

WORK MILL

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【ワークミル】

ワークミルは、「はたらく」を考えるビジネス誌です。組織内で変革を起こしたい人に、経営戦略の視点から新たな価値を生み出す「働き方」や「働く場」の情報を発信します。



NATURAL BEING

これからの
働き方を考える

POINT OF VIEW Ⅲ アメリカの現状

ウェルビーイングが
ニューエコノミーを
動かす

近年アメリカでは慢性的な疾患や、精神的ストレスの急増、情報過多に伴う疲労により、労働者が仕事に集中できない状態が問題視されている。ワークプレイスの新しい評価システムを使った最先端のアメリカの取り組みを紹介する。

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アシーマ、吉田一郎 = 翻訳

YOUNG S. LEE

ヤング リー ◎ Innovative Workplace Institute ディレクター。韓国、延世大学にて学士取得後、中央大学工科大学建築学部にて工学修士取得、オレゴン大 School of Architecture and Allied ArtにてMaster of Interior Architecture取得。ミネソタ大College of DesignにてDoctor of Philosophy取得。彼女のキャリアのハイライトには、Innovative Workplace Instituteのディレクター、ミシガン大学の研究教授、そしてSOMのプロジェクトコーディネーターが含まれています。

米国におけるワークプレイスの
トレンドとウェルビーイング

2015年のギャラップ調査によれば、アメリカの従業員の3分の2近くは、仕事に集中できていません。病気や個人的な理由で欠勤をするアブセンティズムや、仕事に來てもモチベーションが上がらず、興味の欠如や病気、ストレスのために生産的でないプレゼンティズムが高まっているのです。

米国疾病予防管理センターの調査によれば、アメリカの企業はアブセンティズムのために、年間2,258億ドルを失っています。プレゼンティズムのコストを加えれば、全体の財務的損失は軽く3倍になるという研究もあります。多大な財務的損失を引き起こし、健全な組織文化を損なっているのです。

こうした懸念が高まるにつれ、従業員の健康とウェルビーイングを、ワークプレイスの設計を通じて支援することの大切さが強調されつつあります。実証的なデータの蓄積により、企業側も良好なワークプレイス環境のための投資とリターンを、より全体的な視点から検討し始めているのです。

ワークプレイスデザインとマネジメント
にウェルビーイングを統合する

実際にはワークプレイス改善プログラムの成果ははかばかしくなく、身体的な健康に十分焦点があてられていません。ワークプレイスデザインやマネジメントの改革など、より包括的なアプローチの必要性が高まっ

ています。

CAPTIW®は、ウェルビーイングの実現による業績改善を目指す企業のために、オープン・ソースのフレームワークと分析プラットフォームを提供する包括的な分析ツールです。身体的な活動と運動、認知的、社会的、そして情緒的ウェルビーイング、身体に無害で清潔な環境、身体的な快適さの6つの指標を使い、ワークプレイスパフォーマンスを測定します。

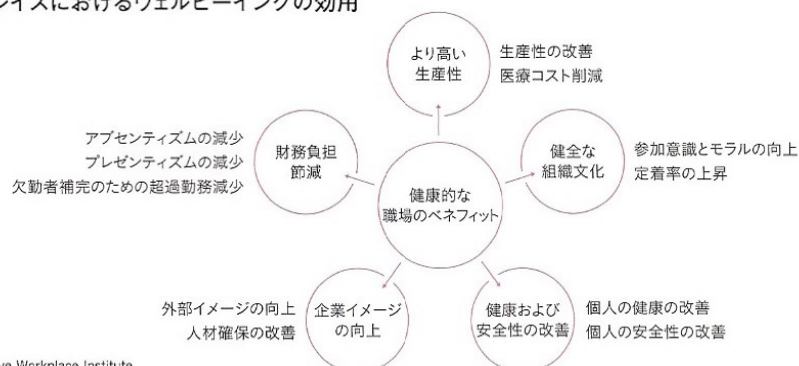
またこれらの指標は、空間のタイプ、空間と家具の配置、空間サイズと設備などへのアクセス、神経および心理的刺激とリラクゼーション、家具のエルゴノミクスとテクノロジー、周辺環境、健康度の7つの要素に分類することができます。

有力企業が注目する
ワークプレイスデザインにおける
ウェルビーイングの可能性

リーディングカンパニーと呼ばれるような業績の高い企業は、低い企業に比べて、ウェルビーイングにおける顕著な特徴があることが分かっています。特に、認知的ウェルビーイング、社会的ウェルビーイング、身体的な快適さにおいて格段に優れています。

これらの企業は、協働スペースやインフォーマルなミーティングスペースを統合することで業務プロセスの効率化や交流を図ったり、柔軟な空間配置によって規模の異なる活動のチームの受け入れを可能にしたり、視覚的な刺激をもたらす仕掛けを通じて、

ワークプレイスにおけるウェルビーイングの効用



出典：Innovative Workplace Institute

知覚を刺激する環境をつくり出すことなどで認知的ウェルビーイングを実現しています。注意深く設計された空間配置や、従業員同士を結びつけるハイテク・コミュニケーションツールを採用して、社会的ウェルビーイングも促進しています。

また、ワークプレイスの主な移動経路に沿って部署の中心人物を配置することで他の従業員とコミュニケーションをやすくしたり、従業員の交流スペースへの動線を引くことで序列の少ない雰囲気をつくりあげ、従業員の積極的な参加を促したりなど、「つながり」を重視した設計を取り入れています。

環境の快適さにも特別に注意を払っています。身体的な快適さの向上のために、人間工学に則った家具を採用し、選択と評価に従業員を関与させています。またオープンオフィスでは音響性能を向上させ、最も快適な照明や室温を保てるようユーザー自身がコントロールできるようにしています。

ウェルビーイングは、組織文化を高め最終的に財務的なリターンをもたらす、ニューエコノミー推進の鍵です。では、予算が限られている企業は、どこから手をつければより大きな成果を得られるのでしょうか。

私はスペースの選択、協働およびリフレッシュスペースの改善の3点からはじめることをお勧めします。スペースの選択のためには、異なる仕事のモードとワークスタイルのために、多様なスペースを提供することです。従業員の特性には個人差があり、騒がしいオープンスペースでの作業が気にならない人もいれば、ひとりで籠って作業できる空間が必要な人もいます。

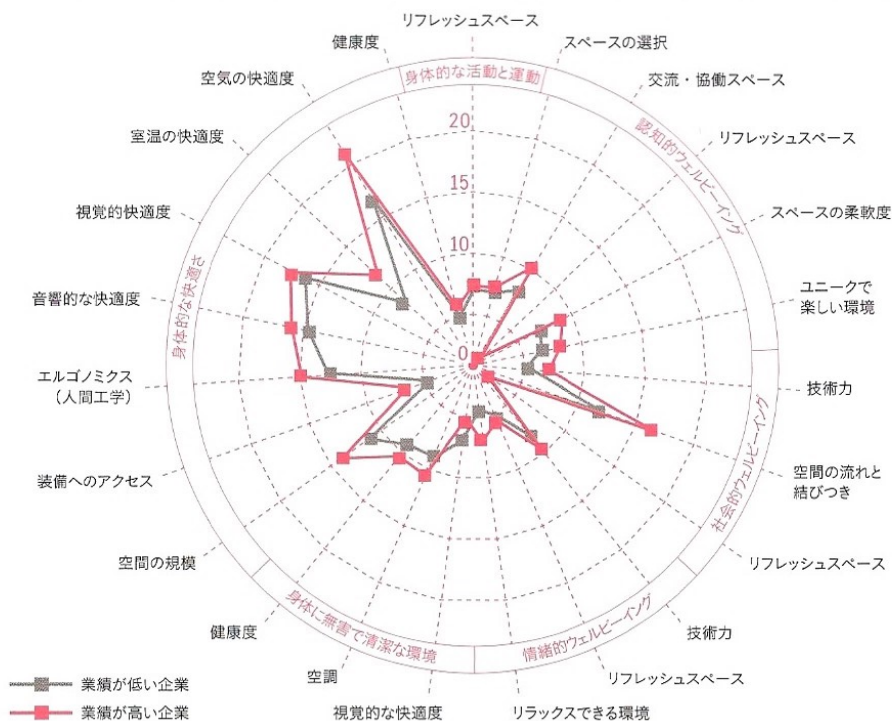
第二に、従業員が交流と協働のためのスペースをあらゆる場所に提供することです。交流と協働は仲間や信頼を生み、一体感を出すために不可欠ですが、いつも同じ場所で起きるとは限らないからです。

第三に、リフレッシュスペースの設置です。現代人は情報過多になりがちです。脳が認識して処理できる何千倍もの情報を刻々と受け取ることで、精神疲労と燃え尽きが起

CAPTIW®におけるウェルビーイングの6つの指標とアプローチ方法 出典：Innovative Workplace Institute

身体的な活動と運動	遊びの空間、運動の空間、交流のために、人々を動き回らせて身体的な活動をサポートする空間の設置
認知的ウェルビーイング	認知上の活動を刺激し、思考プロセス、個人的な振り返り、熟考をサポートする空間の設置
社会的ウェルビーイング	空間的な特徴や技術により、仕事を通じて人々を結びつける空間の設置
情緒的ウェルビーイング	人々がくつろぐことができるインテリアや人間の自然な身体リズムに沿った照明の設置。また生物の自己保存本能に沿って、自然との人の繋がりを促す空間設置
身体に無害で清潔な環境	清掃と保守管理、および空調の確保
身体的な快適さ	聴覚、視覚、温度、室内空気を最適化する部屋の大きさや各設備へのアクセス、室内環境の整備や人間工学に沿った家具の整備。

企業の業績で比較したワークプレイスのウェルビーイングのスコア 出典：Innovative Workplace Institute



業績が高い企業はウェルビーイングのスコアが高く、特に「認知的ウェルビーイング」「社会的ウェルビーイング」「身体的な快適さ」が優れている

きてしまいます。思考、瞑想、休憩、遊び、溜まり場、仮眠など、目的を何にするにせよ、リフレッシュスペースは不可欠です。

企業は、従業員にとっての健康の重要性を理解する必要があります。ワークプレイスのウェルビーイングを実現する空間づくりには、生物の自己保存本能と24時間周期の身体のリズムに考慮することが大切です。自然が周りにあることで従業員の注意

力の回復や、ストレス軽減、認知能力や持久力の向上、社会的な能力が改善することは多くの研究が示しています。生産性や健康が改善をもたらす、財務上の利益を生むことを示唆する新しい研究結果もあります。ウェルビーイングの実現はニューエコノミーの恩恵をもたらす、そのような環境は、従業員が元気になれるようなワークプレイスが作り出すのです。W

Wellbeing Drives the New Economy

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1. Workplace Trends and Wellbeing Issues in the US

Numerous reports have recently highlighted worsening epidemic chronic diseases, soaring mental stress and emotional duress, and constant cognitive overload and fatigue in the workplace of the US. Overall, many people at work are experiencing a declining sense of wellbeing. In the meantime, they are disengaged from work. According to the Gallup survey in 2015¹, nearly 2/3 of employees in the US are disengaged and exhibit higher absenteeism and presenteeism. Both absenteeism, not coming to work due to sickness or personal reasons, and presenteeism, coming to work but not being productive due to low motivation, lack of interest, illness, or stress, cause a significant amount of financial loss to a business and create damages to the healthy organizational culture. While various reasons exist for absenteeism and presenteeism in the workplace, often, the growing number of chronic diseases imposes a new concern to many workplaces in the US due to financial loss associated with it. According to the US Centers for Disease Control and Prevention², companies in the US lose nearly \$225.8 billion a year due to absenteeism, and the entire financial loss can easily be tripled when the cost of presenteeism is added according to a UK study³.

As many concerns on physical and mental wellbeing at work have surfaced, there has been a rising movement that emphasizes the importance of supporting employee health and wellbeing through the physical design of the workplaces. This is coupled with the national trend of governmental and public sectors' effort to tackle the increasing chronic diseases due to lack of physical inactivity in the US. With the new cultural meme "sitting is the new smoking^{4,5}," various organizations are leading the trend of wellbeing, such as Michelle Obama's Get Moving Campaign and Clinton Global Initiative's Commitment to Action for the development of health and wellness protocols of workplaces and products. Furthermore, various studies have attested how physical health is tied to cognitive functions, and how beneficial physical movement is in the workplace to facilitating camaraderie-building, exchanging ideas, and conducting collaboration⁶. With more empirical data available on the benefits of improved physical and mental wellbeing of workers, companies have started looking into more holistic perspectives on investing in workplace wellbeing and its worthy return on investment. American corporates are currently learning that investment in workplace wellbeing means healthier and happier workers, and healthier and happier workers mean more engaging organizational culture, less absenteeism and presenteeism, reduced healthcare premium costs, higher productivity, and overall more financial gains. Of course, the extended benefits also include better company images to society, improved safety and reduced injuries, and favorable places for more talented people to work for (Figure 1).

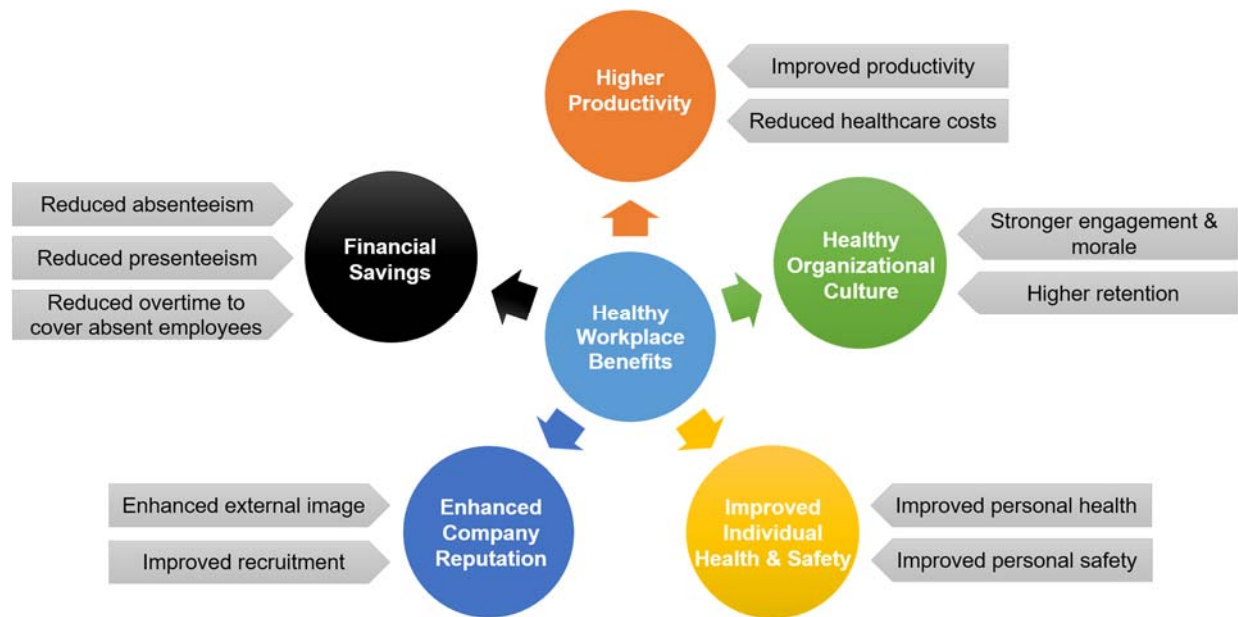


Figure 1. Benefits of Workplace Wellbeing

2. Integrating Workplace Wellbeing into Workplace Design and Management

Given the connection between workplace wellbeing and all the financial and organizational benefits listed above, the investment on workplace wellbeing seems simply a good business strategy. However, the industry has seen a stagnant performance of worksite wellness programs and their limited focus on physical health. It has also seen a rising need of more holistic approaches to supporting workplace wellbeing through workplace design and management by changing the physical environment. Then, what features should companies implement and where do they find measures and assessment tools to support workplace wellbeing through workplace design and management? The Comparative Assessment and Performance Tool for Innovative Workplace (CAPTIW[®]) is a great place to start (<https://www.inno-wp.com/>). CAPTIW[®] was developed as a joint effort in the US to provide an open source framework and analytic platform in order to improve workplace performance by addressing employee wellbeing. It was sponsored by the American Society of Interior Designers (ASID), and established by the Innovative Workplace Institute (IWI) with over 40 industry and academic partners. CAPTIW[®] is one of the most comprehensive analytic tools that offer a new alternative workplace performance metric encompassing wellbeing to promote humane and sustainable workplaces.

CAPTIW[®] employs Six Dimensions of comprehensive wellbeing indicators in the formula of measuring workplace performance. These wellbeing indicators have shown links to worker productivity in the literature, and are meant to provide a guidance to evidence-based workplace design and management. The elements of Six Dimensions of Wellbeing address not only physical activity, fitness, and mental wellbeing at work but also general physical health and comfort issues that are critical to the foundation of healthy conditions of employees to be productive. The Six Dimensions of Wellbeing in CAPTIW[®] comprise Physical Activity and Fitness, Cognitive Wellbeing, Social Wellbeing, Emotional Wellbeing, Non-Toxic and Clean Environment, and Physical Comfort. Each dimension supports either the physical side of health and comfort factors or the mind side of cognitive and psychological factors:

- *Physical Activity and Fitness* is addressed through the types of spaces such as play spaces, fitness spaces, and social spaces that move people around and support physical activities;
- *Cognitive Wellbeing*, through types of spaces that support thinking process, personal reflection and meditation as well as features that stimulate cognitive activities;
- *Social Wellbeing*, through spatial features and means of technology that connect people at work;
- *Emotional Wellbeing*, through types of spaces and interior features that relax people, biophilic design that restores a human bond with nature, and lighting features that support human's natural circadian rhythm;
- *Non-Toxic and Clean Environment*, through indoor air quality as well as cleaning and maintenance issues for health; and
- *Physical Comfort*, through sizes of spaces, access to equipment, furniture ergonomics, and indoor environmental quality that support auditory, visual, thermal, and indoor air comfort.

Essentially, the Six Dimensions of Wellbeing in CAPTIW® can be operationalized by addressing the elements of seven key performance areas of the physical workplace design and management for creative and innovative workplaces⁷. These seven key performance areas include Space Type, Space and Furniture Layout, Space Size and Access, Neural and Psychological Stimulation and Relaxation, Furniture Ergonomics and Technology, Ambient Conditions, and Healthfulness. Figures 2 and 3 illustrate the CAPTIW® Six Dimensions of Wellbeing and its relationship to the seven key performance areas of workplace design and management.

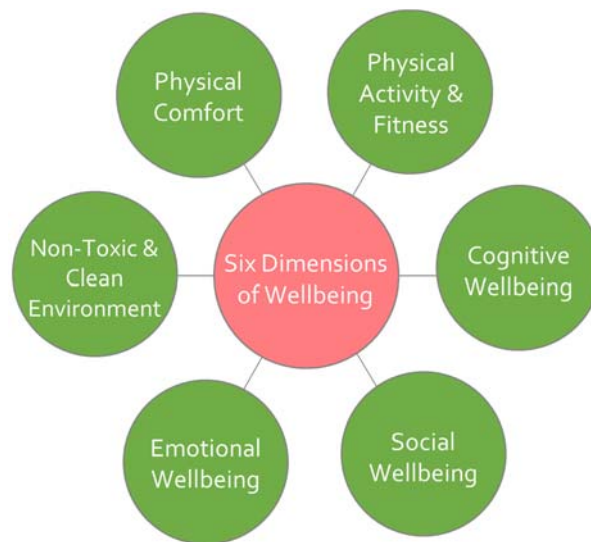


Figure 2. Six Dimensions of Wellbeing

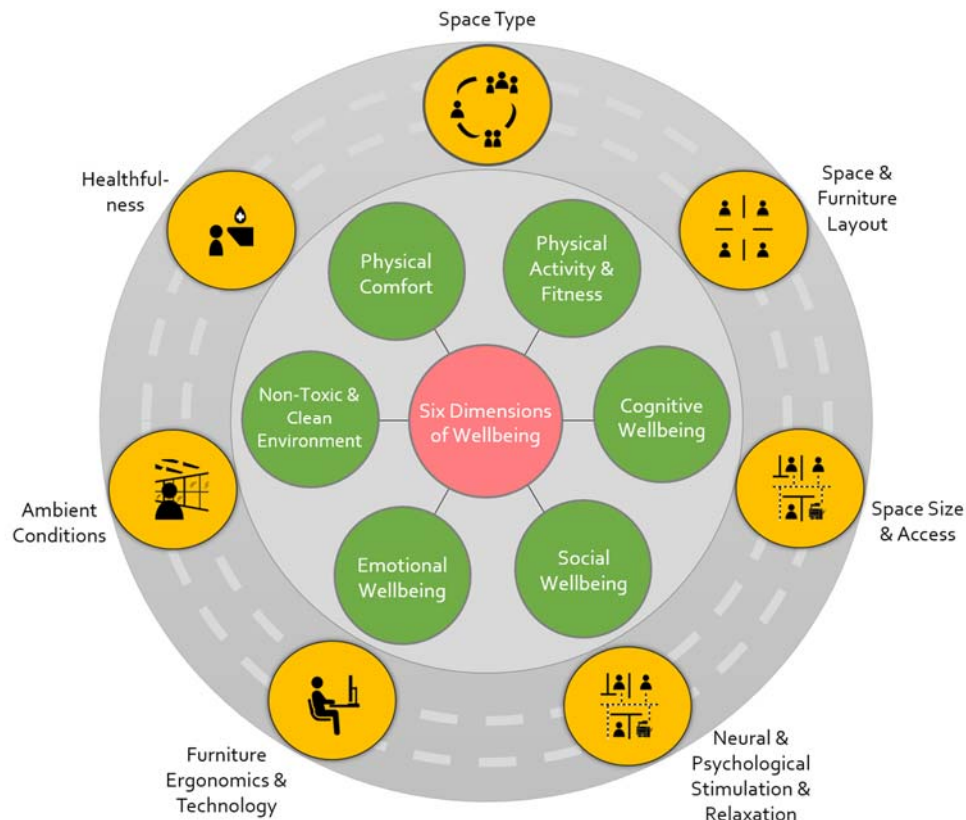


Figure 3. Six Dimensions of Wellbeing within Seven Key Performance Areas of Workplace Design and Management

3. Leading Companies' Wellbeing Focus in the Workplace Design and Their Opportunities for the Future

When it comes to workplace wellbeing, the US leading companies exhibit a distinct pattern compared to less-performing companies. Among the Six Dimensions of Wellbeing of CAPTIW®, they provide workplaces that support employees' Cognitive Wellbeing, Social Wellbeing, and Physical Comfort far more superior than less-performing companies (Figure 4). For employee Cognitive Wellbeing, they especially focus on integrating various levels of collaborative spaces and informal meeting spaces for easy and efficient cognitive process and interaction; achieving flexible spatial layouts to accommodate various sizes and activities of teams; and creating a cognitively stimulating ambience through arts, fun elements, and sensory stimulating features. The leading companies also foster employee Social Wellbeing by exercising carefully choreographed spatial layouts and incorporating high-tech communication tools to connect them together. They provide workspaces that are visually connected; place people who are core interaction networks within a department along the core circulation paths of the spaces for easy access from other people; connect core circulation paths to the places where people frequently meet and gather informally; and integrate less hierarchical atmosphere to empower employees' active engagement and ownership. Lastly, leading companies pay special attention to the comfort of the

working environment significantly more than less-performing companies. To enhance the Physical Comfort of employees, they provide furniture with an extensive level of ergonomic features and involve employees in the selection and evaluation of furniture; enhance acoustic performance of spaces for acoustic comfort, especially, in open offices; and provide user controls to adjust lighting and temperature levels most comfortable to them.

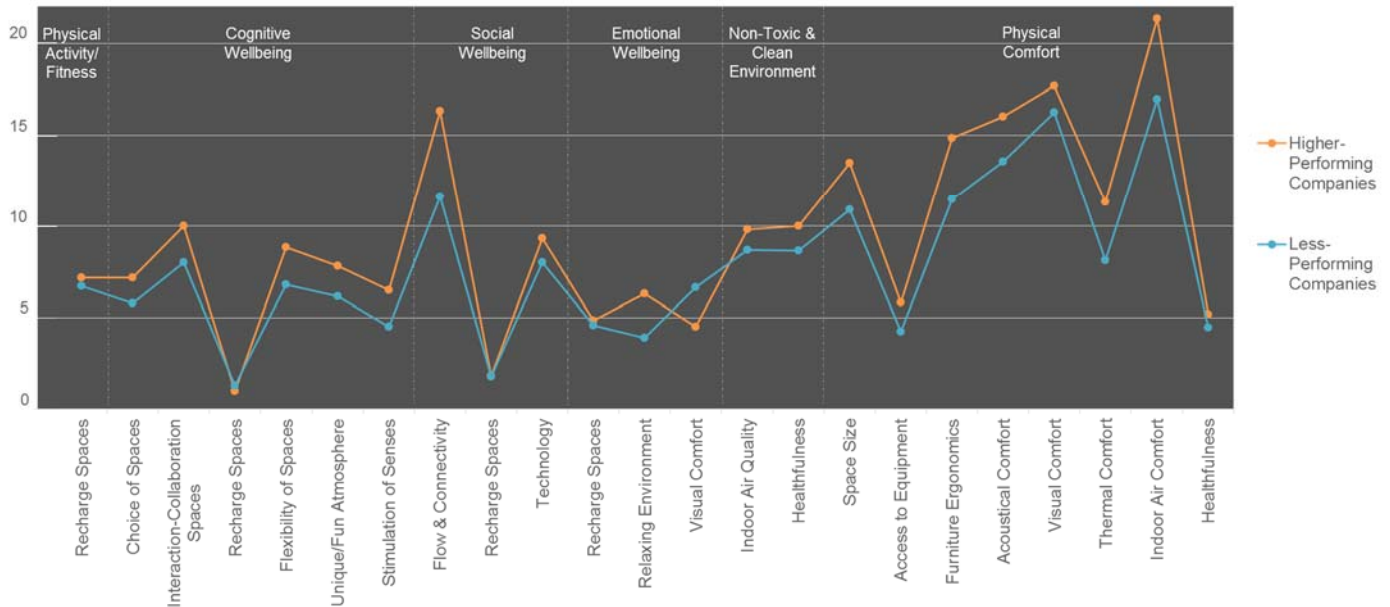


Figure 4. Superior Support for Cognitive Wellbeing, Social Wellbeing, and Physical Comfort in Leading Companies

Workplace wellbeing is the key driver in the new economy. It is evident that leading companies understand the augmentation of organizational culture and ultimate financial returns from workplace wellbeing. Then, where do other companies start to get the most out of the limited investment available for workplace wellbeing? According to the CAPTIW in-depth analyses, we recommend three priorities: Choice of Workspaces, Collaboration Spaces, and Recharge Spaces. First, provide various spaces for different types of work modes and workstyles. People have different personal traits and prefer different types of work settings for specific tasks they deal with. Some people may work fine in a noisy open workspace but others may need a “cave” to concentrate away from any distractions. It is important to offer different spaces necessary for different types of work and workstyles. Second, provide spaces to interact and collaborate anywhere and everywhere (Figure 5). Interaction and collaboration do not occur only in several designated spaces. Companies need to nurture the culture of interaction and collaboration happening anywhere and everywhere in the company. Places people interact and socialize are essential to camaraderie- and trust- building and forming a sense of community. Third, implement recharge spaces. Contemporary workers are frequently cognitively overloaded. They receive a thousand times more information every second than the conscious brain can possibly process⁸. This causes constant mental fatigue and burnouts. Recharge spaces are a must in workplace wellbeing in the contemporary workplaces, whether those spaces are to contemplate, meditate, rest, play, hangout or simply take a nap.



Figure 5. Workplace Design Nurturing the Culture of Interaction and Collaboration

The last piece of advice is that companies need to understand the basic needs for human beings to be *Well*: biophilia and circadian rhythms, when implementing spaces for workplace wellbeing. Humans have a biophilic desire which seeks an intrinsic bond with nature. They also have a biological clock in the brain that regulates physical, mental, and behavioral patterns based on the 24-hour circle. Numerous studies have shown workers' experiences with attention restoration, stress reduction, enhanced cognitive focus and stamina, and improved social capacity when nature is present. New data also suggest financial benefits of connection to nature in the workplace due to improved productivity and health through better focus and concentration capability and better mental capability to cope with mental fatigue and stress⁹. Workplaces that accommodate the features for human beings to be well will have a competitive advantage in workplace wellbeing, and those who provide workplace wellbeing will bring the power of the new economy to themselves.

Image/Photo credits

Figures 1-4. Courtesy of Innovative Workplace, USA.

Figure 5. Courtesy of Okamura, Japan)

References

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⁷ Innovative Workplace Institute (2016). Health and wellbeing aspects of CAPTIW®. Retrieved from https://www.inno-wp.com/assets/CAPTIW_Info_4A_Health&Well-being_Fin.pdf.

⁸ Fernandez, R. (2016). 5 Ways to boost your resilience at work. Harvard Business Review. Retrieved from <https://hbr.org/2016/06/627-building-resilience-ic-5-ways-to-build-your-personal-resilience-at-work>.

⁹ 10. Biederman, I. & Vessel, E.A. (2006). Perceptual pleasure and the brain. *American Scientist*, 94, 249-255.