

# The Changing Workplace and the Future Office

SPR/RICS Cutting Edge Conference  
10<sup>th</sup> February 2015

RAMIDUS CONSULTING LIMITED



# Organisational drivers

- **Corporate structures:** flatter, more agile organisations; workers who have greater control over their work and work-home balance.
- **Agility and connectivity:** the defining feature of contemporary business and society; redefining how and where work is accomplished.
- **Relationships:** between organisations – both within supply chains and in the competitive arena – taking precedence over the ‘corporate island’.
- **Permeability:** meaning transparency and access whether for colleagues or compliance officers.
- **Knowledge workers:** more independent of ‘place’ and less driven by status, hierarchies and traditional rewards.



# Organisational drivers

Organisations are ...

- Leaner and more agile
- Focused on identifying value from the customer perspective
- Tuned to dynamic competitive requirements and strategy
- Less hierarchical in structure and decision authority
- Less likely to provide lifelong careers and job security
- Continually reorganising to maintain or gain competitive advantage

Work is more ...

- Cognitively complex
- Team based and collaborative
- Dependent upon social skills
- Dependent upon technological competence
- Time pressured
- Mobile

Source: Heerwagen J; Kelly K & Kampschroer K (2005)  
*Changing Nature of Organisations, Work and Workplace*



# Workforce drivers

A multi-generation workforce: Gen Y myth; more older people.

A highly qualified workforce: higher expectations.

Wellbeing in the workplace: for employer and employee.

Wider social change: a more discerning, footloose workforce, higher turnover.

## **Changing expectations *across generations***

*Expectations around choice and flexibility unite them all.*

- Working in/outside the office, with ubiquitous connectivity.
- Knowledge sharing, mentoring, collaborating and socialising.
- Good local amenities including coffee shops, leisure and restaurants.
- Nearby leisure facilities – bars, cinemas, sports centres.

The fundamental link is **choice**.

The expectation of choice is increasingly reflected in the workplace; where employers are seeking to provide services to attract staff.



# Technology drivers

The ICT has left the building

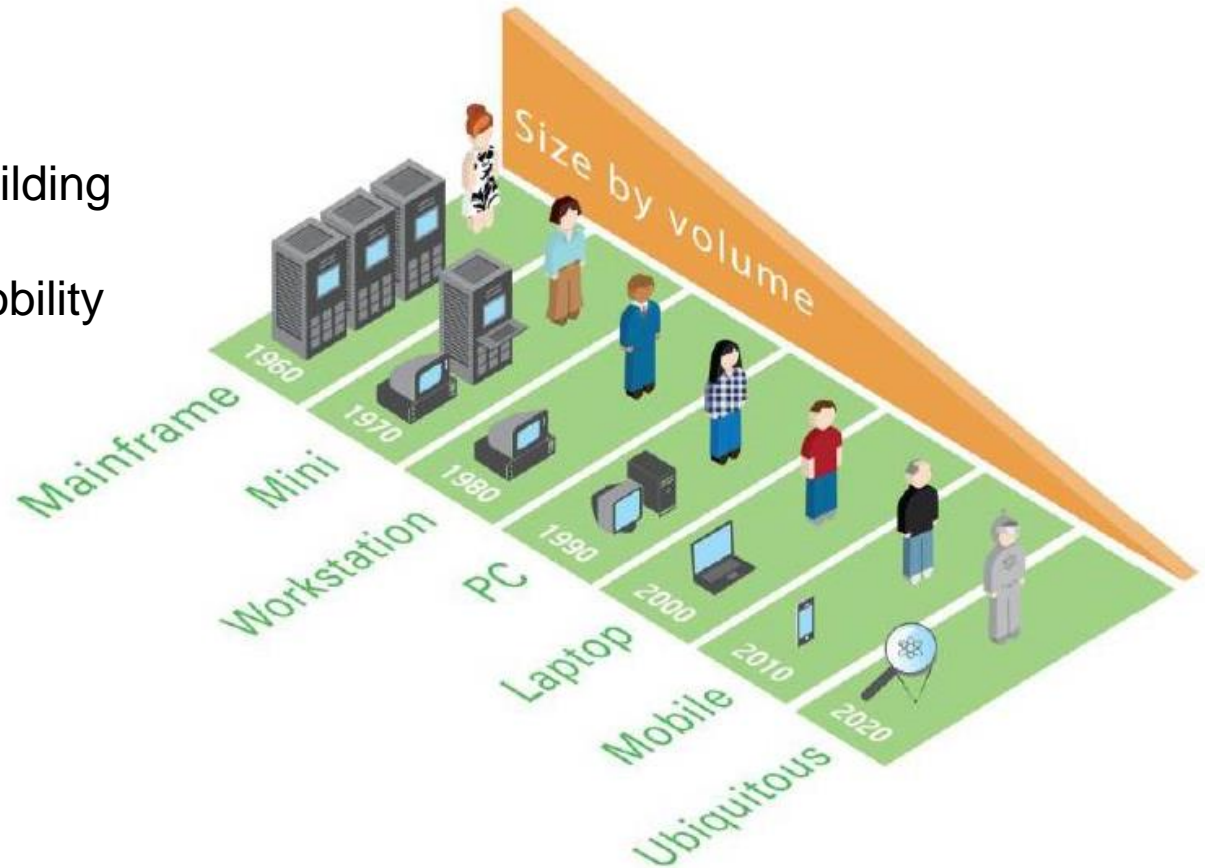
Enabling agility and mobility

Work/personal use

Consumerisation

Wireless and security

BYOD



Source: Hansen T (2012) *The Future of Knowledge Work*



# Technology drivers

Implications for the workplace.

Compliance  
Productivity

Design



Global WorkPlace Innovation



Source: Johnson Controls (2012) *Digital Natives*



# Emerging office needs

Space as a tool to express culture and values.

From fixed to flexible and on-demand space.

Creating and managing experience.

Less space, used more effectively.

Design for continuous adaptability and diverse usage patterns.

Activity-based spaces.

Provision of amenities and services.



# Workplace as corporate expression

Workplaces now conveying corporate values and purpose of organisations.

Aimed at staff and visitors.

Not all about Bean Bags and slides.

Remind staff why they're there.

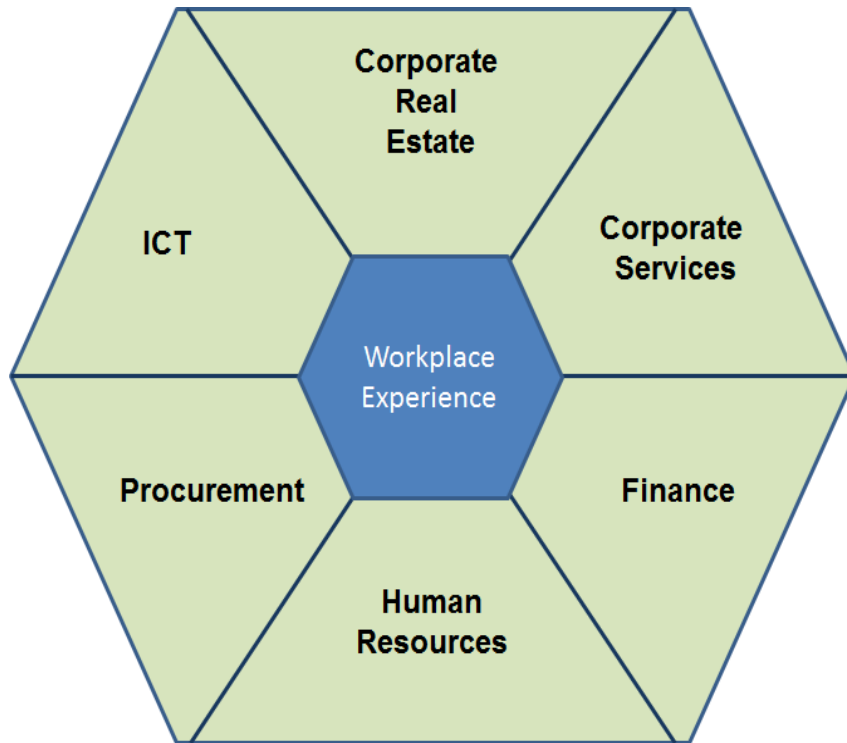
Create common, shared purpose.

Making staff more effective.





# Workplace as corporate resource



Business support functions working in unison is now a common thread.

The physical workplace not an end in itself.

But part of a continuum of activities that support the overall experience of work.



# Workplace for multi work modes

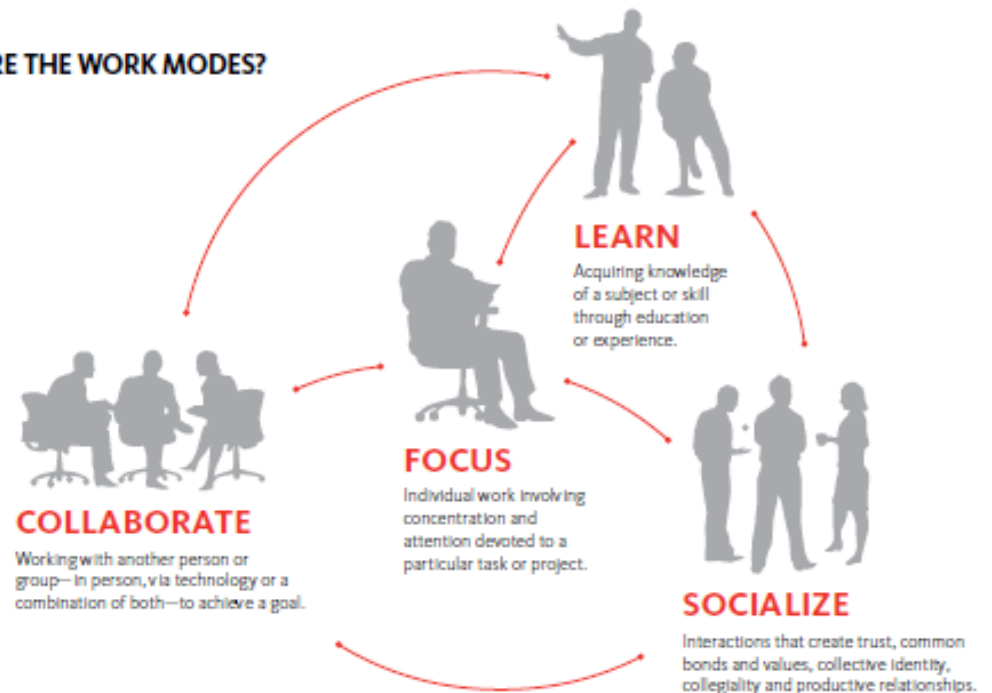
Activity-based spaces

Providing:

Collaboration  
Concentration  
Communication  
Creativity  
Confidentiality  
Contemplation

Mentoring and learning

WHAT ARE THE WORK MODES?



Source: Gensler (2012) *What We've Learned About Focus in the Workplace*



# Workplace: growing complexity

Binary relationship between headcount and space is broken.  
We now have **spaceless growth**.

Now a much wider array of factors.

Example: workstyles now involve utilisation as well as density. Social/meeting space can now account for 40% of NIA.

Space budgets have changed radically.

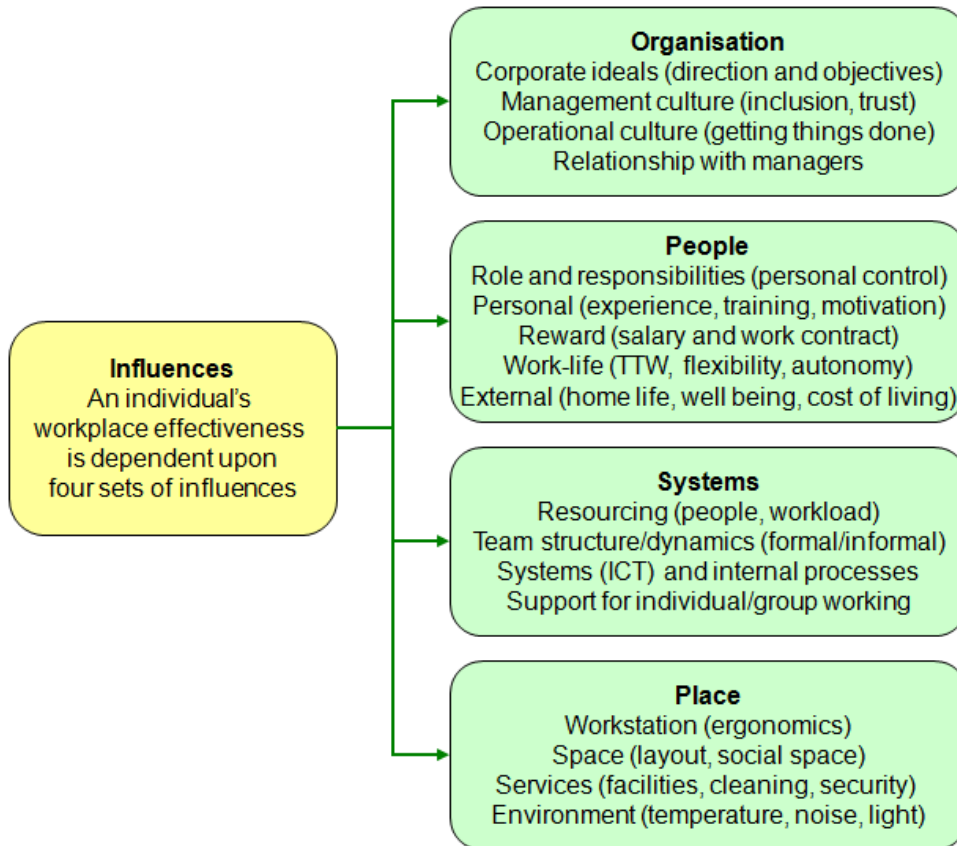
First, higher densities and utilisation mean less space.

Second, there is more meeting space.

Third more activities take place outside the building.



# Workplace: growing complexity



From efficiency to effectiveness.

The question of 'productivity'.

The futility of property measures.

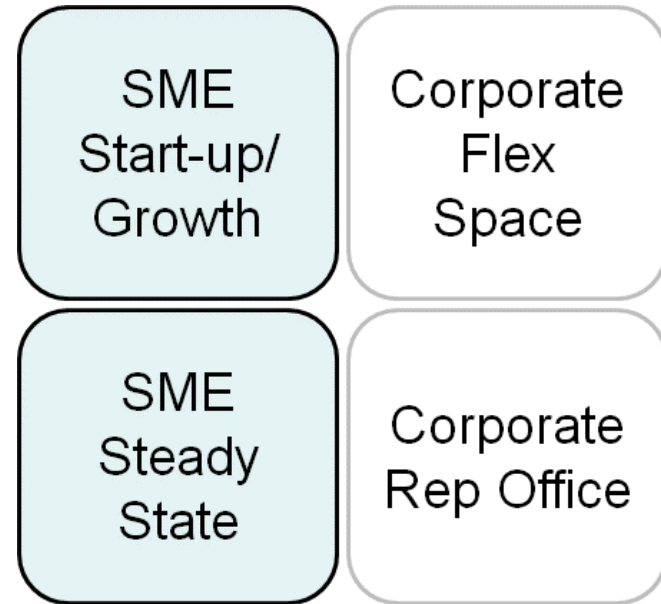
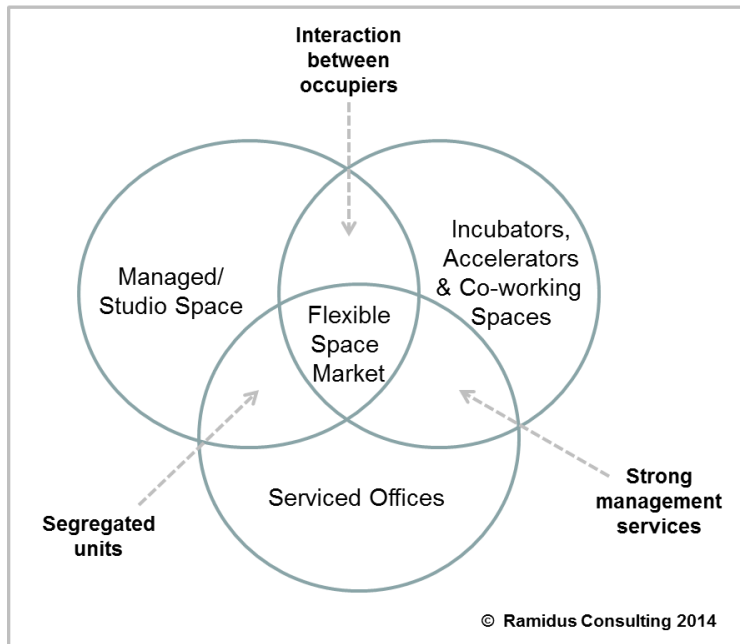


# The flexible space market

Fast growing sector. Now accepted.

Diverse sector.

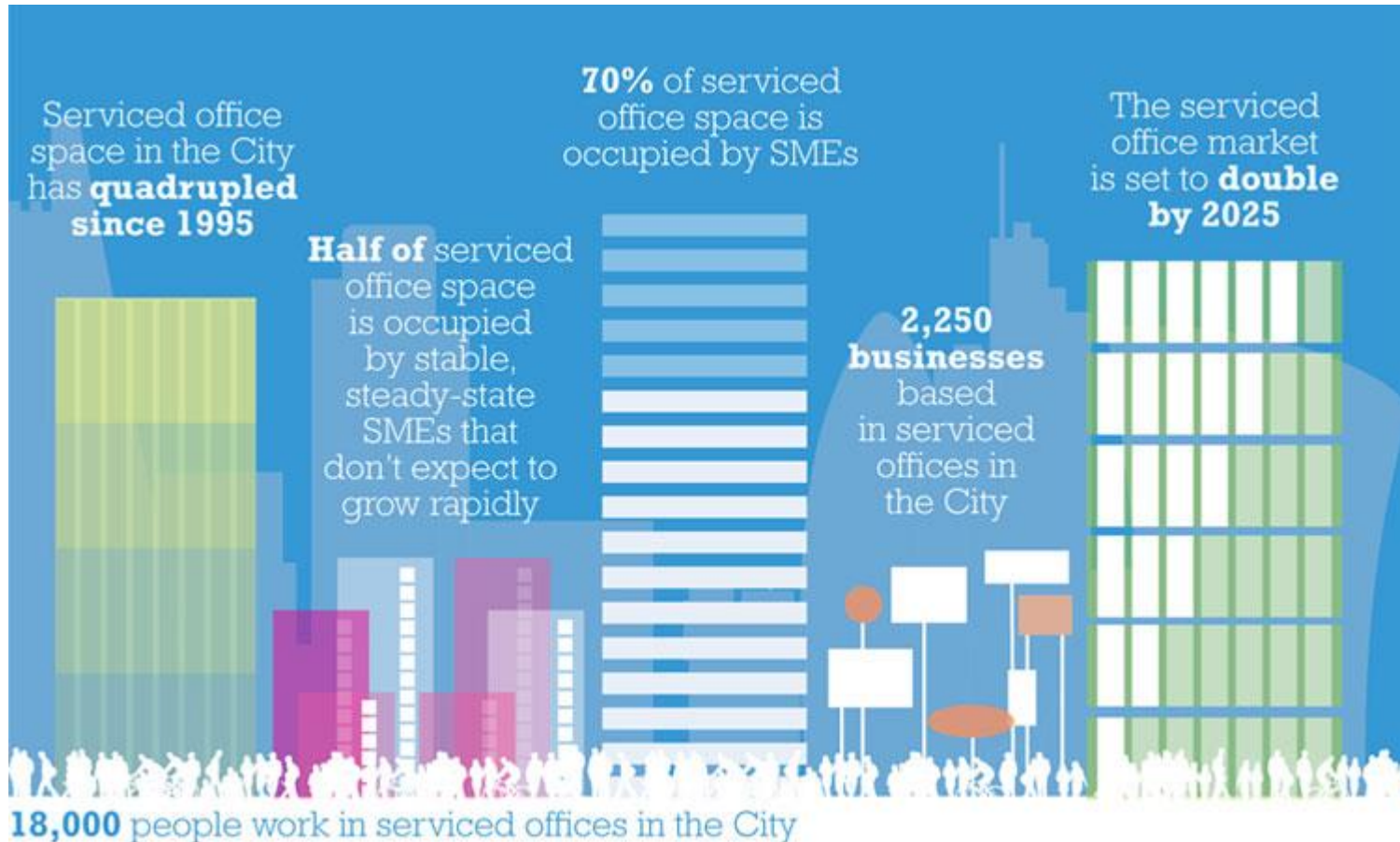
Serviced, managed, co-working.



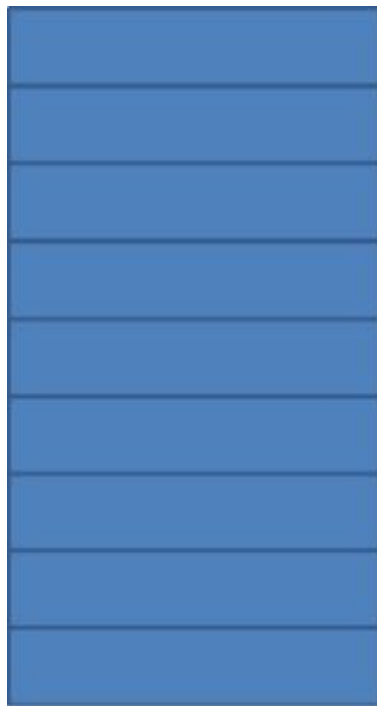
© Ramidus Consulting 2014



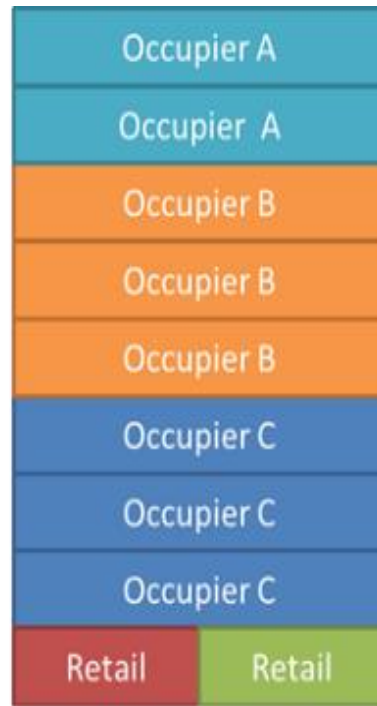
# Flexible space: serviced offices



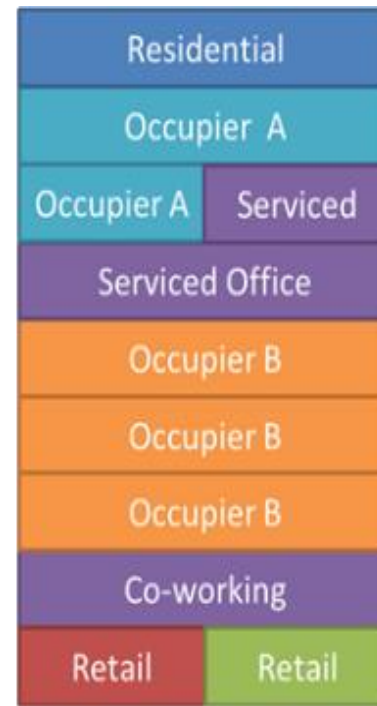
# Flexible space: multi use buildings



Traditional sole occupancy



Multi-tenant and mixed use



Co-work and residential





# Public realm



Spaces between buildings now as important as the buildings themselves.



# Conclusions

Agenda	1980s	1990s	2000s	2010s	2020s
Property	Investment	Cost containment	Change agent	Commodity	
Design	Specification	Efficiency	Effectiveness	Experience	
Workplace	Centralised	Flexible	Agile	Distributed	
Management	Delivery	Cost	Value	Enablement	BRM

*The office is a place for connecting people. Despite the huge impact of technology, this continues to be a fundamental truth.*



# Conclusions

## **The workforce is more demanding**

The generation myth Gen Y debate ignores wider social changes.

The office workforce has changing expectations *across generations*.

Expectations around choice and flexibility unites them.

Today's workforce in the City expects choice at all levels: career development, local retail, work-life balance, leisure and so on.

Workplace design and management is responding to choice and flexibility by providing for continuous adaptability, and delivering experience.

Agile working allows organisations to attract the right talent and manage their real estate with increased flexibility and adaptability.



# Conclusions

## **Emerging office needs**

Creating and managing experience.

From fixed to flexible and on-demand space.

Less space, used more effectively.

Space as a tool to express culture and values.

Design for continuous adaptability and diverse usage patterns.

Activity-based spaces.

Use of circulation and atria spaces as a means to facilitate collaboration.

Provision of amenities and services.



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