Hybrid workplace 2033

Hybrid meetings and digital work are literally breaking the boundaries of the office

1st June 2023

Claus Sneppen

Associated Partner CIFS

"HYBRID WORKPLACE 2033"
e-publication Q3 2023

csn@cifs.dk
LinkedIn
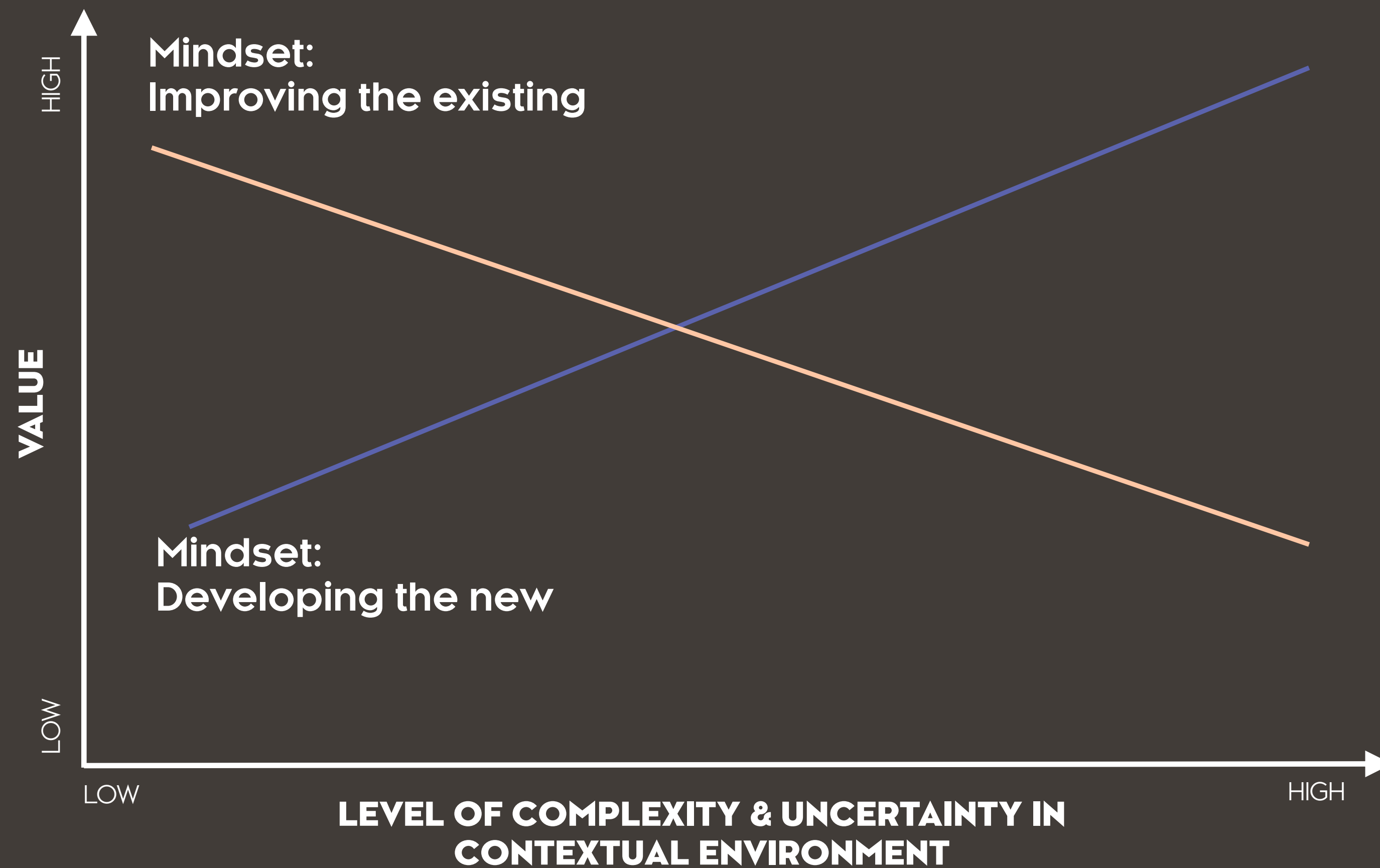https://www.linkedin.com/in/claussneppen/

På engelsk - indhold er fra publikationen

"We can´t predict
We can anticipate and
we can prepare"

From knowledge to curiosity
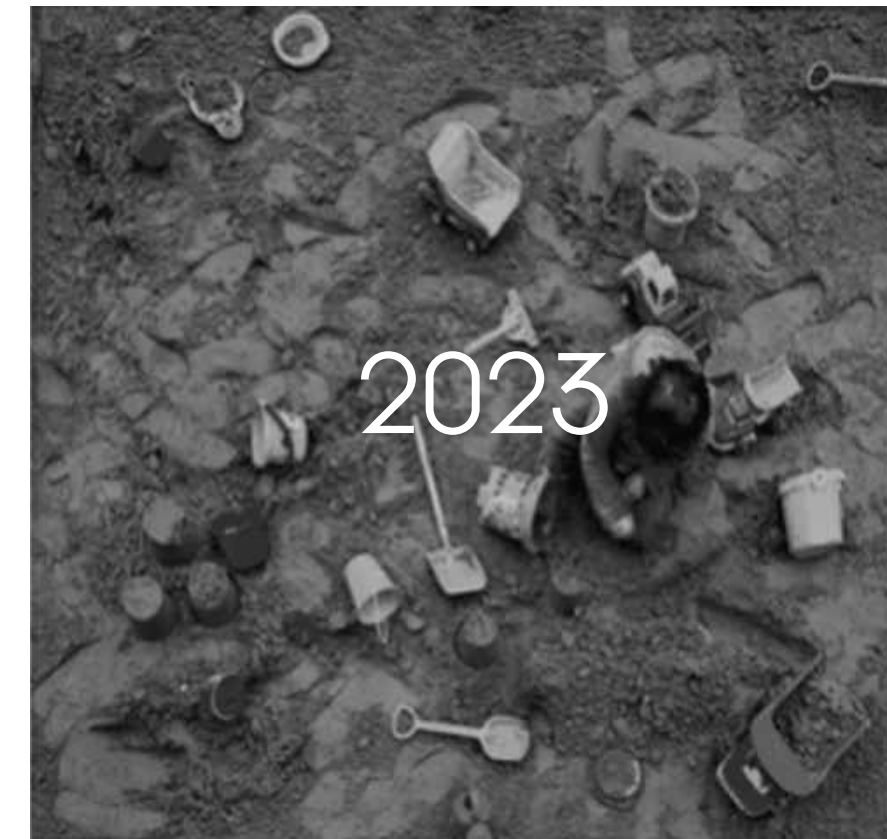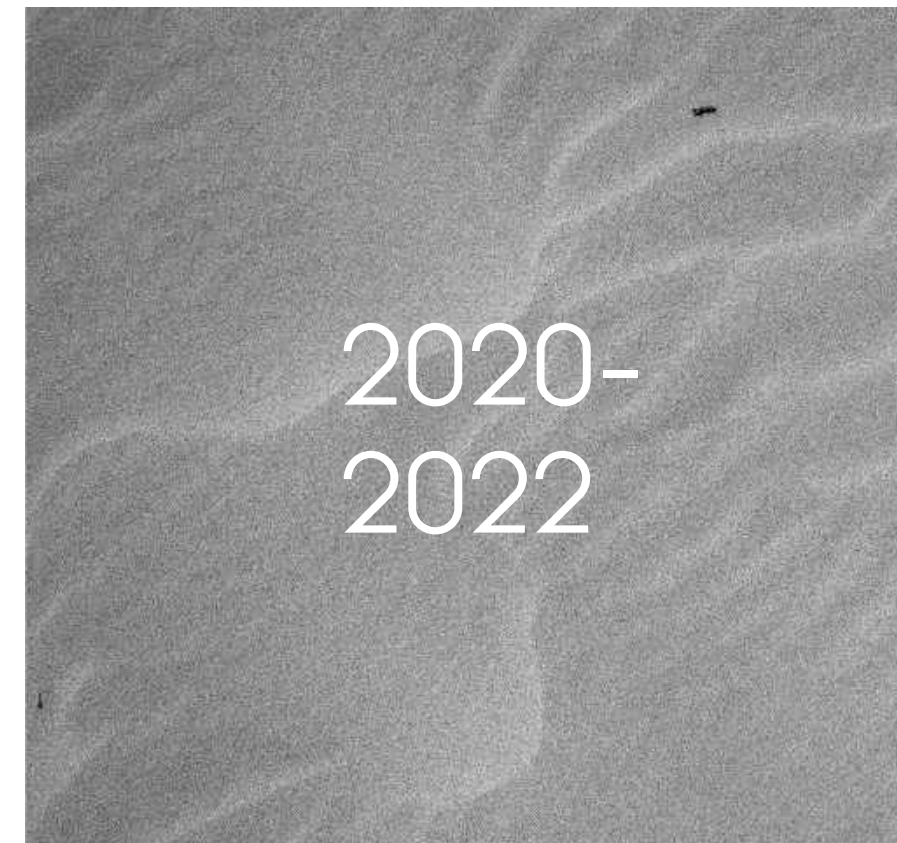## THE FUTURE UNFOLDS IN THE FRICTION FIELD

Mindset:
Improving the existing

Mindset:
Developing the new

VALUE

HIGH

LOW

LOW

HIGH

LEVEL OF COMPLEXITY & UNCERTAINTY IN CONTEXTUAL ENVIRONMENT

Source: CIFS. 2020.

How would you design your workplace if you started from scratch today?

Future hybrid workplace 2033?

2019

2020-2022

2023

2033

"My keyboard must be broken,
I keep hitting the escape key, but I'm still at work."

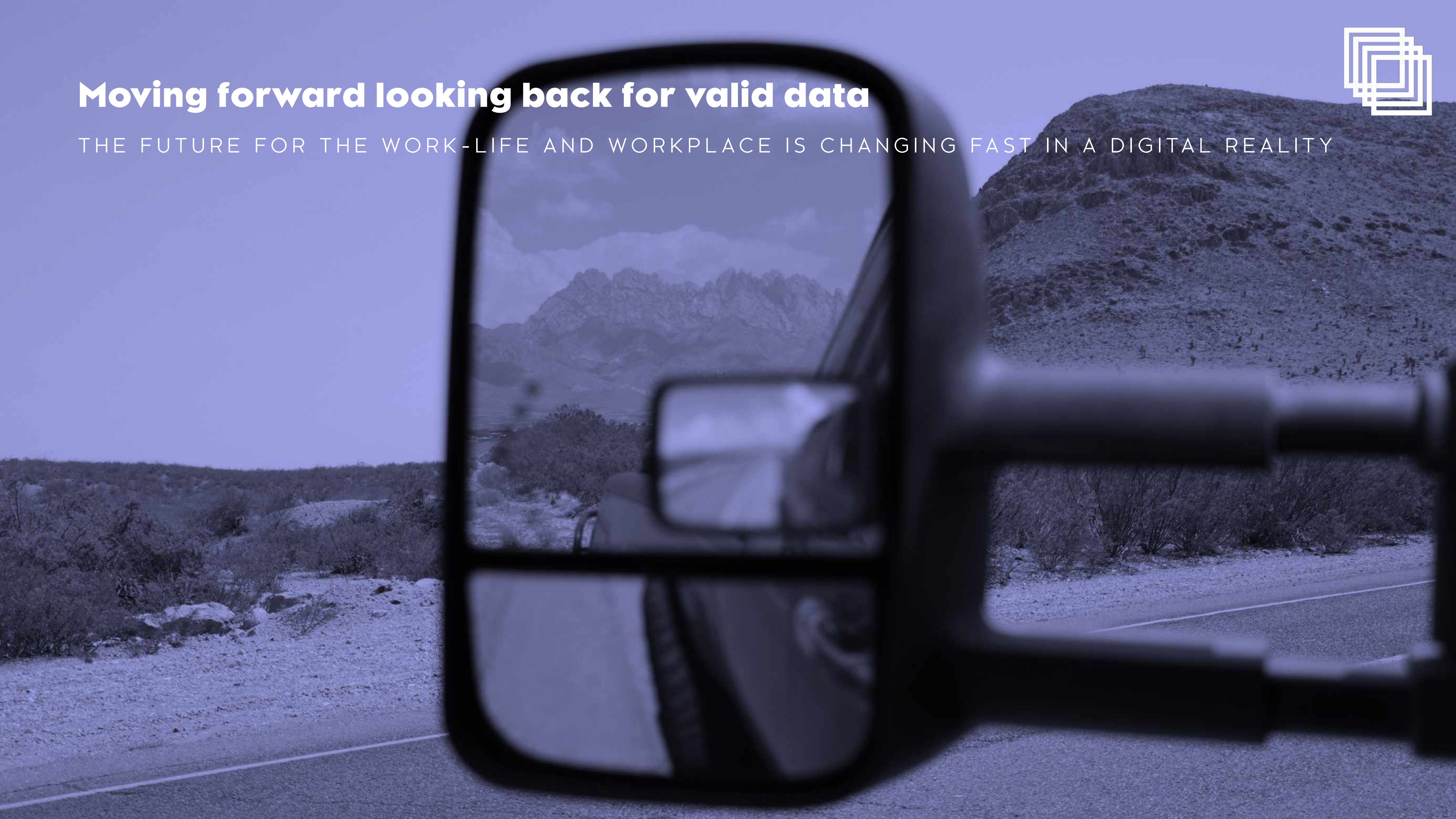Author Unknown

Beyond Maslow's law of the hammer

"If the only tool you have is a hammer,
it is tempting to treat everything as if it were a nail"

Attempt to be time, place and space agnostic

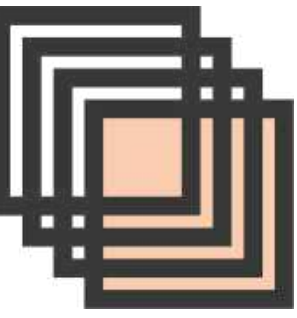# Moving forward looking back for valid data

THE FUTURE FOR THE WORK-LIFE AND WORKPLACE IS CHANGING FAST IN A DIGITAL REALITY

Lookout for cherry picking*

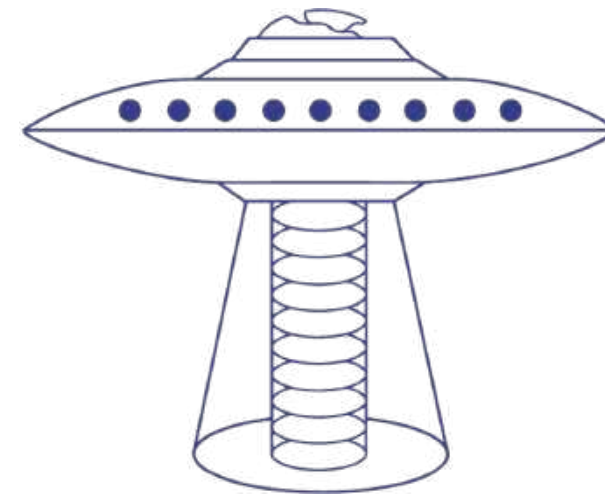ESTABLISH THE EFFECT HIERARCHIES FOR THE WORKPLACE VALUE CREATION

Knowledge, myths, and biases.

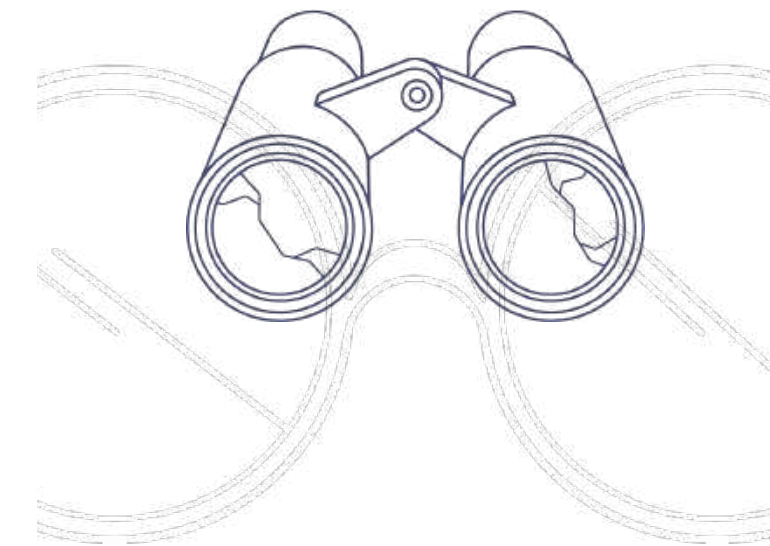A B O U T   T H E   H Y B R I D   W O R K P L A C E   M O D E L

MORE KNOWLEDGE

LESS MYTHS

LESS BIASES

"The office and work-life of knowledge workers are evolving from unconscious and incompetent analogue behaviour to conscious and competent behaviour."

The end of the office as the epicenter of work-life

THE OFFICE FACTORY IN AN INDUSTIAL SOCIETY IS BEEING REPLACED BY THE HYBRID WORKPLACE IN A KNOWLEDGE SOCIETY

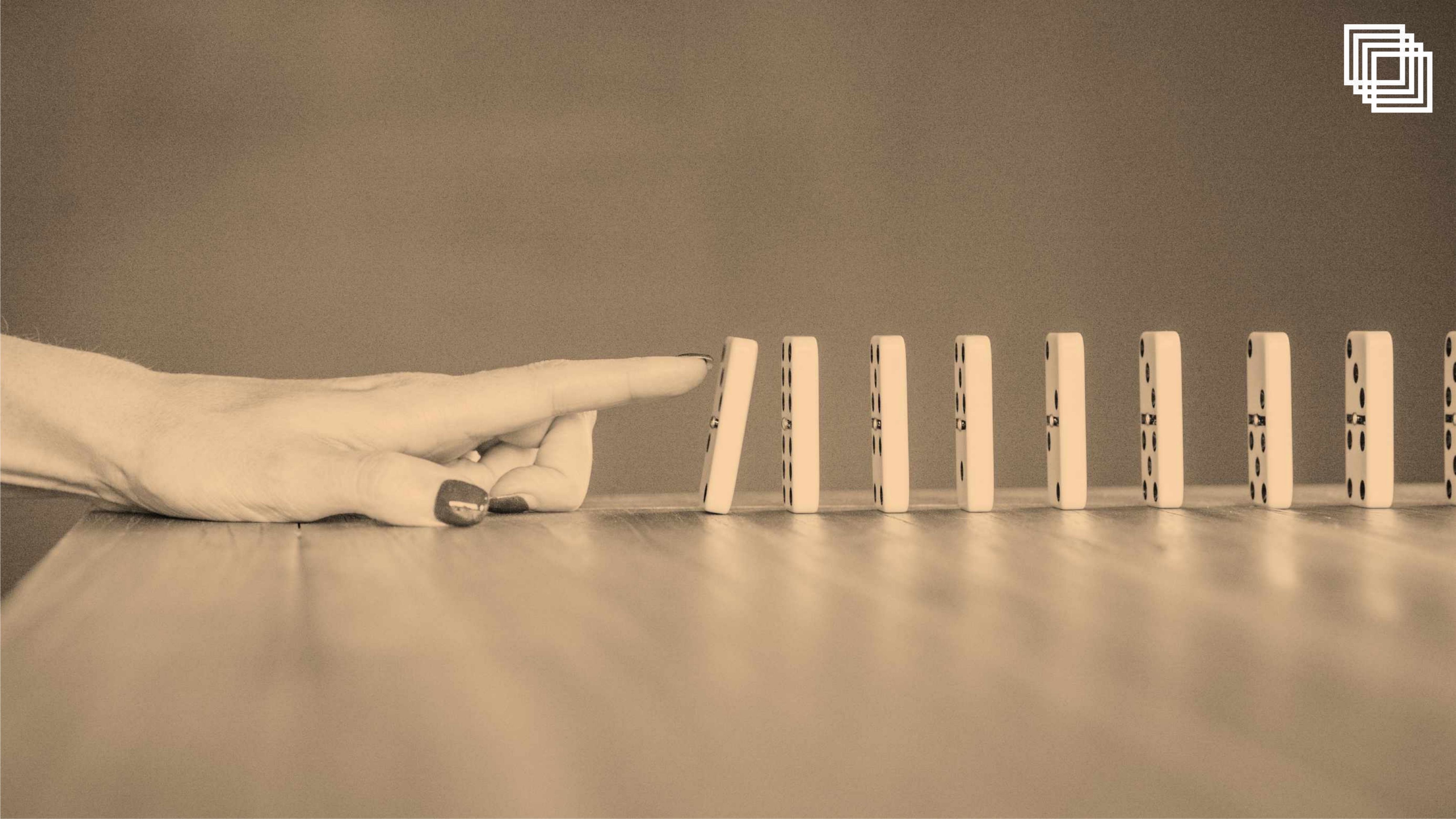# The future workplace are for believers of multiple places to conduct work
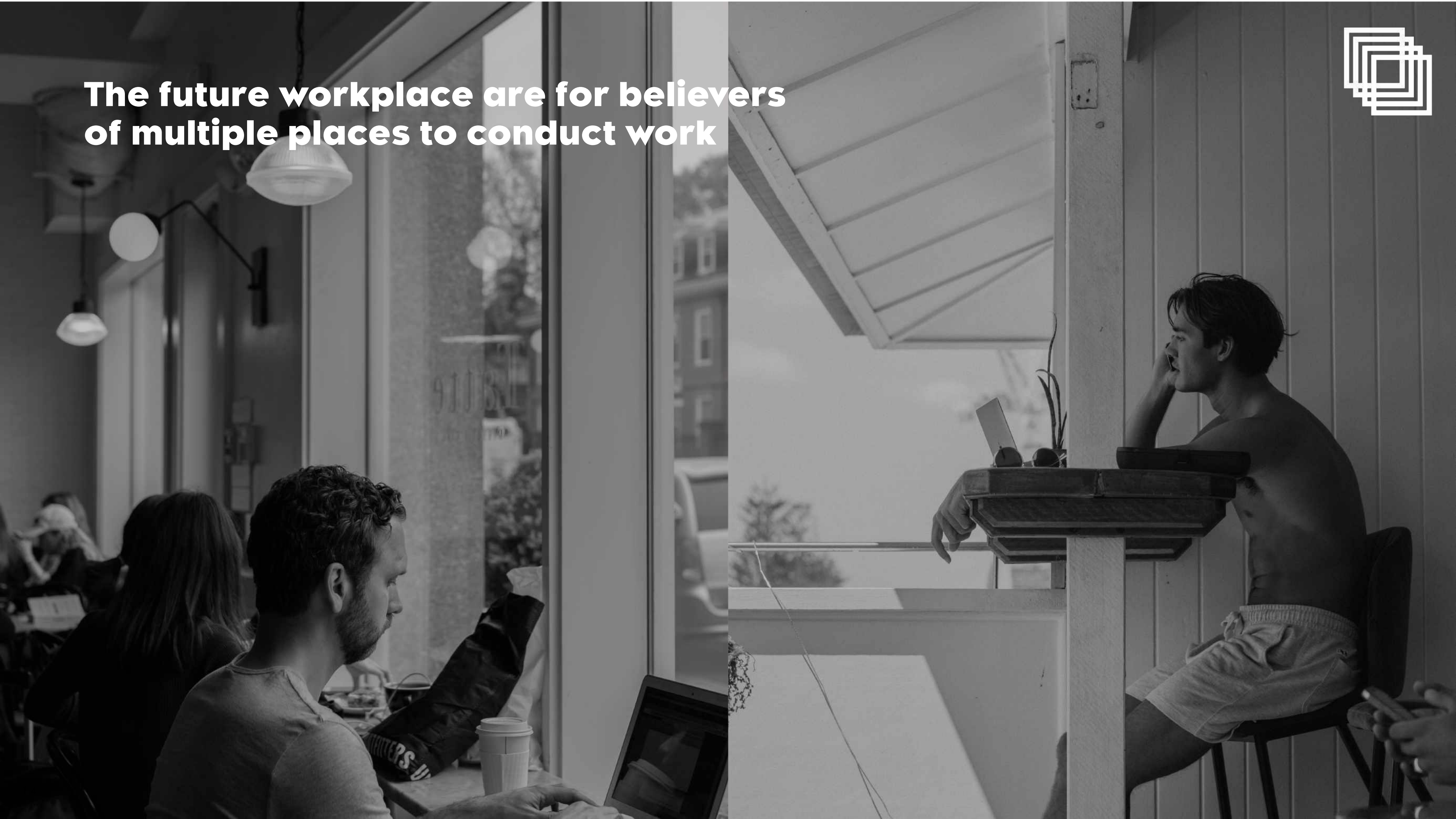
"It´s (remote working) an aberration that we´re going to correct as soon as possible"

David Salomon
Goldman Sachs CEO (2021)

Some believe that the hybrid workplace model for office workers has stabilized into a new normal.

Do you believe it is the new normal?

Do you think it has stabilized?

Anticipated future implications of the hybrid workplace in 2033

➢The vast majority of knowledge-based workplaces will eventually adopt a hybrid model, with a balanced flexibility towards a factual 70% remote work and 30% in-person work.

➢The traditional office space will undergo significant reduction and alterations due to decreased foot traffic, cost-cutting measures, and a focus on sustainability.

➢There will be a significant growth in co-working and access to shared spaces to ensure proximity to the employees and making it possible for in-person attendance at peak demands for the organisation.

➢The digital workplace will experience tremendous growth and, in most aspects, surpass the physical workspace as the primary environment for organizations.

➢The physical workplace, on the other hand, will increasingly become a bustling hub filled with life and interpersonal interactions and collaboration.

➢The employees individual well-being will be a top priority for the hybrid workplace, with organizations increasingly taking total responsibility for the mental and physical health of their employees.

"One of the secret benefits of using remote workers is that the work itself becomes the yardstick to judge someone's performance."

Jason Fried, founder of Basecamp.

3 burning workplace model controversies

DWILLING BUDGETS AND A NEW FOCUS ON EFFICIENCY AND FLEXIBILITY PROMISE TO COLLIDE WITH CHALLENGES OVER REMOTE WORK, PRODUCTIVITY AND PAY
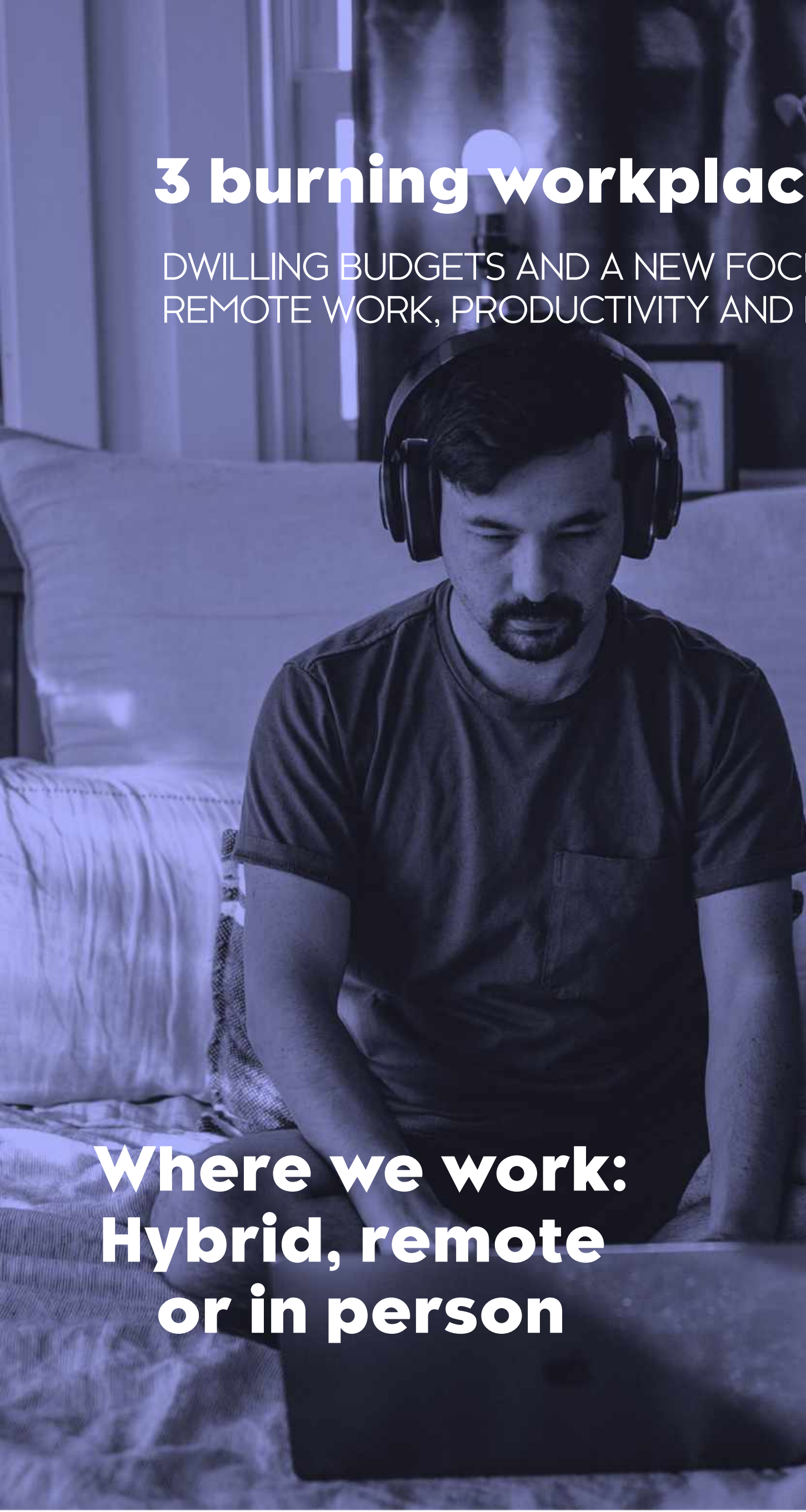
Where we work: Hybrid, remote or in person
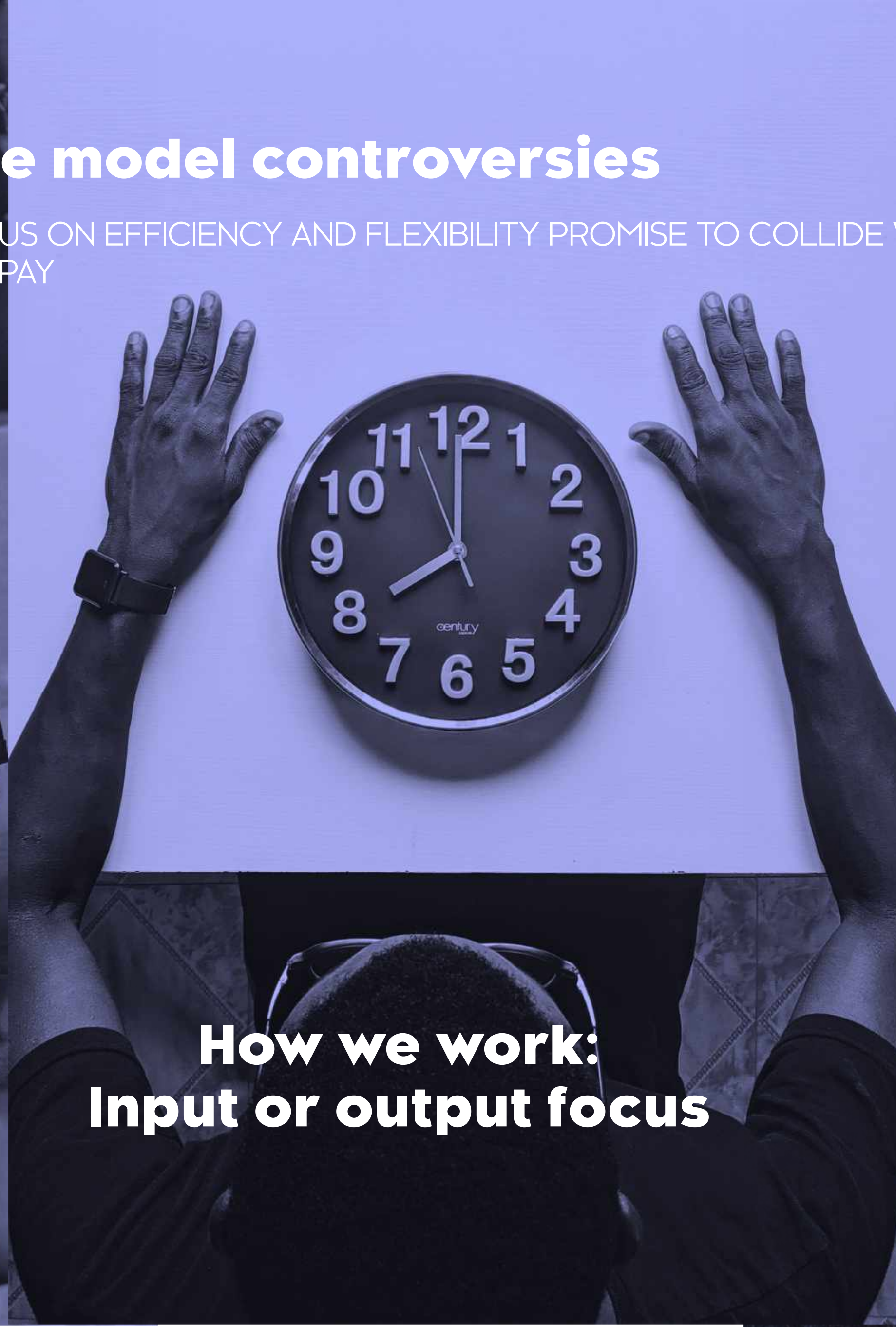
How we work: Input or output focus
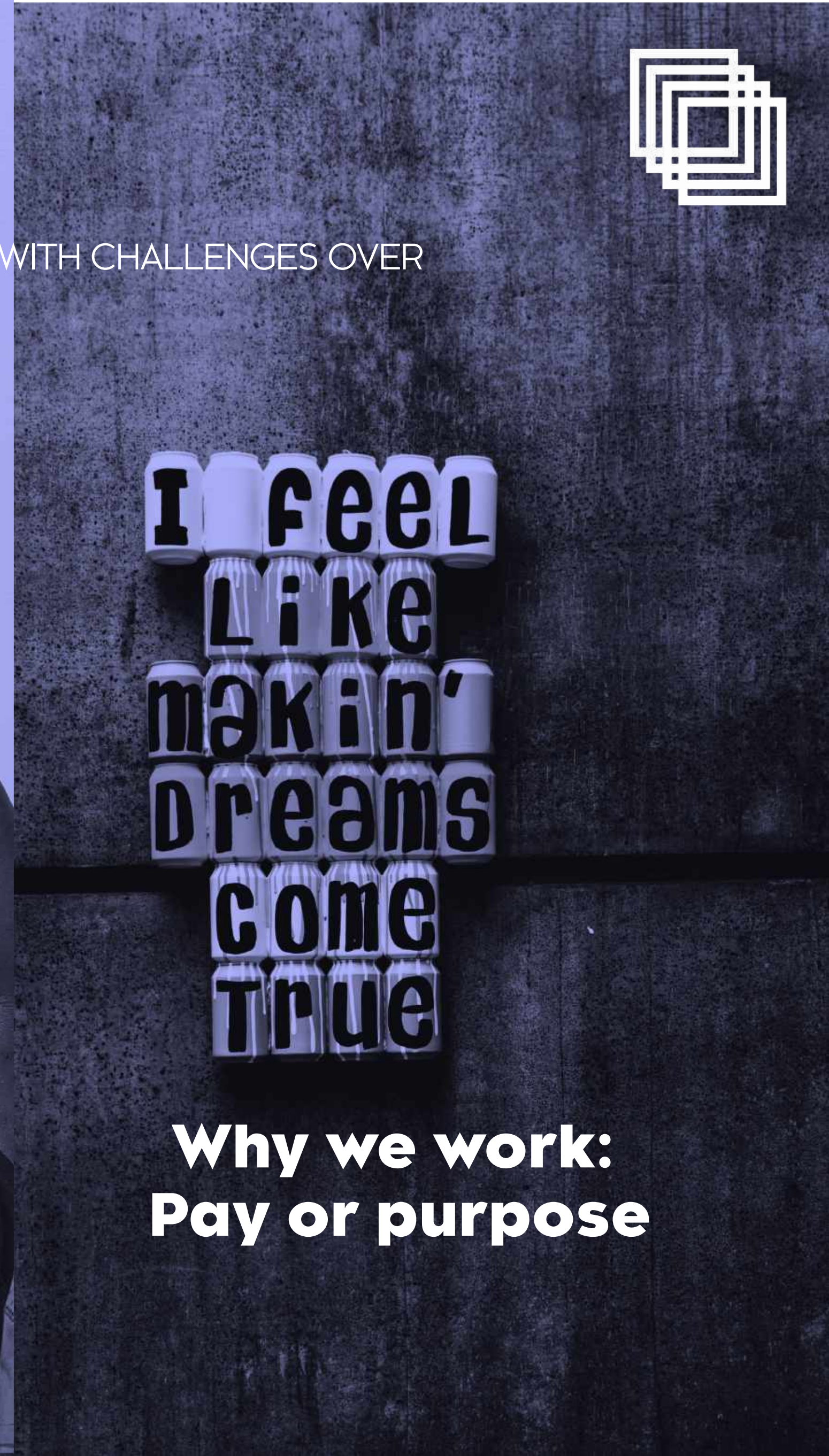
Why we work: Pay or purpose

From simple to complex
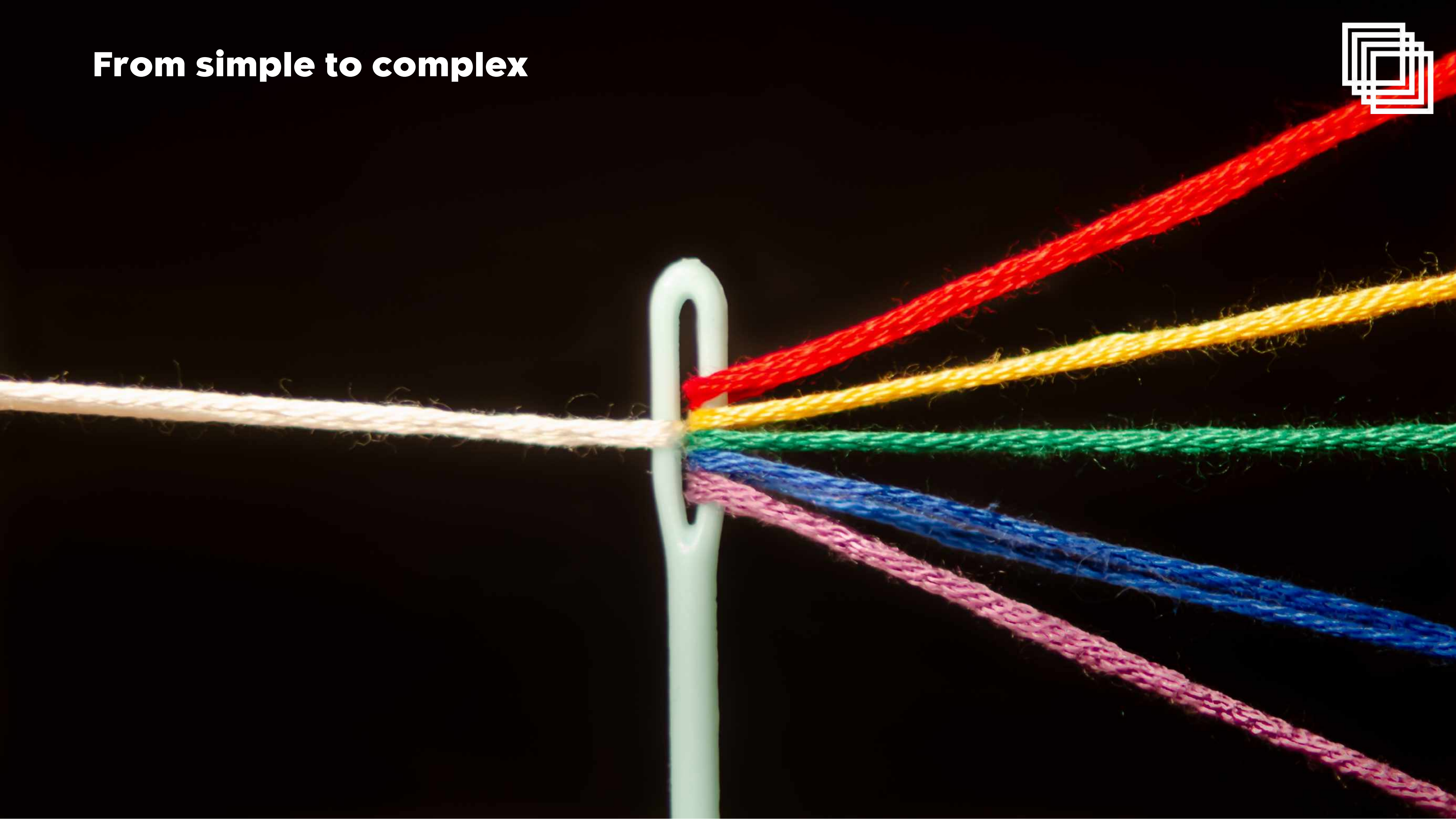
Redefining time, place and space

Place

Unconstrained

Anywhere 9-17	Anywhere anytime
Traditional office 9-17	In the office anytime 24-7

Constrained

Constrained — Time — Unconstrained
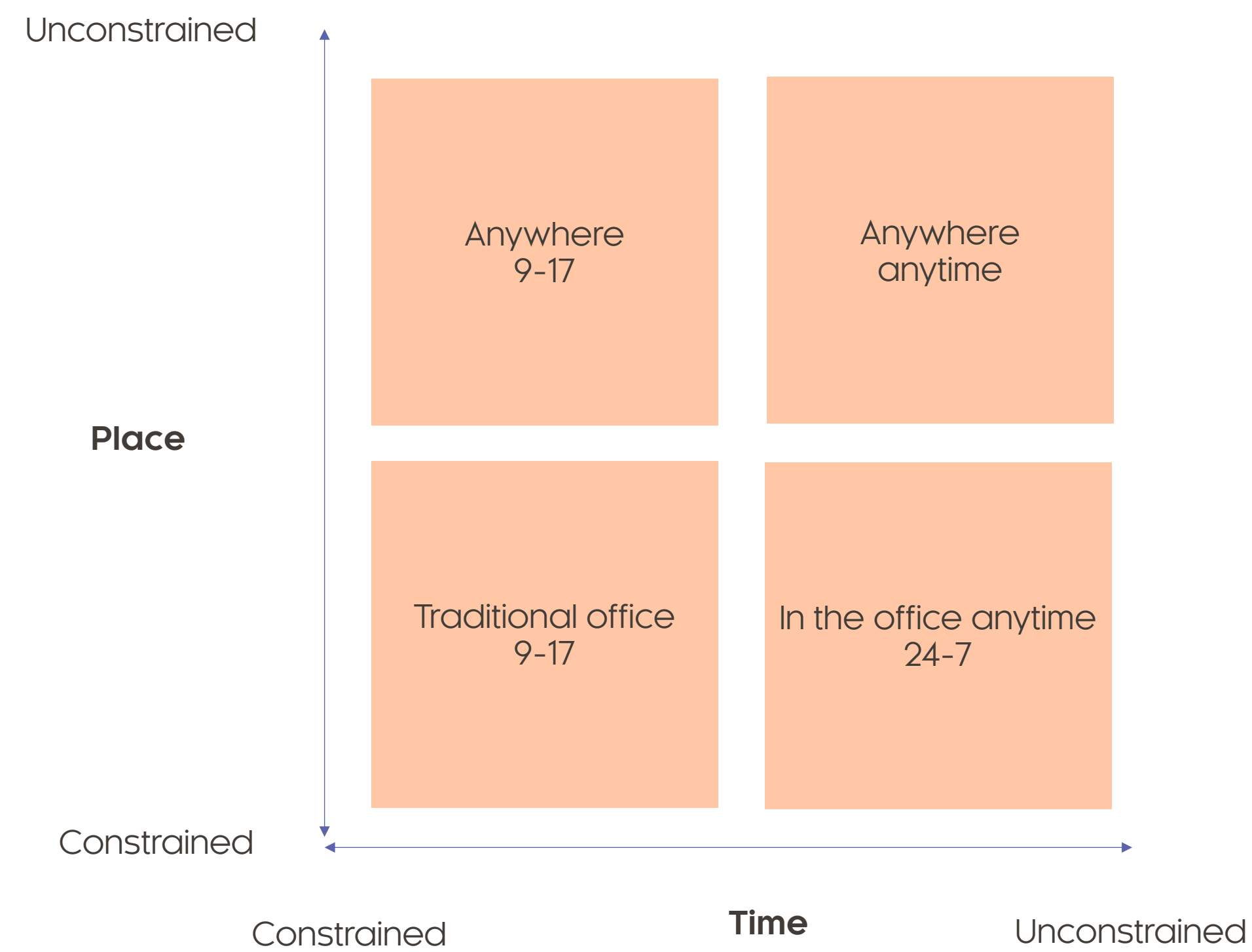
*HBR May 2021: "How to do hybrid right"

Complex and uncertain: From "Workplace" to "Hybrid Workplace"

THE MEANING OF WORKPLACE CHANGE

ANALOGUE
WORKPLACE

Digital   Hybrid   Analogue

WORK
FROM
ANYWHERE

WORK
FROM
OFFICE

WORK
FROM
HOME
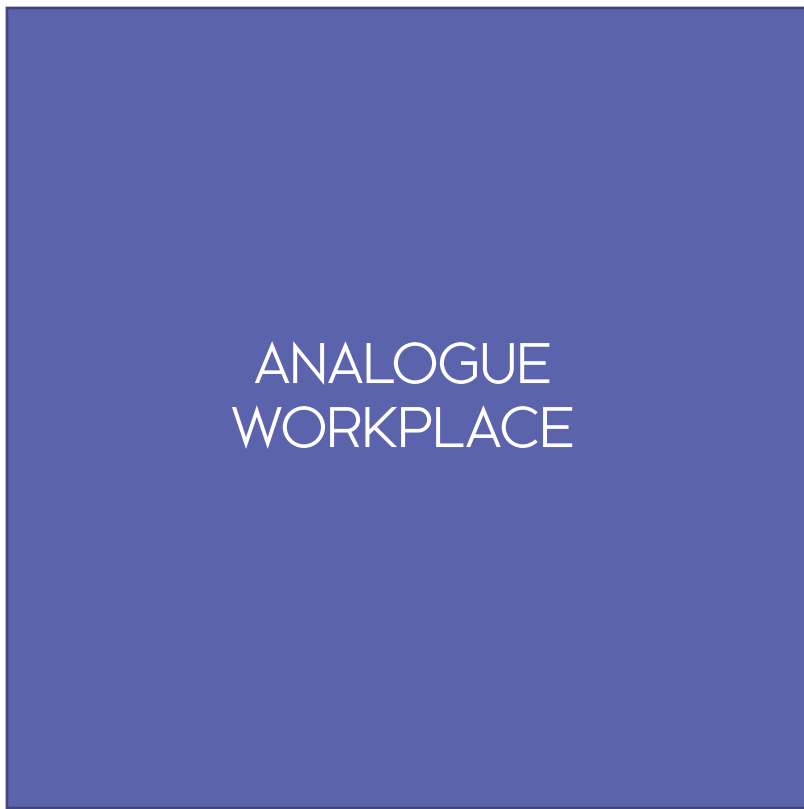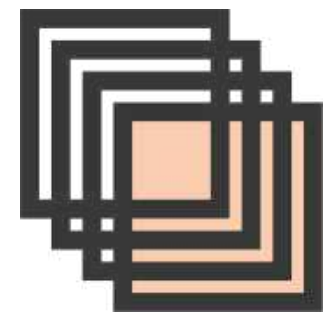
WORK
FROM
HUB
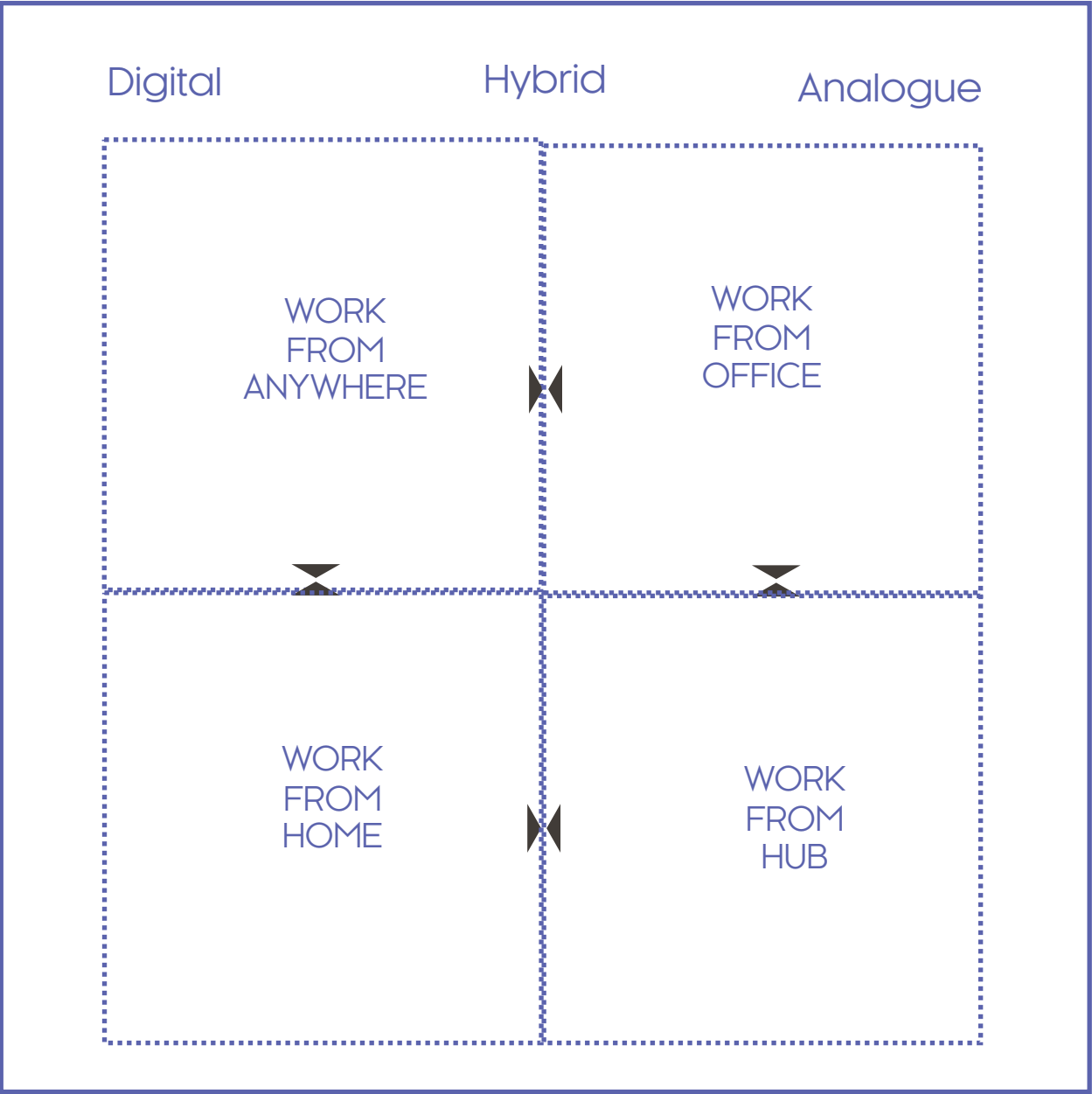
WORKPLACE

HYBRID WORKPLACE

"One size fits all" is history

INDIVIDUALY AND ORGANIZATIONALY TAILORED WORKPLACES
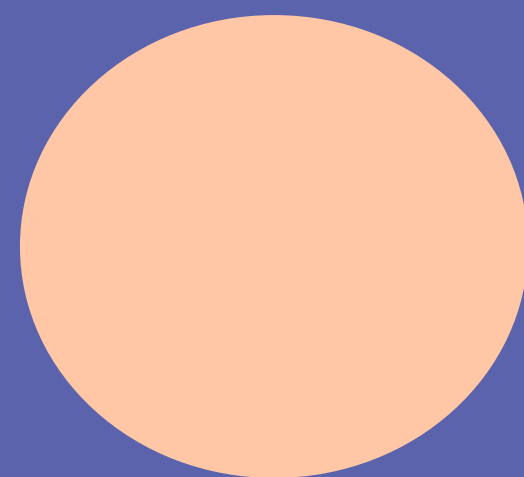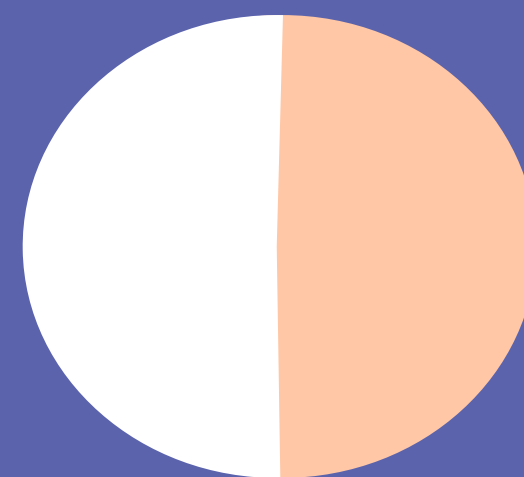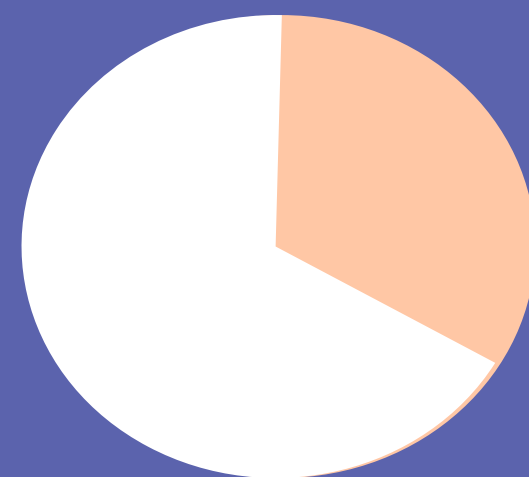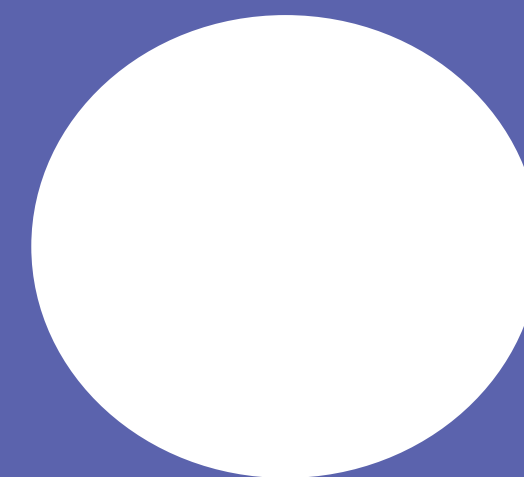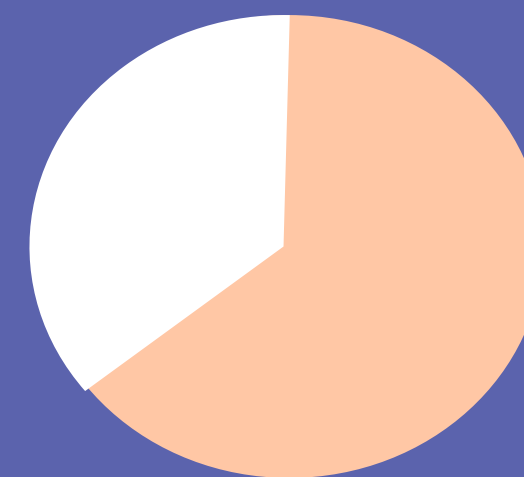
ANALOGUE   HYBRID   DIGITAL

The new norm: "Unequal is fair"

WORK-LIFE FLEXIBILITY IS FOR ALL. A WORKLIFE DEFINED BY DIFFERENTIATED SELF-DETERMINATION AND PERCEIVED AS FAIR BY ALL

3 future distributions between the office and home (distance work)

THE PANDEMIC

DIGITAL TRANSFORMATION
New EMPLOYEE BEHAVIOUR

NEW WORKPLACE DISTRIBUTION
THE OFFICE/HOME

THE OFFICE/HOME WORK SHARE

90/10

DISTRIBUTION 60/40

DISTRIBUTION 50/50

DISTRIBUTION 30/70

2020

2023

2033

TIME
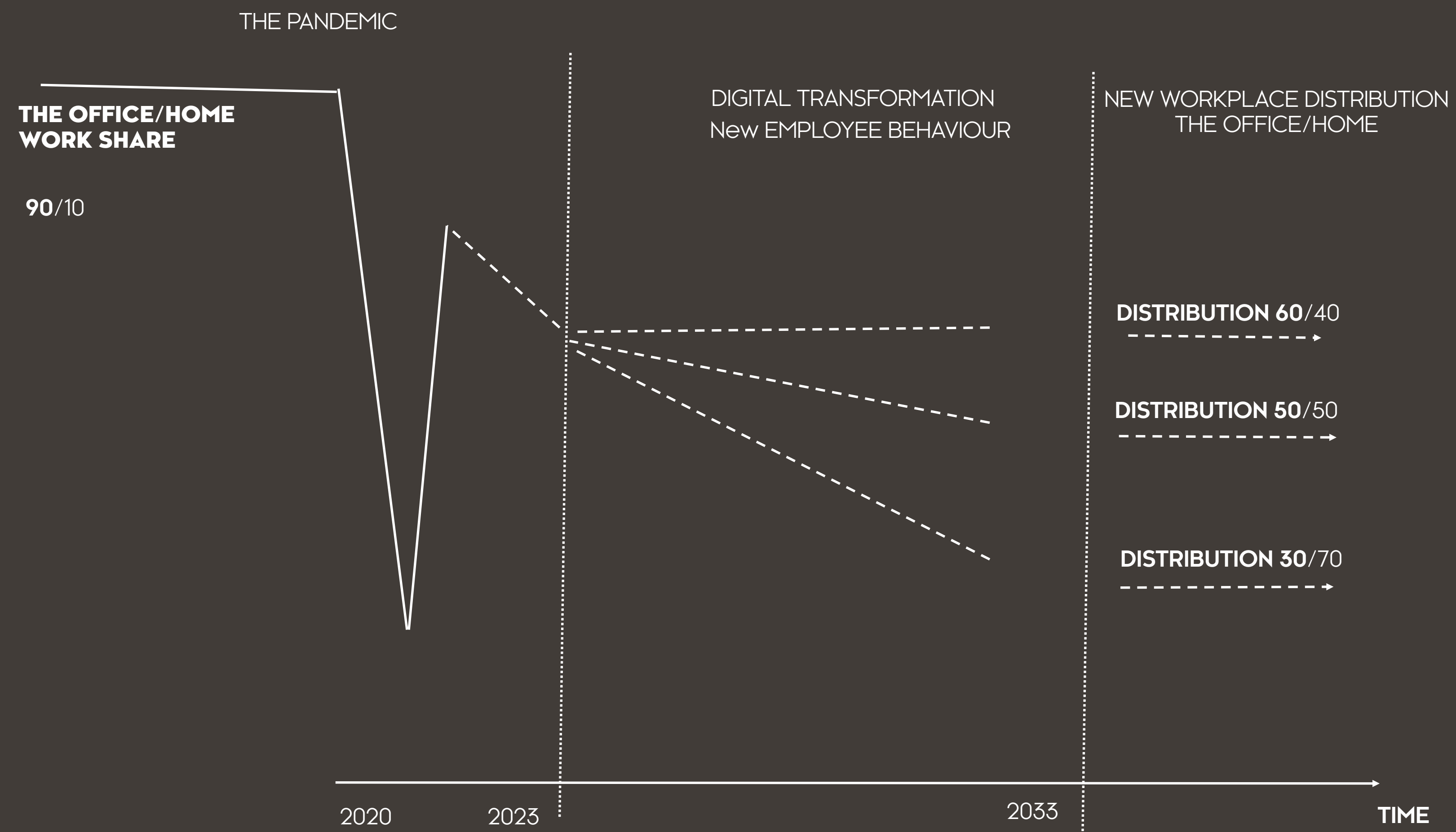
Tension field for future workplace model

The future is created by the workplace actors

Employee behaviour

New working habits | Individualisation | Purpose driven | Time focus

Work-life balance | Costumer behaviour

Digitization   **Analogization**

Breaking new technology and digital solutions   Hybrid work-life   Analogue differentiation

More real-time   Data accessibility   Digital buildings   Analogue consciousness

Society   Rinsing transport costs   Labour market

Pandemics

Union agreement   Legislation

Digitization
Significant improved measurement   Better hybrid solutions
Threats to data security   Solutions for improved co-creation

Digital   Hybrid   Analogue

Organisation and work processes

| WFA | WFHUB |
| WFH | WFO |

Productivity   Efficiency   Well-being

Individual and collective

Structural   Long term obligation – ownership and rental period

Management
Preferences   Competences   Principles

Gig-economy   Trust   Output focus

Experts   Freedom   Surveillance

Sustainability | Equality, inclusion and diversity | Responsibility | GDPR and data | Rhythm of society

Norms and framework of the society

Network and knowledge society

Megatrends
Subtrends
Enablers and blockers
Worklife
Workplace

Model is dynamic and reflects effect hierarchies and correlations. The future workplace model is not given nor defined, but a result of the future actor behaviour

Hybrid workplace equation – <u>simplified!</u>

ALGORITHM VARIABLES ARE CORRELATED AND/OR CAUSALISED. NOT A ZERO ZUM GAME!

Shift of focus

INPUT

OUTPUT

Accelerating increase

Adapting and decrease

Continuous development

More for less

Digital infrastructure and services (0-1)

×

Analogue infrastructure and services (0-1)

×

Management organization and processes (0-1)

Value creation Productivity (Efficiency)

Employees Culture, trust and well-being (1-0)

Reinventing and calibrating

Adapting towards a time equivalent working behaviour

"Hybrid work is the perfect solution for companies looking to create a more productive, flexible, and engaged workforce".

Mark Zuckerberg, CEO Of Facebook
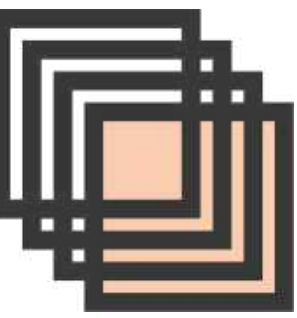
Hybrid workplace wins

MAIN MOTIVION FOR ALTERING THE WORKPLACE MODEL RIGHT NOW

Digitalization

Employee attraction and retention

Sustainability equality, diversity, inclusion

Cost reduction

Productivity

Increased digitalization at all level and functions

Increased employee attraction, well-being and retention

Reduced carbon footprint, More equality, diversity and inclusion.

Variable and fixed cost reduction related to the physical office.

Increase in productivity if the hybrid workplace is designed "clever"

"The end of paper"

"Flexibility is a winner"

"Less physical equals more"

"The same for less"

"Lean and effective is a condition"

"More for the same"

By Christopher Weyant

March 23, 2023
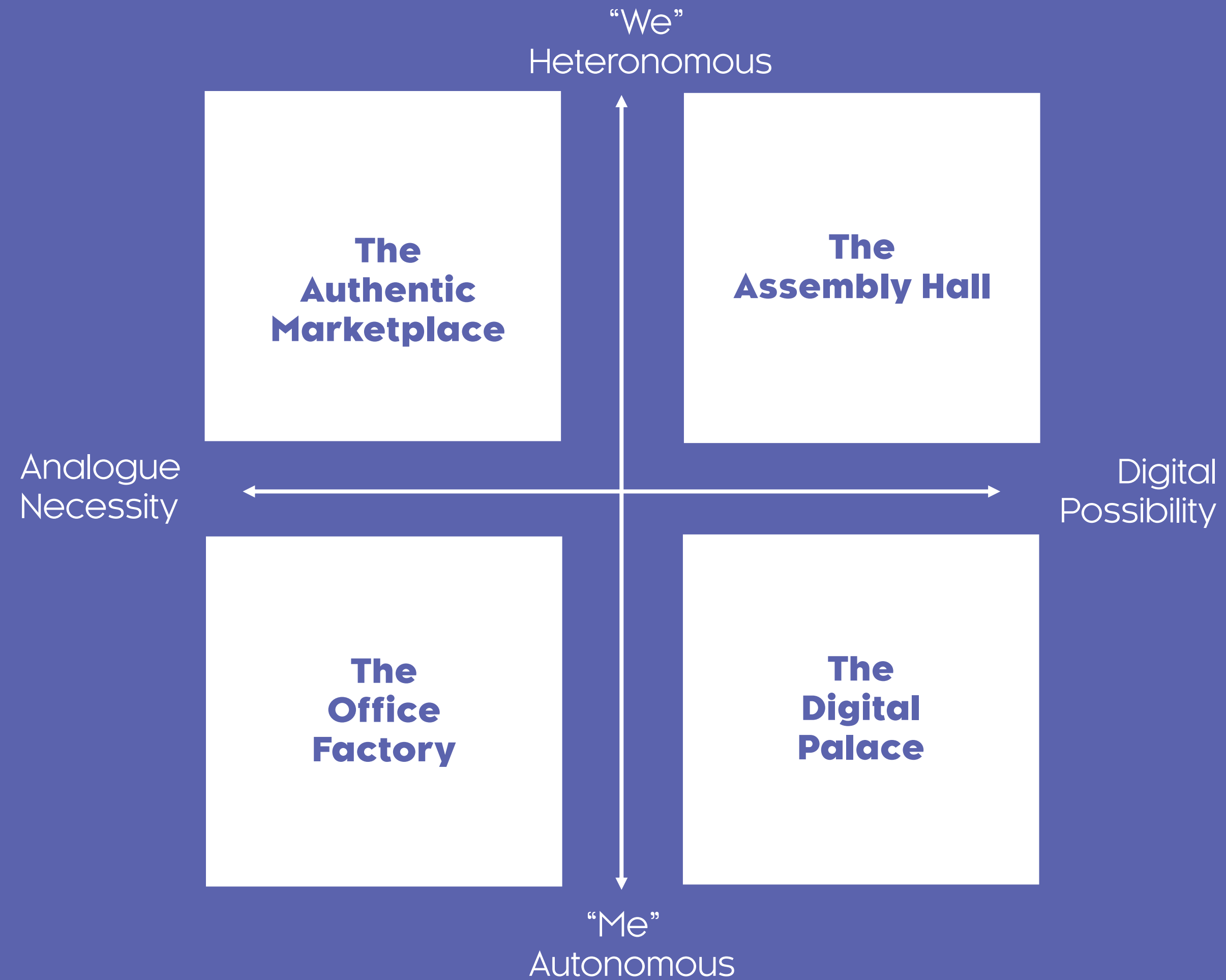

"My new work schedule is three days in the office and two days at home dreading going to the office."

4 Scenarios: The hybrid workplace 2033

"We"
Heteronomous

The
Authentic
Marketplace

The
Assembly Hall

Analogue
Necessity

Digital
Possibility

The
Office
Factory

The
Digital
Palace

"Me"
Autonomous

Anticipated development of the future hybrid workplace

DIGITAL POSSIBILITY   ANALOGUE NECCESITY

2019

REMOTE/OFFICE

2020-
2022

2023

2033

2020

2023

2033

?
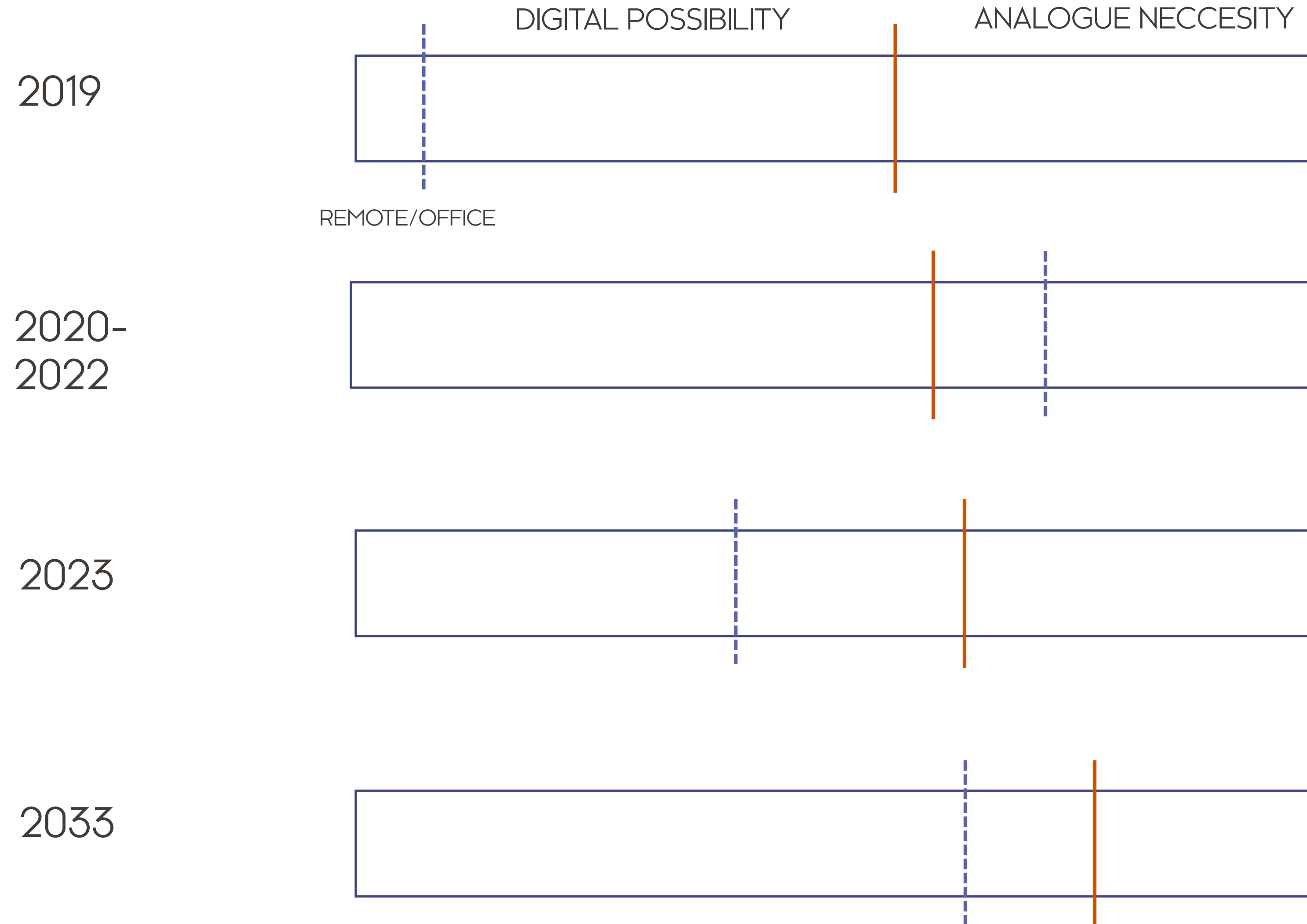
The Office Factory

The Authentic Marketplace

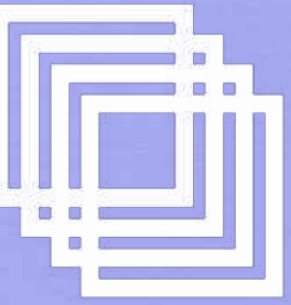The Assembly Hall

The Digital Palace

The office attendance must be time best spend

EMBRANCE AND ACCEPT THE EXISTING COMPETITION BETTWEN REMOTE AND IN-PERSON WORK

The future office creates more

MORE FOR THE EMPLOYEES AND ORGANISATION

More collaborative and interactive

More and smaller meeting rooms

More individualization and options

More external options, conveniences and offers

More sustainable

More shared experiences

More decentralized work hubs

More digitalization and automation

More collaboration with external organisations

More shared coworking spaces with external partners

More internal services

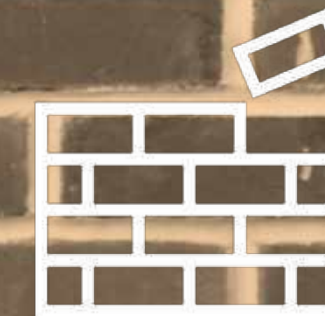# The analogue workplace as a sponge – not a brick

Sponge:
Instant scalable
Intimate and collaborative
Attractive and absorbent

Intelligent

Brick:
Solid
Defining
Reassuring
„

Grounded

Workplace plasticity: The workplace that is modular

MAKING THE WORKPLACE MODULAR AND FLEXIBLE IN ORDER TO EVOLVE AUTONOMOUSLY IN THE CO-ECONOMY

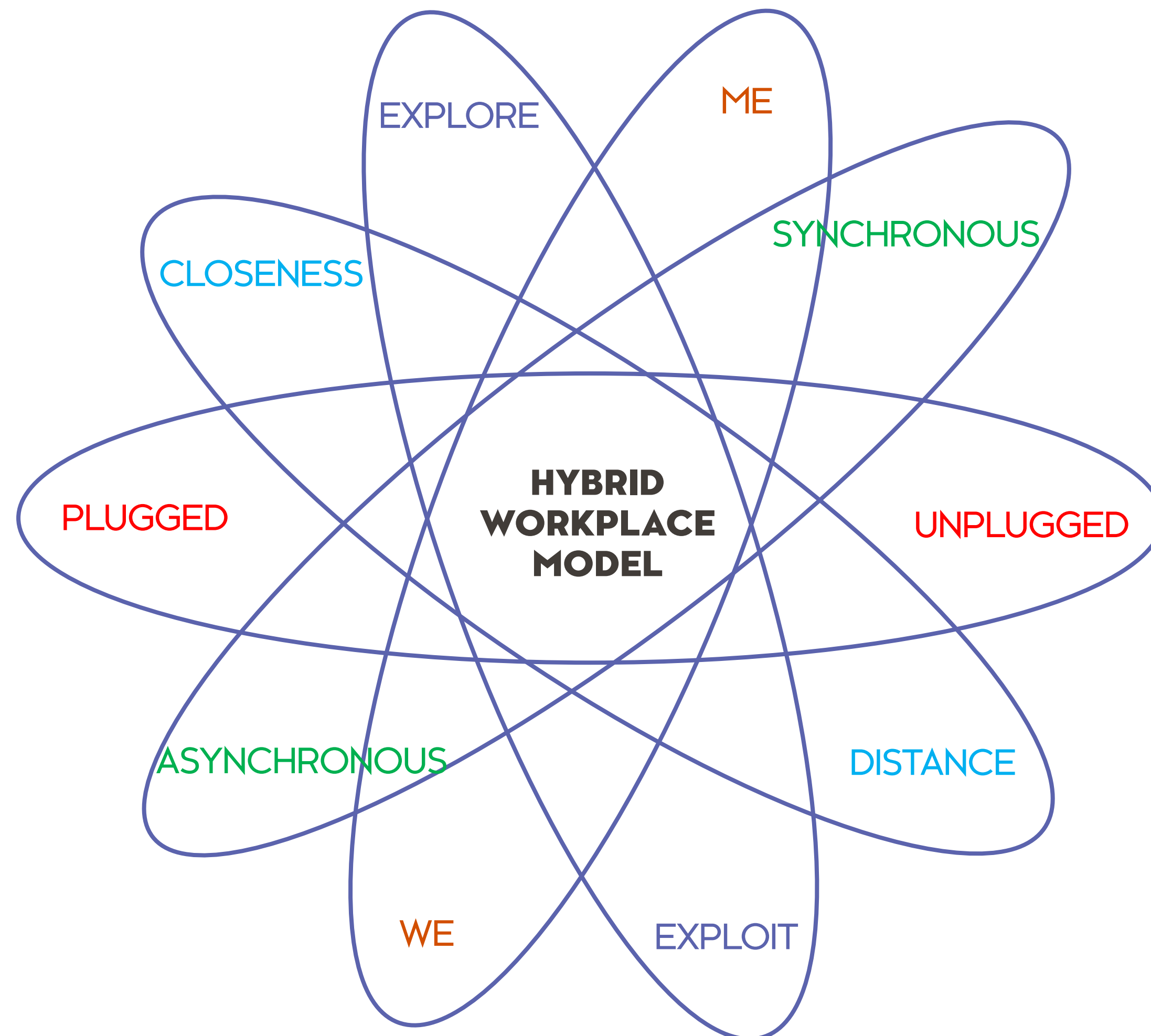# The hybrid workplace trend changes are not led by the management

THE MANAGEMENT HAS UNTIL KOW PREDOMINATELY MANAGED THE CHANGES.
CAN MANAGEMENT AFFORD NOT TO LEAD THE REDESIGNNED HYBRID WORKPLACE AND WORK-LIFE?

Significant dilemma's for the hybrid workplace model

IDENTIFYING THE ANSWERS FOR THE DILEMMA´S IN YOUR UNIQUE ORGANISATION

EXPLORE

ME

SYNCHRONOUS

CLOSENESS

PLUGGED

HYBRID
WORKPLACE
MODEL

UNPLUGGED

ASYNCHRONOUS

DISTANCE

WE

EXPLOIT

INDIVDUALIZED
DEVELOPMENT
MANAGEMENT
PLACE AND SPACE
TIME

Development of the future-proof hybrid workplace model

INTERNAL STAKEHOLDERS: FRAGMENTED OWNERSHIP OF THE WORKPLACE AND WORK-LIFE RESPONSIBILITY
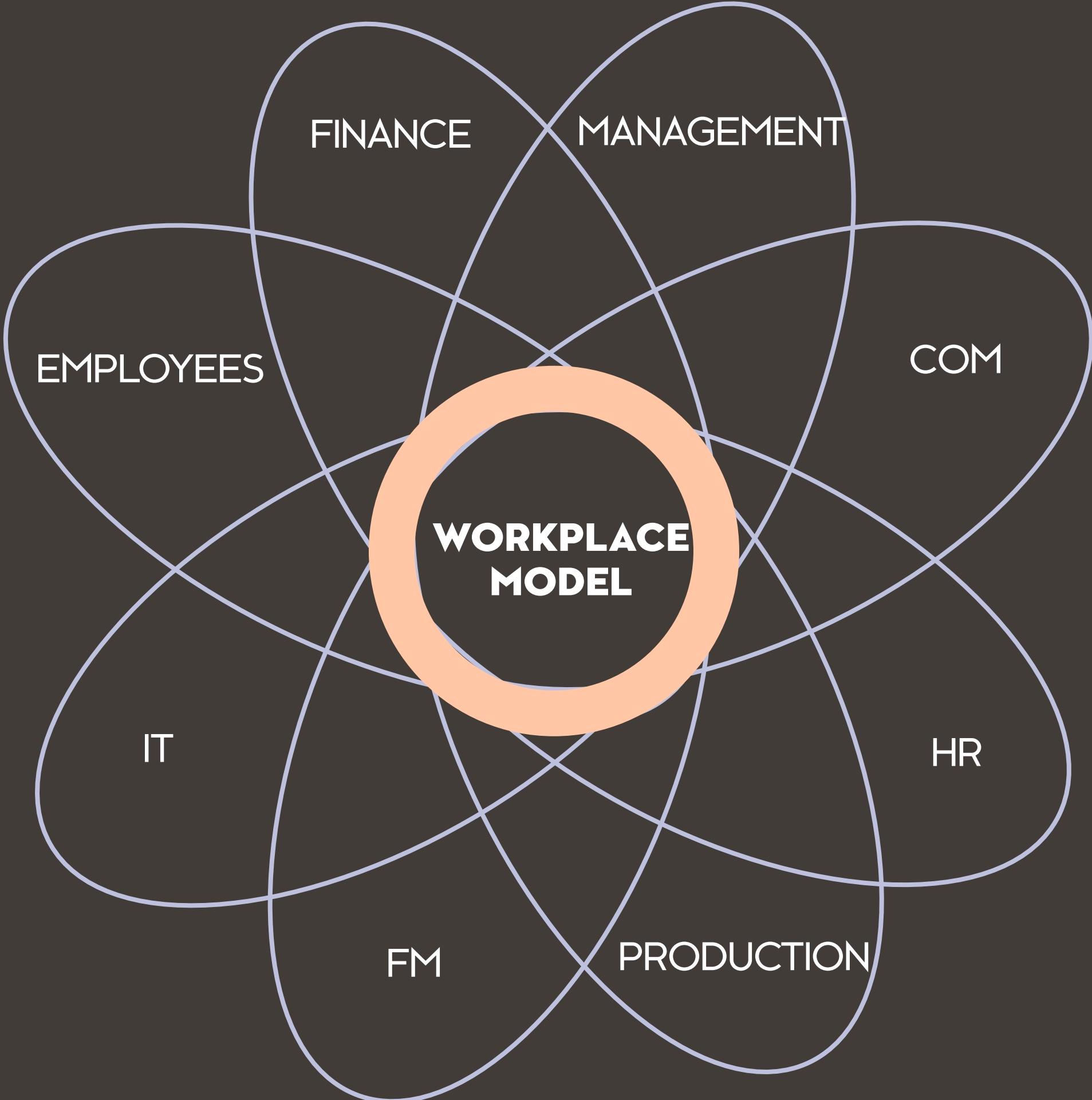
Defining recommendations for designing the futureproof hybrid workplace model

1. Anticipate and prepare for a future workplace distinct from the present and avoid first order thinking. <u>Be time, place and space agnostic</u>

2. Design and establish a <u>permanent</u> cross functional hybrid workplace responsibility, organisation and process with a defined mandate

3. Collect and analyse future oriented <u>actionable data and insights</u> with the employee behaviour and preferences at the core

4. Be <u>unique and true</u> to the values and vision of the organisation at all tangible and intangible workplace touchpoints

5. Develop objectives, politics and a plan for the <u>ongoing development</u> of the hybrid workplace

6. Ensure <u>top management buy in and commitment</u> to the hybrid workplace model

7. <u>Continuously measure</u>, monitor and adjust the hybrid workplace model for the optimal value creation. The process implicit generates employee engagement and enforces communication

Hybrid workplace 2033

Hybrid meetings and digital work are literally breaking the boundaries of the office