



# **PACES THAT FEEL**

**Well-being Design in the  
Organizational Environment**

MARCELLO DE SOUZA, PH.D

# MENTAL HEALTH AND CORPORATE ENVIRONMENTS

## Environmental Social Psychology

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## About the author

Imagine a professional passionate about unraveling the secrets of human behavior and driving significant and positive changes in individuals and organizations. That's me, Marcello de Souza, a Ph.D. in Social Psychology, with over 27 years of expertise in Cognitive Behavioral & Human Organizational Development.

My journey began in the fields of engineering and IT and Telecom management, where I learned the intricacies of leadership and the importance of human understanding in the organizational environment. Over the years, I have evolved into strategic roles, which have provided me with a privileged insight into the intersection between operational efficiency and team well-being.

This relentless quest for knowledge led me to cognitive behavioral development, a passion that completely transformed my professional approach. Currently, in addition to the more technical functions, I am a change agent, empowering individuals and organizations to reach their full potential. I am a Cognitive Behavioral and Organizational Human Developer, Senior Coach and Trainer, CHO, Behavioral Expert, Researcher, Strategic Consultant, Trainer, Mentor, Speaker, Therapist (TCC/ACT), and Author.

My approach is guided by the fusion of Management and Leadership, Behavioral, Social Sciences, and Neurosciences. I present a practical, innovative, and experiential vision of Behavioral and Social Psychology that redefines perspectives and drives tangible changes.

In addition to four postgraduate degrees and a doctorate, I have achieved various international certifications in Management, Leadership, and Cognitive Behavioral Development. My contribution to the field is widely recognized, reflected in hundreds of classes, trainings, lectures, seminars, articles, videos, and interviews published across various media and channels.

I invite you to unravel a universe of behavioral possibilities and be part of this transformative journey. Feel free to get in touch; I am here to assist you in your transformative journey.

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# Introduction

## SOCIAL ENVIRONMENTAL PSYCHOLOGY

"In an increasingly fast-paced and digitally connected world, where physical space and well-being are often relegated to the background, we invite you on a journey of rediscovering the environment that surrounds us. Imagine for a moment the profound impact that the design of our workspace can have on our mental health, creativity, and productivity. It's not just about aesthetics or functionality but about how these spaces speak to our essence, shape our experiences, and deeply affect our emotional and cognitive state. As we embark on this exploration of organizational environment design through social environmental psychology, we connect with neuroscience as an invitation for you to reflect on the transformative possibility of spaces that not only exist but can live in harmony with human nature."

(Marcello de Souza)

Have you ever wondered what the role of Environmental Social Psychology is in our daily lives? Perhaps the term seems distant, but what if I talk about mental health, well-being, and quality of life at work? These are concepts we are more familiar with, and they are directly linked to the influence our environment has on us. Now, the connection between them becomes clearer, doesn't it?

Environmental Social Psychology is a specialization within Social and Behavioral Psychology that focuses precisely on understanding the interactions between people and the physical environment around them. It investigates how factors such as space design, furniture layout, the presence of other people, and everything that stimulates our senses and generates unconscious perception of the environment directly and indirectly affects emotions, feelings, and consequently our thoughts and behavior.

So, when someone talks about mental health, well-being, and quality of life in a work environment, they are referring, or should be, to the importance of also creating a physical and social environment that promotes comfort, safety, collaboration, and emotional support for employees.

Environmental Social Psychology plays a fundamental role in this context, helping to understand how to design and adapt work environments to promote psychological well-being, instigate positive emotions and feelings, and consequently increase employee satisfaction, which, in turn, can positively impact productivity and organizational performance.

# Chapter 1

## ENVIRONMENTAL SOCIAL PSYCHOLOGY AND NEUROSCIENCE

It's true to say that Environmental Social Psychology wouldn't exist without Neuroscience. Although this discipline emerged long before Neuroscience, it was with Neuroscience that it truly gained strength because it became possible to verify its investigations at a neural level.

It's precisely the research work of Neuroscience that has allowed us to examine the neural processes underlying perceptions, emotions, feelings, decision-making, and social behaviors, thus advancing Social Psychology to the point of deeply understanding the impact of the physical environment on people's emotions and feelings. It's no wonder that within Neuroscience, among others, there are two complementary and indispensable specializations if the intention is to develop healthy environments, which are neuroaesthetics and neuroarchitecture. To better understand, let me summarize these terms:

- Environmental Social Psychology is a branch of psychology that studies how the physical and social environment affects individuals' behavior, thoughts, and feelings. This field examines the dynamic interaction between people and their environments, focusing on how physical spaces, from office architecture to urban planning, influence how we behave, interact with others, and perceive our world. The goal is to understand and improve the relationship between humans and their environment, promoting spaces that contribute to psychological and social well-being.

- Neuroaesthetics is an interdisciplinary field that combines neuroscience and aesthetics to explore how our brain responds to beauty and art. In the organizational context, it investigates how design elements such as colors, lighting, art, and spatial arrangement in a workspace can influence the emotional well-being and productivity of employees. Neuroaesthetics provides insights into creating environments that not only stimulate the mind but also promote a sense of comfort and inspiration, contributing to satisfaction and effectiveness at work.
- Neuroarchitecture is the application of neuroscience knowledge to the design of physical spaces, with a special focus on work environments. This field studies how different aspects of built environments—such as space, light, texture, and form—affect the brain and, consequently, individuals' behavior, mental health, and productivity. The goal of neuroarchitecture is to create spaces that optimize psychological and physical well-being, as well as foster collaboration, creativity, and efficiency among employees, using neuroscientific data and insights to inform design decisions.
- By integrating these fields—Environmental Social Psychology, Neuroaesthetics, and Neuroarchitecture—it is possible to develop organizational environments that not only meet the functional needs of work but also nurture emotional and cognitive well-being, stimulate innovation and collaboration, and enhance productivity. The intersection of these disciplines emphasizes the importance of a holistic approach to workplace design, considering the profound effects that the environment can have on the individuals who inhabit it. This work is also known as Organizational Environment Design or as Corporate Interior Designers, Corporate Interior Architects, or Workspace Designers.





# Chapter 2

## MUCH MORE THAN JUST A BEAUTIFUL AND FUN SPACE

These professionals not only contribute to functional spaces conducive to the development of a healthy organizational climate and the strengthening of corporate culture but also play a fundamental role in facilitating creative and innovative environments that engage all our senses.

Color, spacing, scent, temperature, light, auditory noise - all these elements and more, combined with a dynamic approach to workstation placement, directly impact our emotions and feelings, demonstrating how the workplace experience goes beyond simple architecture.

In this context, this specialization transcends the traditional conception of corporate architecture and interior design, entering a deeper and more holistic territory. It's not just about choosing desks and chairs or following the latest trends in corporate design. It involves creating an ecosystem that not only accommodates employees but also nurtures them at sensory, emotional, and psychological levels.

For example, I invite you to imagine an environment where every detail is meticulously planned according to the company's identity. Yes! In an Organizational Environment Design project, organizational culture forms the basis for establishing objective criteria to positively stimulate the senses according to the company's identity.



Thus, the textures and materials chosen are not just superficial, but are carefully selected to create a tactile experience that is comforting and inspiring.

Moreover, details such as the atmosphere being infused with fragrances transcend the olfactory aspect, influencing mood, concentration, and even creativity. Temperature and lighting are not mere amenities but factors that directly impact comfort and cognitive performance.

In this context, Organizational Environment Design emerges as a discipline that recognizes the power of work environments to shape not only productivity but also mental health, emotional well-being, and even overall employee satisfaction. It's more than creating a beautiful space; it's about establishing an environment that nurtures, energizes, and inspires everyone, leading to exploring not only static and tangible design but also movement and flexibility in the workplace, challenging paradigms, and seeking an approach that promotes not only efficiency but also innovation and organizational well-being.

# Chapter 3

## EMOTIONAL ANCHORING AND MENTAL TRIGGERS: ENHANCING THE WORK ENVIRONMENT

After this introduction that seeks to bring out the deep connections between organizational environmental design and human well-being, we now delve into an aspect that is often underestimated but powerfully influential within the workplace: emotional anchoring and mental triggers. This concept transcends physical aesthetics and functionality, delving into the realm of behavioral psychology and neuroscience, to reveal how the subtle elements of our environment can trigger deep emotional and cognitive responses.

### WHAT ARE EMOTIONAL ANCHORING AND MENTAL TRIGGERS?

Emotional anchoring refers to the creation of psychological connections with an environment through memorable experiences, which can be evoked to influence future behaviors and emotional states. Mental triggers, on the other hand, are stimuli that activate these anchors, triggering a specific emotional or cognitive response almost instantly. These mechanisms are fundamental for prioritizing time and cognitive resources, allowing us to navigate complex environments efficiently.

### WHY DO WE FORM TRIGGERS AND ANCHORS?

We form triggers and anchors as a way for the brain to efficiently prioritize the use of our time and attention. Faced with the immense amount of information and stimuli we receive daily, these mechanisms help filter out what is relevant, allowing us to react quickly to familiar situations and conserve cognitive resources for tasks that require more attention and processing.

## FORMATION AND IMPACT ON THE WORK ENVIRONMENT

Work environments are filled with potential triggers and anchors, from spatial configuration to decorative elements, ambient sounds, and even the aroma of breakfast. Each of these elements can be strategically designed to instigate healthy thoughts, promote innovation, creativity, and facilitate sound decision-making, positively impacting the organizational climate.

For example, a workspace that uses the sound of running water to create a sense of tranquility can help reduce stress and promote concentration. Similarly, the strategic arrangement of rest areas, enriched with inspiring visual art or specific colors, can act as triggers to stimulate creativity and collaboration.

## STRATEGIC IMPLEMENTATION OF ANCHORING AND TRIGGERS

The strategic implementation of these concepts involves a detailed understanding of human behavior and environmental psychology. This requires a multidisciplinary approach, incorporating insights from neuroscience to design spaces that not only meet physical needs but also resonate on a deeper emotional and cognitive level.

Consider how your current work environment can be enhanced to incorporate these practices. Whether through reassessing the physical layout, introducing specific sensory elements, or adapting organizational practices, the goal is to create a space that not only exists but truly lives in harmony with the emotional and cognitive needs of your team.





"The architecture of our workspaces is the invisible stage for the dance of human creativity and productivity. Let every element, every design, serve not only as decoration but as an invitation to excellence and well-being."  
(Marcello de Souza)

Triggers and anchors are fundamental concepts in understanding how we form and access memories, influencing our thoughts, emotions, and behaviors. The formation of triggers and anchors is a natural process of the brain to optimize the prioritization of time and attention, helping us navigate efficiently in our complex and information-rich environment. Therefore, when thinking about a work environment, it is crucial to consider the impact of the environment in the medium and long term.

There must be strategy in the design of the environment so that the workplace is always a place that prioritizes the organizational climate. In this sense, the presence of a specialized professional in Environmental Social Psychology is essential, capable of integrating knowledge from neuroscience, behavioral psychology, and environmental design. This specialist plays a crucial role in identifying, designing, and implementing triggers and anchors that not only enhance the work environment in terms of productivity and creativity but also promote a space where the well-being and mental health of employees are a priority.

The development of an organizational environment that takes into account emotional anchoring and mental triggers is more than a design strategy; it is an investment in the culture and future of the organization. It creates a space where each element is intentionally chosen and positioned not only to stimulate efficiency but also to inspire, calm, or energize, according to the emotional and cognitive needs of the individuals who share that space.

Therefore, the role of the Environmental Social Psychologist becomes fundamental to transcend the boundaries of conventional design, offering innovative solutions that align aesthetics, functionality, and emotional well-being. By doing so, we not only enrich the work environment but also cultivate an organizational climate where respect, innovation, and collaboration flourish.

When the importance of emotional anchoring and mental triggers is neglected in the design of work environments, the consequences can be significant and varied, negatively impacting both individuals and the organization as a whole. The absence of these strategic elements can result in:

- **Reduced Productivity and Creativity:** Without environmental triggers that promote motivation and inspiration, employees may find themselves in a state of stagnation, where the monotony of the environment does not stimulate creative thinking or encourage efficiency.
- **Increased Stress and Anxiety:** Work environments devoid of elements that reduce stress, such as adequate rest areas or positive sensory stimuli, can contribute to increased stress and anxiety among employees. This not only harms individual well-being but can also lead to higher absenteeism and employee turnover.
- **Deterioration of Organizational Climate:** The lack of consideration for the emotional and cognitive needs of employees can create a cold and impersonal organizational climate. This makes it difficult to form strong bonds among team members and can decrease overall job satisfaction.

- **Decrease in Loyalty and Engagement:** Environments that fail to stimulate a positive emotional connection tend to make employees feel less attached to the organization. This can result in a less committed and engaged workforce, directly impacting the quality of work and innovation.
- **Impact on Physical Health:** In addition to the emotional and cognitive effects, neglecting to create an ergonomically optimized and sensorially balanced work environment can have direct consequences on employees' physical health, leading to issues such as chronic pain, visual fatigue, and other work-related disorders.

To mitigate these adverse effects, it is essential to recognize the value of Environmental Social Psychology and neuroscience in workplace design. Investing in a space that prioritizes emotional, cognitive, and physical well-being is not just a matter of organizational health, but a fundamental element for the sustainable success of the company. Creating an environment that values and responds to human needs is an investment in the health, happiness, and productivity of all involved, paving the way for a vibrant and innovative organizational culture.

When emotional anchoring and mental triggers are not adequately considered in workplace design, the consequences can be profoundly negative, both for the individual and the organization as a whole. To illustrate this, let me present a highly illustrative example of a company for which I was hired as an Environmental Social Developer.

In this case, I participated as a change agent after the company underwent a renovation in its work environment, and instead of improving, the organizational climate suffered. It is an emerging company in the technology sector that was rapidly expanding its operations and, as a result, moved to a new and modern office. However, the move was made without adequately considering the emotional and cognitive needs of its employees.

The new space was characterized by an extremely spacious open layout, without partitions, where constant interaction and lack of privacy became the norm. Although visually impressive, with its minimalist decoration and state-of-the-art furniture, the environment began to present problems:

- **Lack of Private Spaces:** The absence of areas where employees could focus on tasks requiring full attention led to a significant drop in productivity. The constant background noise and frequent interruptions became triggers for stress, not inspiration.
- **Stress and Anxiety:** Constant and unfiltered exposure to all office noises and movements created an environment where stress and anxiety flourished, instead of innovation and creativity. This was due to the lack of positive emotional anchoring, where employees could feel safe and focused.
- **Decline in Satisfaction and Engagement:** Dissatisfaction with the work environment led to a decline in employee engagement. The corporate identity, once a point of pride, began to deteriorate as employees did not feel part of an environment that reflected or supported their values and needs.
- **Increase in Turnover:** Faced with a work environment that not only failed to inspire but actively contributed to discomfort, it began to experience a growing turnover rate. Valuable talents began seeking opportunities in companies that demonstrated a genuine concern for the emotional and cognitive well-being of their teams.





I hope this example serves as a powerful reminder of the practical consequences of ignoring the importance of creating work environments that take into account emotional anchoring and mental triggers. The design of the workplace should be an extension of the culture and values of a company, a space that not only functions on a practical level but also resonates on an emotional and cognitive level with those who inhabit it. By failing to consider these aspects, organizations risk compromising not only the health and happiness of their employees but also the very essence of innovation and long-term success.

# Chapter 4

## NOTHING HERE IS NEW

Indeed, studies on the impact of the environment on emotions and feelings began to take shape in environmental social psychology in the late 20th century. However, its roots can be traced back to earlier research in environmental psychology and social psychology. In the 1960s and 1970s, researchers such as Harold M. Proshansky, one of the founders of modern environmental psychology, became known for their work on spatial identity and how people construct meaning and belonging in relation to the spaces they inhabit. These years were marked by a growing interest in the relationship between humans and their environment, driven by an emerging environmental awareness and social demands for more livable and humanized urban spaces.

Irwin Altman and Dalmás Taylor developed the Theory of Social Spaces, exploring how people perceive, use, and appropriate different physical environments, including homes, neighborhoods, and public spaces. These early works paved the way for a deeper understanding of how the physical environment influences human behavior, leading to the development of concepts such as spatial identity, theory of social spaces, and environmental perception.



During the 1980s, environmental social psychology began to solidify as a recognized area of study, marked by a significant increase in research and publications dedicated to exploring the interaction between people and the physical environment in a variety of contexts. This period was characterized by the expansion of academic interest beyond urban and residential spaces to also encompass work and recreational environments. The motivation behind this development included recognition of the importance of environmental design in mental health, well-being, and productivity of individuals.

Since then, environmental social psychology has become part of organizational studies. Rosabeth Moss Kanter, a professor of management at Harvard, explored organizational dynamics and the importance of the work environment for employee motivation and effectiveness in "The Change Masters." Adam Grant, a renowned organizational psychologist, examines how the work environment can be designed to promote creativity, innovation, and collaboration. Amy Cuddy investigates how the work environment can affect confidence, self-esteem, and employee performance, while Tony Hsieh, former CEO of Zappos, became known for his unique approach to workplace design, emphasizing corporate culture and overall well-being. Colin Ellard and Francesca Gino, along with Anjan Chatterjee, continue to expand our understanding of the interaction between the environment and the human psyche, applying insights from neuroscience and psychology to space design.



This topic, still so distant from reality in Brazil, has continued to grow and develop, integrating insights and research methods from various related disciplines. This interdisciplinary approach allows for a more comprehensive understanding of the social processes that occur in physical environments and helps inform the design and management of spaces that promote well-being and quality of life for people.







# Chapter 5

## THEORIES AND THEIR APPLICATIONS IN WORKPLACE ENVIRONMENT DESIGN

Theories and Their Applications in Workplace Environment Design The research of Harold M. Proshansky on spatial identity is not only theoretical; it has significant practical implications for office design. For example, creating spaces that reflect the identity and values of a company can strengthen the sense of belonging and increase employee motivation. Companies like Google have applied these principles by customizing their workspaces so that each office reflects the local culture and corporate identity, promoting an environment where employees feel part of a united and engaged community.

Irwin Altman and Dalmis Taylor's Theory of Social Spaces demonstrates the importance of designing work environments that facilitate both interaction and privacy. An example of this is modern coworking spaces, where common areas are designed to promote collaboration and networking, while booths or private rooms allow for individual focus and confidentiality when needed. This duality in design helps meet the diverse needs of employees, improving satisfaction and efficiency.

Rosabeth Moss Kanter's emphasis on the importance of the work environment for employee motivation and effectiveness is exemplified in practice by the implementation of open and flexible offices, which are designed to facilitate communication and idea exchange. Innovative companies, such as Pixar, design their workspaces to encourage casual encounters between employees from different departments, promoting a culture of creativity and cross-disciplinary collaboration.

Amy Cuddy's research on body language and power has direct applications in the design of workplace environments that promote confidence and self-esteem. Simple adjustments in furniture, such as choosing chairs that encourage a more open and empowered posture, can influence employees' self-confidence during meetings and presentations. Additionally, spaces designed to allow physical movements and postures that convey confidence can reinforce self-esteem and overall performance.

Steven Holl delves deeply into the intersection between architecture and human experience. He adopts a phenomenological approach, focusing on the sensory and perceptual experience of architectural space. Holl argues that the quality of a space goes beyond its utilitarian function and superficial aesthetics, emphasizing the importance of how occupants experience and interact with it. The author examines issues such as light, shadow, scale, materiality, and temporality in architecture, highlighting how these elements influence our perception and experience of built spaces. He also discusses the importance of integrating architecture with cultural, historical, and natural contexts.

Colin Ellard's focus on the relationship between the physical environment and psychological state is applied in the neuroarchitecture of offices that use natural light, nature views, and biophilic design elements to enhance employees' mental well-being and productivity. The inclusion of plants, water, and outdoor views can reduce stress and increase job satisfaction, as demonstrated in several case studies of green and sustainable buildings.

These and many other professionals in Organizational Environment Design necessarily bring a holistic vision of architecture that transcends purely technical or aesthetic considerations and seeks to promote a deeper and more meaningful understanding of the affectionate relationship between people and the built environment.

# Chapter 6

## IN PRACTICE

You may have already noticed that the visual and sensory impact of design in the workplace environment is essential for understanding how specific elements, such as color, light, and texture, influence the well-being and productivity of employees. However, not only these senses are important if the desire is truly to establish a healthy environment. In this sense, expanding the discussion on the psychological impact of the workplace, let me detail these elements starting with color, which may be the foundation of any environment.

I will begin by exploring how the most commonly used colors affect mood, disposition, and productivity of employees, as well as how they can reflect the brand's identity. This is because each color has its unique associations and effects, which can be strategically used in corporate interior design to create environments that promote certain emotional or behavioral states. See:



## 1. COLOR

**Psychological Influence:** Colors play a crucial role in environmental psychology, influencing not only the aesthetics of a space but also the emotional and cognitive state of individuals. When choosing colors for the workplace environment, it's crucial to consider the desired emotional and psychological impact, as well as how the colors can harmonize with the brand identity and organizational culture. The strategic combination of colors can not only enhance the space's aesthetics but also support the well-being and productivity of employees, positively reflecting on the brand perception.

Therefore, the application of colors should take into account the type of activity performed in the space, the company's culture, and how each color can affect employees' perception and behavior. Below, I detail the impact of the most commonly used colors in corporate environments and how their application can be optimized in the workplace:

## A.BLUE

- **Psychological Impact:** Blue is associated with calmness, stability, and serenity. It promotes concentration, reduces stress, and stimulates clear thinking, making it ideal for work environments that require focus and efficiency.
- **Application in the Workplace:**
  - **Workspaces and Common Areas:** Ideal for offices and collaborative work areas where the goal is to promote productivity and concentration. Soft shades of blue can create a serene environment conducive to focused work.
  - **Offices and Meeting Rooms:** Deeper shades of blue contribute to an atmosphere of seriousness and professionalism, suitable for decision-making areas and formal meetings.
  - **Combination with Other Colors:** Blue pairs well with white or gray for a professional look and with yellow or orange to add energy and stimulate creativity.

- Considerations:

- Moderate Use: While blue promotes calmness and concentration, an excess can result in a cold and distant atmosphere. It's important to balance it with warm colors or decorative elements that add warmth to the environment.
- Variations in Shades: The choice of a specific shade of blue should align with the type of activity performed in the space. Light shades bring a sense of harmony, while dark shades bring depth and seriousness.
- Exposure to blue light, especially at night, can suppress the production of melatonin, a hormone that regulates the sleep-wake cycle. This is because blue light, in particular, is interpreted by our brain as a signal to wake up and stay alert. Light blue, especially in the wavelength range between 460 and 480 nanometers present in LED lamps, in many electronic devices such as smartphones, tablets, computers, and TVs.

## B. YELLOW

- **Psychological Impact:** Yellow is vibrant and stimulating, associated with sunlight, energy, and optimism. It can enhance creativity and bring a sense of liveliness and openness to new ideas.
- **Application in the Workplace:**
  - **Creative Spaces:** Excellent for areas designated for creativity and brainstorming, where yellow can inspire and energize the mind.
  - **Rest Areas and Kitchen:** Small touches of yellow in common areas can revitalize the space, promoting positive social interactions and stimulating joy.
- **Considerations:**
  - **Moderate Use:** Yellow is best used as an accent color, as in large quantities it can be overly stimulating and potentially cause anxiety.
  - **Combination with Other Colors:** Harmonizes well with gray or black for a sophisticated contrast that balances its vivacity.

## C. GREEN

- **Psychological Impact:** Green symbolizes growth, nature, and renewal. It has a calming effect, promoting well-being, reducing stress, and enhancing concentration.
- **Application in the Workplace:**
  - **Workspaces and Common Areas:** Incorporating plants and green elements in offices and rest areas can significantly improve air quality and overall well-being.
  - **Offices and Meeting Rooms:** Soft shades of green are ideal for spaces where calmness and focus are desired, especially in intensive work areas.
- **Considerations:**
  - **Moderate Use:** A balance should be struck to avoid the environment appearing saturated or monotonous. Combining different shades of green can create a sense of dynamism and vitality.
  - **Combination with Other Colors:** Green pairs well with wood and other natural tones to promote a welcoming and positive work environment.



## D. RED

- **Psychological Impact:** Red is a powerful color that invokes passion, energy, and urgency. While it can stimulate productivity and decision-making, it should be used with caution due to its potential to increase stress.
- **Application in the Workplace:**
  - **High-Energy Areas:** Ideal for environments that require dynamism and stimulation, such as sales spaces or where tasks demand quick and decisive action.
  - **Details and Accents:** Using red in decorative details can energize the space without overwhelming, providing visual stimuli that promote motivation.
- **Considerations:**
  - **Moderate Use:** Given the intensity of red, its use in small doses is recommended. Environments with an excess of red can become tiresome and stimulate feelings of irritability.
  - **Combination with Other Colors:** Red can be effectively balanced with neutral colors such as white, gray, or light blue, creating a vibrant yet still comfortable and inviting environment.

## E. GRAY

- **Psychological Impact:** Gray is a neutral color that conveys balance, sophistication, and neutrality. It can be seen as a symbol of professionalism and stability, but also requires careful use to avoid evoking feelings of melancholy or lack of energy.
- **Application in the Workplace:**
  - **Workspaces and Common Areas:** Gray is ideal for creating a neutral background that highlights other decorative elements or accent colors, promoting a professional and elegant work environment.
  - **Offices and Meeting Rooms:** Shades of gray can be used for furniture and finishes, providing an environment that favors concentration and decision-making.
  - **Combination with Other Colors:** It pairs well with brighter colors to create a dynamic and stimulating space. Colors like blue, yellow, or green can complement gray, adding energy to the workplace.
- **Considerations:**
  - **Moderate Use:** It's important to balance with colors or elements that add warmth and vitality to the space to avoid an overly somber or cold atmosphere.
  - **Variations in Shades:** The choice between lighter or darker shades of gray can influence the perception of the space. Lighter tones visually expand the environment, while darker ones bring depth and formality.

## F. WHITE

- Psychological Impact: White is associated with purity, cleanliness, and simplicity. It promotes a sense of space and openness, enhancing feelings of order and mental clarity.
- Application in the Workplace:
  - Workspaces and Common Areas: Perfect for walls and ceilings, white can help maximize the sense of spaciousness and brightness, especially in smaller spaces or those with little natural light.
  - Offices and Meeting Rooms: The use of white in furniture and finishes contributes to an environment that stimulates concentration and productivity.
  - Combination with Other Colors: White serves as a blank canvas, allowing vibrant color elements to stand out, creating a stimulating and energizing workspace.
- Considerations:
  - Moderate Use: While white can enlarge spaces and promote a sense of cleanliness, excess can result in an environment that feels sterile or impersonal.
  - Variations in Shades: Exploring different nuances of white can add depth and visual interest to the space, avoiding a monotonous appearance.

## G. PURPLE

- **Psychological Impact:** Purple is often associated with creativity, luxury, and wisdom. It can stimulate the imagination and bring a sense of calm and contemplation, depending on the shade.
- **Application in the Workplace:**
  - **Creative Spaces:** Lighter shades of purple, such as lavender, are excellent for areas dedicated to creativity and brainstorming, as they promote tranquility without reducing creative energy.
  - **Accent Areas:** Purple can be used in decorative details or on a feature wall to bring depth and sophistication to the environment.
  - **Combination with Other Colors:** Purple pairs well with shades of gray or silver to create an elegant and modern workspace.
- **Considerations:**
  - **Moderate Use:** Due to its intensity, purple should be used strategically to avoid overwhelming the space. Balancing with neutral colors can harmonize the environment.
  - **Variations in Shades:** Choosing the right shade is crucial; while darker tones are rich and deep, lighter ones offer a more tranquil and inspiring atmosphere.

## H. ORANGE

- **Psychological Impact:** Orange is a vibrant color that combines the energy of red with the happiness of yellow. It is stimulating, promotes socialization and communication, and can increase feelings of optimism and enthusiasm.
- **Application in the Workplace:**
  - **Workspaces and Common Areas:** Ideal for spaces that foster creativity and collaboration, such as break areas, kitchens, and informal meeting rooms. Orange can encourage open conversations and the exchange of ideas.
  - **Decorative Details:** Using orange in details, such as artwork, accessories, or furniture, can revitalize a space and stimulate creativity without overwhelming the environment.
  - **Combination with Other Colors:** Orange pairs well with neutral colors like white, gray, and black to create a balanced environment. Combining it with blue can offer an attractive contrast that stimulates the mind and vision.
- **Considerations:**
  - **Moderate Use:** Although orange is energizing and positive, excessive use can be overwhelming and potentially distracting. It's best applied as an accent color or in specific areas intended for interaction and energy.
  - **Variations in Shades:** The choice of orange tone can vary depending on the desired effect. Lighter and pastel tones can soften the environment, while brighter ones bring an explosion of energy.

## I. BROWN

- **Psychological Impact:** Brown is often associated with earth, reliability, security, and comfort. It evokes a sense of stability and support, creating an environment that can be perceived as warm and safe. At the same time, brown can also inspire feelings of simplicity and durability, suggesting an atmosphere of honest and productive work.
- **Application in the Workplace:**
  - **Workspaces and Common Areas:** Using brown in furniture, floors, or decorations can help create a sense of warmth and comfort, making spaces more inviting. This is particularly effective in common areas such as lounges and cafeterias, where the goal is to promote relaxation and positive social interactions.
  - **Offices and Meeting Rooms:** In offices and meeting rooms, brown can be used for furniture and finishes, lending an air of seriousness and professionalism. Darker shades of brown are especially suitable for creating focused and sophisticated environments, ideal for important discussions and decision-making.
  - **Combination with Other Colors:** Brown works well when combined with brighter colors such as blue or green to balance the environment with a sense of energy and vitality. This combination can be used to delineate different areas within the same workspace, promoting both concentration and creativity.

- Considerations:

- Moderate Use: Although brown brings many benefits in terms of a sense of stability and comfort, its use should be balanced to avoid the space appearing too dark or closed off. Including natural elements such as plants or using natural lighting can help mitigate this effect.
- Variations in Shades: The choice of brown tone is crucial. Lighter tones can visually expand the space and make it more inviting, while darker tones tend to create an atmosphere of greater formality and focus.

Brown, with its associations with earth, reliability, and comfort, offers many possibilities for creating balanced and welcoming work environments. Its conscious application can help promote a workspace where employees feel safe, supported, and motivated.



## J. GENERAL CONSIDERATIONS FOR ALL COLORS:

- **Individual Impact:** It's worth remembering that color perception is subjective and can vary among individuals. Some colors may evoke different emotions and reactions in different people, influenced by personal, cultural, and social experiences.
- **Light and Space:** Lighting and space size also affect color perception. Light colors can make a small space appear larger, while dark colors can add depth and intimacy to large spaces.
- **Brand Identity:** The chosen colors should reflect the brand's identity and values. A coherent color palette aligned with the message the company wants to convey can reinforce corporate identity and promote consistency across all touchpoints.

When considering the application of colors in the workplace environment, it's important to seek a balance that promotes a functional, aesthetically pleasing, and psychologically positive space. The careful choice of colors, considering their psychological impact and the specific needs of the space and the individuals who inhabit it, can significantly transform the work atmosphere, contributing to the well-being and productivity of employees. Each color has its unique set of psychological impacts and practical applications in the workplace.

When selecting colors for the interior design of a workspace, it's important to consider the type of activity that will be performed, the emotional climate desired, and how colors can affect the productivity and well-being of employees. Careful combination of colors and consideration of their various shades and intensities can transform a workspace, promoting a space where employees feel motivated, inspired, and comfortable.



# Chapter 7

## EXPLORING OTHER SENSES

Yes! Color choices in corporate interior design are not just an aesthetic matter but a powerful tool to positively influence the work atmosphere, reflecting the brand's identity and promoting the well-being and efficiency of employees. In other words, strategically using colors in different areas of the workplace can optimize productivity, for example. However, not only colors are related to human emotions, impacting feelings and emotions. We can also talk about:

## 1. LIGHT

- **Well-being and Productivity:** Proper lighting is crucial for workplace well-being. Natural light, in particular, has been associated with better mental health, less fatigue, and higher job satisfaction. Artificial lighting that mimics natural light can help reduce eye strain and increase concentration.
- **Smart Design:** Implementing light control systems that adjust lighting based on the time of day and presence of natural light can create a more comfortable and energy-efficient work environment, while also supporting employees' circadian rhythms.

## 2. TEXTURE

- **Tactile Connection:** Texture in workspaces can add a tactile dimension to the environment, influencing the perception and experience of space. Natural materials such as wood and stone can bring feelings of warmth and comfort, while smooth and cool surfaces can evoke a sense of cleanliness and efficiency.
- **Diverse Spaces:** Using varied textures can help define different work areas and influence their intended use. Relaxation or decompression areas can benefit from furniture and finishes with softer textures, promoting a sense of calm and comfort.

# Chapter 8

## INTEGRATED IMPACT

The integration of these visual and sensory elements must be considered holistically in the design of work environments. Harmonizing colors, light, and texture can create a space that is not only aesthetically pleasing but also functionally adapted to the emotional and cognitive needs of employees. Furthermore, by considering the interaction of these elements with other factors such as space layout and the presence of natural elements (plants, water, etc.), it is possible to design work environments that not only promote well-being and productivity but also contribute to the long-term physical and mental health of employees.

But don't think these senses alone make the difference. For example, including the aspect of smell in the discussion about the visual and sensory impact of design in the workplace adds another crucial layer to understanding how sensory elements influence well-being and productivity.

The sense of smell is a powerfully evocative sense, capable of directly influencing mood, emotions, and even cognitive performance, as well as being a great generator of triggers and mental anchors. Let's explore the importance of smell in organizational environment design.

## 1.SMELL

- **Emotional and Cognitive Influence:** Smell is a powerfully evocative sense, capable of directly influencing mood, emotions, and even cognitive performance, as well as being a significant trigger and anchor for memories. This is because smell has been crucial for human evolution and survival. It's no coincidence that the olfactory system is closely linked to the limbic system, the center of emotions and memory in the brain. This deep connection not only allows specific aromas to evoke memories with remarkable clarity but also triggers complex emotional responses, making smell one of the senses with the richest memory content and interconnection with other memories. This characteristic stems from an evolutionary process where identifying spoiled food, for example, was crucial for survival.

In the workplace, this unique ability of smell to activate memories and emotions makes it a powerful tool for creating a more welcoming, motivating, and productive space. Carefully selecting scents can help improve concentration, reduce stress, and increase overall job satisfaction. For example, the scent of lemon can stimulate concentration and energy, while lavender can help alleviate stress and promote a calmer work environment.

Moreover, the strategic use of fragrances can reinforce the brand identity and create an immersive experience that connects employees to the company's ethos subliminally. Thus, smell not only enriches the workplace experience but also acts as an invisible link that connects people to the space, their tasks, and the organization's values, demonstrating how even the most subtle details can have a profound impact on corporate culture and productivity.

## 2. SPACES FOR COFFEE AND GUSTATORY MEMORIES

- **Building Memories and Shared Experiences:** Dedicated spaces such as coffee areas not only provide a location for breaks and social interactions but also create opportunities for building gustatory memories. These experiences, linked to the taste and aroma of coffee or shared foods, can be deeply impactful and reinforce positive feelings and cohesion among employees.
- **Emotional and Sensory Impact:** Gustatory memories are closely tied to emotions and feelings. A welcoming coffee space that offers a rich sensory experience can become a focal point for emotional well-being in the workplace. Additionally, the coffee break can serve as a ritual that helps break the monotony of the workday, revitalizing employees.
- **Thoughtful Design:** When designing these spaces, considering elements such as accessibility, inviting aesthetics, and offering quality options can maximize their positive impact. Well-designed spaces encourage interaction, idea exchange, and strengthen organizational culture.

These strategies not only enhance employee comfort and satisfaction but also enrich the work experience with moments of connection and pleasure, essential for building a positive and productive work environment.



- **Practical Considerations:** When implementing olfactory strategies in the workplace, it's crucial to consider the diversity in individual preferences and the possibility of sensitivities or allergies. A balanced approach may include the use of light and natural aromas, along with providing areas where exposure to specific scents is minimized, to accommodate the variety of responses from employees.
- **Impact on Memory and Corporate Identity:** Aromas can also play a significant role in creating a unique corporate identity and the memory associated with the work environment. A distinctive aroma, when associated with positive experiences in the workplace, can reinforce loyalty and a sense of belonging among employees.

Integrating scent into organizational environment design opens up a wide range of possibilities to enrich employees' experiences, promoting a workplace that is not only functional but also welcoming and stimulating. The key lies in the careful and thoughtful implementation of olfactory strategies that complement other elements of sensory design, thus creating a holistic environment that supports well-being and productivity.



### 3.TEMPERATURE

- **Comfort and Productivity:** The temperature of the workplace environment has a direct impact on the comfort, satisfaction, and consequently, the productivity of employees. Temperatures that are too high or too low can be distracting and decrease efficiency, while a thermally comfortable environment can increase concentration and cognitive performance.
- **Adaptive Solutions:** Implementing air conditioning systems that allow for personalized adjustments or differentiated temperature zones can accommodate the varied preferences of employees. Additionally, the use of smart technologies to monitor and automatically adjust the temperature based on occupancy and external conditions can optimize well-being and energy efficiency.

#### 4. SOUND HARMONY IN THE WORKPLACE

- **Emotional and Cognitive Influence:** Sound, whether soft background music, the murmur of nature, or strategic silence, holds extraordinary power over individuals' emotional and cognitive states. Studies reveal that certain types of music or natural sounds can significantly enhance concentration, creativity, and even mental health. For example, gentle nature sounds like flowing water or rustling leaves can reduce stress and promote a quieter, more focused work environment.
- **Application in Workspace Design:** Curating soundscapes through ambient sound systems can create more harmonious and productive workspaces. Specific areas such as relaxation rooms, cafeterias, or even restrooms can benefit from a thoughtfully selected sound environment designed to evoke relaxation or rejuvenation. Similarly, establishing "quiet zones" can be crucial for tasks requiring high concentration.
- **Practical Considerations:** When integrating sound into workplace design, it's essential to consider the diverse preferences and needs of employees. Volume and sound type should be adjustable to prevent distractions or discomfort. Additionally, offering personal options such as high-quality headphones allows employees to customize their sound experience without disrupting the shared environment.

- **Impact on Culture and Corporate Identity:** Just like aromas, sounds can play a crucial role in shaping corporate identity and creating a positive collective memory associated with the workplace. A unique sound landscape can become a signature of the company, reinforcing organizational culture and fostering a sense of belonging.
- **Furthermore:** Integrating sound alongside sensory strategies, as presented here, whether olfactory, tactile, temperature, or even gustatory memories, enriches the spectrum of feelings and emotions in the workplace, promoting a space that is not only functional but profoundly human. Let us not forget what I mentioned earlier about Triggers and Mental Anchors. Reflecting on the importance of emotional anchoring and mental triggers in the workplace, it becomes clear that these elements are crucial in creating a space that not only operates efficiently but also promotes deep and sustainable well-being for employees.

The careful integration of sensory stimuli, such as harmonious ambient sound, scents that evoke tranquility or focus, precise temperature control, and the creation of spaces that inspire positive memories, turns the workplace into an environment where mental and physical well-being is prioritized.

Furthermore, the recognition and strategic application of triggers and mental anchors reinforce the idea that organizational environmental design goes beyond aesthetics and physical functionality. It's about understanding and respecting the complexity of the human experience, using space to promote health, innovation, and effectiveness at work. When this understanding is not incorporated, we run the risk of creating environments that, while they may seem efficient superficially, fail to sustain the well-being and motivation of employees in the long run. Poorly planned spaces can contribute to stress, disconnection, and even burnout, undermining the creative and productive potential of the team.

The integration of sound, along with olfactory, thermal strategies, and the creation of memories associated with taste, not only enriches the sensory spectrum of the work environment but also serves as a powerful reminder that organizational environmental design is a practice that must fully embrace the complexity of human senses.

This holistic approach not only enhances the aesthetics and functionality of the workspace but also touches on the essence of human well-being and productivity, promoting an environment that truly lives in harmony with the emotional and cognitive needs of its team. By considering and applying the science of triggers and mental anchors, we open doors to a workspace that not only exists but flourishes, becoming a setting where each day is an opportunity for well-being, innovation, and continuous growth.

## 5. THE HIDDEN DIMENSION

Understanding space as a fundamental aspect of the organizational environment owes much to the contributions of Edward T. Hall, particularly through his work 'The Hidden Dimension'. Hall introduced the concept of proxemics, the study of how we use space and how it influences communication, social interactions, and ultimately, well-being and productivity in the workplace.

His ideas about personal space, territoriality, and the social distance between individuals in different cultures provide profound insights into how workspace design can either facilitate or inhibit effective communication and collaboration.

For example, workspace configurations that respect personal space needs can increase satisfaction and reduce stress, while areas designed to promote 'chance encounters' can stimulate innovation and idea exchange. Thus, when designing work environments, it is essential to consider these proxemic principles to create spaces that not only promote efficiency but also emotional well-being and team cohesion.

Hall identifies four zones of social distance that directly influence how we interact with each other:

- Intimate Distance (0-45 cm): Reserved for very personal interactions such as hugs, whispers, and touches, which occur between individuals who have an intimate relationship.
- Personal Distance (45 cm - 1.2 m): Used for conversations with friends and colleagues, allowing some proximity without invading intimate space.
- Social Distance (1.2 m - 3.6 m): Suitable for interactions in the workplace and casual conversations, marking a clear separation without the coldness of impersonal distance.
- Public Distance (over 3.6 m): Used for speeches, lectures, and situations where one person addresses a larger group, establishing a clearly defined space between the speaker and the audience.

When considering proxemics in the design of organizational environments, it is crucial to recognize how these zones of distance can be physically manifested in the layout of the workspace to promote appropriate and comfortable interactions among employees. Space organization should facilitate both collaboration and the need for privacy, allowing employees to intuitively choose where to carry out their activities based on the nature of the desired interaction.

For example, creating open spaces can encourage collaboration and communication in the 'social distance', while booths or smaller rooms can offer privacy for tasks that require focus or confidentiality, respecting 'personal distance'. Rest areas and cafeterias should be designed to promote healthy social interactions, allowing employees to comfortably engage in casual conversations.

Edward T. Hall's theory of proxemics not only clarifies how we use the space around us but also reveals the profound interconnection between spatial organization and our emotions and feelings. Hall identifies four zones of social distance — intimate, personal, social, and public — that not only influence physical interactions but also have significant emotional implications. Violating these zones, whether through excessive proximity or distance, can be perceived as a threat, eliciting feelings of discomfort, anxiety, or even rejection, while respecting these zones can promote feelings of security, reciprocity, and belonging.

For example, excessively close proximity in a workplace environment, without implicit or explicit consent, can be interpreted as an invasion of personal space, leading to a negative emotional response. On the other hand, creating spaces that respect appropriate 'social distance' can facilitate comfortable and positive interaction among employees, fostering an atmosphere of cooperation and mutual respect.

The conscious application of Hall's distance zones in the design of organizational environments allows for a deeper understanding of how physical space can be structured to align with the emotional needs of employees. The arrangement of desks, choice of furniture, and location of common areas should be carefully considered to promote interactions that are emotionally rewarding and that avoid misunderstandings or conflicts.

This refined understanding of proxemics, enriched by the consideration of its emotional implications, reinforces the importance of organizational environment design that is truly centered on understanding human behavior. Recognizing that every element of the workspace — from physical layout to the smallest decorative details — has the potential to profoundly influence emotional well-being, organizations can create environments that not only maximize efficiency and productivity but also nurture human connections, fostering a sense of community and belonging.



# Chapter 9

LET'S LOOK AT SOME EXAMPLES WHERE ORGANIZATIONAL ENVIRONMENT DESIGN HAS BECOME FAMOUS WORLDWIDE:

## 1. GOOGLE

Reference: The design of Google's offices around the world is often cited as an exemplary example of how the workplace environment can stimulate creativity, collaboration, and employee well-being. With spaces that include slides, ping-pong tables, and themed rest areas, Google uses design and architecture to promote a culture of openness and innovation.

## 2. AIRBNB

Reference: The Airbnb headquarters in San Francisco is designed to resemble a collection of homes from around the world, reflecting the company's global nature and its mission to promote a sense of belonging. This approach to workplace design reinforces the brand identity and encourages employees to think creatively and empathetically about their users.

## 3. ZAPPOS

Reference: Zappos is known for its employee and customer-focused corporate culture. The layout of Zappos' office is designed to promote casual encounters and interactions among employees, with the aim of fostering collaboration and innovation. They apply the theory of physical proximity to strengthen bonds between teams.

#### 4. HOSPITAL SARAH KUBITSCHER

Reference: Hospital Sarah Kubitscher is notable for its innovative design, aimed at promoting the rapid recovery of patients through architecture. The use of spacious open areas, plenty of natural light, and internal and external green spaces helps to reduce stress and anxiety for both patients and healthcare workers. The environment is carefully designed to be welcoming and therapeutic, demonstrating how physical space can positively impact the well-being and effectiveness of treatments.

#### 5. MICROSOFT

Reference: Microsoft has made significant investments in renovating its campus in Redmond, Washington. The project aims to reimagine the traditional workplace environment, focusing on sustainability, accessibility, and spaces that foster collaboration and creativity. The design incorporates extensive green areas, walking trails, and even soccer fields, aiming not only to promote employees' physical health but also their connection with nature and each other. The open architecture, abundant natural light, and flexible work areas are designed to adapt to the diverse ways people work and collaborate today, fostering a culture of open innovation.

## 6.APPLE

Reference: The Apple Park, Apple's new headquarters in Cupertino, California, is another masterpiece of modern architecture and sustainable design. Known for its impressive circular structure, nicknamed the "spaceship," it was conceived with an extraordinary emphasis on integration with nature, including a vast central park, fruit trees, and a natural ventilation system that eliminates the need for air conditioning for most of the year. The Apple Park is a reflection of the company's pursuit of perfection, combining technological innovation with sustainable design. Through extensive use of glass, Apple aims to foster a transparent and barrier-free work environment, where natural light and greenery are constant elements, seeking to inspire employees and promote a sense of openness and freedom.

## 7.NATURA

Reference: Natura, recognized for its sustainable approach and focus on well-being, incorporates neuroarchitecture practices in its workspaces to foster a harmonious and productive environment. The company's headquarters are designed to maximize natural light and include indoor and outdoor green spaces, which not only reduce employee stress but also stimulate creativity and connection with nature, reflecting the brand's core values.

## 8.BANCO INTER

Referencia: Banco Inter utilizes concepts of neuroarchitecture to create a work environment that promotes efficiency and employee well-being. Its corporate space is characterized by open layouts that facilitate communication and collaboration. The inclusion of rest areas and spaces for relaxing activities allows employees to take rejuvenating breaks, enhancing their job satisfaction and productivity.

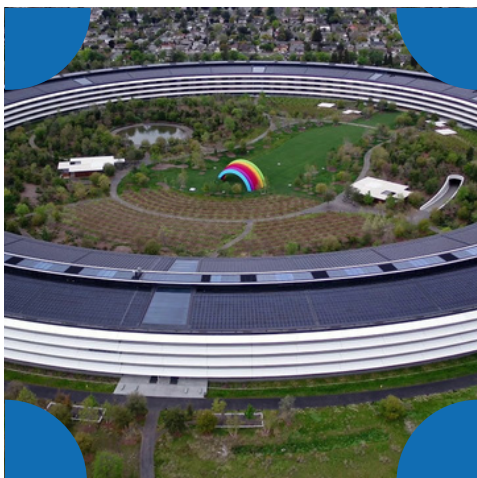
## 9.ESCOLA SESC DE ENSINO MÉDIO NO RIO DE JANEIRO

Referencia: The SESC High School in Rio de Janeiro is a prime example of how neuroarchitecture and neuroaesthetics can be applied in the design of educational spaces. The school is designed with ample open areas, plenty of natural light, and green spaces, creating a stimulating and welcoming learning environment. Classrooms and common areas are arranged to promote social interaction and collaborative learning, while carefully selected art and aesthetic elements stimulate students' curiosity and creative expression.

## 10.CACAU SHOW NO BRASIL:

Reference: Cacau Show adopts practices aimed not only at commercial success but also at the development and satisfaction of its employees. The company invests in workspaces that stimulate creativity and innovation, while promoting a welcoming and inspiring environment. For example, Cacau Show's headquarters in Itapevi, São Paulo, includes leisure and rest areas for employees, promoting a better quality of work life.

The organization of Cacau Show's headquarters demonstrates the application of neuroarchitecture and biophilic design concepts, utilizing open spaces, green areas, and natural lighting to create an environment that reduces stress and increases employee satisfaction. These initiatives reflect an understanding of the importance of the physical environment in employee well-being and in fostering a positive corporate culture.







Each of these organizations demonstrates a commitment to creating environments that not only meet the functional needs of their occupants but also consider their psychological and physical well-being. By applying principles of Environmental Social Psychology alongside neuroarchitecture and neuroaesthetics, these companies and institutions lead by example, showing how workplace and learning space design can have a profound impact on health, satisfaction, and productivity.

# Chapter 10

## HEADING TOWARDS NEW FRONTIERS IN ORGANIZATIONAL ENVIRONMENT DESIGN

The journey of organizational environment design is rapidly evolving, embracing new paradigms such as "ergonomics of feelings and emotions." This innovative approach transcends traditional physical concerns to emphasize support for mental health and well-being. For example, the introduction of workspaces that not only minimize physical discomfort but also promote psychological safety, positive social interaction, and concentration. Pioneering companies are experimenting with layouts that facilitate both collaborative work and moments of introspection, recognizing the significant impact of the physical environment on employees' emotional state.

Sustainability, once viewed through a broader lens, is now recognized for its critical role in mental well-being. Spaces that harmonize natural elements and biophilic design, such as indoor gardens, natural ventilation, and the use of organic materials, demonstrate how environmental sustainability is intrinsically linked to mental health. Research confirms that direct or indirect contact with nature can significantly reduce stress and elevate mood, encouraging a new wave of designs that integrate the outdoors with the indoors in innovative ways.



The analysis of the effect of these environments on mental health and well-being of visitors reveals encouraging results. In the case of the Maggie's Centre, research indicates that patients and family members who frequent the center describe a sense of tranquility and relief, attributed to the design of the space. The architectural design of the center was conceived to facilitate positive social interactions, offer privacy when needed, and promote user autonomy, essential principles of neuroarchitecture.

Another notable example of the application of neuroaesthetics is the Bibliotheca Alexandrina, designed by the architecture firm Snøhetta. The building's facade, with its reflective panels, goes beyond being just a visually striking element, creating a play of light and shadow that transforms throughout the day, influencing the internal atmosphere and contributing to the mood, concentration, and behavior of the visitors. The analysis of this project demonstrated how aesthetic elements, when integrated carefully, have the power to transform a public space into a learning and discovery environment that stimulates the mind, creativity, social interaction, and also promotes well-being.

Despite the growing recognition of the contributions of Organizational Environment Design, the practical integration of these concepts faces challenges, such as the need for closer collaboration between disciplines. Translating neuroscientific insights into accessible design principles requires a multidisciplinary and innovative approach, as discussed by various behavioral scholars, as demonstrated in the works of Sarah Williams Goldhagen, an American architecture author and critic who is part of the board of the Academy of Neuroscience for Architecture and the Advisory Committee for the Intentional Spaces Summit in "Welcome to Your World".

The future looks promising for Environmental Social Psychology, driven by technological advancements and Neuroscience with an increasing understanding of the importance of human-centered design. The integration of these disciplines promises to revolutionize our approach to space design, prioritizing environments that not only meet physical needs but also foster the future of workspaces.

# Chapter 11

## CHALLENGES AND SOLUTIONS IN ORGANIZATIONAL ENVIRONMENT DESIGN

### CHALLENGE 1: HIGH COSTS

- Challenge: Implementing innovative designs and work environments that promote well-being may require significant investments in ergonomic furniture, advanced technologies, and sustainable building materials.]
- Solution: A strategic approach may include long-term investment planning, highlighting the return on investment (ROI) in terms of increased productivity, reduced absenteeism, and improved employee well-being. Additionally, adopting modular and adaptable solutions can reduce initial costs, allowing for incremental adjustments based on need and resource availability.

## CHALLENGE 2: RESISTANCE TO CHANGE

- **Challenge:** Significant changes in the workplace environment may encounter resistance from both management and employees, especially if they are not adequately involved in the design process or if the benefits are not clearly communicated.
- **Solution:** Any change should actively involve all stakeholders in the planning and decision-making process from the outset. This can be achieved through workshops, surveys, and feedback sessions to ensure their needs and concerns are considered. Transparent communication about the expected benefits and the creation of pilot programs can facilitate a smoother transition and increase acceptance of the changes.

## CHALLENGE 3: BALANCING FUNCTIONALITY AND WELL-BEING

- **Challenge:** Striking the right balance between the functionality of the workspace (e.g., areas for intense focus and privacy) and elements that promote well-being (such as rest areas and spaces for socialization) can be complex.
- **Solution:** Adopting an evidence-based approach, using data from research in environmental psychology and neuroscience to inform design. This may include creating flexible spaces that can be adapted to the varied needs of employees throughout the day or week, promoting both interaction and privacy as needed.

## CHALLENGE 4: ENVIRONMENTAL SUSTAINABILITY

- Challenge: Integrating sustainable practices into organizational environment design, without compromising aesthetics or functionality, poses an additional challenge for many organizations.
- Solution: Prioritizing recyclable, renewable, and low-impact materials can be a good starting point. Additionally, incorporating energy-efficient technologies and environmental management systems can not only reduce the organization's carbon footprint but also create a healthier and psychologically satisfying work environment.

## CHALLENGE 5: ADAPTATION TO NEW TECHNOLOGIES

- Challenge: The rapid evolution of technologies and the need to effectively integrate them into workspaces can be challenging, especially when aiming to promote well-being.
- Solution: The key to overcoming this challenge is flexibility. Designing spaces that can easily adapt to new technologies and devices is essential. This may include modular infrastructure, robust connectivity, and designated areas for experimenting with new work tools.

# Chapter 12

## SHAPING THE FUTURE THROUGH DESIGN

As we delve deeper into the exploration of organizational environmental design, it becomes evident that we are on the cusp of a new era. An era where a profound understanding of human interaction with space is not just a luxury, but a fundamental necessity to promote a healthier, more productive, and integrated society.

Environmental Social Psychology, allied with Neuroscience, rooted in interdisciplinarity and innovation, are more than mere academic disciplines; they are the key to unlocking the full potential of the environments we inhabit. This article sought not only to illuminate the trajectory and possibilities of these emerging areas but also to inspire deeper reflection on how we can, collectively and individually, contribute to this transformation.

As technology advances and our understanding of neuroscience deepens, we have a unique opportunity to rethink and reimagine environmental design in a way that places human well-being at its core.

For professionals and academics in the fields of architecture, design, and neuroscience, the challenge is clear: how can we continue to collaborate, innovate, and apply our knowledge in a way that enriches not only physical spaces but also the human experience within these spaces? The integration of science, technology, and creativity will be crucial in shaping environments that not only meet aesthetic and functional needs but also promote health, well-being, and happiness.

For society as a whole, the invitation is to recognize and value the importance of the spaces in which we live, work, and connect. By demanding more from our built environments, we can positively influence our quality of life and collective well-being.

Architecture and design have the power not only to reflect but also to shape our culture, values, and future. Ultimately, organizational environment design is a testament to humanity's power to shape its own destiny through space. It is a reminder that every detail, every design choice, has the potential to profoundly impact our lives.

As we look to the future, let us embrace the responsibility and opportunity to create spaces that reflect the best of who we are and all that we aspire to be. The journey ahead is both a challenge and a promise - a promise of a world where every environment is a celebration of life and the human capacity to innovate, heal, and thrive.



*“As we conclude our journey through the intricate world of organizational environment design, we are reminded of the extraordinary capacity of space to influence and shape the fabric of human experience. What began as a reflection on the intersection of architecture, design, and neuroscience now culminates in a call to action to create environments that not only accommodate our daily activities but also nurture our mental health, inspire our creativity, and elevate our well-being. The future of environmental design lies not in grandiosity or extravagance, but in the ability to understand and respond to the deepest needs of the human being. May we move forward with the wisdom that each space we create is an opportunity to enrich lives, strengthen communities, and forge a future where mental health, well-being, and sustainability go hand in hand with innovation and beauty.”*

*(Marcello de Souza)*





In our journey through the intersection of neuroscience, environmental psychology, and organizational environment design, we have come to a fundamental understanding: our senses are the primary mediators between us and the world around us, profoundly shaping our emotions, feelings, and consequently, our behaviors. Every element of our work environment - from the light that enters our eyes to the sounds that reach our ears, the scents we inhale, the textures we touch, and even the flavors we encounter in a café space - contributes to our emotional and cognitive experience.

This understanding highlights the critical importance of designing work environments that not only meet functional needs but also respect and celebrate the richness of the human sensory experience. By doing so, we can create spaces that not only foster productivity and innovation but also promote well-being and personal fulfillment.

Ultimately, I hope that as we move forward with this brief Ebook, we can carry with us the understanding that organizational environment design is, at its core, an act of human compassion - a quest to create spaces that resonate with the depth of human experience, allowing each of us to live, work, and thrive in harmony with our environments and those we share our space with.

(Marcello de Souza, Ph.D)



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## Connect and Explore Further

If this e-book has sparked a greater interest in you for the transformative power of organizational environmental design, environmental social psychology, or neuroscience applied to workplace well-being, I invite you to delve deeper into this journey with me.

I, Marcello de Souza, have dedicated my life to exploring the intersections between cognitive behavioral and organizational development, always seeking innovative ways to apply this knowledge to improve the lives of individuals and organizations.

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- YouTube: Here I share lectures, interviews, workshops, and various educational videos, shedding light on current and relevant topics in the field of behavioral psychology and human development, visit  
[www.youtube.com/@marcellodesouza\\_oficial](http://www.youtube.com/@marcellodesouza_oficial)
- Official Website: Where you can access my entire portfolio, courses, and information on how I can personally assist you or your organization, visit  
[www.marcellodesouza.com](http://www.marcellodesouza.com)
- Blog: For insights and reflections on personal and professional development, visit  
[www.marcellodesouza.com.br](http://www.marcellodesouza.com.br)
- Company: For coaching and organizational development services, visit  
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If you felt a connection with the content of this e-book and believe in the transformative potential that applied knowledge can bring, do not hesitate to get in touch. I am here to support your journey of personal and professional growth, offering consultancy, coaching, and customized training that meet your needs or those of your organization.

This is just the beginning. Together, we can explore new frontiers of knowledge and apply them in a way that makes a real difference in the world. Thank you for accompanying me this far, and I look forward to continuing this journey together.

Marcello de Souza - Transforming knowledge into action for a better future.