

THE PERSONAL WORKPLACE

**A system of office furniture designed for
comfort**

VOLUME NUMBER

4

EXAMPLES OF PRIVATE OFFICES

**DESIGNED BY
DIFFERENT MANAGERS**

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1. CONTENTS

This booklet provides examples of office layouts made by users of offices. We intend to show in this booklet the following key facts.

1. People are easily able to produce office layouts which are more effective. It works and is relatively trouble-free.

1. INTRODUCTION

2. The offices that are produced are more effective, more comfortable and efficient which is highly desirable. This is visible in the fact that the layouts people produce are "unique" in a sense which reflects the users more closely than anything possible within conventional systems.

2. PROCESS

3. EXAMPLES OF OFFICES PRODUCED BY DIFFERENT MANAGERS

3. The layouts which people produce for their offices have a subtlety and personal variety far greater than the variety which can be produced by conventional office layout systems.

4. SURVEY OF DIFFERENT OFFICE PLANS

4. Clients are enthusiastic. Comments from clients, after doing the layout process, are generally very positive, and far beyond what could be expected by conventional means. All clients, without exception, describe the fact that the closeness of fit between their work and their office, which can be attained within the personal workplace system, is greater than they could achieve by any conventional system.

5. STATISTICAL SURVEY OF USE OF DIFFERENT ITEMS OF FURNITURE

5. From their comments, we may infer that when these items of furniture are made available on the market, CES workplace customers will immediately start using them. We believe there is a strong likelihood that this new system will create an entirely new pattern of office use. It is our belief that within a decade this will become the method of choice, for all middle management office users.

1. INTRODUCTION

This booklet provides examples of office layouts made by users of offices. We intend to show in this book, the following key facts.

1. People are easily able to use the layout process. It works and is relatively trouble-free.

2. The offices that are produced have a level of adaptation and efficiency which is highly desirable. This is visible in the fact that the layouts people produce are "unique" in a sense which reflects the users more closely than anything possible within conventional systems.

3. The layouts which people produce for their offices have a subtlety and personal variety far greater than the variety which can be produced by conventional office systems.

4. Clients are enthusiastic. Quotations from clients, after doing the layout procedure, indicates that they feel that the results of these layouts are extremely positive, and far beyond what can be achieved by conventional means. All clients, without exception, describe the fact that the closeness of fit between their work and their office, which can be attained within the personal workplace system, is greater than they could achieve by any conventional system.

5. From their comments, we may infer that when these items of furniture are made available on the market, CES workplace customers will immediately start using them. We believe there is a strong likelihood that this new system will create an entirely new pattern of office use. It is our belief that within a decade this will become the method of choice, for all middle management office users.

2. PROCESS

The studies shown in this workbook were made during March and April 1989, with fourteen managers in the San Francisco Bay area. The fourteen were chosen as potential customer of CES workplace furniture. All work for corporations in the Bay area, including large corporations like the telephone company and Bank of America, franchised companies like MicroAge computers, and small independent companies. As a group there are probably slightly fewer large corporate customers, and more individual entrepreneurs than there might be in a typical sample.

Each person was given the workbook #3, Layout process for a private office. The person was first given a chance to study this book at their own leisure, so as to complete the dream material. The person was then given the model at 2" to 1 foot, of the personal workplace furniture. After making a model which had the right walls, doors and windows, the person then used the process defined in workbook 3 to get the private office layout for himself or herself. These layouts are shown in the following pages.

A CES facilitator was present to set up the walls and openings of the room, but otherwise did as little as possible to intervene. Occasionally she provided encouragement, but never actually took part in the layout process itself. Only one of the 14 persons complained about this non-intervention. Thirteen out of fourteen apparently found it stimulating and enjoyable.

In all cases the whole process took between 2 and 3 hours.

ROBERT LINKS

ATTORNEY

3. EXAMPLES OF OFFICES PRODUCED BY DIFFERENT MANAGERS

Robert Links, Attorney

Pirko Lucchesi, Architect, San Francisco

Marilu Ontiveras, Personnel manager, NRC, Oakland

James Maguire, Project Manager, NRC, Oakland

Andre Sala, Department manager, Portal Press, Corte Madera

**Stephanie Upham, Owner, Children's clothing manufacturing
company, Berkeley.**

Anil Randive, Pacific Bell, San Francisco.

**Carlos de Morelos, Programmer/analyst, SMS, Shared Medical
Systems Inc.**

Steve Philips, Manager, MicroAge Computers, Berkeley

Alex Bloom, Computer programmer, SMS, Oakland.

Sunil Bhonsle, Department manager, Cutter Laboratories, Berkeley.

Bill Manley, Advisory systems engineer, Bank of America.

Donald Yost, Realtor, Berkeley

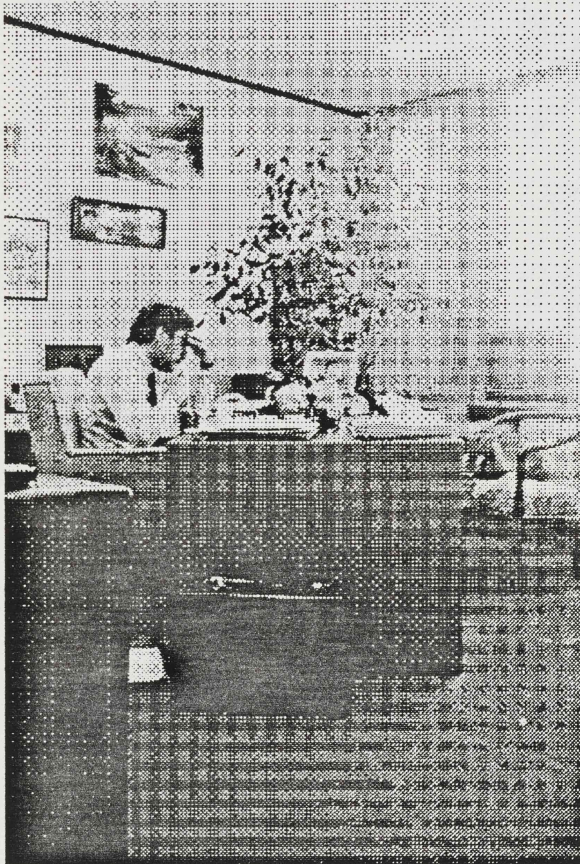
Neela Kanzaria, Education administrator, CEB, Berkeley

"I need to look at cases and use
the computer while talking on the
phone". "Often I need to sit with
my client at a table, and go over a
draft. I have no place to do it".

ROBERT LINKS

ATTORNEY

DOBBS, BERGER, MOLINARI,
SAN FRANCISCO



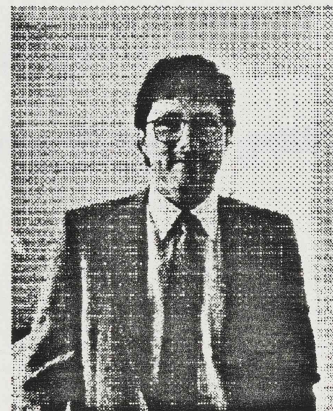
Mr Links' present office

"I've never had an office that really works. In fact, not one of the attorneys I know has an office that really *works well*"

"I need everything within reach".

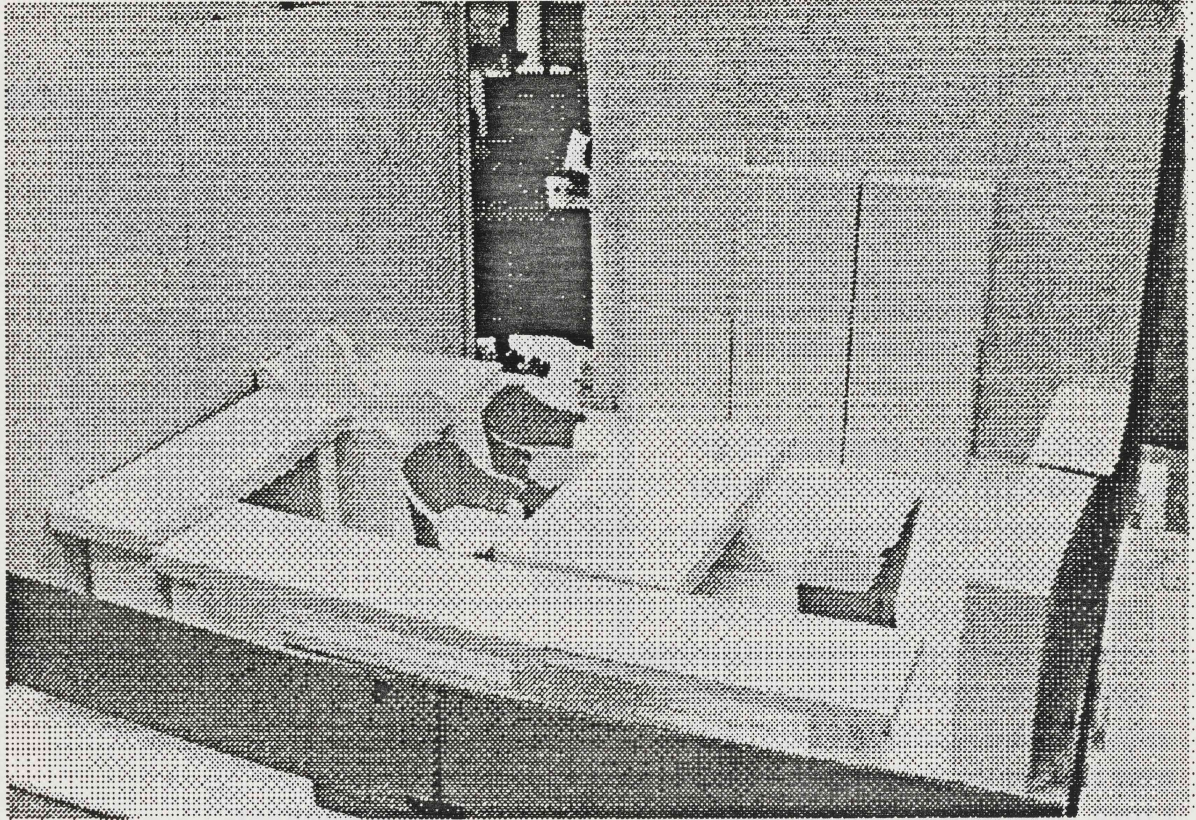
"Closed storage is frustrating. I cant grab the right file at once".

"I cant spread out reference material while using the computer". "I need space to lay things out, and everything open so I can get anything I want out of any of the files that I am working on".



"I need to look at cases and use the computer while talking on the phone". "Often I need to sit with my client at a talk, and go over a brief. I have no place to do it".

THE PERSONAL WORKPLACE



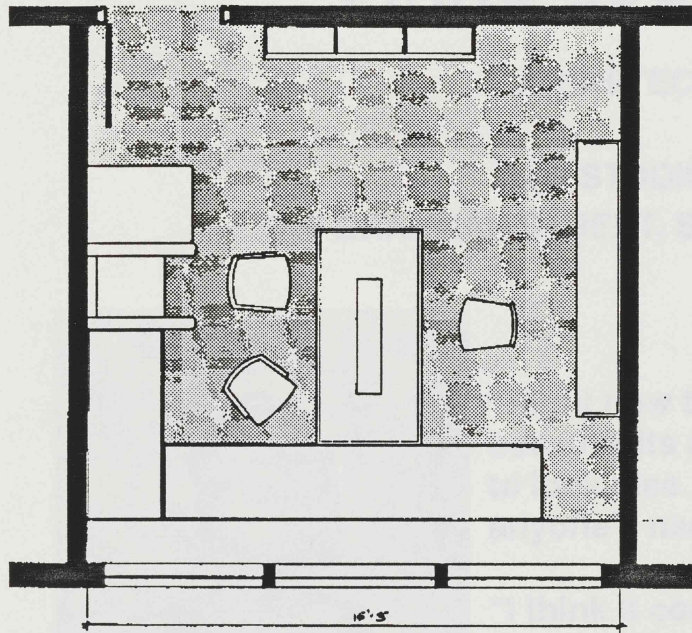
Mr. Links' new office

COMMENTS FROM MR LINKS, AFTER COMPLETION OF HIS OFFICE LAYOUT

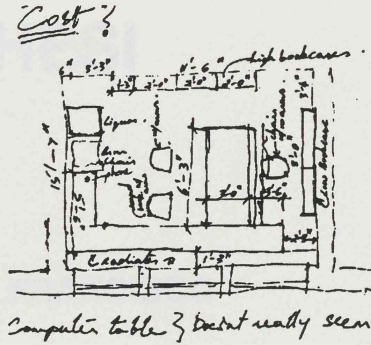
“This is great. This stuff is worth a million dollars”

“This is the first time in my life that I have had a chance of getting an office that really works”

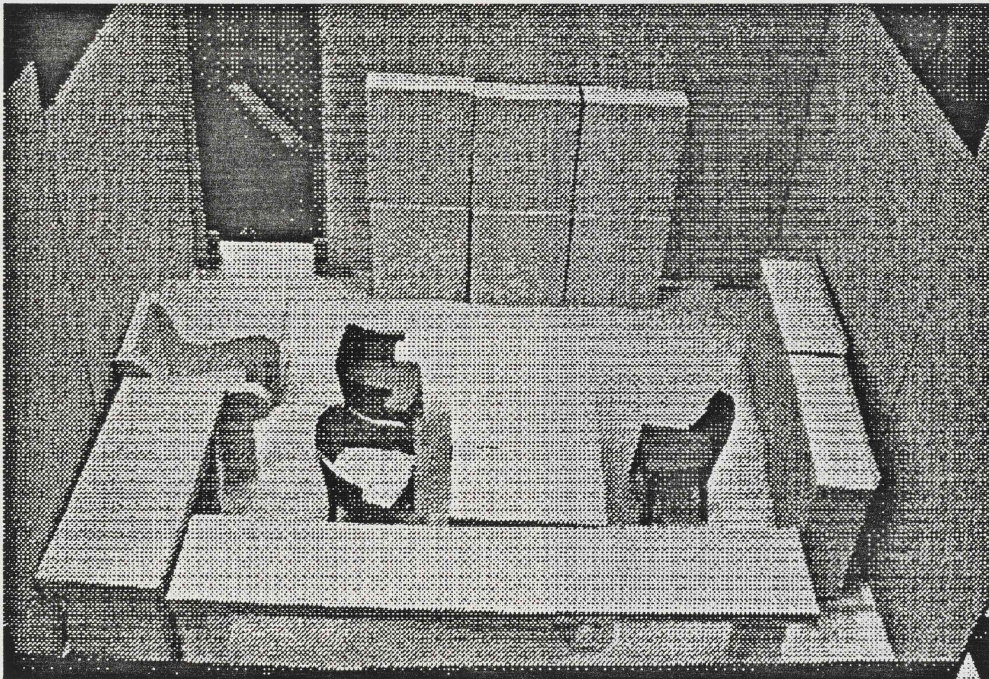
THE PERSONAL WORKPLACE



The new office plan



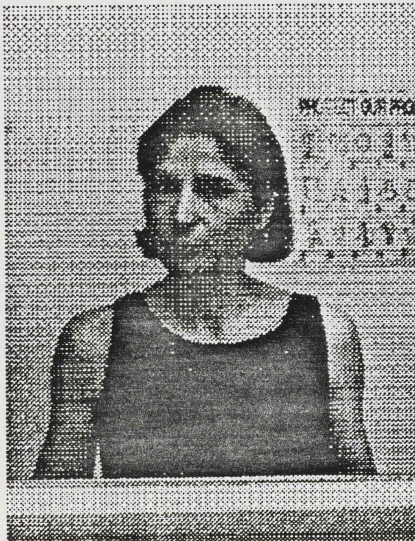
"It forces you to examine what your needs and desires are with regard to your workplace. Your office is the place where you spend the most amount of time, more than any other place in your life, and a person has to be a fool not to want to spend two hours thinking about it. And I mean this seriously"



PIRKO LUCCHESI

ARCHITECT

A+O STUDIOS,
300 BRANNAN STREET, SAN FRANCISCO



“Right now the office doesn’t work because its a generic office, just laid out to look nice. “It doesn’t really meet anyone’s needs”.

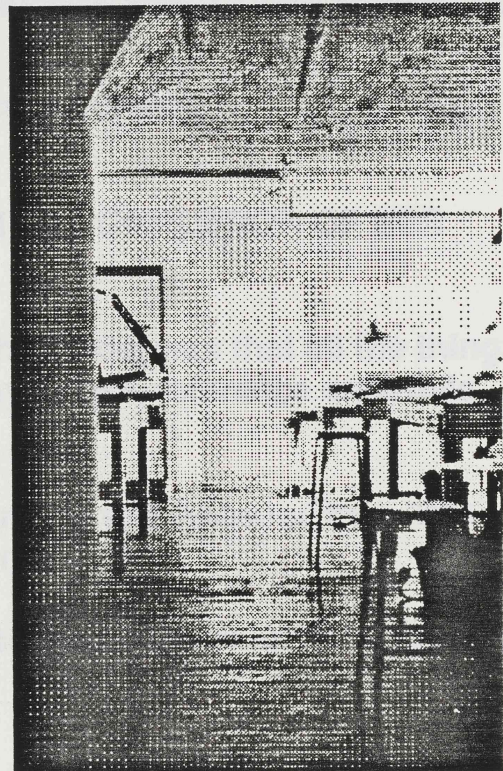
“I think it could be laid out to look nice, *and* function well, but then everyone has to get involved”.

In terms of comfort, I’m kind of floating in the middle of space. I like to have something behind my back — that things would wrap around me

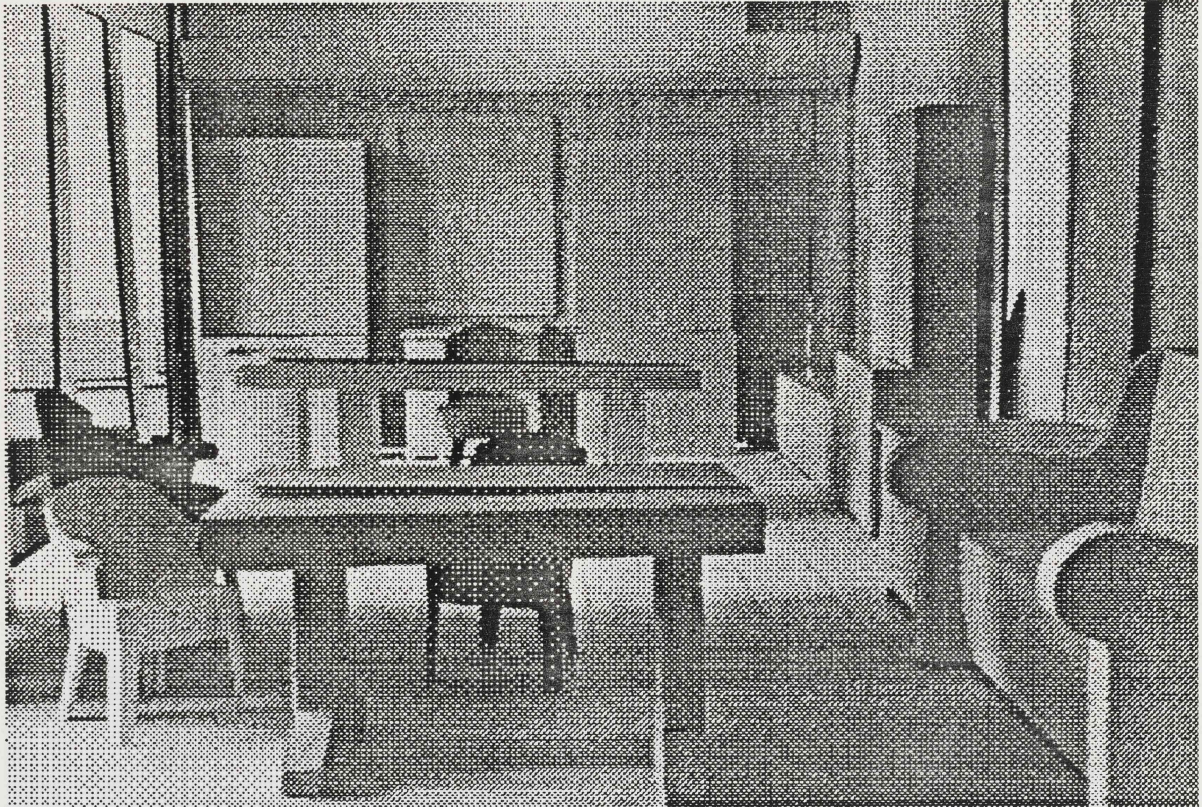
The surfaces are all hard, and they echo. The feeling is too industrial

Light is not so good either. Its nice in daylight, but when it gets dark, it gets really dark in here.

If it was my own space I’d have a lot of softer surfaces.



THE PERSONAL WORKPLACE



office for Ms Lucchesi

COMMENTS FROM MS LUCCHESI, AFTER COMPLETION OF HER OFFICE LAYOUT

The part that got solved really well in the model was that all the things I need were right there: the computer, my books, reference materials, everything.

And the conference area I think works really well because its a little removed it doesn't have to be right by me.

"The new office layout is better because the furniture is more specific. It is not a compromise".

MARILU ONTIVERAS

PERSONNEL MANAGER

NEIGHBORHOOD REINVESTMENT
CORPORATION, OAKLAND



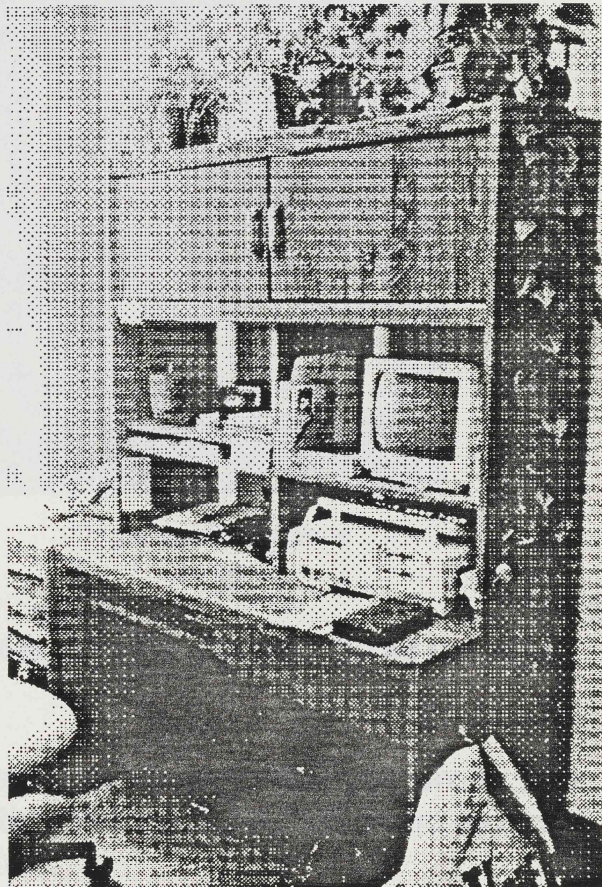
"I have no place to work..."

"I cant spread my things out. I do a lot of cut and paste work. I have no space for that."

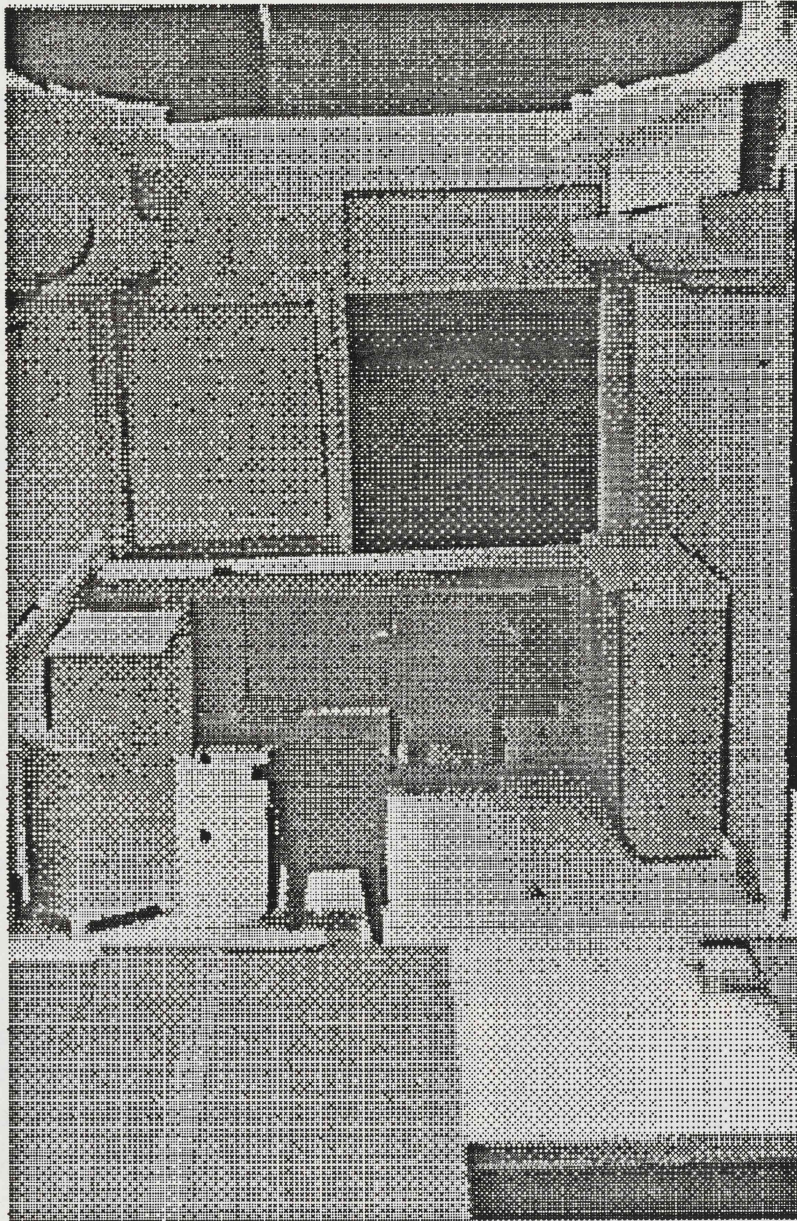
"I hate the way it is".

"The light is not very good."

"I only bought this thing because the other people in the office have one: but it doesn't work at all. I cant lay my things out."



THE PERSONAL WORKPLACE



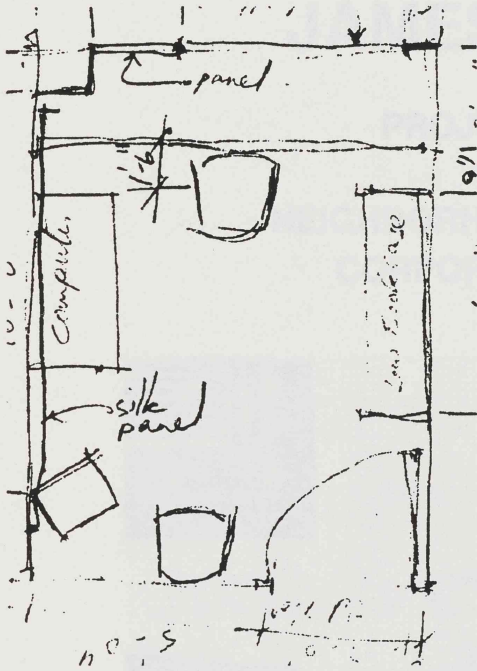
Office laid out in

personal workplace

COMMENTS FROM MS ONTIVERAS, AFTER COMPLETION OF HER OFFICE LAYOUT

"I think the lights I put in and those panels would really improve that. And for my cut and paste work... that flat table you have that extends all the way would be just wonderful."

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“This is the best way of doing one’s office.”

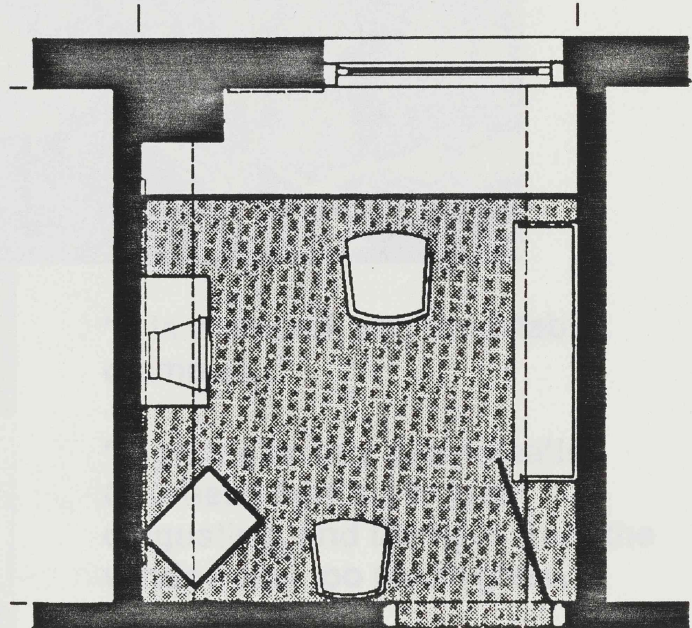
“The way I have it, there is plenty of room to lay things out. I have my computer stuff where I want it. Everything is comfortable.”

“It was a lot of fun”

“The way it usually works, people don’t think. They just go out to a store and buy stuff”.

“This way you get just what you want.”

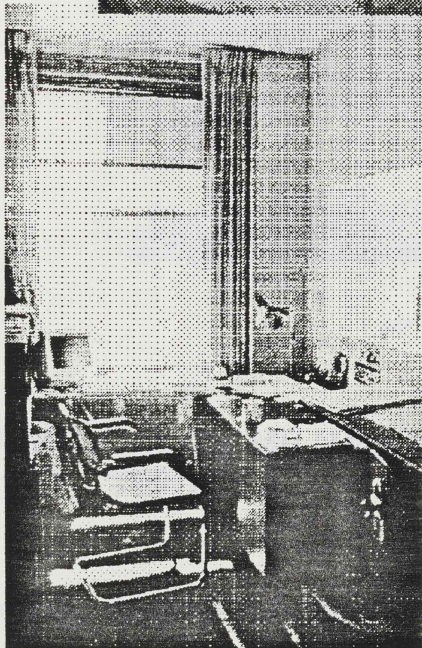
“The computer... well personally I just don’t like to look at it. I don’t think that computers are pretty so I think that piece of furniture you have, in which it will all be hidden away was nice... But that’s just a personal thing”.



JAMES MAGUIRE

PROJECT MANAGER

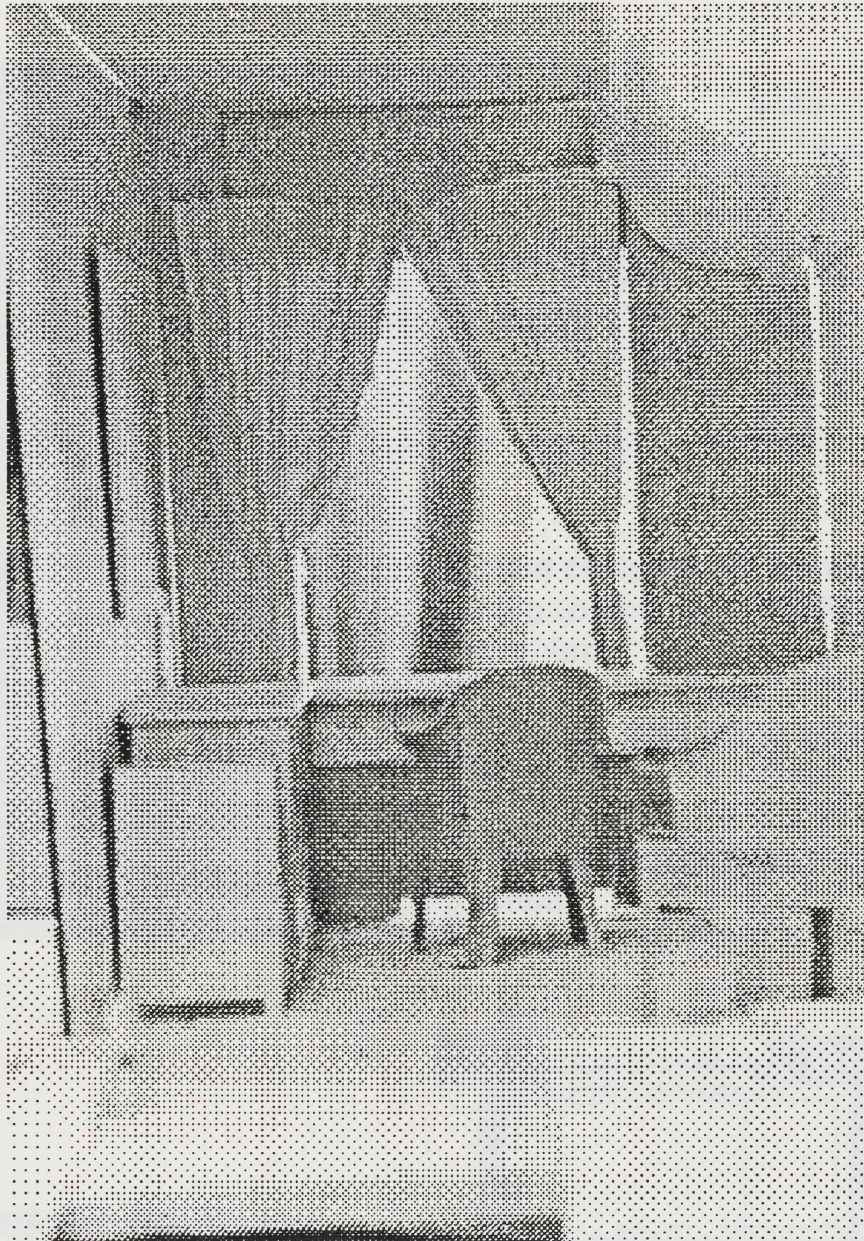
NEIGHBORHOOD REINVESTMENT
CORPORATION, OAKLAND



“It is cramped, uncomfortably cramped...”

“Lighting is very problematic. Overhead lighting is just disgusting, and the light from the window has too much glare.”

THE PERSONAL WORKPLACE

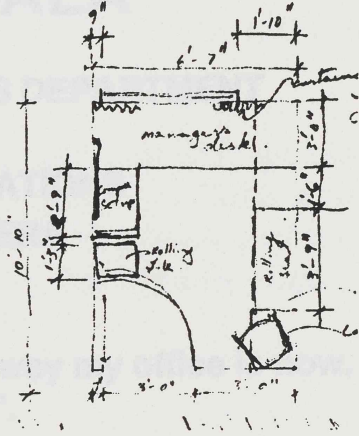
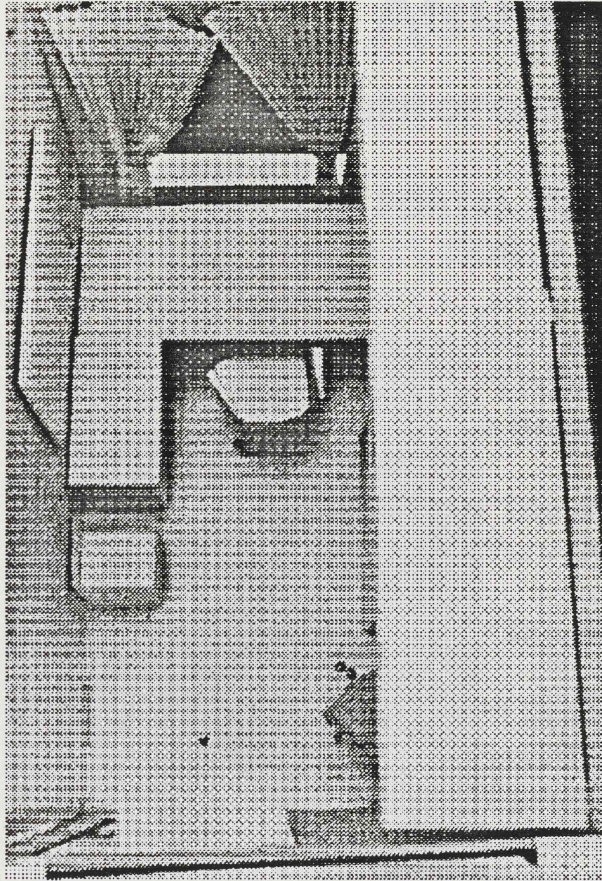


Mr. Maguires new office

COMMENTS FROM MR MAGUIRE, AFTER COMPLETION OF HIS OFFICE LAYOUT

"I was amazed that the layout made it seem more spacious."

THE PERSONAL WORKPLACE



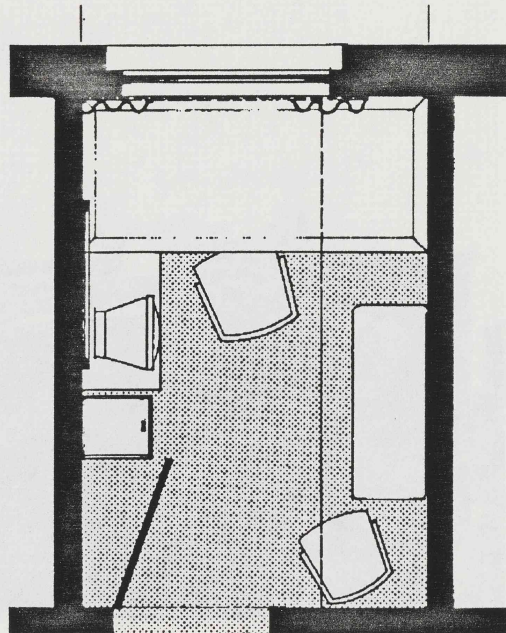
“The curtains on the window help to deal with the lighting problem.””

“I could start liking coming to work.””

“This is a completely different place”

AND, IN REFERENCE TO THE LAYOUT PROCESS AND THE MODEL

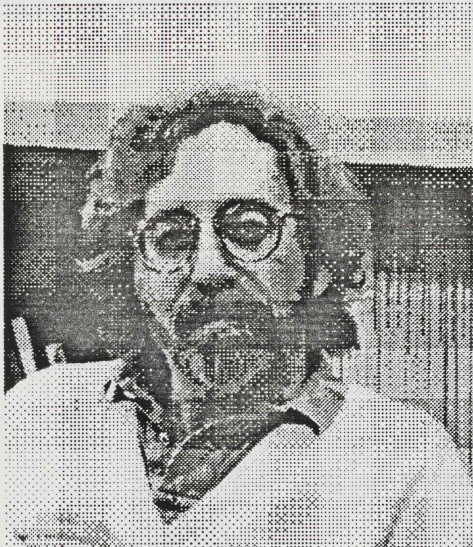
“I could do this for hours”.



ANDRE SALA

MANAGER OF GRAPHICS DEPARTMENT

PORTAL PUBLICATIONS
CORTE MADERA

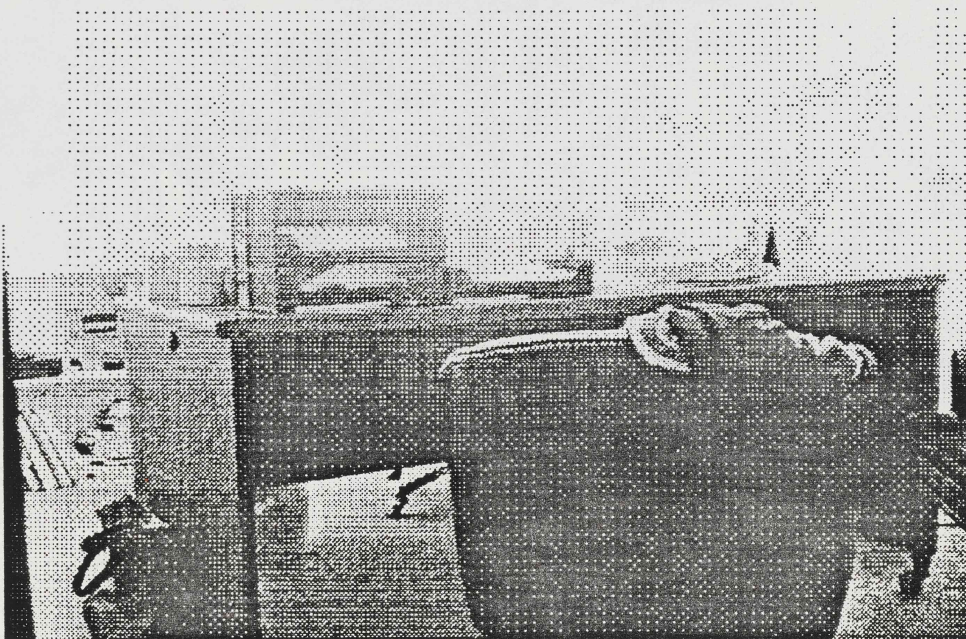


"I hate the way my office is now. Its like a hospital".

"The office (the way it is) is a prime spot. Very good exposure. But it is so *hard*."

"The way it is I cant do anything".

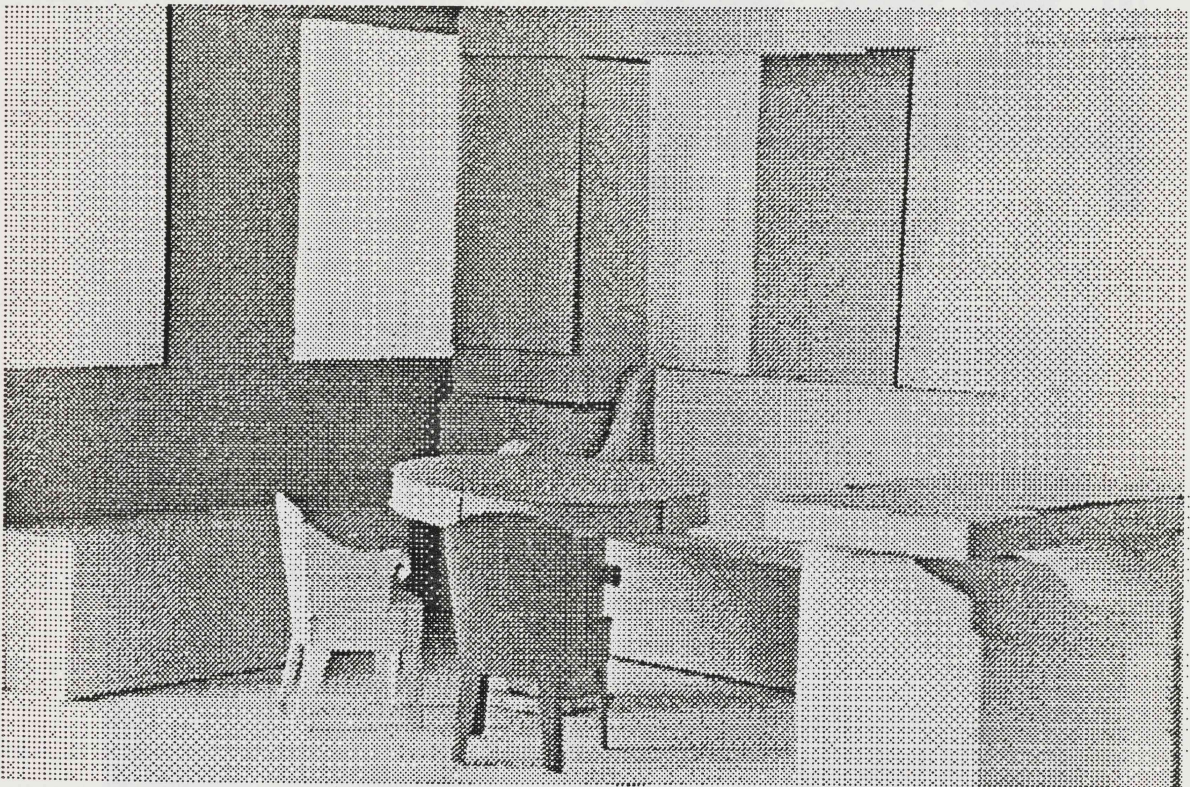
"I like to move around, maybe lie down and think, good off a little, do different things. I would spend the same amount on a desk with brass fittings or whatnot ... but it still will not work better for *me*".



THE PERSONAL WORKPLACE

COMMENTS FROM MR SALA, AFTER COMPLETION OF HIS OFFICE LAYOUT

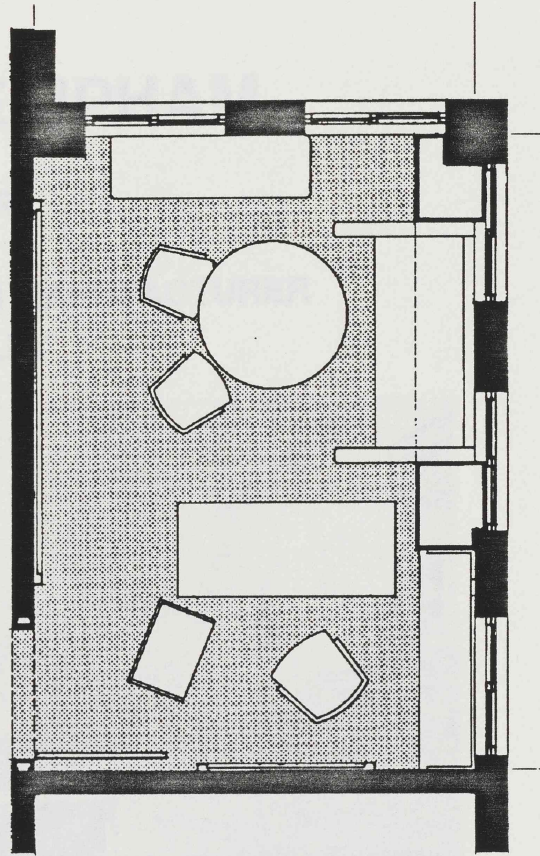
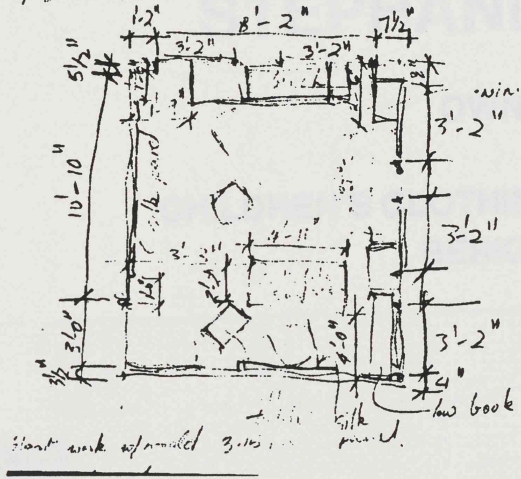
“The process is at the core. It is very important. Say you go through the process and then go to the store and buy the furniture. It still wont work. Here you’re dealing with very *real* stuff. The quality of the materials. Like the silk for example. The way the light bounces off it. There is nothing that you can replace it with”.



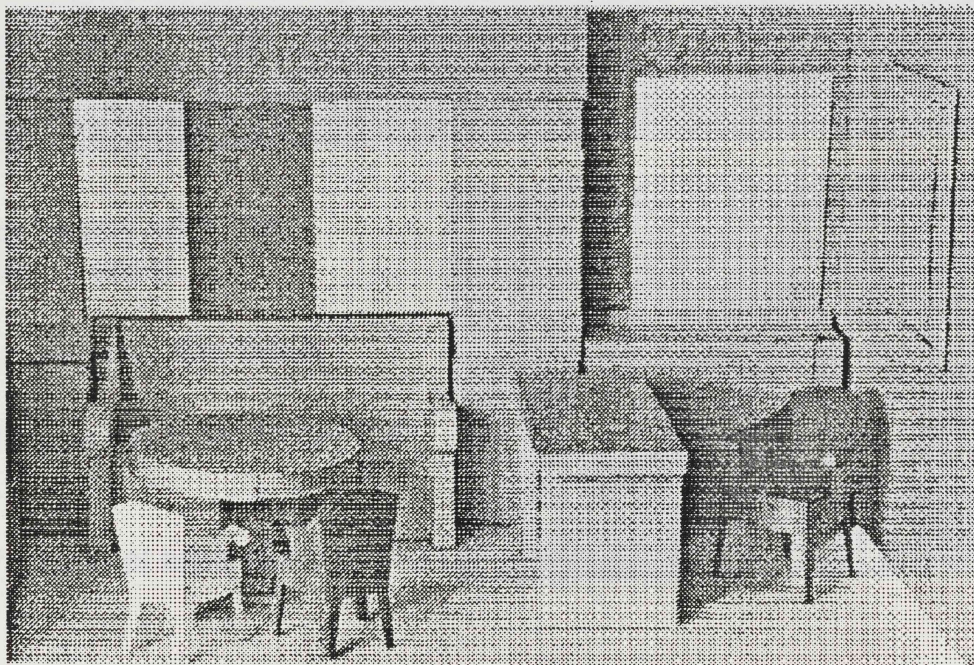
New office layout produced by the layout process

THE PERSONAL WORKPLACE

1/8 7
Andie Sabo: 2.15pm →
VIRTUAL PRESS.



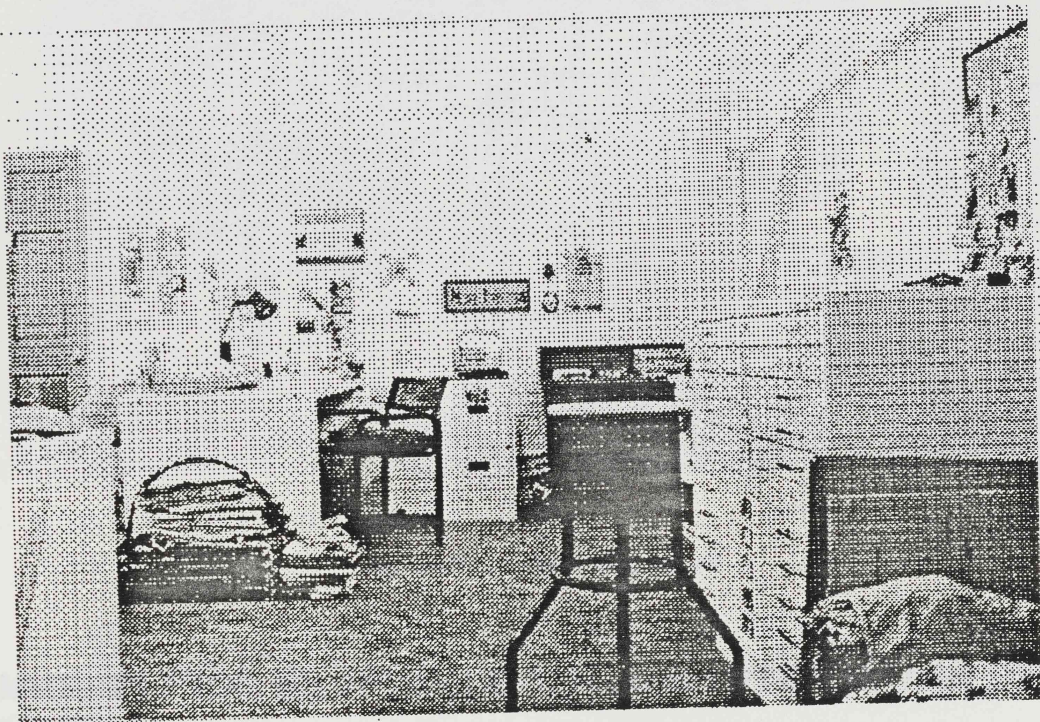
"This is very reasonable".



STEPHANIE UPHAM

OWNER

CHILDREN'S CLOTHING MANUFACTURER
BERKELEY

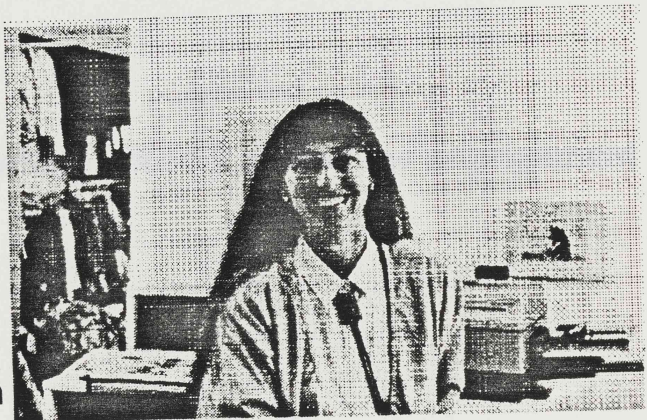


**"I'm not happy with the
conference area.**

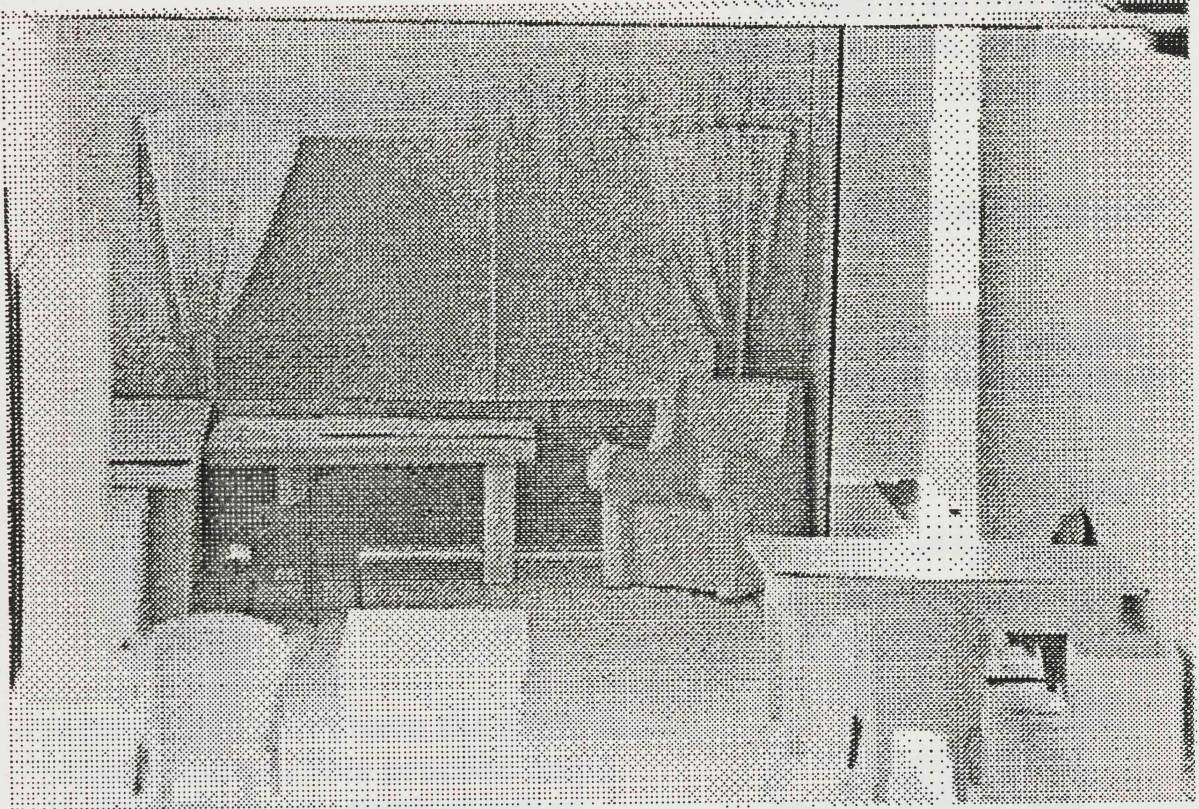
Never really use the table.

**Have to use the floor to lay out
stuff.**

**There's no real area to do design
work. "**



THE PERSONAL WORKPLACE



Ms. Uphams new office layout

COMMENTS FROM MS UPHAM, AFTER COMPLETION OF HER OFFICE LAYOUT

"I have a conference area"

And plenty of layout space, just where I need it, and in the arrangement that I need".

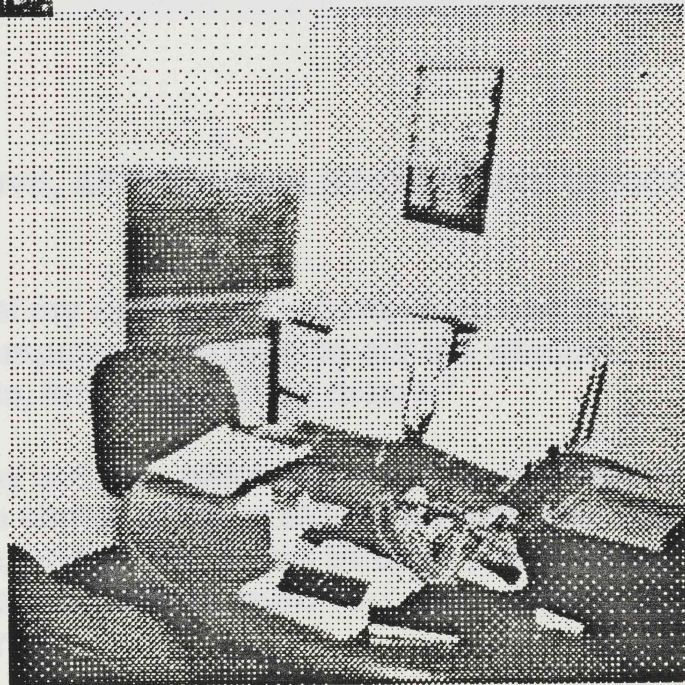
ANIL RANDIVE

DIRECTOR OF MARKETING AND PRODUCT MANAGEMENT
PACIFIC BELL CORPORATION
SAN RAMON, CALIFORNIA

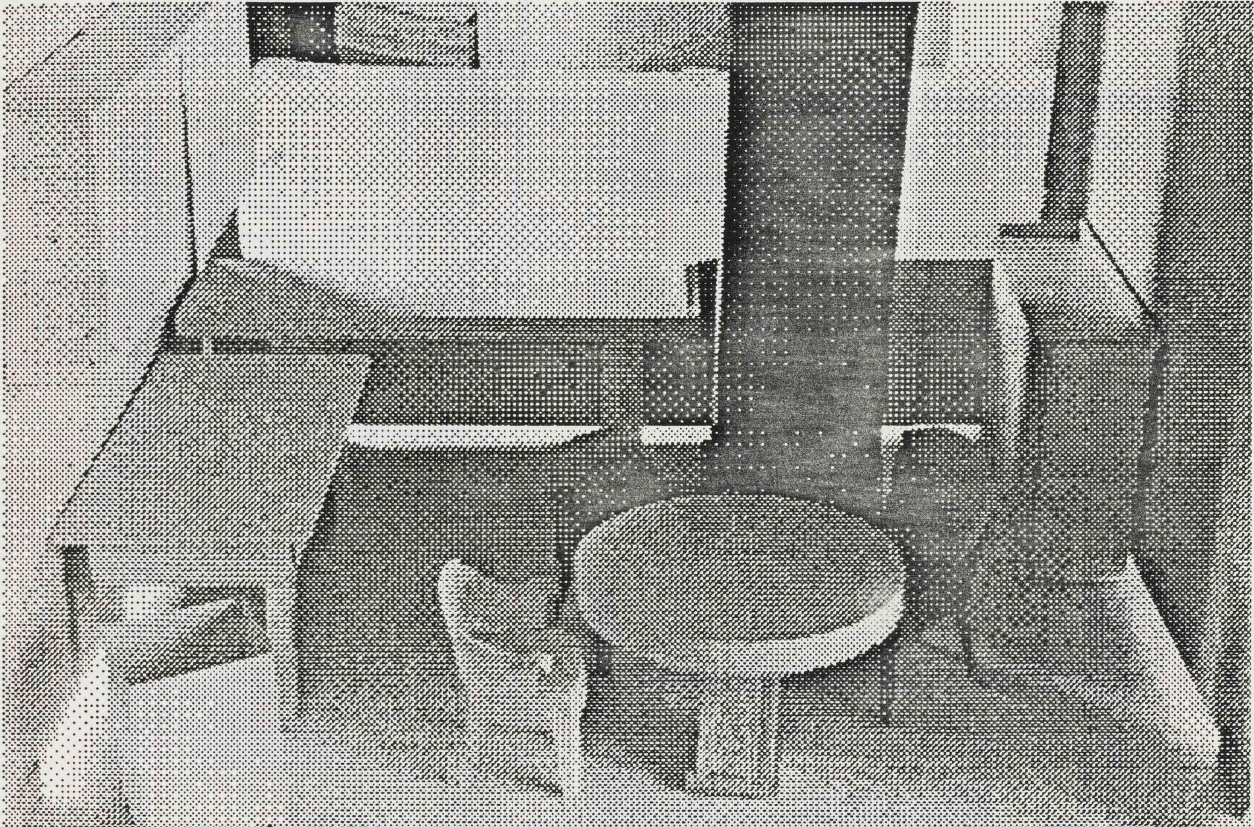


“Huge monstrous pillar going through the office. So I cant take my workspace all the way to the window.”

“Personally, I would go for a lot of this stuff, but I cant see my office allowing it (the telephone company)”.



THE PERSONAL WORKPLACE

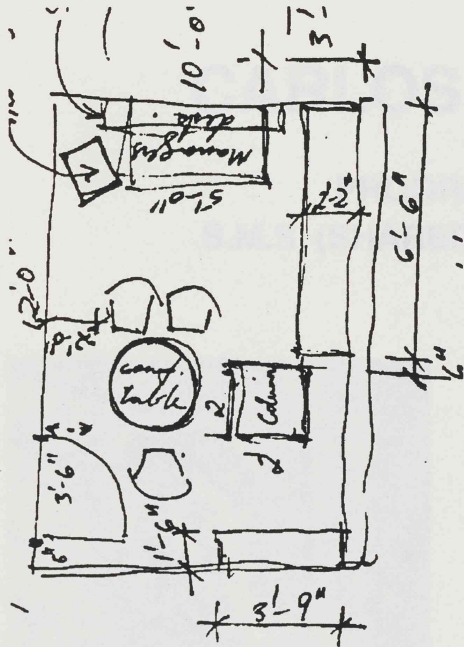


COMMENTS FROM MR RANDIVE, AFTER COMPLETION OF HIS OFFICE LAYOUT

The way I set it up in the model my workspace is better because its L-shaped and I can use the computer while looking out the window. Because that's what I like to do, look out and day dream."

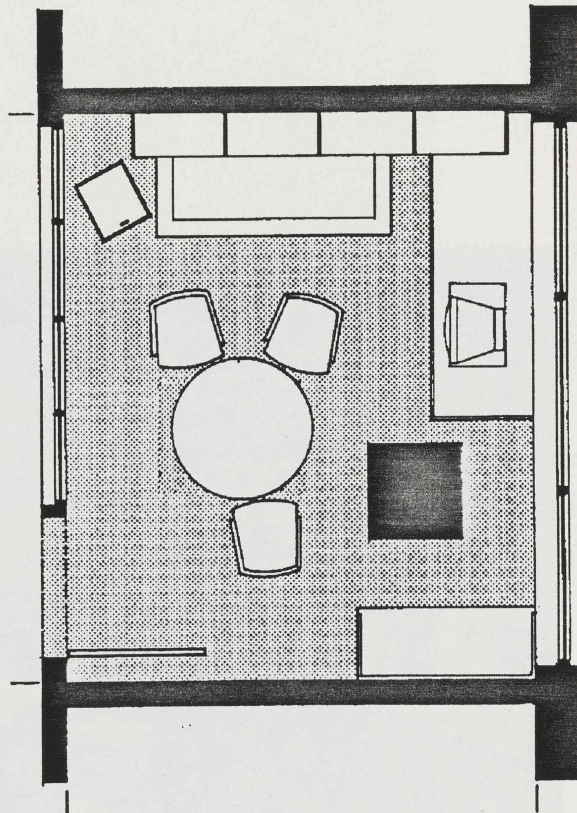
"The whole idea of trying to lay out your office this way is very positive. It's positive because given the choice of being able to furnish your own office, you are more likely to exercise that choice through this process than if you had to go out to a store and buy stuff. You're more likely to send someone else to the store."

THE PERSONAL WORKPLACE



"I would like you to add a round table for conferences, and a rolling work-chair".

"Already after this one experiment, I've started looking at my office differently".



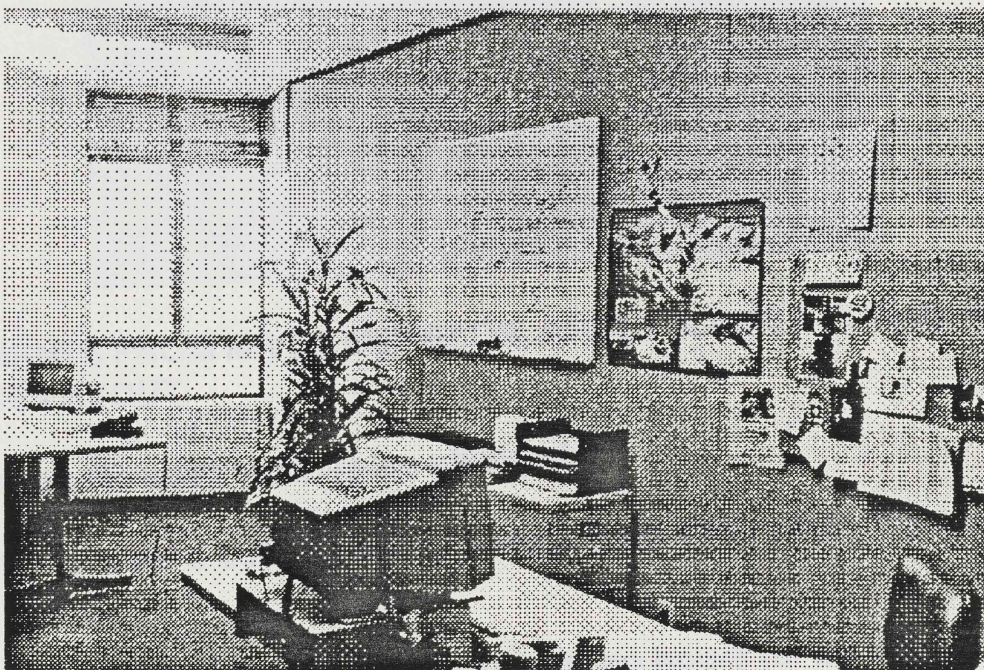
CARLOS DE MORELOS

PROGRAMMER/ANALYST
S.M.S. (SHARED MEDICAL SYSTEMS INC)
OAKLAND

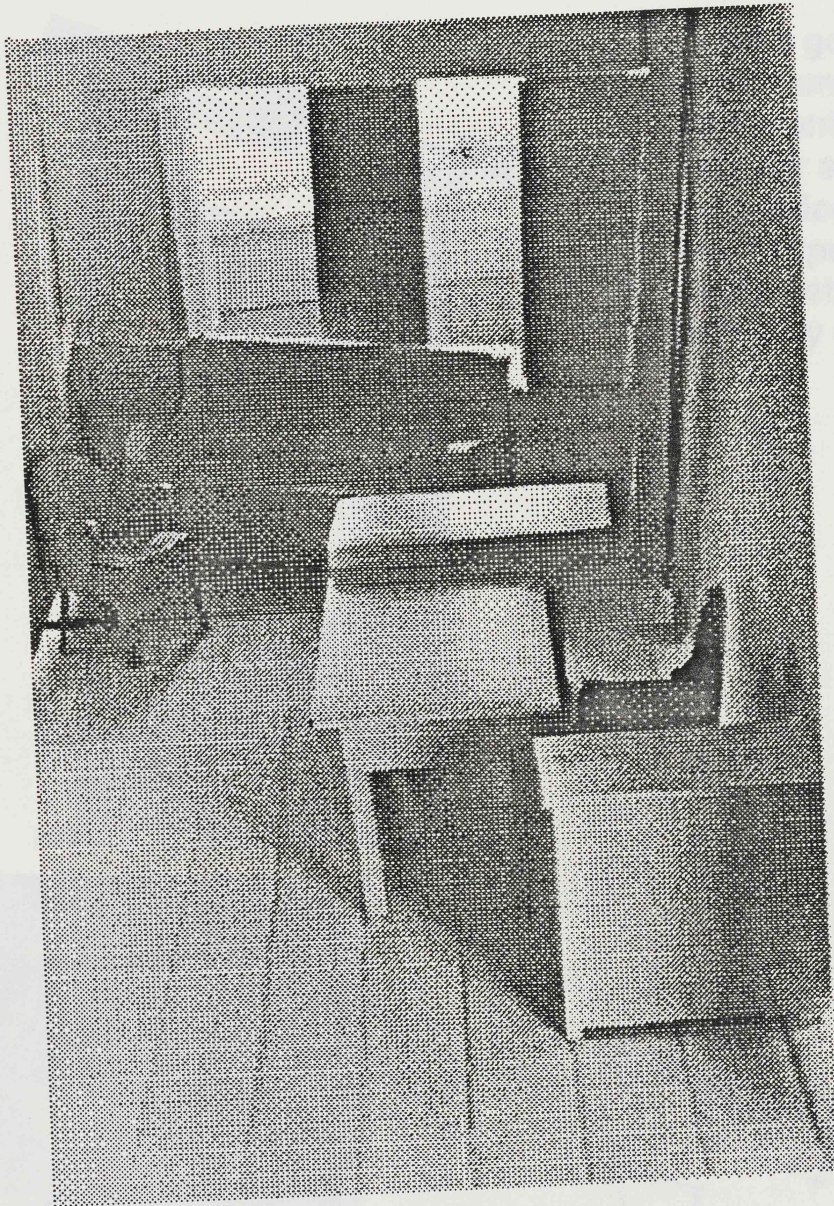


“I like my office now. But it could be improved”.

“It’s gloomy, disorganized...”



THE PERSONAL WORKPLACE



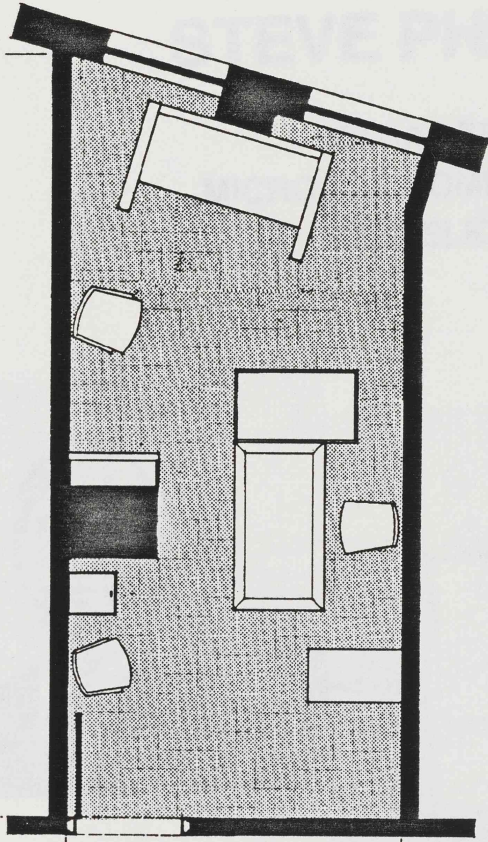
COMMENTS FROM MR DE MORELOS, AFTER COMPLETION OF HIS OFFICE LAYOUT

“The space is used much more efficiently”.

“I certainly want a colorful ceiling. Anything is better than the stuff we have today”.

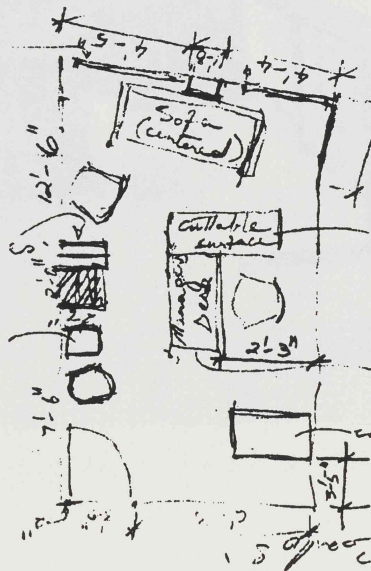
“It’s too much to ask someone to spend two hours for an interview.”

THE PERSONAL WORKPLACE



“But a good working environment is really important. If I was actually setting up my own office, *of course* I would spend two hours getting it right... probably even more”.

“



STEVE PHILIPS

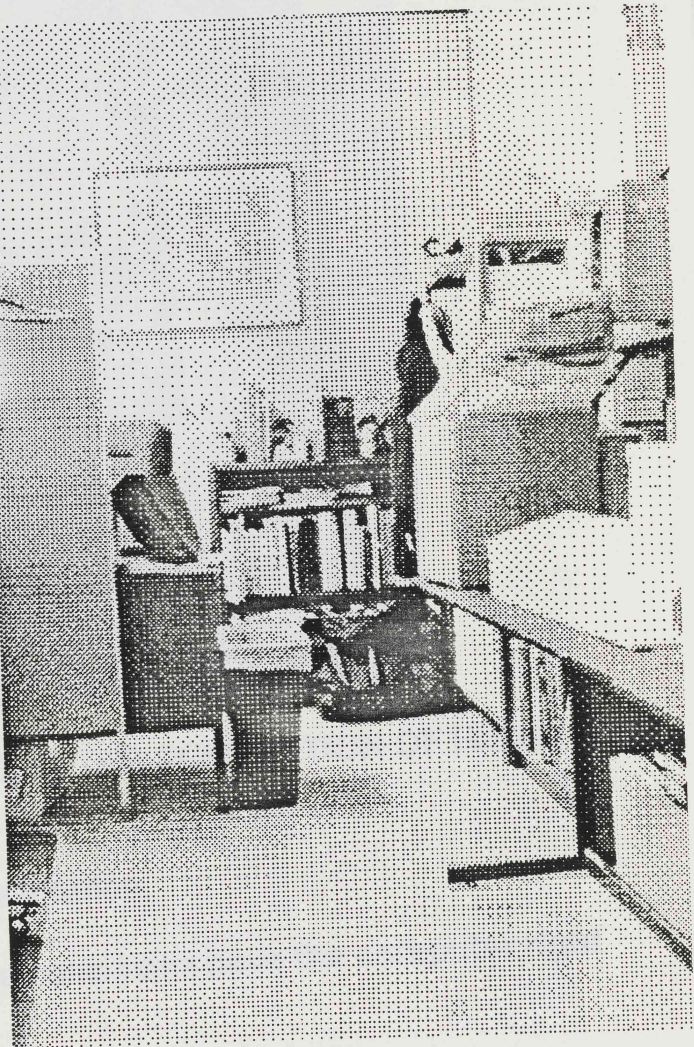
MANAGER
MICROAGE COMPUTERS
BERKELEY



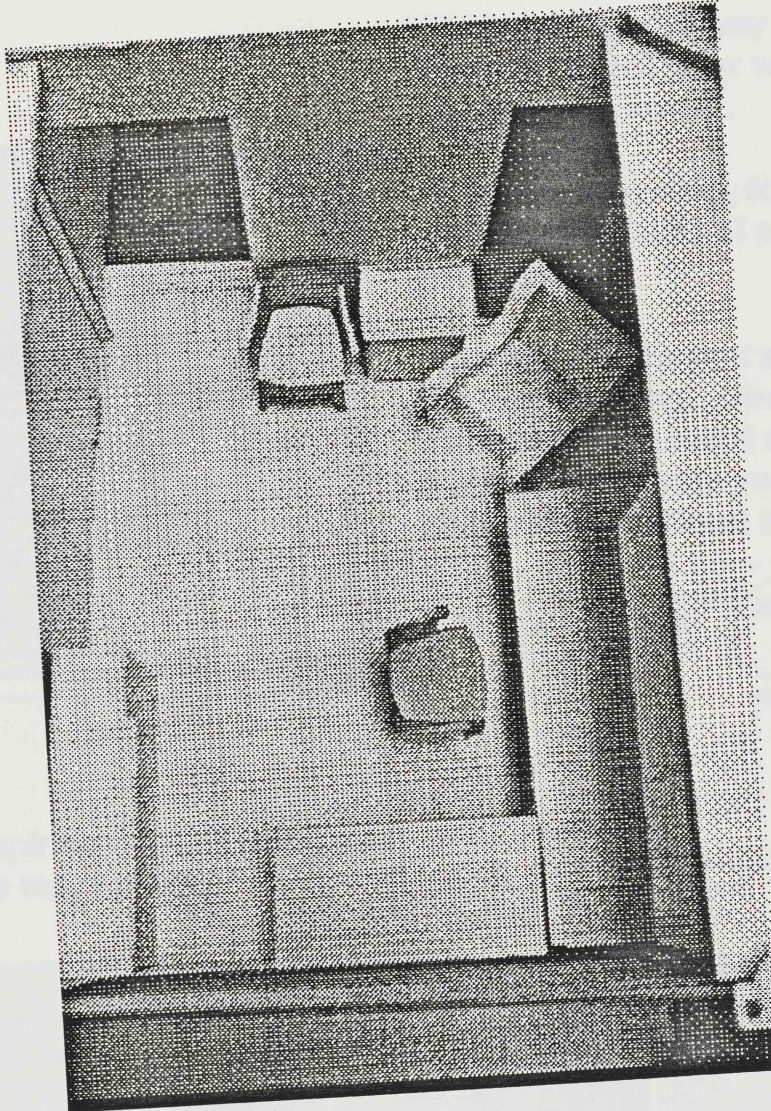
“Not enough space. It’s a pigsty. No privacy. No place to sit down and talk

No place for a computer near my desk.

No filing space”.



THE PERSONAL WORKPLACE



COMMENTS FROM MR PHILIPS, AFTER COMPLETION OF HIS OFFICE LAYOUT

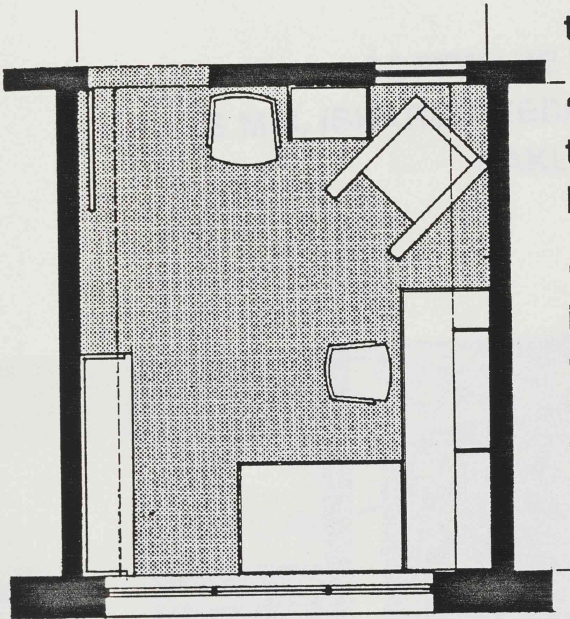
There's better lighting in the new office.

I created a good discussion area and I can have the computer right next to my desk.

The computer is probably the most important thing... and a place to sit and think.

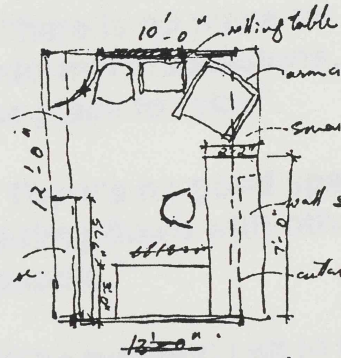
THE PERSONAL WORKPLACE

"It's inspiring the way it starts you thinking about your workplace and the way you work".

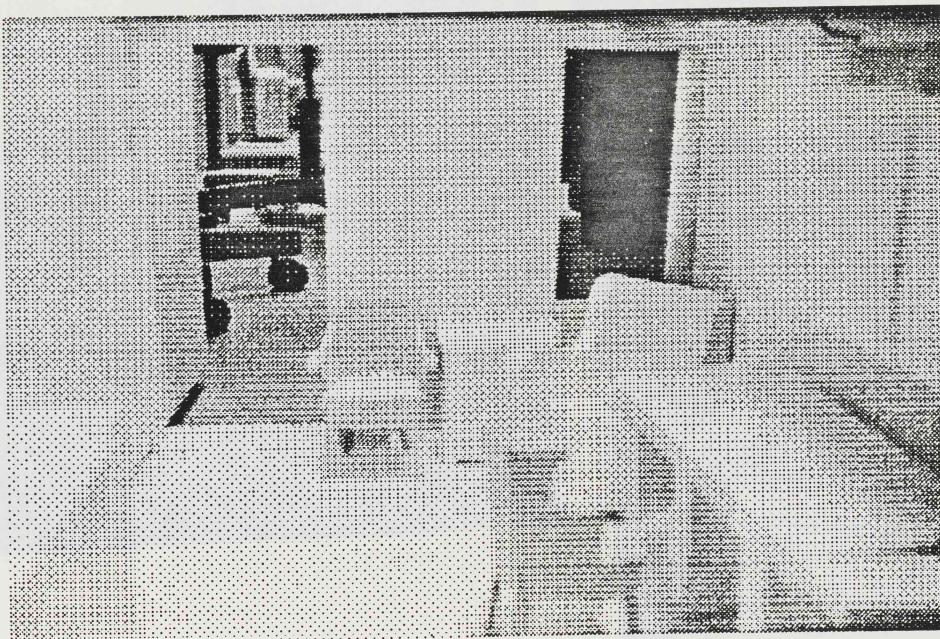


"It was fascinating, for me, to go through this kind of creative process".

"But then, once you start thinking, it's very limiting .. the actual pieces of furniture I mean. I realize conceptually what you're trying to do and how difficult it is".



"Very inspiring to start thinking about the way I work".



ALEX BLOOM

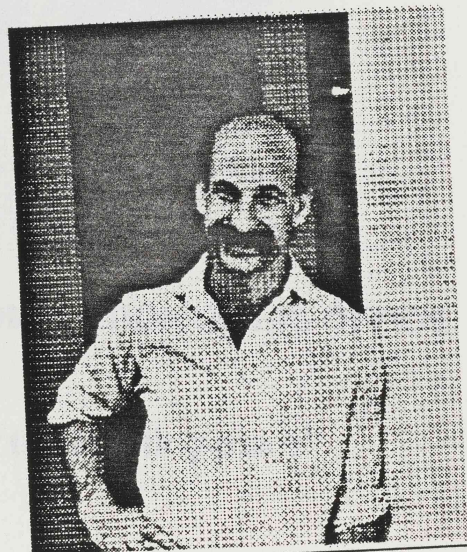
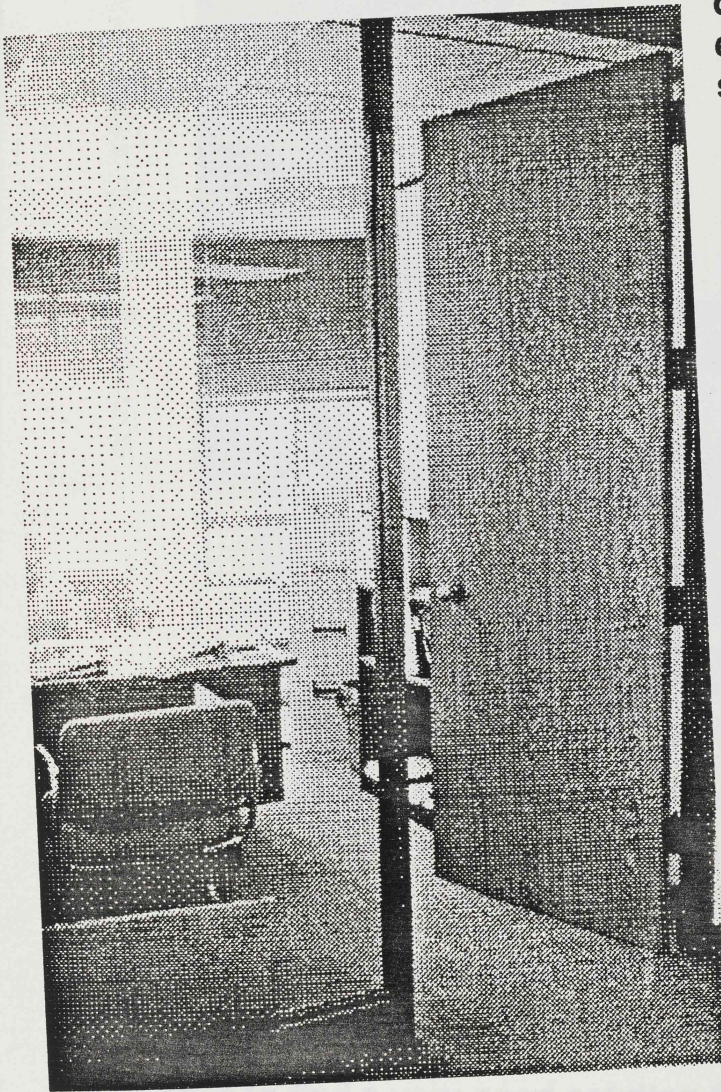
SOFTWARE ENGINEER
S.M.S. (SHARED MEDICAL SYSTEMS INC.)
OAKLAND

“People are literally in front of my desk as soon as they enter the office. There’s no space for a transition.”

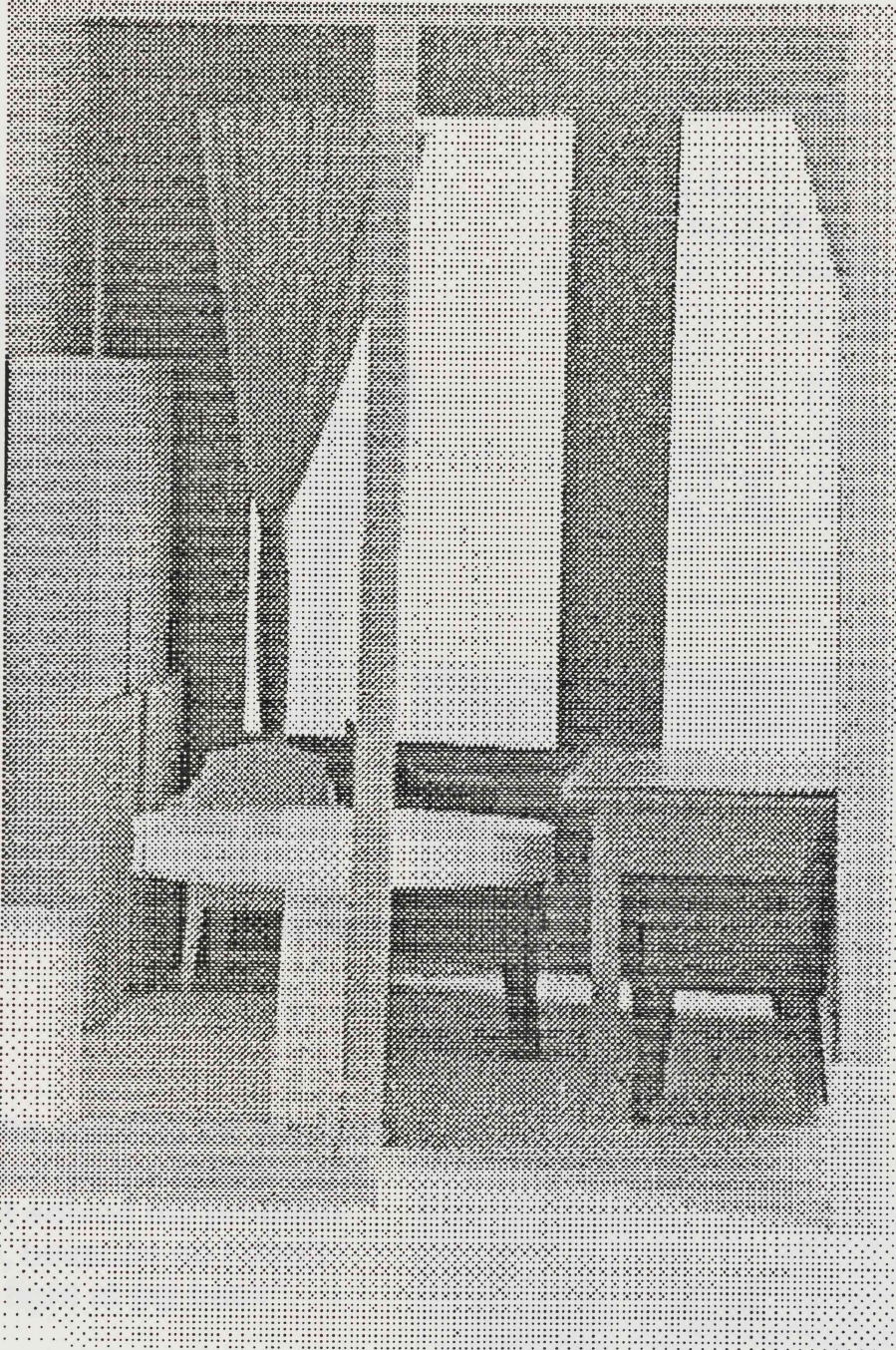
“There is no place for informal discussions, and no place to relax”.

“There’s no good space for sitting down with other people.”

“The position I sit in is a little bit uncomfortable. The window to my back bothers me.”



THE PERSONAL WORKPLACE

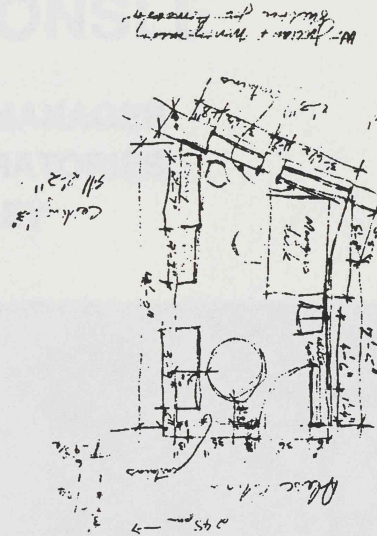
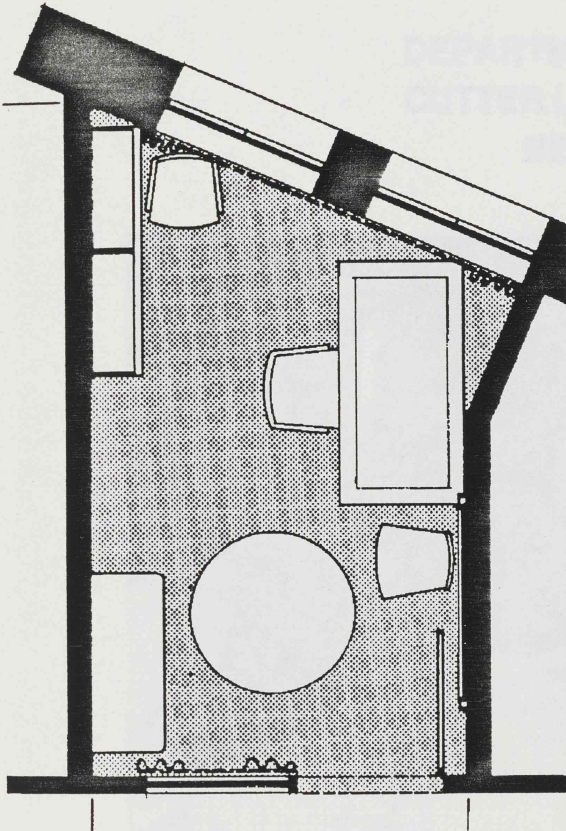


COMMENTS FROM MR BLOOM, AFTER COMPLETION OF HIS OFFICE LAYOUT

“I managed to find a very good solution for the meeting place”

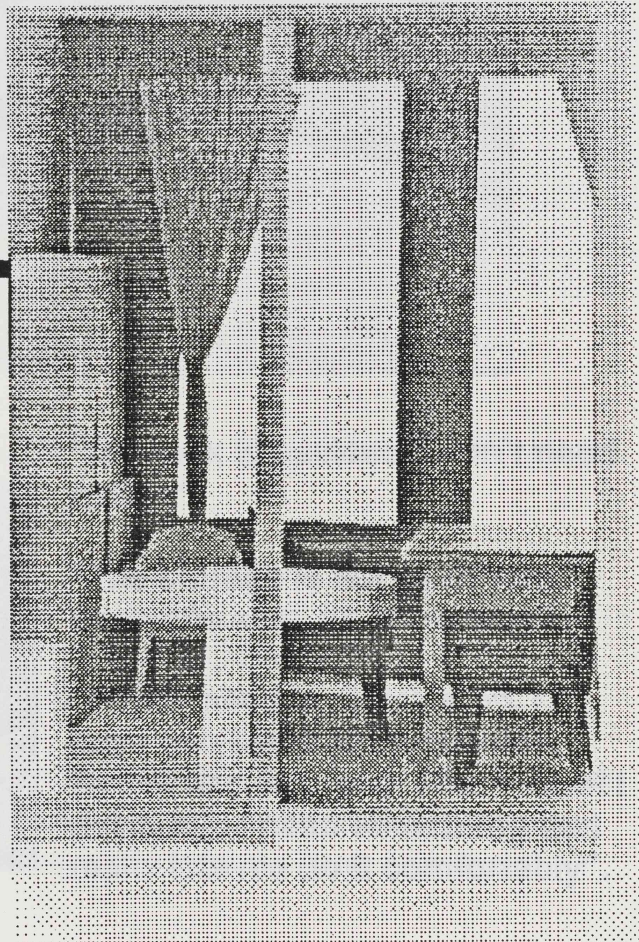
THE PERSONAL WORKPLACE

SUNIL BIONG



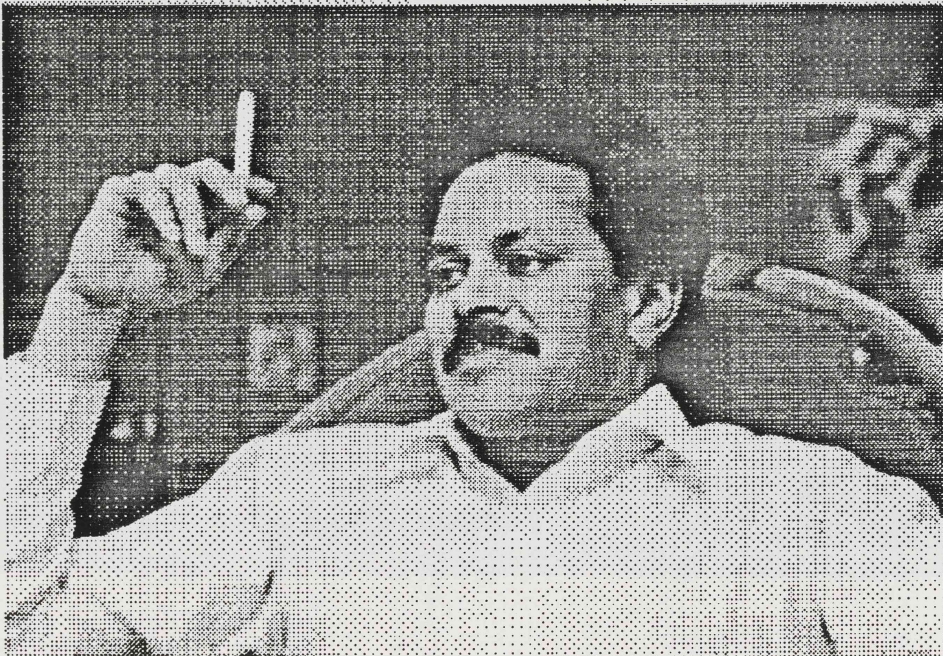
“Maybe the solution for the desk looks funny on the model... but actually it solved my problem very well, because no I don't have the light at my back”.

“The process works very well, the layout could not have come out as well without it”.



SUNIL BHONSLE

DEPARTMENT MANAGER
CUTTER LABORATORIES
BERKELEY

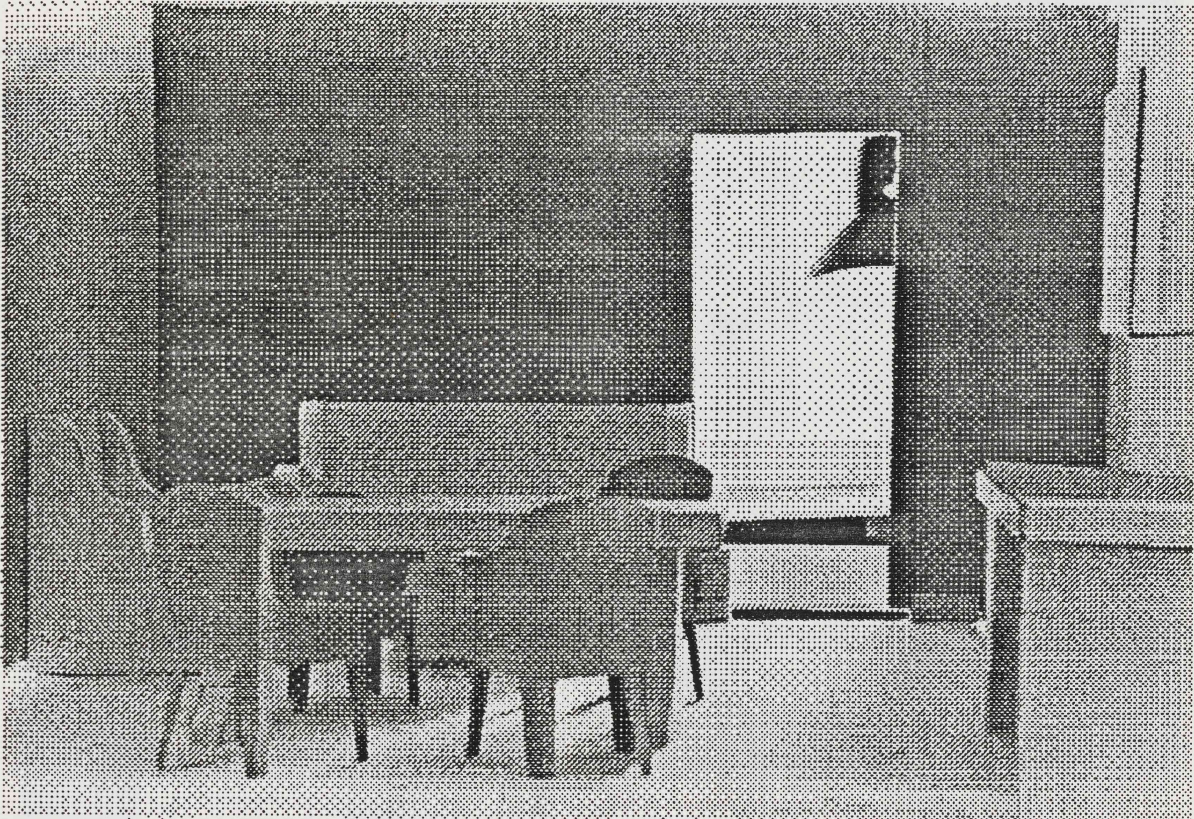


“My desk is useless. I don’t need a desk”.

“The storage is left over from someone else. Its in my way”.

“What I need is discussion. I have two kinds of discussion, formal and informal. That’s what I need, and I need something that really lets me do it comfortably”.

THE PERSONAL WORKPLACE



COMMENTS FROM MR BHONSLE, AFTER COMPLETION OF HIS OFFICE LAYOUT

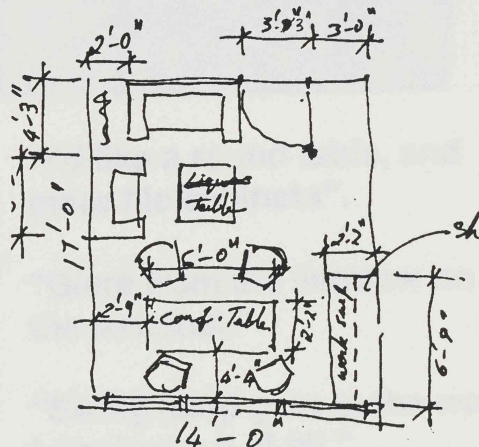
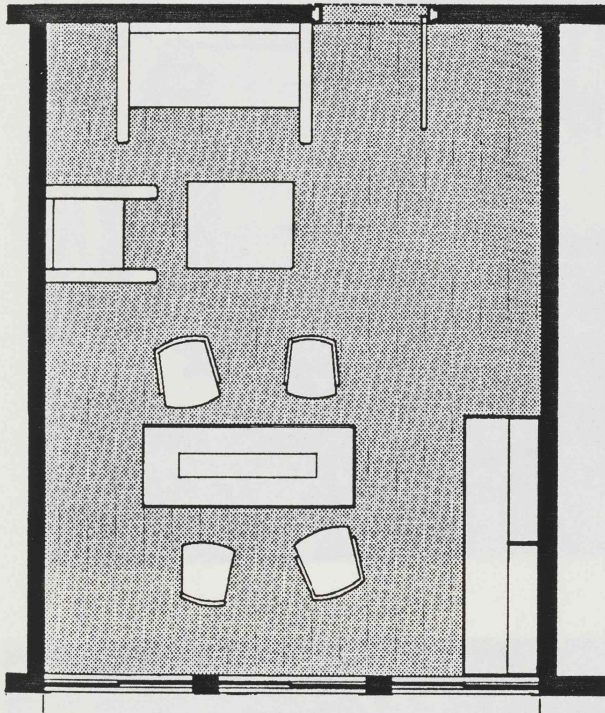
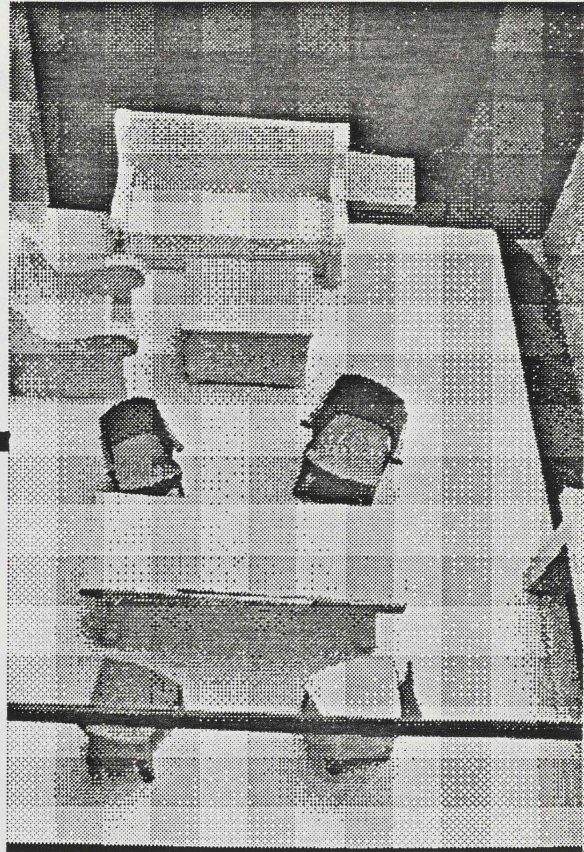
“I think its very interesting the way my office turned out. I obviously don’t need this desk, and all the storage space I have right now. All my work is done discussing in small groups, or talking on the phone. But I’ve never really thought about it before.”

“Now I can have plenty of room for interviewing people which is what I really do. A big place to spread out for informal discussions: and a smaller more formal place around the table, when I have to have a serious talk with someone.”

THE PERSONAL WORKPLACE

"It's very interesting".

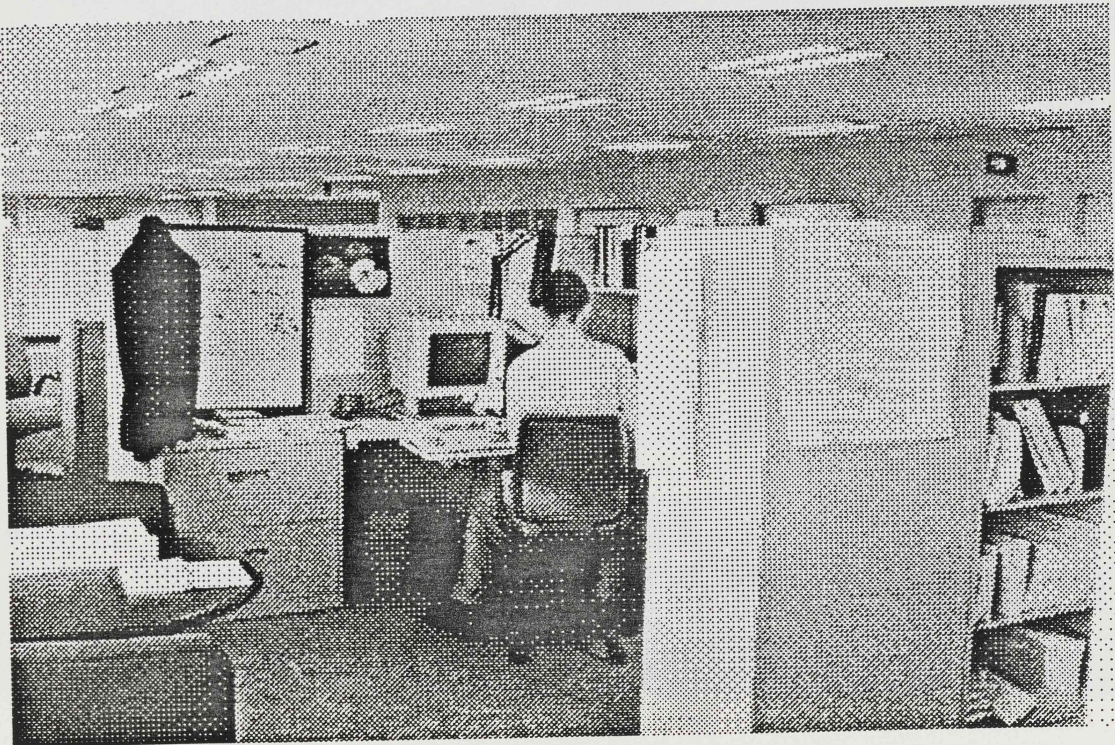
"Unfortunately large corporations usually do not permit much "individuality". Only managers at the very top are allowed to furnish their own offices. "



"I would certainly spend a couple of hours doing this if I was actually redoing my office".

BILL MANLEY

ADVISORY SYSTEMS ENGINEER
BANK OF AMERICA
CONCORD, CALIFORNIA



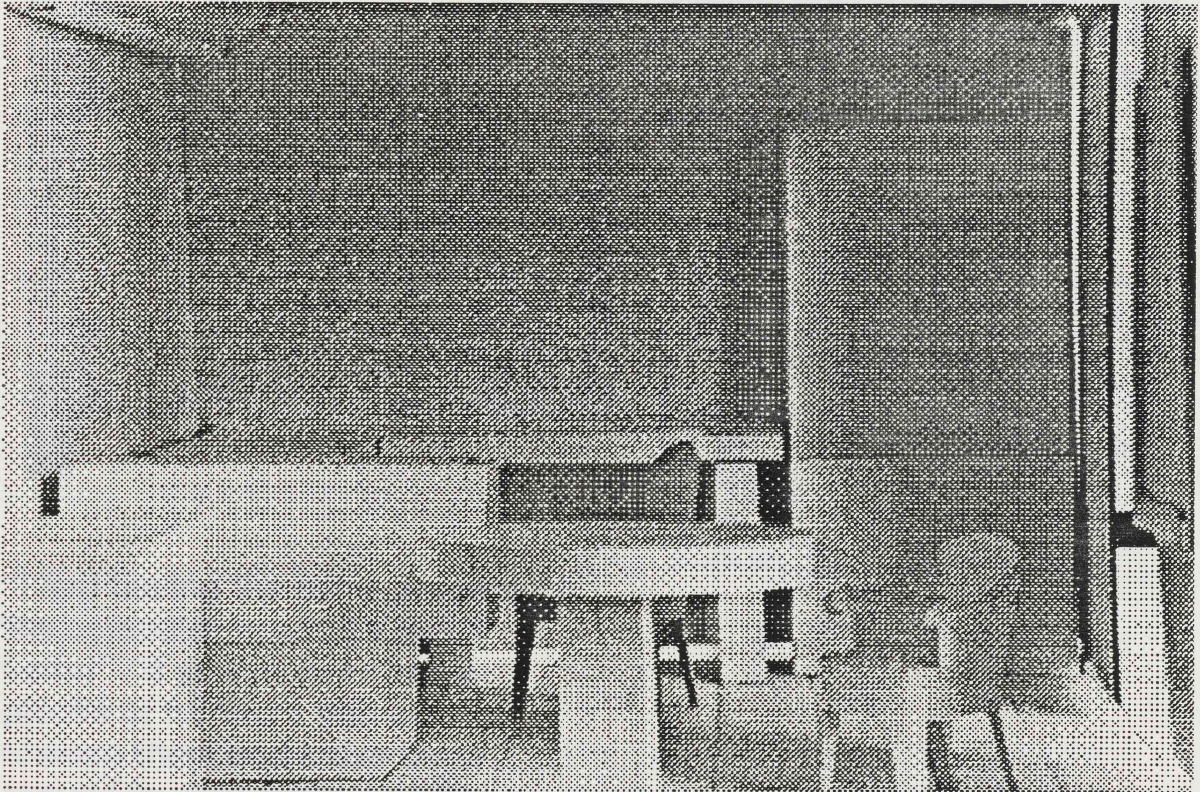
"I'd like a round table, and more file cabinets".

"Glare from the window on the terminal."

"Swing lamp gets in the way. I don't use it at all."

"I'd like more wall space for charts etc."

THE PERSONAL WORKPLACE



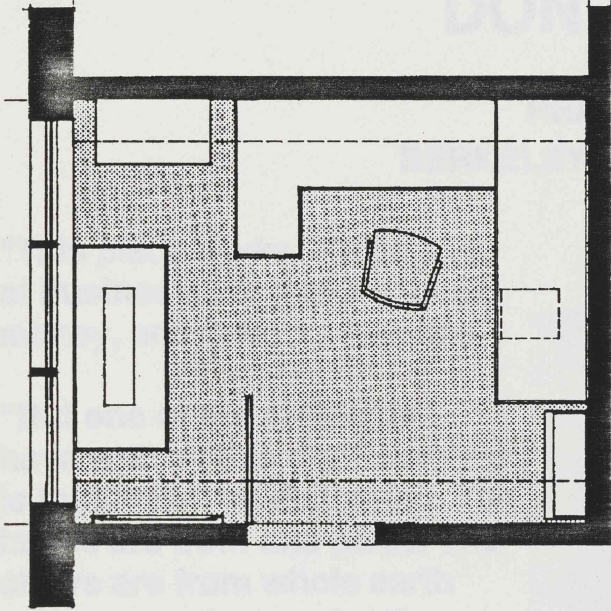
COMMENTS FROM MR MANLEY, AFTER COMPLETION OF HIS OFFICE LAYOUT

“In the model I shielded the terminal from the window.”

“The bookcase I put in put things within easier reach... right now I have to walk to another cubicle to get any books I need.”

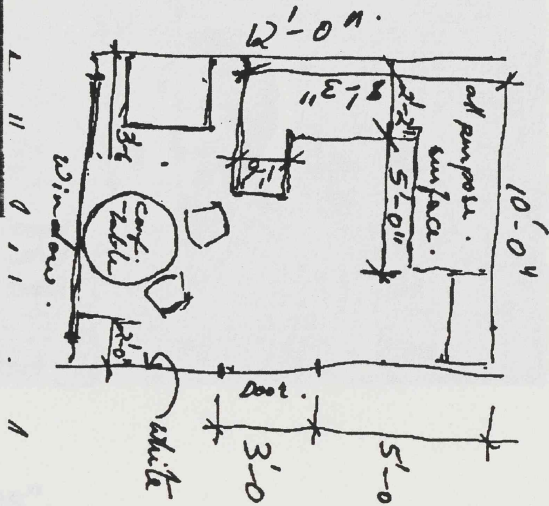
“I thought of having a shelf running all around, but on second thoughts I didn't want to give up the wall space and pin boards.. I'd rather keep them for charts and things.”

THE PERSONAL WORKPLACE



"I can really have the charts where I want them now."

"Usually only the top executives get to choose their furniture. If each person can do it, it would really help".



"I feel having the same process on the computer would be much better". "If you're given some pieces of furniture you can choose them and move them around in your room, just like you do at home. Its not so difficult to move a desk or chair. But with a model its hard to match it with reality".

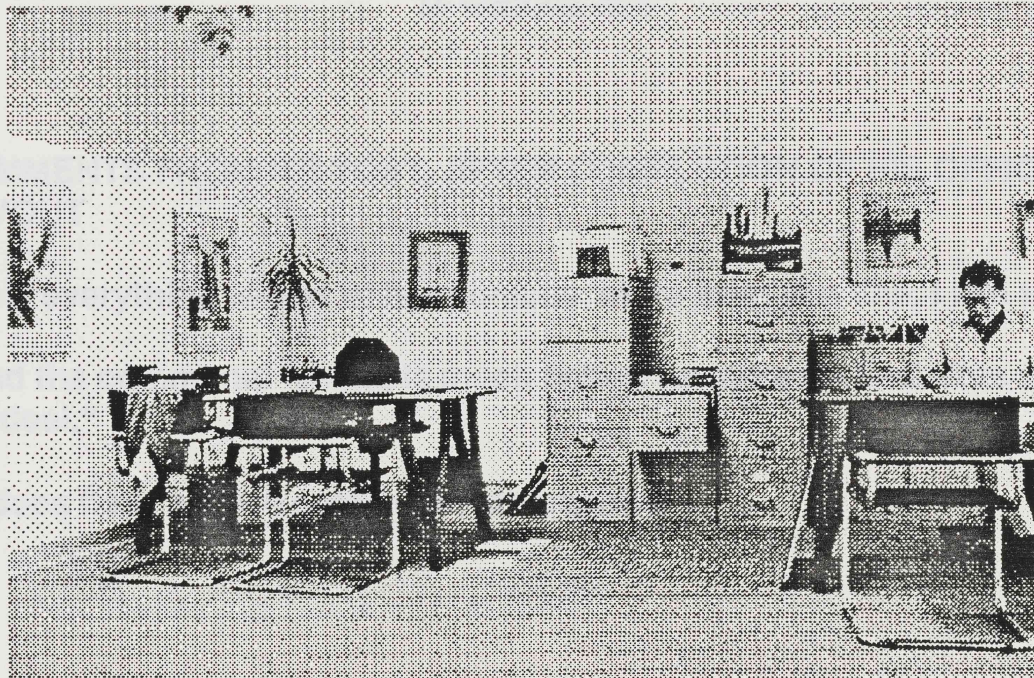
DON YOST

REALTOR
BERKELEY, CALIFORNIA

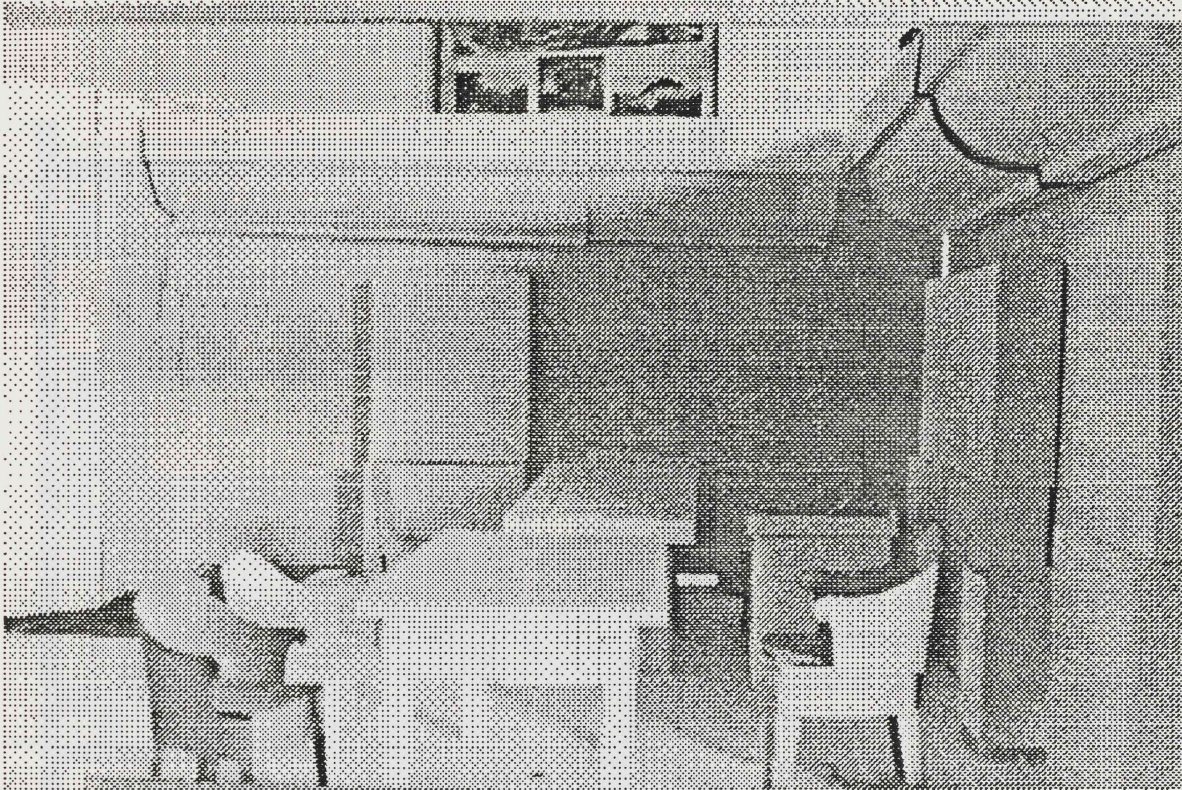
“This place *works*. We do a lot of business. We make a lot of money, and it works just fine”.

“But one of the problems I have with all this stuff we have is that it’s all so disjointed. The tables are from one place. The chairs are from whole earth access....and on and on”

“My partner and I work together all the time. We need each other, and we need to listen in on each others conversations”.



THE PERSONAL WORKPLACE



Mr Yost's new office

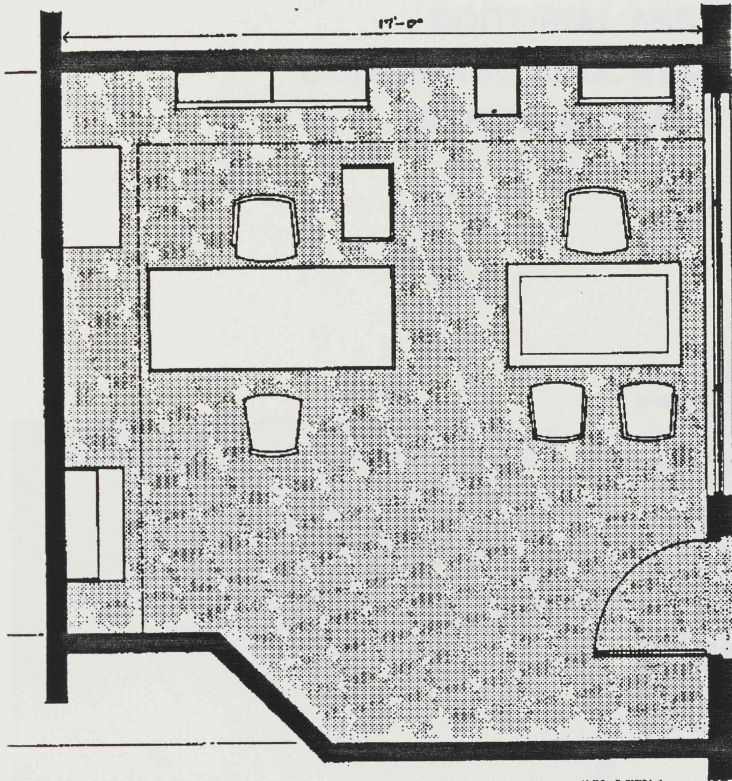
COMMENTS FROM MR YOST, AFTER COMPLETION OF HIS OFFICE LAYOUT

“Now everything is sort of harmonious, more from one line. I like that.”

“And the communal feeling is much better. Its more unified. This would be ideal.”

“It does have a more communal atmosphere”.

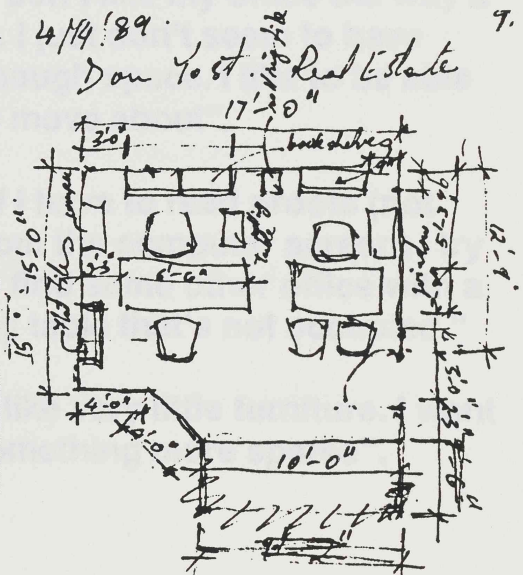
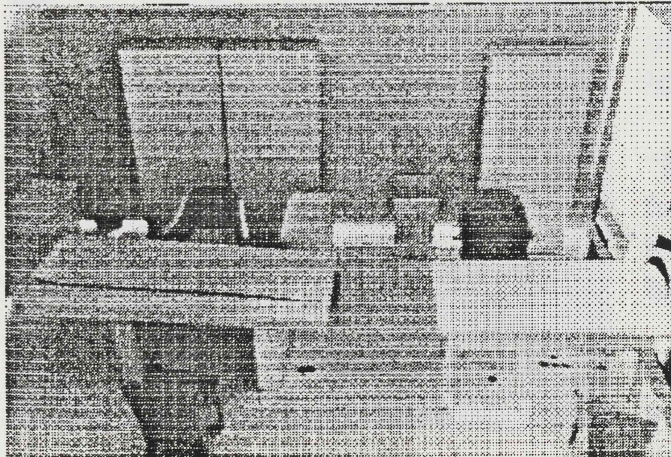
THE PERSONAL WORKPLACE



"I'd think of redoing my office only if we moved to a new place. Even then I'd just hand it over to a designer. I just don't have the time. I don't mind if you guys come in and watch how I work, ask some questions, find out what I need, and *do it*."

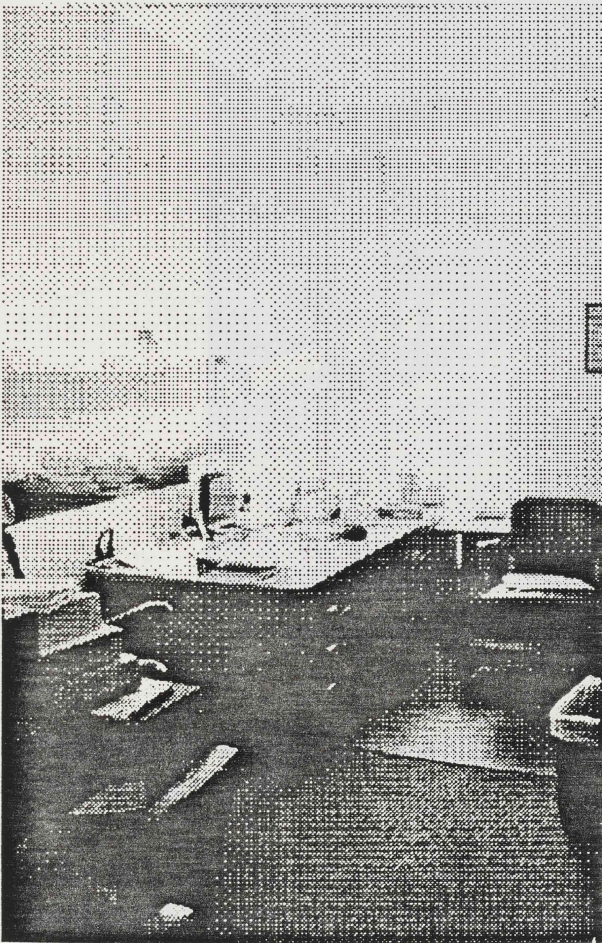
"You'd have to lead me through it. I'd pick a bunch of furniture from Herman Miller, but you'd have to tell me if its too much, not right, overkill or what".

"You've got to do this, don't make me do it".



NEELA KANZARIA

EDITORIAL ASSISTANT
CONTINUING EDUCATION AT THE BAR
BERKELEY, CALIFORNIA

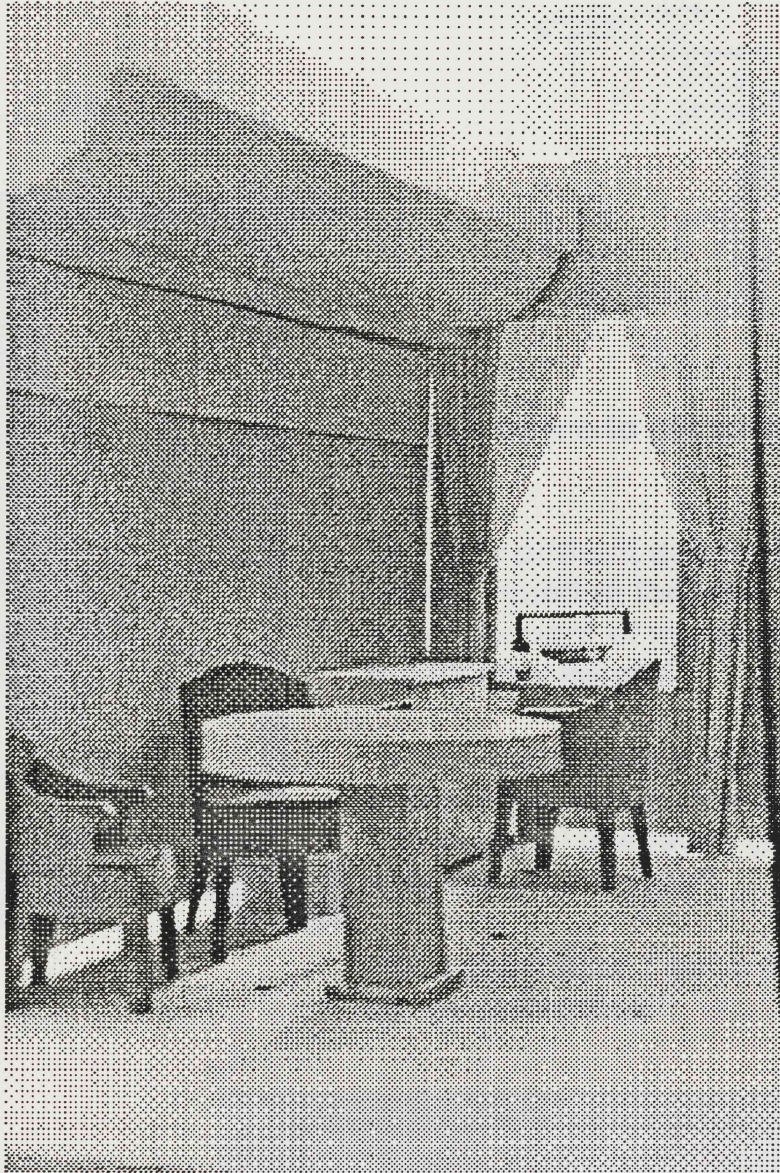


“I don’t like my office the way it is. I just don’t seem to have enough space. I like to be able to move about”.

“If I have to read proofs (not from the computer screen) I try to find some other office with a big table that’s not occupied.”

“I like very little furniture. I want something more sparse”.

THE PERSONAL WORKPLACE



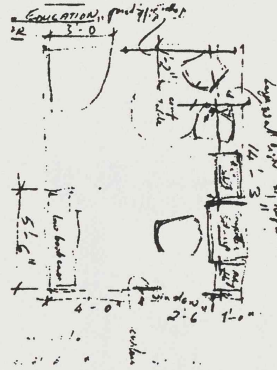
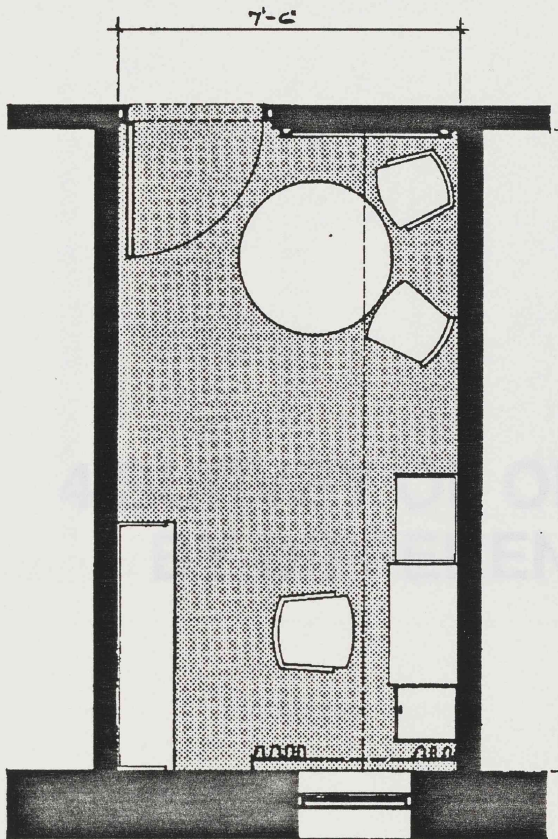
Ms Kanzaria's new office done with personal workplace

COMMENTS FROM MS KANZARIA, AFTER COMPLETION OF HER OFFICE LAYOUT

"I like the spaciousness. So I can move and walk around. Also the small conference area with the round table".

My dream office"

THE PERSONAL WORKPLACE

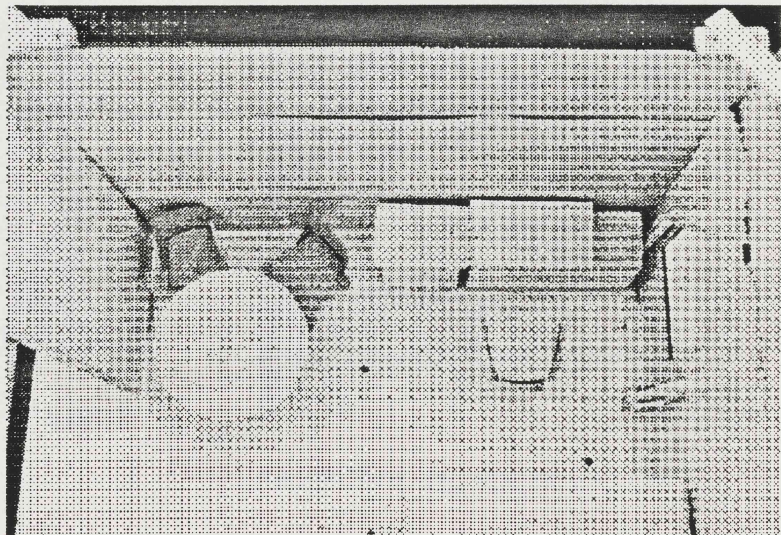


“It helped me to get what I really need”.

“Its very difficult describing the dream situation for each center. I’ve never thought of my work that way. but its very helpful”

“Work space near a window. Big office. High ceiling. View of a park. The material is easy to get. i can be at home on the sofa”.

“Its a great idea. I got a chance to set up my own office”.





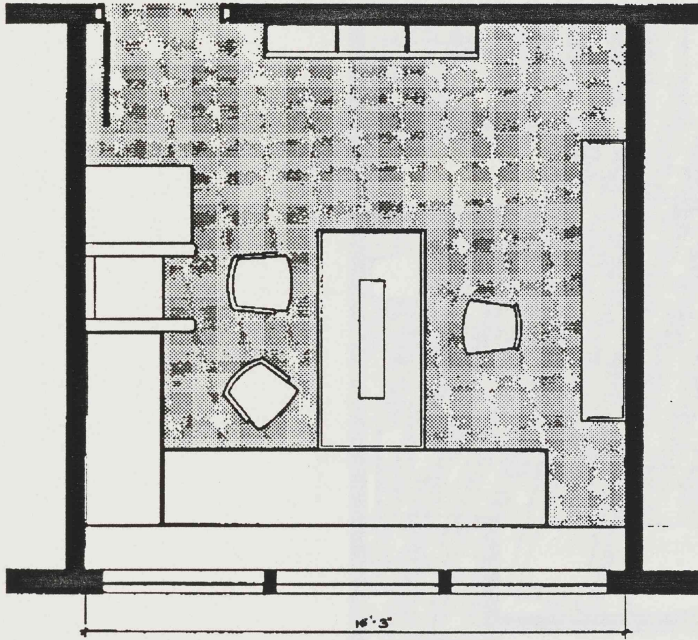
4.SURVEY OF OFFICES PRODUCED BY DIFFERENT CUSTOMERS

Robert Latta, Attorney

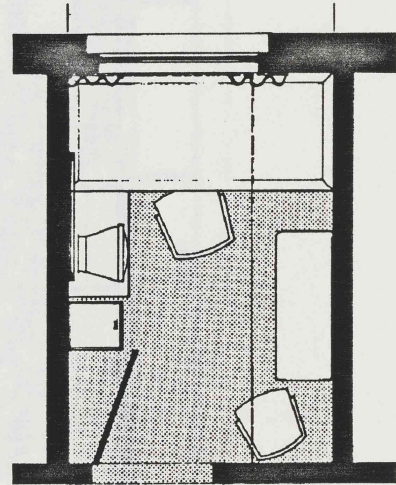
Marla Oliveira, Personnel Manager

Anita Sims, Department Manager

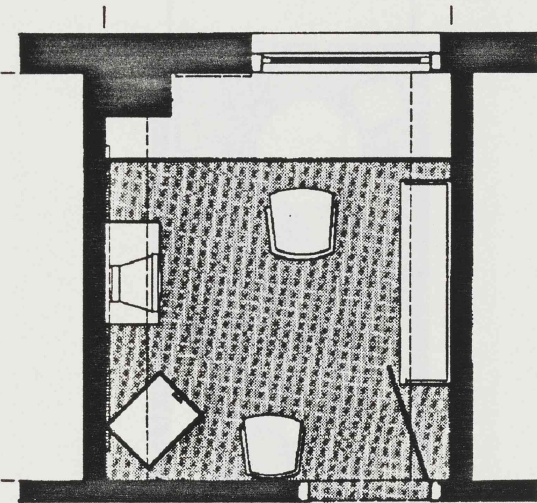
THE PERSONAL WORKPLACE



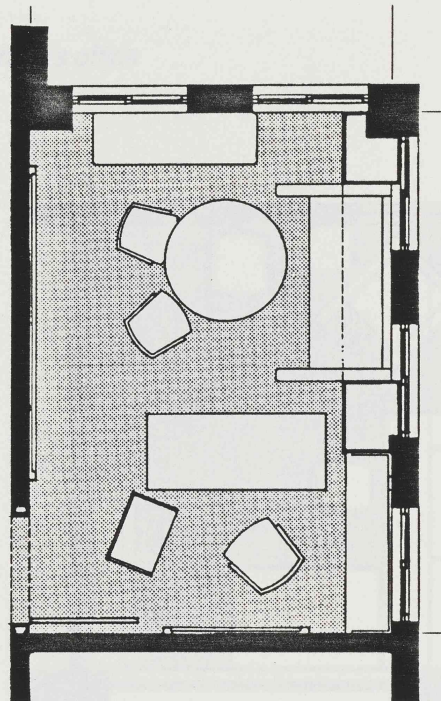
Robert Links, attorney



James Maguire, Project Manager

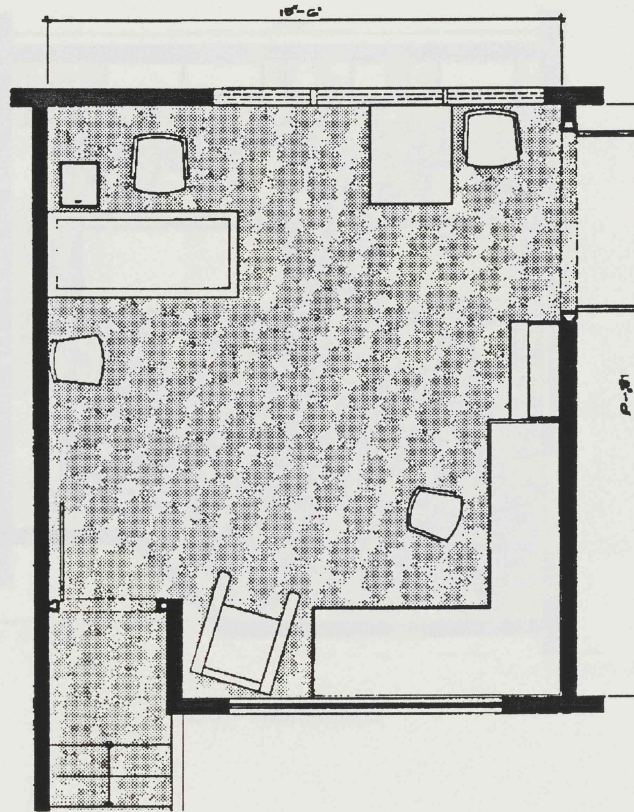


Marilu Ontiveras, Personnel manager

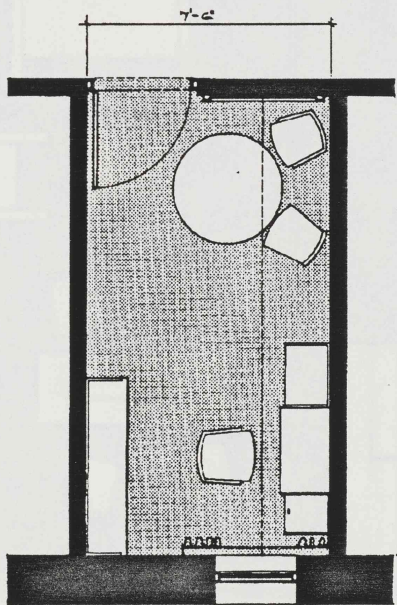


Andre Sála, Department manager

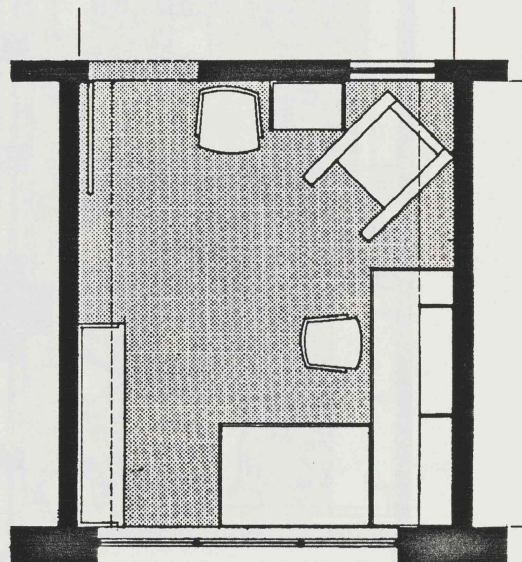
THE PERSONAL WORKPLACE



Stephanie Upham's office

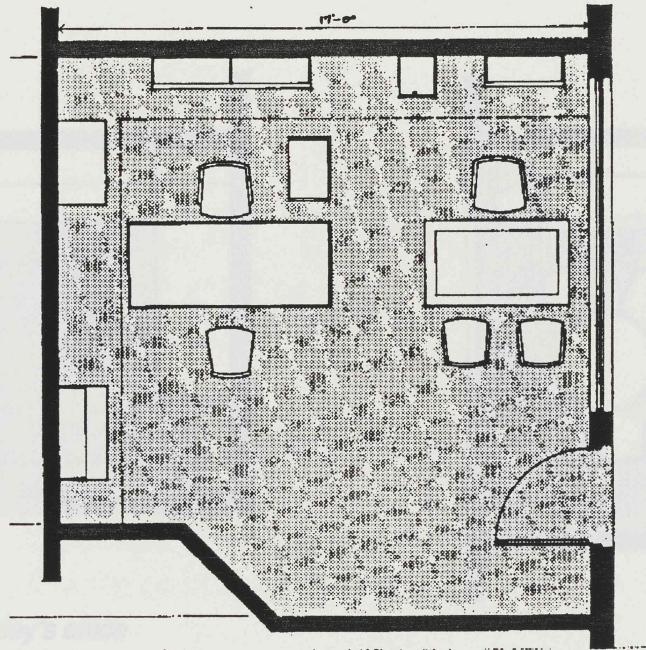


Neela Kazaria's office

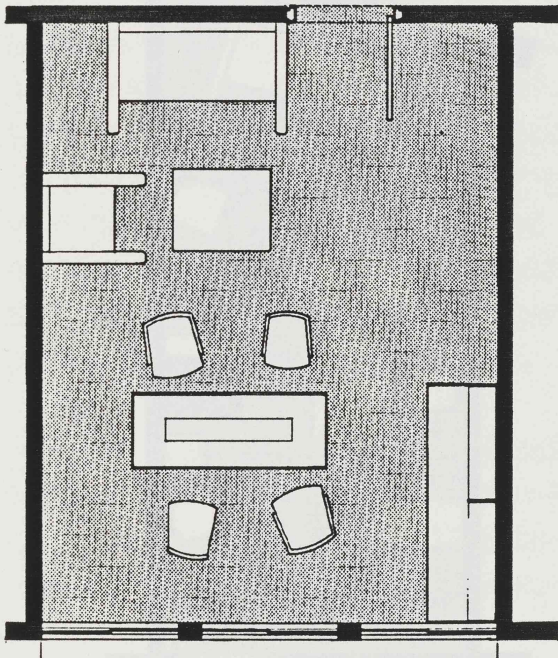


Steve Philips' office

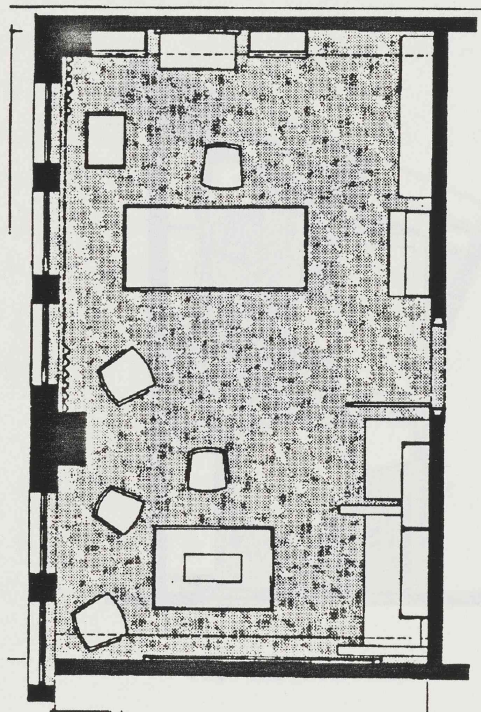
THE PERSONAL WORKPLACE



Don Yost's office

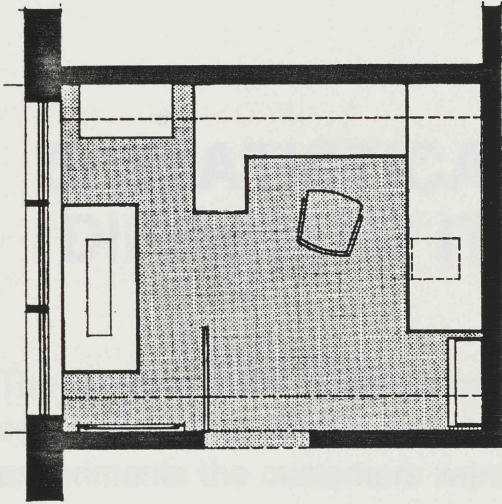


Sunil Bhonsle's office

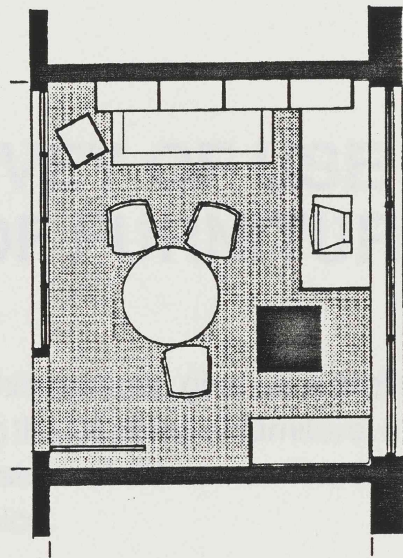


Pirko Lucchesi's office

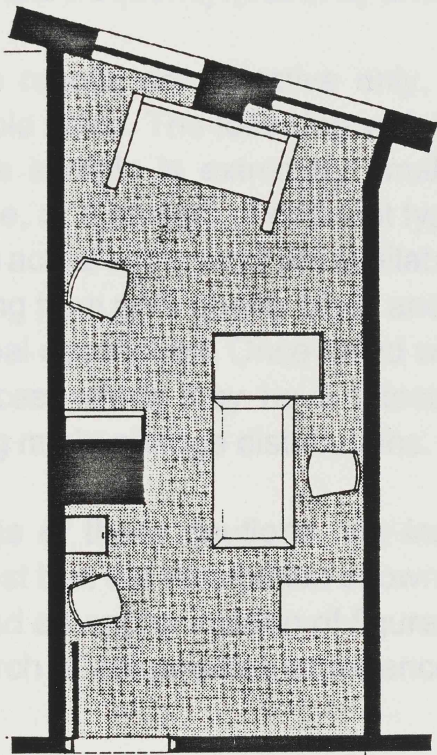
THE PERSONAL WORKPLACE



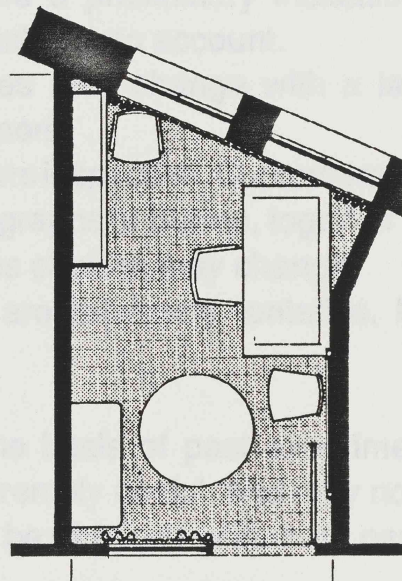
Bill Manley's office



Anil Randive's office



Carlos de Morelos' office



Alex Bloom's office

5. STATISTICAL SURVEY OF USE OF DIFFERENT ITEMS OF FURNITURE

The fourteen initial experiments reported in this manual, give us a preliminary sense of the likely distribution of choice among the 28 items of furniture. In these experiments the customers were given a system of 28 items. The items are listed below in rank order of frequency of choice.

A few items were not clear in the first group of experiments, and were then clearly shown in the last eight experiments. In these cases we have given both the actual frequency (out of 8) and the extrapolated frequency (out of 15).

These results are tentative only, and only give a preliminary indication of possible sales. The following variables are not taken into account.

1. The sample is extremely small. Frequencies may change with a larger sample, or a sample of different types of customers.
2. The actual items were not available to customers inspection. Customers were working from poor quality black and white photographs of pieces, together with a verbal description. Once faced with real pieces choices may change.
3. Prices, which may have affected choices, are extremely tentative. Real pricing might change distributions.

In spite of these cautions, our instincts, on the basis of past experiments, suggest that the distribution shown below is extremely useful, and may not be too bad an approximation of figures that would be obtained with more careful research or actual sales experience.

THE PERSONAL WORKPLACE

ITEM	# CHOSEN
PERSONAL CHAIRS	38
CUTTABLE WORKSURFACE	14
WALL LIGHTS AND REFLECTORS	12 (6 out of 8)
REAL CEILING	12 (6 out of 8)
LIBRARY BOOKSHELVES	13
JAPANESE SILK PANELS	9
CURTAINS	8 (4 out of 8)
CONFERENCE TABLES	7
MANAGERS DESK	7
LOW BOOKCASE	7
COMPUTER SETUP	7
ROLLING FILE CABINET	7
DESK LIGHT	7
ROLLING TABLE	5
SIDE TABLE	5
STORAGE BENCH	4
WORK SOFA	4
WORK ARMCHAIR	4
WINDOW PLACE	4 (2 out of 8)
FLAT FILES	3
HANGING LIGHT	3
WALL SHELVES	3
WHITE BOARD	2
PATTERNED CARPET	2
EXECUTIVE DESK	1
FILE BOXES	1
RECLINING CHAIR	1
COUNTER WITH SHELVES AND FILES	0

The following additional comments can be made.

There were frequent requests for files, which appeared not available. The counter with shelves and files either needs to be clarified in function and mode of operation or did not fill the bill.

Requests were made for pull-out shelves on all surfaces

THE PERSONAL WORKPLACE

Negative reaction to computer setup as being too restrictive. Too small. No room for legs. No room for reference material.

More people asked for the work armchair, but couldn't fit into the layout. We need a smaller one as well.

People wanted circular conference table.

Half a dozen asked for a rolling work-chair

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16
32
33
34
48

Original pages in Nature of Order

Original Arts File

Book 3/Chpt 13 "Uniqueness"

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