office," July 2021

"Will Remote Work Trends Benefit Smaller, More Affordable Cities?" June 2021

"Lessons From China: What Hybrid Work Really Looks Like in Practice," May 2021

"5 Design Interventions to Mitigate Virus Risk in the Workplace," March 2021

"Why Ceilings Offer Clear Air Solutions for a Post-COVID World," Feb 2021

"Across the Globe, Workers Want a Hybrid Work Model," Dec 2020

"Surprising Truths About the New Hybrid Workplace," Dec 2020

"5 Trends Driving the New Post-Pandemic Workplace," Dec 2020; translated and re-published in Japan's *Popoffices*, *Architecture Archive*, June 2022

"Design for the New Hybrid Workplace," Oct 2020

"Most People Want to Return to the Office — But They Expect Changes," May 2020

"What Happens When We Return to the Workplace," April 2020

"In the Face of the Coronavirus, Workplace Wellness Is Key," March 2020

"Remote Working Offers an Opportunity to Experiment and Learn," March 2020

"The Open Office Isn't Dead (Redux)," 2019

"The Open Office Isn't Dead," 2018



Janet speaking in Tokyo in 2014 (top) and speaking at Orgatec Trendforum in Cologne, Germany in 2018 (above)

LOCATIONS OF SPEAKING ENGAGEMENTS



Accomplishments: Speaking Engagements, Conferences, and Webinars

INTERNATIONAL EVENTS

RWDI (*Canada & Americas*)
 “Gensler Global Workplace Surveys 2020: The Hybrid Future of Work,” keynote, 2020

Orgatec Trendforum (*similar to NeoCon in Germany*)
 “The German Workplace in the Global Context,” speaker, Cologne, Germany, 2018

CoreNet Global Event
 “The Global Workplace: A Virtual Knowledge Exchange,” Sydney, London, Sao Paulo, Mexico City, DC, NY, Orange County, keynote, 2017

CEATEC (*similar to SxSW in Japan*)
 “Workplace: Looking to the Future,” keynote, Tokyo, 2014

Okamura Conference
 “The Balanced Workplace,” keynote, Tokyo, 2014

EuroFM Conference
 “Measuring the Intangibles of Workplace Performance,” speaker, Vienna, Austria, 2011

INDUSTRY EVENTS

CoreNet Global Summit
 “The New Workplace Realities,” Seattle, 2021
 “Enhancing the Human Experience,” Orange County, 2019

“Global Uncertainty? Getting Ahead of Change at The Coca-Cola Company and LinkedIn,” Boston, 2018

“The Global Workplace Paradox: Driving Creativity and Innovation,” Philadelphia, 2017

CoreNet Global Regional Events
 “New Visions: Workplace for a Hybrid Workforce,” Eastern Regional Symposium, Philadelphia, 2022
 “Emerging New Workplace Realities,” Global VIP Partner event, 2021

“Return to the Office,” Michigan Chapter, 2020
 “Emerging Trends that Impact the CRE,” NoVa, 2015
 “Exploring the Future of Work,” Raleigh, Charlotte, 2014

“New Measures of Performance in a Knowledge Economy,” Denver, 2008

“Janet has been a consistent advocate of the value of data to inform design strategies—something we embraced with passion for Roche Diagnostics globally.”

– Kolja Bartscherer, Global Capital Investment and Real Estate, Roche Diagnostics, Basel, Switzerland



Janet speaking at ULI Fall Meeting in DC, 2019



"I 'knew of' Janet for many years, following her publications as a key source of knowledge in Costa Rica. Later, I was lucky to co-present with her at IFMA World Workplace. Janet's keen insights have been pivotal for our industry—going beyond mere trends and pushing the boundaries of workplace understanding across multiple locations and cultures."

– José Luis Sanchez-Concha Ibarra
Founder, *Nework Rules*, Costa Rica

Accomplishments: Speaking Engagements, Conferences, and Webinars

INDUSTRY EVENTS

IFMA World Workplace | Workplace Evolutionaries

"Redefining Work(Place): How & Where Work Will Get Done," virtual, 2020

"Quantifying a Great Experience: The Design Factors that Matter Most," Charlotte, 2018

"Global Workplace Comparisons," Houston, 2017

"The Global Workplace Paradox: Driving Global Workforce Innovation," San Diego, 2016

"Creating Light at the End of the Tunnel," Atlanta, 2010

"Measuring the Intangibles of Workplace Performance," Orlando, 2009

"High-Performance Work Environments," St. Louis, 1994

"Plan Ahead or Drop Dead," San Diego, 1991

"National Survey of Corporate Office Trends," Baltimore, 1990

"The Challenge of Rapid Facility Response," Seattle, 1989

IFMA Regional Events

"Debunking Workplace Myths," IFMA Workplace Evolutionaries Mid-Atlantic Summit, DC, 2020

"How Will the Workplace Change in a Post-Pandemic World?" IFMA Chesapeake Chapter, 2020

"Returning to the Workplace," IFMA Piedmont Triad Chapter, 2020

Urban Land Institute (ULI)

"Office in Flux – Which Way Is Up?" ULI/Arizona, 2021

"Office Evolution Roundtable," ULI/Arizona, 2021

"The Future of Work," ULI Fall Meeting, Washington, DC, 2019

"The Future of Work," ULI Carolinas Summit, 2019

"Rethinking the Office," ULI Public Development and Infrastructure Council, Denver, 2012

DCBIA

"Future of Work: Learning from a Decade of Data," Washington, DC, 2018

Agile Workplace Conference

"The Innovation Ecosystem," Washington, DC, 2016

"Creating a Workplace Your People Want to Work In," Arlington, VA, 2014

Proxyclick

"The Global Future of Work: Data + Research Findings," speaker, 2021

Architectural, Engineering and Construction CEO Forum

"Reimagining Workplace in a Post-Pandemic World," 2020

SECTION 2.3



Janet speaking at WSJ Future of Everything Festival in NYC in 2019 (top), and keynoting the Downtown Denver Partnership event in 2022 (bottom)

Accomplishments: Select Speaking Engagements, Conferences & Webinars

BEYOND OUR INDUSTRY

Viviowire 22

“Reinventing the Office in a Hybrid World,” webinar keynote, webinar 2022

The Financial Times

“Future of Work,” webinar speaker & panelist, 2021

Innovation Research Interchange (IRI) Conference

“The New Hybrid Work(Place): How and Where Work Will Get Done,” webinar keynote, 2021

ASAE Annual Meeting

“The New Role of Workplace for Associations and Foundations,” webinar keynote, 2020

Wall Street Journal Future of Everything Festival

“What Workplaces Work?” speaker, New York City, 2019

Xchange Executive Network

“Workplace: Now + Future,” keynote, Charlotte, 2019

The Economic Club

“Design Trends & Innovation,” keynote, Washington, DC, 2017

South By Southwest (SXSW)

“A Focus on Focus: Workplace Distractions,” speaker, Austin, 2014

SABA Global Summit

“Better Engagement Leads to a Happier Workplace,” speaker, Orlando, 2014

Federal Perspective Symposium

“Trends in Government,” speaker, Washington, DC, 2011

BUSINESS DISTRICTS/COMMUNITIES

Downtown Denver Partnership

“The New Workplace Ecosystem,” keynote, Denver, 2022

“Restarting the Economy Part Two: Returning to the Workplace with Janet Pogue McLaurin,” keynote, 2020

“Returning to the Workplace,” webinar keynote, 2020

Raleigh Alliance

“What Happens When We Return to Work?” keynote, 2020

Rosslyn Business Improvement District

“Rosslyn Ready: Reentry for Businesses,” webinar keynote, 2020

CLIENTS AS ADVOCATES

SHARING JANET'S RESEARCH WITH THEIR CLIENTS:

Roche World FM Day

“Work Experience of the Future,” webinar keynote, 2021

Density

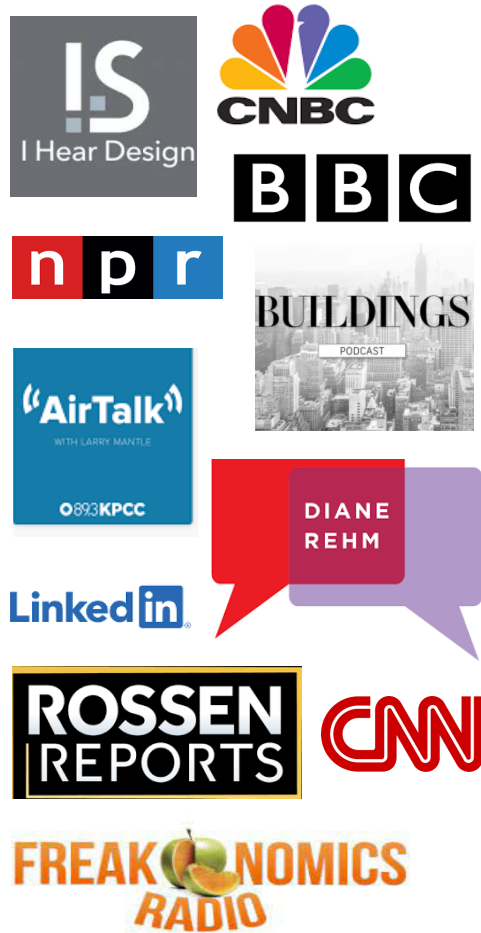
“Making Hybrid Work: Human-Scale Perspectives and Solutions,” webinar keynote, 2021

Jackson Lewis Future of Work

“Re-imagining the Workplace: How WFH is Shaping Future Office Design,” webinar keynote, 2020

“Future of Law” Re-imagining Workplace in a Post-Pandemic World,” webinar keynote, 2020

“Driving Innovation in the Office,” keynote, Chicago, 2017



Accomplishments: Podcasts and Media Appearances

PODCASTS

Buildings and Interior+Sources, I Hear Design

“The Great Disruption, Resiliency and the Workplace of the Future,” 2022

Millennial Leader Podcast with Dr. Santor Nishizaki

“The Future of Workplace with Janet Pogue McLaurin,” 2022

LinkedIn LEAD

“Back to the Office Insights,” 2020

Gensler Design Exchange

“Employee Expectations for Future Office Design and Culture,” 2022

“Conversation with CEO of Armstrong World Industries,” 2021

“What We Can Learn From Working From Home,” 2020

“One Size Does Not Fit All: An Interview with Janet Pogue McLaurin,” 2018

Freakonomics Radio & Podcast

“Yes, the Open Office Is Terrible—But It Doesn’t Have to Be,” 2019

MEDIA APPEARANCES

BBC World Radio

“BBC World Business Report” by Mike Johnson-Bu, May 8, 2020

“Open Office Victims Push Back,” 2014

NPR Radio

2020: NPR Marketplace, Dec 15, 2020

2014: Diane Rehm Show, 2014

2013: AirTalk 89.3 KPCC

Television Appearances & Citations

CNN Business, “Why Requiring Workers to Spend More Days in the Office Could Backfire,” July 13, 2022

CNBC TV, “The Office of the Future: Redesigning the Workplace,” April 27, 2020

Rossen Reports, Hearst TV Syndication, 2020

PBS News Hour, “Here’s Proof That Open Office Layouts Don’t Work, and How to Fix Them,” 2018 (Janet’s 2016 research cited)

CNN Business, “The Outdoors Are Making Their Way into Office Workspaces,” March 20, 2018

List of Exhibits

LEADING GROUNDBREAKING RESEARCH



1 Workplace Performance
Original Research



2 Innovation
Original Research

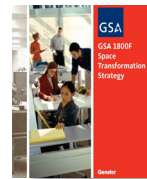


3 Global Comparisons
Original Research

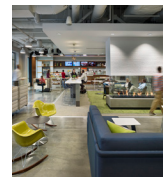


4 WPlx Project Tool
Applied Research

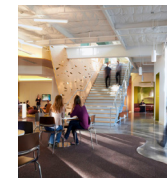
EMPOWERING ARCHITECTS WITH NEW INSIGHTS



5 GSA Headquarters
Federal Government
Mobility Pilot



6 Capital One
Campus Strategy and
Implementation



7 Amgen
Global Workplace
of the Future



8 Vanguard
Employee Experience
Global Guidelines

DRIVING THE “FUTURE OF WORK” CONVERSATION



9 Pandemic Impact
Original Research

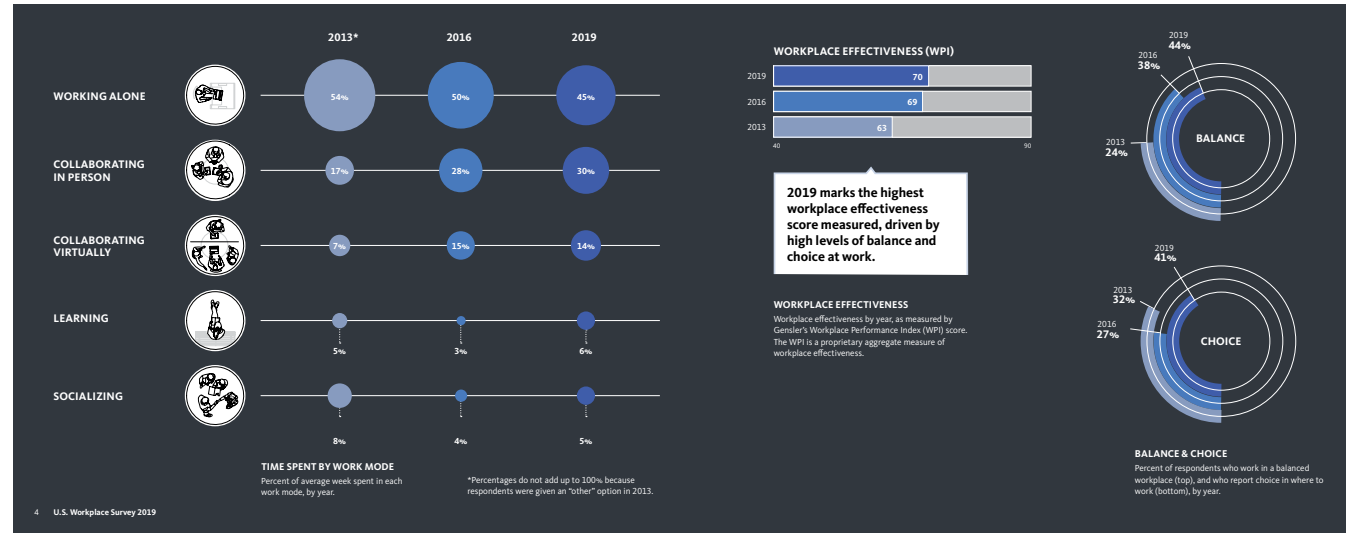
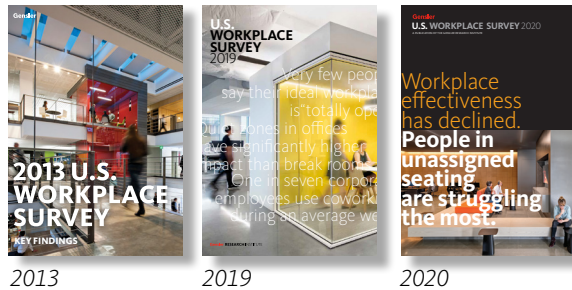


10 Future of Work
Exploring What's Next

Workplace Performance

Measuring Space Effectiveness + Work Experience

Original Research



Shifts over time for work behaviors, space effectiveness, balance & choice

Firm of Record: **Gensler**
 Design Firm: **Gensler Research Institute**
 Published Dates: **2013, 2019, 2020**
 Nominee Role: **Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: largely responsible for research.
Diane Hoskins, FAIA
 Co-CEO, Gensler
 Executive oversight of Gensler Research Institute

CHALLENGE

Knowledge workers are faced with an ever-changing business climate and a faster pace of change, often while being asked to do more with less. At the time of this research, there was growing sentiment and media pushback on open plan design. **Janet used this research to understand the design factors driving workplace performance. How can design better support engagement, satisfaction, and performance? How is this changing over time?** The workplace had been improving: 2019 registered the highest effectiveness scores recorded, until a sudden sharp decline in both effectiveness and experience weeks before the pandemic. The workplace no longer worked and it was ripe for re-invention.

ROLE

Janet actively led all three research studies in 2013, 2019, and 2020, which were all published before the pandemic. Janet developed the research topics, survey questions, key findings, and was the media spokesperson.

She identified how focus, balance, and choice played a crucial role in driving higher space effectiveness and a better work experience.

Janet also identified which amenities were worth investing and contributed most to both effectiveness and experience, which was of particular interest for developers of speculative office space.

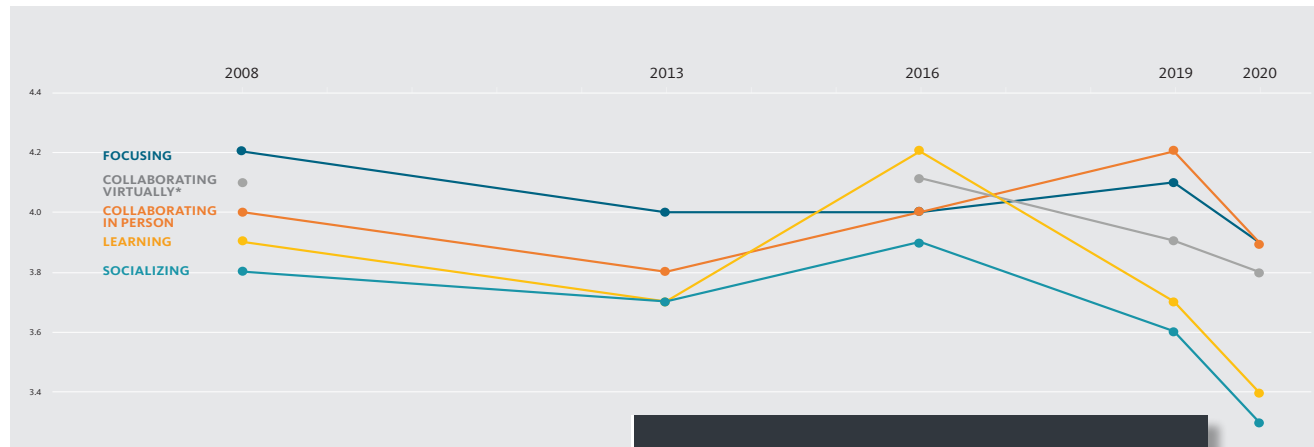
Exhibit 1

RESEARCH METHODOLOGY

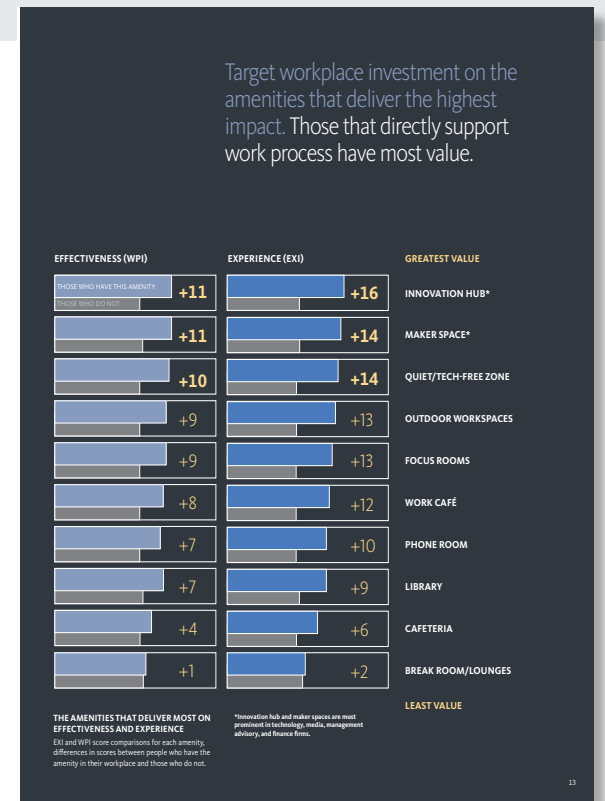
This collection of research represents data collected via an online survey conducted among a random sample of 14,492 U.S. office workers representing a broad cross section of demographics including roles, generations, company sizes, and locations. Respondents include knowledge workers who work in an office across 10 industries. For Janet's 2013 research, The Futures Company conducted the survey including face validity testing, and Precision Consulting conducted the PhD-led statistical analysis. For Janet's subsequent research studies, Qualtrics conducted a randomized panel-based survey with statistical analysis by Janet and the Gensler's Research Institute analytics team. Core questions are consistent to benchmark the WPI score alongside Janet's supplemental exploratory questions to explore a variety of factors, including innovation, motivation, choice, and work patterns.

RESULTS

At a time of foosball tables and free food being considered top amenities, this collection of research identified which amenities are actually worth the investment. **Janet changed the narrative that “amenities” are not optional and identified those that deliver the highest impact.** This shifted building and campus design for architects, developers, and corporate clients. In addition, **Janet debunked the prevailing myth that open plan was bad. She proved that well-designed open plan not only supports a functional and effective place to work, but provides the best employee experience.** Janet coined “degrees of openness,” which is still widely used today. Janet's publications directly generated more than 1,000 features/articles in 30 countries, 5 live TV interviews, 4 radio interviews, 7 blogs, 1 podcast, and 9 global conferences. This body of research and is still relevant and generating media attention today as we return to the office.



By Feb 2020, Janet measured a sharp decline in space effectiveness signaling that the pre-pandemic workplace no longer worked—noise and lack of privacy were key culprits

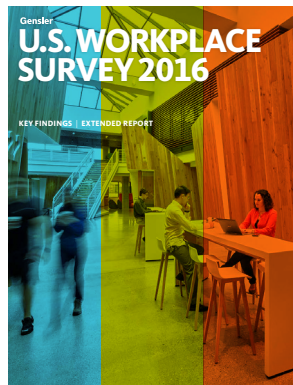


Report page example ranking amenities worth investing

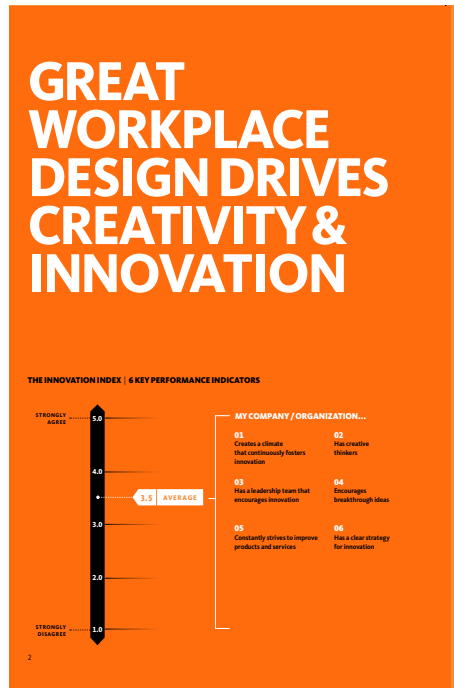
Creativity and Innovation

Measuring Design Impact

Original Research



-  **MORE COLLABORATION**
-  **MORE MEANING**
-  **BETTER RELATIONSHIPS**



HOW DESIGN DRIVES INNOVATION

INNOVATION INDEX



Report page illustrating statistical link of well-designed workspaces correlate with higher levels of organizational innovation and creativity

Firm of Record: **Gensler**
 Design Firm: **Gensler Research Institute**
 Published Dates: **2016**
 Nominee Role: **Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: largely responsible for research.

*Andy Cohen, FAIA
 Co-CEO, Gensler
 Executive oversight of Gensler Research Institute*

CHALLENGE

Innovation, creativity, and differentiation are top priorities for every organization. The pace of change has never been faster, and the market and business climate demands innovation to stay competitive.

Intuitively, we know great workplaces can support innovation, but how can design drive innovation? And could we measure it?

ROLE AND RESEARCH METHODOLOGY

Janet and her team surveyed a panel-based sample of more than 4,000 randomly sampled U.S. office workers in 11 industries to understand where, and how, work was happening, and the design impact on employee performance and innovation.

Janet conducted the survey using Gensler's Workplace Performance Index (WPI) survey tool, which is built upon a core set of validated questions gauging workplace effectiveness and functionality that Janet has used and refined over the previous 10 years. Respondents represented a cross-section of generations, roles, education levels, and company sizes.

Exhibit 2

RESULTS

Janet uncovered that people who ascribe a high level of innovation and creativity of their company not only work differently, but use their workplace differently.

By comparing the most innovative employees—those in the top quartile to those in the bottom quartile—Janet was able to identify differences in specific work behaviors and spatial attributes:

- **Innovators have better designed workspaces** of all types—from individual desks, to meeting places, common areas, and outdoor spaces.
- **Innovators spend less time at their desks**, instead collaborating and socializing in meeting spaces, common areas, and out of the office.
- **Innovators have more choice** in when and where to work as well as access to a wider variety of spaces for focus, collaboration, and learning.
- **Innovators have greater access to amenities** in or near their office locations and use them twice as often.
- **Innovators report more meaning and purpose** in their work, have stronger relationships with their managers, and higher job satisfaction.

Her research focused on the business impact of design with clear recommendations on 9 actionable design drivers. **Janet changed the dialogue from “workspace as a cost reduction” to “workplace as an investment for business innovation.”**

Janet’s research generated global media attention spurring her to speak at 22 events and conferences across the U.S., UK, and Germany, and to author or be interviewed in 5 blogs and 16 articles in industry and business media.



Report page examples illustrating key drivers of innovation at the individual, group, and organization level



Global Workplace Comparisons

Analyzing Commonalities + Unique Differences

Original Research



Presentation slide examples

Firm of Record: **Gensler**
 Design Firm: **Gensler Research Institute**
 Published Dates: **2017**
 Nominee Role: **Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: largely responsible for research.
Brett Hautop, AIA
VP of Workplace Experience, LinkedIn (former)
Co-speaker at CoreNet Global Summit on this research

CHALLENGE

After a decade of original workplace research studies, Janet had amassed data for the U.S., Latin America, UK, Middle East, and Asia. She embarked on a comparative global analysis to uncover connections, commonalities, and differences across the globe.

Janet explored three key questions:

- **Does employee behavior vary by culture and geography?**
- **Which density performed best?**
- **Does inequity vary globally?**

ROLE AND METHODOLOGY

Janet led the meta-analysis research effort to mine a database of over 15,000 anonymous, panel-based participants in the global workplace surveys of 2016–2017. She compared the results between countries taking into consideration the cultural differences of individualistic and collectivist cultures. Survey questions were consistent and translated into their native languages. The statistical analysis was conducted by Janet and a member of Gensler's Research Institute analytics team. Janet identified the key findings, crafted presentations, and was the key spokesperson to the media and industry.

Exhibit 3

RESULTS

This research was one of the first global workplace comparison research studies uncovering universal truths and unique differences. The success has led to expanded global research in 13 countries across the Americas, Europe, Middle East, and Asia.

Global Knowledge Exchange Industry Event

In October 2017, Janet created an interactive CoreNet Global virtual knowledge exchange event. Hosted in 12 locations around the globe, Janet shared her research findings and moderated a panel of industry experts to talk about their observations and local project experiences. Based on the success of this inaugural event, multi-chapter global learning events became a CoreNet Global best practice.

Industry Conferences

“Global Uncertainty? Getting Ahead of Change at The Coca-Cola Company and LinkedIn,” CoreNet Global Summit, Boston, 2018

“Global Workplace Comparisons,” IFMA World Workplace Conference, Houston, 2017

“The Global Workplace Paradox: Driving Creativity and Innovation,” CoreNet Global Summit, Philadelphia, 2017

“The Global Workplace Paradox: Driving Global Workforce Innovation,” IFMA World Workplace | Workplace Evolutionaries, San Diego, 2016”

Publication

Corporate Real Estate Journal, Vol 6: “The Workplace Paradox,” London, 2017

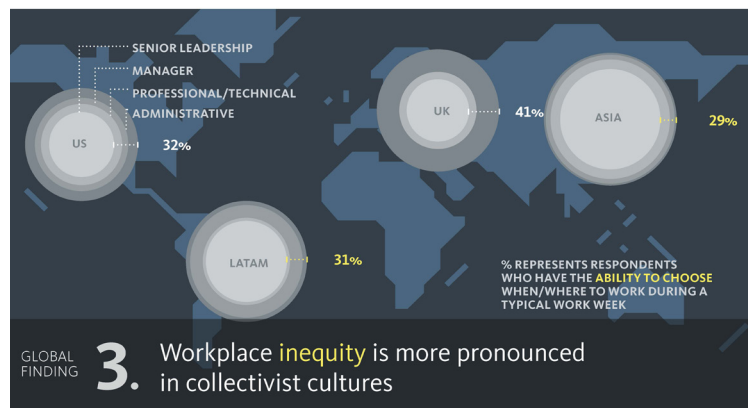
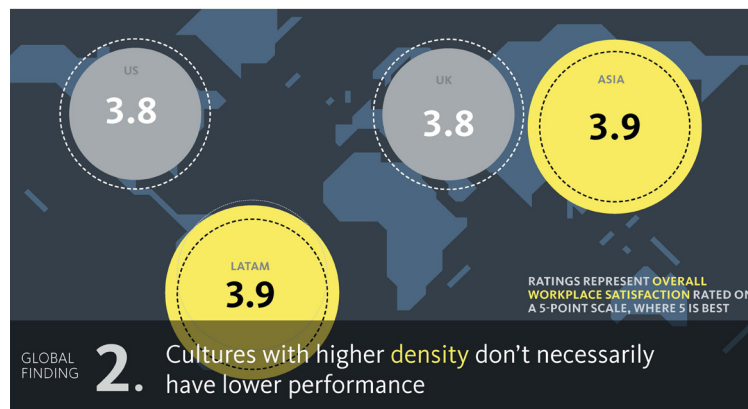
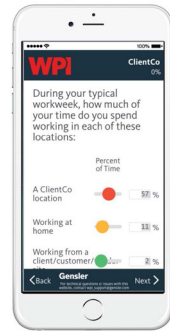
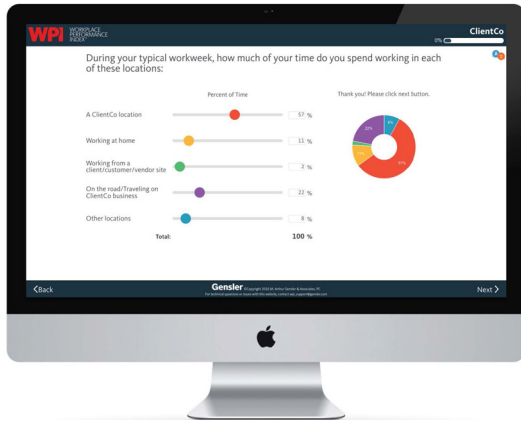


Exhibit 4: Leading Groundbreaking Research

WPIxSM Project Tool

Measuring the Intangibles on Projects

2008–Present



WPIx STATS TO DATE

690,000 RESPONDENTS
95million DATA POINTS
53 COUNTRIES
18 LANGUAGES

“Designing a new HQ building gave us the unique opportunity to rethink every aspect of our workplace. Gensler’s WPIx tool allowed us to benchmark our current workplace and measure results. The information provided by the WPI was instrumental in demonstrating the value of design.”

– Laura Thompson, CFO, Goodyear

Firm of Record: **Gensler**
Design Firm: **Gensler Research Institute**
Published Dates: **2008–Present**
Nominee Role: **Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility for the exhibit listed above. That responsibility included: project under direction of nominee.

Julie Seitz

(former) Workplace Experience, The Coca-Cola Company Client Executive Oversight for this project

CHALLENGE

Clients must improve innovation, employee engagement, and their business performance to stay competitive. From her research, Janet knew that the physical workspace plays a significant role and both workplace effectiveness and a great workplace experience are linked with higher innovation, better employee engagement, and better business performance. **What if architects could measure behaviors, space effectiveness, and experience for individual clients? What if metrics could inform design and measure the design impact post-occupancy?**

ROLE AND METHODOLOGY

Janet co-developed, expanded and led the adoption of this design tool since its inception. The WPIx is a web-based survey to measure current work behaviors, space effectiveness, and workplace experience on projects. The survey is sent to employees of a client’s company or site to understand how they work, where and when they do their work, and assess space effectiveness for their job performance. **It directly links space performance to job performance—embedding Janet’s research into projects.** It is a diagnostic tool used by architects to inform design, and later repeated to measure the design impact post-occupancy.

Exhibit 4

RESULTS

Janet's WPIx project tool **measures the intangibles of how people work, how they perceive their current workplace experience, and the space effectiveness to support their job performance.**

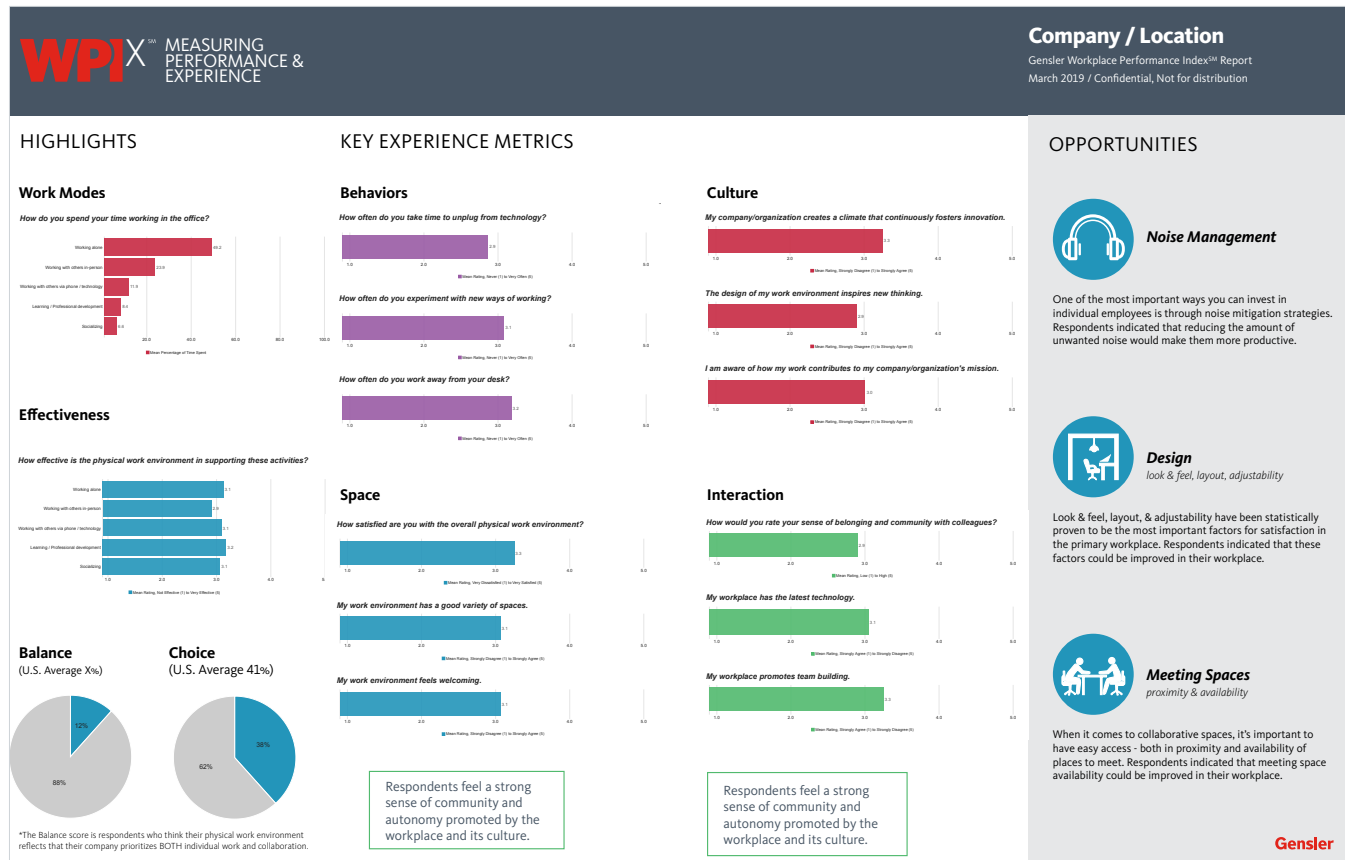
The project survey empowers architects to gather user insights quickly and easily. It is typically used along with other design methods such as visioning, interviews, site observation, and focus groups during the discovery project phase.

Janet's WPIx survey is unique because it is the only pre-design tool where every end-user has input and a voice in the design process. It is not uncommon to have 80% employee participation due to a high desire to share how they work and what they need to excel in their job performance. Employees who participate report that the gamification features also make it fun.

The WPIx survey is also unique in our industry because it **benchmarks each client against Janet's research** by industry as well as the top innovators. Clients value benchmarks as models to make smarter decisions on new design strategies or approaches for their employees to work at their best.

"Janet has been a workplace mentor for Tokyo. We just launched a WPIx survey for a Japanese client with 40,000+ employees. This will inform a new of working and how they can support their most important asset—their people."

– Sarah Bader, Managing Director, Gensler, Tokyo



Example of Executive Report that Janet created with metrics on how people spend their time by work mode, space effectiveness, and key experience metrics including behaviors, space, interaction, and culture. As part of a client report, design opportunities to improve the space can be easily identified. Detailed reports can be created by team, group, function, campus, or aggregated enterprise-wide.

HOW THE TOOL WORKS

- 15-min web-based survey for all employees
- Online results by team, site, or organization
- Analytics report to benchmark detailed results to Janet's research and identify design opportunities
- Post-occupancy report to measure design impact

Exhibit 5: Empowering Architects with New Insights

GSA Central Headquarters Piloting Federal Mobility

Research-based Strategy, Pilot, and Modernization



Photo: Ken Ritter



Janet led the development of a new programming tool (above) to model shared seat capacity in real time during a series of interactive leadership workshops. This enabled leaders to visually see the design impact of their decisions leading to a higher rate of mobility adoption for the entire agency of 4,200 GSA employees.

Firm of Record: **Shalom Baranes Associates**
 Firm for Interiors: **Gensler**
 Phase 1: **2014 (Interiors modernization)**
 Phase 2: **2015 (Strategy)**
 Nominee Role: **Principal for Strategy & Interiors**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: strategy and interiors under direction of nominee.
Charles Hardy, AIA
 Chief Architect, GSA Public Buildings Service
 GSA Chief Workplace Officer for this project

CHALLENGE

A presidential Executive Order mandated that federal agencies shed unused office space and cut costs in response to the 2010 Telework Enhancement Act. As the federal government landlord, GSA wanted to shift workers to more flexible workstyles and lead by example as a “living lab” for all federal agencies. In addition to the presidential mandate, Martha Johnson, GSA’s administrator at the time, floated a challenge — an admitted “moonshot”—of consolidating all of GSA’s DC-metro employees into one location. Johnson’s goal was to help to break the mindset that work and place are the same thing. **“What would it take to move all of metro DC GSA into 1800F Street?”** became the project’s rallying cry.

ROLE AND METHODOLOGY

Janet actively led GSA’s workplace strategy and the interior design for the 800,000 SF modernization of 1800F Street as well as the 300,000 SF swing space at One Constitution Square, which served as a beta site to test her initial ideas. Through an extensive interactive assessment of GSA’s needs, Janet identified how each GSA division worked, the level of current mobility, gaps, and opportunities. This led to insights on individual workstyles, group work patterns, leadership’s sense of desired mobility, and the design strategies that worked best for each division. Based on this project success, **Janet’s subsequent research explored open plan, unassigned seating, and how mobility could impact a better work experience.**

Exhibit 5

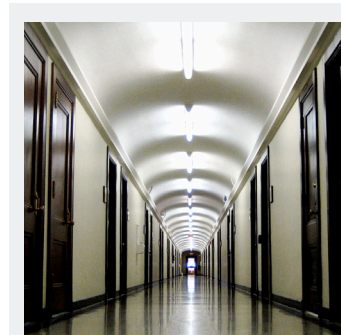
RESULTS

Janet's GSA 1800F project was the most aggressive mobility program (public or private sector) ever achieved at the time. Janet's workplace strategy doubled occupancy from 2,220 dedicated workstations to 4,400 work seats with the capacity for 6,000 GSA staff in the future. **By using their own headquarters as a "living lab," GSA led by example to transform the way the federal government works and uses space—ultimately increasing efficiency and performance across all federal agencies.**

Since occupancy in 2015, 1800F has become a model for federal projects. GSA serves as landlord for 8,100 leases and 1,500 government-owned buildings—making Janet's impact profound.

Recognition and Media

GSA Case Study and Video: "Work is What You Do, Not Where You Are," *WorkDesign Magazine*, 2015
Future Work by Alison Maitland, published 2011 and updated 2013, Janet quoted, GSA case study cited
 "To Cut Costs, Federal Workers Become Nomads," *The New York Times*, 2014
 "Making Room for Innovation," *FCW*, 2013
 "GSA Aims to Improve Collaboration with New Office Layout," *WTOP News*, July 17, 2013
 "GSA to Ditch the Desk in New Offices," *Washington Business Journal*, 2013
 "Sequester-Era GSA Looks to Modernize Old Federal Workplace," *Huffington Post*, 2013
 "Tangherlini: New GSA Office Space Part of Broader Transformation," *FierceGovernment*, 2013
 "The Federal Office Space of the Future?" *The Washington Post*, 2013



EXISTING 1800F Street

Dedicated office and workstations
Traditional suite arrangements
Dedicated printers & support
Mono-function spaces



SWING / PILOT One Constitution Square

Dedicated workspaces (no sharing)
Fewer/smaller standards
Shared printers & support
Multi-function spaces



MODERNIZATION 1800F Street

2:1 People: Seats
No group boundaries
Reduced files by 75%
Flexible multi-function workspace

The impact on the employee experience is best stated in the quote below—directly from a GSA employee:

"I was absolutely convinced that I was going to hate it... but I enjoy working in 1800F. The new space is welcoming, bright, and open. I'm empowered to reserve the type of work space I need each day. I never want to go back to the former space or way of working. I love it!"

The new 1800F makes me feel valued as a government employee again.
 – *Unsolicited feedback from a GSA employee*

Exhibit 6: Empowering Architects with New Insights

Capital One | West Creek

Balancing Individual + Team for Campus Flexibility

Research-based Campus Strategy and Renovation

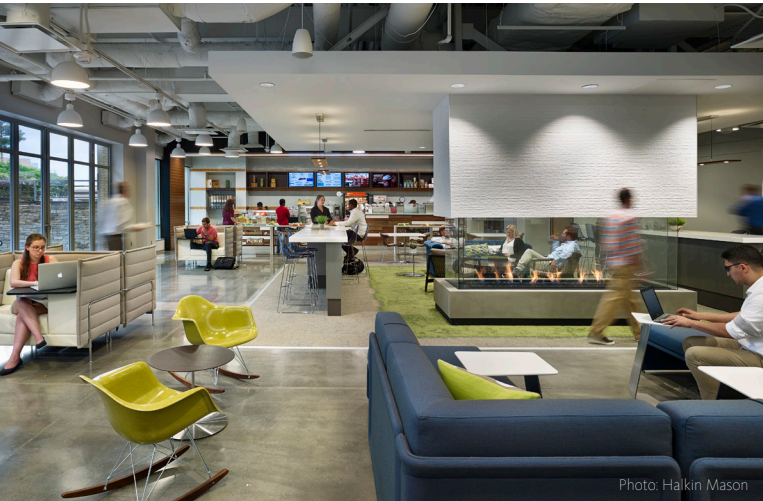
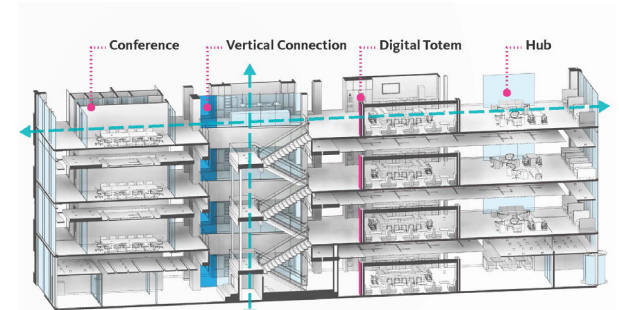


Photo: Halkin Mason



Digital totems & new stairs vertically connect each floor/building

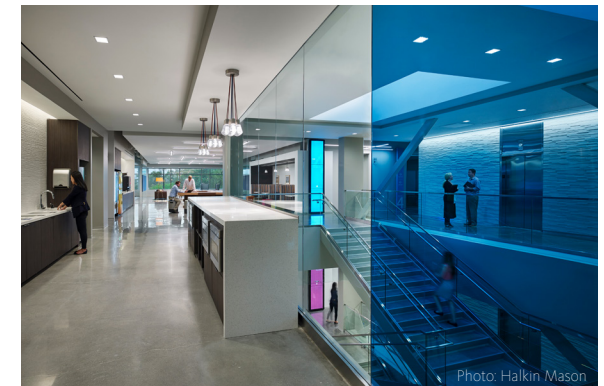


Photo: Halkin Mason

Firm of Record: **Gensler**
Design Firm: **Gensler**
Completion: **2014–2018** (strategy to full occupancy)
Nominee Role: **Workplace Strategy Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: strategy under direction of nominee.

Stefanie Spurlin Jenkins

Managing VP, Workplace Solutions, Capital One

Client Executive Oversight

CHALLENGE

Associates at Capital One's 10-year-old West Creek campus outside of Richmond, VA, no longer work the same way as the original design intended. Staff now work virtually in distributed teams with hundreds of staff traveling from DC area to the Richmond campus every week, creating a shortage of work space. Navigating the campus was challenging and confusing. At that time, space dictated how and where employees worked. **The campus needed to balance new ways of working (as individuals and as teams) to reflect the new Capital One brand, and to adapt to ever-evolving technology.**

ROLE AND METHODOLOGY

Janet created the workplace strategy to renovate the nine-building campus to better support Capital One today and position the campus for the future, including additional buildings. She utilized a mixed-method approach to understand how space could impact work processes and culture. Insights and ideas were gathered from staff and leadership. She analyzed data from all sources—existing information, leadership visioning, employee surveys, site observation, and focus groups. As groups relocated into new space, **Janet measured the design impact**—informing future design phases for continual improvement.

Exhibit 6

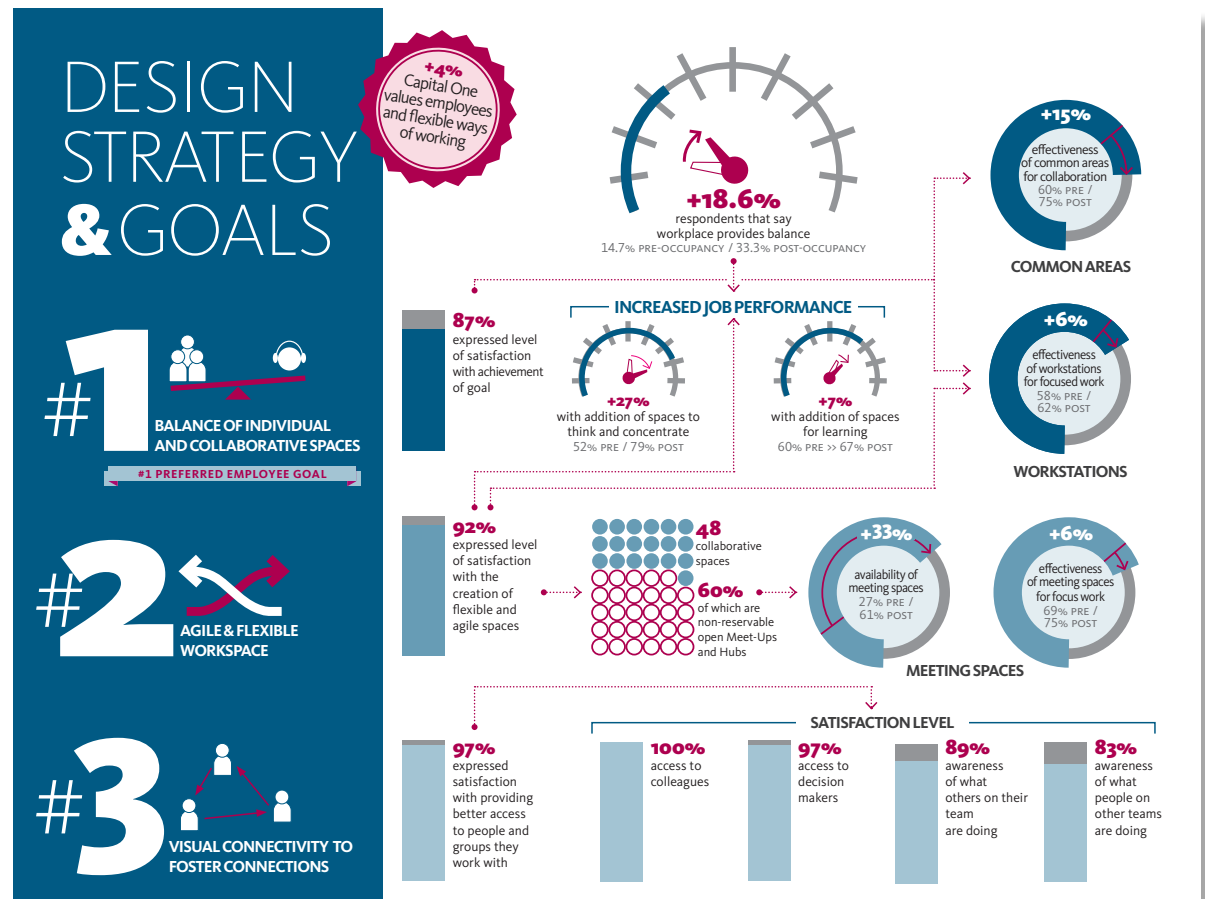
RESULTS

Janet uncovered that most staff individually work in a similar way; however, teams collaborate in very different ways and require tailored and unique spaces. She identified work traits and space implications for each team workstyle. **The application of team work profiles established what could be designed universally for flexibility and adaptability, and where unique designs were required.**

A strategy was created for places to meet, places to think, and places to connect at campus, building, and neighborhood planning scales. This strategy was implemented by an expanded design team over six years as each office building, town center, and amenity building was renovated or newly constructed. In addition, custom digital totems were designed within each building and across campus to improve employee navigation and wayfinding. The project achieved LEED-CI Silver certification.

Janet's WPIx design tool was used to understand how people worked to inform the design strategy. As groups were relocated into newly renovated space, **Janet repeated the WPIx survey post-occupancy to measure change in work behaviors and quantify the design impact:**

- Space effectiveness improved **18%**
- Workplace satisfaction increased by **13%**
- Access to natural light increased by **40%**
- Furniture adjustability scores increased **69%**
- Noise level improved by **27%**
- Meeting space proximity improved **25%**
- Availability of meeting space improved **45%**



Measurable results report for the first three renovated buildings on the West Creek campus as rated by employees

Exhibit 7: Empowering Architects with New Insights

Amgen

Building Community for All Workstyles

Global Research-based Strategy, Pilot, and Guidelines



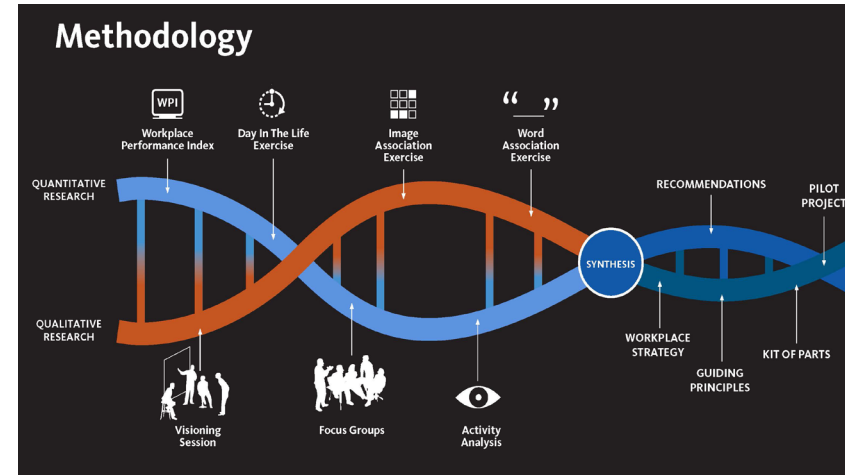
Photo: Ryan Gobuty

First floor functions as shared amenities to build community



Photo: Ryan Gobuty

Second floor zoned for focus and quiet group work



A 3-month immersive mixed-methods strategy process

Firm of Record: **Gensler**
Design Firm: **Gensler**
Completion Date: **Strategy 2009, Pilot 2011, and Global Guidelines 2012**
Project Size: **49,000 SF Pilot**
Nominee Role: **Strategy Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: strategy under direction of nominee.

Shawn D. Pixley

*(former) Director of Strategic Planning, Amgen
Client Project Director for this project*

CHALLENGE

Amgen is a pioneer in delivering medicines that fight serious illness and a company that embraces teamwork and innovation as foundations for its success. Amgen engaged Janet's team to develop a research-based workplace strategy to guide the planning and design of workplace environments to meet its future global needs.

The pilot project was a renovation of a former car dealership building on Amgen's Thousand Oaks, CA, campus. The goal was to create a place people wanted to be, test the workplace strategy in practice, and inform the creation of global design guidelines.

ROLE AND METHODOLOGY

Janet was hands-on leading an interactive, mixed-methods process with Amgen leaders and a cross section of employees. She created an innovative workplace strategy grounded in Amgen's values. The strategy addressed Amgen's functional and organizational goals and provided a strategic direction for global implementation. Based on the strategy and pilot success, her team created a kit of parts for the new workplace, including space types intended to support new worker profiles and workstyles. The guidelines addressed layout, size, technology requirements, and privacy levels, along with policy and operational recommendations to make the guidelines a success.

Exhibit 7

RESULTS

Amgen's "Workplace of the Future" project was a new way of exploring how workspace can support optimal workstyles, space efficiency, and improve company performance. Pre-occupancy, Janet used the WPlx project tool to understand employee behaviors, uncover space expectations, and establish work patterns. Post-occupancy, employees were re-surveyed to measure behavioral change and the design impact compared to the pre-occupancy scores.

Employees reported the following design impacts:

- Open communication increased **70%**
- Collaboration / knowledge sharing increased **75%**
- Decision making increased **32%**
- Sense of community increased **152%**

The pilot project achieved LEED Gold Certification, making it the first LEED certified building on Amgen's 21-building campus. **Based on the pilot success, Janet's team created Global Planning and Design Guidelines to be used by local architects worldwide for all future Amgen projects.** This project informed future research on community, belonging, unassigned seating, and mobile workstyles.

"Janet was able to bridge the concept with hard data, which convinced Amgen to risk the status quo for something better."

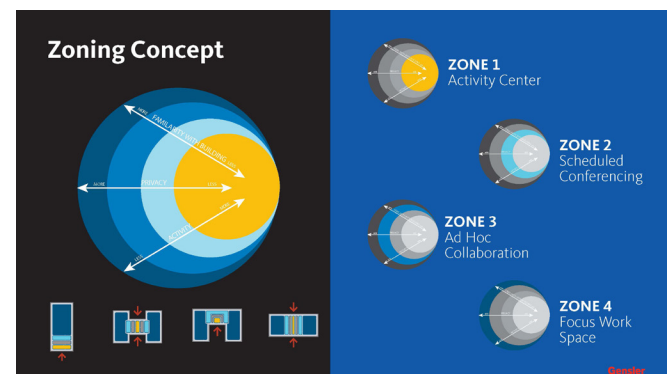
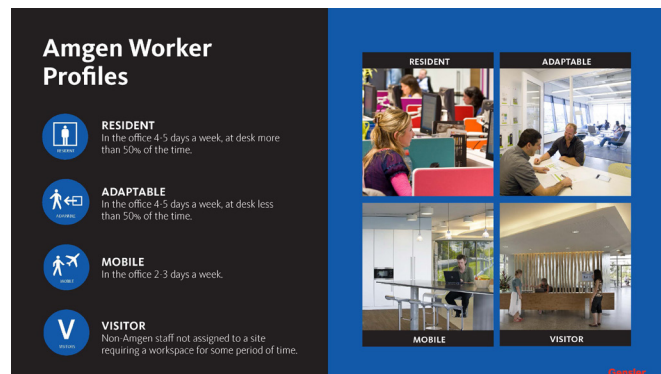
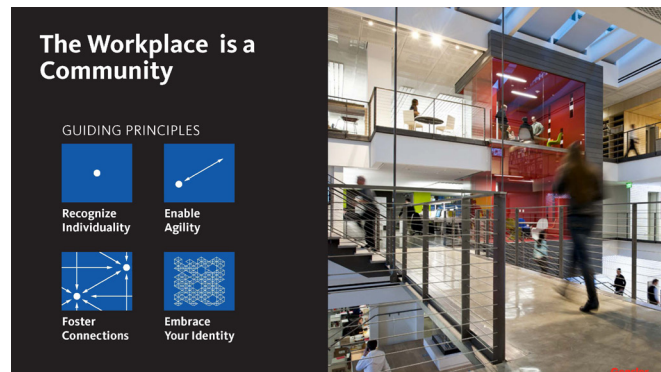
– Shawn Pixley, Amgen Director of Strategic Planning

"Everyone wants to work in this space. It is a delightful building and fosters fun. The pilot has been a resounding success."

– Senior Amgen Leader



Research-based analytics informed the pilot which, in turn, informed the "Workplace of the Future" Global Guidelines



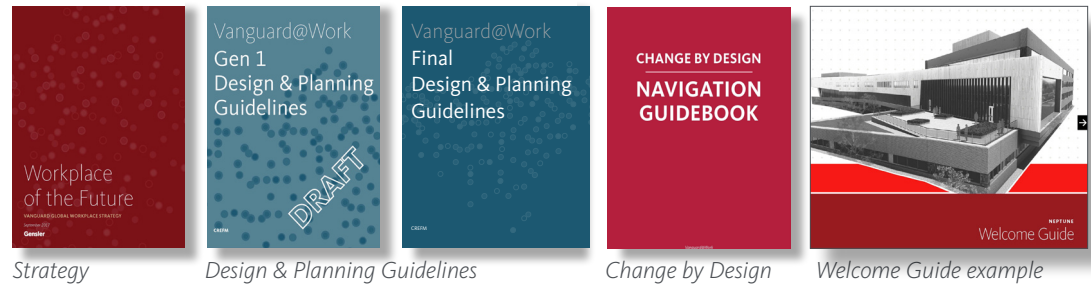
Workplace of the Future guidelines page examples outlining design principles, worker profiles, zoning concept and global design applications

Exhibit 8: Empowering Architects with New Insights

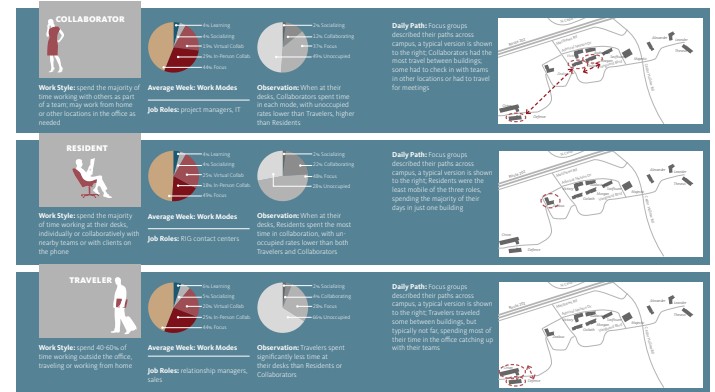
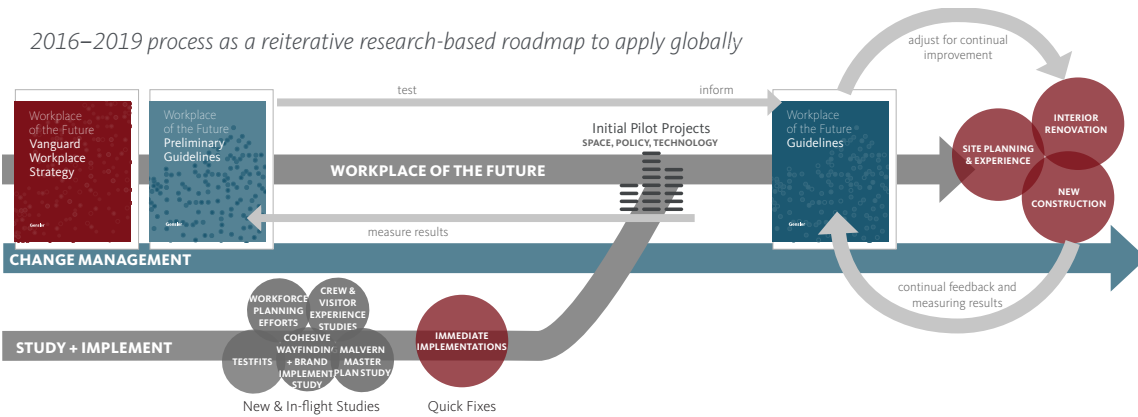
Vanguard

Elevating the Employee Experience

Research-based Strategy, Pilots, and Global Guidelines



2016–2019 process as a reiterative research-based roadmap to apply globally



Worker Profile analysis based on activities, mobility, and workstyles

Firm of Record: **Local Firms** (varies by project)
 Strategy/Guidelines: **Gensler**
 Completion: **2019 with ongoing advisory**
 Nominee Role: **Project Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: strategy/guidelines/program under direction of nominee.
Rosalind Edwards
Global Workplace Strategy and Change Lead, Vanguard Client Director for this account

CHALLENGE

Over the last decade, this investment advisory firm has grown rapidly in size and complexity—tripling its assets under new leadership and opening eight new locations across the globe. Agile work processes, redefined job roles, and technology advances introduced a radical shift in work activities. Vanguard experienced an increase in collaboration within teams and across the firm globally—creating further demand for meeting rooms and underutilized areas for individual work. High building occupancy rates signaled that the existing workspaces were not flexible enough to keep up with the swift changes.

ROLE AND METHODOLOGY

Working with the multi-disciplined client team, Janet created the Workplace of the Future strategy to establish new ways of working, worker profiles, and design strategies. Design & Planning Guidelines were developed and tested on pilot and in-flight projects and later refined into a final version that could be applied globally by local architects. **Janet worked with each set of architects to share planning principles and conduct peer reviews of concept plans.** As local architects designed each site, Janet's team developed and implemented a "Change By Design" program to prepare employees for the new space as part of a Vanguard change management program.

Exhibit 8

RESULTS

The Workplace of the Future enabled Vanguard to create a roadmap for a **better employee experience across a growing real estate footprint**. It was accomplished through a workplace strategy, global design guidelines, and a “Change by Design” change management training program addressing space, policy, and technology for a holistic approach.

A new planning concept successfully provided the right mix of spaces for a better work experience. By providing fewer dedicated workstations, space was re-allocated to spaces that employees needed:

- **60% increase** in enclosed conference rooms to seat 6 to 8 people, which was the most popular group size with the most demand
- **9 times** the number of open collaboration seats
- **14 enclosed focus rooms** for individual privacy and deep concentration (no previous rooms were available)
- **22-seat quiet zone** in a library-like setting as a new alternate place for individual focus work
- **28% increase** in total work points

To date, 7,000 employees have been impacted. Janet’s strategy and guidelines have stood the test of time and continue to adapt to new ways to work, including lean and agile work processes for different functions of the organization. **The guidelines have been used by 10 local architectural firms across the U.S. and Europe** as buildings are being renovated and for new building design as Vanguard continues to expand and grow.

A post-occupancy study is currently underway to quantify the employee experience and identify any necessary post-pandemic adjustments to keep the guidelines fresh and relevant.

SPACETYOLOGIES
Connect
Hubs and hallways conducive to impromptu conversations or networking



SPACE TYPES

- Hubs
- Hallways/Corridors

EXPERIENCE
Connect spaces should feel welcoming and open, with a variety of seating options to give crew personal choice. In select hubs, such as alternating floors or locations, specialty coffee could be available, drawing crew from other locations to encourage cross-collaboration. This relationship building aos improves retention, productivity, and morale.

PROTOCOLS
Hubs should be places for open and direct conversation, where crew don’t have to feel concerned about voice volume. Like a work cafe, these spaces should generate an energetic buzz of activity.

LAYOUT CONSIDERATIONS
Hubs should be adjacent to primary circulation paths with sound buffers between the workstations or quiet zones and connect spaces. Views to the outside are important in the creation of spaces where crew desire to spend time interacting

with others.

TECHNOLOGY
These spaces are intended to encourage face-to-face connection and do not need to have “high tech” capability. Connect spaces should be equipped ports and plugs to act as alternate work settings. Consider monitors to display breaking news or relevant Vanguard updates. Refer to the Audio/Video System Standards document for additional detail.

DESIGN LOOK & FEEL
Furniture, finishes, and lighting should vary from the typical team neighborhoods to provide visual interest and a different work experience. Lighting levels and fixture types should vary from the typical office environment.

IDENTITY/SIGNAGE
Connect spaces are shared functions and should contain brand and identity elements, with a focus on providing wayfinding for crew who may not be familiar with the building.

Typical Page from Design & Planning Guidelines



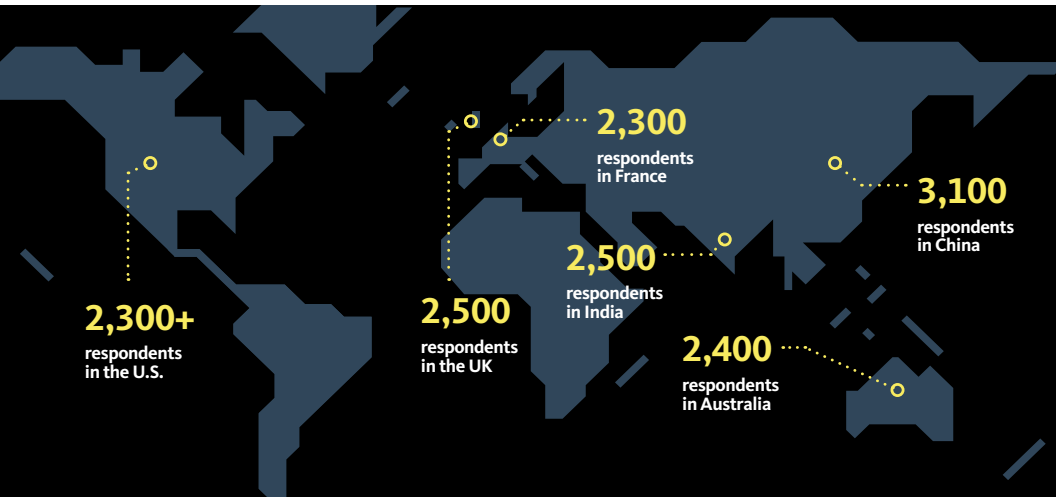
Concept Plan: typical floorplate on the Malvern, PA campus

Exhibit 9: Driving the Future of Work Conversation

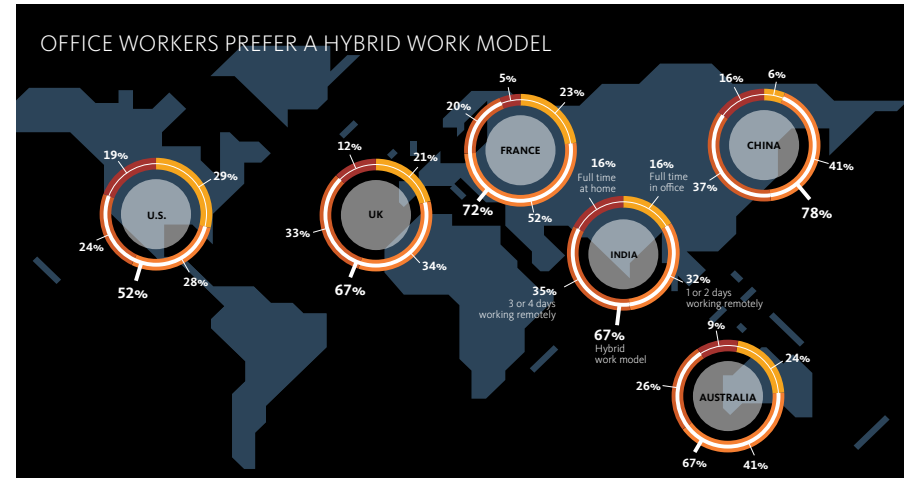
Pandemic Impact on Work

Changing Work + Expectations

Original Research: 11 Studies Throughout the Pandemic



Presentation slide examples



THE TOP-RANKED REASONS TO COME TO THE OFFICE

Rank	INDIA	CHINA	U.S.	UK	FRANCE	AUSTRALIA
1	Working in-person with my team/colleagues	Working in-person with my team/colleagues	Working in-person with my team/colleagues	Working in-person with my team/colleagues	Working in-person with my team/colleagues	Working in-person with my team/colleagues
2	To focus on my work	To focus on my work	Impromptu, face-to-face connections	Socializing with colleagues	Socializing with colleagues	Socializing with colleagues
3	Socializing with colleagues	To be part of the community	Socializing with colleagues	To focus on my work	To focus on my work	Impromptu, face-to-face connections
4	Access to specialized technology and support	Access to specialized technology and support	To focus on my work	Impromptu, face-to-face connections	Access to specialized technology and support	To focus on my work
5	Access to daily technology and support	Access to skills training/general learning	Brainstorming/ideating with colleagues	Brainstorming/ideating with colleagues	Brainstorming/ideating with colleagues	Brainstorming/ideating with colleagues
6	Access to skills training/coaching	Impromptu, face-to-face connections	Access to daily technology and support	To be part of the community	Scheduled, in person meetings with clients/customers	Learning/teaching/mentorship
7	Learning/teaching/mentorship	Socializing with colleagues	Scheduled, in person meetings with clients/customers	Scheduled, in person meetings with clients/customers	To be part of the community	To be part of the community
8	Scheduled, in person meetings with clients/customers	Access to specialized spaces, materials, or resources	To be part of the community	Access to daily technology and support	Access to daily technology and support	Access to daily technology and support

Firm of Record: **Gensler**
 Design Firm: **Gensler Research Institute**
 Published Dates: **11 Studies published 2020–2021**
 Nominee Role: **Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: research under direction of nominee.
Christine Barber, Principal, Gensler
Director of Gensler Research Institute, Executive Oversight

CHALLENGE

The pandemic has fundamentally shifted how, where, and when people work and had a profound impact on the office and cities. As COVID-19 continues, work patterns and worker expectations continue to evolve. This body of research initially focused on **how work was changing** as knowledge workers adapted to suddenly working from home. As the pandemic continued, later studies focused on the **new role of the office, changing expectations and policies, and the post-pandemic future.**

ROLE AND METHODOLOGY

Janet guided this repeated cross-sectional series of research studies throughout the pandemic. **A total of 11 surveys were conducted in 6 countries across 10 industries totaling 23,200 office workers.** Consistent with all Gensler workplace surveys, this research was conducted online among anonymous, panel-based respondents administered by a third-party provider. Under Janet's leadership, the Gensler Research Institute conducted the statistical analysis.

Exhibit 9

RESULTS

The research study consists of multiple surveys to capture changes and nuances in work behavior and expectations as the pandemic unfolded.

Janet uncovered:

- The **hybrid work model** is here to stay.
- Top-performing companies are 3X more likely to expect to increase their **real estate footprint**.
- **Hybrid is not new**, the most innovative were only in the office 67% of the time pre-pandemic.
- **Top-performers** expect to use the office differently—for deep focus, ideation, and creative tasks.
- **Gen Z** expects to work in the office and third places throughout the day—activating neighborhoods, districts, and the city as a workplace ecosystem.

Janet's research has driven significant new thinking on the future of the office. It has enabled companies to create "return to office" policies with more confidence and clarity. In particular, it has helped to shift the narrative toward leveraging the workplace as a destination, and a focus on piloting and testing new ideas.

The 11 studies resulted in 14 reports and 10 webinars. Janet has written or been interviewed for 22 articles and she authored 10 blogs. Inspired by this research, Janet organized a global virtual "Workplace 360" pop-up event to gather and share 32 different workplace projects that are exploring and piloting new ideas. This, in turn, led to architectural conceptual design exploration studies for the "office building of the future" responding both to climate action and the new work behaviors/expectations specifically identified in Janet's body of workplace research.

EDRA Award for Research Excellence

Janet's body of research won the 2022 Certificate of Research Excellence (CORE) recognized by the Environmental Design Research Association (EDRA). The EDRA CORE certification is a third-party professional certification that **"recognizes and celebrates rigorous and innovative practice-based environmental design research studies."**

To become EDRA CORE certified, research "undergoes a rigorous, double-blind review by an interdisciplinary panel of experts. Evaluations are based on two main dimensions:

1. **Research Rigor and Reliability**—the use of new and/or recognized research approaches (in research design, tools, and data collection) to produce valid results (including in data analysis and interpretation of findings); and
2. **Research Impact**—pushing the boundaries of practice through impact on the design industry."

BRIEFING #2
Younger Workers Value the Office Differently
Gensler
U.S. WORKPLACE SURVEY
SUMMER 2021

Younger workers—particularly Gen Z—have a different conception of the workplace.
Workers across all ages prefer a mix of in-person and remote work. However, younger workers have a more holistic vision for functions of the workplace.

While all employees agree that collaboration is a crucial part of the office's value proposition, beyond that, generational differences begin to emerge. When asked about the primary purpose of the workplace, Gen Z respondents are significantly more likely to rank maximizing individual productivity, and the only generation to rank being visible for promotion in their top ten. Gen Z and Millennial respondents are also the only groups to rank inspiring creativity and innovation as a primary purpose of the office. Conversely, older workers are most likely to note access to specific spaces, materials, or resources.

IN YOUR OPINION, THE PRIMARY PURPOSE OF THE OFFICE IS TO...

Rank	Gen Z	Millennial	Gen X	Boomer
1	Collaborate with my team	Collaborate with my team	Collaborate with my team	Collaborate with my team
2	Meet with clients	Foster professional & personal relationships	Foster professional & personal relationships	Share knowledge and best practices
3	Maximize individual productivity	Share knowledge and best practices	Meet with clients	Access specific spaces, materials, or resources
4	Be visible for promotion	Maximize individual productivity	Build social connections and fostering camaraderie	Foster professional & personal relationships
5	Inspire creativity and innovation	Meet with clients	Access specific spaces, materials, or resources	Maximize individual productivity
6	Build social connections and fostering camaraderie	Access the latest technology and tools	Share knowledge and best practices	Meet with clients
7	Communicate shared mission, values, and culture	Build social connections and fostering camaraderie	Maximize individual productivity	Build social connections and fostering camaraderie
8	Access to senior leaders/ decision makers	Access specific spaces, materials, or resources	Communicate shared mission, values, and culture	Access the latest technology and tools
9	Access specific spaces, materials, or resources	Inspire creativity and innovation	Access the latest technology and tools	Communicate shared mission, values, and culture
10	Foster professional & personal relationships	Communicate shared mission, values, and culture	Access to senior leaders/ decision makers	Access to senior leaders/ decision makers

Example cover of one of the 14 Reports during the 11 separate studies, including U.S., UK, France, Australia, China, and India

edra
Environmental Design Research Association

EDRA Recognizes
Learning and Re-Learning: Researching the Impact of the Pandemic on People, Work, and the Future Workplace

Submitted by
Gensler

Study Team
Janet Pogue McLaurin, Christine Barber, Tim Pittman, Kyle Sellers, Anita Grabowska, Michelle DeCurtis, Stella Donovan, Kerri Henderson, Julia Simet, Philippe Pare, Dhiraj Kumar, Tom Owens, Cathy Jamerson, Neil Christopher, Claire Stephens, Xiaomei Lee, Smita Gupta, and Shrawan Bendapudi

edra core
CERTIFIED

2022 Certificate of Research Excellence

Post-Pandemic Future of Work

Exploring What's Next

2021-Present

META TRENDS

Here are five key metatrends impacting the work sector, and how design is responding:

- 01** THE WORKPLACE MUST BECOME A COMPELLING DESTINATION
- 02** EXPERIMENTATION, PROTOTYPES, AND LEARNING ARE THE NEW NORMAL
- 03** THE NEW WORKPLACE ECOSYSTEM WILL INCLUDE THIRD SPACES
- 04** THE WORKPLACE WILL PLAY A CRITICAL ROLE IN FOSTERING EQUITY AND INCLUSION
- 05** INVESTMENTS IN HEALTH AND WELL-BEING WILL DELIVER VALUE FOR EMPLOYEES

Confidential Energy Client, Houston

“Janet’s guidance, grounded in her substantial and relevant research, was of huge value to us as we built a pilot space on our campus to serve as a model of the future.”

– Victor Grizzle, President & CEO, Armstrong World Industries, Inc.



Photo: Devon Banks



Photo: Devon Banks

Armstrong World Industries, Inc. (AWI) pilot project

Janet’s workplace trends highlighted in Design Forecast 2022

Firm of Record: **Gensler**
Design Firm: **Gensler**
Completion: **2021**
Project Size: **49,000 SF Pilot**
Nominee Role: **Strategy Principal**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility for the exhibit listed above. That responsibility included: research/pilot strategy under direction of nominee.
Ellen R. Romano
SVP Human Resources, Armstrong World Industries, Inc.
AWI Pilot Executive Oversight

CHALLENGE

After more than two years of remote work and several false starts of returning to the office, most believe that hybrid work is here to stay. Organizations are trying to figure out how to attract their employees back to the office and establish the right approach to create a better, people-centric hybrid work experience. **What is the new role of the office? How should people work in and out of the office? How much real estate is needed?** Which amenities matter most? How can we foster equity and inclusion for people both in and out of the office?

AWI PILOT PROJECT

Janet shared her future of work research and trends with AWI leadership during the pandemic, sparking a new Lancaster, PA headquarters campus strategy as well as a pilot project (see photos above) to experiment, test and learn as employees began to return to the office. The pilot is currently occupied as a lab for testing AWI’s Healthy Spaces solutions. A post-occupancy WPIx survey is planned in early 2023 to measure the design impact as well as new work patterns across campus.

Exhibit 10

ROLE

Janet has been a vocal design advocate for our profession. She seized this moment to reimagine a BETTER workplace post-pandemic. Janet applied her research and ideas on numerous pilot projects, including AWI, to inform new people, policy, technology, and design possibilities. This, in turn, has driven exploratory research leading to new insights, design concepts, and reimaged futures.

Janet has become the industry “go-to” for the latest research findings, work preferences, trends, and post-pandemic design implications. She has driven the public conversation on the hybrid work model, employee expectations, return to the office policies, office real estate footprints and, most importantly, the impact on the human experience.

RESULTS

Her research has been invaluable to architects as we explore the return to the office, establish new workplace strategies, and re-assess real estate footprints. Within Gensler, Janet has presented to key clients around the globe as well as created presentation toolkits to leverage the research to 6,500 staff and global client account leaders across the firm so they can share with all 3,530 clients.

Since the beginning of the pandemic, Janet has published 13 blogs on the Future of Work, written or been interviewed for 13 articles, contributed to 2 books, presented on 19 webinars and 17 virtual panels, spoke at 4 in-person industry events, and featured on 5 podcasts. She co-authored the design trends featured in *Design Forecast 2022*, which continue to amplify the future of work conversation in the media and for our profession.



For one blog above, Janet teamed with an epidemiologist to explore the impact of different planning layouts on virus mitigation.

References

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