

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

DESIGN THINKING

Stan Chiu, Elizabeth Brink, Rob Bischoff, **Gensler**

THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

TEAM



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**Your new running shoes.
The latest app for your phone.
A handheld ultrasound.
The computer mouse.**

These did not go through SD's, DD's, CD's or CA.

How were they designed?

the big idea

DESIGN PROCESS STAGES

PRE DESIGN

**SCHEMATIC
DESIGN**

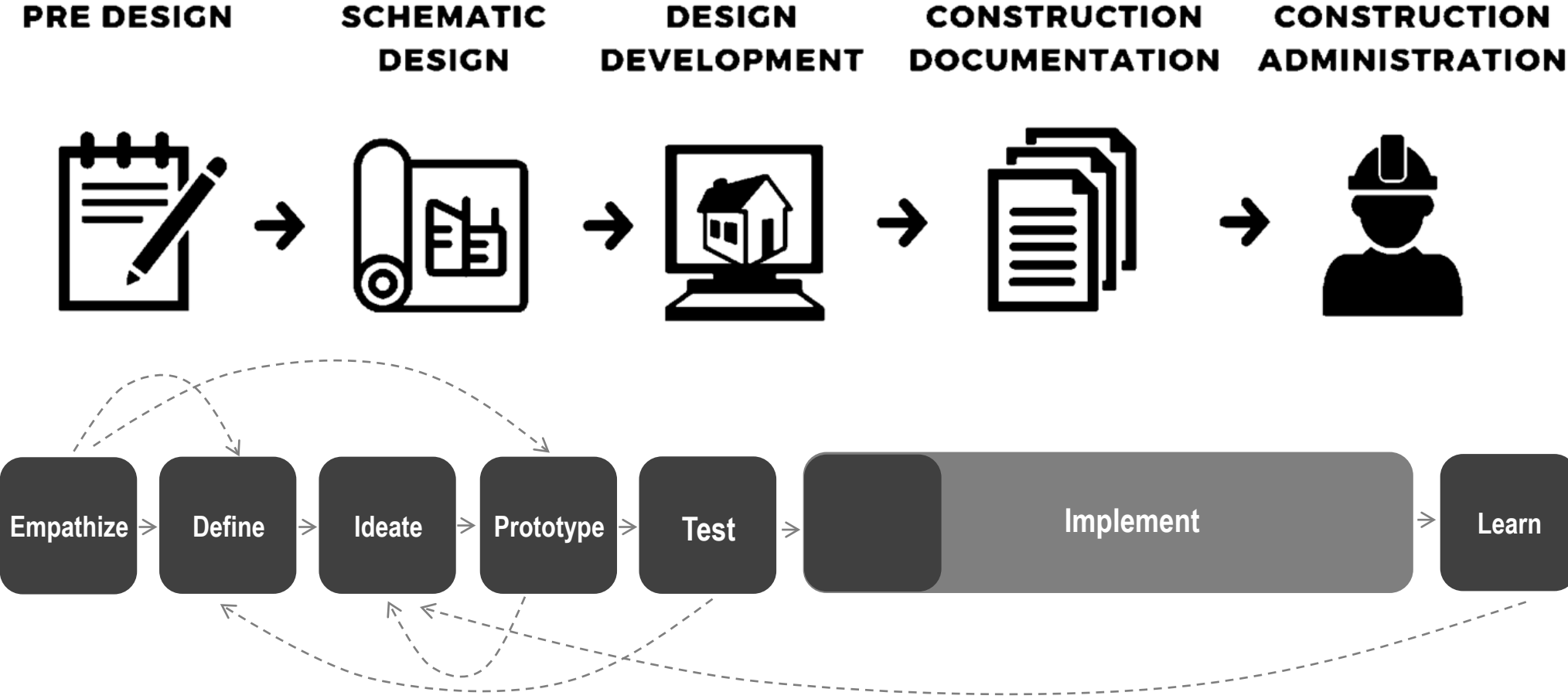
**DESIGN
DEVELOPMENT**

**CONSTRUCTION
DOCUMENTATION**

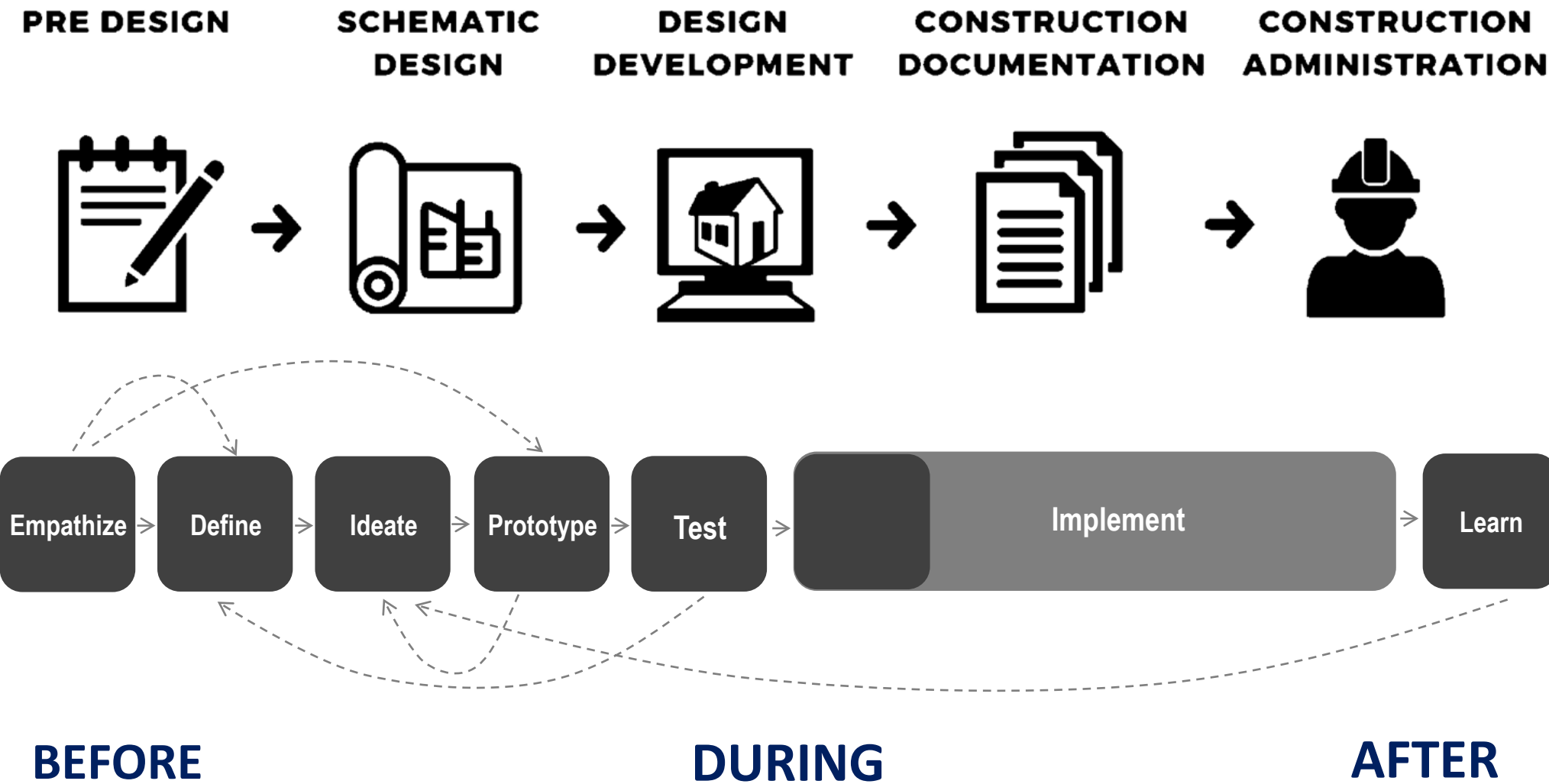
**CONSTRUCTION
ADMINISTRATION**



DESIGN PROCESS STAGES



DESIGN PROCESS STAGES



BEFORE, DURING, AND AFTER THE PROCESS

User Engagement and Research Tools that enable a more iterative and user focused process:

- Before: Understanding the user experience, expectations and behaviors
- During: Envisioning options to meaningfully engage user feedback
- After: Learning from user response and adjusting future solutions

UNDERSTANDING USERS

User Research Activities

- Who they are, what their needs are
- Qualitative and quantitative
- Moving beyond a survey for a deeper understanding

Camera Journaling

HP WORKPLACE PHOTO ESSAY

Where I come up with the best ideas

OVERALL GENERAL IMPRESSIONS
away from the office
social + informal venues
accommodate team-specific needs
need for isolation + noise control

"On the way to or from work is better than at work. Less distractions."

"I typically find a workspace outside my office. A quiet public spot with windows and a wireless connection."

"I've come up with more innovations at the gym, in the shower, camping, hiking, etc. than in my office environment."

"Coffee corners sometimes help, but there is no real creativity zone."

"Our cultural open-air space, not only for lunch/dinner but also for brainstorms."

"The e-club... It's always best to think over a good cup of tea!"

"During work time together with my team mates."


"The work and collaboration area just outside my office... is used by all of the Industrial Designers in my group and other people that we work with. It includes a full height magnetic marker wall... and low black tables to review concepts in 3D."

"...in the lab working with my team."

"At my desk. It's pretty quiet here & I have access to printers, private, email, internet, etc."

"A quiet spot."

"I need to be alone to think."



HP WORKPLACE PHOTO ESSAY

How my team works together

OVERALL GENERAL IMPRESSIONS
informal + spontaneous needs
close proximity to workstation
access to technology + tools
accommodate team-specific needs

"In our environment it is easy to consult on a problem"

"Hallways/whitboard brainstorm meetings are efficient and productive."

"Impromptu meetings in personal cubicles. Discuss ideas there."

"We all work in cubicles. The best way to work together is to chat in the hallway."

"Not only in a meeting room, but also while having lunch and chatting."

"My team is all over the country so we are used to being on the phone a lot... often doing small, instant messenger and phone meetings at once."


"In a focus booth... or need to reach other in a mobile area."

"Our mobile meeting area has been key to spontaneous meetings to work out product design issues."

"A large, re-configurable work space... however, there are no secure areas to lock up prototypes... or store 4x8 panels."

"In a quiet room great for collaboration (Whitboards, large table and sound resistant)"

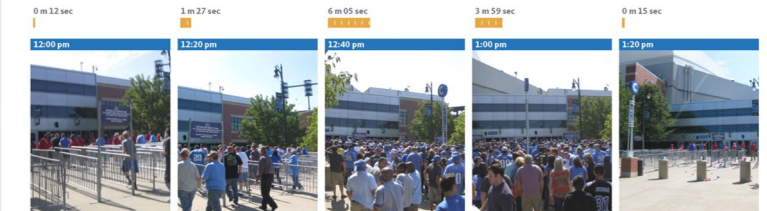
"In the lab, around the equipment, bouncing ideas off each other."



Behavioral Observation

FAN FLOW: ENTRY TIME STUDY

Gate C



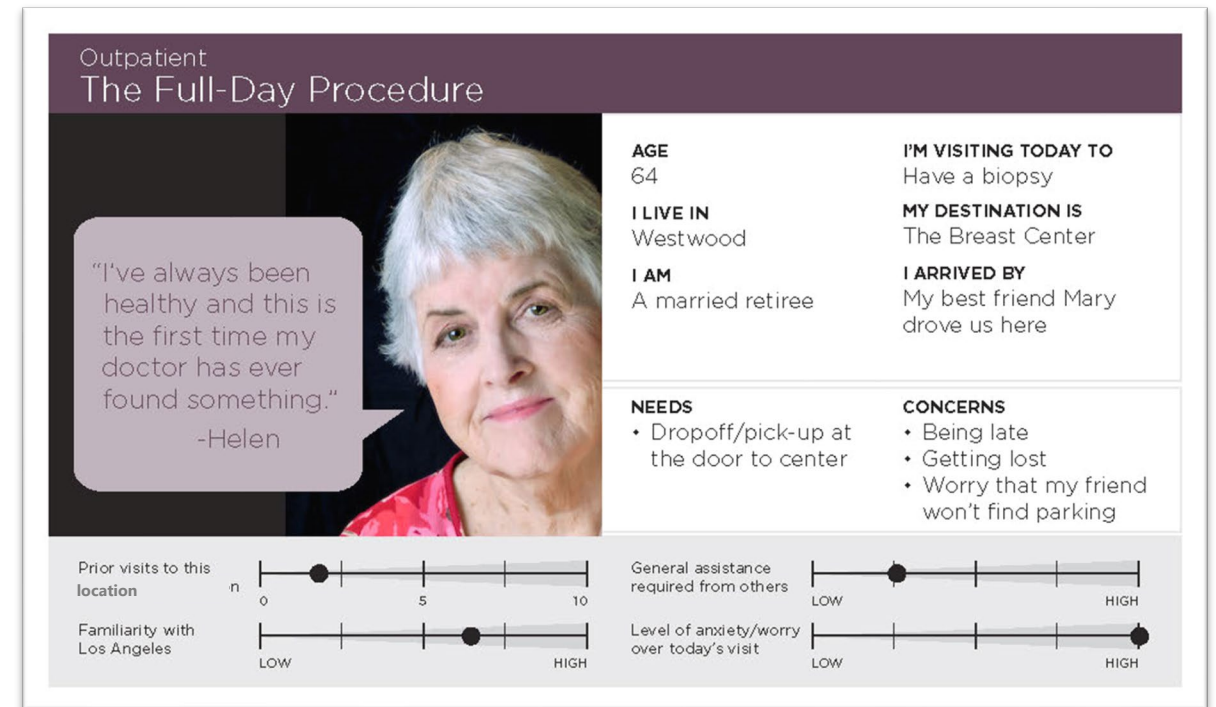
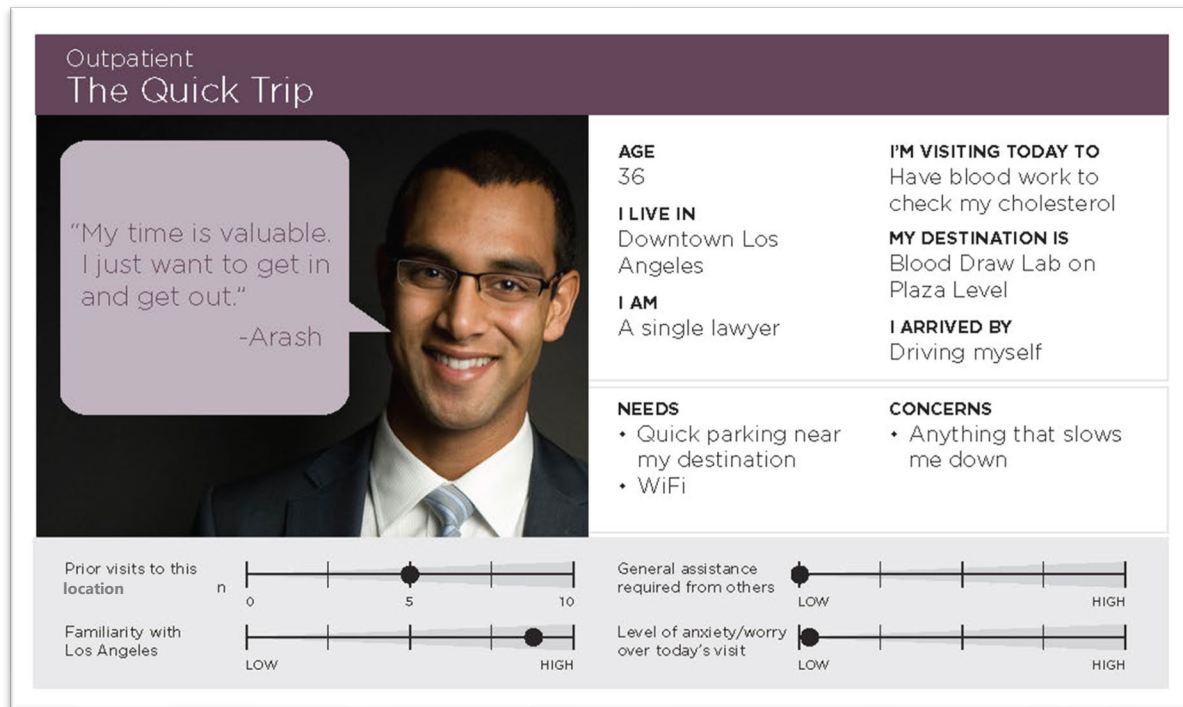
FAN FLOW: ENTRY TIME STUDY

Gate A



UNDERSTANDING USERS

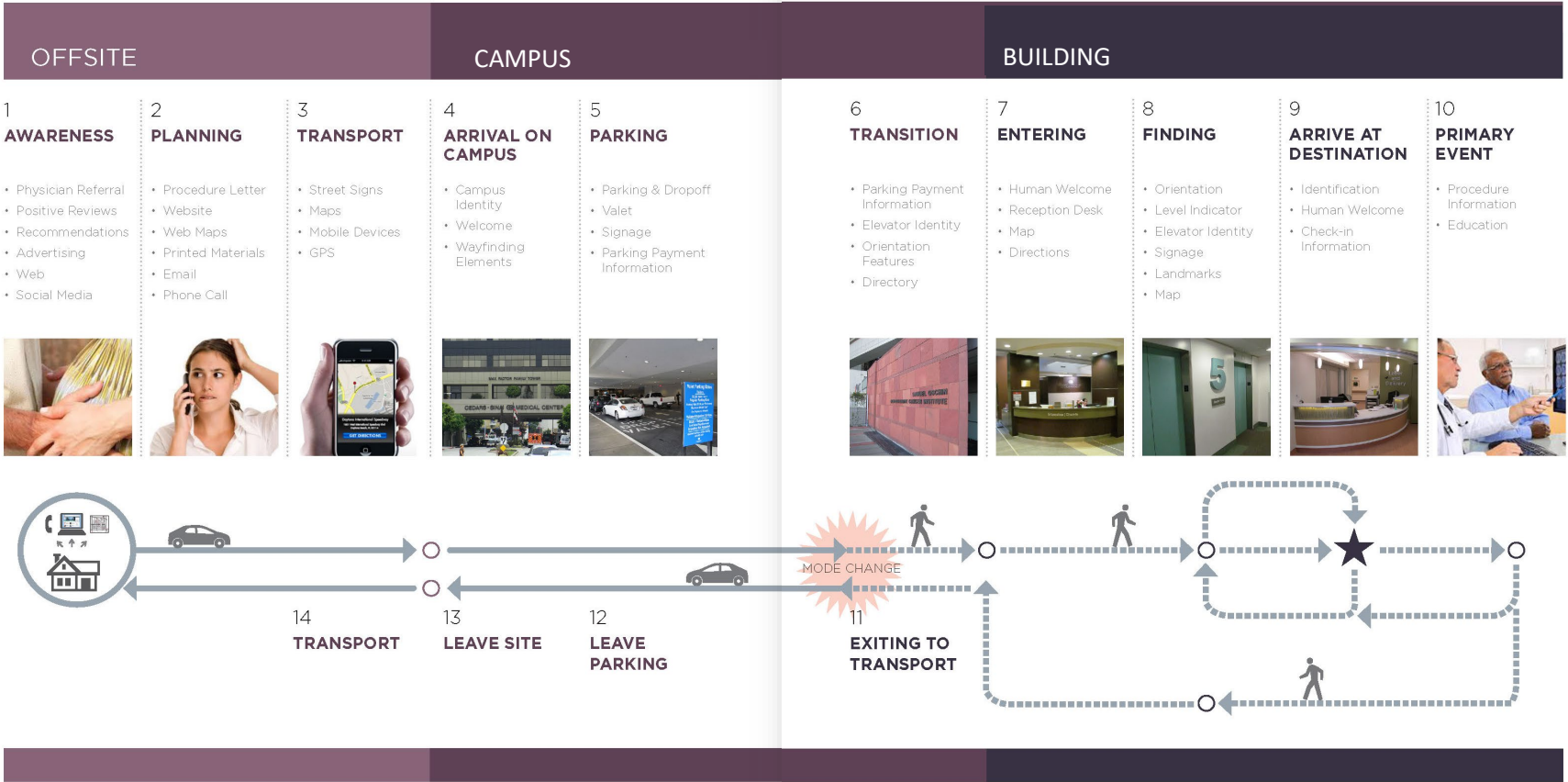
Personas & User Journey Maps



UNDERSTANDING USERS

User Personas & Journey Maps

Understanding the Journey



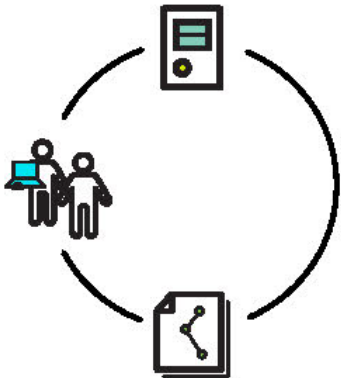
Interactive space scenario planning with users



FIVE STEP APPROACH TO SPATIAL INTELLIGENCE

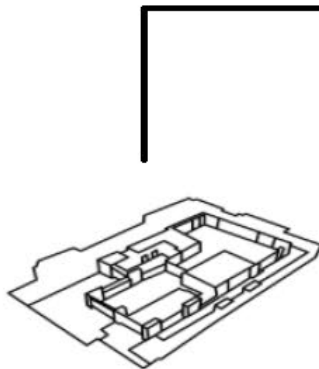
1. PLAN

Define your Space Planning goals and objectives.



2. MOBILIZE

Prepare an Analytic Model of your space for simulation.



3. MEASURE

Evaluate density, flow and collision, together.



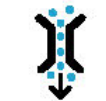
Circulation



Density



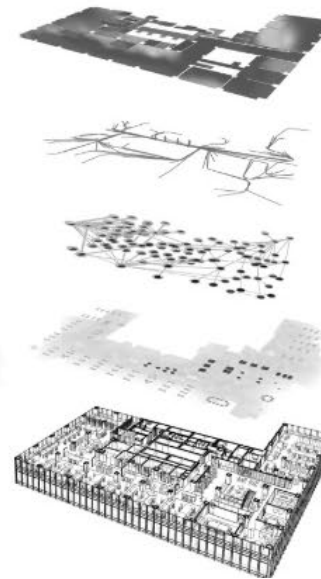
Connectivity



Collision

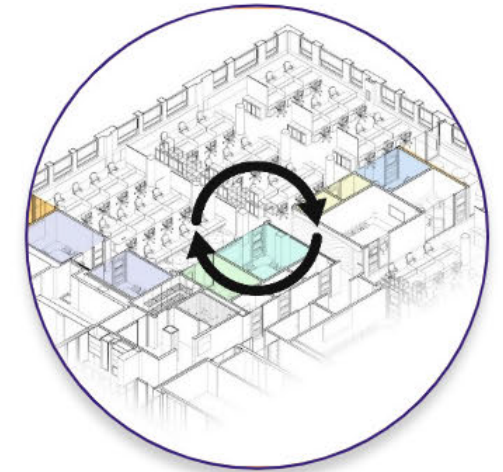
4. ANALYZE

Conduct spatial analytics and scenario evaluation.



5. LEARN & ADAPT

Deliver options, inform strategy, support design, manage operations.



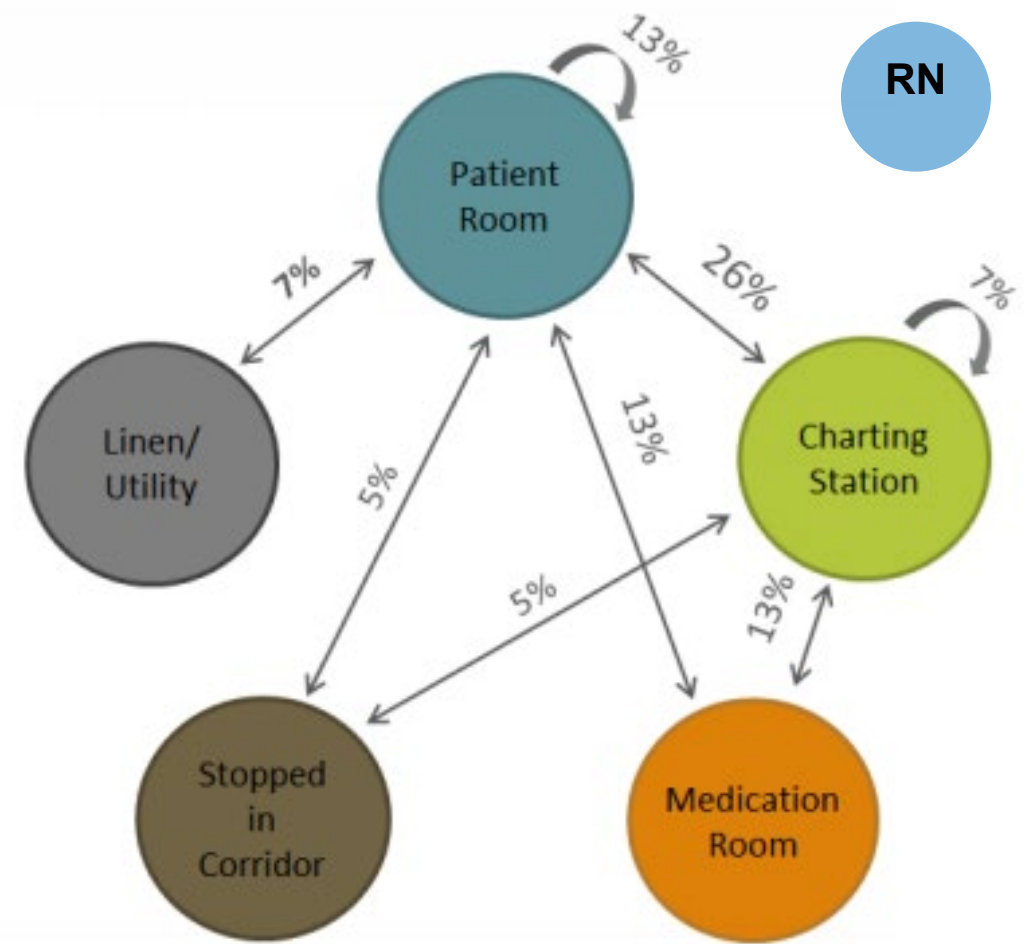
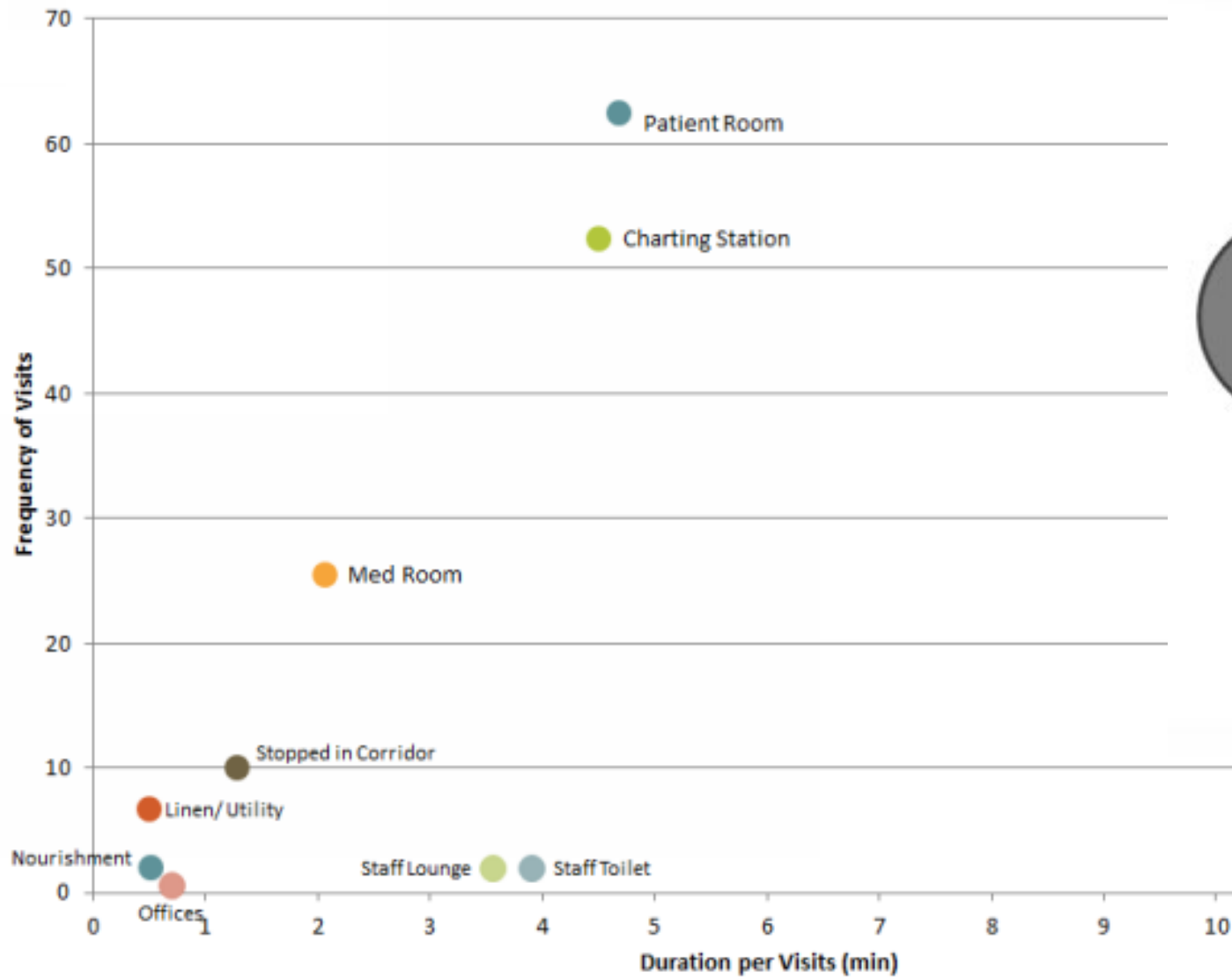
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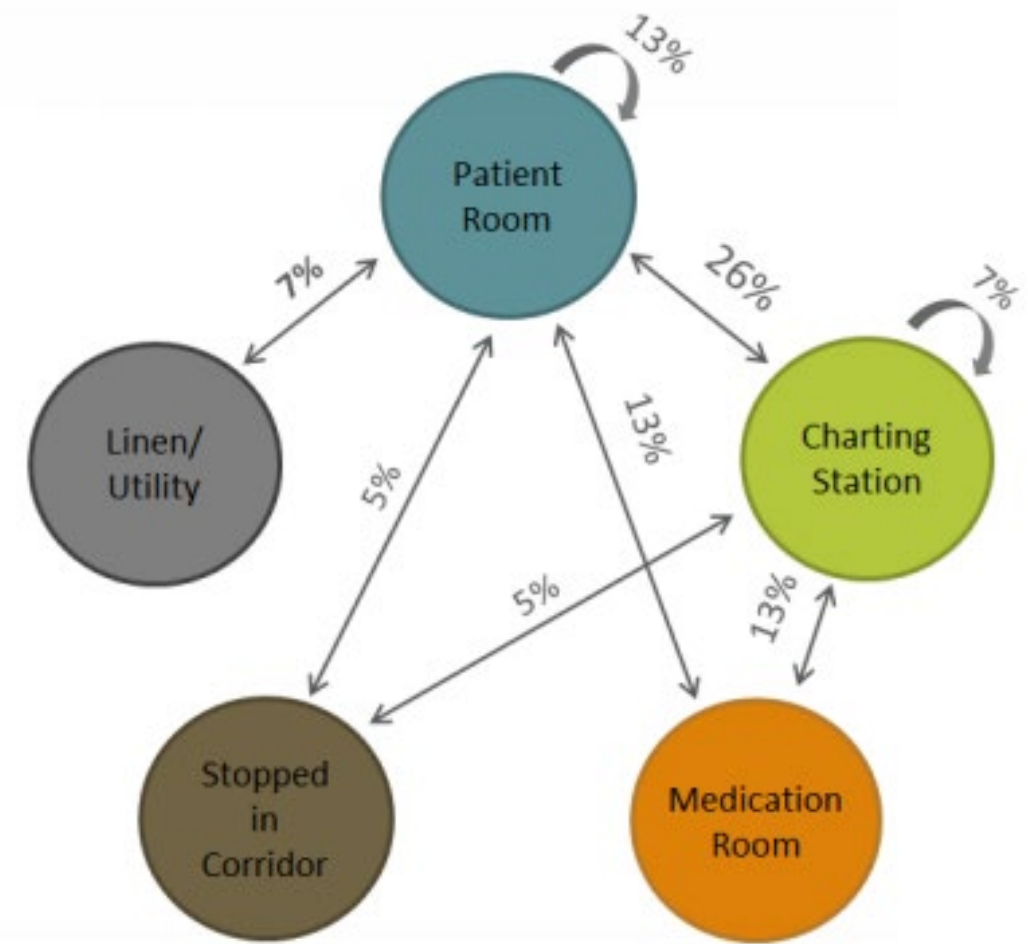
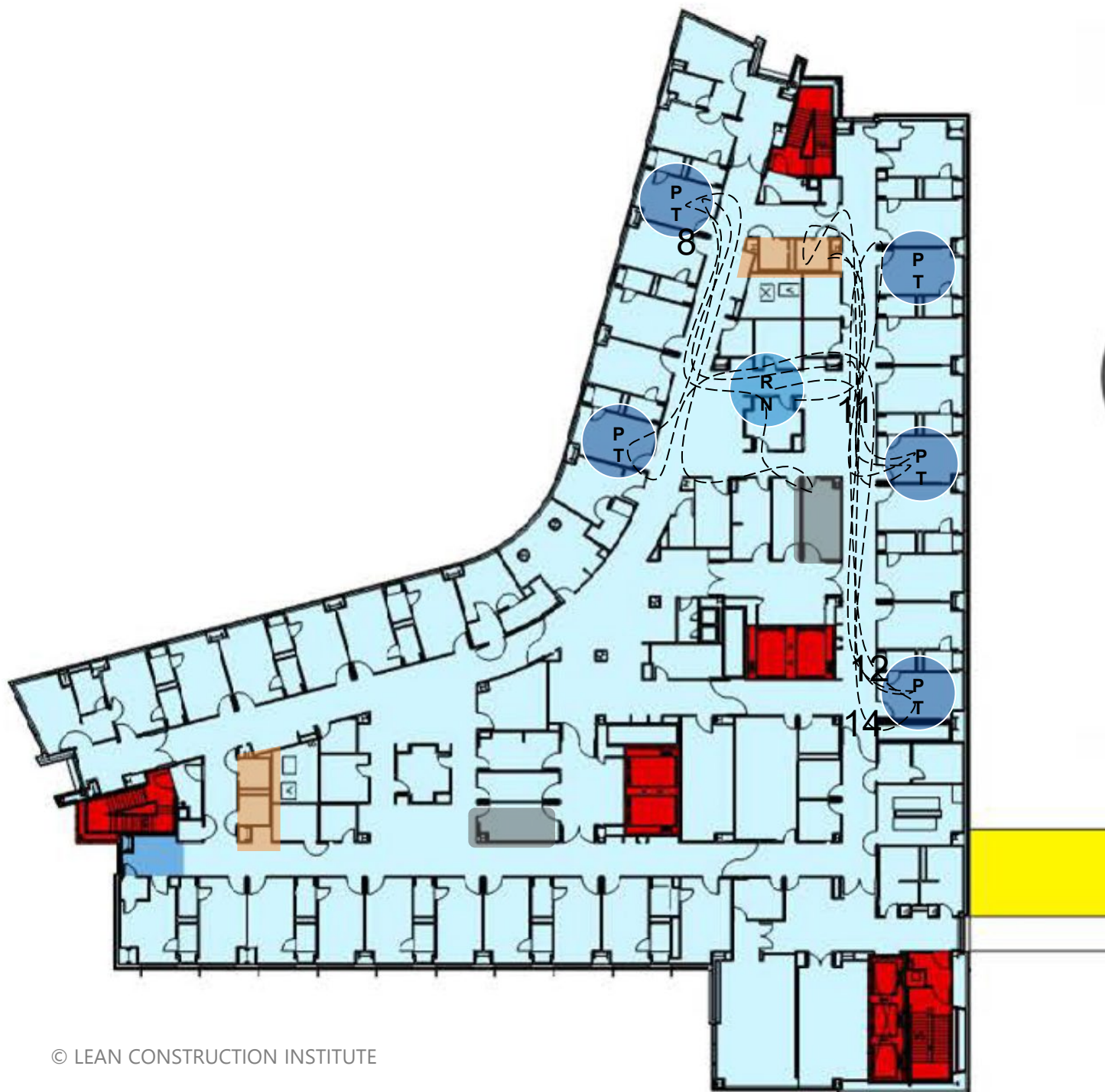
Year	Number of people
2001	235
2002	235
2003	231
2004	132
2005	128
2006	96
2007	87
2008	87
2009	83
2010	71

An aerial photograph of a city grid, likely New York City, with a dense network of red and blue lines overlaid. These lines represent movement paths or trajectories, showing a high concentration of activity in the central business district and along major thoroughfares. The lines are most dense in the lower-left and central areas, indicating high traffic volume.

This aerial view of a building layout illustrates activity levels using a color-coded heatmap. The building is divided into various rooms, including a large central hall, several smaller meeting rooms, and a curved reception area. The heatmap shows a high concentration of activity (yellow and red) in the central hall and the curved reception area, while other rooms show lower activity levels (green and blue). The layout includes numerous tables and chairs, suggesting a high-traffic environment.

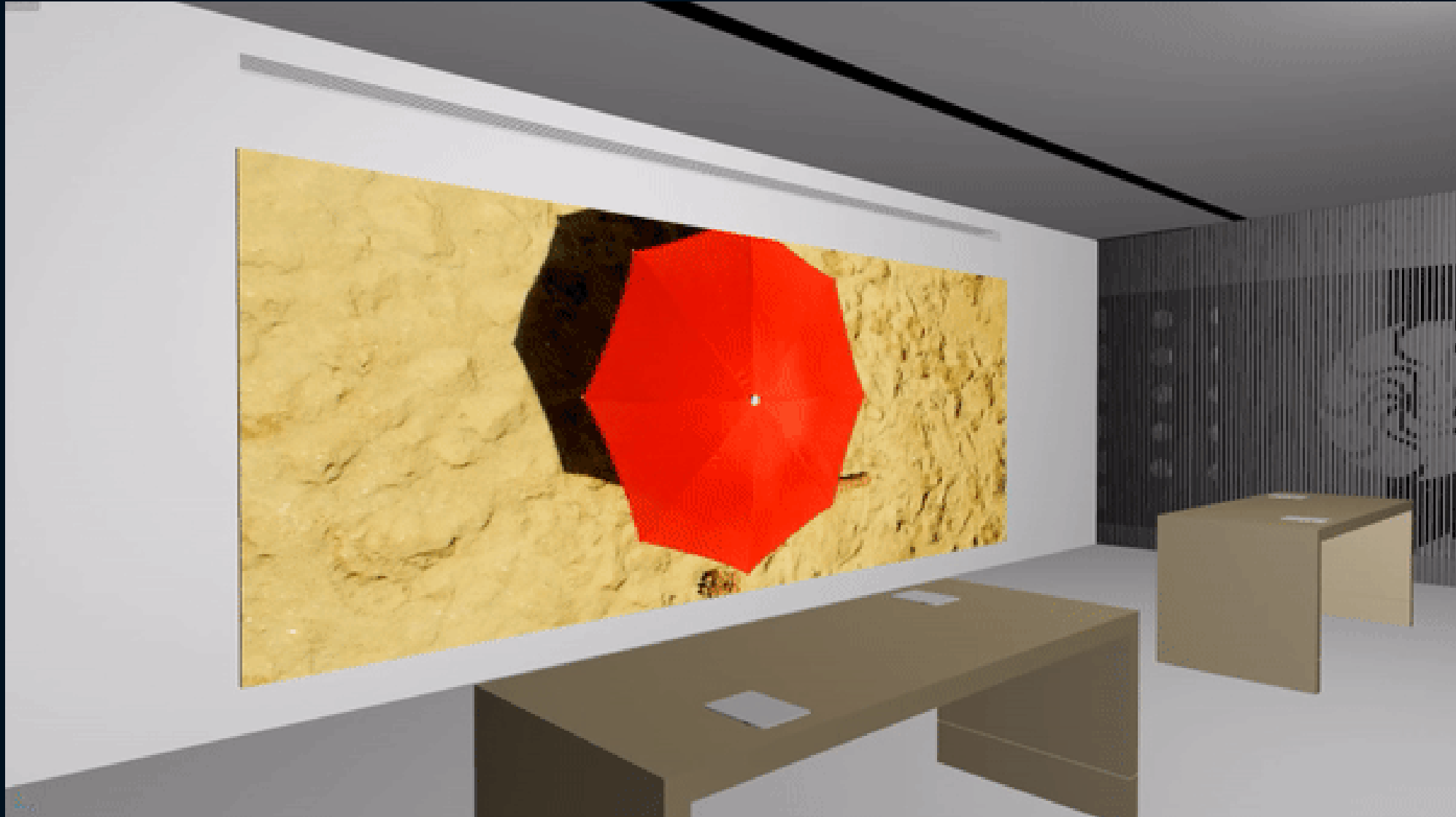
An aerial photograph of a city street intersection. A circular inset with a white border provides a magnified view of a specific area. In this inset, a white rectangular building is visible, surrounded by a yellow and red heat map overlay. The red areas indicate high values, while the yellow areas indicate lower values. The surrounding city blocks are shown in a dark, grayscale-like tone, with various building footprints and street layouts visible.



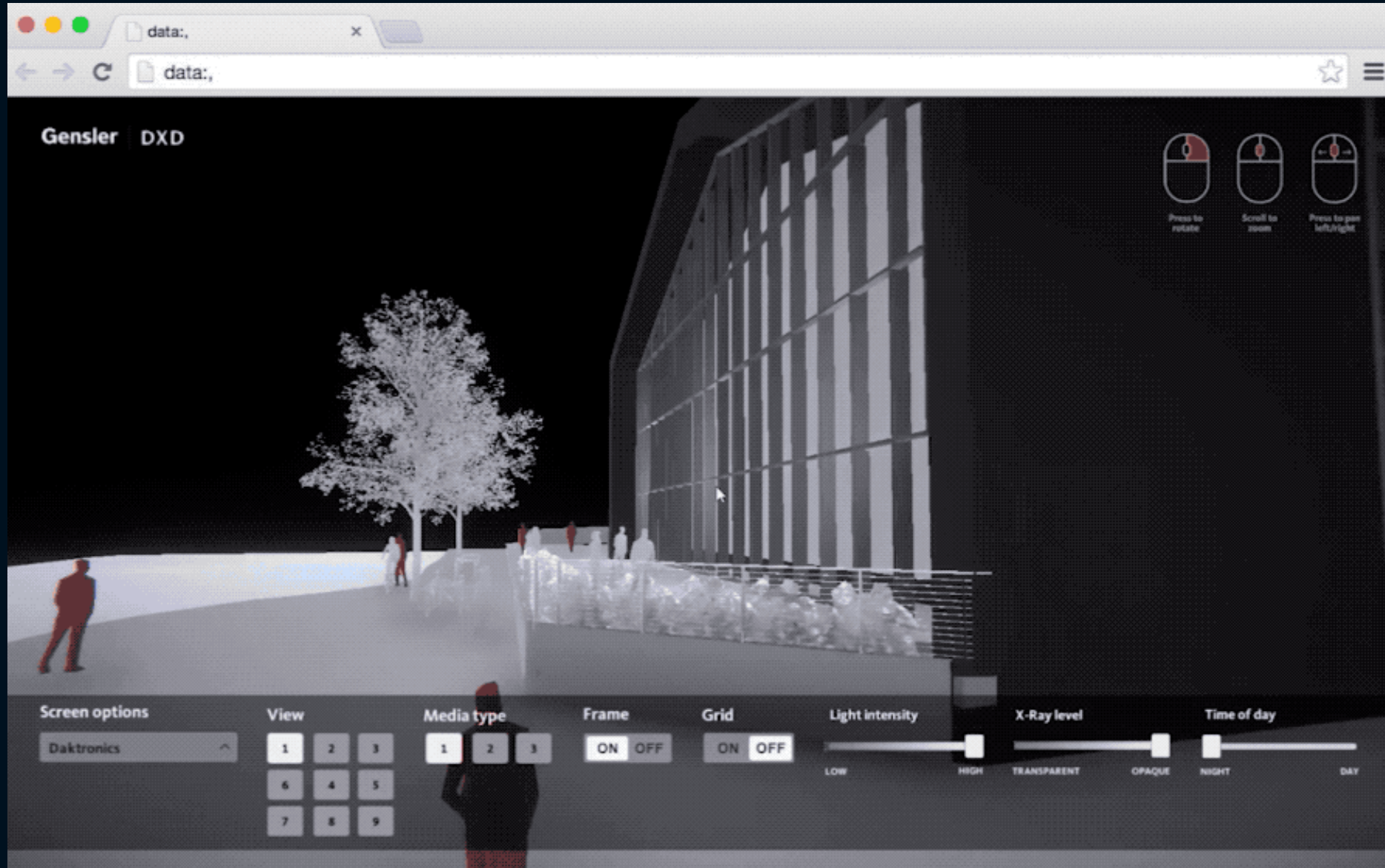


Existing: 1,293'

VR FOR USER ENGAGEMENT + REAL TIME FEEDBACK

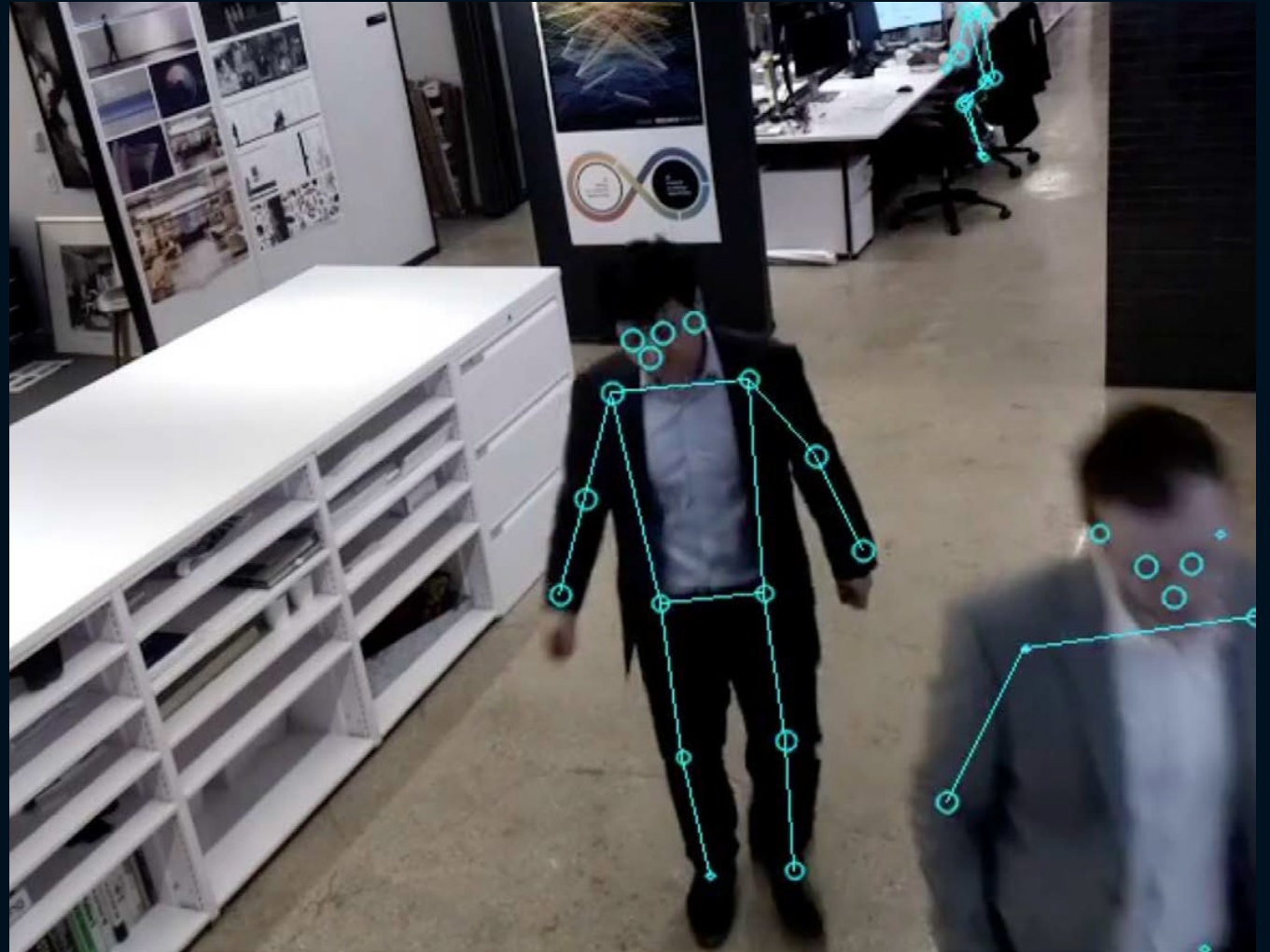


WEB BASED INTERACTIVE VISUALIZERS



BUILDING SENSORS

Track and understand
movement through space.



EXPERIENCE GRAPH™

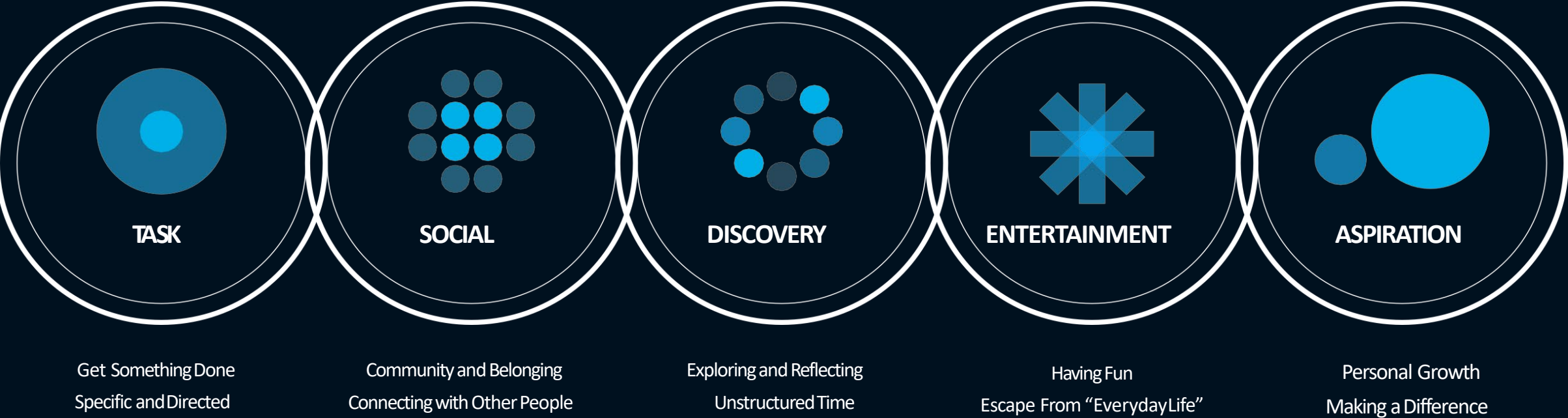
Recreate and visualize the human experience throughout the built environment to identify trends.



GENSLER'S EXPERIENCE INDEX

Survey tool that identifies the factors of a great experience, and quantify the impact of design

THE MODES OF EXPERIENCE



POST OCCUPANCY LEARNING

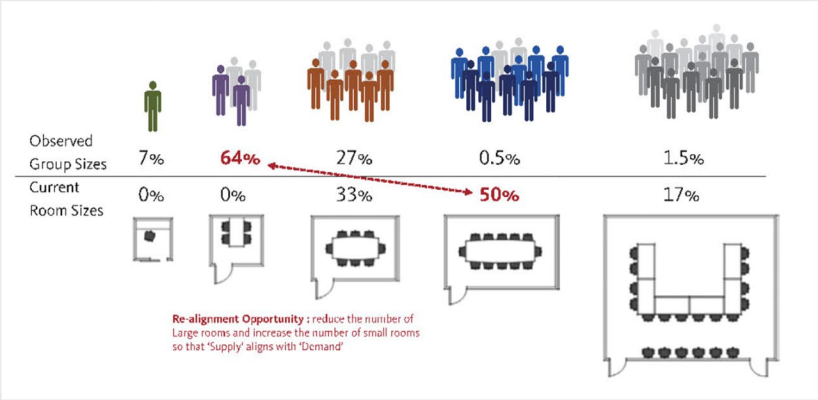
Space Utilization Study

WHAT SPACES WERE ANALYZED

Space Type	No. Observed	No. of Total Spaces	Percentage
Private Offices	13	13	100%
Workstations	40	194	21%
Conference Rooms	6	6	100%
Red Zone	1	1	100%
Total	60	214	28%



HOW THE DATA HELPS US DESIGN



Realignment Opportunity

Our data indicate that there is strongest demand for 2-4 person conference rooms—yet 50% of our conference space is allocated for larger meeting sizes (10-12) that rarely take place.

POST OCCUPANCY LEARNING

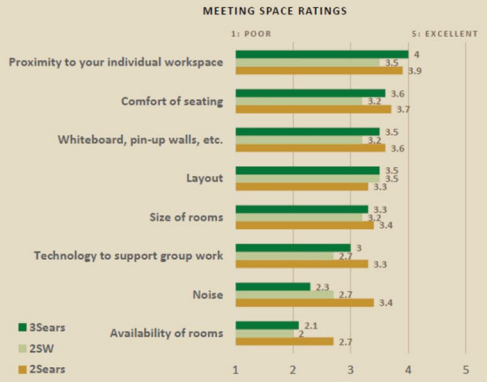
User Survey

MEETING ROOMS

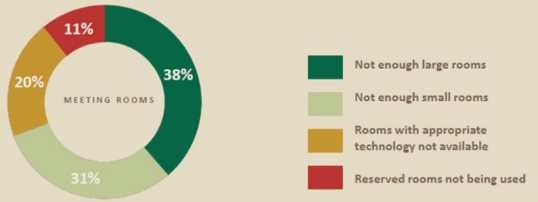
Respondents are most satisfied with meeting room proximity and seating comfort. Least satisfied with noise and availability.

"We need more sound-proofing on the meeting/focus rooms. It is sometimes quite easy to hear conversations happening on other rooms, which is distracting." - 3Sears

"Lack of any sort of sound deadening or other noise suppressing materials, primarily noise from the kitchen due to the open design is very disruptive." - 2SW



LOW AVAILABILITY OF MEETING ROOMS



HOW YOU WORK

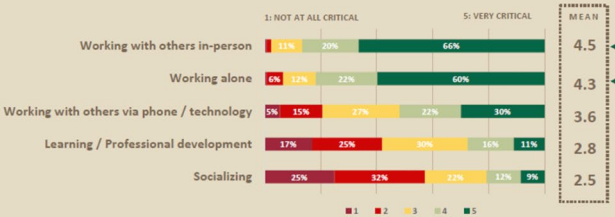
Collaborating in-person and working alone are both very critical to job performance but are moderately supported by the physical work environment.

Collaborating in-person is more critical than working alone.

"The distance between 2Sears and many of our XF partners has limited the ease of impromptu meetings and informal connects, which can make the new office feel somewhat isolated." - 2Sears

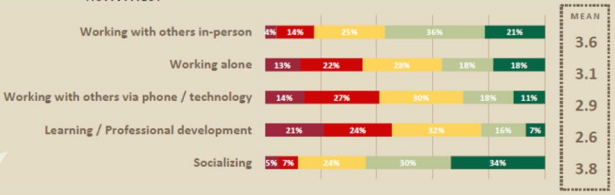
"Pair programming, design & code reviews, demos, are all unnecessarily more difficult here than in the previous space because of the divided spaces & long rows of cubes" - 3Sears

HOW CRITICAL ARE THESE ACTIVITIES TO PERFORMING YOUR JOB ROLE?



Highly critical, moderately supported

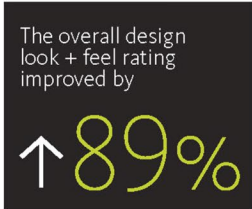
HOW EFFECTIVE IS THE PHYSICAL WORK ENVIRONMENT IN SUPPORTING THESE ACTIVITIES?



POST OCCUPANCY LEARNING

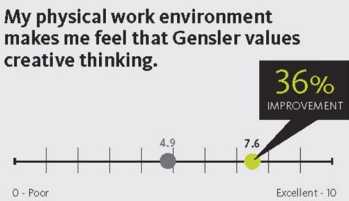
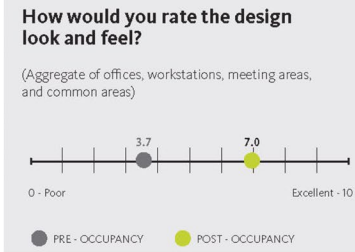
Small Group Feedback

The research indicates that Gensler employees feel a deep sense of commitment to the firm as expressed through the space. People enthusiastically agree that we now have a space that represents the creative work that we do.



"I'm proud to walk my friends, family, and colleagues throughout the space."

-WPI Respondent



"A design firm should be housed in a space that feels like a design firm--and Gensler LA finally LOOKS like a design studio."

-WPI Respondent



WHAT DO YOU LIKE MOST/LEAST ABOUT THE WORKSPACE?

Summary based on WPI results and comments.

YEAH!



1. Overall design
2. Energy/Buzz
3. Showcase of our work and culture
4. Collaborative team environment
5. Access to natural light and views
6. Downtown location
7. Common areas
8. The people

MEH.



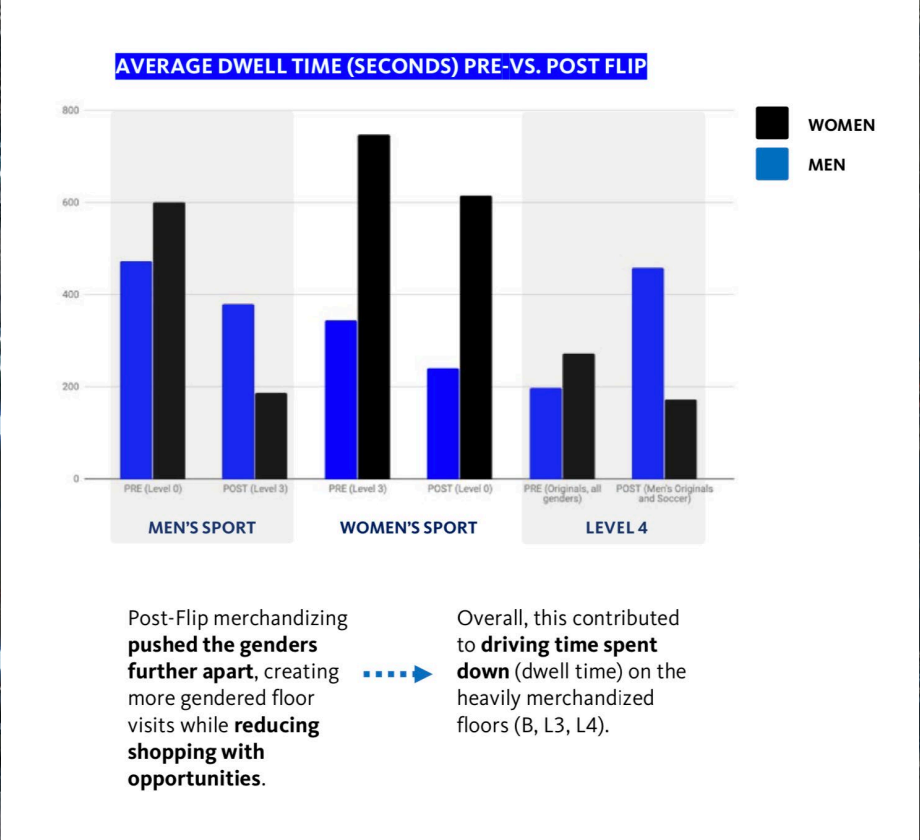
1. Amount of privacy
2. Meeting room technology
3. Lack of outdoor views from the 3rd floor
4. Lighting
5. Bathrooms
6. Figueroa conference room
7. Recycling system
8. Quantity of microwaves

BLEH.



1. Acoustic and visual distractions
2. Workstation layout space
3. Size/density
4. Communication across studios
5. Amount of storage
6. Temperature
7. Amount of Pin-up space
8. Meetings in the Media room

BRINGING IT ALL TOGETHER



Q&A



A photograph of a modern building's interior, featuring a multi-level atrium with a prominent pink wall and a blue staircase. The image is overlaid with large, dark blue geometric shapes, including a large 'X' and diagonal lines. The text 'THANK YOU!' is displayed in large, white, bold, sans-serif capital letters on the right side of the image.

THANK YOU!