

ROUNDTABLE REPORT

The Future of Office Design



In partnership with

MillerKnoll

iwfm

Institute of Workplace
and Facilities Management

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MillerKnoll Foreword

Now is a time for experimentation and learning; we must come together to address the challenges we face. In this spirit we were honored to gather with collaborators and thought leaders from a range of industries to share insight on creating places that matter.

We heard first-hand experiences about what’s working, challenges yet to be overcome, and the way different organizations are charting their course into the future. We learned that small signals can send big messages—for better or worse—and that a change in mindset can open up new opportunities. Above all we were inspired by the roles we can each play—as individuals, members of groups, and advocates of larger communities—to design a better tomorrow.

Regardless of the path we choose mutual trust and transparency in communication are critical for balancing individual needs with organizational objectives, actively maintaining that balance helps improve the outcomes for all. We hope you find the record of this dialogue helpful as you plan your next steps in the journey ahead.



Joseph White
Director of Design Strategy

IWFM Foreword

There is no doubting that the effects of the pandemic have brought about some major changes around the workplace and in this short space of time we have seen major changes in how and where we work.

Before 2020, we were seeing some developments in technology, culture, workplace design and working practices. Once working from home was introduced in order to socially distance, we saw our workforces successfully, and productively, change their workplace for an extended period of time – not just the one or two days a week as in the past. Proving what we have been told for years that work is an activity and not a destination.

Organisations are now asking how best to accommodate and support their staff after the flexibility they’ve seen during the pandemic. There is a much greater emphasis on employee wellbeing and empowerment – and organisations are trying to shape the here and now as well as future demand.

The Institute has been positioning that we need a new approach to workplace, bringing the space, culture and technology aspects of workplace together, and enabling people and businesses to work safely, flexibly, collaboratively and productively, to provide maximum benefit to the individual, the organisation and wider society.

The key take aways from this roundtable event are insightful and point to organisations going through a process of discovery, employees are now looking for flexibility and choice of where and when they work. Further advances in technology are needed that focus on individual needs as well as real estate business decisions, but the conversation continues.



Peter Brogan
Head of Research and Insight

The Future of Office Design

The IWFM's recent roundtable discussion in partnership with MillerKnoll, on the future role of the office and how it is designed, spotlighted the many possibilities for personal and corporate growth and development offered by new, more flexible working arrangements.

At the heart of the debate are companies who are now asking how to accommodate the individual needs of staff. These enlightened, far-seeing companies are looking to create offices and working practices that empower workers and give them the flexibility and freedom that so many experienced and enjoyed throughout the pandemic.

Technology is helping but there are still many gaps in software that could assess how individual needs can inform real estate decisions.

On the plus side, technology has allowed companies to widen their talent pools, and increased staff retention – as long as they offer flexibility to their existing employees.

Greater diversity is a positive outcome of widening the talent pool, but nurturing this diversity requires a fresh approach to ensure the needs of all employees are accommodated. Wellbeing for all, not just the majority, is essential.

There are also new issues created by home working: for example, how far can employees dictate that health and safety policies devised for the office should apply equally in the home environment.

As ever, the roundtable's participants offered fresh insights into these and many other issues throughout their discussion – the highlights of which are captured below.



Office design and the personalised work experience

As the pandemic's disruption of traditional working practices continues to unsettle managements everywhere, many companies have stopped trying to predict the future and its implications for office design in general and are instead asking themselves what they want for their future workplaces and what role employees should play in shaping this future.

Leading off the roundtable discussion, Elaine Asal observed that a number of large companies are taking more of a long-view with "future-casting approach", looking at macro trends and potential impacts/outcomes over the next 10-20 years.

"They are taking this opportunity to deep dive into their own organisational characteristics and how they want to evolve towards a more resilient and adaptable enterprise."

Equally, though, she said there were many other of their clients looking for "more immediate and tactical" support and are looking to address current issues around hybrid culture and working policy" in order to take advantage of the moment. Certainly, some clients are combining these two approaches to a greater or lesser extent, exploring short term actions, long-term aspirations, and impacts to the physical footprint.

This self-reflective analysis of ways of working, she said, had been occurring before the pandemic but has now become deeper and is taking a more holistic approach in understanding employee needs around inclusivity, identity, diversity and well-being.

The process is ongoing, and it's not easy to arrive at firm conclusions yet, Asal said. "Every client has its unique challenges and culture. They are coming to us because they know they need to do something and need guidance on how to navigate the current uncertainties. We're all testing and learning together with the benefit of a lot of organizational knowledge sharing, and a very rapid evolution of our tools and processes."

Patrick O'Farrell said that the long-term and the shorter-term thinking need to exist in tandem. "You've got to deal with the here and now, as well as the future. And with all this increasing talk about focus on self, it's important to be mindful of that increasing sense of self.

"You've got to deal with the here and now, as well as the future."

Patrick O'Farrell

At the end of the day, it's about balancing what an individual wants against what the organisation wants and needs. The organisation is paying for a service. So, yes, you need people to be mindful of their own needs and the needs of others but also to be aware of the needs of the organisation as well."

O'Farrell explained how Nationwide is approaching the new ways of office working. "Our work style is broadly based on three distinct types of work, which we call 'Heads Down', 'Heads Up' and 'Heads Together'. Heads Down is where you can work as an individual from anywhere or you can be in a work environment as long as it suits your needs, for example we provide environments with focus rooms where people can sit.

"Heads Up is all about sharing of information, a cascading of knowledge, or even training, and it can be done in a hybrid way. So, it can be people working from home or people who are present in an office space, all operating with a set of rules around how you make that engagement inclusive.

"Heads Together is where there is a need for a specific piece of work that's aimed at sparking some innovation or some conversations and it's felt that coming together best suits that particular outcome."

O'Farrell said Nationwide is not dogmatic about how this approach is interpreted. "The Society has published some guidelines and is leaving it up to teams themselves to have conversations to define what it means for their specific areas and seeing how that works. And if doesn't work, the approach will be finessed a little bit more."



Jennifer Kolstad agreed that companies were exploring new ways to work. During the pandemic, her own company “went to a 50-50 metric which is 50% home, 50% at work and then shifted to 75% collaboration and 25% focus, so we really modified the space.”

She added: “We were then a bit thrown when Elon Musk tweeted about this issue [he said 40 hours of work were to be office based, and added “If you don’t show up, we’ll assume you’ve resigned”]. That sent ripples of panic through the organisation because we didn’t know if our leadership was going to pivot off our 50/50 metric. But they did not and remained convicted in our decisions around hybrid work. We’re moving forward.

She added that “futuring” over the next 5,10, even 20 years is “almost an impossibility from our perspective. We’re futuring six months out and may need to adjust even on that.”

Zoe Humphries believed that “nobody’s quite sure which way things will go and everyone’s waiting to see what everyone else is doing. The reality is you can’t imagine a future you’ve never yet experienced. Covid was like a bow wave which sent out ripples and we’re still waiting for that bow wave to come back. How it comes back will be different for different organisations, depending how they’ve been set up.”

Commenting on “individualisation”, she said Covid changed the way people at work react to each other. “There was a reprioritisation of the self – the approach became much more one of ‘How are you, are you OK? What can we do for you?’ People felt very empowered by that, and it reinforced the positive levers for workplace experience, and gave people choices around where and when they work. And that is really important, because as soon as you now start telling people where they will work and when, that feels very restrictive for people and they start to kick back.”

She added: “Covid created really strong social capital within the team that you worked with during the pandemic. You pulled each other through it, and now you’re probably feeling less connected to your organisation than to your team. So when your organisation tells you to do something, it feels like there’s a misalignment around purpose between individual teams and the company.

“Covid was like a bow wave which sent out ripples and we’re still waiting for that bow wave to come back. How it comes back will be different for different organisations, depending how they’ve been set up.”

Zoe Humphries

“I think there needs to be a lot of work done to get back to that individual sense of mission and purpose and to recreate that culture. Culture is a living thing – you have to constantly work at it. The biggest mistake we see is when people think an app will fix everything, and if we just get the technology right, it will all just figure itself out.”

Anna Farrow said that getting the best office-home work balance “comes down to conversations with the manager about what’s right for the individual and how they function best. It’s becoming a more adult relationship: we’ve moved from ‘parent-child’ to ‘adult- adult’. I think that’s pretty critical.”

She thought it could be six to 18 months before there was enough data to make major office decisions more confidently. And when those decisions are made, she believed companies would adopt a conservative approach to office design. “We’re dealing with spending or advising the business on how to Invest effectively. However, we’re very much a reflective evolution business, not a revolution business. We know that there will be some changes in our standards and guidelines, but to what extent we’re not yet clear.

“I think one of the great conundrums that we’re going to face is how we assess our portfolio as a whole and elevate all workplaces to a modern, hybrid-supporting workplace – but over what timespan? So, we’ll be preparing our recommendations and see how the business wants to proceed.”



Hybrid working and technology – an evolving ecosystem

Hybrid working, it was agreed, was implemented as a “triage” measure during the pandemic but workers around the globe have now begun to expect the flexibility it affords in terms of the time and places of work. So how is this impacting organisations, not least in their ability to capture and retain talented workers? And is the growth in digital technology influencing new office designs?

Commenting on technology, Anna Farrow said that when it came to making real estate business decisions, “There’s a gap in our technology. There are many platforms out there for pulling data together but when it comes to predictive analysis of how much space we need, there’s a hole.”

Zoe Humphries said her company is looking at how to design space in the physical world and to connect that with the digital world. “As we look at that and think about the experience of work and the place of work, it’s very limiting to just think about the office. That’s just one part of the overall ecosystem of work from now on. So we’re switching it around and we are thinking very much about that experience, and putting people at the heart of it. We’re beginning to measure what is the experience of work based on people’s needs and motivations. We don’t know what the different segments are yet. But the more data we get, the more we can start to break it down.”

Humphries said her organisation is starting to measure these work experiences and space issues through a tool they call XSF (Experience per Square Foot). “It’s not just measuring space utilisation but rather, measuring what people need in terms of getting their work done and their levels of engagement and wellbeing, including things like relationships. Once we’ve got enough data, we can start to really correlate and look at the causality, and we can then start to say, that space is successful because of these specific reasons.”

Joseph White cited three client organisations that have started “the very labour intensive work” of building comprehensive dashboards to inform these long-term decisions. The dashboards incorporate factors relative to HR, IT and place into one aggregate data set.

“We’re beginning to measure what is the experience of work based on people’s needs and motivations. We don’t know what the different segments are yet. But the more data we get, the more we can start to break it down.”

Anna Farrow

“It requires a lot of trial and error, a lot of experimentation,” he explained. “But the shift that I’ve started to see is that people are realising that we have to take a longer term perspective in these decisions, and we don’t have the information that we need right now to rightfully inform those long term decisions. What’s encouraging is that the work is beginning to build those foundations and hopefully not too far into the future, these kind of aggregate dashboards of information will be very powerful drivers to inform decisions across the organisation, with place being very much at the centre of that, but also connecting to many aspects of the employee experience.”

On the question of home workers’ expectations, Farrow raised, as one example, the issue of computer screen resolution, which for many workers was better at home than in their office. “That’s an immediate tactical concern, because asking workers to use inferior technology is not going to wash.”





On the issue of creating workplace profiles for different types of users, Patrick O'Farrell said Nationwide was looking to use profiling to help its people at work. "For example, with an individual who's got child caring responsibilities, or someone who works a shift pattern, they would want to know there would still be parking for them when they get to work a bit later. Or someone may be concerned about getting a desk or a gym locker. We're trying to use these workplace profiles to shape some of our operational responses. It's not perfect but it's better than what we would have had before."

Elaine Asal said her company has been helping organisations carry out mobility assessments by building mobility profiles that could then inform real estate decisions.

"Our assumption is that nothing is static, and that change is the only constant. There's so much to consider about how teams within departments are organising, and how people want to use space. There is significant and increasing demand for flexibility on multiple levels. We're exploring ways to build in that agency to allow the adaption spaces at different scales, day-to-day, so organizations, teams and individuals can meet their needs and space isn't outmoded as the organization evolves."

Patrick O'Farrell said, in his experience, "people are much more receptive to trying something and, if it doesn't work, accepting that and moving on to the next thing."

Elaine Asal agreed and said that piloting ideas are a good way of finding out what people think. "We have found that people are more willing to try something, even if they're hesitant about it, as long as it's for a short period of time and as long as they can give feedback and feel their views have been heard - and that next pilot can be adjusted accordingly. This kind of follow-through builds trust with the employees and engenders the ability to continue to experiment."

On the question of recruitment and talent pools, Patrick O'Farrell said hybrid working had been extremely beneficial for his company. "Enabling people to work from anywhere and its impact on staff retention / career opportunity has been one of the real benefits of the past few years. For example, pre-pandemic, and if you worked in one of our Retail premises and you wanted to develop in one of our Admin centres, you would have probably had to move to advance your career, but we can now offer opportunities for any of our staff, wherever they're based. So as a business, we retain all of that talent, that enthusiasm and that capability. We're finding an awful lot of positive indicators around staff retention."

One contributor was more cautious about a widened talent pool emerging from hybrid working. "Because of our company's different geographies with their different tax rules, we do not allow employees full flexibility. And I think it's a little too soon for us to say whether allowing people to work more flexibly truly broadens our talent pool."

"Our assumption is that nothing is static, and that change is the only constant. There's so much to consider about how teams within departments are organising, and how people want to use space. There is significant and increasing demand for flexibility on multiple levels."

Elaine Asal

Inclusive Design and Wellbeing

On the subject of inclusivity and diversity in the industry, Anna Farrow observed: “If a business starts to talk about taking care of wellbeing and putting in wellbeing spaces, then leaders need to walk the talk for the business as a whole. But having a prescribed framework for implementing this may force businesses to look at routes that they don’t want to go down yet. So, my personal view is that certifications are potentially helpful if you want a framework to adhere to, though to be successful it will need to be endorsed and lived, by executives. This may be a challenge for more traditional industries as it will need executives to walk their talk.”

Joseph White said it was important that all types of workers were given equal consideration. For example, he asked why good lighting was considered important for office workers but not for factory workers. “Why wouldn’t we have those same expectations on the factory floor? If you’re talking about aligning people with purpose of the organisation, you have to be equitable in the way that you approach things like that.”

Jennifer Kolstad agreed, and responded: “We are in design development for new plants along these lines. But the tension right now is budgetary because there’s obviously a time-cost variable. Too often the business decision does not support the people decision, so you’ll land somewhere in the middle. This debate is all very new, but we’re trying to negotiate our way through it.”

The question was posed, to what extent is the culture of an organisation an active consideration in future design – and are organisations now thinking more than they used to about culture issues?

Responding, Zoe Humphries said “culture is the heart of every organisation, so it should be at the heart of a lot of the decisions that are made. However, what we saw over the pandemic was people ‘acculturating’ away from the core of their business because they were just not there. Culture is a living thing and you have to work at it. Culture doesn’t happen by accident. You have to breathe life into it every day. So when we start to think about space, space is the stage where your culture plays out. And so it needs to support how you want it to be.

“Some organisations, though, can feel a bit schizophrenic in their attitude to their workers. The company says one thing like ‘We’re really inclusive and we’re all about collaboration’ but when you go in, it’s all about desks and offices and cubicles, and people pick up on that.

“Space is really powerful because it’s visceral. It elicits emotion, in a way that being on Zoom doesn’t. That’s why place will continue to be incredibly important because at the moment you can’t operate as effectively in any another way.”

Patrick O’Farrell amplified the point of companies sending mixed messages through use of space, saying: “We used to talk about our building being accessible but it became clear that our disabled colleagues had a different experience. Our narrative about our buildings being accessible just wasn’t true. Now, all our doors are powered, with buttons at the right height.

“But perhaps the most powerful thing that happened in our organisation was when our executives moved out of their offices, and things became more decentralised. Little signals like that can make powerful cultural impacts across the organisation.”

“We used to talk about our building being accessible but it became clear that our disabled colleagues had a different experience.”

Patrick O’Farrell



The Path Forward - the legal landscape

Patrick O’Farrell described the challenge of ensuring people working from home are observing protocols that operate in the office. “When we have people physically in the workplace we can, to some extent, control their environment. We can make sure it’s ergonomic, it’s fit for purpose and spaces are managed. But when people are working from home, your duty of care doesn’t stop. So how do you ensure people are setting their workstation up correctly and that they’re taking appropriate breaks? It’s a real challenge for us and I suspect for many organisations.”

Zoe Humphries said: “We’re examining the experience of place, which is now wherever work happens. And that gets controversial, because what is duty of care for home work? What should organisations be thinking about in terms of home working, as opposed to what they provide in the office? It could take us into areas such as thinking about sleep, because if you don’t sleep well, your work experience can be poor. But where do we draw these lines of involvement?”

One contributor explained that their organisation gives home workers guidelines on how to set up their working environment, as well as allowing them to claim a new monitor and chair on expenses. “We then leave it to people to self assess and confirm that they meet certain standards.”

Anna Farrow said that her company has adopted a hybrid model with associates able to come in from 0-5 days per week depending on their preference and the business need. “That helps, but the most important factor of all is that people can work remotely if they want to. Having that freedom of choice is always going to be better than any support package for a remote worker. For some people, working from home is now a critical necessity.”

Zoe Humphries agreed. “Choice is really important to people, and the genie is now out of the bottle on that one. People are really voting with their feet if they’re not getting that choice. What they really like is unfettered flexibility.”

Discussing examples of success stories they’ve seen at other organisations, Elaine Asal commented that in her experience, the HR department has become much more integral to “conversations around space and technology.”

“Choice is really important to people, and the genie is now out of the bottle on that one. People are really voting with their feet if they’re not getting that choice. What they really like is unfettered flexibility.”

Zoe Humphries

She said: “We’ve been seeing a lot more fluidity in how HR has engaged in conversations historically led by facilities and real estate. They have a strong perspective on the physical space and how it impacts employee needs. There is a broader recognition that it’s not just about physical space, it’s much more about the employee experience, how we go about measuring experience, and understanding employee satisfaction. HR is more embedded in these real estate conversations and is more strongly connecting experience to environment.”

“We’re also seeing our facilities and real estate teams focusing a lot more on the idea of employee experience. We’re seeing more organizations add roles focused on facilitating and supporting employee experience in a very intentional and proactive way, at both the micro and macro scale.”

“As a result, admin people are evolving into community managers and they’re having to take on all these different responsibilities to support ongoing cultural engagement.”

“Instead of the traditional way of managerial thinking where everyone’s tasked with making 20% savings, you can see instead that by creating an amazing employee experience, you could improve everyone’s efficiency and effectiveness.”

Zoe Humphries

Patrick O’Farrell agreed, commenting that he is seeing the IT end-user services function “moving much more into that space as well and working with HR teams.”

He explained: “We’ve created a specific role that we call a workplace host, so that an individual becomes almost a concierge in a hotel. It means that when somebody comes in to experience one of our buildings, the workplace host can deal with their property problem, their parking problem, their IT problem, their expenses problems, all in a one stop shop.”

Zoe Humphries had also observed roles becoming more interconnected, which she said offers exciting possibilities. “Instead of the traditional way of managerial thinking where everyone’s tasked with making 20% savings, you can see instead that by creating an amazing employee experience, you could improve everyone’s efficiency and effectiveness.

“That has huge ramifications, but it’s difficult to achieve unless you bring together many different elements of the workplace. You need the people that are driving the business, you need the people side of it, the IT and so on, to all come together.”

Jennifer Kolstad agreed with the necessity of different functions working together, and said that this required “major cultural shift” and needed to be fully budgeted and resourced. “If we’re not all working together, we won’t get any of this done.”

KEY TAKEAWAYS

- ➔ Companies were examining future workplaces before the pandemic but their self-analysis has become deeper and is considering the whole person and what it is to be a person at work.
- ➔ Most companies feel it is still too early to say what the post-pandemic workplace experience will consist of - the process of discovery is ongoing and firms require much guidance on how to get there.
- ➔ Working through the pandemic has changed the way people at work react to each other - there has been a "reprioritisation of the self".
- ➔ Flexibility and choice of where and how they work has become essential for most workers, who can feel strong resentment if choice is restricted.
- ➔ Technology needs to develop towards making real estate business decisions that focus on the needs of the individual. Platforms exist that pull data together but are currently unable to offer predictive analysis of how much space companies need to satisfy future needs.
- ➔ That deficiency is starting to be addressed by firms building comprehensive dashboards to inform real-estate decisions on place and the employee experience.
- ➔ Hybrid working has allowed most companies to retain staff and also widen their talent pool.
- ➔ Home working can present difficult duty of care challenges to employers.

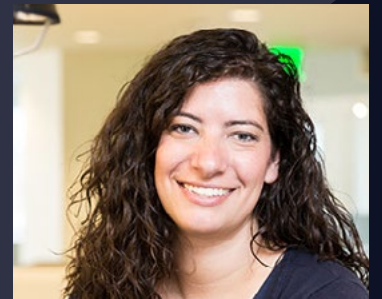
Participants



Patrick O'Farrell
Head of Facilities Management
Nationwide



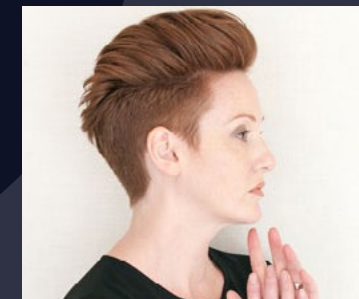
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Guidance checklist

In partnership with MillerKnoll

Please see below some guidance points from our roundtable in partnership with MillerKnoll.

As we are preparing for the workplace of the future there are some useful points to consider here which were highlighted in the recent roundtable. Many organisations continue to review their needs in relation to workplace and workplace design, there are other important considerations alongside this which we hope will help your journey.

Office design and the personalised work experience

- ✓ Taking a longer-term approach over 10-20 years – looking at how the organisation wants to evolve (mainly larger organisations) ¹
- ✓ Some looking for more immediate/tactical support – how to address issues around ‘hybrid culture’ and ‘working policy’ = short term actions v longer term aspirations and impacts on physical footprint ¹
- ✓ Important to understand employee needs around inclusivity, identity, diversity and wellbeing ²
- ✓ Tools and processes (including technology) need to evolve rapidly
- ✓ ‘Heads Together’ is where there is a need for a specific piece of work that’s aimed at sparking some innovation or some conversations.
- ✓ ‘Heads down/Heads up/Heads together’ policy – important the environment suits the needs. (Heads Down is where you can work as an individual from anywhere or you can be in a work environment. Heads Up is all about sharing of information, a cascading of knowledge, and it can be done in a hybrid way. So it can be people working from home or people who are present in an office space. Heads Together is where there is a need for a specific piece of work that’s aimed at sparking some innovation or conversations.
- ✓ Let individual teams explore how these policies work for them ³
- ✓ The power of ‘self’, empowerment and choice of where to work – a more adult relationship between employee and organisation
- ✓ Reflective evaluation rather than revolution in the workplace ⁴



FURTHER READING/ INFORMATION:

- 1 Guidance on balancing long-term vision and short-term needs. Playbook on how to make hybrid work: <https://futureforum.com/2021/06/15/the-hybrid-how-to/>
- 2 Perspective on understanding diverse range of needs: <https://www.linkedin.com/pulse/ada-inclusive-design-power-single-donut-leah-reinardy/>
- 3 Template for team working agreements: <https://futureforum.com/2022/06/23/team-level-agreements/>
- 4 FORTUNE article, aim for progress not perfection in return to office: <https://fortune.com/2022/05/25/right-way-rto-return-office-work-future-research-remote-hybrid-leadership-elliott-anderson/>

Hybrid working and technology – an evolving ecosystem

- ✓ Now flexibility is expected ⁵
- ✓ Technology gap – lots of data available but not predictive analysis of space – start gathering data now
- ✓ Work experience based on individuals needs ⁶
- ✓ Access to the right tech for workers – home v workplace ⁷
- ✓ Use of workplace profiles to shape operational responses or mobility assessment by building mobility profiles
- ✓ How to ensure the space isn't outmoded as the organisation evolves
- ✓ Piloting ideas/ongoing experimentation ⁸
- ✓ Impact on staff retention/career opportunities as a benefit of hybrid working – no necessity to move locations for career progression, hence greater talent pool (would not work for all types of organisation though)



**FURTHER READING/
INFORMATION:**

- 5 Podcast interview on flexible work featuring Samantha Fisher:
<https://podcasts.apple.com/us/podcast/s2-e3-the-pros-of-dynamic-work/>
- 6 Quarterly pulse data on global employee experiences:
<https://futureforum.com/pulse-survey/>
- 7 Hybrid Meeting Space Guide:
<https://www.knoll.com/document/1356755912283/KNL20-HybridMeetingSpaces->
- 8 See Launching Successful Pilot Considerations:
<https://tinyurl.com/MKPilots> and Roundtable Recap Pilot Spaces:
<https://tinyurl.com/RoundtableMK>

Inclusive design and wellbeing

- ✓ Aligning people with the organisation's purpose ⁹
- ✓ Business decision v people decision
- ✓ Culture should be at the heart of all decisions, but need to work at it ¹⁰
- ✓ Space elicits emotion – unlike zoom



**FURTHER READING/
INFORMATION:**

- 9 Podcast interview on Belonging featuring John A. Powell:
<https://podcasts.apple.com/us/podcast/episode-9-everyone-wants-belonging/>
- 10 Podcast interview on the science of social connection featuring Kristen Leimgruber Ph.D.:
<https://podcasts.apple.com/us/podcast/s2-e1-the-science-of-social-connection/>

The path forward – the legal landscape

- ✓ How do you control the environment at home – much easier in the workplace
- ✓ Duty of care for home workers – what does that entail ¹¹
- ✓ Home worker guidelines – can they be self-assessed? ¹²
- ✓ Workplace choice based on business need v critical necessity
- ✓ HR becoming much more integral in workplace/tech issues and understanding employee satisfaction
- ✓ Workplace host – roles becoming more inter-connected which is a major cultural shift



**FURTHER READING/
INFORMATION:**

11 WFH Field Guide:
https://www.hermanmiller.com/content/dam/hermanmiller/documents/future_of_work/work_from_home_field_guide.pdf

WFH Ergonomic
Assessment tool:
<https://wfh.hermanmiller.com/>

WFH Tips:
<https://www.mkinsightgroup.com/workingfromhome>

The Institute of Workplace and Facilities Management (IWFM) is the body for workplace and facilities professionals.

We exist to promote excellence among a worldwide membership community of around 14,000 and to demonstrate the value and contribution of workplace and facilities management more widely.

Our Mission: We empower and enable professionals to reach their full potential and have a rewarding, impactful career. Together we create the conditions for the profession to thrive through leading edge thinking, sharing best practice and upskilling our people.

Our Vision: As the pioneering workplace and facilities management body, our vision is to drive change for the future. To be the trusted voice of a distinct profession recognised, beyond the built environment, for its ability to enable people to transform organisations and their performance.

The IWFM was established in 2018. It builds on the proud heritage of 25 years as the British Institute of Facilities Management.

To find out more, please visit
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