THE WORLD OF WORK IN 2019

FUTURE TRENDS FROM THE GLOBAL
PARTNERS OF WORKTECH ACADEMY

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Introduction

Welcome to The World of Work in 2019, a publication which draws together predictions, ideas and scenarios for the year ahead from the Global Partners of WORKTECH Academy. We live in such uncertain times, with political turmoil, economic confusion, digital disruption and polarised opinions all over the world, that any kind of future-gazing can make fools of the best of us. But eight contributors have crafted short essays that sketch out what might be coming to a workplace near you.

In the opening piece, Philip Ross of UnWork sets out seven ideas that will reshape the workplace – from the physical social network to the voice revolution that is leading a backlash against open plan. Laurie Aznavoorian of BVN Architects proposes that 2019 will be a big year for disruptive construction technologies that will usher in a new type of fast-build office. Natalie Slessor of Lendlease meanwhile argues that we're leaving the 'workplace era' and entering the 'work-life era' in which place-making, healthy choices, nature and human connections combine to make a difference.

If you're puzzled by the slow recovery of office productivity, Aki Stamatis of Fourfront Group explains that leadership strategy will continue to be the defining factor in raising performance in 2019 – but there must be closer integration with workplace design. Gabor Nagy of Haworth shares research on the rise of corporations creating their own coworking-inspired spaces, a trend that will gather pace this year, and Simon Elliot of Aramark looks at the role of food in the future of work. His recipe? We can expect smaller, more nimble retail footprints, more coffee and authentic flavours in 2019.

Finally, John Hilderbrands of Condeco sets out the key drivers for digital transformation, a journey many companies are on, and Kasia Maynard of WORKTECH Academy suggests that awe-inspiring features and biophilia-rich spaces are on the workplace design agenda for 2019. So plenty to consider as we anticipate the year ahead.

I'm grateful to the Global Partners of WORKTECH Academy for their active participation in this publication and for their all-round support in ensuring we bring our members the very latest evidence and inspiration on the future of work and workplace from around the world.

In 2019, we'll be gathering great ideas from WORKTECH conferences in more than 20 different cities. Let's see how the predictions play out.

Professor Jeremy Myerson
Director, WORKTECH Academy

Eight eyes on the future

4 Shaping The New World Of Work
UnWork

6 Disruptive Construction Technologies, *BVN*

8 From Workplace To Work-Life
Lendlease

10 The Puzzle Of Productivity
Fourfront

12 Rise Of Corporate Coworking
Haworth

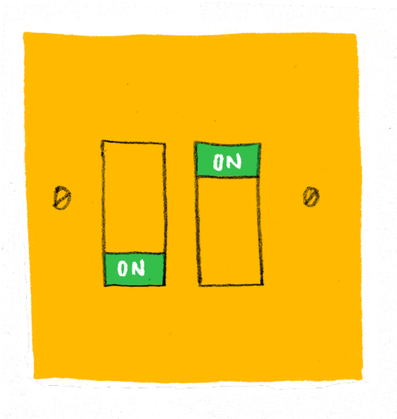
14 Food And The Future Of Work
Aramark

17 Digital Transformation
Condeco

18 Awe-struck By Design
WORKTECH Academy

Shaping The New World Of Work

Seven big ideas in technology are set to reimagine the workplace in terms of experiences, services and the way people will work, explains Philip Ross of UnWork



1. PHYSICAL SOCIAL NETWORK

The raison d'etre of the 'place of work' is set to be more and more around interaction and less about solo work; buildings will become physical incarnations of social networks. The experience of Gen Z today and their digital lifestyle informs much of what is to come. Their approach to real-time interaction through platforms such as Snapchat, WeChat and Fortnite demonstrate an expectation of being connected, always on, interacting synchronously and transparently with their friends. A gamified workplace will be one consequence of the 'Xbox generation' in stark contrast to the staccato exchange of asynchronous communications adopted by the Baby Boomers and Gen X, whose way of working is largely off-line in scripted workplaces, with days full of back-to-back meetings.

2. A DIGITAL WORKPLACE

The addiction of Gen Z to digital platforms will lead to an expectation for, and a realisation of, a digital workplace. This will have a range of attributes that will redefine how and where work is done. Today there is an ability for the user to choose but decisions and information are imperfect. And data scarcity leads to unintended consequences from ill-informed decisions – we are not optimising our work-life integration. With AI, machine learning and the use of data analytics to define an optimal working day, we will move from self-service to suggestion. Real estate data scientists will analyse past performance, look at current activities, review the 'data lake' and recommend where to work, in what space and with which people.

3. REAL TIME REAL ESTATE

Suddenly buildings can become smart. Rather than the dumb containers of old, the rise of the internet of things will result in billions of sensors that will measure everything from air quality to occupancy, and an intelligent infrastructure that will manage all aspects of the built environment. These systems will generate huge amounts of information, and this data will allow smart decisions.

This vision of real time real estate cutting costs (energy, food waste, underutilised space) and improving experience (service, support) along with machine learning and AI (predictive analytics and sociometrics) will transform the world of work.

4. AN APP CENTRIC WORKPLACE

We all use apps in our personal lives, but when we step into the workplace there is a lack of experience and utility. Much is about to change. We predict that many of the functions people need to be effective during their working day will be provisioned through an app. From accessing the building to finding the way to your meeting room, booking a desk or requesting a locker, ordering food and coffee or checking into a conference room, the app will be the dominant user interface.

New workplace apps that are 'location aware' will change the user experience and provide enhanced productivity by aligning space with preference and activity.

5. A CONSUMERISED WORKPLACE

The vision of apps on smart devices signifies the use of smartphones as a central tool. But people, and especially Gen Z, expect to use those devices for more than just corporate functionality. The blurring of boundaries between corporate apps and personal social media requires new approaches to 'work-life integration'. Progressive companies have resolved issues of security and compliance to allow people to 'bring your own device' (BYOD) to work and use it to access corporate systems. BYOD will blur the demarcations and complicate the once autocratic approach to corporate technology. Choice and preference will bring predictable and 'safe' corporate IT solutions into tension with a 'consumer-friendly' approach where people expect the same experience that they have with home technology.

6. THE END OF THE CABLE

It seemed so implausible 25 years ago when I published The Cordless Office report. Back in 1994, people had never heard of wireless technology, or if they had, they were worried about speed, reliability and security. Now the cable is dead. People are used to wireless technology – indeed they rely on it; the iPad has no Ethernet port, a smart phone will synchronise with the cloud over Wifi and, soon, 5G wireless networks will provide blistering speed to the palm of your hand. The fears over performance and security are now largely gone and people have embraced the flexibility and mobility that wireless technology brings. Connecting people and not places or desks, using ever more portable devices and 'unconscious synchronicity', will become the new normal.

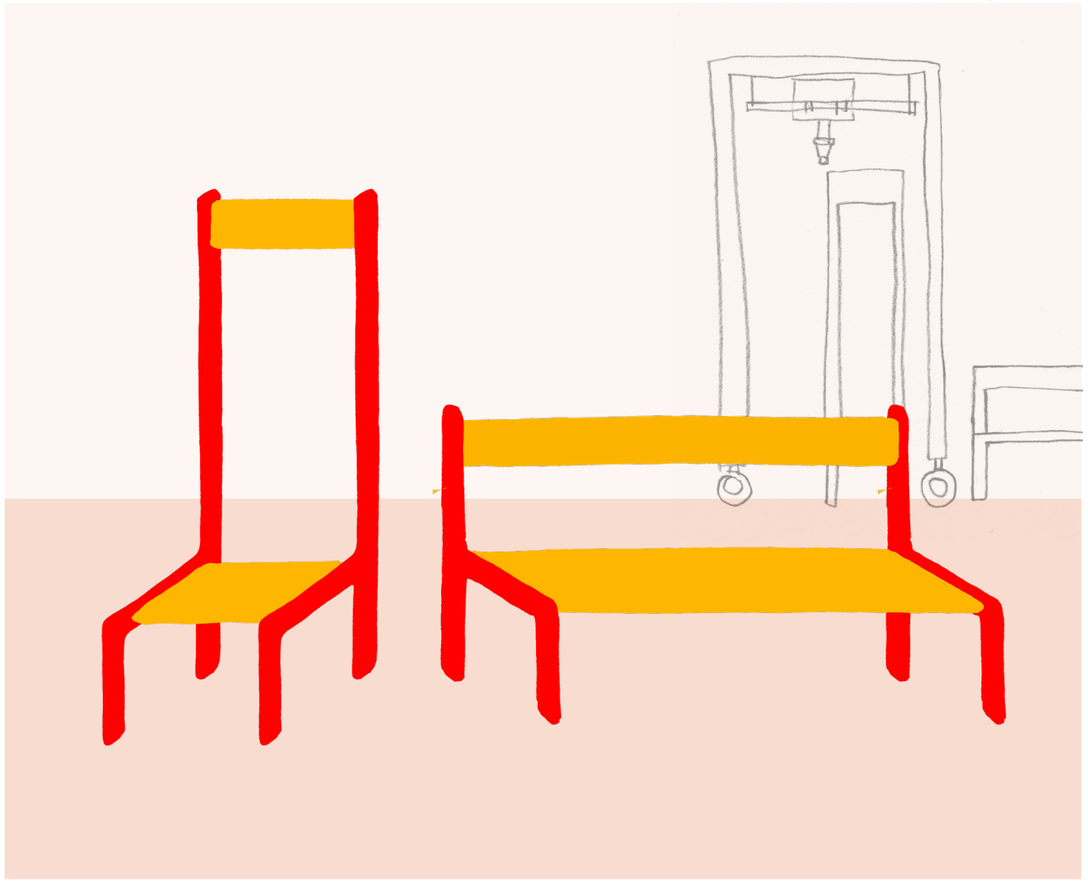
7. VOICE REVOLUTION

We are at the beginning of a voice revolution. The use of speech to interact with technology is about to come of age. We have seen the growth of digital assistants like Apple's Siri and Microsoft's Cortana. Now the concept of the voice user interface or VUI will provide a new way of interacting with systems, platforms and devices. Natural language will increasingly be used to interact with digital assistants, requesting information, directing requests or searching for knowledge. Amazon's Alexa for Work is leading the way. As conversational computing arrives in the workplace, watch out for a backlash against open plan as noise and distraction drive people back into acoustically optimised spaces.

Philip Ross is the founder and CEO of UnWork

Disruptive Construction Technologies

The merging of the digital and physical workplace is a curtain raiser for the rise of disruptive construction technologies in office buildings, says Laurie Aznavoorian of BVN Architects



In 2018 the workplace industry made great strides. Not only did we broaden client understanding about alternative working, but we also developed workplace apps that leverage personal data to deliver rapid, intuitive connectivity, services and space. Workspaces have been reinvented, coworking is a good example; as a result, they are delivered faster but the same cannot be said for buildings.

The time is ripe for Disruptive Construction Technologies (DTC) to drive parity between workplaces and buildings. We predict that DCT will become a veritable watchword for 2019. As a broad umbrella term, it includes robotics, 3D printing, Mass Timber Construction (MTC) and a return to craft building. Space users have woken up to the costs and limitations of walls, ceilings and floors. They want dynamic, connected environments full of character and they want them immediately.

With the rise of DTC, landlords can offer pizzazz in less time with environmental advantages. Cleverly conceived, MTC may someday be designed as removable parts of an environmental kit, facilitating rapid delivery of atrium and stair penetrations bringing the immediacy of workplace to entire buildings. We will see more mass-produced components: demountable wall systems, kit rooms and amenity, and MTC building blocks, all stored and ready to install at a fraction of the time it takes using traditional construction methods.

Tenants get speed, greater functionality and less downtime; those who hold workplace as an expression of brand will have options to customise; but the real brand story comes from using building methodology that reflects company values and supports personal empowerment, abandons ostentatiousness and promises less waste.

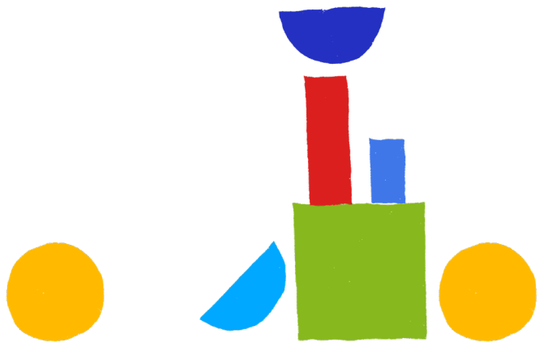
3D printing has made its mark on the process of design; this will continue but will follow what many believe was its intended course – to be part of the solution. We can print houses and human limbs – so why not workplaces? The rise of 3D printing will redistribute the construction pie, leaving less for contractors and more for users to control.

Finally, the robots are here; busily lending a hand, facilitating the reintroduction of craft to our interior environments. They will do the jobs we are too bored or are incapable of doing and perform skills we long ago abandoned due to their expense, such as weaving and welding. The result is a return to beautiful, non-human, but still handmade items; bringing design and manufacturing closer together as disruptive construction technologies give us what we need when we need it.

Laurie Aznavoorian is Senior Practice Director at BVN Architects, Australia

From Workplace To Work-Life

We're leaving the workplace era and entering the work-life era, placing greater emphasis on placemaking, wellbeing, togetherness and choice, says Natalie Slessor of Lendlease

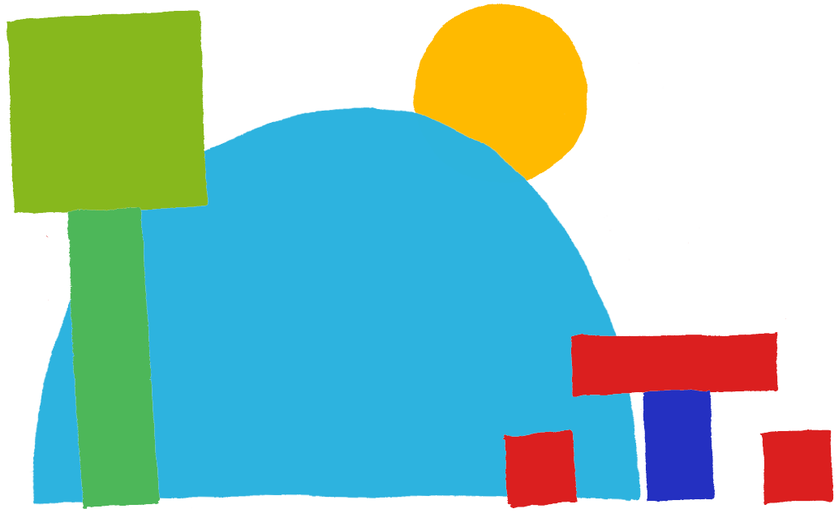


A workplace that produces great ideas, better speed to market, new products, lasting talent and strategic advantage does not do so because of the spaces alone, but because of its culture and sense of belonging. In 2019 we will leave the 'workplace era' – one in which we ruminated over every stick of furniture and complicated ways of arranging and using them – and enter the 'work-life era'.

Work-life is where life and work are in harmony, not conflict. It's an era where technology takes away friction and saves you time, where work is a place you choose to be, a place where your other life commitments are respected and you have time to contribute in more meaningful ways than ever before. Here are our top tips for supporting a great 'work-life workplace' to help people thrive:

PLACE-MAKING

Don't just choose an office building for your next workplace – choose a precinct, a great place. The workplaces of the future are situated in mixed use precincts with incredible curated programmes and access to green space. More than just a workplace, these areas need to be full of great experiences and conveniences, including cafes, restaurants, shops, childcare, gyms and open space. This empowers employees to leave the office and disconnect from work while still being close to the office. Nearby childcare makes drop-offs and pick-ups a little bit more seamless.



THE WORLD OF WORK IN 2019

HEALTHY BY DESIGN

Don't only teach healthy work and life practices, design them into your workplace. Nudge people towards great choices without them really knowing it, for example by making standing meetings the norm, or by making free healthy snacks easily available, or by putting the stairs before the lifts. Top performing people mean a top performing business.

LOOK TO NATURE

Reflect on the materials you are surrounding your people with. A report commissioned by Planet Ark found exposure to natural products and interiors creates similar health benefits to those formed by spending time in nature. This includes improved emotional state and self-expression, lower blood pressure, heart rate, and stress levels – it's called the biophilic effect.

BRING PEOPLE TOGETHER

People tend to enjoy work because of the colleagues they work with and the legacies they create as a team. A 'free range' workplace is not a great strategy, so do the opposite – deliberately bring people together. In an era when technology allows us to work from anywhere at any time, the role of the physical workplace enables people to be face to face. Make sure it's easy for people to genuinely connect with each other and create a collective sense of belonging.

PROVIDE CHOICE

Provide just the right amount of choice, but not too much. The worst workplace experiences occur when dysfunctional set-ups are imposed on people. Giving people some autonomy or choice can make a huge difference, but this needs to be done carefully. Settings need to be chosen to mirror the way you want your business to operate. Make mindful decisions about a few great spaces or furniture that will help people feel valued, but also able to perform. Choices like large tables for teams to gather around, or having an abundance of quiet spaces for solo reflection, can be powerful tools for your people and culture as we move into the work-life era.

Natalie Slessor is Head of Workplace at Lendlease

The Puzzle Of Productivity

Leadership strategy will clearly be central to boosting productivity in 2019 but workplace design can play its part by providing the canvas to make it happen, says Aki Stamatis of Fourfront

More than 10 years on from the 2008 financial crash, the global workplace will enter 2019 still trying to recover from a steep dip in productivity. Indeed, one can predict that finding new ways to reboot employee performance is set to intensify. Organisations have debated long and hard on how to define productivity and what are the right influences and measures to stimulate it. Despite this, progress remains patchy, as employee performance is influenced by a complex web of physical, social and psychological factors.

In 2018, Fourfront Group and The United Workplace, in partnership with WORKTECH Academy, produced a short international report, The Puzzle of Productivity. The research involved analysing online questionnaire responses from 120 companies around the world; a literature review of workplace productivity and performance; interviews with end user clients; and a discussion of the findings by international academic panel.

What the study revealed was that quality of leadership is regarded as the defining factor in the productivity puzzle: more than half of the survey named leadership as most important in raising organisational performance. Less than a fifth of respondents named environment, technology or wellness as being the most important factor. Asked to name the best way to motivate staff to improve performance, more than half of the survey voted for ‘inspiring leadership’.

THE WORLD OF WORK IN 2019

Organisations continue to define performance in terms that belong to the industrial era. More output/productivity and profit accounted for half of survey responses - softer business measures such as a satisfied workforce and client retention scored lower in the rankings. But hard metrics to define performance at work are not matched by rewards for employees who raise their game. More organisations offer communication and praise to high performing employees than give financial incentives.

The goal of the research was to obtain feedback from organisations on the frontline of change and use it to shape a constructive ongoing discussion about how to raise productivity. The bigger picture that emerged was that companies should do more to integrate the different factors that shape productivity, with greater collaboration between IT, HR and corporate real estate functions within organisations a priority. In particular, the fit between workplace design and leadership strategy should be closer.

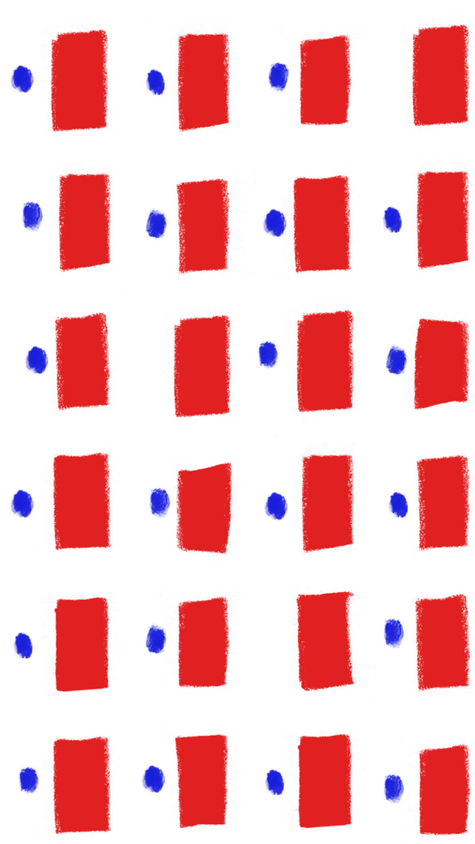
What is clear from our research and the interviews we conducted is that whilst leadership is conclusively regarded as a dominant factor in raising performance, not enough attention is paid to its dynamics within the workplace industry. We need to allow leadership to forge a deeper understanding with workplace design because one cannot deliver what organisations need to improve their productivity without the other. This requires the adoption of more holistic and joined-up thinking in workplace strategy by key decision-makers.

Workplace design can be a canvas for new-generation leaders to express strategies that entrust, enable and motivate people. The best leaders will create a cultural identity which they will allow to be brought to life by great design. So, in turn, a working environment is one that enhances productivity and goes beyond the merely functional. We believe this partnership between design and leadership is vital if organisational performance is to be improved, and we want to continue the debate in 2019 with further research on the puzzle of productivity.

Aki Stamatis is Chairman of Fourfront Group and The United Workplace

Rise Of Corporate Coworking

Coworking started as a social movement but now it is set to go in-house as corporations seek to create a coworking-like approach in their workplaces. Gabor Nagy of Haworth explains why this is happening



Corporations needing to innovate often struggle to have the right talent at the right time in the right quality, quantity and composition. Additionally, while traditional corporations with their infrastructure, established culture and hierarchy may be best for processes and organisational management, these same things can stifle innovation. Coworking, on the other hand, seems to meet the increasing need to innovate. With this in mind, corporations are now setting up their own coworking-like spaces. What better way to have a coworking-like culture than to create one's own, in-house?

Our own insight into this growing phenomenon, however, is that there is much more to the corporate adoption of a coworking philosophy than just creating cool spaces. We are on the brink of the fourth industrial revolution, where the changing nature of work and flexible work are heavy influencers. This means that organisations must manage disruption, risk, space and place as they seek to innovate. These four challenges have created a 'perfect storm', forcing companies to rethink the role of their workplaces in regard to innovation – and they're thinking more like those that built the coworking movement.

THE WORLD OF WORK IN 2019

This movement is now in its fourth stage of evolution. In the first stage, coworking emerged as a social movement to bring remote workers and isolated freelances together, out of isolation, and sharing the rent of a larger space. They also found that working together and coordinating their expertise prompted unexpected innovation. Then coworking rode the start-up wave of small business as smart entrepreneurs hosted coworking spaces to make a profit – both locally and nationally. Open to the public, these spaces were – and continue to be – membership-based, attracting freelancers, start-ups, and some corporate employees.

In its third stage, coworking became a mainstream offer: the consumerisation of workspace followed when the frontrunners of coworking spaces grew into behemoths, such as WeWork, with its unimaginable US $20-plus billion validation in a mere eight years. Now we're beginning to see not just commercial coworking, but also corporations adopting a coworking-like philosophy in their own workplaces. Why? To improve innovation – otherwise, they'll get left behind.

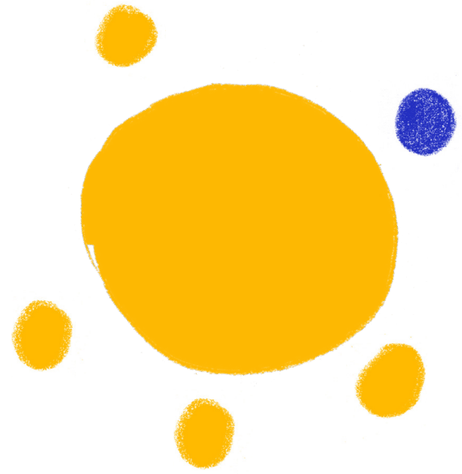
While there are many corporations trying to replicate the success of coworking within their organisations, two approaches rise to the top: Open House, where consumers and users are called in on a drop-in, exploratory basis to help improve corporate marketing and sales; and Campsite – entrepreneurs, disruptors and start-ups are given space on a temporary, invitation-only basis to support company transformation and innovation.

Our research revealed that the reasons for building coworking-like spaces vary widely but can be classified by three primary drivers: first, transformation – the opportunity to offer controlled, purposeful disruption, and provoke change by establishing a proof of concept; second, innovation – the chance to create a start-up ecosystem, co-locating internal employers with start-ups; and third, future-proofing – as a platform to look further than the company's boundaries of expertise and collaborate across diverse domains.

While many companies have been effective in addressing these goals, not all corporate in-house versions of coworking have been a success. Failures we analysed identified some key learnings. Space for these activities need to look different from the organisation's standard corporate office, or users won't come. Community managers are the glue for these communities; when they leave, the success of the spaces is often in jeopardy. Finally, some companies have learnt the hard way that culture trumps strategy every time. Cultural fit is critical.

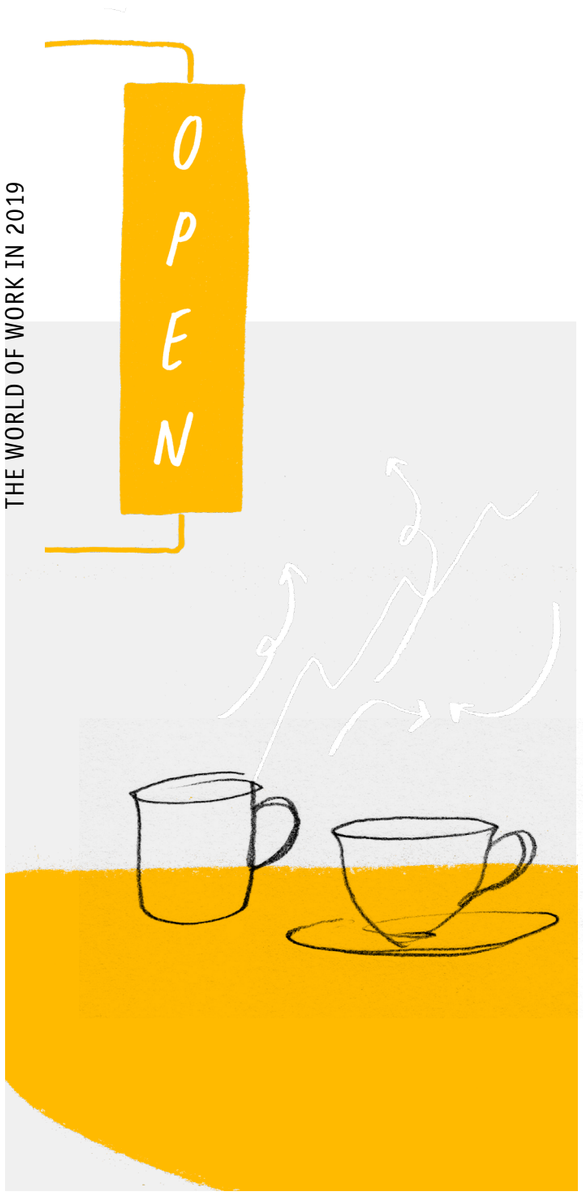
Despite these setbacks, we can expect the trends towards corporate coworking to increase in 2019. Bringing a coworking philosophy into an organisation is more than just inviting start-ups or creating a hip, chaotic work environment. Companies may need to forgo several core cultural values – prioritising self-directed learning and working with each other in organic ways, investing in building communities and relationships built on trust, and encouraging boldness and 'value ecosystems' rather than value chains.

Dr Gabor Nagy is Research Program Manager, Haworth San Francisco



Food And The Future Of Work

As the role of food increases as a strategic priority in creating a better workplace experience, Simon Elliot of Aramark reviews the innovations that are set to gain ground in 2019



Each year, the role of food in the workplace increases in strategic importance. This will continue as more executives invest in work experience initiatives as a strategic priority in the drive to attract and retain the best talent. This has allowed the creation of great places to work, where people want to be, and which offer a wide range of flexible and consumable work options.

So why is food in the workplace so important? Many organisations believe that, as in the home, food can be the hub of the workplace community – a place where people meet, connect and collaborate and where creative collisions happen. An army marches on its stomach – a saying often attributed to Napoleon – and this holds true of the work-force today. Many also believe that among employee perks, food is the most impactful when you consider the organisational efficiencies, including productivity, that stem from having a more engaged workforce.

When assessing the potential impact of food in the workplace, it is important to remember that 95 per cent of the Fortune 100 Great Places to Work provide food in the workplace – and Great Places to Work companies outperform others by over two times in shareholder value and have a staff turnover half that of industry peers. Also, food commutes of less than five minutes can drive up productivity of 20 minutes per day, per employee.

To understand the role that food plays in the future of work, we look through three lenses: insights, innovation and organisational impact.

INSIGHTS

Based on our experience of providing more than one million meals per day to more than two million consumers, we regularly conduct research to understand what matters to our stakeholders. Organisations are concerned about productivity, employee satisfaction, talent recruitment and retention. What matters to consumers is quality, health, convenience and personalisation. This helps frame what food innovations will resonate, key consumer drivers and how to address them.

INNOVATION

As we look at 2019 and beyond, several trends are likely to proliferate, including:

Smaller, Neat, Retail: Smaller footprints and labour-light, product-rich environments where consumers can use technology that enables 24/7 convenience.

The Rise of The Coffee Bar: Coffee (and tea) everywhere. The yearning for our favourite beverages will only continue to grow. Add a simple packaged snack for a quick and convenient respite.

Valhalla: Forget staid old cafeterias, think about vibrant food halls with an eclectic mix of authentic flavours and experiences from local vendors, street food and staple delicacies in a cool environment. The ideal place to meet, eat, connect, and collaborate with colleagues.

Convenience Retail: Convenience is high on the needs chart, and what better way to combine food and beverage than with day-to-day staples? Add takeout, coffee, and even apparel to create your own on-site store.

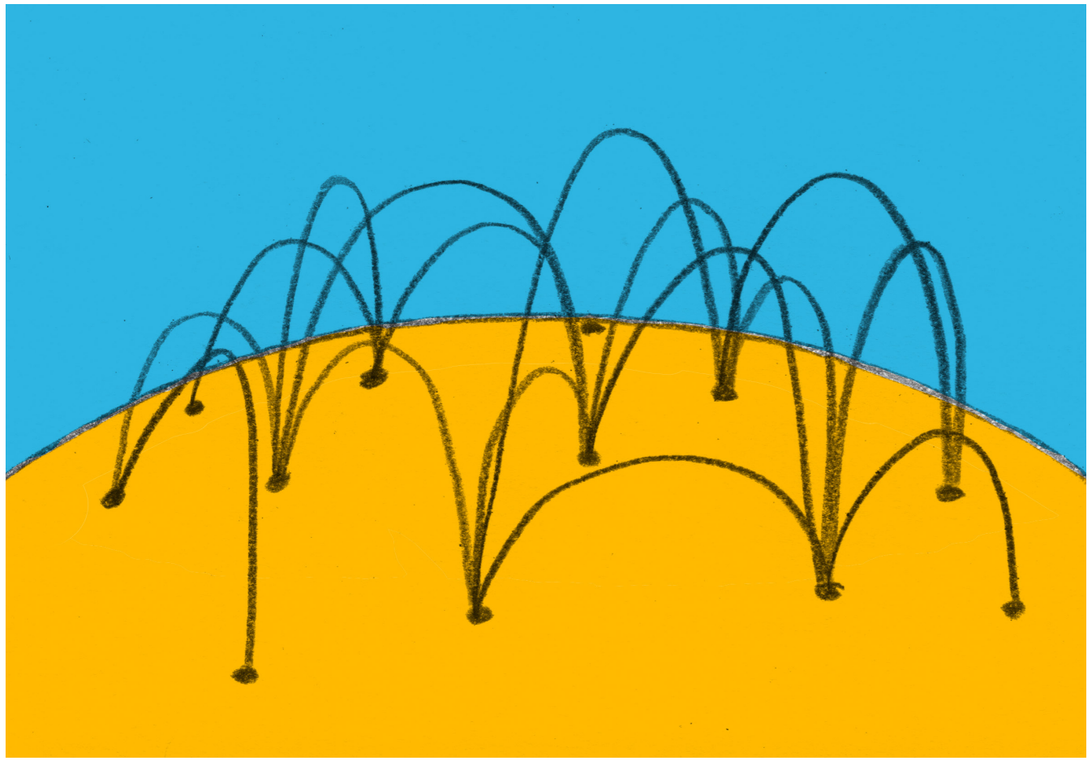
Micro-Markets: The days of faceless vending machines are over. Think small-footprint, product-rich, self-service spaces where employees grab a drink, snack, or light meal, with 24/7 accessibility.

Meal Plans: Commonplace in higher education for decades, meal plans have found a new niche in the workplace. Employees can sign up for a plan that suits their workflow and budget for quick, easy, and convenient meals.

IMPACT

Work has changed forever. Expectations are higher than ever before, as is the war for talent. The need to create a heightened employee experience has never been so important. But what about the impact? A more attractive food proposition results in a more engaged workforce; better retention, productivity, and efficiency; and, overall, a better place to be and thrive. Lunch is served!

Simon J. Elliot is Vice President Strategic Partnerships at Aramark and LifeWorks Restaurant Group



Digital Transformation

Many companies are still in the early stages of digital transformation but in 2019, we are set for rapid developments that will accelerate the process of 'going digital', says John Hilderbrands of Condeco

THE WORLD OF WORK IN 2019

Digital transformation has been a key workplace focus in recent years, and one that will continue to be a primary driver for progressive organisations in 2019 and beyond. The next wave of digital transformation will be the shift from unresponsive technology to technology that aligns with human needs and adapts to the rapidly changing nature of the way work is being conducted.

Key drivers of digital transformation to look out for this year are the remote workforce and their increased dependence on video conferencing. We are in an age where employees can access the data they need from cloud-based systems, teleconferencing systems are more sophisticated and digital collaboration tools are increasingly being used. These digital tools help maximise the effectiveness of remote teams in combination with centralised office-based teams. Yet there is still a mild, lingering distrust of technology's capabilities.

In previous years most people would use Outlook, Google Calendar or iCal to digitally book meeting spaces, but they would seek the help of human assistants for reassurance if there was a particularly large or important meeting. Now, we are seeing the emergence of iPads and touchscreens on walls outside meeting rooms which display the booking status of each room. This visual representation of the room's availability status provides confirmation of who has booked the room and for how long, eliminating any potential for overlap or double bookings.

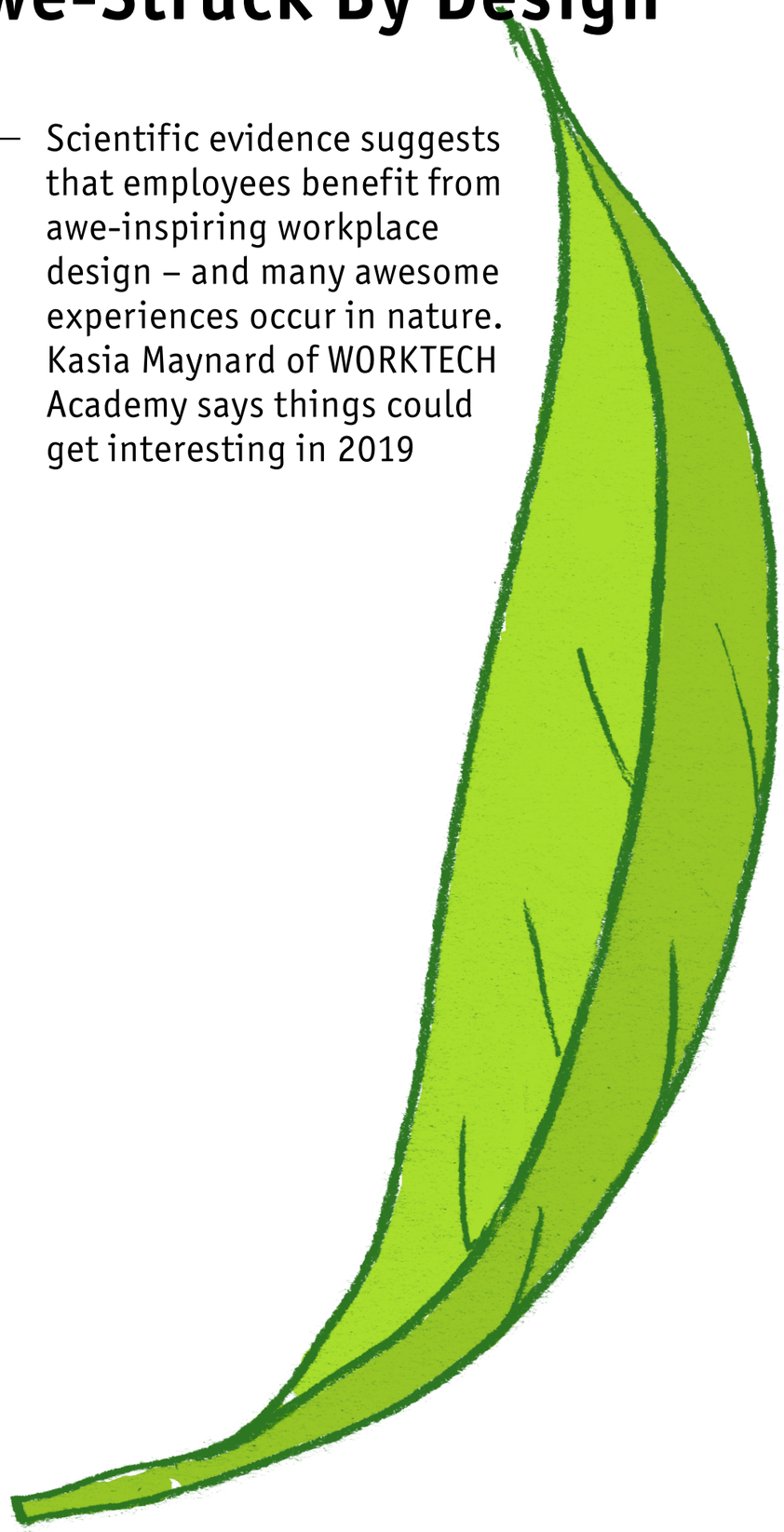
Where large telepresence screens were ubiquitous in large conference rooms and boardrooms, they are increasingly becoming the norm in small meeting rooms and breakout spaces. As digital transformation continues to makes its mark on the modern workplace, video conferencing will not just be available to remote workers but increasingly to staff members within the building. This trend is driven by the increased use of collaborative tools such as Slack, where file-sharing and easy communication is at the centre of the user experience.

As we look towards a more unified workspace, both in premises and digital infrastructure, business leaders will recognise that digital transformation is a top priority. The growth of cloud computing technology is expanding the range of what is possible in the workplace, and it will contribute to a more cohesive and productive workforce. The conversation around digital transformation is just beginning, and it's one that needs to continue to be at the forefront of business decisions.

John Hilderbrands is Director of Presales Consultancy at Condeco

Awe-Struck By Design

Scientific evidence suggests that employees benefit from awe-inspiring workplace design – and many awesome experiences occur in nature. Kasia Maynard of WORKTECH Academy says things could get interesting in 2019



THE WORLD OF WORK IN 2019

The sensation of being truly awe-struck is typically reserved for architecturally masterpieces, natural marvels and mesmerising experiences. Workplace design rarely makes the cut. But now the science of awe is set to come to the fore in 2019 with mounting evidence pointing to the potential benefits for employees in the workplace. In fact, we're reaching a tipping point where many of those arguments against implementing more outlandish, awe-inspiring design elements into the workplace – cost, complexity, risk and so on – begin to wear thin.

Research studies analysed by Research Design Connections and WORKTECH Academy demonstrate the tangible benefits of creating a sense of awe at work. Awe-inspiring design can inspire more efficient and effective cognitive processing, more creative thinking, curiosity, open mindedness, less materialism and greater mental and physical wellbeing. People also feel more connected to the world around them, integrate more effectively into social groups, and have a more balanced view of their strengths and weaknesses.

An academic definition of awe is 'the feeling of wonder and astonishment experienced in the presence of something novel and difficult to grasp – a stimulus that cannot be accounted for by one's current understanding of the world' (Griskevicius, Shiota and Neufeld 2010). It's a feeling that is not easy to evoke. Workplace design teams cannot simply insert a replica of the Grand Canyon in the middle of the floor plate or employ a Cirque du Soleil performance in the lobby to liven up the welcome experience.

Design implementations have to be measured and considered at length before they are actioned. Employees need to appreciate the complexity and difficulty of developing a really awe-inspiring experience. But amid an intensifying war for talent in the digital age, companies are beginning to compete on the quality and originality of the experience they can offer – and this approach will only develop further in the coming year.

One branch of the trend towards sparking awe in the workplace has led many organisations to turn to biophilia. In a bid to raise sustainability credentials with millennials and create an environment that can reap the benefits of both awe-inspiring and biophilic design, companies are architecturally mimicking natural environments to enhance employee performance. Research shows that biophilic design can increase short-term memory by 14 per cent, decrease blood pressure, make employees feel more comfortable, enhance creativity, decrease negative emotions and stress, and increase cognitive processing. Coupled with the desirable psychological effects of being awed, it is 2019's answer to the ultimate workplace design.

Biophilic design is the inherent inclination to affiliate with the natural world and it can have positive effects on people's physical and mental health, productivity and wellbeing. It may contain the essence of natural objects and environments without actually copying them or appeal to multiple senses or allow users to seek refuge and relax. It is the conceptual replication of natural environments where we were most likely to survive when we were a young species. They say today's workplace is a survival of the fittest.

Not for nothing does Amazon's headquarters in Seattle, with its trio of connected glass orbs filled with exotic foliage, rival popular UK tourist attractions such as the Eden Project and Kew Gardens. Amazon figured out early on that the workplace should feature awe-inspiring design - and many awe-inspiring experiences occur in nature.

As we enter this new era of workplace design, biophilia is set to play a large part in this new narrative of awesome workplace experiences. Organisations will look to new scientific research to guide them in making evidence-based decisions on how to enhance employee performance. Whether it is an intriguing piece of art, immersive digital theatre or an entire biophilic installation, workplace design in 2019 will certainly take a turn for the interesting.

Kasia Maynard is a researcher and writer with WORKTECH Academy

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THE WORLD OF WORK IN 2019

For more information please contact
Rhiannon Ledger:
rhiannon.ledger@worktechacademy.com
+44 20 8977 8920

Chairman: Philip Ross
Director: Professor Jeremy Myerson
Marketing and Membership Manager: Rhiannon Ledger
Writer and Researcher: Kasia Maynard

WORKTECH Academy
UNWIRED Ventures Ltd
7 St Johns Mews, St Johns Road
Hampton Wick
Kingston upon Thames
KT1 4AN UK

www.worktechacademy.com

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