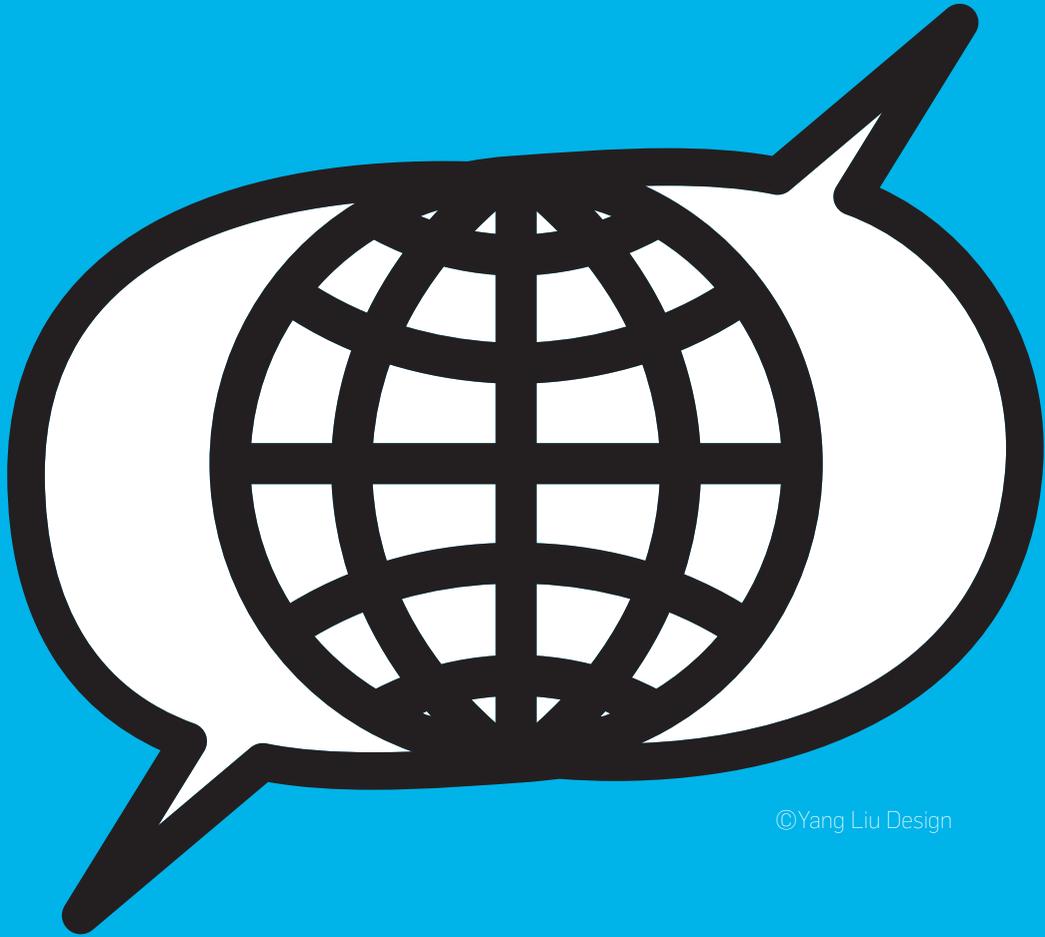# NEW WORK ORDER

bso   TREND® BÜRO   ORGATEC

NEW WORK ORDER

OUR TITLE IS AN INTENTIONAL PLAY ON THE EXPRESSION "NEW WORLD ORDER"—AND WITH GOOD REASON. AFTER ALL, THE STRUCTURAL TRANSFORMATION WE ARE EXPERIENCING, FROM AN INDUSTRIAL TO A NETWORKED ECONOMY, WILL REQUIRE A "NEW ORDER" FOR COMPANY ORGANISATION

*T*he time has come for a new culture of work. The production of knowledge obeys different rules than those that apply to industrial goods. We need to move beyond the limitations of the industrial culture and rethink the way office work is organised if we are to exploit the open-source potential of the information society.

Many forces are driving us toward a NEW WORK ORDER. Global competition requires networked collaboration across temporal and cultural boundaries. The new labour market requires flexibility and skilled workers, while the pressure to innovate demands a better distribution of corporate knowledge and a more flexible approach to innovation. Nevertheless, the primary driving force of the NEW WORK ORDER is the dynamic networking made possible by social media. This accelerates the sharing of information and brings people together to address common content. The authors of this study were therefore particularly interested in how the next big wave of digitally accelerated knowledge and communication will affect the workplace.

A young, media-friendly generation is already intensely involved in social networking systems whose inherent structures enable the type of flexibility, knowledge transfer, expertise and cooperation that's needed. Socially motivated networking has accelerated our everyday lives, taught individuals how to organize themselves, given citizens a greater say in politics, and provided consumers with greater authority. This networking system is now about to question the written and unwritten rules of the office world—i.e. everything from location and organization to office design.

The NEW WORK ORDER must create transparent links between knowledge and people across departmental, company, and even professional boundaries. The goal is a new culture of transparent collaboration marked by intrinsic employee motivation, a consensual management system and shared responsibilities and values.

Unfortunately, the path to the NEW WORK ORDER is neither simple nor universal. It also challenges generally accepted principles regarding work and its organization. However, it's encouraging to note that the first wave of companies is starting to accept the NEW WORK ORDER.

This study therefore focuses not only on the experiences and successes of such companies, but also on the obstacles they have faced. The Share & Win principle of the new culture of work is the source of our motivation to share knowledge.

THE AUTHORS

Birgit Gebhardt
Director of Trendbüro

Birgit Gebhardt worked for Trendbüro from 2001 to September 2012. As a consultant and trend expert, she remains socially networked with the company, where she also served as Managing Director for five years.

Florian Häupl
Senior Trend Consultant at Trendbüro

Florian Häupl has an M.A. in economics and has worked at Trendbüro since 2009. As Senior Trend Consultant, he conducts trend studies and consulting projects that examine how the networked economy affects our working and private lives.

A NEW START

HOW IS OFFICE WORK CHANGING? WHAT ARE THE MAIN DRIVERS OF THE PROCESS? HOW IS COOPERATION CHANGING? HOW ARE DIGITAL COMMUNICATION TECHNOLOGIES INFLUENCING THESE DEVELOPMENTS? WHAT FACTORS MAKE SKILLED WORKERS LOYAL TO THEIR EMPLOYERS? AND HOW ARE THE NEEDS OF OFFICE ENVIRONMENTS CHANGING?

These questions stood at the start of a joint project of the Trendbüro consulting company and the office furniture sector, represented by the Association of Office, Seating and Object Furniture (bso) and ORGATEC, the leading global trade fair for office and facility furniture. We deliberately focused not on the distant future but on processes that have already begun to change work environments.

On the basis of numerous interviews with individuals, workshops, a quantitative survey and associated secondary research, the experts at Trendbüro gathered data, consolidated it, combined it with examples from current practice and put all of this information together in a documentation of the new start.

THE CHANGE HAS MANY FACETS

This publication begins by describing the most important drivers of the NEW WORK ORDER. It points out how, and in particular with what results, the boundaries between departments and companies are becoming increasingly porous. It also takes a look at the expectations of the "digital natives", those coveted highly qualified young workers that are pouring into companies and bringing their new communication habits with them. The members of this new generation of employees have long been routinely using networking in their private lives—a practice that companies still have to learn to use in this age of "knowledge work".

In the middle part of this documentation, the authors describe how digital instruments of dialogue, which are known as social software, can be used for internal communication in companies and for managing projects. Practical examples illustrate the broad range of expectations held by those who are already experimenting with such technologies. The authors also describe the obstacles that can make it difficult to use these tools.

WE ARE ALSO EXPERIENCING A CULTURAL TRANSFORMATION

At the moment, we can only guess how fast this process of change is taking place and how it will develop in the future. An assessment of the developments that have been described would also go beyond the limits set for this documentation. However, two things have already become evident: in the future, every company will have to find its own path, and shared values will play an important role in the process.

The third part of this documentation is devoted to the office as a working environment. Nowadays, when an office environment is being restructured, the wishes that are most often expressed are: support for efficient communication, increasing the attractiveness of the office for potential new employees, and ensuring flexibility for future changes. These goals are entirely compatible with a NEW WORK ORDER. Nonetheless, we need to ask what function the office will have in the future in the age of digital networking.

Interestingly enough, the companies that are investing in the restructuring of their offices are the ones that are particularly interested in new communication technologies. In most cases, the emphasis is on the social connections that are fostered by the shared space. If we take a closer look at the correlations between the digital media and the changes in the office space, we can also see some functional connections. These connections are described under the headline "The emotional switch into the work mode" in the next-to-last chapter of this documentation. In the conclusion, the authors from Trendbüro have combined the social and technical developments they have described and woven them together in three short scenarios.
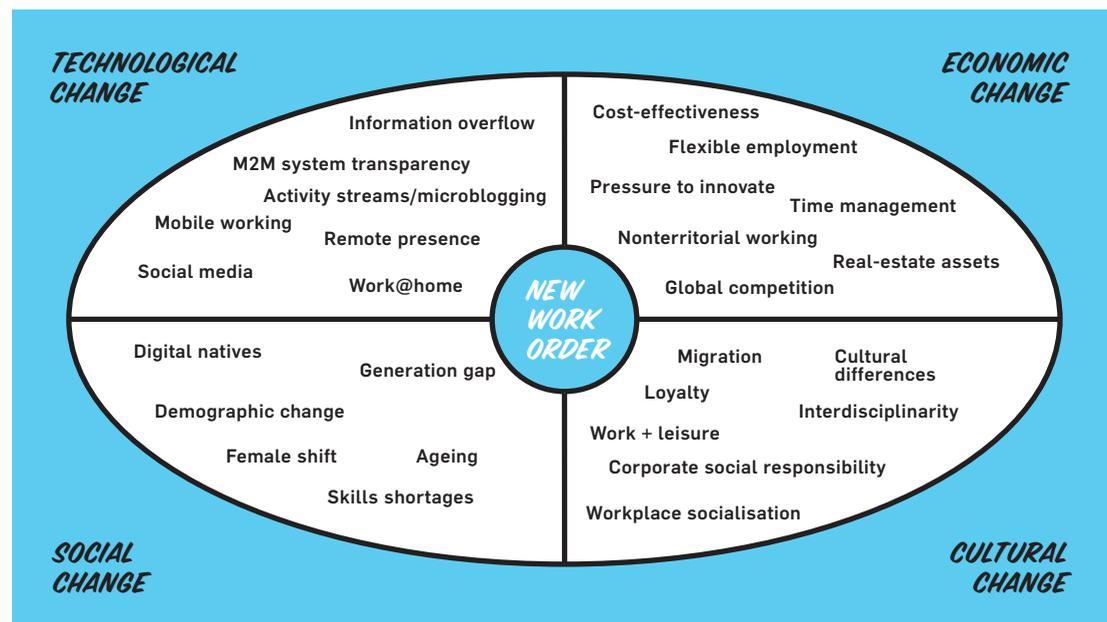
We would be delighted if the readers of this documentation of change benefit from our cooperation with Trendbüro and find valuable tips for their own work on the following pages.

THE CHANGE TO A NEW CULTURE OF WORK HAS LONG BEEN A REALITY. WE AIM TO ACTIVELY SUPPORT THIS PROCESS

THE INITIATORS

Hendrik Hund
Chairman, Association of Office, Seating and Object Furniture (bso)
>> Today entrepreneurship also means taking responsibility in dealings with new types of work and communication. The prerequisite for that is to be aware of new developments and to understand them.

Thomas Jünger
Managing Director, Association of Office, Seating and Object Furniture (bso)
>> The use of new communication tools and the restructuring of the office as a working environment are two sides of the same coin. In both cases, the emphasis is on creating the optimal preconditions for work processes that are networked.

Katharina C. Hamma
Chief Operating Officer, Koelnmesse GmbH
>> Within the framework of ORGATEC we can observe how office furniture and equipment are changing, transforming offices from purely functional workstations to settings that offer a multitude of options and high-quality design.

Dr. Bernhard Kallup
Deputy Chairman, Association of Office, Seating and Object Furniture (bso)
>> Prototypical concepts have outlived their usefulness. That's why these days consultation concerning office furniture and equipment begins by researching the structures and processes of the office and opens up the horizon for further changes.

THE DRIVERS OF THE NEW WORK ORDER

WHETHER IT'S THE ECONOMY, TECHNOLOGY OR SOCIETY—THE PUSH TOWARD A NEW WORK CULTURE IS COMING FROM VARIOUS DIRECTIONS

The working world is experiencing radical changes, as work has become more global, networked, mobile and knowledge-focused than was the case even just a few decades ago. Data, information and the cutting-edge knowledge they generate will shape the economy of tomorrow. The transformative power of the Internet is changing our society from the ground up, and social networks are connecting people all over the globe. Never before has it been so easy to establish contact and co-operate with like-minded people independently of space and time. Fluid networks are replacing rigid hierarchies as the organising principle of our time. We are in the midst of a transition from an industrial to a networked economy with its own new rules, actors, and revenue models. The Internet can be used today to organise everything from ideation to financing and sales—all outside of conventional value chains. Traditional roles are being questioned as "prosumers" blur the lines between consumers and producers. Such individuals are demanding the right to actively participate in the innovation process. Networking and cooperation are the keys to success in the networked economy. The establishment and expansion of customer relations is becoming more important than the mere sale of products.

TECHNOLOGICAL CHANGE

ECONOMIC CHANGE

Information overflow
M2M system transparency
Activity streams/microblogging
Mobile working
Remote presence
Social media
Work@home

Cost-effectiveness
Flexible employment
Pressure to innovate
Time management
Nonterritorial working
Real-estate assets
Global competition

NEW WORK ORDER

Digital natives
Generation gap
Demographic change
Female shift
Ageing
Skills shortages

Migration
Cultural differences
Loyalty
Interdisciplinarity
Work + leisure
Corporate social responsibility
Workplace socialisation

SOCIAL CHANGE

CULTURAL CHANGE

Drivers of trends
The four drivers of the transformation

Trends are strategies for adapting to changed conditions. The four key types of transformation play a major role in the ability to recognise trends. Innovations are leading to new advances in technology. The economy is facing new contexts that offer opportunities or harbour risks—both in cultural and socially sensitive areas.

DRIVING FORCES

Their sources aren't solely IT or communication departments. Megatrends that are gradually becoming more relevant also play a key role. Examples include demographic change, increasing mobility, and digital networking. The NEW WORK ORDER is being driven by the initial effects related to these trends—for instance, the shortage of skilled labour and the inability of conventional work schemes to accommodate a knowledge society powered by dynamism and creativity.

TECHNOLOGICALLY: TRANSPARENCY

GLOBAL NETWORKING accelerates competition and creates a need for more data generation and automated data processing.
THE EXPANSION OF COMMUNICATION MEDIA, their greater ease of use and the increasing availability of the Internet are simplifying access to information. The processes for passing on knowledge are now more dynamic, as are value chains.
SOCIAL NETWORKING IS REPLACING E-MAIL: Digital natives have long since moved to communication via social platforms like Facebook. This has reduced e-mail traffic and led to an increase in informal communication during the normal working day.
EMPLOYEE COMMUNICATION via social media using microblogging and activity streams ensures process transparency and thus efficient co-operation.
INFORMATION TRANSPARENCY for sharing knowledge and avoiding redundancy is becoming an important factor of success in the knowledge society.

ECONOMICALLY: EFFICIENCY

COST PRESSURES on international markets will increase due to the debt crisis and digital production standards.
BUSINESS LOCATIONS: These will be selected on the basis of market and manpower volumes. Declining demand at home and abroad, a lack of motivated skilled workers and restrictive lending will make business difficult for companies operating in Europe.
LOCAL PECULIARITIES are increasingly in danger of being eliminated in the name of cost efficiency and replaced by headquarters standards. Their benefits (financial as well) should be more closely examined instead.
NETWORKING AND COLLABORATION help conserve resources. The increase in project work across departments and locations reflects increased flexibility.
SHAREHOLDER INTERESTS are becoming more of an issue in uncertain times, which means companies always need to be able to provide access to figures and success stories.
INTEGRATION and stimulation of all parties for a proactive exchange of information is vital to the transfer of knowledge.

SOCIALLY: DIALOGUE

ALTERED AGE STRUCTURES caused by the demographic transformation will lead to an increase in average employee age and in age gaps at companies.
MOBILE KNOWLEDGE WORKERS, home-office workers, and freelancers in co-working spaces require tools for transparent work and collaboration.
THE PROXIMITY virtual work has not been able to provide up until now is being created by social media that ensure a type of communication transparency in which nobody is left out.
WITH SKILLED LABOUR in short supply, shared content and interests are leading to new contacts and talents, both internally and externally.
DEPARTMENTAL AND CORPORATE BOUNDARIES are thus being broken down, and informal communication techniques are overlaying formal hierarchies.
PROFESSIONAL AND PRIVATE interests are overlapping, as are the forms of media use.
WORK AND LEISURE TIME are merging. Content is king and self-marketing is now a personal obligation.

CULTURALLY: MOTIVATION AND LOYALTY

YOUNG SKILLED WORKERS are becoming a scarce resource, which means employers must do a better job of branding themselves to potential recruits.
IDENTIFICATION with their job and their company is extremely important to knowledge workers. They want their work to enable them to achieve their professional and personal goals.
THE FUTURE will see more heterogeneous teams in terms of family status, age, cultural background and religion. Prejudices tend to be eliminated through knowledge and dialogue.
PARTICIPATION: The trend in society and business towards greater participation requires new management styles.
THE POTENTIAL FOR DIALOGUE in firms is far from exhausted. External communication with customers is already better than communication among employees.
RESOLVING TENSIONS requires more time and energy to be invested by human resources departments, employees and managers. Potential conflict areas include young/old, global/local, flexible/loyal, and hierarchies/networks.

Prof. Norbert Bolz
Media philosopher, Technische Universität Berlin

▶▶ There are no more customers; everyone is a "prosumer" ("co-create with the customer"). There are no audiences any more; everyone is an author (citizen reporters). There are no voters; everyone is a Web citizen (netizen). Whereas society in the past was ordered on the basis of organisations, institutions and representative bodies, today we live in the happy anarchy of networks.

Demographic change
The employment structure will change significantly between now and 2060. The number of people of working age in Germany will decline from 39.73 million in 2010 to 34.23 million in 2060. An aging society will see the share of 55-67-year-olds among the total population rise from 22.79% (2010) to 28.57% (2060). The biggest decline will be among the 45-55 age group (2010: 25.98%, 2060: 22.06%). The share of 25-35-year-olds and 35-45-year-olds will remain largely unchanged, while the group of 25-30-year-olds will decrease from 9.66% to 8.44%. (Destatis 2009)
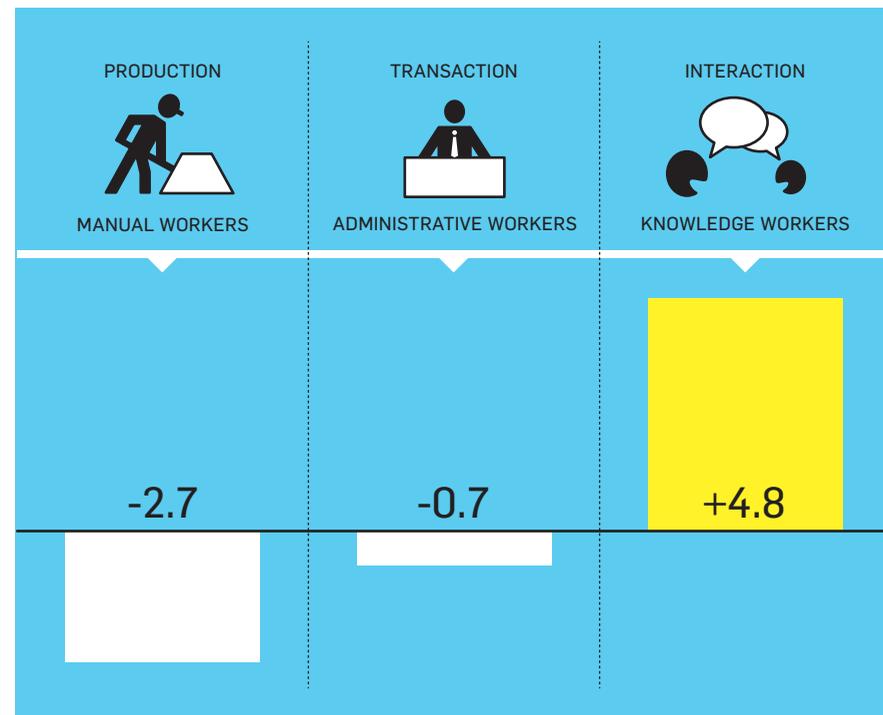
COMMUNICATION WILL BECOME THE CENTRAL ACTIVITY OF KNOWLEDGE WORKERS

Work will become more complex but will also have to be carried out more efficiently. This is where communication comes in. In fact, we believe communication will become the core activity of knowledge workers. Interconnected knowledge ensures identification, expertise and a competitive edge.

In a report published in March 2012 on the transition from the industrial to the service society, McKinsey makes a distinction between "transaction" and "interaction" in the service sector. Transaction refers to the activities of a service or office employee that could be automated in the near future, thanks to digital processes. Interaction describes activities that require communication and co-operation between people—features that are relevant to the jobs carried out by knowledge workers. The range of such workers covers everyone from nurses to innovation managers, as interaction and communication are their core activities (see chart).

The rigid division of activities as standardised processes comes from the industrial culture. However, what counts in the knowledge society are mobility and mutual support. It's not just the need for creative interdisciplinary approaches that leads to heterogeneous team structures in which team members are recruited from different disciplines, departments, locations or agencies. Skilled freelancers are taken onboard in some cases in order to pool expert project knowledge from vari-

Increasing need for communication
87% of the companies surveyed say the need for communication and co-ordination in their organisations is increasing. (Hays 2011)

ous contexts. ==Co-operation, openness and the sharing of resources will be at the centre of future value creation.==

A total of 61.1% of companies surveyed in 2012 by bso and Trendbüro report that routine activities are increasingly being replaced by project work. The companies also say they believe such work offers a productive way to transfer knowledge internally and retain it within the company.

Martin Vohla
*Head of Human Resources,
dmc digital media center*

Communication and networking are very important for us because we need to have a high level of flexibility and innovative capability in order to meet the demands of our customers. Success can only be achieved if we stop looking at things solely from a departmental perspective and begin moving towards a collaborative culture of sharing and exchange.

[1]

46%

[2]

75.1%

More exchange
The importance of communication and project work

(bso 2012)

[1] Percentage of time spent communicating during total work time

[2] Percentage of companies reporting that the share of office work involving communication is rising

[3] Percentage of project work time as opposed to routine activities

35% of all the hours worked in offices are now spent working on projects. Because of this, half of all the companies surveyed continually create new teams consisting of employees from various departments, as well as consultants and external experts.

[3]

WHAT PERCENTAGE OF THE TOTAL OFFICE WORK/OFFICE WORKING TIME CAN BE ATTRIBUTED TO PROJECT WORK AND WHAT PERCENTAGE TO ROUTINE ACTIVITIES?

	Project work	Routine work	Other
Extrapolated total	35.0%	64.9%	0.1% ▸
Sampled total	34.9%	63.5%	1.6% ▸
≤50 office employees	31.8%	67%	1.2% ▸
51–200 office employees	35.6%	62.2%	2.2% ▸
>200 office employees	39.6%	59.2%	1.2% ▸

Total number = 438   ■ Project work   ■ Routine work   □ Other

PRODUCTION	TRANSACTION	INTERACTION
MANUAL WORKERS	ADMINISTRATIVE WORKERS	KNOWLEDGE WORKERS
-2.7	-0.7	+4.8

Service sector
Creation of new jobs in the USA 2001–2009

in millions of employees (McKinsey 2012a)

The transition to a service society is already well under way in Germany, despite the fact that the share of the country's gross domestic product accounted for by industrial production is still higher than in the UK or USA.

Industrial sectors such as those for environmental technology, mechanical engineering, chemicals, and automobiles will need well networked resources if they are to successfully address the shortage of skilled workers.
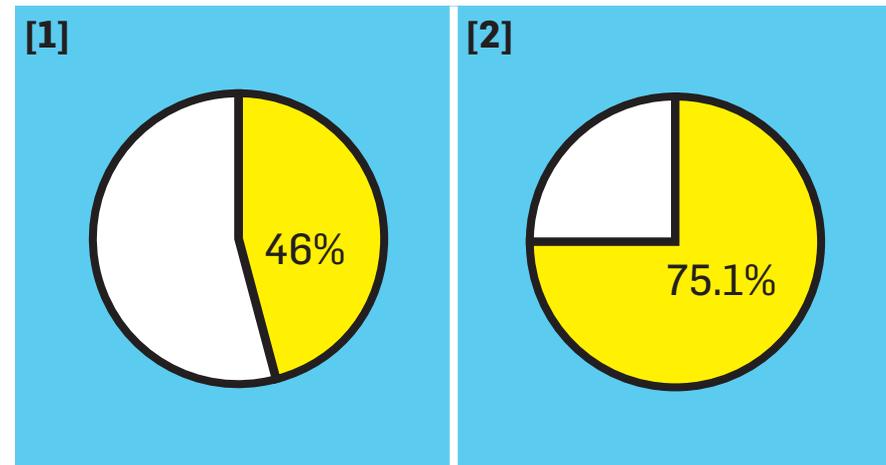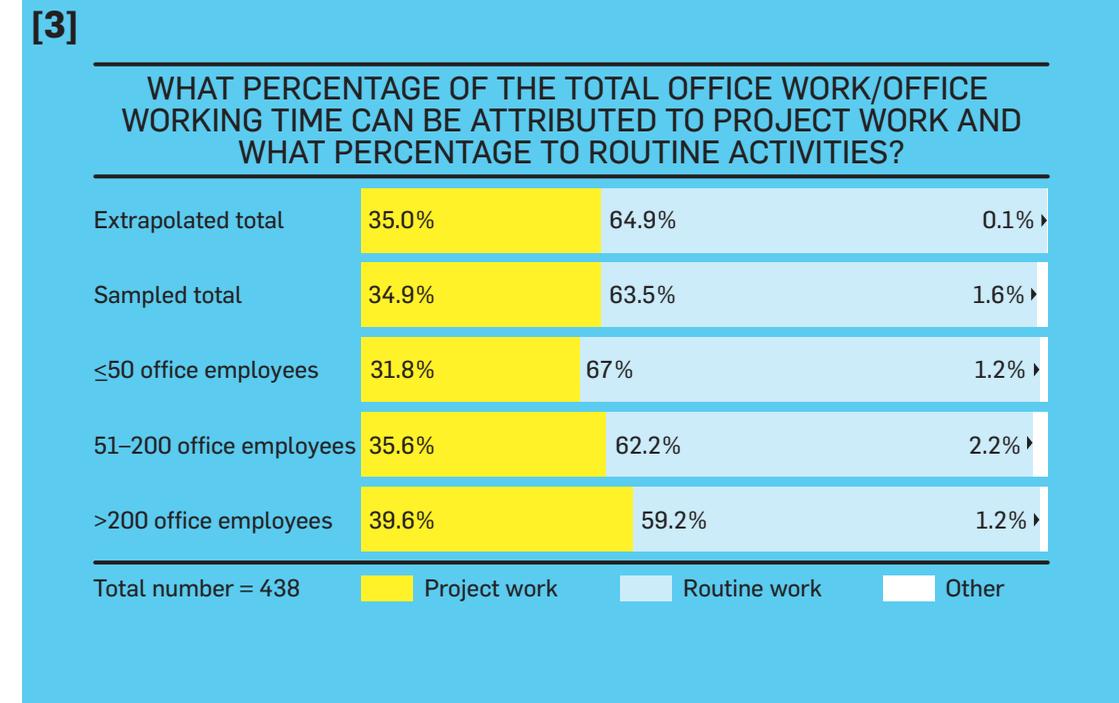
ORGANISATIONAL BOUNDARIES ARE DISSOLVING

COMPANIES MUST NOW OPEN UP, REPORT ON THEIR ACTIVITIES AND ENGAGE IN OPEN DIALOGUE WITH THEIR SHAREHOLDERS AND STAKEHOLDERS

This translates into a localised, repeated or complete breakdown of barriers:

+++ between headquarters and subsidiaries in order to speed up the communication of strategic or market policy decisions and avoid redundant work in the daily business

+++ between departments that often work as competing individual profit centres rather than in cooperation with each other

+++ between individual offices separated by walls that restrict cooperation

+++ between hierarchical levels in specific circumstances, in order to be able to recruit the best minds according to the job requirements

+++ between internal employees and external partners (suppliers, experts, freelancers) in order to retain resources as well as interdisciplinary and highly specialized knowledge

+++ between company representatives, sales staff, agencies and dealers in order to achieve solid positioning of brands and services

+++ between brands and consumers in order to establish and maintain long-term loyalty

SOCIAL MEDIA IS ONLY THE DRIVER HERE; THE TRANSFORMATION AFFECTS MUCH MORE THAN COMMUNICATION AND IT DEPARTMENTS

Old mistakes must not be repeated on the path to this NEW WORK ORDER. For example, knowledge management and communication are not purely IT issues. Change processes need to be approached holistically and incorporate all relevant stakeholders to the greatest extent possible. That's because the initiators of New Work projects are often to be found in very diverse areas—in

Dr. Kai Matthiesen
Managing Partner, Metaplan

In the industrial age, companies knew only one way to design and operate an organization: implementing a rigid and uniform structure. Everyone worked at the same time in the same place and had clear assignments from the managers. Today we can free ourselves from such structures, as digital and social media allow greater autonomy in terms of time, place and ways to contribute to a company's success. Organizing is becoming more open and varied, but also more difficult.

Graphic
Elimination of corporate boundaries

○ Company
◉ Employee
◉ External
--- Networking

[1] **[2]** **[3]**
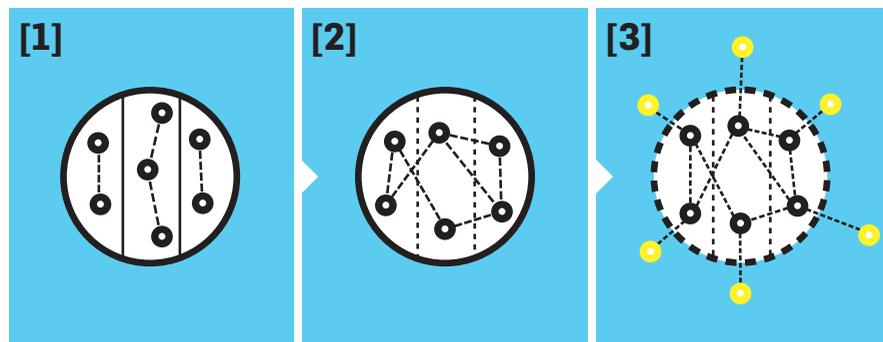
[1] **Silo thinking** is eliminated by [2] **internal networking** and expanded by [3] **external networking**

IT units that plan to launch new technical infrastructures from the social software segment, or in human resources departments that plan to introduce measures to meet the increasing demands of employees for more flexible work/leisure models.
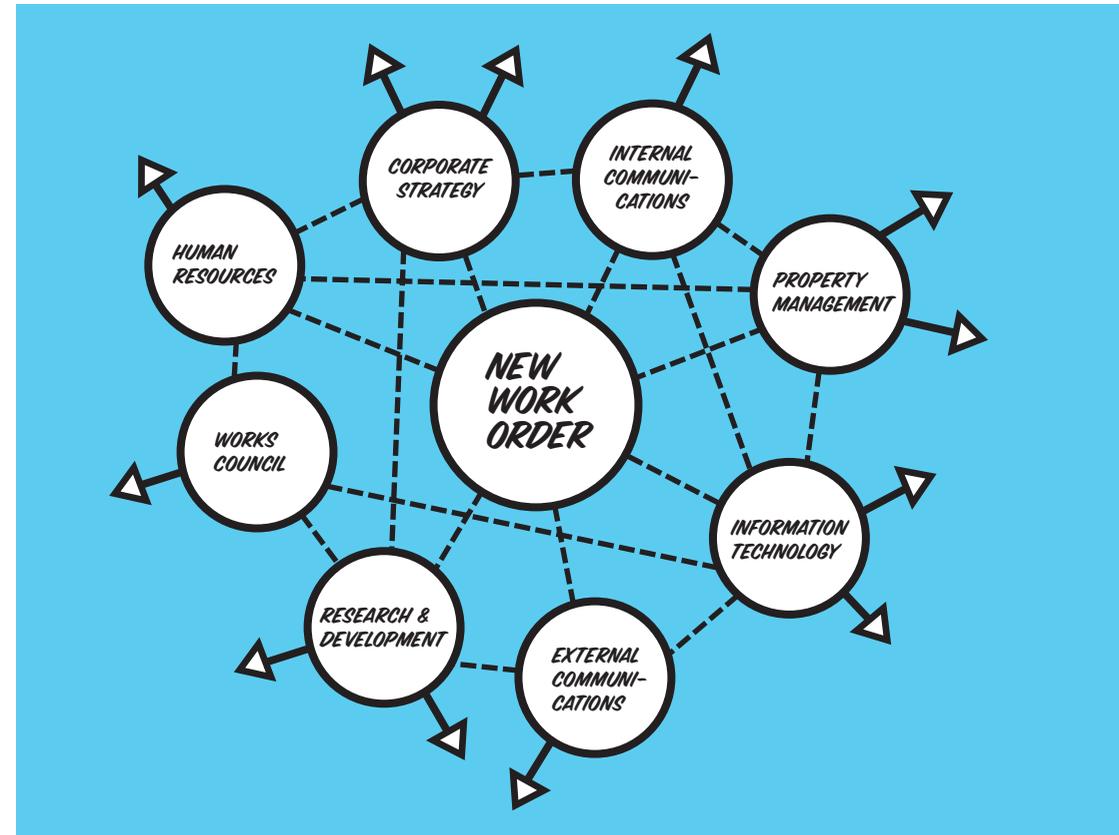
STAKEHOLDER INTERESTS

Corporate strategy	Corporate development
Real estate	Space efficiency
Internal communication	Corporate culture
External communication	Customer relations
HR	Employee loyalty
R&D	Innovation
Works council	Employee interests
IT	Technical infrastructure

The path to the NEW WORK ORDER is not predefined, nor is there a universally accepted fundamental concept as to what form a new culture of work should take at a company. Those who wish to understand and shape changes in the working world must understand the interests and motives of all the parties that make up a business organization.

Stephan Grabmeier
Head of Cultural Initiatives, Deutsche Telekom AG

Work will be distributed differently in the future. For example, whereas we now prepare information and reports and distribute them via one-way channels, the future will see executives and product managers assuming more responsibility for direct dialogue with customers and employees.

Stakeholders in the change process
The interviews conducted during the trend study show that various departments are working on the optimization of internal communication for very different reasons. Most of these activities are still being carried out on a small scale and in pilot projects—but the rollout of the change process needs to be implemented in a holistic manner that takes all interests into account.

THE DIGITAL NATIVE WORKFORCE

RAISED IN A MULTI-OPTION WORLD WITHOUT LIMITS OR BORDERS, ACCUSTOMED TO GLOBAL MOBILITY AND A HIGH LEVEL OF AFFLUENCE AND MARKED BY PRAGMATISM AND AN AFFINITY FOR TECHNOLOGY: A NEW GENERATION IS BRINGING ITS VALUES TO THE WORKING WORLD

The Axel Springer media company is using Apple hardware and free and open access to social software to make itself more attractive to prospective young employees. The company is targeting communication-focused digital natives, whose communication expertise is as flexible as their loyalty to employers. Their professional biographies do not follow the traditional paths taken by their parents' generation, and they are less attracted to major corporations with rigid structures than they are to hip startups. Springer knows it can only recruit these well-networked individuals if the office equipment and communication systems they make available to them are on the journalistic Web 2.0 level—i.e. if they correspond to the communication habits of this emerging generation of employees.

THE BATTLE FOR THE BEST MINDS IS BEING WAGED WITH THE TOOLS USED BY THE BRIGHTEST

For digital natives, the sharing of information is just as normal as cooperation based on shared values. Their most important instruments are social networks, where they can find like-minded people or experts who can answer their questions, share knowledge and opinions, make appointments and document their activities.

Christoph Fellinger
Talent Relationship Management, Beiersdorf AG

Generation Y—the new generation of employees—is not a group that enters a company and changes its culture. It's more the case that they search for an environment that suits them. Their loyalty therefore lies not so much with the company but instead with themselves, their work activities and, if the atmosphere is good, perhaps with a team.
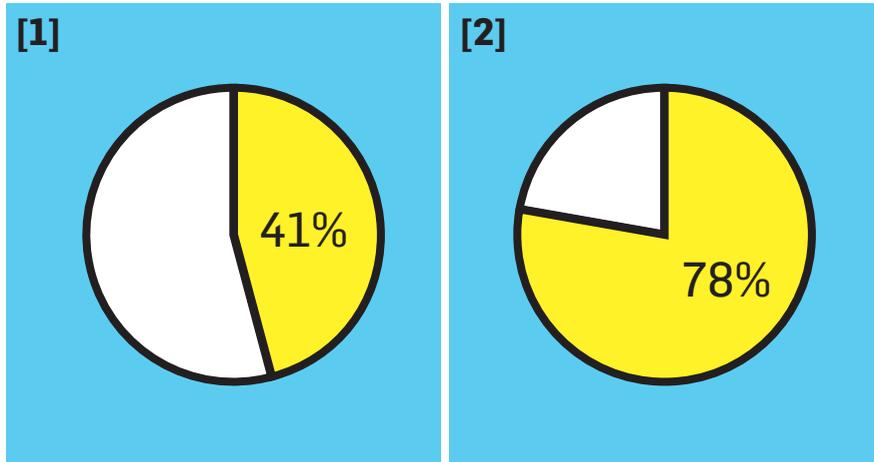
Communication in workplace socialization
A total of 72% of "Millennials" believe there are sharp differences between generations, especially in their approach to work. (LifeCourse 2012)

Mentoring programme
33% of employees under 30 would like to see a mentoring programme. (ibid.)

Generational conflict
38% of Millennials say older employees often don't understand the younger generation. (ibid.)

[1]

41%

[2]

78%

Millennials
Social transformation

(PWC 2011)

[1] Share of Millennials who prefer electronic communication to face-to-face and telephone contact

[2] Share of Millennials who say they work more productively when given access to the technologies they like

Bring your own device
71% of students expect to be able to use the same communication tools at work that they use at home. (Damovo 2010)
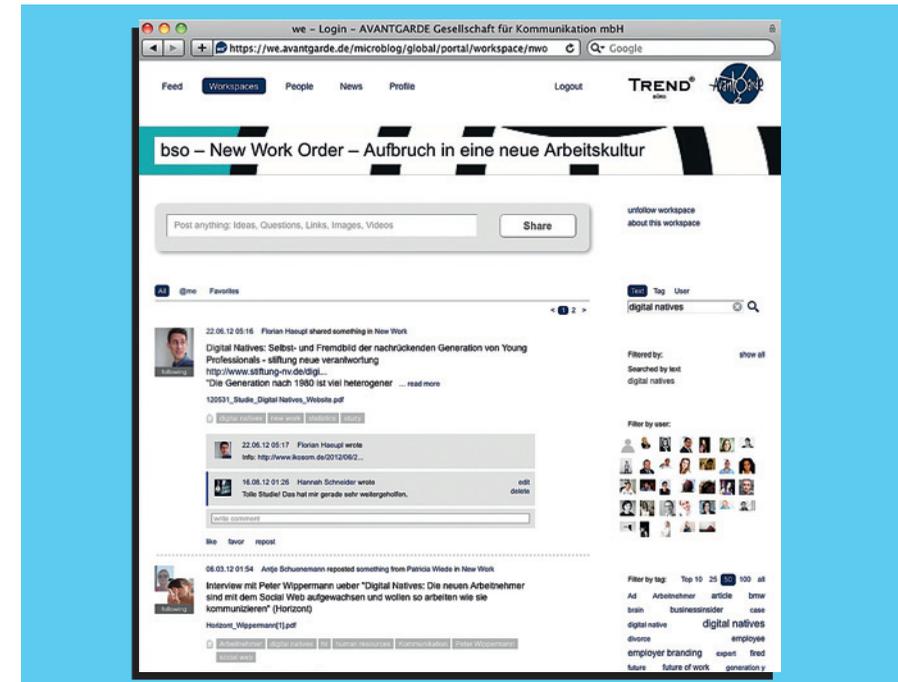
Hardware in the workplace
81% of students believe state-of-the-art hardware in the workplace is important or very important. (ibid.)

Facebook without a firewall
44% of students want to be able to use Facebook at work. (ibid.)

The Web does not distinguish between internal and external
78% of students believe the Internet makes networking easier. (ibid.)

However, from an internal perspective the private use of social media during work harbours huge liability risks for a company. In addition, companies' utilization of social software to increase efficiency by monitoring individual or project-team performance violates current worker protection laws and the guidelines of social stakeholders. The Works Council at Axel Springer AG believes the media company urgently needs to take action, and the Works Council itself is now examining the risks and potential of social software in a pilot project. It is looking at software known as Communote as an example—a system that has a setup similar to Facebook's and whose members communicate via microblogging. The Trendbüro consulting company already adapted and optimised the software's knowledge management functions, interface and usability attributes in a pilot project in 2010 that was carried out in cooperation with the software's developers. The communication platform now links more than 400 employees at 17 locations worldwide.

Hans Voß
Deputy Chairman of the General Works Council, Axel Springer AG

Social software "we"
Employee communication flow

The illustration shows a screenshot of the digitally recorded flow of information at Trendbüro. Similar to Facebook like users' posts act as a source of information or inspiration or entertainment for friends, in the working world status updates serve as a documentation of tagged information, and also depict knowledge sources and issue circles. Specific project work, including documentation of all steps, is carried out in workspaces by authorized staff members.

*1 Digital natives / Generation Y: The terms typically used to describe people born between 1980 and 2000—the first generation to grow up with digital media and view communication via social media as a completely normal phenomenon. +++ ***2 Social software:** The use of social software applications makes it possible to transfer the principles of social media communication into a corporate context. Popular applications include: +++ ***3 Weblogs / blogs:** These are websites where mostly text commentary, but also images and videos, are posted. This content is meant to reflect the blogger's views, with the blog functioning as a mixture of a public diary and a soapbox. +++ ***4 Microblogs:** A short form of blogging that communicates up-to-the-minute reports and stands out through the brief nature of the entries. The information posted is then bundled into an activity stream (see below). +++ ***5 Activity stream:** This depicts activities as a chronological series of entries. It is useful as a collaboration platform for flexible or locally independent project work. +++ ***6 Wikis:** Is the designation used for a collection of knowledge generated by a community. Wikis have different goals than blogs, as several users will work on specific topics in a Wiki and post the expert knowledge directly at the website, where it can also be altered and updated. +++ ***7 Social networking services** allow their users to present themselves in the form of a profile, for example, and also network with other users and manage the contacts in their networks.

Prof. Peter Wippermann
Founder of Trendbüro

AXEL SPRINGER AG
PILOT PROJECT WITH THE WORKS COUNCIL

At Axel Springer, the management is well aware of the significance of social media. That's why the introduction of internal social software was organized in a proactive manner. From the very start, the Works Council supported and utilized the pilot project in question. After all, it also believes that a transparent sharing of ideas will improve its own communication network.

Hans Voß
Deputy Chairman of the General Works Council, Axel Springer AG

>> **It is still possible to shape structures and processes that will be self-evident in the future.** The issue of social software requires great openness from us, the General Works Council. We have to overcome our reservations and open ourselves up to change. Thanks to our inclusion in the pilot project, we have the opportunity to help shape its future development on the basis of our own experience. But it's important that we know exactly what we are making decisions about.

SNAPSHOT
+++ Germany's biggest newspaper publisher and a leading European media company
+++ Founded in 1946 by Axel Springer
+++ 12,800 employees were responsible for total turnover of €3.2 billion in 2011
+++ Axel Springer publishes 230 print titles and 160 online titles in 34 countries

BACKGROUND
Axel Springer is launching a pilot project for a new collaboration platform. The background is a repositioning of the company as an attractive employer and the implementation of a corporate culture 2.0.
As a media company, Axel Springer aims to also focus on new media in its internal operations.

OBJECTIVES
EFFICIENCY through channelled communication
STRINGENCY: avoidance of redundancy
DISTRIBUTION: reduction of the information flow
POSITIONING: as the "coolest workplace on earth"
CONNECTION: close and comprehensive cooperation

RESULTS
SHARED INVOLVEMENT: creating optimal framework conditions for the project through the involvement of key stakeholders

ROLL-OUT
In the first step, the successive introduction of this tool in pilot departments (HR, Works Council, IT, Internal Communication) is planned. The aim is to make sure that the employees themselves understand the usefulness of the tool, internalize it and accept it before

further innovations are added. The transition will take place slowly, in order to make sure the employees are not overwhelmed.
Web 2.0 elements that facilitate cooperation will be integrated into the social software (SharePoint).

HURDLES
PERFORMANCE ASSESSMENT: The tool must not be used as part of a performance assessment process or for measures related to employment law.
WORK-LIFE BALANCE: A transition to new forms of communication must not be carried out at the cost of the employees' leisure time.

ROLE OF THE WORKS COUNCIL
The Works Council was deliberately included in the pilot phase. The aim was to involve it in the introduction of the new tool so that prejudices and uncertainty would be reduced. A direct recognition of the advantages of the new tool will lead to a greater willingness to take the next steps. The Works Council would like to use this opportunity to help structure the new media modalities instead of being forced to accept external guidelines later on.
In addition, this gives the Works Council the opportunity to express any reservations during the pilot phase, contribute its own ideas and help to refine the tool.
OVERLOAD: The self-organization process should not make the employees feel they are being overloaded with work.
BUDGET CATEGORIES: The cross-unit collaboration that is needed for project work requires a breakdown of "silo structures." This leads to problems in terms of billing according to budget categories.

EXPECTATIONS
A NEW TYPE OF MANAGEMENT: In terms of employee management as well, it is in the interests of the Works Council to replace hierarchical power structures with management based on consensus.
INTERNAL FLOW PROCESSES: Dissolution of boundaries and creation of openness within the company. Achieving collaboration across different company locations and channelling the flow of information. Optimising organisational processes and the transparency of processes through communication.
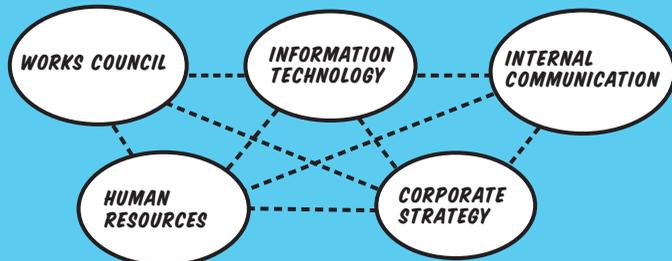
INSIGHT
FORCED ACCELERATION: The new tools make many things possible and considerably increase efficiency. However, they should not increase pressure on employees. That could result in the company missing out on huge opportunities.

STAKEHOLDERS in NEW WORK ORDER change process

WORKS COUNCIL — INFORMATION TECHNOLOGY — INTERNAL COMMUNICATION — HUMAN RESOURCES — CORPORATE STRATEGY

THE SIGNIFICANCE OF NETWORKED COMMUNICATION

THE NEW WORK ORDER PROMISES TO CREATE A NEW WORK STRUCTURE DRIVEN BY SOCIAL NETWORKING— BEYOND COMPANY BORDERS AS WELL

O utside work, social networking has long been a part of daily life. Users are socially networked with friends and colleagues, own smartphones and are connected to the cloud. Communication has thus become more personal, faster and more interactive. The contact between a brand and its customers has increased and become more differentiated. The external communication department was the corporate unit that took the first step towards dialogue; in return, it will be able to take the measurable opinions it has received and use them in its campaigns and its efforts to position the brand more favourably. The generation of authentic insights—and in some cases even wishes and opinions that can be localized and measured in real time—offer valid material that product development units, market research units and sales units can use to make their business operations more efficient and customer-oriented. This necessarily means that a new type of direct and transparent communication will also exist within the company. That's because the quick reaction times that are demanded from outside will make it necessary to communicate expertise regarding specific issues even faster internally as well. The

Enablers
The added value of social technologies for numerous business areas

(McKinsey 2012a)

The introduction and use of social media and software in the form of discussion and collaboration platforms can be integrated into ten central corporate applications. The departments that are connected up with the software can thus benefit from it in many areas, and the company as a whole can solve important internal problems.

SUPPORT EXTERNAL AND INTERNAL BUSINESS FUNCTIONS BY MEANS OF SOCIAL NETWORKING TECHNOLOGIES

Function-specific			Company-wide		
Product development	1	Collaborative product development		9	Improve internal communication and collaboration
Distribution	2	Forecasting demand	Company		
	3	Integration of partners			
Marketing and sales	4	Recognizing customers' wishes		10	Bring together talents and tasks
	5	Interaction with customers			
	6	Acquisition of new customers			
	7	Social commerce			
Customer service	8	Customer care			

Source: McKinsey 2012b **Graphic:** Trendbüro

skills that communications departments and press representatives are now having to learn regarding external communication is still completely missing as an internal basis at most companies.

"INTERNAL COMMUNICATION" IS STILL DEFINED TOO RESTRICTIVELY

In most companies, the management and the communications departments still inform the employees about the desired internal and external image of the company. This means that access routes are connected with hierarchies and suggestions can be made only by people in established positions, as a rule. Most of the traditional formats for internal communication operate from the top down. The dialogue culture of the Internet has expanded communication channels as well as the range of contact partners. For example, most applications of the digital media have few hierarchical aspects; instead, they encourage users to conduct a dialog with one another as equal partners.

THE TRADITIONAL MEDIA OF (FORMAL) INTERNAL COMMUNICATION ARE:

+++ CIRCULAR LETTERS (according to address lists; usually via internal mail)
+++ EVENTS (e.g. general employee meetings)
+++ MANAGEMENT NEWSLETTERS
+++ EMPLOYEE-SUPERVISOR TALKS
+++ NEWSLETTERS/ EMPLOYEE MAGAZINES
+++ BULLETIN BOARDS

THE ELECTRONIC MEDIA FOR INTERNAL COMMUNICATION ARE:

+++ E-MAILS
+++ WIKIS
+++ BLOGS
+++ THE INTRANET
+++ ONLINE NEWSLETTERS
+++ CHAT/WEB CONFERENCES/ INSTANT MESSAGING/MICROBLOGGING (similar to Twitter and Facebook)
+++ VIDEO CONFERENCES

The digital channels respond to our need to discuss more things with one another in order to share know-how. Thanks to the advantage offered by the digital distribution of information, internal communication is becoming a key element of knowledge generation.

The transfer of Web 2.0 dialogue tools into corporate communication was the idea behind Enterprise 2.0. It's true that the NEW WORK ORDER uses the same tools, but it is expanding their technical focus by means of social momentum and the principles of organization theory. The use of social software in a corporate context transfers the successful mechanisms of Web 2.0 internal communication and helps to break down isolated "silo" structures. Traditional corporate hierarchies are overlaid by a second information hierarchy that forms itself along the lines of thematic leadership rather than organigrams.

COMPANIES SHOULD STOP CLOSING THEIR DOORS TO THE ADVANTAGES OF SOCIAL NETWORKING, WHICH HAS SPEEDED UP DAILY ROUTINES, TAUGHT INDIVIDUALS TO ORGANIZE THEMSELVES, GRANTED CITIZENS MORE DECISION-MAKING POWER AND GIVEN CONSUMERS MORE AUTHORITY.

>> IT'S IMPORTANT TO HAVE UNLIMITED ACCESS TO COMMUNICATION TECHNOLOGIES. That's because unlimited access to videoconferencing, for example, results in a tremendous democratization of communication. Having a BlackBerry used to be a status symbol, but in our company laptops and the way people use space is not dependent on any hierarchy. Only if we democratize communication and regard every type of communication as equally valuable and important can we convince our employees that the sharing and communication of information is important for the company. **Frank Kohl-Boas,** *Lead HR Business Partner D/A/CH, Nordics & BeNeLux, Google Deutschland*

SOCIAL MEDIA AS A BLUEPRINT FOR THE WORK ORGANIZATION OF THE FUTURE

Business impulses are increasingly coming from personal media use. What would new internal work structures based on social media principles look like?

Corporate communications, whether internal or external, should converge on a micro-blogging surface in the future. In order to take advantage of the collective knowledge of its users, all of the information that is shared on this open dialogue platform is today being organized via keywords, but tomorrow it will be recognized semantically. As a result, it can be found at any time in the system by searching for a specific term or a complete text. The goal is to share knowledge dynamically, so that every employee and his or her entry and area of expertise are clearly recognisable as such. This creates an incentive for employees to share their know-how and become more actively involved in work processes.

Once they receive appropriate training, they should be able to freely communicate across hierarchies and national borders. This holds true both inside and outside project teams, so that they can share experiences and strengthen their interdisciplinary approach. The benefits of the principles behind social media can thus be harnessed in order to give internal corporate communications a fresh focus.

THE SAME COMMUNICATION TOOLS ARE SIMULTANEOUSLY USED FOR FORMAL AND INFORMAL COMMUNICATION.

SOCIAL MEDIA PRINCIPLES

TIME	>	FAST
PROCESS	>	TRANSPARENT
CONTACT	>	DIRECT
USE	>	OPEN
FOCUS	>	CONTENT-ORIENTED
COMMITMENT	>	SOCIAL
HANDLING	>	SIMPLE

New working methods
78% of those polled believed that the Internet and new technologies will lead to new working methods in Germany. (Dell Intel 2011)

Results instead of office hours
German employees would prefer to have their work assessed on the basis of the quality of their performance (60%) rather than the time they spend at the office (21%). (ibid.)

In the past, innovations in daily office work were developed by IT specialists and suppliers of office equipment. Fax machines, computers and e-mail—these innovations all had a certain association with the office that for a long time underscored the separation between the work environment and private life. At the same time, every new system that was introduced also brought about different expectations and patterns of behaviour with regard to processing times, the effort required, and various formal aspects. With the advent of social media, communication modes and technologies are being transferred from the private sphere to the daily business environment for the first time. In the process, they are generating informal momentum. They will be superimposed on preexisting corporate and information hierarchies and will subvert them over time. Social networking will speed up formal processes and break through formal boundaries on the basis of specific content.

Even though users still need to learn how to use social media responsibly, the office will definitely no longer be a completely separate universe.

Organisational changes
Which organisational changes do you expect in the next three to five years? (top 3 answers)
1. The boundaries between employees, partners and customers will become blurred (35%).
2. Teams will be able to organize themselves (32%).
3. Decisions will be made on the basis of data rather than personal opinions and experiences (32%). (McKinsey 2011a)

TRANSPARENT INFORMATION WILL BECOME A KEY FACTOR IN THE KNOWLEDGE SOCIETY OF TOMORROW

Transparent processes, data and facts will prevent redundant work, ensure comparability, and make connections more clearly recognisable. The increased need to base decisions on hard facts, figures and data has led to a demand for dynamic and transparent processes that use social software to visualise communication and make it possible to trace projects processes and thus make collaboration more efficient.

A recent survey conducted by McKinsey found that knowledge workers spend 61% of their time on writing e-mails, searching for information and communicating with co-workers, and that they can only carry out their core responsibilities in the remaining 39% of their time. In the future, access to technical infrastructure, work materials and colleagues will be a given.
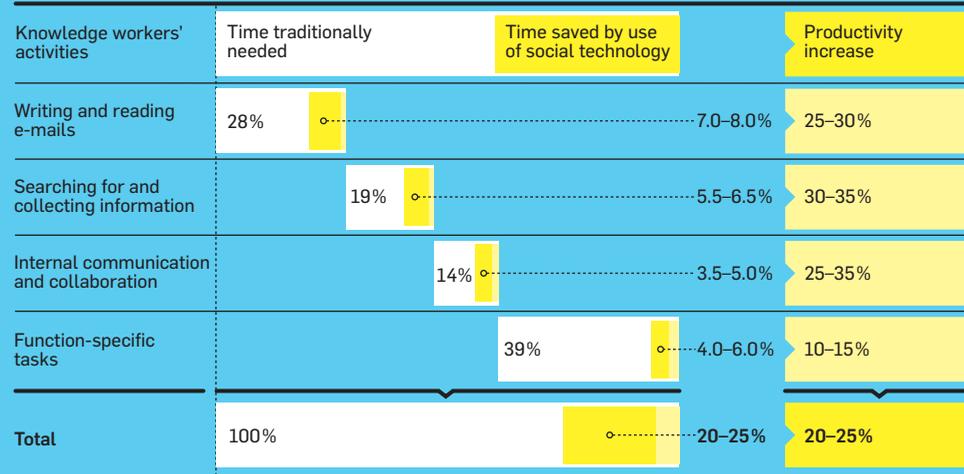
NEW WORK ORDER IMPLIES A REVOLUTION IN OUR UNDERSTANDING OF WORK AND OUR WORKPLACE BEHAVIOUR.

Communication services of the knowledge worker (amount of time in per cent). Knowledge workers have to handle a multitude of communicative tasks. Average time per week spent on the following tasks:
+++ 28% writing and reading e-mail,
+++ 19% searching for and collecting information,
+++ 14% coordinating work with collaborators,
+++ 39% carrying out their core responsibilities. (McKinsey 2012b)

THE DURATION OF PROCESSING WILL BECOME MORE IMPORTANT THAN WHERE IT TAKES PLACE

This increasingly flexible work culture and its drive toward efficiency are making the transparency of information and performance very important for companies. And companies aiming to achieve greater efficiency and transparent information will have to utilize collaborative social media tools such as microblogging and activity streams, which label different steps of the work process with short chronological messages so that all co-workers and partners can follow the process. Productivity assessments indicate that socially connected knowledge workers can save up to 25% of their time—and spare their nerves.

TIME SAVINGS DUE TO THE USE OF SOCIAL TECHNOLOGIES, USING THE EXAMPLE OF AN AVERAGE WORKING WEEK

Knowledge workers' activities	Time traditionally needed	Time saved by use of social technology		Productivity increase
Writing and reading e-mails	28%		7.0–8.0%	25–30%
Searching for and collecting information	19%		5.5–6.5%	30–35%
Internal communication and collaboration	14%		3.5–5.0%	25–35%
Function-specific tasks	39%		4.0–6.0%	10–15%
Total	100%		20–25%	20–25%

Source: McKinsey 2012b **Graphic:** Trendbüro

Time savings
Increased productivity with social software

Amount of time in per cent (McKinsey 2012b)

According to McKinsey, the implementation of social software will enable companies to increase their knowledge workers' productivity by 20 to 25%.

"Share and win" is a slogan that is familiar to social network users and seems to have a deeper meaning for companies. 65% of the firms surveyed by McKinsey believe that investments in Web 2.0 technology will greatly increase in the next three years.

THOSE WHO SHARE WILL BE THE WINNERS OF TOMORROW IN TERMS OF KNOWLEDGE, RESOURCES AND CONVICTION

A good third of all employers in the German speaking region seem to be dealing with similar considerations. The results of a telephone survey of around 600 companies in Germany, Austria and Switzerland conducted as part of the NEW WORK ORDER study show that 35.8 per cent of all companies are currently gaining experience with Web 2.0 applications and social software for internal communication and project work. Blogs, forums, activity streams, social networks and company wikis are being used. The initial experiences have been positive, suggesting that these activities will be expanded.

The top three measurable benefits of social software are: quick access to knowledge (74%), reduction of transaction costs (58%) and faster access to in-house expertise (51%). (McKinsey 2011a)

COMPANIES ARE CURRENTLY NOT TAKING FULL ADVANTAGE OF THE BENEFITS OF SOCIAL SOFTWARE

One company that has seen positive results from working with social software is Deutsche Bank, whose IT workers connected via an unofficial platform in order to find joint solutions. An employee who had developed a solution marked it with a particular hashtag and could then receive recognition or suggestions for improvement. One practical aspect was that the author of each idea was clearly indicated. The know-how that was shared via microblogging quickly reached about 2,000 users and subsequently attracted the attention of the company's decision-makers. With the support of the management board, the IT department then launched an official rollout of the programme "myDB", which is now being used by 30,000 employees worldwide, most of them in IT. The programme has been a great success. A study has shown that 50% of all the questions asked were answered within only 30 minutes.

Virtual teamwork 64% of the companies that were surveyed foresee an increase in virtual teamwork. (*Wirtschaftswoche* 2012)

Communicating effectively 38% of these companies believe that effective virtual communication is a challenge for virtual teamwork. (ibid.)

WEB-2.0 APPLICATIONS

Social networks	24.5%
Corporate wikis	26.0%
Activity streams	11.1%
Blogs	16.6%
Forums	29.1%
Microblogs	6.8%
No utilization	40.3%

Web 2.0 in-house use
In-house project work (bso 2012)

Feedback from the German-speaking companies polled in the telephone survey reveals a gap in the establishment of a Web 2.0-based culture of dialogue. While forums, wikis and social networks are used in one out of four companies, 40% of the companies are not active Web 2.0 users at all.

DEUTSCHE BANK—
A SELF-STARTING MOVEMENT

"A passion to perform". Inspired by this phrase, their corporate motto, several in-house IT specialists at Deutsche Bank developed an internal social media communications platform to share project information globally. Two thousand employees quickly began to participate, thereby officially getting social media communication off the ground at Deutsche Bank. Lead Business Analyst Jochen Adler, who was involved from the very beginning, describes a process of transformation in a strictly regulated environment.

Jochen Adler
*Lead Business Analyst,
Deutsche Bank*

Adler has been working at Deutsche Bank Group since 2007. As a business analyst and project manager, he is involved in the introduction of direct-banking and branch office systems. In addition, he also currently acts as a coach, and in this role he tries to incorporate methods of innovation and creativity techniques into everyday project work. In 2012 he completed a bachelor of science degree (B. Sc.) in business information technology. During his studies he devoted considerable attention to the use of social software within companies for purposes of collaboration and communication.

Not compatible legally or technically
According to German regulations regarding health and safety in the workplace, it is not permissible to collect personalised data regarding performance. Insufficient technical convergence also currently prevents systems of time recording, accounting, invoicing, and human resources from being directly connected to the social platform and its activity streams.

MR. ADLER, WHAT'S THE MICROBLOGGING TOOL "THE WIRE" ALL ABOUT?
JOCHEN ADLER: In 2010 the microblogging platform "The Wire" was introduced in our IT department for all employees. It's an internal platform that is protected from the outside with a firewall, and it operates according to the Twitter principle, with two differences. First, we have 300 characters available for status updates instead of 140, and second, the question is not "What are you doing?" but instead "What are you working on?" The microblog has now been integrated into a comprehensive, company-wide social software platform and is actively used by 30,000 employees around the world.

WHAT SORT OF COMMUNICATION IS MICROBLOGGING USED FOR?
This tool is extremely well suited to improving communication in projects that involve participants in multiple locations, especially if they are in different time zones and most communication is therefore necessarily written.

SO MICROBLOGGING MAKES IT EASIER TO COLLABORATE WITH OTHERS AROUND THE WORLD VIA THE INTERNET?
Exactly! In the past, of course, collaborating on something meant that all the team members were present in the same room, if at all possible. Today we work in global networks, and it's not unusual for a team to be working together on some task, but with the different team members sitting in New York, Singapore, London and Frankfurt. The advantages of microblogging have to do primarily with its ability to convey "awareness" within the team; the short messages are particularly well suited for sharing status reports. And microblogging provides "real-time" information. It's a big help for team members all over the world if they can use the activity stream—the chronologically sorted sum of individual information streams—to find out what their coworkers are working on at the moment and what stages have been reached by the different parts of the project.

BUT IS THAT MORE EFFICIENT THAN E-MAIL COMMUNICATION?
Yes, without a doubt. To take one example, as a project manager I'm supposed to submit a status report concerning deadlines and milestones to management every Friday. That means a conference call takes place with the team every Thursday regarding the status of the project. The microblog is more ef-

fective than e-mail in this case. During the work week everyone writes in the microblogging tool, and we use this information in the activity stream to fill out the status report. Our supervisor can then evaluate it and give to others. Although that doesn't replace the telephone call one hundred per cent, it does reduce a 90-minute conference call to only 15 minutes, because important information about the status of the individual tasks is already known in advance.

ARE THERE WAYS TO MEASURE THE SUCCESS OF THE TOOL WITH REGARD TO THE QUALITY OF THE HELP IT PROVIDES?
Of course. For example, many of our coworkers use a certain hashtag whenever the tool leads to a successful outcome. If a problem is solved or a question is answered through the global network of coworkers, this success can be highlighted with "#wirewin". You can then analyse how often this hashtag is used—it's a gauge of the actual utility of the platform. An analysis of the messages in the tool has confirmed its practical utility: 50 per cent of all the questions that were answered were answered within 30 minutes. So the platform can help to solve problems quickly and put us in touch with coworkers who can be of assistance in solving a problem.

THEORETICALLY, YOU COULD ALSO LINK SOMETHING LIKE A TIME CLOCK TO THE TOOL.
That's conceivable, but would it be desirable? After all, telephone calls, e-mails and other channels are viewed primarily as means of communication and not as tools for recording work time. The issue of data protection and privacy is, in my opinion, the paramount challenge for social software at the moment. That is especially true for us in Germany.

AND WHAT ARE YOUR ARGUMENTS FOR IT, AS A SOCIAL MEDIA ENTHUSIAST?
Transparency! On the one hand, that's entirely in the interest of users, who quickly lose track of things when they have to deal with conventional e-mail chains and their large distribution lists and heaps of attachments. But it's also in keeping with corporate culture, because the culture of open feedback that has come with social platforms invites everyone to take part in discussions and solutions. Closed communications systems like e-mail can never reap the full benefit of that effect.

DIGITAL SHIFT

SOCIAL NETWORKING IS DEMOCRATISING INTERNAL COMMUNICATION. THE CORPORATE STRUCTURES OF THE PAST ARE BEING SEVERELY TESTED

Making use of the new culture of dialogue for a customer-driven business means starting from deep inside—or, as the case may be, from the very top. And that usually means: from the very beginning. This is because in the networked economy efficient communication channels run neither along an organisational chart nor solely inside or outside of an organisation. Instead, the channels form a network and diffuse throughout the entire organism. Companies that have understood this will not have any problems surviving in the networked economy.

Stephan Grabmeier
*Head of Cultural Initiatives,
Deutsche Telekom AG*

>> **By opening up internal and external channels of communication,** we generate a concrete benefit. We work more efficiently, more productively and with greater motivation. Our development cycles are getting shorter, and we're avoiding redundant developments. We expect this type of high-performance network to make a major contribution to business development at Deutsche Telekom.

DEUTSCHE TELEKOM
"LIFE IS FOR SHARING"

Deutsche Telekom aims to give its employees new options for collaboration and to provide the Board of Management with a window on the "rank and file". In the open-use Telekom Social Network, social content is now welcome too.

SNAPSHOT
+++ Europe's largest telecommunications company, with headquarters in Bonn.
+++ Approximately 236,000 employees in 50 countries
+++ Turnover in 2011: 58.7 billion euros

BACKGROUND
Changes in the business environment demand a high degree of flexibility and dynamism—the Telekom Social Network (TSN) will henceforth give the 236,000 employees a better way to stay connected with one another and will serve as the primary social medium at the company. The Board of Management has played a major role in encouraging the introduction of the TSN. The TSN will be a central platform that replaces the many individual systems (dialogue platforms) that now exist. Social networking is expected to promote the strategic reorganisation of information, dialogue and collaboration processes.

OBJECTIVES
UNBOUNDED: Collaboration across departments
COOPERATIVE: Realisation of a cooperative culture and open communication
OPEN: Improvement of transparency and dismantling of the silo mentality

TSN
+++ The Telekom Social Network is a social network that combines the features of many social media applications that are already being used. These include wikis, blogs and microblogs.
+++ Employees are given the opportunity to set up a three-part profile. The profile relates to the individual's identity, role in the organisation and, for the first time, social context. Everyone is free to choose what and how much will be shared via the platform.
+++ In negotiations between the TSN stakeholders, a consensus was reached regarding digital identity at Telekom.

BASIC PRINCIPLES
PROMOTION of self-organisation in order to achieve flexibility and a rapid flow of information. The employees will be trusted to do this independently.
A CULTURE OF OPENNESS AND TRANSPARENCY makes it possible to communicate openly across departments. Interdepartmental project groups are strongly supported.
PRINCIPLE OF PARTICIPATION: All employees are encouraged to contribute their knowledge and skills to the social network.

STAKEHOLDERS in the change process for the NEW WORK ORDER

CORPORATE STRATEGY — INTERNAL COMMUNICATION — HUMAN RESOURCES — WORKS COUNCIL
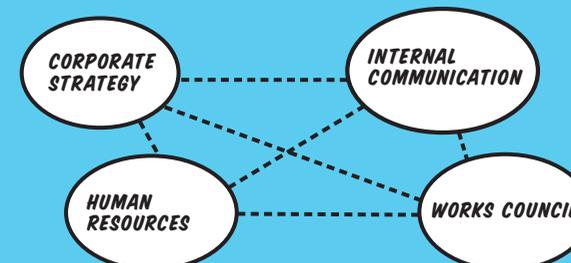
In addition to the need for a reasonable medium with which to communicate and share knowledge in a transparent way, there are other reasons for the introduction of social software. For example, insufficient flexibility as a result of lean management is one reason that motivated the introduction of a social platform at the automotive supplier Continental. To increase the competitiveness of the Continental group, personnel structures were streamlined and processes accelerated through lean management. However, the cuts in management staff also led to a decrease in flexibility. At the beginning of the year, the social software "ConNext" began interconnecting departments and employee functions, creating more room to manoeuvre.

CONTINENTAL
NETWORK MENTALITY

At the beginning of the year, the automotive parts supplier put the "ConNext" social network online with the aim of improving connectedness among the approximately 167,000 employees. Trendbüro discussed the background and results of the project with Martina Girkens, who oversaw the effort as Head of Corporate Functions IT at Continental AG.

Martina Girkens
Head of Corporate Functions IT, Continental AG

After studying computer science and economics, Martina Girkens worked for several IT manufacturers in the fields of software, translation/marketing and outsourcing. From 1995 to 2007 she worked for Siemens IT in Germany and Singapore. Since 2008 Martina Girkens has been CIO Corporate Functions in the corporate IT department of Continental AG in Hanover.

WHAT MOTIVATED YOU TO INTRODUCE A SOCIAL NETWORK?
MARTINA GIRKENS: As an automotive parts supplier, Continental operates in a very competitive environment. To stay competitive in this sector, Continental is continually optimising efficiency through lean management. Over time, though, we've come to the realisation that ever leaner and faster processes leave less and less room for flexibility. Now our main interest is to dramatically increase our flexibility to the previous level by getting our employees better integrated into the company and more involved.

HOW DOES BETTER INTEGRATION OF THE STAFF IMPROVE FLEXIBILITY?
We want to become more agile by letting our employees have a say, getting them involved in decision-making and creating opportunities for feedback. I regard the project as a sign of a cultural shift that's being driven by information technology. In the social network "ConNext", employees can indicate in their profiles what they can do and what they want. We're hoping to encourage the development of leaders in certain fields.

WHAT ABOUT INTERDEPARTMENTAL COLLABORATION?
We've already seen quite a lot of that in our day-to-day work. This approach implies that employees will establish contacts and take part in activities outside the hierarchy and beyond the boundaries of their own teams. We aren't enforcing any rules with regard to how employees organise their time if they don't work in their own department 100 percent of the time. We consider it natural to get involved in things outside of your own de-

partment. And from now on we want to provide incentives for employees to share their knowledge in the network and participate in the discussion. Of course, this presupposes the appropriate understanding and behaviour on the part of the managers involved.

DOES THE NETWORK REPLACE CONVENTIONALLY ORGANISED WORK?
We regard our networks at Continental as a supplement and rather like an electronic form of the office grapevine. At the same time, we need the hierarchy in the company, because it provides orientation and the sense of belonging to a team. Our networks create very positive patterns of behaviour among our employees. Coworkers motivate one another and provide mutual support. That's important for creating a feeling of connectedness with the company at the global level. Employees now share knowledge more efficiently, because they can see what's already known. It wasn't possible to share knowledge in this way before "ConNext".

HOW HAS COMMUNICATION CHANGED AS A RESULT?
More than anything else, I see big changes in the way information is acquired. The image of the boss handing out information is definitely obsolete; we're moving from a "push" to a "pull" system of getting information. The information is no longer pushed to the employee; the employee can select what he or she considers important. But despite all the potential offered by "ConNext", the business cannot, should not, and will not be run entirely without any direct contact. After all, some things are simply best discussed face to face.

IBM is likewise aiming for a more flexible form of organisation and more efficiency in human resources costs. To achieve these goals, the company is pursuing a very radical approach. In this case too, it is hoped that introducing social software will maintain the loyalty of their skilled workers and make it possible to deploy them in line with their capacities. IBM is planning to externalise a large portion of its workforce (the newspaper *Handelsblatt* refers to 8,000 of the 20,000 employees in Germany) and hire them for individual projects as needed. A virtual talent cloud will be set up to act as a human resources pool that combines internal, externalised and third-party specialists.

MARKETING PERSONAL ABILITIES AND RECEIVING POSITIVE FEEDBACK FROM REFERENCE PROJECTS IMPROVES REPUTATIONS IN THE TALENT CLOUD

This global human resources pool will be accessed according to an auction system. A core team remaining at the company will purchase the appropriate specialists for its project work through a bidding process. Straight-line employment histories and lifelong jobs are already becoming obsolete. Flexible knowledge workers, must therefore respond by continually optimising their professional expertise and profiles in order to enhance their appeal to employers across departmental and corporate boundaries. Technical infrastructure is the heart of the fluid organisations that are now commonly seen at small and medium-sized companies and are now being set up at IBM. Only with this kind of infrastructure is it possible to manage the relationships between core organisations and external project workers. But social networks help to connect people with one another efficiently in more closed organisational structures as well. Internal company social networks already top the list of Web 2.0 tools that companies are planning to use in the future (bso 2012).

Obsolete knowledge
40% of the department heads at the large companies surveyed report that the knowledge required for their core activity is becoming obsolete faster and faster. (Hays 2011)

Hiring external workers
20% of the companies with project teams staffed solely with internal employees are planning to strengthen these teams by adding external workers. (ibid.)

Heterogeneous teams
Almost 60% believe that mixed teams increase their productivity and capacity for innovation as a result of the knowledge transfer between internal and external workers. (ibid.)

Potential not yet exhausted
72% of the companies surveyed by the McKinsey Global Institute use social technologies, but only a few are able to enjoy anything like their full benefit. (McKinsey 2012b)

WHICH TOOLS SHOULD BE USED IN FUTURE (COMPLEMENTARILY)?		
	Companies that already utilise Web 2.0 applications	Companies that have not yet utilized Web 2.0 applications
Forums	3.4%	1.9%
Blogs	5.7%	2.8%
Microblogs	5.7%	1.9%
Social networks	23.0%	12.3%
Activity streams	2.3%	0.9%
Corporate wikis	8.0%	9.4%

Web 2.0 used internally
Social networks are gaining ground

Companies that already use Web 2.0 tools are more likely to make increased use of such tools in the future. 12.3% of the companies that do not yet use any Web 2.0 applications intend to introduce a social network in the future. (bso 2012)

>> ORGANISATIONS HAVE TO CHANGE THEIR STRUCTURES, PROCESSES AND CULTURE.
To enjoy all the benefits of social technologies, companies must begin to change their organisations, structures, processes and culture. They have to become more open, they have to have flat hierarchies, and they have to create a culture of trust. Ultimately, the effects of social technologies depend on the extent to which staff members unconditionally and enthusiastically participate in them and help shape them. They should have no scruples about sharing their ideas, and they should expect that their contributions will be appreciated. So the actual challenge is not introducing the technology but creating the right conditions for it.
Dr. Jacques Bughin, *Director, McKinsey & Company, Brussels*

SOME QUESTIONS FOR METAPLAN'S ORGANISATIONAL CONSULTANTS
CAN SOCIAL MEDIA CHANGE BUSINESS ORGANISATIONS?

E-mails reduce response times, smartphones enable mobile Internet access, but social media results in more than just faster reactions or the decoupling of time and space. That's because they also stand for flat hierarchies, freely accessible information, the networking of common interests and the priority of better arguments in a dialogue free of hierarchies. A lot of this may be true in the private realm or explain the dynamics of modern social movements—but can the same things be said for an organisation?

Dr. Kai Matthiesen
Managing Partner, Metaplan

Before Kai Matthiesen joined Metaplan, he served as Managing Director of Altavista Germany. Prior to that, he worked as a consultant at Booz Allen Hamilton and then held several management positions in family-owned companies and at Bertelsmann AG. Matthiesen studied business administration and philosophy at the University of Passau and received a Ph.D. in business ethics from the University of St. Gallen.

Judith Badel
Discursive Organisational Consultant, Metaplan

Prior to joining Metaplan, Badel was a consultant and Deputy Managing Director at a medium-sized consulting firm. She studied sociology, psychology, and social and economic history at the University of Hamburg and the Harburg University of Technology. Badel's work focuses on analyses and assessments of systems theory. She is also interested in the relationship between language and power, and the impact of Web 2.0.

IN ONE SENSE, YES
BECAUSE ORGANISATIONS ARE FLEXIBLE. They adapt their structures and forms of communication to new conditions. For logical reasons, they don't do this immediately and directly. They often do it too late, insufficiently, and definitely not always successfully. However, it's safe to assume that organisations take advantage of the efficiency gains that can be achieved with social media. They will be flexible because they know it allows them to improve. At the same time, it's not desirable per se for an organisation to broadly use communication platforms free of hierarchies. Instead, such platforms should only be employed if they improve the organisation's ability to achieve its goals.

IN ANOTHER SENSE, NO
BECAUSE ORGANISATIONS ARE RIGID STRUCTURES. It would therefore be naïve to think that social media can make the fundamental pillars of the organisational process disappear. Organisations are social systems that impose their social mechanisms on social media as well. An organisation relies on targeted rationality in order to achieve certain goals more effectively and rule out others. Only suitable means are applied, and rankings and hierarchies are used to reduce communication in a targeted manner that ensures that not everyone can simply communicate with everyone else. Organisations structure their activities in accordance with a division of labour so as to enable people to focus on the task at hand. In other words, not everyone needs to know everything. The members of an organisation have different types of power resources and possess different kinds of knowledge, which they use to promote their own interests and those of the organisation. Finally, organisations have formal and informal mechanisms that "punish" deviations from desired behaviour and thus help the system to survive.

ORGANISATIONS ARE COMPLEX SYSTEMS
THE ORGANISATION SYSTEM SUPERSEDES SOCIAL MEDIA. Even when an organisation makes use of social media formats for reasons of efficiency or legitimacy, that organisation remains the dominant principle of order. The constellations of power and interest that determine the micro-political interaction between the members of an organisation are not per se eliminated by social media.

SOCIAL MEDIA DEMANDS MINIMAL ORGANISATION
WHETHER OR NOT SOCIAL MEDIA LEAD TO MORE OR LESS AUTONOMY FOR AN ORGANISATION'S MEMBERS is determined by the paradigm that the organisation is grounded in. Is it looking to achieve the supposedly better "total organisation", or is it on its way to becoming a minimal organisation with as few rigid units as necessary and as much freedom as is possible and manageable?
We believe that minimal organisation meets the needs of skilled employees, makes it possible to address more complex problems and increases a company's adaptability. If these three factors are important for a company's success, its executives will do everything they can to make social media an enabler on the path to minimal organisation.

THE POTENTIAL OF THE NEW TRANSPARENCY
NON-TRANSPARENCY IS A SOURCE OF POWER. Accordingly, transparency is helpful if you're trying to bring constraints and arguments into the open. The philosopher Jürgen Habermas talks about the "unconstrained constraint of the better argument", which in its pure form will never exist in an organisation because every member of the organisation can only define "the best" from his or her own perspective. There is no intersubjectivity in an organisation. It finds its direction through micro-political interests. Today the best argument doesn't always win; instead, the winner is the person who has the best resources, the most people dependent on him or her and the most power. A transparent formation of opinions can counteract this and generate a high degree of involvement in common issues. This will not eliminate the existing power structures, but it can challenge them. More importantly, however, it will lead to greater satisfaction and productivity, as employees will be more motivated in their work because it (finally) makes sense to them.

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*T*he march-in-step nature of the industrial economy doesn't work in the knowledge society in either a structural or a cultural sense. The simultaneous performance of predefined standard activities comes from the industrial culture. The co-creation principle, which is based on the social media concept, relies on a coalition of individuals who are willing to cooperate. Common values are the foundation of common value creation. ==The impulses from social media will allow us to communicate with each other more openly, democratically and collegially.== This will change the nature of cooperation and therefore the culture of a company and leads to the question of which new premises organisations wish to standardise in their cultures.

Stephan Grabmeier
Head of Cultural Initiatives, Deutsche Telekom AG

>> **We already react much better in dialogue with customers than we do with our own colleagues.** The insides of large organisations are still all about power, status and spheres of influence—and often about everything but substance.

	INDUSTRIAL ECONOMY		NETWORKED ECONOMY
WORK METHODS	Standardised	>	Project-related
BELONGING	Permanent	>	Flexible
TEAM MIX	Specialised	>	Interdisciplinary
JOB DEFINITION	Stipulated	>	Self-selected
KNOWLEDGE TRANSFER	Exclusive	>	Proactive
CULTURE	Top-down	>	Participative

DR. ALEXANDER RICHTER
A CULTURE OF DIALOGUE

Trendbüro spoke with Dr. Alexander Richter about the introduction and utilisation of social software in a business context and the role such software will play in the creation of a NEW WORK ORDER.

WHAT CONNECTION DO YOU SEE BETWEEN ENTERPRISE 2.0 AND THE NEW WORK ORDER?
DR. ALEXANDER RICHTER: Enterprise 2.0 only refers to the use of social software in a company in order to support cooperation, knowledge management and communication. Just as companies generally have to reinvent themselves over and over again and thus change their culture throughout the years, the new type of communication modelled on Web 2.0 will also influence a company's culture over the long term. That's because it's more transparent, more open and in some cases more authentic.

HOW DOES SOCIAL SOFTWARE AFFECT A COMPANY'S ORGANISATION?
The most important aspects associated with the use of social software are awareness, transparency and participation. These aspects are now creating what more or less amounts to a parallel world at many companies. There is a bottom-up information hierarchy that exists alongside the traditional organisational hierarchy.

HOW ARE COMPANIES APPROACHING THE TRANSITION TO ENTERPRISE 2.0?
There are two ways for a company to move toward Enterprise 2.0. Either they enter an exploration phase that usually originates with the employees, or the transformation occurs through a promotion phase that comes from the executive level. I've noticed a type of "second wave" in the use of social software at many companies over the last year and a half. Following the first phase of what in some cases was uncontrolled exploration of the potential of such software, many companies now want to centrally introduce it, manage it and use it throughout the organisation. However, they are still confronted with the fact that these new communication tools are open by nature. The companies should therefore help their employees understand and use these instruments.

Dr. Alexander Richter
Head of Social Business in the Cooperation Systems research group at Bundeswehr University Munich

Since 2006 Richter has been monitoring, with great interest, the introduction of social software at many companies. He has assisted Allianz, Bosch, EADS, Siemens and other German firms with the selection, introduction and evaluation of social software.

SHARED VALUES ARE THE BASIS

IDENTIFICATION WITH CORPORATE VALUES IS A PRECONDITION FOR SELF-ORGANISATION

Values create connections. In his book *Tribes: We Need You to Lead Us*, marketing whiz Seth Godin describes how ideas and topic leaders attract followers who all have the same goal. The introduction of social software in businesses is causing this Web 2.0 dynamism to find its way into companies as well. Tribes form irrespective of existing hierarchies. The strategy of accommodating employees by letting them vote on the corporate values in surveys and tables of values only scratches the PR surface.

There's little consensus regarding values
On average, more than one-third (36%) of the employees surveyed did not identify themselves with their company's values. Managers identify themselves with the values more frequently than employees. The rate of identification is lowest in the financial sector.
(ServiceValue 2011)

SYNAXON
CONSENSUS AS A CORRECTIVE

Synaxon is implementing the liquid democracy principle within the company. In 2012 Synaxon introduced the LiquidFeedback (LQFB) tool for participatory decision-making. The Board of Management must implement decisions made by the majority of the workforce.

>> We don't have a works council because the employees don't want one. LQFB helps us implement a direct system of employee codetermination. According to our staff, this makes traditional employee representation systems superfluous.

Frank Roebers
Chairman of the Board of Management, Synaxon AG

SNAPSHOT
+++ Europe's largest IT cooperative with over 2,800 partners
+++ Founded in 1991
+++ 150 employees work at two locations (D + UK)

OBJECTIVES
RADICAL: Radical self-organisation and smart cooperation
EFFICIENT: Eliminate inefficient chains of command and curtail the impact of special interests
HONEST: Create a stronger culture of open and honest dialogue

LIQUID FEEDBACK
The LiquidFeedback software tool is the result of an independent open source project. It became generally known in Germany through its use by the Pirate Party. The program aims to create a constructive process of collective decision-making. Every employee can submit suggestions for initiatives, which the staff then collectively vote on. Pseudonyms ensure the anonymity of the users and enable them to hold frank and honest discussions.

RESULTS
COLLECTIVE: The LQFB tool tests the employee reaction to topics that could be acceptable to the majority of the people at the company
PARTICIPATORY: Direct involvement in decision-making instead of indirect representation of interests
INTEGRATIVE: The employees identify themselves strongly with the company and its objectives

CODETERMINATION
With the help of the LQFB tool, Synaxon is implementing a direct system of employee codetermination. The will of the majority of the employees has to be respected; the Board of Management only has the right to veto initiatives that would damage the company. One of the successful initiatives involved improving the employees' protection against dismissal during their probationary period.

STAKEHOLDERS in the change process for the NEW WORK ORDER

CORPORATE STRATEGY
INTERNAL COMMUNICATIONS
EMPLOYEES
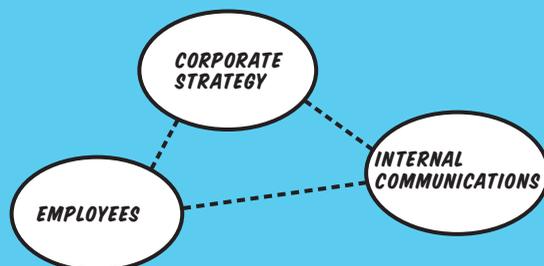
In fact, a company's innovation potential is primarily shaped by its corporate culture, which is lived intuitively. This culture can now be visibly depicted. The process of social collaboration lets everyone see the key content, shared values and proactive commitment found in a company. Because social collaboration enables employees to understand decisions, it serves as a discursive leadership tool. At the IT company Synaxon, social software for participatory decision-making has been a useful means of eliminating inefficient chains of command and curtailing the impact of special interests. Encouraged by the success of the corporate wiki introduced in late 2006, Synaxon wished to promote an even more open dialogue. The suggestions for improvement on the

FRANK ROEBERS
SELF-ORGANISATION

Trendbüro talked to the Board of Management Chairman of Synaxon AG, Frank Roebers, about the cultural revolution that was triggered by the tool's introduction and asked him how a company that is committed to a radical system of self-organisation operates.

Frank Roebers
Chairman of the Board of Management, Synaxon AG

Roebers studied law and has been on the Synaxon Board of Management since 1999. He is responsible for the company's organisational and strategic development as well as for corporate communications. Roebers also lectures on business informatics at Bielefeld College.

Valve
Completely self-managed: Valve doesn't have any executives

The U.S. video game development firm Valve (founded in 1996) is implementing the liquid leadership principle and operates without any permanent executives. The employees can distribute all of their work time as they like and decide for themselves what they will work on and how. This approach works because Valve believes that employees who are intrinsically motivated are the key to its success.

DOES THE COMPANY'S RADICAL SYSTEM OF SELF-ORGANISATION ACTUALLY WORK?
FRANK ROEBERS: We introduced the tool early this year, and we can already say that it's been a great success. I'm always surprised by how responsibly the employees use the tool. It shows that all of the employees have an extremely good understanding of the company's interests. The company is much better able to organise itself then we originally thought.

DO YOU NEED TO HAVE MANAGERS ANY MORE?
That's an intriguing question. Actually, we're surprised at how little our management work has changed. In fact, managers are still clearly needed. But I think there's a strong trend towards consensual and informal leadership. However, you have to lead from a natural sense of authority, which means that you can no longer just rely on your position's title. The trend towards codetermination will get even stronger in the future, causing major difficulties for people who resist this development. Whereas strong leaders benefit from such transparent systems, less capable ones tend to be put under pressure. The tool provides us with participatory opportunities and improves feedback, giving managers ideas that they can effectively use in their daily work.

BUT TO ACHIEVE THAT, DON'T YOU HAVE TO CHANGE THE CORPORATE CULTURE FIRST?
You're right. We also wanted to help bring about a cultural transformation when we introduced the company wiki in 2006. However, I've often seen that companies would have liked to introduce a certain tool but were afraid of the associated cultural changes. But you can be certain that you can't have one without the other. Whenever you introduce a new tool but retain the old culture,

the platform will never be able to take on a life of its own. Instead of taking bits from both worlds, as it were, you have to decide in favour of one or the other. I think that the pressure companies face in this regard will increase considerably in the future.

WHY IS THAT?
Because this issue will greatly affect the attractiveness of employers in the future. Young people are already selecting employers on the basis of their corporate and communications culture. I therefore think we've only taken the first step, and that there will soon be other companies who will organise themselves as we do.

DO YOU THINK THAT SUCH A TOOL COULD ALSO BE USED IN COMPANIES WITH 100,000 EMPLOYEES?
I think that the larger size of an organisation tends to have a beneficial rather than a detrimental effect on participatory codetermination. After all, the Pirate Party uses the tool despite having 35,000 active users. Big organisations are afraid that the system will plunge them into chaos. But I'm sure the system would work if they only dared to take such a step.

A WIKI IN 2006 AND LQFB IN 2012—WHAT CAN WE EXPECT OF SYNAXON IN 2018?
I don't have any new ideas at the moment. But that's not surprising, since I didn't predict the previous developments either. It's important, however, that you be open to change—and the results of the previous two decisions have certainly proven that I'm right.

open dialogue platform clearly demonstrate the employees' entrepreneurial thinking and high level of identification with the company. The employees prefer the open dialogue on the Liquid-Feedback (LQFB) platform to the traditional system of employee representation. However, the tool does not replace traditional management work, even though our interview partner, Frank Roebers, has to obey the vote of a majority of the employees in his role as Board Management Chairman of Synaxon AG. Roebers has also observed a strong trend towards consensual and informal leadership. Whereas the system can benefit skilled managers, it will tend to put less capable ones under pressure.

Prof. Norbert Bolz
Media philosopher, Berlin Technical University

>> **Values are super-connectors within networks.** Tables of values have been done away with and replaced by dynamic value spaces. Values are no longer dictated, but arise in the form of network effects.

INCREASED PARTICIPATION AND CONSENSUAL LEADERSHIP

Companies are, of course, not immune to people's increasingly strong desire to shape opinion and participate in decision-making. Organisations will need to take this development into account. In addition, complex interdependencies and interdepartmental project work are requiring companies to intensify the dialogue, information and coordination processes within their organisations. Together with the ubiquitous transparency of information, these changes imply a new kind of leadership. Authoritarian top-down commands are a thing of the past. Instead, managers have to accommodate employee needs, explain decisions and relationships and comment on performance. Communicating on an equal footing and frequent feedback are particularly important criteria for improving self-assessments and digital natives' identification with their companies. This necessitates a consensual and informal system of leadership in which employees can jointly look for solutions according to clear criteria and each individual has to take on more responsibility.

SOCIAL PLATFORMS FOR KNOWLEDGE AND DIALOGUE REFLECT SOCIETY'S DESIRE TO SHAPE OPINION AND TAKE PART IN DECISION-MAKING

The new transparency in communication and collaboration will severely test existing corporate structures and positions of power. Participants are known and clearly associated with their contributions. People who keep their knowledge to themselves behave in an antisocial manner and are conspicuous due to their lack of involvement. In contrast, people who share their knowledge and help others are recognised and distinguish themselves as experts. Those who seek recognition and want to market their skills need to share their knowledge. Although the versatile dialogue platform will make internal communications more informal, it will also depict them in a more differentiated way, increase people's identification with the project team or company, and help retain knowledge within the system. Like all of the other previous uses of social media, this one is the result of a new mode of interaction. This "share & win" approach leads to a new type of socialisation at work. Ideally, it will teach a new approach to leadership and distribute responsibilities more broadly.

WHAT DO THE CHANGES MEAN FOR THE EMPLOYEES?

The answer: they will communicate more, think more freely, take more personal responsibility for their work and have more control over organising their time.

N ot all employees are able to easily come to terms with a more flexible working world. Some have difficulty due to their personal disposition, many others due to their workplace social skills and some because of their work environments. But the trend for knowledge workers is to take more personal responsibility, so it's important to carefully assess whether the impediments are due to personality, training, informal acquisition or external influences. In 2009 the Fraunhofer Institut für Arbeitswirtschaft und Organisation, or IAO (institute for work management and organisation) was already speaking of the inevitable change in corporate culture through self organisation.

More communication, more need for coordination
87% of the knowledge workers surveyed admit that in their companies the need to communicate and coordinate is increasing. (Hays 2011)

Accessibility
As early as 2011, 88% of employees were accessible by mobile phone or e-mail outside of normal working hours. (Bitkom 2011)

Freedom of choice
72% of employees want to have the freedom to choose how they perform their work. (Dell Intel 2011)

SELF-MANAGEMENT WILL BE A LIFELONG RESPONSIBILITY FOR MODERN KNOWLEDGE WORKERS

Today we already work in ways that are more interdepartmental and less bound by location and time. The blending of work and leisure time will be a central theme of managing everyday life. Thanks to global networking and the proliferation of laptops, smartphones and networks, work will be less dependent on time and place, so it will become a factor in our private and mobile environments. Every "lifelong entrepreneur" will have to constantly negotiate with the people he or she has a relationship with about how time will be used. Global networking requires time to be managed in a way that is tailored to partnerships and oriented to results based on performance. Trusting employees to take personal responsibility and trusting their ability to organise themselves effectively will replace regular time-tracking over the long term—as it has done at Microsoft, for example.

SOCIAL NETWORKING, IS CHARACTERISED BY TRANSPARENT CONTENTS, DYNAMIC INTERLINKING AND EXPRESSIONS OF APPRECIATION FOR EMPLOYEES. THIS CREATES POTENTIAL FOR COMPANIES TO BIND RESOURCES, RETAIN KNOWLEDGE WITHIN THE SYSTEM AND SUCCEED IN GLOBAL COMPETITION.

WHERE BOUNDARIES ARE ELIMINATED, POSITIONS HAVE TO BE RENEGOTIATED

While a spearhead of knowledge workers greet the changes with open arms, many employees are now developing new ways to defend themselves in order to prevent their work from invading their private lives. Anxiety about losing control increases the longing for what is simple and familiar. The classic job application CV will become outdated, yet at the same time it will be a representation of the desire for security and continuity. The increase in the burnout phenomenon is one example of the negative aspects of the changes in the working world. Self-employed workers already suffer disproportionately from the stress of personal responsibility and the lack of boundaries. The "workstyle" determines the lifestyle. We have to continuously renegotiate our position with ourselves.

More work, more time required
In 2011 every eighth full-time employee (13%) admitted to working more than 48 hours per week as a rule. (Destatis 2012)

>> **EMPLOYEE CODETERMINATION AND A CULTURE OF TRUST:**
We are cooperating very closely with a working group we created on the works council. We're doing this to help boost transparency. The members of our works council understand that our ConNext social network is not about control or spying but about improving employee participation.

Martina Girkens, *Head of Corporate Functions IT, Continental AG*

>> **NOT EVERY EMPLOYEE IS OPEN TO THE IDEA OF A HIGHLY FLEXIBLE, INDIVIDUALISED WORKING WORLD WITH A LOT OF AUTONOMY IN TERMS OF TIME.** Today there are many people who are completely overwhelmed by this situation. They would prefer to work under an old-style management that has strict guidelines. This creates a situation in which the desires of employees and the new style of the management are not easily reconciled. The idea of allways beeing free and flexible doesn't appeal to every employee. A person's physical, emotional and energy resources are limited. An individual can't be forced to behave like an organisation or a market.
Sonja Matthiesen, *owner, bufc BERUF UND FAMILIE CONSULTING [career and family consulting]*

ACTIVELY ENCOURAGE AND PROMOTE PARTICIPATION

On the way to the NEW WORK ORDER both conservative and consensual leadership is needed.

The employees who can't wait for the next generation to make changes in communications will have to use the traditional hierarchical mechanisms that are still in place today. The ideas won't just happen by themselves. It requires a clear commitment from management standing united behind the process of change, guiding its progress through their own initiative and acting as role models. Company leadership must first get to know the advantages of using social media before it can provide its employees with the necessary orientation and structures for increased self-organisation. Active measures can help to relieve anxieties and overcome prejudices. Continental, for example, has four hundred "guides" to teach employees about the new media. Another solution is to have "digital natives"—younger employees who have grown up in the digital age—teach older colleagues. This task doesn't require technical expertise, only an understanding of the logic behind networking.

Internal Web 2.0 is still in the first stages In a way that is similar to the use of social platforms for external communications, the use of Web 2.0 applications and social software for internal communications is still in the preliminary stages.

Nevertheless, 35.8% of all companies are already using individual tools for their internal communications. (bso 2012)

An overwhelming majority of employers specifically encourage individual initiative and the informal sharing of information between employees. Efficient communication often has priority over organisational structures and hierarchies. (ibid.).

IT IS TYPICAL OF THE STRUCTURAL CHANGE THAT OLDER EMPLOYEES LEARN FROM THEIR YOUNGER COLLEAGUES

In order to interact with the open-use software properly, employees must observe the "rules of the game", learn how to communicate responsibly and know what may not be communicated in order to protect the company and its workers. Social media guidelines also provide orientation regarding moral and ethical principles. An ability to learn and adapt, coupled with intuitive software applications will automatically generate an urge to interact with the new social communications tools. This dynamic will provide long-term support for the process of change.

"THE READINESS TO ACCEPT SOCIAL MEDIA ISN'T LIMITED BY AGE OR TECHNICAL INTEREST."

Stephan Grabmeier
Head of Cultural Initiatives, Deutsche Telekom AG

COLLABORATIVE SELF-ORGANISATION WILL REQUIRE ACCEPTABLE GROUND RULES AND TRANSPARENT PERFORMANCE CRITERIA

The idea of a holistic NEW WORK ORDER is still in its infancy. There are still major hurdles to overcome as companies implement change processes. The social skills required in a large organisation are learned over years; i.e. in a tactical power game communication can either be encouraged or suppressed. These learned behaviours are counterproductive in a social community, but they are difficult to set aside after years of practice in the course of a career. The workplace social skills learned by employees are a very important factor in the success of the required consensual leadership. Employees must boldly free themselves from confining top-down structures in order to share their knowledge more openly. The desired self-organisation of teams requires the management to provide clear frameworks, transparent briefings and the needed resources. The project group will then learn to organise itself and its work. Like a responsible parent, management will help employees to identify their capabilities and improve their performance.

The private use of Facebook, Xing etc. during work is frowned upon by the majority of companies. At three fourths of the companies surveyed it is officially prohibited. (bso 2012)

HIERARCHIES AND NETWORKS: The informal network makes it easier for employees to take an active part beyond their job structures. It also creates new possibilities for them to get involved and can even create new jobs. Parallel to this, we also need the hierarchy of the company, because it provides a sense of orientation and a feeling of belonging to a team.
Martina Girkens, *Head of Corporate Functions IT, Continental AG*

OFFICES IN TRANSITION

WITH ORGANISATIONS BEEING CHANGED BY SOCIAL NETWORKING THE CONCPT OF AN OFFICE WILL ALSO CHANGE

Various interests will influence the way our workplaces are designed in the future. Controlling departments will examine locations on the basis of market and manpower volumes. Real estate and facility management divisions will put more cost pressure on facilities and adjust space requirements to the mobility needs of employees. This means office spaces and functions will have to be redefined. Internal communication units will try to create more possibilities for cooperation and informal encounters. Human resources departments will try to make the workplace more attractive to digital natives and reduce generational conflicts. Corporate strategy departments will attempt to make company identity a tangible experience internally and externally in a manner similar to the approach used with flagship stores. This means offices will need to offer more aesthetic and functional incentives that promote communication and concentration. That's because networked employees will be able to select their workplaces flexibly to ensure that they correspond to their personal needs and those of their teams.

Non-territorial forms of work are a minortiy In 5.6% of companies with at least ten employees is an average of 30% of the workforce non-territorial. (bso 2012)

Desk sharing is the exception An average of only 1.2% of the workforce in companies with more than ten employees have no workstation specifically assigned to them. (ibid.)

RESOURCES AND SPACES ARE INCREASINGLY UNDER PRESSURE TO ADAPT

Sabine Heiss, Real Estate Portfolio Manager Central & Eastern Europe at Microsoft, must manage spaces and equipment in various branch offices in a way that is profitable and ensures employee satisfaction. A transparent relationship between revenue development and space requirements should ensure fairness, ambition and comparability. Workplace design at Microsoft is not about rank, position or title; the only important things are the job function and the mobility level and communication requirements that result from it, as well as revenue development at the branch office in question. An interesting aspect here is that Microsoft is redefining the nature of representative offices through this approach. Whereas office size used to be a status symbol that reflected the employee's position in the hierarchy, Microsoft now allocates office size on the basis of performance. Other companies are completely doing away with status as a consideration in workplace design and instead employing a system of open-plan offices for everyone. Whereas every employee at Google has his or her own desk, Credit Suisse now has a "clean desk" policy at its new facility in southern Zurich. As the manager of around 80 buildings in the Zurich region alone, the bank's Real Estate division intended to enable new facilities to be used more flexibly in the future.

Non-territoriality does, however, harbour a great risk of alienation. Compensating for this risk not only generates additional costs for office space design but also requires extensive measures for forming new teams. In German culture, personal occupancy of a location is an important symbol of identification, even if it only represents one's immediate microcosm. Moreover, those who

New uses, less space: Nearly 60% of the representatives of major companies surveyed expect to see future working setups to result in a reduced need for office space. (Regus 2011)

GERMAN PERCEPTION: THE GERMAN WORD *ARBEITSPLATZ* **CAN EITHER MEAN A JOB OR A PHYSICAL WORKSTATION. OTHER LANGUAGES DISTINGUISH BETWEEN THE ACTIVITY AND THE TERRITORY.**

WE HAVE A PRINCIPLE IN PLACE THAT SAYS REVENUE DRIVES HEADCOUNT AND HEADCOUNT DRIVES SPACE. The work environment will be evaluated purely on the basis of the requirements associated with employee functions (not positions), and in line with business objectives. Locations where more revenue is generated will be given more workers and the space for accommodating them—at least to the extent that the workers' mobility requires it. For example, a consultant has a mobility level of 1:5, which means that each one has to share his or her workstation with five other consultants. A general manager has a mobility degree of 1:2.
Sabine G. Heiss, *Real Estate Portfolio Manager Central & Eastern Europe, Microsoft Deutschland*

must give up their individual office or desk are very likely view this as a personal downgrading. Jürgen Sauerwald, Director of Human Resources and Social Issues at the pioneering non-territorial company B.Braun in Melsungen, therefore thinks it's important that employees should not feel they are being forced to look for a new place for themselves every morning.

HOW CAN FLEXIBILITY BE INCREASED WITHOUT SACRIFICING LOYALTY?

The consensus that the discussions about territorial versus non-territorial approaches are likely to reach is that the goal is a flexible workplace organisation characterised by a formal as well as an informal exchange of information and transparent collaboration. The current trend of eliminating individual offices is a first step toward achieving this goal. Employees can use specially designed communication and concentration zones in line with the situation at hand and move freely within office buildings. Employees working in an open-plan office who wish to concentrate will go to a special room; those who want to talk will move to a location designed for this purpose in order not to disturb others. This simple behavioural logic will result in greater individual mobility and more flexible work habits in the long term. However, the individual mobility that is encouraged will lead to benefits above and beyond more flexible work habits. Frequent changes of environment can also emotionally stimulate employees as they do their work. The influence of the office environment on

Personnel is the lion's share:
80% of general office costs are personnel costs. 14 to 15% are accounted for by buildings and spaces, 4 to 5% by materials and equipment (including office technology), and only 1 to 2% by equipment and furnishing costs. (buero-forum 2012)

ECONOMIC BEN-EFITS CAN BE ACHIEVED LESS THROUGH SPACE REDUCTION THAN THROUGH THE RESULTING FLEXIBILITY.

Functional zones in the new Credit Suisse building in southern Zurich
The special formats in a non-territorial work model come from the "Smart Working" initiative. The variations are designed to enable better communication or concentration and encourage employees to become more flexible.

Flexible work
66% of 25 to 34-year-olds prefer flexible work models. (Johnson Controls 2010)

Enjoyable mobility
79% of Generation Y members would prefer to work in a mobile rather than a stationary mode. (ibid.)

Own desk
70% of 18 to 25-year-olds would nevertheless prefer to have desks of their own when they are in the office. (ibid.)

Attractive work environment
67% of the companies surveyed mention their pleasant working environment in job listings either often or almost always. A team atmosphere and the attractiveness of the work environment are two important arguments for winning over potential new employees. Both are used much more often in job ads than IT and communication systems. (bso 2012)

A mixture of space concepts will be offered in offices
Cellular offices will not disappear, nor will open-plan offices establish itself as the ultimate solution. The more likely model will be the "reversible" or "mixed office". This concept does not involve a specific type of space but rather the unification of different office forms alongside one another in an office building. (Mensch & Büro 2012)

CURRENT WORK FUNCTION ZONES AT CREDIT SUISSE IN SOUTHERN ZURICH

HOMEZONES function as bases for teams and serve as fixed points in an otherwise non-territorial office.
THINK TANKS are rooms for thinking or confidential discussions separated from the open-plan offices, thereby allowing employees to retreat from the "public realm".
STAND-UP MEETING POINTS are rooms for spontaneous conferences.
TOUCHPOINTS are stations in open areas where e-mails can be quickly checked. These "individual workstations" are still located in the open-plan offices.
QUIET ZONES allow for focused isolated work at workstations equipped for this purpose.
BUSINESS GARDENS have desks placed in green areas separated from the surroundings by plants.

LOUNGE AREAS enable employees to work or carry out informal exchanges in a café-like atmosphere.
WORK-MEETS enable collaborative or confidential cooperation in conference rooms.
OFFICE-MEETS take place in traditional individual offices that are not assigned to anyone and can be used by every employee.
AMERICAN DINERS permit seated discussions between up to six people (individual/open office and common/open office).
VIEW SEATS make it possible for employees to have a pleasant view while they are working.

» **EMPLOYEES CAN NOW CHOOSE BETWEEN DIFFERENT WORK ZONES.** Our goal with the "Smart Working" initiative is to use workstations more efficiently at Credit Suisse. The initiative was implemented as an internal consulting project and firmly anchored in the Brands & Communications, Finance, and IT corporate departments. The "Business Club Model" was used to restructure office spaces in a way that offers our employees a large number of work zones. The office now promotes communication through a non-territorial workstation design, while at the same time offering many team-related fixed points and opportunities to retreat. The "Smart Working" programme is having a positive impact on innovation cycles, cooperation and decision-making processes in our organisation.
Michael Wellenzohn, *Global Smart Working Program Lead, Credit Suisse*

employee performance and on the quality of the work experience should not be underestimated. Employees consider an attractive office more desirable than a flexible office. The following questions are becoming crucial for effective office planning:

What self-image do companies and employees want to project? How can an office increase its attractiveness to its users? What concentration and communication activities take place, and what is their relationship in terms of frequency? How can certain modes of work and discussion rounds be designed to motivate employees?

Jason Harper
Real Estate Project Executive, Google

As a Real Estate Project Executive for Europe, the Middle East and Africa, Jason Harper works with local architectural bureaus to implement the "Total Workplace" concept at Google. Harper is originally from the U.S., where he studied German, math and architecture. After completing his studies, he worked as a project manager for the expansion of the National Aquarium in Baltimore. He joined Google Germany in Hamburg in 2003. He and two colleagues in Europe now share responsibility for the development of all Google offices.

Design vs. salary
One reason why Interbrand predicted a particularly sharp increase in Google's brand value last year is that Google has succeeded in reducing the relative importance of salary by changing the design of its workplaces. (Interbrand 2011).

JASON HARPER
THE GOOGLE PRINCIPLE

In an interview with Trendbüro, Jason Harper, Real Estate Project Executive Europe, Middle East & Africa at Google Germany, describes the philosophy behind the design of Google offices worldwide.

GOOGLE IS A DIGITAL COMPANY. WHY DOES IT CONSIDER THE DESIGN OF ITS PHYSICAL WORKPLACES SO IMPORTANT?
JASON HARPER: We have the technology that enables us to work at any location. Videoconferences have become particularly important to us as a company that operates around the world. We now have complete videoconference equipment in all of our meeting rooms. Nevertheless, we still need offices because people are social creatures. At Google, we understand and appreciate the benefits of everyone being under one roof. Ultimately, personal interaction can do more than technology, so at the moment there's no substitute for face-to-face discussions. Another aspect is that if everyone worked at home, work and private time would blend in with each other too much. Our employees can separate their professional and private lives more effectively if the two are physically separated as well, and this balance is important to us.

HOW DO YOU SELECT YOUR LOCATIONS?
All of our offices are centrally located in downtown areas. We value good public transport connections and infrastructure regarding shopping opportunities. To the greatest extent possible, our locations should be accessible without a car.

WHAT'S THE PHILOSOPHY BEHIND THE WAY YOU DESIGN GOOGLE OFFICES?
The "Total Workplace" concept is based on an all-round principle. We want our people to feel comfortable, we want the office to simplify their lives and make them happy to be there. That's why we offer every imaginable amenity, like free meals and snacks and a fit-ness centre with trainers. We will also soon open a band rehearsal room in Hamburg. The office environment is very sophisticated. We work in an open-plan office, but we're not non-territorial. We believe the non-territorial approach is best for companies whose employees are only rarely in the office. That's not possible for us, and we don't want that either. Our employees all have their own desks. We've got around 30 employees in every office unit in Hamburg, for example. Open-plan offices are always in a type of cul-de-sac in order to avoid disturbances due to people walking by. In the zones with traffic, we have installed meeting points such as micro-kitchens on every floor. Communication is our lifeblood, but because everyone needs a quiet place to concentrate, we have created small corners for conferences and focused work, as well as closed rooms for videoconferences. Quiet places to retreat are just as important as meeting points.

WHAT MAKES GOOGLE OFFICES SO SPECIAL?
The requirements and wishes of local employees are incorporated into the planning and expansion of our office locations. No two Google offices looks alike, even though all of them have rather unconventional interiors with interesting design elements. Our rooms are designed in line with themes that create an inviting work atmosphere. There's often a playful component, but everything is always very functional, like the wicker beach chair panelling and acoustic upholstery in conference cabins. There's never anything that's unnecessary; even decorative elements have a function. Our goal is to make sure employees can immediately and intuitively understand the purpose of a work area without us having to put up signs like "Quiet Work Room".

THE IMPORTANCE OF THE OFFICE

IF WORK CAN BE DONE FROM ANYWHERE, WHAT FUNCTION WILL THE OFFICE SERVE IN THE FUTURE?

When there is no longer any obligation to report for work in person and social networking with virtual collaboration has become a daily routine, companies have to consider why their employees should come to the office at all. For Sabine Heiss, who prefers to work from her home office instead of at Microsoft, Wednesday is her "office day". Its only purpose is for her to see co-workers, hear things through the office grapevine, pick up on nuances or take part in personal feedback discussions. She admits that when it comes to getting work done, Wednesday is her least efficient day, but that doesn't mean it's a luxury she can do without. On the contrary, in addition to serving as a source for the large amount of informal information that is important for completing projects smoothly, it helps to instil a sense of membership in a team and boosts identification with the company. As a real estate portfolio manager, she has watched as the "social hubs" of the company have expanded in recent years. At Microsoft, these usually have a coffee bar and facilities such as printers that are situated at a central location, and employees have to visit these hubs in the course of the day. To boost informal communication, the hubs have now been fitted with acoustic insulation.

WILL THE OFFICE GIVE UP ITS FORMAL FUNCTION AS A WORKPLACE AND SERVE INSTEAD AS MERELY AN INFORMAL MEETING PLACE?

Google is acting to counter any such change by instituting its "total workplace" concept. The path to the open-plan office leads past a great many functional and social rooms that offer such amenities as free food and fitness equipment and make spending time at the office more appealing. At Microsoft the employees work in online networks and cooperate internationally, just as they do at Google. Both companies are considered best-practice enterprises with regard to the way their workplaces are designed, but the work cultures at the two companies are different. Google makes every attempt to pull its employees into the office and make them happy there as long as possible. The IT and software maker Microsoft, on the other hand, encourages its employees to work in a non-territorial fashion and outside of the office in order to test or, as the case may be, to optimise the performance of the company's own products. Companies that want to convey a vivid sense of their values and mission to their employees and their market must henceforth do so at the virtual level through a sort of cosmic interconnection, and at the physical level in the manner of a flagship store. It's possible to view the office of tomorrow as primarily a meeting place and to make every effort to ensure that its atmosphere and organisation encourage employees to share information in formal and informal ways. Employees will be free to choose their workplaces. Many will work at home in order to stay close
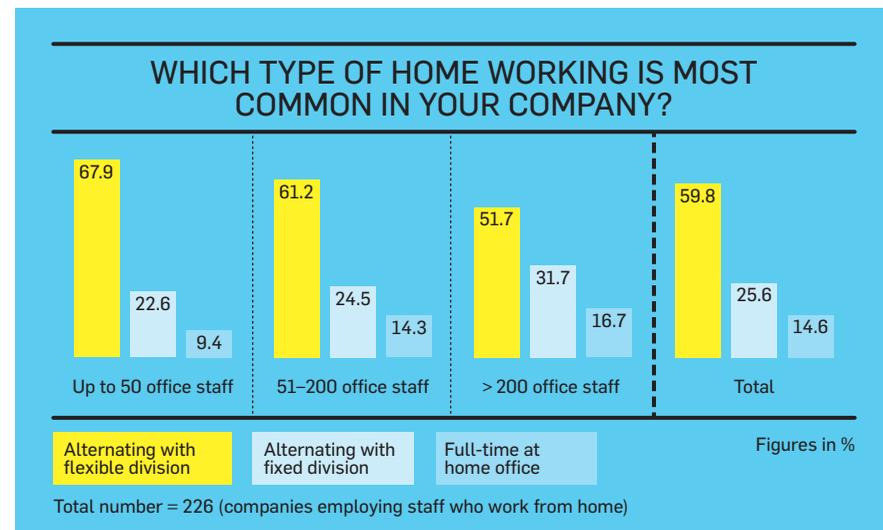
to their families or cut down on commuting time. Depending on the size of the company involved, between 24 and 57% of all companies already give their employees the opportunity to work from home. However, only 5 to 6% of all the companies surveyed employ people who work at home full-time. This explains why 91.2% of the surveyed companies support their employees when it comes to equipping home workplaces, but only 38.7% of them provide home workers with furnishings or a budget to buy them (bso 2012). Spending time outside of the office isn't supposed to become too comfortable, it seems. Far more prevalent are alternate forms of employment in which work in a home office is combined with work at other locations. And according to a variety of surveys, most employees don't consider the idea of full-time work at home to be ideal either. Work at home lacks the informal contacts and opportunities to learn from one another that one encounters quite naturally in shared offices or the "co-working spaces" that have recently begun to pop up everywhere. Many freelancers pay for the non-binding opportunity to use shared offices for days or weeks at a time in hopes of gaining interesting contacts, useful information, intellectual inspiration or spontaneous support in the event of technical problems. According to Lena Schiller-Clausen, the Hamburg-based managing director of the well-known Betahaus Co-working Spaces, people are primarily interested in working in a communal setting rather than sitting alone at home in front of the computer, despite their access to online networks. And although the environment of Betahaus Co-working Spaces is a rather casual work climate, renting a spot within an industrious group dynamic of this kind also helps to boost self-discipline by forcing one to dress properly for the office, for example. The effect that other working people and inviting environments have on a person's discipline at work and his or her interest in communication argues against the home office and in favour of the company office. That should be taken into account more fully in office design.

Dr. Josephine Hofmann
Head of Competence Center Business Performance Management, Fraunhofer IAO

>> **The office is acquiring extra significance as a place where time can be spent on truly valuable personal encounters.** It provides a sense of community and an opportunity to experience the work process in an immediate way. It won't be possible for technical media to accomplish that to the same extent in the medium term. This framework is needed. People want to meet other people and belong to a group. In the future, they'll still want to walk into a nice office building and be proud of being a part of the company.

Sabine G. Heiss
Real Estate Portfolio Manager Central & Eastern Europe, Microsoft Deutschland

>> **The point of the office is no longer to provide workplaces but rather to serve as a place for socializing—for employees and customers.** At Microsoft, computer networks enable everyone to work from anywhere. We "ping" one another through our laptops if we want to know something or do a video conference. We work together on a document, and we look at one another's desktops. Everything is so extremely virtual that we definitely need a physical place where we can meet.

Nice colleagues first
For 18 to 25-year-olds, co-workers are the Number One factor for fostering creativity at work. (Johnson Controls 2010)

Proportion of home workers:
42.5% of all companies with at least ten employees offer certain employees the opportunity to work at home (projection). In companies with more than 200 employees working in offices, 57.3% employ home workers. (bso 2012)

Work satisfaction and productivity increase when employees work approximately 2.5 days per week at home or outside of the office, but they decrease again if that figure is three days or more. (Golden 2006)

Graphics
Forms of home-office work
The smaller the companies are, the more flexible they are in their use of home workers. In companies of less than 50 employees, 67.9% of the home workers divide up their time flexibly between home and office. In companies with more than 200 employees in their offices, however, only 51.7% of the home workers divide up their time flexibly. (bso 2012)

Co-working spaces
In 2011 there were 1,129 of these shared offices available worldwide for freelancers to rent by the day, week or month. That represents an increase of 98% in Europe since October 2010 (North America: +76%). (Deskmag 2011)

Co-working benefits
81% of those using shared offices say that what they like most about them is the presence of their co-workers. (ibid.)

Integration of external specialists
Companies that put together special teams for project work say that they staff these teams with the following external specialists in the indicated proportions: consultants (61.8%), freelancers (29.9%), suppliers (15.3%), industry professionals (7.6%), temporary workers (4.9%) and engineers (4.9%). (bso 2012)

WHICH TYPE OF HOME WORKING IS MOST COMMON IN YOUR COMPANY?

	Up to 50 office staff	51–200 office staff	> 200 office staff	Total
Alternating with flexible division	67.9	61.2	51.7	59.8
Alternating with fixed division	22.6	24.5	31.7	25.6
Full-time at home office	9.4	14.3	16.7	14.6

Figures in %

Total number = 226 (companies employing staff who work from home)

>> **WHAT MAKES PEOPLE GO TO THE OFFICE?**
1. The work, to the extent that it requires a physical presence. 2. The co-workers and the personal give-and-take with co-workers. 3. Amenity values. An attractive city location and extra services. The office is the place where we meet. It's a place for encounters and for sharing ideas, and it's an integral part of the physical and virtual work environment. And, very importantly, it's a place where people can identify with the company. That's why Google Office speaks the Google language.
Frank Kohl-Boas, *Lead HR Business Partner D/A/CH, Nordics & BeNeLux, Google Deutschland*

>> **LIBRARIES ARE FREELY CHOSEN WORKPLACES.**
In my research on social/spatial/material structures in libraries, I devote a great deal of attention to these areas of learning. People enter libraries with their e-books because they are looking for an atmosphere of knowledge in which to study. This atmosphere is created through the physical layout of the space as well as by social components: a common work rhythm and shared rituals—which is a reason why study groups gather to work individually. Just like the office, libraries have rooms designed in various ways for various activities: places for quiet work, group tables, couch corners. We need flexible, dynamic and sustainable spaces and a variety of work environments for a variety of types of work.
Eva-Christina Edinger, *spatial sociologist, M.A., University of Konstanz & University of Applied Sciences and Arts Northwestern Switzerland*

THE EMOTIONAL SWITCH INTO THE WORK MODE

DESIGNING OFFICES ON THE BASIS OF FUNCTIONAL COMMUNICATION CRITERIA IS ONLY THE BEGINNING

Whereas the offices of the past made technical and professional infrastructure available, today these resources are also provided outside of the office in the form of either mobile or ubiquitous Cloud applications. In the future, the office will serve more as a location for nurturing social ties in a stimulating work atmosphere. Employees will then make a conscious decision to work in an office if no other place immediately puts them in the "right" working mood. Shaping this mood management in an intuitive and practical way will become the key challenge of office design. The (interior) architectural design should not only be functional but also have a clear emotional effect.

The decrease in the number of traditional workstations and the simultaneous expansion of opportunities for communication and informal meetings have led to the establishment of many different spatial functions. As demonstrated by the example of Credit Suisse, these opportunities are quite varied but also very functional in terms of ensuring individual concentration or communication. Designing offices on the basis of functional criteria only marks the halfway point to the NEW WORK ORDER because people adjust to their surroundings and, conversely, select environments which they hope will give them functional and emotional support. Employees will find it easier to switch to between working alone and communicating with co-workers if an office (along

Team room access
41% of Generation Y members would like to have access to a team room. (Johnson Controls 2010)

Unconventional
32% prefer "break-out spaces" over conventional conference rooms when co-operating. (ibid.)

with the people in it) offers them appropriately differentiated work environments. Flexible structures in particular, and those that offer workers the freedom to choose how and where they will work, create a situation in which role models, rituals and symbols become important guides for organising and orienting themselves more efficiently.

A PRECISE ANALYSIS OF THE KNOWLEDGE WORK BEING DONE CAN HELP US RETHINK THE FUNCTIONS OF OFFICE SPACES
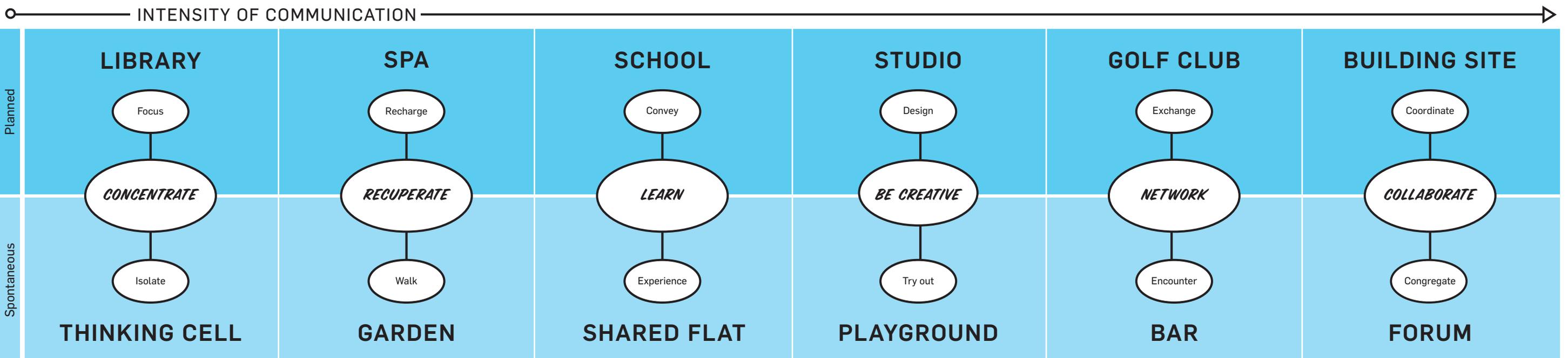
An examination of historical knowledge sites brings to mind the ancient Library of Alexandria and its magnificent rooms for meetings, for reading and for storing its collections. The complex also included a network of corridors for strolling. The library was thus a perfect example of a building for contemplation—one that put visitors into a state conducive to accumulating knowledge. Offices could benefit from the example set by such a knowledge site. Linking functional activities with an associative or archetypical atmosphere could transform the office into an ideal workplace that doesn't have to look like an office because its primary task is not to supply infrastructure but instead to stimulate a mood conducive to work and the sharing of ideas.

The graph shows the typical activities performed by knowledge workers, laid out on an axis between the poles of maximum concentration (left) and maximum communication (right). The goal is to improve performance of the main task by providing a stimulating environment, keeping in mind the difference between planned and spontaneous activities in order to ensure informal sharing. Terms that refer to places outside the office can be used to make spaces more lively and pleasant. Words like "garden" or "studio" influence employee behaviour and the work climate.

The ideal workplace is also an issue that industrial companies are addressing as they seek to refocus themselves in the midst of structural transformation. ThyssenKrupp AG recently built an impressive campus at its historic location in Essen. The new campus is designed as a type of "knowl-

Sonja Matthiesen
Owner of bufc
BERUF UND FAMILIE CONSULTING [career and family consulting]

>> **Rituals compensate for the culture of presence.** Companies need to make their communication transparent. If I'm not going to always sit at the same desk, I should at least be able to enjoy forums, meeting places and various events. A future is emerging that will include rituals that compensate for the loss of direct contact with one's colleagues.

IN THE PAST, PEOPLE CAME TO THE OFFICE BECAUSE OF THE TOOLS AVAILABLE THERE. IN THE FUTURE, THEY WILL BE ATTRACTED BY STIMULATING OFFICES WHERE THEY CAN COMMUNICATE OR WORK ALONE.

INTENSITY OF COMMUNICATION

Planned	LIBRARY	SPA	SCHOOL	STUDIO	GOLF CLUB	BUILDING SITE
	Focus	Recharge	Convey	Design	Exchange	Coordinate
	CONCENTRATE	RECUPERATE	LEARN	BE CREATIVE	NETWORK	COLLABORATE
Spontaneous	Isolate	Walk	Experience	Try out	Encounter	Congregate
	THINKING CELL	GARDEN	SHARED FLAT	PLAYGROUND	BAR	FORUM

The six functional activities of knowledge workers in connection to a local context associated with certain emotions. **Source and graphic:** Trendbüro

edge park" in order to attract industrial companies from other sectors. However, even without presence of outside companies, the placement of the office buildings in a park complex must be carefully planned. Walkways and route guidance are becoming more important for stimulating informal communication. Special formats, such as quiet rooms, also show that moments of contemplation or grieving have a place in the office as well. The campus is designed as an urban link whose park complex also offers local residents a place to relax.

THYSSENKRUPP
MODERN WORKING

The opening of the ThyssenKrupp Quarter in the summer of 2010 marked a new chapter in the company's history. The campus concept in Essen was jointly developed with the Fraunhofer IAO in Stuttgart and the Chaix & Morel et Associés and JSWD Architects.

SNAPSHOT
+++ Industry and technology group
+++ Turnover in 2010/2011: €49 billion
+++ 170,000 employees in approx. 80 countries
+++ The corporate brand stands for coherence, strength and quality.

BACKGROUND
The ThyssenKrupp Quarter can be described as the architectural interpretation of the group's typical values. It also serves as a symbol of the image and structural transformation of the group and the Ruhr region. Thus the new complex projects a sense of solidarity with the region and offers the global group a "home base".

OBJECTIVES
+++ SYMBOLISM: The architectural interpretation of the group's corporate values creates a sense of identity.
+++ FOCUSED ON THE FUTURE: Modern workstations create an innovative work environment.
+++ EFFICIENT: Reduction of the costs for space, energy and administration.

CAMPUS CONCEPT
The campus consists of five similarly structured flat and flexible buildings on a 42-acre site. All the buildings share a fundamental shell-core architectural principle. The building known as Q1 is the most impressive; 500 people work there. The Q2 forum building for conferences and events is ideal for discussions, sharing ideas, and project work. All of the buildings are connected by small paths and squares that create spaces for communication and strolls in green surroundings. ThyssenKrupp's complex also includes a "oratory" where employees can retreat.

INTEGRATION
The Krupp campus is based on the idea of systematic open public use of a former industrial site. The urban construction project that brought it to life is meant to create an attractive new quarter in the city, one that also includes residential buildings. Residents and employees use the open spaces to relax and spend time when they're not working. ThyssenKrupp is thus demonstrating its sense of social responsibility and actively participating in the process of making Essen attractive to potential employees and investors.

RESULTS
+++ TRANSPARENT: Open-plan offices enable interaction, communication and co-operation.
+++ INNOVATIVE: Nearly half of the materials used in the project are from ThyssenKrupp. In this way the company is demonstrating its innovative capability and technical expertise.
+++ RELAXING: The green areas represent a comprehensive concept for creating a better work-life balance and also improve the quality of the work experience.

>> TRANSPARENT ARCHITECTURAL DESIGN ESTABLISHES AN ENVIRONMENT OF COMMUNICATION.
We created an office world for ThyssenKrupp in which the paths employees need to physically travel also open up opportunities for communication. Shortly after the employees moved in, a manager approached me and said he had met more of his workers in the previous three weeks than during the last three years. This is what good architecture can do. It creates spaces for encounters, and without encounters there can be no communication. When we lose spontaneous communication, we also lose our emotions and our creativity. The office of the future—as a real place—will therefore remain a meeting place for clever minds.
Jürgen Steffens, *architect and partner at JSWD Architects*

LIVENING UP THE OFFICE ATMOSPHERE, WHICH CAN OFTEN BE MONOTONOUS

A main objective is to liven up the often monotonous office atmosphere. It's not important whether this is done externally by building a campus that is open to all or internally by creating a type of variety in the environment that's not typical of offices. However, defining a conference room in terms of a table and chairs is no longer enough, because typical office features can inhibit creativity and interdisciplinary networking. Since 2011 the TUI tourism agency has been offering its employees the opportunity to move out of the office building and into an inner-city co-working space known as "Modul57". People familiar with TUI's headquarters in Hanover might understand this, but in fact this location was chosen more because of the proximity of a university and external partners. Originally conceived for freelancers in creative industries, "Modul57" is different from the traditional workspaces from providers like Regus. Betahaus, a pioneer in the field, helped TUI design its co-working space. The objective was to create a site for interdisciplinary co-operation that wouldn't necessarily look like an office and whose flexible set-up would support various work requirements.

**"THE SPACE YOU WORK IN IS A REFLECTION OF THE KIND OF COMPANY YOU ARE.
YOU GET INNOVATION FROM WORKING IN A SPACE THAT'S VERY OPEN AND DOESN'T HAVE OFFICES…WHERE PEOPLE CAN WORK TOGETHER AND PLAY TOGETHER."**

Brad Garlinghouse
President of the Applications & Commerce Group, AOL

FRAUNHOFER-INSTITUT
HYBRID WORKING WORLD

Prof. Wilhelm Bauer from the Fraunhofer IAO talks about the role of the office and his vision of the office of the future.

Prof. Wilhelm Bauer
Deputy Director of the Fraunhofer IAO

Bauer is responsible for the "Corporate Development and Work Design" programme as an institute director at the Fraunhofer IAO and the IAT at the University of Stuttgart. He manages projects dealing with innovation research, technology management and the future of work.

MANY COMPANIES, INCLUDING THYSSENKRUPP, ARE CREATING SPACES FOR INFORMAL COMMUNICATION. WHY?
WILHELM BAUER: Processes are leaner and faster now and companies need to react flexibly to rapidly changing market conditions. That's why spontaneous, unplanned and, above all, fast communication is becoming more important. The significance of informal communication is increasing on two levels. On the one hand, informal communication in accordance with social media principles is offering companies new opportunities. On the other hand, personal informal communication is supported by the design of physical spaces at work. Coincidental encounters often lead to new ideas and new approaches, and therefore innovations. Spontaneity, speed and agility are what make companies successful today.

TODAY WE CAN WORK AT ANY TIME AND FROM ANY PLACE. HOW SHOULD THE ROLE OF OFFICES BE DEFINED IN SUCH A SITUATION?
We can see a trend of offices becoming more important as locations for communication. Among other things, this phenomenon is confirmed by the fact that the need for communication and team spaces is increasing, even as less space is required for desks.

There will be physical workplaces in the future—but these will primarily be spaces for communication and centres of corporate culture in action. This is what we did with the ThyssenKrupp campus.

WHAT WILL THE OFFICE OF THE FUTURE LOOK LIKE?
This question seeks to elicit a specific concept or location as a response—but that's exactly the wrong approach for talking about the office of the future, which will be a place of multiple purposes. It will be a collection of different workplaces such as home offices, cafés and trains. It's clear that although the places where we work will become more varied, one place will remain extremely important: "the office" in the office building. Work is now done wherever we happen to be at a given moment. Nevertheless, "the office" will still be there in the future as well. It will offer an excellent working environment and, most importantly, it will bring workers together with their colleagues. In other words, personal contact will become more important as a complement to increasing digital interaction in society. That's why I'm convinced that we will be seeing a hybrid working world. The digital and physical working worlds will not replace but rather supplement one another.

Above all, however, "Modul57" brings together TUI employees and external partners for informal sharing that can either be planned or coincidental.

PROJECT WORK SHAPES THE WORK CULTURE

The same approach can be seen in rooms for free project work. A total of 45.8% of companies in a bso survey reported that project work that is not restricted to specific departments accounts for 20 to 49% of their project activities, while 22.1% cited a figure of 50 to 75%. The same survey found that the project teams, which are often well mixed, use homeworkers, employees from other locations, and external specialists in descending order of frequency. In other words, project work in flexible teams does not have to be carried out at a single location. Nonetheless, 29.3 % of the companies surveyed said they have dedicated rooms for this freer form of co-operation, or else convert team and conference rooms to accommodate it. It's important to note that companies which utilise social media to support communication set up separate project rooms more often than the average. Even "liquid teams" with flexible work schemes need a safe haven that supports their activities.

"KNOWLEDGE DOES NOT EXIST WITHOUT PEOPLE; IT'S CREATED BY THE COGNITIVE LINKING OF INFORMATION."

Eva-Christina Edinger
spatial sociologist, M.A., University of Konstanz & University of Applied Sciences and Arts Northwestern Switzerland

Isabelle Droll
Director of Management Information & Support, TUI Deutschland

>> **What we're dealing with here aren't workstations.** The important thing is to create spaces where tourism specialists can meet, share ideas, get to know one another and network.

TUI
CORPORATE CO-WORKING

Since September 2011 TUI's "Modul57" corporate co-working space has been offering the tourism company's employees and external partners in Hanover a creative work environment and the opportunity to network, all of which establishes external flexibility.

SNAPSHOT
+++ TUI Travel PLC is one of Europe's leading tourism and travel groups
+++ TUI Deutschland employs more than 5,000 people in Germany; 1,650 of them work in Hanover
+++ Turnover in 2011: €17.5 billion

BACKGROUND
The concept behind TUI's "Modul57" corporate co-working space was developed during a three-month strategy process at Betahaus Hamburg. The process took into consideration the input from employees, managers, and external experts.

OBJECTIVES
CREATIVE: Establishing a location where people can share ideas and a meeting place for the creative community in Hanover.
INSPIRING: Introducing new forms of work for TUI employees by offering an inspiring and diverse environment that promotes the generation of ideas.
NETWORKED: Opening up the TUI innovation process to the outside via a networked location.
COLLABORATIVE: Communicating a sense of community and belonging.

MODUL57
This co-working space is a location for free thinking and an environment that provides an opportunity to work productively in a creative atmosphere. Freelancers are able to rent workstations on short notice, which is why the facility contains rooms with a variety of inspiring spatial concepts. "Modul57" is located in a 285 m² loft and includes 23 workstations, a corner with a sofa, meeting rooms, and multi-functional areas. It's a mix between an open-plan office, a home office and a communal kitchen.

INSIGHT
GENERATING IDEAS: The creation of a space for encounters makes it easier to identify new issue areas and bring them into the company from the outside.
CATALYST: Networking and sharing accelerate internal transformation. However, new forms of work organisation cannot simply be transferred "as is" to large companies.
INCUBATOR: A space where different types of expertise come together; it can serve as a breeding ground for new business ideas that a company can profit from.
BETA: Acting in accordance with the "constant beta" principle means planning less and implementing measures in a more agile manner.

Jürgen Sauerwald
Director of Human Resources and Social Issues, B. Braun Melsungen AG

>> **A flexible selection of workstations leads to a whole different type of communication culture.** When I as a manager have the chance to sit next to a trainee, I get a much better and more direct insight into what's going on.

LEARNING IN HETEROGENEOUS TEAMS

Project work brings employees together across age, departmental and, in some cases, company boundaries. Differences in individual approaches to work become apparent here, but these can be balanced out in a mutual learning process. Workers today face a generation gap between young and old. According to Germany's Federal Statistical Office, age is the most common reason for discrimination in the workplace. In 2010, nine per cent of all German workers experienced age discrimination—not just older people but also young employees. The young and the old need to learn from one another and this fact underscores the need to develop spatial or organisational concepts that can eliminate prejudices and keep knowledge within a company. More varied types of formal and informal co-operation and interaction are required in order to manage internal heterogeneity in terms of age, stage of life and age-related requirements—and also to prevent alienation.

Project work—the form of work in the new work culture—teaches employees to take the initiative and accept responsibility. In the future, teams will be given deadlines and budgets and will then manage their own resources, personnel, payment schemes and holiday time in open competition with other teams. Companies will provide space, capacity and resources. Whether or not workstations are located in company offices or co-working spaces will depend on the functional and emotional attributes of the environment in question.
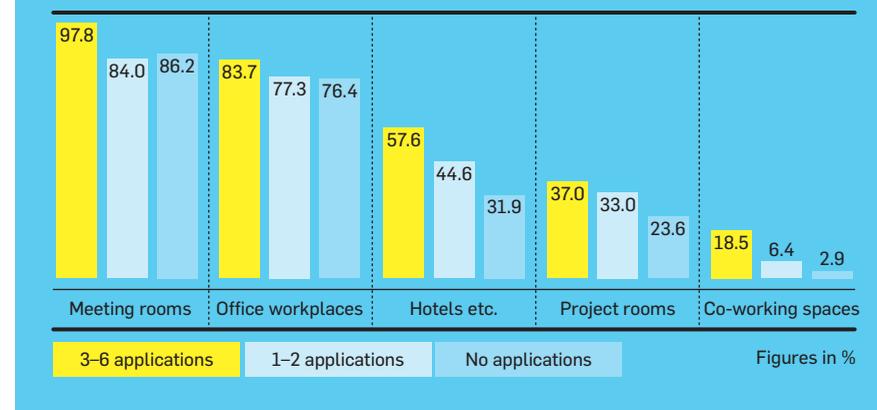
Further education
Three out of four companies with at least ten workers place a high priority on the further education of their employees. Continuing education also plays a very big role in 32.4% of the companies surveyed. (bso 2012)

Internal further education
The selection of the type of further education to be offered is very similar at all companies regardless of their size. The most popular forms are internal and external training events and mutual learning in teams. (ibid.)

Shortage of skilled workers
37% of German companies require two months or more to fill open positions. (DIHK 2011)

When asked about the percentage of all office work/working hours accounted for by project work, 45.8% of the 439 companies surveyed responded with a figure between 20 and 49%, while 22.1% of the companies reported a figure of 50 to 74%, and 8.4% said the share of project work was over 75%. (bso 2012)

TOP 5 LOCATIONS FOR PROJECT WORK, ACCORDING TO WORKING GROUPS' USE OF 2.0 APPLICATIONS

	Meeting rooms	Office workplaces	Hotels etc.	Project rooms	Co-working spaces
3–6 applications	97.8	83.7	57.6	37.0	18.5
1–2 applications	84.0	77.3	44.6	33.0	6.4
No applications	86.2	76.4	31.9	23.6	2.9

Figures in %

Overaging
As early as 2009, 40% of the total German population was already over 50; this figure will increase to 50% by 2030. (Destatis 2009)

Graphic
Top five places for project work
The more Web 2.0 applications a working group uses, the more likely it is that a company will reserve a space for the group's project work. (bso 2012)

>> **OFFICES WILL REMAIN, BUT THEY WILL CHANGE RADICALLY.** We offer flexible working spaces in 550 cities worldwide. The future of work will be dominated by flexible work models whose results-driven culture will finally eliminate employees' compulsory presence in the office. We will nevertheless still need offices in the future because they are the places where people come together in order to jointly develop new ideas. The form offices take will change radically, however. They will become a type of social hub offering a variety of meeting opportunities. Offices will have to represent the corporate brand and promote intellectual exchange in equal measure. A "hub and spoke" organisation will help companies maintain close ties with their employees.
Michael Barth, *Regional General Manager, Regus GmbH & Co. KG*

CONCLUSION

EVERY COMPANY MUST FIND ITS OWN WAY TO ITS NEW WORK ORDER. THIS NEW CULTURE MUST BE ACTIVELY PROMOTED BY THE BOARD AND THE MANAGERS. IT MUST SERVE THE INTERESTS OF ALL STAKEHOLDERS, AND IT CAN ONLY BE ESTABLISHED WITH THE CONSENSUS OF ALL THE PARTICIPANTS

Prof. Ralph Bruder
Director of the Institute for Ergonomics at Technische Universität Darmstadt

>> Different models exist side by side. For a long time it seemed as though the prototypical German company, which offers secure long-term jobs, would be replaced by a more flexible model in which the employees' role tends to be more temporary. Our observations suggest that both models appear destined to endure. What has not been actually achieved yet is the combination of these forms into a hybrid type of organisation.

In the office of the future, everyone is an active part of a group activity whose contents and mindset can be shared by all—but can also be questioned and improved by all. Collective intelligence, nonhierarchical communication and open innovation processes necessitate a new structure—a NEW WORK ORDER that ensures the free flow of information. This not only concerns all internal and external communications but also creates closer and more transparent bonds among all employees in all departments. Since social media have already succeeded externally in fostering emotional identification and focused discussions of topics and values, it's likely that social networking can also set new standards in business organisations. A business is a process of collaboration between many people, and the time has come to portray this sphere of activity in terms the participants can comprehend. The office of the future is a cosmos of collaboration, unified by shared values and a mindset that emerges at this physical meeting place.

THE SIGNIFICANCE OF THE OFFICE AS A POINT OF REFERENCE REMAINS THE SAME, BUT THE FORMS OF COLLABORATION NEED AN OVERHAUL

The office will retain its importance as a point of reference, but in each case its function needs to be redefined to reflect the particular corporate culture and the intended activities and methods. How big a role does the office play as a site of collaboration, and how big a role as a place of personal contact?

The evolution of a work culture is interdependent with the environment. Individual employees are affected by their co-workers' behaviour and by the physical environment. But social networking fosters collaboration beyond this physical setting. New behavioural patterns resulting from media use further reduce the direct effects of the environment. This makes it all the more important to have a common set of rules and values, as well as organisational measures that motivate employees, foster team spirit and promote bonding between co-workers during a flexible workday.

>> BUILDINGS WILL REMAIN IMPORTANT IN THE DIGITALLY NETWORKED JOB SCENE as centres of informal communication, where interpersonal sharing and group formation can take place. To achieve social cohesion, which is especially important in changing project teams, face-to-face encounters are necessary. This is because such contacts provide the whole bandwidth of communication, including nonverbal parameters. You can use the whole range of situational parameters to generate awareness or focus attention on the activities of the team and of the other colleagues in the building. Appropriately designed public spaces also serve as centres for informal communication and interpersonal encounters that can foster the spontaneous development of creative ideas.
Dr. Dr. Norbert Streitz, *Scientific Director, Smart Future Initiative*

TRENDBÜRO SCENARIO I
„CORPORATE FLAGSHIP"

The network age and globalization call for swiftness and agility, especially where large business groups are concerned. Consumer-goods manufacturers that want to make a vivid impression on their customers, marketing partners and employees when it comes to their branding and innovation competence can do so by heralding their presence and fashioning the exterior and interior of their headquarters like a flagship store.

LOCATION
+++ The regional HQ is located as a flagship site with optimal accessibility in the city centre. It forms part of the cityscape and has an appropriate building and retail outlet. The HQ thus serves the customer as a shop, a service centre and a showcase for the brand.
+++ The workplaces, however, are distributed flexibly among numerous facilities in different parts of town. The trend to office locations near residential areas is an additional benefit favoured by employees. Working close to home helps them to integrate their professional and personal lives more effectively. Examples of this integration would include the ability to look after children or parents and proximity to caregiving centres.

ORGANISATION
+++ The case in point is an FMCG group that achieves much of its flexibility through its organisational structure. The group only employs a relatively small core workforce of 10,000 employees—who are largely deployed among the different working hubs—but has access to another 50,000 skilled workers in the talent cloud.
+++ The culture of transparency is shared via the social network. Rank-and-file employees and professional specialists share interests, activities and skills in order to improve both their social and digital reputations. This makes it possible to gain dynamic insight into, and access to, the company's talent pool. Depending on the level of their qualification and ability, the independent entrepreneurial workers are certified in the cloud and then hired as needed for projects.
+++ The work is largely self-organized, global and virtual. It is conducted largely via cloud-working with a digital-presence culture. However, the necessary bonding and identification with the company is achieved through ritual experiences.

CORPORATE CULTURE
+++ The FMCG group achieves a favourable employer image through its reputation. Not surprisingly, potential applicants are waiting in the talent pipeline for the limited and sought-after full-time positions. The core workforce consists largely of entrepreneurially acting high performers who act as role models for those who desire full-time positions.
+++ Once a week the HQ becomes a meeting place where contacts can be made, team discussions can be held, and informal networking is officially supported. The weekly HQ Day is compulsory for the core workforce and optional for the specialists from the talent cloud. That day is jam-packed with socializing events. The Academic Breakfast, which also serves the purpose of continuing education, takes place in the morning. At noon, participants can join in an informal networking session at the Blind Lunch. That's when sets

of five people are matched—on the basis of their current assignments, skills and interests—to have lunch together.
+++ In the evenings, the HQ opens its public area for brand-experience events. As part of these events, products and concepts are presented, and innovations are introduced and sampled in the sumptuously designed sales section.

OFFICE
+++ The "office" in the traditional sense doesn't exist any more. Employees and independent specialists hired on a contract basis can check in at numerous locations in the city to work at a job site of their choosing that is outfitted appropriately for their salary level. For these employees, the job settings are modular and range from co-working spaces to separate workstations and conference rooms. In other words, workers can choose work settings to suit their job specialities near their homes. For longer-term projects that require intensive teamwork, special project rooms can be rented for the duration of the project.
+++ Each room is equipped with projection screens for video conferences that facilitate cooperation among international teams. What's more, current project developments can be tracked via the corporate stream, and co-workers can be contacted in real time. Office cars complement the flexible office system, providing mobile drop-in centres and making it easier to work en route. These vehicles are deployed to various urban locations and can be used as places for highly focused work, as mobile separate offices or as compact meeting rooms. Distances driven by the mobile offices without a worker at the wheel count as an efficiency-plus in the work-time total; this principle is also implemented on railway routes by providing special Business Lounge compartments.
+++ The regional HQ, on the other hand, is the antithesis of the mobile and largely anonymous workplaces. It functions exclusively as the place where the corporate culture holds sway (corporate flagship). This is where informal networking is promoted by rituals and an appropriate ambiance. To reinforce perception through all the senses, conventional office furnishings and an interior compatible with corporate design are complemented by corporate sound and a corporate scent appropriate to the brand. The corporate scent emotionalizes the space, enhances brand recognition, and anchors the corporate identity in the memory. In other words, the regional HQ is a place that appeals to all five senses, where the brand and the corporate culture blossom into an experience.

Walter Gebhardt
Architect

>> The office building of the future assumes the role of a flagship store that represents the identity of the brand internally as well as externally.

Requirements of an appealing workplace
85%: no offensive noise level;
80%: not far from home;
71%: easy to get to;
70%: attractive workspace;
56%: high-quality work environment;
55% convenient shopping.
(Vivico Real Estate 2009)

Prof. Wilhelm Bauer
Deputy Director of the Fraunhofer IAO

>> If the head office isn't the hallmark of the employer's brand, what is? Particularly when the number of working locations increases, the main office building must function as a gathering place. It is a location that says loud and clear: "Look here, that's us!"

TRENDBÜRO SCENARIO II
„KNOWLEDGE CAMPUS"

In these times of rural flight, mid-level companies based outside of cities are under increasing pressure and must be able to offer their coveted skilled workers incentives that make the firms more attractive as employers. More and more companies are addressing this challenge by providing employees with opportunities to obtain degrees in work-study programmes. Joint ventures and partnerships with research institutes enable a dynamic sharing of knowledge and also expand business opportunities.

Frank Kohl-Boas,
*Lead HR Business Partner D/A/CH, Nordics & BeNeLux,
Google Deutschland*

>> Our headquarters in Mountain View has a campus design. In California, we decided early on to incorporate into our campus all the amenities that make for a pleasant experience. We wanted our engineers to have as much time as possible to do the thing they love, which is programming, so we gradually put in a cafeteria, a laundry, and a barbershop/beauty parlour. No two Google offices are identical—but they do have certain things in common. That's why our site here in Germany is like a smaller version of our headquarters. Facilities such as a table tennis room, a gym and a breakfast service truly enhance the quality of the working day in Hamburg.

LOCATION

+++ The corporate campus is located in a rural area with a generally weak infrastructure near a small university town. It has several supplier firms surrounding it and is also located near a complex housing the technical department of a regional university.
+++ The companies and the university work together to exploit synergies and jointly operate a research centre. The local county government supports the campus by providing solid infrastructure and offering favourable conditions for investors and employees who wish to build offices/homes.

ORGANISATION

+++ The example: a family-run company that supplies components to major international automotive brands. The university and the companies located on the campus jointly commission research and project assignments that skilled professionals at the companies and experts from the university apply for.
+++ Project teams are formed by selecting the best applicants from all the companies on the campus, whereby the boundaries between the supplier firms are permeable and the project teams are interdisciplinary. Tasks, deadlines and budgets are defined in detailed briefings. This allows the family-run company to maintain a clear overview of its costs.
+++ Each interdisciplinary team is also assigned a supervisor from the company. The supervisor is responsible for strategic project management and ensures that the tight schedules and deadlines are adhered to. The project teams are free to determine the approaches they take to their work. They are also offered incentives to complete their projects below budget, in the form of a bonus equal to the cost savings.

CORPORATE CULTURE

+++ The culture of the companies on the campus is marked by extensive sharing of all resources. Collaborative use of resources is supplemented by an open innovation policy. The companies and the university jointly sponsor start-up competitions, help fund established start-ups and create strategic alliances.
+++ The age structure of the 250 or so employees is very heterogeneous. In addition, some employees are from the surrounding region and were able to acquire their skills through the dual corporate university system. Others are highly qualified engineers who either moved to the region because of their jobs or else live on the campus during the week and travel back to the city on weekends. Young families especially like to take advantage of the discounted property prices to build homes in the surrounding countryside.
+++ Learning is expressly encouraged. Reverse mentoring programmes allow young workers to pass their knowledge on to older colleagues and bring them up to date in terms of technology and specialised knowl-

edge. There are also informally linked "communities of practice" whose members perform similar tasks in their jobs, and who therefore engage in extensive sharing of information and best practices. These communities jointly develop and test new product ideas and also optimise processes.
+++ The companies on the campus have close ties to the region and practice corporate citizenship. For example, employees are allotted a certain amount of time per year for volunteer work in the region.

OFFICE

+++ The knowledge and company campus replaces the basic urban infrastructure and supply systems by including a restaurant, a library, a workshop, a spa, a kindergarten and project bungalows in addition to the office buildings. All of the facilities are jointly funded by the companies on the campus.
+++ The campus infrastructure supports project work by providing bungalows for long-term project assignments. Project teams can use a bungalow as a headquarters for the entire duration of their projects in an atmosphere that allows them to focus exclusively on their work. Workshops are equipped with 3D printers which make it possible to directly produce models of newly developed designs.
+++ The primary purpose of the campus library is not to lend out books but instead to allow experts to collaborate in a quiet and highly focused atmosphere with an extensive knowledge pool. The building has high ceilings and long wooden desks with reading lamps that cast a cone of light and create an atmosphere that fosters concentration.
+++ Outdoor creativity areas such as climbing facilities and playgrounds help combine exercises for strengthening group and team dynamics with recreational elements. The campus also houses senior citizens' homes where employees who don't live on campus can obtain care for older relatives at a lower cost than elsewhere, and in a place that's close to work.
+++ The campus provides the employees with the experience of living and working in green surroundings by integrating natural elements such as streams, trees and meadows. These elements, combined with modern architectural designs, offer a pleasant contrast to business parks, which normally are purely functional and frequently are unattractive. Working on campus thus offers employees a high-quality and pleasant experience that is being successfully marketed as an interesting alternative to the urban workplace.

TRENDBÜRO SCENARIO III
„WORK-LIFE COMMUNITY"

In order to support their employees' urban lifestyles, smaller agencies are increasingly designing all-round living spaces rather than work spaces because their sector is being particularly impacted by the complete dissolution of boundaries between work and leisure—and this is also affecting the circumstances of urban nomads. Housing shortages in large cities are also pushing the development of new concepts and making the idea of working and living "under one roof" more attractive.

LOCATION

+++ Urban work-life communities are being created in regions that are impacted by structural changes and are located near cities; agencies are settling in areas undergoing transformation so that they can offer their employees reasonably priced housing as well. These communities are multicultural and have a lively, creative atmosphere.
+++ In order to promote a greater mix of groups and make the locations more attractive to students, young families, artists and freelancers, local governments are financially supporting the movement to new settlements in urban districts with a weak infrastructure.

ORGANISATION

+++ The example is a media agency with roughly 18 employees that is organized as an urban work-life community. Most of the employees are involved in project work; only a small core team acts as a constant and effective interface to customers and firms that commission projects.
+++ The urban work-life community is not about hierarchies; it's about shared rules and standards, which serve as controlling instruments at the organisational level. At the team level, the principle of self-organisation applies. Decision-making authority and responsibility are decentralised and delegated to the individual teams. In addition, project managers are elected by each team for the duration of the project in a system of consensual management.
+++ Every employee in this "heterarchical" organisational structure is his or her own manager; decisions are made from the bottom up. The companies' external boundaries have also been dissolved, as freelancers are flexibly procured for project work, and temporarily available work spaces are rented out to co-workers. This system ensures extensive interaction with external partners that fosters creativity and the integration of different points of view.

CORPORATE CULTURE

+++ The age structure of the workforce is heterogeneous, but its mindset is homogeneous. Most of the employees are from large cities and their identities are shaped by their digital lifestyle. They do not define themselves in terms of money, which is why they prefer a work model in which part of their pay is taken to provide them with uncomplicated and flexible living arrangements in communal housing complexes operated by the agency.
+++ A well-established culture of trust reduces the need for monitoring. Employees are given the power, temporal autonomy, and responsibility to plan their work and their projects.
+++ The effectiveness of this self-organisation is ensured by a culture of active participation and au-

tonomous and future-oriented action. The complete merging of work and leisure has made "home-ing"—taking care of private matters during working hours—a normal part of the daily routine.
+++ The values of the corporate culture are creative, individual and free, and the employees' desire to achieve personal fulfilment leads to a sense of identification brought about by the projects they work on. The absence of hierarchical structures promotes a sense of community in the urban work/residential setting; colleagues become friends. The communal housing complex brings this idea to life, as living and eating areas are common spaces that also encourage people to do things together even after work.
+++ The work culture is marked by phases of work activity interrupted by free periods (e.g. for sabbaticals). In such a setting, transformation is continuous; permanent change is a core element of the culture.

OFFICE

+++ The urban work-life community combines living and working "under one roof". Given the current housing shortages, this arrangement enables unlimited flexibility. The workplace, as well as apartments and common areas, are all at the same site.
+++ Offices inspire employees with their studio atmosphere; individual workstation designs foster creativity. All of this is done under the motto "Always in Beta" to express the idea of permanent change. The lively café-like atmosphere reflects employees' desire for a workplace that doesn't feel like a workplace. Those who occasionally require a quiet workspace can create their own concentration zone by selecting the silence function on special headsets.
+++ "Bring your own device" is also part of the culture, one that allows employees to conduct their work in their own particular style. The urban nomad office is paperless and can be located wherever the employee's laptop happens to be—in the communal housing complex or in the park when the weather is nice. A change of scenery creates new perspectives and enables greater creativity.
+++ Project workers and co-workers are all together under one roof. Temporarily vacant workstations are offered for use via a community platform, with the option of accommodation in the adjacent communal housing complex if it is desired. Co-workers can choose between an individual apartment and a room in the community zone.
+++ The equipment and furnishings of the offices and residences were selected in cooperation with an interior designer and adapted to the individual corporate image. The urban work-life community thus serves as a living space that promotes a sense of belonging in the group.

Lena Schiller-Clausen
*Managing Director
Betahaus Co-working
Spaces, Hamburg*

>> The greatest desire of human beings is the sense that they are not alone. That's also one of the main reasons why people come to us at Betahaus. Everyone has desks and chairs and Internet access at home, or else they can go to Starbucks. Just as your home influences how happy you are in your daily life (and how well you sleep at night), so too will your workplace, as well as its design and the degree to which you can shape it, have a powerful effect on your overall feeling of well-being.

METHODOLOGY

THE PRESENT STUDY BRINGS TOGETHER THE TRENDS AND DRIVERS WHICH ARE INFLUENCING A NEW WORKING CULTURE

22 QUALITATIVE INTERVIEWS WITH INDIVIDUAL EXPERTS FROM RESEARCH AND INDUSTRY

+++ ARCHITECTURE +++ SOCIOLOGY OF WORK +++ SPATIAL SOCIOLOGY +++ WEB 2.0 AND SOCIAL MEDIA +++ ORGANISATIONAL CONSULTING +++ COMPANY CONSULTING +++ CORPORATE STRATEGY +++ INTERNAL & EXTERNAL COMMUNICATION +++ INFORMATION TECHNOLOGY +++ HUMAN RESOURCES +++ RESEARCH AND DEVELOPMENT +++ REAL ESTATE +++ WORKS COUNCIL +++

Jochen Adler Lead Business Analyst, Deutsche Bank AG
Judith Badel Discursive Organisational Consultant, Metaplan
Michael Barth Regional General Manager, Regus GmbH & Co. KG
Prof. Wilhelm Bauer Deputy Director, Fraunhofer IAO
Prof. Norbert Bolz Media philosopher, Technische Universität Berlin
Prof. Ralph Bruder Director of the Institute for Ergonomics, Technische Universität Darmstadt
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Lena Schiller-Clausen Managing Director, Betahaus Co-working Spaces, Hamburg
Jürgen Steffens Architect and partner, JSWD Architects
Dr. Norbert Streitz Scientific Director, Smart Future Initiative
Martin Vohla Head of Human Resources, dmc digital media center GmbH
Hans Voß Deputy Chairman of the General Works Council, Axel Springer AG
Michael Wellenzohn Global Smart Working Program Lead, Credit Suisse
Prof. Peter Wippermann Trend researcher and communications designer, founder of Trendbüro

SECONDARY ANALYSIS OF THE LATEST STUDIES AND STATISTICS ON THE WEB AND IN PRINT

EXPERT WORKSHOP "CHANGES IN COMMUNICATION" IN ORDER TO IDENTIFY THE DRIVERS, CHALLENGES AND APPROACHES TO SOLUTIONS

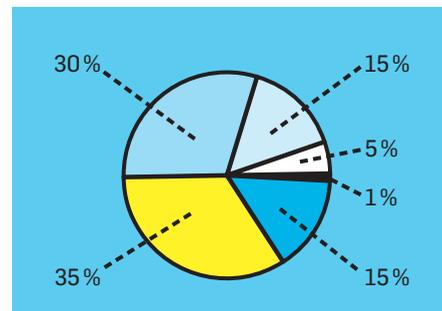**WORKSHOP WITH 10 MANAGEMENT CONSULTANTS FROM METAPLAN**

QUANTITATIVE SURVEY OF PRIVATE SECTOR COMPANIES: STANDARDIZED

Project design
Methodology
Companies surveyed according to number of employees

- 🔵 up to 99 employees
- 🟡 100–250 employees
- 🔵 251–500 employees
- ⚪ 501–1,000 employees
- ⚪ more than 1,000 employees
- ⚫ no information

30% — 15%
— 5%
— 1%
35% — 15%

+++ Telephone survey of 601 companies (500 in Germany)
+++ Survey region: Germany/Austria/Switzerland
+++ Sample: private sector companies
+++ Sample selection: Randomised selection from a pool that totals around 10,000 company addresses
+++ Survey time frame: May/June 2012
+++ Survey carried out by abs Marktforschung, Ulm

IMPRINT

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