The wrapping to this issue is an unapologetic celebration of a major data milestone – the receipt of our 100,000th Leesman Office response.

Significant also is that the 100,000th respondent was based in Shanghai, responding to a survey commissioned in Sweden. With 58% of our data from outside the UK, Leesman is increasingly establishing itself as the international workplace effectiveness standard.

But with this accelerating international reach, despite much video and audio conferencing, comes much travel. And with much travel, come too many nights in distant hotels.

There are many Facility Management advisers who tell us to take lessons from hoteliers and the hospitality business who they say provide rich learning for the development of a more hospitality oriented FM. They are right of course.

The hospitality experience of most hotel front desks shames that received at most corporate receptions. A recent report by accountants Grant Thornton concluded that trust, reliability and other ‘non-technical’ skills matter most in building successful outsourcing partnerships, so clearly the outward persona that front facing FM staff exhibit is critical.

But I wonder how many of those ‘observers’ have experienced the hotel rooms beyond the hotel lobby? The hotel hospitality counts for a lot in rating a hotel ‘experience’, but I’m sorry, a good night’s sleep counts for a whole lot more.

At this point, my team’s eyes are rolling. When it comes to booking me a hotel room I am near impossible to please, apparently. I consider this wholly unfair. My list of key criteria for a hotel room are not complex, picky, or lavish. A comfortable bed. A pillow not stuffed with cubes of foam, a clean bathroom, curtains that keep the light out and walls that keep the noise out. Tick those boxes and I’m a good way to being happy. Is that really so demanding?

If I wanted to get picky, I might suggest a desk comes in handy. And if a desk is provided, a chair that you can pull up to the desk to work seems reasonable. I could add ease of Wi-Fi access, or the proximity of a power socket to the bed so I don’t have to leap up to silence the morning alarm on my charging phone. Somewhere to hang a suit is good and something to press a shirt with is appreciated. Simple really.

But basic. At the recent crop of hotel stays, I started to wonder if the hospitality industry was experimenting on my patience or my sleep deprivation limits. Thankfully though I bumped into DTZ’s James Maddock in New York, the morning after he’d checked into a hotel and checked out two hours later, accepting that the noise levels reverberating through his room meant he stood no chance of a night’s sleep. I am not the only one!

In James’s extreme action is a lesson. A hotel room has a complex series of basic requirements, but the rules of engagement are the same; if those basic requirements are not met, the value-adds are pointless, frivolous, ‘chocolate on pillow’ hollow design gestures.

We believe that it is this failure to deliver a generally consistent fit for purpose basic product that has led workplaces, in the majority of organisations, to be seen as inflexible, burdensome liabilities.

As Leesman passes another milestone, our data starts to mount pressure on workplace design and management professionals to understand what matters most.

The hotel hospitality counts beyond the hotel lobby? Experienced the hotel rooms of our 100,000 respondents or more by Leesman.

The design of my workplace enables me to work productively. 49.0% My office is a place I’m proud to bring visitors to.

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As Leesman passes another milestone, our data starts to mount pressure on workplace design and management professionals to understand what matters most.
Much has been written on the subject over the years but in reality very little has changed and certainly the science of sound has not.

By explaining that noise is just sound that you do not wish to use, you have a good starting point to look at what it actually works and cost-effectively.

By creating a quiet zone pop-up or a library, where you can get a job done, someone might scratch out a great idea, but they cannot be heard by anyone else.

In conclusion, it all boils down to listening and understanding how acoustics work. It is the business of the acoustician to separate the noise from the music, to prevent noise from disturbing the work of others, and to ensure that everyone can work in an environment that is conducive to their needs.

Designing the Acoustic Office

**Commentaries**

Cable Rawlings

Cable Rawlings is an interior designer specialising in acoustic solutions. Over the last 20 years, they have worked on a diverse range of projects both in and outside Europe. Cable regularly lectures at events and conferences and is a published author of articles in architectural publications. They are also a member of the British Acoustics Society, and in 2019, they were awarded the Acoustics Project of the Year Award by the British Acoustics Society.

**Sound Design: How good acoustics supports growth**

When American architect Frank Lloyd Wright designed the Johnson Wax Building in 1936, which to this day remains one of the most iconic open plan offices in the world, he faced considerable acoustical challenges.

With its soaring “fly path” (diaphragm) ceiling, the continuous use of stone and untreated wood, it was clear that acoustic design would be needed.

The Johnson Wax Company had a 12th hour there is the problem of what will really work when you have a Johnson Wax Building.

As an Architectural Engineer, Frank Lloyd Wright was responsible for designing the Johnson Wax Building, which is located in Racine, Wisconsin.

Wright believed that the building should be a symbol of the company’s values and beliefs. He wanted the building to be a place where employees could work together and collaborate on projects.

The Johnson Wax Building was a significant project for Wright, who was already famous for his work on Wright’s B and C plan. The building was designed to be a “living” work of art, with each room and space having its own unique design.

In the early 1930s, Wright was approached by the Johnson Wax Company to design their new headquarters. The company wanted a building that would reflect their values and beliefs, and Wright was excited by the opportunity to create something truly innovative.

Wright started by designing the floor plan of the building, which was divided into different sections for different departments. Each section was designed to have its own unique space and character.

Wright then designed the exterior of the building, which featured a large open space with a large glass wall. This allowed natural light to flood into the building and gave the impression of a “living” work of art.

The Johnson Wax Building was completed in 1936, and it quickly became a symbol of Wright’s innovative architecture. The building was featured in many magazines and newspapers, and it attracted a lot of attention from architects and designers.

Today, the Johnson Wax Building is a National Historic Landmark and is considered one of Wright’s most significant works. It is also a testament to his innovative approach to design and his ability to create buildings that are both functional and beautiful.

**Commentaries**

Paige Hodsman

Paige Hodsman is the Acoustics Design Manager at Acoustics by Design, a company that specializes in acoustic design and management. Paige has a background in interior and sustainable design and has worked with a variety of clients on projects ranging from small commercial spaces to large corporate headquarters.

**Sound Design: How good acoustics supports growth**

When acoustics are good, the workplace becomes a more enjoyable and productive environment. This is because good acoustics can improve communication, reduce noise pollution, and create a more comfortable working space.

One of the reasons why sound design is important is because noise pollution can have a significant impact on productivity. In fact, research has shown that noise levels in open-plan offices can be as high as 80 decibels, which is considered the noise level of a busy street.

This high noise level can affect productivity by making it difficult for employees to hear one another, which can lead to misunderstandings and errors. In addition, noise can also be distracting, making it difficult for employees to concentrate on their work.

Another reason why sound design is important is because it can help to improve communication. By creating a space that is conducive to communication, employees can have more productive meetings and discussions.

In conclusion, good acoustics are important for creating a productive and enjoyable workplace. By making sure that the space is designed to support communication and reduce noise pollution, employees can have more productive meetings and discussions, and the overall productivity of the organization can increase.

**Inclusive Design**

Inclusive design is an important consideration in the design of any workplace. By creating a space that is accessible to all employees, regardless of their physical abilities, the organization can create a more inclusive and diverse workplace.

To achieve this, the design team must consider the needs of all employees, including those with disabilities. This may involve designing spaces that are accessible to individuals in wheelchairs, those who are blind or visually impaired, and those who have hearing impairments.

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**Opinions**

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**Opinion: Business, Space-Planners**

Many have in fact found that the 11th hour there is the problem of what will really work when you have a Johnson Wax Building.

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**Opinion: Colin Rawlings**

Colin Rawlings is a leading expert in the field of acoustics and has over 20 years of experience in the design and management of acoustic solutions. He has worked on a wide range of projects, from small offices to large corporate headquarters.

Colin has a strong background in interior design and has used this knowledge to create spaces that are not only visually appealing but also functional. He believes that good acoustics are essential for creating a productive and enjoyable workplace.

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In conclusion, good acoustics are important for creating a productive and enjoyable workplace. By making sure that the space is designed to support communication and reduce noise pollution, employees can have more productive meetings and discussions, and the overall productivity of the organization can increase.
Are flexible workspaces without variety to blame for agile working cynicism?

Like it or not, workspaces are now more open, agile and flexible. While, yes, private offices and designated desks are all out, evidence of how organisations are rethinking open landscapes, with little or no opportunity for personalising the workspace, creating anonymous environments, is what we have seen in a trend of place attachment.

But that doesn’t mean that the new wave of workplace environments is entirely bad. In a small step of change for example, we are seeing one viable component where the possibility to personalise has not disappeared: is it just offered in a different way? There are two species of workplace. One calls them ‘high choice’ and ‘low choice’. The former offers a crop of examples, we are seeing the highest choice way to choose between. And the latter is not entirely fair. In a small step, it’s just offered in a different way. And has made a difference. And has made a difference. And has made a difference. And has made a difference. And has made a difference. And has made a difference.

‘Noise levels is the only indoor environment feature where the private and shared enclosed offices have a slightly higher satisfaction score than the “good” flexible workspaces. The satisfaction is 4% compared to 62%.’

Most intriguingly, this is higher than the satisfaction among those who work in a cubicle or office with a designated desk in an open plan (25%). This is also higher than the satisfaction among those who work in a small meeting rooms (42%). The respondents from the open environment feature where the private and shared offices (94%) are more satisfied with the flexible workspaces that create them into two groups based on their personal or organisational needs.

‘The implications are quite straightforward. Flexible workspaces mean a much lower satisfaction for “high choice” respondents who work in a flexible environment feature where the private and shared offices (94%) are more satisfied with the flexible workspaces that create them into two groups based on their personal or organisational needs. The implications are quite straightforward. Flexible workspaces mean a much lower satisfaction for “high choice” respondents who work in a small meeting rooms (42%). The respondents from the open environment feature where the private and shared offices (94%) are more satisfied with the flexible workspaces that create them into two groups based on their personal or organisational needs. The implications are quite straightforward. Flexible workspaces mean a much lower satisfaction for “high choice” respondents who work in a small meeting rooms (42%). The respondents from the open environment feature where the private and shared offices (94%) are more satisfied with the flexible workspaces that create them into two groups based on their personal or organisational needs. The implications are quite straightforward. Flexible workspaces mean a much lower satisfaction for “high choice” respondents who work in a small meeting rooms (42%). The respondents from the open environment feature where the private and shared offices (94%) are more satisfied with the flexible workspaces that create them into two groups based on their personal or organisational needs. The implications are quite straightforward. Flexible workspaces mean a much lower satisfaction for “high choice” respondents who work in a small meeting rooms (42%). The respondents from the open environment feature where the private and shared offices (94%) are more satisfied with the flexible workspaces that create them into two groups based on their personal or organisational needs. The implications are quite straightforward.'


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Peggie Robert | Development Director | Leesman

Peggie is Leesman’s resident academic. Before joining the team in September 2014, she worked as a researcher at Aalto University (Finland) with a focus on corporate real estate and workplace management. In her research she looked at topics such as usability of work environments, office occupiers’ workplace preferences and short-distance office relocations, and she has published findings in several peer-reviewed academic journals.
## Q.1 How much do you agree or disagree with the following statements about the design of your organisation’s office?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree (3)</th>
<th>Agree (2)</th>
<th>Neutral (0)</th>
<th>Disagree (1)</th>
<th>Strongly Disagree (3)</th>
<th>Not Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>It creates an enjoyable environment to work in.</td>
<td>20%</td>
<td>40%</td>
<td>30%</td>
<td>10%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>It contributes to a sense of community at work.</td>
<td>5%</td>
<td>20%</td>
<td>65%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>It enables me to work productively.</td>
<td>5%</td>
<td>20%</td>
<td>65%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>It’s a place I’m proud to bring visitors to.</td>
<td>5%</td>
<td>20%</td>
<td>65%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>I appreciate the space I work in.</td>
<td>5%</td>
<td>20%</td>
<td>65%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

## Q.2 Which activities do you feel are important in your work?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual focused work, desk-based</td>
<td>90k</td>
</tr>
<tr>
<td>Planned meetings</td>
<td>80k</td>
</tr>
<tr>
<td>Informal, unplanned meetings</td>
<td>70k</td>
</tr>
<tr>
<td>Collaborating on focused work</td>
<td>60k</td>
</tr>
<tr>
<td>Teleconferencing</td>
<td>50k</td>
</tr>
<tr>
<td>Informal social interactions</td>
<td>40k</td>
</tr>
<tr>
<td>Learning from others</td>
<td>30k</td>
</tr>
<tr>
<td>Business confidential discussions</td>
<td>30k</td>
</tr>
<tr>
<td>Hosting visitors, clients or customers</td>
<td>20k</td>
</tr>
<tr>
<td>Informal work areas / break-out zones</td>
<td>20k</td>
</tr>
<tr>
<td>Larger group meetings or audiences</td>
<td>20k</td>
</tr>
<tr>
<td>Private conversations</td>
<td>20k</td>
</tr>
<tr>
<td>Individual focused work away from your desk</td>
<td>20k</td>
</tr>
<tr>
<td>Video conferences</td>
<td>20k</td>
</tr>
<tr>
<td>Using technical / specialist equipment / materials</td>
<td>10k</td>
</tr>
</tbody>
</table>

## Q.3 Which facilities do you consider to be an important part of an effective office?

<table>
<thead>
<tr>
<th>Facility</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tea, coffee and other refreshment facilities</td>
<td>90k</td>
</tr>
<tr>
<td>Security</td>
<td>80k</td>
</tr>
<tr>
<td>Parking (car, motorbike or bicycle)</td>
<td>70k</td>
</tr>
<tr>
<td>Air quality</td>
<td>60k</td>
</tr>
<tr>
<td>Environment / satisfaction figures</td>
<td>50k</td>
</tr>
<tr>
<td>Fire &amp; Photography</td>
<td>40k</td>
</tr>
<tr>
<td>Accessibility of colleagues</td>
<td>30k</td>
</tr>
<tr>
<td>Air quality</td>
<td>20k</td>
</tr>
<tr>
<td>Office lighting</td>
<td>10k</td>
</tr>
<tr>
<td>Security</td>
<td>10k</td>
</tr>
<tr>
<td>Temperature control</td>
<td>10k</td>
</tr>
<tr>
<td>Natural light</td>
<td>10k</td>
</tr>
<tr>
<td>Noise levels</td>
<td>10k</td>
</tr>
<tr>
<td>Air quality</td>
<td>10k</td>
</tr>
</tbody>
</table>

## Q.4 Which features do you consider to be an important part of an effective workplace?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk</td>
<td>90k</td>
</tr>
<tr>
<td>Audio conferences</td>
<td>80k</td>
</tr>
<tr>
<td>Computer equipment, fixed (desktop)</td>
<td>70k</td>
</tr>
<tr>
<td>Printing / copying / scanning equipment</td>
<td>60k</td>
</tr>
<tr>
<td>Telephone equipment</td>
<td>50k</td>
</tr>
<tr>
<td>Temperature control</td>
<td>40k</td>
</tr>
<tr>
<td>Chair</td>
<td>30k</td>
</tr>
<tr>
<td>Air quality</td>
<td>20k</td>
</tr>
<tr>
<td>Office lighting</td>
<td>10k</td>
</tr>
<tr>
<td>Remote access to work files / networks</td>
<td>10k</td>
</tr>
<tr>
<td>Quiet rooms for working alone or pairs</td>
<td>10k</td>
</tr>
<tr>
<td>General Decor</td>
<td>10k</td>
</tr>
<tr>
<td>People walking away your workstation</td>
<td>10k</td>
</tr>
<tr>
<td>Orderliness / cleanliness / neatness</td>
<td>10k</td>
</tr>
<tr>
<td>Ability to personalise my workstation</td>
<td>10k</td>
</tr>
<tr>
<td>Informal areas / break-out zones</td>
<td>10k</td>
</tr>
<tr>
<td>Space between work settings</td>
<td>10k</td>
</tr>
<tr>
<td>Desk / room booking systems</td>
<td>10k</td>
</tr>
<tr>
<td>Plants / Greenery</td>
<td>10k</td>
</tr>
<tr>
<td>Accessibility of colleagues</td>
<td>10k</td>
</tr>
<tr>
<td>Art &amp; Photography</td>
<td>10k</td>
</tr>
<tr>
<td>Shared storage</td>
<td>10k</td>
</tr>
<tr>
<td>Audio-visual equipment</td>
<td>10k</td>
</tr>
<tr>
<td>Group / team facilities</td>
<td>10k</td>
</tr>
<tr>
<td>Guest / visitor network access</td>
<td>10k</td>
</tr>
<tr>
<td>Variety of different types of workplace</td>
<td>10k</td>
</tr>
</tbody>
</table>

## Data review

The data presented above shows highlights from the aggregated results across the 102,788 individual respondents received at 30th June 2015. These results are provided through the Leesman Index employee workplace satisfaction e-survey, which had been conducted across a range of pre and post occupancy workplace projects as shown.
Audio comfort boosts productivity in offices

For years, it has been known that the relationship between a commercial building's acoustics and the productivity and health of its occupants is crucial. In fact, studies have shown that up to 99% of our time indoors – either in buildings or vehicles – whether at work, home, or in our spare time. Yet, the people think and really understand the impact of the acoustics of buildings on their work and wellbeing. Stacey Temprell, Residential Sector Director at Saint-Gobain UK, explains how audio comfort in buildings can affect health and wellbeing.

Case study | Stacey Temprell

With almost half of all office workers dissatisfied with noise levels in their working environment,1 Stacey Temprell, Residential Sector Director at Saint-Gobain UK, explains how audio comfort in buildings can affect health and wellbeing.

For years, it has been known that the relationship between the design of a commercial building and its effects on the health, wellbeing and productivity of its occupants is crucial. In fact, we now spend up to 96% of our time indoors – either in buildings or vehicles – whether at work, home, or in our spare time. Yet, few people think and really understand the impact of the acoustics of buildings on their work and wellbeing.

Saint-Gobain, world leader in the sustainable habitat and construction markets, has identified five key elements that contribute to comfortable buildings: visual, indoor air quality, audio, thermal and economic comfort. The Multi-Comfort concept, which integrates the development of these five qualities, has been created and recently launched (‘MC Concept’), which is at the heart of Saint-Gobain’s acoustic strategy.

The Multi-Comfort concept is tailored to the needs of the building’s occupants; it starts from the central premise that all buildings can be designed to:

- Provide the highest level of comfort for each of their uses;
- Ensure the highest level of efficiency, saving bill payments;
- Achieve the highest standard of energy efficiency;
- Create the highest level of acoustics for each of their users;
- Maximize the most positive contributions to health and wellbeing.

The four factors of thermal, audio, visual, and indoor air quality in a building have to be considered as one block. When we talk about building acoustics, we are actually thinking about buildings in their totality. saint-gobain.com

Why build for productivity? For employers, a healthy, comfortable environment is vital for maximum productivity, leading to a successful business that thrives in the long term. Employees are often the biggest expense for a company, so it is in the business’ best interests to make sure the office environment is designed to work for the company. Audio comfort is an important aspect of a company’s operating costs. Although energy reduction should be emphasized in a general culture change as everything we do, for a company, energy costs account for less than 1% of their typical operating costs. Through simple changes, it is possible to increase productivity and efficiency. The relationship between audio comfort and the way people think and really understand the impact of the acoustics of buildings on their work and wellbeing. Stacey Temprell, Residential Sector Director at Saint-Gobain UK, explains how audio comfort in buildings can affect health and wellbeing.
Soundscape: building an acoustic workplace from ground up

“We are building a soundscape – a business environment that celebrates the presence of sound but acknowledges the destructive nature of noise.”

Workplace from the ground up and has a chance to work with Dutch developer Delta to create a new building in their Park 20|20 in Hoofddorp. The building is a 60,000 square foot “Soundscape.” The building’s architectural brief is to present Plantronics in a way we have never been designed before.

Plantronics is looking to create a new building on their site in the Netherlands. In the 21st century organisation, client and colleagues on phones. So Leesman and Plantronics are in a technical context, linking to clients and colleagues on phones. So Leesman is not only technically capable.

But what is soundscape? Not to be confused with the soundscape in nature, but a restorative environment insights – in nature we feel like we are away, having a break, can we bring this inside?

Just 29.7% of employees in the Leesman database are satisfied with noise levels in their workplace and a dissatisfaction with noise is statistically the strongest likely indicator of poor perceived productivity.

We want to synthesise the knowledge we have at our disposal through our research partners and through the world’s building experts and make sure the building is a source of pride for all. We are building a soundscape and we are proud of our products in action. The Soundscape will deliver just the right acoustic workplace for Plantronics.

It is increasingly important for companies to understand how sound affects their bottom line. Plantronics have signed up to take the Soundscape for a test.

Philip Vanhoutte: “We are building a soundscape – a business environment that celebrates the presence of sound but acknowledges the destructive nature of noise.”

We are building a “live lab” on the role of sound in productivity. “We are building a soundscape – a business environment that celebrates the presence of sound but acknowledges the destructive nature of noise.”

We will not want to work anywhere else – and intend to profit from this right.

Just at the summit of Vanhoutte’s thinking, is a determination to address the issues of workplace noise.

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**Business leaders, listen up. Noise is an issue.**

Comment | Philip Vanhoutte

In July 2010 I was interviewed for the first Leesman Review, having just accepted the position as chair of the Leesman Advisory Board. I was quoted then as saying that I thought “this is perhaps the first opportunity for business leaders like myself to have a clear statistical picture of how employees are engaging with the work places we provide for them.”

5,331 respondents. Harshly a clear statistical picture or compelling evidence then. But now at 100,000+ respondents and we – business leaders - have to pay attention. And we have to accept that if a mass of respondents that big tell us something isn’t working, it isn’t working! 77% of employees list “noise levels” as an important workplace feature, yet 46% of them are dissatisfied with noise levels in their workplace. It’s not the worst performing line in the database. In bottom place “Quiet rooms for working alone or in pairs” is listed as important by 63% of employees, yet here 49% are dissatisfied.

Statistically, dissatisfaction with noise levels is the strongest indicator of perceived poor productivity. So business leaders be aware - noise is an issue. And it is costing you dearly. As more and more workplaces move to lower enclosure (decelularised) workplace solutions, the issue is going to get bigger and employee dissatisfaction louder.

So worth clarifying that noise is a classification of sound. It means any unwanted sound. And sounds that disturb people or make it difficult to hear wanted sounds in the workplace must surely be unproductive. And the attritional cumulative impact of the inefficiency it creates over time, almost impossible to quantify financially in lowered productivity. But this is the power of “noise” in the Leesman database. The workplace world cannot ignore that 46,000+ employees have an issue with noise. So the question then I guess is who will champion this cause?

“The workplace world cannot ignore that 46,000+ employees have an issue with noise.”

Plantronics will try and do its bit with the development of “Soundscape,” the new Plantronics European corporate centre in Hoofddorp, Amsterdam. We are creating a new building from the ground up with a deep understanding of sound/ noise as the bedrock for the project. But beyond my domain, who professionally is going to champion this cause? Architects/ interior designers have long since struggled with the fact that the materials they favour exacerbate problems with noise (glass, concrete, ceramics, metal) and lead to accusations of “designing for the eyes not the ears” from sound experts like Julian Treasure.

So where is the HR community in this debate? They have a professional responsibility for protecting the wellbeing of the employees in their organisations. Should they not also be the defender of their acoustic welfare?

The latest issue of the Harvard Business Review (HBR) calls for the HR department to rethink programs and models that have been around since the 1950’s and make a case for initiatives that matter, cutting loose “pet programs that lack impact.”

The HBR also argues that as the economic recovery continues, few people with good jobs are jumping and that “CEO’s and other operating execs are rarely experts on workplace issues.” But the first page of any corporate business continuity or disaster recovery plan will have alternative work location as a high priority. So the intrinsic nature of place as a business critical component in organisational productivity is understood. Within the data amassed by Leesman to date, is the knowledge that in the right hands will create the highest performance workplaces. I have set about understanding it, evangelising it and ensuring that our new Soundscape building is the highest performing building in our portfolio, perhaps even in the Leesman database.

But if you are reading this journal, there is a chance you are in a position where you can influence a workplace. And so I challenge you to do the same. To focus on noise. Armed with the knowledge that issues with noise are statistically the most likely to undermine the effectiveness of those workplaces you influence.

I don’t think at that stage we ever discussed at what pace the database would grow. Issue One of the Leesman Review featured the results from just 227 respondents. Issue Two in March 2011 featured 1,636 respondents and by summer 2011, 100,000 responses we can be confident that the picture emerging is a robust reflection of what is, and isn’t, working in modern workplaces.

If you would like to receive more information about this event then please email events@leesmanindex.com

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**A deep dive into the data**

Following the success of our one-day summit, with contributions from HR thought leader Perry Timms, senior lecturer at Sheffield Hallam Ian Ellison and Sevil Peach, we will be hosting an event that will explore the data within the Index in much more depth. As we move past the 100,000 responses milestone we will outline the insights that our Index has uncovered in that time. Having reached data stability at approximately 70,000 responses we can be confident that the picture emerging is a robust reflection of what is, and isn’t, working in modern workplaces.

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**Worth a closer look**

**Focus – The Hidden Driver of Excellence**

Daniel Goleman, Publisher

In Focus, Goleman delves into the science of attention, presenting a long overdue discussion of this little noticed mental asset that matters for how we navigate life. Those who excel rely on what Goleman calls Smart Practices that help them improve habits, add new skills, and sustain excellence.

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**On Emotional Intelligence**

Daniel Goleman, Harvard Business Review

In his defining work on emotional intelligence, Daniel Goleman found that it is twice as important as other competencies in determining outstanding leadership. This is a concept that is still unknown by many yet any deficiencies in learning can be resolved. A look like this can focus your mind and lead you on to the right path.

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**Next issue**

Workplaces aren’t working. Only 54% of those we have surveyed since 2010 agree that their workplace design allows them to work productively.

Issue 18 of the Leesman Review will explore the different themes emerging from the Index, as it passes 100,000 responses, to see what impact they are having on workplace productivity.

We are starting to see clear correlations between different aspects of the data and high performing workplaces.

Disatisfaction with noise, high satisfaction with social cohesion and the provision of a high variety in choice of working environments all have a huge impact on the effectiveness of workplaces and we can point toward statistically robust data that will build the business case internally to move the workplace from a liability to an asset in competitive advantage.

Whether you are responsible for property, the people within it or the overall performance of the organisation, it’s crucial that you understand what can be done to increase productivity, even by a couple of percentage points as the cumulative impact on the bottom line can be significant. There are many factors affecting performance but we need to start ensuring that our working environments are not preventing employees from delivering their best.

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**Subscribe**

As we pass our 100,000 respondent milestone, you can stay in touch with our data and the debate around it by subscribing to the Leesman Review digitally or in print at

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