

SANJAY RISHI
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PETER MISCOVICH

THE
WORKPLACE
YOU NEED
NOW

SHAPING SPACES FOR
THE **FUTURE OF WORK**

WILEY

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“Technology will increasingly play an important role to help measure, model, and manage a connected, sustainable workplace.”

**—Brad Smith,
President, Microsoft**

“The opportunities to transform work and workplaces are staring us in the face. The dynamics of change described in this book make it a must-read for all that want to create a culture for the success of their organizations.”

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“Must-read for anyone who wants to understand the new world of work.”

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**—Christian Ulbrich,
CEO and President, JLL**

“Technologies constantly change the workplace experience and the real estate sector’s ability to respond. For those that need to motivate and change, this book captures the factors that are critical to understand the hybrid future of work in our ever digitizing and virtual culture.”

—**Dr. Andrea Chegut,**
Director, MIT Real Estate Innovation Lab

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*To the perfection in my life – my wife, Neha,
and our children, Natasha, Sumit, and Shivani. To the
priceless little treasure, Sanjana! And to Dad, Mom –
the force of nature for her boys – my brother Girish,
and our enriching weekend banter!*

—Sanjay Rishi

*To my wife, Edie; my children, Sam, Emma, and Jack;
my parents, Susan and Bill Breslau; my brother, Jeremy;
and all my family, friends, and colleagues who support
and inspire me every day.*

—Ben Breslau

*To honor and in loving memory of our father,
John A. Miscovich; to our amazing mother,
Mary Miscovich; and with heartfelt dedication to my
wonderful partner of 31 years, Damon Owen.*

—Peter Miscovich

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PREFACE

From climate change to the COVID-19 pandemic, crises, and mass disruption – the likes of which we have experienced in past eras – we have seen devastating and yet fundamentally transformative consequences emerge. Across history, crises have catalyzed innovation and business model transformation, and have been followed by a sense of optimism. The idea for this book first emerged just as the world had been turned upside down by the COVID-19 pandemic and hopes of a quick recovery had been lost. For months, humanity reeled with uncertainty, fears, grief, and loss, and socioeconomic challenges that, combined, more closely resembled a gripping science fiction movie than real life. From dining with friends or cheering at a baseball game to taking a child to school and heading to the office, normalcy was displaced.

In the aftermath of all that despair, however, optimism, innovation, and an acceleration of lasting changes have emerged. CEOs of world-leading organizations have been on the news talking about their workplaces. The evolution of work – a perpetual journey – has become front and center as organizations begin to reconcile priorities of collaboration and culture with the learnings and implications of mass remote working. The idea of “workplace” as we knew it has undergone unprecedented and unplanned transformation.

Traditionally, of course, the office has had a central role in the business of work. “Going to work” meant going to a downtown high-rise office building or a suburban corporate campus, not your guest bedroom or kitchen table or, if you are fortunate, an actual home office. The pandemic shattered these conventional views of work and the office, and upended many other societal norms along the way.

Employee expectations shifted significantly during the pandemic, as many continued to be just as productive from home as in the office – and they didn’t miss the commute. Many organizations are now shifting their expectations, examining their workplaces and real estate portfolios as they ponder the evolving purpose their workplaces should serve.

The value of the workplace is being redefined, with the recognition that brand, talent, culture, and creativity are inherently intertwined. Enterprises large and small, public and private, along with communities, are assessing whether the current shifts we are seeing in how people live and work are cyclical or structural. Consumers are adopting new lifestyles and rethinking their value systems. Health and safety, social justice, and environmental impact are at the top of the agenda for many workers and, likewise, for many employees, customers, shareholders and other stakeholders. And yet, at the same time, there is broad recognition that offices and workplaces are at the heart of organizational culture, creativity, and talent attraction – fundamental keys to individual and organizational success.

The opportunity to write a book about this pivotal moment was too compelling an opportunity to pass up. Across diverse cultures and societies, work and workplace are evolving through multiple dimensions. The best thing I did was to enlist my colleagues Ben Breslau and Peter Miscovich – both prolific thinkers, researchers, and writers in their own right. To no one’s surprise, the response was an immediate and enthusiastic *yes*. Over many months, through holidays and long weekends, they juggled work, home, and family priorities, yet nonetheless were able to devote precious time to this endeavor.

Our understanding of what constitutes a workplace has been fundamentally redefined as it becomes increasingly clear that work is not a place you go to but something you do – a phrase you will encounter again.

In our daily work lives, we collaborate every day with organizations that are pioneering new approaches to their workplaces, buildings, and real estate portfolios. These owners, occupiers, and operators of corporate real estate represent a rich repository of experiences and knowledge that we have drawn from throughout the book. We were fortunate – and grateful – for the unanimous support we received from our clients so willing to share their workplace innovation stories.

In the pages ahead, we seek to navigate these combined experiences to provide a window into the probable and a glimpse into the possible – personal, responsible, and experiential workplace for the future of work. We hope you find the book thought-provoking and worthy of sparking debate. Most important, we trust you will uncover trends and ideas to inspire the future of work and workplace in your organization and in your personal lives.

Sanjay Rishi

INTRODUCTION

A global software powerhouse, a bank that changed the very definition of innovation, and a technological and research leader with envied brand recognition in industries as diverse as defense, intelligence, and health care. Together, these three companies represent more than half a million employees and partners who have filed in and out of almost 100 million square feet of offices – the equivalent of five of the largest stadiums in the world – every day. These workplaces, and the work done within by the talented workers, have fueled lifestyles, successes, prosperity, security, and health around the world.

Workplaces have served as gathering spaces for generations of workers in pursuit of success, but, just as important, as places where people find fulfillment, a sense of belonging, and opportunities to learn and grow. In varying measures, organizations have used their workplaces and offices as sources of competitive advantage.

For these three companies, and many more in the following pages, workplaces are where brands are created, unique cultures are fostered and environments fashioned to inspire the contributions of the workforce. Their leaders view the workplace as foundational to business success and are willing to invest in creating welcoming, friendly spaces that, in turn, allow their people to prosper. These are just three

stories to inspire as we look at the ways in which work is evolving and at the workplace we need now.

Microsoft

More than a decade ago, Microsoft recognized changes in the way its products and services were developed and the need for the workplace to support a more agile and collaborative work style. New insights led to a substantial change in the company's office design, modernizing offices across the globe, while embarking on an ambitious 3-million-square-foot redevelopment project at its Redmond, Washington, headquarters that will shape the lives and work of its associates for decades to come.

The redevelopment now underway replaces legacy buildings primarily featuring closed offices with new team-based workspaces supported by technology to enhance the work experience. Retaining only a small portion of the original Microsoft campus, the new design incorporates the needs of the workforce today, to address the way work is evolving. Collaboration and creativity will create a new, refreshed, energized experience at Microsoft, with workplaces designed to support smaller development and project teams.

The new spaces at Microsoft are designed to spark innovation and creativity, taking collaboration to new heights, leveraging digital capabilities to harmonize lives in and around work. No surprise, of course, that Microsoft is employing its extensive digital and cloud technologies acumen to make work and workplaces effective and easy to traverse, occupy, configure, and engage. Workplace apps will enable employees to reserve workspaces; personalize their workdays, work groups, and spaces; and seamlessly access transit and rideshare applications. Easy access to health and wellness data and amenities will afford employees time and resources

for rejuvenation and recharging. Wayfinding tools will help guests and employees efficiently locate spaces and people for interactions. As the Microsoft ecosystem fuels the brain, apps will help employees fuel their bodies with easy access to food, exercise, yoga, and light-filled spaces.

Microsoft is using its own Microsoft Azure platform to manage a portion of the buildings at its headquarters campus and at locations around the world. Incorporating Azure Digital Twins technology, facility managers can digitally model physical space layers, with real-time data anonymization, to learn about the spaces people are using and how they are using them, informing data-driven space planning and allocation. The Azure platform also ensures that buildings operate efficiently to minimize energy and waste, and optimize indoor air quality.

Capital One

You can't miss the towering presence of Capital One, a global brand that is considered a leader in innovation and banking, as you drive down the Washington, DC, beltway. The landmark campus attracts employees and the community to the promise and ambition of this bank that has embraced digital capabilities to differentiate itself, redefining brand and customer intimacy.

Live-work-play is coming together seamlessly in the Capital One headquarters, encompassing an amphitheater, a biergarten, hotel rooms, a 1,600-seat corporate events and performing arts center, retail, and workspaces that all flow fluidly to enable the next waves of innovation and growth. Easy access to the Metro, ample smart parking, and a design that embraces all modes of traveling to and within the campus, including footpaths and bicycle trails, makes access to and from the buildings efficient. Once again, experience is central to the significant capital investment,

and the value of a differentiated workplace is clearly embraced in Capital One's goal of attracting and retaining top talent.

As guests arrive at Capital One's seventh-floor sky lobby, the experience is more akin to visiting a world-class hotel or restaurant than a leading bank. Each floor is connected with interior stairs, alternating on either side of the building, to make employees on each level feel connected. Open seating areas around each staircase allow for impromptu meetings. Art and sculptures line the walls and halls are strategically placed to inspire associates and create a sense of connectedness to surrounding communities.

Leidos

A world leader in technology and research, Leidos stands apart in the complex industries it serves, which include defense, intelligence, and health care. One of the largest government contractors on the planet, Leidos manages complex challenges on a daily basis as it operates across the globe – and its workplaces mirror that complexity. Few organizations anywhere in the world have facilities that manufacture the next lunar lander, precision-guided munitions, under- and over-water combat vehicles, while also operating wet labs for cancer research and other facilities that produce and distribute vaccines – including those used to combat Ebola. Add to this diverse portfolio the highly regulated government and intelligence agency facilities where Leidos employees provide expertise.

Leidos's new headquarters opened just as the world was shutting down in 2020. The sparkling new facility in Reston, Virginia, was not vacant for long, however. Leidos's mission-critical work brought people into the office spaces designed to promote a sense of belonging, teaming, and energy. Digital technologies deployed across the offices allow seamless, touchless, productive connectivity and navigation across the airy, bright spaces.

What makes these organizations stand out is that their workplaces reflect their distinct brands. Their real estate portfolios are designed to add value by attracting and retaining scarce talent in a time of unprecedented demographic shifts. Their workplaces transcend the simple function of a place to work.

The undeniable reality in this postpandemic world is that workplaces as we know them are on the verge of unprecedented transformation. The pandemic shattered long-accepted individual, business, and societal norms, and unleashed uncertainty at an unforeseen pace and magnitude. Demographic shifts, health and safety, and digital disruption are among the drivers of these accelerating trends.

These three organizations are by no means exceptions of foresight, and the following pages unravel many such stories of innovation and differentiation. Enterprises large and small, public and private, are grappling today with challenges, as well as opportunities, shaping their pursuits of success. Industry sectors and communities are assessing cyclical versus structural shifts as the post-COVID-19 world takes shape. Corporate C-suites are adapting to new realities and uncertainties.

These trends have been clearly evident over the last few years. Never before in history, however, has the topic of workplace been top-of-mind for the C-suites and leaders of organizations. Likewise, never before have individuals challenged the nature of work.

The pandemic shall pass, as pandemics always do, but the learnings and experiences of a year-long world of virtual work will remain. The monumental change that organizations and their workforces had to endure also surfaced a number of questions that companies must now grapple with.

What are workplaces of tomorrow going to look like? Is a virtual work environment truly conducive to productivity, innovation, culture, and collaboration over the long term? How will organizations attract and retain talent in the future, and drive performance and culture for their people? How will work evolve? How must capital be deployed to harness the promise of tomorrow? What is the right

balance of work from home and work from work? And, most important, how can we optimize our work, workforce, and workplace?

From a workforce perspective, personal desires, preferences, needs, and wants dominate employee desire to contribute to success today. Workers are asking themselves, “Where should I live? Where should I work? How do I work? When do I commute and how do I collaborate?” With the untethering of work from an official workspace, the individual is exercising the “I” at work.

The good news is that the next few years hold the very real promise of being judged by history as the inflection point of innovation and growth. Now is the launching point for a new approach to work, workforce, and workplace.

Harnessing today’s and tomorrow’s digital capabilities will unleash the creativity and ability of individuals and workgroups to tailor the way ideas proliferate and responsibilities are executed. The very real drive toward a better world is becoming manifest through multiple dimensions influencing workplace strategies. Sustainability and social responsibility deliver economic benefits, while also addressing the more altruistic goals of a healthier planet.

This book offers a comprehensive exploration of the workplace of today and its various influences. It provides a window into the probable and a glimpse into the possible. A personalized, responsible, experiential workplace emerges (see Figure I.1).

In the following pages, we have extensively explored the imperatives to change, provided experiences of organizations and individuals from across the world, and debated options and approaches to bringing these transformed workplaces to life. We evaluated perspectives of organizations that occupy offices, invest in workspaces, and employees who make up the workforce of today – diverse, individualistic, engaged, and competitive. Those perspectives coalesced on a distinct viewpoint: the workplace is the beating heart of an organization and will continue to be so; enterprises must pull the various levers

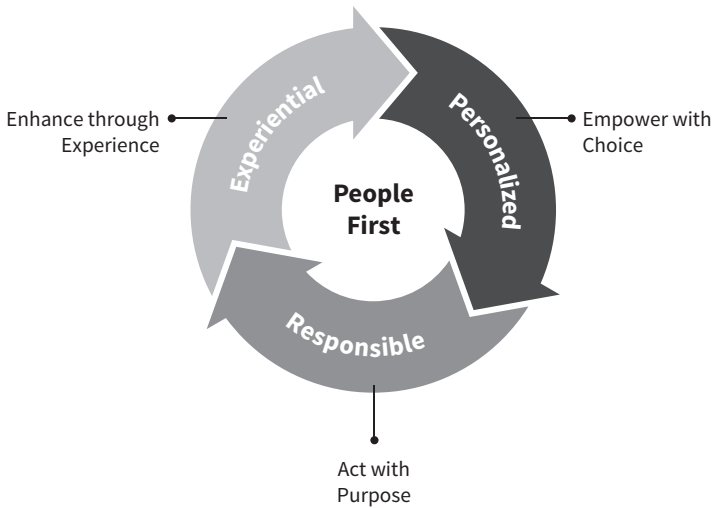


Figure I.1 Future of Work: Workplace Framework
The workplace must provide memorable experiences;
a sense of purpose, belonging, and corporate responsibility;
and the power to personalize through the workplace.

of workplace transformation to harness the power of their workforces; creating a culture of collaboration and a sense of belonging is paramount to talent attraction, retention, and overall success of an organization.

We bring to the book the blending of our combined career learnings – a total of more than 75 years – along with the deep expertise of our extensive group of passionate collaborators. Our experiences span careers in digital transformation, real estate strategy, enterprise strategy, innovation, and research. Examples of approaches, thanks to the collaboration of our clients cited across these pages, provide illustrative vignettes to navigate these uncharted waters of the newly emerged picture of workplace.

In Part I, we focus on the personal workplace. We start by exploring the imperatives that are changing the nature of workspaces and, in turn, suggesting that organizations anticipate and develop a strategic

response to those imperatives. For the first time in history, four generations coexist in the workplace. Each generation brings with its own unique learnings, cultures, experiences, and expectations. Working collaboratively, these generations create value and success for their organizations. Yet, their preferences, allegiances, and portability across jobs and roles diverge significantly.

As much as multigenerational workers desire workplace flexibility and personalization, that flexibility is driven or limited by the availability of tools and technology. The speed of corresponding workplace evolution will be driven by the level of organizational commitment to change.

The responsible workplace, with its various dimensions, is emerging as the next major driver of change for organizations. Corporate responsibility now goes much farther than it did in the past, when it mostly comprised well-intentioned initiatives to further the corporate culture. Part II lays out the case for change and uncovers a mandate for organizations to invest financial, human, and social capital to effect fundamental change.

We define four macro responsibility imperatives: health and wellness, environment and sustainability, diversity/equity/inclusion, and resilience. Members of today's workforce are driving as they seek to blend working from the home, from the office, and from anywhere. They care about societal causes, including glaring problems of social and racial injustice, income inequality, and environmental sustainability. They want the workplace to support a distinct culture and opportunities for collaboration, creativity, and community, and they're relying on their employers to build such a space. The challenge, of course, is to address the divergent needs and preferences of workers themselves. We examine four worker profiles whose divergent needs are a source of challenge and opportunity.

In Part III, we explore the experiential workplace. Experience indeed is everything – in personal lives and in lives at work.