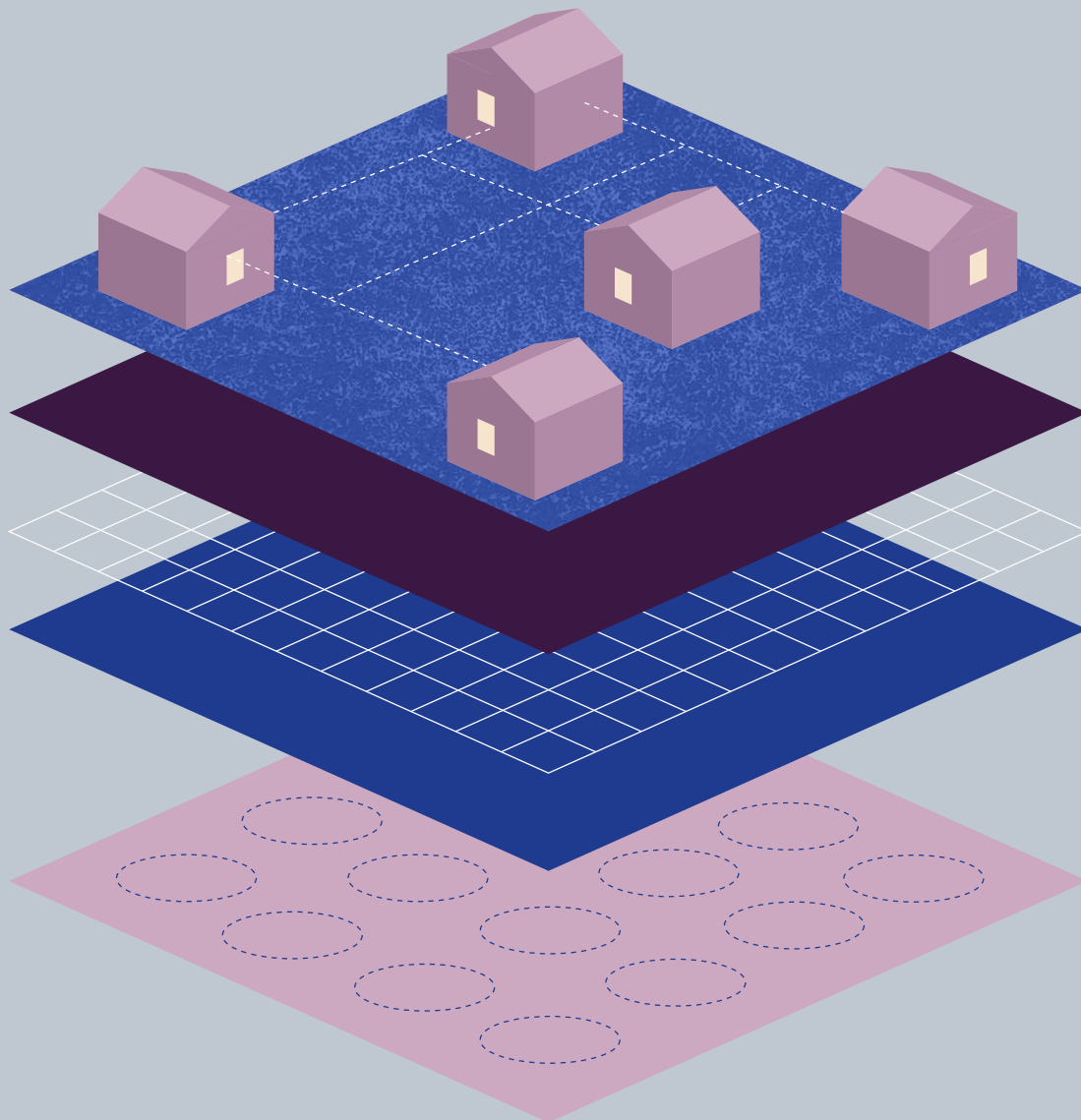




HermanMiller

Embracing a New Reality

Workplace strategy insights for COVID-19 and beyond



What We've Learned

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As you explore the best way to help your employees return to the workplace—whether that’s in a traditional office, at home, or somewhere in between—we’re here to help. We understand the challenges because we’re experiencing them, too, and we’re learning right along with you. The insights we’ve gained during this crisis form the contents of this report, along with over 50 years of research about people and the ways and places they work.

We hope what you find in these pages will give you the confidence to shape smart, short-term return-to-workplace tactics, along with holistic long-term strategies. We’re also including design considerations you’ll want to explore, along with thought starters for planning spaces that will keep people at a safe distance from each other and allow them to stay connected and collaborative.

There’s no doubt that the future of work will be dynamic, and our focus must remain on people. If we act together, with resilience and empathy, we can ensure that everyone succeeds.

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Application ideas for physical distancing

Introduction

As the global pandemic begins to decelerate around the world, global economic pressures mount. The [International Monetary Fund](#) predicts that the global economy will shrink by three percent in 2020, which is thirty times worse than the recession of 2009. Businesses of all shapes and sizes are feeling the strain, especially as they anticipate reopening their physical workplaces. Many have questions and concerns about both employee and customer safety and productivity. As the company that conceived the first iterations of the “modern” office landscape back in the 1940s, many of Herman Miller’s corporate customers are asking us how they should formulate plans for returning to work, and how necessary safety measures could impact the way their offices function.

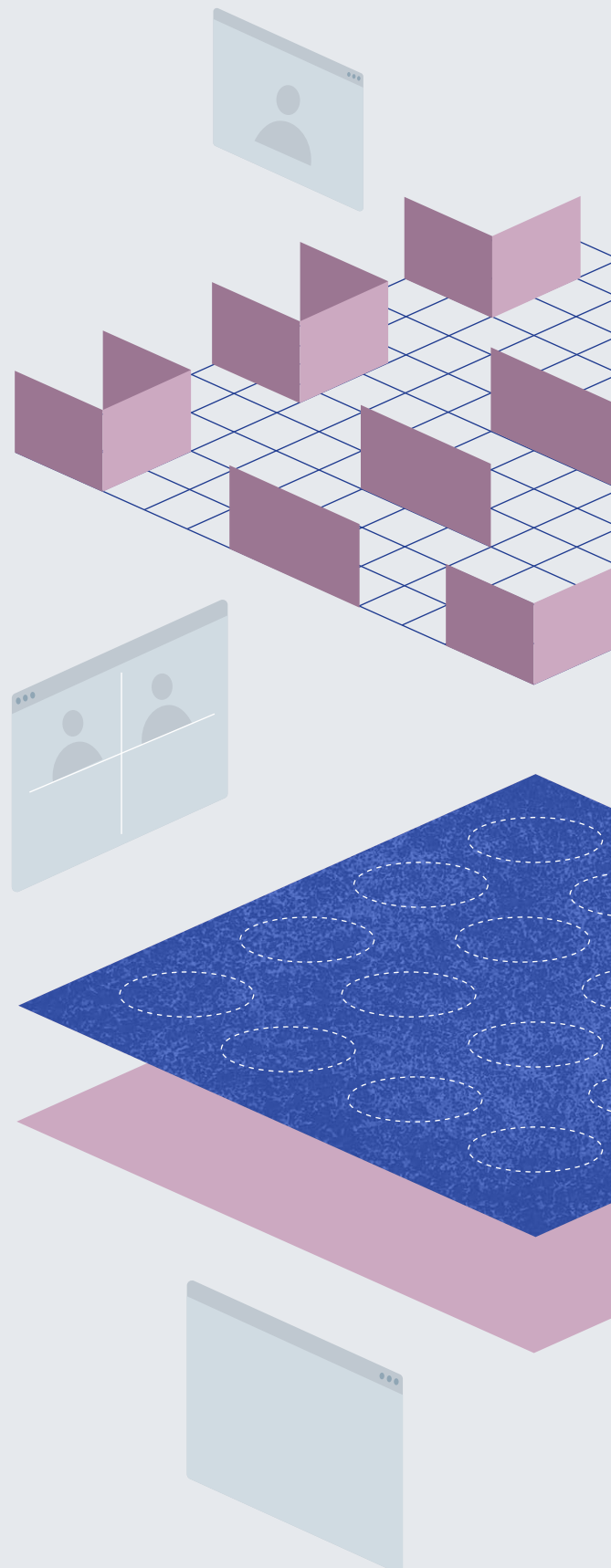
These are all important questions, but let’s take a step back. We know that for most organizations, sustainable success will require engaged people, working both individually and together. This has not changed. Finding ways to support people and their work is the reason to create workplaces.

We were reminded of this at a recent round-table discussion with our clients about the ongoing relevance of the physical workplace. “The workplace is where you get experiences that can’t be replicated in other environments,” said Christopher Mach, Director of Global Workplace Strategy and CRE Client Relationship Management for AT&T.

So, while we create short-term tactics that maximize employee safety, we must also develop long-term strategies for designing and managing engaging, productive work environments.

“Organizations need to seize this moment to review longer-term strategies and not conflate them with the immediate demands of this crisis.”

Lori Gee, VP of Client Workplace Performance, Herman Miller



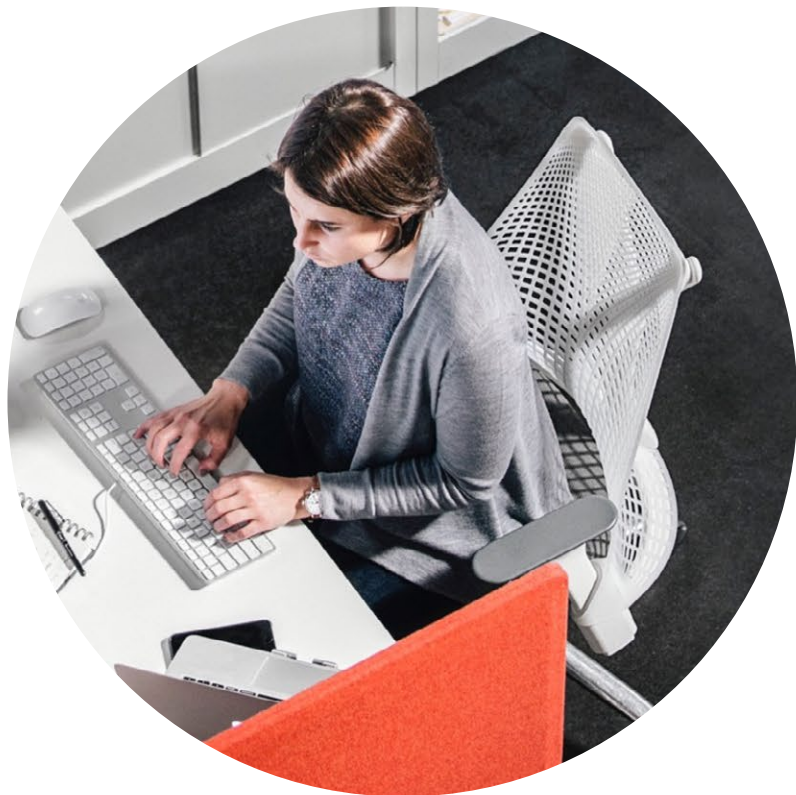
What have we learned so far about the work-from-home experience?

From understanding the needs and challenges of people as they work from home to looking to future challenges as people return to the workplace, this is what we're discovering now.

Good for Me, Challenging for We

Leesman, a leading independent employee workplace consultancy, recently administered what will likely be the world's largest survey on employee work-from-home experiences. While this survey is still in the field, Leesman is already seeing some useful takeaways in the early data.

"The 'we' parts of employee roles—creativity, spontaneous interactions, and learning—appear to be the activities that respondents are struggling with most under these new home working conditions," said Tim Oldman, Leesman's CEO. "On the other hand, focused 'me' activities are faring much better. Arguably, this will come as no surprise. But knowing exactly which groups of employees these activities are important to can be difficult."



Success Defies Stereotypes

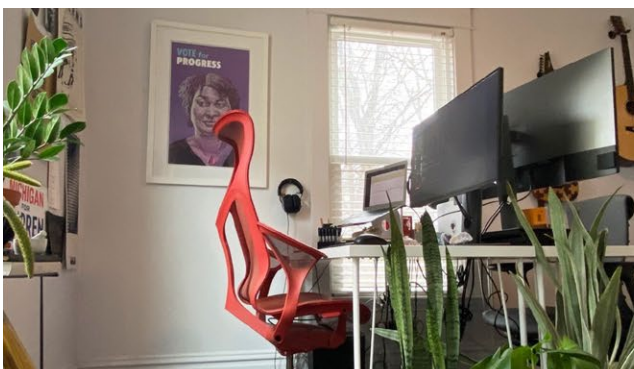
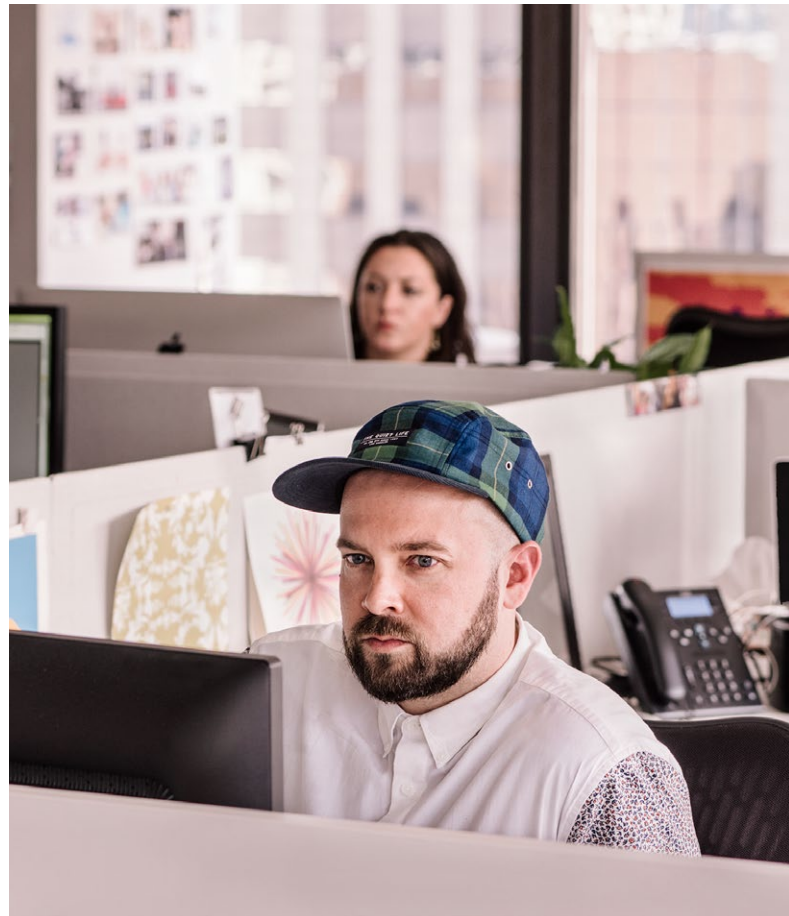
Wondering which demographic is struggling the most with working from home? You might be surprised. “Beware of historic stereotypes—like the digitally native Millennial yearning for more freedom and home work,” continued Oldman.

“This demographic appears to be the one most challenged by COVID-19 work-from-home measures. We suspect that the majority of this group is struggling to find a dedicated workspace at home. Also, based on our global database, we know that employees under the age of 35 already attach a greater importance to things like learning from others and informal social interaction. Supporting these activities remotely is clearly more challenging.”

While Leesman’s research highlights the struggles of the younger demographic, there are likely many others who have disproportionately struggled with remote work during this challenging time. Why? Because it’s difficult to work in isolation if your team is highly collaborative. Additionally, many people working from home right now are relying on close personal bonds they already have with colleagues. For people who are newer to an organization, those bonds may not exist.

“Employees under the age of 35 already attach a greater importance to things like learning from others and informal social interaction. Supporting these activities remotely is clearly more challenging.”

Tim Oldman, CEO, Leesman



Looking Beyond WFH

From an enterprise perspective, the vast majority of companies we speak with say that this work-from-home period has gone better than expected. The challenges on everyone’s mind are, how will we reopen our physical workplaces? How do we stagger workforce reentry? Is it possible to keep people healthy and maintain productivity? Safe, efficient return-to-workplace strategies are possible, if we focus both on smart near-term tactics and holistic, long-term solutions.

What factors should you consider as people return to the workplace?

While there is no one-size-fits-all solution—and guidance will change as scientific findings and regulations evolve—we're offering insights to inform your near-term, return-to-workplace tactics. While we specialize in the built environment, we advocate for behavior change as the most critical factor in keeping people healthy. And while the environment can be a significant catalyst for changing behavior, the environment alone cannot keep people safe. Creating policies and a culture that makes it easy for people to stay home when they are sick is likely the most effective way to mitigate risk of infection.



Physical Controls

- Reduce in-person interaction.
 - Limit or stop desk sharing.
 - Implement a rigorous reservation and desk cleaning regimen.
 - Make it mandatory for people to wear cloth face coverings.
 - Allow people to work from home as much as possible.
 - Require people to wash hands.
 - Require people to stay home when sick.
-



Design and Environmental Controls

- Reduce density.
 - Consider physical barriers where necessary.*
 - Increase ventilation rates and percentage of circulating outdoor air.
 - Clean/sanitize regularly.
 - Use disinfectants such as bleach.
-



Administrative Controls

- Redistribute responsibilities to reduce contact between individuals.
- Use technology to facilitate communication.
- Implement flexible work hours.
- Implement flexible meeting options.
- Close facilities in accordance with government guidelines.

Prioritize Holistic Community Measures

While it will be helpful to increase the physical space between workers (especially those with more stationary work locations) during periods of minimal to moderate transmission risk, the reality is that workplaces are very fluid. For example, we can separate desks by six feet or two meters, but we can't stop people from walking to a restroom or getting a coffee in a break room. For this reason, holistic policies like staggering work schedules and limiting the number of employees in a location are likely to be the most effective.

As you work to mitigate the spread of infection in the physical workplace, consider [these guidelines](#) from Johns Hopkins and the American Enterprise Institute (AEI), and note that mitigation of infection does not eliminate the risk of infection completely.

* Guidance on partitions in the workplace varies. The National Institute for Occupational Safety and Health (NIOSH) suggests screens between employees and customers, but not necessarily between employees if a six foot/two meter or more separation is possible. The Occupational Safety and Health Administration recommends installing physical barriers such as clear plastic sneeze guards between employees and customers. EU-OSHA suggests an 'impervious barrier, especially if people are not able to keep a six-foot or two-meter distance from each other.'



Go with the Flow

Consider the overall “flow” of a space. People move around fluidly; they don’t just stay at individual workstations. Redesigning how people flow throughout a space can impact both the likely distance between people and the amount of time they spend in certain places, thereby improving safety.

One way to start is by using Lean thinking, which inspired [HMPS](#), or the Herman Miller Performance System. Visualize people’s movements (using a ‘spaghetti chart’), and then make adjustments that promote distancing and, ideally, speed up the time it takes for them to complete activities. Historically this approach has worked for retailers, like IKEA, with high foot traffic. But we believe this thinking could be helpful to a wider range of spaces during COVID-19, from manufacturing plants to hospitals and even offices.

Technology has a role to play here, too. You can use room scheduling and desk booking tools, like [Robin](#), to dynamically limit access to certain areas in an effort to drive safer behaviors. A smart scheduling system can also help you plan cleaning times between meetings.

Think Beyond Screens

Putting up screens makes sense in certain places, like checkout counters where physical distancing is hard to achieve. But we are concerned by headlines like “offices will never be the same” and the idea that 24-inch panels between workstations are solutions that will prevent the spread of disease.

Recent visualizations of how cough particles behave, like this research from [Aalto University](#), highlight the potential ineffectiveness of low partitions as a solution, mainly because these particles circulate high in the air. As a furniture manufacturer we could obviously benefit from selling these panels, but we caution against such solutions in many cases unless it is part of a broader strategy.

Use Data to Decide Who Goes Back First

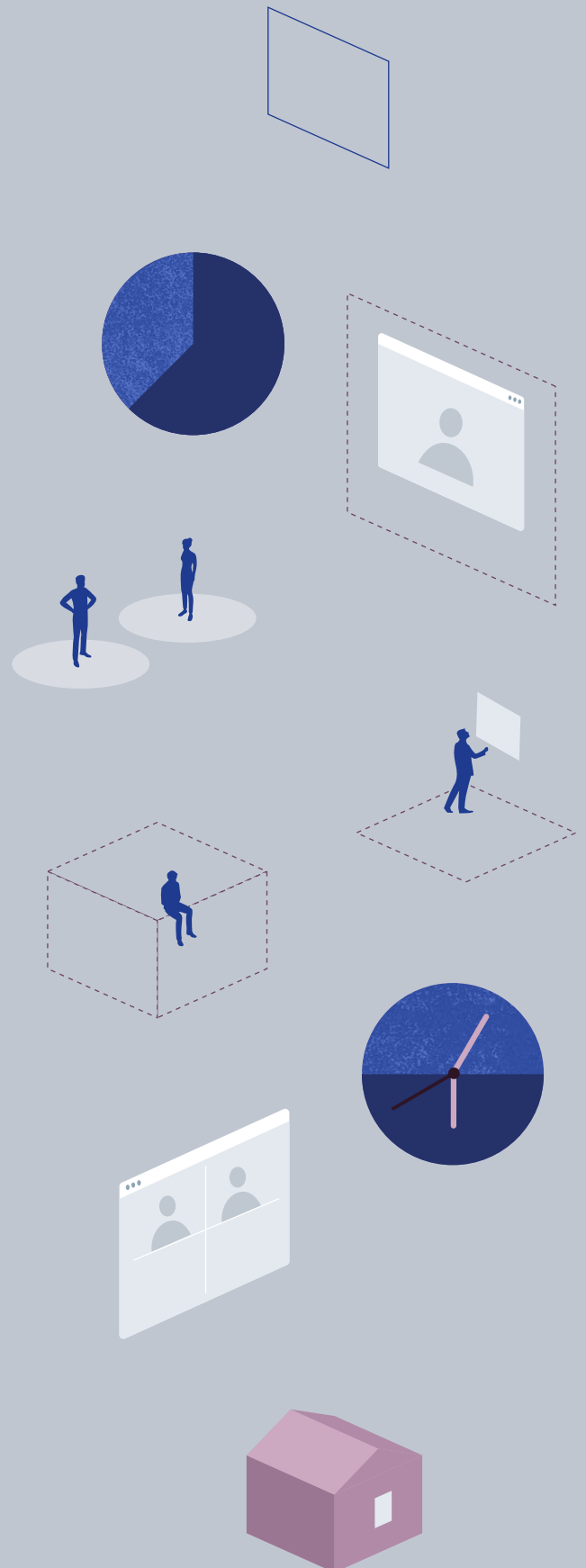
Based on what we have learned from studying distributed teams and early COVID-19 data, we believe this decision should be made by teams across three key dimensions:

- 1. How much in-person interaction is required for a team to be successful (e.g. document editors vs scrum masters)?**
- 2. How well are teams and their work processes enabled from a remote technology perspective (e.g. a developer with a laptop vs an engineer with a desktop)?**
- 3. How likely is it that team members will have challenges working from home (e.g. the parent juggling homeschool duties and work obligations vs. someone who lives alone and does mostly heads-down work)?**

We recommend administering an anonymous survey that provides answers to these questions and can be sorted by team averages, such as the [Leesman Home Working Assessment](#). Based on this type of data, you can determine which teams require the most in-person interaction, are least enabled from a technology perspective, and have the most at-home-work challenges. Prioritize helping these teams return to the workplace first.

When administering employee surveys, do so more than once. A team member may be having challenges working from home because their partner and children are at home with them. But these circumstances may change.

Finally, don't overlook relevant utilization data that you may have gathered with sensors via a smart office system like [Live Platform](#). Pre-COVID-19 space usage trends can help you determine which teams use the office most, as well as periods of peak space utilization. These insights will be useful when designing your team's reintroduction and staggering strategy.



Support Teams Working Remotely

You can use an assessment tool like the surveys previously mentioned to determine who continues to work in a distributed manner for a longer period of time, and to pinpoint which teams could stay remote in the long run. Either way, it is critical to ensure these teams are adequately supported for high-performance remote work.

Consider adopting agile practices for these teams, including more frequent “stand up” meetings and clearer OKRs, or Objectives and Key Results, to help them deal with challenges of remote environments.

Be sure to provide the ergonomic furnishings and integrated technology platforms people need to be comfortable and productive while working from home. Then, outfit your physical office with the right furniture and tools to enhance collaboration with remote colleagues. [Research](#) from our collaboration with Logitech provides tips on how.

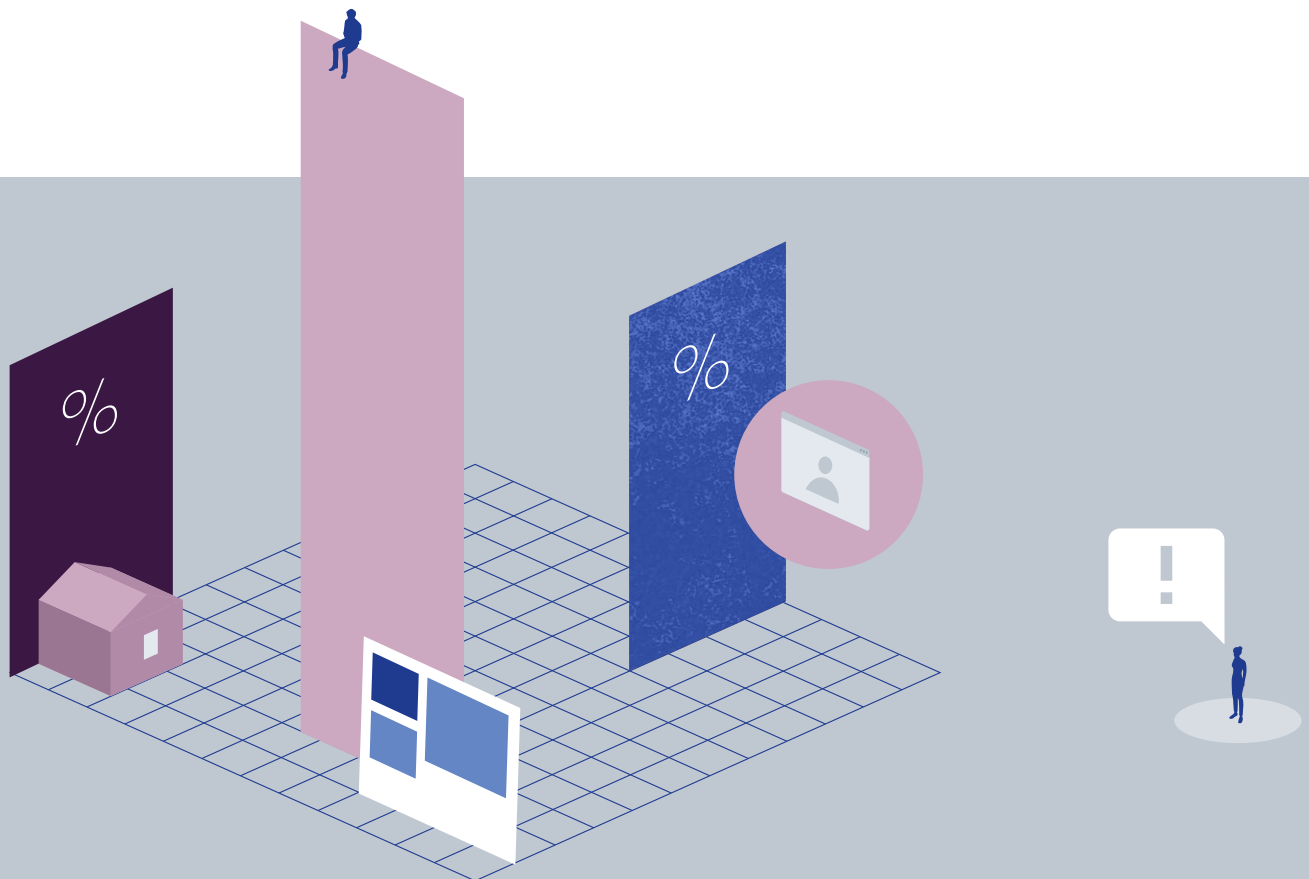
We have also created [this diagnostic tool](#) to help your employees improve their own work-from-home setups.

Overcommunicate

During any crisis or period of above-average change, organizations need to embrace over communication. Consider Franklin D. Roosevelt’s fireside chats during the Great Depression and World War II. These informal radio updates brought people comfort and boosted confidence during a time of great crisis.

At Herman Miller, we have an internal Instagram-like social network, which is our key internal news feed. Having such a platform is especially critical during these times because it allows you to efficiently broadcast leadership videos on key change management topics. It also gives employees a chance to have a dialogue about various issues.

This is also a period where anonymous change management “pulse check” surveys are important because not everyone feels comfortable raising their hand in a public forum. In these surveys, you can ask questions like “how do you feel about the measures being taken during your return to work?” and “what additional ideas do you have to help us ensure the safety of the team?”.



How We're Returning to the Workplace in Hong Kong

We're taking the pulse of global best practices for returning to the physical workplace, starting with our own return to the office in Hong Kong. The guidelines we're following have been established by the government and are different than those implemented in other regions. Here's an example of how we're helping people safely return to the workplace at our showroom in Hong Kong.

- Documenting those with the infection
- Reducing density with a sign-up schedule for working in the office, and encouraging ongoing work from home
- Capturing employee temperatures, via infrared camera, to determine who can access the building
- Establishing entry procedures for the workplace, including temperature re-checks, mandatory face masks and hand sanitizer use
- Cleaning and disinfecting facilities twice daily

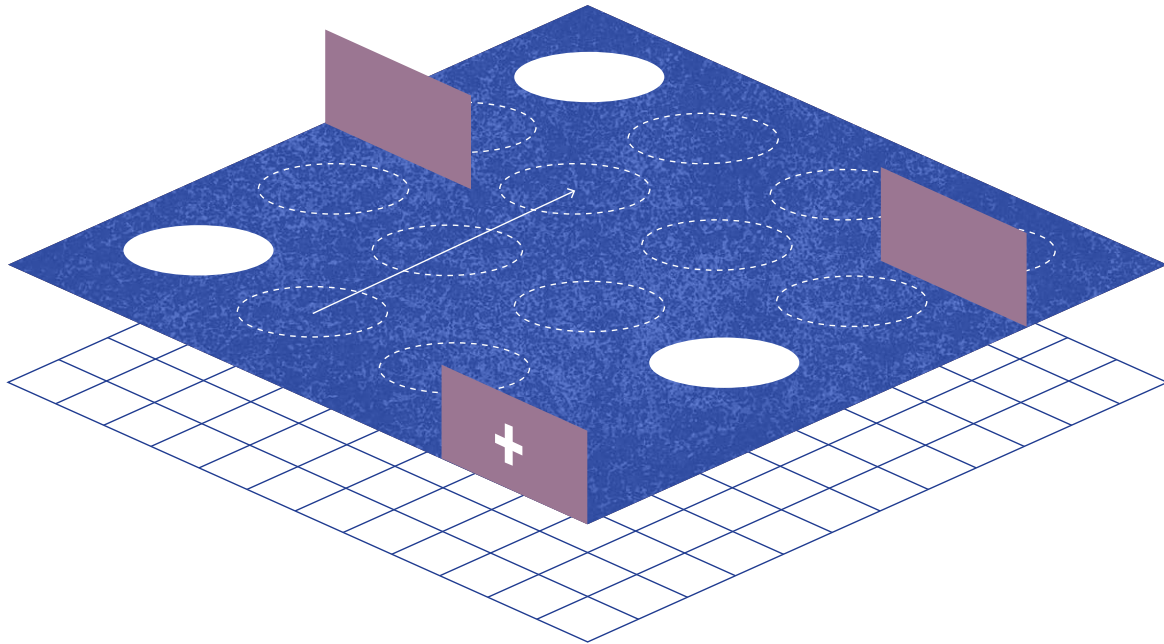


“Our top priority as we return to work in Hong Kong is giving people the support they need to stay healthy and productive, whether they are working in the office or at home. So far, our rigorous protocols are working, and we're very optimistic that it will stay that way.”

Kartik Shethia, VP of Asia Pacific, Herman Miller

Start Taking Action Now

Since the longer-term workplace implications from COVID-19 are still evolving, we can help you establish early best practices for helping people return to the physical workplace—or continue working from home. Here's a checklist you can follow to make sure you are keeping people's well-being top-of-mind, no matter where they are working. All recommendations are based on guidelines from the CDC, NIOSH, the World Health Organization, OSHA, and other reputable groups.



Work-from-Home Checklist

- ☐ Understand the challenges of helping everyone stay connected and engaged.
- ☐ Rely on technology tools that keep you connected throughout the day.
- ☐ Make sure important conversations and decisions include all team members.
- ☐ Get creative with ideas for socializing digitally.
- ☐ Regularly check in with team members.
- ☐ Establish outcome-driven performance metrics.
- ☐ Ensure that all people working remotely have the right technology and connectivity tools to efficiently accomplish their work.
- ☐ Regularly gauge the effectiveness of work-from-home employee experiences.

Return-to-Workplace Checklist

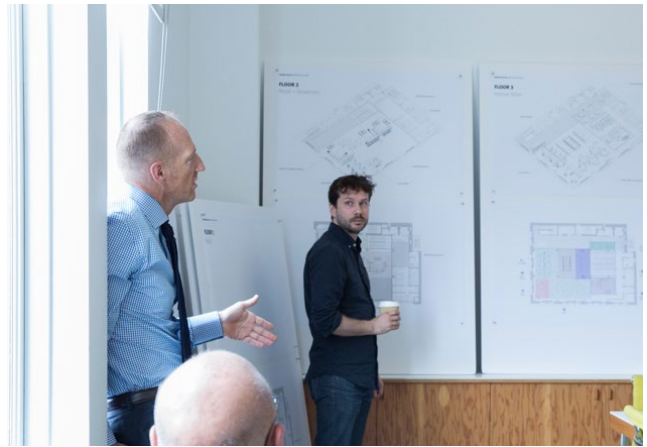
- ☐ Reduce in-person interaction.
- ☐ Limit or stop desk sharing.
- ☐ Implement a rigorous reservation or desk cleaning regimen.
- ☐ Make it mandatory for people to wear cloth masks.
- ☐ Allow people to work from home as much as possible.
- ☐ Require people to wash hands.
- ☐ Require that people stay home when sick.

How should you adjust your workplace strategies for an uncertain future?

While addressing the immediate needs of helping people to return to the workplace is critical, it's equally important that you implement long-term strategies that will help your business and people thrive. That means looking at your approach through a multi-faceted lens, including management methods and cultural norms. Here are a few places to start.

Connect Cross-Functional Decisions About People

Whether you are trying to decide “who goes back to work first?” or “how can we better equip distributed teams?” one truth rises to the top: never before have the decisions of Facilities, HR, and IT been so interdependent. Is it time for these traditionally disparate functions to come together under the umbrella of a true Chief People Officer? At a minimum, we recommend organizations create stronger coordination (e.g. a Steering Committee or regular “stand-ups”) between these teams as the interdependency of these functions accelerates post-COVID-19.



Embrace Safety and Serendipity

Creating great workplaces that improve team connectivity will continue to be one of the most powerful levers an organization can use to achieve improved productivity, and to attract and keep top talent. Herman Miller partnered with Leesman to study the impact of workplace design on employee experience. Aggregated employee [survey results](#) after a redesign showed a 25% increase in agreement with the statement “My workplace helps me be more productive,” and a 28% increase agreement with the statement “My workplace gives me a sense of community.” This dynamic has survived crises in the past (think Hong Kong post-SARS), and we believe it will continue to be true once our communities begin to reconnect in person.

Rather than focusing on dividers, successful future workplaces will better weave in safety features that don’t compromise workplace comfort and connectivity. Examples include:

- 1. Improved air quality and ventilation**
- 2. Increased surface and material cleanability through simplified design**
- 3. Minimize the number of high-touch actions through gesture and voice control technologies, dynamic scheduling, and service on demand**



“Our community of work is now being built with smaller bricks. This crisis is bringing our spaces more quickly into alignment.”

Matthew Stares, VP of Global Real Estate,
Architecture and Development, Herman Miller

Design Physical Spaces Around Virtual Work

Coming out of this crisis, your organization may decide that it makes sense to keep some teams working remotely. If you don't, chances are your vendors and other external stakeholders will. This will result in fewer in-person meetings and more video calls.

The agile way we are taking “video calls” from our laptops will continue. Many will be 1:1, via virtual meeting technology, and will not always require the dedicated video conferencing rooms many of us currently have. Rather, we will need to increase the availability of private phone booths, or havens, as we call them at Herman Miller. These are areas with acoustic and visual privacy ([like Framery](#)) where people can take a quick video call away from their desk. Maintained by a rigorous cleaning schedule, these phone booths make it easy for people to avoid many of the shared-space headaches people are experiencing at home right now.

Expedite Your Workplace Strategy

There is a meme currently circulating the internet that says, “Who led the digital strategy of your company? a) CEO, b) CTO, c) COVID-19.” Can you guess which answer was circled? COVID-19 is teaching all of us how to be more agile. As Bill George, former CEO and Harvard Business School professor, recently said, “If you were planning changes over the next three years, try and make them in the next three months.”

While this period will (and should) necessitate changes to workplace strategies, we believe the physical workplace will continue to play a critical role coming out of this crisis. In a period that will be characterized by very rapid social and technological innovation, we will need to be proactive—and human-centered—in our approach to workplace strategy.



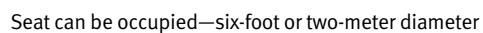
What design considerations can help people work safely?

According to the CDC, the physical distancing guidelines that we're all following when we venture out to the store apply to the workplace as well. That means we need to stay at least six feet or two meters apart in the workplace—from the center point of every chair in the office or between people. Moreover, we need to ensure that people can build the connections they need to effectively do work and maintain a sense of belonging.

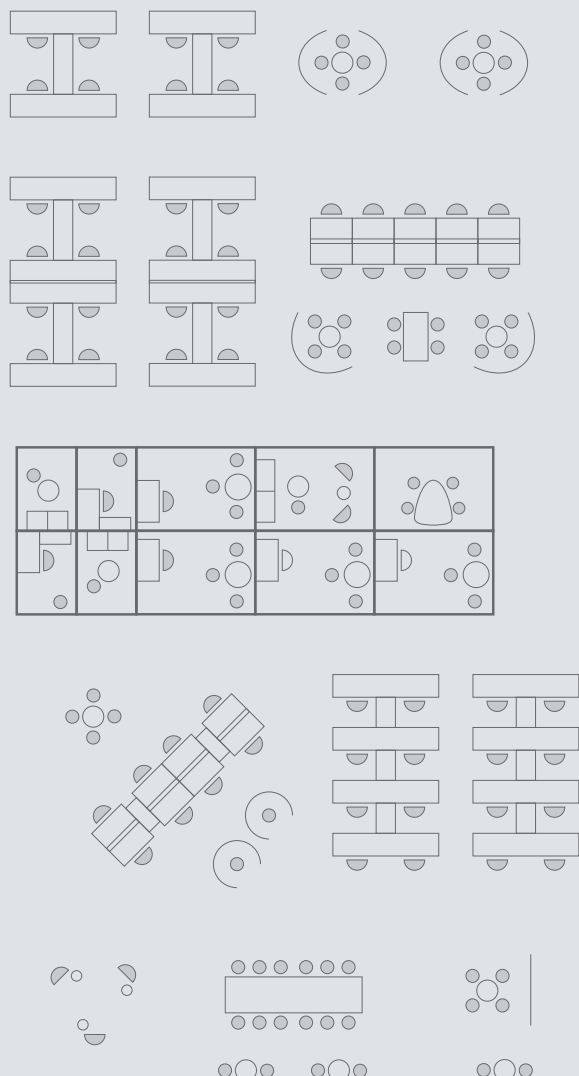
Planning with Workplace Scenarios

Workplace scenario planning is a useful tool that can help you create a phased return-to-workplace strategy for your employees. This approach can help you determine which departments or teams might return to the office or continue work-from-home practices.

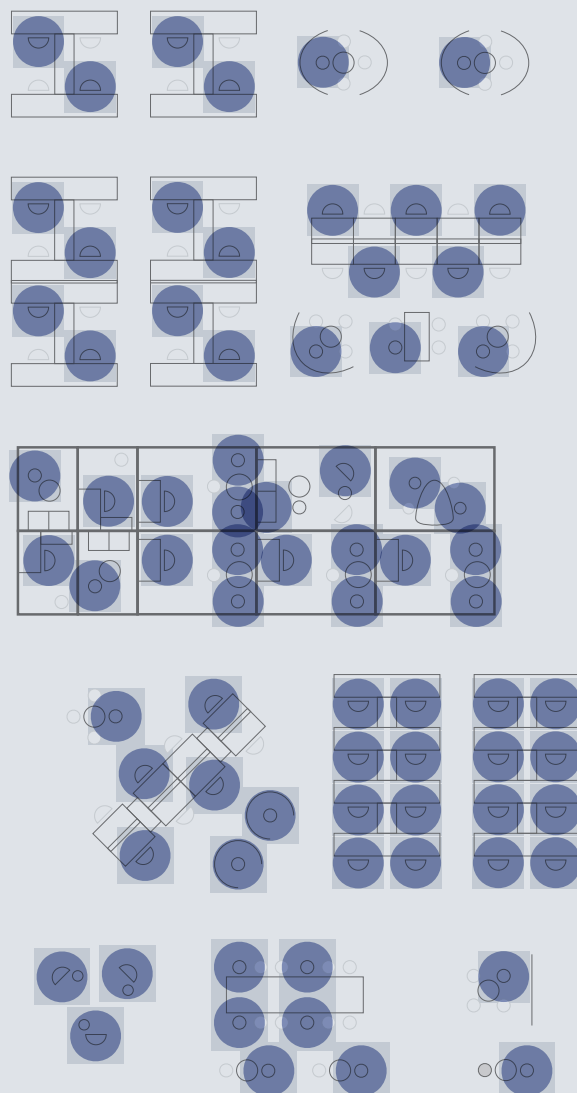
This scenario shows a reduction in total seats that will help people maintain a six-foot physical distance while they work. We converted collaborative and conference room seating to individual workpoints so more people would have places to work.



Before



After



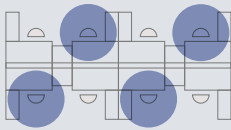
Explore Workstation Scenarios

While every situation will be different, these layout examples begin to look at seat proximity studies that give you options to consider for keeping people six feet or two meters apart as they work. The following explorations include staggered reentry, reduced density, or shifts in workstation orientation scenarios.

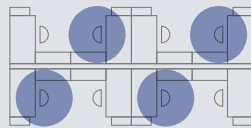
Staggered Desk Assignment

- Alternating days
- No desk sharing
- Less density per day

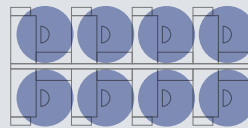
● Seat can be occupied—six-foot or two-meter diameter



Benching
8 person to 4 person



Alternating Outbound Orientation
8 person to 4 person

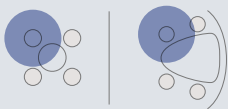


Forward-Facing Orientation

Ancillary Space Example

- Shift to an overflow workpoint
- Alternate spaces for video conferencing

● Seat can be occupied—six-foot or two-meter diameter



Collaborative Space
Shift to individual workpoint
8 to 2 seats

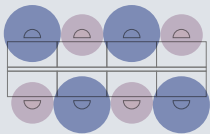
A Client Workstation Scenario

These are scenarios we created for a banking company. We modeled staggered desk assignments and compared that option to physical furniture changes. The first scenario provides a quick, no-cost solution. The second is being considered for the longer-term strategy.

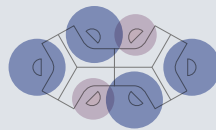
Staggered Desk Assignment Scenario

- Alternating days
- No desk sharing
- Less density per day

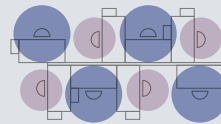
● Day 1 User ● Day 2 User



Benching
8 person to 4 person



120 Layout
6 person to 4 person

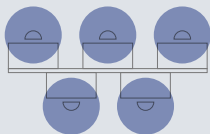


Alternating Orientation
8 person to 4 person

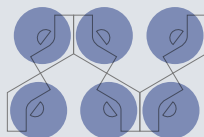
Dedicated Desk Assignment Scenario

- Furniture adjustments required
- No desk sharing
- Increased density per day

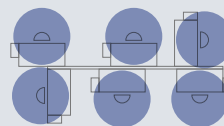
● Dedicated Daily User



Benching
5 person



120 Layout
6 person



Alternating Orientation
8 person to 6 person

Make the Most of Your Meeting Rooms

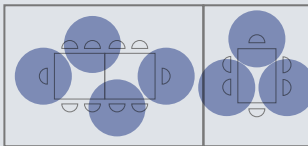
Given the need to keep people six feet or two meters apart, many organizations are making most meetings virtual. This is a trend we see extending beyond the current crisis, so it's smart to consider how you might use or repurpose those rooms moving forward. Here are a few ideas to consider:

- Reduce occupancy of enclosed spaces.
- Increase frequency of cleaning high-turnover shared spaces throughout the day.
- Leverage scheduling tools to integrate cleaning time between meetings.
- Shift meeting room use to individual desks to make up for the density lost in the rest of the floorplate.
- Consider ways to improve air exchange to enhance air quality.

Reduce Occupancy of Enclosed Spaces

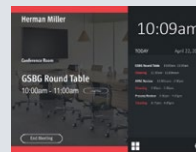
- No furniture changes
- May require chair storage

● Seat can be occupied—six-foot or two-meter diameter



Meeting Room A
10 seats to 4 seats

Meeting Room B
6 seats to 3 seats

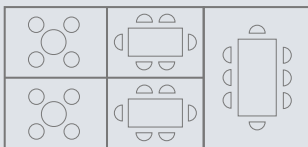


Scheduled Cleaning Protocol
Between each meeting

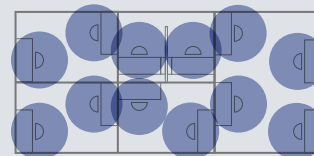
Alternative Applications

- Furniture adjustments required
- Increased floor density per day

● Seat can be occupied—six-foot or two-meter diameter



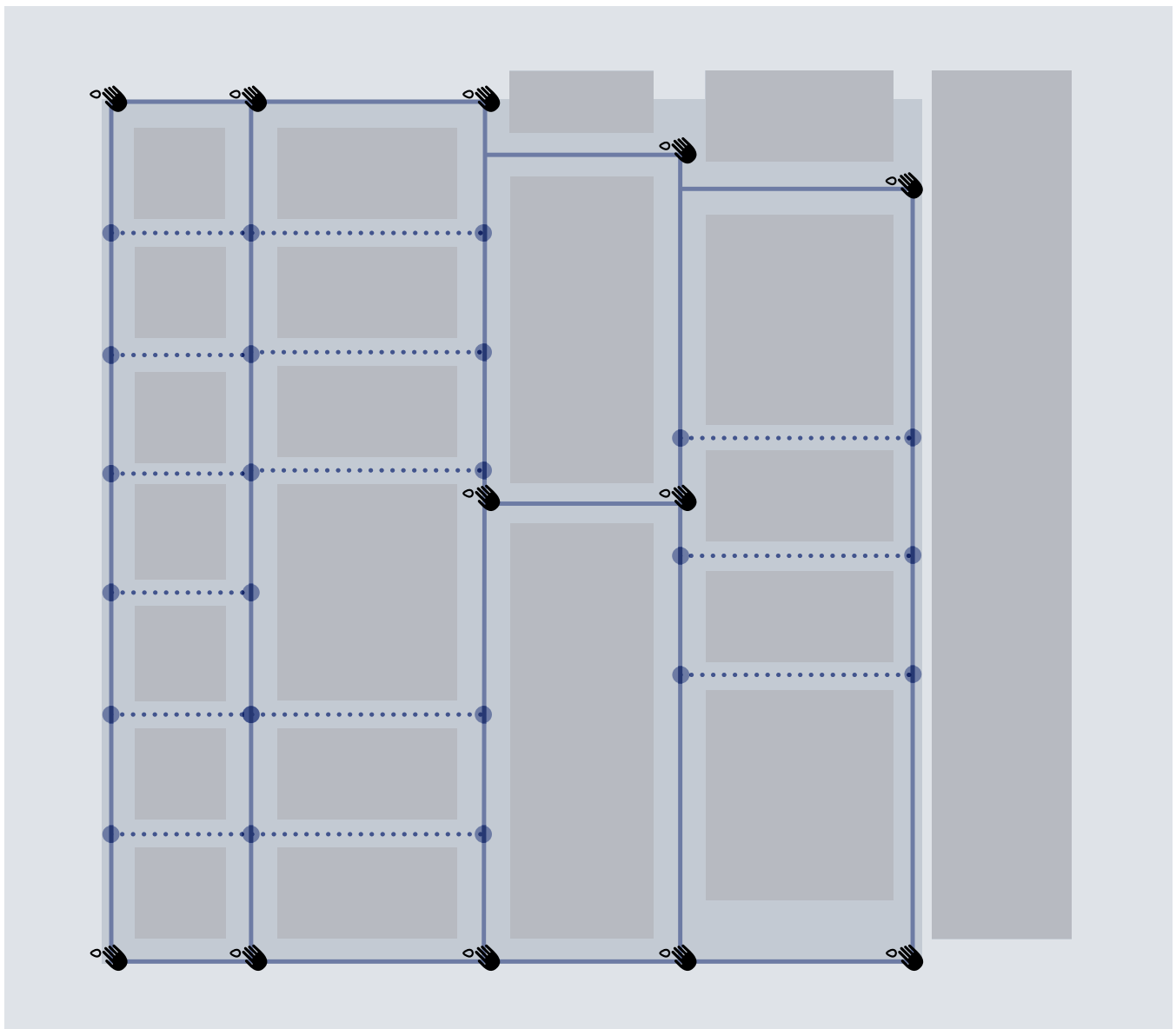
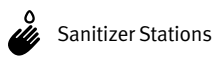
Existing Meeting Rooms



Convert to Workpoints
12-seat exploration

Prioritize Circulation Space and Sanitizing Stations

In addition to making sure everyone has hand and surface sanitizer at their desks, adding sanitizer and hand-washing stations and rooms will be critical as your people return to the workplace. Consider dedicating some of your underused meeting rooms to sanitizing. Also, quantitatively assess your circulation space. To do this, conduct a visibility analysis using space syntax to determine the optimal locations for sanitizing stations and identify less integrated corridors for traffic flow redirection.




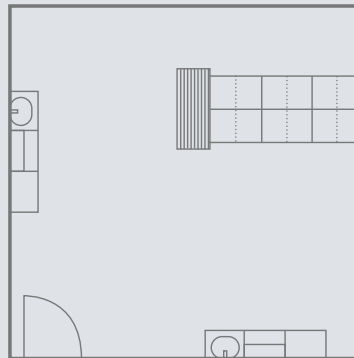
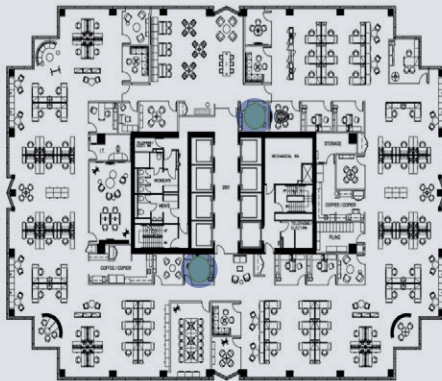
A Client Sanitizing Room Scenario

In this example, we explored what would happen if a client converted meeting rooms into spaces for sanitizing. These included lockers, sinks, and seating benches and were located at the entrances and exits of buildings.

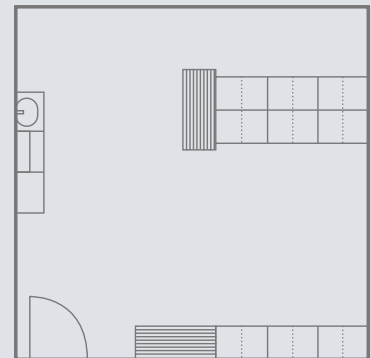
Convert Meeting Rooms to Sanitizing and Storage

- Lockers for storage before entry or exit
- Sanitizer station options
- Bench seating

 **Sanitizing Areas**
Near building entrance or elevator lobby



Room Option A
2 sanitizing stations and lockers



Room Option B
1 sanitizing station and lockers

On the Surface

Creating physical and perceived boundaries in your space will be critical to maintaining people's comfort and safety as they come back to work. Nevertheless, keep in mind that boundary, surfaces, and antimicrobials aren't necessarily effective, although they can make people feel psychologically more comfortable.

According to the *New England Journal of Medicine*, "the virus can live on surfaces for [days at a time](#), and it can float for [three hours](#) in the air, waiting to infect people who breathe it in." Additionally, "The new coronavirus can also last up to three days on plastic and stainless steel...porous fabrics for 24 hours."

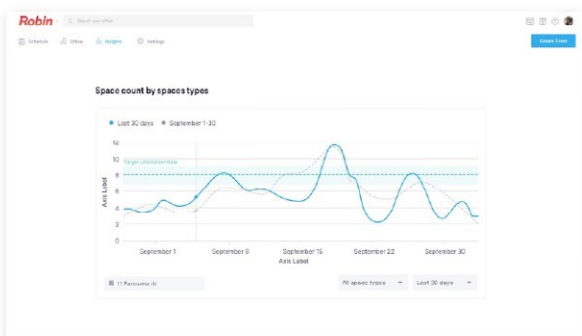
There are many surfaces in a building that are not anti-microbial, like doorknobs, etc. Extra (hospital-like) cleaning regimens, increased air exchange, mask use, and testing/contact tracing will likely make a bigger difference in actual mitigation.



Use Data to Inform Workplace Decisions

Space utilization data is one of your most useful tools when deciding who should return to the workplace and how you should reallocate space. If you aren't already collecting utilization data, consider using a tool like [Live PlatformSM](#). It's a smart office system that uses sensors to gather real-time data on how and when your people are using the workplace.

We recently used utilization data to help one organization model potential changes to their office after COVID-19. This resulted in the reduction of individual workstations, accommodations for physical distancing, repurposed meeting rooms, the addition of sanitizer stations, and an increase in phone booths.



How Data Can Help

Planning and Phasing Return to Workplace for Physical Distancing

Use pre-COVID data and benchmarks to guide and inform workplace planning.

Recalibrating Unassigned Seating Strategy

Use pre-COVID data and benchmarks to guide and inform strategies.

Modeling Real Estate Scenarios

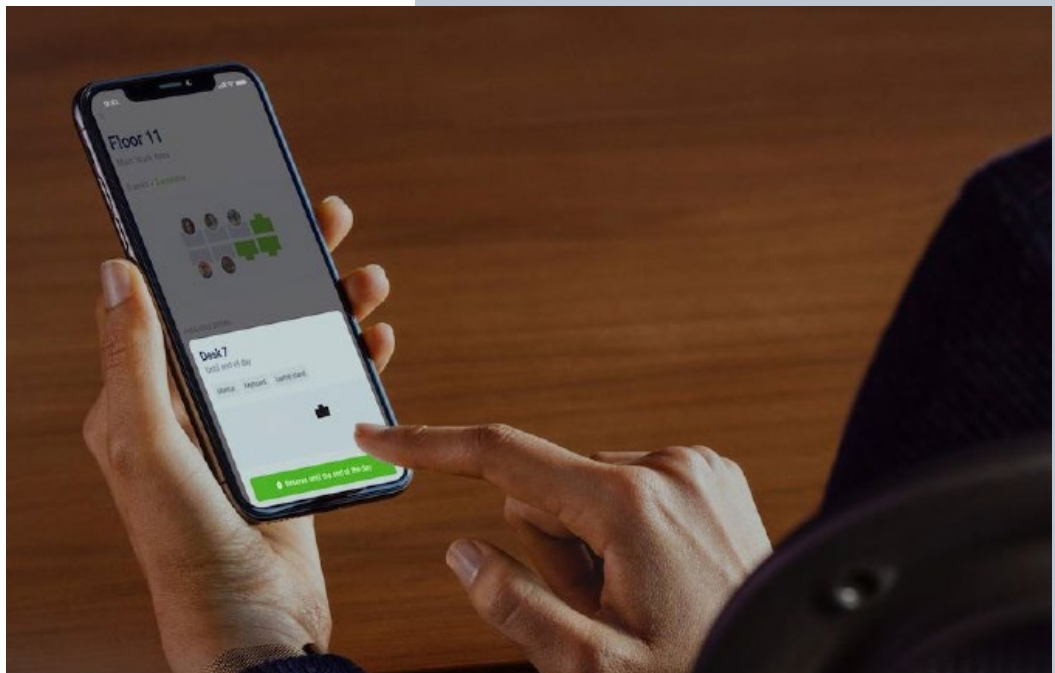
Explore utilization data by campus, facility, floor, space, and zones.

Support Employees with Desk Check-ins

Implement a smart desk reservation system that signals when desks are available for use.

Support Change Management Initiatives

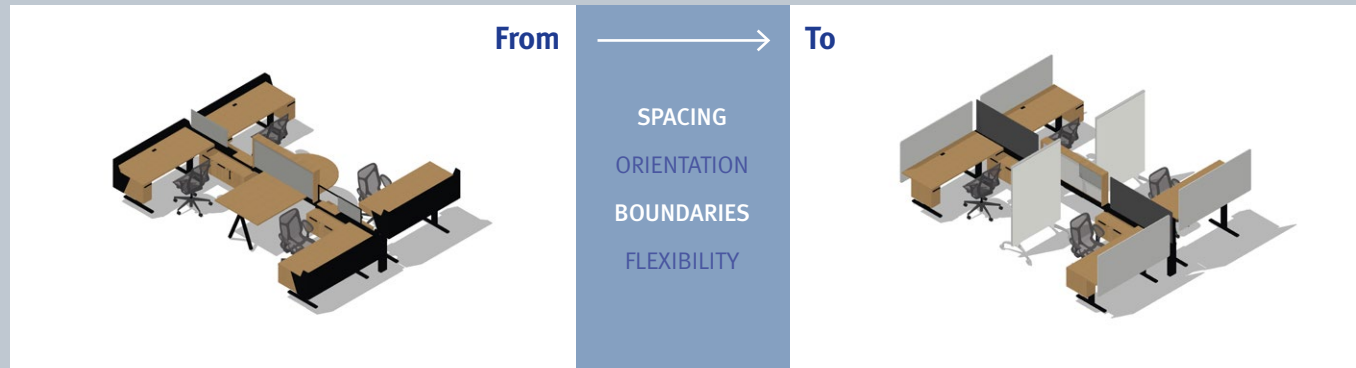
Use data to inform workplace change and evolution strategies.



What types of floorplan adjustments can you make to promote physical distancing?

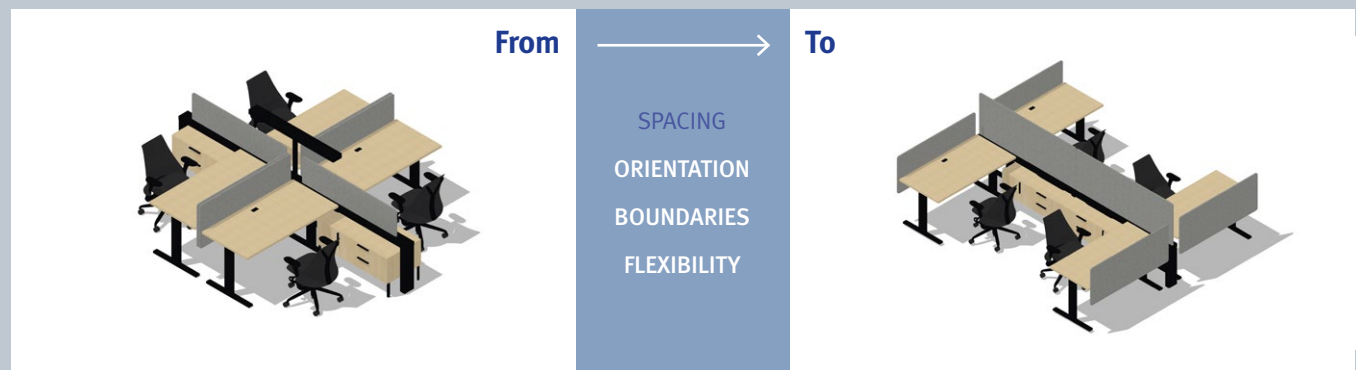
While changes in your environment alone can't keep people fully protected from infection (behavior change is key!), it's a great place to start. By making basic adjustments to the spacing, orientation, boundaries, and flexibility of your space, you can encourage people to maintain an appropriate physical distance from one another. In this section, we'll explore what those adjustments look like in desk, bench, individual workpoint, collaborative, and neighborhood settings. You'll notice that some of our applications do include screens. We'd like to re-emphasize that it's unclear if screens prevent the spread of infection. They can, however, offer some level of psychological comfort to the people who occupy a space.

Desk Settings



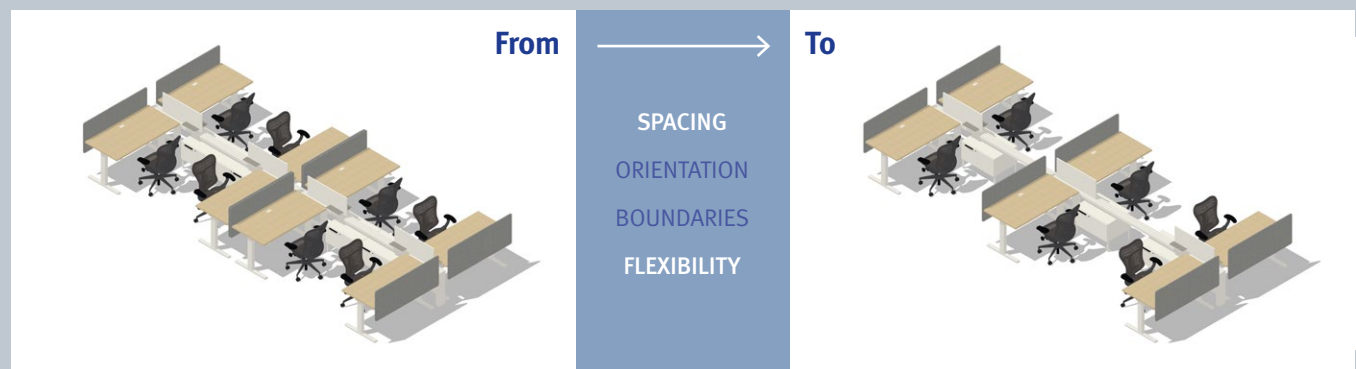
What Changed

- Removed collaborative tables
- Added mobile whiteboards



What Changed

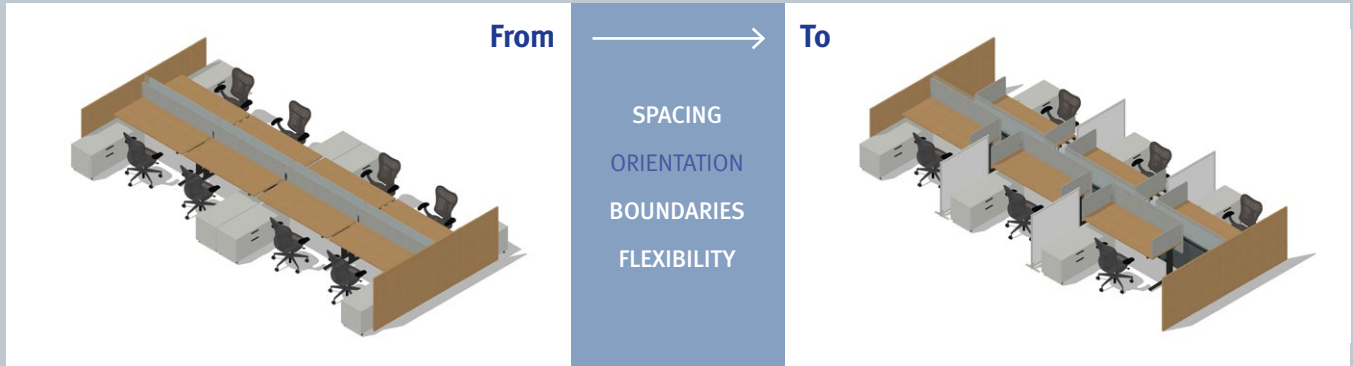
- Turned desks outbound
- Increased screen height



What Changed

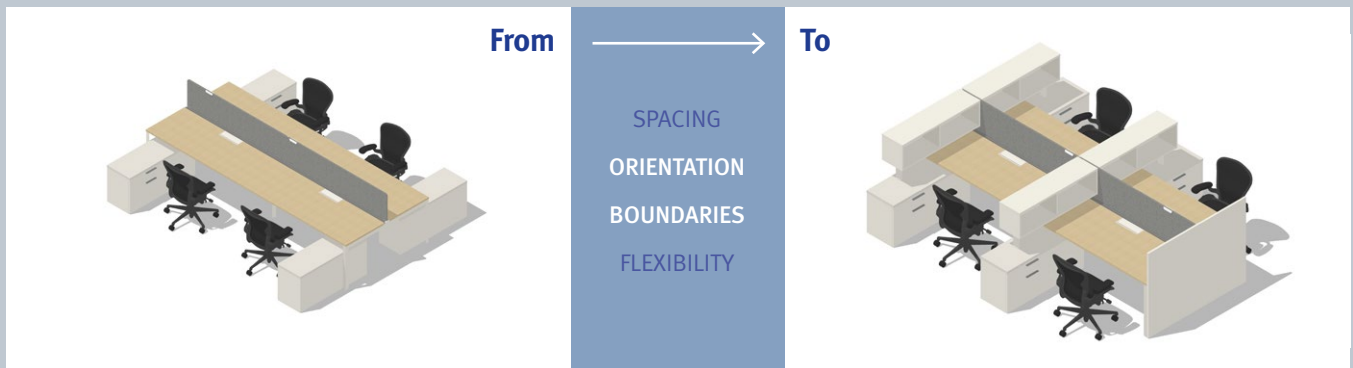
- Removed two desks
- Increased spacing between seats to 6' (2m)

Bench Settings



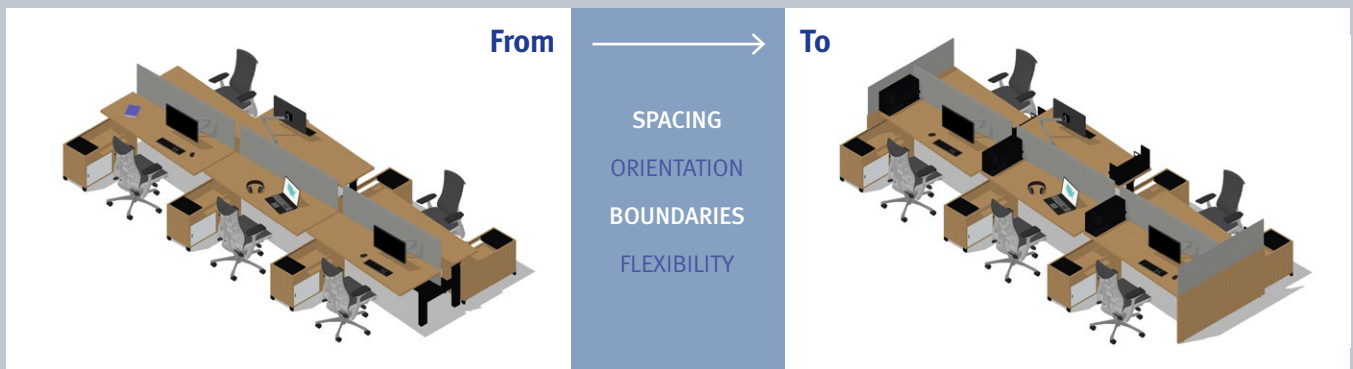
What Changed

- Increased spacing between seats / staggered desks
- Added boundary screens



What Changed

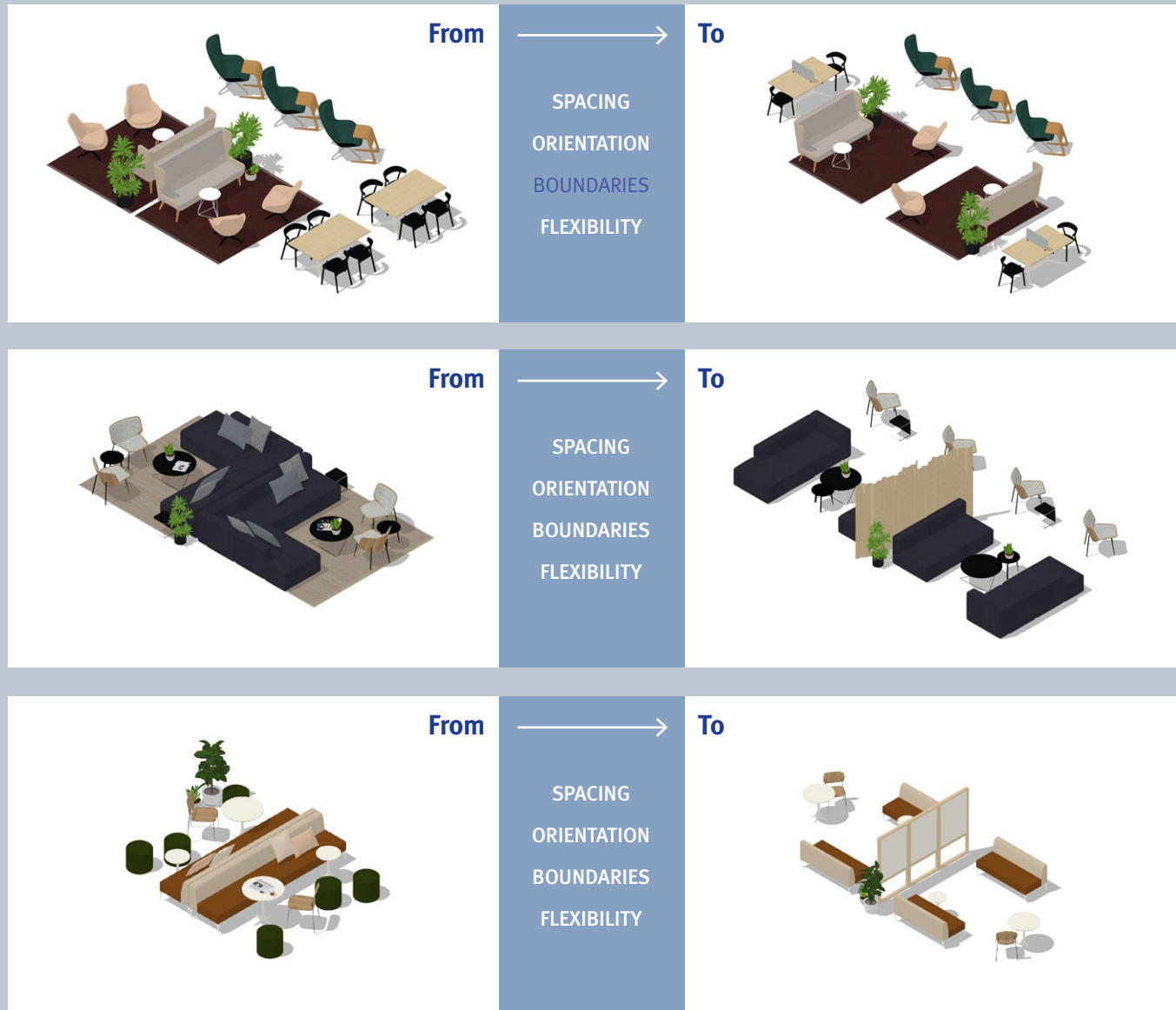
- Added gallery panels for circulation boundaries
- Added storage cubbies for increased boundaries



What Changed

- Removed two desks
- Increased spacing between seats to 6' (2m)

Collaborative Settings



Maintain Suggested 6-foot or 2-meter Distance

Similar to workstations and conference areas, ancillary spaces should continue to maintain the six-foot or two-meter distance between coworkers.

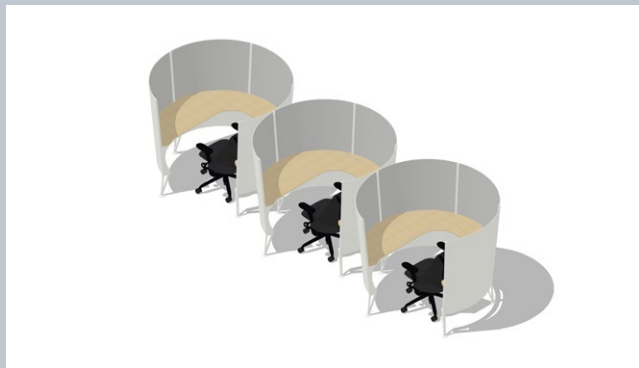
Remove Unnecessary Items

Removing items such as pillows and accessories will reduce the number of surfaces to touch and clean.

Rearrange Durable Products

For ancillary areas with less cleanable materials, we suggest repurposing products from another area for a temporary solution. For example, consider using café furniture to replace a less cleanable ancillary setting.

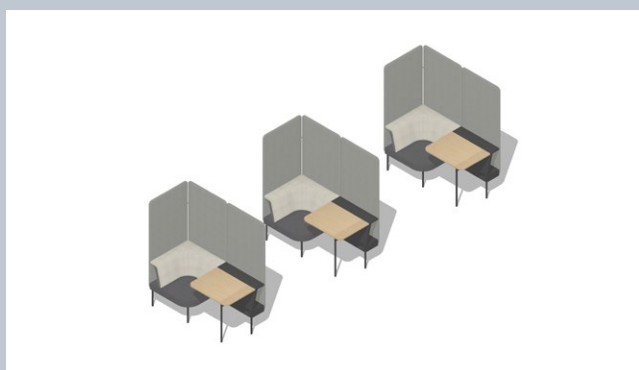
Individual Workpoint Settings



Prospect
Configuration 1

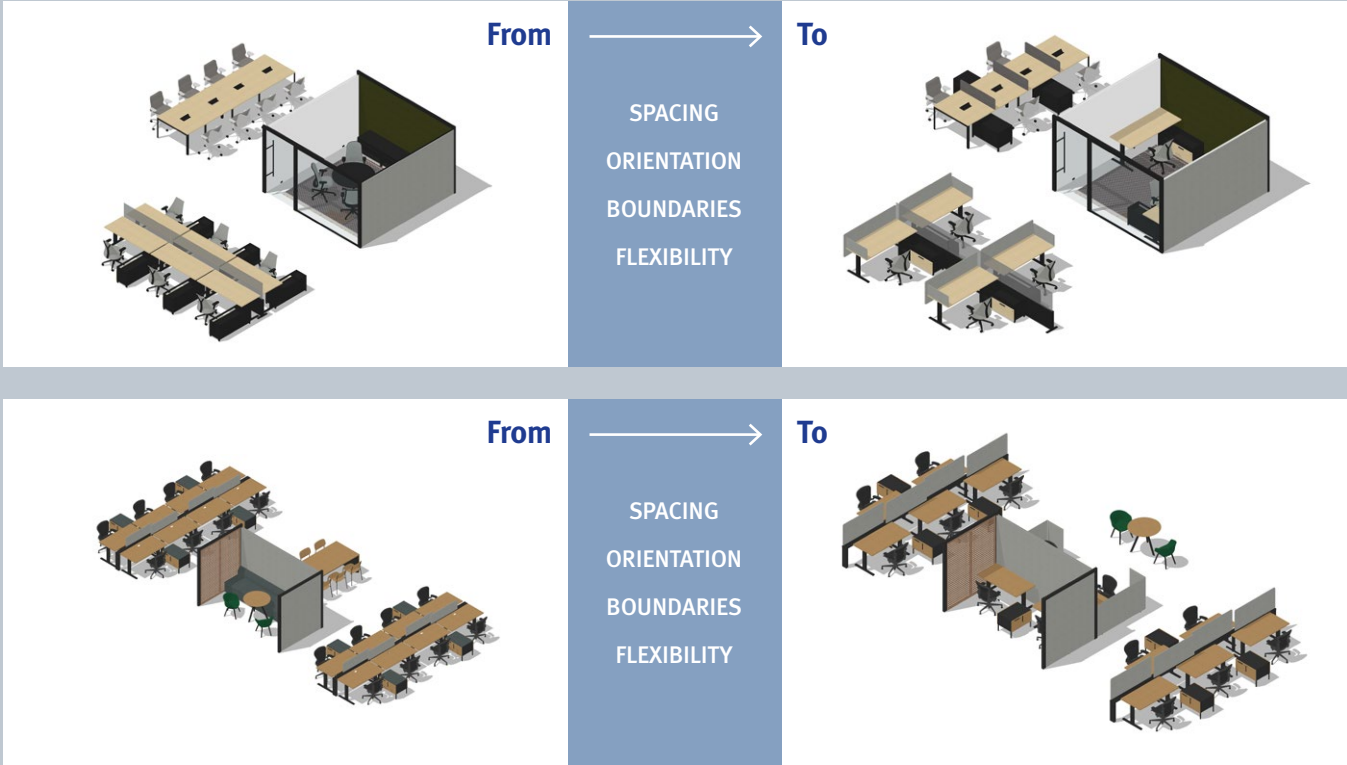


Prospect
Configuration 2



Public Office Landscape

Neighborhoods



What's Next?

While we need to take immediate action to help each other through this crisis, more environmental, economic, and cultural disruptions may be in our future. How can we combine what we know about the work experience with what we will learn from this unfolding crisis—and our response—to help us prepare for and confidently embrace the unpredictable future that lies before us? We need to think beyond immediate solutions and envision new ways of engaging with each other. This is a tremendous opportunity to reevaluate our mindsets and shape a bold new world together.

Herman Miller is uniquely equipped to take a long view of the future and help you face unexpected changes with confidence. We have over 70 years of research and insight into human needs and behaviors to bolster us, and we're learning new things every day. We also believe that as people, it's our duty to care for one another, both now and in the future. Regardless of the changes we face, the best outcomes will result from a coordinated and collaborative approach.

For more insights on work and the workplace, please visit hermanmiller.com/research/. If you'd like to explore helpful ideas for managing your workplace during the current crisis, visit hermanmiller.com/covid-19/.

