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

The 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


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 covered 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

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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 workplaces 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.

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 being eliminated in the name of cost efficiency and rationalisation. Proliferation 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 productive exchange of information is vital to the transformation of knowledge.

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. Professionals tend to be eliminated through knowledge and dialogue. Participation: The trend in society and business towards greater participation requires new management styles.

Demographic change
The employment structure will change significantly between now and 2060. The number of people working in Germany will decrease from 39.73 million in 2000 to 34.23 million in 2060. An aging society will see the share of 55-64-year-olds among the total population rise from 22.79% (2000) to 28.57% (2060). The biggest decline will be among the 45-55 age group (2010: 25.98%; 2060: 22.06%). The share of 35-39-year-olds and 45-49-year-olds will remain largely unchanged, while the group of 25-30-year-olds will decrease from 9.86% to 8.44%. (Destatis 2009)

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.
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 various 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.

Increasing need for communication

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

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.

Marin Vohla
Head of Human Resources, DMC Digital Media Center

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More exchange

The importance of communication and project work

(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.

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

Extrapolated total
Sampled total
≤50 office employees
51–200 office employees
>200 office employees
Total number = 438

<table>
<thead>
<tr>
<th>Service sector</th>
<th>Office employees</th>
<th>Project work</th>
<th>Routine work</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extrapolated total</td>
<td>35.0%</td>
<td>64.9%</td>
<td>0.1%</td>
<td></td>
</tr>
<tr>
<td>Sampled total</td>
<td>34.9%</td>
<td>63.5%</td>
<td>1.6%</td>
<td></td>
</tr>
<tr>
<td>≤50 office employees</td>
<td>31.8%</td>
<td>67%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>51–200 office employees</td>
<td>35.6%</td>
<td>62.2%</td>
<td>2.2%</td>
<td></td>
</tr>
<tr>
<td>&gt;200 office employees</td>
<td>39.6%</td>
<td>59.2%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Total number = 438</td>
<td>Project work</td>
<td>Routine work</td>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
Organisational Boundaries Are Dissolving

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

Stakeholder Interests

<table>
<thead>
<tr>
<th>Corporate strategy</th>
<th>Corporate development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real estate</td>
<td>Space efficiency</td>
</tr>
<tr>
<td>Internal communication</td>
<td>Corporate culture</td>
</tr>
<tr>
<td>External communication</td>
<td>Customer relations</td>
</tr>
<tr>
<td>HR</td>
<td>Employee loyalty</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Innovation</td>
</tr>
<tr>
<td>Works council</td>
<td>Employee interests</td>
</tr>
<tr>
<td>IT</td>
<td>Technical infrastructure</td>
</tr>
</tbody>
</table>

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.

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.

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.

New Work Order

Corporate strategy
Human resources
Work council
Research & development
Information technology
Property management

1 New Work Order
2 Human resources
3 Work council

Elimination of corporate boundaries

1) Company
2) Employee
3) External

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.

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 cooperation with each other.

+++ 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.

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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 journalistically 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**

**Communications**

A total of 72% of “Millenials’” believe there are sharp differences between generations, especially in their approach to work. (lifecourse 2012)

- Mentoring programme: 35% 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.)

**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 look 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.

[3] The web does not distinguish between internal and external: 78% of students believe the Internet makes networking easier. (ibid.)

**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.**

Generation Y—the new generation of employees—is not a group that enters a company and shapes its culture. It’s more the case that they enter the company and, if the atmosphere is good, perhaps with a team.

Christoph Fellinger
Head of Relational Management, Board of AG

**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 natural 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.

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 created by a community. Wikis have different goals than blogs, as several users will work on specific topics in a wiki and communicate 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).

**“WE’VE GOT A POSTER THAT SAYS: ‘THERE WILL ONLY BE TWO KINDS OF COMPANIES IN THE FUTURE—THE QUICK ONES AND THE DEAD ONES.’**

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

**“DIGITAL NATIVES ARE THE HEROES OF THE STRUCTURAL TRANSFORMATION. THOSE WHO UNDERSTAND THEM CAN UNDERSTAND THE WORKING WORLD OF TOMORROW.”**

Prof. Peter Wippelmann
Founder of Trendbüro
SNAPSHOT

Axel Springer AG 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.

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: streamlining avoidance of redundancy杜绝重复

Distribution: reduction of the information flow传递信息的减少

Positioning: in the “coolest workplace on earth”定位

RESULTS

Aligned 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 would 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 continuous internal flow processes. Dissolution of boundaries and creation of openness within the company. Achieving collaboration across different company locations and channeling the flow of information. Optimizing organizational 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.

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 Voll
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.
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 “silos” structures. Traditional corporate hierarchies are overlaid by a second information hierarchy that forms itself along the lines of thematic archies are overlaid by a second information hierarchy that forms itself along the lines of thematic

In the past, innovations in daily office work were developed by IT specialists and suppliers of office equipment. Fax machines, computers and e-mail—all these innovations all had a certain association with the office that for a long time underscored the separation between work 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 procedures 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.
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 81% 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 59% of their time. In the future, access to technical infrastructure, work materials and colleagues will be a given.

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 utilise 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

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

Source: McKinsey 2012b (Graphic Trendline)

WEB 2.0 APPLICATIONS

| Social networks                                           | 24.5%                     |
| Corporate wikis                                           | 26.0%                     |
| Activity streams                                          | 11.1%                     |
| Blogs                                                      | 16.8%                     |
| Forums                                                    | 29.1%                     |
| Microblogs                                                | 6.8%                      |
| No utilization                                            | 40.3%                     |

“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 CONVINCION

A good third of all employees 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% 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.

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.

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 (53%); (McKinsey 2011a)

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.
A passion to perform”. Inspired by this phrase, their corporate motto, several in-house IT specialists at Deutsche Bank developed an internal social media communication 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.

**Mr. Adler, what’s the Microblogging Tool “The Wire” all about?**

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 “What are you working on?” The microblogging 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 — whether all the team members were present in the same room, or if at all possible. Today we work in global projects, and it’s not unusual for a team to be working together on some task, but with 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 monitored everywhere. That means a certain level of "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?**

You’re right in that it takes example, as a project manager I’m supposed to submit a status report concerning deadlines and milestones to the project manager every Friday. That means a conference call takes place with the team every Thursday regarding the status of the project. The microblogging is more efficient 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 us feedback. Although that doesn’t replace the telephone call one per hour per day, 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 can be highlighted with “Hashpet”. 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 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 its use, for a social media enthusiast?**

Transparency! On the one hand, that’s entirely in the interest of the users, who quickly lose interest in projects 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 communication systems like e-mail can never reap the full benefit of that effect.

**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 teamwork to make a major contribution to business development at Deutsche Bank.**

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 bank 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 regulating health and safety in the workplace, it is not permissible to collect personal 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.

**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 2012: 56.7 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 placed 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

OPEN: Transparency and dismantling of the silo mentality

**TSN**

+++ The Telekom Social Network is a social network that is available both inside and outside of an organisation. Instead, the channels form a network that diffuses throughout the entire organism. Companies that have understood this will not have any problems surviving in the networked economy.

**Digital Shift**

SociAl Networking IS DemOCRAtISING Internal communication. the Corporate structures of the past are being severely tested

Skiing 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 that diffuses throughout the entire organism. Companies that have understood this will not have any problems surviving in the networked economy.
Continental

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 even 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 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’re already 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 department 100 percent of the time. We consider it natural to get involved in things outside of your own department. 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. To achieve this, the company is pursuing a very radical approach. In this case, it’s hoped that integrating social software will maintain the loyalty of their skilled workers and allow them to adapt to workplace changes in line with their capabilities. 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 REPUTATION IN THE TALENT CLOUD
This global human resources pool will be accessed according to an auction system. A core team responsible for 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 to continually optimising their professional expertise and profiles in order to enhance their appeal to employers across departmental and corporate boundaries. Technical infrastructures are 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 organised 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 (ibid. 2012).

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).

Observe: the social network heads at the large companies surveyed report that the knowledge required for their core activities is becoming obsolete faster and faster. (Hayes 2011)

Hiring external workers
20% of the companies with project teams started using external employees are planning to strengthen these teams by adding external workers. (Ibid.)

Heterogeneous teams
Almost 60% believe that mixed teams in large companies are more productive and capable of innovation as a result of the knowledge transfer between internal and external workers. (Ibid.)

Organisations have to change their structures, processes and culture to enjoy all the benefits of social technologies, companies must begin to change their organisational 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.

Which tools should be used in future (complementary)?

Companies that already utilise Web 2.0 applications

<table>
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<td>34.0%</td>
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<td>Blogs</td>
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</tr>
<tr>
<td>Microblogs</td>
<td>57.0%</td>
</tr>
<tr>
<td>Social networks</td>
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<td>Activity streams</td>
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<td>Corporate wikis</td>
<td>8.0%</td>
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</tbody>
</table>

Companies that have not yet utilised Web 2.0 applications

<table>
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<tr>
<th>Tools</th>
<th>Percentage</th>
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<tbody>
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<td>Forums</td>
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<tr>
<td>Blogs</td>
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<td>Microblogs</td>
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<td>Social networks</td>
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<td>0.9%</td>
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<td>Corporate wikis</td>
<td>9.4%</td>
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</tbody>
</table>

Dr. Jacques Bughin, Director, McKinsey & Company, Brussels

Web 2.0 andsocial networks are gaining ground

Companies that already use Web 2.0 tools are more likely to make increased use of social technologies in the future. 12.3% of the companies that do not yet use Web 2.0 applications intend to introduce a social network in the future. (Ibid. 2012)
IN ONE SENSE, YES

BECAUSE ORGANISATIONS ARE FLEXIBLE. THEY ADAPT
THEIR STRUCTURES AND FORMS OF COMMUNICATION TO RARE
CONDITIONS. FOR LOGICAL REASONS, THEY DON’T DO THIS
IMMEDIATELY AND DIRECTLY. THEY OFTEN DO IT TOO LATE, INSUFFI-
CIENTLY, AND DEFINITELY NOT ALWAYS SUCCESSFULLY. HOWSOEVER,
IT’S EASIER TO ASSUME THAT ORGANISATIONS TAKE ADVANTAGE
OF THE EFFICIENCY GAINS THAT CAN BE ACHIEVED WITH SO-
CIAL MEDIA. THEY WILL BE FLEXIBLE BECAUSE THEY KNOW IT
ALLOWS THEM TO IMPROVE. AT THE SAME TIME, IT’S NOT DE-
FINITELY THE CASE FOR ORGANISATIONS 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 HIGHLY RIGID STRUCTURES.
IT WOULD THEREFORE BE INTELLECTUALLY THINK TO SOCIAL MEDIA
CAN MAKE THE FUNDAMENTAL Pillars OF ORGANISATIONAL PROCESS
DISAPPEAR. ORGANISATIONS ARE SYSTEMS THAT IMPOSE THEIR SOCIAL STRUCTURES ON
SOCIAL MEDIA AS WELL. AN ORGANISATION RELIES ON TARGETED NATIONality 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 COMMUNI-
CATION IN A TARGETED MANNER THAT ENSURES THAT NOT EVERY-
ONE CAN SIMPLY COMMUNICATE WITH EVERYONE ELSE. OR-
GANISATIONS STRUCTURE THEIR ACTIVITIES IN ACCORDANCE WITH A DISCOVERED ORDER TO ALLOW 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. Fi-
nally, ORGANISATIONS ARE SUBJECT TO THE FORMAL AND INFORMAL MECHANIS-
MATIONS THAT “PUNISH” DEVIATIONS FROM DESIRED BEHAVIOUR
AND THEREFORE HELP THE SYSTEM TO SURVIVE.

THE POTENTIAL OF THE NEW TRANSPARENCY

NON-TRANSPARENCY IS A SOURCE OF POWER. Ac-
CORDINGLY, TRANSPARENCY IS HELPFUL IF YOU’RE TRYING TO
CONTROLL OR DIRECT HUMAN AND ORGANISATIONAL BEHAVIOUR
PHILOSOPHER JÜRGEN HABERMAS TALKS ABOUT THE “UNCON-
SCIOUS 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
LEVEL” OF THEIR OWN ORIGIN OR STRATEGY. THERE IS NO IN-
TERSUBJECTIVITY IN AN ORGANISATION. IT FINDS ITS DIRECTION
THROUGH MICRO-POLITICAL INTERESTS. TODAY THE BEST AR-
GUMENT DOESN’T ALWAYS WIN; INSTEAD, THE PERSON WHO HAS THE BEST RESOURCES, THE MOST PEOPLE
DEPENDENT ON HIM OR HER AND THE MOST POWER. A TRA-
NS-TRANSPARENT FORMATION OF OPINIONS CAN CONFRONT THIS
AND GENERATE A HIGH DEGREE OF INVOLVEMENT IN COMMON IS-
SUERS. FROM THE PERSPECTIVE OF ORGANISATIONAL PRINCIPLES,
BUT IT CAN CHALLENGE THEM. MORE IMPORTANTLY, HOWEVER, IT CAN LEAD TO GREATER POWER FEEDBACK
AND DEPENDENCY, AS EMPLOYEES WILL BE MORE MOTIVATED IN THEIR WORK BECAUSE IT (FINALLY) MAKES SENSE TO THEM.

WHAT CONNECTION DO YOU SEE BETWEEN ENTER-
PRISE 2.0 AND THE NEW WORK ORDER?

ENTERPRISE 2.0 IS ONLY REFERRED TO THE USE OF SOCIAL SOFTWARE IN A COMPANY IN ORDER TO SUPPORT COOPERATION, KNOWLEDGE MANAGEMENT AND COMMUNICA-
TION. JUST AS COMPANIES GENERALLY HAVE TO REN-
OWN THEMSELVES OVER AND OVER AGAIN AND THIS CHANGES THEIR CULTURE THROUGHOUT THE YEARS, THE NEW TYPE OF COM-
MUNICATION MODALITY 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 COMPA-
NY’S ORGANISATION?

THE MOST IMPORTANT ASPECTS ASSOCIATED WITH THE USE OF SOCIAL SOFTWARE ARE AWARENESS, TRANSPARENCY AND par-
TICIPATION. THESE ASPECTS ARE NOW CREATING SOMETHING MORE OR LESS A SIMILARITY AT A PARALLEL LEVEL AT MANY COMPANIES. THERE IS A BOTTOM-UP INFORMATION HIERARCHY THAT EXISTED ALONGSIDE THE TRADITIONAL ORGANISATIONAL HIERARCHY.

be march-in-step nature of the industrial economy doesn’t work in the knowledge so-
 ciety in either a structural or a cultural sense. The simultaneous emergence of pred-
cised 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 impetus
from social media will allow us to communicate with each other more openly, democratically and
collaboratively. This will change the nature of cooperation and therefore the culture of a company
and lead to the question of which new premises organisations wish to standardise in their cultures.

Dr. Kai Matthiaske
Managing Partner, Metaplan
Before Kai Matthiaske joined Metaplan, he served as Managing Di-
rector of Altavista De-
mark. Prior to that, he
worked as a consultant at Roca Allan Hamilton and then held several manage-
ment positions in family-owned com-
panies and at Deutz-Fah-
mann AG. Matthiaske
studied business ad-
ministration and philos-
ophy at the University of Pauwau and received a Ph.D. in business ethics from
the University of St. Gallen.

Dr. Judith Badel
Director Organisational Consultants, Metaplan
Prior to joining Meta-
plan, Badel was asso-
ciant and Deputy Man-
aging Director at a medium-sized con-
sulting firm. She stud-
ed sociology, psychol-
ogy, and social and economic history of the University of Hamburg and
the Heidelberg Un-
iversity of Technology. Badel is interested in analysing and as-
sessments of systems
theory. She is also in-
terested in the relation-
ship between language
and power, and the im-
 pact of Web 2.0.

Dr. Alexander Richter
Head of Social Business to
the Cooperation Sys-
tem research group at
Bundeswehr University
Munich
Since 2006 Richter has been monitoring, with great interest, the intro-
duction of social soft-
ware at many compa-
ies. He has assisted Allianz, Bosch, EADS, Siemens and other Ger-
mans with the sele-
cion, introduction and evaluation of social software.

E-mails reduce response times, smartphones enable mobile Internet access, but so-
cial 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 net-
working of common interests and the priority of better arguments in a dialogue free of hi-
erarchies. A lot of this may be true in the private sphere or in the discussion of mod-
ern social movements—but can the same be said for organisations?

SOME QUESTIONS FOR METAPLAN’S ORGANISATIONAL CONSULTANTS

CAN SOCIAL MEDIA CHANGE BUSINESS ORGANISATIONS?

We already react much better in our own customers than we do with our own col-
leagues. The insights of large organisations are still all about power, status and spheres of
influence—and often about everything but substance.

Stephan Grosenik
Head of Cultural Initia-
tion, Dubai Media AC

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

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IN THE COOPERATION SYS-
T

TRENDBAR

TREND/BAR

T"/ Trendbar 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.

IN THE COOPERATION SYS-
EXPECTED TO BE 360 DEGREES. PRACTICAL EXPERIENCE
SHOWS, THOUGH, THAT IT IS NOT AS EASY AS IT MIGHT SEEM TO
IMPLEMENT SOCIAL SOFTWARE AT MANY COMPANIES. COMPANY
MANAGEMENT OFTEN TENDS TO THINK IN CASES WHERE IT IS
MENTIONED THAT SOCIAL MEDIA IS A TOOL FOR TRANSFERRING
INFORMATION 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
POSSIBILITY 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 DIFFERENT
BY NATURE. THE COMPANIES SHOULDN’T THEREFORE HELP THEIR
EMPLOYEES UNDERSTAND AND USE THESE INSTRUMENTS.
New work order works council because LQB helps want one. us implement a direct systems superfluous.

stakeholders the employees don't system of employee representation we don't archies. The strategy of accommodating employees by letting them vote on the corporate values in consensus as a corrective dialogue Hones T: efficient: radical: self-organisation and smart objectives create a stronger culture of open and honest communications strongly with the company and its objectives people at the company to topics that could be acceptable to the majority of the employees identify themselves instead of indirect representation of interests dependent 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 LQB 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 integrated: the employees identify themselves strongly with the company and its objectives.

codetermination with the help of the LQB 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 vote initiatives that would damage the company. one of the successful initiatives involved improving the employees’ protection against dismissal during their probationary period.

Frank Roebers
Chairman of the Board of Management, Synaxon AG

In fact, a company’s innovation potential is primarily shaped by its corporate culture, which is lived consistently. this culture can now be vividly depicted. the process of social collaborations starts every time we set the key content, shared values and proactive commitment founded in a company. Because social collaboration enables employees to understand its decisions, it serves as a discursive leadership tool. at the IT company Synaxon, social media for participatory decision-making have 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 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 communication 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 benefit 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 LQB 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.

A wiki in 2006 and LQB in 2012—What can we expect of Synaxon in 2018?

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Increasing 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 responsibilities and comment on performance. Communicating on an equal footing and frequent feedback are particularly important criteria for encouraging open 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 eliminated from the system. Like all of the other previous uses of social media, this one is the result of a new mode of interaction. The “share & win” approach leads to a new type of socialisation at work. Ideologically, it will teach a new approach to leadership and distribute responsibilities more broadly.

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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”—young 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.

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 must 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.

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. laws 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.

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)

we have a principle in place that says revenue drives headcount and headcount drives space.

there is a real pressure to adapt with organisations being changed by social networks.

with organisations being changed by social networking the concept of an office will also change.

v

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 cooperation. that’s because networked employees will be able to select their workplaces flexibility to ensure that they correspond to their personal needs and those of their teams.

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 branches 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 offices. this is a question of 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 titles in 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 has to ensure that movable facilities to be used in the future must be fully flexible and are not tied to a specific individual’s position in the hierarchy.

the workplace is changing rapidly. 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 cooperation.

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 workspace 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.

resource and spaces are increasingly under pressure to adapt.

non-territorial forms of work are a minority in 51.6% of companies with at least ten employees. an average of 30% of the workforce works non-territorially. (bso 2012)

An overwhelming major- ity of employers specifically encourage individual initiative and the informal sharing of information between employees. Efficient communica- tion often has prior- ity over organisational structures and hierarchies. (bso 2012)

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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 threatened to look for a new place for themselves every morning.

HOW CAN FLEXIBILITY BE INCREASED WITHOUT SACRIFICING LOYALTY?

The consensus of 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 autonomy. However, the increase of mobility that is encouraged will lead to benefits above and beyond more flexible work habits. Frequent changes of environment can also make employees want to work in a mobile rather than a stationary office. (ibid.)

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 work environment. They 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.

Vacation zones are stations in open areas where employees can be 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.

Employees can now choose between different work zones. Our goal with the “Business Clube Model” is to use workstations more efficiently as 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 has a positive impact on innovation cycles, cooperation and decision-making processes in our organisation.

Michael Wellenzohn, Global Senior Working Program Lead, Credit Suisse

Flexible work

Enjoyable mobility

The special formats in credit suisse in zurich make it possible for employees to have a pleasant view while they are working.

A mixture of space concepts will be offered in offices. Cellular offices will no longer disappear, nor will open offices establish itself as the ultimate solution. The more likely model will be the “reversible” or “mixed office.” This concept does not specify a type of space but rather the unification of different office forms alongside one another in an office building. (Menisch & Böös 2012)

Design vs. salary

One reason why inter- and intracompany mobility is so important in the design of Google’s brand value is that Google finances its growth by introducing the relative importance of salary by changing the design of its workplaces. (Interbrand 2011)

When what image do companies and employees want to project? How can an office increase its attractiveness to its users? What combination 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, THE GOOGLE PRINCIPLE

In an interview with Trendburo, 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 anywhere, at any location. Videoconferences have become particularly important to us as a company that operates around the world. We now have complete videoconferencing 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 the same roof. US-based J ulian Klee, a program manager for the expansion of the National Aquarium in Baltimore. He joined Google Germany in Hamburg in 2003. He and two colleagues in Europe share responsibility for the development of all Google offices.

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 within a walking radius.

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 employees 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 fitness centre with trainers. We will also 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 each office in Hamburg, for example. Open-plan offices are always in a type of cul-de-sac in order not to blend in with other businesses walking by. In the zones with traffic, we have installed meeting points such as micro-kitchens on every floor. Communication is our lifestyle, but because everyone needs a quiet place to concentrate, we have created small rooms 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 offices. No two Google offices look alike, even though all of them have rather unconventional local interior with interesting design elements. Our rooms are designed in-line with the theory that create an inviting work atmosphere. There's often a playful component, but everything is always very functional, like the wicker beach chair padding and acoustic upholstery in conference rooms. 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 the work area with us having to put up signs like “Quiet Work Room”.
The current trend to work from home is on the rise. However, only 5 to 6% of all the companies surveyed employ people who work at home full-time. This means that employers are increasingly relying on telecommuting and remote work as a means of retaining employees and making the office more attractive. The benefits of allowing employees to work remotely are numerous, including reduced commute times, increased flexibility, and a more productive work environment. In this article, we will explore the pros and cons of remote work, and discuss the implications for businesses and employees alike. We will also examine the factors that contribute to the success of remote work, and offer some tips for maximizing its benefits. By the end of this article, you will have a clearer understanding of the role of remote work in the modern workplace, and how it can be used to improve productivity and employee satisfaction.
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 "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 graph shows the typical activities performed by knowledge workers, laid out on an axis of communication criteria. 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 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 "knowledge site". 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.

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. The tools available in the office must also take into account the content and context of the work. With the help of new cloud technologies, the office can become a place that allows access to information, documents, and applications that are stored in the cloud. This is a major change in the way people work and communicate. The new workplace must be able to accommodate new technologies and ways of working.
transparancy architectural design establishes an environment of communication. we created an office world for thyssenkrupp in which the paths employees need to physically travel are constantly made visible, either by using paths that lead to the outside or by creating spaces for communication and strolls in green surroundings. thyssenkrupp’s complex also includes a “teratory” where employees can retreat."

**SNAPSHOT**

- **our 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**

- **symbolic:** 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.
- **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:** people familiar with thyssenkrupp might understand this, but in essence, the layouts are what make companies successful today.

**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.

**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 create a comprehensive concept for creating a better work-life balance and also improve the quality of the work experience.

**integration**

the krupp campus is based on the idea of systemically 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 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.

**objective**

the need for communication and team spaces is increasingly important. the significance of informal communication in the office has increased due to 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. one is that people now and companies need to react fast 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.

**transparancy**

A main objective is to live in the open, 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 office. 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.

**transparancy**

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—a kind of in-between. a collection of different workplaces such as home offices, cafes 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.

**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, uta
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 free form of co-operation, or else convert team and conference rooms to accommodate it. It is important to note that companies which utilize 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.

**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: €37.5 billion

**BACKGROUND**
The idea behind TUI’s “Modul57” corporate co-working space was developed during a three-month strategy process at Beluga Hamburg. The process took into consideration the input from employees, managers, and external experts.

**OBJECTIVES**
- Exploring a location where people can share ideas and a meeting place for the creative community in Hanover
- Introducing new forms of work for TUI employees by offering an inspiring and diverse environment that promotes the generation of ideas
- Opening up the TUI innovation process to the outside via a networked location
- Establishing a relationship with other companies

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

**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 test 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.

**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 organizational 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.

**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 for professional learning in teams. (bso 2012)

**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 500 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, Roja GmbH & Co. KG

**Top 5 locations for project work, according to working groups’ use of 2.0 applications**

<table>
<thead>
<tr>
<th>Top 5 Locations</th>
<th>Project Rooms</th>
<th>Meeting Rooms</th>
<th>1-2 Applications</th>
<th>No Applications</th>
<th>Co-working Spaces</th>
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<td>57.6%</td>
<td>43.7%</td>
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<td>77.3%</td>
<td>60.3%</td>
<td>7.8%</td>
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<td></td>
<td>86.2%</td>
<td>72.3%</td>
<td>10.5%</td>
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<tr>
<td>Meeting rooms</td>
<td>Office workplaces</td>
<td>Hotels etc.</td>
<td>Project rooms</td>
<td>Co-working spaces</td>
<td>Figures in %</td>
</tr>
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Evolve-Christina Edinger spatial sociologist, M.A., University of Konstanz & University of Applied Sciences and Arts Northwestern Switzerland

**“KNOWLEDGE DOES NOT EXIST WITHOUT PEOPLE: IT’S CREATED BY THE COGNITIVE LINKING OF INFORMATION.”**

Isabelle Dröll Director of Management Information & Support, TUI Deutschland

What we’re looking at here aren’t workstations. The important thing is to create spaces where tourism specialists can meet, share ideas, get to know one another and this fact underscores the need to develop spatial or organizational 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.

When asked about the percentage of all office work/working hours accounted for by project work, 45.8% of the 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)

**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 for professional learning in teams. (bso 2012)

**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)
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.

As 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. 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 is 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 common of collaboration, united 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 must 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 en- counters are necessary. This is because such contacts provide the whole bandwidth of communication, including nonverbal ones. 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 and customers and when it comes to creating and promoting innovation and competence can do so by heralding their presence and furthering 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 many residential areas in different parts of the town. The transport locations near residential areas are an additional benefit favoured by employees. Working close to home helps them to integrate their personal and professional lives more effectively. Examples of this integration would include the ability to look after children or parents and to accompany caregivers.

ORGANISATION

- The case in point is an FMCG group that achieves much of its flexibility through a minimal 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 cloud.
- The culture of transparency is shared via the social network. Rank-and-file employees and professional specialists, including business activities in order to improve both the social and digital reputations. This makes it possible to gain dynamic insight into, and access to, the corporate 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 well-organized, global and virtual. It is conducted largely via cloud-working with a dynamic presence culture. Necessary bonding and identification with the company is achieved through ritual experiences.

CORPORATE CULTURE

In the company’s culture, the employee image comes into play 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 of a variety of entrepreneurial actors, including high performers who act as role models for those who desire full-time positions. The corporate scent emotion—implemented by corporate sound and a corporate scent—combines 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.

OFFICE

- The office of 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 jobs set modular and range from co-working spaces to separate workstations and conference rooms. In other words, workers can choose work settings that suit their needs and preferences.

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% of office noise level.
- 95% high-quality work environment.
- 85% convenient home; 80% not far from home.
- 75% easy to get to; 70% attractive workplace.
- 85% high-quality work environment.
- 85% convenient home; 80% not far from home.
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 a whole. The working day in rural areas is significantly shorter, making it necessary for companies to enhance the quality of their amenities and create an attractive working environment to keep their employees. The example is a media agency with roughly 18 employees that is organized as an urban work-life community. Given the current housing shortages, this arrangement enables unlimited flexibility. The workplace is as diverse as the employees, and in a place that’s close to work. Those who occasionally require a quiet workplace can create their own concentration zone by taking care of private matters during working hours—taking care of private matters during working hours—a normal part of the daily routine.

The values of the corporate culture are creative, informal, and free, and the employees who achieve personal fulfillment leads to a sense of identification brought about by the projects they work on. The working day in rural areas is significantly shorter, making it necessary for companies to enhance the quality of their amenities and create an attractive working environment to keep their employees. The example is a media agency with roughly 18 employees that is organized as an urban work-life community. Given the current housing shortages, this arrangement enables unlimited flexibility. The workplace is as diverse as the employees, and in a place that’s close to work. Those who occasionally require a quiet workplace can create their own concentration zone by taking care of private matters during working hours—taking care of private matters during working hours—a normal part of the daily routine.

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The present study brings together the trends and drivers which are influencing a new working culture.

**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
- Organizational Consulting
- Company Consulting
- Corporate Strategy
- Internal & External Communication
- Information Technology
- Human Resources
- Research and Development
- Real Estate
- Work Council

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- Stephan Graefner Head of Cultural Initiatives, Deutsche Telekom AG
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- Dr. Norbert Stratz Scientific Director, Smart Future Initiative
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- Martin Volha Head of Human Resources, dm digital media city GmbH
- Hans Voß Deputy Chairman of the General Works Council, Axel Springer AG
- Michael Wellenhofer Global Smart Working Program Lead, Credit Suisse
- Prof. Peter Wippermann Trend researcher and communications designer, founder of Trendbüro

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- Survey region: Germany, Austria, Switzerland
- Sample: private sector companies
- Sample selection: Randomised selection from a list of around 10,000 company addresses
- Survey time frame: May/June 2012
- Survey carried out by aka Marktforschung, Ulm

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