
CASE STUDY: AN INSURANCE COMPANY

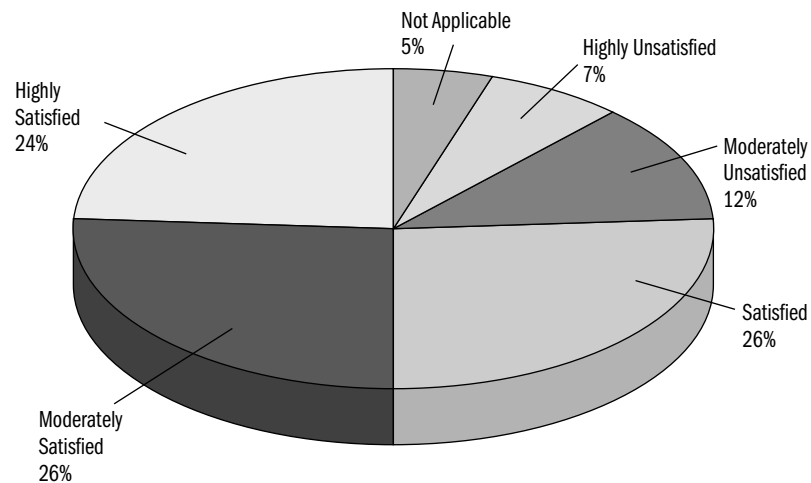
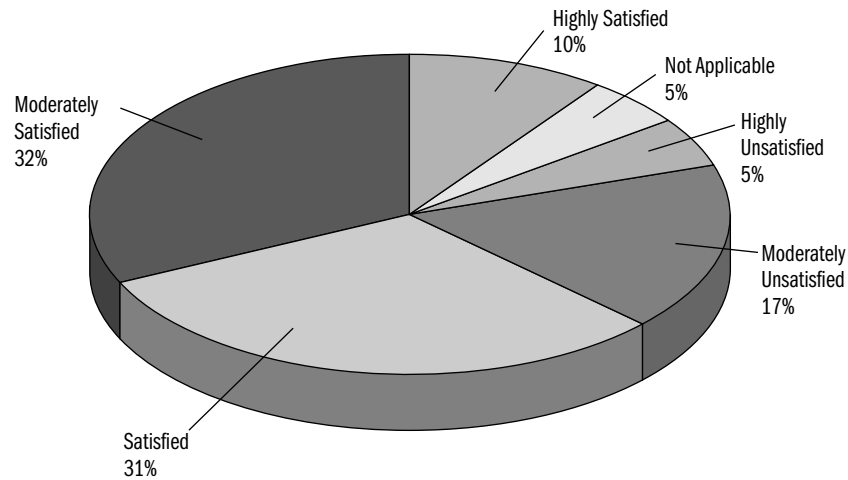
Klass knows first hand of the benefit that POE can have when performed during a long-term, multi-phased project. Her client, an insurance company, had been faced with tremendous change in the last few years and was working to provide world-class services in the insurance industry. To them, this meant excelling in an environment of increasing competition and global reach. Against this background, their Facilities and Space Planning Department (FSPD) began the strategic process of evaluating officing standards in their facilities. It was decided to adopt an open office standard for approximately 95 percent of the office space. In an effort to measure the success of this type of transition, the FSPD began a workplace evaluation to determine how the existing space was being used, evaluate its effectiveness, and help in developing the new standards. Once the shift to open offices was underway, the FSPD completed the second half of this assessment, which was a post-occupancy evaluation to determine if the changes were effective, well received, and met the original objectives. The results informed the next stages of the construction project and provided direction on a much-needed change management program. (See Figure 19-11.)

SHORT-TERM DESIGN

During the second half of the twentieth century, interior design emerged and flourished as a viable profession that delivered needed services to office environments evolving after the Industrial Revolution and the first appearances of the mechanical office. The once-radical office landscapes introduced by the Quickborner Team in the 1960s gave birth to the open plan environment that the comic strip character Dilbert has immortalized today. During these several decades of discovery, trials, and maturation, interior designers developed a well-defined process, with a logical progression of phases that comprised planning, design, and implementation. Although sizes of projects varied, as did their complexities and characteristics, most interiors projects were implemented in about a year's time, give or take a couple of months,

FIGURE 19-11
Results of Facilities
and Space Planning
Department Assessment
Study (Kathryn Klass).

Space layout meets
functional work
requirements.



with major headquarters' campuses requiring a longer time frame. It was not uncommon in the 1980s to describe a 100,000-ft² interiors project with a schedule of ten months from programming to occupancy as a "fast-track project."

However, the escalating advances of technology coupled with the booming economy of the late 1990s have profoundly redefined the term "fast track." New entrepreneurial companies are springing up in unprecedented numbers, many with financing from venture capitalists who are anxious for quick gains and focused progress. These companies and their supporters don't have time to wait. They want everything right now, and this mandate holds true for their interior office environments as well. An emerging specialty