

INNOVATION CENTER IDEABOOK

Innovation is the driving force of today's economy, more essential for business success than ever before and harder to achieve. A well designed workplace has the power to propel an organization's innovation potential, amplifying the performance of individuals, teams and entire enterprises.



Understanding Innovation

- 04 Why Innovation?
- 07 Trends
- 08 Key Tensions
- 10 Key Elements
- 12 Safe Haven for New Ideas
- 14 Culture of Innovation and Collaboration
- 16 7 Habits of Innovation
- 18 Local/Global Connectedness

Designing for Innovation

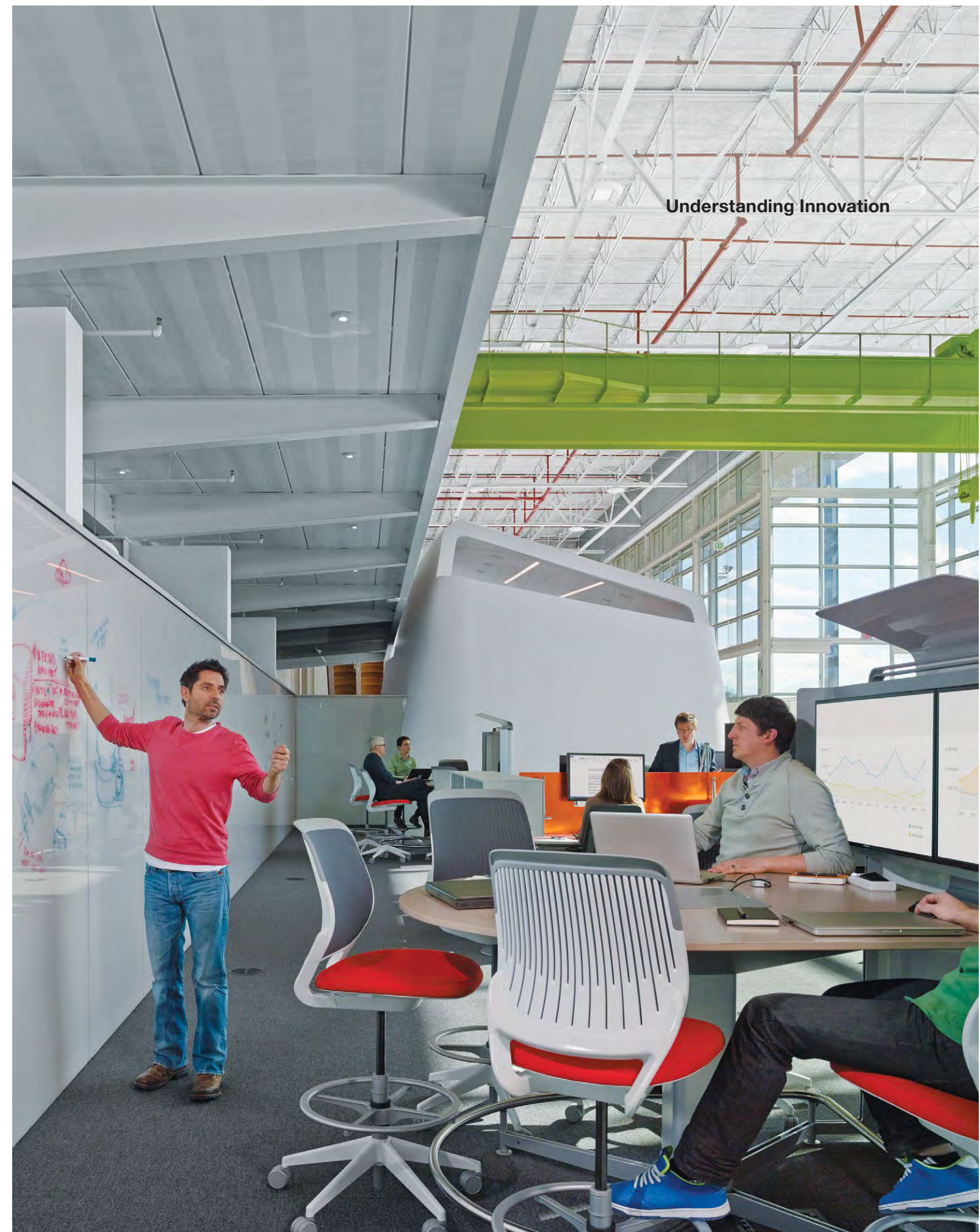
- 22 Ecosystem of Zones
- 31 Scalability + Customization
- 32 Innovation Center Floor Plans

WHY INNOVATION?

Innovation drives advancement. That's always been true – throughout history, in every enterprise and in every part of the world.

Today, however, the drive for innovation is more intense than ever before. Global competition, rising customer expectations and escalating complexity now make innovation a business imperative, impossible to ignore. Companies know they need to continuously improve and reinvent to stay competitive.

And yet, innovation doesn't come easily. It requires building an innovation culture and creating the right kind of environment where people and their ideas can thrive.



Understanding Innovation



TRENDS

Two notable workplace trends affect the process of innovation:

Empowerment

To do their best work, people want control over how they work. Having choices is empowering. It helps build an environment of trust, encouraging people to share ideas, take risks and make decisions – fundamental behaviors for creating innovation.

Restoring boundaries

Constantly connected to one another and surrounded by abundant, easily accessible information, workers today deal with workplaces full of distractions and noise. This threatens their productivity, creativity, decision-making, emotional wellbeing and willingness to engage with others – all key for effective innovation. Controlling the flow of information and level of stimulation has become critical.

KEY TENSIONS

PLANNING AND CREATING AN INNOVATION CENTER THAT SUPPORTS PEOPLE WORKING TOGETHER AND ADVANCES THE SPEED OF INNOVATION REQUIRES BALANCING A NUMBER OF NEEDS.

Secure

Support experimentation and protect fragile ideas

Self-serviced

Provide basic provisions and amenities for teams to access on their own without disrupting their workflow

Static

Create a sense of permanence with consistent tools, space and experience

Owned

Assign settings exclusively to an individual or a team

Open

Invite engagement within the community of innovators

Facilitated

Facilitate and provide services to organize space and orchestrate interactions when teams require additional assistance

Evolving

Embrace change as processes evolve over time; "always under construction"

Shared

Create spaces for everyone's use at different times



KEY ELEMENTS

FOR ANY ENTERPRISE THAT WANTS TO AMPLIFY ITS CAPACITY FOR INNOVATION, THREE ELEMENTS ARE KEY.



SAFE HAVEN FOR NEW IDEAS

In a protected “incubator” environment, teams are free to test and develop fragile ideas, accelerating iteration and innovation.



CULTURE OF INNOVATION AND COLLABORATION

Space can encourage curiosity, experimentation and collaboration. It can inspire new thinking and communicate key aspects of brand and culture.



LOCAL/GLOBAL CONNECTEDNESS

Co-located and distributed teams have distinct needs. Thoughtful integration of teams across distances requires planning, insight and commitment to minimize disparities.

SAFE HAVEN FOR NEW IDEAS

In a protected “incubator” environment, teams are free to test and develop fragile ideas, accelerating iteration and innovation.

Create a nurturing environment

- Provide areas for thinking alone and together, plus areas to build and test ideas
- Understand that messiness is often essential to the process
- Facilitate generative collaboration (i.e., combining content and knowledge to solve problems)
- Support the flow of ideas, good and bad
- Provide a safe haven for generating, sharing and prototyping
- Support the rhythm of collaboration – breaking apart for individual work and then coming back together again



CULTURE OF INNOVATION AND COLLABORATION

Space can encourage curiosity, experimentation and collaboration. It can inspire new thinking and communicate key aspects of brand and culture.

Inspire curiosity

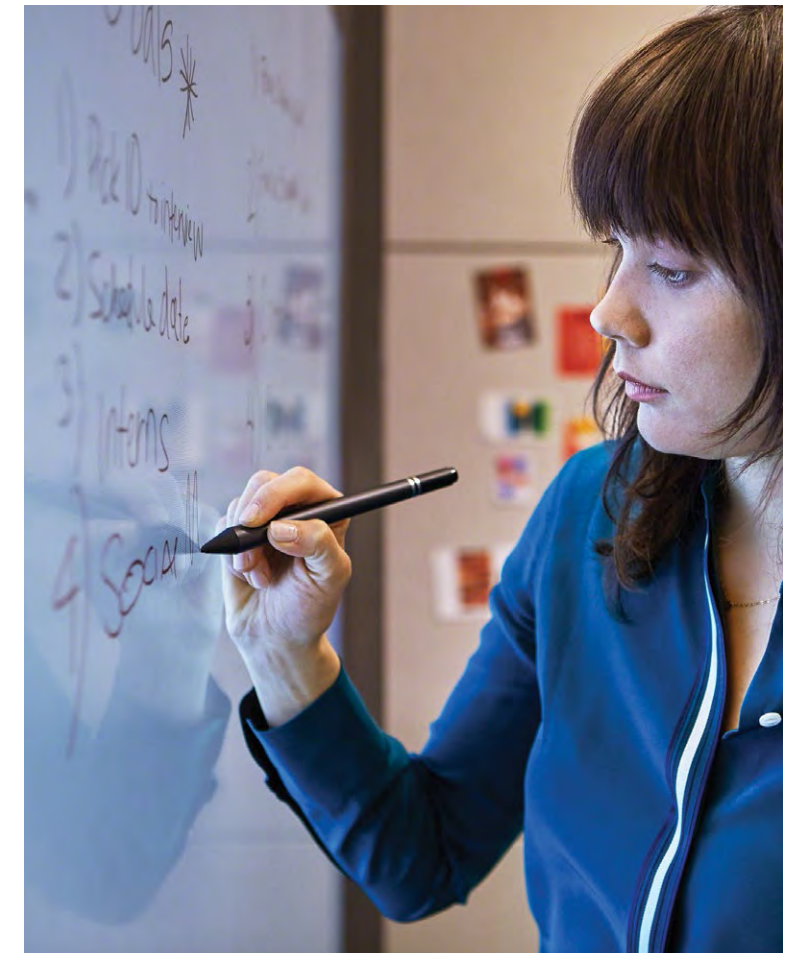
- Reinforce openness, transparency and the ability to gain inspiration from others' work in progress
- Stage items that inspire
- Provide access to subject experts to disrupt conventional thinking and expose learning opportunities
- Make sharing social
- Create space for storytelling

Encourage experimentation

- Create a set of permissions that empower people; move away from a "rules-based" approach
- Plan for serendipity; allow unplanned encounters to occur easily in the space
- Celebrate risk-taking, whatever the results
- Allow teams to own a space for the length of their project

Stimulate collaboration

- Allow for the messiness of brainstorming
- Build diverse, interdisciplinary teams to solve problems in new ways
- Cultivate a vibe of enthusiasm and optimism
- Create spaces for different modes of collaboration: informative, evaluative and generative



7 HABITS OF INNOVATION

IN PREPARATION FOR THEIR MOVE INTO STEELCASE'S NEW INNOVATION CENTER, A CROSS-DISCIPLINE TEAM DEVELOPED A MANIFESTO OF SORTS FOR NEW RESIDENTS. THE AIM: ACCELERATING INSIGHTS TO INNOVATION.

1

Raise central questions

Ask big questions, and then start digging in. It can be intimidating to work in uncharted territory without familiar paths to follow, or with no right or wrong answers. But accept this ambiguity as a part of your process and go with it. Question your assumptions and ask crazy, lofty questions... then explore these mysteries by breaking them down into focused pursuits.

Be observers, listeners and learners

We are all explorers of ideas, and we need to uncover the edges of what we already know so that we're able to step into new territories. So roll up your sleeves, get dirty and take risks to venture into the unknown! Covering a lot of ground quickly will help you uncover the most exciting opportunities to take further.

2

3

Make ideas visible

Get ideas out of your head – make them visible! Write it, doodle it, hack it, build it, act it out, make a video, whatever. Ideas are useful only to the extent that they can be shared, evaluated and built on by others. If you have trouble finding a way to express or visualize your ideas, team up with someone who can help you get your ideas out in the open.

Share and co-create

Reach out to foster connections and meaningful relationships both inside and outside of the company. Inspiration, opportunities and partnerships can come from anywhere; they feed your intellectual appetites and assemble a more dynamic community. So, spark some interesting and even provocative discussions by inviting more diverse voices into your conversations. Mix it up – great ideas can come from unexpected places.

4

5

Make others successful

A great measure of your success is how well you have made others successful. Build an environment of trust and respect around you. Recognize your colleagues, encourage their contributions and build on their ideas. Celebrate courage, and create more opportunities for the people around you to shine.

6

Be an optimist

Enthusiasm is contagious. We all share an innate optimism in the very work that we're doing; our collective efforts create solutions that can improve people's lives and build a healthier world. Openly embrace this enthusiasm, and listen to constructive criticism – it makes ideas stronger, and doing so also gets others excited about what you're creating together.

7

Fail faster to succeed sooner

Learn, rinse, repeat. Don't wait to try and get everything right the first time. Even if something doesn't work as expected, we still learn from it. Rapid prototypes gradually grow your understanding of the big problems that we're trying to solve, piece by piece. And the more things you try out, the more you learn – faster!

LOCAL/GLOBAL CONNECTEDNESS

To foster innovation between co-located and distributed teams, an organization must provide a consistent and equitable experience through access to tools, technology and space.

However, co-located and distributed teams have distinct needs. Thoughtful integration of teams across distances requires planning, insight and commitment to minimize disparities. Acknowledge the need to solve for co-located and distributed teams in different ways.



Co-located teams

- Increase opportunities to network, interact and build trust for stronger working relationships
- Inspire new thinking with a venue for informal interactions, workshops and speakers
- Provide spatial flexibility with mobile furniture and assets that can be easily reconfigured to meet worker needs

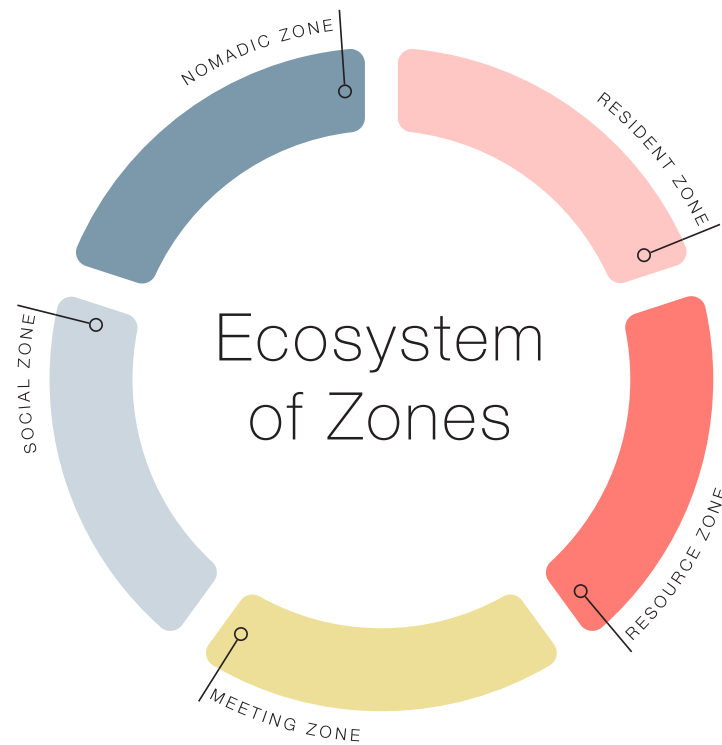
Distributed teams

- Make interactions fluid by facilitating informal video communication throughout the day and providing videoconferencing rooms for meetings
- Provide technology that makes content-sharing easy for everyone
- Provide multiple monitors so participants can see one another and shared content concurrently
- Create spatial context by providing similar environments in all locations
- Support movement during videoconferencing with technology that captures the entire setting
- Create a dashboard that communicates phases and status of work

Designing for Innovation

Ecosystem of Zones
Scalability + Customization
Innovation Center Floor Plans





FIVE SPATIAL ZONES

When creating a Resilient Workplace, consider the intentional combination of five spatial typologies (zones), designed to accommodate and anticipate changing organizational and employee needs.

The size, ratio and adjacency of each zone should be tailored to match both your business objectives and cultural expectations. The result is an agile workplace that supports change, rather than resists it.

MEETING ZONE

This space is designed for deep collaboration, supporting the cycle between individual and collaborative modes throughout the duration of a project. Settings are planned purposefully to accommodate project needs over time, while promoting connection across the table or across the globe.

SOCIAL ZONE

This inviting space promotes both intentional and chance encounters with coworkers. It supports social behaviors around connecting with others to help foster a community of innovation.

NOMADIC ZONE

The nomadic zone invites individuals who are transitioning throughout the day between projects and tasks. Located close to the concierge, and with easy access to worktools that help workers manage their day, the space gives individuals everything they need to be productive.

RESIDENT ZONE

Designed to grow expertise and community within their discipline, the resident zone supports workers who are tethered to technology and have assigned spaces.

RESOURCE ZONE

The host for the Innovation Center supports the tools, culture and processes that are necessary for innovation. This space houses the worktools and shared materials that support the residents of the Innovation Center.

*SPECIALTY ZONE

A specialty zone would be an optional sixth zone specific to the innovation at hand. An example might be a prototyping area, machine shop, laboratory or resource library.



MEETING ZONE

This space is designed for deep collaboration, supporting the cycle between individual and collaborative modes throughout the duration of a project. Settings are planned purposefully to accommodate project needs over time, while promoting connection across the table or across the globe.

Design considerations

- Tailor spaces for various worker needs (e.g., different tools and technologies, levels of formality, duration of use and postures)
- Provide transition spaces that allow workers to prepare for or debrief between meetings, or to step aside during a meeting to take a phone call or complete an individual task
- Incorporate videoconferencing and technology to enable distributed collaboration for remote users
- Consider adjacencies of resident and nomadic spaces so people can quickly switch between individual and group work modes

Worker behaviors supported

- Presenting to others
- Generating new ideas
- Connecting with other geographies
- Co-creating with others
- Preparing for meetings



SOCIAL ZONE

This inviting space promotes both intentional and chance encounters with coworkers. It supports social behaviors around connecting with others to help foster a community of innovation.

Design considerations

- Leverage the space to strengthen relationships and build trust
- Create engaging experiences that attract workers to the space
- Provide informal settings where workers can unwind and rejuvenate
- Create small collaborative and social settings to support planned and unplanned interactions throughout the workday
- Leverage technology to organize and deliver company information, creating an enterprise-wide link for employees
- Incorporate flexibility to hold events and host experts, ensuring that the technology and furniture are scaled to the size of the group
- Provide access to food and beverages throughout the workday

Worker behaviors supported

- Relaxing to recharge
- Socializing with others
- Staying connected to organizational information
- Refueling with nourishment





NOMADIC ZONE

The nomadic zone invites individuals who are transitioning throughout the day between projects and tasks. Located close to the resource zone, and with easy access to worktools that help workers manage their day, the space gives individuals everything they need to be productive.

Design considerations

- Provide a mix of reservable and on-demand individual spaces for planned and impromptu needs
- Support users' work modes, personal preferences and wellbeing needs by providing a variety of settings
- Provide for the privacy experiences of focus and rejuvenation
- Consider lockers for mobile workers to house belongings, long and short term
- Plan for easy access to the meeting commons and social hub
- Consider adjacencies and protocols to create or manage the intended vibe and stimulation of the space
- Incorporate collaborative spaces where teams can gather to share ideas and information quickly

Worker behaviors supported

- Focusing on a task
- Taking a moment to rejuvenate
- Having a private conversation
- Working alone among others



RESIDENT ZONE

Designed to grow expertise and community within their discipline, the resident neighborhood supports workers who are tethered to technology and have assigned spaces.

Design considerations

- Provide customizable assigned work settings for individuals in a co-located team
- Carefully consider the blend of spaces for focused thinking (both individually and as a team) and spaces for making prototypes
- Provide alternative work settings, such as private enclaves, so workers can choose where to work based on the task at hand
- Enable seamless transitions between work modes – focus, collaboration, learning, social, rejuvenation – within the surrounding ecosystem of spaces
- Incorporate intuitive tools and technologies for ease of use
- Consider “aside” and “porch” spaces where people can connect, share or get away
- Balance collaboration with spaces for rejuvenation where workers can refresh, access nature or spend meaningful time alone

Worker behaviors supported

- Working on tasks
- Concentrating
- Absorbing information
- Sharing ideas
- Connecting with others
- Building relationships
- Working together
- Seeking respite





RESOURCE ZONE

The host for the Innovation Center supports the tools, culture and processes that are necessary for innovation. This space houses the worktools and shared materials that support the residents of the Innovation Center.

Design considerations

- Provide workspace for a host/concierge
- Consider the entry/welcome experience for guests and residents, so they can connect to tools, spaces and people, as needed
- Enhance effectiveness by providing appropriate tools and technology on an as-needed basis
- Provide storage for worktools that support customized meeting experiences (mobile telepresence, whiteboards, presentation tools, etc.)
- Provide appropriate self-serve and facilitated hosting services so team members can maintain optimal efficiency in their workflows

Worker behaviors supported

- Seeking assistance
- Accessing work amenities
- Pursuing technology help and advice
- Designing a personalized meeting experience



*SPECIALTY ZONE

A specialty zone would be an optional sixth zone specific to the innovation at hand. An example might be a prototyping area, machine shop, laboratory or resource library.

Design considerations

- Understand the unique needs of the organization and the requirements of its development process
- Ensure easy access and adjacency to team work areas to support optimal workflows
- Provide a place for prototyping and testing ideas – virtually or physically



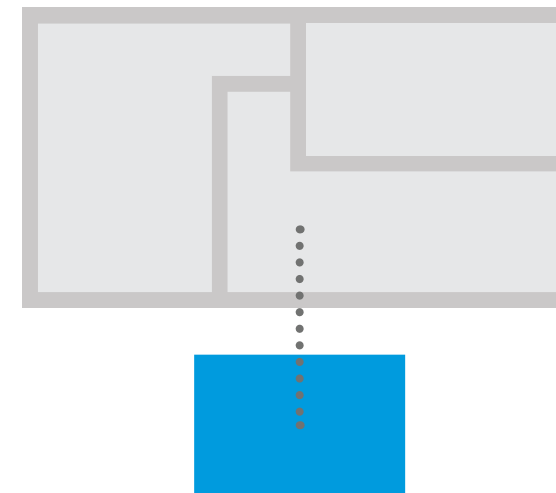
SCALABILITY + CUSTOMIZATION

The different zones within an Innovation Center create an ecosystem of interdependent spaces that act as a platform for the innovation process. Each must be customized and scaled to the organization in alignment with its specific business needs and goals. Working together, the zones create an inspiring environment where innovators can come together in interdisciplinary teams to create and advance innovation.

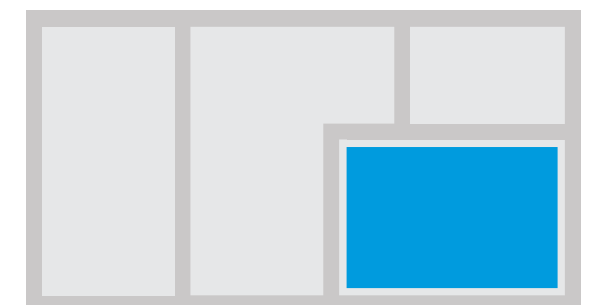
Internal Models of Innovation

Organizations seek innovation in a number of different ways, from internal grassroots efforts to external partnerships. Within this ideabook, we'll be exploring two planning methodologies: an off-site model and an on-site model.

OFF-SITE MODEL



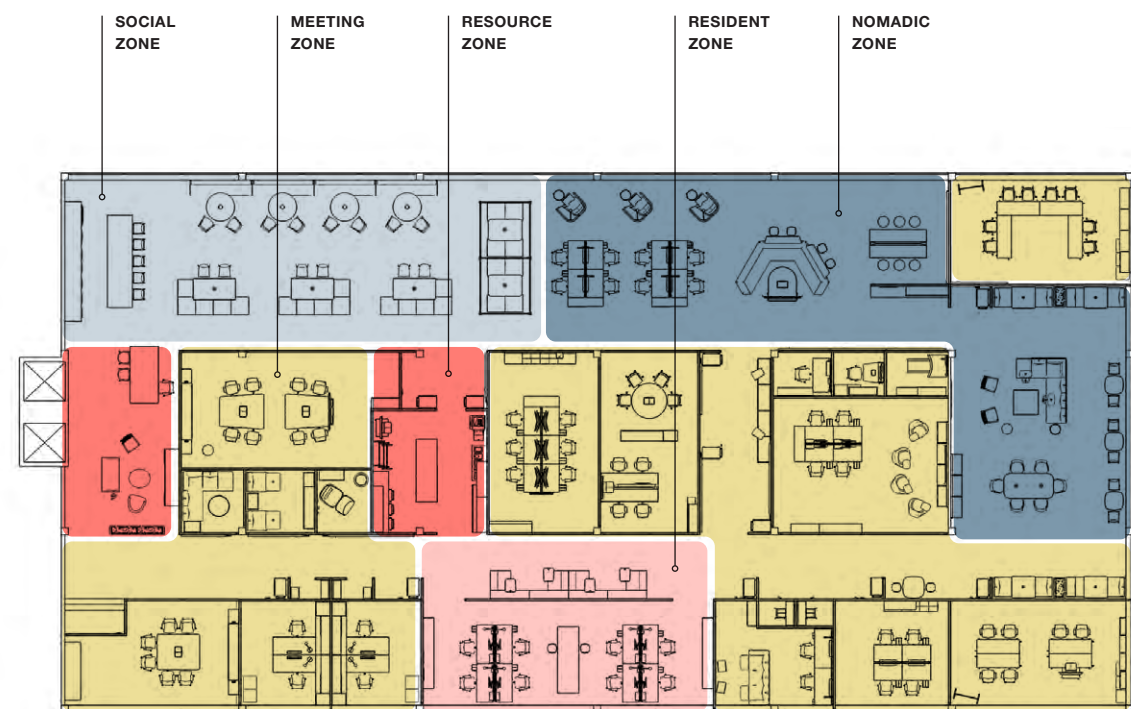
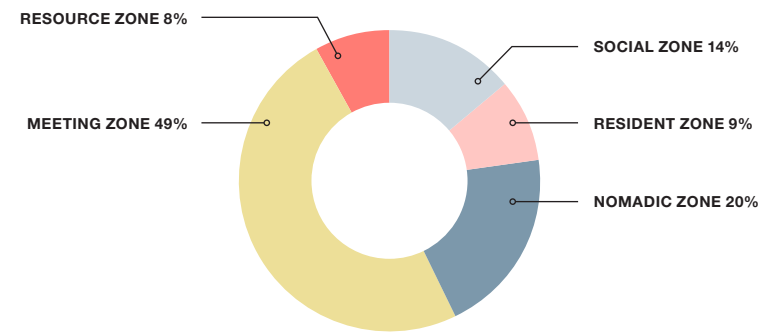
ON-SITE MODEL



INNOVATION CENTER FLOOR PLANS

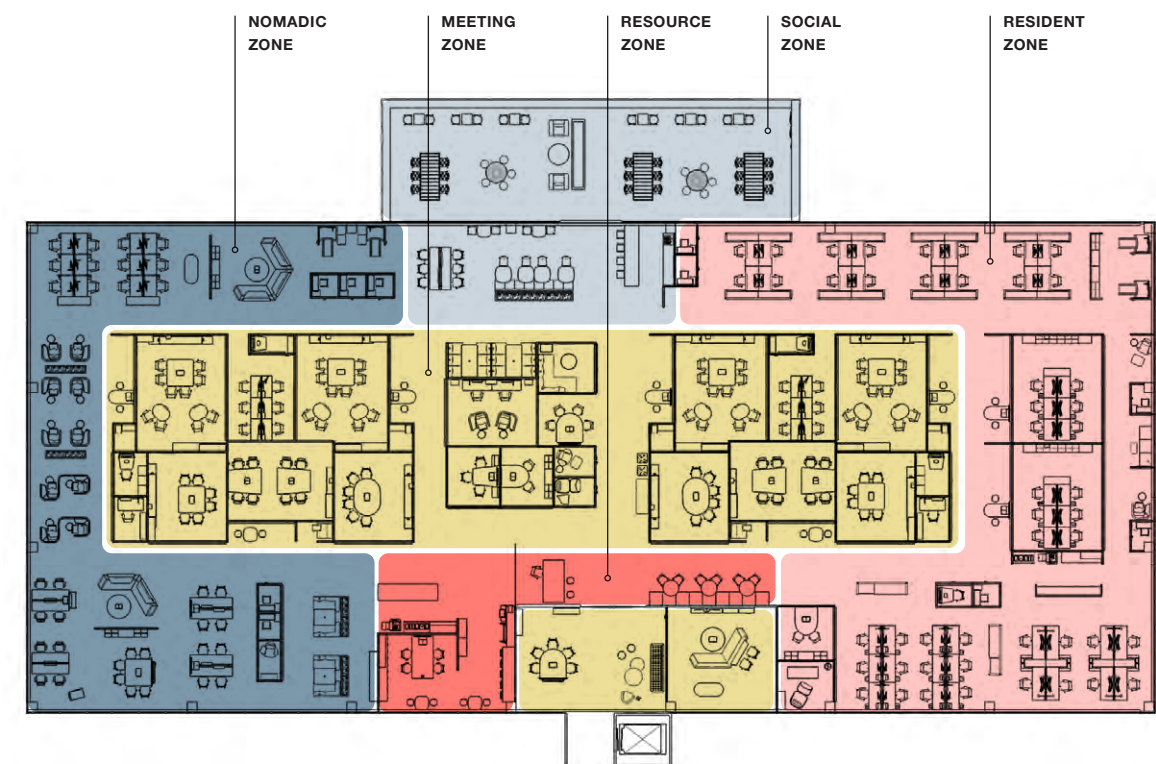
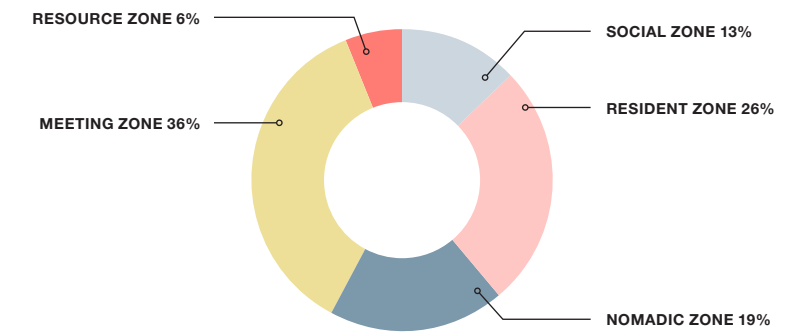
The process of innovation is unique to each organization, so the space to support it should be unique, too. There are many ways to design for innovation in organizations with different needs related to location, size and project type. Exploring these two examples of internal Innovation Centers – an off-site model and an on-site model – may help identify and visualize opportunities.

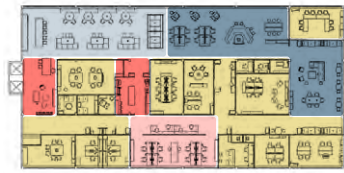
OFF-SITE 11,500 SQUARE FEET



ON-SITE 20,000 SQUARE FEET*

**Does not include outdoor spaces*



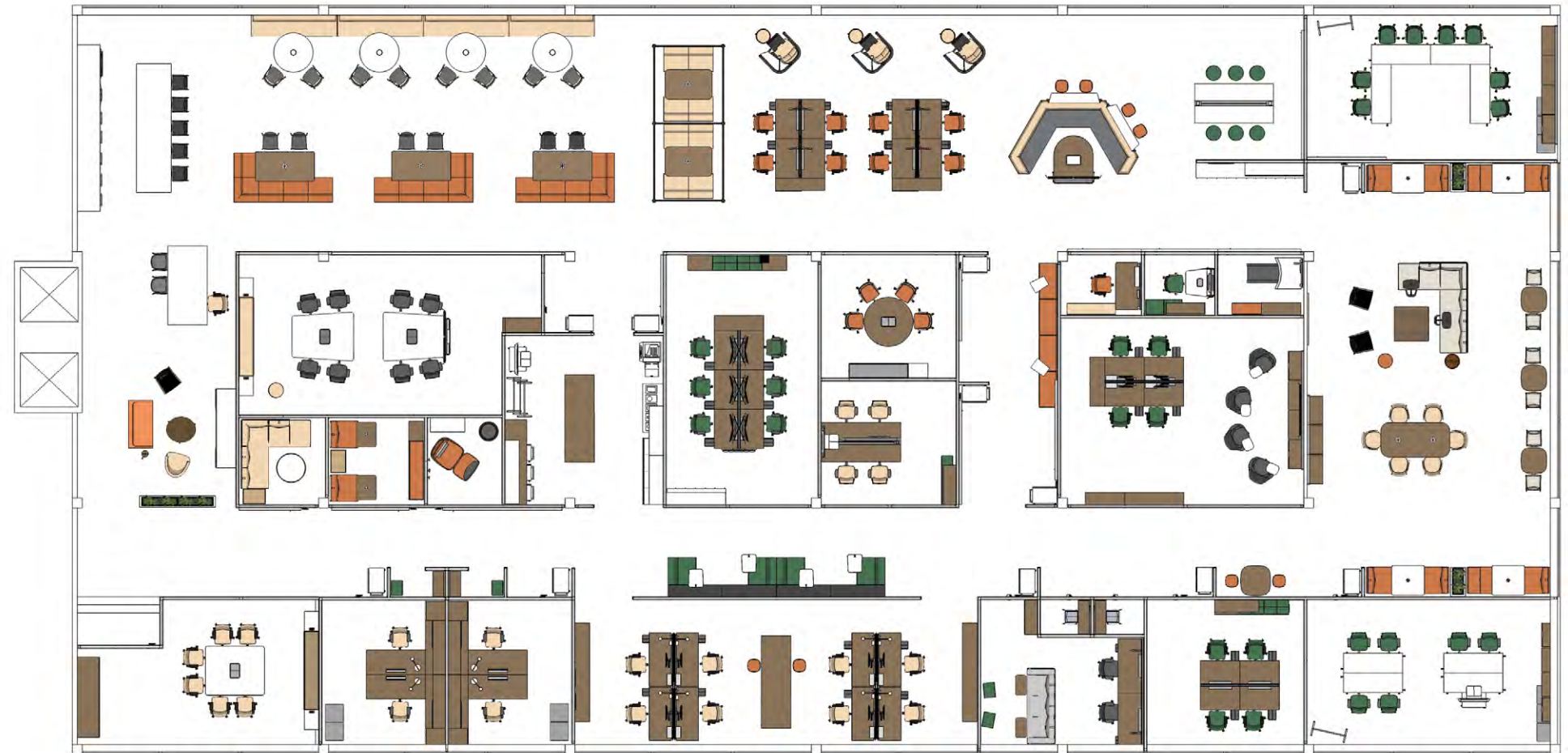


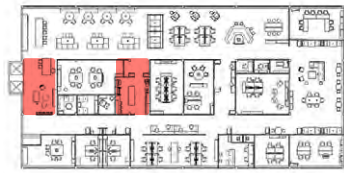
INNOVATION CENTER OFF-SITE MODEL

For some organizations, getting away is how innovation happens best. This off-site model offers a counterculture-like environment where teams can develop, prototype and validate innovative initiatives with the freedom to pursue distinct values and processes. The space supports small teams that repeatedly come together and disperse, accommodating individual work within the cycle of collaboration.

Design solution includes:

- Ample videoconferencing for keeping in touch with headquarters or other on-campus sites
- Hospitality for hosting visitors
- A variety of meeting spaces to accommodate the varied needs of project teams as they move through the innovation and development processes
- Nomadic spaces for mobile team members as they move in and out of the space
- Small phone booths, enclaves and individual settings for spontaneous privacy needs





ENTRY + RESOURCE ZONE



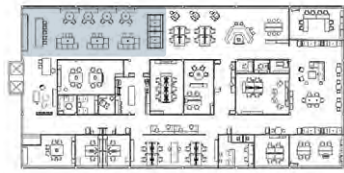
The entry sets the stage for a welcoming experience with a concierge to help introduce and orient workers to the space.



A centrally located resource center supports all business needs. Here workers have self-service access to necessary supplies and meeting tools.



Lockers help to host mobile users with secure storage and easy access to their belongings throughout the day.



SOCIAL ZONE



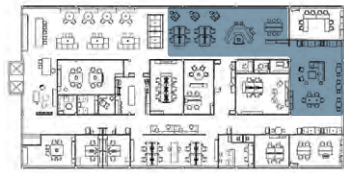
Providing a change of pace in this Innovation Center, the café acts as a place for individuals to connect with others, work individually or take a break from meetings in a social environment.



The café acts as a crossroads, connecting the entry with the working space. Here workers gather, socialize and gain nourishment.



Collaborative booths connect the café and nomadic zone and also support transitions throughout the space. This space allows workers to informally collaborate without removing themselves from the energy and activity of the café.



NOMADIC ZONE



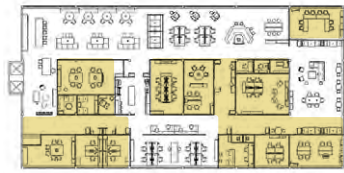
This open library acts as a bridge between the nomadic zone and the meeting zone. Guests can use this space to quietly connect or individually decompress and focus.



These collaborative settings support short-term group sessions and also provide spaces for breakouts from project rooms. Whiteboards and media:scape encourage brainstorming and content-sharing.



Benches support workers with a place to touch down while transitioning between individual and collaborative work. This setting accommodates workers by offering light storage and easy access to power and technology.



MEETING ZONE



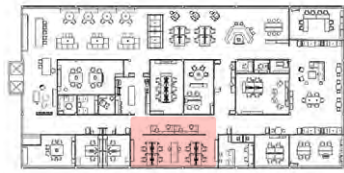
This owned project space allows teams to be co-located for the duration of a project. The surroundings provide for collaboration and brainstorming through amplification, whiteboards, storage and separate lounge area.



Intimate in-between spaces provide places for workers to connect or step away during transitions throughout the day.



Project spaces equipped with mobile furniture allow teams to reconfigure the room to accommodate their needs. Ample space for hosting inside the room limits interruptions throughout an all-day working session.



RESIDENT ZONE



The resident workstations are shielded from noise and distraction, but remain centrally located and in close proximity to other people and activities in the space. Height-adjustable benching encourages team collaboration and a healthy range of postures.



These informal spaces support spontaneous connections and serendipitous interactions. Adjacency to the staff space enables collaboration and impromptu planning with the resident team.



INNOVATION CENTER ON-SITE MODEL

This model creates a safe haven for new ideas within the larger space of an organization's campus. It's designed to empower a distinct cross-functional group that is responsible for innovation within the organization. Highly secure, the space can be accessed only by designated employees who actively contribute to innovation and development processes. With opportunities for individual work as well as group collaboration across distances, the space intentionally fosters a culture of innovation through creating, sharing and testing ideas. A range of settings provides for individual choices, and dedicated team spaces support key innovation behaviors.

Design solution includes:

- Individual spaces adjacent to and embedded in project studios for shifting from individual to group work
- Small phone booths, enclaves and individual settings for spontaneous privacy needs
- Front porch spaces for project studios to accommodate collaborative transitions
- Anticipation of constant expansion and contraction of project studios as project teams and phases change over time

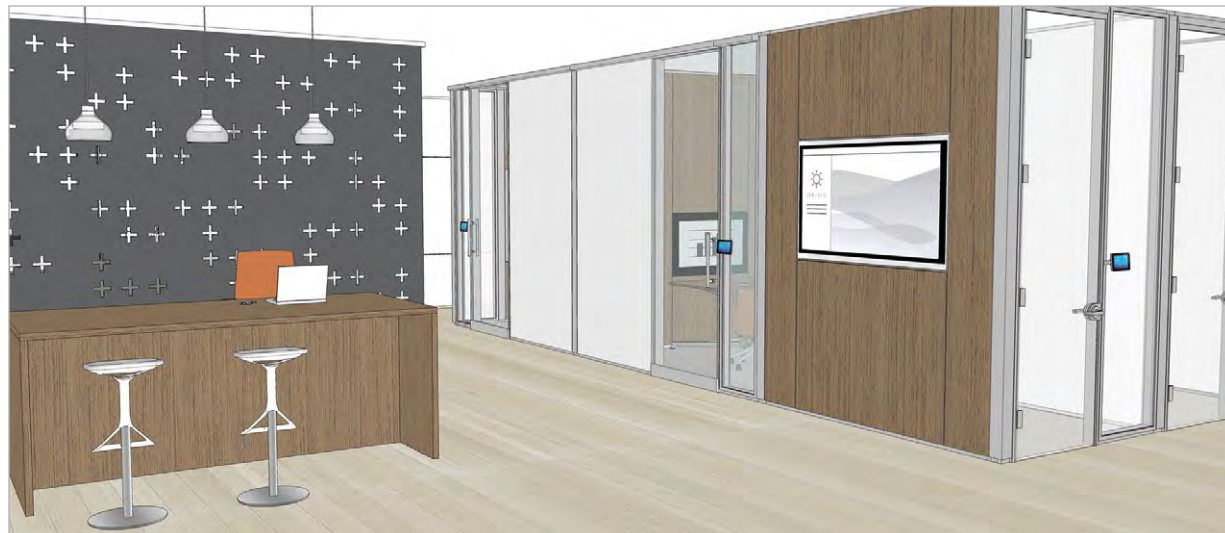




ENTRY + RESOURCE ZONE



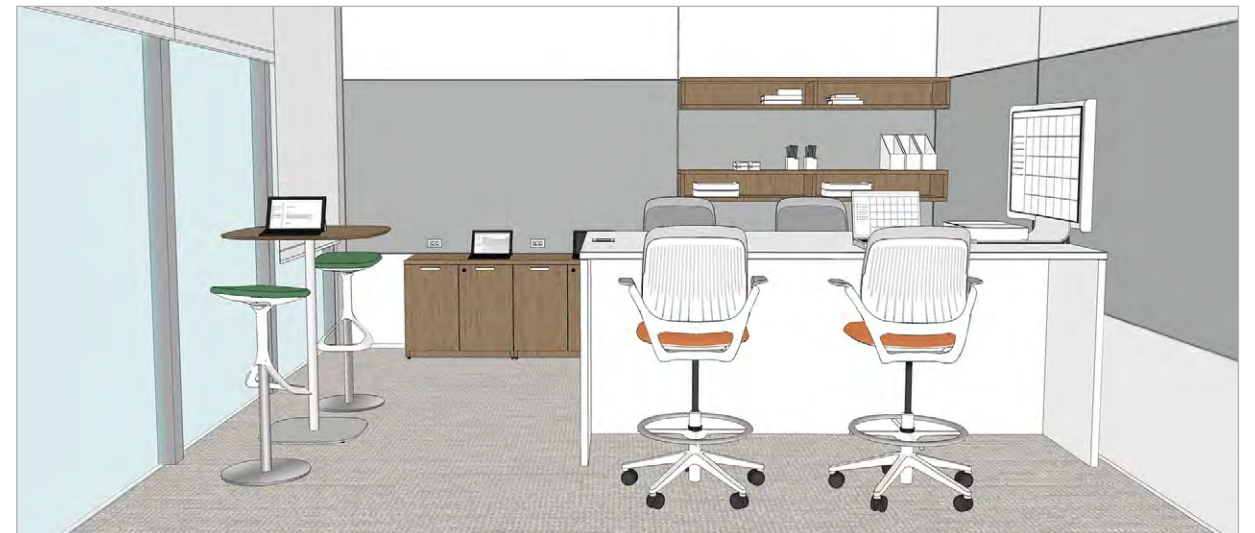
The entry commons welcomes guests with a lounge-like setting, establishing an informal, collaborative tone for the spaces beyond. This flexible space features a heritage wall, inviting guests to connect with the organizational history, culture and values.



As visitors enter the Innovation Center, a concierge welcomes them and helps them connect with the people, space and tools they need.



The resource center provides access to storage lockers, mobile carts and worktools such as media:scape, mobile whiteboards and various office supplies.



The tech hub offers convenient access to supplies and on-demand technology support. A large collaborative table supports consultation and troubleshooting. Users have easy access to power and data and can quickly share digital content in instructional sessions. Ample storage holds both office and tech supplies.



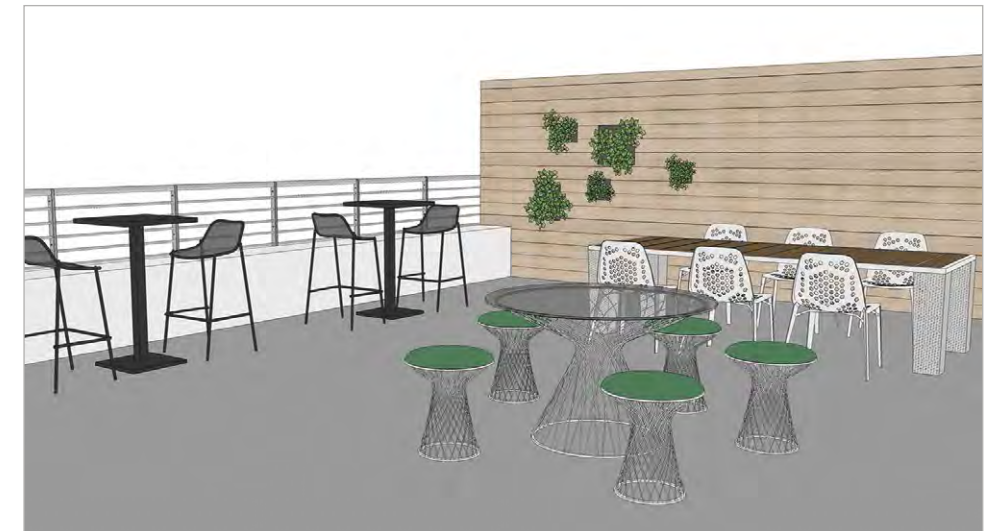
SOCIAL ZONE



Semi-enclosed booths shield workers and provide a space for personal or casual conversations. Mobile media:scape offers the option of digital content sharing.



A centrally located café helps build a sense of organizational culture and belonging. Workers can connect, socialize and build valuable social capital.



An outdoor extension of the social hub includes settings for workers to socialize and connect to nature. Outdoor options help extend the workspace, and promote a healthy and productive work environment.



MEETING ZONE



The front porch supports transitions before, during and after meetings. Also included in the porch area is a place to display and share team communications.



The team studio allows a project team to generate analog and digital content. There is ample space to spread out, and videoconferencing provides a way to easily connect distributed teams.



A project room provides a team with a dedicated, owned space for a period of time. Lockable storage, access to power and data, integrated technology and display space aid the project in process.



Private enclaves offer workers a high degree of control and boundaries for rejuvenation or shallow-focus work.



RESIDENT ZONE



Height-adjustable tables give residents the ability to shift postures throughout the day. Power access, lighting, worktools and bag storage help maximize the work area.



Workstations wrapped in full-height panels provide residents with boundaries, ensuring privacy and helping define and separate the space. Each resident is provided with storage, technology support and worktools.



A shared, dynamic space provides a team with acoustical privacy from the rest of the office, with space for idea-sharing and feedback, as well as social interaction – building a sense of community among team members.



The back porch of the team room provides individual spaces to make private phone calls, engage in focused work away from teams or simply unwind.



NOMADIC ZONE



In this setting, nomadic workers can focus on individual tasks with minimal interruption. A place to get away without going away – this destination can provide a space to focus or a moment of rejuvenation. Users have easy access to their belongings, ergonomic and task support, and power within reach.



This nomadic setting provides storage and defined boundaries for workers seeking focus.



These stool-height tables provide a space for teams to quickly gather and share information or ideas. Individuals can also work on tasks while they engage in casual conversation and gather informal feedback.



Steelcase®

Call 800.333.9939 or visit Steelcase.com



facebook.com/Steelcase



twitter.com/Steelcase



youtube.com/SteelcaseTV

Item #17-0005240 5/17 ©2017 Steelcase Inc. All rights reserved. All specifications subject to change without notice.
Trademarks used herein are the property of Steelcase Inc. or of their respective owners. Printed in U.S.A. FSC certified.