MEASURING WHAT MATTERS

Eric D. Johnson
Senior Workplace Advisor
Allsteel
“If you can’t measure it, you can’t improve it.”

Peter Drucker
Supply Focused Metrics

1. How much have we got: SF/Person, SF/Seat
2. How much does it cost: $$/SF, $$/Person, $$/seat
3. How is it allocated: % “I seats”/% “We seats”
4. How is it used: % Occupied, % Utilized

Historically, very straightforward to measure and benchmark.
As workspaces become more mobile and flexible, these metrics are still important, though sometimes more challenging to measure.
"The idea that you can create a template that will work forever doesn't happen in any business."

Billy Beane
Demand Focused Metrics

Organizations will continue to use universally accepted supply based metrics – cost/SF, SF/seat, etc.

New metrics will consider and integrate these factors:

- Organizational
- Spatial
- Individual

We’re going to look at 3 groups of metrics:

1. Wellness
2. Productivity
3. User Experience
Understanding Wellness

Wellness is the sum of all of the positive steps you take in order to lead a healthier life.

Steps an organization can take
- Improved culture of wellness
- Increased education
- Improved Health status
- Employee feedback

Measures with a correlation to wellness
- Sick days
- Presenteeism
- Stress
- Healthcare utilization
- Employee satisfaction
- Employee experience
Knowledge Worker Productivity

Knowledge work is typically completed in teams; therefore understanding the factors that drive team effectiveness is key to understanding knowledge worker productivity.

<table>
<thead>
<tr>
<th>Google re:Work²</th>
<th>Allsteel 6 Factors¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologically safe environment where it is safe to:</td>
<td>• Social Cohesion</td>
</tr>
<tr>
<td>• ask questions</td>
<td>• Perceived Supervisory Support</td>
</tr>
<tr>
<td>• seek support</td>
<td>• Information sharing</td>
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<tr>
<td>• propose ideas</td>
<td>• Vision and goal clarity</td>
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<td>• question others</td>
<td>• External outreach</td>
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<td></td>
<td>• Trust</td>
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Understanding User Experience

User experience is a set of perceptions that employees have at work in response to their interactions with the organization.\(^3\) It includes organizational, leadership and individual factors.

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\(^3\) The Financial Impact of a Positive Employee Experience. IBM Smarter Workforce Institute and Globoforce WorkHuman Analytics and Research Institute, 2018.

\(^4\) Kamouri, Anita, PhD. Understanding the Workplace User Experience. IFMA World Workplace, October 2016.
Here’s the challenge

• How do you determine the **appropriate metrics** for your organization?
• How do you collect **valid, reliable data** to support those metrics?
• How do you **identify actions** in response to the data collected?
• What **benchmarks** do you use? How do new metrics become **standardized**?
• And finally – how do you get leadership to accept **correlational vs causational metrics**
Thank you!

- Eric Johnson
- Allsteel
- 412-512-5785
- johnsoned@allsteeloffice.com
APPENDIX
So – how did we get here?

It likely looked something like this

And now – it’s a given.
Defining New Workplace Metrics

1. Define organizational goals and cultural norms
2. Identify existing workforce related programs and processes aligned with the defined goals and norms
3. Identify existing metrics used to assess the success or effectiveness of these programs and processes, i.e., absenteeism, health care costs, recruiting/retention costs
4. Identify new metrics that align with the identified goals and norms, i.e., engagement, user experience
5. Develop data collection, analysis, recommendation and reporting processes; establish baseline metrics
Common Factors

“I feel like I belong to a team.”

“I trust my team to share information.”

“We all agree to talk freely and as equals.”

“It’s okay to ask each other for assistance.”
Linking Multiple Workplace factors


Kamouri, Anita, PhD. Understanding the Workplace User Experience. IFMA World Workplace, October 2016.


Kohll, Alan, “Are your measuring the real impact of your employee wellness program?” Forbes, February 27, 2018.