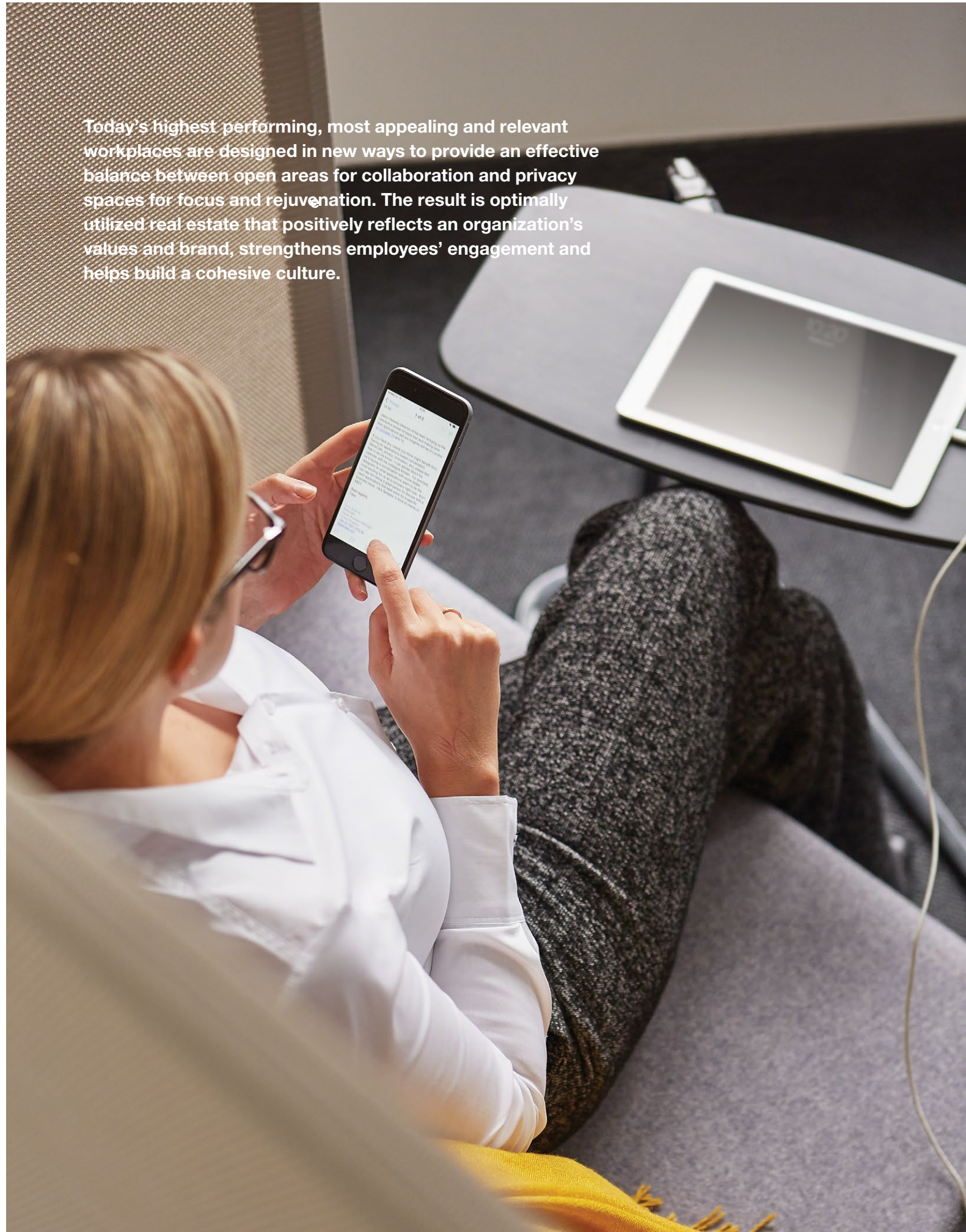


PRIVACY IDEABOOK

Today's highest performing, most appealing and relevant workplaces are designed in new ways to provide an effective balance between open areas for collaboration and privacy spaces for focus and rejuvenation. The result is optimally utilized real estate that positively reflects an organization's values and brand, strengthens employees' engagement and helps build a cohesive culture.



Understanding Privacy

- 05 Why Privacy?
- 06 The Consequences of Distraction
- 08 Trends
- 09 Wellbeing
- 10 Insights
- 12 Tensions
- 13 Protocols

Designing for Privacy

- 15 The Privacy Solution
- 17 Privacy in Physical Space
- 19 Design Considerations
- 20 Ecosystem of Zones
- 22 Privacy Floor Plans
- 26 Privacy Settings
- 43 Privacy Ratios



WHY PRIVACY?

The Privacy Paradigm

In organizations around the world, there's an intense drive for better, faster innovation and sustained growth. Success depends on fully engaged and committed employees who are motivated to solve problems and achieve shared goals. And yet, within many organizations, engagement is alarmingly low, and there's growing awareness that workplace design is contributing to the problem instead of helping to solve it. In many of today's workplaces, it's very difficult for individuals to find moments of privacy. This reality negatively affects stress levels, job performance and engagement.

By studying people at work, we know that they transition among five distinct activity modes throughout their day, no matter what type of organization it is or what kind of work they do. These activity modes include collaborating, focusing, learning, socializing and rejuvenating.

Despite the imperative of all five work modes, most offices today have been designed primarily for collaborating, group learning and socializing. **Spaces that support privacy-related work (i.e., focusing and rejuvenating) are extremely limited or even nonexistent.** Without adequate privacy, people are subjected to constant distractions, noise and stress, which significantly undermine their individual performance. Paradoxically, collaboration suffers too. In order to bring their best thinking to the group, people need time alone to concentrate, apply expertise and develop a point of view about the challenges and opportunities at hand.

Creating Workplaces That Support Privacy

Steelcase research continues to strengthen the insight that what today's workers want most are autonomy and a measure of control over their work experiences. Most people shift repeatedly between seeking the stimulation of others and wanting to block it out, being ready to share information and wanting to keep it private. Creating a diversity of spaces to support these behaviors can make work a richer, more satisfying experience.

Every workplace should have the right balance of areas where people can easily collaborate, and private spaces where they won't be distracted or disturbed.

Rather than assigning private offices or open-plan workspaces based on hierarchy, privacy should be equitably available throughout the entire organization, with a range of settings to meet both spontaneous and planned needs.

The newest and most innovative designs recognize that people have various work styles and need to accomplish different things throughout their workday. Choice and control is the new hallmark of truly effective workplace design: creating distinctly different spaces that can work for different people at different times. Privacy experiences support common focus and rejuvenation behaviors such as:

FOCUSING	REJUVENATING
Absorbing information	Taking a break
Contemplating	Becoming inspired
Ideating	Praying/meditating
Thinking deeply	Getting away from others
Focusing on a task	Being alone with one's thoughts
Innovating	Handling a personal issue
Creating	
Conversing privately	

The Consequences of Distraction

The volume of information coming at office workers increases every day. Most are trying to deal with an avalanche of information in environments with constant distractions and noise. Meanwhile, the pace of work is quicker than ever, problems are more complex and

mobile technologies mean work follows people wherever they go. Together, these trends are taking a heavy toll on productivity, creativity, wellbeing, satisfaction and engagement, which negatively affects an organization's ability to reach its goals.

11

MINUTES FOR INTERRUPTIONS

When we try to work on a project, we get interrupted every 11 minutes (on average).*

23

MINUTES TO RETURN TO FLOW

When we get interrupted, it takes us up to 23 minutes to get back into FLOW, the state where we're deeply engaged.*

5

IQ POINTS FOR MULTITASKING

When **women** are multitasking, cognitive capability is reduced by the equivalent of five IQ points.**

15

IQ POINTS FOR MULTITASKING

When **men** are multitasking, cognitive capability is reduced by the equivalent of 15 IQ points.**

TRENDS

The desire to be social at times and private at others is a core human need, spanning history and cultures. Today, however, privacy concerns are escalating as a direct response to our ever-increasing exposure. Whether we desire increased privacy at work, on a personal level or even in the virtual world, more people are actively seeking times and ways to “hide away” and disconnect from the distractions of togetherness. As these behaviors gain traction, they drive new priorities and new trends.

BETTERMENT

People are now looking for responsible, conscious ways to “consume,” act and work. They know they can play an active part in improving their personal and economic health and wellbeing. They also seek meaningful causes and desire to be part of making the world better without undue self-sacrifice.

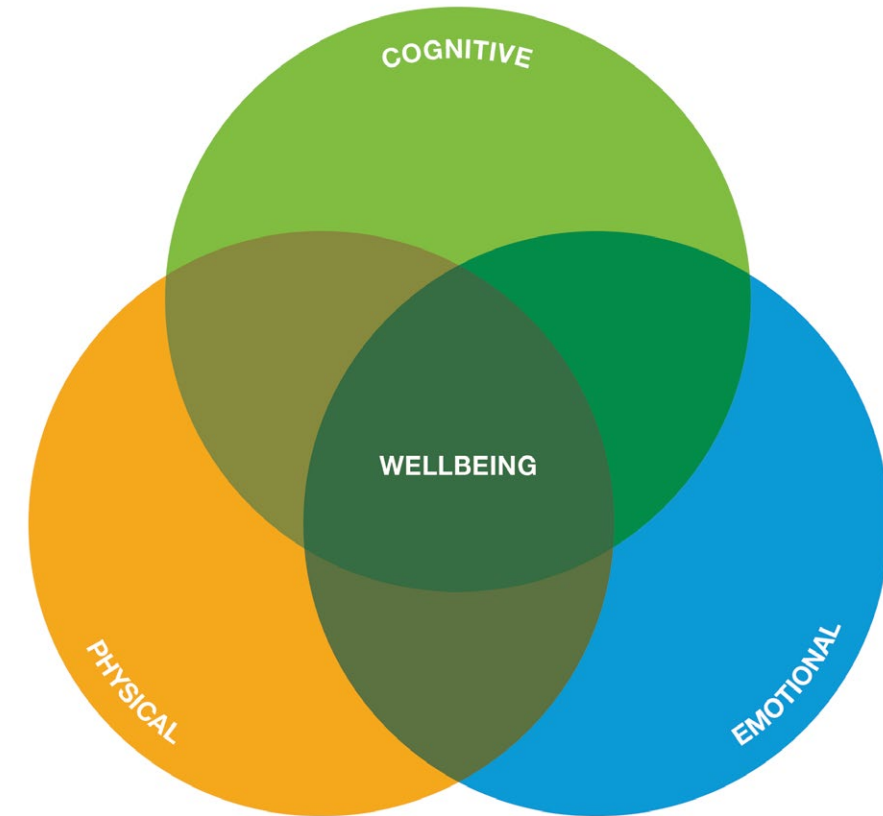
This is especially apparent among millennials, an empowered generation that has lived in a wired world since babyhood. The importance of mindfulness (i.e., balancing the intense pace of life with being fully present in the moment) continues to grow in importance as people look for ways to manage the cognitive overload of the times and to live meaningful lives. The need for private introspection is becoming more acute, alongside a strengthening desire to have meaningful, mutually beneficial connections with others.

RESTORING BOUNDARIES

The boundaries between work and home have become increasingly blurred over the past decade. With the rapid rate of technological change that people are experiencing, they are realizing the need to invent new ways of navigating it. This blurring continues to impact the ways people work and their preferences in work settings. Instead of being always “on,” connected and exposed to others, there is now a countermovement to restore boundaries between what is private or personal and what is public or shared. We are seeing employees re-establishing boundaries, but in new ways.

Boundaries are now being defined around short moments of time. They acknowledge the need to escape to one’s home life while at work and also to have times of purposeful separation and solitude at work to focus or escape for a few minutes, free from distraction.

WELLBEING



COGNITIVE WELLBEING

Work today requires that people spend their day processing information, solving problems, creating new ideas and innovating. The brain’s prefrontal cortex is often taxed beyond capacity. It is critical for the workplace to help people manage the cognitive overload of their daily lives, allowing them to focus or find respite throughout the day in order to achieve mindfulness and be fully present. Spaces for privacy experiences can help people control their environment in order to reduce stress and think better.

PHYSICAL WELLBEING

Engaging the body in movement is essential for supporting physical and mental vigor at work – it’s the body’s language of ideas. Changing postures stimulates the mind. Our research shows that 96 percent of highly engaged workers are able to move freely and change postures throughout their day. Employees are working longer hours, and the workforce is becoming more diverse, so it’s critical to offer a variety of spaces that support transitions, offer postural choices, and encourage movement and rejuvenation throughout the day.

EMOTIONAL WELLBEING

Idea generation is the lifeblood of innovation, but creativity and idea generation diminish when people are stressed. To help reduce negative stress so the brain can be free to create, the workplace needs to provide spaces to invigorate or be alone in one’s thoughts in a physiologically safe place.

INSIGHTS

Personal Privacy Strategies

Privacy encompasses different needs and behaviors, and people activate various personal strategies when seeking moments of privacy. Examining each strategy on its own allows us to understand its nuances. When designing spatial solutions, however, we must always keep in mind that these strategies sometimes combine in ways that are unique to an individual at a particular point in time.

1

PURPOSEFUL SOLITUDE

Physically separating from coworkers in order to concentrate, express emotions, rejuvenate or engage in personal activities

3

STRATEGIC ANONYMITY

Being unknown or “invisible” for a while to avoid normal workplace distractions or expectations

Purposeful solitude and entrusted confidence are in particularly high demand, driving dynamic opportunities for new approaches to workplace design.

2

ENTRUSTED CONFIDENCE

Being able to share information or express emotions confidentially with a trusted coworker

4

SELECTIVE EXPOSURE

Choosing to share or conceal personal information or actions from others

5

INTENTIONAL SHIELDING

Finding protection from others’ sightlines to avoid being observed or distracted, or to develop a personal point of view without the influence of groupthink

Critical Influences on Privacy Experiences

The needs of today’s organizations and workers won’t be addressed with outdated approaches. Designing for privacy requires new thinking about workplace design and how to optimize space. Factoring in these influences is key:

Personal Preferences

Whether they’re introverts or extroverts, creatives or analytical types – all workers have privacy needs that are ultimately specific to them. The same environment may be right for someone one day, but too distracting or too isolating the next day. This means a range of diverse spaces is necessary to accommodate a spectrum of personalities, preferences, moods, schedules and tasks.

Spatial Context

Location, adjacencies and other architectural features have significant influence on the experience within a privacy space, setting the stage for effectiveness and frequency of use. Views to the outdoors and natural light, for example, are assets that support both intensely focused work and personal rejuvenation.

Culture + Norms

Everyone everywhere puts a high value on times of privacy. Although human needs for privacy are universal, the influence of expected norms and group values must not be overlooked in workplace design. Whether geography-based or organizational, culture is always about shared values and perceptions. Certain behaviors may be enthusiastically embraced in one culture but have negative connotations in another. Even within global companies, indiscriminately imposing the norms of one geography on another is often ineffective.

TENSIONS

Effective design resolves conflicting demands. Although the choices can be “and” versus “either/or,” understanding the tensions that privacy designs must address leads to strategic, high-impact solutions.

Planned

Supporting anticipated privacy needs

Impromptu

Providing for spontaneous, just-in-time privacy

Connected

Ensuring people have privacy and easy access to others

Sheltered

Allowing for purposeful distancing from coworkers

Curated Experience

Providing ready-to-use spaces for specifically anticipated purposes

Customized Experience

Providing user control over elements of the experience

PROTOCOLS

Innovative workplace designs that include privacy spaces can help organizations achieve improved innovation, business growth and employee engagement, and all of this can be accomplished in resilient, viable and cost-effective ways.

Although workplace design has tremendous impact, it isn't a total solution. By establishing clear protocols, leaders demonstrate an ongoing and robust commitment to privacy. This, in turn, cultivates a pervading culture of respect for privacy.

It's always important to customize protocols to each organization, but some general guidelines apply to all.

Protect Privacy

Plan for acoustic implications (e.g., phones, speakerphones and videoconferencing) and provide clear wayfinding and signage for designated privacy spaces.

Encourage Wellbeing

Recognize the interdependency of people's physical, cognitive and emotional needs by providing amenities and supporting a range of workplace activities that nurture holistic health. Think about how to make privacy a hosted, welcoming and supported experience. A concierge and/or app can help users find available spaces, access tools and resources, and make easy transitions in and out of privacy modes as needed. Hosting amenities also clearly show that the organization recognizes moments of privacy as a valuable part of the workday.

Promote the Value of Privacy

Educate employees about the value of focus and rejuvenation as well as the various work modes and privacy experiences, including information about which spaces in the workplace best support each.

Designing for Privacy



THE PRIVACY SOLUTION

Within any open-plan workplace, shared spaces that support privacy experiences are design solutions that enhance the work experiences of all employees, giving them access to a variety of spaces that allow them to be most effective.

Achieving privacy depends on being able to control information and manage stimulation, in terms of both type and degree. Because all five personal privacy strategies are directly related to these two key factors, they must be thoughtfully considered in the design of all types of privacy spaces.

Designing for information control considers the permeability of spatial boundaries, with enclosed spaces offering the greatest degree of privacy.

Designing for stimulation management considers the design of the privacy space itself as well as the spatial context of the surrounding environment, with areas of higher stimulation offering external inspiration and connectedness, and areas of lower stimulation supporting internal inspiration, focus and reflection.



PRIVACY IN PHYSICAL SPACE

Various factors regulate privacy in physical space:

Acoustical: managing what you hear or allow others to hear

Visual: not being seen or controlling sight-induced distractions

Territorial: claiming a space and controlling it as your own

Informational: keeping analog, digital and/or verbal content confidential

In a related way, different types of boundaries meet different degrees of privacy needs.

OPEN

Open spaces are typically environments with open visual lines where many employees work together in close proximity. The increased visibility of working in this type of setting can easily cause employees to feel stressed and exposed. Privacy can be achieved in the open plan through tactics that protect the worker's ability to stay in flow and focused. A protocol around privacy, along with respect and understanding for an individual's desired experience, enables focus to happen even in the open plan. This privacy mode is successful as a choice for individuals who are seeking moderate stimulation from the surrounding environment.

SHIELDED

Shielded spaces are spaces that provide the next level of seclusion with more extensive visual barriers. These spaces may be situated away from, near or even within an open plan, but provide a higher level of visual barrier for the worker. Shielded spaces provide semi-secluded environments where the worker may be seen while being partially obstructed from others and have a personal space that is free from visual distraction. Adding shielding components reduces the exposure felt by the individual, but also maintains the desired feeling of the open floor plan.

ENCLOSED

There are times when people simply need to get away. Enclosed spaces can provide the worker with full visual privacy. Within these spaces, individuals can escape and retreat to refocus, re-energize or just plain recuperate. In an enclosed space, workers can obtain the highest level of control over stimulation, information and the ability to adjust the space to their personal preferences.



DESIGN CONSIDERATIONS

When strategically designed for privacy, a workplace can amplify the performance of individuals, teams and the entire enterprise. Exploring privacy design considerations with a client helps establish priorities and uncover opportunities.

Enable Individuals to Be Their Best

While it's now possible for people to work almost anywhere there's a power outlet, they choose environments where they know their needs will be met. Consider:

- Control of the environment
- Physical comfort
- Appropriate technology support, including videoconferencing
- Emotional comfort
- Inspiring, evocative ambiance
- Security for self, information and belongings

Craft Tailored Experiences

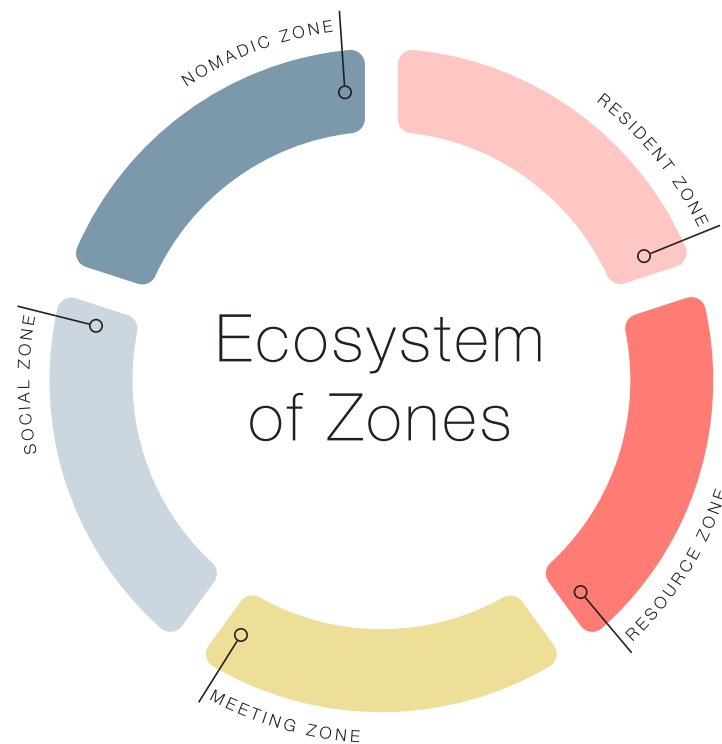
Designing a workplace as an ecosystem of various interdependent spaces gives people the ability to choose where to work based on multiple factors. Consider:

- Support for diverse activities and behaviors
- Integrated technologies
- Different spaces for different modes of work
- Natural light and views

Plan With Balance in Mind

Open-plan environments offer distinct advantages, such as easy access to others, ample visibility for work in progress and an energizing sense of camaraderie. But workers also need privacy to think creatively, focus and apply expertise, develop a point of view or simply catch their breath. To achieve the right balance:

- Support both spontaneous and planned needs for privacy
- Carefully plan adjacencies so it's easy to access privacy spaces
- Allow workers to manage their visibility and availability
- Design with all the senses in mind; throughout the floor plan, include settings that allow workers to control sensory stimuli



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

The meeting zone is a system of spaces that supports different modes of collaboration. This zone allows teams to collaborate formally or informally, supports transition moments between meetings, and provides easy access to nearby focus spaces and teams. A range of technology and tools amplifies the performance of teams, whether meeting in person or across continents.

SOCIAL ZONE

The social zone draws people together and provides a flexible space for work, connecting, nourishment and rejuvenation. This space hosts a variety of postures and choices for individuals and groups. The brand and culture of the organization is projected here.

NOMADIC ZONE

In the nomadic zone, mobile workers have a dedicated place amongst their peers to call home. This zone offers various levels of privacy based on personal preferences and focus needs. Easy access to people, information, tools and technology is provided by purposeful adjacencies to all other zones.

RESIDENT ZONE

The resident zone is designed to support users with owned individual spaces amongst their teams. This zone amplifies individual performance and supports necessary adjacencies to meeting and social spaces for the cycle of collaboration and focus. The Resident Zone hosts all types of departmental and cross functional teams.

RESOURCE ZONE

The resource zone supports all users with amenities for their day-to-day needs. These amenities range from tools and technology to services, hosting and hospitality.

PRIVACY FLOOR PLAN 1

Within an open-plan environment, embedded spaces offer privacy beyond the individual workstation and broaden the range of experiences available in the workplace. With close proximity to individual workstations throughout the floor plan, distributed privacy spaces are easy to access, offering new choices for where and how to work best.

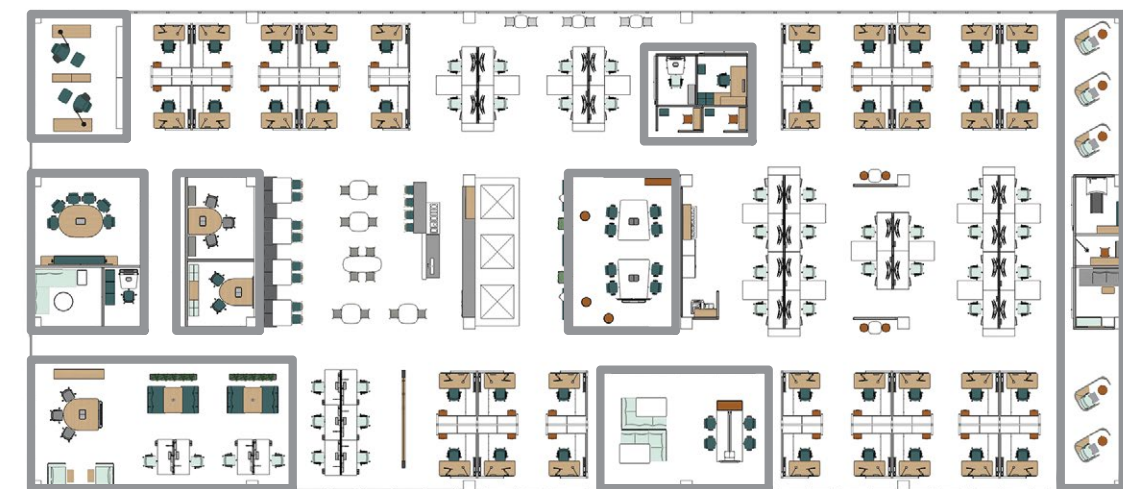
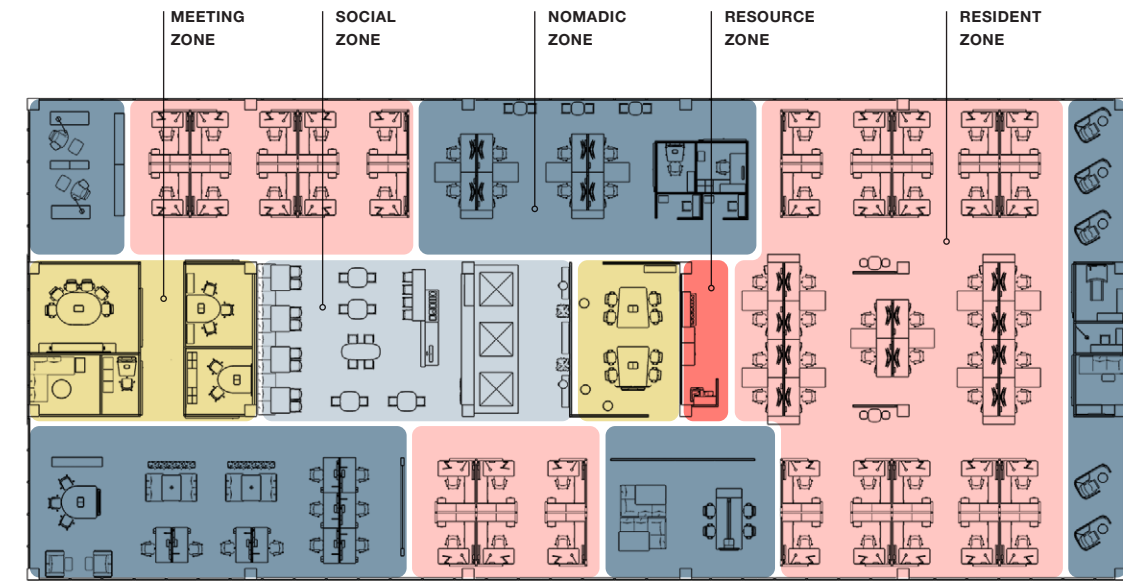
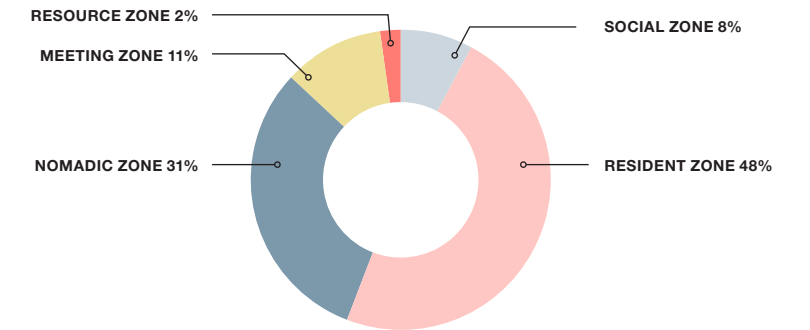
Design Considerations

- Support both focused work and rejuvenation, for individuals as well as groups of two, with privacy settings that complement and balance the open plan
- Consider small “phone booth” enclaves for spontaneous privacy needs
- Provide a range of boundary options to accommodate varied needs and preferences
- Plan settings that are immediately adjacent to workstations, along traffic paths and in remote corners of the floor plan to offer a range of adjacencies

An ideal place for:

- Absorbing information
- Contemplating
- Ideating/thinking creatively
- Thinking deeply
- Focusing on a task
- Thinking outside the box
- Solving a problem
- Conversing privately
- Getting away without going away
- Being alone
- Handling a personal issue

FLOOR PLAN 13,000 SQUARE FEET



Privacy settings within the floor plan

PRIVACY FLOOR PLAN 2

Privacy is all about choice, and this privacy zone – a destination hub for the exclusive purposes of focused work, reflection and quiet respite – offers open, shielded and enclosed environments to accommodate a range of privacy experiences and preferences. The floor plan is optimized for low or moderate stimulation with spaces that offer workers elements of control to manage their level of connectedness or solitude.

In addition to variety, the success of a privacy zone depends on workers' respect for privacy protocols that reflect the organization's commitment to its importance.

Design Considerations

- Support both focused work and rejuvenation for individuals as well as groups of two
- Consider small "phone booth" enclaves for spontaneous privacy needs
- Design for layers of stimulation and include natural elements, materials or views wherever possible
- Consider locating the privacy zone adjacent to frequently used gathering places, such as meeting areas, the cafeteria or a coffee bar

An ideal place for:

Absorbing information

Contemplating

Ideating/thinking creatively

Thinking deeply

Focusing on a task

Solving a problem

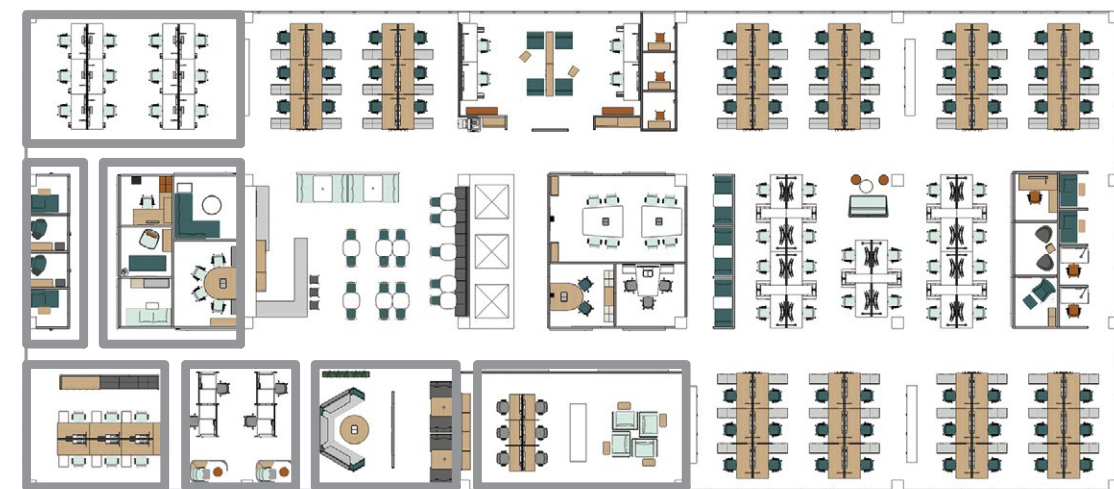
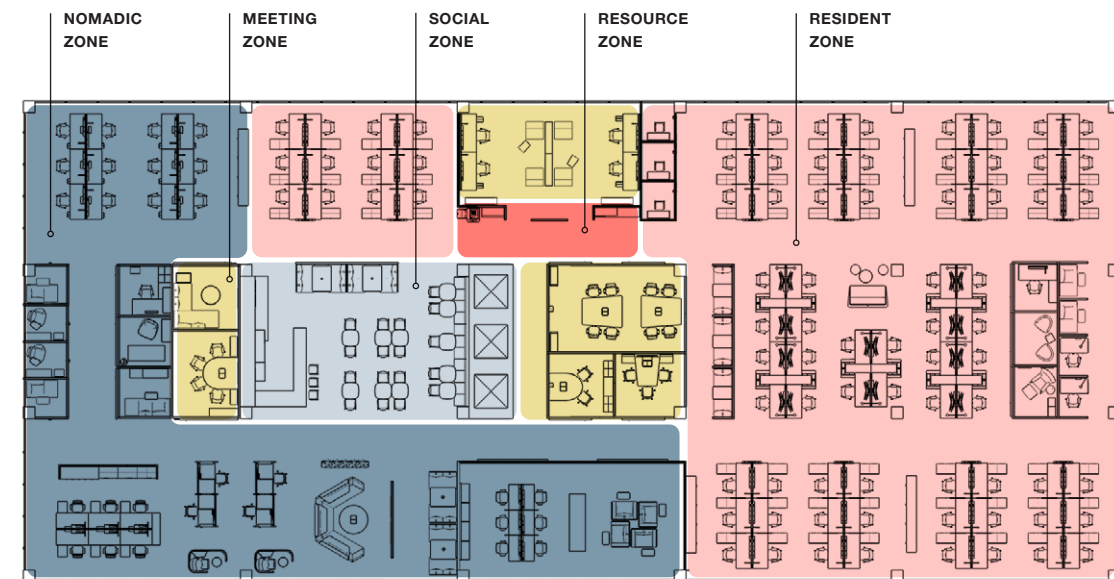
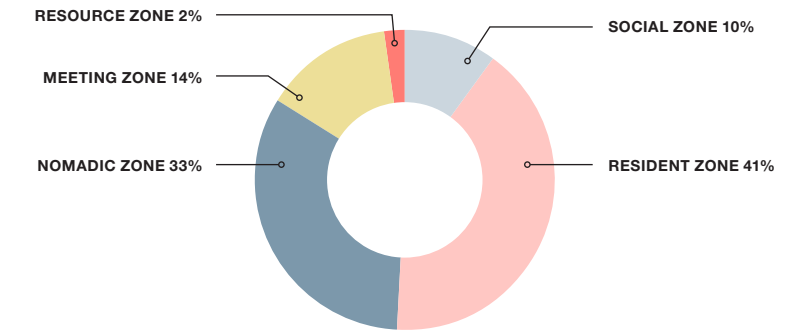
Conversing privately

Getting away without going away

Being alone

Handling a personal issue

FLOOR PLAN 13,000 SQUARE FEET



□ Privacy settings within the floor plan

PRIVACY SETTINGS

SETTINGS FOR ONE



page 29



page 29



page 30



page 31



page 32



page 34



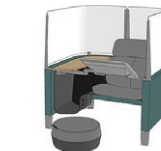
page 34



page 35



page 36



page 39



page 40



page 41

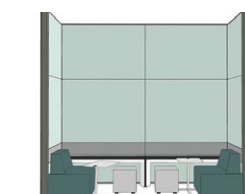
SETTINGS FOR TWO PLUS



page 28



page 31



page 33



page 33



page 35



page 37



page 37



page 38



page 39

Setting Attributes

Insight: purposeful solitude, entrusted confidence, strategic anonymity, selective exposure, intentional shielding

Boundary: open, shielded, enclosed

Type of work: focus, collaborate, rejuvenate, socialize, learn

Worker Control Opportunities

Visibility options (movable shields, blinds, transparent-to-opaque glass, etc.)

Power accesses within easy reach

Support for technology use in various postures

Easy amplification

Adjustable lighting (natural as well as artificial)

Sound options (white noise, music or SoundScapes, silence)

Temperature controls

Orientation at workspace

Aromatherapy options



A comfortable “living room” area encourages relationship building. Subtle territorial boundary elements shield workers’ visibility.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Nomadic height-adjustable workstations provide workers with quick access to privacy while staying close to their workstations and coworkers.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Shielded privacy areas provide sit, stand or lounge posture options for workers who want protection from distractions.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



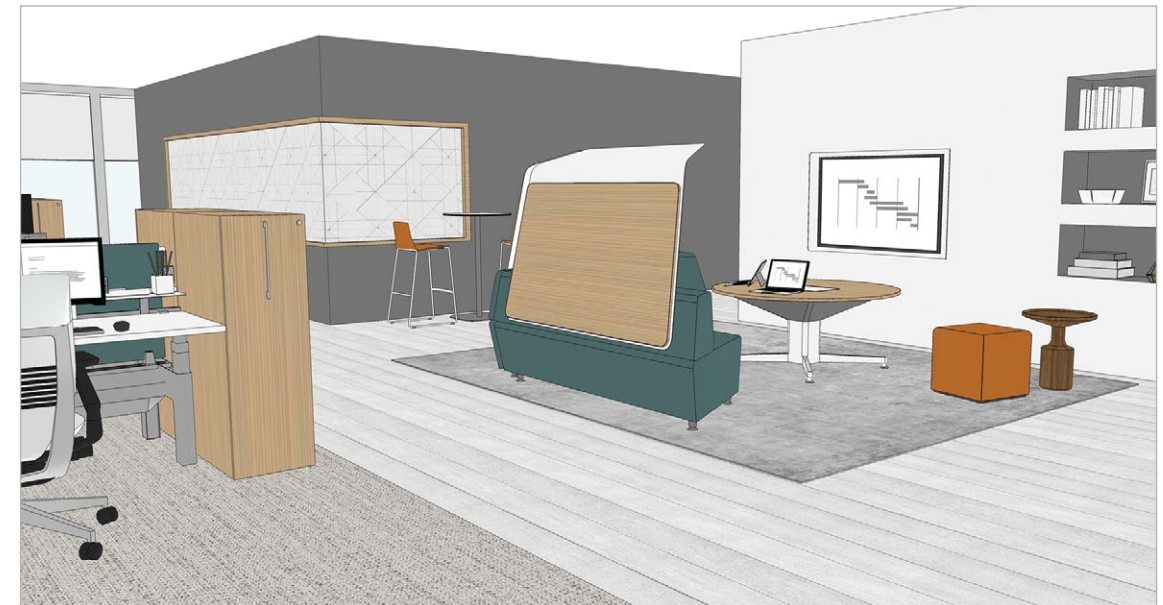
Private enclaves support the various modes of work that people typically do throughout the day. Intended for short-term use, they offer a free-address getaway spot for rejuvenation, connecting with another person or focusing on important tasks.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



For focused work, this bench with boundary elements helps to minimize distractions and support concentration. For greater privacy, there are enclosed spaces nearby.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



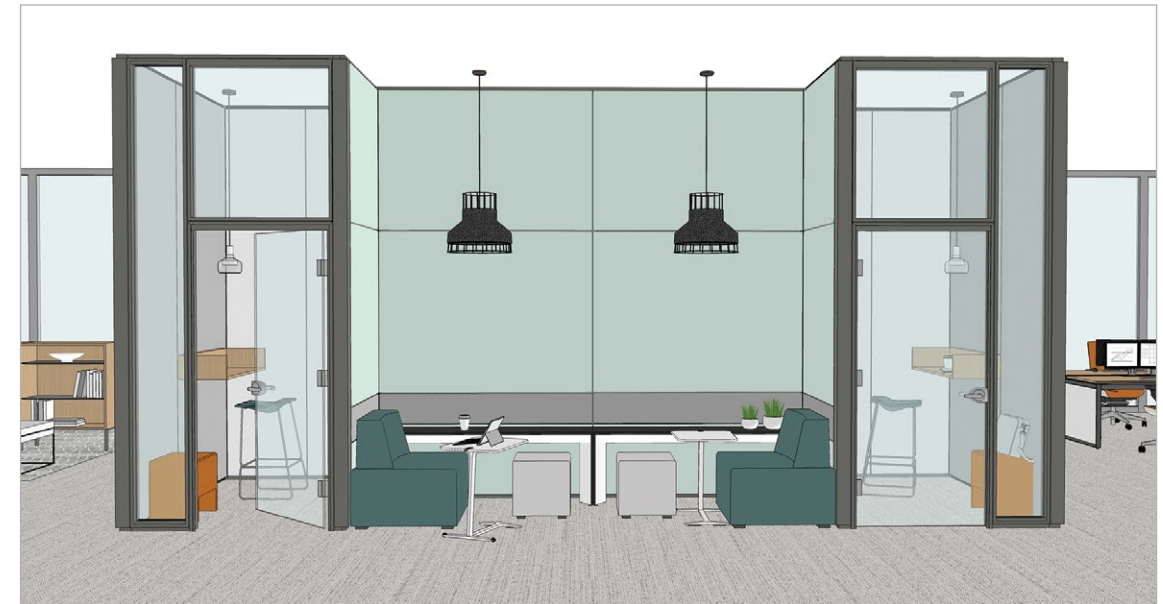
Meeting spaces with shielded boundaries allow workers to have one-on-one conversations and collaborate privately while maintaining visibility and absorbing the energy of others nearby.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Being able to choose among settings designed for focused work and settings designed for rejuvenation ensures that workers' specific privacy needs can be met. This bench setting is for heads-down, focused tasks with minimal distraction, while the shielded lounge setting next to the windows encourages relaxation and contemplation.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Easy to access phone booths allow workers to take and make calls with the assurance of acoustical privacy – and without distracting coworkers.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Nomadic workstations with shielded boundary offer workers the choice to focus alone or work one-on-one with another coworker, all while maintaining privacy from the open office.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Clustering quiet respite spaces and active rejuvenation Walkstations provides a stimulating buzz of nearby activity for users without distracting their focus.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



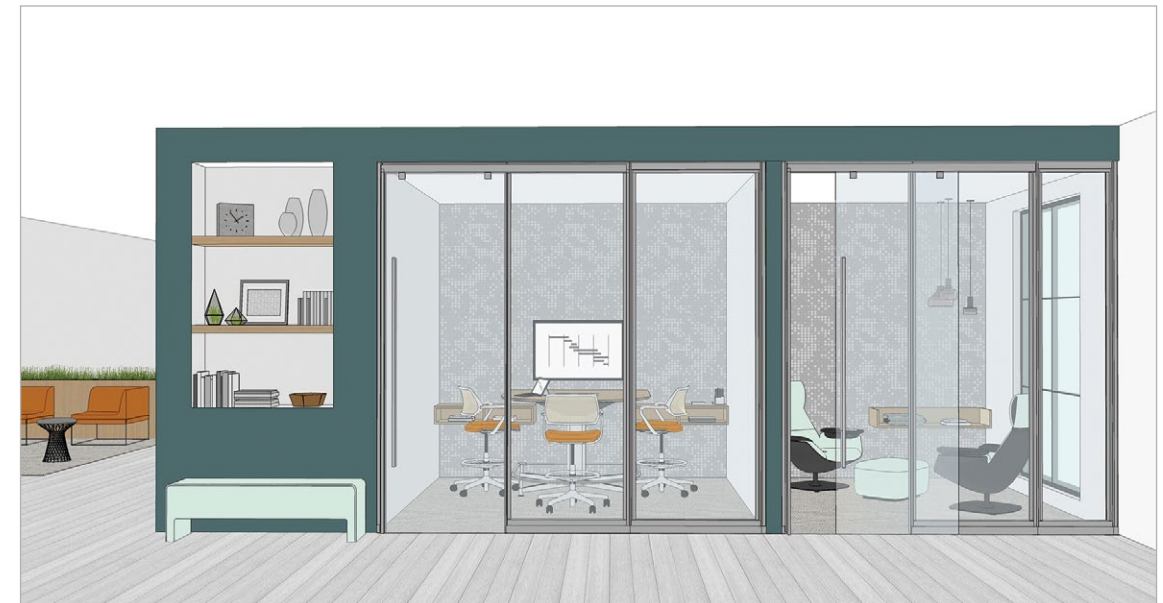
Lounge settings with views to the outdoors provide a place to get away and focus without leaving the open office.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Individual workstations offer a high level of boundary with shielding for confidential focused work, providing a reassuring sense of security and protection.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Easy-to-access enclaves help workers balance stimuli and connectivity to coworkers, enabling them to get away without going away.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Panels provide boundary and privacy for these resident workers, and lockable storage secures personal belongings. Adjacent enclaves offer a private place to meet with a colleague or take a phone call.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Semi-enclosed upholstered booths are comfortable settings for one-on-one connecting away from the distractions of the open plan.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



An open meeting space adjacent to the resident zone supports quick transitions between focused and collaborative work. Lounge and stool height options are an invigorating alternative to typical task postures. Flexible boundary and integrated technology encourage content sharing and creation in a relaxed setting.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Informal settings support maximized connectivity or intimate enclosure for dyadic conversations, supporting trust and promoting healthy relationships.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Enclose walls with high-performing acoustics ensure that those working nearby won't be disturbed. The private kiosk includes technology that allows a worker to videoconference and share content with a coworker in another location.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



Privacy screens on individual seating create havens for focus and concentration, while workers can maintain the stimulation of having proximity and visibility to colleagues.

INSIGHT	BOUNDARY	TYPE OF WORK
Purposeful Solitude	Open	Focus
Entrusted Confidence	Shielded	Collaborate
Strategic Anonymity	Enclosed	Rejuvenate
Selective Exposure		Socialize
Intentional Shielding		Learn



With compact work and lounge settings, this is a high-density, high-performance way to add privacy options to the open plan.

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These enclosed library room settings are a perfect place to gain the privacy and separation needed for reading, research or focused ideation.

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PRIVACY RATIOS

How much privacy is enough? The ideal quantity is unique to each organization depending on several factors including individual workstyles and business needs. Ask some of the following questions to begin a dialog on privacy needs and future opportunity.

- What does privacy mean to you? What key words would you use to characterize privacy?
- How do the individual's privacy needs differ from confidentiality needs?
- How and where is privacy currently supported in the workplace?
- How many users have owned individual spaces vs. share individual spaces?
- How much time do users spend working alone vs. together?
 - Individual activities such as routine tasks, deep focus work and rejuvenation
 - Group activities such as coordinating, communicating and collaborating
- Are users empowered through tools and permission to choose how and where they work?
 - Do users have laptops or desktop computers?
 - Is there a variety of spaces to support different work modes?
- Are there other concerns, needs or considerations regarding privacy solutions?

Use the following benchmark examples and settings within the book to identify the privacy settings that support your organization's users and business needs.

FINDING THE RIGHT “RATIO” FOR YOU

Steelcase has collaborated with over 30 global customers to develop typical privacy ratio recommendations. On average, a ratio of 1:6 – 1:10 privacy settings are recommended dependent on the needs, programs and desired outcomes of the organization.

Use the following three benchmarks as references to customize your privacy setting to user ratio needs.

BENCHMARK EXAMPLE TEAM 1

Employee population characteristics:

- All are resident workers with owned workstations
- All are tethered to their space due to technology constraints e.g., desktop computers, need for large monitors, etc.

Privacy needs:

- Quiet spaces for personal and business-related phone calls
- Dedicated spaces on campus to support rejuvenation and focus

Design Solution:

- One privacy setting for every twelve employees

RATIO 1:12



BENCHMARK EXAMPLE

TEAM 2

Employee population characteristics:

- All are resident workers with owned workstations, yet are considered “campus mobile”
- All have laptops and the culture encourages them to work off campus or remotely to get focus work done

Privacy needs:

- More spaces on campus to support rejuvenation and focus

Design Solution:

- One privacy setting for every nine employees

RATIO 1:9



BENCHMARK EXAMPLE

TEAM 3

Employee population characteristics:

- Approximately 70% are resident workers with owned workstations while the other 30% are nomadic workers who utilize shared spaces
- Resident workers have a combination of desktops and laptops while all nomadic workers have laptops or tablets

Privacy needs:

- More quiet spaces to support privacy, focus and moments of rejuvenation away from the workstation

Design Solution:

- One privacy setting for every six employees

RATIO 1:6



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