better power for a changing world
Safety and Security

- Use of any recording devices is prohibited
- Badge must be displayed at all times
- Stay with your escort and follow his or her instructions
- If you become separated please ask to be taken back to the North Building Lobby
- Dial 5555 on any phone to connect to security
About the Presenter

- Matthew S Woodruff
- MBA and Architect
- Rolls-Royce, 6 years
- Prior Experience
  - Eli Lilly and Company
  - Mansur Real Estate
  - BDMD Architects
About Rolls-Royce

• Engineer and manufacture power & propulsion systems

• 5 Market sectors

• ~42,000 Colleagues

• 45 Countries

• ~30M ft² under roof (18% Office)
About Meridian Center

- 2 Office Buildings (320k sf²)
- Café & Conf. Center (30k sf²)
- Parking Structure (1,500 spaces)
- ~2,300 Colleagues (2,700 Target)
- Agility Metrics
  - 65% Not assigned a desk
  - 1.3:1 Over-assignment of desks
Aligning the Workplace to the Business

- Life expired, inefficient buildings
- Consolidation of footprint
- Modernizing work practices
The Process

1. **CREATE**
   - Initial communications between Rolls Royce Leadership, Team, and Associates to align all stakeholders on the AWE process
   - Kick-Off Meetings
   - Communications
   - Visioning Workshop

2. **EXPLORE**
   - Engage and learn about Rolls Royce Associates and their work environments to develop a strategy and recommendations for the new workplace
   - Research
     - Workplace Performance Survey
     - Observations
     - Focus Groups
     - Targeted Insight
     - Leadership Interviews
   - Strategic Brief

3. **PREPARE**
   - A structured change program that effectively communicates to prepare and support associates as they move into a different work environment
   - Culture Transformation
     - Workplace expectations and new behaviors
     - Website
     - Mgt. Kick off Sessions
     - Information sessions
     - IT Workshops
     - RRMC Tours
     - Mobility Enrollment
   - On-site support
   - Mgt. Engagements
   - Focus Groups

4. **TRANSITION**
   - Continue to assess and support associates in the new work environment after the move
   - Post Occupancy Evaluation (3-6 months)
   - After move-in, associates will provide feedback to ensure that AWS is meeting business goals

5. **EVALUATE**
   - On-site support
   - Mgt. Engagements
   - Focus Groups

Timeline:
- Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2011
- 2012
- Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2013

A Global Workplace Community focused on increasing Workplace Innovation & Consciousness
## Impact to the Business

<table>
<thead>
<tr>
<th>Maintained sense of pride</th>
<th>Fostered sense of collaboration</th>
<th>Reduced response times</th>
<th>Improved perception of the Office</th>
</tr>
</thead>
</table>
| “I am proud to work for Rolls-Royce.” | “I came in with a cynical attitude… I viewed collaboration and innovation as just consultant speak, but it has actually been great and I’ve become a true believer.” | Outside Group: 11%  
Within Group: 19%  
With Manager: 22% | Overall, I am satisfied with my workplace.” |

### Improved perception of the Office

- **Pre:** 48%
- **Post:** 75%
Challenges

- Achieving full utilization
- Reinforcing behaviors and not slipping back
- Keeping pace with cultural and business evolution
Key Learning

• Allow time to plan and ‘sell’ the transformation
• The technology must work
• Guidelines over standards…
  …one size doesn’t fit all
• Plan for ongoing support
• Make it yours…
What’s Next?

• Footprint optimization
• Continue refinement of delivery
• Work-Life Integration
• Increasing incorporation of Wellness thinking in the workplace
Questions?