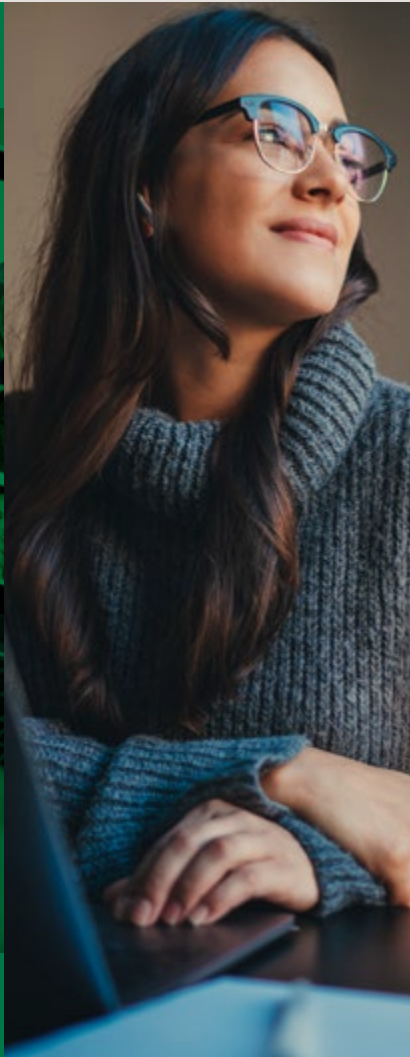
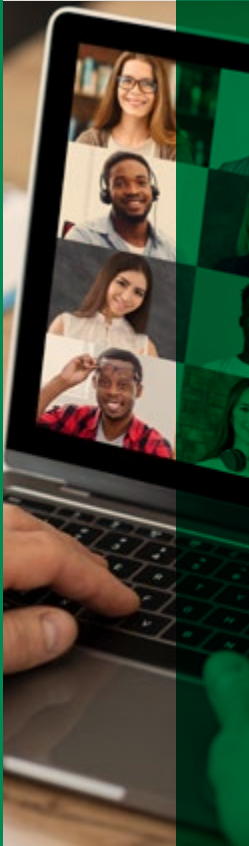


WORK ON THE MOVE 3

The Hybrid Workplace

Reimagining the Future of Work after the Pandemic



IFMA
FOUNDATION
MAKING FM A CAREER OF CHOICE

COMING SUMMER 2021

WORK ON THE MOVE 3

An Important Book from the IFMA Foundation

The IFMA Foundation has an excellent track record of publishing concise, targeted books addressing key issues facing the facility management profession. The foundation published *Work on the Move* in 2011 and *Work on the Move 2* in 2016 and both books are widely appreciated for helping facility managers around the globe prepare for the future of work.

Work on the Move 3, the latest book in the series, will be published in the summer of 2021. This important publication will be released as the world continues to recover from the Covid-19 pandemic.

A team of 19 industry experts led by editors Michael Schley and Alexi Marmot are collaborating to produce the book, covering topics such as:

- The New Hybrid Workplace
- Global Workplace Trends
- The Future of Real Estate
- Sustainability and Planetary Health
- Inclusion and Diversity in the Workplace
- Trends in Facility Service Business Models
- Health and Well-being in the Workplace
- Technology

The IFMA Foundation is pleased to provide you with this preview chapter on The Hybrid Workplace from *Work on the Move 3*. Please watch for the publication of the complete book in the summer of 2021.

The IFMA Foundation also wishes to recognize and thank the sponsors of the publication, shown below.



The Impec Group

Advanced Workplace Associates



The Hybrid Workplace

Reimagining the Future of Work
after the Pandemic

By Michael Schley and Pat Turnbull

Excerpt from *Work on the Move 3*,
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Introduction

The idea of the office has been undergoing constant change throughout the past few decades. Driven by technology, the ability to work anytime, from anywhere has freed us from the traditional constraints that dictated where work was performed. By late 2019, concepts of agile workspace, hoteling, hot desking, and Activity Based Working had taken hold and were becoming standard ways of designing and using office space.

Then the pandemic hit. In the early part of 2020, the world collectively decided that the recently discovered novel coronavirus, Covid-19, represented an immediate danger to health. Most countries went into “lockdown” and everyone whose job did not require in-person contact shifted to working from home.

Since vaccines have now been produced and deployed, at least in developed countries, companies have begun planning for a return to the office. To be sure, the safe return to the physical workplace soon is not a certainty, as many countries struggle with a resurgence of the virus and new, more contagious, variants emerge. Nevertheless, as vaccines become widely available, and the most vulnerable parts of the population are protected, there is the promise of a resumption of many life and work activities.

However, the office to which we return may not be the office we left. The massive work-from-home experiment that the world undertook proved that many people can be effective while working remotely. While there are some decided downsides to working from home, there are also significant benefits, including better environments for work requiring concentration and major time saved due to reduced commuting.

Organizations are now thinking about how to move beyond the reactionary, pandemic-driven remote work response and on to a purposeful plan for the future of work. The opportunity, now, is to build on what we learned in 2020 to create a workplace where everyone can thrive. With more than 41% of the global workforce considering leaving their employer this year and 46% saying they are likely to move because they can now work remotely, a thoughtful approach to hybrid work is critical for leaders looking to attract and retain diverse talent.¹



Research shows that flexibility and hybrid work will define the post-pandemic workplace. Employees want control of where, when, and how they work, and expect businesses to provide options. The decisions business leaders make in the coming months to enable flexible, agile work will impact everything from culture and innovation to how organizations attract and retain top talent.²

We know two things for sure: 1) flexible work is here to stay, and 2) the talent landscape has fundamentally shifted. Remote work has created new job opportunities for some, offered more family time, and provided options for where to work and when to come to the office. But there are new challenges ahead. Teams have become more siloed and digital exhaustion is a real and unsustainable threat.



It's all about the People

"In all candor, it's not like being together physically. And so, I can't wait for everybody to be able to come back to the office. I don't believe that we'll return to the way we were because we've found that there are some things that actually work really, really well virtually."

APPLE CEO, TIM COOK

Employees are a company's most important and most expensive asset. Technology, real estate, facilities and even understanding the science around cognitive fitness and well-being all help people perform their best.

The evolving post-pandemic workplace will look, feel and BE different because of:

- Both real and psychological requirements for health and safety
- On-going technological advancements
- Personal discovery during Covid (managers and employees) regarding when, where and how they work for peak performance and satisfaction

Best practices for the 'next reality' in a post-Covid workplace are not yet fully defined. We are in uncharted waters with higher-than-average uncertainty. The next few years will be a period of re-assessment, testing and experimentation. We are still learning as we go. This chapter explores key learnings and those still being re-imagined.

Research shows that flexibility and hybrid work will define the post-pandemic workplace.



PART 1

‘Workplace’ – A Strategic Asset Supporting People, Culture and Business Outcomes

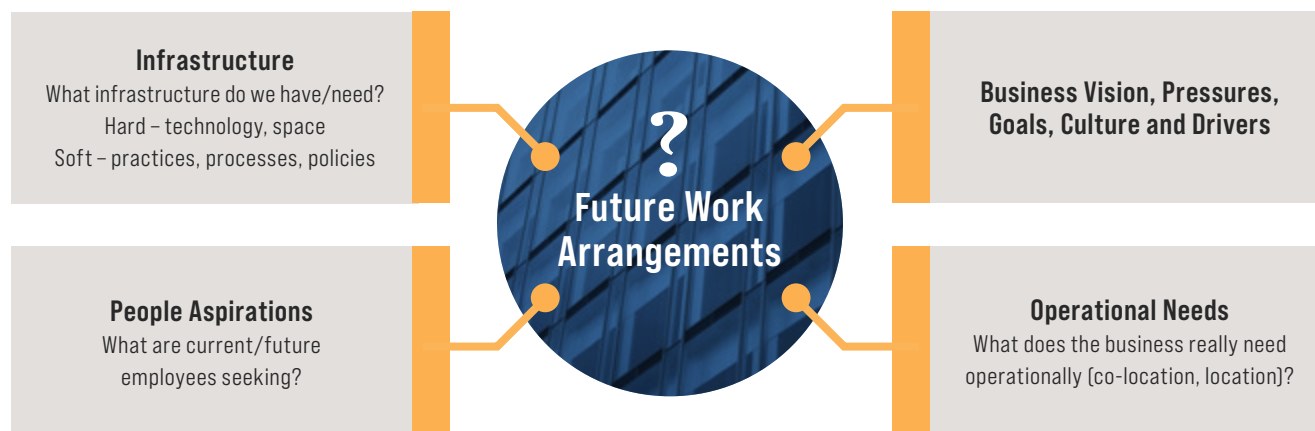
Workplace Strategy is the alignment of an organization’s work patterns, infrastructure and work environments in a manner designed to accelerate business goal achievement and optimize human performance. ‘Workplace’ is seen, now more than ever, as a strategic asset that enables people to work at their best while delivering business outcomes. Strategy is important because it creates a shared vision. It helps channel decisions about the organization’s focus, investments and resources, what activities make sense and how to coordinate those activities across the entire organization. Strategy is also dynamic. As Professor Michael Porter of the Harvard Business School observed, strategy is the “movement of an organization from its present position to a desired future state.”³

It is critical to note that workplace strategy is built on a business case and helps answer questions such as:

- What does the business need to achieve its goals?
- How can ‘agile/flexible’ workplaces be used as a tool to enhance employee satisfaction and accelerate business success?
- Is the current culture and leadership aligned and ready to support the new workplace vision?

BUILDING THE BUSINESS CASE FOR WORKPLACE STRATEGY

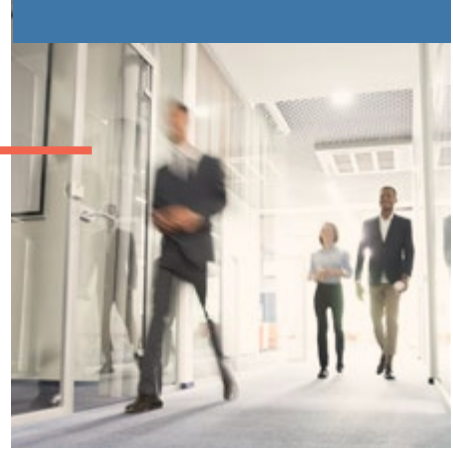
Image courtesy of Advanced Workplace Associates



Workplace Management is...

*"...the management of all resources needed to maximize human productivity... through the design and maintenance of appropriate, effective, and economical experiences that... align to strategic business objectives and support people doing their best work, every day, wherever they are."*⁴

AWA CEO, ANDREW MAWSON



While many methodologies are available to map out the change journey and define what needs to be accomplished, a simple and effective model inclusive of the workplace was developed by Dr. Graham Jervis and Andrew Mawson of Advanced Workplace Associates (AWA). Their Workplace Management Framework focuses on 'preparing and supporting people to adopt new thinking, behaviors, practices, understandings, and competencies.'⁵

Astutely, Jervis and Mawson observe that enterprise success is dependent, not only on the choice of activities and on building the organizational capacities to achieve best practice, but also on the positive engagement and understanding of the people who will deliver and perform the work.



WORKPLACE MANAGEMENT FRAMEWORK

Image Courtesy of Dr. Graham Jervis and Andrew Mawson, AWA

Key Take-Aways

- Workplace strategy aligns to business goals and has significant implications for addressing key business drivers such as talent acquisition and retention.
- Workplace strategy is built on a business case which considers business vision/culture/ drivers; operational needs; infrastructure alignment and people aspirations.
- New ways of working – hybrid models demand new understandings, processes, practices, and work arrangements.
- Workplace management requires multi-disciplinary leadership engagement.

PART 2

Trends in Work

Any discussion of the new workplace must start with consideration of how work has evolved as the world has moved from the industrial age to the information age. The following trends are clear.

Trend 1 – Work Can Be Done Anywhere

Throughout the past two decades, advances in technology have enabled many people to perform their jobs remotely. According to Gallup, the number of employees in the U.S. working remotely for part of their workweek increased from 39% in 2012 to 43% in 2016.⁶ Gallup notes that although some employees work exclusively at home, a growing number divide working time between the home and office.

The Covid-19 pandemic resulted in a massive exercise in remote working that will have long-term effects, even after the pandemic ends. White-collar workers gained familiarity with tools for video conferencing, screen sharing and cloud-based productivity tools. Managers learned that workers can be productive even when not physically present in the same place.

The ability for many employees to work anywhere has also made it possible for organizations to recruit nationally and in some cases, globally. From an employer's perspective, this greatly broadens the available talent pool. It also benefits employees, providing more employment choices and options to live in places that may be more affordable or have a better quality of life.

As we move out of the worst of the pandemic, it is likely that the percentage of people working remotely for at least part of their workweek, and people working entirely remotely, will have increased dramatically.



Trend 2 – Work Can Be Done Anytime

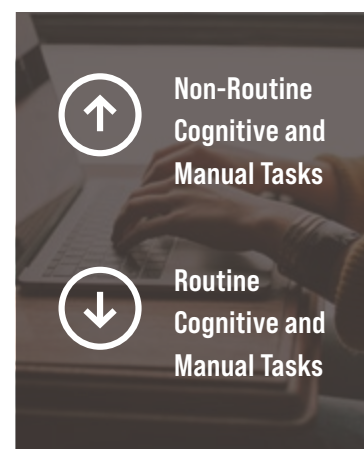
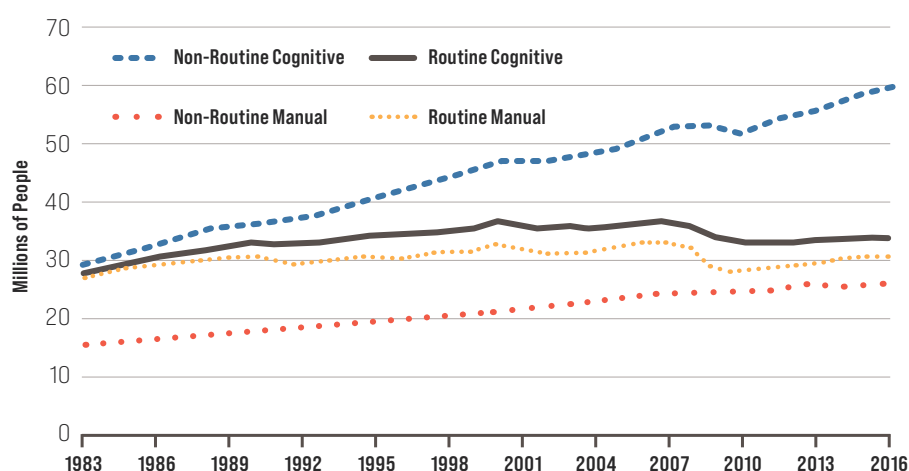
Besides freeing employees from the constraints of place, technology has also enabled much work to be done asynchronously. This has been critical for global companies whose employees work across the world's time-zones, and it has also provided for greater employee flexibility. Lynda Gratton, Professor at the London Business School, and founder of research advisory practice HSM has studied this phenomenon and uses a 2x2 matrix to help organizations understand the issues of space and time.⁷ In Gratton's matrix, one axis is place constrained/unconstrained and the other axis represents time constrained/unconstrained. A key to effective management is understanding which tasks benefit from synchronous collaboration and which tasks can be effectively accomplished at times of the employee's choosing. Tasks such as strategic planning that require significant focus can be free of both place and time constraints. Conversely, a job such as a team manager is done best with synchronous time and with face-to-face communication with other team members.

Trend 3 – Work is Less Routine

As part of their mandate to understand the U.S. economy, the Federal Reserve Bank of St. Louis published a research report analyzing trends in cognitive or white-collar work and manual or blue-collar work.⁸ The research looked at routine tasks versus non-routine tasks and concluded that routine cognitive and manual tasks were in decline, being replaced by algorithms and robots. Jobs with non-routine cognitive and manual tasks were growing. The take-away idea for workplace planners is to properly consider the need for workspaces that minimize distraction.

EMPLOYMENT LEVEL BY OCCUPATIONAL GROUPS

Image Courtesy of Federal Reserve Bank of St. Louis



Trend 4 – Improving Team Performance

Professor Alex “Sandy” Pentland at MIT is a highly regarded researcher in collective intelligence. He has studied how interactions within a team and between teams result in improved group productivity.⁹ As workplace planners seek to create environments that support collaboration and random encounters, they would benefit from better understanding the principles of group behavior.

Pentland’s research has found three primary factors that drive team performance:

- Energy – The number and nature of communication exchanges between members.
- Engagement – The distribution of energy among team members. The more that all team members participate in communication, the higher the team’s performance.
- Exploration – Communication that team members have outside their group. Pentland’s research shows that this is critical for innovation and generating new ideas.

In one study, Pentland found that a bank’s call center was able to increase productivity by between 8% and 20%, just by changing the break schedule so that all team members took a break at the same time. This increased “energy” and “engagement,” making the team significantly more productive collectively.

In another test, the tables in a company cafeteria were changed from four-person tables to a configuration with long tables. This encouraged casual conversations between employees from different departments and functions, thus increasing what Pentland terms “exploration” with a benefit of greater sharing of ideas.

These trends show that we are no longer bound to traditional notions of space and time when it comes to how, when, and where we work. Our long-held assumptions dictating that people need to work in the same place, at the same time, to get work done, be productive and have impact are simply obsolete. This is a big mental shift for many, however, requiring leaders and organizations to fundamentally re-examine and re-wire their operating model. Shaking off the confines of 20th century thinking will not come easily, but business leaders can begin to make the shift. It starts with embracing “extreme flexibility.”¹⁰

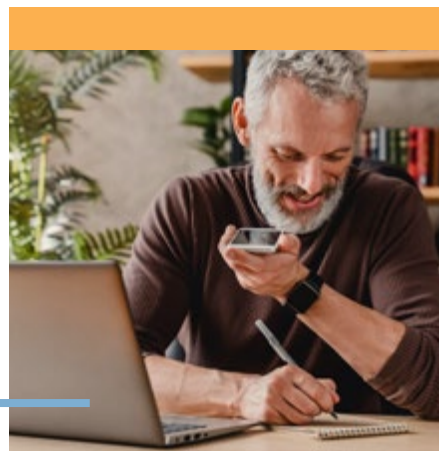
Our long-held assumptions dictating that people need to work in the same place, at the same time, to get work done, be productive and have impact are simply obsolete.

PART 3

The Future of Work is Here and It's *Hybrid*

"Moving forward, it is our goal to offer as much flexibility as possible to support individual workstyles, while balancing business needs and ensuring we live our culture... we recognize there is no one-size-fits-all solution given the variety of roles, work requirements and business needs we have at Microsoft."

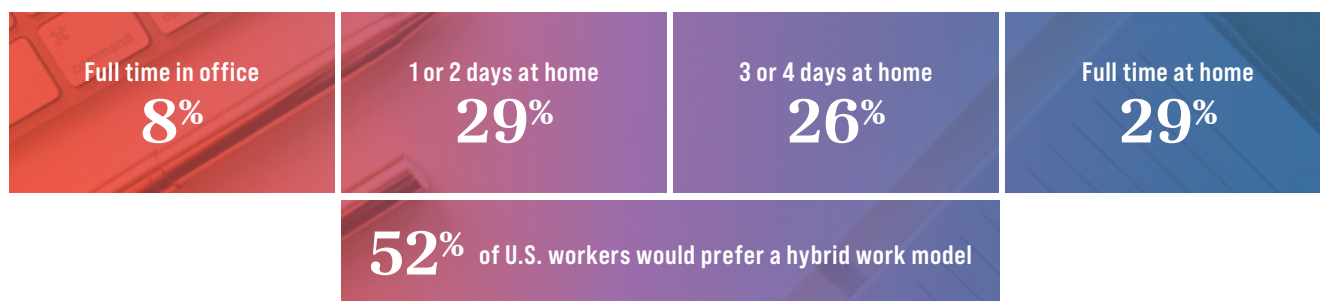
MICROSOFT CPO, KATHLEEN HOGAN



Data from numerous surveys (Global Workplace Analytics (GWA), Gensler, Microsoft, Leesman, IFMA/Workplace Evolutionaries and others) indicates that more than 80% of workers report they want flexible/remote work options to continue, while more than 60% are craving more in-person time with their teams. In the U.S., more than 50% of workers would prefer a hybrid work model, which keeps the benefits of flexibility and work-life balance they have enjoyed while working from home.¹¹ Therefore, a purposeful and thoughtful approach to hybrid work is critical for leaders looking to attract and retain diverse talent.

HOW MANY DAYS WOULD YOU PREFER TO WORK FROM THE OFFICE VS. FROM HOME

Data courtesy of PwC US Remote Work Survey, January 12, 2021



Hybrid is a work model where some employees return to the workplace, others continue to work from home (or other remote locations) and some do both. It is not an 'all or nothing' proposition. The hybrid work model is designed with built-in flexibility to boost productivity, as well as employee satisfaction, health, and well-being and to position organizations to accelerate the achievement of business goals. Hybrid work solutions are tailored to meet the unique challenges of each organization - there is no 'one size fits all.'

FUTURE WORK MODELS ARE NOT 'ALL OR NOTHING'

Image Courtesy of Advanced Workplace Associates

"I need to be **in the office most days** to comply with regulatory requirements."



Office Based

"We want you **in the office 3 days a week** and you can go and work at home when you want to."



Office Centric

"We work from home but our team comes **into the office every Thursday**."



Home Centric/Flexible

"We work from home all the time but come **into the office for an occasional meeting** when needed."



Home Centric

Transitioning to a hybrid model requires a big shift in thinking on the part of leaders relative to the fundamental business operating model (policies, practices, processes) and culture. It raises crucial questions for leaders, managers, and employees: Absent a physical presence, how does a company create a sense of working for that company—a feeling of culture, mission, and connection? What creates and defines the employee experience in the age of digital-first work?

According to JLL, the future of work will be a continuum of different places and modes of working, that will impact three critical elements: work, workforce, and workplace. Work is what we do, workforce refers to the people doing it and workplace references where we do the work. Organizations are beginning to consider how best to harmonize these elements to enable every employee to work at their best, every day, from anywhere.¹²



Transitioning to a hybrid model requires a big shift in thinking on the part of leaders relative to the fundamental business operating model and culture.

The Virtual-First Workplace Trend

While most organizations are likely to adopt a hybrid workplace model, some will decide to become predominantly virtual. This workplace approach has been called “Work from Anywhere” or “WFA.”¹³ The cloud storage company, Dropbox, is adopting this model and calls it “Virtual First.” The company is converting all of its office space into “collaboration studios” used for group meetings. The office spaces do not incorporate any individual workstations, but employees can use a company stipend for membership at a co-working space if they cannot or do not wish to work at home. The company has also increased its travel budget to facilitate employees from around the world periodically coming together for in-person meetings.¹⁴

In this new era of individual employee choice and autonomy, new work behaviors and processes are emerging. Companies can now adapt and empower their workforce with new policies and new work/life arrangements that better support health and well-being, while stimulating a thriving culture and enabling work to happen anywhere. Companies need to also create new contracts of accountability, train managers/employees on how to thrive in this new hybrid environment, and ensure the right tools and technologies are in place to provide a seamless workplace experience, no matter where people are based.



In this new era of individual employee choice and autonomy, new work behaviors and processes are emerging.

PART 4

Executing Workplace Plans for the Hybrid Environment

Getting Started: Turning Insights into Vision and Strategy

1. Put People at the Heart of Workplace

Organizations can be conceived as the 'aggregate energy of large numbers of people harnessed together within structures and processes to deliver a defined outcome.'¹⁵ The primary role of all those involved in the delivery of services, technology and workplace environments is to enable people to contribute their best to the organization unencumbered by any failures in services or systems.

Corporate real estate expert Chris Kane expressed it well, "Workplace is not just a place which contains the people who merely work there, but a dynamic ecosystem where individuals can deliver greater creativity and innovation, which drives improved business performance."¹⁶

When we put people at the heart of the workplace, we begin to create a modern work 'ecosystem' that improves how and where the work takes place. When people and workplace are directly aligned to business outcomes, we enhance and accelerate the achievement of critical business goals. Defining the organizational benefits and creating these linkages to strategic business outcomes serves to gain C-suite support for a workplace that generates meaningful results and measurable impacts.

The disruption from the pandemic may be seen as a unique opportunity to accelerate and improve future organizational outcomes. Workplace strategy will have broad impacts including but not limited to:

- Shaping culture
- Attracting and retaining talent
- Improving productivity and inspiring innovation
- Increasing employee satisfaction and wellness
- Managing costs
- Increasing team and social cohesion, trust, and information sharing

It is an opportunity that requires a clear and purposeful vision.

Workplace is a dynamic ecosystem where people can deliver greater creativity and innovation while driving business results.

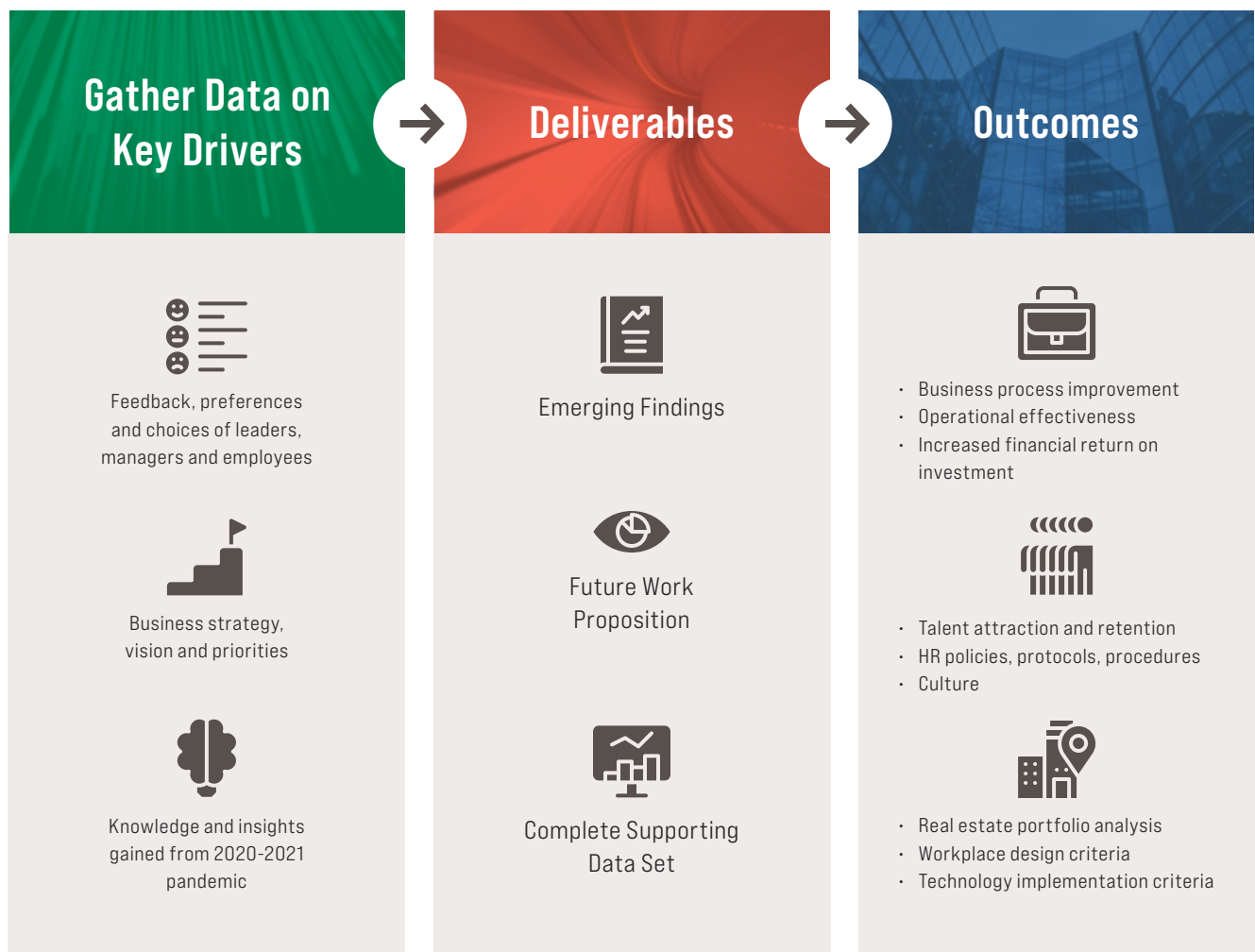
2. Develop the Business Case and Strategy

Many stakeholders are involved with the workplace strategy development, implementation, and ongoing performance management. A company's strategic direction and culture is set at the top by the CEO and supported by the executive management team. The C-suite will be keenly interested in understanding how the workplace strategy program will contribute to overall organizational goals and business outcomes.

The workplace strategy planning team should include key, multi-disciplinary stakeholders such as operations, human resources, information technology, facility and real estate management, business unit leaders, finance, marketing and sales. These departments help provide varied points of view, subject matter expertise and organizational cohesion/reach.

CREATE A STRATEGIC WORKPLACE ROADMAP

Image Courtesy of Advanced Workplace Associates



The Discovery Process helps to answer the all-important question of ‘what are we trying to achieve?’ During the Discovery Process, data is collected and analyzed, and leader/employee input is gathered. This information and dialog form the basis of the ‘Future Work Proposition,’ the ‘what, why, how and when’ of the new work plan. It answers critical questions such as:

- How is work being performed today?
- What are the new workforce preferences?
- What is the right mix and balance for the future hybrid work model?
- How can we transform and still maintain our culture?
- How can we enable resiliency for the future?

Clearly articulate the answer to the underlying question: What are we trying to achieve?

Best results flow when several sources of data are utilized. Each offers the value of validation that can be factored into scenario planning. To flourish in the ‘next reality,’ employers should:

1. *Lean in* to workforce preferences and technologies, which will be a key enablers of new working models.
2. *Pull in* real time, rich data to inform strategies, identifying and capturing the new human metrics that matter in this new world of work.
3. *Promote* solutions to enable work from anywhere.¹⁷

There are consultants who are experts at facilitating this process. Some do surveys and collect benchmark data, while others focus on creating the strategy, but leave the implementation to the end user. A few consultancies provide a comprehensive approach that includes strategy development and implementation. This latter approach includes preparing the organization for change and supporting the entire change management process. It also helps ensure that the strategy is enculturated into the organization and is sustainable, with a continuous improvement feedback loop and mindset.



A comprehensive Discovery Process typically includes:

Background and understanding of needs – conduct a situation assessment built on a body of evidence to support the development of a future work proposition.

- C-suite workshops and senior leader interviews
- Cross disciplinary leader input and engagement
- Employee feedback, surveys and/or focus groups
- Learnings from Covid journey
- Company data, benchmark, and competitive analysis

Future state vision/insights

- Alignment of business mission, vision, culture, and goals
- Understanding of current state and future desired state
- Cross disciplinary team and company engagement
- Potential impacts and risk/reward assessment
- Guiding principles

Evaluation framework

- Scenario planning
- Infrastructure assessment and financial implications
 - IT infrastructure and info management
 - Facility management and real estate portfolio and space demand requirements
 - Human Resource policies, processes, and practices

Clearly defined and articulated goals

- Strategy and roadmap
- Optimal scenario agreement
- Preliminary schedules and deliverables
- Preliminary communication plan

Vision/Strategy document

- Aligned vision with CEO
- Endorsed by senior leadership and broadly shared within the organization
- Workplace proposition and roadmap to guide transition from the current to the future state

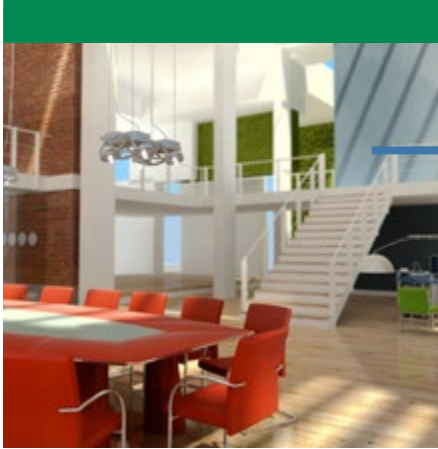


This work helps articulate the business case and sets the stage for aligning workplace assets/ services with the core purpose of the organization. This also becomes the foundation for creating the mechanisms by which the workplace and services are effectively and economically designed and delivered on a day-to-day basis.¹⁸ The graphic below is a good 'express outline' of the integrated hybrid and workplace experience model:

INTEGRATED HYBRID AND WORKPLACE EXPERIENCE MODEL



This work helps articulate the business case and sets the stage for aligning workplace assets/services with the core purpose of the organization.



"Why is rethinking the employee experience important? Because you're going to have a totally different operating model. Work is no longer just a place. It's what people do, no matter where they are and how they come together to get the job done."¹⁹

MICROSOFT TEAMS AND 365 LEADER, JARED SPATARO

3. Re-think the 'Workplace Experience' to Support Performance

The purpose of Workplace is to proactively support an organization's people in contributing and achieving their best work every day. As such, careful consideration must be given to the design of the 'workplace experience.' Ultimately, human experience is constructed from all the interlocking services that are provided, coupled with the unique and complex human sensory receptors. Mawson elaborates:

"To design an experience, you need to think through, second-by-second, the fusion of sounds, sights, information, web pages, smells, spaces, images, interactions, human behaviors and processes to create an experience that is both effective, energizing and which subtly reinforces brand values."²⁰

Customer Journey Mapping, also called the 'Experience Tunnel,' is a tool to identify/illustrate employee activities and touchpoints (emotions, pain points and possible solutions) and help understand their rational and emotional journey. Journey mapping can be used at the macro level and (for deeper dives) at the micro-journey level.

Journey maps are common tools to understand customer experience and show how HR policy, facilities and technology all impact the employee's experience and decision making. Identifying positive experiences, as well as obstacles and pain points, enables targeted scenario and solutions planning with the objective of creating seamless connectivity and choice that empowers/enables people to accomplish their tasks efficiently and effectively.²¹

Work is no longer a place. It's what people do, no matter where they are or how they... get the job done.

As we return to the office and a new workplace model, it is more important than ever to design a work experience that aligns with new expectations around health, safety, choice, and flexibility – professional/safe physical spaces, seamless virtual interaction, and cutting-edge tools to boost collaboration, while instilling a strong sense of resiliency, pride, and community across the workforce. It is a holistic approach that provides choice, empowers, and prepares people for the unique challenges and opportunities afforded by a flexible, hybrid work model.

The employee experience platform of the future will be infused with digital tools for communication, learning, and information sharing, as well as well-being, knowledge, and engagement. The digital experience of working for a company, the ‘place where work happens,’ increasingly is the internet and it is a crucial part of the human experience.²²

In summary, a well-designed journey map includes cultural, technical, physical, and virtual environments, as well as multi-sensory experience considerations – all the things that shape the overall workplace experience.

CUSTOMER JOURNEY MAPPING

Image Courtesy of AWA



4. Prepare the Organization for Change and New Ways of Working

Preparing an organization to adopt a new workplace model and the subsequent psychological and process transitions can be a major undertaking that involves all aspects of the organization. This is because it almost always involves organizational and cultural change. A redesign of the work experience of employees, literally means changing deeply engrained values, ideas, and behaviors. An effective ‘change’ program includes everyone (organization, teams, and individuals) in the journey and enables them to see and embrace the change with the goal of sustaining the desired behavioral shift. In essence, the change program is a pathway to building new behaviors.

Psychology of Change: When people have been repeating the same thought patterns, rituals, and physical behaviors for many years those behaviors become embedded. The human brain is wired for safety, so when something new comes along, the initial response is to ask, 'why do we need to change?' This can be seen as resistance. It is important to recognize that resistance is normal and natural.²³

Transitioning to new habits, requires deep engagement with every person in the organization. First, the change must be understood 'rationally' before people can see 'what is in it for them' and engage 'emotionally.' Everyone is different (an amalgamation of personal history, personality, needs, life experiences, etc.) and needs respect.

Moving from an old experience to a new experience will include impacts to culture, behaviors, practices, processes, policies, technology, and space. Organizational inertia is very real. Hybrid work models also splash into realms beyond the traditional 'work' setting and into 'personal' space and 'home' environments. In this context, one can appreciate the complexity of the change journey and what the organization is trying to achieve.

Creating Constructive Organizational Change: Dr. James Ware, Future of Work Unlimited, summarized the three core principles for creating constructive organizational change:

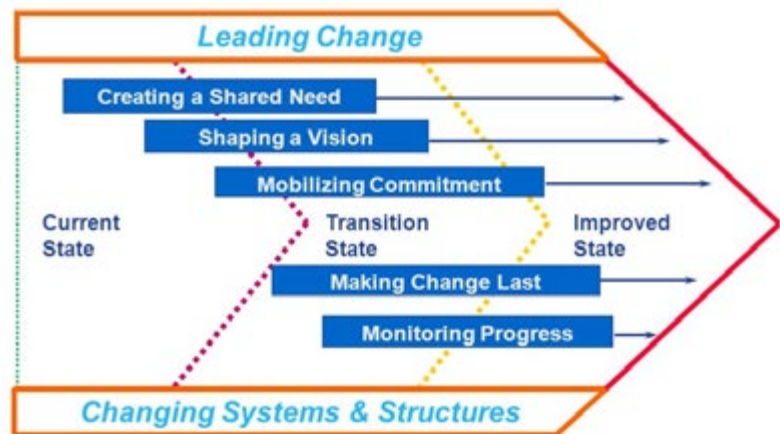
- Develop a clear and compelling vision of the future
- Build a case for change that appeals to both logic and emotion
- Shape a widely participative process for moving forward.

He goes on to say that, ultimately, change leadership is not about making people do what you want, it is about making them want what you want.

Creating an organization that is ready for change requires senior leader buy in and change leaders that have been identified/trained together to create a structure for deploying and communicating the 'what, why, how, when and who' of the change plan.

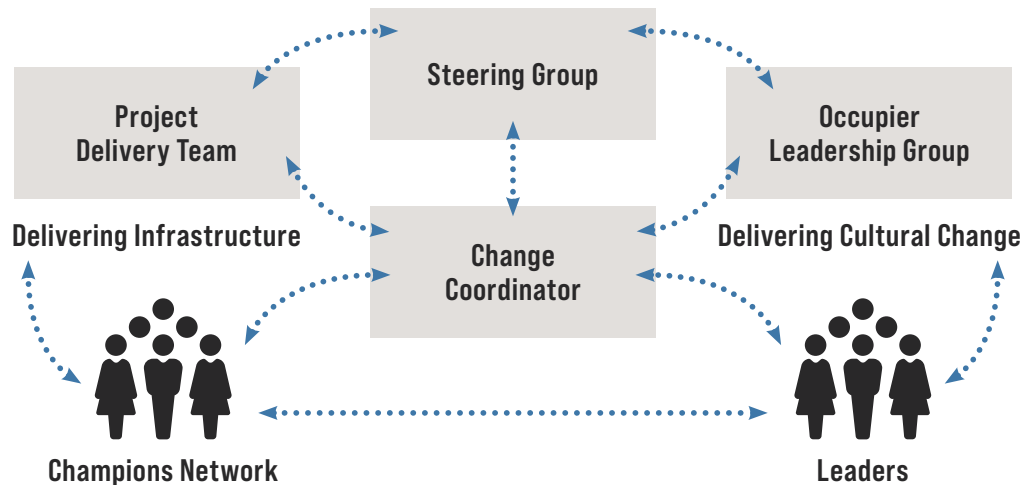
A FRAMEWORK FOR CHANGE

Six-sigma DMAIC and Change Acceleration Process (CAP), Image Courtesy of CAP



THE ORGANIZATION FOR CHANGE

Image Courtesy of Advanced Workplace Associates



Change and Communications Plans are detailed. They align and integrate with all technical solutions, workplace design, human resources, and communication/engagement activities. The plans identify who is responsible for what and include schedules of events. Activities include familiarization activities (focus groups, workshops, site mockups and tours), return-to-office events, and welcome activities, as well as communications by leader briefings/updates, messaging, and training. Training is especially important to introduce new technologies, tools, and protocols, to gather feedback on what is working/ not working, and to respond to areas where improvement is needed.

Finally, a continuous improvement feedback loop should be in place to evaluate progress, and adapt plans and policies accordingly.

5. Measure, Monitor, Celebrate Success and Iterate!

Traditional performance drivers need to be re-evaluated to keep pace with rapidly evolving workplace models and technology. It is time to move away from simple cost reduction, space utilization and capital minimization metrics to a more human-centric set of performance indicators that are core to corporate outcomes and drive new value-creation initiatives. In so doing, we can foster a culture of achievement, accountability, and continuous improvement, as well as help ensure the 'success impact' of the new workplace and workplace experience. These new metrics will include things like:

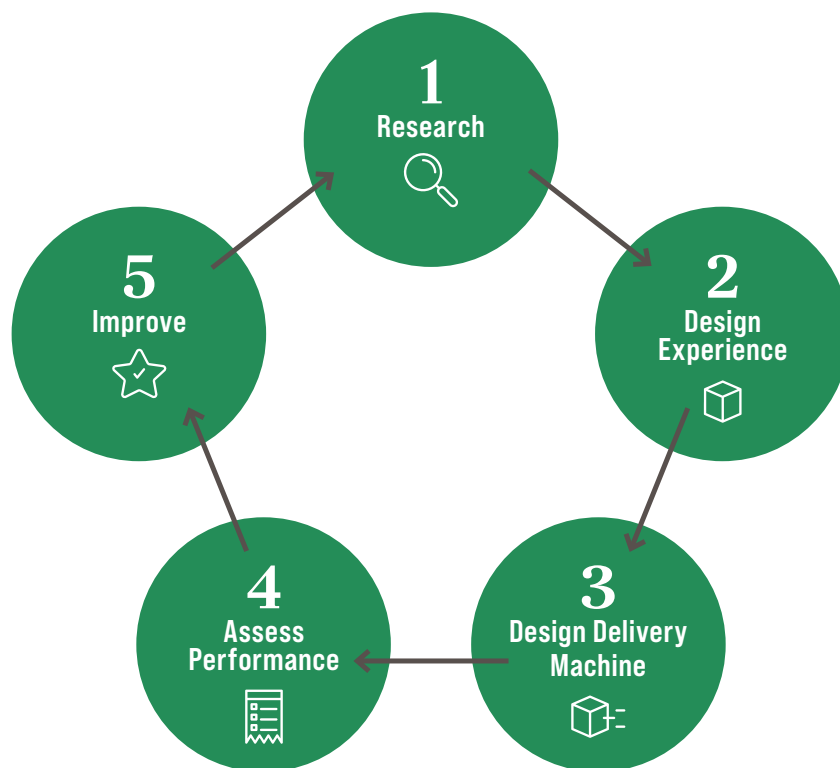
- Employee engagement and satisfaction
- Innovation (new patents, products, or services the business produces)
- Revenue and profitability

Of critical importance is creating a measurement framework and processes to continually assess the effectiveness of the workplace experience and supporting infrastructure. A continuous improvement culture is one that embraces ongoing, iterative improvement and the ongoing effort to enhance products, services, or processes. This process leads to an overall economically competitive advantage.

- Performance management (Measures of success)
- Resource management (What is needed to implement)
- Improvement management (What is working/not working) – built on a continuous improvement management cycle
- Reward, celebrate success and iterate!

THE IMPROVEMENT MANAGEMENT CYCLE

Image Courtesy of Advanced Workplace Associates



**If you are not continuously improving,
you are probably moving backwards
and it might be time for a change!**

PART 5

Implementing the Hybrid Workplace

As organizations undertake development of a new strategy for the hybrid workplace, a number of issues need to be considered. These include understanding and appreciating the role of office space for collaboration and organizational culture, changes needed in workplace design, the use of technology in managing the hybrid workplace, and the need for new management practices.

1. The Role of the Office in the Hybrid Workplace

Is corporate office space even needed at all? With remote working having been more successful than imagined, the idea of completely virtual companies has gained currency. Indeed, during the past 20 years, there have been examples of companies, mostly in technology fields, where all employees work remotely. While some organizations may in fact choose to go completely virtual, for most organizations, the office will continue to serve different but important functions.



Robust Collaboration

Researchers Anne-Laure Fayard, John Weeks and Mahwesh Kahn write about the limits of virtual communication.²⁴ “When communication takes place remotely, the connection is severely weakened and nonverbal signals are harder to pick up on, even when people can see each other on a screen. In [face-to-face encounters] people are often energized and more likely to empathize with each other, which supports organizational culture and collaboration.”

While videoconferencing can prove adequate for routine meetings, some activities need the benefit of high-bandwidth interaction that supports the nuances conveyed with body language and facial expressions. Activities such as product design, brainstorming, strategizing, and discussing painful or difficult topics are all done more effectively in live, face-to-face settings.

Innovation from Random Encounters

An early research study in environmental psychology by Professor Thomas Allen of MIT in the 1970s found that face-to-face communication decreases exponentially as a function of distance. More recently Professor Pentland researched how ideas are exchanged between employees of different departments and found that physical proximity plays a major role in random encounters and innovation driven by the cross-pollination of ideas.²⁵

A recent study of Microsoft employees found that departments were becoming more siloed during remote work necessitated by the pandemic and that team interactions and connections were diminishing. According to senior principal researcher at Microsoft, Dr. Nancy Baym, “When you lose connections, you stop innovating. It’s harder for new ideas to get in and groupthink becomes a serious possibility.”²⁶

It will be important for organizations with virtual or hybrid workplaces to consciously find other mechanisms where ideas can be exchanged in an unstructured setting.

Learning and Mentoring

Most jobs require knowledge that goes beyond what can be learned from a book, video, or class. This real-world knowledge is most effectively gained in an informal, unstructured environment. This is easy in live settings, but difficult when working remotely.

Researchers Anne-Laure Fayard, John Weeks and Mahwesh Kahn describe the office as a schoolhouse. “Much knowledge can be codified, efficiently scaled and distributed by knowledge-management systems, but the really critical knowledge in most organizations cannot be made explicit.”²⁷

Before the pandemic, some companies adopted a policy requiring that employees work their first year of employment in the office before becoming eligible for remote work. A good variation of this in the new hybrid workplace model would be to require relatively more office workdays for new employees, particularly those just entering the workforce.





Company Culture

In his book, “Change Your Space, Change Your Culture,”²⁸ Rex Miller writes about visiting companies with highly engaged work cultures. “In our visits to these highly engaged companies, we began to understand that space is a proxy for culture. In other words, the spaces – the actual designed places for work, conferencing, exercise regimens, eating, walking and the like – reflected the values of the company and changed the patterns of behavior and interaction.”

In the words of SonicRim president, Uday Dandavate, “Culture is not about behavior. It is about someone else’s sense of identity. People choose to be in environments they can identify with. Every organization has its own ethos, services, and products. The future of work is giving people a workplace that is tied to their sense of identity.”

According to Bradford Bell, professor of strategic human resources at Cornell University, “Company culture is really about the connection that employees have, number one, to a company. Culture is important for signaling what companies’ value. Are we an innovation company? Are we a traditional company? What is the point of this company? How is disagreement handled here? Is seniority more important than innovation? Are rules to be bent, broken, or followed with precision? How are ideas challenged? None of this is handled or transmitted through the employee handbook, it’s transmitted through relationships.”²⁹

The challenge of the virtual workplace and the hybrid workplace is to provide other means to impart this informal, but important, information to employees who are not working in proximity.

Human Connection

Human beings need social interaction for life satisfaction. In his recent book, “Together,” U.S. Surgeon General Vivek Murthy writes that, “One of our most important sources of connection is the workplace. Given that most of us today spend more of our waking hours on the job than at home and many of us interact more with our colleagues than with our non-work friends, we need meaningful connection at work to sustain us.”³⁰



Dr. Jeffrey Hall, professor of communication studies at the University of Kansas has researched the nature of human sociality and found that casual social interactions at the workplace are important in alleviating loneliness and boosting well-being.³¹

Although tools such as chat and video conferencing can partially compensate, they do not provide the human connection of face-to-face communication that is provided by an office environment.

2. Design Implications of the Hybrid Workplace

As individual work shifts from office to home workplaces, the office will increasingly be seen as a social hub and place for group collaboration. The shift in balance between “me space” and “we space” will drive changes in space use and office design.

Shared Desking

Even before the pandemic, many workplace managers observed that fewer than half the workstations in most offices were being used at any given time. Following the pandemic, the increase in working from home will further exacerbate this phenomenon.

This is problematic for two reasons. First, it will be hard to justify the expense of real estate that is not well used. Second, office spaces that are mostly empty lose that “energy” that is important for a positive and productive workplace experience. Of course, too much energy, noise and movement are also problematic, so the key is to find the right balance.

The solution to maintaining real estate cost effectiveness for many organizations will be shared desking. By adopting the practice of unassigned seating, companies will be able to reclaim those workspaces, increase utilization, increase the sense of energy, and provide sufficient workspace while reducing the portion of office space used for individual work. Organizations changing to a shared desking model should keep the following in mind:

- Actively communicate to employees before the policy is implemented to explain the reasons for the change and the overall benefits.
- Lockers may be needed so that employees can store personal items.
- A “clean-desk” policy requiring the removal of all personal items at the end of each workday is important.
- Using technology such as desk booking and occupancy monitoring systems to ensure that there is a desk for everyone who needs one helps provide a positive employee experience.



Collaboration Space

With the primary function of the new hybrid office being a setting for group work, meeting spaces will have increased importance. Important considerations will include top-quality systems for video conferencing, good acoustics, the ability to easily reserve rooms online, special purpose spaces for ideation and spaces to support social gatherings.

For a further look at design issues, please see *Chapter 10 – Designing the Post-Pandemic Workplace* in the upcoming publication of *Work on the Move 3*.

3. New Management Practices for the Hybrid Office

The new hybrid workplace has the potential to improve productivity and enhance employee flexibility. Organizations need to master new management practices and work to avoid some serious risks in the new workplace.

Managing the Agile Workforce

Research conducted by the Center for Evidence-Based Management (CEBM) and Advanced Workplace Institute (AWI), identified six factors that are strongly correlated with team performance and can be used as “proxy measures.”³² The six factors include: 1) social cohesion, 2) trust, 3) perceived supervisory support, 4) information sharing, 5) vision and goal clarity, and 6) external communications. The research confirmed the importance of these six factors, especially in a hybrid model where employees and teams are working remotely. The research also provided another layer of understanding about the activities that can help support and sustain the factors. These included: understanding personalities, strong relationships, good leadership/worker-ship, rich communications – all of which enable effective task coordination and facilitate team performance.

Performance-based accountability

With the advent of new technologies that keep employees potentially plugged in 24/7, and able to work from anywhere, location is becoming far less important relative to how work gets done. From a management perspective, the focus is shifting towards results rather than face time.

**...the focus is shifting towards
results rather than face time.**

Gender Bias and Promotion Risk

Stanford Professor Nicholas Bloom's research found that women with young children want to work from home at a rate almost 50% greater than men. This can be particularly problematic if in-office employees are unconsciously favored for promotion above remote employees. Bloom's research also found that remote employees are promoted at a 50% lower rate than those who work primarily in the office. Clearly there is a need for training of managers and supervisors to counteract unjustified impressions about remote workers' engagement with their companies.

Class Bias

College-educated individuals in "professional" occupations may assume that everyone has the option to work from home. Recent research from the Pew Charitable Trust found that this is not the case. Their research showed that while 76% of upper-income individuals were able to work from home, only 44% of lower-income individuals had that opportunity with the difference due to job responsibilities and having an adequate home workplace. A major research study funded by Microsoft found that 42% of individuals working from home lacked essential office supplies and 10% had inadequate internet service.

The Need for Clear Policies and Guidelines

Although a cornerstone idea of the new workplace is employee flexibility, general company-wide guidelines are needed to avoid frustration and chaos.

- **Days in the Office** – Dr. Alexandra Samuel, author of the book "Remote Inc., How to Thrive at Work...Wherever You Are" recommends categorizing typical work activities as either "office required" or "office optional." Brainstorming, performance reviews and project kickoffs are examples of work best done face-to-face. Regular status meetings can be done quite effectively with video calls. Samuel also addresses the scheduling conundrum. Teams will benefit from synchronized schedules so that all or most team members are in the office on the same days. Samuel also suggests that there might be benefit in office weeks instead of office days.
- **Reimbursement for Home Office Expenses** – It may be reasonable to provide employees with a stipend to cover home office furniture, equipment, and internet costs, particularly if employers plan to realize real estate savings with a hybrid office strategy.
- **Pay Scales** – A decision on whether pay scales are adjusted for locational costs of living for employees who choose to relocate. This is particularly important for companies in expensive locations like New York City, London and Silicon Valley, who are now allowing their employees to relocate to areas with more affordable costs of living.

Special Challenges with Remote Employees

As remote work continues to become more prevalent, it is incumbent upon organizations to deal with the challenges of a dispersed work force, particularly where there is a mix of local and remote employees. Remote employees may be at a disadvantage since they can be overlooked in meetings, under-appreciated for their contributions, and limited in making personal connections.

- Managers must learn new skills for performance reviews and coaching of remote employees. Managers need to avoid unconscious bias against remote workers.
- Organizations must find ways to compensate for the camaraderie and culture built through face-to-face interaction. Some organizations, for example, do this by having all employees come together for live team meetings once a quarter.
- Conducting a meeting with some participants face-to-face and others participating virtually is harder than an all-virtual or all-live meeting. Special attention must be taken to ensure that remote participants are able to participate fully. Refitting meeting rooms with high-definition large screens, good audio and thoughtful furniture layouts is important. Meeting organizers will also benefit from guidance on conducting meetings in ways that ensure everyone's participation.

For a deeper look at inclusion issues, please see *Chapter 6 – Workforce Diversity, Equity and Inclusion* in the upcoming publication of *Work on the Move 3*.



Generational Challenges

The recent research by Microsoft found that younger workers encountered significant challenges during the pandemic when working remotely. Sixty percent of workers between 18 and 25 years old, commonly called Gen Z, reported they were struggling or merely surviving in the remote workplace, which was a much higher percentage than for older workers. These challenges may be mitigated with a hybrid workplace, but consideration should be given to asking employees new to the workforce to spend more time in the office to develop their personal networks and learn the unstructured knowledge that is part of any job or company, as mentioned earlier.

4. Using Technology to Manage the Dynamic Workplace

Until recently, it has been very difficult to understand how buildings and workspaces were being used on a day-to-day and hour-by-hour basis. Casual observation showed dramatic under-use of space with many unused offices and cubicles, but companies depended on labor-intensive walk-around surveys to develop trustworthy evidence.

With advances in sensors, wireless communication, and machine learning, this has changed. Today workplace planners can collect detailed, hour-by-hour utilization data that can be analyzed to determine usage patterns and peak loads, providing trustworthy, actionable data.

Once systems are in place for collecting data, analytics can be used to determine average utilization, peak utilization and hourly or daily utilization patterns. This analysis can guide decisions on real estate strategy, departmental relocation, and transition to unassigned workspaces.

Good analytics from these systems are also important to assure people throughout a company that a change to desk sharing will not result in running out of seats.



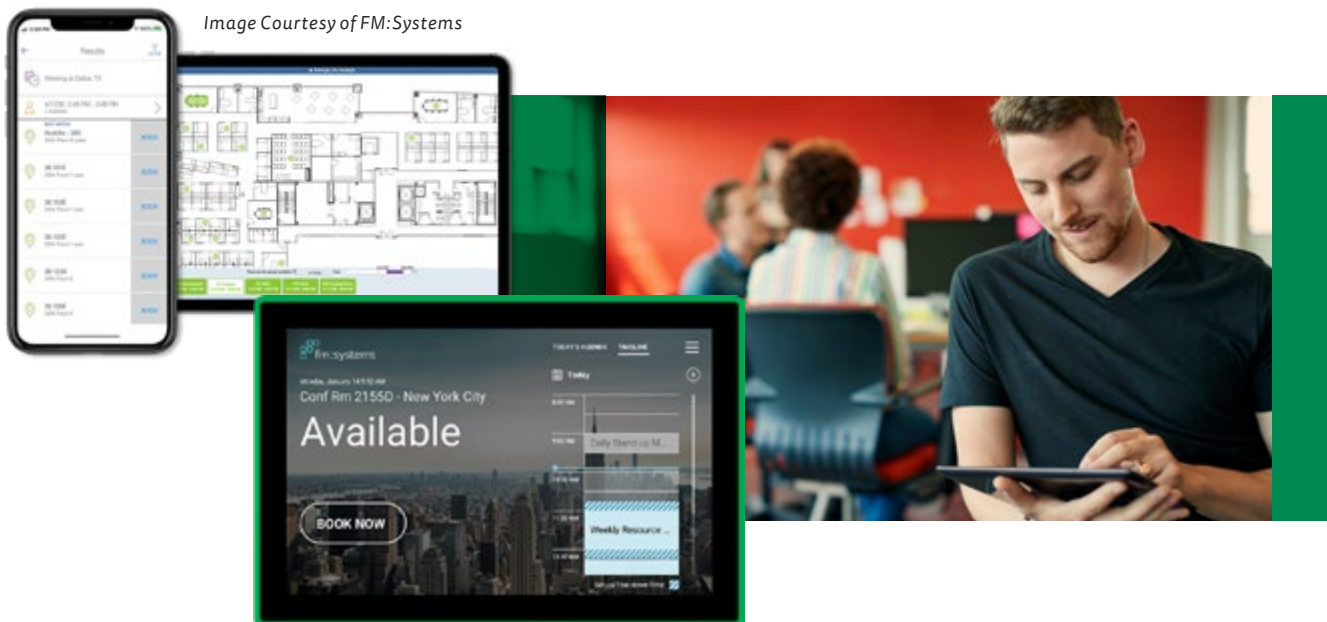
Image Courtesy of FM:Systems

The Digital Workplace – Enhancing the Employee Experience

Developments in digital information screens and integration of enterprise systems have enabled an array of devices and technology that enhance employee workplace experience. Of particular interest are the following:

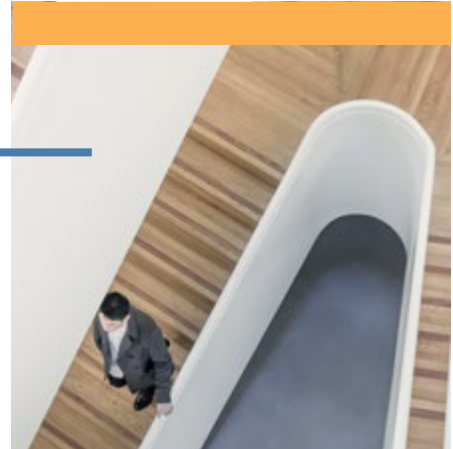
- **Scheduling systems** that allow hoteling workspaces, focus rooms and meeting rooms to be booked in advance.
- **Meeting Room Information Screens** – Tablets installed at each meeting room and integrated with company calendaring systems let people know instantly if a room is available and, if so, allow them book the room on-site. These devices also allow users to check-in to their scheduled meetings, helping to improve the accuracy of utilization data.
- **Information Screen Devices for Hoteling Workspaces** – Similar to the meeting room screens but smaller, these devices can show at a glance whether a workspace is available and, if so, allow an employee to book the space for short-term use.
- **Wayfinding Systems** – Large screens showing floor plans provide valuable navigation assistance for employees and visitors, helping them locate specific meeting rooms or other locations.
- **Visitor Systems** – Visual systems used to enhance the visitor check-in process.

For a deeper look at these issues, please see *Chapter 7 – Technology* in the upcoming publication of *Work on the Move 3*.



"The supply and demand for office space may change significantly. A lot of people have learned that they can work at home, or that there's other ways of conducting business than they might have thought from what they were doing a couple of years ago. When change happens, you adjust to it."

BERKSHIRE HATHAWAY CEO, WARREN BUFFET



5. Real Estate Considerations

Real Estate Portfolios

The dramatic shift to a hybrid workplace will have significant effects on real estate portfolio management. As more work is done from home and organizations move to staggered or asynchronous models, it is likely that organizations will reduce their real estate footprints to some extent. That said, to address health and safety concerns and meet social distancing requirements, work-space allocations will change. We might see a reduction in personal workspace but that might be offset by both more space per person and more generous collaboration spaces. The impact might not be as dramatic as one might assume. Furthermore, since corporate real estate has significant lead times and lag times due to long-term lease commitments, changes are likely to take place over years, not months.

Traditional metrics and benchmark standards for capacity and utilization performance are obsolete and new, more complex, models that are being developed consider individual and team preferences around:

- Real time utilization metrics
- Variable occupancy planning analytics
- Asynchronous work schedules
- Flexible work hours and scheduling
- Predictive versus reactive maintenance ratios

Real Estate Flexibility and Co-working

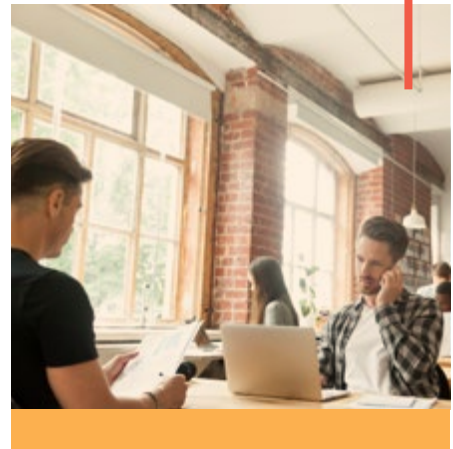
The other major change in real estate is the demand for flexibility. Business has become more dynamic and there is significant uncertainty in how workplace practices will evolve. We can expect to see pressure by tenants for more flexibility in leasing.

A relatively recent addition to workplace options has been co-working, the practice of people from different companies sharing a common workspace. This concept emerged from technology incubators that were designed to provide workspace for start-up companies with uncertain futures without expensive tenant fit-out or long-term leases. The idea first gained popularity with freelance creative professionals and became widely known through companies such as WeWork and Regus. Before the pandemic, co-working had become an accepted solution for companies of all sizes to extend real estate without the burden of long-term commitments.

During the pandemic, co-working spaces were either shut down or greatly constrained due to the high level of social interaction associated with co-working space design. As the world recovers from the pandemic however, co-working is expected to regain its popularity, driven largely by the need for workplace flexibility.

Hub and Spoke Office Models

Due to the high cost of downtown real estate in most cities, many organizations will choose to reduce their expensive downtown real estate footprints and open more affordable satellite centers in suburban or out-of-town locations. This has the benefit of providing employees with office locations much closer to their homes. The future challenge will be scheduling face-to-face team meetings at locations convenient to all team members.



For a deeper look at real estate issues, please see *Chapter 8 – Innovation and Revolution in the Location of Workplaces and Real Estate* in the upcoming publication.

For a deeper look at facility service issues, please see *Chapter 9 – Emerging Trends: Dynamic Provisioning and Deployment of Workplace Services* in the upcoming *Work on the Move 3*.

6. International Issues

Managers in North America, the United Kingdom and western Europe may take the ability to work from home for granted, particularly if they live in places with sufficiently spacious, affordable housing and fast internet. For much of the world, however, working from home is not a viable option. For example, in many cities around the world, typical home sizes are small without the spare rooms that can be turned into studies. On the positive side co-working centers, which have emerged in almost all cities worldwide, can provide a good alternative to working from home.

Workplace managers in global companies need to allow for variation to accommodate local realities when crafting workplace strategy. In addition, the progress made in bringing Covid-19 under control varies by country, so organizations need to stay flexible in their workplace policies.

For a deeper look at these issues, please see *Chapter 4 – Health and Well-being* in the upcoming publication of *Work on the Move 3*.

7. Sustainability Issues

Reducing the number of days that employees spend working in an office promises both benefits and possible detriments to the environment. On the positive side, a significant reduction in commuting will translate directly to reduced carbon emissions and air pollution, particularly in those places where commuting is done primarily by automobile.

On the other hand, some employees will choose to relocate to exurban locations to take advantage of more affordable housing and closer access to natural environments. They will be trading fewer days of commuting for longer commuting journeys possibly with no net gain or even a negative result.

Similarly, individuals who chose to become remote employees may trade a drastic reduction in daily commuting for an increase in periodic business trips, usually by air, when they travel back to the main office for meetings. This is particularly true for countries without well-developed rail transport systems such as the United States.

For a further look at sustainability issues, please see *Chapter 5 – Sustainability and Planetary Health* in the upcoming publication of *Work on the Move 3*.

8. Building Management Practices

For people to be comfortable coming together in the immediate post-pandemic period, reduced workspace density, touchless building controls, more cleaning and stricter attention to indoor air quality are necessary.

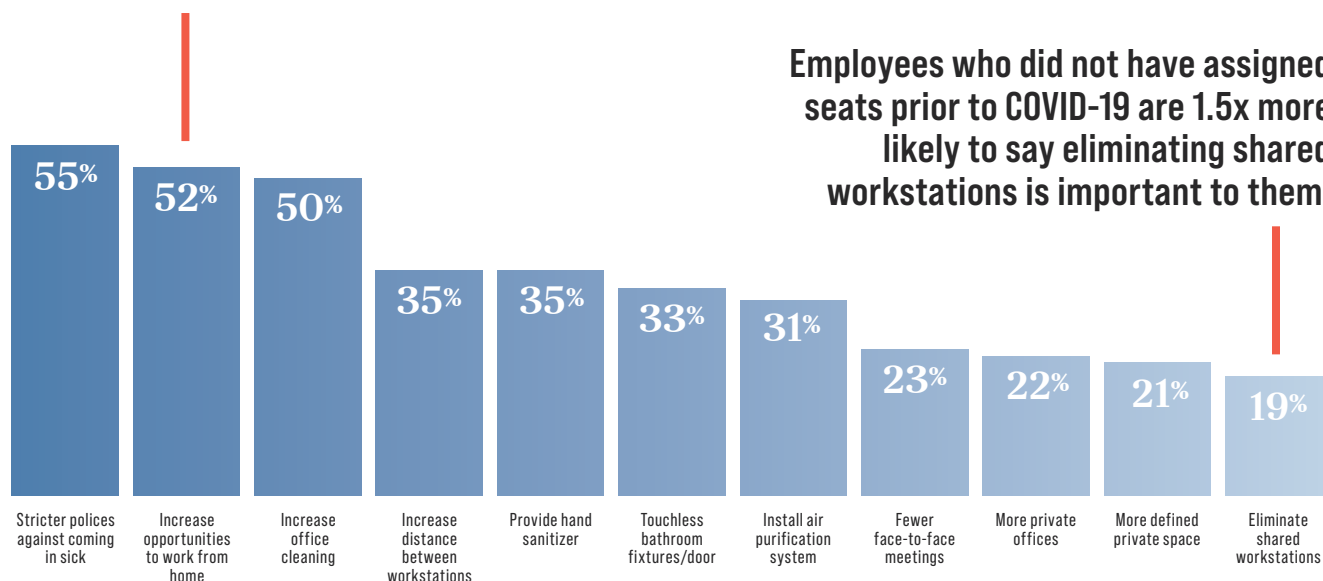
Throughout the pandemic, organizations including Gensler, Leesman, Gallup and IFMA have provided ongoing survey results regarding what employees rank as ‘most important’ to making them feel comfortable with returning to the workplace. An example is shown below from the Gensler Research Institute, 2020.

WHAT EMPLOYEES RANK AS MOST IMPORTANT TO MAKING THEM FEEL COMFORTABLE RETURNING TO THE WORKPLACE

Source: Gensler U.S. Work from Home Survey 2020

Prior to COVID-19, only 11% of employees worked from home regularly and only 30% had a choice of working from home.

Employees who did not have assigned seats prior to COVID-19 are 1.5x more likely to say eliminating shared workstations is important to them.



As we look back at the past year, virtually overnight office design sharply pivoted from a ‘hospitality’ and number of desks per square foot focus to that of employee health, safety and well-being. Priority office design and re-design activities shifted to comply with a focus on health and safety and in response to evolving guidance from the World Health Organization, and from national bodies such as the U.S. Centers for Disease Control and Prevention (CDC).

Over the course of the pandemic, the CDC guidelines have encouraged:

- Safety
- Testing at entry
- Improved HVAC/air purification systems
- Sanitary automation of movement throughout the building (touchless entry, UV scanning, voice activation, and other hands-free technologies to minimize the need to directly touch door hardware, elevator call buttons and building directories)
- Elimination of common coffee and snack areas as well as pre-packaging of all foods/beverages

Other examples include:

- Signage to reinforce social distancing guidelines
- Basic occupancy sensors reframed to assign staff to specific seating
- Janitorial service targeting (and confirmations), and/or warnings on excess foot traffic
- Reframing of HVAC sensors intended for periodic system balancing to identify higher-risk stale-air zones, targeted system optimizations and/or secondary circulation or disinfection measures
- Motion-based lighting and audio-visual systems as a base source for assigning janitorial teams to perform higher levels of service, where needed, across real estate footprints

Measuring, monitoring, and visualizing critical health and safety information are essential elements to re-establish the workplace as a safe destination. Building technologies that are available in some workplaces enable transparent environmental monitoring, operational adjustments, and rapid communications to building occupants. These technologies can also be used in the future to address energy efficiency and sustainable building goals.

While some of the extreme deep-cleaning practices deployed in the pandemic will eventually no longer be needed, an elevated awareness of a healthy workplace will be a positive ongoing legacy from Covid-19.

For a deeper look at these issues, please see *Chapter 4 – Health and Well-being* in the upcoming publication of *Work on the Move 3*.

Closing Thoughts

We are in the midst of a workplace revolution! The coronavirus pandemic has accelerated this revolution, as people and organizations, through necessity, found new ways of working. Workplace concepts that were experimental a few years ago have become familiar today. Organizations and individuals are more willing to consider new ways of working than ever before. The issue of how to return to work has become THE question engaging every business leader in the world.

Hybrid anticipates a future that incorporates more remote working while promoting collaboration and flexible working. Various short and long-term strategies are being implemented and tested that focus on the changing needs of workers. A new set of metrics is being considered that will inform long-term strategies.

There is much we do not yet fully understand about how best to structure the hybrid workplace. We should expect that workplace thinking will continue to evolve. Exploration into new ways of working is part of envisioning a post-Covid future that operates more efficiently and intelligently, with a human-centric point of view. However, without question it is the mission of the workplace strategist to make work, work better. The need for vision and leadership in workplace strategy has never been greater.

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AVAILABLE SUMMER 2021

Work on the Move 3

1. Introduction

AUTHORS

Michael Schley of FM:Systems and Alexi Marmot of UCL and AMA

2. The Hybrid Workplace, Reimagining the Future of Work after the Pandemic

As the world recovers from the forced work-from-home practices necessary during the Covid-19 pandemic, the idea of a hybrid workplace that combines remote work with the use of office space for collaborative activities is gaining favor. This chapter explores issues of human interaction, innovation and organizational culture and addresses the question of why offices are needed.

AUTHORS

Michael Schley of FM:Systems and Pat Turnbull of Advanced Workplace Associates

3. Global Workplace and Workforce Trends

This chapter reviews employment trends by region and country, data on rents and new office construction, an update on tall buildings and discuss and compare workplace transformation trends worldwide.

AUTHOR

Alexi Marmot of UCL and AMA

4. Health and Well-being at Work

This chapter looks at lessons learned during the Covid-19 pandemic, longer-term trends in workplace health, research knowledge and practice, and lessons for employers, building owners and operators, designers and managers.

AUTHOR

Alexi Marmot of UCL and AMA

5. Sustainability and Planetary Health

As the climate change crisis continues, reducing the energy and resource demands of buildings will take on increasing importance. This chapter looks at the data and guidance

information from the UN's Sustainable Development Goals and the International Green Building Institute.

AUTHORS

Chris Hood, William Buller, Max Luff, Lisa Whited and Celeste Tell of Advanced Workplace Associates

6. Workforce Diversity, Equity and Inclusion

This part of the book will address trends, strategies and practices for inclusion in all workplaces and specifically in the FM workforce. Inclusion issues of gender, LGBT issues, ability/disability bias, ageism, cultural biases, racial equity, citizenship status and religion tolerance will be discussed. The chapter also looks at issues of workforce reskilling, the evolution of the Human Resource functions, fair labor standards, the issues of automation and overcoming digital exclusion.

AUTHORS

Jodi Davidson of Sodexo and Angela Johnson Culver of JAR Engineering

7. Technology

This chapter examines the dependence of work on the IT infrastructure, smart buildings, IoT technology in the workplace including sensors, real-time occupancy and environmental data, digital signage and wayfinding systems, booking systems, data security and privacy issues.

AUTHORS

Erik Jaspers of Planon and Michael Schley of FM:Systems

8. Innovation and Revolution in the Location of Workplaces and Real Estate

Organizations are using the pandemic to address the challenge of talent attraction and labor strategy in a more effective manner. Focusing on targeting potential employees where they live, as well as retaining employees by providing more flexible office locations, will allow companies to better utilize their current asset base. Allowing employees to use more broadly distributed assets – banks and their retail branches, utilities and their operations centers, health care systems and their medical office buildings – will increase space utilizations, provide greater flexibility for employees, and reduce the dependency upon major hub locations.

AUTHORS

Ed Connolly and Scott Redabaugh of JLL

9. Emerging Trends in the Facility Services Business Model

Emerging needs for facility and real estate flexibility are driving a trend toward “dynamic deployment” of integrated facility management services with significant changes in how services are contracted, delivered and managed.

AUTHORS

Maureen Welch, Anthony Caron and Kelly Spinola of JLL

10. Designing for the Post-Pandemic Workplace

The pandemic has caused organizations across a wide array of industries and market sectors to rethink both how they define work and the place where work occurs. The pandemic has brought to light the importance of the relationship between the design of an organization’s place and the design of the organization. What we design has created a new paradigm around how we use design as a problem-solving tool. This chapter explores shifting thinking around how the design of both place and the organization creates new synergies and opportunities and how and what we design has thrown design trends upside down.

AUTHORS

Arnold Levin of Gensler and Albert De Plazaola of Unispace

11. Case Studies

This book will include a set of useful examples of organizations building better workplaces coming out of the pandemic.

AUTHOR

Kate North of Colliers will interview company and organization leaders from around the world about how their organizations are returning to work after the pandemic. These will be recorded and made available through webcasts and podcasts.