

CONTENTS

	Page
PREFACE	v
LIST OF FIGURES	x
Chapter	
1 HUMAN/ENVIRONMENT RELATIONS IN PERSPECTIVE	1
Social Sciences and Design	1
Defining Design	2
Facility Planning and Management	3
A Multiskilled Activity	7
Environment as Support: First-Order Effects	9
Environment as Catalyst: Second-Order Effects	10
The Physical Setting and Organizational Development	12
2 THE PHYSICAL SETTING AS SOCIAL PROCESS	14
Defining the Organizational Environment	18
Creating Environments: Deemphasizing Formal Processes	20
Creating Physical Settings	23
The Experienced Environment and Environmental Determinism	37
Counterproductivity and Environmental Meaning	38
3 INFORMATION TRANSFORMATIONS	40
Ambiguity and the Design Process	41
The Potential Environment	46
Stability and Flexibility in the Physical Setting	49
Flexibility and Environmental Scale	52
Job Characteristics and Environmental Compensation	55
4 THE SCIENTIFIC-MANAGEMENT LEGACY	58
Scientific Management	60
Scientific Management and Human Engineering	63
The Middle-Class Myth	65
Scientific Management and Industrial Psychology	66
Quality of Work Life and the Physical Setting	67
Control in the Workplace	68
The Physical Setting, The Professional, and the Manager	69

	The Legacy: Environment as a Constraint	71
	The Legacy: Professionalization	73
	Professionalization and the Role of the Physical Setting	74
5	RETHINKING PRODUCTIVITY	80
	System Gerrymandering	81
	Soft- and Hard-Data Measures	84
	Satisfaction, Productivity, and Effectiveness	85
	Pinpointing Causal Relations	88
	Predicting Outcomes	90
	Bounded Predictability	92
	A Process Approach to Effectiveness	93
6	BEHAVIOR IN ITS PHYSICAL CONTEXT	95
	Expectations and Resources	96
	Resources	98
	Nonverbal Communication	98
	Communication/Interaction: Office-Design Evaluations	104
	Small-Group Ecology: Participation	111
	Motivation/Involvement/Supervision	114
	The Environment and Evaluative Interpersonal Judgments	115
	The Environment and Individual Differences	120
	Interpersonal Behavior and Density	121
	Organizational Structure: Size	125
7	SPACE POLICY AND STANDARDS	131
	The Role of Standards	132
	Trends Toward Improved Office Standards	139
	Order, Disorder, and Human Energy	142
	Multiple-Symbol Systems	148
	Centralization versus Decentralization	151
	Space Planning as an Input Function	155
8	PLANNING ECOSYSTEMS	158
	Assumptions Undermining Effective Organizational Development through Facility Planning and Management	159
9	MIXED BLESSINGS: THE OFFICE AT HOME	174
	Office of the Future	175
	An Ecosystem Framework	182
	Pilot Studies	192

BIBLIOGRAPHY	203
INDEX	219
ABOUT THE AUTHOR	227