

Human Capital Capabilities

What has Architecture got to do with it?

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Definition:

- Transformation and amplification of **individual** knowledge, skills, and abilities
- Unit-level resource that contributes to firm performance and/or competitive advantage

Emergence:

- Task Complexity: coordinative interdependence
- Relational Dynamics: Social Environment

Unit-Level Human Capital

Emergence

BUT

- Task Complexity:
Coordinative Interdependence → interactions
- Relational Dynamics:
Social Environment → interactions
(Ployhart & Moliterno, 2011; Eckardt & Jiang, 2019)

AND

- Physical Work Environments →
Contexts for task execution and
relational building, **shape**
interactions.
(Grajewski, 2015; Rashid & Zimring, 2003)



What then, is the role of physical work environments in the emergence of unit-level human capital?

What impact does specific configurations of physical work environments have on interaction and interaction patterns amongst workers?

How do these varied interaction levels and patterns affect the emergence of unit-level human capital?

Space Syntax:

- Architecture and urban design methodology
- Used to **assess** and **forecast** the impact of planning and design decisions of architectural layouts and urban spaces on people, their **interactions**, and subsequent behaviors within those spaces
(Bafna, 2003; Hillier et al., 1976; Hillier & Tzortzi, 2006)
- Tracks movement and potential interaction patterns/opportunities
- Axial lines: Connectivity and Integration
- Delineation between Local and Global interactions
- Can potentially refine PWE → Interactions → Unit Level Human Capital

Thank you!

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