



Workplace Trends Seminar

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ECHQ

A building that has impacted on Organisation and Workplace by transforming the way a business works



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Executive Summary

EC Harris is an established firm of built asset consultants approaching its centenary in 2011 that has long been advisor to corporate occupiers on delivering better value results from their built assets. In December 2006 it began its own transformation using its London office move as a catalyst for the acceleration of business plans to create a leading international built asset consultancy.

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So what was the situations we needed to overcome in delivering a successful outcome?

- The demands of the modern workplace have changed for us
- Workplace as a tool to attract and retain talent
- Workplace that enables teams to solve complex problems.
- Through all of this a need for cost efficiency in developing the new space

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There were a number of complications to be considered by the team

- Potentially lots of resistance to change
- Scepticism
- Delivering a new workplace environment is not a linear exercise

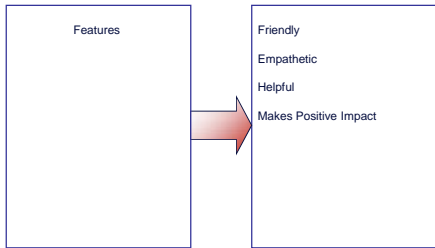
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Given these conclusions what are the aspects that deliver's this so it actually works?

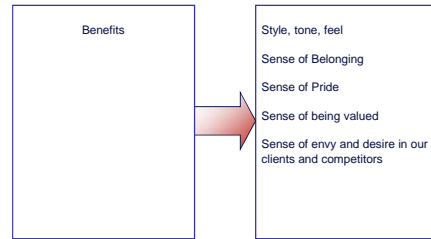
A clear and compelling vision, with a clearly articulated benefits case that can be seen from the organisational viewpoint in efficiency terms. From the people's point of view an environment that positively enhances their development professionally and personally, that attracts and retains the best talent and provides an environment that allows all teams to deliver solutions to our Clients problems to meeting our vision of being a leading international built asset consultancy.

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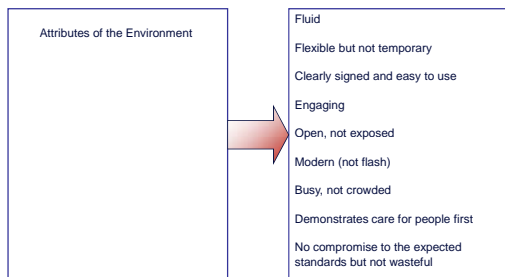
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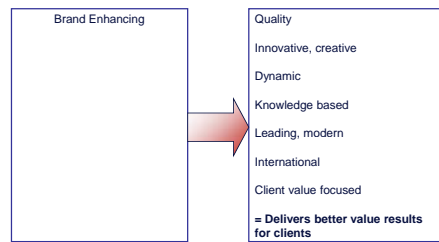
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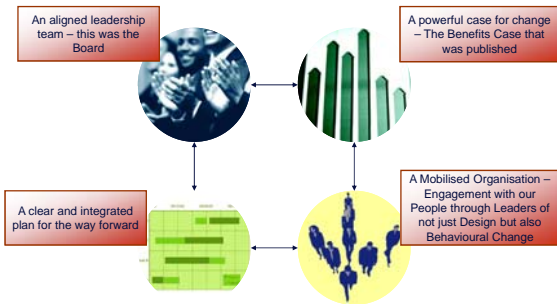
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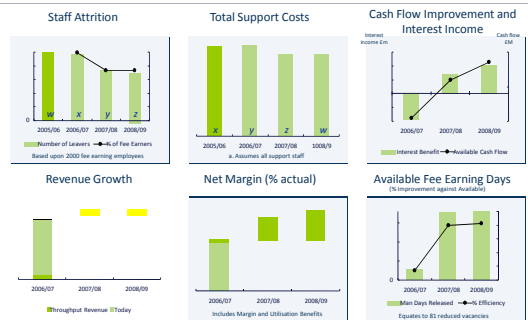


We followed a robust methodology to deliver the change



Moving to a new environment enables you to create a visible catalyst for change around which you can mobilise your organisation

The decision to move was supported by a rational benefits case...



We mobilised the business around this vision, involving and engaging people – we didn't just communicate

Communication		
Why	When	What
Tell	<ul style="list-style-type: none"> To move fast To manage crises Compliance e.g. SHEQ Communicate decisions ... 	<ul style="list-style-type: none"> Group emails Intranet Conferences Notice boards Newsletters ...
Ask	<ul style="list-style-type: none"> When consensus matters When you don't have all the answers 	<ul style="list-style-type: none"> Surveys Ideas boxes Feedback forms Intranet forum ...

Mobilisation		
Why	When	What
<ul style="list-style-type: none"> Test ideas Get new ideas Build ownership Build commitment 	<ul style="list-style-type: none"> When change is complex When change is radical When new behaviours are required 	<ul style="list-style-type: none"> Brown/white paper fairs Workshops 1:1s / Fts Training ...
<ul style="list-style-type: none"> To make change happen! 	<ul style="list-style-type: none"> When the timing is right When the understanding and capability is in place 	<ul style="list-style-type: none"> Activities from action plan ...

Involve

Act

Some of the attributes of the space represented through key areas

Landside - An office designed like an airport

- Focal point and social hub- the café
- Check in desk, not a formal reception
- Client meeting rooms
- Drop in space for clients who want to work – network and wi-fi space
- Gateway to our Office – the physical representation of our Brand.



'Airside' – innovations that improve the workplace effectiveness and performance

- Open plan efficiency without packing floors in a regimented manner
- Clusters of desks encouraging team working and feeling of 'belonging'
- Teams based round clients and sectors – not professional disciplines
- Technology that enabled effective mobility and flexibility of working practices
- Encouraging flexible working
- Break out spaces and informal meeting areas
- Quiet rooms and meeting rooms



Open plan space that meant that people were more visible

- Informal meetings took place within the Office
- More team working
- Personal relationships developed
- The quality of interactions



Quiet spaces for reflection and preparation were created

- The flexibility of the workspace
- Dynamic spaces
- People's space was respected



We wanted to encourage informal interaction between working periods

- Policy of not working and eating at workstations
- Opportunities for more informal discussion
- Gave a variety of spaces
- Open areas where people can talk together



Meetings in the Café and breakout areas have become pivotal to how we do business

- Café – good food good value – always busy
- Security/Concierge – welcoming hand picked team
- We listen to people and make changes
- After hours bar – with Partners as bar staff
- Dedicated client areas
- Greater integration
- Visible and accessible leadership



...and the benefits in doing this....

The business has already benefited in many ways...

Clients and Brand Perception

<p>The building helps us win work –clients like the fact that we've "put our money where our mouth is!"</p>	<p>"I want you to create an environment and culture which is a close to ECHQ as possible"</p> <p><small>COO of large American Corporate Co.</small></p>	<p>Landside concept works - clients arrive early and remain in the building after meetings to work</p>
<p>ECHQ nominated for industry awards</p> <p><small>Impact on Organisation and Workplace Award BIFM (British Institute of Facilities Management) Awards, 2008</small></p>	<p>ECHQ becoming a known location for industry marketing events</p> <p><small>Paul Featherstone Head of CRE Asia Pacific HSBC</small></p>	<p>Chairman of one our competitors stated we've set a new benchmark for our industry</p>

..and we continue to use property to mobilise or business around change

People	Quality of Service	Operational Efficiency
<ul style="list-style-type: none"> • Staff attrition dropped from 25% to 18% • Staff attraction/attrition ratio improved from 1:1 to 2.5:1 • The agents tell us there is a buzz about "free bar" has become an industry talking point!! 	<ul style="list-style-type: none"> • Positive Staff feedback on visible and accessible leadership • Improved team working, cross service integration, transfer of knowledge & application of experience • Greater integration and flexibility 	<ul style="list-style-type: none"> • Targeted benefits delivered < 6 months • Net Profit Margin in real terms up 57% • Fee turnover per head increased • Overhead costs as % of staff costs reduced by 14% • Utilisation of workspaces increased from 62% to 85%

The most remarkable benefits however is that we rapidly created a different culture and a belief in our ability..... The value in this is almost priceless!!

.....and finally this is what some of our staff said



Thank you, any questions

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