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ROB KIRKBRIDE, EDITOR-IN-CHIEF
10. WHERE I’M WORKING:
Space is at a premium in Hong Kong, to say the least. I’ve stayed in hotel rooms in the city where there literally is enough room for a single suitcase and the queen-sized bed. That’s it. So when you get a little room here to spread out and work, it is welcome, to say the least.

12. STUDY FINDS TEXTING REPLACES VOICEMAILS IN THE OFFICE
Much like the telephone transformed the way people communicated, texting is rewriting rules and creating its own etiquette as the communication method of choice for the modern age.

14. WHAT DOES ‘ACTIVE’ REALLY MEAN IN THE WORKPLACE
Defining what makes a workplace “active” is nearly as difficult as defining work itself. The squishy concept means different things to different people. We can begin to get to a definition if we start by outlining the term “active workplace” in general terms and figuring out what it is not.

16. STRESS AND ANXIETY LEAD TO BAD DECISIONS, AVOID THIS BY RELYING ON YOUR TEAM
The symptoms of burnout include medically diagnosed stress, anxiety, bad decisions, isolation and self-reported fatigue that have been studied extensively.

18. CREATE QUIET ZONES WITH FURNITURE
The open office has become both a symbol of workplace progressivism and scornful disdain.
26. AGEISM IS PREVALENT IN THE WORKPLACE, BUT ONE GROUP HAS A SURPRISING ADVANTAGE
According to a recent analysis conducted by ProPublica and the Urban Institute, employment becomes increasingly precarious as workers age.

30. HEALTHY INTERNAL CULTURE: A TOOL FOR SOCIAL AND MORAL INCENTIVES
The idea of integrating fitness into the workplace is not a new concept. The image of the cubicle-oriented office is shifting, and what we’re seeing is likely just the beginning of systemic change.

34. UPDATING OUR WORK ENVIRONMENTS MEANS OUR SAFETY TRAINING TECHNIQUES
As we see the infusion of residential living spaces into the workplace, it seems the lessons learned regarding ergonomics from years past are being ignored.

38. PRODUCT MATTER
Poked, prodded and tested products for you.

42. WHO WAS MILTON MOSKOWITZ AND WHY SHOULD YOU CARE?
Moskowitz is the co-creator of the list “Best Places to Work.” According to his obituary in the New York Times, he and his colleague, Robert Levering, spent more than a year traveling the country and interviewing hundreds of workers in dozens of cities to compile their results in the 1984 bestselling book “The 100 Best Companies to Work for in America.”
AGEISM IS PREVALENT IN THE WORKPLACE, BUT ONE GROUP HAS A SURPRISING ADVANTAGE

ACCORDING TO A RECENT ANALYSIS CONDUCTED BY PROPUBLICA AND THE URBAN INSTITUTE, EMPLOYMENT BECOMES INCREASINGLY PRECARIOUS AS WORKERS AGE.

By EMILY CLINGMAN
A great deal of issues face those aging in the workforce. Older workers are getting pushed out, asked to step down, to take buyouts or even fired. Sometimes they are assigned to unpleasant duties or passed up for promotion. Raises stop. Performance reviews sink. Their positions are eliminated.

Older workers in an organization are sometimes considered a competitive disadvantage to the company as they drive up the cost of wages and benefits. Younger workers also perceive that older workers can delay their own progress in the company. Older workers are often the butt of harassment and jokes about sight or hearing, and asked when they are going to retire.

And, those are all the things to look forward to if said older worker is employed. Boomers and beyond who are looking for jobs are commonly beat out by millennials.

According to research published recently by the Federal Reserve Bank of San Francisco, the problem might lie in resume clues to one’s age, especially magnified among females. In the study, younger applicants received more responses overall, and boomer female applicants for administrative positions had a 47 percent lower response rate compared with their millennial female counterparts. Boomer male applicants for sales jobs had a 30 percent lower response rate compared with millennials.

From another angle, older workers are often told they are overqualified — which they likely are. A majority of the time, they are often underqualified — on the technology end.

According to a recent analysis conducted by ProPublica and the Urban Institute, employment becomes increasingly precarious as workers age.

Why employers often seem wary of older workers is unclear, ProPublica reports. They may be concerned about the cost of employing older adults because of perceived high salary demands or heavy use of expensive health benefits, the cost of training older adults who may retire before employers can recoup those investments or the possibility older adults may be unfamiliar with the latest technology and lack up-to-date skills.
ProPublica goes on to say many employers are reluctant to hire and retain older workers, potentially limiting people’s ability to remain employed at older ages and to retire on their own terms. Although older workers are less likely than their younger counterparts to lose their jobs, many older workers who are laid off have trouble finding a new job, leading to long unemployment spells. The problem will likely intensify in coming years as more older people conclude they must work longer to maintain their preretirement living standards into old age.

While mature workers are feeling the pinch the most, age discrimination in the workplace can begin as early as 40, and millennials often face age discrimination which stems from assumptions that members of their generation are lazy, high-maintenance and feel entitled. And, according to a University of Rhode Island report, younger workers do not feel valued or that their input is respected because of their age. Some younger workers feel they are treated like a student or even a son or daughter by their older co-workers.

When stacked high like that, the mound of ageism issues and tactics seems pretty daunting — which it is. But, there’s one group lucking out, a demographic not much affected by the overt push-out-the-old-folks effort.

According to a recent Stanford University study conducted by Ashley Martin, an assistant professor of organizational behavior at Stanford Graduate School of Business, older women actually may have an easier time than older men when it comes to ageism discrimination.

Martin and colleagues Michael S. North of New York University and Katherine W. Phillips of Columbia University present evidence that older, assertive men face the strongest “agency proscription” — that is, pressure for them not to assert themselves, but to sit back and allow young people to rise. Older women who are similarly assertive, in contrast, tend to be spared such backlash, because their behavior isn’t perceived as threatening, according to a report by Stanford.
Martin explains older female workers belong to two disadvantaged groups, because they’re both older and female. That might lead one to discern that older women would experience a double penalty in terms of bias. But Martin was intrigued with the possibility that they instead might slip through the space between biases, a phenomenon called intersectional escape.

“THERE’S A LEVEL OF RESPECT AND ADMIRATION FOR OLDER WOMEN WHO STICK IT OUT AND RISE TO THOSE REVERED POSITIONS IN THEIR CAREER.”

Intersectional escape occurs when two stereotypes clash. In this middle space, people can sometimes escape traditional biases.

“There is a lot of research about the different kinds of discrimination women of age face,” Martin said. “That’s a fact as well. This one study does not mean to say women of age are immune from a lot of bias and prejudices that exist at their age. What I would say in this particular context is that it usually looks at women who already have power or are assumed to have power.”

Certain industries experience different thresholds of ageism, too. In Silicon Valley, the majority of the tech sector is quite young — people right out of college, and there’s more bias and discrimination against people around 45 or older, Martin says.

“It’s very contextual based on the industry,” she says. “At least culturally, enough of a difference to feel the age difference. There are a lot of CEOs above the age of 60. And the position of power is different all over, too. It takes longer to get into positions of power, and certainly, certain positions of power.”

“The takeaway is that you can hold your ground,” Martin says about females experiencing pressure and pushback. “You may indeed be experiencing bias or the pressure to hand over the reins, but it’s often not as strong as the pressures your younger counterparts are facing on different issues, or the kind of pressure older males in the same positions are experiencing.”

Women in this “invisible” group are kind of an homage to the idea that it gets better, Martin says.

“There’s a level of respect and admiration for older women who stick it out and rise to those revered positions in their career,” Martin says.

“Age is unique in that it’s a continuous variable, unlike gender or race — which are not necessarily binary, but more categorical. And we usually chunk ages by large groups: young, middle age, old, which is not entirely variable,” Martin says. “I think this is a really important topic. There are some emerging and pressing multigenerational issues about age relations within organizations.”

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