

# workplace

## how to create better work environments?

NILs digitale fagdag 2021

Dominika Zielińska  
Managing Partner,  
Co-owner, Head of Architecture

Igor Łysiuk  
Architect,  
Research Analyst

21.10.2021

# agenda

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## **Dominika Zielińska**

Head of Architecture, Managing Partner

Experienced in research, strategy, design and management. She is responsible for the evolution and management of the team of architects, designers and researchers, focusing on a holistic approach and the idea of life-centered design. She graduated with honors from the Faculty of Architecture in Cracow.(Politechnika Krakowska)



## **Igor Łysiuk**

Architect & Research Analyst

In his work, he analyses the needs of users and business organisations, identifies connections not visible at first glance and translates them into architecture. Has background in architecture, journalism and activism, being the initiator of renowned Polish RZUT architectural magazine and the ZODIAK Warsaw Pavillion of Architecture

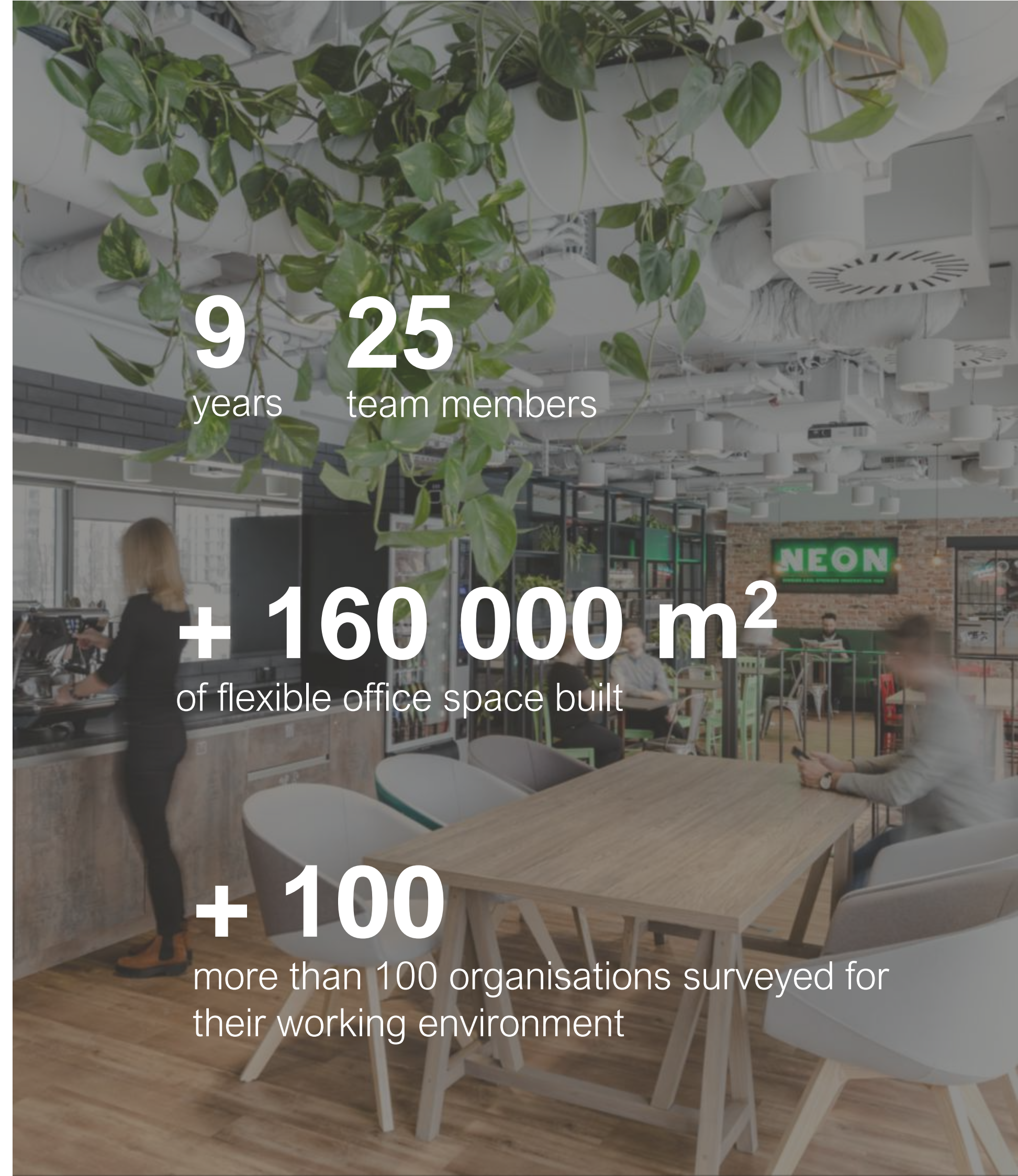
# workplace

We are workplace. We make places work.

Our process is built around understanding the needs of people and businesses. With a diverse team connecting architecture, technology, strategy and research we create meaningful and effective work environments.

Since 2012, over 70 international clients have enjoyed our co-creative, open-minded approach. The spaces and concepts we construct are based on an in-depth diagnosis and ready for future challenges.

We believe that the workplace experience should work for all – the users, organisations, communities and our planet.



**9** years  
**25** team members

**+ 160 000 m<sup>2</sup>**  
of flexible office space built

**+ 100**  
more than 100 organisations surveyed for  
their working environment

# our mindset

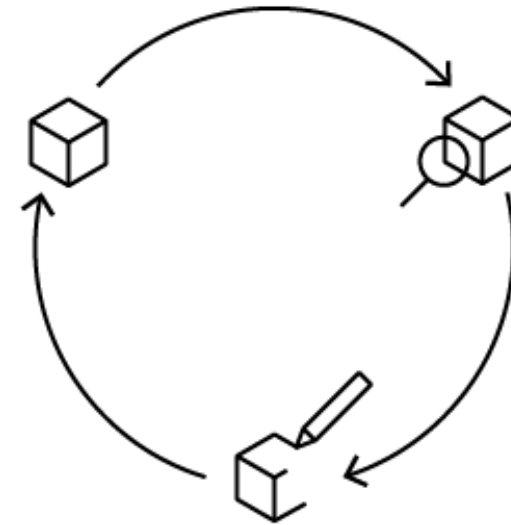
stay open-minded



question everything



innovate, prototype & test, develop



have fun, take a break



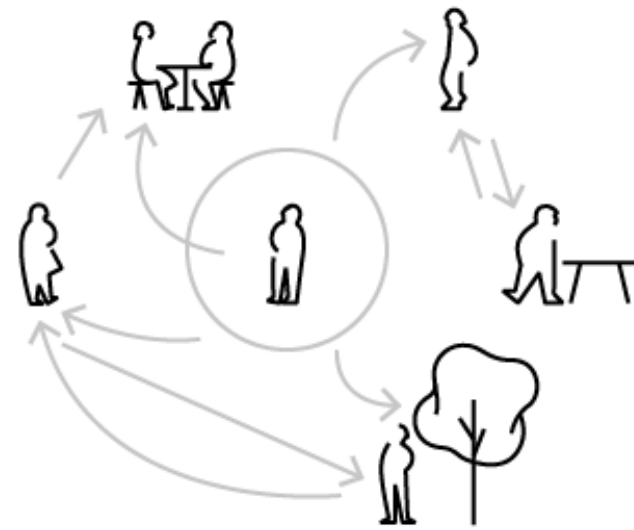
repeat



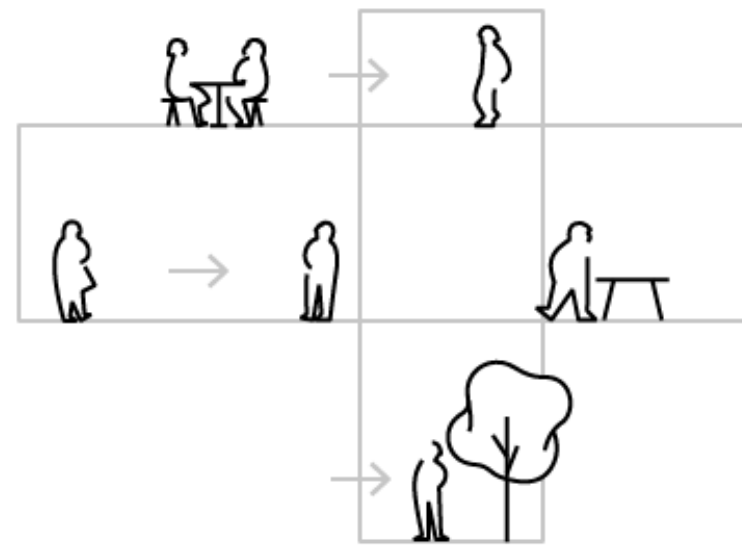
# our holistic approach



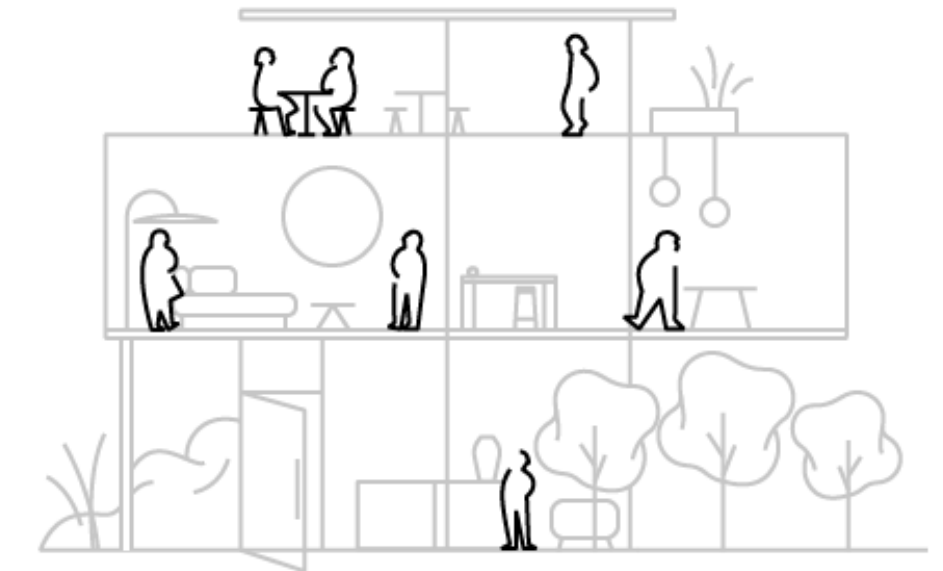
research



analysis



strategy



design experience !

**2019  
Nordea  
The Greenest Office**

~850sqm  
best office in Poland



**2020  
Nordea  
Less Waste Office**

~1000sqm  
PLGBC Awards & Frame Awards



**2020  
Frame Awards  
Agile Workplace 2.0**

top 3 finalists



**2021  
Ørsted  
Less Waste 2.0**

~3600sqm  
PLGBC Awards & Frame Awards



**2021-22  
Arup  
Warsaw Office**

~1800sqm  
work in progress



**the future of work?**  
global trends & insights



# 1726

## • The first modern office

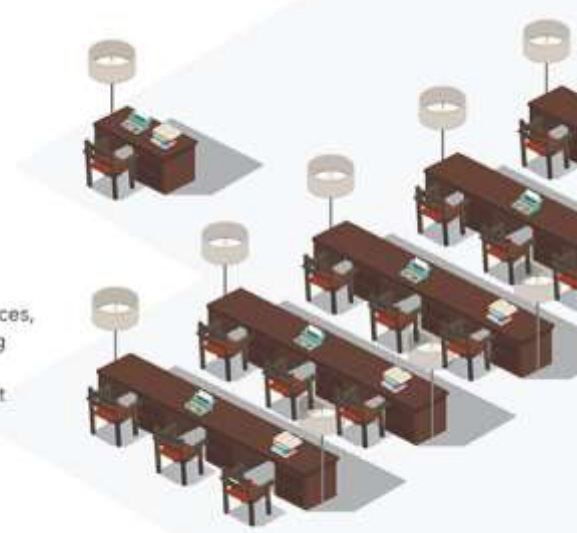
The Old Admiralty (Ripley Building) is the first purpose-built office building. Built to handle the plethora of the paperwork generated by the Royal Navy, it also included meeting spaces and the **Admiralty Board Room**, which is still used today.



# 1906

## • Taylorism

One of the earliest modern offices, Frank Lloyd Wright's Larkin Building sees the rise of open-plan offices in a Taylorist era where office layout reflects **hierarchy and rank**.



# 1939

## • The Streamlined Office

Frank Lloyd Wright designs The Johnson Wax Building - a streamlined open-plan office designed around **efficiency, as opposed to manufacturing**. To compensate for the lack of interaction with the outside world, Wright introduces brand new elements such as bright lights, warm spaces and cork ceilings.



# 1960s

## • Burolandschaft

Burolandschaft (german for "office landscape") breaks the rigid structures of past office layouts and promotes a more **organic and socially democratic layout** that fosters human interaction and uses **plants as screen dividers**.



# 1968

## • The Action Office

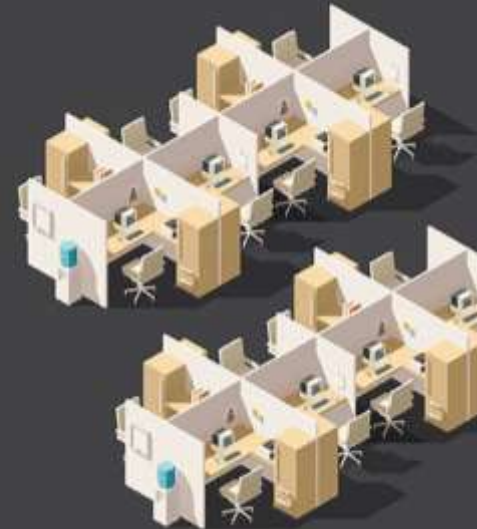
Action Office pops up as a response to a rising need for privacy in the workplace. This translates in **modular office furniture with low dividers and flexible workspaces**.



# 1980s

## • The cubicle farm

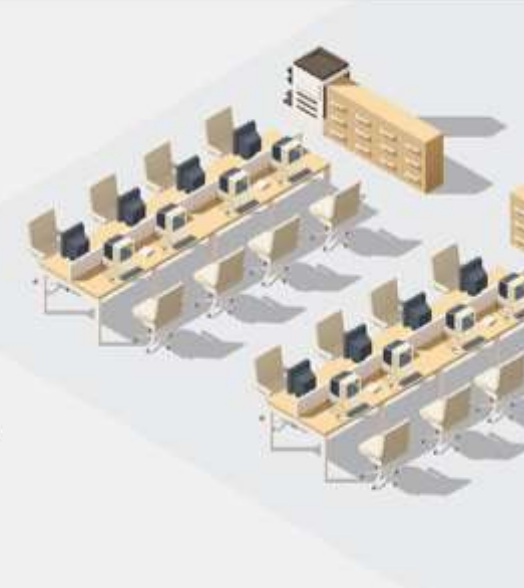
The concept of Action Office devolves into an absolute dystopian extreme: the infamous Cubicle Farm, with its **high partitions and enclosed spaces**, reflects a clear economical mindset and complete disregard for staff wellbeing.



# 1990s

## • The virtual office

The recession of the early 1990s, coupled with the increased ease of internet access, leads to the rise of completely new, **non-territorial offices** where hot-desking saves costs and promotes a more flexible work environment.



# 1990s

## • The dot-com bubble

A quirkier version of the **open plan layout** gains popularity among Dot Com giants, concerned with blurring the line between people and space, as well as between work and play.



# 2000s

## • The barrier-free office

With the new millennium, **remote work** and digital nomads have become the new normal. **Coffee shops and hotel lobbies** often double as casual offices, while inside the workplace, 'all work and no play' is dismissed in favour of **game rooms and beanbags**.



# 2018

## • The office today

More and more inspired by the home, office design today focuses on staff comfort and **wellbeing**, with emphases on **biophilia and natural light**. With the increasing backlash against the open plan layout, office design is finally dropping the "one size fits all" motto in favour of **activity-based working spaces** that suit different working styles.



## • The office of the future

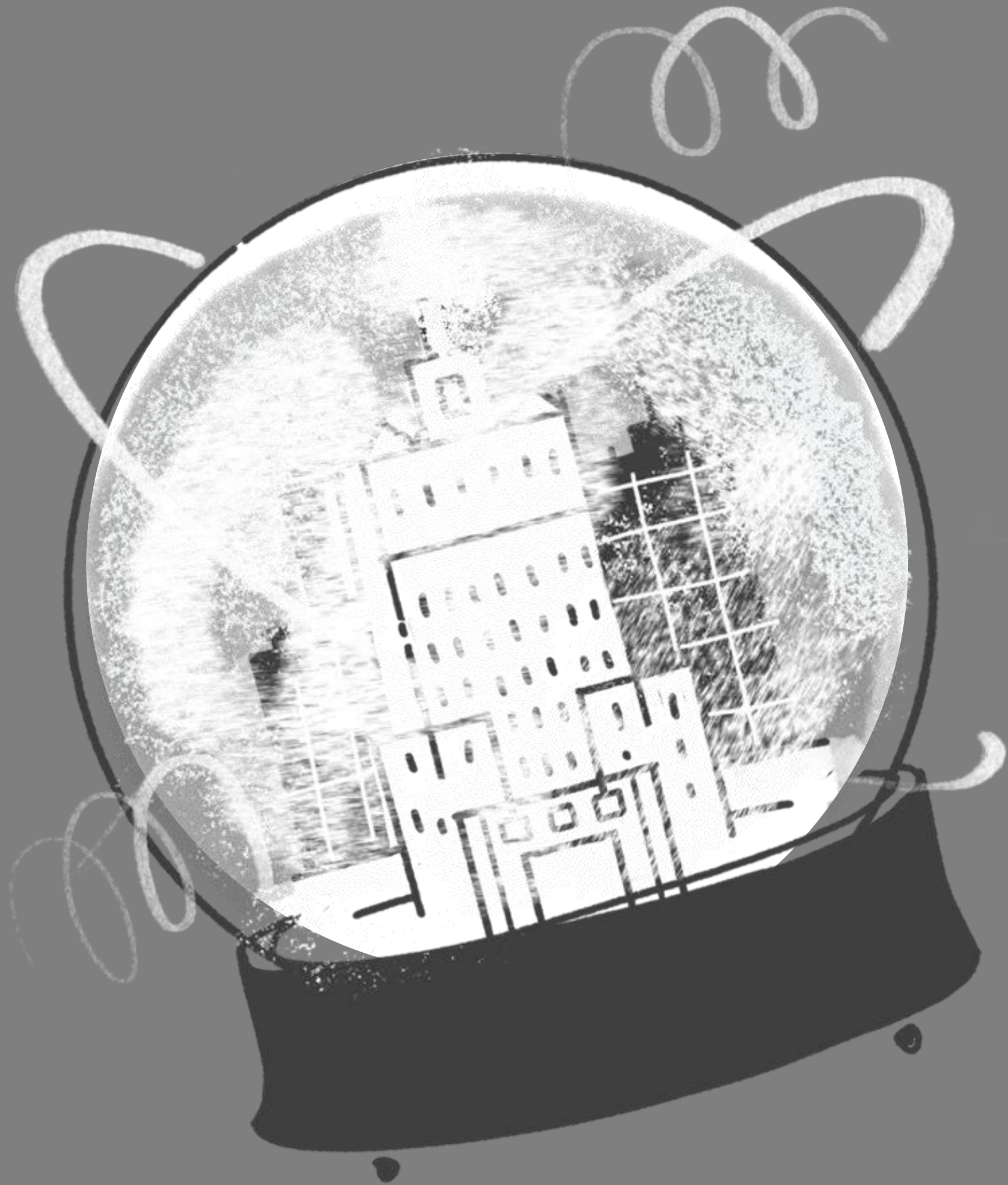
"Greener - in every sense"  
Lord Norman Foster

"More integrated services such as childcare facilities, laundries, hairdressers, banks and post offices, plus more regulation"  
Mikael Benfredj, founder of Patchwork

"Technology that allows us to work, live, learn and play anywhere and anytime"  
Despina Katsikakis, workplace visionary



# ?



# COVID-19 / Lockdown

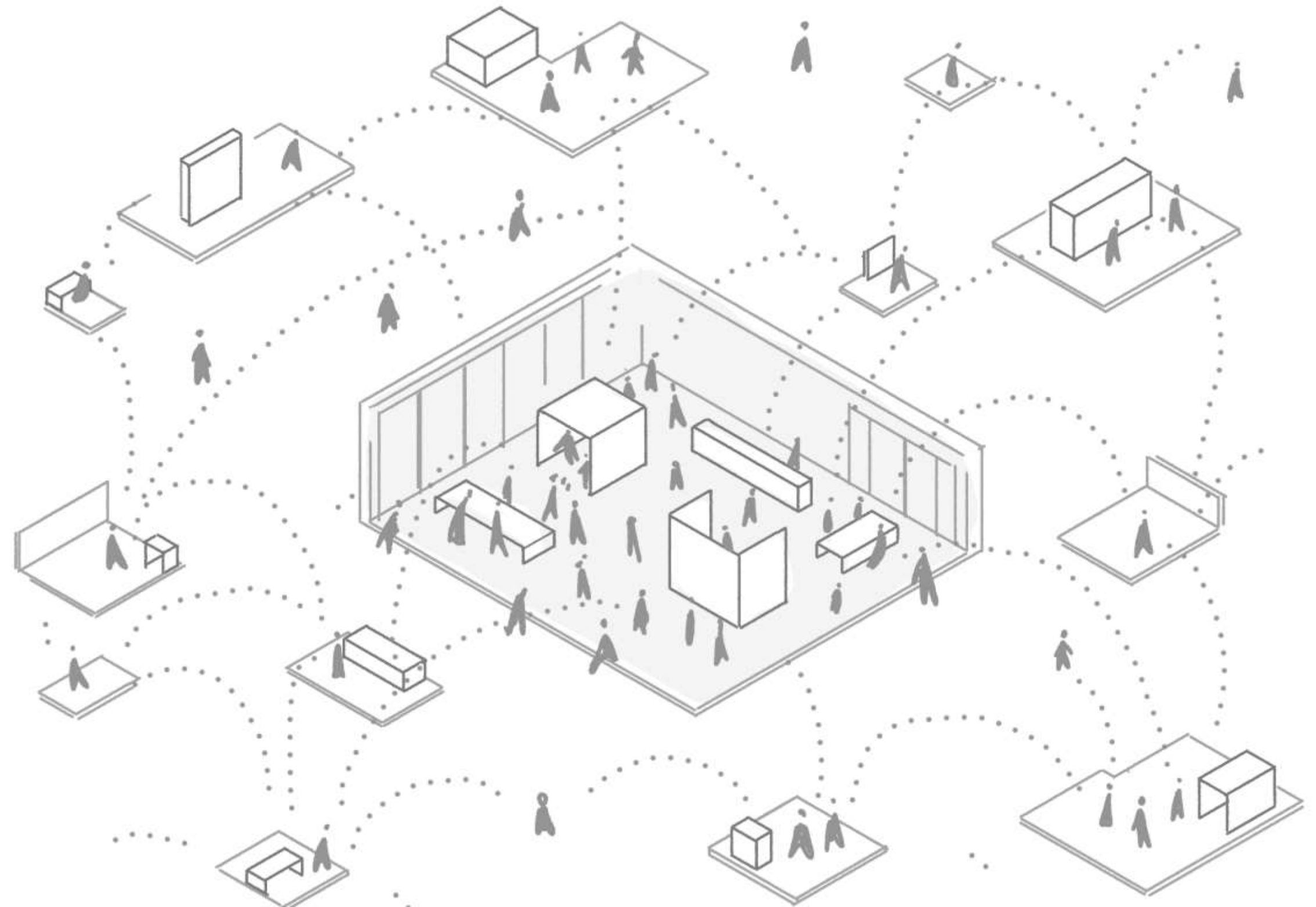
il. workplace

# decentralised work model

5-10 years  
work style  
acceleration

**different lease solutions  
for hybrid working  
are introduced to  
the real estate market**

flex and core  
hub & spoke  
swing space  
...





# What comes next?

pic.: Adam Grzesik, design by workplace



**Who**  
~~**What**~~ comes  
**next?**

pic.: Mikołaj Piwowarski

# sources library

## The Future of Jobs Report

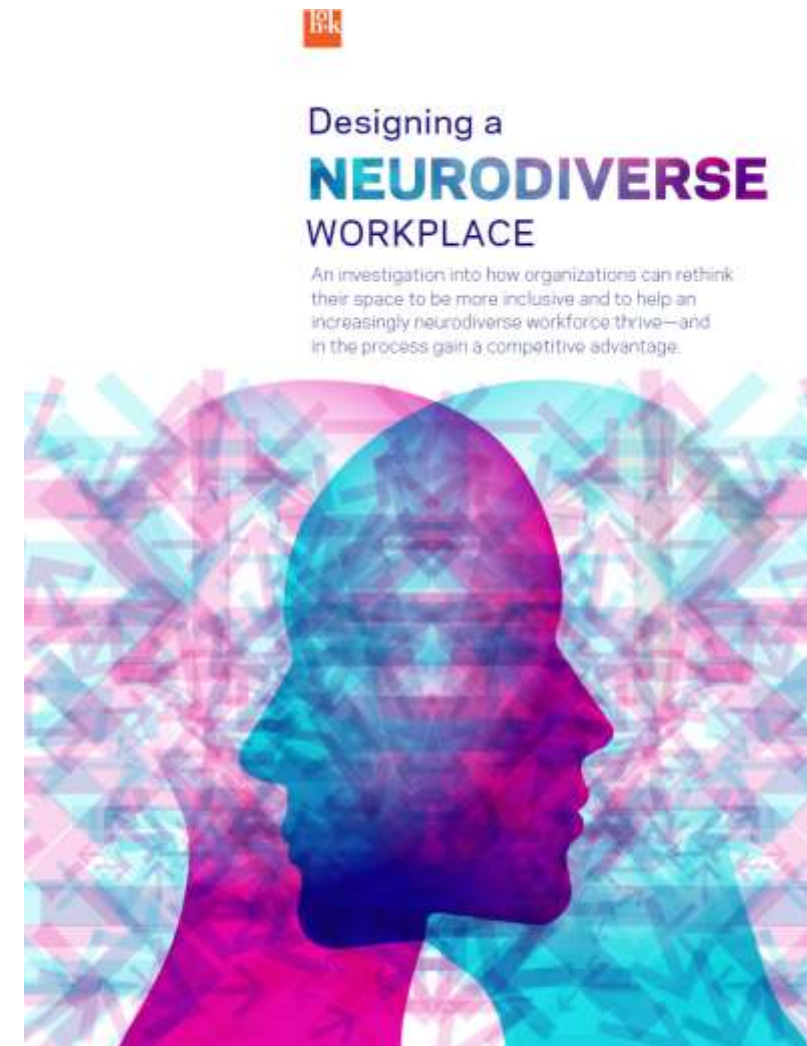
World Economic Forum



[weforum.org/reports/the-future-of-jobs-report-2020](https://weforum.org/reports/the-future-of-jobs-report-2020)

## Designing a Neurodiverse Workplace

HOK



[hok.com/ideas/publications/hok-designing-a-neurodiverse-workplace/](https://hok.com/ideas/publications/hok-designing-a-neurodiverse-workplace/)

## Future of the Sustainable Workplace

Unily



[unschool.ck.page/unilyreport](https://unschool.ck.page/unilyreport)

## CORPORATE REBELS

[corporate-rebels.com](https://corporate-rebels.com)



[bcorporation.net](https://bcorporation.net)

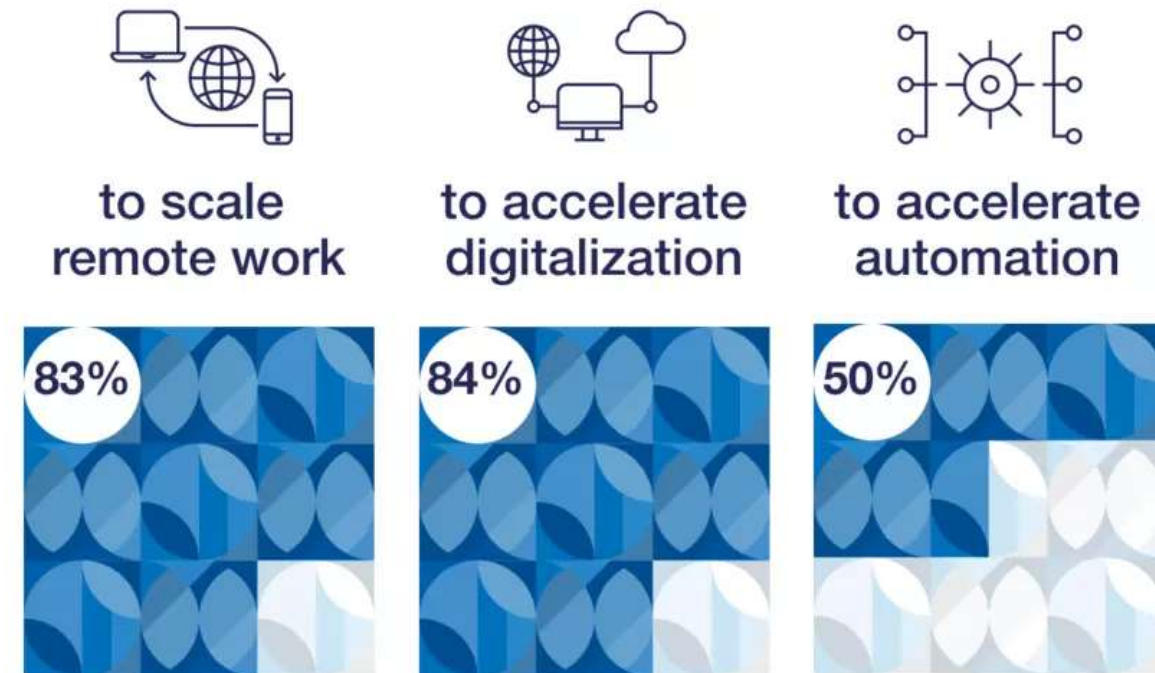


[sdgs.un.org/goals](https://sdgs.un.org/goals)

[mccrindle.com.au/insights/publications/infographics](https://mccrindle.com.au/insights/publications/infographics)

# future employees

## COVID-19 is pushing companies



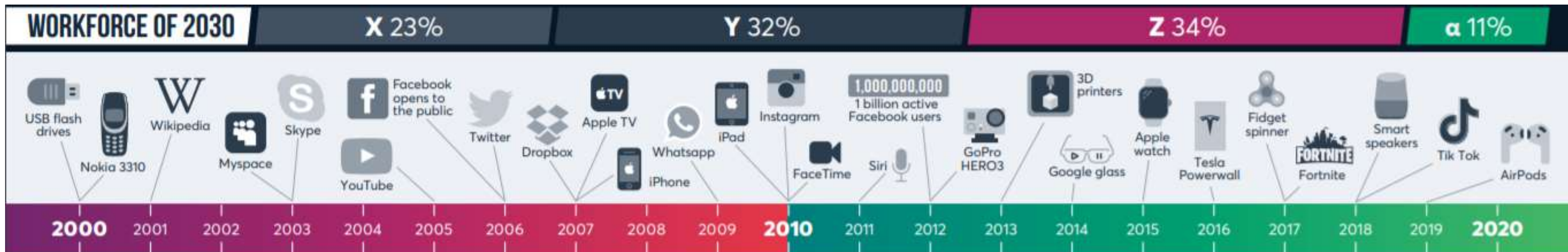
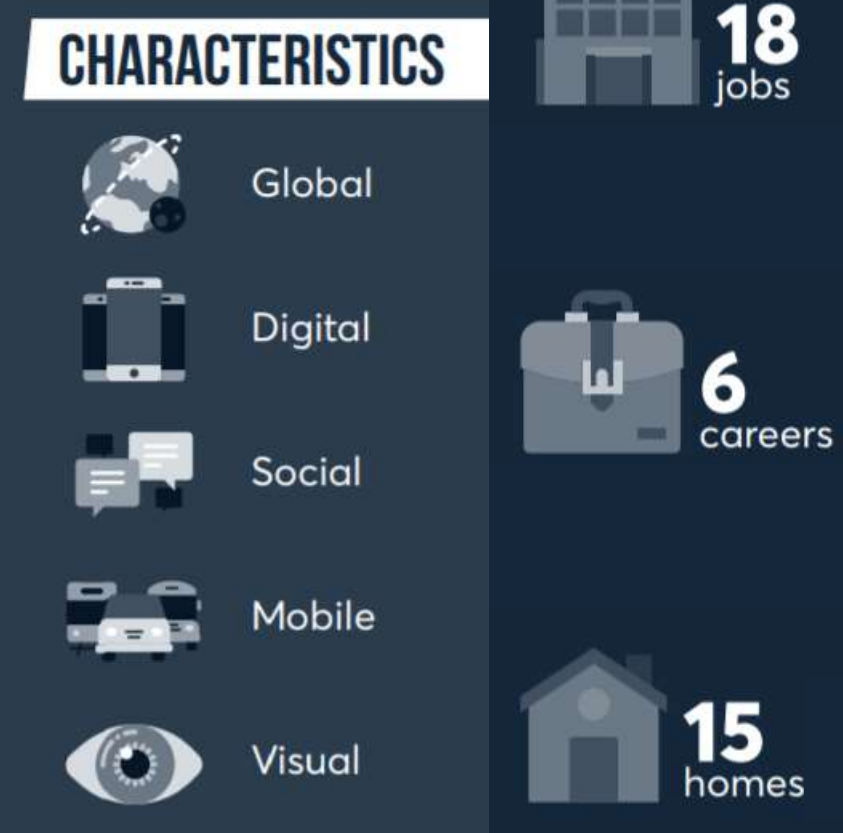
Source: Future of Jobs Report 2020, World Economic Forum.

## Reskilling needs



Source: Future of Jobs Report 2020, World Economic Forum.

## Gen Z lifetime mobility



# future of work



During our visits to 150+ pioneers we uncovered 8 trends. These trends separate the most progressive workplaces from those riddled with frustration and despair. It's what separates the bold from the boring.

<b>From</b> →	<b>To</b>
1. Profit	<u>Purpose &amp; values</u>
2. Hierarchical pyramid	<u>Network of teams</u>
3. Directive leadership	<u>Supportive leadership</u>
4. Plan & predict	<u>Experiment &amp; adapt</u>
5. Rules & control	<u>Freedom &amp; trust</u>
6. Centralized authority	<u>Distributed decision making</u>
7. Secrecy	<u>Radical transparency</u>
8. Job descriptions	<u>Talents &amp; mastery</u>

**Certified**



**Corporation**

## A Global Community of Leaders

---

<b>3,608</b> Companies	<b>150</b> Industries
<b>74</b> Countries	<b>1</b> Unifying Goal

Certified B Corporations are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using business as a force for good.

# CORPORATE REBELS



# What do you think about the future of work?

## awareness

global issues, work conditions, and employee ambience have been causing more changes in the workplace

## responsibility

sustainability policies were widely discussed and gradually introduced to offices

## ability to adapt

the rate of change was increasing, and companies were looking for ways to become more resilient and agile

## physical and mental health

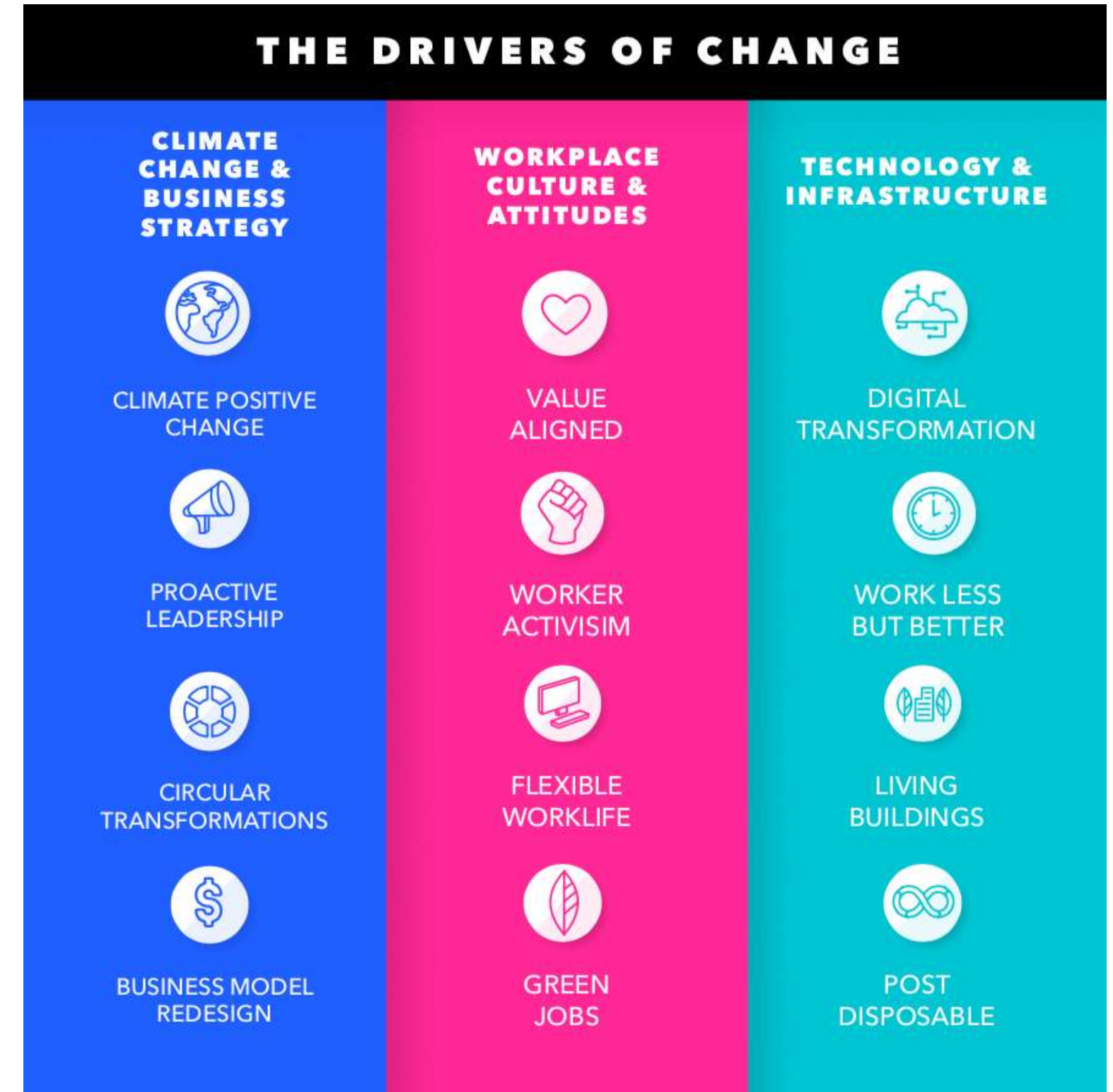
work-life balance or integrity is becoming an important area in determining the employee's performance

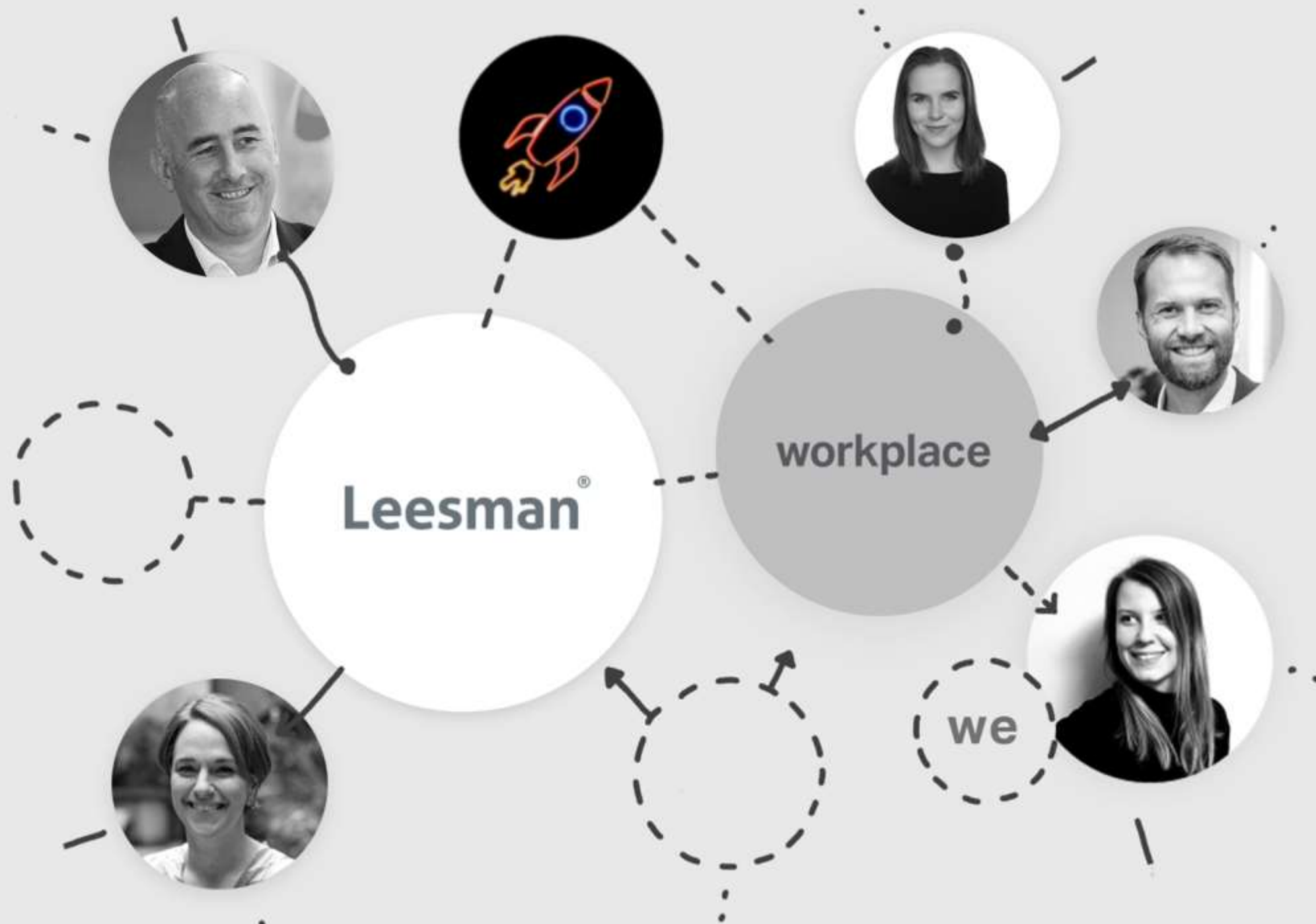
## employee burnout

how to protect mental health and prevent digital fatigue from prolonged use of technology

## social changes

how to include three generations simultaneously on the job market, diversity and inclusion is an important issue





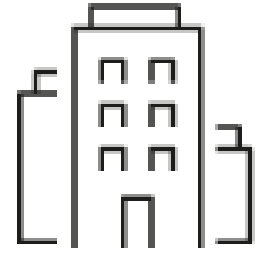
## Leesman + workplace Home Working Survey

Leesman is a leader in workplace measurement, and its auditing services provide in-depth insight into how well work environments support work.

# The Leesman Index



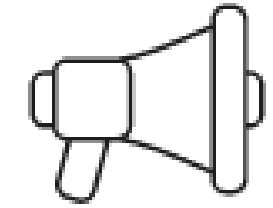
Employees  
**860,476**



Workplaces  
**5,764**



Countries  
**104**



Languages  
**40+**



Employees at home  
**221,841**



Countries  
**94**

**largest independent home working study**  
[www.leesmanindex.com/our-latest-thinking/](http://www.leesmanindex.com/our-latest-thinking/)

# how many days per week would you prefer to work from home?

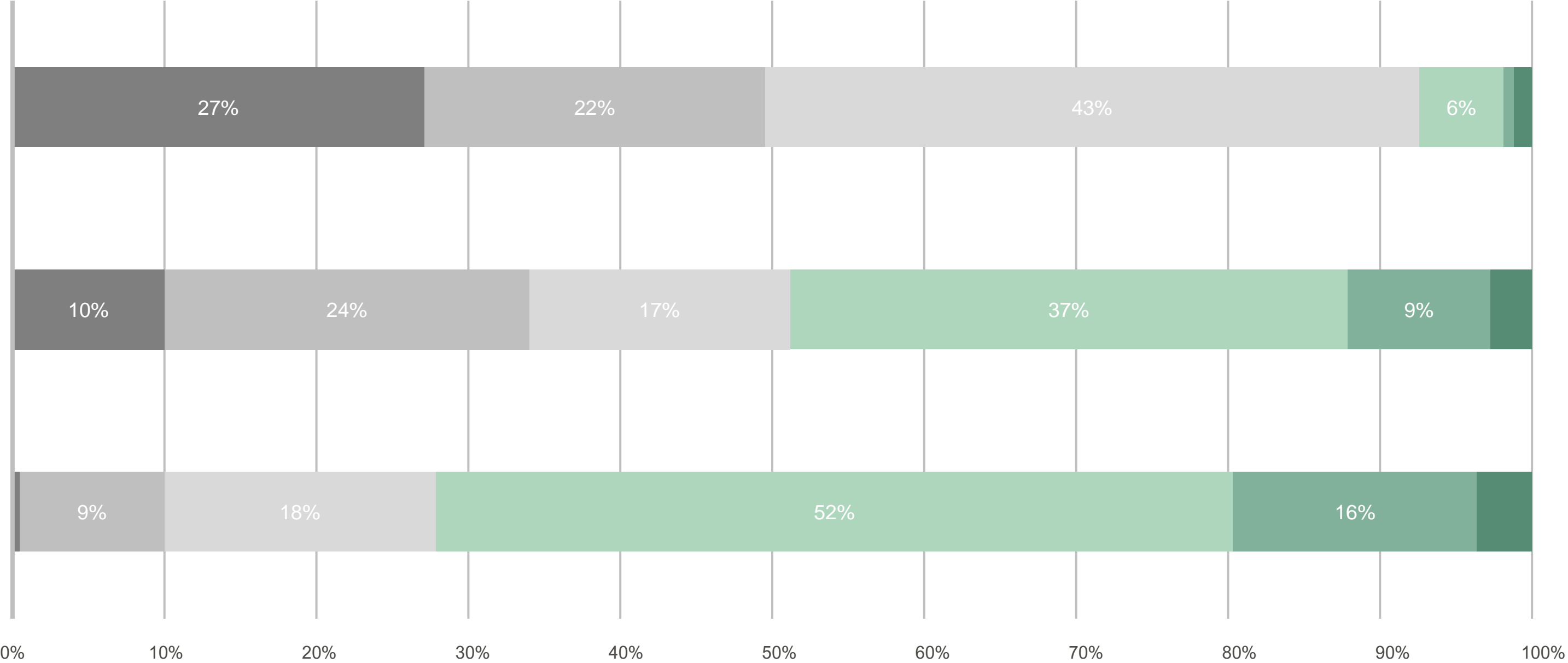
Office experience

Lmi  
**79.3**

Lmi  
**71.2**

Lmi  
**55.7**

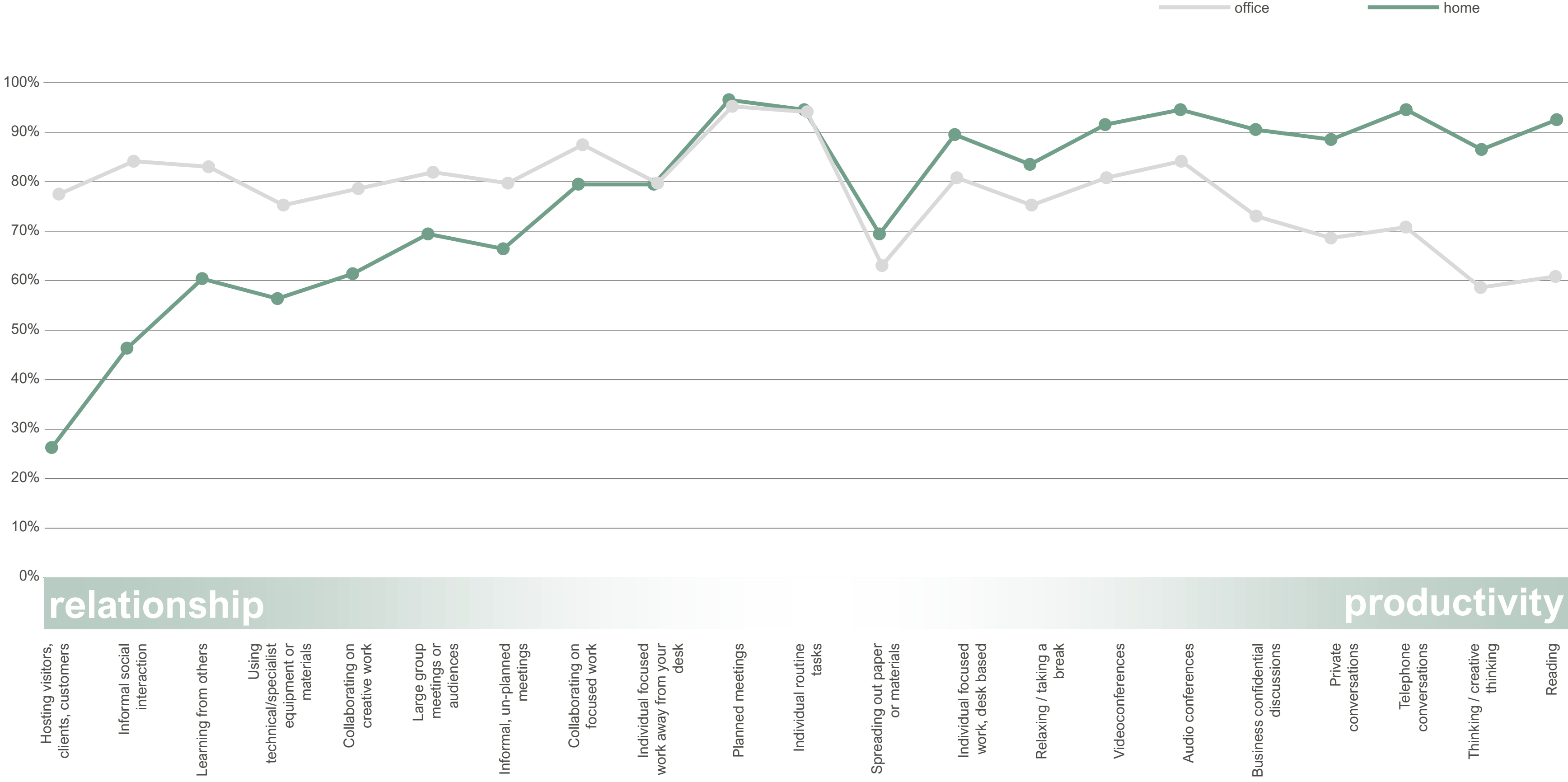
average  
Lmi **63**



**better office experience = reason to return**



# activities support – office vs home



relationship

productivity

Source: Leesman Home Working Survey and Office Survey, n= 13,329

# High performance workplaces

**BHP**  
Philippines



**Lmi 89,6**

case study:  
[lesmanindex.com/bhp-philippines/](https://www.lesmanindex.com/bhp-philippines/)

**Rapid7**  
United States



**Lmi 84.0**

case study:  
[lesmanindex.com/rapid-7-united-states/](https://www.lesmanindex.com/rapid-7-united-states/)

**CBA**  
Australia



**Lmi 81.9**

case study:  
[lesmanindex.com/common-wealth-bank-of-australia-australia/](https://www.lesmanindex.com/common-wealth-bank-of-australia-australia/)

**Edge Technologies**  
Netherlands



**Lmi 81.7**

case study:  
[lesmanindex.com/edge-technologies-netherlands-australia/](https://www.lesmanindex.com/edge-technologies-netherlands-australia/)

**Arup**  
Australia



**Lmi 78.3**

case study:  
[lesmanindex.com/arup-australia/](https://www.lesmanindex.com/arup-australia/)

average Lmi  
**63.0**

# design workplace experience

The notion of “returning to the office” is flawed.

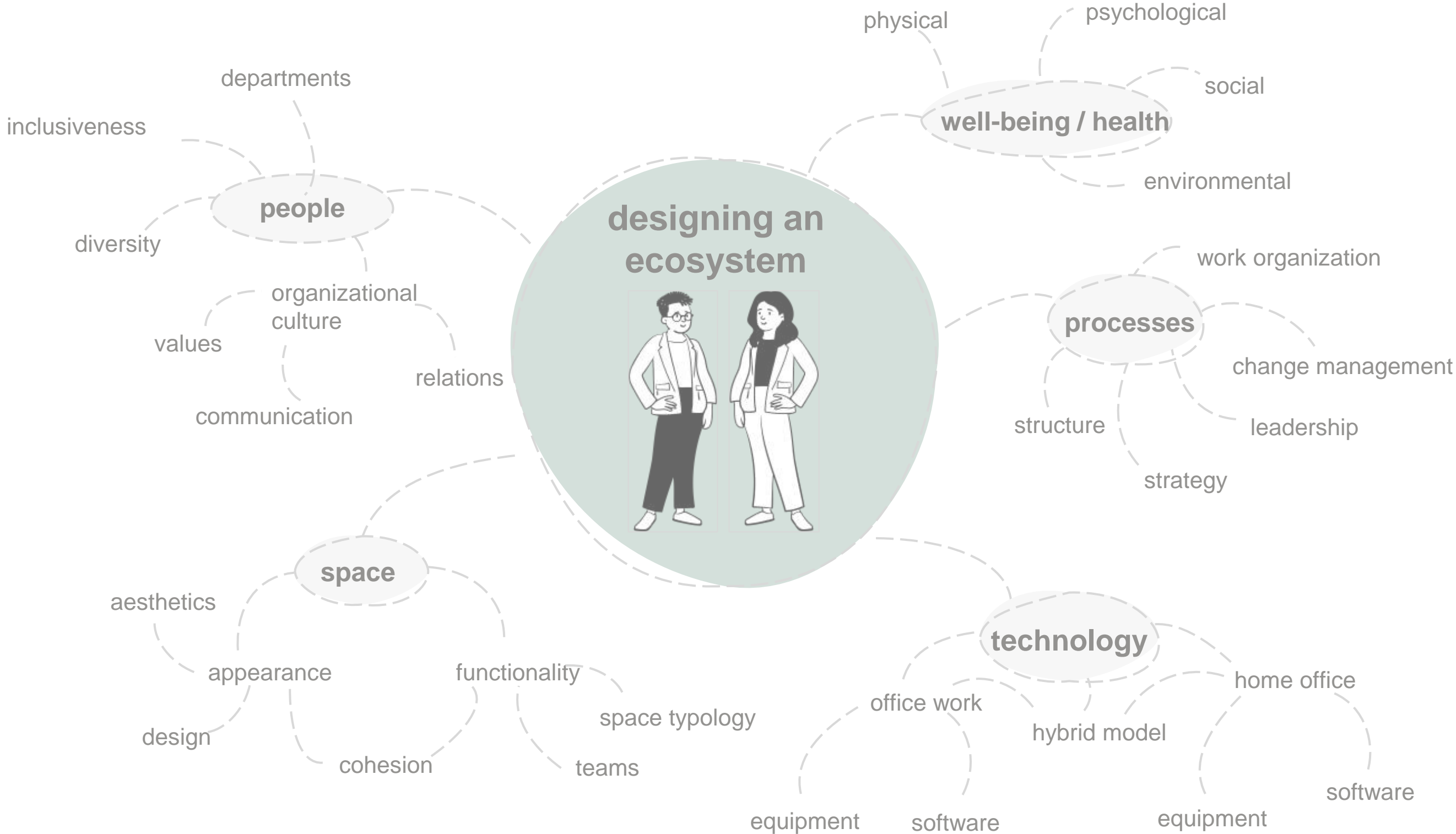
We need to acknowledge the things that weren’t working before COVID-19 and instead of returning to them, address them as we move forward.

We need to evolve beyond the notion of “an office” to

## “reimagining an ecosystem”



Kay Sargent,  
Director of WorkPlace at HOK





# Arup Warsaw Office

project in progress



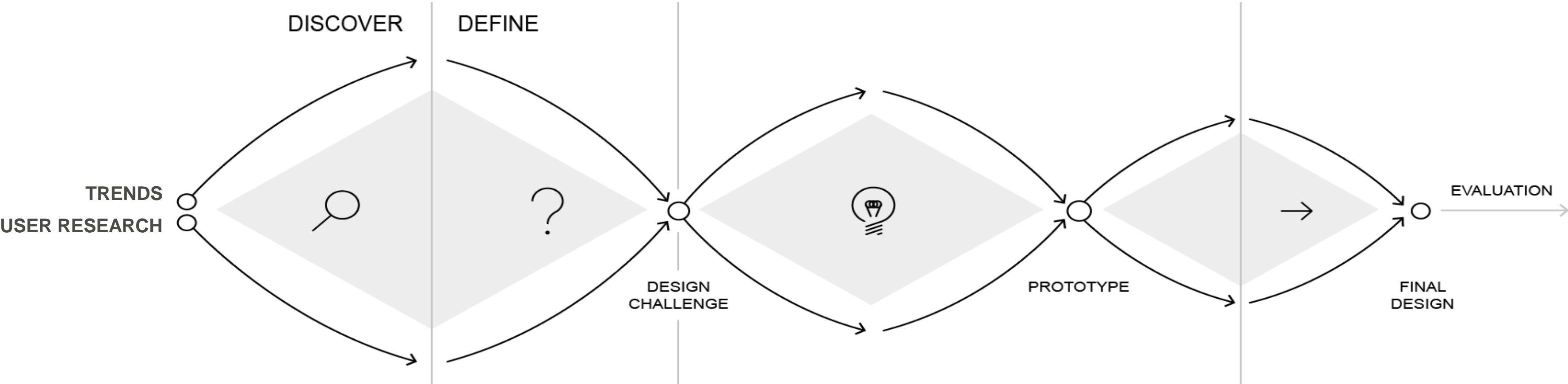
proposed challenge:

**create the best office interior for Arup**

our challenge:

**create the best workplace experience for Arup**

# how to create the best workplace experience for Arup?



desk research

first prototype  
vision of the future

research  
interviews

second prototype  
vision of the future

co-creation  
workshops

final space plan and  
recommendations

**DETAILED SCOPE**

material analysis - internal documents, global trends  
site visit & observation

text and draft space plan defining how can the new office function  
defintion of main design challenges

finding key objectives  
verifying first prototype with the employees  
identyfing specific needs

detailed solutions based on feedback

testing solutions incorporating neuroscience  
refining solutions design preferences

detailed space plan and space budget  
recommendations on next steps – what additional information will be valuable, what steps to do

## vision of the future

I can reach the office by various means of **transport** - both by public transport and **by bike**. I have a place to park my bike, and in the office I have a **shower and a changing room with a ventilated cupboard** where I can keep my cycling gear. **When from time to time I have to get to the office by car I can book a shared parking spot.** Near the office I have the most important services - from **restaurants and cafes**, through a grocery store, laundry.

The new office meets my needs. The **company periodically surveys our feelings** and adjusts the office space to them. The office is beneficial for my physical and mental health. I can **adjust the desk to my height**, and when I need it, I can work standing up. **Adjustable lighting** follows the circadian rhythm so that my eyes do not get tired. I have high **acoustic comfort** - there is no reverberation in the office, but also no overwhelming silence. **Depending on how I feel, I can work from office zones with different temperatures** - cooler or warmer. During the day, **I regenerate myself simply by walking around the office** as I can see the surrounding greenery from the corridors. By the cafeteria there is a small area **when I can stretch**, there is also a **relax room** – some of my colleagues even take a nap there.

The new office made me change my habits – **I move more** and thanks to drinkers with water **I stay hydrated**. We have a lot **more greenery** in the new office than before, but I can **also go for a walk** - a green square is just around the corner.

**Thanks to the change management process we knew from the beginning how the office will look like and how to use it. As a team**, we are able to **choose the right work zone** – starting with the bay where **we spend most of our time, through the design work zone, to conference rooms**. Space management technologies support our team through **an integrated system of booking rooms and work zones**. **Every three months all departments change their location in the office – that allows us to get to know our colleagues better. At the same time each location in the office provides us with all the necessary support zones. Network**, the heart of the office, allows us to exchange knowledge easily and effectively. **It is multifunctional and we can easily adapt it – whether we are meeting with clients or students who will hopefully join us one day. And when our whole team is in the office at the same time, we can also comfortably work in this area. We feel that it is now "our" office**, as evidenced not only by the aircraft models, but also **the interior design and finish of the office**.

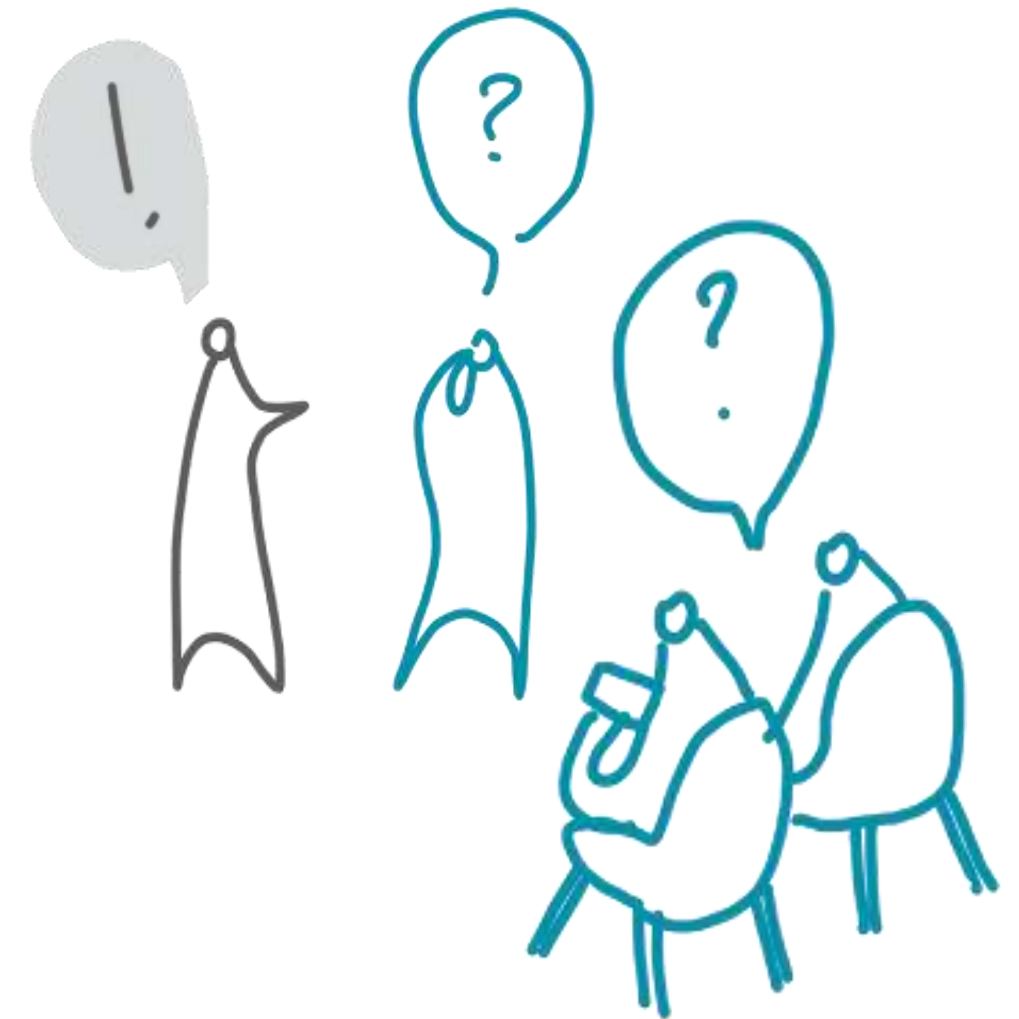
We are proud that **the office is so environmentally friendly**. Glass walls are designed so that **no leftovers are generated during production, carpets and wall finishes do not contain toxic materials**. In addition, we know that each manufacturer will collect and recycle all materials used in the office. Thanks to this, we are a role model on the market.

## what did we learn?

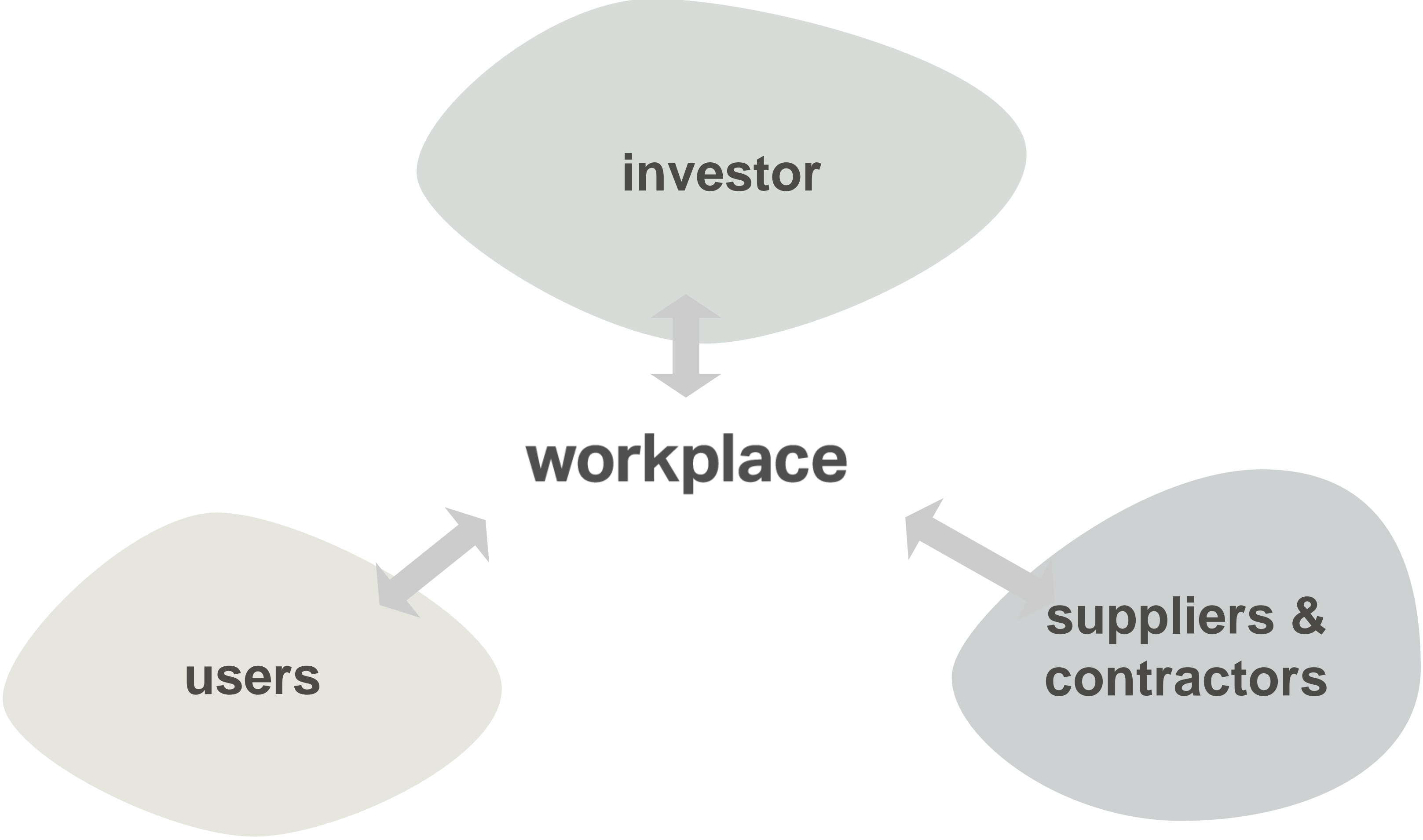
- **office first** – employees would prefer to work from an office that meets their needs than from home
- **people do not plan regeneration** – involving employees in co-creation workshops and seeing their perspective made us question our approach and realise that regeneration has to be designed in such a way that it occurs “by the way” – e.g. when you walk around the office or wait for the coffee
- **it’s not what’s visible that counts** – we don’t need a fancy office, we want one that works
- **health first** – acoustics, air quality and ergonomics are crucial factors
- **one size does not fit all** – despite similarities in way of working different spatial solutions suit Arup best

## key objectives:

- **energy-boosting space**
- **cradle 2 cradle / design for disassembly**
- **developing positive habits**
- **tailor-made flexibility**
- **function follows health**



**how do we create  
less waste offices?**



**investor**

**workplace**

**users**

**suppliers &  
contractors**



# Ørsted Warsaw Office

## Ørsted

Varso Place, Chmielna 71 Warsaw  
90 workstations, 3600 sqm

**read full case study on our website:**

<http://workplace.pl/story/orsted-sustainable-office-i-warsaw/>



### **challenge:**

translate Ørsted's sustainable vision into their new work environment

### **key objectives:**

environmental friendliness  
functionality  
wellbeing  
agility  
diversity & inclusion

### **our scope:**

space planning  
design  
wayfinding  
space branding  
executive design  
greenery

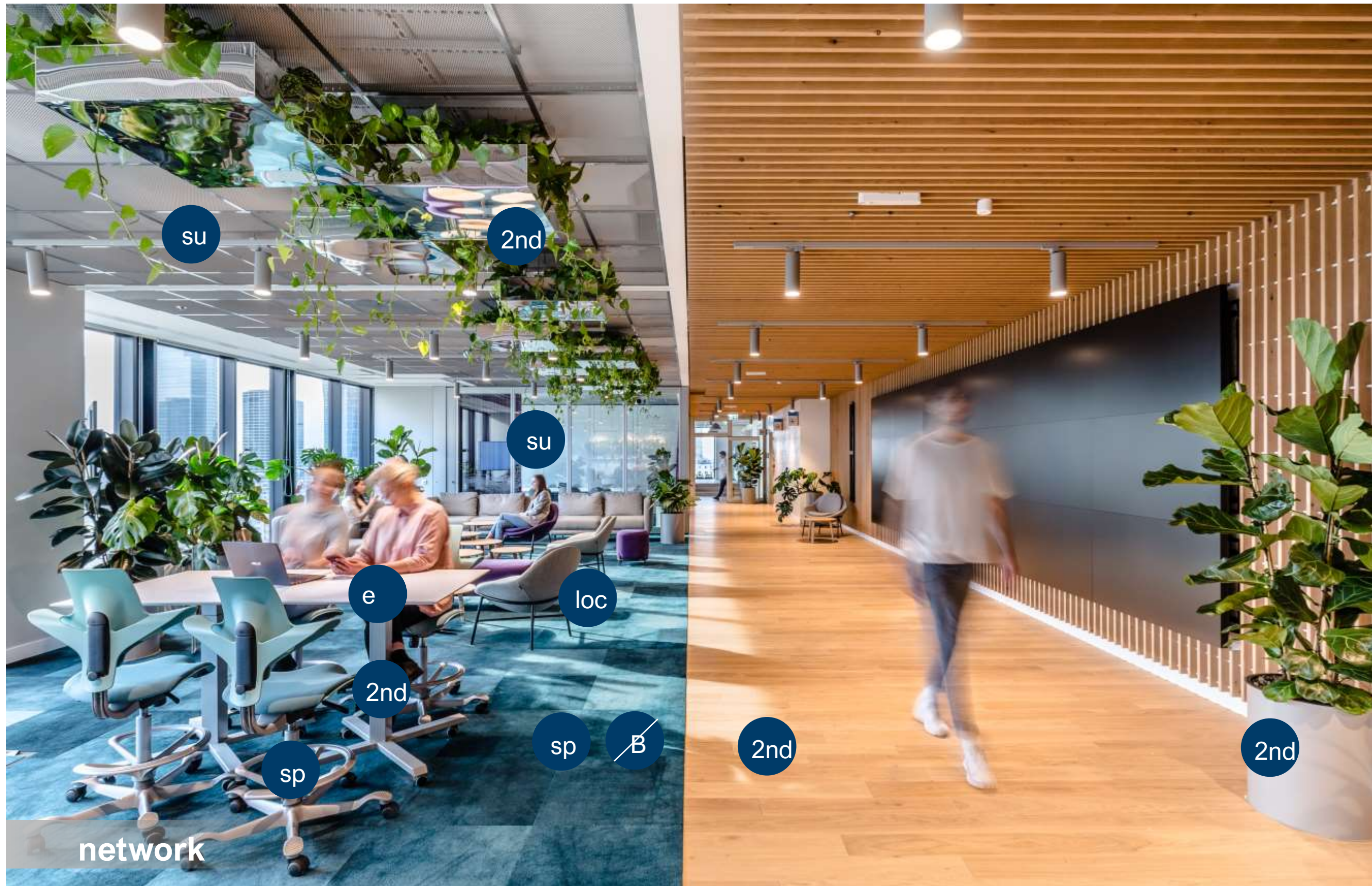


- all workstations were recovered from the previous office and refurbished
- furniture, glass and ceilings designed to minimise waste and leftovers during manufacturing
- furniture in common areas from local, Polish manufacturers
- 59% of the table tops are made from compressed PET plastic bottles, 29% from natural wood and 14% from reclaimed furniture board
- the vast majority of flooring, ceilings and soft seating are from sustainable sources - certified, verified on the basis of their carbon footprint
- 100% bitumen-free carpets
- natural wood floor in the networking area was saved from being milled
- ceilings made of wood wool, felt or from second loop
- 100% of the wall coverings are made of natural cork, the acoustic wall panels are upcycled and the hanging acoustic panels are made of eco-friendly felt
- space branding made of biodegradable foil

**sustainability at  
work:**

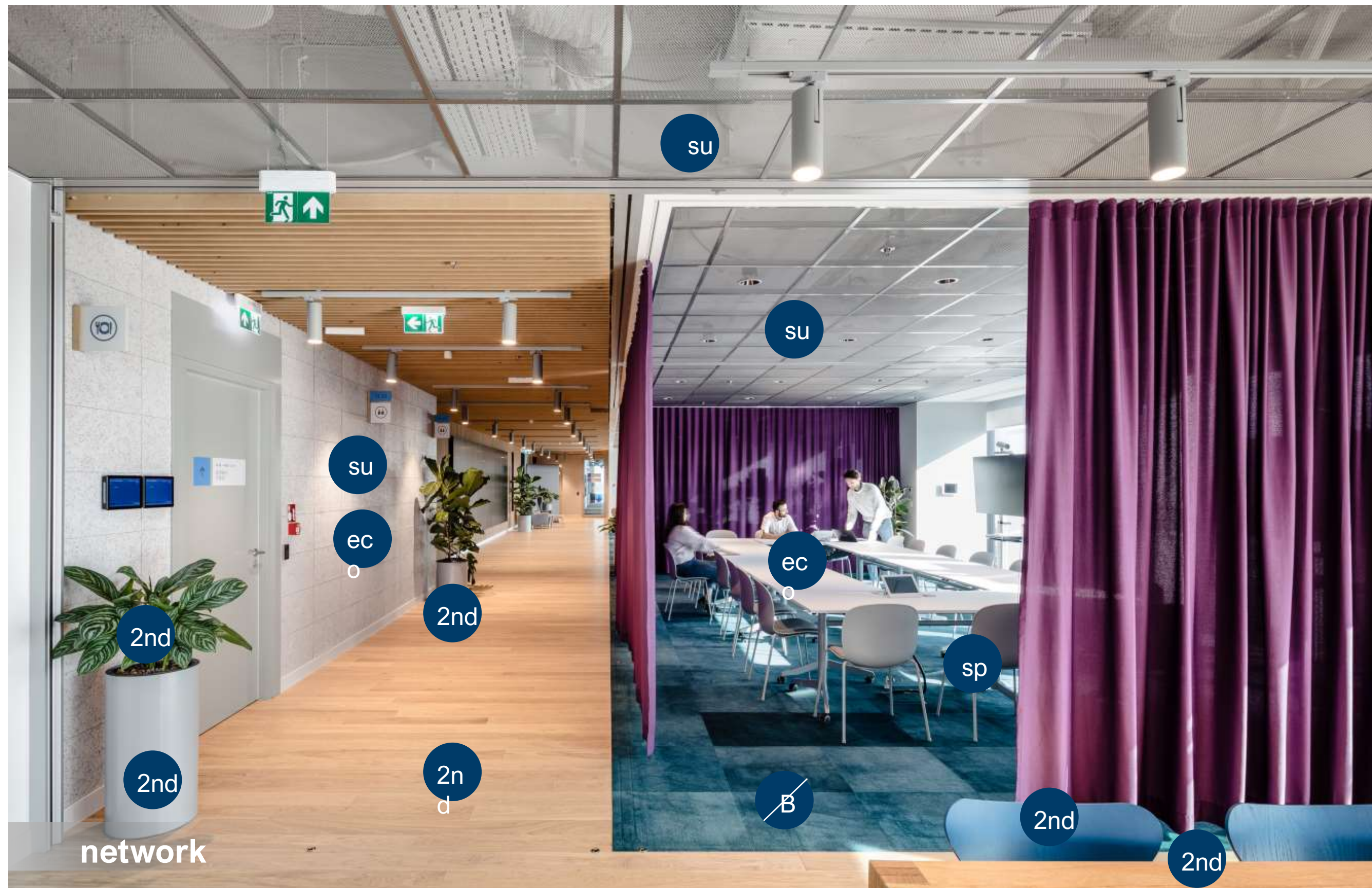
**wellbeing of  
users depends on  
the wellbeing of  
the planet**

# sustainability



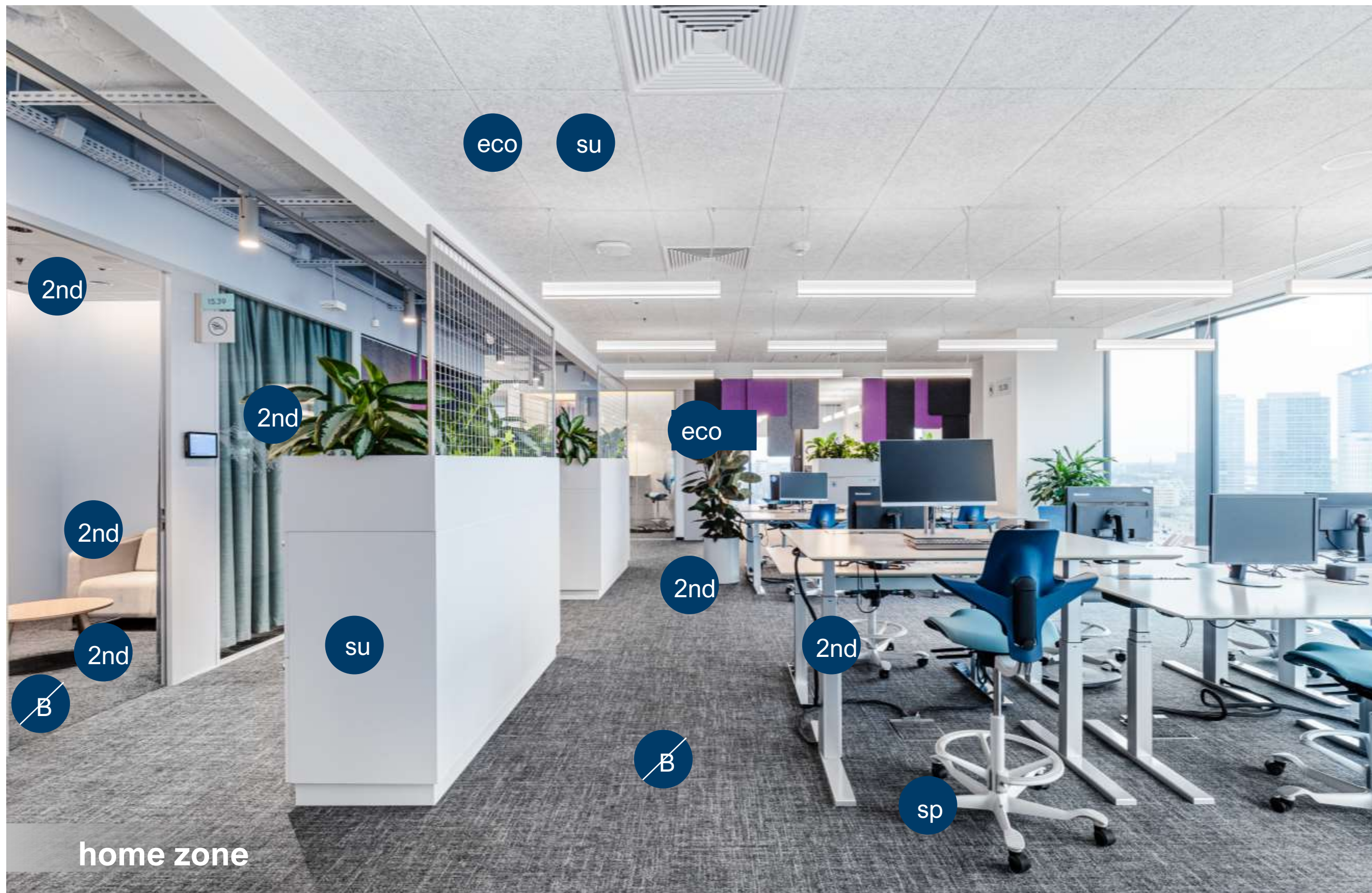
- e eco product
- 2nd second loop
- ~~B~~ product without bitumen underlay
- loc local product
- su sustainable use of material
- sp sustainable way of production

# sustainability



- e eco product
- 2nd second loop
- ~~B~~ product without bitumen underlay
- loc local product
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# sustainability



- e eco product
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# final effect



# our mindset

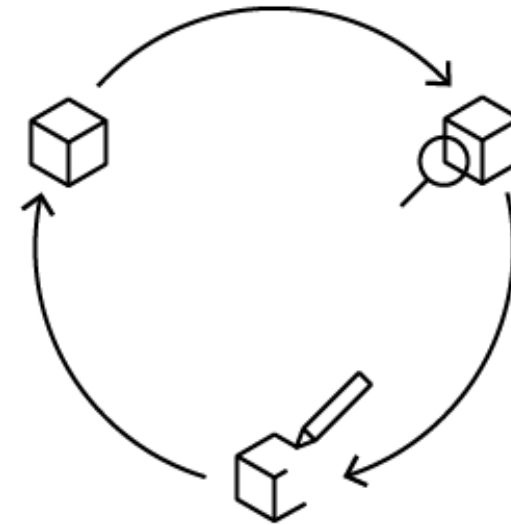
stay open-minded



question everything



innovate, prototype & test, develop



have fun, take a break



repeat



key conclusion:

**The future of workplace experience relies on the wellbeing of both the people and the planet.**

# workplace



[workplace.pl](http://workplace.pl)



[linkedin.com/company/weareworkplace/](https://www.linkedin.com/company/weareworkplace/)



[fb.com/weareworkplace](https://www.facebook.com/weareworkplace)

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Niniejsza prezentacja stanowi tajemnicę przedsiębiorstwa w rozumieniu ustawy o zwalczaniu nieuczciwej konkurencji. Wszystkie informacje zawarte w zaprezentowanej przez Workplace Solutions sp. z o.o. Niniejszej ofercie są poufne i przeznaczone wyłącznie do wiadomości osób, do których są adresowane. Rozpowszechnianie, kopiowanie, ujawnianie lub przekazywanie osobom trzecim w jakiegokolwiek formie informacji zawartych w niniejszym dokumencie w całości lub w części jest zakazane.

21.10.2021