PROFESSIONAL SUMMARY

In my prior career as an investment researcher, I worked on fast-paced, high-pressure trading floors and at an intensely cerebral hedge fund. But after years in the unique offices of Wall Street, I became fixated on the relationship between workers and their workplaces. I decided to shift my analytical focus to the lived environment.

Through intensive training at Cornell University, I developed my repertoire of behavioral research, design and consulting skills. I am passionate about evidence-based design strategy and interventions for human health, well-being, and sustainability. My research has targeted the strategic design of workplaces including design programming, change management, and post-occupancy analysis. I have a deep empathy for workers and believe that people thrive in environments that are sympathetic to human needs.

My present work is infused with the grit, decisiveness, and professionalism that I honed while working in finance. I’m comfortable interacting with diverse clients, from startups to Fortune 500s, and engaging with people across organizational strata, from front-line workers to executive management. I seek to bridge the gap between research and practice by focusing on the triple bottom line: social, environmental, and financial. The following pages serve as a sample of my recent work in the domain of design research and strategy.
Problem Statement: Workplace design is increasingly fluid and unstructured, both physically and psychologically, which may be accommodating certain personality traits more than others.

Research Question: How does personality moderate the impact of flex workplace design on workplace satisfaction, experience, and engagement?

Comparison: Pilot/Flex office vs. Control Group/Cellular office
- Context: US-based research and consulting organization
- Secondary analysis: survey data, behavioral observations and interviews (for post-hoc synthesis)
- Two-way ANOVA comparison of survey responses at four months after a pilot group’s (n = 53, 55% female) transition to a flex office with a control group in a traditional cellular office (n = 65, 42% female)

Theoretical Framework: Five Factor Model, personality-based self-regulation, and Person-Environment Fit

Hypotheses: higher ratings in personality traits of Emotional Stability, Conscientiousness, Extraversion and Agreeableness will support positive outcomes for employees in the pilot versus the control.

Results: employees who rate highly in Conscientiousness and Agreeableness, independently, have better overall work experience in flex offices versus employees who rate moderately on these dimensions. Highly conscientious employees have significantly more awareness of their colleagues’ expertise and their departments’ activities in a flex office versus a traditional cellular office.

Recommendations and Implications: Findings from this study can inform strategic innovation, change management, programming, recruitment, real estate development, office design and future research in Organizational Behavior, Ergonomics, Self-regulation and Environmental Psychology.
CLIENT
Office of Global Learning: Education Abroad (formerly Cornell Abroad)

CHALLENGE
To deliver two design proposals to improve staff experience, student engagement, and accommodate growth before a scheduled move to smaller, split-floor spaces. The client wanted a report they could use in guiding the renovation of their future space and wanted both a conservative option as well as a “visionary” option.

ROLE
• Project lead for team of four, consisting of an architect and two interior designers
• Specialist: research, design/space plan rationale, branding, storytelling, staff wellbeing, and design feasibility
• Quality assurance/blocking & tackling: ensured our work was polished and reflected client needs

METHODS
• Observations (behavioral and physical)
• Interviews, focus groups, and visioning sessions
• Data collection and analysis (ambient environmental data, surveys, case studies, triangulation)

OUTCOMES
Top proposal selected by the client; report was used as a communication tool to present to Cornell Facilities. Myself and another teammate continued providing the client with follow-up support, including refinement of the proposal.

LESSONS LEARNED
How to manage internal tensions of a client group tactfully. How to interview and conduct visioning without leading the client or making false promises. A client’s words are important, but a triangulation of all the data is more accurate.
During design programming we created adjacency diagrams, personas, word clouds, and journey maps.

Along with space plans, we included rationale, detailed programming (FF&E), budgets, renderings, and branding ideas.
CLIENT
Sino-US Low-carbon Building and Community Innovation Center’s Energy Labs

CHALLENGE
Deliver case studies and five layout solutions (with evaluation criteria and annotations) that improve employee collaboration and communication. Time frame: three weeks.

ROLE
• Project lead for team of two (myself and an interior designer)
• Contributions: research, layouts, programming/annotation

METHODS
• Interviews
• Secondary data analysis
• Case studies
• Revit test fits

OUTCOMES
Taught myself Revit and created three of the five plans. Delivered high-quality test fits for the client on behalf of the Director of Cornell International Workplace Studies Program.

Visibility
General level of openness in terms of visual sightlines and environmental cues supporting awareness of office activity

We developed a set of evidence-based criteria for collaborative environments: 1) proximity, 2) visibility, 3) individual work setting, 4) teamwork, 5) informal interaction 6) variety, 7) privacy and control, 8) flexibility, 9) circulation, 10) daylight and view, 11) amenities

We elucidated these criteria through design elements and case studies. We also created a rating system based on the 11 criteria and a matrix/primary tensions upon which the layouts vary: fluidity and communality.

Adjacency: Departments

Test Fit Matrix

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**Fit 3**

This layout operates like a hive, a highly cooperative headquarters, helping with ideas, interactions, and collaborative work. The layout efficiently utilizes individual space and pays heed to many distinct roles and styles of work by offering a range of environments.

**Mind Align**

Booths can provide a visual barrier, sound absorption, space separability, and a cozy space for collaboration, studying, and other opportunities for fun, colorful designs.

**Fit 4**

Individuals Seated: 36 (18% Hot Desking)

Proximity
Visibility
Individual Work Setting
Teamwork
Informal Interactions
Variety
Privacy and Control
Flexibility
Circulation
Daylight and View
Amenities

Score: 41/55

**Fit 5**

Individuals Seated: 47

Proximity
Visibility
Individual Work Setting
Teamwork
Informal Interactions
Variety
Privacy and Control
Flexibility
Circulation
Daylight and View
Amenities

Score: 44/55
CLIENT
NewYork-Presbyterian Pediatric Intensive Care Unit

CHALLENGE
Develop translational design guidelines to improve infection control, as well as the well-being of staff, patients, and families.

ROLE
• Project manager for team of three (architect and public health administrator) as a part of a larger interdisciplinary work group of graduate students
• Disciplinary role: environmental psychologist with background in finance
• Specialties: palliative care, staff fatigue, maintenance, renderings

METHODS
• Observations
• Interviews
• Case studies
• Literature review

OUTCOMES
Delivered near-term solutions and translational design guidelines for a potential floor expansion occurring in ~2 years. Worked with the client to elaborate on specific recommendation of pass-through cabinetry.

LESSONS LEARNED
(1) This was my second time working with a client whose users may often be dealing with terminal illness and profound loss (previously provided design programming to a cancer resource center). I was able to have a deeper understanding of and sensitivity towards the space and programming needs of this user group.

(2) This project crystallized the importance of tackling the low-hanging fruit of design solutions as well as addressing the maintenance factors of proposed design innovations. Design solutions may need to be paired with organizational changes or management programs for them to stick. Human factors and organizational behavior and management research is critical resource in this regard. Solutions should be economical, in cost and effort.
Reducing Hospital Acquired Infections

Design Solution #1: Pass-through Cabinetry

Pass-through cabinetry reduces infections by limiting the number of people who enter a room in the first place. The cabinet can be accessed like a closet within the room and pulled out into the hallway for stocking or organizing. Most frequently used items are placed on top and bulk storage or waste bins below.

Spacesaver CorSTOR

Increased time savings: pharmacy staff no longer has to wait until the patient’s room is empty to re-stock medications. More time for patient care; nurses are no longer running back and forth from central supply to the patient’s room, ensuring they can spend quality time on care.

Better patient satisfaction: Patients are sleeping better and more relaxed with less interruptions since re-stocking happens outside their room. Waste reduction: since supplies are kept with the patient and readily available, they are no longer hoarded or thrown away.
CLIENT
Zhejiang University (ZJU) Architecture Studio, ZOTP High-tech Science Park (Hangzhou, China)

CHALLENGE
Serve as design strategists for the development of a mixed-use urban master plan that conceptualizes the future of work, 20 years into the future. Lead front-end of project and then transition to consulting role for architecture students.

ROLE
• Project lead for three person Cornell team and liaison between CU and ZJU team members
• Specialty: Environmental psychology, alongside Italian Architecture PhD and CU Facilities Project Manager

METHODS
• Secondary data analysis
• Site visits (Hangzhou, CN)
• Literature review
• Case studies
• Programming
• Translational tool development

OUTCOMES
Top design proposal as judged by academic and professional architects, and guest designers. Built a uniquely cohesive and balanced team dynamic. Learned how to effectively communicate through language, time, and physical barriers.