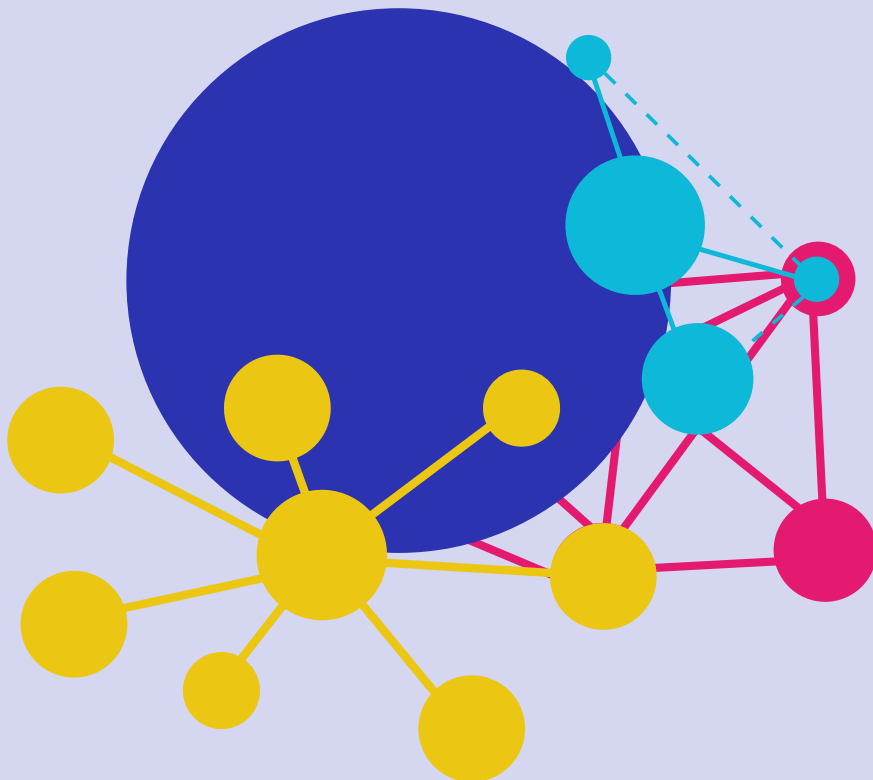


Remote?

In-person?

Hybrid?

**How to structure the
workplace after COVID**

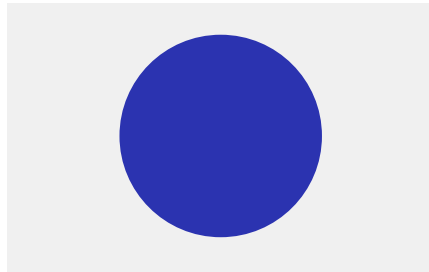


THE FIVE MODELS

Along with practically everything else, the COVID-19 pandemic upended a lot of conventional workplace wisdom. Organisations that had previously sworn off working from home suddenly found themselves on Zoom calls, peering into the living rooms of colleagues. Many are now considering what comes next. Should we stay at home forever? Return to the office? Or adopt some new workplace paradigm?

Selecting the right workplace model for a given organisation involves a complicated set of trade-offs between flexibility and structure, real estate and culture. To help understand these choices, we surveyed 800 Australian office workers, reviewed the latest academic research, and spoke to clients currently deep in these deliberations. What follows is a review of our findings, examining each workplace model in turn.

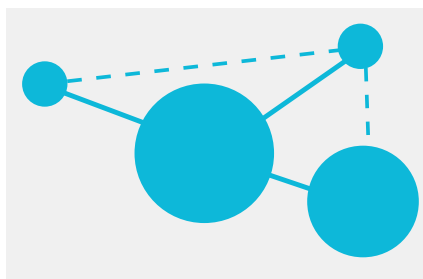
While we've presented these models as distinct ideas, in reality there are not fixed boundaries between them. Companies may mix and match, taking ideas from some and tweaking others. But we think these five categories offer a pretty useful starting point for thinking about what a post-COVID workplace model might look like.



As it was

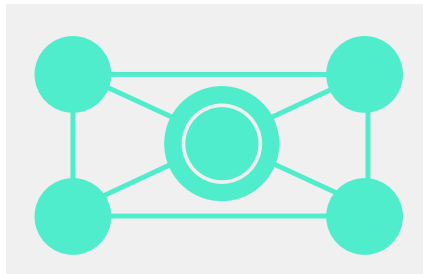
Employees return to the office and resume a regular nine to five routine. The office might be a bit more hygienic and flexible, but mostly this is the centralised office 'as it was' before the pandemic.

In-person



Turbocharged ABW

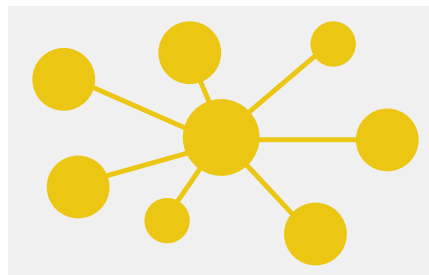
With employees spending more time working from home, they no longer need an assigned desk. The office can then become a shared space – with even higher ('turbocharged') sharing ratios than traditional activity-based working (ABW).



Clubhouse

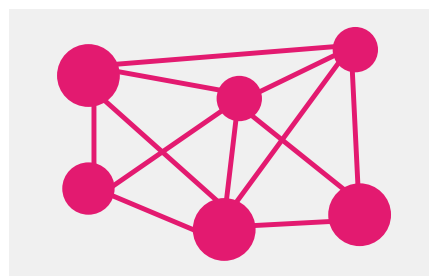
Employees do their collaborative work at the office and focused work in other spaces (such as home, a cafe, or a coworking space). The office becomes a social hub – the place people go to meet, socialise, and work together.

Hybrid



Hub and spoke

Rather than traveling to a large office in the city centre, employees work from smaller satellite offices closer to where they live. This saves them from commuting to a central office while still providing the benefits of face-to-face working with colleagues.

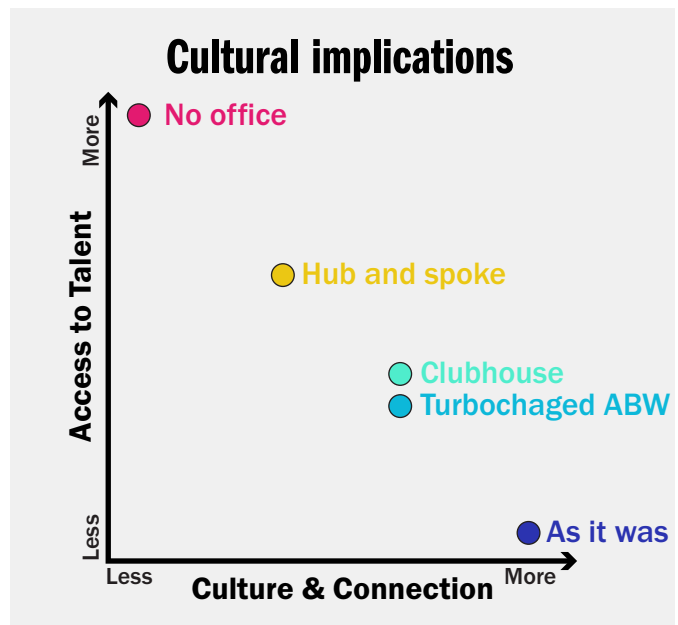
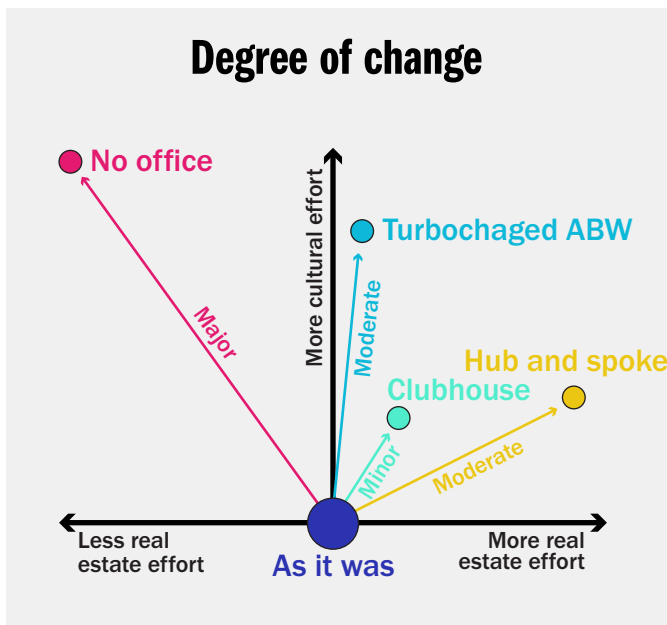
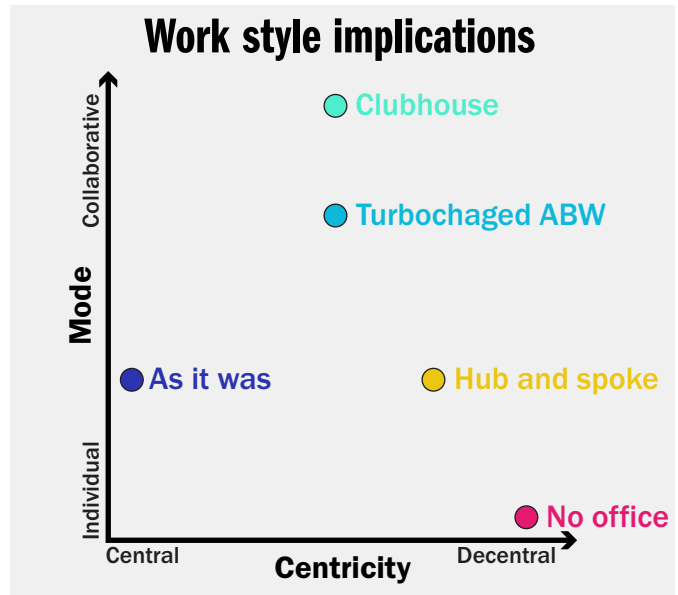


No office

Employees work from home (or anywhere else they like). Instead of meeting in an office, people connect virtually and in planned get-togethers using spaces hired for this purpose.

Remote

COMPARING THE FIVE MODELS



- Easiest to implement**
As it was – You probably already have the office ready to go.
- Cheapest**
No office – Ditching your office removes a significant line item.
- Most expensive**
Hub and spoke – Duplicating infrastructure doesn't come cheap.
- Most collaborative**
Clubhouse – Your office is dedicated to connection.
- Most flexible**
Clubhouse – Distributed spaces makes it easier to scale up or down.

- Shortest commute**
Hub and Spoke – Travel to the office closest to your home.
- Most options**
Turbocharged ABW – Adapts to a range of work styles.
- Best for clients**
Clubhouse – The office is more exciting without the dull parts.
- Most challenging culturally**
No office – Requires completely rethinking your culture.
- Most challenging real estate**
Hub and spoke – Managing various spaces across the city can be difficult.

AS IT WAS

A central office in the city is an easy and proven strategy

It feels strange now, but before the pandemic propelled rapid change, many companies worked out of central city offices where every employee was assigned a desk. With habits potentially permanently altered and snap lockdowns announced, firms are now seriously weighing whether they should return to this style of working. Compared to the other models, it's arguably the easiest to implement – the offices are there and ready to go. But organisations employing this model need to think carefully about how they bring people back and accommodate their newfound expectations of flexibility.

What do people think?

Having avoided the office for months, you'd expect people to be hesitant about returning. But 91% of those we surveyed said that the office was still a desirable place to work. Compared to the other models, it wasn't the most popular – nor the least. It sits squarely in the middle.

Who should consider it?

Everyone. A centralised office is a tried and tested model that works in virtually every industry and region.

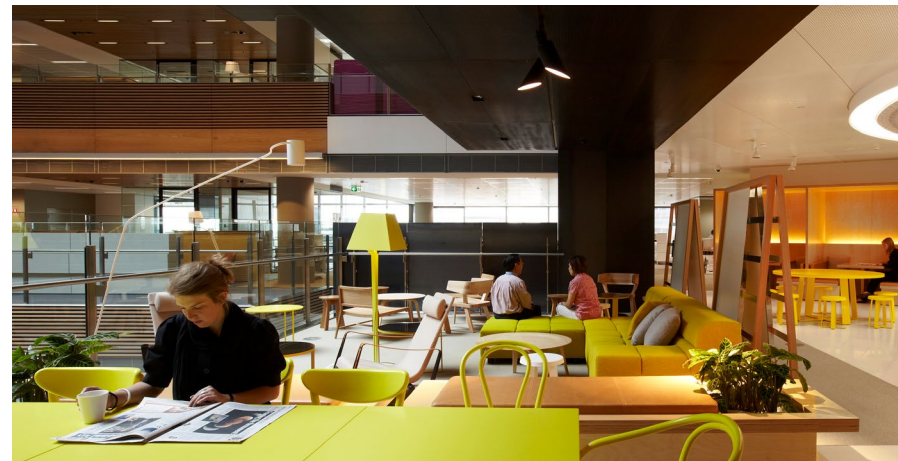


Image: Photography by Earl Carter.



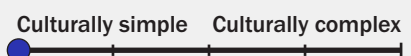
Work style



Cultural style



Degree of change



Real estate implications

Acquiring a central office in the city is a familiar real estate strategy. Most companies were already employing this tactic before the pandemic, so it can be easily reinstated. That said, central city office space doesn't come cheap – especially if you're providing a desk for every employee. So while it's easy to return to the office, it's also potentially expensive.

For companies acquiring new office space, the best practices from before the pandemic remain true today. You want space in 'workhorse' buildings that are large, regular, highly efficient, and designed to promote flexibility. Ideally, it has reasonable transportation options and local amenities while also being close to your customers and aligned to your brand.

Cultural implications

The cultural advantage of the 'as it was' scenario is that everyone is in the office together having a relatively consistent experience – every day. Of course, this only works if people return to the office, which seems likely given around 90% of our survey respondents wanted to return to the office in some capacity.

But time is ticking. Our research also shows that the longer people work from home, the more comfortable they become. If companies want to return to the office 'as it was,' the sooner the better. This is a careful balancing act, however, with firms needing to weigh the cultural impetus for returning against the practical and health considerations for waiting.

Even before the pandemic, organisations reported that up to 50% of their assigned desks were unoccupied on any given day. These numbers will climb even higher if some employees choose to work remotely, even if it's for only part of their workweek. It's obviously costly to have empty real estate, but it's also culturally tricky to make a space feel alive and welcoming if people aren't there. Companies

employing this strategy need to think carefully about how they'll energise and activate the office when many people are potentially missing.

Operational implications

From a real estate point of view, one of the advantages of the 'as it was' strategy is that it is relatively easy to operate. Most employees working in the same office requires a relatively small number of locations. You don't have to enter and exit multiple leases. And you only have a few sites to manage, which streamlines maintenance, simplifies technology deployment, and helps create a more unified employee experience. On the other hand, if employees aren't showing up to the office, it's expensive and wasteful to operate a half-empty building.

Design implications

- If employees can work from anywhere, how can the design of the office entice people to return? How do you make your office a place people want to be rather than a place they have to be?
- How do you make the office appealing to certain demographics, like young people and women, who have shown a particular fondness for working from home?
- If employees are more likely to do some of their work at home, does it make more sense to switch to a flexible seating arrangement, such as activity-based working, to free up work points?
- If employees are hesitant to return to the office, how do you make a relatively deserted office feel alive, welcoming, and attractive?
- If employees are more likely to do some of their work at home, does your office need more space for virtual collaboration (such as phone booths and Zoom rooms)?

UPSIDES

- Most organisations already know how to do this.
- The real estate is ready to go.
- Employees and managers don't need retraining.
- Has the collegial benefits of colleagues being in the same space.
- It's the only model that avoids creating physical division.
- After a year of upheavals, it offers respite from change fatigue.
- Compared to the other workplace models, this is the safest option – companies have done this for decades, and it is proven to work.

DOWNSIDES

- Potentially a missed opportunity to do something better than the status quo.
- Risk of seeming dated if competitors adopt more culturally progressive workplace models.
- Employees expect more choice in how, when, and where they work. If companies want them to return to the office, these expectations need careful management.
- The office may feel empty if employees are spending more time at home, which might make the workplace less attractive and cause more people to stay at home.

TURBOCHARGED ABW

Activity-based working with a more efficient sharing ratio



Image: Arup Melbourne, Australia. Photography by Earl Carter.

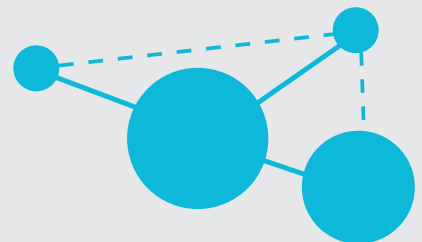
In this model, employees divide their time relatively equally between home and office. Since people are often at home, they don't have an assigned desk in the office and instead share workspaces using activity-based working (ABW) when they do go into the office. A typical ABW office has a sharing ratio of eight desks for every 10 people, but with more people out of the office, this can be pushed even higher – something like six desks for every 10 people.

What do people think?

In our survey of Australian office workers, the Turbocharged ABW and the Clubhouse models were the most popular options. People like the idea of having an office while also enjoying the flexibility to work in other locations.

Who should consider it?

- Companies either already using ABW or willing to invest in the cultural transformation.
- Companies wanting to maintain an office while giving employees the flexibility to work from home.



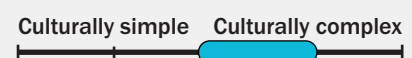
Work style



Cultural style



Degree of change





Arup, Melbourne, Australia

Arup's commitment to ABW and agile ways of working has paid off both pre- and post-pandemic. With employees provided with significant choice as to where and how they work, fewer dedicated individual work settings are required. This allows for larger collaboration spaces and 'hackable' design studios for experiential research and teamwork. No matter how people choose to work in this 'Turbocharged' space, Arup's underlying culture always comes across clearly, reminding staff and visitors how much Arup values the exchange of ideas, the process of experimentation and the power of engineering and design. Photography by Earl Carter.

Real estate implications

Of all the models presented, Turbocharged ABW may have the smallest real estate footprint – short of entirely abandoning the office. ABW offices already use space efficiently, with the typical office having a sharing ratio of around 0.8 (eight desks for every 10 people). But with more employees working from home, this ratio can be pushed even higher, to around 0.5 or 0.6, which significantly reduces real estate costs and the amount of space needing to be directly managed.

Although fewer work points are required, companies will still want space in buildings that offer large, regular, efficient spaces that promote flexibility. And although employees won't go to the office every day, it should still be easy for them to do so. Ideally, the building is located somewhere that has reasonable transportation options and local amenities while also being near your customers and aligned to your brand.

Cultural implications

Activity-based working is a challenge for companies to adopt at the best of times, with the perennial problem of employees failing to adopt unassigned seating and undermining the system for sharing spaces. This may be alleviated by the turbocharged model's clear tradeoff –giving up assigned desks allows employees to spend more time at home. Nonetheless, companies adopting the Turbocharged ABW model will undoubtedly need significant legwork to enact a successful cultural transformation.

The Turbocharged model has the additional 'hybrid' complication of employees being both at home and in the office, leading to vastly different work experiences. In many ways,

this is more challenging than having every employee at home or every employee in the office, since both scenarios need to be accommodated. Firms will have to proceed carefully to ensure that employees have a similar experience regardless of where they work (in-room vs. dial-in).

Operational implications

Turbocharged ABW is relatively simple operationally. Having a small real estate footprint concentrated in a central office helps streamline maintenance and simplify technology deployment. Since the spaces are shared, they may require more general upkeep and maintenance than if they were assigned to an individual. Additionally, having people work at their home and office requires an investment in hybrid technologies. But this increase is more than offset by the reduced area of the Turbocharged ABW office.

Design implications

- Which activities are best supported in an office? Which ones are best done at home?
- What additional spaces are required to connect with colleagues working from home?
- If employees are only in the office for part of their work week, what is the best way to impart the company's mission and culture in that limited amount of time?
- How do you manage days when many people show up compared to days when more people work from home? Will there be a booking system? Days people are assigned? Or will the space adapt to varying numbers?
- How do you ensure employees have a seamless experience as they switch between working at home and in the office?

UPSIDES

- A smaller office footprint reduces real estate costs.
- Employees enjoy flexibility in where they work.
- Accommodates many different work styles.
- Spaces can be more unique, specific, and driven by brand.

DOWNSIDES

- Adopting ABW requires a significant cultural transformation and reskilling people to work in new ways.
- The employee experience could be quite varied, with some employees rarely coming into the office.
- Combining in-person and virtual work is more challenging than just doing one or the other.



1.



2.

Images:

- 1. ARUP Melbourne, Australia. Photography by Earl Carter.
- 2. ARUP, Singapore. Photography by EK Yap.

HUB AND SPOKE

Live and work in the same area

In the hub and spoke model, there is a central headquarters (the hub) in the city centre and a series of satellite offices in parts of the city closer to where employees live (the spokes). Rather than commuting into the central office every day, most employees travel to an office closer to their residence.

What do people think?

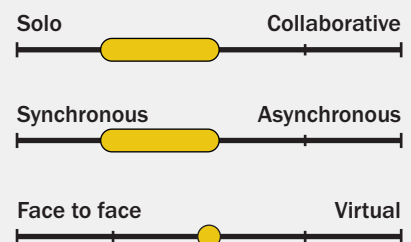
The hub and spoke model was the second least favoured work scenario in our survey. For many participants, a shorter commute wasn't a particularly desirable benefit, especially if it meant they were leaving home only to end up in a smaller office away from some of their colleagues.

Who should consider it?

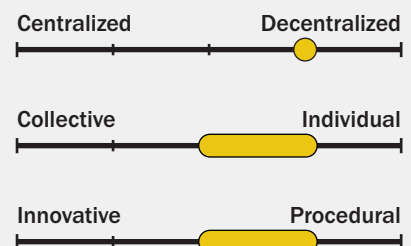
- Companies located in cities with long commutes.
- Companies where it is logical to group employees by geography instead of department, project, or another attribute.



Work style



Cultural style



Degree of change

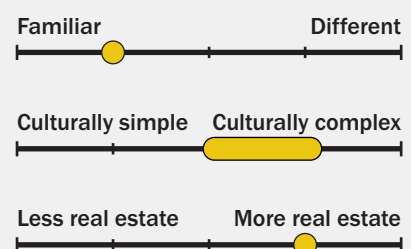


Image: Lendlease Barangaroo, Sydney, Australia. Photography by Earl Carter.

Real estate implications

A hub and spoke model is usually a complicated real estate proposition. Instead of one lease for a single office, leases are needed for each satellite office. Every lease comes with its own terms, maintenance plan, user experience considerations, and technology overlays – more moving parts to be managed and juggled.

Compared to a centralized office, the hub and spoke model requires a lot more space. Rather than having facilities consolidated in a central office, each satellite requires its own reception, bathroom, and kitchen facilities (among others). Thankfully the satellite offices can go into more affordable space on the edge of the city. But even with this cheaper space, the expanded footprint of the hub and spoke model still makes it expensive to operate.

Considerations for selecting satellite offices include where employees live and how they'll travel to the office (especially since fewer transportation options likely go to these satellite locations). Much like a centralised office, it's still preferable to pick locations with efficient, rectangular grids. In addition, consideration should be given to the parity of experience across sites of varying quality and amenity since problems may arise if one group of employees works from a fancy office while another group is stuck in a less desirable suburban office with no amenities within walking distance.

Cultural implications

The most apparent benefit of the hub and spoke model is that employees spend less time commuting, skipping long trips to a central office to head to the closest satellite office. In cities with long commute times, like Sydney and London, where people spend an average of 71 and 74 minutes respectively a day commuting, this is a meaningful saving.

Ideally, employees get some of the benefits of working from home (less travel) combined with the benefits of going to an office (spending time with colleagues).

The issue with the hub and spoke model is that it's generally a poor way to group employees. Employees travelling to the closest satellite office creates offices organised by geography rather than project, function, or department. In the best case, a somewhat random assortment of people end up in each office. In the worst case, the employees are filtered into groups characterised by the socioeconomic and demographic profile of their neighbourhood.

Additionally, the divisions between satellite offices means that employees may need to collaborate virtually, leading to the worst of both worlds – commuting to a satellite office to work remotely with their colleagues in other offices. We know from research that employees are far more likely to communicate if they're in close proximity. With this in mind, companies employing the hub and spoke model need to actively find ways to bring employees together (and create space for them to do so) in order to break down inevitable silos.

Operational implications

The hub and spoke model is relatively complex to operate. Even simple tasks like cleaning the office become significantly more challenging when applied to multiple offices throughout a city and potentially requiring different vendors for each building. Many companies that have tried adopting the hub and spoke model have later abandoned it in the name of efficiency, closing satellite offices, and consolidating resources into a central office.

Design implications

- If fewer employees are coming into the central office, what is its purpose? Should it have more space dedicated to hosting clients? Should it become a gathering point for employees?
- Do the satellite offices need spaces to host clients, or will they only be for employees?
- If employees collaborate across different satellite offices, do you need to provide more phone booths and 'Zoom rooms' to enable this virtual connection?
- If employees are splitting their time between the satellite offices and the central hub, do they need a dedicated desk in either location?
- What baseline amenities are you going to provide across your satellite offices? And how will you compensate if they aren't available across the board?

UPSIDES

- Shorter commutes.
- Cheaper leases for satellite offices.
- A presence in the central city for meetings (the hub).
- The collegial benefits of sharing an office.

DOWNSIDES

- A more complicated real estate portfolio.
- More division, siloing, and opportunities for factions to develop.
- Often a poor way to arrange employees: people aren't grouped by project or department but rather by the geographic location of their house.
- Doesn't have a good track record – companies often end up reverting to a centralised model for financial and cultural reasons.



Image: Hub Melbourne, Southern Cross, Australia. Photography by Nicole England.

CLUBHOUSE

Maximise collaboration, connection, and socialisation

The clubhouse is a hybrid between working remotely and in-person. Offices are mostly for collaboration, with individual work mostly done at home or other spaces outside the office. This continues a trend of thinking about offices both as places of work and places of socialisation and brand. Here it's taken to its natural conclusion by focusing the office entirely around social connectivity.

What do people think?

In our survey of Australian office workers, the Clubhouse model and the Turbocharged ABW model were the most popular options presented. People like the idea of having a central place to work while also enjoying the flexibility to work outside the office when needed.

Who should consider it?

- Companies either already using activity-based working or advanced enough culturally to be considering the next stage of flexibility.
- Companies where hospitality is a core part of the brand.
- Companies that meet regularly with clients.

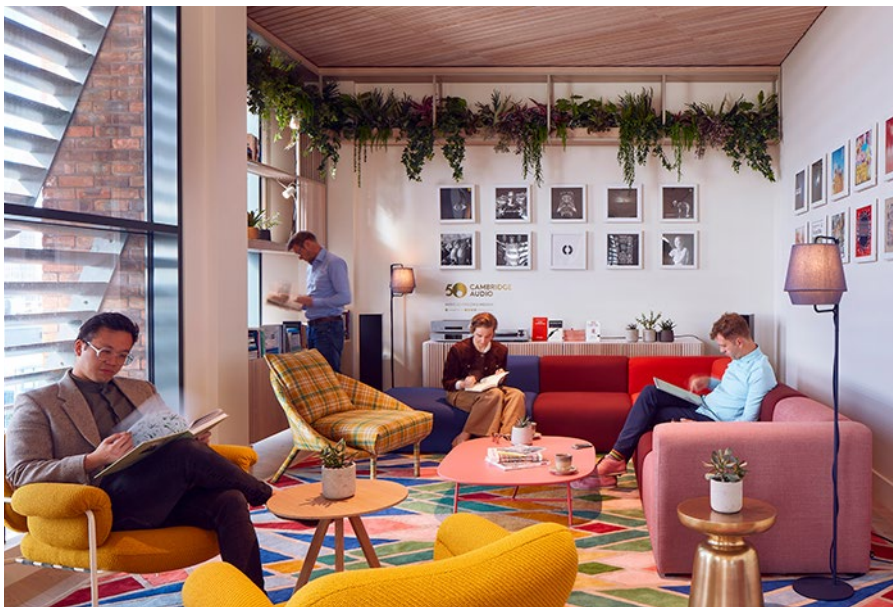
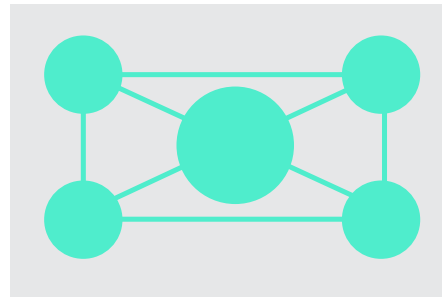


Image: Fora Borough, London, UK. Photography by Mark Cocksedge.



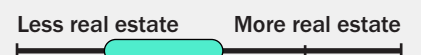
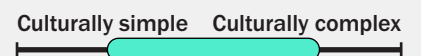
Work style



Cultural style



Degree of change



Real estate implications

The clubhouse model has some favourable real estate attributes. Similar to the 'as it was' scenario, companies maintain offices in central locations that employees can readily access.

The critical difference is that employees do some of their work remotely, so they'll need less space within the office. The remote work is typically individual, focused work, which requires fewer workstations in the office. The office's social, cultural, and branding aspects therefore become even more critical. Companies may elect to super-charge these spaces, offering cafes, bars, and other facilities that help make the office a social hub for the company, clients, and community.

In selecting an office, large, regular, efficient spaces that promote flexibility are still the best option. Character and heritage spaces may offer strong customer connection and brand alignment. Additionally, if this is to become a social focal point, the arrival and entry experience needs to be considered, particularly for guests.

Cultural implications

People working remotely, away from the distractions of an office, typically feel more productive. But at the same time, people working from home lack opportunities to connect with colleagues or clients. So, in theory, the clubhouse blends the best of both worlds: people can work remotely when they need to focus, and they can come into the office's social hub to spend time with others.

In practice, this is easier said than done. People's schedules often aren't cleanly divided into blocks of collaboration and focus. If the day needs to be split between collaborative and focused work, should it be based in the office to attend the meetings? Working remotely to better focus? Or travel between some combination of the two?

And if you give people an option of where they work, will there be a group of employees who never come to the office? Do you risk creating a two-tier system, where executives and managers come into the office every day to attend meetings while individual contributors are left to fend for themselves outside the office? There will be different answers for each company, but generally, the clubhouse model still needs to find a way to balance spaces for solo and collaborative work –even if the emphasis skews more towards collaboration.

These issues are comparable to some of the ABW cultural complexities, which provide a useful roadmap for companies adopting the clubhouse model. Companies need to consider the desired cultural norms around how the workplace is used and how to model and enforce these behaviours. They should also think about how to accommodate hybrid collaboration, since not every employee will attend the office for every meeting.

Operational implications

The high-end amenities of the clubhouse create tremendous employee engagement, but they also add operational complexity and expense (particularly if food and beverage options are included). In many ways, it's similar to managing a conference or festival. You need the operational commitment to guarantee an elevated experience, the technology to create a seamless hybrid work environment, and the resources to support the social amenities. This expense should be more than offset by the reduction in real estate required of the clubhouse, but it will only work if organisations are prepared to reinvest some of these savings into the operations of the space.

Design implications

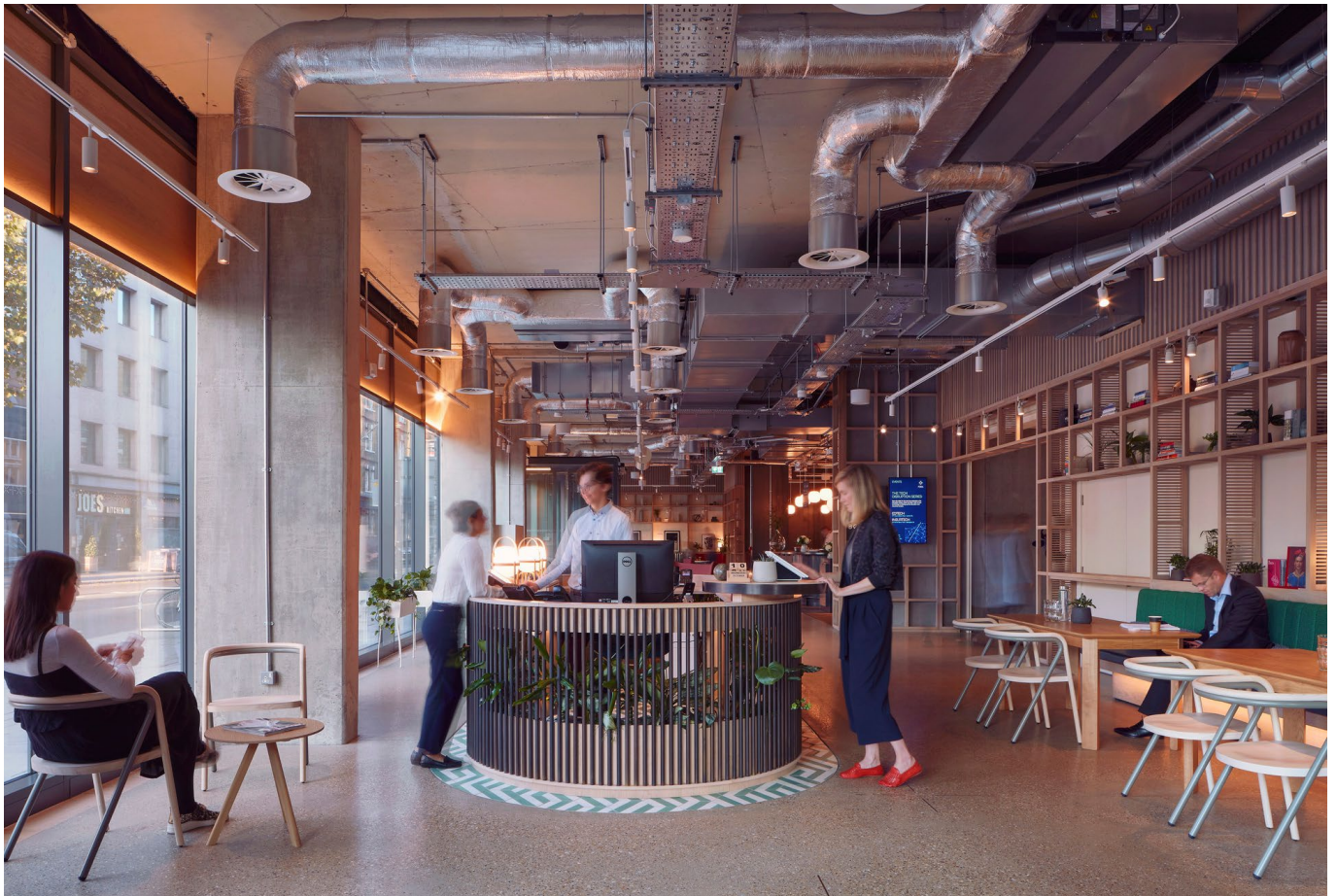
- Which activities are best supported in an office? Which ones are best done at home?
- What additional spaces are required to connect with colleagues working from home?
- If employees are only in the office for part of their work week, what is the best way to impart the company's mission and culture in that limited amount of time?
- How do you manage days when many people show up compared to days when more people work from home?
- How do you ensure employees have a seamless experience as they switch between working at home and in the office?

UPSIDES

- Plays to the home and office's strengths: focused work is often more manageable at home and collaborative work tends to be better in-person.
- The office becomes hyper-focused on delivering great amenities and experiences to employees, clients, and guests.
- A smaller office footprint reduces real estate costs (although offset by higher fit-out costs).

DOWNSIDES

- People's schedules are not always cleanly or predictably divided into collaborative work and focused work.
- Requires a cultural transformation analogous to adopting activity-based working.
- It's not tried and tested – while companies have experimented with the clubhouse model, few have adopted it as a wholesale replacement for a traditional office.



Fora Borough, London, UK

Technically a co-working residence, Fora Borough offers people flexible 'Space to be Brilliant' in their work as well as a range of other offerings to ensure it's fully occupied. These include wellness areas, exercise rooms and lockers, a sunlit terrace, a library and a mezzanine lounge – features people don't experience in remote working scenarios. Taking inspiration from its physical location, it creates both public and resident-focused spaces that foster a sense of community, and encourage people to mix and linger. Photography by Mark Cocksedge.

NO OFFICE

Ditch expensive leases and embrace life at home

Of all the potential workplace strategies, perhaps the most radical involves eliminating the office and going fully remote. While it sounds extreme, in 2020 many companies were forced to adopt this strategy during the pandemic and were pleasantly surprised at the results.

What do people think?

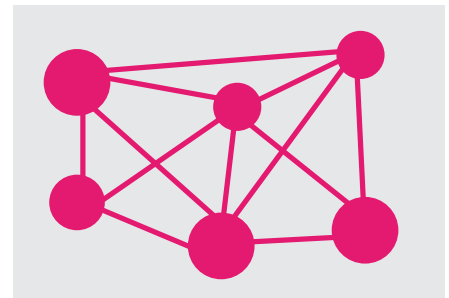
Remote work was the most polarising option in our survey – people either love it or hate it. Overall, the detractors balance the enthusiasts, and remote was the least popular work scenario in the survey.

Who should consider it?

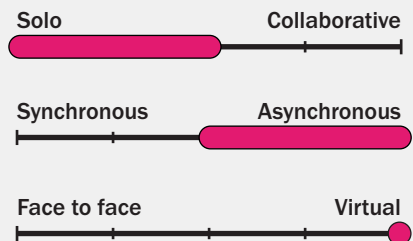
- Companies located in cities with high costs of living and commercial leases.
- Companies willing and able to make significant cultural changes.
- Companies that don't meet regularly with clients face-to-face.



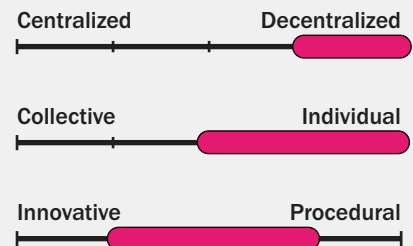
Image: Unsplash, Ella Jardim.



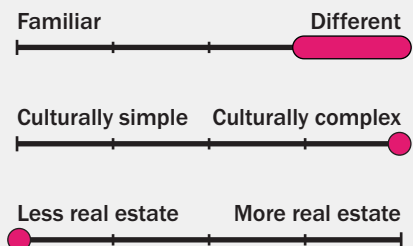
Work style



Cultural style



Degree of change



Real estate implications

Going fully virtual obviously simplifies a company's real estate needs, allowing them to consider jettisoning expensive office leases. In New York, companies pay an average of \$10,000 per employee per year for office space, which is a significant line item to remove from the budget.

But it is an oversimplification to think companies can eliminate their entire real estate expenditure. Savings often shift elsewhere – even without an office, employees still need furniture and a space to work. Some firms offer a stipend for equipment, coworking memberships, cafes, and home offices, and can pay a high price to bring all employees together physically from time to time.

This is not to say that going virtual is the worst deal for companies, with many organisations finding that they get more for less. Generally speaking, companies located in expensive cities like San Francisco, London, and Hong Kong have the most to gain, since they're paying a premium for office space in these cities.

Cultural implications

For most companies, the ritual of coming into an office and spending time together is a pillar of their culture. Removing this mainstay clearly has enormous implications.

During the pandemic, many companies were surprised at how well they adjusted to remote working. Organisations that had once considered remote work an impossibility often found that their employees and technology adapted relatively smoothly. But it is important to note that the pandemic wasn't a typical work period – companies largely weren't hiring, they weren't meeting with clients, and they may have scaled back initiatives to release new products or win new work. Additionally, companies entered the pandemic with the cultural inertia from their offices (meaning employees already knew one another). It remains to be seen

whether that energy continues once these companies start hiring and growing again.

The companies that excel at remote working tend to be very deliberate about how they do it, actively cultivating a culture suited to geographic dispersion. Matt Mullenweg, the CEO of remote organisation WordPress, says that companies tend to go through five distinct phases as they adjust to remote working. At first, they try to replicate the experience of being in an office, using tools video conferencing to mimic in-person meetings and chat apps to substitute for informal conversations. At a later stage, they give up the pretence of office work and begin tailoring their culture to the strengths of remote work, which often involves less in-person, real-time conversations, and more asynchronous written communication.

The companies that adapt to remote work report that their employees benefit from more flexibility, less commuting, and fewer interruptions. In exchange, companies get more engaged employees, a broader talent pool, and fewer overhead costs.

Of course, there are downsides too. Employees risk getting burnt out if they can't establish a work-life balance at home. They can become disengaged or isolated if they're not connecting with people, communication becomes more tricky, and trust is harder to establish. But perhaps the biggest issue is that cultivating a culture of remote work takes a lot of skill and effort. This is especially true when compared to working from an office, which is something that most people understand almost innately.

Operational implications

In a sense, remote working is a trade-off between the complexities of real-estate and culture. The choice to adopt remote working simplifies the operational aspects of managing a real estate portfolio but complicates the operational aspects of managing people and

culture. Before the pandemic, only a small percentage of established companies managed to pull this off (most of which were consumer-focused software companies). And while many companies temporarily adopted remote working during the pandemic, it's a mistake to believe that a short period of working from home is representative of running a virtual company.

Design implications

- If employees work from home, what furniture and equipment should you supply to enable them to work effectively?
- Although you don't have an office, do you need to make space available for people to work, like a coworking space?
- Where will you meet your clients?
- Is it still valuable for employees to meet face to face occasionally? And if so, where will this happen?

UPSIDES

- Reduced real estate costs.
- No commuting.
- Ability to hire from a broader geographic area and potentially get better talent.
- More flexibility in where people live.
- More flexibility in when people work.
- Potential for more engaged employees.

DOWNSIDES

- Makes real-time collaboration vastly more complicated.
- Takes a lot of skill and energy to execute the necessary cultural transformation.
- Potential for isolation and burnout of employees at home.
- Complicates many other aspects of the business, such as security, compensation, insurance, and business development.
- Some employees aren't willing to work remotely.



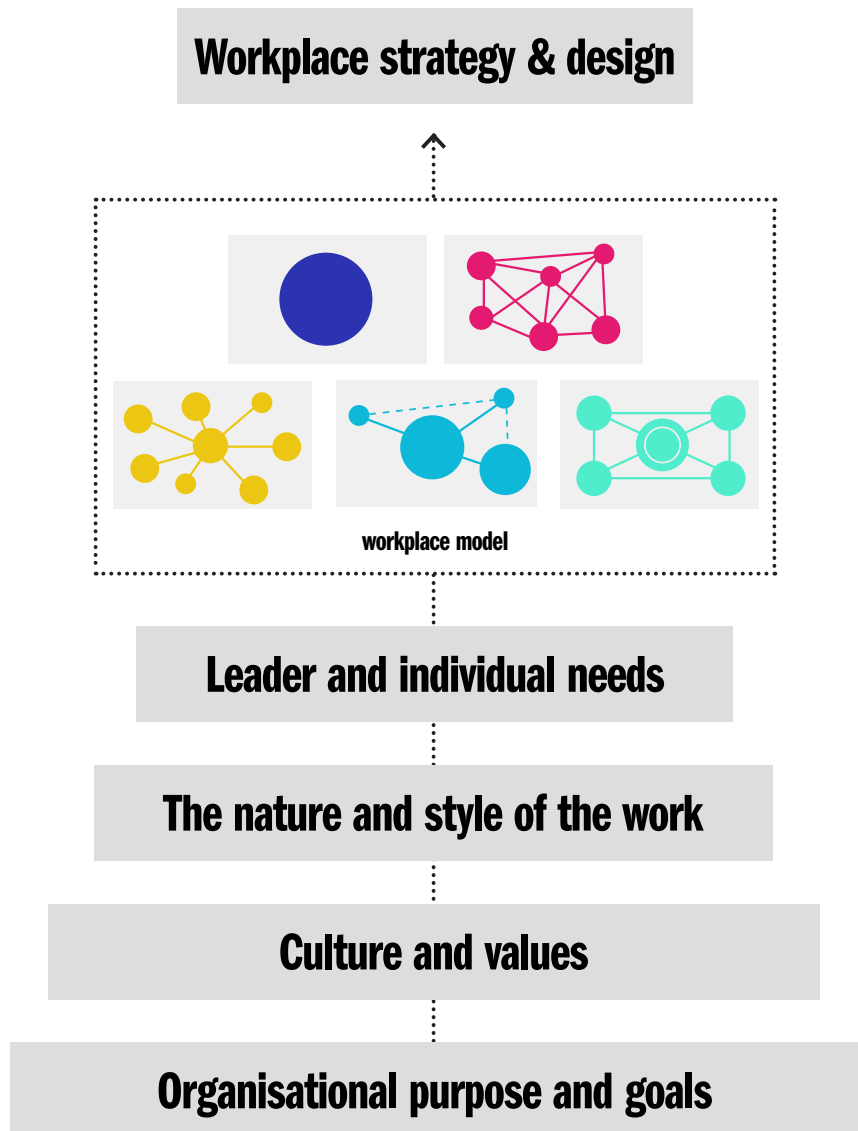
Image: Arup Sydney, Australia. Photography by Earl Carter.

WHICH MODEL SHOULD YOU ADOPT?

‘Which workplace model?’ isn’t the question – it’s the answer to a series of questions that come first: What is your company’s purpose? What is your strategy for the future? What are your culture and values? What type of work do you do? What do your employees and managers want from a workplace?

Without this foundational knowledge of who you are and where you want to go, picking a workplace model can be somewhat fraught. A model employed by a tech startup in Silicon Valley isn’t necessarily a good strategy for a design firm in Shanghai, because these two companies are likely to have different purposes, different values, and different perspectives on work.

At Hassell, we ask these questions for our clients. We begin with the big stuff and then dig into the details of ‘which workplace model?’ The answer always involves tweaks and modifications to truly align an organisation’s workplace strategy with its purpose. If you’d like us to help answer these questions, we’d love to hear from you.



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