WORKPLACE MANAGEMENT

THE NEXT TEN YEARS

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The ultimate proof
1. The climate
2. Archie, the royal baby
3. Ajax 2 Spurs 3
“We are the first generation to know that we are destroying the world...... and the last one who can do anything about it”

HRH, Prince Charles
The changes in global temperatures for every month since 1850, in relation to the Paris agreement targets
This graph, based on the comparison of atmospheric samples contained in ice cores and more recent direct measurements, provides evidence that atmospheric CO$_2$ has increased since the Industrial Revolution. (Credit: Vostok ice core data/J.R. Petit et al.; NOAA Mauna Loa CO2 record.)
GLOBAL TEMPERATURE RISE

WARMING OCEANS

SHRINKING ICE SHEETS

DECREASED SNOW COVER

SEA LEVEL RISE

DECLINING ARCTIC SEA ICE

EXTREME EVENTS

OCEAN ACIDIFICATION

Courtesy of NASA: Global Climate Change
Sustainable Development Goals and targets

Goal 1. End poverty in all its forms everywhere
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3. Ensure healthy lives and promote wellbeing for all at all ages
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5. Achieve gender equality and empower all women and girls
Goal 6. Ensure availability and sustainable management of water and sanitation for all
Goal 7. Ensure affordable, reliable, sustainable and modern energy for all
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10. Reduce inequality within and among countries
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12. Ensure sustainable consumption and production patterns
Goal 13. Take urgent action to combat climate change and its impacts
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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Have to do with buildings
major forces at work

• The deteriorating state of our planet
• Artificial intelligence and bots replace many jobs
• Massive shrinkage of permanent workforces
• Ethical considerations about how we want to run our lives
The march of technology

Scenarios developed in “Workforce of the Future: The Competing forces shaping 2030”, PWC

Assisted intelligence

Today
Automated, repetitive standardized or time-consuming tasks and providing assisted-intelligence. Increased demand for STEM skills to build new tech ecosystem.

Augmented intelligence

Tomorrow
Fundamental change in the nature of work. Humans and machines collaborate to make decisions. Uniquely human traits - emotional intelligence, creativity, persuasion, innovation - become more valuable.

Autonomous intelligence

On the way
Adaptive continuous intelligent systems take over decision-making. The future of humans at work is questioned.
Human’s come first*
• Social-first and community businesses prosper
• Crowd-funded capital flows towards ethical and blameless brands.
• There is a search for meaning and relevance with a social heart
• Artisan’s, makers and “new worker Guilds” thrive
• Humanness is highly valued

Companies care*
• Social responsibility and trust dominate the corporate agenda with concerns about demographic changes, climate and sustainability becoming key drivers of business

Innovation rules*
• Organizations and individuals race to give consumers what they want
• Innovation outpaces regulation
• Digital platforms give outsized reach and influence to those with a winning idea
• Specialists and niche profit-makers flourish

Corporate is King*
• Big company capitalism rules as organizations continue to grow bigger and individual preferences trump beliefs about social responsibility
What kind world we will be living in social/political/cultural?

- Innovation rules
- Corporation is King

- Humans first
- Company’s care

PROFIT

US

ME

PLANET
It’s a complex world though!

What about all the good has been done by the older generations?

.........millions lifted out of poverty, soaring life expectancy, global health and literacy

Contrast
Luis Fonsi 2017 song Despacito consumed as much electricity as Chad, Guinea-Bissau, Somalia, Sierra Leone and the Central African Republic
Examples of how the yellow world might manifest itself

- **2020**: The European Commission agrees the Fair Pay Directive
- **2021**: The world’s largest taxi company bows to public pressure and introduces a “human driver please” option to its app.
- **2022**: The Shanghai Stock Exchange announces that all listed companies must be free from the use of conflict minerals by the end of 2025
- **2025**: Brazil becomes the last of the G22 nations to renationalize its water supply and energy supply
- **2030**: The “Made by Me” quality mark—indicating that no machines have been involved in production—achieves worldwide recognition

*Scenarios developed in “Workforce of the Future”-The Competing forces shaping 2030, PWC*
25%*

Say “their ideal employer is an organization with values matching their own”

Fairness and social good are dominant. Business with a heart and artisans thrive in a bustling and creative market with a strong emphasis on ethics and fairness

*PWC survey of 10k plus in China, India, Germany, UK and US
The emergence of new worker Guilds, similar to the craft associations and trade fraternities of the Middle Ages.

Workers feel the strongest loyalty not to their employer, but to people with the same skills or cause.
A wider range of work is regulated by a concept of “good jobs” and decent work.

Multi-disciplinary solutioning drives best possible outcomes and the most interesting work.
Examples of how the green world might manifest itself

2020

“Stops the Bots” marches against job losses attracts tens of millions of demonstrators in Detroit, Toronto, Mumbai and London

2021

A year-long drought in eastern Pakistan and northern India causes the deaths of two million people. More than thirty million are displaced.

2022

The # waterwaster social campaign targets organizations that have failed to reduce their water consumption since international guidelines were agreed in 2020. The share price and revenue of a dozen multi-nationals plummet.

2025

International accounting standards require a “Natural Capital and Social Capital impact” balance sheet from all listed companies

2030

The European Union introduces legislation that bans all companies trading within the EU from using petrol and diesel vehicles

* Scenarios developed in “Workforce of the Future” - The Competing forces shaping 2030, PWC
Trust is the currency of employment. Societal purpose is central to their mission.

Everything about the workplace has an environmental impact that is measured, understood and improved.
Corporate responsibility is a business imperative. Trade-offs between short term goals and societal benefit.

Exceed, not meet regulatory standards. Innovation to drive out waste (space, energy, effort)
Automation and technology used to protect scarce resources and reduce need for travel

High quality virtual collaboration and teamwork becomes a cornerstone of operations
Impact on workplace

Common workplace virtues

* Scenarios developed in “Workforce of the Future” - The Competing forces shaping 2030, PWC
Learning

- High standards of ethics
- How to work in a way which minimizes the impact on the environment and meets society's needs
- Quality assurance + vigilance

Skills

- Automation and technology are required to make this system work and to protect scarce resources
- Key skills also in strong demand

Work

- Automation and technology are required to make the system work and to protect scarce resources
- Common-good prevails over personal preference
- Longer term view of success

Nature of work
Changes in the workforce

WAS

Our organization is a place containing employees doing work

BECOMING

Our (smaller) organization organizes work and talent

Thanks to John Boudreau, Ravin Jesuthasan and David Creelman Authors of “Lead the Work” published by Wiley 2016
Summary: physical workplace

- Geography neutral
- Rapid urbanization of core space
- Heavy reduction in core office space
- High asset performance
- Explosive growth in virtual working
Summary: environment

- Strong environmental focus
- Less physical presence required
- Less commuting
- Local coworking
- AI used to help address sustainability
Workplaces in the yellow world

Fairness and social good are dominant. Businesses with a heart and artisans thrive in a bustling and creative market with a strong emphasis on ethics and fairness.

* Scenarios developed in “Workforce of the Future”- The Competing forces shaping 2030, PWC
Workplaces in the yellow world

A fair and equitable world in which there is respect for skills and each other

- Maker spaces allow for local high-quality capabilities to support hands-on “making”
- Guild-based community centers
- Expresses personality and the personal touch
- Live and work settings going back to medieval times
- Honesty prevails

* Scenarios developed in “Workforce of the Future”-The Competing forces shaping 2030, PWC

Hand-made and crafted are valued assets but their small businesses are highly leveraged and assisted by technology
Workplaces in the green world

The need for a powerful social conscience is paramount. Workers and consumers show loyalty towards organizations that do right by their employees and the wider world.

* Scenarios developed in “Workforce of the Future”- The Competing forces shaping 2030, PWC
Workplaces in the green world

The long term health of our planet drives behavior and a respectful working ethos:

- Technology drives down harm to the planet
- Sincere Corporate citizenship
- Organizations are made of like-minded employees
- Leaders make economic and social trade-offs based upon their values

* Scenarios developed in “Workforce of the Future”-The Competing forces shaping 2030, PWC
In ten years we have gone from?

270 SF/HC  TO  120 SF/HC
In ten years where will we be?
What can we do?
What can we do?

Reduce our office footprints!

• Use only what we need: activity-based
• Entitlement?
• Real estate solutions which allow you to drop space immediately
• Less space but better space
The same old solutions

Try inviting someone new!
What can we do?

Reduce our time at the company office!

- Improve virtual collaboration
- Better remote management of staff
- Find effective workplaces local to home
- Flexibility
What can we do?

Reduce the commute!

- Urban dwelling: walk to work
- Rebalance amount of time spent at office
- Local co-working options
- Working from home
- Live/work options
What can we do?

Collaborate better!

• Adoption of remote collaboration technology
• Collaboration at work is organized and event-driven
• Core collaboration times
• Cast net wider for collaboration partners
• Join communities and meet new people/ new skills/ disciplines
What can we do?

Operate more efficiently!

- Sensors to inform and control
- AI to predict and warn
- New models of service
- Service levels and methods to be informed by environmental consequences
- Proactive not reactive
What can we do?

Choose business travel wisely!

• How often?
• Where?
• How?
• Environmental impact?
Think performance

Optimum use of resources

What is the minimum we need to get the job done?
What can we do?

Local workplace options

- Live/work
- Home
- Restaurants/ coffee shops
- Coworking
- Outside
- Retreats
- Urban settings
What can we do?

Learn new skills

- Multi-disciplinary thinking
- Automation
- Technology
- Cognitive science
- Design thinking
- Consulting skills
- Environmental science
WHERE-TO-LIVE SCORECARD FOR WOODBRIDGE, VIRGINIA

PHYSICAL VULNERABILITY

Some locations are in the crosshairs of extreme weather events, while others are naturally more climate-proof. These events are dangerous not just to residents’ assets and physical safety, but also to their local economy and to their government’s tax base and budget.

OVERALL HOUSING RISK
Based on combined risks of flood, hail, hurricane storm surge, tornado, wildfire, and earthquake (but excluding sea level rise), the overall U.S. Natural Hazard Housing Risk Index calculated by ATTOM Data Solutions assigns a rating of "27.7" (1 is best, 103 worst) to PRINCE WILLIAM County, which gives it a grade of B+.

FLOOD RISK - FEMA
Flooding, both coastal and inland, is predicted to increase as weather patterns change. Based on current local insurance rates assigned by the National Flood Insurance Program, the grade for near-term risk of residential flood damage for PRINCE WILLIAM county as a whole is (no data). This does not include sea level rise.

FLOOD RISK - ATTOM
The U.S. Natural Hazard Housing Risk Index assigns a rating of "4" to PRINCE WILLIAM County as a whole for flood risk. Localities within the county vary widely. The index gives PRINCE WILLIAM County a grade of B+. This does not include sea level rise.

STORM SURGE RISK
Within the U.S. Overall Housing Risk Index (below), PRINCE WILLIAM County is calculated to have a "Very Low" risk for costly storm surge damage, giving the county a whole a grade of A.

SEA LEVEL RISE
By 2100 the ocean at WOODBRIDGE is expected to rise 4 feet, causing economic damage. Many of those costs will be shared among all residents, whether their properties are flooded or not. In WOODBRIDGE a population of 26 and property valued at $12 million are today below this level. WOODBRIDGE has infrastructure and no pollution sources at risk below this level. This gives WOODBRIDGE as a whole a rating of B for damages from sea level rise.

WILDFIRE RISK
The risks of wildfires have been growing in historically endangered areas but also spreading to formerly safe regions, including some that might be a surprise. The median risk across PRINCE WILLIAM County is rated at "Very Low" which gives the county a grade of Very Low for wildfire risk.

FLOOD RISK - FEMA
Flooding, both coastal and inland, is predicted to increase as weather patterns change. Based on current local insurance rates assigned by the National Flood Insurance Program, the grade for near-term risk of residential flood damage for PRINCE WILLIAM county as a whole is (no data). This does not include sea level rise.

The overall grade for WOODBRIDGE, VIRGINIA is C+.
What can you do?

- A company with your values
- Sustainable in every sense
- Chooses planet over profit
- Think very carefully about where you want to settle down

Use your workplace to make a difference!
Thank you!

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