

HYBRID OFFICE EVOLUTION



MAŁGORZATA NIEWIŃSKA, DIRECTOR, HEAD OF WORKPLACE STRATEGY & CHANGE MANAGEMENT AT CBRE, GIVES TEN PREDICTIONS ABOUT WHAT THE HYBRID WORKPLACE WILL LOOK LIKE, AND WHAT FUNCTIONS IT WILL SUPPORT.

The pandemic experiences have accelerated changes in how work is performed and workforce expectations regarding the role the workplace plays for them. But changes should be driven by our people, our culture, and our vision, not the

ability, organizations need to build the fundament of smart insight into their own culture of work and management. They need to be well prepared to meet employees' expectations that changed significantly in the last two years.

tions of the office shall fall into one of the most common types: activity-based, team-based, or event-based office space. Companies will also rethink the role of a single HQ in favor of a broader ecosystem of work sites

office will adjust to reflect this change.

MIXED-PRESENCE COLLABORATION

Mixed-Presence Collaboration shall stay for good.



The ability to connect with people, and for teams to work together in an *ad-hoc* fashion can be supported by virtual reality, but it is not as spontaneous as in the world.

pandemic. With that in mind, I take the challenge of foretelling 10 top trends in how the hybrid office will evolve in the years to come.

ADJUSTING HYBRID MODELS

We all know that demand for remote work rose significantly during the pandemic. Some 85 percent of companies on the market have either already implemented remote work solutions or are considering implementing them soon.

What is not that obvious, however, is that "hybrid" is not a product ready to be bought from the shelf. To make an educated decision, what split-ratio between remote and office shall best support not only business performance but also employees' desires for wellbeing and a culture of trust and account-

That is not only a matter of choice. People, when their expectations for flexibility, quality of work and relations, transparency, and sustainability are not met, may simply leave. The holistic approach to workplace strategies, with a special focus on culture changes, is nowadays a must. It would be waste of time and money to feed the statistics of failed workplace projects just because of a failure to take care of the interests of numerous stakeholders.

OFFICE ROLE

The physical office still has a role to play even in a more mobile future, but it will be designed to support flexibility and choice. Since the reasons to come to the office shall vary depending on the workplace model chosen as most effective, the func-

tion that may include regional offices, coworking spaces, and work-from-home to support increasing and ongoing mobility.

WE VERSUS ME

Space allocations will favor "we space" over "me space." To influence employees to use the office as their destination of choice, occupiers must rethink what their offices can deliver that is unique, compared to the experience of working remotely. The office's new purpose will be to provide a venue for community, culture, and collaboration. Employees will spend less time on individual-focused tasks while on-site and more time collaborating, networking, and socializing. The composition of the

Technology that connects on-site employees to remote employees will become a standard in conference rooms. Tools such as virtual white-boarding software, smart boards, synchronous and asynchronous communication platforms and large format telepresence devices will lessen the disadvantages of virtually joining an in-person meeting. That dualism has become key aspect of new ways of working, even though we all know from practical experiences that no technology has the potential to secure and replace the power of face-to-face collaboration. The ability to connect with people, and for teams to work together in an *ad-hoc* fashion can be supported by virtual reality, but it is

EXPERT COMMERCIAL REAL ESTATE

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AMENITIES FOR ENHANCING USERS' EXPERIENCE

To create an attractive workspace that people want to spend time in, amenities will focus on creating a welcoming environment, sup-

address” occupancy strategies that involve desk-sharing—with enhanced cleaning protocols to support health and safety—become an increasingly attractive solution for occupiers that wish to optimize office utilization in a more mobile world. It makes sense for business. Larger occupiers will ex-

the workplace. As we reopen the workplaces, we should think about the full spectrum of where people are on the change curve. At the infrastructural level of the discussion, beyond requirements for physical distancing, workstations and conference rooms will continue to be reconfigured to

WORKPLACE PERFORMANCE

Our standards for how we define and measure workplace performance will change.

If workplaces exist to support business performance and the people who occupy them, workplace strategy projects' success metrics should go beyond CRE in-



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porting employee health and well-being, and enhancing the convenience of working on-site. There are many different types of amenities to choose from, including IT/genius bars, concierge services, mail centers, copy/print centers, wellness & meditation rooms, on-site health clinics, creativity zones, quiet zones, outdoor spaces, coffee & juice bars, full food services, grab & go snacks, conference centers, and fitness Centers.

DESK SHARING

Desk-sharing occupancy strategies will continue to grow in popularity.

Remote work has proven to be effective, but tenants can not pay for empty, dedicated seats. “Free

periment with desk reservation systems to facilitate the transition.

MORE FOCUS ON WELLBEING

Employees will demand more focus on wellbeing. Not only the pandemic but all the traumatic experiences from the last two years: environmental, social, political, and economic, have impacted our paradigms of how we perceive the meaning of work and private life, and what our expectations towards the employer are.

The experience will have a lasting impact on employee consciousness of health and wellbeing in the workplace. People are adapting to the new normal in all aspects of their lives. Plans change, relationships evolve, and so does

allow for greater separation between employees. Occupiers will not necessarily need to buy new, larger furniture standards though. Most will address these concerns via neighborhood planning and circulation.

STAYING HEALTHY

Healthy building design and operation will take center stage. The pandemic has underscored the connection between buildings and wellness. As landlords and employees compete for tenants and employees respectively, differentiated workplace environments will be those that innovate to protect wellbeing in the workplace and address a broad spectrum of health issues beyond just the physical.

dicators to present a balanced scorecard and align to broader company goals. People-centric measures will become more common in the future to reflect the holistic intentions of workplace design.

THOUGHTFUL INTEGRATION

Partnerships between CRE, HR and IT will strengthen. More than ever before, to deliver a high-performing workplace experience will require a thoughtful integration of space, people, and technology. To navigate this interdisciplinary field, we will likely see an evolution in the role of “Head of Corporate Real Estate” towards a more elevated and strategic position of “Chief Places Officer.”

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