



# A Generative Space







Since 2010 the Caritas Project has awarded the Generative Space Award to facilities associated with Healthcare. Each project identified itself as a 'Generative Space', a space that progressively and tangibly improved over time. In every instance, the purpose of cultivating a 'Generative Space' was to improve the performance effectiveness of individuals, organizations, and ultimately the community. Though the measurements of success varied with each project, the outcomes similarly improved the performance and effectiveness of the provider organization.

'Generative Space' is not exclusive to Healthcare facilities, so the Caritas Project decided to expand the number of projects considered for the 2015 Award. Humanscale feels their facility in Denver, Colorado qualifies for this award. We meet the Generative Space criterion outlined in the entry requirements and have documented evidence that substantiates our improvements. We adhered to **The New Paradigm: A Place to Flourish**, but slightly altered categories one through five so they more closely aligned with the Humanscale business model. Our modified paradigm maintains the spirit of the 15+ arrows normally followed by those in the Healthcare Industry.



# Humanscale's History

Humanscale was founded in 1983 by Robert King, and the Denver office was opened in 1998 by Heather Fennimore, founder, partner and President of Global Healthcare. Under Heather's leadership Humanscale Denver grew from an initial five employees to seventeen, and in 2002 that growth facilitated the rental of a new 3,624 square foot space. Eventually an additional 1,650 sq. ft. of space located across the hall was added for the Sales and Healthcare Team. The office was convenient, but the logistics proved difficult. From 2008 to 2012, the square footage per person was almost reduced by half while the number of employees more than doubled. The Customer Service Staff was working within twenty-five square feet per person and that included the aisle that separated employees. Once again additional space was needed, so a search was initiated to find a new building. After assessing many rentals spaces, 7,695 sq. ft. was acquired in spring of 2013. Currently, Humanscale is looking to add an additional two thousand sq. ft. extension to the current office. The office will then accommodate fifty-three plus employees, two more Huddle Rooms, and enlarged Training Room and Product Display area.



# Humanscale Overview

The Humanscale Office of 2012 needed to expand. The office functioned mainly as the Customer Service Department for all of the Humanscale offices and operations. It was the largest department in the office, but it had the smallest footprint. The space was uncomfortable and noisy. The Sales Group across the hall had almost thirty-five square feet of space per person they weren't required to be in the office all day. Department Supervisors, the Healthcare and I.T. Departments each had between thirty-five and forty square feet of space, and the Administrative Assistants topped out at seventy and eighty square feet. No particular area in the Humanscale Office exceeded the suggested square footage standards, but Customer Service was definitely over crowded. Two small storage rooms offered little relief from boxes gathering on top of desks and demo chairs crowding the aisle ways. The kitchen was too small and uninviting, so most of the Customer Service Team ate at their desks. The food odors were unpleasant. It was time to move.

Humanscale estimated that another twenty-five hundred square feet was needed. The new space would have to accommodate a Training Room, Product Display, a larger kitchen and break room, a centralized storage room, and more individual space for the Customer Service



Department. The Executive Conference Room also needed to be enlarged and Huddle Rooms added for smaller meetings. Hoteling was required, plus new hire expansion that would mostly occur in Customer Service. A building was selected and preliminary plans were executed. Humanscale was on its way to repeating the same design errors as always, the space being more important than the employees. Heather Fennimore, though, had become a proponent of 'Generative Space'. Through her work as President of Humanscale Global HealthCare, she was involved with the Caritas Project and Dr. Wayne Ruga. Heather arranged a conference call with Dr. Ruga and the Humanscale Design/Focus Team, and soon we were taking the first steps towards creating a 'Generative Space' in the new Humanscale office.



“The Spatial Design needed to contribute and enhance the overall quality of the work experience and ultimately improve performance effectiveness.”

Humanscale

## The Process

In the spring of 2013 the Humanscale Design/ Focus Team began devising Strategic Design goals. We put aside the building and design standards that we had always relied upon, and closely examined the company-wide “wish list” of employee suggestions for the new space. Our goal was to create a space that would grow and prosper over time like ‘Generative Space’, so we concentrated on merging the physical and social aspects of the space into one universal experience for everyone. The Spatial Design needed to contribute and enhance the overall quality of the work experience and ultimately improve performance effectiveness. These results would be measurable and make it possible to quantify and track the improvements that occurred over time. Since we had already initiated the collection of the Community’s Physical and Social Environment Feedback, that information was combined with viable design standards and together comprised the foundation for the new design.

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### Community Feedback Summary

- More space and privacy at desks
- Utilize all the new Humanscale Products
- Customer service separated from sales
- A separate Executive Area
- Better ventilation
- Central Storage Area
- Wireless state of the art headsets
- Managers in closer proximity to staff
- Private Areas for Customer Service
- Product Display Area
- Natural Lighting
- An Atrium that Employees can use
- Separation of Customer Service and Sales
- Healthcare Display
- Larger coat closet
- Clean and Open office
- Casual Dress on Fridays
- Carpooling Programs
- Touchdown areas
- Small meeting areas
- A larger kitchen and break room
- New Appliances
- Lactation Room
- Location close to the Interstate
- Location near restaurants and hotels
- Training Room with a classroom environment
- An Open office with areas that can be closed
- Consistent temperature control

# Assessing the Feedback

The Community Feedback helped move the project forward. Each recommendation was considered and ranked by level of importance, contribution to 'Generative Space', and design enhancement. It was determined that many of the building and design standards used in previous Humanscale spaces were still viable. A balance was struck between those standards and the fresh, new ideas suggested by the employees. The Executive branch also contributed ideas that would be incorporated into the final design. Heather Fennimore had a specific vision that she wanted translated into the space. She wanted the office to be a multi-functional open space. By employing architectural elements within the design, a defined space such as the Training Room could be converted into open space. Lighting would be zoned and dimmable further

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creating the illusion of open and closed space. This vision would become the impetus for the entire space. Once all the Community Feedback and design standards were combined, the direction for the Humanscale office became more evident and our attempt to create a 'Generative Space' more attainable. Of course, the final results could only be assessed once the project was complete and then the empirical phase is implemented.

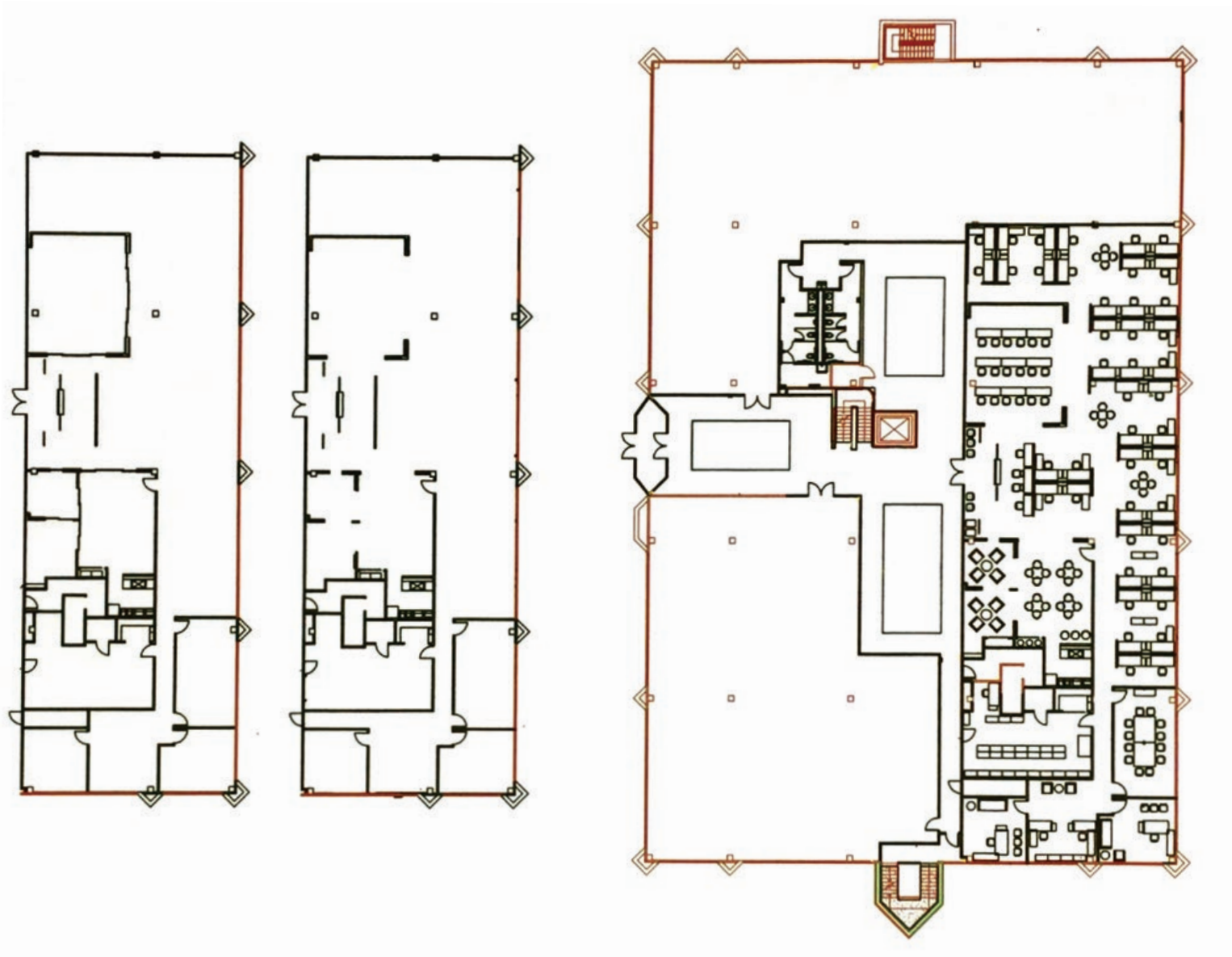




# Solutions



The design direction had been agreed upon and the project was moving from concept to blueprint. A domino effect occurred as one area after the other took form. Creating a space that was both open and closed dominated the design and determined how the entire space would become one.





# Raydoors

To create a space that would be both open and closed, a product used in previous Humanscale spaces, Raydoors, was chosen. These doors had been primarily used as sliding conference room doors in other spaces. Raydoors slid in and out of wall pockets allowing them to be fully opened, closed, or partially open. The doors are mostly glass with wood frames, clear on one side and frosted on the other, and when closed still produce an open feeling. Large expanses of space can be accommodated with Raydoors. For instance, the Training Room is equipped with twenty feet of doors on one side and fourteen feet on the other. Once the office layout was determined most of the enclosed spaces were outfitted with Raydoors. The Executive area was the exception, because some of those walls needed to be sound proofed and some were extended to the deck (storage room). It didn't make economic sense to use Raydoors on the Executive Conference room entrance, because the space would merely open up into a hallway wall. The Conference Room has a glass front entrance and along with the exterior windows provides optimum lighting.

By incorporating the Raydoors into the design, we were able to achieve an open and closed office. This fulfilled three design requirements, one to be able to open the entire space, two to access the natural outdoor light, and three, to be able to close certain spaces that acted as their own entities. The Break Room was equipped with Raydoors and when opened became an extension of the office and display space. The two Huddle Rooms could be opened so the entrance into the office and the Break Room seemed larger. The Huddle Rooms could be two separate meeting areas or opened into one larger space. Since the lighting for the entire space was zoned and on dimmer switches, specific areas could be illuminated or darkened to accent whatever space was being used. When the lighting and the Raydoors are combined, a continuous open or closed space illuminated or dimmed is created. This 'Generative Space' detail that originated in previously designed Humanscale offices has improved with time and fulfilled Heather's design vision.

# The Kitchen

Most of the employees had special concerns and requests regarding the kitchen/break room. The former kitchen was very small and had few amenities. There was a universal desire for the new space to be warm and inviting and eliminate the need to eat at one's desk. The space was equipped with a ventilation system that controlled the microwave odors even when the doors were opened. All in all, the employees wanted a break room that was up to date, spacious, and attractive, a mini café where spending their lunch hour was as acceptable as going to an off-site restaurant. Heather wanted the kitchen to be equipped with both a stove and a cooktop, so it could function like an executive kitchen. She wanted to entertain customers and associates in large and small groups, and cater company meetings and functions. A large island housed the cooktop and oven and when not in use, employees can sit at the countertop. There is seating for nineteen people, a huge improvement over the previous office which barely sat four. The new appliances included a microwave, a small toaster oven, a dishwasher, refrigerator, coffee and water dispensers, garbage disposal, and an oversized sink.



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## The Kitchen

When possible, Kitchens are a part of Humanscale's offices, so we purchased appliances that were building standards and known to be of high quality. Because Humanscale has offices across the country and internationally, there is a design history that identifies

our successes and failures. This history helped create a 'Generative Space' in Humanscale Denver. Many of physical selections tested in other spaces have endured and gotten better over time.

“The Huddle Rooms have already gotten better with time, as they are used for more and more purposes.”

## The Huddle Rooms

Directly off the kitchen there are two Huddle rooms that are furnished with lounge chairs and small cocktail tables. These are small areas where employees can meet individually with other employees or managers. The rooms are side by side with Raydoors dividing them. The doors give the space versatility in that they can stand on their own or open up into a larger room. When the space is expanded, more Huddle rooms of this nature will be added. The Huddle Rooms have already gotten better with time, as they are used for more and more purposes. They are a true testimonial to ‘Generative Space’ and have definitely contributed to the on-gong improvement of the Humanscale space.





“The room is not inclusive to itself,  
but a part of the whole space.”



## The Training Room

Previously located in the Toronto office, the Training Room was moved to Denver. The new space would be dramatically smaller than Toronto's, but it was set up to function like its larger predecessor. This space has state of the art video equipment, a flat screen T.V., multiple white boards, a projection screen and projector, and power and data outlets for all participants. The Training Room has a classroom environment that can be rearranged for a variety of situations. The room is not inclusive to itself, but a part of the whole space. The doors open on one side to the general office area and on the other, the display space. The trainer can use the products in the display space for demonstration purposes, and employees can be included in training sessions by opening the general office side doors. When totally open and the furniture rearranged, the Training Room greatly expands the open office space. When there is no training scheduled, the space easily adapts to housing visitors who need a place to talk and meet.



# The Executive Area

Located in the southwest corner of the building, the Executive area is comprised of two Administrators, two Executives, and the Executive Conference Room. For the first time all these areas are together as one department. Space isn't always controllable, so it is always a design challenge to place employees and departments in their most ideal locations. For instance, a centrally located storage room wasn't possible and was abandoned due to the more important issue of creating an open office. The Executive Area was the only area where floor to ceiling walls were utilized, so placing the storage room in that vicinity made sense. The Conference Room is a large, open space that has a television for presentations, a "blackboard" made out of white glass for brainstorming, and data/ power components housed in the conference table for communication. The ceiling is a metal suspended cloud. All the executive areas have the same upgraded ceilings, while the acoustical ceilings in the open office have the same detailing. This is a small design element that differentiates the open area from the Executive area. With slight variations, the furniture in the Executive area matches the furniture used through the space. The Executive area is further defined by use of personal art work, but all in all, the space compliments the employee areas.





## The Entry

Large Plexiglas graphics hang from the ceiling and display product images and branding statements. The centerpiece is the Humanscale logo atop a wall of white glass. These graphics have already been reproduced in other offices across the country. Some of them replicate the Denver office and some of them are new or slight variations of old ones. Healthcare graphics have made their way to an office in Dubai and been featured in International Trade Shows. The Humanscale graphics are certainly part of a 'Generative Space' and will continue to re-purpose themselves and flourish in other offices. Since the Denver office has limited space, the product display area is also part of the entry. When more space is added, product display will be enlarged. Like the graphics, the product display areas have been getting better and better. When the Denver space is redone, we will reuse ideas that began in Denver and were further refined in other spaces. Since 'Generative Space' improves with age, we are already seeing the second generation of graphics spread to other office spaces. 'Generative Space' is literally reproducing itself from ideas that germinated within the Denver Space.

# Customer Service

The twenty-five square feet of space allocated to each Customer Service member was increased to almost one hundred square feet per employee including aisles. In fact, all employees now have the same square footage regardless of their position. Humanscale ergonomic products were exclusively utilized in each station coupled with Izzy, the manufacturer of a post and beam system call Edison. In order to power all the stations, a product that allows power and data to be transferred over continuous stretches of space was needed. Panel systems were unacceptable, because they were too dated. The Edison system didn't compete with Humanscale products, it simply functions as an attractive power source that compliments the Humanscale products.

The ancillary products such as mobile pedestal and credenzas were manufactured by Watson Furniture, and like Izzy, Watson's clean and simple designs add to the sophisticated look of the Humanscale Customer Service stations.






## Customer Service

Since the Edison products aren't acoustical, the Customer Service department was outfitted with wireless headsets. The employees could now be mobile and still hear and respond to their conversations. The staff could move about the space without obstruction and could return to their desks without climbing over a neighbor. White noise was installed in areas where the conversations could easily be

overheard, so courtesy, Wi-Fi headsets, and white noise are a successful alternative to acoustical panels or floor to ceiling walls. Most of the Customer Service feedback was sincerely addressed and implemented. Taking care of the most populous group in the office seemed like a good design decision.



“The entire space  
is a showroom.”

## The Final Details

The office is directly off of a large atrium. The atrium has sofas and chairs, so Humanscale employees can enjoy a private moment outside of the office. The restrooms are off the atrium and so is the elevator. Parking at the building is limited, so Humanscale has rented alternate parking spots for their employees. It was requested by a few employees that the interior be one color, muted and calming or very bright and colorful, a contradiction to say the least. Humanscale paints the majority of their offices white, and the Denver office was no exception. Humanscale attempts to create interiors that make the furniture the focal point. The entire space is a showroom.

## The Final Details

Because Humanscale is a big supporter of the World Wildlife Organization, photographs of all kinds of animal's species are hung on the walls. These pictures are in all the offices from New York to Los Angeles. Many of the Humanscale office standards were developed before our commitment to 'Generative Space'. Some of these elements have survived and become part of the 'Generative Space'. Without identifying what we were doing, Humanscale had been perpetuating 'Generative Space' for a long time. We are our own witness to the fact that some things endure and get better with time. Humanscale Denver was the first time we committed to combine all the parts and create what would become Humanscale, 'A Generative Space.'





# Summary



The Humanscale Design/ Focus Team listened to Dr. Ruga and tried to initiate his 'Generative Space' philosophy into our design process. Humanscale developed a project strategy that involved the Architectural, Design, and Humanscale Focus Groups. As a group, we evaluated and determined how the space would best function within a 'Generative Space' environment. We listened to the employees and implemented as many of their suggestions as possible, blending the new with the old to create 'A Generative Space' that would continue to thrive and flourish over time. The employees have taken ownership of the space, the ultimate design goal. We have identified an overall performance effectiveness that can be traced to implementing 'A Generative Space.' Besides the Humanscale Denver Office, other offices have benefited from this work. Seattle, Boston, Houston, and soon Los Angeles are bi-products of the Denver space. These other spaces have given us an opportunity to extend a 'Generative Space' consistently and reliably and predictably with the knowledge we gathered from the Humanscale Denver design.





# The New Paradigm

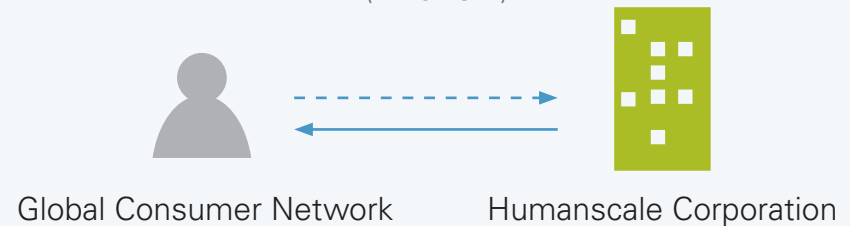
After close examination Humanscale identified **The Status Quo** to be both a restrictive and stagnating force. The Status Quo limited and ignored the importance of interaction amongst a broad spectrum of groups. On the other hand, **The New Paradigm** encourages interaction and creates a fluid environment. The language of **The New Paradigm** was slightly altered so it would relate more closely to Humanscale’s Business Model. Healthcare was eliminated from the Humanscale version, but **The New Paradigm** with Humanscale at its center maintains the intent of the original Paradigm.

## Exercising Design Leadership to Cultivate a More “Generative Space”

Toward a Care-Centered Model of Whole-Community Health and Quality of Life

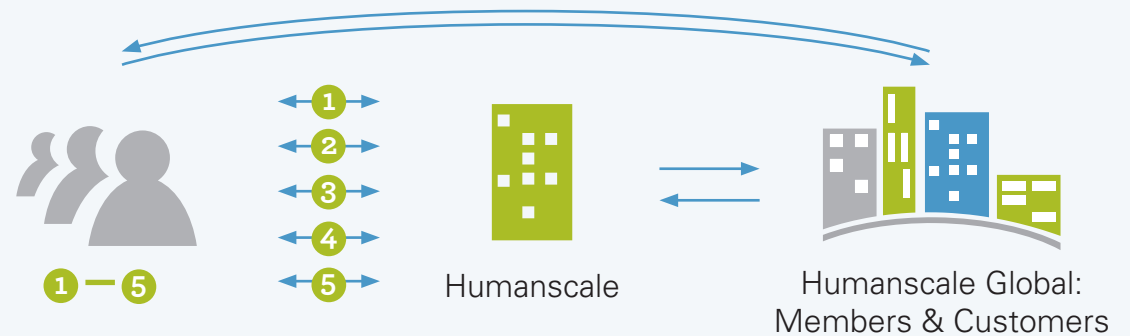
### The Status Quo: Instrumental Transactions

(1+ arrow)



### The New Paradigm: A Place to Flourish

(15+ arrows)



- 1 Global Consumer Network
- 2 Companies & Individuals
- 3 Facility Employees
- 4 Businesses & Representatives
- 5 Customers & Team Members: Visitors



## 1. The Global Consumer Network

Humanscale is a global company with customers throughout the world. Humanscale Denver is the headquarters for the Customer Service Department, and their job is to help everyone within the Global Consumer Network. To enhance all the participants' needs, it was essential to evaluate how Customer Service could best provide assistance. The different time zones make it difficult for Global Customers to receive same day attention, so Humanscale representatives from other

offices are enlisted into providing stopgap service. The Customer Service Department is defined by time zones, departments, and specific Humanscale representatives and customers. Teams are created from these categories and the interaction between team members and the Global Consumer Network is essential to Humanscale's success. The more effective Customer Service and its associates are the more satisfied the Global Consumer Network is, therefore, positively impacting and rewarding the Humanscale Corporation and Humanscale Global with greater sales and more profit. Based on how important

Customer Service is to the Global Consumer Network, implementing improvements within the department was a wise investment. A simple thing like a quality wireless headset can translate into a successful transaction. Solving consumers' problems in a respectful and timely manner typically creates more business. A negative interaction between consumers and Customer Service can affect future sales and trigger aftershocks throughout the entire paradigm. The Customer Service Department is actually the ultimate Sales Department and the Global Consumer Network is the ultimate customer.

## 2. Companies and Individuals

The Companies and Individuals that interact with the Humanscale Corporation comprise the Global Consumer Network. Individuals not associated with a company contact Humanscale through the Humanscale retail site on their web page or other available media. Companies have accounts and contracts with Humanscale to purchase all or some of the Humanscale products. These accounts are maintained by sales people or global account representatives and have a customer service team member assigned to them. In addition to Humanscale's Customer Service department, the Sales Department and the Healthcare Department are major participants in creating opportunities with Companies and Individuals. Humanscale Denver is the only office to have a Customer

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Service Department, but all of Humanscale Offices have Sales and Healthcare Representatives and rely upon them to generate sales. The physical requirements for these other departments are similar to Customer Service, but since the jobs are different, the fine tuning is different. The Training Room has a specific significance to the Sales Force, and how the Training Room is outfitted matters to them. Product knowledge is essential to demonstrating and educating Companies and Individuals about how a product works and which one is best for them. Ultimately Humanscale Corporation sets the guidelines for how specific Companies and Individual Buyers are treated. In order for the Global Consumer Network to thrive, the Companies and Individuals that comprise the network are Humanscale's prime focus. By creating 'Generative Space' for the Humanscale team, the well-being of these employees is reflected through the satisfaction Companies and Individuals gain from interacting with them. A positive reaction from both groups improves everyone's overall well-being and success.



“Many of design elements in the Denver space were implemented to improve the health and well-being of individuals and, in turn, the larger organizations within our paradigm.”

### 3. Facility Employees

From the very beginning the Humanscale Denver employees were involved with the new space. Information supplied by the employees was eventually implemented into the project’s design. Most of the communication that occurs between the Companies and Individuals affects the entire Global Consumer Network, and it all begins with the Facility Employees. The Global Consumer Network and, in turn, Humanscale Global Members are affected by how well the Team Members interact. This is a symbiotic relationship, and our entire paradigm is based on symbiosis. Humanscale’s success is mutually derived from benefiting one another. Humanscale recognizes that consistent collaboration throughout the providers’ organization promotes well-being for all Team Members, and subsequently the Global Consumer Network.

Many of design elements in the Denver space were implemented to improve the health and well-being of individuals and, in turn, the larger organizations within our paradigm. The Break Room plays a significant role in entertaining both the local and global community. The Training Room acts as a classroom so the Employees can continually improve their knowledge on a variety of products and processes. By gaining this knowledge, confidence in oneself grows and flourishes then spreads to the greater community. The small Huddle rooms

encourage instantaneous meetings amongst employees who can then share and act upon new ideas. The open/closed office produces a pleasant environment that allows natural light to illuminate the entire space. Every element within this space was designed with the idea of attaining the status of 'A Generative Space'. By providing a positive environment and a positive experience for the Facility Employees, we are creating a similar environment for all of the Community Members.

#### **4. Local Business and Representatives**

Part of the Global Consumer Network and Humanscale Global Network is the local Businesses and local Furniture and Architectural Representatives. These groups interact with Humanscale by representing, recommending and selling Humanscale products. They are an extension of the Global Consumer Network and function much like the Humanscale Sales Team, but they don't work directly for Humanscale. They are dependent on Humanscale Denver for product information, product demonstration, and customer service. These local entities are invested in Humanscale and thrive with support from Humanscale. Local Businesses and Representatives are encouraged to participate in Humanscale events such as the Traveling Product Roadshows; they are encouraged to avail themselves of all available Humanscale resources. Humanscale employs an Architectural Representative

whose sole function is to cater to and educate local Architectural firms. A Technical Supervisor who both installs products and oversees the installation of products is also employed by Humanscale. This individual trains outside groups on the correct methods for installing all products. This is important for the maintenance of product warranties. Like Companies and Individuals, local Businesses and Representatives interact with both the Global Consumer and Humanscale Global Networks. Having specifically designated Team Members assigned to them determines the success or failure of working with Humanscale. The symbiotic relationships Humanscale has with both the internal and external local Teams and Organizations determines the outcome of joint ventures. 'A Generative Space' creates positive outcomes and solidifies the achievement of functional requirements for the local Businesses and Representatives.

#### **5. Customers and Team Members**

Visitors The final element within our paradigm is the Customers and Team Members who visit Humanscale Denver. There are many aspects of the Humanscale Denver Space that were implemented for the visitor's benefit only. Proximity to the airport and access to nearby hotels was a definite consideration. The Team Members are not located in Denver and must travel there for a variety of meetings and training. Customers come for



presentations and product demonstrations, so access to transportation and housing is important. These visitors are part of the larger Consumer and Humanscale Global Network. Humanscale provides hoteling space for visiting team members, because having their own space to work is essential. It is no longer necessary for Facility Employees to share their space. Humanscale products are displayed throughout the office, so visitors have a hands-on opportunity to test drive each of them. The Kitchen/ Break Room is often used to entertain visitors. After hours

Executive dinners and catered functions arranged around training, company-wide meetings and architectural and design get-togethers start in the Humanscale kitchen. The Executive Conference room often hosts more intimate events, but regardless of the size of the group, Humanscale visitors are made to feel welcome. As more and more people come to the Humanscale space, the experience continues to improve. The 'Generative Space' process has helped Humanscale take notes on what makes an experience positive and then produce it again.

## The New Paradigm Conclusion

In the **Status Quo** days, the Global Consumer Network interacted with Humanscale Corporation. The employees had a job to do and were just expected to do it. Whether the employees worked in an environment that encouraged a successful interaction or not, a successful interaction was expected. Certain design aspects had become standards, and typically, some of the standards simply perpetuated without much scrutiny.

**The New Paradigm** shows how pursuing 'A Generative Space' has identified and expanded our interactions.

**The New Paradigm** shows how a symbiotic relationship has developed by using the fifteen+ arrows. It shows how each relationship is mutually beneficial and dependent upon one another. The Global Consumer Network interacts with Humanscale, the company, and Humanscale Global: Members and Customers, and then there is further

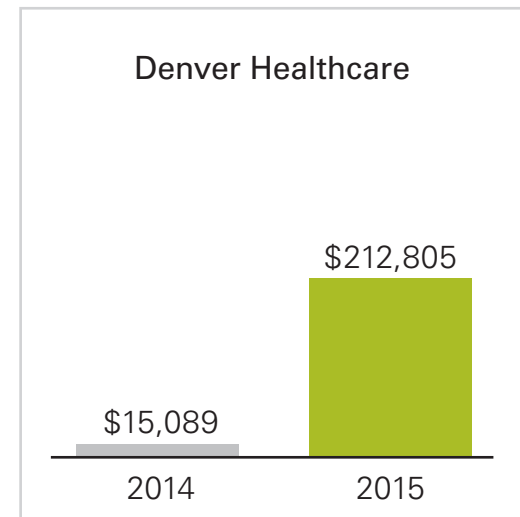
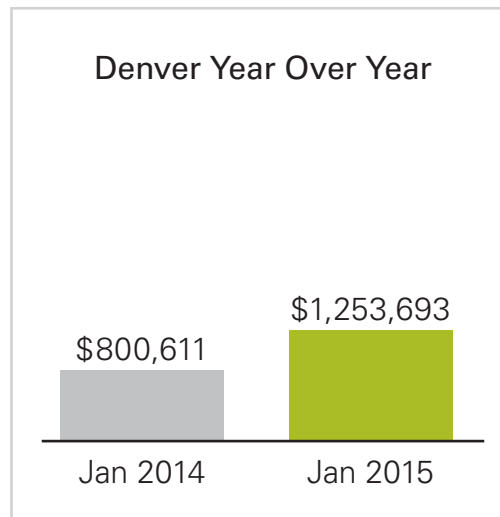
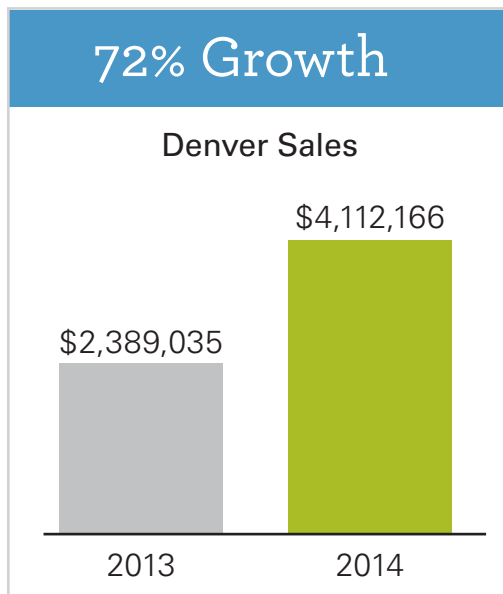
interaction between the Global Consumer Network, Companies and Individuals, Facility Employees, Businesses and Representatives, and finally visiting Customers and Team Members. In the Humanscale Paradigm each element is dependent on the other and success is measured and achieved by the on-going interaction amongst the groups. "The whole is greater than the sum of its parts"...Aristotle. In order for Humanscale to flourish and improve as a 'Generative Space' all the parts of the Paradigm need to be as one. For Humanscale to keep evolving, all the parts need to work as a collective unit and improve the health and well-being of individuals, organizations, and the community. Humanscale is a place — both physical and social — where the experience of the participants fulfills the functional requirements of that place while materially improving the quality of life so that each participant can articulate the experience in their own terms, Humanscale 'A Generative Space'.

**“Humanscale is a place — both physical and social — where the experience of the participants fulfills the functional requirements of that place while materially improving the quality of life so that each participant can articulate the experience in their own terms, Humanscale ‘A Generative Space’.”**

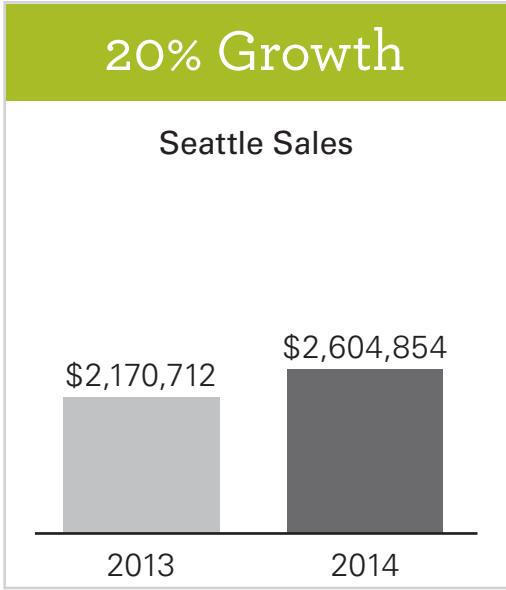
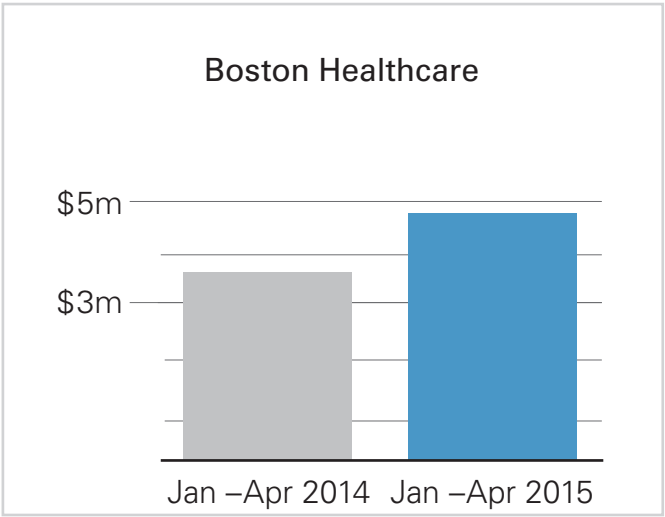
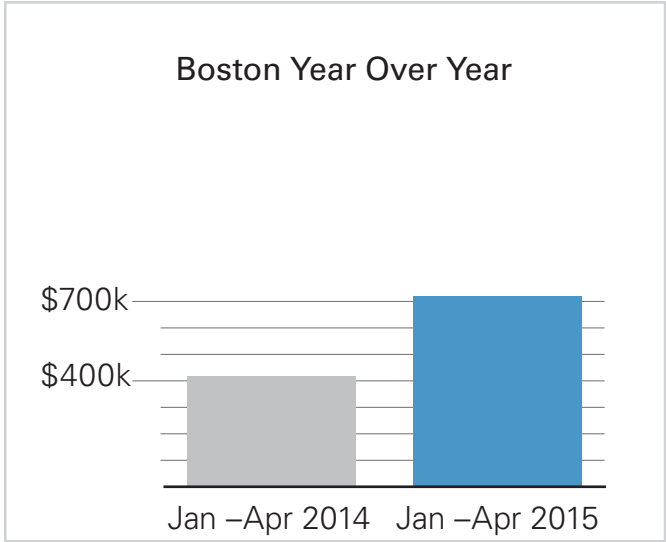
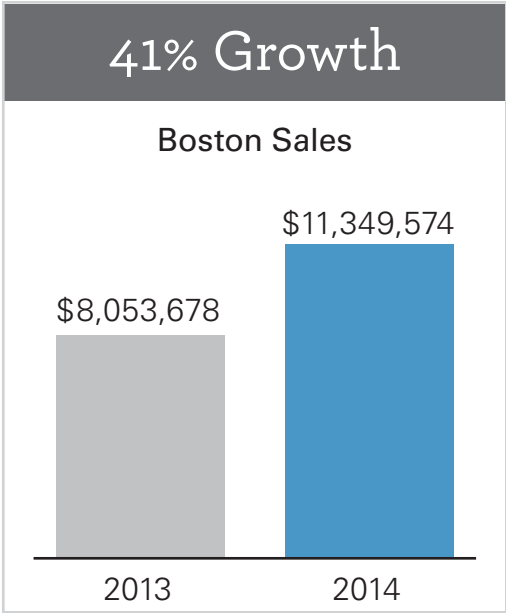
# The Empirical Phase

Phase Sales Growth in the Denver Office is significant. The sales graphs show a 72% growth from 2012 to 2014 and a year-to-date growth of 61%. 'Generative Space' certainly contributed to these increases, and there were similar improvements in the offices that were previously listed as bi-products of Humanscale Denver, Boston and Seattle. The appropriate graphs are below and on the

following page. Because overall employee well-being has also improved with the inception of the 'Generative Space', absenteeism for Denver is down 7.5%. In general, the employees are much happier and more productive in the new space, and the various testimonials from employees demonstrate this fact.









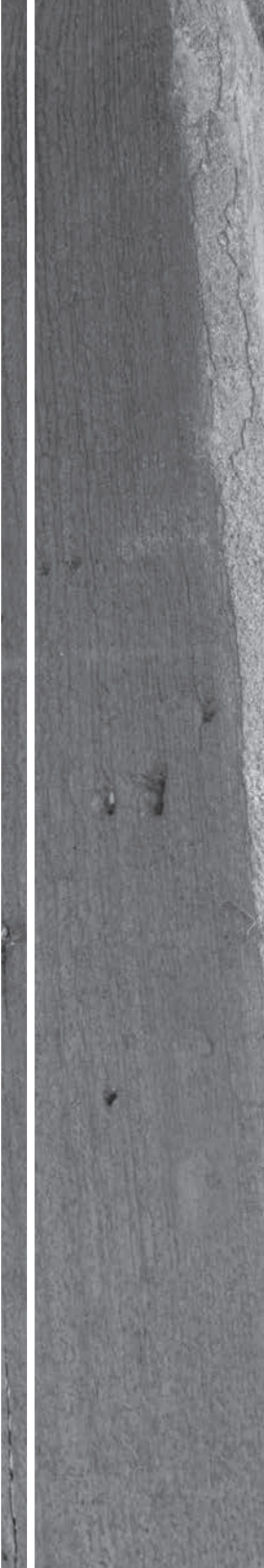
“I feel more healthy in our new space. Also, it has been great having more space between you and the person next to you. I feel happier in the new office.”



“The office is beautiful and having rooms to meet in groups has been helpful and lead to more one on one meetings which are beneficial to growth as an individual as well as growth as part of a team.”



“It is much easier to meet with groups here than in the old building.”



“The new office space makes me feel a bit more proud to come to work. The building, office and location in town are better reflections for the quality and exclusivity of our product. We aren’t Ford; we’re more like Jaguar. I also think it has brought all of Denver office together where sales and support can intermingle with each other allowing us to have a better business and social relationship.”



“Better relationship, especially with Denver Office and Sale.”





“I believe the openness of the space, the windows for light and to be able to see outside, contributes to healthier work environment. I love light. I feel better when I can see outside and see sunlight. We had windows before, but not like this. There is a sunroof in the center of the building that is also helpful for mental wellness. Being able to work in one’s own space, meaning the space between each desk, and the utilization of the float tables is a great addition. Before it seemed as if we were on top of each other. Also, we seem to walk about more. So we are getting daily exercise just walking to and from the break room, copier, and restrooms.”

“The office is beautiful and having rooms to meet in groups has been helpful and lead to more one on one meetings which are beneficial to growth as an individual as well as growth as part of a team.”



“With the open space you can not only speak to people on the side of you but also to people across from you. This was harder to do in our old space.”



“I love how open our new office is and it’s not feeling confined. I feel more comfortable physically and mentally I’m more engaged.”



“Since we do walk by each other going and coming, it seems that we speak to one another more. Before we were separated, some in one office, others in spaces not open for such conversations. Now, you walk past people, and it seems as if more communication between the departments is happening.”



“The new office has allowed me to be healthier, as Humanscale has provided the Float Tables that enable me to sit and stand throughout the day. Additionally, the break room is now spacious, which allows me to have lunch here at the office.”



“In our previous office, I sat under the stairs and only had a good relationship with other team members that sat in my area. In our new office we now work as a team and easy to communicate with.”



Humanscale

## ‘A Generative Space’

In general, the Humanscale Denver office has been well received by all the employees. Sales are up, absenteeism is down, and overall attitudes are much improved. Employees are looking forward to the expansion of the Denver office. It will provide space for new hires, more huddle rooms, a larger training room, and the long awaited lactation room. Before the plans are finalized and construction begins, the Humanscale Design Team will once again approach the employees for suggestions. Ideas that were developed in Denver have already been reproduced in Boston, Houston, Seattle, and Los Angeles. Humanscale’s ‘Generative Space’ is flourishing.



### The Humanscale Team

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