Hybrid Workplace 2033

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

Claus Sneppen
Author, Futurist and Associated Partner

"How would you design your workplace model if you were to start it from scratch today?"

The Digitalised Office Paradox

The more digitalised the office becomes, the less it is used.

It is therefore solely a matter of time and management skills before, and not if, knowledge workers are further liberated from the constraints of time, place, and physical space in the execution of their work.

(The retention of the current analogue approach to the office will only occur if analogue work proves to be more competitive than the digital workplace. In other words, if digitalization levels off).

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COPENHAGEN INSTITUTE FOR FUTURES STUDIES

"An important book about the hybrid workplace, timed perfectly to prevent us all from phlegmatic resignation to pre-pandemic, full week in the office, comfort zone work model."

"Claus Sneppen describes a provocative, ambitious vision of the future of office, that managers, real estate professionals and everyone, who needs to decide if going to work will be worth the commute, need to relate to. No matter if they seek to qualify their resistance to or enthusiasm for the hybrid workplace."

Rasmus Brandt Lassen, CEO Danish Building and Property Agency,

Future Hybrid Workplace 2033?

A WORKPLACE MODEL IN MOTION: FROM ORDER, TO DESRUPTION, TO DISORDER, TO …

PRE-PANDEMIC

2019

ORDER

PANDEMIC

2020-2022

DESRUPTION

POST-PANDEMIC

2023

DESORDER

FUTURE

2033

NEW ORDER

Trends, Possibilities and Challenges

What are the significant hybrid workplace trends, possibilities and challenges?

Trends

Digitalisation	Analogisation	Individualisation	Knowledge Society	Network Society	Society Norms

Possibilities

Society

BNP   ESG

Organisation

Digitalisation   Productivity   Effectivity   ESG DEI Attract and retain

Employees

Time   Balance   Flexibility

Challenges

Society

Rhythm   Labour market-agreements   Legislation

Organisation

Social Capital   Empiri   Management   Existing infrastructure
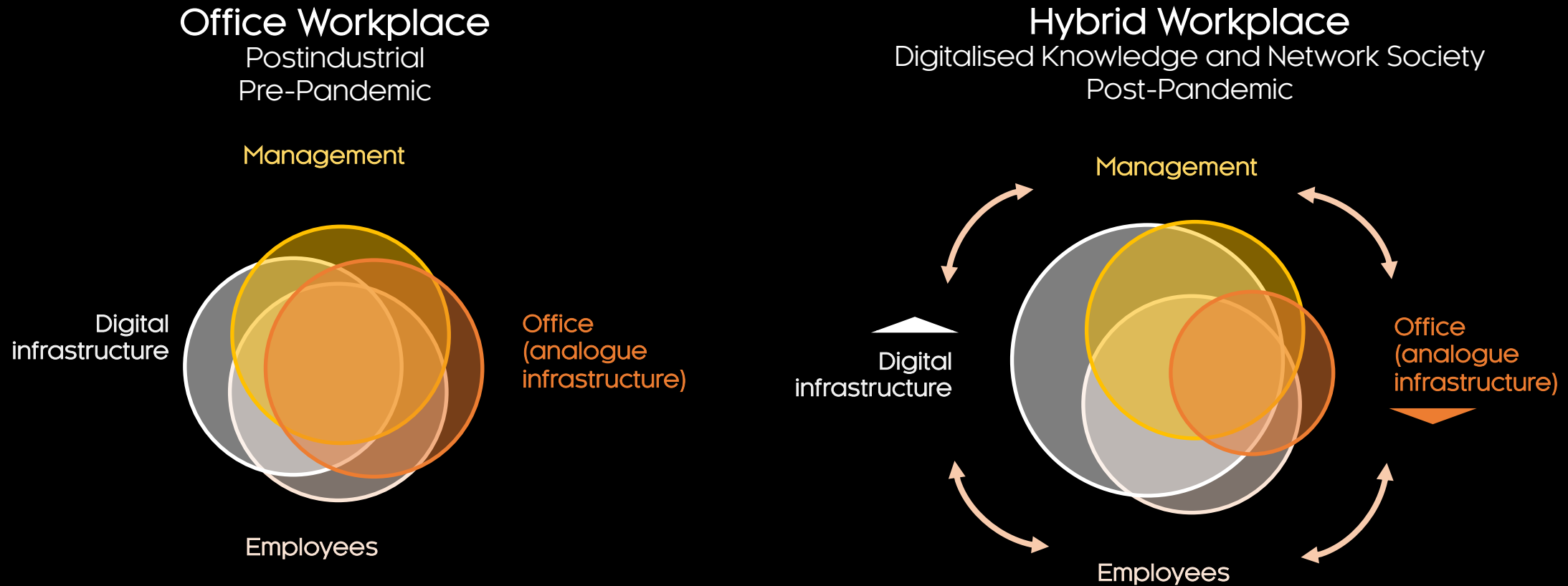
Employees

Relations   Burnout

The (R)Evolution of the Office Workplace Model

Changing components and ecosystem of the workplace for knowledge workers

Office Workplace
Postindustrial
Pre-Pandemic

Management

Digital infrastructure

Office (analogue infrastructure)

Employees

Hybrid Workplace
Digitalised Knowledge and Network Society
Post-Pandemic

Management

Digital infrastructure

Office (analogue infrastructure)

Employees

Imagine the Employer Having a Commute Salary Cost

If the employer were to pay the salary for the time spent commuting, how would the employer design the hybrid workplace model?

In **Beijing**, you can **Pay** someone **$60** to come and **Rescue you** from a **Traffic jam**. They will come and **pick you up** on a **Motorbike** and someone else **drives your car** to the destination.

HOW COOL IS THAT!!

Commuting Is No Longer Free of Charge for the Employer

Direct employer cost:

Approximately ½ the time saved commuting is spend working for the employer

Indirect employer cost:

- Attract and retain employees

- Costs

- ESG (including scope 3 emission from employee commuting)

- Digitisation

- Productivity

- …

Looking Back While Moving Forward

It is easy to look back at the traditional office instead of ahead at the hybrid workplace model. But it is neither free of charge nor necessarily correct .

Past and present orientation (evolution):

- Management

- Legalisation and regulation

- Union agreements

- The rhythm of society

- Analogisation

- Existing commitments and Investments

- Existing value chains and processes

- Heteronomous

Forward orientation (revolution):

- Employee market

- Individualization (autonomous)

- Digitalisation

- ESG

- Productivity

- Effectivization (cost reduction)

First order thinking responses: Technology upgrade

First order thinking responses: Flexibility Quotas

First order thinking responses: Office upgrade

IF A PIG HAD A BETTER PERSONALITY, HE WOULD CEASE TO BE A FILTHY ANIMAL.

Widespread and massive movement towards upgrading the office to make it more charming and attractive – earn the commute

Spaces for the Hybrid Workplace Model

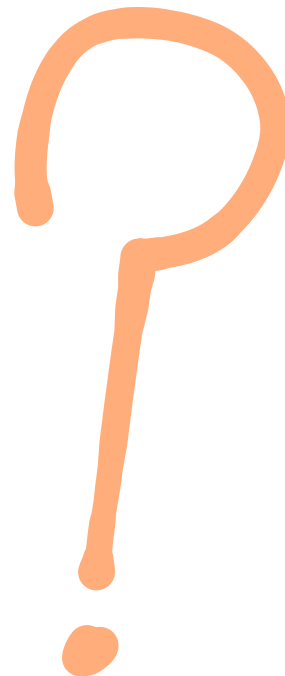External neighboring collaborative workplaces

Internal analogue workplace
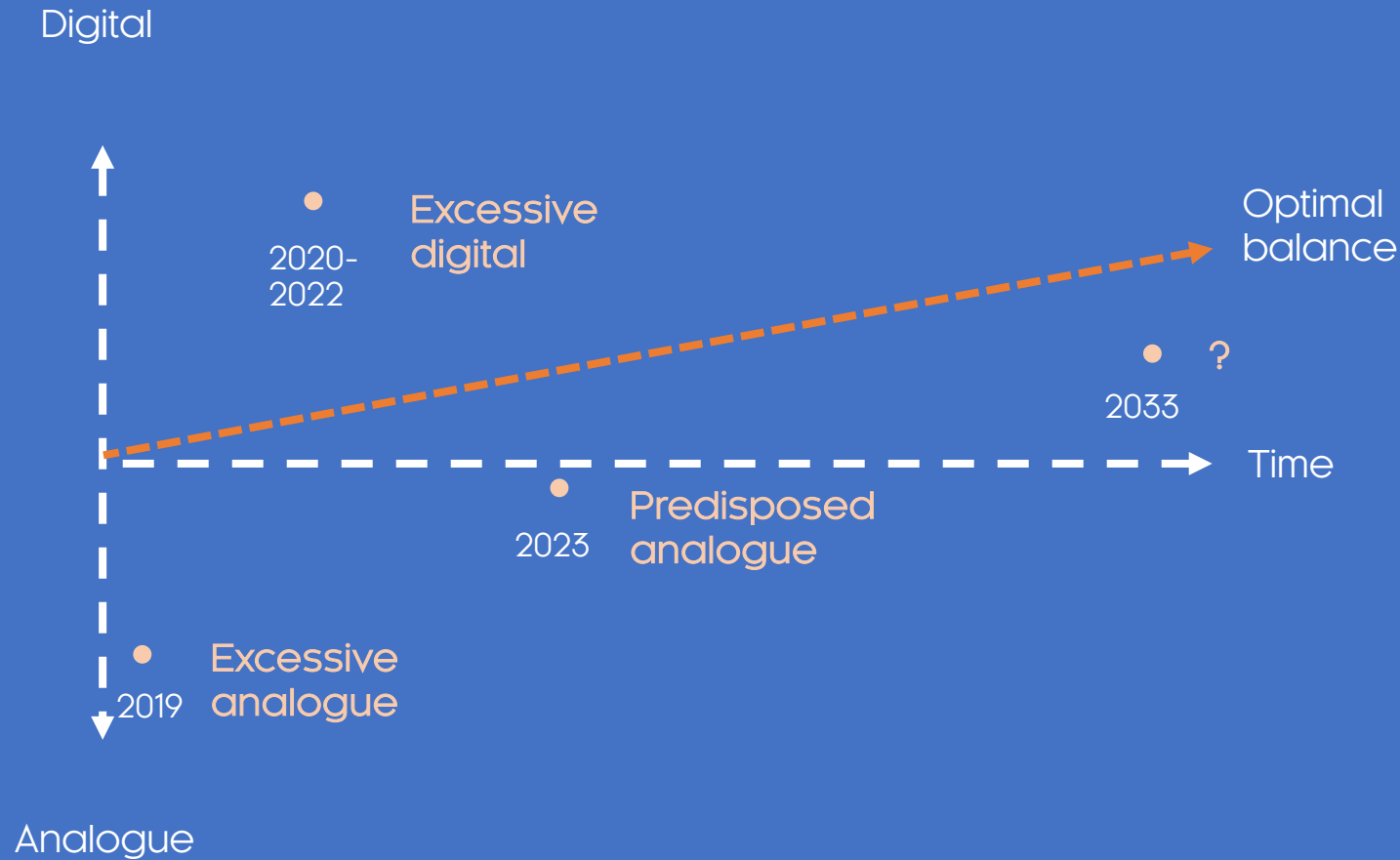
External service workplace (third places)

WFH workplace
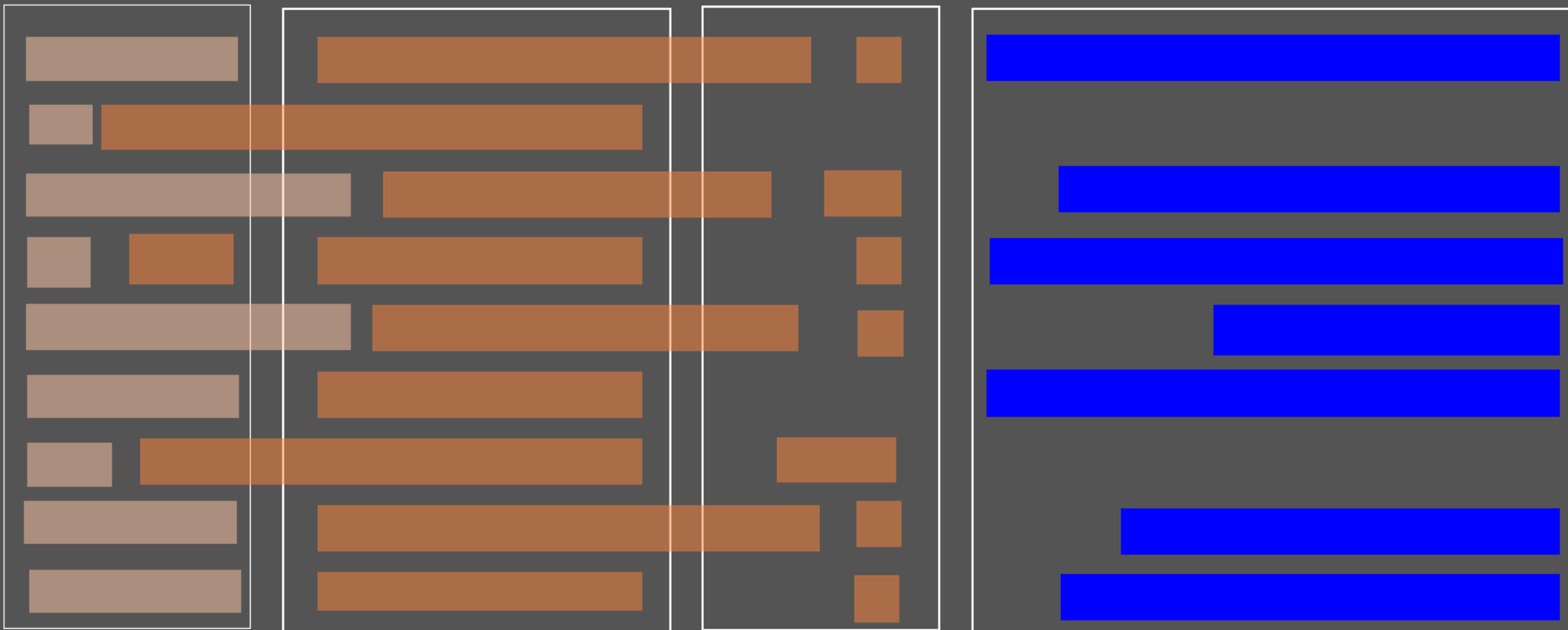
How can your organisation ensure a hybrid workplace model that unleashes increased competitiveness in the short and long term?
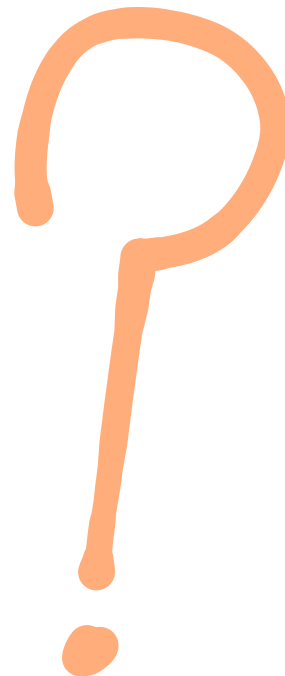
What is the optimal hybrid workplace model flexibility balance?

Digital

Excessive digital

2020-2022

Optimal balance

?

2033

Time

Predisposed analogue

2023
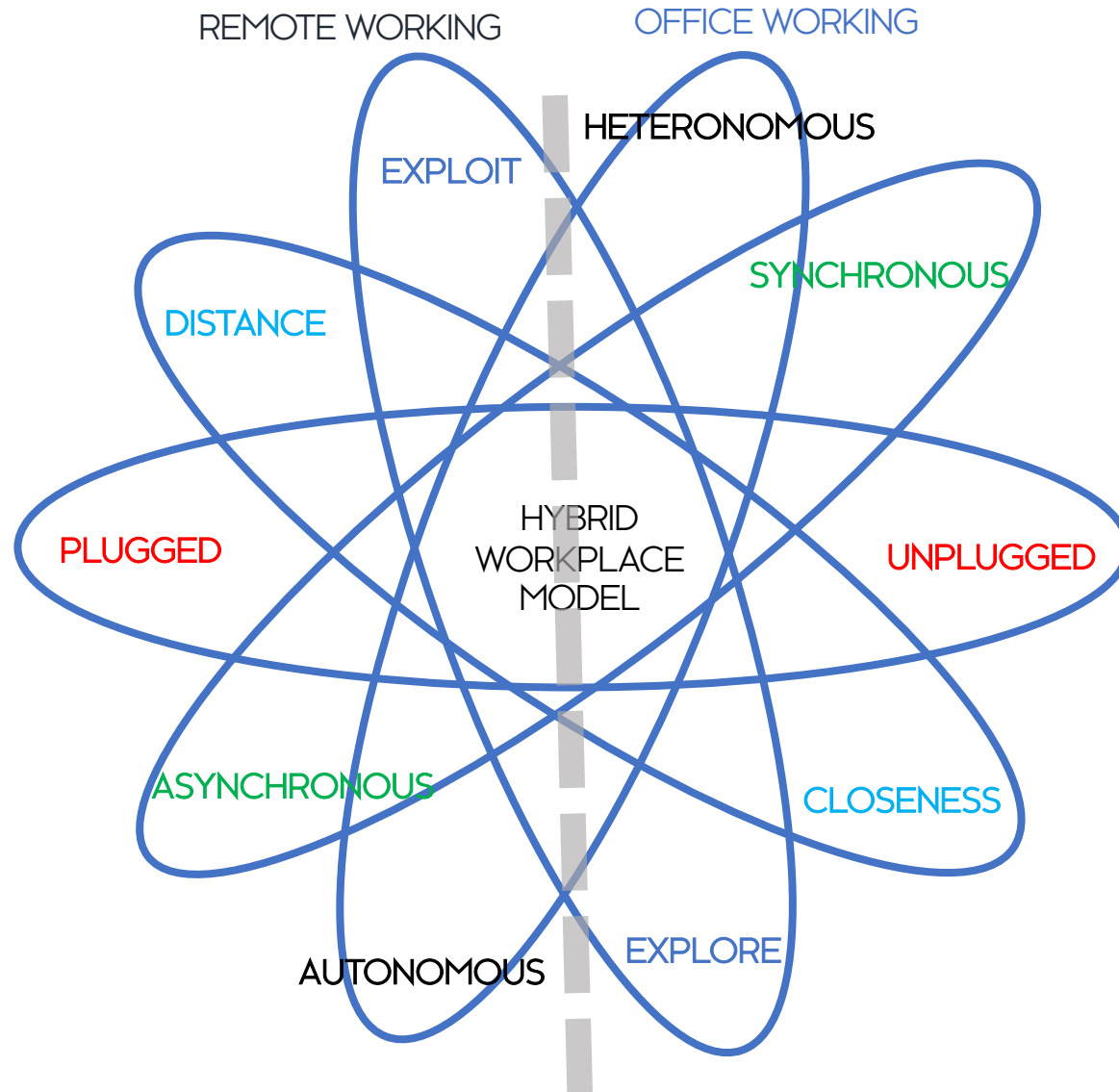
Excessive analogue

2019

Analogue

What needs to be developed and what needs to be limited to future-proof your successful hybrid workplace model?

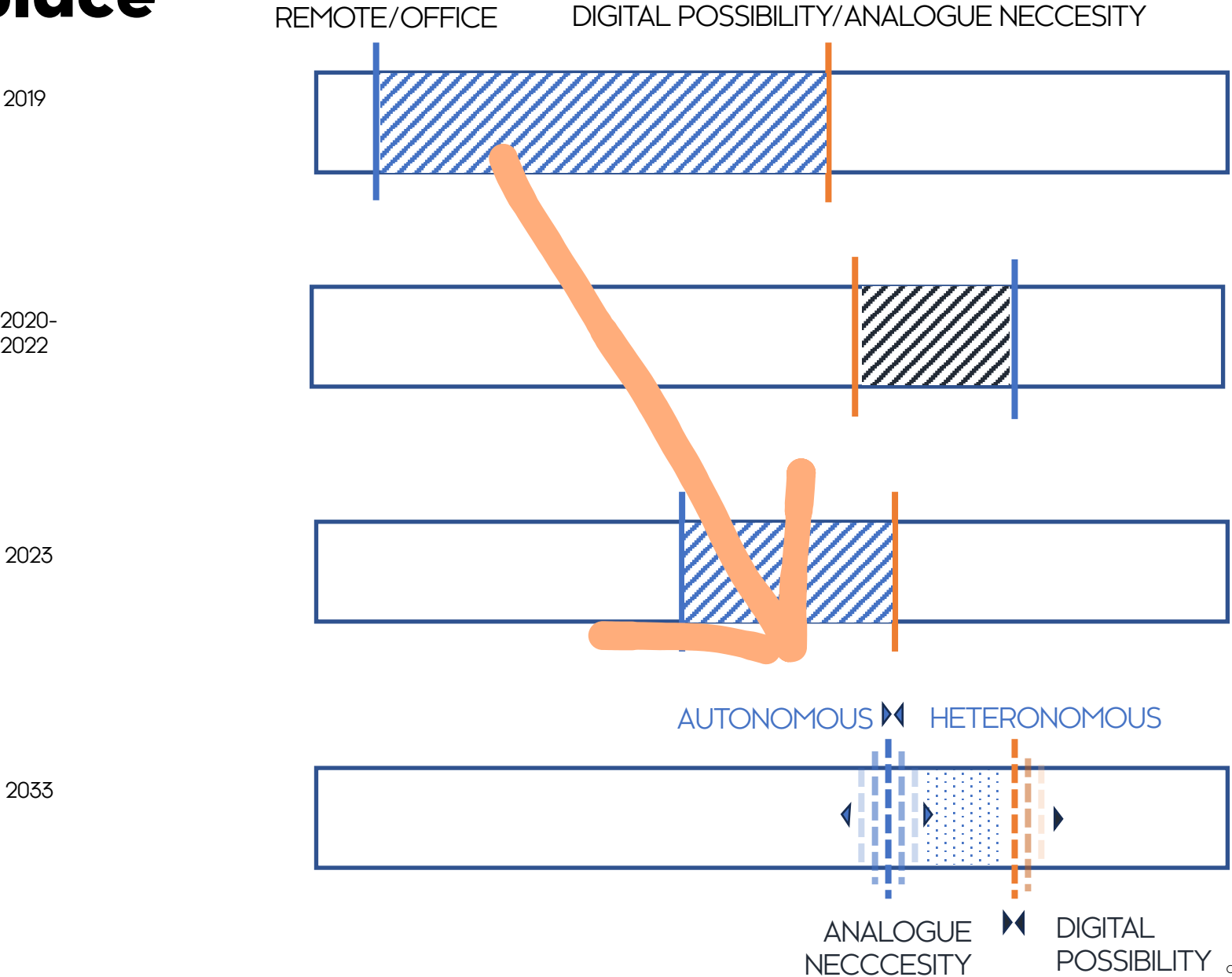# The Big Five Crucial Dilemma's for the Hybrid Workplace Model

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

REMOTE WORKING

OFFICE WORKING

HETERONOMOUS

EXPLOIT

SYNCHRONOUS

DISTANCE

PLUGGED

HYBRID WORKPLACE MODEL

UNPLUGGED

ASYNCHRONOUS

CLOSENESS

EXPLORE

AUTONOMOUS

INDIVDUALISED
DEVELOPMENT
MANAGEMENT
PLACE AND SPACE
TIME

Anticipated Development of the Future Hybrid Workplace

REMOTE/OFFICE

DIGITAL POSSIBILITY/ANALOGUE NECCESITY

2019

2020-2022

2023

AUTONOMOUS ◄► HETERONOMOUS

2033

ANALOGUE NECCCESITY ◄► DIGITAL POSSIBILITY

Eight Recommendations for Futureproofing the Hybrid Workplace

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. <u>Take leadership</u> of the development by creating a hybrid workplace vision, as opposed to a limited management approach. Ensure top management buy in and commitment to the hybrid workplace vision and model.

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

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

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

6. Develop objectives, politics and a plan for the <u>ongoing dynamic direction and development</u> of the hybrid workplace bridging the present workplace with the anticipated future model.

7. <u>Practice change management</u> from the initial phases, in parallel and continuously throughout the development and implementation of the hybrid workplace, with a special emphasis on middle management.

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

Future and Development Test Your Present Workplace Model

- Presentations

- Workshops

- Live Laboratory

- Futureproofing consultant

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