

Report

WORK. LEAD. SPACE.

Co-creating our Preferred Future.

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**“The future can't surprise us,
if we surprise the future.”**

— **Shirley Sheffer**, Managing Director Talent & Organization/
Human Potential, Lead Austria, Germany, Switzerland and Russia

CO-CREATING OUR PREFERRED FUTURE

Work, leadership, and office spaces have been slowly evolving over time. But then the pandemic hit. As a catalyst, this crisis has abruptly changed the way we work, lead, and use (virtual) space. We have to take advantage of this momentum and think further into the future. Where do we want to be in 10 to 15 years? What will be essential for us? In other words, what is our Preferred Future (#preferredfuture)?

Tomorrow is not shaped by a single hero. It is a collaborative effort, so we at Accenture teamed up with Vitra and other partners with expertise in the field of New Work to embark on a co-creation journey. Together we invited participants from 15 companies to consider the future of working, leadership, and space. Over the course of 10 weeks our diverse team, from a variety of industries and with different functional

backgrounds such as HR, IT, and real estate, dared to dream. Together, we co-created, researched, and strategized to imagine how we wish to work together, execute leadership, and use our office spaces in the future.

What did we co-create in these 10 weeks? First, the manifesto in this report outlines the best hopes and possibilities of our #preferredfuture. Second, the deep dives into the topics of work, leadership, and space highlight the key trends of each area. Finally, four scenarios provide a vivid explanation of how we imagine our #preferredfuture.

With this co-creation journey, a new cross-company community was brought to life. We want to spread the word by generating even more followers in organizations. The time to build our #preferredfuture together is now.

PROCESS OF FUTURIZING

Forging a future takes guts. How did we achieve our goal and live up to the challenge? We started by researching methodologies from science fiction, visioning, and strategic foresight. Then we brainstormed, added our transformation experience, shaped a process, collected methods, and hoped for a matching mindset. We found one key theme: Tomorrow will not be shaped by a single hero. The search for futurists began.

We found people with visionary mindsets and the desire to create. But we also wanted people involved in the day-to-day of their respective fields so that the outcomes would be tangible. Accenture and Vitra joined forces and brought heads and hands together. A timeframe, or what we termed as a co-creation journey, needed to be mapped out. It turns out that even futurizing is limited by time constraints. In the end, we planned 10 short weeks to envision the future we want, our #preferredfuture.

To make this co-creation journey a success, we used innovative and creative methods borrowed from art, therapy, and coaching. Why? Because we all are rooted in our day-to-day patterns. We needed a pause to futurize and then re-connect with them to start building our #preferredfuture. Similar to how artists try to see the world with new eyes or like therapists helping others to escape from old patterns. We arranged all methods to facilitate collaboration, freedom of imagination, and to create tangible outcomes.

Accenture developed a process to guide participants along the way. It consisted of five phases: provoking, exploring, futuring, designing, and building. All participating companies sent sponsors and best minds. Sponsors were active supporters of the study – sharing their view on corporate future(s), some also participated as challengers or topic gurus. Best minds from each company became part of our working groups, sharing insights, experience, and jointly working their way from managing the present to creating a future.

Provoking

Before the first meetings with board members and leadership, all participants received a starter pack with inspiring questions. We wanted to trigger thinking and dreaming. The kick-off workshop took place on site at Accenture's Campus Kronberg and for many participants virtually – hybrid is the new normal. There were inspiring lectures and both cross-company and cross-industry exchanges of ideas. A virtual work and exchange platform

was introduced. Working groups were established and the first building blocks of our #preferredfuture were laid: We used our hands and gut feelings to start shaping visions of what work, leadership, and space would be like in that future.

Exploring

During this phase, the groups focused on the way we want to work, lead and use future office spaces. One journey guide and one producer joined the best minds, challengers, and a topic guru who dropped by to inspire or disrupt. Each journey guide led a working group and coordinated the collaboration between the workshops. Producers helped make ideas and results concrete and presentable. And all the best minds joined forces. The ideation included telephone calls, video conferences, individual research and thinking, and a group-wide virtual workshop to consolidate the findings and select future scenarios.

Futuring

Infused by a beta version of our manifesto, scenarios for the future gained shape during a workshop hosted and broadcasted from Accenture's Campus Kronberg – virtual reality included. Known trends and data were identified, but from there the unknown was aimed at and discussed. All together we formed hypotheses. The groups were challenged to find biases and blind spots while resisting the urge to under- or overpredict. The description of the #preferredfuture emerged. The very first draft of four concrete scenarios was described. Sponsors joined later that day and shared their thoughts and feedback to enhance the scenarios.

Designing

Each participant picked one scenario to co-create a more concrete version and story of our #preferredfuture. Experts in visualization and storytelling collaborated with each working group via phone calls and video conferences. Topic gurus and

challengers did their jobs. At the closing event at Vitra in Weil am Rhein a glimpse of that future was felt when the manifesto was read out loud and all scenarios were presented in their individual way. The sponsors of all participating clients as well as Vitra's and Accenture's senior management joined on site or virtually – further Work.Lead.Space. enthusiasts were able to dial in to watch the final pitch of our #preferredfuture scenarios.

Building

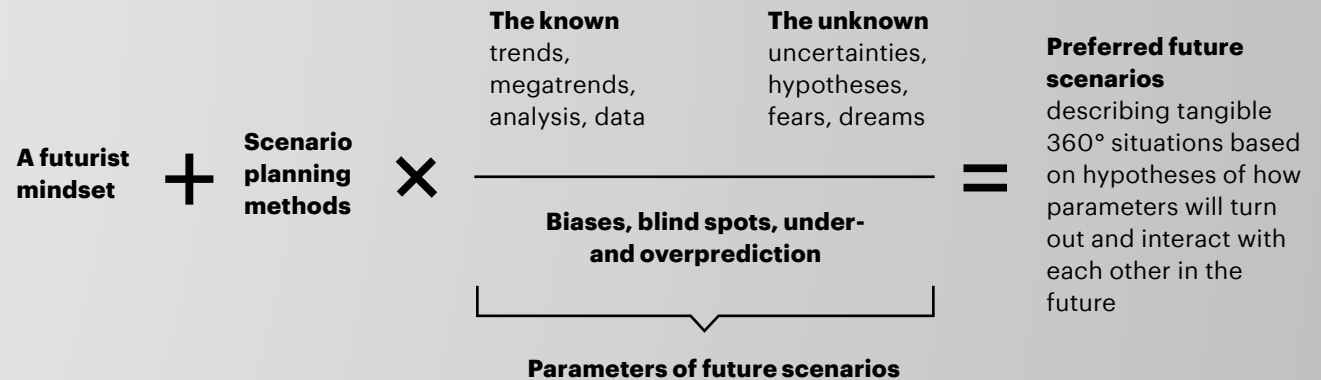
And shaping scenarios is not the end of the process, to cross the finish line we have to make these visions a reality. In this final phase, all participants will stay connected as part of one community. We discuss how we want to interact with each other in the future to bring the #preferredfuture to life as we move on building parts of it in our organizations – and perhaps beyond as well. Encouraging implementation means something different in every organization, so we will be learning from each other. One thing we know for sure: We want to build your #preferredfuture together.

Design Principles for a Preferred Future

- Imagination is key. It is the starting point, not just the facade of the final scenarios.
- Diversity of perspectives creates future(s). Diverse minds and many perspectives create complex visions for the future.
- Brainwork brings about tangible scenarios. Research, testing, and analytic work bring tomorrow's scenarios within reach.
- Structure and methodology help. Guidelines, structure and actual journey guides unleash the power of our group.
- A compelling story motivates us to act. Scenarios help spread our #preferredfuture and win followers.
- Concrete scenarios allow for action planning. High-quality, well-thought-out concepts transfer over to business reality.

Formula for a Preferred Future Mindset

What it takes to dream and think beyond the obvious next strategic move



THE MANIFESTO

WORK

We focus work on outcome. We are free to work to our best skills wherever they are needed. Our impact is not measured in effort or time anymore. Pay is important, recognition is more. Our believe is we need to work less but with more purpose and depth. We co-create the goals and the results – investing what it takes to make collaboration fruitful. We don't pretend success whilst being breathless. We start with trust. We organize and configure how we work. We feel accountable for our achievements. We honestly give and listen to feedback. In our minds and hearts, everyone has inclusively a right to participate and contribute. We embrace machines and the neural link to Artificial Intelligence and we set boundaries and define rules of the game. We do not measure ourselves against benchmarks of the past, they don't tell our story. Sense, making sense and respond to the (t)ask through our work is essential for our purpose. We love our work because it evolves with us.



LEAD

We lead by orchestrating. We get the best out of all of us if we lead with empathy and serve the team. We don't need a lonesome top level to decide for us, but with us. We all commit to acting purposeful and honest. We don't follow if someone is not. We embrace hybrid working and are tech-savvy so we can connect people and spaces. We expect those who lead to turn the ship around with us when we struggle. Talking to role models and leaders reminds us why we do things, not necessarily how and what we do. We know and share our unique talents and believe in our potential. And we need leaders who facilitate this. History and position don't define a leader's value, actions do. We want – from all levels – to act the way to new thinking, don't think the way to new acting. We lead by sparking curiosity and helping others to learn every day so we can re-invent ourselves and become who we want to be. We are bold, wild, and wonderful to inspire and grow each other.



SPACE

We use space to connect. We want our office to stay forever. It just looks very different from the past. We need it to connect to each other also cross-company in ecosystems and with the purpose to improve our world. Space – virtual, real, hybrid – shaped with care helps us to collaborate and innovate. We are lost without the boundary spaces set. We use space(s) carefully. We work alone at home or collaboratively in joint spaces. Space helps us breathe the right air for the work to be done and the life we want to live. We distance from the brands (and their spaces) we work for to reconnect again in order to stay creative and connected. Space is nature or technology, strong or weak, full or empty depending on how we need it to be. We create and host spaces catering for the community. Healthy starts here. Experiencing spaces we like is key. Both drive our engagement. We believe: All shades of our blue count as a workspace.



Rethink the future of work, leadership, and office space

How do we start working with more purpose?
How will leaders reorient their behaviors around a new way of thinking? How will our office spaces develop to become hives of collaboration? These are the pressing questions of right now. We've imagined how to solve them in our #preferredfuture.

WORK

“What we haven’t been able to achieve in the past 10 years has now been possible to achieve within four weeks.” This is how Mark Reed, CEO of the English advertising holding company WPP, sums it up. And yes, the effects of the COVID-19 pandemic have fundamentally changed the way we work. Remote and collaborative work with the help of cloud tools are now standards for knowledge workers in the 21st century.



**What if...workers could choose
where and when to work based
on their preferences?**

Against the background of the digital and the rapid technological developments in various fields, the challenges ahead are much greater than just a partial switch from office work to remote work. In addition, there are enormous problems associated with the ecological exploitation of our planet. People, organizations, and companies are certainly asking more and more questions such as: "What is my contribution to solving these challenges? What role does my employer play in this? Or even more fundamentally: What do I want to stand for?" We need a new generation

of people, or at least a new mindset, to bring the meaning of purpose across the board into the work context.

What is certain is that with the way most companies still interpret the issues of organizational structure and process organization today, we will not be able to solve the world's problems. It's about trust and the real and serious transfer of responsibility to the people in the company who have the necessary knowledge. The demands on all of us when it comes to handling technologies will continue

to increase. The safe use of digital tools, a basic understanding of algorithms, and the willingness to use the new possibilities that machine learning offers us will be critical success factors. Buzzwords such as agile working and learning organizations are becoming principles of survival.

Purpose will be essential to guide organizations, teams and individuals.

FINDING MEANING AND SUSTAINABILITY

People's search for the meaning of life is not a new phenomenon. The Stoics already reached this conclusion and knew purpose was very often about how people get fulfillment for what they did, or how they could feel real joy. The ability to live happily comes from a power that is inherent in the soul, as Marcus Aurelius once put it. Victor Frankl, who made the topic more important in the middle of the last century, wrote the book *Man's Search for Meaning* after spending time in four different concentration camps during the Second World War. For Frithjof Bergmann, who is considered the founder of the New Work movement, the subject of purpose is the

key to whether work weakens or strengthens people. In his opinion, it is always about asking yourself as a person what you really, really want.

With his book *The Seven Habits of Highly Effective People*, which was sold over 30 million times, it was Stephen R. Covey who opened up the topic of 'Purpose' to the management floors at the end of the 1980s. "Begin with the end in mind" is one of the seven habits of successful people. It is the operationalization of a vision-led life.

Then there is Simon Sinek and the over 50 million times viewed video of his TEDx talk and his book *Start with Why*, the topic arrived in the current millennium. Since then, 'finding purpose' has moved more and more into the mainstream. Numerous studies show that companies with a purpose have an advantage. If the entrepreneurs and top managers succeed in actively and credibly exemplifying it, the economic indicators of such companies also improve significantly as Jim Collins also shows in his book in *From Good to Great*.

Although the findings are unambiguous, we need a new generation of people or at least a new mindset, to bring the meaning of purpose across the board into the work context. Initiatives like "Fridays for Future", which give the topic of sustainability a boost like it has not had for decades, are the harbinger of a time in which people ask about the company's purpose, i.e. the right to exist, before they ask about salary.

Good examples? Unilever offers its employees workshops to find their own purpose. Yes, there are people who afterwards realize that Unilever is not the right company for them. Nevertheless, the company is consciously taking this path. Refinery29, the world's first media group targeted specifically at women, which was originated and founded as a 'digital first', formulates its purpose as follows: "...to let women see, feel, and claim their power." Such a strong purpose has an impact on the stakeholders of a company and ideally it is also relevant to society. There is great potential here to make the difference for companies.

Companies model cities

The number of businesses that can be run on Taylor's principles is rapidly decreasing. The times in which a few, mostly white, middle-aged men have an all-encompassing claim to leadership are coming to an end. The knowledge of markets, technologies, processes, procurement structures, and many other factors that we need to develop and run companies successfully have become too complex to leave them in the hand and minds of a selected few. In the future, responsibility in companies will be handed over much earlier and more comprehensively. Julia Jäkel, CEO of the German publishing group Gruner & Jahr, sees the current generation of young professionals in a privileged position. For the first time in the company's history, new employees would know more about what will be relevant in the future than those who are already with the company.

The organization of cities could be a model for companies. "One interesting statistic is that whenever the size of a city doubles, innovation or productivity per resident increases 15 percent. But in companies you get the opposite effect. As companies get bigger, they usually get more bureaucratic and less innovative per employee," says Tony Hsieh, the former CEO of Zappos. Why is that? Cities have rules. Within these rules, they do not dictate to their residents or the companies located there how they shape their lives or go about their business. Decisions are made on a decentralized basis and collaboration is based on shared values and rules. The residents decide for themselves whether to buy an apartment or a house, or whether to rent. They decide

how to get to work, whether they buy a car or use local transportation or a bike, and they make investment decisions. Then those same people come to their company and have to coordinate a cost estimate of 100 euros with two hierarchical levels. That can't be right and that can't be efficient.

During the current COVID-19 crisis, we witnessed how some countries reacted faster and better than others. Very often these countries had women at the head of their governments. Studies have shown for years that mixed management teams (this applies to gender and cultural background) achieve better results. Companies that understand and implement this will be among the winners and yes, the issue of "equal pay" must also be resolved.

We will work in self-managed networks. Collaboration will be built on trust and empowerment. Leadership will be distributed, not making everyone equal, but making everyone fully powerful. Leadership will no longer only depend on experience, age, and function, but will be assigned depending on the situation and subject. The assumption that successful companies in the future will be managed from the outside in and no longer from the top to bottom is becoming more and more popular. "It's about accepting that I almost only employ people who are better than me at everything they do." This is how Karsten Kühn, Member of the Executive Board of Hornbach sums it up.

Machine learning and artificial intelligence will change the way we work more than the industrial revolution.

Digital improves results

A little more than 20 years ago, the renowned *New York Times* predicted that it could be 100 years before a computer could beat the best players in the Asian board game “Go”. Much earlier than expected, the time had come on March 9, 2016. On this day, the algorithm “AlphaGo” competed against the South Korean professional Lee Sedol, who is currently one of the best players in the world. AlphaGo won and as a result the algorithm was continuously improved. Experts had to rewrite the textbooks and it amazed all experts above all that the AlphaGo apparently acted like a human and deceived its opponents and deliberately used feint, an approach that seemed reserved for humans.

The first applications that are already in use are in the areas of image and speech recognition. The machine-learning algorithm from Google, which is responsible for speech recognition and the Google translator, has developed its own language without an ‘official mandate’, which helps to translate faster and more precisely between the 150 languages offered by Google. There are already algorithms that analyze complicated contract texts better than top lawyers and those who work faster and more precisely than doctors in the early detection of cancer. With this in mind, it will be our job to make sure that machines don’t replace us, but rather enable us to do our jobs better.

We will work less in the future, with the outcome, not the working hours, being the new currency.

Predictions that digital and technologies such as machine learning, artificial intelligence and robotics will mean that we will work less on average have been around for the last century. Initial experiments, such as those carried out by Yahoo in Japan, sound promising. The switch to a four-day week has succeeded in increasing productivity there by up to 40% in individual departments. Sweden also proved this to be true by switching to six-hour working days e. g. at Toyota Göteborg, achieving the same productivity with two hours’ less working time. They also increased sales and had more satisfied employees. There are also experiments that have led to poorer results, but it is likely that we will see further positive examples here in the future as the dynamic development in the field of technologies continues.

The importance of good communication skills will continue to grow.

Going forward, more than ever, we will see companies that will focus on the results that their people achieve. Time is no longer the measure of work. Or in short: Output and outcome rules over input. What we saw during the COVID-19 pandemic proves that employees are able to achieve results independently or in groups, regardless of time and place. The office will no longer be the place where leaders and managers check whether the employees are actually working. This also changes the demands on leaders and managers, as they are becoming coaches, supporters, and facilitators even more than before.

Mastering communication

The Bermuda triangle, which often consists of meetings that are clearly too long, overcrowded email inboxes, and too extensive PowerPoint presentations, will have to dissolve. The age of email is coming to an end. Instant messengers are on the rise. The number of communication channels is constantly increasing. This means that we need to focus more strongly than ever on good communication skills, or promote and convey them in our companies. This includes active listening, condensing, arguing, presenting, and the skillful use of the available media.

The ability to package one's own points and projects into good stories becomes another communicative tool that we have to learn. Amazon, one of the most successful companies in the world, banned the PowerPoint presentation many years ago. The so-called six-pager replaced it. In preparation for meetings, no presentations are created. Instead of this, a memo is written that describes a planned project or a desired decision in the

form of a story of up to six pages. All meeting participants have to read it at the beginning of meetings. This topic was, and still is, so important for founder and CEO Jeff Bezos that he informed Amazon shareholders about it in 2018.

The COVID-19 crisis has shown how important it is in the new world of work to be able to communicate clearly and authentically. Managers who have not shied away from showing that they are completely normal people have a clear advantage, and that will not change even after the pandemic has ended.

We still need rules, but we need new and better ones.

We choose the future of work

An integral part of the original Taylor principle was that workers were told exactly how to do their jobs. Violations of the rules were punished and strict compliance with the rules was rewarded. The complexity of today's tasks and the lack of clarity about what the future will bring us prohibit us from such strict rules in most markets and industries. Of course, we need rules and even leadership approaches that do without formal leaders, for example sociocracy and the commercial variant Holacracy, rely on rules.

A wonderful illustration of how the organization of companies is currently changing is to compare the traffic light with the roundabout. Aaron Dignan, the author of "Brave New Work" draws a parallel to this and the way we organize ourselves in companies. While the traffic light works with clear prohibitions, the roundabout relies on the personal

responsibility of the road users. Studies show that the number of accidents and level of energy consumption decrease significantly when road junctions are converted to roundabouts, but roundabouts are still in the minority.

Organizations have changed dramatically during the COVID-19 pandemic but perhaps we should ask ourselves: Have they changed enough? The way forward places the purpose of people at the center of work. It is the responsibility of organizations to enable people to find purpose through encouraging flexibility while unlearning notions of hierarchy. And finally, the Taylor principle, which once stood as the philosophical cornerstone of work, is now history, and will be replaced by digital technologies that reformat the rules of tomorrow's work.



**“Let’s pay workers for results,
not for 40-hour weeks.”**

— **Michael Trautmann**, Founder and Chairman of upsolut Sports
Topic Guru “Work”

LEAD

There is a dire need for new leaders who grasp the unknown, are curious about potential, and not afraid of the opportunities of the #preferredfuture. The new leadership is not necessarily a completely new style but a unique combination of already existing qualities. Future leaders will be more instinctive, more purposeful, less dominant, and more intrinsically motivated to guide us. Gone are the current expectations of authority, institutions of power, or organizational hierarchies. It seems like the way we work today is going to change forever, and therefore empowered people need to spearhead the (r)evolution.



**What if...followership would
be the new leadership?**

NEW LEADERS

Purpose driven

Employees want to follow leaders who authentically care about the organizational vision and mission and help shape and implement it in the world. This idealistic view of contribution for a “greater good” is linked to having a purpose defined, clearly articulated by company values, and present through all decision-making. Theories of the purpose-driven organization often take a systemic view of an organization. This holistic view focuses on processes and the flow of things in alignment with the purpose. This expectation is also true for the respective leader, who must fit into this picture. Being a purposeful leader means having strong views on the ‘why’ of the company and linking that to personal values making the ‘how’ and the ‘what’ just a logical consequence. Leading by purpose provides the ability to take long-term views and perspectives that are not driven by a quarterly design or incentive. If the organizational and personal purposes are in sync, related, or even complementary to one another the individual can act authentically, inspire others, and act unbossed. Some argue that this is the only way the next generation of leaders will be accepted in our #preferredfuture. We believe that defining, shaping, and working in a purpose driven organization, surrounded by this style of leaders, will define where top talents will be attracted to in the #preferredfuture. So, we see a competitive advantage for companies who invest and dig deep into their purpose and make this an essential trait for their leaders.

Serving

Serving the team and servant leadership have been researched in past years and found to be more of a lifestyle than a leadership style. In our co-creation study our teams had the impression that serving the team and contributing to the development and potential of others is a better contribution from a leader than simply focusing on organizational objectives. While our study is describing a future that is preferred, this would also be an ideal scenario for the employees of today. Leaders that drive company goals rather than enabling and pushing people to develop their potential might be at risk of losing their followers.

The servant leader would naturally support today’s ideas for the future if they represent the desire and ability of the employees to project forward and to become creative and devoted to new, innovative ideas. The consensus amongst our teams was that a leadership style is needed that enables this kind of creativity and team power. This is probably one of the most challenging concepts of our time – now that complexity in every organizational and work dimension is increasing and that decision-making is becoming very technology driven and fast, trusting in the collective is difficult, yet needed. We believe that servant leaders will put people and positive ways of working first.

A concrete request to leaders: Don’t imitate what other ‘new work pioneers’ are doing or promoting. Read, expand your options, and experiment instead. Then choose deliberately what works for your organization and what supports your mission. The Spotify model is for Spotify, not for you (and even they have abandoned it). Being different, unique, and proud is attractive to employees and customers alike. That kind of thinking is supported by servant leaders if it comes from within the team. The servant leader will understand and serve the purpose of going on different paths as a #preferredfuture.

Inclusive leadership enables best results

The workforce is aging (megatrend), diversity is being pushed and study-after-study shows that what may look like feel-good policies often drive hard bottom-line results. So, let's do good for society AND for business while embracing diversity across all its dimensions, then reflect this in leadership structure and everywhere else. Wherever there is a stage, a photo opportunity, an article – don't be that company where an all-white middle-aged male group is depicted. This is not a reflection of your organization or of society and what is more, the well-deserved mockery that this will bring you on social media will actively disengage the talent you so urgently need. If none of this is new to you then you must be asking why it has not been implemented.

Inclusive leadership requires seeing and treating each employee individually. This was true up to now anyway, but as companies become much more heterogeneous it is even more

important. So as a leader, having a one-on-one with each direct report in your team regularly and really 'getting' them is key. This one-on-one format enables not just going over the status of something or talking through some report draft. You will also pick up on other cues that would never surface in a team meeting. Sick family members, upcoming religious holidays (other than your own), the purchase of a new house, a partner's job change, a baby on the way. There is so much going on in each our lives and understanding some of the backdrop helps to shape work and create a setting in which employees can optimally perform. Inclusiveness goes beyond the empathetic leader, it requires a big heart and a strong mind to stand against prejudice, to lead value based, to hire and retain special talents, and to practice what you preach in terms of ways of working. Consider this when choosing your own diverse leadership team, supporting different career tracks, and being a real-life role model and not a marketing vehicle for someone else's LinkedIn campaign.

**Let's do good for society AND
for business while embracing
diversity across all its dimensions.**

EVOLVING TEAMS

In the book and theory of *re-inventing organizations* from Frederic Laloux, the most developed, modern form of an organization is called “teal”. This is based on self-organized teams who evolve with the people who join the team. Their organizations have an impact and leave a trail. The book very much reflects an agile mindset and systemic approach to organizational development which we can well relate to in our preferred future scenarios. They don’t just join to “live in an organizational box” and fulfil a task or reach a KPI, they come in and also have an opportunity to shape the ways of working, the products, and the style of leadership that is required. Evolving teams are a natural consequence of the purpose-driven organization. So, we believe that teams will and should be changing in an evolutionary manner in the #preferredfuture ‘risk’. But this is only a risk in the sense that it maintains a static system in organizations who are targeting economic success and owner profits. In essence, teams that pursue evolutionary change drive entrepreneurship and lead to more business accountability but only if respective teams are “ready” to take it on.

Leaders need followers

More and more, people will choose freely what projects to support and whom to work for. So, the objective of “what” we are trying to achieve and the leader creating the right environment for success to happen need to come together. Leaders are only as successful as the organization or team they are leading, otherwise people will choose to engage elsewhere. As for the “war for talent” it is over. Leadership needs to be “loved by talent”. But how do you do that?

We have strong reason to believe that the relative importance of these criteria is dramatically shifting towards the later points. While salary or career opportunity remain important, they are less so compared to personal sense of mission and company footprint. That is why leaders should involve their teams in decision-making even more. This means delegating as much decision making as possible whilst staying aware of central decision-making needs of the group and fulfilling them as a leader.

TALENT OPTIMIZES ACROSS A SET OF CRITERIA, AMONG THEM:

- 1. Salary gained versus efforts expected**
- 2. Future career and learning opportunities**
- 3. People I interact with day-to-day**
- 4. External recognition and social standing**
- 5. Individual role and responsibility including personal sense of mission and accomplishment**
- 6. Companies' mission, social and environmental footprint**

Leading at all levels

Leadership is not an activity reserved for the most senior people in an organization, it must be done at all levels, all the time. A measure of how well leadership is established can be found in observing excellence in the leader's absence. When decision-making in the face of uncertainty and handling unforeseen challenges is required, a team should rise above because fluid leadership "occurs" situationally. You become unstoppable when different people step forward and contribute.

After all, assertiveness is a measure of how quickly and decisively someone can go from analyzing a problem to voicing a strong opinion on how to solve it and what to do next. For a sound opinion to form, we must connect observations, data, and other facts. But for unknown or uncertain elements we need to take 'educated guesses', make assumptions and be creative designers. This may require experience and that is one reason why senior people more often step into this role. The other part is our culturally ingrained behaviors. Of course, out of respect we wait for a senior leader's opinion and maybe even fear 'being wrong'. In this situation, wrong can be associated with having a different opinion than the boss.

In the future we expect difficult decisions to be made less and less based on observed patterns of the past, so experience becomes less valuable. We also expect employees who are dedicated and intrinsically motivated to fill their role and complete the mission to be much more likely to speak up and contribute toward the goal. Thus leaders need to create the environment for assertiveness to be exhibited by anyone, anywhere, regardless of formal

rank. What matters is being able to communicate and persuade the group about the merit of your assertion. The questions that will need answers are:

- Why have you come to this conclusion?
- What facts did you consider and how did you interpret them?
- Which assumptions are you making?
- What are the risks and consequences that follow your recommendation?
- What alternatives have you identified but not chosen?

This is very complex, higher-order reasoning and communication. Leaders need strong communicators, strong collaborators that can not only have strong opinions but also have learned how to listen to others and re-calibrate their thinking based on exchange with others. In other words, people who don't let their ego get in the way. Leaders also need to examine company culture and what needs to happen for people to step up and speak up. They take small steps towards changing the DNA and to become "assertive at all levels". And really test for communication and listening skills when hiring, not just list it on a job posting. When people across all parts of an organization identify with their role and give it their best every day, you are in a great place. When those efforts are effectively channeled towards a clear, common goal, you will achieve things thought impossible.

Reward systems need to be completely rethought

We believe leaders should create an ownership mentality and simpler holistic reward schemes. This would include more transparent and more effective incentivizing for desired behaviors and outcomes compared to what you would find today in most companies.

As a general rule, the evaluation of performance should be done top-down, bottom-up, and laterally. Not just the boss evaluating the employee but also employees rating their bosses and colleagues rating each other. Career advancement should be strongly tied to past individual performance and, to a lesser extent, an assessment of future potential. Pay and raises should be linked to individual performance in the current role at the current level of responsibility and complexity. Bonuses should be paid for achieving team targets, and the volume of bonus available to the team should be split by the team itself. They can decide to divide it evenly or they can decide to reward individual team members more than others based on greater contribution that is valued and acknowledged by everybody in the team.

What if we had a system that made less use of bonuses and individual performance-based pay? One that created transparency and understanding about the business performance and ability to pay bonuses. That system could recognize more team- or group-based outcomes than individual contribution while tying rewards to the firm's progress on overall long-term objectives and mission. It also could, where possible, install or extend employee equity programs to below executive levels.

CONNECTING TECHNOLOGY

Hybrid teams and technology

Leading teams remotely, in a distributed way is a challenge we need to rise to. Mixtures of internal employees, external partners and freelance experts can be a lot to handle. Add to this that the workforce is becoming more heterogeneous and leadership needs to become more individual. Working in changing configurations will be the new normal in the #preferredfuture. Teams will be composed of more diversity than today and work situations will have more variables than what is presently common. Therefore, degrees of complexity arise, and leaders need to acquire new and additional skills to be flexible and adaptable to these situations.

To collaborate effectively we need a common team culture and rituals: tools that support collaboration seamlessly, across organizational boundaries. They are the currency of future team exchanges regardless of location of work. For leaders, collaboration tools need to provide them with an opportunity to organize work packages, communicate, share content, engage with employees, and also be present as a leading voice in the team. The ability to use these tools for a specific type of work that is given over a period of time requires leaders to be technically able to operate them as well as to understand how to apply their functionality to enable presence. For example, if remote work is given for an extensive period of time, then the voice and video presence of the leaders becomes extremely important for guiding the team remotely. If, for example, a work period requires a hybrid workshop scenario of on- and offsite workers, then new facilitation skills arise that need to be mastered in the physical and virtual world simultaneously. These phenomena also change the profile of a leader in the context of social media. A leader of the #preferredfuture needs to be visible outside of the team and company otherwise their influence is very limited in a world where people can work anywhere, anytime and for anyone. Leaders are magnets that need to attract talent, keep it connected to a company, project, or task. And they have the responsibility of making people and achievements visible.

Connectedness

Technology no longer simply supports business; it is becoming the core fabric of future business. Just like Tesla is not only a car company, you should reconsider the role of technology for your business. Space and technology need to come together to enable new working scenes – connected furniture to remote work technology. Having used screens, innovation platforms, the rise of technology for new work has become very clear during COVID crisis and we believe – is here to stay. There is one thing we foresee to be extremely important in the future – the interoperability of collaboration tools. Currently, there are walls between Slack, Zoom, Team, Skype, WhatsApp – this has to go away in the future to enable connectivity throughout collaboration tools but maintaining a data security and compliance level is also required. This is technically still a nut to crack but one that is vitally needed to collaborate in a wider ecosystem.

Technology is a key step to keeping connected through space and to be an enabler for leadership, therefore it becomes a certain competitive advantage for a company to be well equipped with the right tools. It will provide them with faster and better access to the right employees with the best skills, connect them with effectively and make sure their productivity is maximized whilst maintaining a high level of positive work experience. Being connected is the new glue, and technology is fueling it. The future leader is a connection master, a technology surfer, a hybrid orchestrator, and a tech futurizer. The preferred future leader can do all of that and also maintain local involvement, community connection, and voluntary engagement – the connectedness to the world which plays a key role on all life levels.



“Replace hierarchies with trust as the driver for organizational structures.”

— **Shirley Sheffer**, Managing Director Talent & Organization/
Human Potential at Accenture
Topic Guru “Lead”

SPACE

The future of office space will be different. Spatially and organizationally it will be shaped by purpose and context. Tomorrow's spaces will go beyond a typical menu of guidelines. They will open completely unexpected freedoms for architecture and provide possibilities to inspire and to connect with ourselves, our work, and our ecosystem.



**What if...the campus or HQ
become flexible, multipurpose
urban community structures?**

INSPIRED BY CITIES

Co-creation

Since co-creation experiences have become an important basis for value creation, how can we create appealing workspaces that encourage dynamic routines and co-creation for emerging company-customer communities?

High-quality interactions that enable individuals to co-create unique experiences with the company are key to unlocking new sources of competitive advantage. Consequently, identifying with whom to develop new technologies and products becomes a challenge for the company.

The objective is to establish an understanding of how the physical space of workspace architecture can support customer connections, develop customer insights and complete co-creation. These working environments reflect and encourage dialogue, access, risk benefits, and transparency. The market becomes the forum for co-creation experiences.

Architectural design considerations

Establishing company spaces as natural extensions of the city generates adjacencies and proximities between customers and company members in the context of creative processes. Providing a physical locality – attractive and open to anybody interested in the company – invites new customers and builds trust to engage with similar interested minds. This nearness to clients provides the foundation to build a common narrative and pursue common objectives.

Connectivity

Architecture that aspires spatial characteristics of connectivity translates social conditions to physical forms, which can stimulate more intimate human interactions and relations. Spatial continuity and transparency establish visual as well as physical relations within the company and its customers. Technologies, products, and processes that increase the possibility of chance encounters and casual interaction allow people to hold brief impromptu conversations and thereby informally exchange ideas.

Animated spaces

Providing a choice of infrastructure such as animated spaces can seamlessly merge digital and analogue environments. Creating an 'internal' space to explore unfamiliar practices can generate innovative digital experiences, atmospheric images, movies, specific lighting or sound.

Kit of parts

Kit-of-parts architecture includes the study and application of building techniques, where components are pre-fabricated. The architect defines a parts library or shape grammar and organizes these into assemblies of easy-to-manufacture components, sized for convenient handling. This development goes hand in hand with advanced manufacturing, automation, and computer technologies. Kit-of-parts architecture provides flexibility in assembly and efficiency in manufacturing. The number of possible shapes and appearances is limitless.

Ability to adapt

In the digital information economy, work routines change rapidly and continuously. To achieve best results in efficient and effective ways, teams perpetually need to stay in flux and adapt to different routines. Beyond movable partitions and repositionable furniture, how can the working environment accommodate and encourage continual change in different spatial scales and periods?

In the working context, the ability to adapt means the capability to adjust to change not only by meeting altered requirements but also by allowing for various spatial and functional configurations and updating technologies without requiring significant disruption of buildings, ongoing activities, and the overall working environment (Kronenburg 2007).

Buildings adapt best when they are relentlessly refined and reshaped by their inhabitants. More than any other human artefact, buildings can improve and work with time rather than against it. Consequently, architects need to mature from being artists of space to becoming artists of time (Brand 1995).

A workspace is a dynamic network for multiple activities. Transforming from one representation to another, workspaces that incorporate the ability to accommodate include changing routines of knowledge creation and shifting spatial requirements, thereby enhancing communication and creating effective work processes. Francis Duffy (1990) states that performance measurements are desirable, not for their own sake, but for their power to bring about change.



We need to understand how workspace architecture can support connections and unique experiences of individuals or teams with the company, as a new source of competitive advantage.

ARCHITECTURAL DESIGN CONSIDERATIONS

Six levels of adaptation

According to Lelieveld et al. (2007), workspaces should include six levels of adaptation to meet different levels of complexity. They should be able to grow and shrink, distribute and concentrate, systematically and randomly allow for different movement and activity patterns, and respond to an infinite amount of possible occupancies from short- to long-term changes.



Flexible

Adaptability needs the direct control of the user, which means that the building elements do not have the ability to change themselves.



Interactive

The building component is able to have a two-way conversation with the users and/or its environment.



Active

An active building component will give a set reaction to a specific change.



Intelligent

The building can make its own conclusions for certain situations.



Dynamic

Dynamic architecture has the ability to give different outputs on a certain input.



Smart

Smart architectural components have the ability of self-initiative. The system is self-learning and would be able to design itself.

Permanent beta

Imagine a pre-release of your new workspace – a beta environment. A number of employees explore the transient space for one last round of feedback, and that last round never ends. Work is happening on a beta stage. If there is never a final version of your workspace and all tools are beta-ware, how can the concept of permanent beta improve creativity and effectiveness of the employee?

Working in dynamic groups and forms has become an essential part of any knowledge economy-related company. With the amplified influence of ever-evolving technologies on working routines and the architectural design of working environments, we have become used to continuous improvements within increasingly shorter time cycles, and never-ending life cycles of beta versions.

Co-working environments like WeWork, Beta-House, Collective Works, St. Oberholz, Design Offices and others already use the beta concept widely. Here, workers are creative per se. They form a distributed quality control network, evaluating the current state of their workspace in an unending process. Since employees are aware that they work in a beta environment which is in progress, the friction against change is lower and getting people to change is easier. It is recognized as a place not yet completed and therefore always subject to change.

The potency of the beta work environment lies in its simplicity to lower the friction level, to convince someone not only to change their behavior but also to adjust the immediate environment accordingly. As a result, the concept of permanent beta supports and represents a more instant and agile approach to development, staging, and organization of work.

Perpetual improvements

In a beta environment workers give feedback, allowing the employee to always wield influence over the ‘not-quite-finished’ workspace. The idea is to have a quality control in place which responds to issues of layout, furniture, tools and more. Employees actively report issues with the beta environment to the workspace curator.

Lightweight interfaces: The beta environment can be compared to a very ‘lightweight user interface’. Conventional workspaces suffer the more people use them, but the design of a beta environment becomes richer the more people use it. In this set of circumstances, the company trusts the employee as a co-designer.

Collective intelligence: By utilizing the collective intelligence of the worker, similar to a field test, the work environment improves rapidly and continuously. Instead of providing a single solution, the architect’s role is to complement the design process – service above the ready-made product.

Planet-centric

Planet-centric design architecture uses a conscious approach to energy and ecological conservation in the design of the built environment. It seeks to minimize the negative environmental impact of buildings through efficiency and moderation in the use of materials, energy, development space, and the natural ecosystem at large. How do we produce and maintain buildings whose content and outputs not only integrate benignly with the natural environment, but whose built form and operating systems take into account local ecologies and global biospheric processes?

As global energy consumption and urban pollution rise, driven by improved access to energy in developing

countries, greater ownership and use of energy-consuming devices, and rapid growth in global buildings’ floor area (at nearly 3% per year), humanity is facing major socio-economic and ecological challenges. Today, buildings and the building construction sector combined are already responsible for 36% of global energy consumption and nearly 40% of total CO₂ emissions (International Energy Agency, 2017). By 2050, when the world’s population is predicted to peak at nine billion, it is expected that 75 % of all humans will live in cities. Eighty percent of urban infrastructure that will exist then has not been built yet (Burdett, 2018). In the face of progressively severe urban transformations, scientists, economists, businessmen, civil servants, and designers around the world, as individuals or in organizations, share and address their common concerns regarding the future livability in our cities. With a vast variety of planet-centric design projects and investigations, they push boundaries of resource-efficient building materials and synergetic building components.

Planet-centric architecture strives to ensure that our actions and decisions today do not inhibit the opportunities of future generations. It addresses the technological possibilities for energy savings and resource-sensitive solutions related to buildings. Planet-centric architecture includes structures and systems that are built with materials that have low ecological consequences. At the end of their useful lives, such materials can be reintegrated seamlessly back into the natural environment.

Raising awareness of the global challenges facing humanity will inspire innovative approaches towards increasingly planet-centric architecture and workspace designs and decrease the knowledge economy’s impact on the built environment.

PLANET-CENTRIC ARCHITECTS AND DESIGNERS



Pioneer

Helping all actors become pioneers in their respective fields by building and designing the workspaces of the future. These will not only be constructed in a completely eco-friendly way, but also visually appealing. Eco does not equate to boring: it is actually stylish and totally 'en vogue' instead.



Reduce energy consumption

They promote strategies that play an essential role in curbing carbon emissions, reducing – or replacing – fossil fuel usage, and integrating alternative, renewable energy resources such as wind, water, earth, sun, and vegetation into a building's operating system at a reasonable cost. Some examples can be found in building-integrated solar systems, wind-power generation, rain-water harvesting, and the use of geothermal energy.



Propose technology solutions

Their tools are scientific analysis, communication, and advocacy. These include sourcing local materials, surveying site vegetation, and even integrating greenery in high-rise developments to encourage biodiversity in concrete-dominated, dense urban environments. A few examples of this are green facades and walls, sky-gardens, reflecting pools, waterfalls, or planter terraces.

Buildings and the building construction sector combined are already responsible for 36% of global energy consumption and nearly

40%
of total CO₂ emissions.

Biophilic design

Biophilic design is about humanity's place in nature and the natural world's place in human society: mutuality, respect, and enriching relationships can and should exist at all levels and should emerge as the norm rather than the exception. This view offers a paradigm shift in how we design and build our buildings and our communities, one that recognizes that the positive experience of natural systems and processes in our buildings and constructed landscapes is critical to human health, performance, and well-being (Kellert, 2008). How can one design buildings that connect people and nature, and where dwellers and visitors can become socially engaged and experience opportune inspiration and health-prolonging recreation?

Workplace environments impact how we feel, perform, and interact with others. That is why focusing on spaces that support the well-being, creativity, and productivity of employees has become a global imperative. People's connection to nature – biophilia – is an emerging field that can help organizations meet that challenge. Within work environments, bringing in elements that allow connection to nature via interior design (e.g. using natural elements, colors, and patterns that resemble those in nature, indoor plants, and views of greenery) can help us mentally recover and provide respite from our day-to-day activities, enabling us to maintain our well-being.

The recent trend in green architecture has decreased the environmental impact of the built environment, but it has accomplished little in the way of reconnecting us to the natural world, the missing piece in the puzzle of sustainable development. Kellert proposes a new architectural model of sustainability and examines the fundamental interconnectedness of people and nature and how the loss of this connection results in diminished quality of life.

Biophilia is a concept which Edward O. Wilson first popularized in 1984. It describes the innate relationship between humans and nature, and the basic human need to be continuously connected to a natural environ-

ment. As a response, biophilic design works to enhance the individual's connection to nature in the environment in which he or she lives and works every day.

Biophilic design is an innovative way to design the places where we live, work, and learn. At any scale – from that of the building to that of the city – biophilic design begins with a few simple questions: How does the built environment affect the natural environment? How will nature affect human experience and aspiration? Most of all, how can we achieve sustained and reciprocal benefits between the two?

Biophilic design points the way towards creating healthy and productive habitats for modern humans. In the search for the architecture of life, we aim to design buildings that connect people and nature – hospitals where patients heal faster, schools where children's test scores are higher, offices where workers are more productive, and communities where people know more of their neighbors and families thrive.

Architects and designers can use simple methods to address our innate need for contact with nature. Through the use of natural lighting, ventilation, and materials, as well as more unexpected methodologies (the use of metaphor, perspective, enticement, and symbolism), architects can greatly enhance our daily lives.

These design techniques foster intellectual development, relaxation, and physical and emotional well-being. Thinking of our fractured relationship with nature as a design problem rather than an unavoidable aspect of modern life suggests many practical and creative solutions for cultivating a more rewarding experience of nature in our built environment.

For organizations with the ambition to lead in their markets and compete for the most valuable employees, biophilic workplace design can create a remarkable opportunity to improve employee well-being and productivity, and strengthen the overall competitive advantage.

Spatial experience

A building is so much more than just a building; it's a rich and varied spatial experience made up of sequences that are carefully sculpted to complement and contrast with one another (Mercadante, 2010). In this sense, architecture represents spatial experience and communication. Today, this quality can be reached through physical, virtual, or mixed realities. How does architecture and its spatial experience provide a sense of place where employees can work creatively at their best all day long?

There are two fundamental aspects of our experience of architecture. The first is the building as an object. From this perspective, we view the building as a sculptural object in the landscape and appreciate it much in the same way we admire other sculptures.

The second aspect is more experiential and is best understood as the building being an assemblage of spaces. The emphasis is on our direct experience of the building through time. As we move from space to space, our perception of the space we are entering is colored by our experience of the one that we are leaving. All aspects that give form and definition to a space are involved here: the shape and proportion of the space itself, the relative solidity or transparency of its walls, the floor and ceiling, and the colors and materials used to define and articulate these surfaces. This is true not only of the building itself but also of the spaces we create in the landscape to accommodate the building.

Hence, spatial experience is dynamic and relies not necessarily on its physical structure but on what is

between – the architectural space. The experience of the built environment is primarily the experience of spatial boundaries and connections. The narrative and sequencing of spaces, the way they are connected, and their physical frames can be described as the lyrics of movement.

Since architecture represents and embodies spatial experience, the architect's overarching goal is to create a certain quality of space. Instead of focusing too much on the physical elements, it is more important to concentrate on the interior organization. Regarding the working environment, the following objectives seem to be the most relevant to the concept of spatial experience, providing a sense of place where the architecture...

“Since employees are aware that they work in a beta environment which is in progress, the friction against change is lower and getting people to change is easier.”

— **Raphael Gielgen**, Trendscout Future of Work at Vitra
Topic Guru “Space”

SPATIAL EXPERIENCE ARCHITECTURE PROVIDES:

Intuition

Creates spaces where orientation and navigation are intuitive and do not require complicated signage.

Empathy

Emphasizes the connection to people and nature.

Play

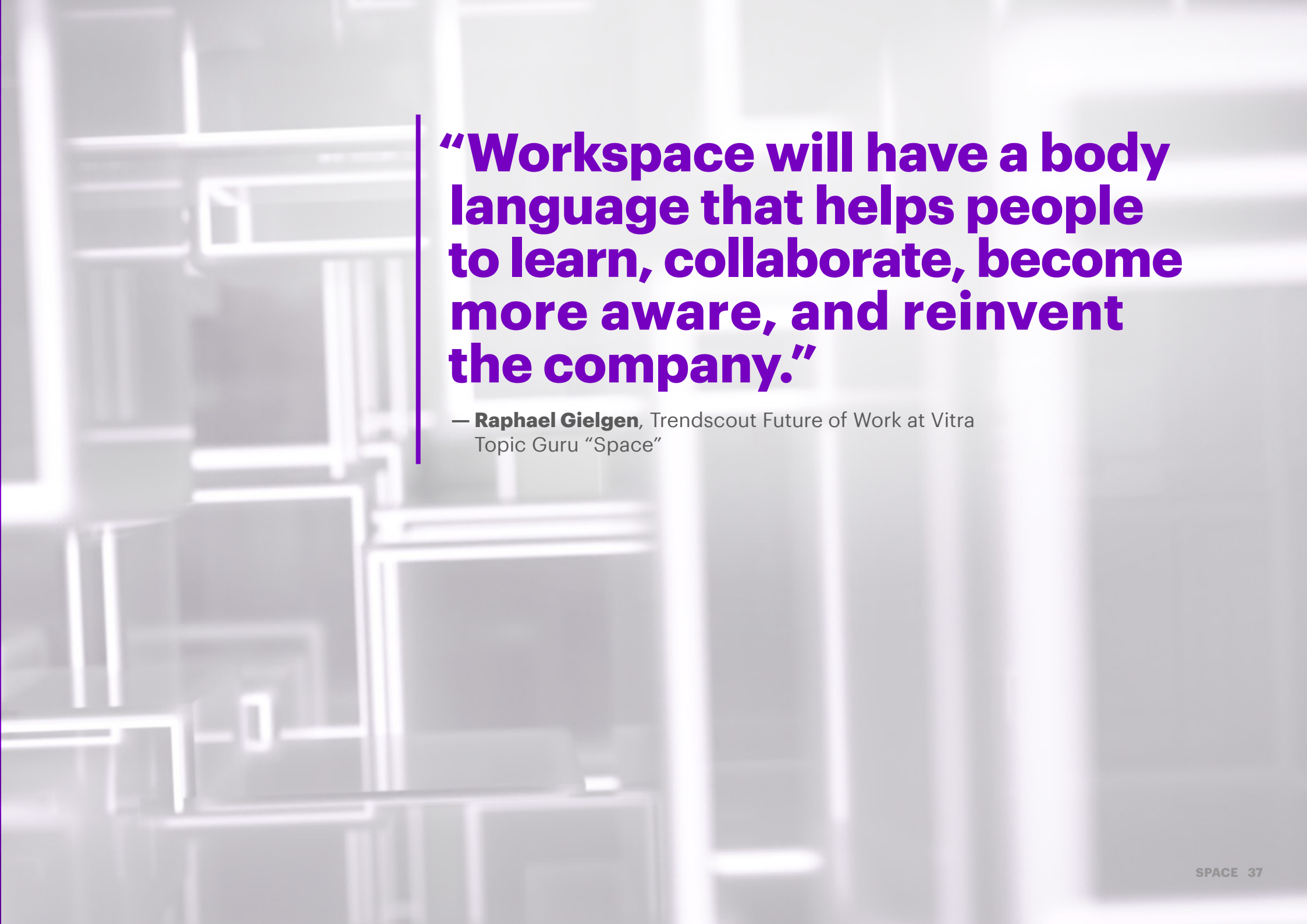
Play time: enjoying a few good laughs with close friends, watching *The Daily Show* or attending a comedy night in town, reading *The Onion* or playing with a child.

Support

Supports downtime: anything non-goal-focused. Time for: journaling, reflecting on deep thoughts with a loved one, meditating, or anything else that enables deep thinking.

Recreation

Allows for recreation time. Your brain benefits tremendously from physical activity, particularly aerobic activity. It's not just rest. It's an active process of reorganizing your brain, strengthening and reorganizing connections.



“Workspace will have a body language that helps people to learn, collaborate, become more aware, and reinvent the company.”

— **Raphael Gielgen**, Trendscout Future of Work at Vitra
Topic Guru “Space”

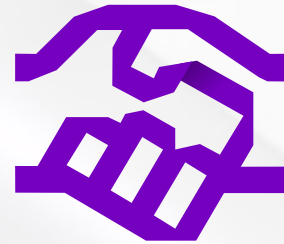
THE SCENARIOS



FUTURE SPACE OF POSSIBILITIES

Digital companions, work-from-home kits, and the Synergy Campus

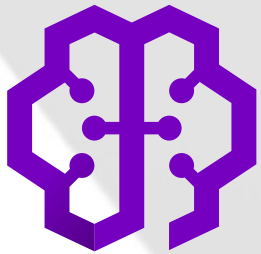
Imagine an AI digital companion nudges you awake. It quickly runs down your schedule for today as your favorite song plays. After eating breakfast, your workday begins. But it doesn't start at home or even in the office. It starts when you put on your work-from-home kit. Your glasses immerse you into a virtual/augmented reality, allowing access to a boundaryless digital twin space from anywhere. Your AI assistant checks back in after analyzing the skillset of the company talent pool. And an appointment reminder pops up for your kick-off meeting later today at the Synergy Campus, the office space of tomorrow where the physical world finally meets the Cloud. Your workday ends on campus where features like spatial diversity, connectivity, collaboration spaces, and even a bar ensure your new team will make this next project successful.



ONBOARD, EMPOWER, ENGAGE

Companies apply to talents: The tables have turned

What if flexibility not only described the office of tomorrow but the talent pool of the future as well? Not too far from today, people could work from their favorite city and accept offers from multiple companies that approach them. Algorithms will make suggestions and ensure there is a perfect match for the best talents. Businesses have focused on internal branding, and for those that stay at the cutting edge of innovation, they target employee engagement and empowerment. Work from any location, contracts become purpose manifestos, and people co-design their rewards. Onboarding and engagement goes digital to keep workers connected in the seamless employee experience of tomorrow.



GROW E³

Your electric, emotional, and exponential coach

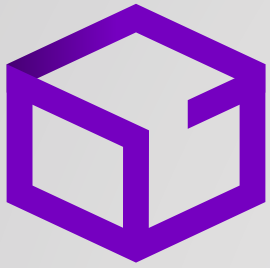
The eCoach runs an analysis of your skillset, past and current successes and failures, as well as the market and provides upskilling opportunities before the next economic downturn hits. A peer-to-peer coaching session pops up on your calendar with someone in the same field across the globe. They turned a similar challenge into an opportunity and will share with you strategies on how to do the same. Welcome to the future of eCoaching, emotional support algorithms that combine habits and environmental situations included.



PROJECT MANAGEMENT AT 1,800 METERS

Put on your augmented reality glasses

How will an idea to link greenhouses to smart fridges and other smart appliances become a reality in 2030? Project work will flow differently than today. Teams will use virtual/augmented reality to ideate from anywhere and AI will push those ideas beyond what is considered possible today. The project flow of tomorrow is more iterative and steering is human and AI augmented. Leaders push their teams for purpose and sustainability of solutions as well as new ways of working. And as a result Greenhouse Connect is born. A social impact concept bridging the familiar greenhouses with modern connected appliances like smart fridges.

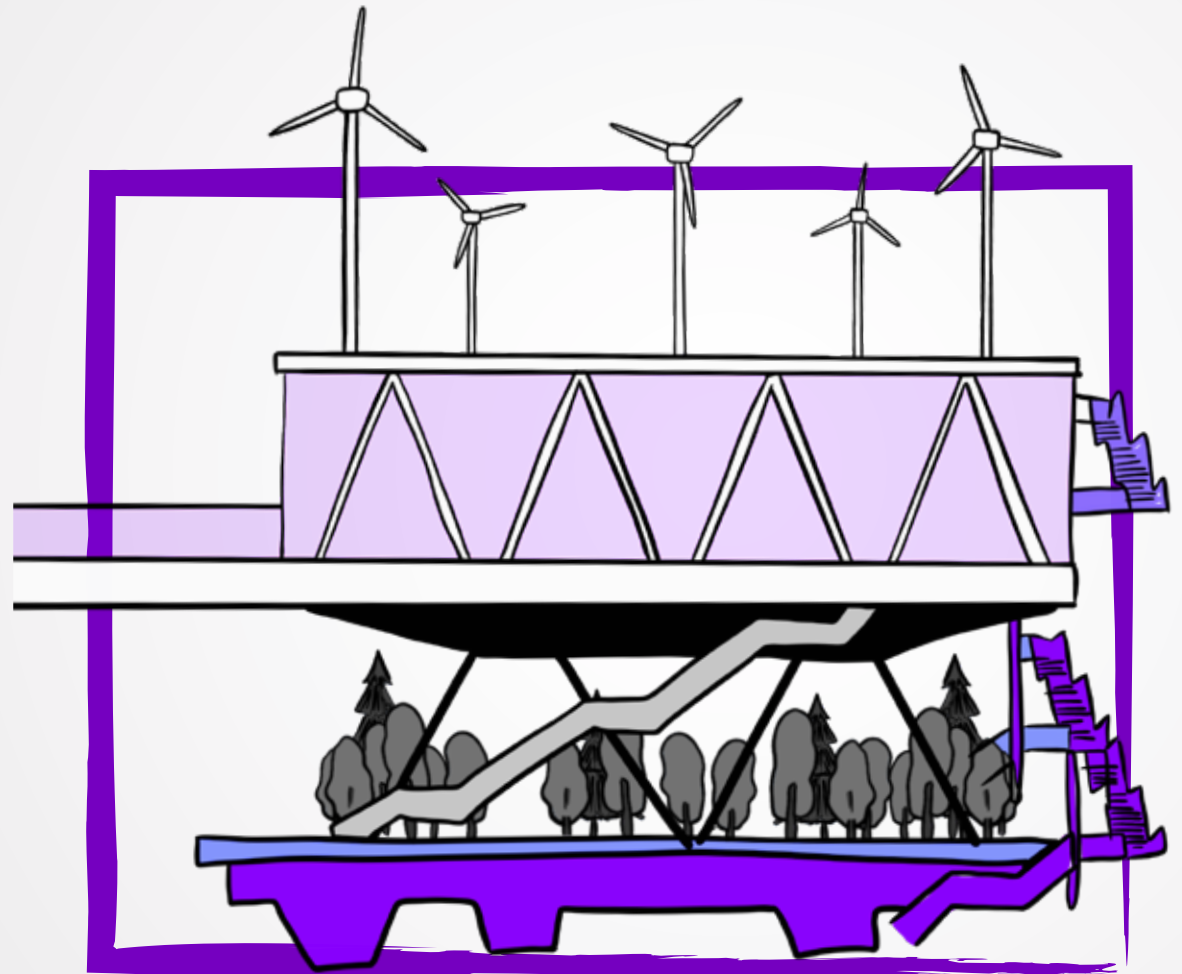


FUTURE SPACE OF POSSIBILITIES

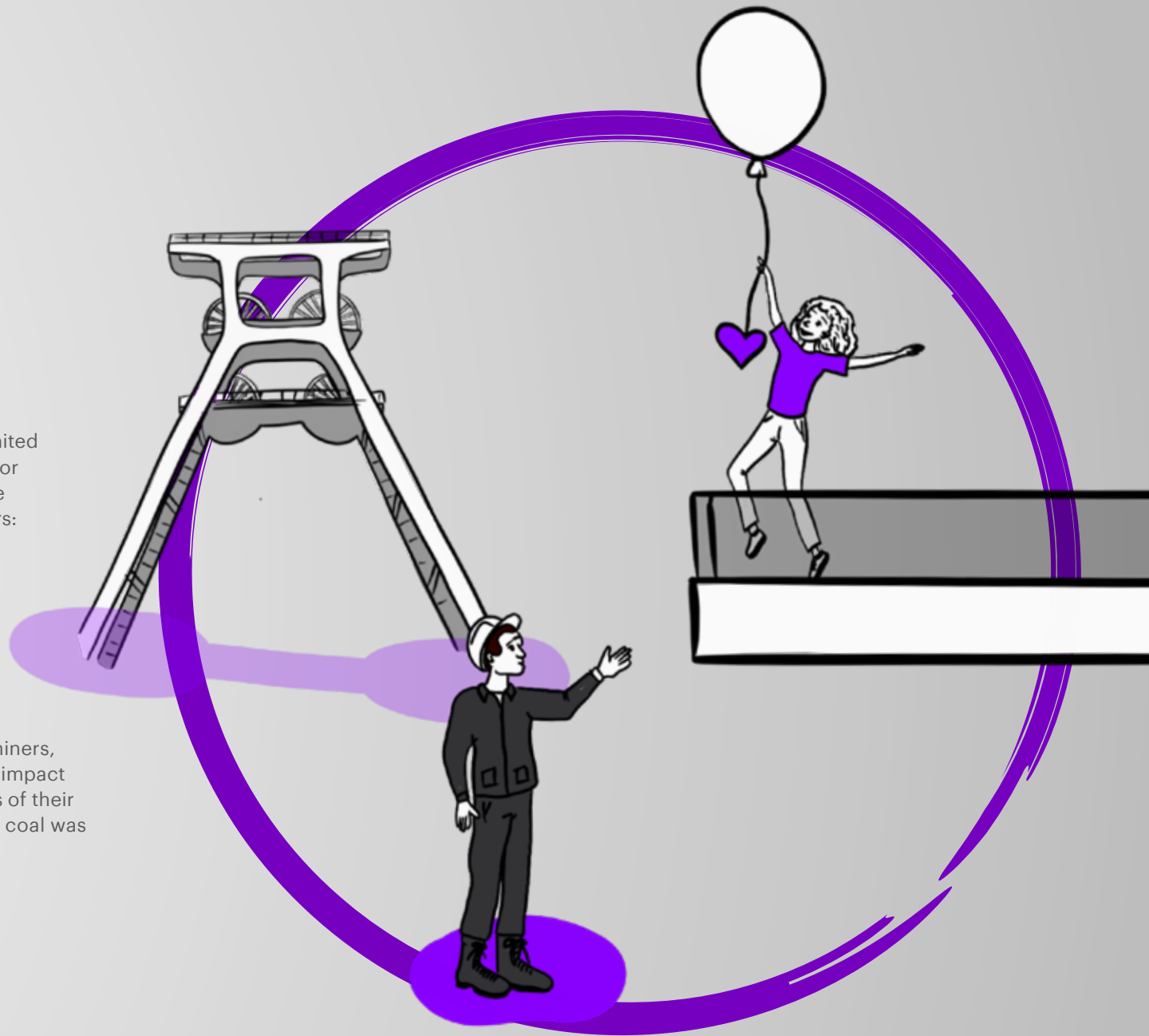
In 2030, architecture inspires us to be more open-minded. Sustainability motivates a new generation. The Synergy Campus arises to provide the spatial diversity and connectivity to purpose-driven people.

The planet-centric framinator

“Badaboom” – Kim opens her eyes and sees Sid outside on her balcony. Sid is the new intelligent gardening assistant from the neighbors above. This is already the second time this week that he has fallen. Being already up, she gets ready for music movement therapy to get her body, mind, and soul activated. Kim lives in a stack building in the middle of the Ruhr metropolitan area. As she is stretching on the balcony, she inhales the energy of the building and surroundings. The architecture suggests open-mindedness and combines contemporary culture with traditional values. Each floor is a layer with vertical gardens that unite families, students, workforce and elderly. The community areas in the heart of the building embrace the vibrant and sustainable lifestyle that Kim is living.

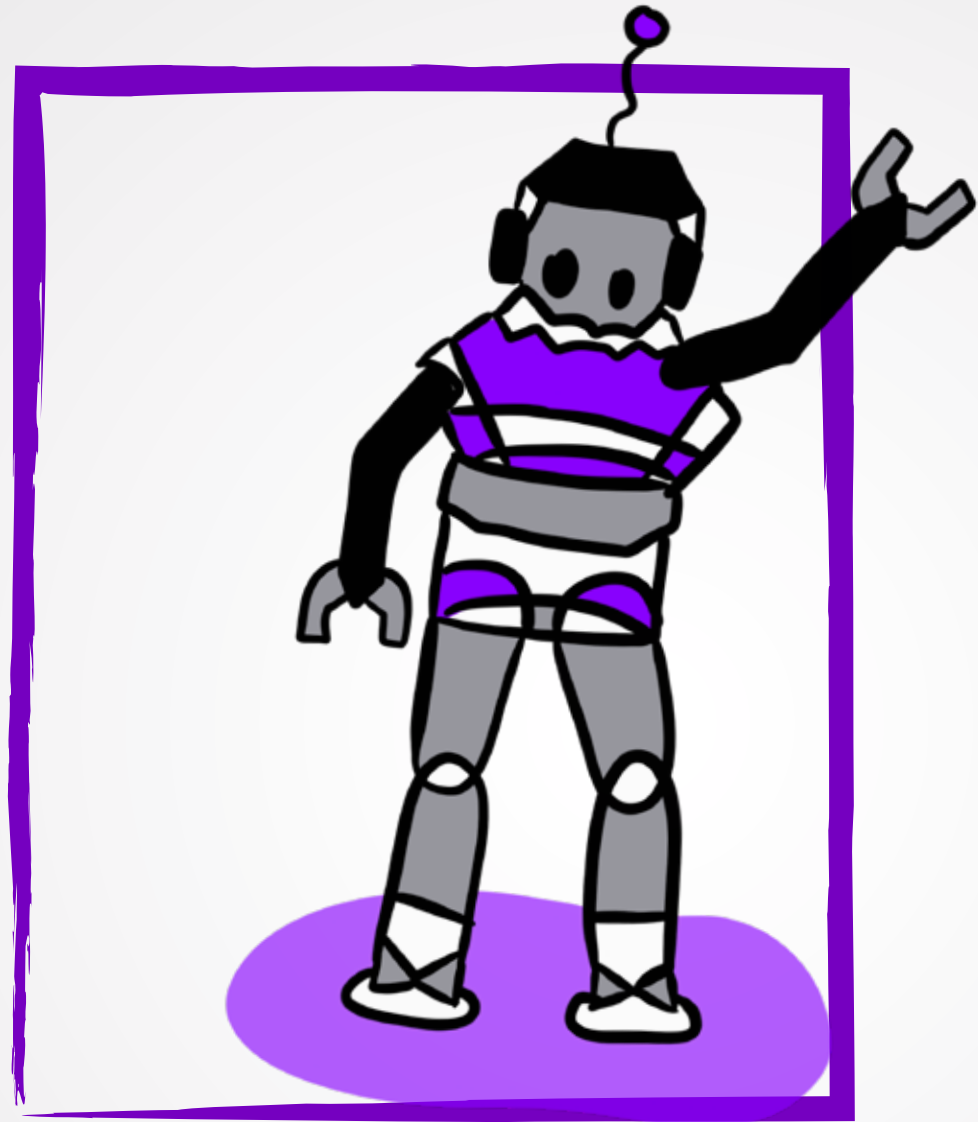


The 32-year-old young lady belongs to the green professionals which arose from the European Green Deal initiative and the United Nations Sustainable Development Goals (SDG). Lying on the floor she looks up at the sky and observes how volocopters, service drones, and birds fly side by side in coexistence. She remembers: "The Friday for Future demos were crazy; I would have never thought that a little girl from Sweden could make such a big difference." Her parents were skeptical when Kim told them that she wanted to become a planet-centric framinator. However, inspired by the events of that time she saw the urgency to contribute to societal change, so she decided to frame the right problems as a framinator and to work with solutionists to find the best possible answer to the challenges. Kim's dad, who is one of the world's many former miners, is now very proud of his daughter, the new generation, and the impact they are making. They were bold enough to face the challenges of their time, which politics could never have solved alone. What hard coal was back then is the green economy today.



Scope of work

Back in the apartment Wall-E, her digital companion who follows her faithfully at every turn, had already prepared all the necessary information for Kim on the open-space holodeck. The dashboard has two columns: One summarizes all the work that Kim has put into order for Wall-E and the other one is the work that is left for humans to tackle. She quickly checks Wall-E's task and updates his system. Then, as always, she chooses her task of the day which specifically matches her skillset and squad members. People nowadays can choose their project just like a video game. You can exit the game at any time if you feel like you need to go back to practice or your skill fits a different role better. Companies have turned into cloud organizations with liquid workforces. With the introduction of the law on multiple employment five years ago, the legislative authority responded to the rising demand for flexible working models. It was the final building block that broke open the silos of matrix and line organizations and enabled enormous progress across companies and industries. After initial challenges, organizations introduced the role of scope-of-work master. This person, paired with AI, is responsible for maintaining a constant overview of each project. If the task is not chosen by Kim for example, then the scope-of-work master sends the task to the next person with the best skillset match.



Boundaryless space

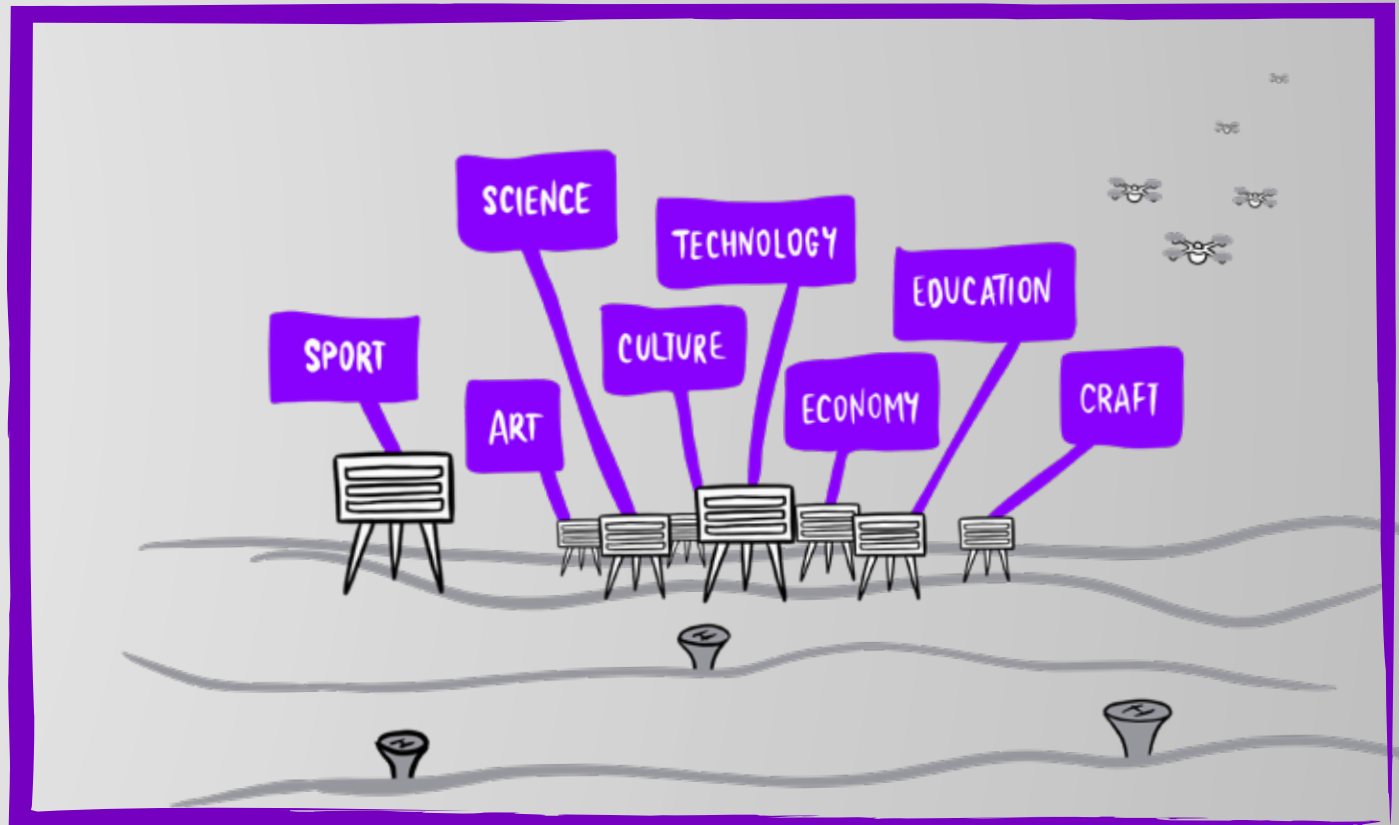
Today Kim decided to choose the “form follows footprint” task from a transportation manufacturer. The core of the task is to frame a challenge around re-using battery systems of the first electric cars from the 2020s, according to the SDG goal of responsible consumption and production. Wall-E opens her work-from-home kit for her. She immerses herself, with all her senses, into a boundaryless space, which is a digital twin of the physical world.

This enables Kim to participate and cooperate across the globe. In her journey through the production process, she discovers something that she has never seen before. She feels the complexity of the topic was underestimated. She looks at Wall-E and says: “I need some fresh and inspiring input from the squad & the ecosystem at the Synergy Campus. I am sure they will be able to help me! There is nothing better than talking to someone.”

Within walking distance there is one of the many volocopter hubs which were built on top of the old parking garages of shopping malls. Ten years ago, it would have been unthinkable to have such radical changes within existing infrastructures. As always, people had underestimated human foresight paired with the rapid development of technology.

The Synergy Campus – uniting cCommunities

The Synergy Campus is one of the new places that are currently emerging all over the world. What the cloud is in a virtual environment is the place in a physical environment. The post-COVID-19 economy required a new model for change as catalyst for a new era. After COVID-19, companies have completely grasped the opportunities to reorganize themselves spatially. On the one hand, existing headquarters structures were shared, on the other hand, the office towers from yesterday’s economy were abandoned to form mixed living concepts and new Synergy Campuses. The uniqueness of these places arises from the spatial diversity, connectivity and density of purpose-driven people. Here, disciplines from business, education, culture, art, science, and technology merge into one community. The daily exchange between the heterogenic life experiences and mind sets make these places the center of gravity for the next economic system.



Let's get started!

Wall-E has already pre-booked all the necessities for Kim, so she only needs her digital work pass. It was introduced a few months after the law on multiple employment in response to rising security demands. The work pass contains the core of everyone's working DNA, for example their tax class, skills, criminal record, social commitment, etc. It functions like a passport and gives access to the different areas in the virtual as well as physical space of each project. The view from the gallery into the 6,000 m² co-creation shop floor is still mind-blowing to her. At least 500 people and two dozen co-bots are co-working next to holodecks that connect the outside with the inside world through hologram projection. The soundscape is formed by the potpourri of different languages and the beeping of the co-bots. You can find here all kinds of hardware, prototypes, tools, and robots. "Let's get started!" Kim shouts out enthusiastically.

Meeting the squad

At the Donna Strickland Area, Kim's squad was already awaiting her. Everybody could feel the positive energy and vibe through the personal reunion! Kim greets them with some warm words: "What a big difference compared to the virtual world. I'm so glad to see you guys!" Kim and her squad try to frame the right challenge. However, it is essential to have in-depth knowledge on the mechanics of the lithium battery technology to be able to make critical statements about the life performance of the battery packs. Furthermore, Bob the solutionist mentioned that there is a lack of programming experience needed in the squad to really engineer the re-usage of the battery packs. For this reason, Kim decides to go to the Library.

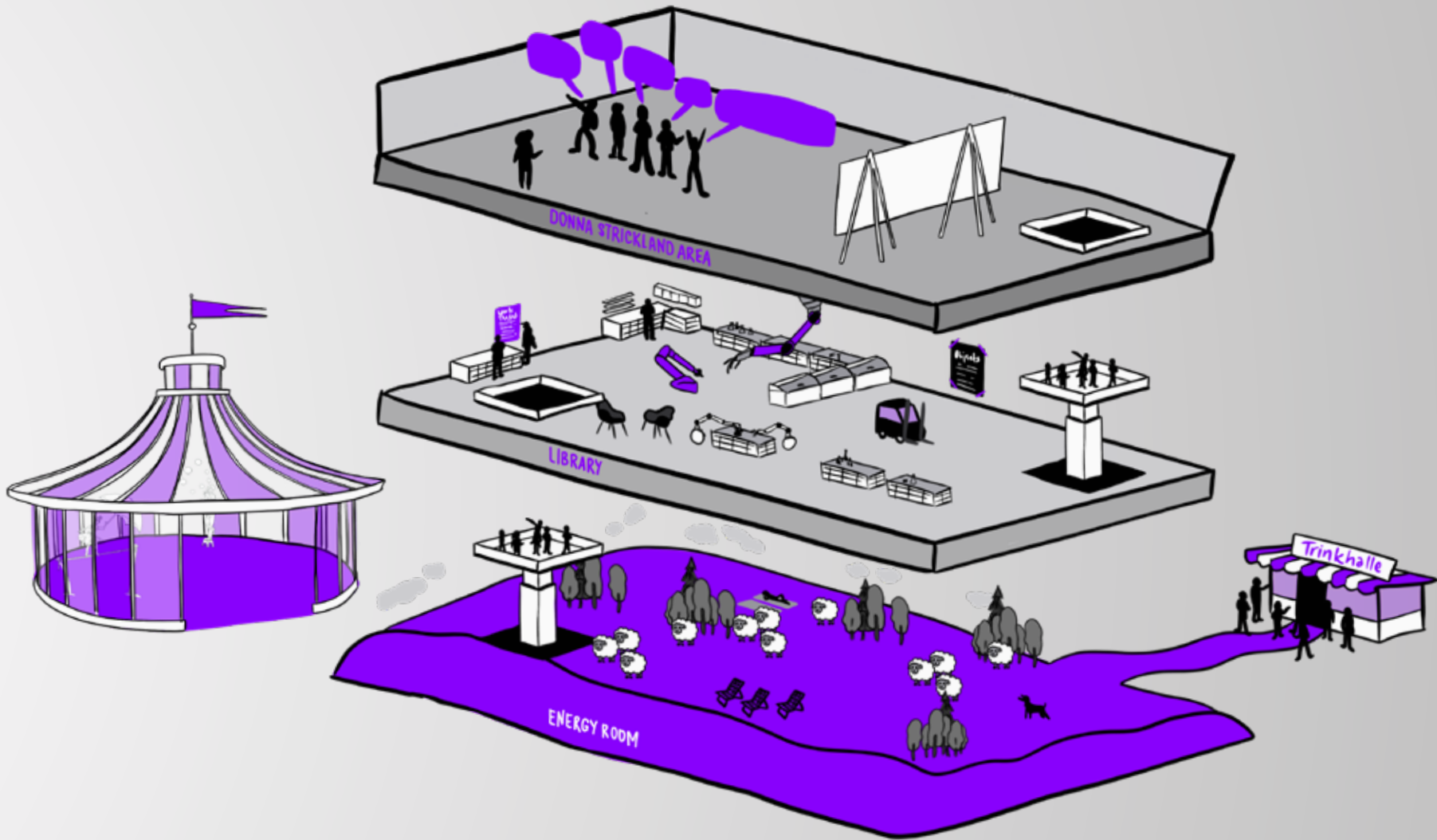
The Library, Energy Room, Circo de Bellas Artes

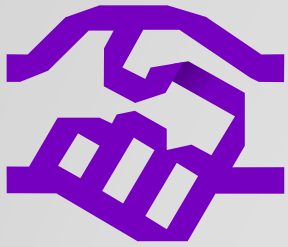
Basic research has long fallen under the area of responsibility of universities, but the changing demands of a permanent beta society have required an alternative model. The Library no longer has anything to do with the old idea of the library, in which silence and hierarchy determined how it was run. Experts from different scientific backgrounds are investigating together here on specific topics such as game changing and re-usable material. Veronica had worked for a large chemical company for years, but it wasn't until she arrived at the Library, was she able to reach her full potential and find her true purpose.

The Energy Room borders the Library. The room is configurable and used to ensure that everyone can charge their energy in their own way, so for some it is a meditation room, for others it changes into an oasis of short vacation or a music room. Next to it is the Circo de Bellas Artes where artists are working on their exhibitions and dancers are practicing for their performance. Kim observes the dancers and their aesthetic movements and gets directly inspired by them to reframe the design components of the battery system.

When the work is done

Kim and her squad end the eventful day in an old "Trinkhalle" on campus, just as their ancestors did 50 years ago. There, Kim happens to meet Hugo. He is part of the older generation and didn't want to change before. Ultimately, however, he dared to take the big step. He is very happy every time he sees Kim and is proud of how the different generations come together and exchange ideas on those new physical locations like the Synergy Campus. He feels like he is in the right place and doing the right thing. The future is a great space of possibility. Some enter it early, some later, but at some point everyone enters it.





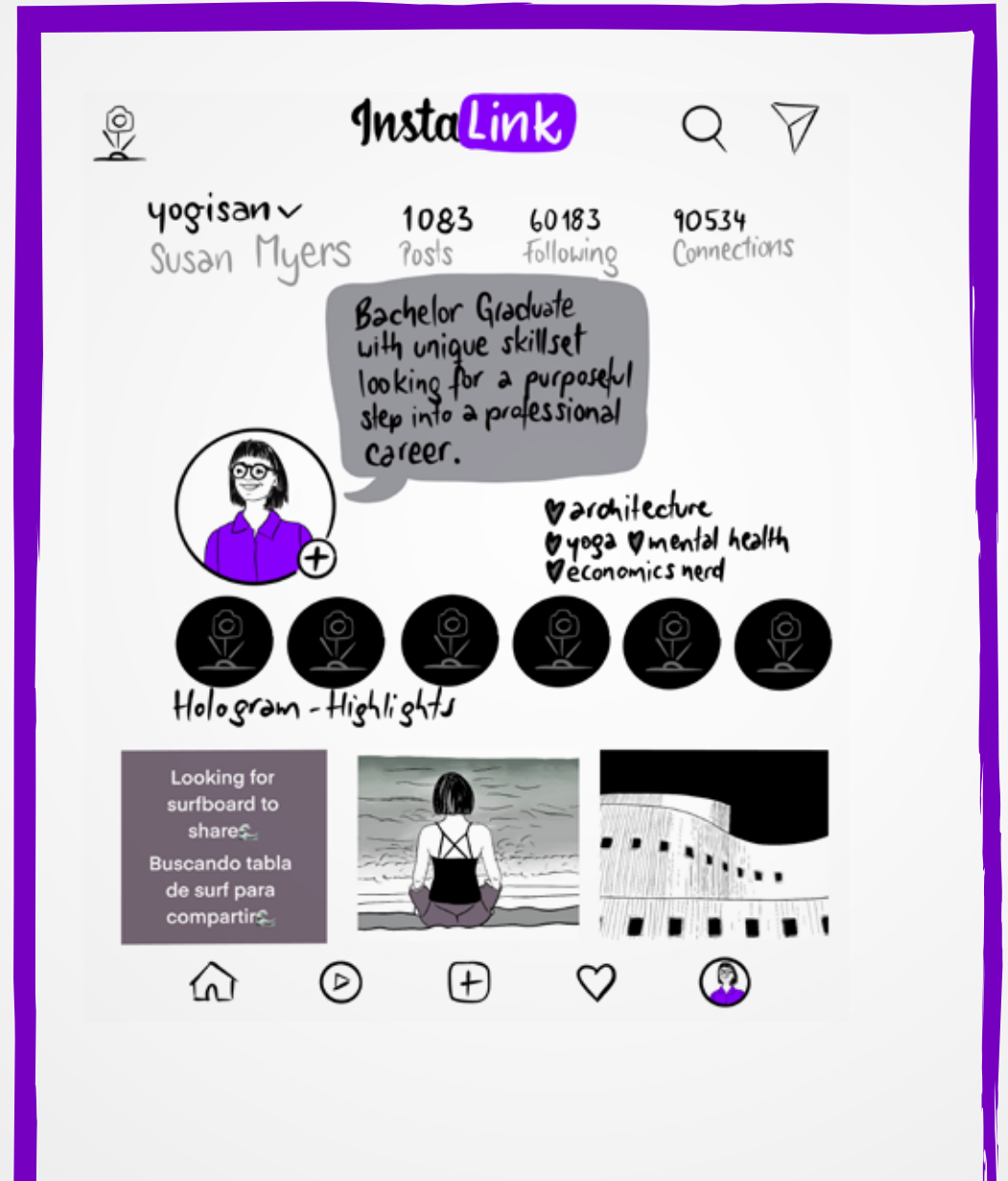
ONBOARD, EMPOWER, ENGAGE!

In 2030, every university has digital interfaces with selected global organizations where non-personal data of students can be shared. Students answer regular anonymous surveys after each semester to refine their employer preferences as well as information regarding their preferred working environment and ways of working.

Meet Susan...

Susan is soon to be a triple bachelor degree Gen-Z graduate. She is specialized in economics, architecture, and yoga/mental health. After studying for two semesters in Spain she fell in love with Madrid. Money and owning things is not important because, in a sharing economy, status is not about assets but about experiences and self-realization.

In her early childhood, Susan got to know the company Youhao. Since then, the brand has been a daily presence in her life, be it on television, in magazines and newspapers, on social media, hologram advertising, and much more...



A job search with purpose and AI

Six months before Susan's graduation, artificial intelligence suggests the most attractive employers to her. They are in line with her purposes, while matching the characteristics of employers with Susan's strengths to ensure a cultural fit.

Susan does not proactively approach organizations, the data gathered during her years at university is exchanged with a broad spectrum of global employees on her profile. She has to agree which data is being shared and in the end, organizations compete to hire her rather than her competing for a job. One week after graduation, Susan gathered over 1,000 likes on her online profile. The companies Free Mind and Youhao contacted her via Works-App, a collaboration app used in the professional environment, to schedule a HoloTime call (hologram telephony). She had been in touch with Youhao several times already during her studies, they organized yearly events and offered Experience Days for students.

Susan decides to work for two companies. She will pursue parallel careers as a mental health trainer and a marketing manager.

In the future you can progress in several careers at the same time.

Before starting her jobs, she is asked to provide her main prerequisites for successful work: result orientation, compensation based on outcomes achieved, customizable configurations, and location independence. She further decides the main KPIs she wants to be measured against: sustainability, achievements without overtime needed, and the number of enabled or further developed team members. All these conditions are included in her purpose manifesto, which replaces the contracts of the future. Susan signs it digitally and begins work.



Youhao purpose manifesto accepted

Once the purpose manifesto is digitally signed, Susan gains access to Youhao's virtual environment. She builds her own avatar in the company virtual environment and creates introduction snaps on her background, past work experiences, and her purpose. She gets introduced to the company-tailored AI assistant YouGrow, who acts as an early-stage virtual tutor. Susan also receives a digital schedule of voluntary activities for her first day. Prior to her first Empowering Days at Youhao, Susan configures an office profile which she can apply to any office in the world so that when she arrives everything is prepared according to her wishes. Susan pre-selects the days when she is available for physical meetings in her calendar; everything else is virtual by default. Also, she can configure her own compensation package which includes full-time flexibility.

Buildings will be smart, able to change environments depending on the employee profile and include emotional stimuli.



The first five days

On **Day 1** of her journey, Susan meets the empowering guide, a personal coach who spends the first day with her. She also gets to know the most important experts who she can approach with questions on key topics. She gets more and more excited as the day slowly comes to its end. Because now, all the project teams will pitch their projects to her via hologram as well as in person. Leaving her with a tough decision to make: Which project teams will she want to join the most for the next few months?

On **Day 2**, Susan takes part in a purpose-and-belonging workshop. Together with 10 to 15 other colleagues from different countries, she works out how her personal purpose can support that of her new company. As a group, they will detail out the purpose manifesto and be the catalyst for change in the given area.

On **Day 3**, Susan answers a tailored online questionnaire to sharpen her skill profile. Many of the questions were already pre-filled by YouGrow, her AI assistant. This way a personal training program for year one is developed from the evaluations, the application process, and Susan's career path so far. The personal development program will be supervised and monitored by YouGrow. Moreover, for the skill gaps identified, human coaches will be assigned to support her on a personal level as well.

Even though there aren't any noticeable hierarchies, she has the chance to exchange with the company founders and best minds on **Day 4**. Susan spends a whole day with 10 top Growth Mentors, who created the guiding principles of the company. In the evening, she is matched to one of the Growth Mentors she spent the day with. They support each other for one year as Reverse Mentors.

Day 5 is nerve-racking for both Youhao and Susan, as she can now decide if she wants to stay or leave. This choice is in case she cannot commit to the expected outcomes of the purpose manifesto. Youhao offers her different forms of compensation to choose from in the event that expectations such as a written recommendation to leave for a competitor, compensation, training, or others have not been met.

This decision is a simple one for Susan, of course she wants to stay with Youhao! The onboarding process for Free Mind, the other organization Susan decided to work for, was all virtual. Now that she can compare Free Mind and Youhao, having had the first week of onboarding with both employers, she feels much more connected to Youhao and decides to fully dedicate herself to projects at Youhao.

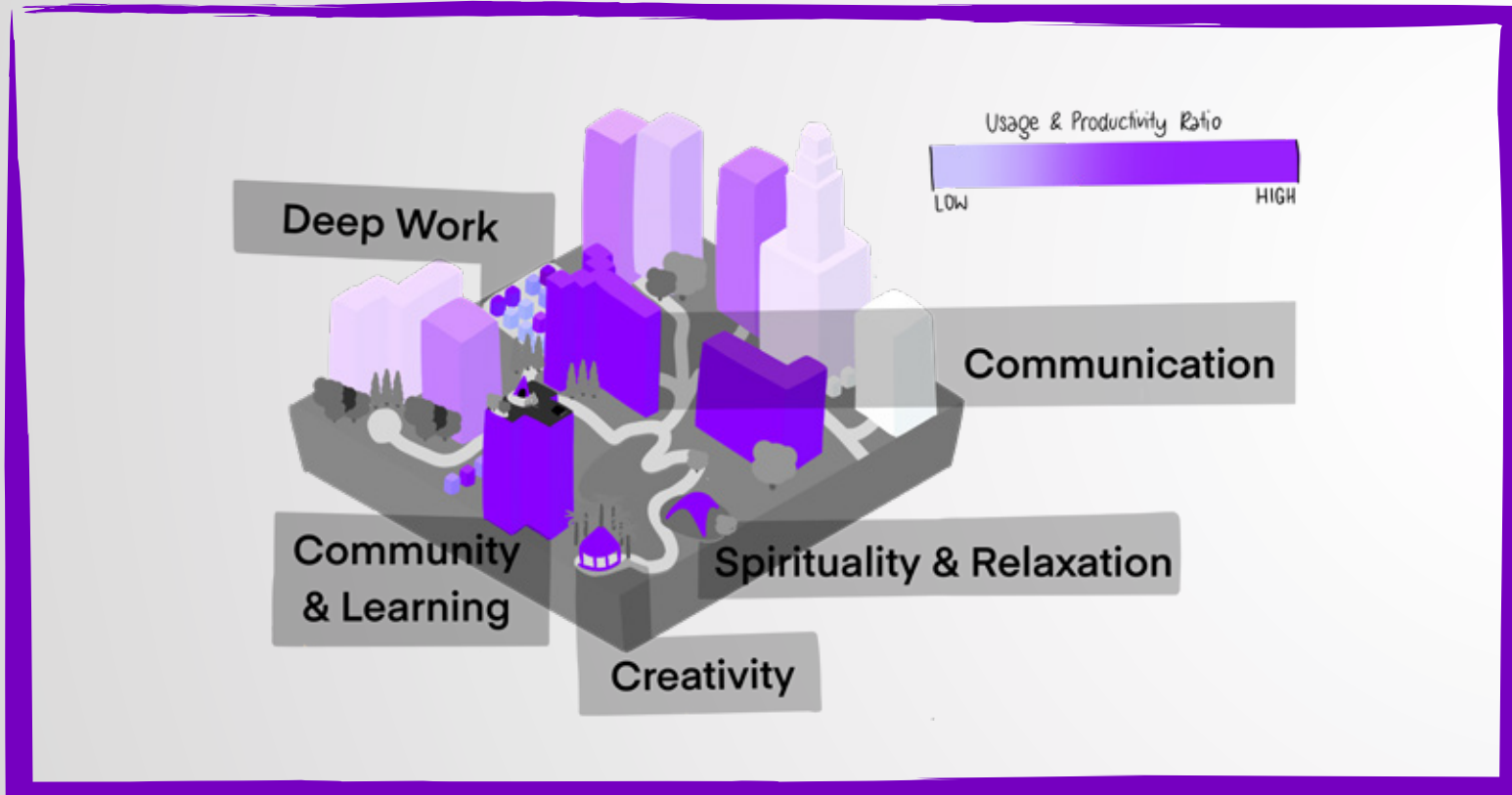


Retention and engagement beyond 100 days

Susan is having continuous touchpoints in person with coaches, experts, and the company founders.

After a year, Susan received an evaluation of how much time she spent in which place and where her personal well-being was best. YouGrow gathered all that data in real time. This data processing was voluntary, but now she knows where she can best do deep work sessions, where she is most creative in the group, and which office layouts and meeting rooms best suit her preferences.

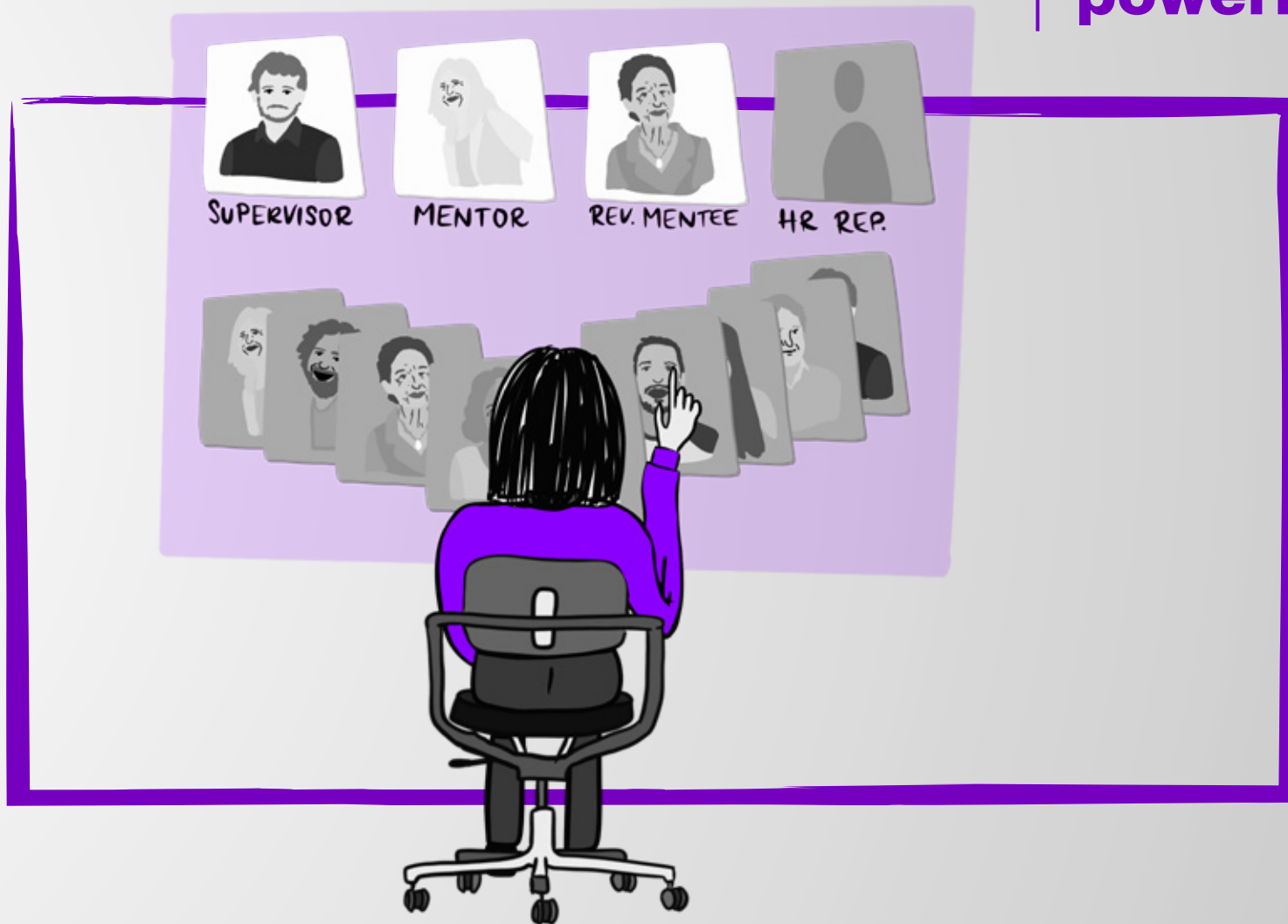
Onboarding experience will be the “USP” and shape the employee experience significantly.

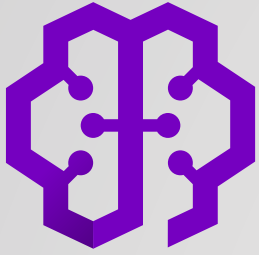


Based on these results, Susan will change and customize the purpose manifesto, her project commitments, and the rewards and recognition process herself.

Going forward, she will decide who will be her boss, who will get a bonus, and who will be her first choice of colleagues to work with. Finally, she will be completely self-managed in a holocratic environment, all in favor of a system based on peer relationships in which everyone is fully empowered.

Future onboarding is supposed to be never-ending: It culminates in an engaging and empowering experience!





GROW E³

In 2030 business routines are endlessly in flux. The way we work, lead, and use space is a continuous interplay of insights, external signals, humans, and technology. Let's connect with engineering graduate Fridolin Schreiber. He is a passionate team player in business as well as the coach of the local soccer team.

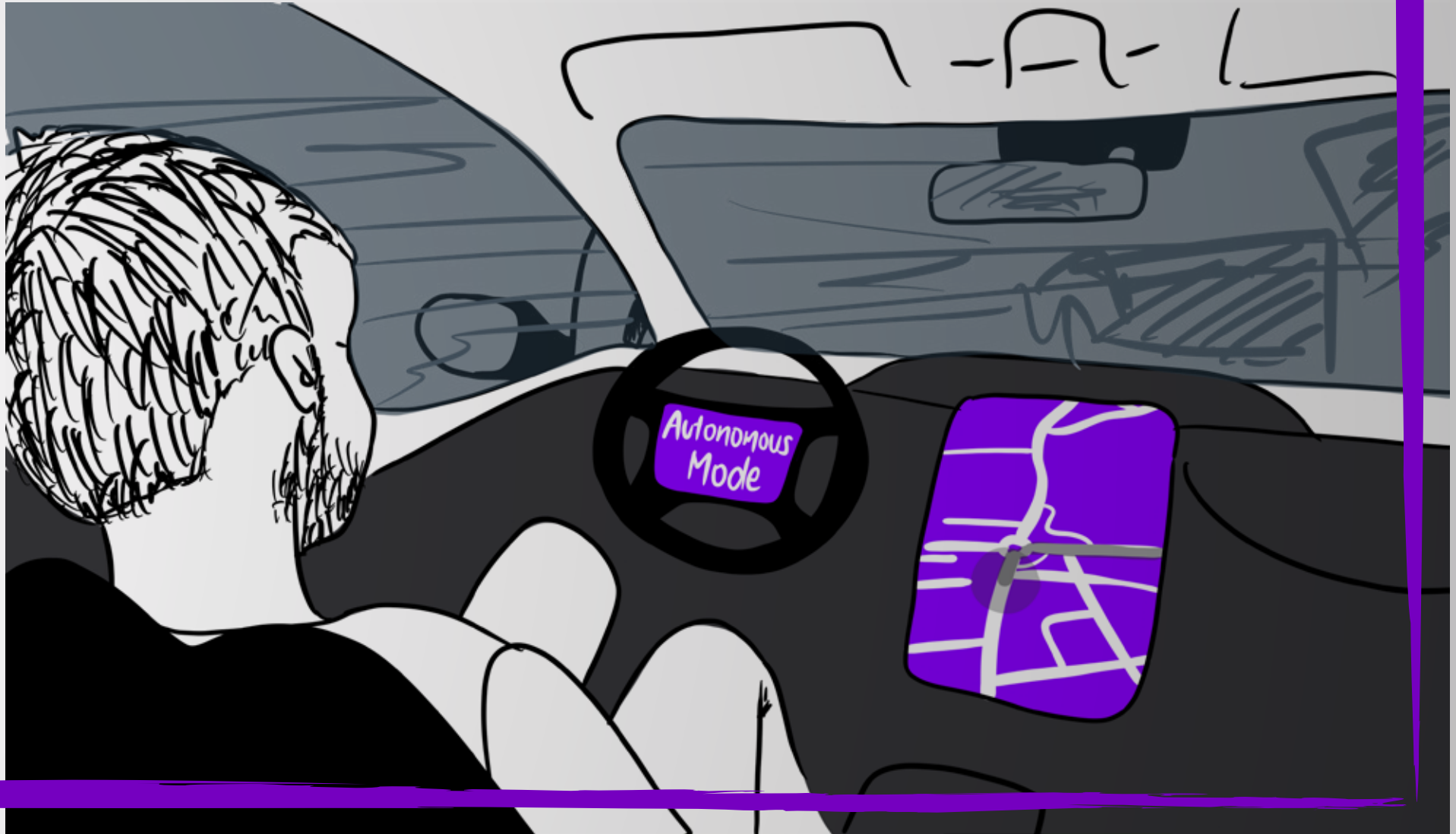
The business luxury of autonomous driving

After a normal business day, Fridolin is on his way home. Lost in his thoughts, he reflects on the day. "We survived COVID-19, but even today we are still trying to recover from the aftermath of the recession. I'm proud to work for one of the most well-known car manufacturers. However, we lost the race of future e-mobility."

A bit dizzy, Fridolin receives a call from his supervisor. "Fridolin – look, we have been discussing this for quite some time. Strong competition from Asia and Americas, as well from the vibrant German start-up battlefield is chasing our numbers. Despite all of your and your team's efforts, our sales numbers are falling. We have to act for the sake of the company. We must put all ongoing projects on hold indefinitely. I'm sorry. We are trying our best to get back on track as soon as possible. That's all I can tell you for now."

Put yourself in Fridolin's shoes. How would you feel? Trying to cope with the situation, Fridolin's thoughts are going back and forth in his mind.

Freddy's virtual helping hand is popping up. As part of the daily business routine his eCoach checks in: "Hello Freddy. This is not your day. Considering your data history and today's news it seems like one million wake up calls at once...". Based on a combination of Fridolin's pre-defined areas of development and his company's upskilling recommendations, the eCoach is running a short analysis while simultaneously measuring and taking data from his environment. "I have an idea of what you are striving for and would suggest you deep dive a bit on growth areas... Objections? Ready?"



...It is time to change gears! Freddy, breathe and have a look what's happening outside... What do you see? How do you feel? What can you hear when you close your eyes? Just be yourself, listen to your intuition for a second. The power of intuition is the power of today. Be proud of your achievements while listening to your gut feelings. You are responsible for your own #preferredfuture."



Fridolin Schreiber, Engineering Graduate

My soccer teammates call me "Freddy". It's a nickname from my childhood.

As a coach, I make sure we follow the rules of the game.

- Born (2001) and raised in the southern part of Germany
- Team player
- Graduate Automotive Engineer | Middle management leading a team of 15 engineers of different ages
- "You provide me the structure and I deliver results."

Rethinking the past

Inspired by his eCoach, Fridolin is looking outside the window to digest what he has heard. He is still wondering how this supports him to find a solution to his challenge. The traffic lights are red, and he sees children on the playground. Fridolin starts to daydream: "Look at these children how fast they learn from each other...Can I transfer this to my daily life?"

Today, many companies rely on reverse learning to increase knowledge and skill profiles. This also includes learning experiences such as exchanging ideas with and being guided by talents around the globe. People with passion and experience are a source of inspiration. They could come from anywhere even from companies in less developed countries. The eCoach started talking: "My algorithm says: Global wisdom paired with experience is the currency of success! Have you ever leveraged the power of people and companies who are emerging?"

In Fridolin's mind the puzzle starts to evolve... "Children learn from each other. They share their wisdom of curiosity. I'll guess I have a starting point on how to tackle my challenge. What if I connect with someone in my peer group who can share insights on success and obstacles? What if I could benefit from someone who coaches me with a different perspective based on a similar challenge? This might empower me, my team to get back on track... eCoach, do you have something similar for me in your data base? Somebody whom I can observe and learn from? Please search for coaches around the globe for empowering and learning."

**ESREVER — REVERSE TO LEARN
DIFFERENTLY. GAIN SPEED JOINTLY.
GROW KNOWLEDGE EXPONENTIALLY.
STRENGTHEN EXPERIENCE. STAY
AHEAD.**



Peer-to-peer coaching for upskilling

A few algorithms later, and after searching in multiple data bases: “I identified a guy called Hyun. He owns a small car repair shop in Taitung City, a small town in Taiwan. After a bumpy revamp of the whole business he has been running one of the most successful car shops together with a team of 20. I will dial his number for you to see how he approached the revamp.”

Talents challenge the status quo

Fridolin is calling one of his team members to share his inspirations and thoughts. “Look, I don’t have a final solution. I just have the desire to connect all of us to work on an actionable path through uncertainty.” The team member suggests to set-up a physical ad-hoc meet-up. One day later, Fridolin and his business team are at the stadium, where Freddy coaches the well-known local soccer club. He shares his insights from Hyun and introduces his own ideas based on the exchange “Turbulent times are hard to digest on our own. I want to learn with you... We do not have to reinvent the wheel, but we must reinvent how we can unleash our best self at work. Yesterday, my eCoach connected me to a guy called Hyun.” Fridolin understands that intrinsic motivation – his and the team’s – is crucial to transform. Freddy continues: “A joint purpose is the main ingredient of success. Dedication and engagement are drivers to defying conventional economic assumptions about self-interest. We frequently must unlock the potential of intrinsic motivation and intuition to become even better, every day!”

The week after, the team decides to meet once more on the soccer field, but without Fridolin. This time with the leader from the competitors’ company. The team reflects: “Sport coaches and soccer players are lent to different teams. Why can’t we do this, too?” They decide to include talent rotation in their revamp strategy. Highly skilled talents will be sent to another company until the numbers are recovered. A potential win-win when we become comfortable in sharing the pain and gain jointly while learning from each other for the sake of the individual, the companies, and the overall market purpose.

A voice comes from the speakers in the car: “Hi Fridolin, this is Hyun. I heard you’re interested in my business revamp? Well, the key drivers of our success are routed in a shared purpose combined with empowering, building self-esteem, and ongoing coaching. Every single colleague owns their job profile. They shape it and organize themselves... Jointly, we own our vision!” After 45 minutes the conversation ends with: “Let’s stay connected!”



E-coaching unlocks potential

Inspired by his experience, Fridolin muses: “I’m still Fridolin, but it feels like a renewal. Being mentally on the road for the last couple of days, I discovered helping hands around the globe to stay in the game and to get myself on track translating the inputs to my own context. I don’t want to be without the eCoach in my life guiding me through the HOWs of the world.”

An eCoach is your companion: a helping hand based on algorithms, combining emotional habits, fact-based data, and environmental situations.

The Engineering eCoach “E’s”

Democratize eCoaching



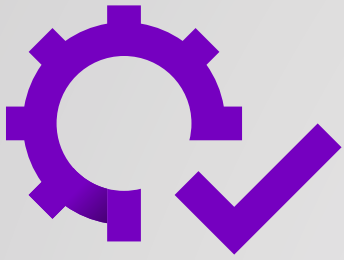
ELECTRIC



EMOTIONAL



EXPONENTIAL



PROJECT MANAGEMENT AT 1,800 METERS

What will project management look like in 2030? With developments in artificial intelligence (AI), virtual and augmented reality, and digital engineering, our ways of working will change significantly. This story takes a closer look at what this future might look like.

The augmented reality view is stunning

"I am very excited to start the new project tomorrow. Please send me the CVs as soon as the AI system has assembled the team. Oh, my food delivery drone is here. Let's talk tomorrow."

As she takes off her augmented reality glasses, the holographic doppelgänger of Sara's colleague slowly fades away. A fresh January mountain breeze greets her as she opens the front door. She picks up the box of fresh fruits and vegetables her fridge had ordered for her based on the vitamin levels in her blood and whispers: "Good morning, 2030. What a wonderful day."

Sara and her husband Ben were in a long-distance relationship for almost three years before they decided to buy a cabin in the Austrian Alps. As Ben is more extroverted than Sara, he usually spends his working days at a coworking hub in the nearest town, which takes approximately 50 minutes to reach in a self-driving car. Sara works as a product designer for a European market leader in smart kitchen appliances. Moving away from the city where her office is headquartered to working entirely from home would have been unthinkable 10 years ago. But this is 2030, when AI, autonomous transport, and virtual/augmented reality have completely transformed how people work, love, and interact.



A next-generation smart fridge

The following morning, Sara wakes up to the sound of her smart home assistant's voice: "Good morning, Sara. Your optimum sleep time has now been reached. Do you want to start your morning routine?" "No, but please tell me if there are any updates for the new smart fridge project," Sara replies enthusiastically. "Your project team has been staffed and your meetings have been aligned with your team's schedules. Would you like to view the team's details?" Getting to know a new project team is one of Sara's favorite parts of a new project. "Yes, please!" A hologram display with various CVs appears in front of her eyes. She grins. "Set up a virtual meeting room with a whiteboard, add some sticky notes for Project Next-generation Smart Fridge and give me some insights on each team member's cultural background. This team is from all over the world."



Over the following days, the team works in iterative sprints with flat hierarchies, beginning with a white paper approach. By leveraging digital replicas for manufacturing and production simulation, the team can work more quickly and focus on ideation and innovation. After just eight days, the team is ready to present its first pitch to the company's board of directors.

The board is gathered in a meeting room at the company's headquarters, while the global team uses their augmented reality glasses to attend. The team has come up with a modernized version of the forerunner model, some technical innovations to the smart fridge AI system and a rough plan to come up with additional services.

As Sara presents the team's pitch to the board, she glances at the virtual model of their proposal and thinks, "This is missing a spark, but what could it be?" Her feeling is confirmed minutes later by the board.

"This is a great idea and it looks really good, but it's missing a certain something. I feel like you know this too. Please, take some time to figure out what it is, maybe consider adding somebody new to your team, and let's reconvene in three weeks. We know you can push this even further."



Back to the drawing board

After taking a week off to recharge, the project team returns to their virtual room where they eagerly await the arrival of the new joiner. Jerry, an American member of the team, had proposed bringing in one of his friends from university to "freshen up the work dynamic".

When the new member enters the call, Jerry introduces him. "This is Joao, my friend from university."

To everyone's surprise, Joao is not the young graduate they had imagined. Joao is 80 years old, Portuguese and has spent most of his life working in agriculture. On his 60th birthday, he made the decision to attend university to learn about new technologies and innovation management.

Instead of jumping back into their ideation session, the team is mesmerized by Joao's experiences and stories.

He talks about how food in his hometown was sustainably grown, shared, and sold 70 years ago.

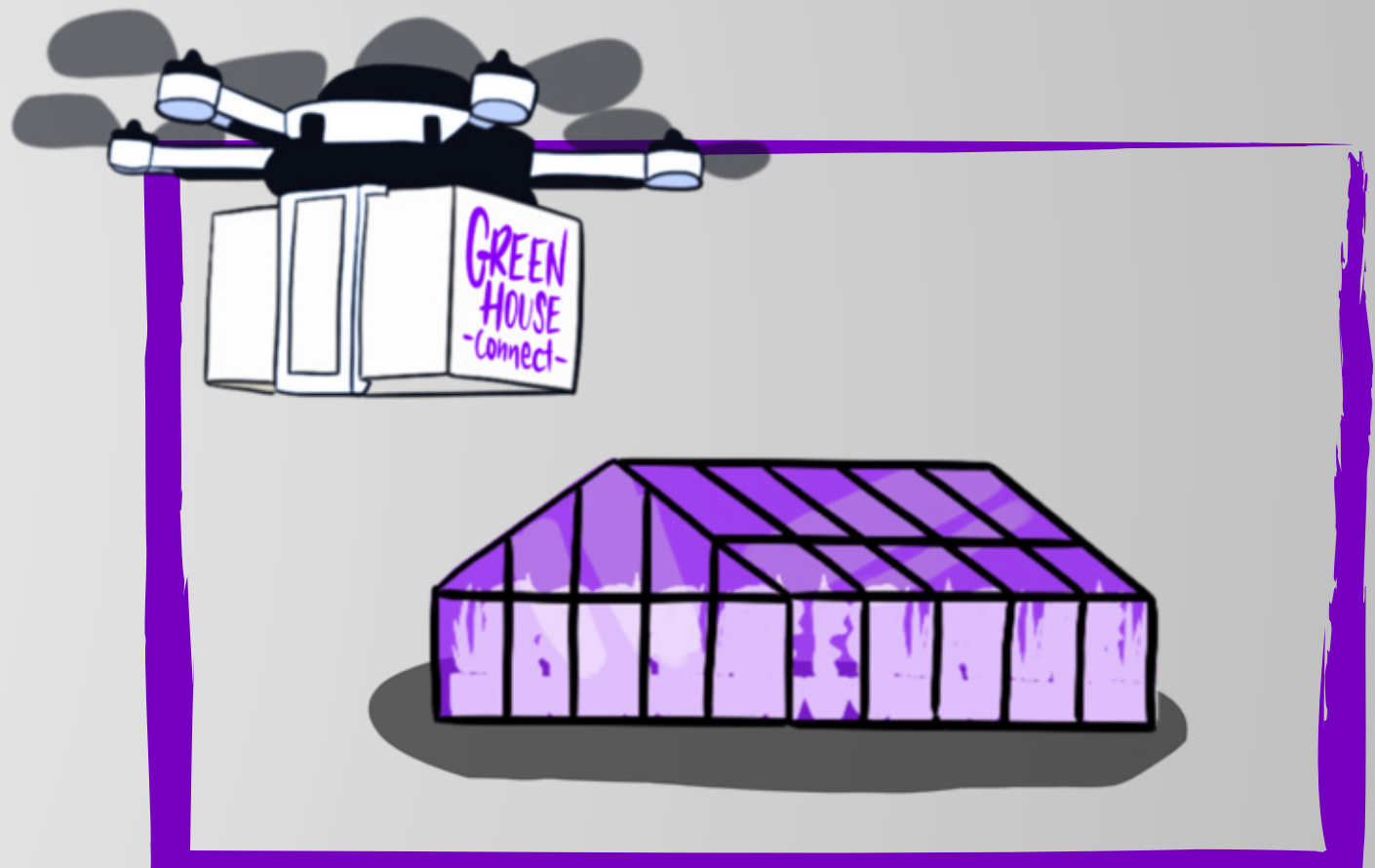
"What if we recreated this in a modern and innovative way?" Jerry asks. "What if we could create a small farm for everybody? A platform for people to share goods." "A greenhouse!" Sara adds excitedly. "What if we developed a greenhouse that is linked to smart fridges and can communicate with other smart appliances?"

A few days later, the team has finalized its new pitch, Greenhouse Connect, and is ready to meet with the board again. With a smile, Joao turns to the team and says: "Thank you for working so hard on this dream of mine. It is now our dream and whatever the outcome will be today, I am grateful to have played a part in it."

"... and this is why we believe Greenhouse Connect will not only be a great investment, but will also have a positive impact on societies and communities all over the world." As Sara concludes the pitch, she anxiously scans the board members' faces for a reaction. "What a great and well-executed idea!" says one of the board members enthusiastically. "We love it! Thanks a lot, team. Please give us a few minutes to discuss it further and we will

get back to you." The board then switches to another virtual room.

A few months later, Sara and Ben walk into their kitchen. "What do you feel like having for lunch?" she asks. "I don't know. Hey, fridge, what should we eat for lunch?" "How about sourdough bread, fresh tomatoes, and mozzarella cheese?" the fridge replies. "Sounds great!"



Local, sustainable, and delicious

Thirty-five minutes later, the doorbell rings. Sara opens the door and is greeted by another delivery drone. This time, however, it comes with a digital message: “Thanks for choosing Greenhouse Connect. These tomatoes were grown at Bruno’s place on Mount Jersey Street, approximately 18 kilometers from here. Fifty liters of water were used to grow these tomatoes and their carbon footprint is approximately 70 % lower than that of a regular shelf product. Click here to say thank you to Bruno.” Sara grins, clicks the button and brings her fresh, locally grown tomatoes into the kitchen.



TOMORROW IS ALMOST HERE

Yes, with these four scenarios we have taken a trip into the future. But the future is only as close as you make it. Right now, digital companions interact with us daily. Workplaces are already starting to have more spatial diversity and connectivity to enable collaboration. Purpose is beginning to replace the career ladder, as a generation more concerned about sustainability and experiences enters work today. Learning is no longer confined to a classroom as technology connects us to learning opportunities across the globe. And even agile project management is entering an augmented/virtual reality world allowing impossible ideas to become possible. Kim, Susan, Fridolin, and Sara are real people. They are entering organizations today and are ready to shape our #preferredfuture.

INSPIRED? LET'S START THE JOURNEY TO OUR PREFERRED FUTURE

The Work.Lead.Space. co-creation journey reminded us that tomorrow is not shaped by a single hero. Together, as we begin building the future we want, we find empowerment in purpose. The employee experience of tomorrow will be a symbiotic bond with technology. We will move beyond the forced home office age of today and become liberated to work from anywhere and with anyone, including AI. This new collaboration between people and technologies will make teams faster, leaner. Agile makes us less fragile. And as our physical workspaces travel through the digital wormhole, businesses will emerge on the other side with more connectivity and responsiveness to the unforeseen challenges ahead.

The next step on this co-creation journey is creating tangible changes and building a vivid community supporting each other in building our #preferredfuture.
Ready to join us?

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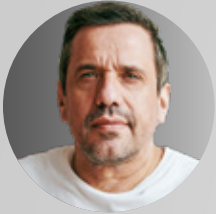


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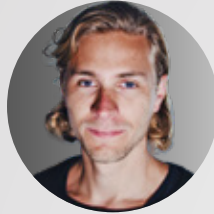
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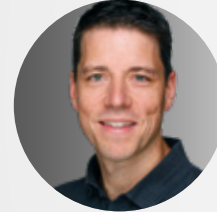
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