



CRTKL

# HAPPINESS - NOW MORE THAN EVER

A primer on Happiness By  
Design, and why it matters.

By Katie Sprague

HAPPINESS  
BY DESIGN





300

Million People  
suffer from  
depression  
globally



## The Context: The Dawn Of A New Era

There is no doubt. We are living in times that represent the most substantive change in centuries. Globalization has promised us seamless connection. Technology has streamlined everything from how we process complex data to how we turn on the lights in our living rooms. Artificial intelligence is poised to revamp entire industries. We have seen the clear and bright promise of a better world.

Yet we find ourselves facing record-breaking rates of depression. Over 300 million people suffer from depression globally, and mental health costs are expected to hit \$6 Trillion by the year 2030.

And now the world is facing a new challenge, a global pandemic. In the midst of this crisis, we are experiencing a pause. A chance to reset, a reason to rethink, an opportunity to re-evaluate what really matters. We hear sentiments from around the globe calling for change, to a time of equality, balance, real connection and shared values.

**An era of humanism.**

## The Study: HAPPINESS BY DESIGN

Pivot back several years, to less complicated times, and lighter conversations, all about the role of happiness in the built environment.

CRTKL's Environments Studio was working with an Egyptian residential developer, Mountain View, whose CEO had created his own company based on the values of happiness. We asked ourselves...do we dare imagine a world where happiness can become the basis for design, a new way to measure value?

Together, we agreed to pursue a challenge:  
**To create a movement to design for happiness.**

Joining our team was Delivering Happiness, a Zappo's consultancy that specializes in coaching companies, cities, even countries, to create happy cultures. We each brought a unique perspective on happiness to our study, referred to as "The Three P's":

**Place:** CRTKL sought to define how places impact happiness

**People:** DH sought to define how values nurture people's happiness

**Pathways:** Mountain View sought to define how companies can build for happiness

We describe our pursuit in this way:

*Based on the **science of happiness** and **the science of design**, this dynamic system provides a roadmap to make better connections between buildings and the people who inhabit them.*

Our methodology centers on three goals:

- ≡ To define the components of happiness
- ≡ To create a system to measure happiness
- ≡ To define actionable items to design for happiness

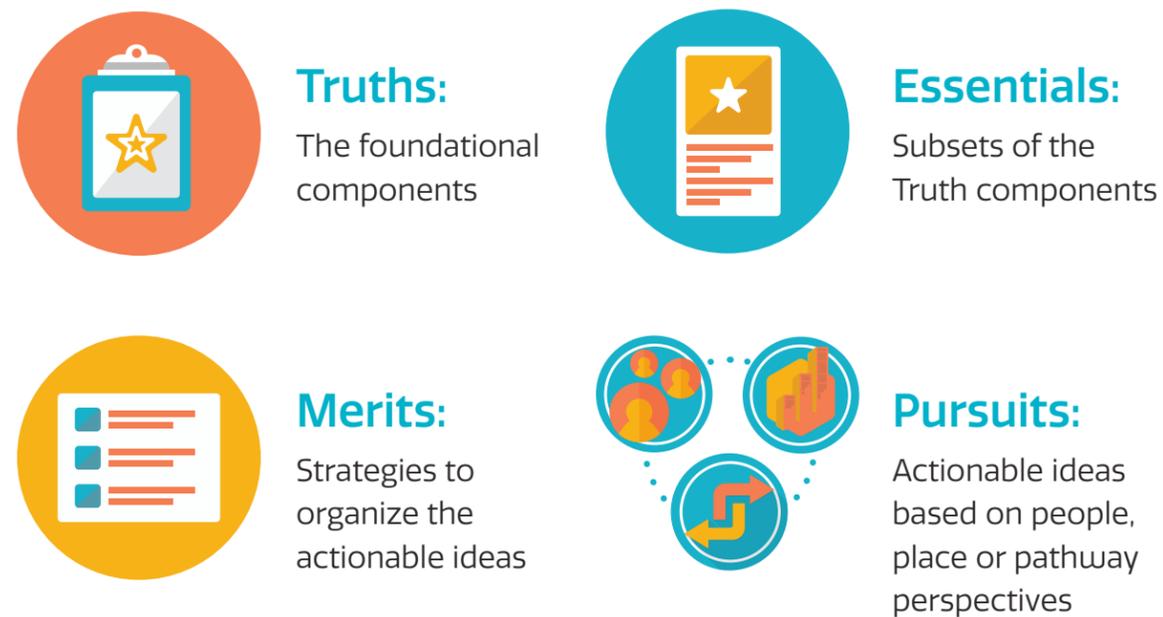
And with that, **HAPPINESS BY DESIGN** was born.



# The Definition: The Happiness Ecosystem Index (HEI)

The team aspired to create a system that will work at any scale, for any type of development. We asked universal questions about the roots of personal happiness, and imagined it coming to life in workplace environments, in hospitality, in healthcare, in residential and retail environments. We imagined how it might apply to a person, to a group, to a community, to a city. We sought to go from the abstract to the specific, ending in actionable, applicable ideas.

The system has 4 levels of organization:



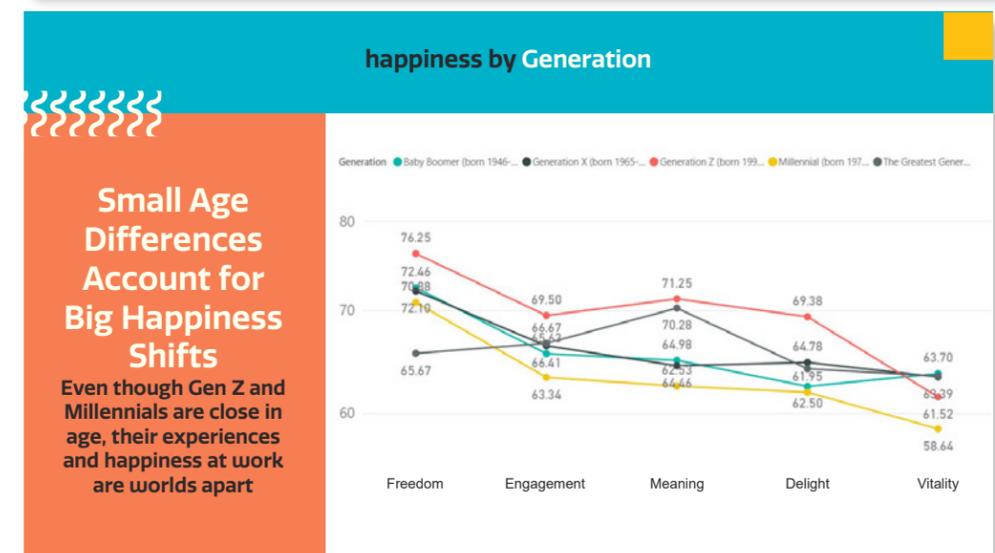
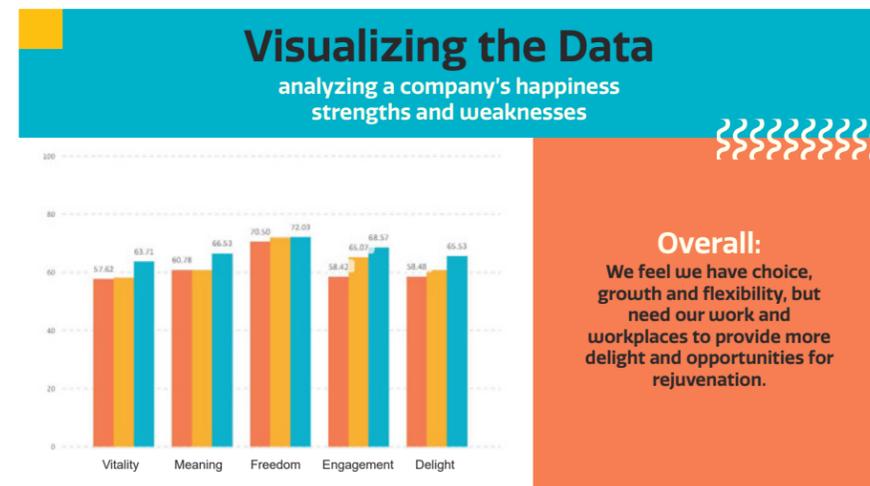
The Basics of Happiness: The Five Truths

- ≈ **Meaning:** Alignment to a higher purpose
- ≈ **Vitality:** Health and wellbeing as the foundation of life
- ≈ **Freedom:** Autonomy, authenticity and empowerment
- ≈ **Engagement:** Meaningful connections, a deep sense of belonging
- ≈ **Delight:** Active awareness of joy and amazement



# The Metrics: The Data Of Happiness

With the basic components of happiness designed, we sought to create a system of metrics, to understand the effects of each component. The metrics consist of a comprehensive baseline survey, as well as a series of ongoing "pulse" touch-base surveys to connect with people in an ongoing dialogue. The baseline survey is organized by The Five Truths and provides qualitative data that is analyzed and visualized in Power BI. The current beta surveys demonstrate levels of workplace happiness by geographic location, gender, age, professional sector, seniority and other categories, each sortable by the truths of Meaning, Vitality, Freedom, Engagement and Delight. For example, it's possible to see which is the happiest office in a global company, how a specific sector finds delight, while others may report a higher sense of personal freedom or a challenge with aspects of health and wellbeing.





## The Design: Case Studies That Put Happiness By Design To Work

With the Index and a system of measurement in place, we presented two case studies of Happiness By Design at work: The Mountain View Headquarters in Cairo, and the Heartwork office campus, in design.

**The Mountainview HQ** offers a glimpse of a working headquarters, the first building designed, executed and operating on happiness principles. A few examples:

**Meaning:** The Gratitude Room offers a space for employees to express their thanks to others, and a custom program models this values-based behavior.

**Vitality:** The dedicated Wellness Room encourages health, wellness and movement in a space with natural light, biophilic design and scheduled mindfulness activities for rejuvenation.

**Freedom:** The HQ building is equipped with RFID sensors to offer personalized greetings and music to each employee as they enter the building. Employees work indoors or outdoors, as they choose from traditional or collaborative work spaces.

**The Heartwork Office Campus** offers a glimpse of a project in design, the first office campus planned and designed using happiness principles. A few examples:

**Meaning:** People Pods offer an opportunity for mentorship in one-on-one spaces designed for connection.

**Vitality:** Tech-Free Connect is a sculpture park and outdoor space designed for users to disconnect from technology and connect with each other in real time.

**Engagement:** ThinkBox is a space designed for contemporary collaboration using human-centric design thinking.

The strength of the Happiness By Design methodology comes to life when all three aspects of "The Three P's" are integrated in a single project... the planning and design of **The Place**, the integration of cultural strategies for **The People**, and leadership's vision and nurturing of the entity through the **The Pathways**.

We hope to impact the world in a time of need by defining methods to design for happiness in the built environment. With this system, we aspire to empower people, companies and cities everywhere in their search for happiness.





## WHAT'S NEXT? IN TODAY'S CHANGING WORLD, WILL HAPPINESS MATTER?

As we face new post-Covid uncertainties, many of our industries are asking "What's Next? How do we go forward?" While the immediate future focuses on keeping people safe and healthy, the long-term solutions include requests for meaning, relevance, authenticity. The businesses that survive will leverage our evolving world to serve fundamental, unchanging human needs: connection, empathy, freedom, well-being, and yes, even happiness.

Many great innovations have come during times of crisis. This is a rare moment to imagine what's possible, and then build it.

Do we dare apply the principles of happiness to our designs going forward? How can Meaning, Vitality, Freedom, Engagement and Delight offer inspiration and guidance as we imagine new building models and new ways of designing?



Enjoy.com Elecontronics  
Headquarters  
Palo Alto, California

## Happy Workplaces: The New Blended “Worklife”

As our work and home lives blend, the design of offices and homes will blur too. The office of the future will be more about comradery and connection, and less about accountability. Companies that adopt flexible approaches to work will care more about WHAT employees produce, and less about WHERE they produce it. At CRTKL, we call this “Work from Where”... recognizing that our new-found connectivity eliminates our need to be tethered only to an office.

A recent article in **Mintel Trend** describes life as becoming an “informal affair”, that work and home have fused beyond all recognition.

*“The concept of formality will move away from ritual and authority, and towards politeness and empathy – a bit more ‘human!’”*

As we design spaces for the office of the future, we will no doubt be placing value on spaces that offer this informal approach to real connection, one of the most vital components of happiness.

## Happy Healthcare: From Sanitized to Smart to Sensitive

Our healthcare industry has been in the forefront of the battle with Covid-19, and their resilience has been truly inspirational. As we move towards a future where a vaccine will offer stability, how will this industry evolve? As with the blend between work and home, hospitals have embraced new methodologies, with remote services gaining in popularity. “Tele-everything” may give rise to a new sector that no longer relies solely on in-person visits to provide great care. Facilities may evolve with this, allowing providers greater flexibility in how and where they offer services.

As we move from crisis to calm, we imagine the future design of healthcare facilities to echo the call to become more human, with flexible buildings evolving from sanitized to smart to sensitive, with the happiness components of mindfulness helping to make the shift.



Alternate Care Facilities  
Washington, DC



**Ballston Quarter**  
Arlington, Virginia

## Happy Residences: Living our Authentic Lives

Never have our homes become more prominent in how we live than during this rare period of quarantine. As the single source of everything, we now live, work, play, cook, garden, build, learn and socialize in new ways. We imagine new residential design to reflect this blended life, with more spaces dedicated to specialized functions, from the home office to the DIY room to spaces for responsible connection. Smart technology will become even more integrated, with AI just another part of our new blended lifestyle, almost like another family member helping us through the day.

At the heart of this is a desire to live our authentic selves every day, in every way, and residential design will welcome that openness, giving us the spaces we need to do that safely.

## Happy Hotels: Touchless Technology and Ambient Wellness

The hospitality industry has been quick to adapt to the pandemic, knowing that their ability to provide a clean environment will be the key to guests returning with confidence. But the challenge may be in the long-term approach, how to regain the magic of a great hotel experience that has always depended on beautiful spaces, delightful details, and thoughtful service to bring it all together.

So now, imagine the personal touch without the touch.

Hotels are likely to be at the forefront of the "Touchless Experience" with guests using their smart phones to do everything from check in to open doors and order room service. The need for the human connection will always remain, but at a respectful distance.

And unlike healthcare that can wear the badge of "sanitized for your health" with pride, hotel design may embrace the idea of "ambient wellness", where spaces are clearly clean, healthy and relaxing, but without the overriding sense of virus-protection. It's not likely that Hilton will replace a signature scent with the hint of Lysol, even with their new-found partnership.

The Happiness principle of Delight will remain key to evolving hospitality design, no matter how clean and safe hotels will become.



**Four Seasons Los Angeles  
Private Residences**  
Los Angeles, California



## Happy Retail: The Virtual Experience Economy

Perhaps more than any industry, retail is faced with huge challenges. How to regain customer confidence? How to acknowledge the ever-growing shift to online shopping? How to imagine new models that may not have existed before?

But one thing we all know, retailers are resilient, and while some may not survive, others will reinvent themselves in fresh, new ways.

In the 90's, the industry embraced Joe Pine's "The Experience Economy", and this movement has only gained traction as consumers look for more than a simple transaction. And now, new opportunities are opening up with "The Virtual Experience Economy" taking shape during the quarantine. Beyond E-sports, people attended Zoom concerts, they traveled online, they went to digital galleries, they joined virtual book clubs. This willingness to engage online in meaningful and satisfying ways is an invitation for retailers to fully embrace the marriage of online and instore as the natural path forward.

We imagine the new store experience to be conducted with a good dosage of automated commerce and contactless interaction. From making appointments with your virtual concierge, a scheduled trip to a store with your items prepped and ready for you in a private dressing room, to the AI system that delivers them to you without the need for human contact... it sounds a bit more like a sci-fi movie than traditional shopping. But retail is poised for revolution, not evolution.

But beyond these visions of a robotic future, lies an opportunity for greater relevance. By embracing the Happiness principles of Meaning and Engagement, retailers will be poised not only to survive, but to find genuine connections to their customers... satisfying their emotional needs as well as their functional needs.



Rogers - Toronto Flagship  
Toronto, Canada





# Human Sense

Happiness is a universal goal and we are all on our individual paths



# A RENEWED OPPORTUNITY FOR RELEVANCE

As our world changes around us, and we look to a new rationale for design, the understanding of what truly makes us happy will provide inspiration. As new spaces are built to meet important standards of social distance and sanitation, we cannot forget what makes life so sweet. We are social beings, longing to connect in meaningful ways. We embrace joy and delight in the everyday, and we excel when we are given the chance to freely express ourselves. As planners, architects and designers, we cannot lose sight of our commitment to these most human desires, and to reimagine spaces that will cater to them. We can revisit why we design, and for whom we design, bringing a greater degree of relevance and meaning to everything we do. This is a time where purpose gets real, a time for us to design with renewed intention.

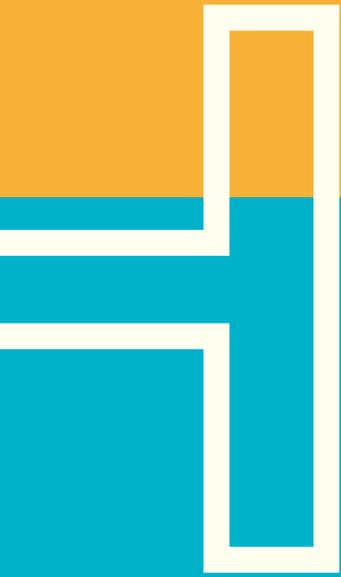
Imagine that...if we get it right, we just might make the world a little bit happier.



## Katie Sprague | LEED AP

Senior Vice President

Katie Sprague leads the Los Angeles Environments studio, which provides branding and environmental graphics services to a variety of national and international clients. Katie brings unique and complementary components to the traditional CRTKL architectural process, adding aspects of identity, story-telling and the creation of experience-driven environments.



CallisonRTKL, a global architecture, planning and design practice, began over seven decades ago and has evolved into a cultural agency to advance positive outcomes in our local and global communities. Through a human-centric design approach, our team addresses the imperatives of resiliency, wellbeing and technology and their influence in the built environment.

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