Toolkit: Reinventing the Workplace

Becker, F., Joroff, M., & Quinn, K. L. (1995). <I>Toolkit: Reinventing the Workplace.</I> Norcross, GA: International Development Research Council.

This publication was designed as a companion volume to Reinventing the Workplace (1995), a report prepared by the IWSP for the International Development Research Council. Its purpose was to provide real estate, facility management, and other design professionals with simple, practical tools and techniques that they could use or adapt for use as they implemented new workplace strategies.

EXCERPT: Design Participation Matrix

Use the Design Participation Matrix in Setting Goals and Establishing Teams.The design participation matrix is very useful early in an innovative workplace strategy pilot project or in a large-scale effort to help outline the planning process. It is also helpful in clarifying who should be involved and in what ways those players should contribute to the IWS development.
The design participation matrix should initially be developed by the core project team.

Senior management should review both the stakeholders identified and the types of participation that the core project team has assigned to different stakeholders. The objective is to increase the likelihood that no significant group is overlooked and to insure that top management understands the role of each participant, including its own. This minimizes second-guessing and end runs later in the project.

Other key functional areas, such as human resources and MIS, should also review the design participation matrix to ensure that no key parties to implementing the IWS project have been overlooked, and that there is agreement across functional lines on the roles and nature of involvement of all participants.

Sample: Design Participation Matrix

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	Site	Building Form	Building Systems	Materials and Finishes	Furniture	Macro Layout and Space Plan	Micro Layout and Space Plan	Equipment	Lighting and HVAC
Senior Management	A D	A D	A B	A	D	A B D	E	D	E
Facilities Management	A B	A B	A B	A B	B	A B	B	B	A B
Management Group	A B	A B	A B	A B	B	A B	B	B	A B
Steering Committee	B	B	B	B		B	/	B	A B
Solution Teams	/	E	A B E	A B F	A B	A B	A B C D	A E	A B G
Individual Staff	E	E	E	E	E	E	A B C F	E	G
Project Team	A B C	A B C	A C D	A C	C	A C	B	C	A C
Consultants	A B C	A B	A B C	A B	A B	A B	B	A B C	A B C
Developer	A B D	A B D	B D	B D	E	B	/	B	B

Levels of Participation:

A - Input establish criteria
B - Review & influence solutions
C - Develop solutions
D - Review & decide
E - Informed
F - Choice (palette of options)
G - Control (micro-environment)

Source: Becker, F. (1990). *The Total Workplace: Facilities Management and the Elastic Organization.* New York: Van Nostrand Reinhold.