



FIGURE 19-9
 Each quadrant
 describes a working
 “neighborhood” that
 varies between high and
 low autonomy and high
 and low interaction.

seven BC employees would be in 16 different work settings, comprised of seven dedicated individual settings and nine shared settings, ranging from technology based, to collaborative, to presentation. Additionally, each employee would be assigned a dedicated individual setting.

However, Schroeder paints the reality picture, once the participants really faced what changes were being considered. She explains, “While the criteria was in place and the vision toward an open, collaborative environment was clearly defined, the employee liaisons were promised by senior management that they would be involved in the formation of the physical environment. The liaisons presented a case to senior management, insisting that if they were to buy into the success of the newly formed BC, they needed to work the way they knew how to work—which was to be in an assigned multitasking enclosed workplace. Team collaboration would be scheduled occasions, reinforcing a common direction with the vast majority of work accruing in the assigned workplace, private to confidential negotiations, allowing meeting space for one or two additional associates. Individual competition, instead of measuring team successes, was clearly a part of the incentive compensation, reinforcing an autonomous culture. Ultimately, a high percentage of private offices was implemented and a culture similar to the traditionally known culture was perpetuated.”

Change management is a challenging consulting practice, and one that requires continual education and training. Interior designers who rise to meet this challenge will enjoy high-level discussions and powerful interactions with the top leadership of Fortune 1000 companies. Schroeder is one of these designers. Her work has led her to the conclusion that “there is a gap as wide as the Grand Canyon between a philosophy of ‘management’ versus ‘leadership.’ Leadership by example is the most powerful transition methodology. When led to their own intelligence, people will be more inspired, enthusiastic, and creative. They will rise to the occasion of leadership, even at young, inexperienced levels.” Melodee Wagen also has gleaned a gem from her many consultations in change management. She notes that “one of the things that usually surprises senior management is how much everyone in the company already knows. If something is going on, word gets out. It is up to the leadership to craft the story, and to provide the facts and rationale, *proactively*. Waiting until all the information is available simply means that you’ll be fighting fires of rumors, speculation, and fear. The best habit is to develop a policy and attitude of listening, responding, and then communicating often.”