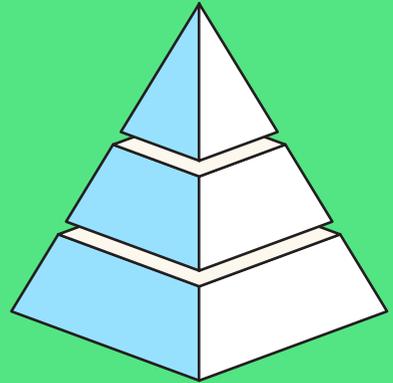




The Mapiq pyramid of workplace well-being



Boost your office experience
and create a peak-performing
organization

Well-being has moved from an easily dismissed, faintly hippie notion to something that's taken seriously across sectors. It was inevitable that the workplace would become a front in this revolution. Most people spend at least a third of their lives at work.

Organizations have become increasingly interested in ways to make the workplace a more healthy environment, where employees' full potential can be realized. We're still trying to define what well-being exactly means in the workplace.

At this moment, researchers are isolating specific attributes of well-being in the business environment, as well as the ways employers can support or enhance them. Today, we know more than ever about what drives, supports and inspires employees. Luckily, research and technology are converging to give employers the tools they need. In this research, we'll lay out the Mapiq pyramid of workplace well-being, which we developed through research and our own experience. We developed the Mapiq pyramid of workplace well-being to translate ideas about personal well-being into company well-being. We answer the question of how employees and employers experience well-being needs and how organizations can answer them to make sure everybody has a great day work.

—
**Happy reading,
Sander Schutte**



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Introduction

The rise of well-being

The importance of well-being in the war for talent

Workplace well-being has recently become more important to employees and employers across developed economies. Research has defined “well” employees as “physically and mentally able and willing to contribute in the workplace and likely to be more engaged at work”. (*CIPD, 2007*) It’s a good definition, but it leaves a lot unanswered. Where do these attributes come from? What can be fostered by employers? And how?

Employers need to be aware of what employees need in order to be able to creatively solve complex problems at the office, and employers need to take advantage of the technology that will help provide it. Increasing globalization and the specialization of skill sets have created an environment in which businesses compete fiercely to fill roles that previously had good candidates fighting for them. When employment

first started to change from a career-long relationship to a severable one, coverage focused on how the change would affect workers. Businesses, however, now feel the effects of good employees being free to leave.

Competition isn’t the only reason to focus on employee well-being. Recent research found that the overall quality of employees’ work is a business’ most valuable competitive advantage. At the same time, the increasing speed of business and historical lack of work-life balance in many countries and industries have combined to make employee burnout an increasingly large problem.

In many sectors, the most profitable work product comes from creative approaches and new solutions. In fact, research from LinkedIn named creativity as the most in-demand soft skill in 2019. (*Lewis, 2019*)

According to the World Economic Forum, the No. 1 skill you'll need to succeed in 2020 and beyond is complex problem-solving. (Gray, 2016) As the world goes increasingly digital and automation takes over more and more of our repetitive responsibilities, the average professional's job will transform into something more focused on creativity, innovation, and the other sorts of big-picture skills that robots just can't execute (yet). These creative approaches come more easily to healthy, happy employees and the office has an important role in creating this state of mind.

ROI of workplace well-being

One of the more disturbing trends of the past two decades is the way productivity has flatlined even as work hours skyrocketed. Employers are frequently seeing top-performing employees burn out. Consensus has shifted to acknowledge that when dedicated employees stop functioning at a top level, it may not be an employee failure but a company one. Many organizations are realizing that employee well-being is the key to maximizing productivity.

The potential return on investment (ROI) for employers is huge. An improved sense of well-being at work leads to increased productivity, higher employee engagement, decreased absences, and reductions in health care costs in the

long run. A Rand Wellness study found the ROI of wellness initiatives to be about \$30 per month per employee and that employers got back roughly \$3.80 for every \$1.00 (Miller, 2014) they spent on them. Incorporating employee well-being as a core value will give a company a significant boost, both in efficiency and in the war for talent. For employees, a focus on well-being can revolutionize their experience of work. It can become a place for growth and developing new skills instead of a means for financial security or a daily structure. » See pages 12, 13 and 14 for facts and figures.

Measuring workplace well-being

Part of the challenge in thinking about workplace well-being is the challenge of measurement. It's difficult to assess and evaluate, but a few systems have emerged.

The WELL Building certification is the world's first certification focused exclusively on human health and well-being. It was developed to look at well-being in architecture and interior design. It's an evidence-based system for measuring, certifying and monitoring the performance of building features that impact health and well-being. (The International WELL Building Institute™, 2019)

The Leesman Index is a data-driven tool that measures and benchmarks how a

The rise of well-being

workplace supports employee and organizational performance. The 'Workplace Experience Revolution' is the result of analysis across 401,362 global employees' workplace experiences. Drawn from 3,100+ workplaces across 458 organizations in 90 countries, it is the largest global study of its kind ever undertaken. The unprecedented findings reveal a series of business-critical factors on which employee sentiment hinges and the elements that drive them, making it essential reading for executive leadership teams as well those in real estate, workplace design and management of employee experience. (Leesman, 2018)

These systems are useful but leave larger questions unanswered. What are the underlying needs being answered by these super drivers and healthy building features? If your office has a high score on the Leesman index and platinum Well certification, does that mean the people working there are functioning to the best of their ability? Or is there some as-yet-unnamed factor that determines that? What do employees need for productive engagement? What should companies do to optimize that engagement? The Mapiq pyramid is created to address these questions. We started with Maslow's hierarchy of needs and expanded his ideas to the complex system that we call a well-performing organization.

Cheat sheet

- We spend a third of our lives at work. Make well-being part of your company and expect increased productivity, improved employee engagement, decreased absences, and reductions in health care costs.
- Well-being means being physically and mentally able and willing to contribute in the workplace and being engaged at work.
- An employer focus on well-being can revolutionize the experience of work for employees. Work becomes a place for growth not just financial security.
- WELL Building certification and Leesman index are ways to measure office experience and well-being.

The ROI of well-being facts

Combined benefits per high performance building / space*

Due to occupant productivity, retention, and wellness benefits

\$3,395

Annual profit per employee

\$18.45

Annual profit per square foot

* Based on assumption of company in 150,000 SF building or tenant space, with 183 SF per employee. (Stok, 2018)



the other **36%** are actively seeking a job

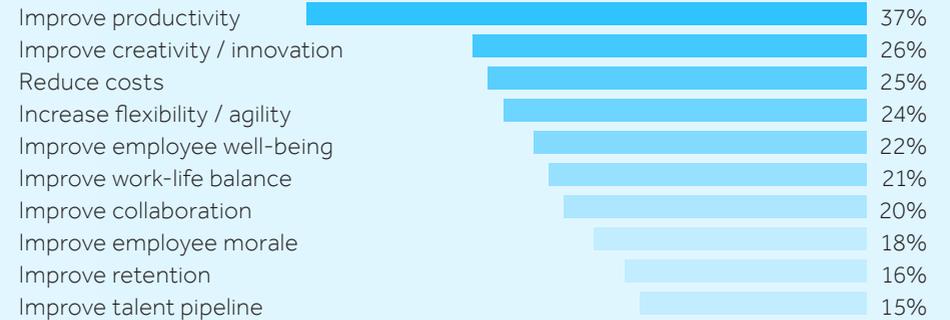
People are your most important asset

For most companies, intellectual capital comprises the larger share of value – perhaps up to 80% of valuation is dependent on things that cannot be held or sold directly. Intellectual capital is comprised of things the company’s management or employees contribute to its overall profitability like:

- Knowledge
- Talent
- Skills
- Abilities

(Calder Capital, 2019)

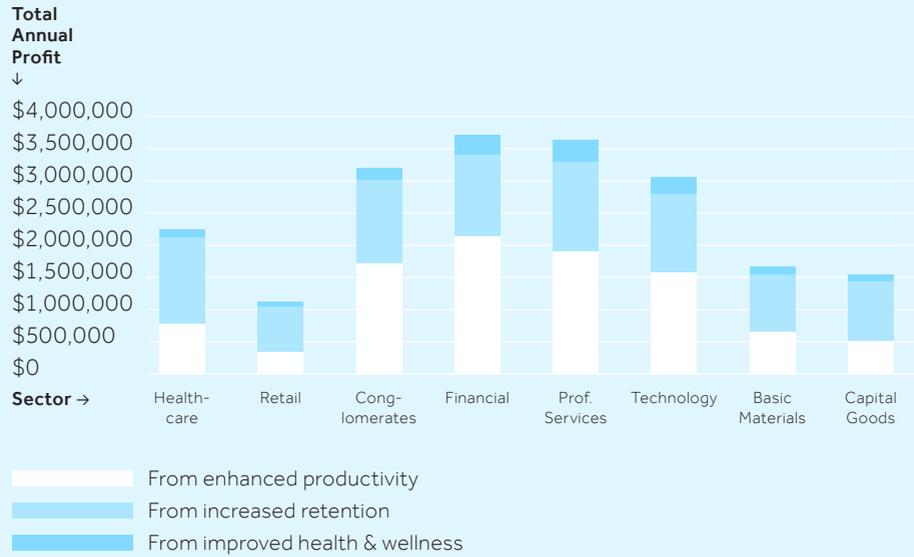
What are the greatest potential benefits for your organization of investing in developing a workplace of the future? (Condeco workplace report, 2019)



And they have expectations:

- **91%** of workers at companies led by leaders that support well-being efforts say they feel motivated to do their best at their jobs. (American Psychological Association)
- **74%** of employers view well-being as an important to employees and a useful tool for recruiting and retaining staff. (Xerox)
- Organizations with highly effective health and productivity programs report **11%** higher revenue per employee, **1.8** fewer days absent per employee per year, and **28%** greater shareholder returns. (Buffett National Wellness Survey)
- **89%** of workers at companies that support well-being efforts are more likely to recommend their company as a good place to work. (American Psychological Association)
- Of employers offering wellness programs, **67%** reported increased employee satisfaction, **66%** reported increased productivity, **63%** reported increased financial sustainability and growth, and **50%** reported decreased absenteeism. (IFEBP)
- Workers (**52%**) said smart technologies will help them in their jobs in the future. (InformationAge)
- **61%** of business leaders have already made significant investments in smart technologies and are benefiting from higher revenues, improved customer experience and increased employee satisfaction. (Leesman, 2017)

Cumulative annual profit by sector



What do you see as the biggest workspace challenges facing your organization at the moment?

	UK	US	FR	DE	AU	SG	Total
Digitizing the workspace – integrating technology into all areas	54%	59%	61%	57%	66%	69%	60%
Adapting to changing employee expectations	44%	62%	57%	46%	52%	53%	52%
The increasing cost of workspaces	39%	35%	27%	43%	30%	42%	36%
Ensuring sufficient variety of workspaces for employees	34%	26%	28%	31%	28%	26%	29%
Ensuring sufficient space for employees	28%	21%	21%	19%	21%	16%	22%
Ensuring sufficient meeting rooms to meet demand	13%	9%	6%	4%	11%	7%	8%

(Condeco workplace report, 2019)



Introducing our inspiration

“What a man can be, he must be.”

— Abraham Maslow



“If you plan on being anything less than you are capable of being, you will probably be unhappy all the days of your life.”

Abraham Maslow

Abraham Maslow revolutionized how we think about human motivation. Maslow's theory, which he refined throughout his career, described specific needs to be met on the way to self-actualization, which he defined as a *coherent personality syndrome with optimal psychological health and functioning*.

It became known as the Hierarchy of Needs and is often represented as a pyramid with five levels: physiological, safety, belonging, esteem, and actualization. Physiological needs are what the organism needs to function, such as food and water. Safety includes physical security and good health but also emotional and financial security. Belonging is feeling needed by family, friends, and lovers. From this type of belonging, we progress to esteem. We want to be respected and valued by others, and we want to respect and value them in turn.

The items on the top level of the pyramid are considered growth needs, with self-actualization at the summit. By the end of his career, Maslow defined this upper level as a kind of transcendence, with individuals relating to themselves, their community, and their environment as an end within itself, not a means to something further. According to Maslow, peak experiences play an important role in [self-actualization](#). Peak performance is a state that is also known as peak experience, the zone of optimal functioning and flow.

We should remember that the pyramid is a visualization, not a set order. Lower needs don't need to be completely met to achieve higher ones. Higher-level behavioral evolution continues even when an individual again must meet deficit needs like hunger, fatigue, or loneliness. Moreover, individual behavior is often multi-motivated – that is, simultaneously determined by more than one need. (*Hoffman, 1988*)

Introducing our inspiration

Is Maslow still relevant in the 21st century?

Over the years there has been also a lot of comments on Maslow's. And although some of those comments hold some value we believe that Maslow's hierarchy provides a basic path for self-improvement. Growth and personal development are hot topics today, and despite the lack of rigorous scientific support, it offers a general framework people can use to better themselves.

Originally employment fell into the Safety group, but today Maslow's hierarchy in business is relevant to the upper levels of the pyramid. While dated, Maslow's theory is useful for both personal development and workplace growth. By identifying what humans need and what drives and motivates people, employers and employees can develop mutually beneficial relationships and positive environments conducive to work. (*Horne, 2019*)

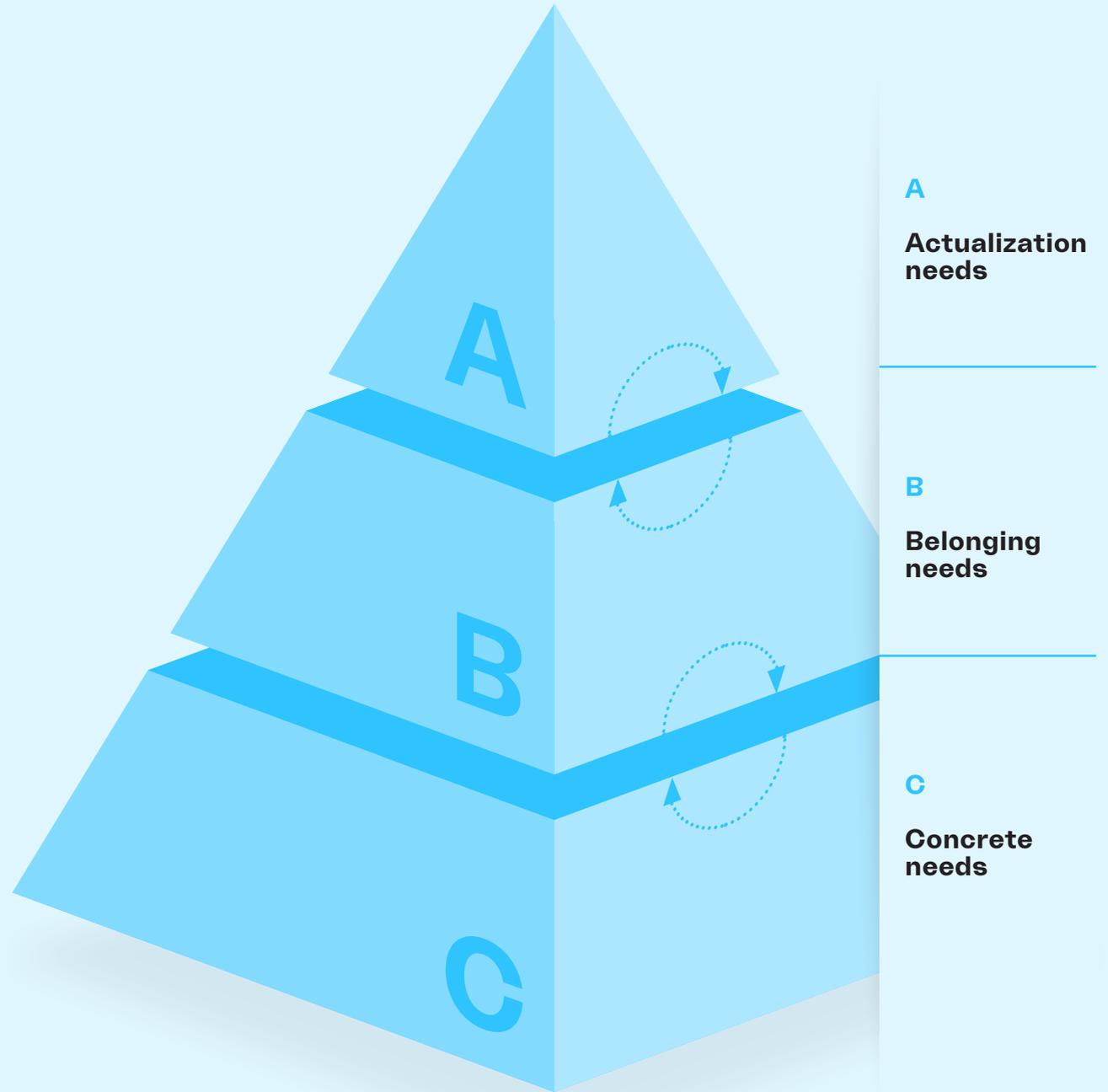
Cheat sheet

- Every person has a strong desire to reach a level of self-actualization, according to Maslow.
- Company performance depends on top-performing employees, and companies should focus on helping all employees reach their peak actualization experiences at work.
- Peak performance is the zone of optimal functioning and flow. It's when an individual puts it all together: they are in the zone, everything flows, and they achieve an exceptional performance. (*Privette, 1983*)

1

The Mapiq pyramid of workplace well-being

“Company-actualization would be employees who feel that they are doing their dream work with a dream team in the perfect work environment.”



We developed the Mapiq pyramid of workplace well-being to translate ideas about personal well-being into company well-being. We wanted to categorize the abstract factors that optimize the way a company runs to create sustainable growth. We ran Maslow's ideas through our experience of working with companies of all stripes and created a model to break down the abstract qualities that define our working lives and the life of a company.

When defining these needs, we were at first surprised to see the way in which the needs of the employer entwine with the needs of the employee. Then we realized that the best possible iteration of the relationship between employee and employer is a symbiotic one. Employers benefit from actualized employees and employees raise their feelings of esteem by working in environments where everything feels aligned.

From self-actualization to company-actualization

So, what does actualization mean for companies? We know that company performance depends on employee performance. A recent study found that

high-performing employees are 400% more productive than average ones. (O'Boyle & Aguinis, 2012) Companies have a huge incentive to attract and retain high achievers, as well as helping all employees reach their peak experience of work. We believe that peak performance for a company happens when both the employees and the company itself reach actualization at work.

Peak experiences are like the concept currently known as flow. Flow is a state of mind during which people become so engrossed in an activity that the world seems to fade away and nothing else seems to matter. In a state of flow, time seems to fly by, focus sharpens, and self-consciousness disappears. Flow can happen when a person is having a peak experience, but obviously not all instances of flow qualify as peak experiences. Everyday moments such as becoming engrossed in a thrilling book, working on a satisfying project, or enjoying an afternoon game of basketball can all lead to a flow state, but these moments are not necessarily peak experiences.

We broke workplace needs down to three levels: concrete needs, belonging needs, and actualization needs. Our ABC starts with C and builds towards A.



Concrete needs

The concrete needs are to a company what physiological and safety needs are to a person. This is physical health and safety and how those factors assist employees' physiological well-being. This level includes the foundational and less flexible factors, like the architecture and interiors. Are they built to support health and well-being for employees and the company as a whole? We'll explain this in more detail, but a good example would be a sustainable, fireproof building with lots of natural light.



Belonging needs

The B level of the Mapiq pyramid parallels belonging and esteem in Maslow's pyramid. It's what happens when you put people into the buildings. What is the community? How do people relate to each other and their space? How does the environment enable their work? Do they value their coworkers? Do they feel valued by their employer? For example, some organizations are careful to listen to employee concerns instead of being offended by them.



Actualization needs

Actualization is what happens after you have a healthy building and a good team. It can happen at the employee level as well as the company-wide level. The employee level centers on autonomy and the perspective of individual employees. Are your values in line with the company? How do you feel about your work? All of this contributes to the various layers of autonomy within the company, as well as its identity. When autonomy and identity synch up on a personal and company-wide level, you get peak actualization.

Like Maslow's, the Mapiq pyramid is not a set progression but a path that employers can reference to get the entire company performing at its peak. The ideal of company-actualization would be employees who feel that they are doing their dream work with a dream team in the perfect work environment. They would be interested in growth but skilled at what they do and confident in both traits. Companies should focus on creating this environment.

What does this mean for employers?

If you're lucky, you've had one of these ideal periods of work. You felt passionate and energized about what you were doing. You looked forward to going to work each day. You liked working with your coworkers, even if you weren't friends outside of the office. You had the perfect balance, with time to enjoy your life outside work. For most of us, this ephemeral moment appears unexpectedly and slips through our fingers. The Mapiq pyramid does more than reveal the workings behind the spell; it shows us how it can be recreated.

By carefully supporting each component of employee well-being, employers can

take concrete steps towards that indefinable magic. We live in an age in which the technology to implement new ideas is evolving faster than the theories themselves. Many of the individual components to meet these needs already exist. Employers just need to connect them in a thoughtful and empathetic way. Even when an employer can't offer each element perfectly, intentionality can still help employees find peak moments at work.

The feedback loop

Our work with technology showed us the importance of the feedback loop. With any improvement, feedback from users must be incorporated into new iterations that are then incorporated in turn. We see loops like this existing between levels of our pyramid. As one factor changes, it affects the level above it. When that level changes, in turn, it affects the one below. Employers implementing changes need to quickly collect feedback, adjust what's possible, and get feedback again. This loop is a perfect symbol of the time we're living in, as well as the true value that technology can have in a world that's always changing.

Cheat sheet

- The Mapiq pyramid of workplace well-being is: concrete needs, belonging needs, and actualization needs.
- There is a feedback loop between each level in which changes to one affect the functioning of the other.
- Tools can help focus access to resources, not being forced to share them. Technology can help to share facilities easily and can equally lead to a strong community feeling. Company performance depends on top-performing employees, and companies should focus on helping all employees reach their peak actualization experiences at work.
- Peak performance is the zone of optimal functioning and flow. It's when an individual puts it all together: they are in the zone, everything flows, and they achieve an exceptional performance.



2

Concrete needs

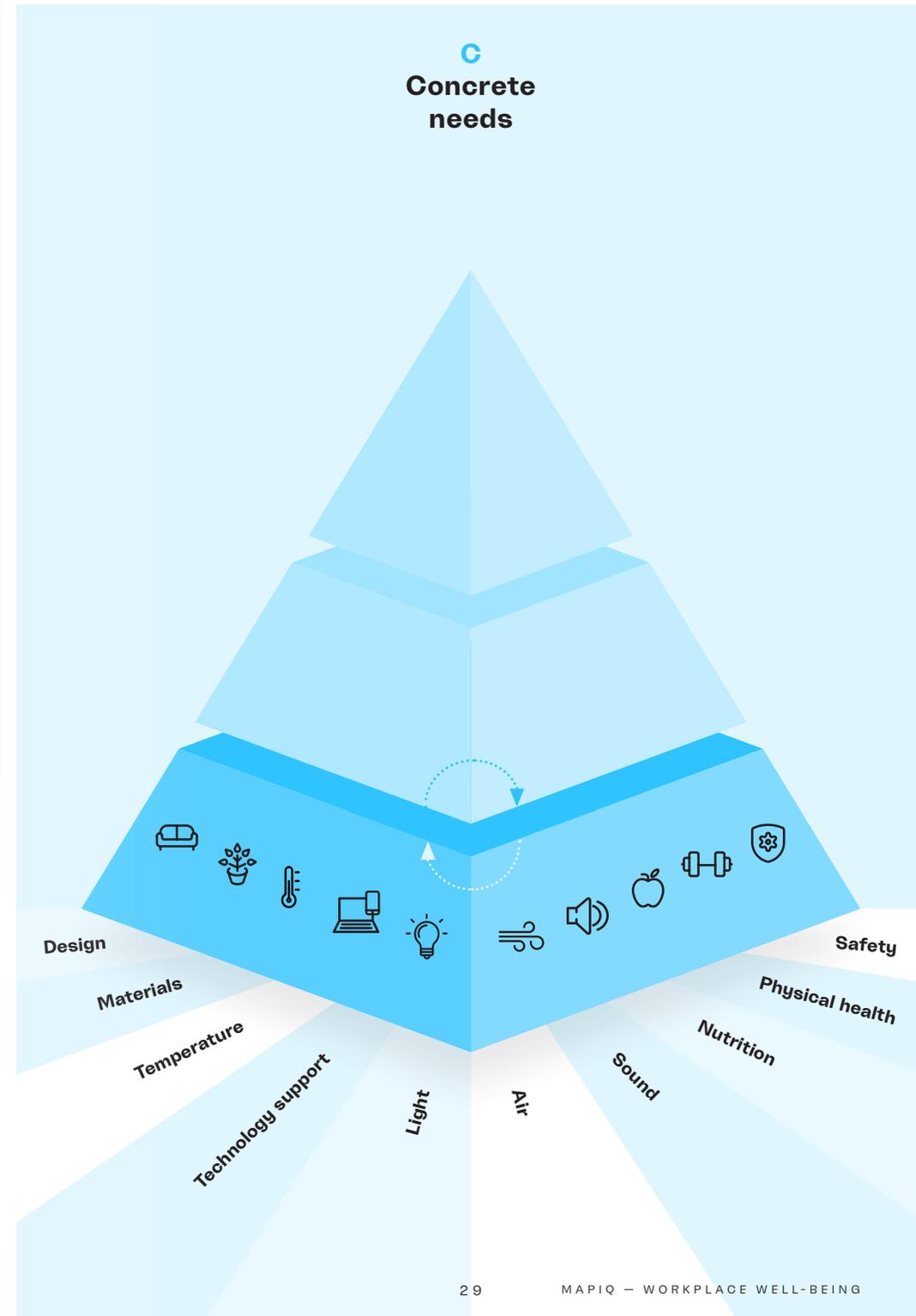
The concrete level ensures that employees are healthy and safe between office walls.

Laying the foundation

At the base of Mapiq's pyramid is the layer of concrete needs. Just as Maslow's pyramid rests on survival needs, the foundation for company actualization is guaranteeing health and safety for all employees. Concrete needs are centered around the building and its users. For companies, *this* is the vital first step to start working on well-being in the right way.

The concrete level ensures that employees are (and feel) healthy and

safe between office walls. From the design process through the realization of the building, everything needs to be aimed at contributing to the health of the people who will work there. The process starts with the office structure and quality of materials that are used. This also includes the design of the floors, from placements of walls to the furnishing and layout of the space. The concrete physiological needs are physical things that have an impact on how employees feel: air, light, temperature, sound, nutrition, movement, and safety.





Design

Workplace design should provide options and interaction. There are a couple of key areas that need to be available for employees, which are spaces to focus, collaborate, learn, and socialize. This isn't just about creating an open floor plan, it's about giving employees multiple ways of working. The interiors reflect the company's culture, vision, and more importantly, encourage collaboration.



Materials

Researchers found out that spaces with elements of nature increase energy, concentration, well-being, and productivity. (Sanchez et al., 2018) This is where the concept of "Biophilic Design" comes to life. It describes what interior design has to offer to connect people with nature in their everyday lives. Places designed in this concept reduce stress, increase cognition and creativity, and have a positive outcome on health.



Temperature

Temperature has an essential role to play in the comfort of employees in the office.

According to the results of a 2016 survey on job satisfaction, the biggest complaint issued about the workplace concerns temperature. A survey showed 22% of workers have difficulty concentrating in an office that is too hot – 11% have the same difficulty in one that is too cold. (CareerBuilder, 2009)



Technology support

A good working laptop and smartphone are now basic needs. Almost no jobs can be done without these types of products to support us.



Light

Light is fundamental. It does more than allow people to see and execute their tasks in a safe and comfortable manner. Light also has a powerful impact on the mind and body, affecting circadian rhythms and hormonal activity, which ultimately affect the quality of sleep, energy, mood, and productivity. Workers in environments that incorporate daylight and outside views report a 15 percent higher level of well-being. (Elzeyadi, 2011)

Concrete needs



Air

Air quality is important for health and concentration levels. Humans breathe more than 15,000 liters (530 ft³) of air every single day, consuming approximately four times more air than food and liquid together. (The International WELL Building Institute™, 2019) Health effects associated with exposure to indoor air pollutants can be both short- and long-term and can range in severity. Plants have a role to play here. Simply adding plants in the workplace can have a profound effect on mental health at work, not to mention improving indoor air quality and alleviating respiratory issues. (University of Exeter, 2014)



Sound

Research shows that sounds from nature, such as bird song or rippling water, promote faster recovery from stressful tasks than traffic or ambient building noise. Additional research suggests that using pleasant sounds from natural environments to mask background workplace noise could decrease employee stress and increase worker productivity. (Alvarsson, et al., 2010)



Nutrition

This is an important factor in employee health, but it must be handled delicately by employers; no one wants to think their manager is monitoring their lunches. For employers located in food deserts, it's important to offer healthy snacking options. Too often, the only food available for an employee on the go is a candy bar. Nutrition programs can also be an important asset. Interested team members can learn together about improving their health, both at work and at home. When offered as voluntary resources in the context of other concrete needs being met, it can come to be viewed as a valuable perk.



Physical health

Physical health has rightfully received already a great deal of attention in the workplace. A recent (much-publicized) study found that not exercising is worse for your health than smoking. (Mandsager, et al., 2018) Anything an employer can do to facilitate fitness will reap dividends for employer and employee alike. These efforts can include an on-site gym, offering yoga or other classes after work, fitness breaks, or free memberships to a nearby gym.



Safety

This is a complex issue with a simple core: people need to feel safe at work. However, safety has many different facets: physical, financial, psychological, and technological. Physical safety is the most basic need. People need to feel that their buildings are both physically solid and secure from threats. They need to see that their security is being actively planned for and that any issue is dealt with proactively.

Financial safety means secure compensation (such as a salary) and job security, which is especially important in a bad economy. It also includes a sense that the institution will thrive. In times like this, when we are often more focused on abstract aspects of well-being, the fact is that financial security is still very important to a peaceful state of mind.

Technology can do so much to ensure equal access to resources and maximize performance if employees are able to treat it as a tool, not an incipient threat. Companies have to be transparent about how data is used, where it is stored, and how long it is saved. These rules are company-specific and the policy behind them will have to be shaped by the people who make the company what it is.

Tech for a more simplified experience success

There are a few roles for technology to meet the needs in this level. The first step is to make this transparent, to provide insight through measurement. Almost all the different aspects in the office and their usage can be measured. This information can then be used to adjust the spaces or, in other words, the concrete needs, as feedback to the employee. Tech can provide a great chance for facility managers and policymakers to engage in a conversation with end users. Real-time feedback loops can improve new technology adoption significantly. Those reactions, in turn, can feed back into how employers think about and meet the concrete needs. By giving employees an active say in their physical environment, companies give their employees a sense of ownership. It transforms challenges from something imposed from above to something that can be resolved by the group. A few years ago, a business would have gathered information, run analytics, and unearthed information that could be used for future decisions about the layout of the floorplan. Today that business can identify insights for immediate and continuous action.

Concrete needs

The second phase uses this data to enhance the employee experience. The information gathers by technology could help employees to simplify choices about workplaces and spaces. Supporting employees to overcome decision fatigue and help them to form habits and routines based on technology instead of spaces Mapiq (2018) From smart to responsive. This can help him or her move through the space effectively and not waste time in an environment that is not perfectly in line with personal preferences. Technology can help provide guidance on how best to utilize the workspaces with all the various personal preference aspects. Physically, the proportion of natural and artificial light, the relationship to the walls or doors, and hygiene are all important determining factors. Personality and habits also play an important role. This means that each individual workplace has multiple, sometimes unknown, factors that influence a person's experience of that place. The optimal level of each factor varies from person to person, as does the relative importance of each factor. Ultimately, it pays to find a workplace that best matches a person's preferences.

Interaction with belonging needs

While the next chapter will detail belonging needs, it's important to note how these two levels interact with each other. There is an interesting interaction with the belonging level. This is especially noticeable when employees have to share their concrete needs. When people and departments fight for resources, they lose their sense of community. We at Mapiq are working to change the sense of ownership of the office. Not too long ago, ownership was a status symbol. Today, you can get what you need through the sharing economy and live a leaner existence, e.g., by sharing your room or car through Airbnb and Snappcarr.

The current movement towards result-oriented working will make sharing unavoidable. Employees control when and how they work. In that environment, it's silly to assign people stagnant desks. Businesses are starting to think about the way in which teams and employees share the space. Space can be designed to facilitate sharing and employee well-being. Tools that facilitate true sharing can solve problems and create a stronger community feeling. Just look

at the sharing economy as a whole; it functions by instilling trust amongst community members, so participants see one another as equals and build constructive relationships where none existed before.

When employees feel like they are part of a group, it becomes fuel for peak performance and facilitates a culture of sharing. The dominant workplace model was people working separately. That may sometimes make sense, but it's not a universal approach. The nature of work is changing – and with it the workplace. Shared spaces that connect diverse teams and individuals give them a chance to collaborate and share knowledge. At Mapiq, we see this effect whenever we work with companies. Employees start to use the space differently. Team and colleagues become the anchor point while the work environment is easily shared, stimulating a shared sense of ownership of the office.

Cheat sheet

- Concrete needs ensure employees are healthy and safe at the office.
- From the design process through the realization of the building, everything needs to be aimed at contributing to the health of people.
- Implement responsive building technology, so the building and the occupants educate each other about how the space is and should be used.
- Create flexible offices with workspaces that suit not only different needs but different personality types.
- In the upcoming years, technology will be able to determine the best match between a person and a workplace.



“Tech can provide a great chance for facility managers and policymakers to engage in a conversation with end users.”

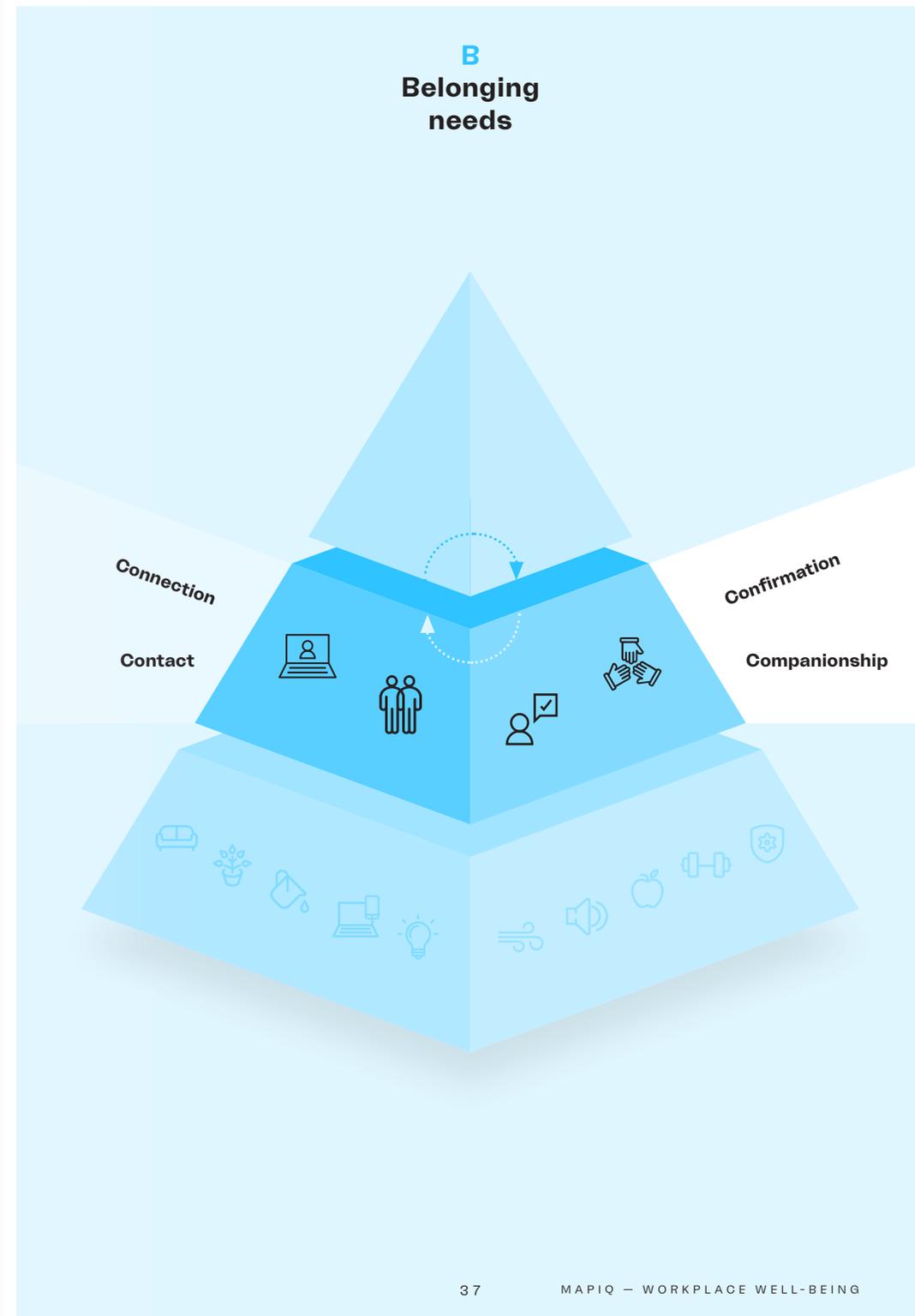
3

Belonging needs

Supportive environments trigger responses in the brain that lead to better collaboration and problem-solving.

Work is important since, among several reasons, belonging to a group is crucial for well-being. We need to feel that we fit in with the community around us. This need expresses itself differently at work, but it is still crucial to feeling engaged and secure. Supportive environments trigger responses in the brain that lead to better collaboration and problem-solving.

Belonging also has a strong correlation to commitment in the workplace, translating directly to employee retention, pride, and motivation. *(Culture Amp 2018)* Unlike the discrete concrete needs, belonging needs are more intertwined. Luckily, it means their solutions can be as well. The belonging needs are connection, contact, confirmation, and camaraderie.





Connection

Connection is what it sounds like. Do employees feel connected to their coworkers? Do they feel at ease moving through the workplace and interacting across responsibilities? Do they feel an attachment to place? Office management strategies such as hot-desking and open offices are more likely to be successful if the impact on employees is part of the planning. When space designers acknowledge that that place attachment is a significant part of human well-being, they can plan to foster that within a changing space. One successful tactic is neighborhoods that are distinguished by group and design elements. Employees can move and relocate within a neighborhood and still have a sense of attachment. The connection to a team or people replaces the connection to a permanent desk.



Contact

People need personal interaction. Space should be designed to facilitate that. Leesman found that activity-based working spaces encourage informal meetings and unplanned conversations. It's why these spaces consistently deliver higher employee satisfaction averages. (Leesman, 2018) In today's digital age, people rely heavily on the convenience of emails, Slack, WhatsApp, text messages, and social media. While it is impossible to deny the importance of these platforms, it is important to balance online interactions with face-to-face communication.

“It is important to balance online interactions with face-to-face communication.”



Confirmation

Employees belonging to a tight-knit team of coworkers who speak frequently with one another – an indicator of what social scientists call social cohesion or a sense of belonging – are not only happier in their jobs, they also get more done. The goal is that everyone is passionate about what they're doing, understands goals and team structure, and feels that they get better outcomes working together. Support from a mentor can be especially helpful in learning how to be a part of a team with this kind of shared belief.



Companionship

This is the feeling of genuine connection between colleagues. It doesn't always happen and needn't always happen, but it's a treasure when it does. Managers can create opportunities for employees to connect in their off-hours through activities that run the gamut from recreational sports, company picnics, or group volunteer events. When it comes to socialization, though, participation must be strictly voluntary. Forcing people to do something outside of work defeats the essence of belonging. Providing the opportunity to relax with colleagues, however, can create moments of true camaraderie.

Tech to support interactions

Several studies found proximity and personal interactions contribute greatly to creating social bonds. People seemed to form favorable views towards people with whom they spent time, even people they had previously disliked or stereotyped unfavorably.

Technology can help facilitate this. (Nahemow & Lawton, 1975)

A study (Waber, 2013) showed that changes in the frequency of face-to-face encounters could predict changes in satisfaction. It also found that a few socially important employees controlled the flow of information and most important interactions happened at those employees' desks.

Technology makes it possible for these vital anchor employees to share their location so colleagues can find them.

Companies can determine how they want employees to use the space and encourage teams to sit together and work as a team. A company could choose to "flex" single departments rather than the entire office, such as letting marketing flex but keeping IT anchored. They can also choose to let people 'plant' a digital flag for their team when they enter the office. The rest of the team is then placed within a 15-meter circle of the flag as they come into the building. Furthermore, technology can give suggestions about where to go for a specific meeting, facilitating impromptu conversations. It can also guide groups to meeting rooms that suit their needs, reducing time wasted on finding one.

For all their trendy coverage, there are real and concrete gains from fun spaces in the office like pool or ping-pong tables.

Belonging needs

From belonging to identity

Technological tools can facilitate connection to team and place. Feeling ownership is an example of how a sense of belonging can lead to actualization. A strong level of organizational identification is when employees feel proud to be a member of their team and organization. For some, their social identity as it relates to work is limited to being a member of their profession or a specific team. In the ideal state, employees can base their social identity on the company. That drives organizational engagement because employees are willing to go above and beyond defined responsibilities, including exceeding customer and client expectations. They feel proud to be working for this company in this workplace (Leesman, 2018) Technology can give employees the feeling that they organize their workflow and create ownership of the space.

Through a sense of group ownership of workflow and an individual sense of autonomy, an important switch takes place. Employees start to feel ownership not of their workspace, but of their work product. The employee who feels that level of actualization and autonomy will then be able to attend to all of the belonging needs discussed in this chapter, both their own and that of their colleagues. This feedback between the A and B levels of the Mapiq pyramid is where company culture breathes.

Cheat sheet

- Belonging needs consists of connection, contact, confirmation, and camaraderie.
- Team and colleagues become the anchor point while the work environment is easily shared, stimulating a shared sense of ownership of the office.
- Employers can use technology, culture, and practice to facilitate these needs. Technology can facilitate face-to-face contact, determine team locations, and connect with other relationships at work.

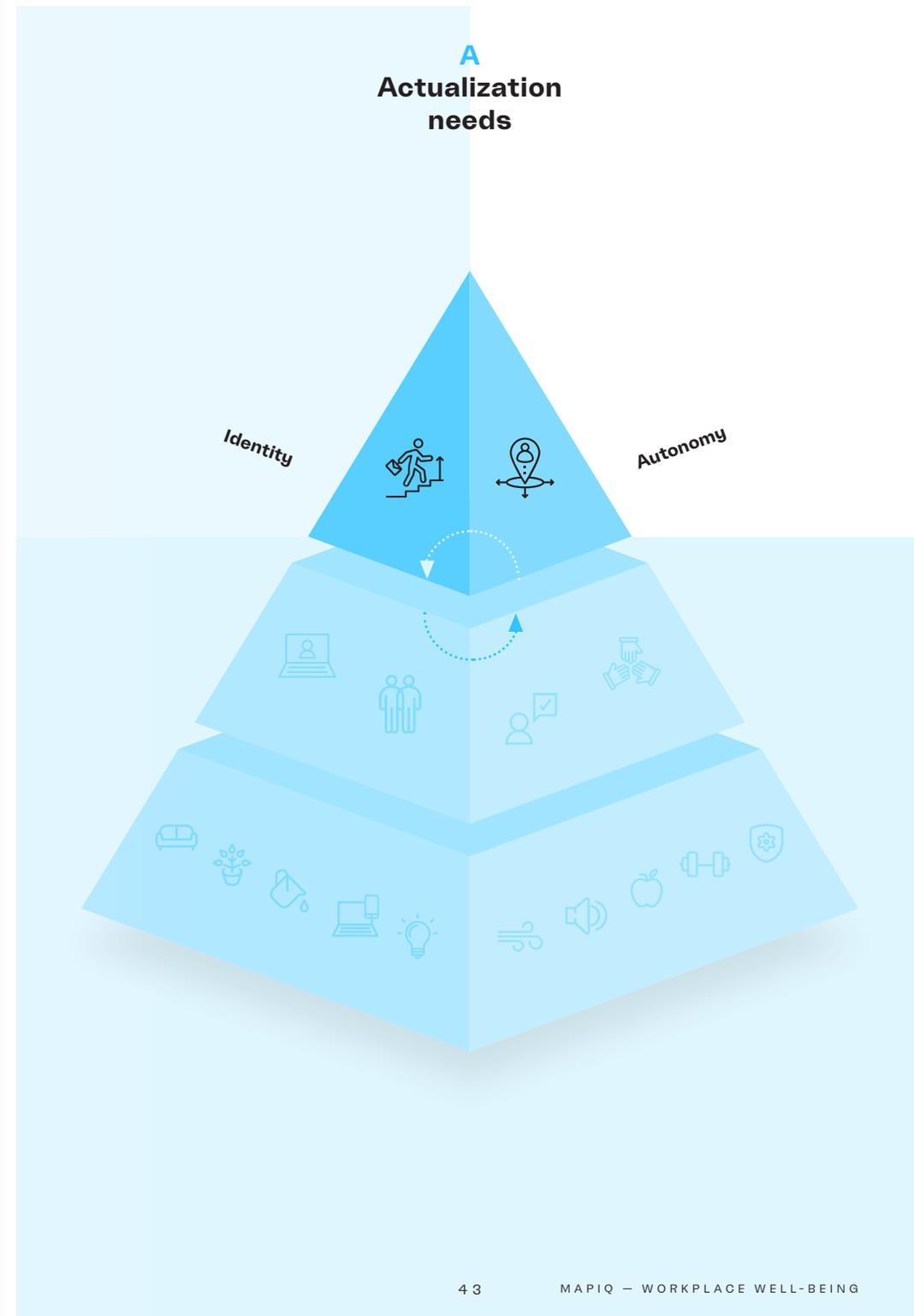
4

Actualization needs

Peak performance is a moment when an individual puts it all together, when everything flows and they achieve an exceptional performance.

Actualization, the top of the Mapiq pyramid, is peak performance because everything or everyone works together flawlessly towards the same goal. This happens through both employee actualization and company actualization.

These two types form a perfect symbiosis in workplace culture, feeding into each other and being fed in turn. It's a rare state but an achievable one. For us, this state of actualization is based on identity and autonomy.





Identity

Identity is a unified sense of being and purpose. Shared purpose, values, and goals significantly contribute to a person's feeling of belonging and their belief that the work they do is significant. Having a vision and goals for your organization is the first step. Communicating your vision in a way that motivates people is the next. This is why mission is so much more than just branding. It has to be in employees' lived experience, so they perpetuate it in turn. This sense of shared company identity is the basis of company actualization. Companies with a clearly communicated vision often have a high level of employee happiness.



Autonomy

Autonomy in the workplace refers to how much freedom employees have while working. There are different kinds of autonomy that are better suited to different organizations, but no matter which concept is used, greater autonomy tends to lead to increased job satisfaction. Autonomy is not just something that teens crave; a sense of autonomy is

a big driver of reward or threat at all ages. Steve Maier at the University of Boulder says that the degree of control that organisms exert over something determines whether or not the stressor alters an individual's functioning. Autonomy-supportive environments have been positively associated with more self-determined forms of behavioral regulation (Gagné, 2003), enhanced performance and persistence, more in-depth information processing, and greater well-being (Vansteenkiste et al. 2005).

Structural autonomy. In the past, traditional structures have called for strict oversight at the lower levels of the organization and autonomy only in the higher ranks. However, studies show work environments that are more autonomous in nature have not only higher job satisfaction, but also better productivity. Results-only work environments are on the rise. In this type of environment, employees are allowed to work whenever and however they want, as long as it gets done. (Robertson, 2019)

Team autonomy. An autonomous team is self-managed and receives little to no direction from a supervisor. When team

Actualization needs

members work well together, they can enhance each other's strengths and compensate for each other's weaknesses. Working in such a cooperative and enriching environment can have a positive impact on job satisfaction.

(Robertson, 2019)

Employee autonomy. Research shows that when employees are given the freedom associated with autonomy, job satisfaction rises. This increased level of satisfaction may stem from a feeling of greater responsibility for the quality of their work. Autonomy has also been shown to increase motivation and happiness, along with decreasing employee turnover. You can think of this type of autonomy as the 'do it yourself mentality'. Workers can create a workday that is suited to their needs without reference to other people or systems, the way ride-sharing puts you in charge of your trip. (Robertson, 2019)

Steps towards actualization

Actualization by enhancing feelings of autonomy and identity isn't an achievement you unlock once; it's a constant process of trying to create peak performance moments, then trying to

lengthen them. Technology has a role to play. Software today has changed a lot in our personal lives. We control many things we used to depend on others for. Ordering a taxi is now easy via Uber - you are completely in control of your journey. Ordering food is done via an app. Even controlling the lights at home is now done via apps, so you no longer have to get off the couch. Everything enables us to create an environment that molds itself to us. Thankfully, there are tools to make the work easier. Sometimes there are technological tools, and sometimes there are organizational ones.

Unlike enterprise software, modern consumer or small business applications are usually purchased by the end users. This is perhaps why consumer UIs have generally evolved far beyond many of their enterprise counterparts. We should bring this user-orientation to the workplace. For us, it comes down to this: if you have autonomy not only over the way a job is done but also over the environment in which it is done, you work on a whole new level. You create the space you need to do your job without dependencies or in other words; without friction.

A sense of autonomy is not a 'nice to have'

Technology needs to be easy for the end user to integrate into their already-crowded working day. That means it shouldn't take ages to log on, and you don't need 15 different systems or strict usage rules. Technology that's intuitive empowers employees instead of making them bothered and confused. It can give them a greater sense of autonomy over their work environment.

Creating community through an interface

Another aspect where technology has an important role to play is in the sense of a company or team identity that retains individuals' personalities. Employees feel like part of a group. They use software for a purpose, but it still feels personal. By for example use personal picture in your profile. This is where software can respond by adding personal options to enhance feelings of belonging to the company.

The path to peak performance

As we've seen, identity is the foundation of a brand. The shared values and sense of purpose of the people who work at an organization are the daily expressions of that identity. Software not only gives employees a sense of belonging but of belief in this shared identity.

A sense of autonomy starts off a chain reaction to confidence, happiness and productivity in the workplace. Technology can facilitate that autonomy by giving employees control over their working environment. Together, they can truly help employees get the most out of their day.

Actualization needs

"A sense of autonomy starts off a chain reaction to confidence, happiness and productivity in the workplace."

Cheat sheet

- People and companies experience actualization through a combination of autonomy and identity.
- Open communication and shared values are the foundation of this peak culture.
- Technology can help with transparency, communication, and autonomy.

The point of the pyramid

Just as human beings have needs to be met for peak experiences, employees and companies have needs that can meet to create the peak performance that comes from company and employee actualization. The concrete needs relating to health and safety interact with the belonging needs that form attachments to the workplace community, just as they, in turn, interact with the actualization needs that facilitate peak performance. An employer who attends to all three levels as part of an ongoing business practice will outpace competitors in productivity and talent retention.

There are technological tools that can support managers at every level of the pyramid. The information gathered by technology on all different aspects of the concrete layer can help employees simplify choices about their workspace. Supporting employees to overcome decision fatigue and help them to form new habits and routines. Technology can help provide guidance on how to best utilize the workspaces with all the various personal preference aspects.

Beyond the concrete layer, technology can boost face-to-face interactions in the workplace, which influence the attachment to the team and sometimes even sparks a friendship between colleagues. Teams and colleagues will become the anchor point while the work environment is easily shared, stimulating a shared sense of ownership of the office.

At that level of actualization, technology has an important role to play for the identity of a team or company. Employees want to feel part of a group. They use software for a purpose, but it still has to feel personal. The other vital element at the top level of the pyramid revolves around the feeling of autonomy. At Mapiq, we believe that the daily office experience should feel fluid and easy, not laborious and burdensome. That all the factors that are controllable, are working for employees, and not against them. For us, it comes down to this: if employees have autonomy over not only the way a job is done but also over the environment in which they work, they operate on a whole new level.



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