



Five Ways to Create a More Productive Workplace and Workforce

How the convergence of real estate, technology and HR can support workplace redesign for better business outcomes.

A more flexible, people-centric environment helps people and businesses become more agile and innovative while reducing cost.

Business success today depends on the ability to become more agile and innovative while reducing costs. To achieve the best outcomes and deliver optimal value for stakeholders, organizations need to empower their workforce for greater productivity and ensure that every resource is put to the most efficient use possible. Workplace redesign addresses these imperatives by adapting the office environment to meet the full spectrum of requirements and preferred work styles with a variety of new settings that let people choose the right spaces for their changing needs throughout the day. By evolving to a more people-centric setting, organizations can attract, retain and engage a talented workforce, and better support their need for both individual focus and collaboration. Additionally better utilization of real estate can cut the amount of space required for each person by more than half, lowering real estate and related maintenance expenses.

The effectiveness of workplace redesign has made it a major trend in business strategy; a recent IDG Tech Pulse poll found that 57 percent of IT decision-makers reported having an initiative of this type in place or in planning stages.¹ Each company's approach will look different, developed in collaboration by teams from real estate, IT and HR to reflect the unique needs of the organization. As you evaluate the opportunities to create more productive settings in your own workplace, there are five guiding principles that can help you maximize the benefits of this strategy:

- 1. Create a more innovative environment** where new types of settings and interactions inspire people to new levels of engagement and productivity.
- 2. Design spaces around specific tasks and preferences** to better meet the needs of individuals and groups around the work at hand.
- 3. Increase workplace utilization to lower costs** and drive greater business value with each dollar you invest.
- 4. Deliver secure access** to the apps, desktops, data and services people need to work productively, and on any device—corporate or personal—to allow complete freedom and flexibility.
- 5. Manage change to ensure enthusiastic adoption and effective use** of your new work environment.

¹ IDG Tech Pulse, March 29, 2016.

Redesigning real estate, technology and HR around the needs of the workforce

The goal of workplace redesign is to create an environment that fosters greater productivity, engagement and innovation. People can choose the right kind of settings for their needs throughout the day, including individual focus, group collaboration, socialization and wellness. Mobile technologies allow full access to IT resources on any device, anywhere, with a high-performance experience and seamless roaming across contexts. Traditional hierarchies are de-emphasized in favor of interaction across levels and disciplines, allocation of resources based on need rather than status, and the management of personnel by performance, not presence. In this way, real estate, technology and HR evolve in tandem to help people deliver the best outcomes for the business.

As your real estate, technology and HR teams work together to develop the right strategy for your organization, the following five practices can help you realize the full potential of workplace redesign to increase productivity and innovation while reducing cost.

1. Create a more innovative environment

People respond to the environment they work in. When exposed to new ways of thinking and new types of interactions, their work becomes more innovative as well. At the same time, employees place increasingly more importance on the values and culture of the company they work for, especially in terms of creativity, sustainability, wellness and the free exchange of ideas. By providing a workplace that reflects these ideals, an organization can deepen the engagement, loyalty and motivation of its workforce. Innovation also means moving beyond traditional constraints to allow more fluid, flexible and efficient ways of working.

To create settings that foster innovation:

- Provide ample opportunities for interaction across departments and job titles in settings such as cafes, living room style sitting areas, and outdoor work areas. Spaces and facilities should be available for town hall meetings, brainstorming and group creativity.
- Reflect principles such as sustainability, conservation of resources, energy efficiency and access to the natural environment in the choice of building materials, office furnishings and the design of physical spaces.
- Manage people by the work product they deliver, not their presence. By setting objectives for people to meet each quarter and year, and evaluating them based on the achievement of these goals, you can reinforce the connection between each individual's work and the value they drive for the business.

2. Design spaces around specific tasks and preferences

Different types of work call for different kinds of spaces—a meeting room for a presentation or group project, a private booth for a one-on-one meeting or phone call, a casual setting for brainstorming, a quiet area for individual focus and so on. Similarly, each individual has different preferences and priorities for the settings. Diverse factors such as natural light, access to wellness facilities, and the relative liveliness or seclusion of a person's work space can make

a material difference in their productivity and satisfaction. When people are free to choose the right setting for their purposes, and change settings easily over the course of the day, they become more engaged, inspired and loyal to the business.

To design spaces around the needs of the people who use them:

- Gather information on work needs, styles and preferences through interviews with key stakeholders, focus groups and surveys of the people who will use the space, and observation. You should identify both the types of spaces needed and requirements for shared technology such as devices, monitors, printers and conferencing equipment.
- Anticipate changing needs such as accommodating groups for meetings, training or seasonal work, or supporting a longer-term expansion of the workforce. Approaches include modular areas with movable walls, multi-function rooms and even furniture that can be reconfigured.
- Specify the types of spaces to be created and their allocation, including project, collaboration and meeting rooms; private rooms and quiet spaces; fitness, wellness and recreation facilities; and cafes and other social areas.
- Refine the strategy through a phased roll-out across floors, buildings and cities that allows testing of different types of spaces and furniture, and the incorporation of real-world feedback and learnings as your initiative progresses.

3. Increase workplace utilization to lower costs

Providing a more productive workplace also means putting resources to the most effective use to achieve business objectives. By rooting out inefficient consumption habits and reducing waste, you can recapture funds for reinvestment and return greater value to stockholders. There are ample opportunities for cost savings to be found in most organizations, from large dedicated offices that remain empty for long periods due to meeting attendance, travel or vacation, to undersubscribed conference rooms.

To lower costs with better utility of workplace environments:

- Redesign settings to better reflect the work preferences of your workforce, including a more accurate allocation of space based on real-world behavior. Although most organizations perceive their space to be near total occupancy, the reality is closer to 50 percent. Reducing wasted space can yield dramatic reductions in carbon footprint, including slashing costs for real estate, power, HVAC and maintenance. In all, these savings can add up to an estimated annual total of \$8,000 – 10,000 per seat²—millions of dollars for a midsize organization, where organizations spend on average \$50 million per year for a 5,000-person company.
- Reduce or eliminate assigned spaces so that an individual's illness, vacation or travel doesn't result in an empty seat. If your strategy does include assigned spaces, consider shifting from full-sized private offices to a smaller dedicated space per person or even a seat at a shared table, or sharing offices among several people. Creative designs can encourage full utilization of shared communal spaces such as work tables, lounges, outdoor work areas and wellness facilities.

²JLL, [Making it real: Putting the new model for real estate value to work](#), February 2, 2015.

- Provide environments where people are more satisfied and engaged to increase loyalty and lower HR costs. According to Gallup, employee disengagement costs the U.S. \$450 billion to \$550 billion per year. Higher levels of engagement can improve the bottom line through increased customer satisfaction and enhanced productivity, as well as mitigating the disruption, lost human capital, and high costs associated with turnover—an estimated \$250,000 per replaced employee.
- Simplify and accelerate onboarding for new employees and contractors wherever they work—including in newly opened or acquired locations—through central delivery of mobile workspaces. On-demand delivery of standard images helps you provision users quickly without the need to provide standard corporate devices or open an IT ticket for each individual.

4. Deliver secure access to the apps and data people need

To help people make full use of the new spaces you create, you need to give them the freedom and flexibility to become productive in any setting throughout the office—a welcome change from being tethered to a traditional desk and computer. This includes access to all of their apps and data from anywhere, on any device, with a seamless experience as they change user scenarios. While bring-your-own device (BYOD) is not an essential element of workplace redesign, it can provide additional benefits by allowing an even more personalized work experience that strengthens job satisfaction. BYOD can also reduce expenses by leveraging users' own personal devices and support contracts so that IT can get out of the endpoint hardware business. At the same time, it's crucial for IT to maintain security and protect business data wherever and however people work.

To empower people with secure access to business and IT resources for productivity and flexibility:

- Enable people to access the apps and data they need to be productive from anywhere, and to collaborate and share information with colleagues everywhere, for complete freedom and flexibility in the way they work. Apps are provisioned and managed in the datacenter to enable centralized data protection, compliance, access control and user administration regardless of where or how people use them. Secure file access, sharing and storage on-premises and in the cloud also makes it simple for people to access and edit the data they need to do their jobs, while complete IT control, auditing and archiving features help you maintain security and compliance.
- Untether people from the constraints of assigned desks and standard hours, and allow them to move throughout the office as needed with a simple, consistent experience to access business resources from anywhere. A unified app store provides a single point of access and provisioning for any type of Windows, mobile, SaaS or web app on any type of device, including all tablets, smartphones, PCs, Macs and thin clients. People can easily find the apps they need, while IT gains a single point of control and administration for identity-based provisioning, automatic account de-provisioning for terminated employees, and remote wipe for data and apps on lost devices.

- Let people work from a variety of both their own devices and corporate-owned devices such as thin clients, printers, monitors and other equipment located throughout the office. Virtual delivery of business applications and desktops, complemented with enterprise mobility management, makes it possible to keep personal and business content separate on BYO devices. Mobile device management, mobile application management and end-to-end control and protection across devices, people and locations minimizes risk, and granular application-level controls let IT enforce security policies without compromising employees' personal apps and data on mobile devices.
- Extend a fully WiFi-enabled environment throughout the office with optimized network performance so people can choose where to work based on their needs and preferences, without having to worry about variations in user experience.
- Apply layered network and domain security controls for access to Windows, web, SaaS and mobile apps for every individual, device, location and network connection. Context-aware controls and policies let you ensure the right level of access for every individual, device, location and network connection, without the need for user configuration.

5. Manage change to ensure enthusiastic adoption and effective use

The introduction of your new work environment should be an exciting occasion for your workforce and reflect the organization's commitment to a culture of innovation and empowerment. At the same time, people may naturally feel uncertain about what to expect or uneasy about what the changes will mean for them. A proactive approach to change management is essential to communicate the benefits of the redesigned workplace and help people adapt to it effectively.

To manage the transition to your redesigned workplace:

- Build excitement and buy-in through management support and peer champions who promote the human benefits of a new environment designed around the specific needs and preferences of the people who work there.
- Set guidelines for the use of dedicated, shared, team and common areas, including protocols for noise, privacy and cleanliness; time limits for various spaces; reservation policies; and the designation of personal storage and lost & found facilities.
- Educate managers to help them become comfortable with the potential shift from line-of-sight management to one that is based on output and goal achievement.
- Address concerns through a coordinated plan to receive and respond to feedback, and by showcasing model individuals and groups who are making exemplary use of the new office design.

Conclusion

Workplace redesign has the potential to transform traditional office layouts into environments optimized for a new era of digital business. Untethered from assigned desks and devices, people gain the flexibility to work and collaborate however they can be most productive, and spend their days in settings that inspire greater engagement, creativity and innovation. For the business, the benefits of a more agile and productive workforce are complemented by reduced capital and operating expenses as people make more efficient use of the resources available to them. A more human-centric work experience pays dividends for both people and the business, as greater job satisfaction and loyalty reduce costs for turnover, recruiting and onboarding. The creation of this new work environment is best approached as a collaboration among teams from real estate, information technology and human resources.

Citrix technology solutions provide the foundation for secure access to apps, desktops, data and services from any device or network connection with a high-performance experience. The same transformative value applies as people move beyond the workplace itself. People can use the same secure access mechanism while working at customer sites, field offices, home offices and other locations as they would in the office, freeing them from the need to learn new or different ways of doing things for different contexts. Similarly, the same infrastructure that enables your workplace redesign initiative can also provide the foundation of your business continuity planning strategy, as people use seamless, any-device mobility to maintain productivity in the event of a disruption or displacement. As these use cases illustrate, the fundamental premise of workplace redesign is simple yet powerful: people can become fully productive in any scenario, with the best work experience for their needs, to drive value and impact for the business.

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