

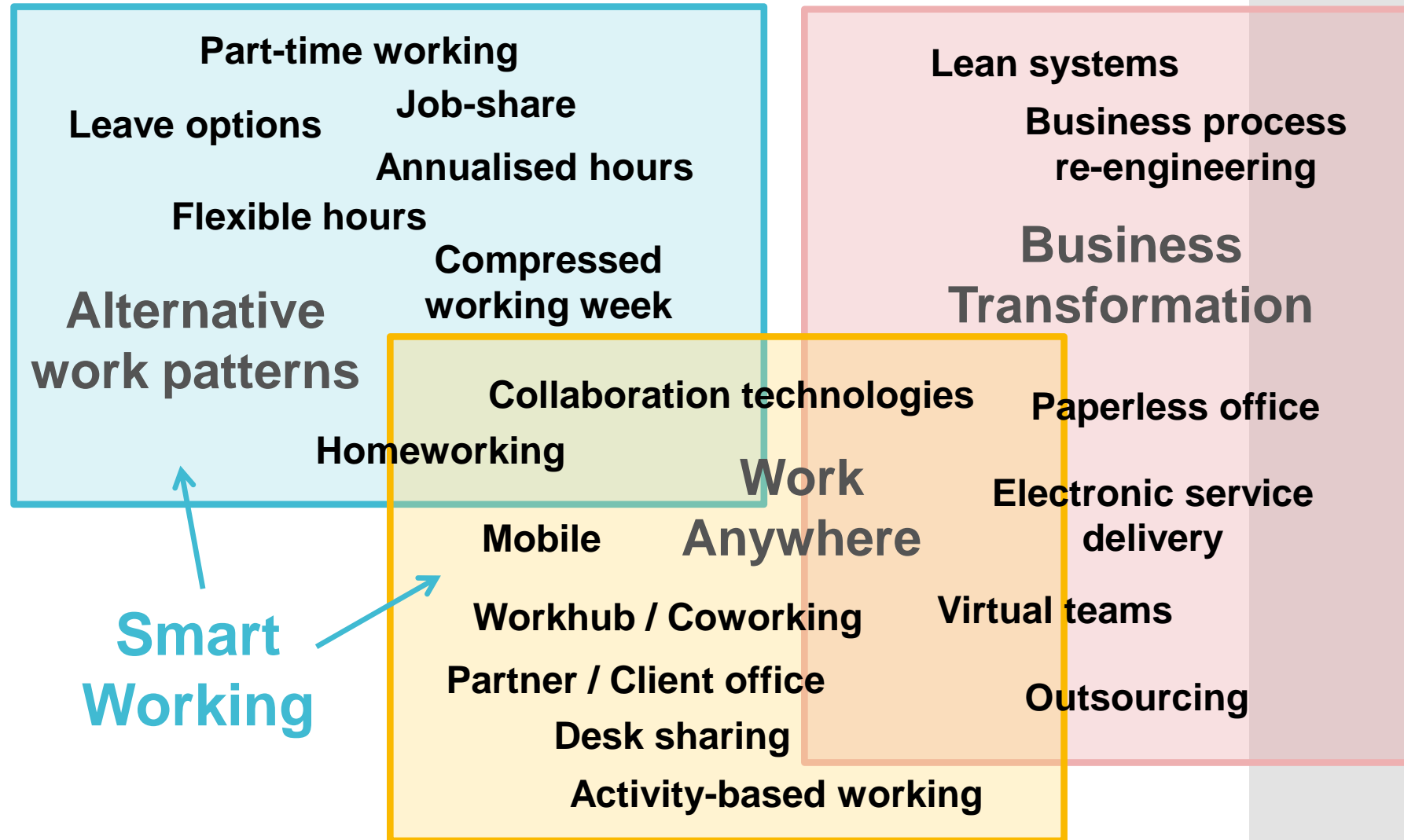
Andy Lake

Essential – 12 October 2017

# Smart Working: Rethinking the Way We Work



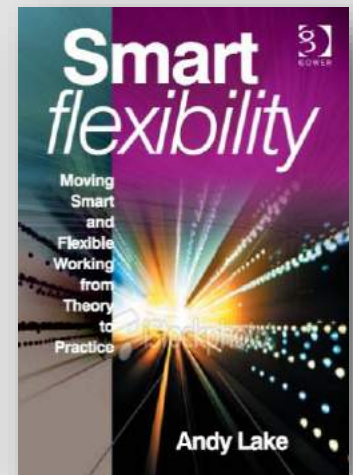
# The strategic and integrated approach



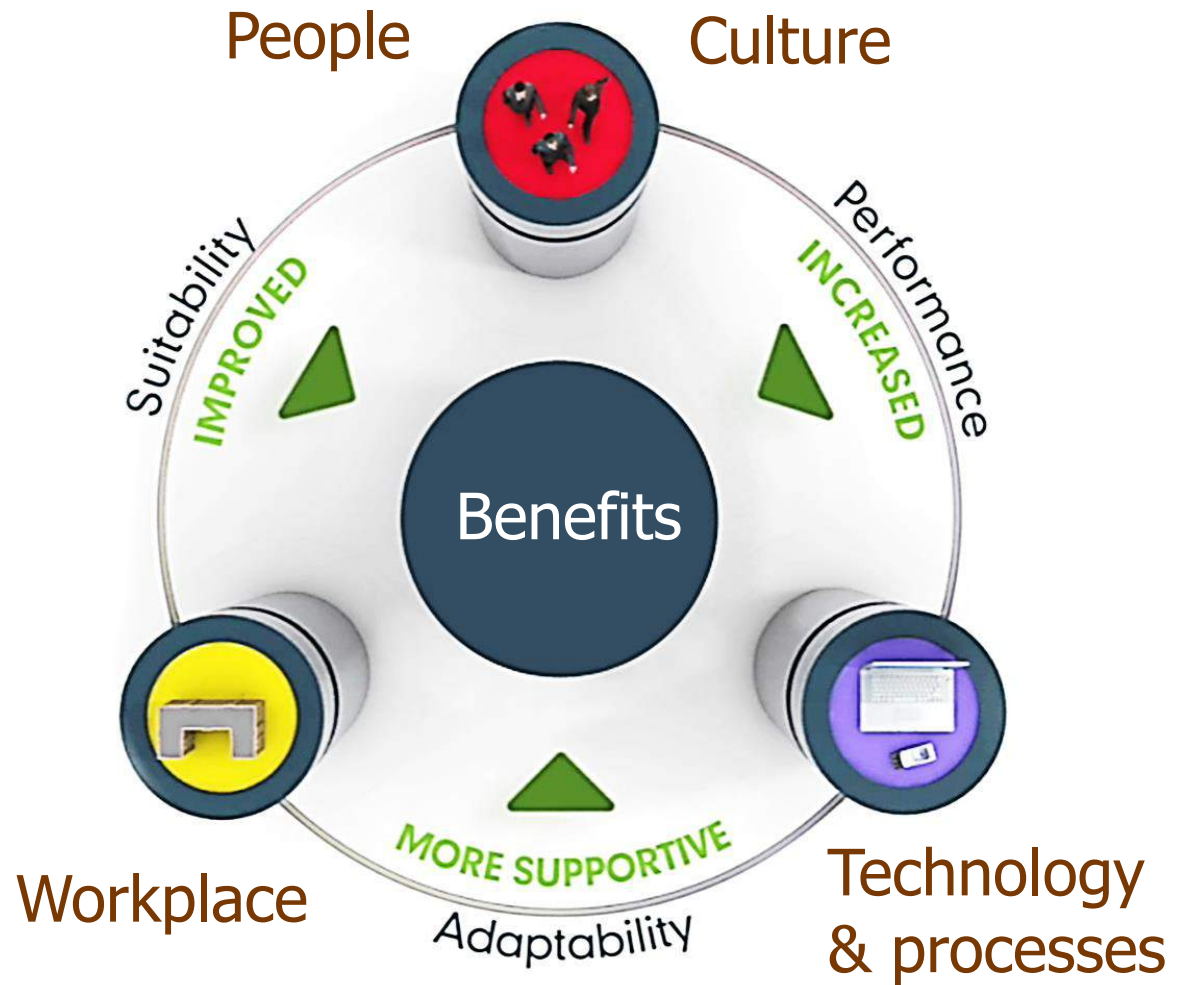
# In summary

A comprehensive and strategic approach to implementing:

- The range of flexible working options
- Working environments that enable the greatest flexibility
- Technologies and processes that support the practice and management of flexible and mobile working
- New forms of collaboration that increase productivity and reduce the need for physical meetings and travel
- Culture change to enable greater organisational agility and innovation.



# Pillars of change with focus on benefits



# Thought for the day

“Organised crime in America takes in over \$40 billion a year, but spends very little on office supplies”

– Woody Allen (New Yorker, 1970)

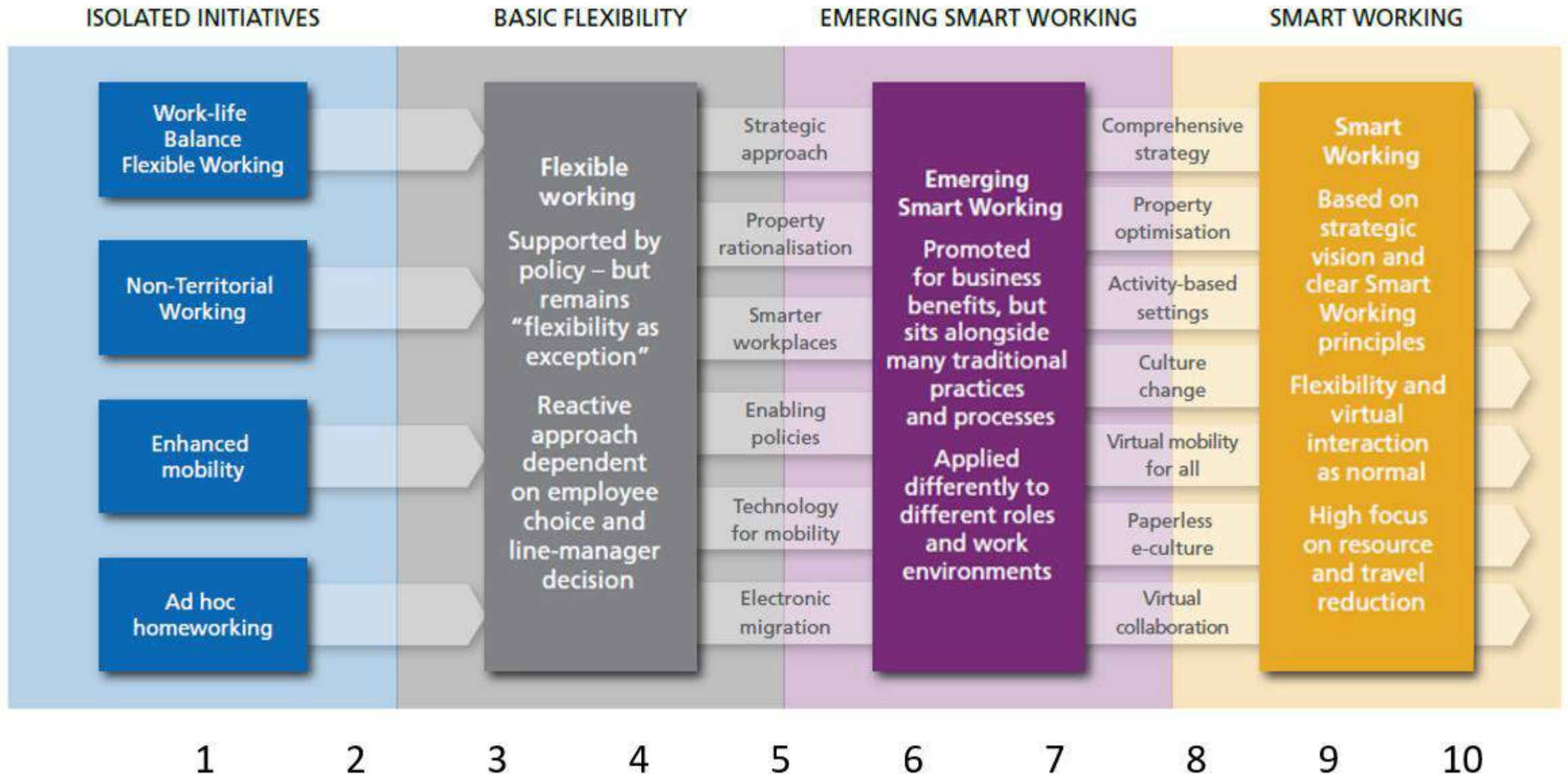
What is a workplace in the 21st century?

What is a workplace for?





# Where on the maturity scale are you?



# Images of the modern office

Typical  
Smart / Agile  
shared  
desking



Department for International Development, London



# Trends in Smart Working





# Workhubs & Co-working

New approaches to touch-down

Who will you share with?



How should this impact your property asset management strategy?



# Health. Wellbeing & Biophilia



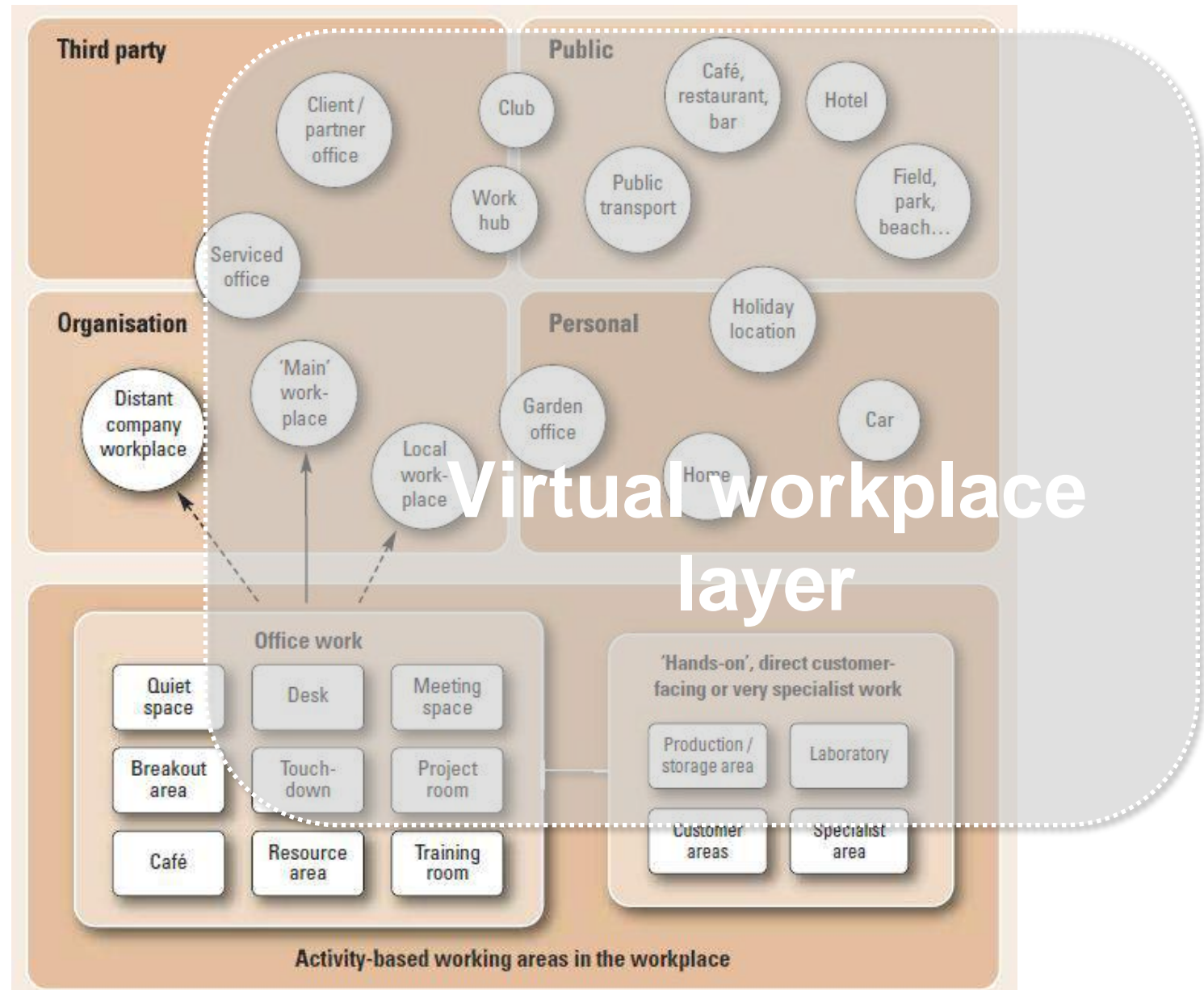
Saint-Gobain Ecophon, Poland



Plantronics, Paris

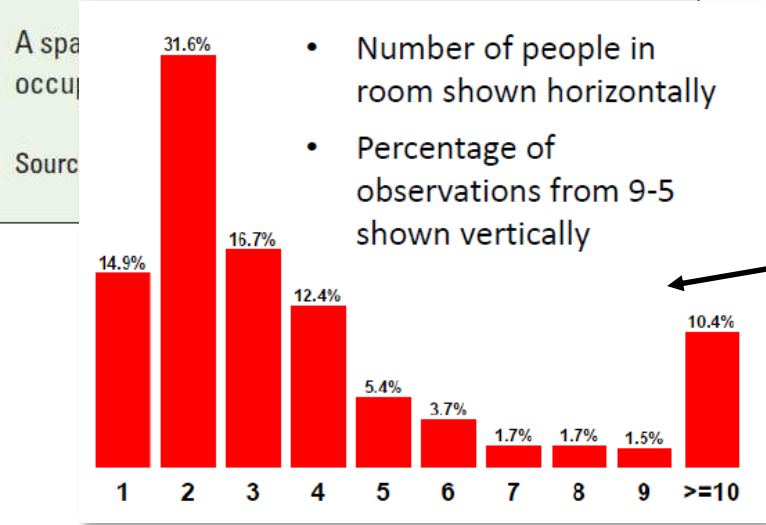
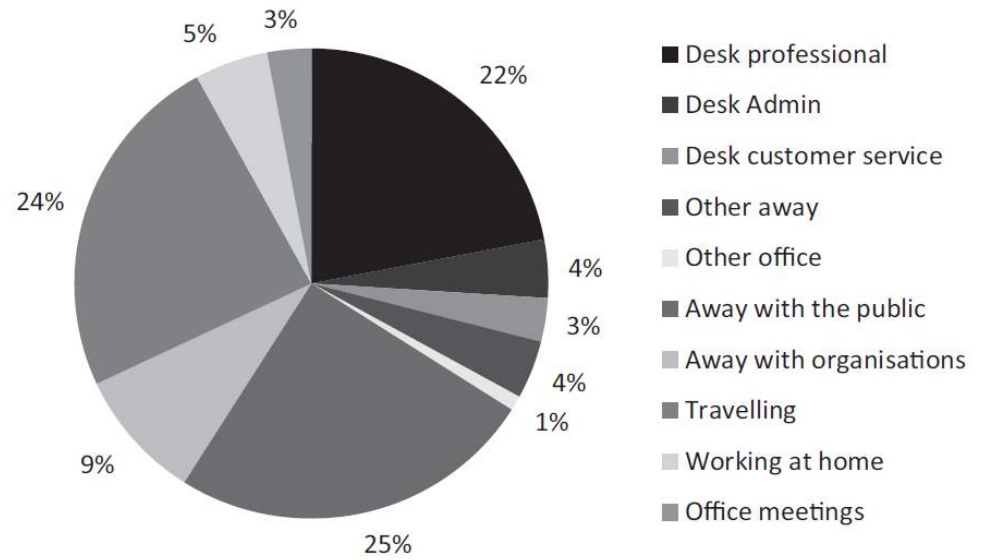
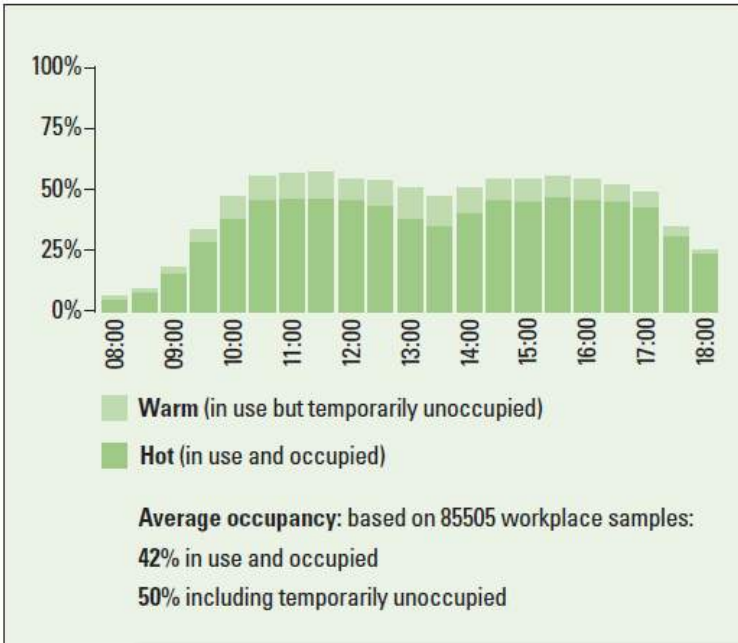


# The emerging workplace





# Evidence-based approach



**Averages based on 5626 workplace samples:**  
 30% in-use and occupied  
 31% including temporarily unoccupied  
 68% vacant and available  
 1% blocked and unavailable

# Different models of sharing space

- Marginal desk-sharing
- Partial desk-sharing – choose or allocate assigned or flexible
- Team-based desk-sharing – tighter or looser models
- 100% hotelling



***It's all about the desk, 'bout the desk***

Culture Change:

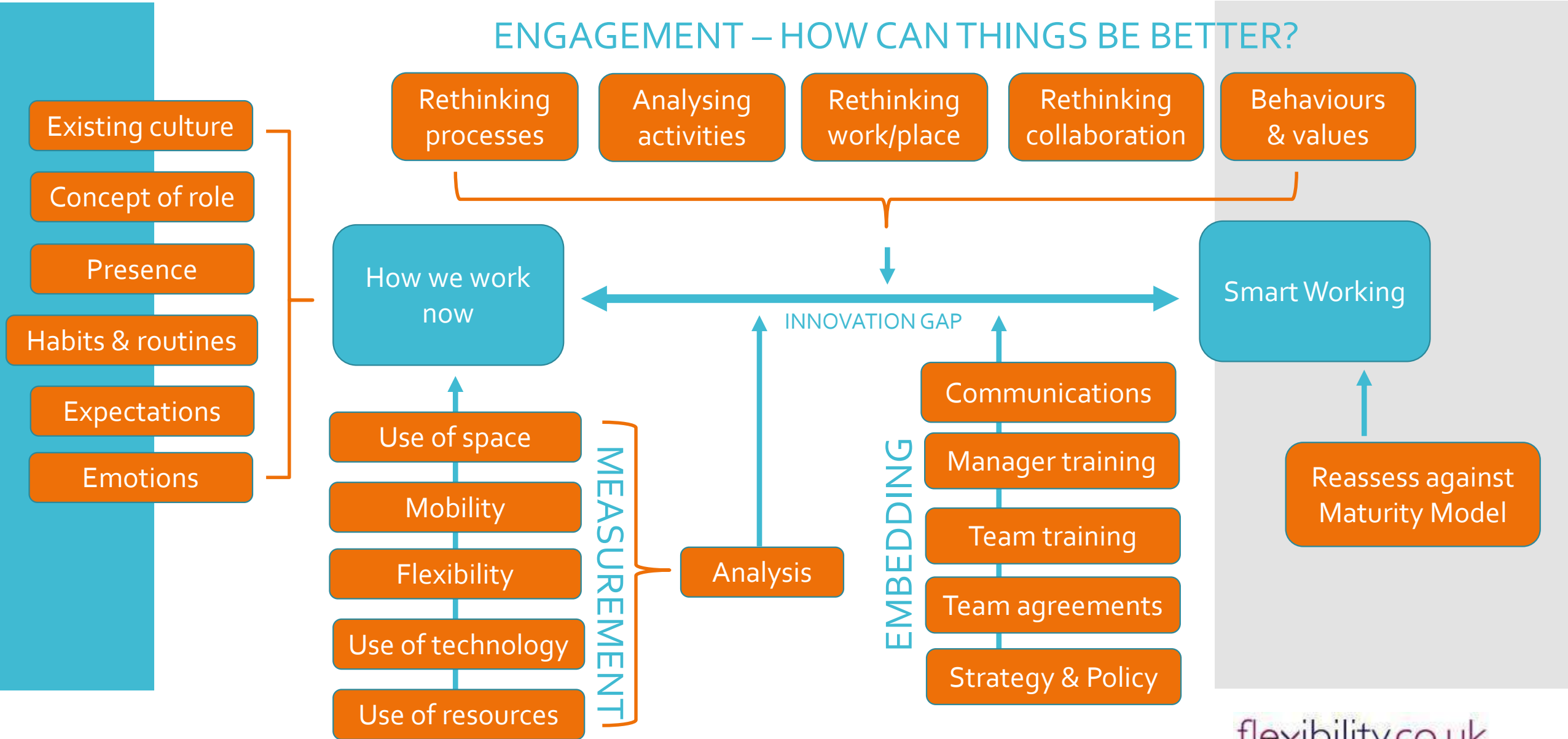
Thinking  
with a different  
head on





# The Innovation Gap

## ENGAGEMENT – HOW CAN THINGS BE BETTER?



# Example: Rethinking meetings



From meetings culture to flexible collaboration

Focus on *purpose* not *presence* or *place*



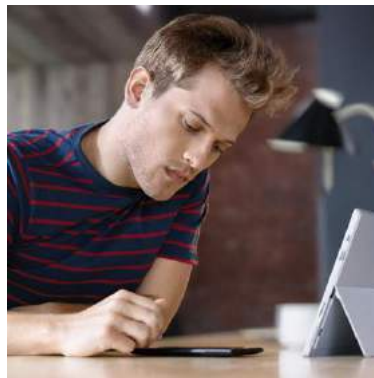
video



IM



flexible format



paperless



replaced



social media





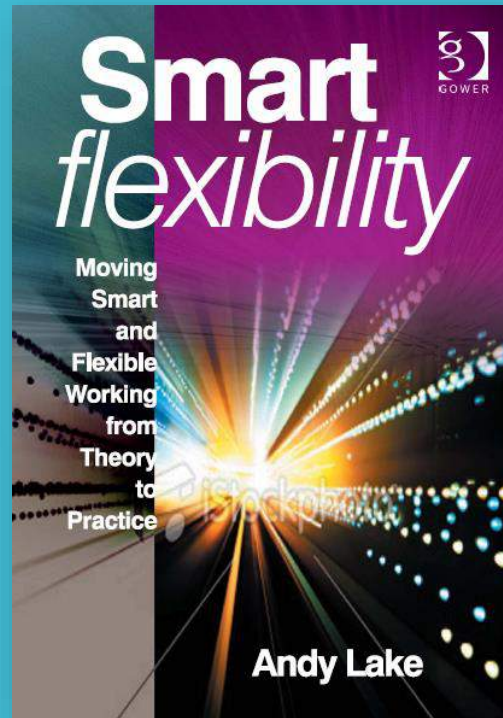
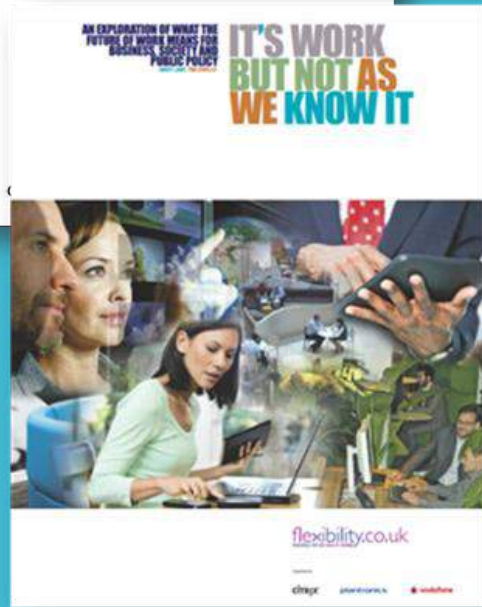


Are you ready for the impacts of new technology on workplace design?



# The Smart Working Mindset

Traditional	Smart Working
Management by Presence	Management by Results
Emphasis on Command and Control	Emphasis on Trust, Empowerment & Autonomy
Avoids Challenge & Innovation	Willing to Challenge the Leadership Team with New Ideas
Blames Circumstances & Others	Takes Personal Responsibility and applies a 'Can-Do' attitude
Dislikes Change	Embraces Change
Focus on Past Achievements	Focus on Future Potential
Holding onto the Past	Commitment to Continuous Improvement and Innovation
Territorial & Personalised use of Space	Working in Shared Spaces with greater focus on Collaboration
Considers Smart Working as the Exception	Operates from Smart Working as a Default Principle
Focus of Work is on Where you are Based	Work is Done Anyplace, Anytime, Anywhere



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[andy.lake@flexibility.co.uk](mailto:andy.lake@flexibility.co.uk)



# Does everybody know what it is? – Defining Smart Working

Smart Working is a business-focused approach to flexible working. It delivers increases in efficiency and effectiveness in work organisation, service delivery and organisational agility, as well as benefits for staff in terms of empowering them to make greater choices about where their work is carried out.

Key features of Smart Working are:

- a trust-based culture
- managing by results rather than presence
- greater levels of collaboration
- high levels of autonomy and greater empowerment
- flexibility in the time and location of work
- new tools and work environments
- reduced reliance on physical resources
- a move away from a traditional desk-focused working culture.

Smart Working involves actively seeking benefits such as reducing the cost of work, reducing the need to travel, increasing efficiency and effectiveness, working closer with partners and customers, improving diversity, making more attractive and inspiring spaces to work and improving recruitment and retention.

Implementing Smart Working should be seen in a context of continuous improvement, helping us continuously to challenge and improve working practices and processes to deliver a better working environment.

Question for all leaders:  
*What am I going to do  
to make this happen?*