Designing Communication Triggers for the Flexible Office Setting-Appendix

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Appendix A: Research Questions

- How is the relationship of colleagues in the flexible office setup?
- How is the communication in the flexible office setup?
- How is the overall productivity of the team in the flexible office setup? What sort of obstacles/frictions do employees experience? Which of those are cause by the physical separation? Why?
- What is the essence of physical togetherness? What aspect does it bring to teamworks? What dimensions of this aspect is replicable/attainable through design?
- What can be beneficial for the relationship between colleagues in a flexible office setup? How can this be enhanced?
- In what stages of the work routine can have an intervention to achieve a beneficial outcome?
- What are the technologies that can be useful for this intervention? How can it be integrated in an office environment?
- What type of data can be useful for eliminating the current frictions? How can this data be used in a meaningful way for the user?
- How should the interaction between the possible design solution and the user be? How can I make users feel comfortable while interacting with the possible solution? Do the users have any red lines (limits)? What sort of data is OK to use? What are the sensibilities in this area?
Appendix B: Interview Props

Interview Plan and Questions

Hello, I am Nazli. Currently I am doing my graduation project at TU Delft for Design for Interaction. For the project, I am particularly interested in the teams at AMS work. The way you communicate, interact and how your personality affects these aspects are the main focus of my study. In the end I aim to come a detailed understanding of team needs in here and design to minimize the frictions that emerge from the flexible setting of the AMS office. For this I have a few questions.

1. What kind of work do you do here in AMS?
   1. What are the different collaborations you have here in AMS? What are your positions in these projects?
   2. What sort of outcome are you aiming for? In these projects? (ask for each of them)
   3. How do you organize your team work? (in terms of document storage, planning etc.)
   4. How do you catch up with each other? How do you make sure that you are up to date with the rest of the team?
   5. Tell me about your meetings. How do you organize them?
   6. How do you make use of the office space? How do you determine in which room to have your meeting on? Why?

2. Tell me about the teams you work with, what makes you consider them as teams? With how many people do you work with?
   1. And the other people in your team? What are their positions? What do they do?
   2. Can you tell me about the relationships between your team members? Who asks for help from who? Who gives approval to who etc?
   3. How about your schedules? Are they synced in in a special way? Are all of you in the office all the time? Or are there days that some team members work somewhere else?
   4. What was the last issue you had because of this schedule conflict? Have you had any other issues? How did you manage this conflict? Was it effective? Is this the way you’ve always handled such conflicts?
   5. Even when all of you are in the office, can you always sit together? Does this cause any issues? Can you locate your team mates easily?

   1. How do you deal with physical separation?
   6. What do you base your seat selection on? Which are the most important things the influence your decision? Do you have little tips and tricks to sit as a team?

3. Let’s think about last week. What did you do with your team? How did you start working on Monday and how did you end Friday? What were the points that you got in touch with your team throughout the week?

4. I see that X,Y and Z are the most common interaction you have with your team so let’s briefly talk about those.
   1. When was the last time you did X? Can you walk me through it? What are your rituals with this interaction?
   2. Were you in the same environment during this interaction? What were the up/downsides of this situation? How often does this happen? How do you deal with it?
   3. Do you prefer to be physically in the same space as your team members when doing X? Why?

5. What does team space mean to you?

Thank you for taking the time to answer my questions.
Team Map Template
## Team Activity Cards

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Idea Sharing</strong></td>
<td>Opinion sharing to unclog the brainpipes. Not a solution but a gentle push.</td>
</tr>
<tr>
<td><strong>Mentoring</strong></td>
<td>For mentors and apprentices, includes feedback and approval.</td>
</tr>
<tr>
<td><strong>Consensus Forming</strong></td>
<td>Team discussions, choosing between alternatives. Concerns BIG DECISIONS.</td>
</tr>
<tr>
<td><strong>Brainstorming</strong></td>
<td>Long sessions to identify/solve a problem.</td>
</tr>
<tr>
<td><strong>Quick Opinion Sharing</strong></td>
<td>What do you think of this? Which alternative do you prefer? Concerns SMALL DECISIONS.</td>
</tr>
<tr>
<td><strong>Work Monitoring</strong></td>
<td>What are the team mates doing? What has been done?</td>
</tr>
<tr>
<td><strong>Crisis Management</strong></td>
<td>An urgent action that needs to be taken by someone else in the team that concerns your work.</td>
</tr>
<tr>
<td><strong>Help/Trouble Shooting</strong></td>
<td>Super quick tips, know-hows shared between team-mates.</td>
</tr>
<tr>
<td><strong>Motivating Each Other</strong></td>
<td>Seeing your team mates work. Feeling like a part of the team.</td>
</tr>
<tr>
<td><strong>Division of Tasks</strong></td>
<td>An organic and unplanned way of helping others.</td>
</tr>
<tr>
<td><strong>Passing Work On</strong></td>
<td>When building on the work of someone else, we need explanations. It takes time to take-over what has been done before.</td>
</tr>
<tr>
<td><strong>Planning</strong></td>
<td>Long term planning or sprint planning. A meeting.</td>
</tr>
</tbody>
</table>

**Joker Interaction**

- ........................................
- ........................................
- ........................................

**Joker Interaction**

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**Joker Interaction**

- ........................................
- ........................................
- ........................................
Weekly Team Time Line
Appendix C: Co-Creation Session Props

Session Script

13:30 Introduction – Hello everybody, glad you could join us this afternoon and welcome to our co-creation session. Some of you might have already seen us walking around or even been interviewed by one of us, however we will shortly introduce ourselves so everybody knows who we are and what we are doing. Afterwards we will ask you to also introduce yourself to us and the group. “3 introductions – who you are, what you study and what your project is.” -- introductions --. Alright, so the goal of this session is to get ideas from you, who we consider experts in the field of flexible office usage. Through some activities we will ask you to come up with ideas which focus on different aspects of working in a flexible office and how to improve working in a flexible office.

13:38 Storyline – To get started, we would like to ask you to create a visual representation of a “regular” day in the office on this timeline sheet. We have several tools available for you to create your timeline. You can draw on the paper, write or we have a selection of icons you can use. If you use these icons I would suggest you just tape them onto the piece of paper. You can also draw on the icons to add something to it. You can use all tools but you don’t have to use all. The goal is to create a visualisation of how you see a regular day on which you visit the office. It also doesn’t have to be a perfect representation, since there is no such thing as a regular day. Try to finish it in 5 minutes. In the following activity we will ask you to pass your visual to somebody else, so if you have personal information you prefer not to share you can leave it out.

13:43 15 Opportunity based improvement – Alright, now you all have created your visual work day, we would like to ask you to pass it to the person next to you clockwise. We would like you to come up with ideas for tools which could improve someone’s day in the flexible office. For inspiration we have printed cards here. There are two types of cards. On the one you will find questions. You can look through these cards and see how you could improve the day focusing on this question. We also have cards with the prototypes from the office on them. If you have an idea of how you can implement these prototypes into the visual you can use them as well. You can also elaborate on prototypes if you think it has a good implication if change it a little. If you are not sure what each prototype tries to achieve we have printed the posters as well, so you can check them out. You don’t have to use any of these cards if you have other ideas, they are just here for you if you want some inspiration. You can also use a card for multiple ideas if you feel inspired. Like the previous activity, you can make drawings on post-its or write something down instead. You can also make a papercraft object if you feel like it is the best way to express your idea. It is important to remember that there are no wrong answers, so feel free to create whatever comes up. After about 20 minutes we will continue with the next part of this session. Also feel free to talk with your neighbours about your ideas.

14:03 Voting – and that is it. We see that you created a lot of ideas, very nice. Now we would like to ask you to tape the visual and the ideas on the wall so we can clearly see all of them. You get two post-its/sticker thingies, a green and a pink one. With the yellow mark the idea you think is the best, with the pink mark the idea you like the most. If you don’t recognize what an idea is, ask around so you can make sure you are voting on.

14:07 10 discussion - -- address the most liked and the best ideas --

14:25 Wrap-up – So that is it from us for today. We would like to thank you for participating in this co-creation session. Did you enjoy it? – wait for response – Alright, the three of us are just starting out here, so for us this was also an introduction of how we work. So for us it this was just the beginning of our project.
In the future we will probably ask you a few more times to join sessions like this or try out prototypes we will scatter around the office. So you will likely see and hear us around for the coming weeks. Do you have any questions right now? – wait for response – We would like to thank you again and see you soon.

**Time Line**

**One Day at the Office**
For this part, we would like to ask you to think about your day at the office (let’s say yesterday) what did you do? Can you add them to the timeline below? Here are some tips to keep in mind:
- Feel free to add as many events as you want in your day.
- Try to think about everything, not just work related stuff.
- The way you express the events are entirely up to you, you can sketch, write etc.
Activities

- Walking
- Asking a question
- Lunch
- Meeting
- Walking
- Coffee
- Working
- Public transit
- Talking
- Working
- Cycling
- Smoke break
- Finding workplace
- Travel by car
Opportunity Cards

Finding a Place
How can you find your preferred workplace?

Finding New People
How can you find new people to work with?

Prefereed Work Environment
How can you create your preferred work environment?

Self Expression
How can you express yourself in the office?

Engaging With New People
How can you engage with new people?

Privacy
How can you make an open office feel more private?
Prototype Cards

"TOPO"

"COMMUNITY FOREST"

"MEET"

"COZONE"

"GEMMA"

"MEMBRAIN"
Appendix D: Statement Cards

There are temporary and permanent teams.

“It is interesting what you define as team, because I feel like I am part of the research and valorization team and that’s also how we call ourselves like we have an R&V team meeting so it’s like this feels like we are a team but then we have also I mean for certain projects so we work together with certain people from communication, from outside and that could also be described as a team but that’s more temporary.”

Doing the same thing enhances the feeling of “team”.

I think it’s like the main activities that we do are the same. So as I said I am working on the smart mobility theme, then there’s people working on 5 other themes and there is like an overall manager of that team there is some people that are somehow related to the team, part of the team but they don’t have a specific topic but we see each other as a team yeah it has a meeting etc.”

Collaboration, responsiveness, looking out for each other are some of the things that feeds the feeling of “team.”

The work that we do is similar to each other and the thing that makes it a team is that, yeah, we also try to discuss what’s happening within our program, we collaborate on that, sometimes we ask for feedback, we try to... if somebody has a problem we try to solve it within the team so there is a lot of reasons why it’s called a team and yeah because of the kind of work that we do its like we look out for each other when we seek each other have a certain kind of problem and also in the kind of work.. we somehow are responsible for each other.
Team members lookout for each other.

If somebody falls away within the team somebody else within the team has to pick it up.

New teams can be formed depending with small projects. These are different than others.

Then we have teams that work on a certain event or work on a small project.

Temporary teams tend to be more multidisciplinary, in terms of the work they do.

So it was multidisciplinary so to say, and the R&V team is also multi disciplinary in the sense of topics but in essence it is single disciplinary if we look at the kind of work that we do.
Clear task definition is important in temporary groups. (Events)

“Because it was an event for me it was important that there would be an overall document describing everybody’s tasks……. So that was actually the basis of our collaboration.”

Cloud services are used to facilitate planning and group communication.

“from that operational plan everybody kind of knew what was their task so it was really oriented on meeting but also updating each other through this kind of document.”

“It was actually just a word document on our dropbox.”

“The busiest person is prioritized in team meetings, they serves as a decision maker in a way.

“Their agendas were not as full as mine so I’d propose a date, I would say like can you meet then and then, that was OK for them, let’s meet and so I would ask them or another office manager if there was a room available …. basically it was quite straightforward”
Not all meetings take place in a meeting room, depending on the nature of the meeting, the location and the scheduling can be quite informal.

“sometimes it was like oh yeah lets just sit somewhere where there was a spot which was not even a meeting room for example the space next to the office manager.”

“…..so we didn’t need always to have a room reserved.”

Room reservation may happen according to the meeting activity.

“(on activities that has special needs)...but thats also when you need to reserve the room beforehand because there is less flexiblility on the space that you want to use.”

Even scheduled meetings can have a change of nature due to participant’s inconsistency. A flexible meeting room comes in handy in these situations.

“Its nice to have this kind of multipurpose rooms that you can change in a second from presentation to idk a workshop...e.g. there was one plenary session where you needed the chairs in a theater setting but then we had breakouts so all the other rooms had to be in like a conference setting, where you sit around an "o" shaped table.”
Common activities amplify the feelings of “team”.

I think it’s like the main activities that we do are the same. So as I said I am working on the smart mobility theme, then there’s people working on 5 other themes and there is like an overall manager of that team there is some people that are somehow related to the team, part of the team but they don’t have a specific topic but we see each other as a team yeah it has a meeting etc.”

working together means: Making decisions together, keeping up with each other, planning, discussing the outcomes.

“(On working together)... like discussing the way we go forward, is it the right approach, advice, back and forth going like what did you do this week, what happened during that meeting so really informing each other of the work and together also make decisions like do we want to go forward with that or do we want to skip that which meeting will you go to, if we are invited to the same meeting for example it is always interesting to see if we go both, if nobody goes, if one of goes.. if there is something that needs discussion...we always do that during our weekly meetings”

Informal gathering in the workflow is quite common. These gatherings are 10 mins long for example. These quick face to face discussions saves time.

“we are in touch on the workflow like everyday we are both here it’s an interesting thing of course like sometimes he is gone, sometimes I am gone for the meetings and then you miss sometimes those moments of informal exchange of information and getting together. What I like to do is normally when I see him, later on today today do you have 10 minutes to discuss this and this and this if it can not wait for our weekly meetings. But otherwise we call or we email also of course part of the... but it’s easy when you are working on the same floor to go to each other and discuss it right away... saves time ”
The big meetings are planned on fixed days of the week depending on the presence of the most people.

“We have kind of within the team we have said like thursday we have this meeting the R&V meeting so its a day where most of the team is the whole day here then I have tuesday, I have this bilateral meetings with stefan so that's two days that slightly that we see each other”

The communication preference and patterns of their team mates influence the channel choice people use. This is a know-how that comes with time and knowing people.

“depending also on who you want to reach within the team because you know that some people are frequently using a certain kind of communication means... so I have my WhatsApp on my laptop so when I am working on my laptop I am quite actively using WhatsApp for communication and people know that... but I also know that some people also don't have that so may it’s easier to send them a direct text message or an email even because they are working on their computer and reading emails but not their phone so its a little bit like the knowledge that you gain from the people that you work with.

Speed is not the only reason to prefer face to face interaction. The directness of the interactions comes from being able to sense what the other one is feeling.

“that I like is that there is direct response, not in the sense of the answer comes directly but you can also see how people react to certain types of things... gestures or idk faces or feelings that you get when somebody hears your story and reacts on it and that sometimes gets lost in emails or messages. ... If you can sense what the other one is feeling it gets more direct.”
Working from home causes minor FOMO.

“Yeah sometimes when you are at home, working from home of working from an external location you know that other people are together it’s like maybe you are missing out on something, but that’s quite limited because you always know that you catch up with people like the next day and most days it is not that urgent.”

People can not fully keep track of each other’s schedules.

“What is sometimes annoying is that you don’t know when people are away or that people don’t know when I am away. So there is a lot of people that have part-time contracts here...there is a whole lot of configurations(of days)and for me with some people it’s know that it’s their off day but even within the team I am not aware of sometimes what are the days that people are gone and I am talking about meetings because those can happen totally irregularly but even like the days that they have their kid at home or smith like that. ”

When team mates are away and busy the workflow may get stuck because of unanswered questions.

“Sometimes you would like to have a quite fast answer from somebody, that does not happen too much but sometimes its really I need to know oh, I just go to somebody, ask this question and continue my work. So when somebody is here it’s real helpful if somebody is at home but available on the phone thats also easy but if somebody is working whole day in a workshop and can not answer email or phone or directly then you don’t get directly the answers but you wait for them to finish their activity”
Seat selection is based on the work activity scheduled on that certain day.

“Sometimes it is also by choice that you go sit somewhere where you are not as visible as some other times. So what I personally like to do is that when I need to concentrate a little bit more I use this space with a door, the door is always open but nobody can see me when they enter the building. So it gives you a little bit more... people are aware that you are here but it gives you more privacy and closed off environment here you can work quietly.”

Walking to other team mates is not a big issue if they are in the office.

“If I think that I need Stefan for a lot a question I would probably sit closer to him but in general it’s easy to find everybody here and not a big matter if you don’t sit together. and in that sense out scope of work is really depending on completely nearness, we are not depending on each other within our team to progress .”

People try to touch upon most of the things in the fixed planned meetings. Big team interactions take place in these meetings.

“So al lot of things(interactions) focus on these moments that I’ve planned already with e.g. Stefan and the meeting that we have on Thursday. And also the setup of these meetings are in a way that a lot of elements are touched upon.”
**P01**

**Quick opinion sharing happens throughout the week, is not planned. Can also be between various people.**

"I think quick opinion sharing is throughout the week"
"I mean this is like the informal meetings like if I have a question about a project and it needs to be involved somebody who knows more about energy I would just walk to my colleague working on that just share opinions and then get immediate reaction."

**When people have difficulty in locating one another they wait for the instances in the day where the majority is together. (aka lunch)**

"(on locating the person you need) well that depends indeed on availability, on when and where... you sometimes know that people are in the building, you walk around and you don't see them or you wait for lunch when there is like a moment where we mostly are together, that's part of our social system so to say."

**Crisis management can happen anytime, not just on specific meetings.**

"This was unrelated to any moment I just shared this with somebody with my team, so this is like independent from when you meet your team, when you sit together. It was just happening at a certain moment there was this kind of... the idea of the team as a backup." (on crisis management card.)
Passing work on, doesn’t really schedule on a weekly basis. It happens on special occasions like when you have a new team mate or so.

“This is more like, it’s an interesting one but it’s more.. I mean I wouldn’t say that it fits in kind of a weekly basis I mean it’s more like when you have a new colleague or something.” (on passing work on.)

Before the meetings and agenda on dropbox paper is prepared and shared. This document is edited during the meeting as well.

“For this one (thursday meetings) we use dropbox paper so it’s like a live document and... so yeah we mostly stefan would or sometimes somebody else one day before makes a new agenda for the meeting and it’s based on the long term agenda that we use every week but sometimes there are points more pressing than others.” “So it’s shared beforehand and then everybody can add posts to the agenda and that’s actually kind of points that can go on during the week.”

There are different sections in the agenda.

“and we have like items so for example there is also always and it’s called help questions so people can directly ask for help during that meeting if they need smith to be done or if they need contact with a certain partner. They want to know who’s involved in what. So it’s the direct questions. You can also see them in your agenda so you can prepare for the meeting.”
The agenda transforms to meeting summary during the meeting.

“The whole idea of this system is that during the meeting if we talk about a certain topic we write down what's been said on the topic so agenda it becomes actually during the meetings the minutes. And because everybody has access to it it's not shared again everybody is expected to look back to see about the information about what was said...”

Knowing how to approach each other, and means of communication creates team space.

“I don't believe that teams depend on rooms although it is nice to have a space where you can share your ideas I think it is a way of working together and a away of knowing how to approach each other and communicate with each other. "It doesn't depend only on the space it's about the means of communication and the way of interaction to get.”

Some communication groups can be used out of it’s purpose. Mostly the case on informal ones.

“But if I have a direct question to somebody and I know that he doesn’t use Slack so it’s no use, and also I know that this lunch group for informal things it’s quite easy to...”
Locating people can be problematic.

“Sometimes you realize only later in the day that somebody is here because they are working on a spot that you didn’t know yet.”
Teams can have sub teams. these are defined by who works with whom and the communication frequency.

“So we have Caspar and this is the dataviz team, sub-team then and then we have Alessandro he is kind of the boss... and there is Achileas and there is Marco and these are other sub-teams. Probably there is someone else but I don't meet with these people a lot so it's mainly myself, Caspar and Alessandro for the data visualisation.”

Work is not limited to office hours. (Inspiration)

“What also happens is that sometimes in the weekend I get an idea and then I just make it very quickly in 3d in unity and then I discuss it the week after with him. And what also happens so in that sense you're right what you started with, we come with our own designs but sometimes he finds something on internet sometimes I do and then we send it to each other. We use Slack.”

Scheduling depends on the number of the stakeholders.

“Sometimes we do(schedule) because apart from us two we have also Clever Franke which is a Design Agency,...., because these are very busy people and if we need to meet with them then we have to schedule in advance.”
There is at least one fixed day that people who work together prefer to be physically at the same place. Depending on the stakeholder size these days have scheduled events or not.

"But apart from that Caspar and I are always here on Wednesdays so we come in the morning at 9 and we’ll just see how it goes actually."

"yeah it(being at the office on Wednesdays) was decided already a year ago because we had frequently meetings with all of these people (showing the whole team) and we decided upon wednesday because they was the most suitable for everyone. Those meetings became less and less but we decided to stick with the Wednesday to come here."

Depending on the stakeholder size meetings may not be schedules. The room selection happens depending on the nature of the meeting and availability in these cases.

"It(the room selections)’s more randomly because these brainstorm sessions are mainly not scheduled at all its very ad hoc and we just walk around and see which rooms are free."
Some teams do not use flexible space. They claim a certain territory.

“I say our room so this flex work is maybe we don’t use the flex space that much, actually I don’t. I always sit in the same place officially it is also flex I guess but we kind of took the room right the first day of this building. It’s kind of UDL room so Alessandro and Achilleas is they are here they are also intuit same room.”

Speed and variety of medium makes remote communication less problematic.

“(on slack working efficiently) Yeah I think so, yeah at one hand yes because people tend to reply very quickly so it’s like almost like calling people so that’s very handy and with the addition that you can actually send images or documents sometimes I just sen a design in the slack channel to see what people think about it.”

Too much team notification becomes distracting at some point.

“But the downside is that if I’m working on something else I also have these slack messages popping up and that’s kind of distracting.”
Keeping up with a high number of stakeholders (approx. more than 3) requires scheduling and meeting.

(On keeping up on what others do) “Casper and I know pretty well of each other what we're doing and Alessandro included by the way but with the whole team we have bi-weekly sessions and then quite informal but it’s kind of a everyone is telling in a minute what they are doing. Just standard updates.”

Overlap in the topic of interest contributes to the feeling of team.

“First of all, the overlap in topic that we research it's about data science actually and my subteam is data visualization so we work on the same topic… And also with the Achileas and these poeple(shows the team) they are also data scientists. Urban data lab. So it's all about data for investigating problems around cities.”

There are informal relationships with the people outside the team.

“… I do have contact with the other people people here, we talk mostly informally because the formal connections are mostly done by Caspar and Alsesandro and we do have meetings with other people of course but the main context for me with other people is kind of informal, we just talk about sometimes about work and I give a demo and bla bla but mostly during lunch”
Sharing the work with people outside the team members contributes to motivation.

“(On demos) That’s curiosity mainly because when they walk by my office and they see all these VR equipment, they come in and I say would you like to try and blablabla... (so you like sharing your work?) Yes, I like it, I am very enthusiastic about the work so I like to share it.”

Two departments can be related in terms of planning their work according to each other.

“Typical deadline would be events where AMS would present itself for instance this event called we make the city that’s somewhere here in Amsterdam and I think everybody can give talks and demos and blablabla so that would be typically something suitable for showing this air pollution demo so that would be definitly a deadline and maybe there is some other event or project meeting that would be...”

“following the event schedules loosely”

Two departments can be related in terms of planning their work according to each other.

“For instance in this case (air pollution visualization) it would be nice if Casper and I would go to the Communication department, and then see what will happen in the near future and then see if we can show our demo there.”
Office is not the only place where teammates physically come together.

"In my case it is not such a big deal because as a freelancer I am kind of well, free to schedule my own time so for instance I went to see Alessandro last Monday in Delft so I just go to the to see him here so then the problem is solved well there was not really a problem I just wanted to speak to him and he was not here this week so I just go to him."

"This doesn't happen so much, I'd say once a month."

Feedback is given remotely.

"(what sort of questions do you ask on Slack?) Mainly feedback on first ideas and designs."

When physically in the same place the frequency of interaction is higher. People tend to collect their questions before asking them when they need to use a medium.

"It's more of a threshold to ask someone something if you have to use Slack then when the person is right in front of you. So today I showed Caspar already four times something in VR cause he's like 1 meter away from me."
Remote working triggers mild FOMO.

“maybe, It feels different when the whole team is here and I am the only one not here I feel kind of a fear of missing out.”

Locating people when you don’t know who does what is extra problematic.

“(locating people from other teams)I think that might be part of the issue. First of all I am not sure where they are located exactly and then maybe it’s my fault I don’t know the organization well enough to know exactly who is responsible for what. I guess I can just have a look on the website...”

Locating people when you don’t know who does what is extra problematic.

“So for example this air pollution idea I am not sure who took contact now within AMS a person that would be interested in this air pollution subject and there is no doubt someone is doing research on this but I wouldn’t know who that is so I would ask Casper and Alessandro because they have more knowledge of all the people here.”
People may have fixed days and flexible days.

“Today is one day that’s synchronized it’s the wednesday and I am always here on wednesday this other half day it’s kinda scattered around it’s mostly at my own office.”

People also attend to side tasks that are not actually there job.

“I am not the official supervisor, that’s Alessandro but I help him with typically troubleshooting.”

“Technical things”

Crisis management happen independent form scheduled events.

“Crisis management is kind of independent, that can be even on a friday or a monday, mostly via slack.”
There are some aspects of the group work that doesn’t need to be done as a group.

“Implementation, that is typically what I do on a Thursday then I don’t need that many people.”

Planning and work monitoring is done in scheduled meetings.

“These are together actually (planning and work monitoring) so this everbody’s telling what he’s been done and also the planning is discussed in the same bi-weekly meetings.”

Google docs is used to prepare content before the meetings. Everybody writes what they have done and what they will do.

“We have a document on google docs so everybody can edit at the same time, its what have you done in the past two weeks and what will you do during the next two weeks. Ans the structure is that this is done per sub-team so I think there are 4 sub teams in total and everybody is writing something about the past and the future.”
Questions and problems are not written down but expressed verbally.

“(on question and problem sharing during the meetings) I would not put them in the document, I would just say them in the meeting itself, so if it’s my turn to share what I’ve been doing and what I plan to do then I would say well I need this and this from that and that person can anyone help me with this and this so it’s quite informal actually.”

Joining the conversation organically is difficult when you are joining via video call

“(on joining remotely to the meetings) It’s very strange because you never know when you actually can say something unless you are asked to say something the of course it works but while the others are discussing you want to break in or say something relevant via Skype it is more difficult. Because you can not feel the timing.”

Personalization is important for team space creation.

“(On Team space) IT’s more than just a physical space, for me the thing that resembles this team space most right now in our office would be the slack channel, although I would prefer to have a big room like this and put all our work on the walls then it’s kind of like our living room and it would make it very personal or team specific.”
For the discussion of big things that involves many stakeholders fixed meetings are scheduled.

"We have team meeting usually on monday mornings that takes usually the whole morning so we can bring to the table everything that is going on, the agendas or is there any report coming up and if we need help from each other and otherwise we just talk or we mail, whatsapp, call, slack."

Team mates go to each other’s desks to have quick interactions. They are mobile with their laptops.

"I think we are all responsible for our own responsibilities within communication but we talk a lot like you would see us walking around with the computer like going to the there one's table and saying like have you seen this? or I have a question or what do you think about this. So we would walk to each other."

Email is used for communications that has a precedent so that anyone involved can have an overview of the past events.

"But otherwise we.. if it's something involving more people then we email I think. So that you see the email flow, what's going on and before it's these kind of things."
If I go to the head of the department it is more something that I am wondering about like is the right thing to do or what would be your input on this, what would be your insights, I think it’s more for advice, usually.

Common mailboxes are used for division of tasks through flagging. Sometimes clarification in person is needed.

For advice as well and for also timing and you know we have two common mail boxes if something is coming in the communication mailbox then we flag usually which one is doing what sometimes it can lead to confusion and then we just walk to each other and be like ooh did you see this mail are you gonna answer it or shall I do it. So these kind of things

Sitting together also triggers more communication.

I think there’s much more communication when you sit all together I think it’s natural as well. Maybe you will ask more things then when you were in your corner and you are like, and you want to see but they are not here so I think it triggered a bit more interaction, the fact that we had to... more
**nature of the work determines the seat selection**

“*This week I like this side (points to the left), I need to read more this week, need to concentrate more and this side of the building is usually more quiet.*”

**Seat selection may influence the way people feel at work.**

“So far, I noticed that people that come in they usually, when you face to the entrance they go to the right side, and the left side, it was a bit forgotten for a while, I remember that in the beginning I sat there on my own and everybody was on the other side and I felt a bit out of the place.”

**Other projects deadlines can influence joint projects.**

“(on the biggest challenge of the project) I would say to get the input there is a challenge for everyone, I think everyone is swimming in his own deadlines and that makes it challenging.”
People try to interact with colleagues in common facilities.

“(on getting the input) I am pushing people, I am sending reminders, if I see them at the coffee machine.. they are all avoiding me now. I am stalking them.”

Everyone brings their own agendas to the meetings and share them on the spot.

“(on monday meetings) Usually everyone comes with their own agenda with the things that are going on and then we discuss it together and also if there are events coming up, or things we need help for and usually everyone prepares it beforehand like this is what I have going and this is the question that I have.” “We discuss them during the meeting,” (no sharing)

Keeping up with schedules through sharing calendars.

“But we usually know what’s going on because we have a communication calendar but it’s more for events and corporate activities and we also share our (...) calendars for example if I am looking for Debbie and oh she’s not in today or she’s in this meeting. So yeah...”
Fixed meetings are used to commence and schedule differences in fixed things.

“(on schedule differences) We always find a way to communicate, I think it’s feasible also Moud would work every other Friday for example but we know that usually if there is a change in the schedule then the Monday meeting is good for that.”

Remote communication is via email, if it’s important they call each other.

“Usually when somebody is not there we email or we call if it’s important.”

The work that people do makes them feel like a team.

“(on team feeling) My team is communicating, what they’re doing (R&V team) and ehm, we are trying to bring that to the world because it’s very focused on scientific approach let’s say and we want to have that communicated to the audience. What makes them my team? Yeah we are AMS but like I said what they are working on is what we want to communicate.”
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<tr>
<td><strong>para-phrase</strong></td>
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<tr>
<td><strong>Not being physically together in the office hinders the overview who is in the office and who is not.</strong></td>
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</tr>
<tr>
<td><strong>quote</strong></td>
<td>“(on not sitting together, problems) more like an overview, sometimes you don’t know who’s in the office because it’s so big now. So that could be a, I don’t think I had... yeah usually we just check the schedules and be like ooh yeah they are gone, when they are gonna be back, or you ask colleagues around, have you seen my colleague.”</td>
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| Space for notes during session | |

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<td><strong>Working from home is another type of seat selection.</strong></td>
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<tr>
<td><strong>quote</strong></td>
<td>“You miss the direct interaction with colleagues when you work from home, I would say that it’s, but usually when you decide to work from home it’s for a specific reason. for example if you wanna read something or write something, when we need quiet. sometime we would start at home and then we would come.”</td>
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| Space for notes during session | |

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<tr>
<td><strong>para-phrase</strong></td>
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<tr>
<td><strong>Different communication means have different purposes.</strong></td>
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<tr>
<td><strong>quote</strong></td>
<td>“I think we use slack more to throw in ideas that are about communication in general, we usually send links to each other, links about articles we’ve seen, inspiration for articles, that would be... It’s mostly I think links.”</td>
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| Space for notes during session | |


Speed makes face to face interaction more preferable.

“I think it's probably the immediate response you get when you talk to someone, it's faster I think with the other ones it's just, yeah sometimes you just have to wait a little bit more, because everyone is busy so if you send a mail, you might not get an answer straightaway.”

Seeing other people’s point of view and profiting from them is motivating.

“(what motivates you in monday meetings?) I think it's nice to brainstorm about what's going on, cause you feel like you're a part of a team and you can... yeah you think about your work in a way and then someone would come up with an idea and then you're like hey, yeah that's a good one... so this kind of thing is good for the motivation as well.”

The personal connection, the human connection makes the team feeling stronger.

“(What makes you feel like a team on monday meetings?) The fact that we are all together, also the student assistant, she's only working on mondays and so the fact that we are all together and then we just grab a tea and be like heey, how was everybody's weekend, usually the rest of the days everybody is just like hey good morning! and then we sit and we work. So it's human connection we have I would say, it makes it more, makes you feel like a part of the team.”
Idea sharing, passing work on and division of tasks happen throughout the week.

"Passing work on, that goes on for the rest of the week, so I told you about the mailbox already, who's doing this, who's doing that etc. That could also be division of tasks as well...Idea sharing as well during the week."

Planning can happen throughout the week.

"Planning throughout the week, we are always planning things actually, so for me yeah this is like throughout the week."

When a subject needs further attention a meeting is scheduled.

"Sometimes we plan strategic sessions(extra meetings) on a specific subject”

“Thelast time we did one was 2 weeks ago.”
The scheduling is done face to face in extra meetings.

“(on strategic meeting planning) Face to face, we say that we need to talk about this, and then we plan it.”

Urgent actions happen on the go, not with scheduling.

“If we need an urgent action then usually it’s really on the go, then we just go and see the person, talk.”

When physically together it is easier to understand if the person is available or not.

“It’s hard to find, you don’t know if the other one has time cause you are not in the same room, so probably that’s the main obstacle I would say, or if they are not picking up the phone. But we are quite a responsive team, this is something we really value.”
In the beginning sitting apart from the team makes you feel lonely, not good for the team feeling.

“So it was a bit tricky in the beginning, that you feel a bit lonely, that you don’t feel like a part of the team, especially at the beginning I think you need more cohesion.”

Sitting together and talking forms the teamspace.

“So teamspace for me, it can be both, face to face and digital. I think that it helps the team dynamics to sit together and see each other and talk.”

Scheduling of the day affects the seat selection.

“I think on mondays we have the tendency to sit together because we know that that’s the day that we have the team meeting.”
Appendix E: Intervention II

Summary

During the research phase, participants mentioned that they would like to have walking meetings in the day to avoid being indoors all day and to get some exercise. The intervention examined how the interpersonal communication motives would be affected when a work related communication is carried to a pleasure related context. The intervention was discontinue due to lack of engagement.

What is it?

A map of the surroundings of AMS office showing the facilities in the area.

Why?

The aim is to address the control and escape motives of communication. To help build deeper relationships and increase productivity.

How?

By putting the control motive in a pleasure context.

Photo in Context
Suitable for having a discussion with laptops. This also is a windy spot so the use of papers may result in some mandatory swimming!

Suitable for having a seated discussion, the area is not sheltered and usually is windy.

Suitable for having a meeting with laptops and papers. This is a slightly wind free location.

An area where you can activate your brain by activating your body! Have discussions while exercising!

Provides indoor and outdoor areas, for those who want to add a beverage or a snack to their meeting!
Appendix F: Intervention I
Research Questions

- What is the effect of the indirectness in this interaction?
- What kind of things are people asking?
- How does the content change when one on one communication becomes public?
- When do people look for this alternative type of communication?
- How does this intervention enrich the communication?
- What kinds of motives are used in this way of communication?
- Who uses this prototype?
- How are the dynamics of one-on-one and public communication different? How are they similar?
- What are the different goals of these two types of communication? How does my intervention serve these goals?
- What are the activities and content shared in the public communication channel?
How are these communications initiated?
Appendix G: Content Shared in Slack

Hello!
Thank you for joining the channel. Here is a small explanation of my first prototype (you can also see the visual above)

During my interviews, I noticed that in some cases colleagues are not always responsive to each other on remote communication mediums because of various reasons.

So I thought: “Hey! Maybe if there was a place to broadcast these messages people can find other people that can help them out more easily!” So, I decided to place a Slack Channel on top of the coffee machine, so that people can go through the messages and respond to the ones that seem relevant to them while they are waiting for their coffee to be prepared. Let’s see if that works... 😊

Friday, April 12th

Nazli 5:53 PM
I'm curious too, whether it works ;-) Cheers, Alexey

Alexey Pristupa 2:01 PM
joined #prototypes.

Wednesday, April 15th

Nazli 10:32 AM
Good morning! 😊

Smells like... Coffee 🍀
**#prototypes**

**Monday, April 15th**

**Nazli 10:23 AM**
Is it possible to fix the MEET prototype? The one meant for keeping time in meetings?

**Tuesday, April 16th**

**Wednesday, April 17th**

**Nazli 1:12 PM**
Lunch time.

**Maud Kaan 2:50 PM**
joined #prototypes.

**Thursday, April 18th**

**Nazli 1:03 PM**
Say something funny

**Nazli 1:45 PM**
Sure?

**Nazli 3:24 PM**

**Arjen van der Meer 4:17 PM**
joined #prototypes.
Nazli 5:59 PM
Image uploaded from iOS

Hi again!
I've been enjoying your selfies for the past two weeks, a huge thanks to everyone who has been contributing! 🎉! (soon you will need to deal with my follow up questions though) As some of you may have seen, the second prototype is now hanging in front of the meeting areas in "the fishbowl". With this one I aim to investigate how to encourage and facilitate walking meetings outside. 🥳 As a starter, I made simple maps of the area that might give you some ideas on how to take your meeting outside. So, if you decide to take your meeting outside, please let me know, I'd like to hear your experience. Or also, if you decide to use one of the maps you can write your thoughts there and I can read them! Thanks a lot! - The actual Nazli 😊

Image from iOS

Nazli 6:32 PM

Thursday, May 2nd

Nazli 4:30 PM
Coffee is 4 needs

(Kisses)

Monday, June 24th

Kenneth Heijns 8:33 AM
Joined #prototypes.
Thursday, May 2nd

Nazli 5:04 PM
Summer School in prep!

Friday, May 3rd

Nazli 2:31 PM
Fijn weekend van de studenten!
Appendix H: Post Intervention Questions

- When did you interact with the prototype?
- Why did you decide to interact with it? What triggered you?
- Why did you use it? Why was this purpose important for you?
- How did you feel? Was the experience satisfactory? How can it be improved?
Appendix I: Initial Interface

Today is John's birthday! Wish him a happy birthday with a photo!

Get information about the projects at AMS!
Broadcast your project here at the coffee corner!

Today is John's birthday! Wish him a happy birthday with a photo!

Get information about the projects at AMS!
Broadcast your project here at the coffee corner!

Today is John's birthday! Wish him a happy birthday with a photo!

Get information about the projects at AMS!
Broadcast your project here at the coffee corner!

Today is John's birthday! Wish him a happy birthday with a photo!

Get information about the projects at AMS!
Broadcast your project here at the coffee corner!
what is your message?

What is your e-mail address? (optional)

Who is this message coming from? (optional)
One last thing, if you would like your work to be displayed here on the coffee corner, share your e-mail in order to receive a link where you can fill the information in.

what is your e-mail address? (optional)

type here

[button] Cancel  [button] Next

---

submitted

Thank you for sharing your reaction! It will be added to the screen later today. If you gave your e-mail address, you will receive a link as soon as possible!

[button] Go to Home

---

submitted

Thank you for sharing and deciding to contribute! You will receive a link as soon as possible!

[button] Go to Home
These are the links that are shared on the #coffeetalk Slack channel:

Hey John! We're thrilled that you were born here.

Hey John! We're thrilled that you were born here.

Hey John! We're thrilled that you were born here.

Hey John! We're thrilled that you were born here.

Today is Wish him birthday React More

Today is Wish him birthday React More

WASCOM: urban waste to urban material

In a circular economy, waste streams are efficiently recycled and upcycled. This also holds true for waste streams from wastewater treatment plants. Unfortunately, it is still common practice in the Netherlands to digest or incinerate these streams. However, these residual streams can be used to produce a high-value lightweight composite material. Cellulose and ALE can be combined to yield a lightweight high-performance material that can be applied in, for instance, the transport or building sector. In this living lab, the goal of the students was to develop a product with an urban application from a new material (WASCOM) developed out of waste water flows from the city. Their prototype result was a flower planter. They made a cool registration of the process.

Team Members: Mike Schroten, Laurens van der Vleij, Holger Reit, Svy Heeke, Nono Rasmussen

Partners: WASCOM consortium WISP (Waste in the City, Amsterdam, Water and TU Eindhoven)

Key Words:
Circular, Material, Urban
Heyy John! We are thrilled that you were born. Have...
Appendix J: Research Questions for Concept Testing

Research Questions

- Does the information collection flow work? When do people drop it? Why do they drop it?
- Do the triggers work? What sort of other triggers might be more successful? Why? Are people motivated to react on triggers? Why?
- Do people explore the content when the display mode is on? What do they look for? What kind of information is interesting for them?
- Is the system easily understandable and usable? Are there any problems concerning the user experience?

Post Questions

- General feedback on the concept.
- Why did you post/Did not post?
- Was this triggering? What sort of other triggers might be powerful?
- Why did you drop?
Appendix K: Graduation Brief

IDE Master Graduation
Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student’s IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student’s registration and study progress.
- IDE’s Board of Examiners confirms if the student is allowed to start the Graduation Project.

USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME
Save this form according to the format “IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy”.
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1!

| family name | Yılmaz | initials | N | given name | Nazlı |
| student number | 4728777 |
| street & city | Kerkstraat 10 |
| zipcode & city | 2611 GX Delft |
| country | Netherlands |
| phone | +310646476347 |
| email | n.yilmaz@student.tudelft.nl |

Your master programme (only select the options that apply to you):
IDE master(s): □ IPD □ DfI □ SPD
2nd non-IDE master: □
individual programme: □ (give date of approval)
honours programme: □ Honours Programme Master
specialisation / annotation: □ Medisign □ Tech. in Sustainable Design □ Entrepreneurship

SUPervisory TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right!

** chair: Tomasz Jaskiewicz  dept./section: ID/DCC
** mentor: Jacky Bourgeois  dept./section: DE/AoT
2nd mentor: organisation:  
city:  country:  
comments (optional):  

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.
Second mentor only applies in case the assignment is hosted by an external organisation.
Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.
**Procedural Checks - IDE Master Graduation**

**APPROVAL PROJECT BRIEF**
To be filled in by the chair of the supervisory team.

Chair: Tomasz Jaskiewicz  
Date:  
Signature: 

**CHECK STUDY PROGRESS**
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

- Master electives no. of EC accumulated in total:  
- Of which, taking the conditional requirements into account, can be part of the exam programme:  
- List of electives obtained before the third semester without approval of the BoE: 

Name:  
Date:  
Signature: 

**FORMAL APPROVAL GRADUATION PROJECT**
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content:  
Procedure:  

Comments: 

Name:  
Date:  
Signature: 

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Initials & Name: N Yılmaz  
Student number: 4728777

Title of Project: Creating Team Space in a Flexible Office Setting
Creating Team Space in a Flexible Office Setting

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

**project title**

**start date** 25 - 02 - 2019 **end date** 26 - 07 - 2019

INRODUCTION

Please describe the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology,...).

With the rise of remote working opportunities, companies are switching from the traditional offices to flexible workspaces. This means no longer assigning desks to individuals but having clean desks that belong to everyone. Although this has many benefits in terms of economic and spatial aspects, the new arrangement of the offices redefines the work life well-being of the employees, and not always in a good way. For example flexible working spaces redefine:

- The relationship and communications between co-workers: The seating arrangement of the coworkers affect their ability to work together resulting in a productivity decrease. Also, the ever changing population of the office is making it harder to form personal and professional relationships.
- The ritual of starting and ending the workday: Setting up and clearing up the space takes longer.
- The personalization of the workspace: Since a flexible office belongs to everyone, personalization is limited. Also some health related issues can emerge due to preference differences in personal ergonomics.

Currently the Living Office Design Lab under Delft Design Labs is working with Amsterdam Institute for Advanced Metropolitan Solution to address the frictions caused by their flexible office setting. AMS is offering their space for testing the possible interventions that could eliminate the problems emerging from the situation. For the past semester, in the scope of Interactive Environments Minor, they have been designing and testing prototypes that explores this problem. The scope and the structure of this project will be similar as seen in Figure 1.

By working with the AMS office and building on the existing research/prototypes of the minor course, I aim to discover a way to create a team space in flexible office. My main goal is to tackle the communication and the calibration problems emerging from this situation. As seen in Figure 2, with the current setting, it is not always possible to have all the people in a team at the same physical space. For the project, I aim to design for the crucial needs and interactions in teamwork.

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IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

<table>
<thead>
<tr>
<th>Initials &amp; Name</th>
<th>Yılmaz</th>
<th>Student number</th>
<th>4728777</th>
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<tr>
<td>Title of Project</td>
<td>Creating Team Space in a Flexible Office Setting</td>
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Personal Project Brief - IDE Master Graduation

Image/figure 1: Project structure - iterative interventions targeting defined problems

Image/figure 2: Non-physical team space creation
Creating Team Space in a Flexible Office Setting

Being in the same space as your team mates is definitely an advantage, especially if you are working towards the same goal. It facilitates idea sharing, brainstorming and all sorts of helping activities. With the current flexible office setting, these activities that are crucial for the productivity of a team is being jeopardized. Although the flexible office setting has many benefits for space efficiency, it also causes some frictions in the user’s side.

With this project, I aim to examine the relationships between the employees in the flexible office setting, especially concerning the team dynamics. I want to focus on the shortcomings in teamwork and productivity that is caused by the flexible office such as difficulties in communication, collaboration, exchange of ideas and calibration. The main focus will be the regulation of these difficulties with the use of responsive/interactive interventions. I want to especially examine and design for the dynamics of colleagues who’s work depend on each other, such as project teams, mentors and apprentices while they work at a flexible office.

With the flexible office setting, these relationships and the communication between colleagues are not as smooth as it should be and we don’t know how to deal with it. We don’t know the reason behind this friction, the missing aspect is still a mystery. By determining the aspects that are currently missing, I am planning to use design interventions to overcome the problematic dimensions of the flexible setting so that the effect of physical separation on the productivity is lessened.

I will design iterative interventions (e.g. physical prototypes that can be attached to the wall but not necessarily as the end products), each of them targeting a defined problem in the scope of team space creation. Later I will pick one that is the most promising and detail it. The initial interventions will be based on the designs of Interactive Environments Minor students. Depending on the test outcomes, I may end-up with a new design or a redesign of these products or systems.

The outcomes of the Interactive Environments minor are 6 high fidelity prototypes. They are already in use at the the AMS office. All of the prototypes collect data from their environment, share it with other prototypes, appropriate it and in some cases feed it back to the AMS community. The list of the prototypes are as follows:

-GeMMa: A personal timer to organize the working, task and break times. The device also serves for communicating high focused periods of working (do not disturb mode) between colleagues.
-CoZone: A modular wall with interactive components on it to enhance the feeling of personalization in an office.
-MEET: A system which allows users to book a room, along with the ability to plan and organize meetings to increase productivity both in- and outside the meeting room.
-Community Forest: A jungle of cocoon-shaped lamps and plants to allow people at AMS to enjoy a meaningful social break. The lamps communicate the water need of the plants and the passing of time to the users.
-TOPO: An interactive map of Amsterdam sharing the knowledge generated through AMS projects.
-Membrain: An interactive and kinetic data visualization system aiming to make the AMS employees feel more connected to both the institute and the building in which they work.

AMS is offering their workspace for testing and observing so, the user research/prototype tests/interventions will be conducted in this context. The interventions will be based on designs that make use of the data generated by the team and the office itself. The main challenges are to identify which type of data is useful to integrate in order to tackle the problems and representing the generated data in a way so that it is meaningful for the end user.
PLANNING AND APPROACH **
Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

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On the first week of the project, the 9th week of the year a kick-off meeting will take place to talk about the details of the process. I will start by researching previously done work, determining the possible interventions and building prototypes to be tested in the context for 3 weeks. After this phase, a repetitive cycle of testing, observing and building prototypes from the outcomes will go on for 8 weeks. My initial assumption is to spend this period as one week building and one week observing & analyzing. In week 7, in the middle of this testing period the pre-midterm meeting will take place in order to have enough time to make a change if the approach does not work. In week 11, the mid-term meeting will take place to discuss the general course of the project. During the entire 20 weeks, meetings will take place with the chair and the mentor depending on my need for assistance. Each Monday, a weekly report will be sent both to the chair and the mentor to inform them about what has been done, what will be done and possible setbacks/problems. At the end of week 16, all the outcomes from this phase will be concluded in one detailed redesign. This week is also when I anticipate to have the green light meeting. Between weeks 17 and 19, the reporting of the project will be done. In week 20, final presentation/graduation ceremony will take place, the anticipated date is between July 22 and 28 but it still remains to be decided.
The reason I am interested in this project is because I have experience of working both in flex and traditional offices, in other words I have been a potential user of this scenario before. As an employee I have first hand experience in upsides and downsides of each situation and I wanted to approach it from a designer’s perspective. I have 3 learning objectives for this project:

LO1: The project will be realized in collaboration with AMS, giving me the opportunity to easily find a context and users to test prototypes. Because of this opportunity I want to work on gaining a habit of building fast prototypes and iterate on the outcomes of the tests with these prototypes rather than having long periods of research and analysis before going into the field.

LO2: To achieve LO1, I want to improve my interactive prototype building skills, especially gain a basic understanding of how to add technology in my prototypes.

LO3: I want to exercise on integrating the necessary technology in the context so that it can be adopted easily by the users. (Determining the right kind of technology for the target group.)