

# WORLD WORKPLACE EUROPE 2024

MOSH PIT SUMMARY

WORLD WORKPLACE EUROPE 2024 ROTTERDAM

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## EDITORIAL

The bustling city of Rotterdam welcomed this year's IFMA's World Workplace Europe Conference for its 3rd edition, attracting participants from Europe and around the world, making it a truly global event once again.

The evening before the conference, members of the Workplace Evolutionaries (**WE**) and the Information Technology Community (ITC) met for a social event. held in a lounge with a fantastic view over the city. This was the perfect setting to gather and prepare for the upcoming events.

This year's comprehensive program covered Sustainability, ESG, Cybersecurity, Technologies & Artificial Intelligence (AI), and of course, Workplace Management. Throughout the conference, informative sessions and workshops addressed the ongoing and dynamic evolving of the workplace. AI, as a cutting-edge technology, is revolutionizing every aspect of our lives and doesn't stop at facility or workplace management. Its impact will surpass that of the pandemic. The fostering of employees well-being, the attraction of talents and productivity have been explored and analyzed under many different aspects of the modern workplace.

This was a true learning experience, but moreover, I really enjoyed the personal interactions with the other participants and seeing so many members of the Workplace Evolutionaries community in person again. Despite the many online formats, virtual gatherings are still no match of the quality of live interaction.

However, a personal bond can still be created through online interfaces. Shortly after the start of the pandemic, the Mosh-pit was created by our Californian WE Hub. Once a week, on Fridays, the Californian hub met online, and soon it became a global event with people dialing in from all over the world. At this year's conference, we transformed the online concept of the Mosh Pit into an in-person event at WWPE. This paper summarizes the knowledge shared in this session and provides a brief introduction into our Workplace Evolutionaries community.

There's something profoundly enriching about engaging conversations, sharing stories and laughter with individuals with a common passion for reshaping the future of work and the workplace. To me, these personal connections are proof of how connected our **WE** community is. And after all these years, it's great to see, that beside the professional collaborations, many friendships sprouted as well. I am looking forward to the upcoming conferences in Singapore and San Antonio before returning to Rotterdam in 2025.

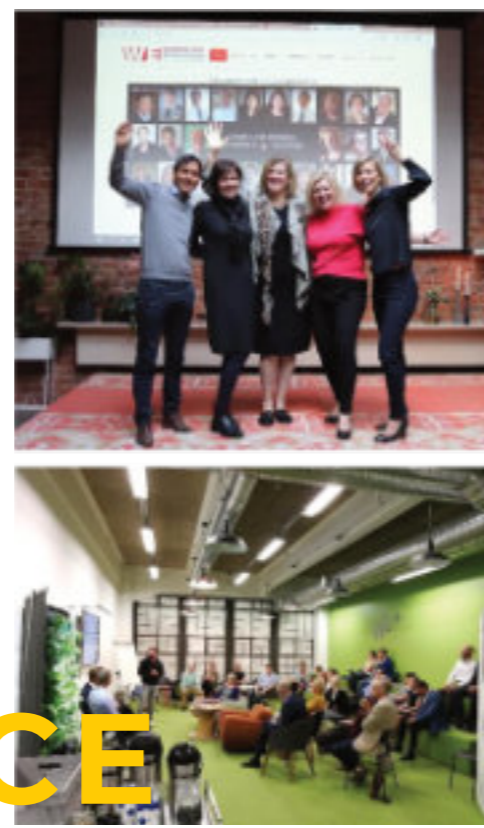


**MARTIN RUPPE**

Global Hub Director  
IFMA Workplace Evolutionaries

# WORLD WORKPLACE EUROPE 2024

## ROTTERDAM, MARCH 6-7TH



# WORKPLACE EVOLUTIONARIES



## IFMA'S WORKPLACE COMMUNITY

**„CHANGING THE WORLD, ONE WORKPLACE AT A TIME.“**

The transformation of work and the workplace is now upon us. Never have we witnessed shifts of this magnitude, and the need for collaboration, innovation, and a passionate community has never been more crucial. The Workplace Evolutionaries (**WE**) is a global community of practice within IFMA, celebrating ten years of workplace innovation and the evolution of our profession.

At its core, the **WE** Community is a dynamic global network of passionate professionals from diverse backgrounds, all united by a common goal: to revolutionize the way we design, manage, and experience our work environments. Whether you're a facility manager, workplace strategist, technologist, architect, change leader, HR professional, or simply someone with a keen interest in workplace dynamics, there's a place for you in our community.



What sets **WE** apart is our unwavering commitment to innovation and knowledge-sharing. Through a myriad of forums, events, and digital platforms, members have the opportunity to engage in thought-provoking discussions, exchange insights, and glean inspiration from industry leaders and fellow enthusiasts alike.

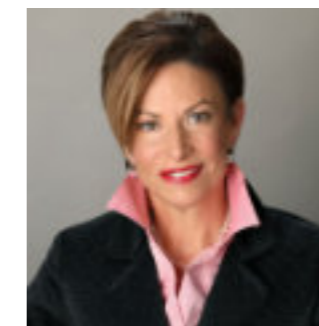
From exploring the latest trends in workplace design to delving into cutting-edge technologies shaping the future of work, **WE** offers a wealth of resources to keep you at the forefront of industry developments. Whether you're seeking practical solutions to enhance productivity and well-being in your workplace or eager to contribute your own expertise to the collective conversation, **WE** provides the perfect platform to connect, learn, and grow.

But perhaps the most compelling aspect of the **WE** Community is the sense of camaraderie and shared purpose that permeates every interaction. Here, you'll find a supportive community of like-minded individuals who are passionate about driving positive change and making a tangible impact on the world of work.

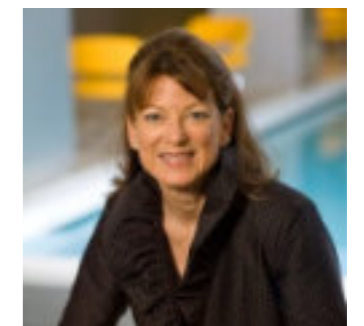
So, if you're ready to be part of something bigger, to join a community of innovators, disruptors, and visionaries dedicated to shaping the future of work, we omitted you to become a member of the IFMA Workplace Evolutionaries Community. Together, let's embark on a journey of exploration, discovery, and transformation. The workplace revolution starts here, and we want you to be a part of it.

visit [we.ifma.org](https://we.ifma.org)

**KATE NORTH**  
Global Chair  
IFMA Workplace Evolutionaries



**PAT TURNBULL**  
Executive Director  
IFMA Workplace Evolutionaries

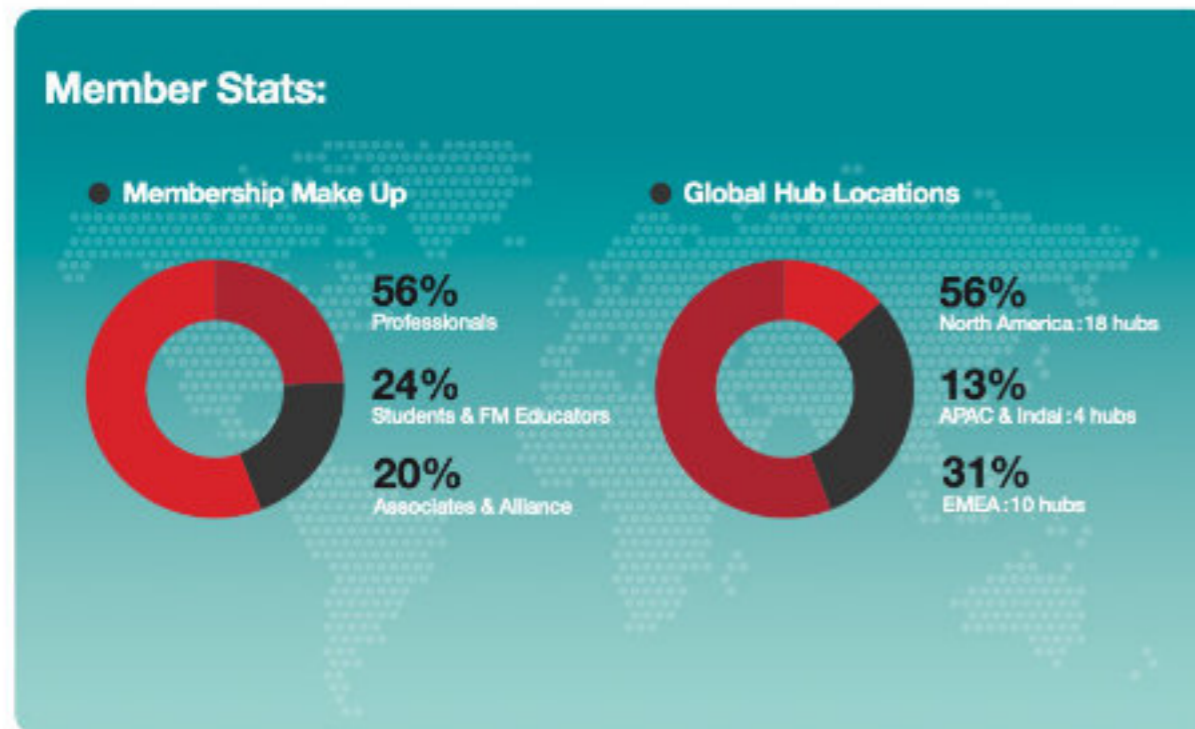


# WORKPLACE EVOLUTIONARIES (WE) IN NUMBERS

The Workplace Evolutionaries (WE) are a global community of 10,000+ professionals who are committed to:

- 1 **Positively Impacting Lives** through Workplace Innovation
- 2 **Increasing Thought-Leadership** through Education and Knowledge Sharing
- 3 **Building Global Networks** (Personal and Professional)

... all of which is underpinned by evolving technology advancements and great social responsibility



## LOCAL WE HUBS IN EMEA & APAC



„CHANGING THE WORLD,  
ONE WORKPLACE AT A TIME!“

**WE delivers a range of remarkable programs and activities:**

### Professional Development



#### WE:LEARN

Workplace Strategy & Leadership Program (WSLP). Earn:

- Certificate of Completion
- Signature Badge
- CEU credits

More than 50 Graduates from leading companies around the world

### Knowledge Sharing



#### WE:BRIEF

Bi-Monthly, curated 'News in Brief' highlighting the most current Workplace research/whitepapers being published. *Stay in the know!*

#### WE:BINARS

Monthly global thought-leaders share knowledge relating to the most current and compelling Workplace topics.

### Networking, Community & Belonging



#### WE:EVENTS

Networking, Presentations and Activities at Global Conferences and through Virtual Platforms.

- IFMA World Workplace
- IFMA Facility Fusion
- IFMA World Workplace Europe
- WE MOSH PIT & other Hub Events
- Partner Conferences

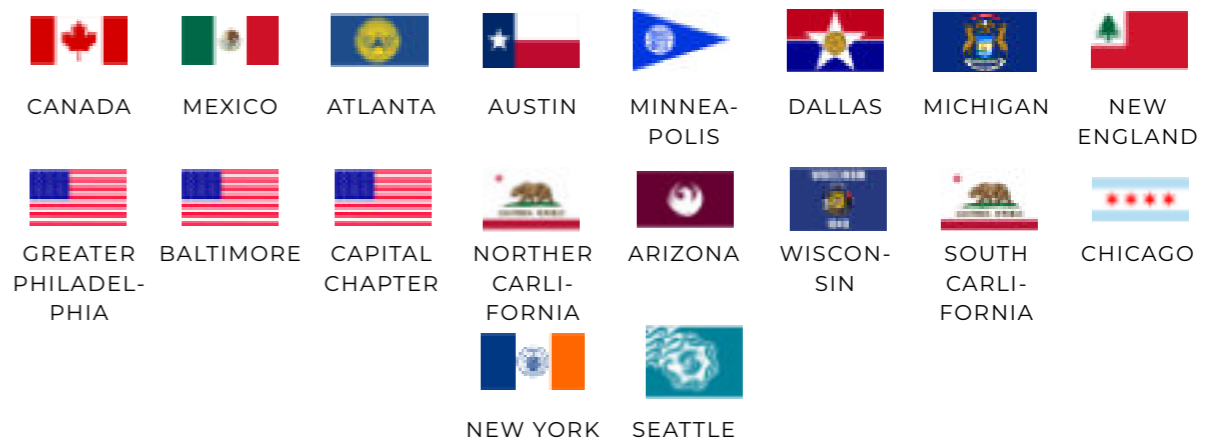
#### WE:COMMUNITY

+9,000 LinkedIn followers

#### WE:BELONG

Supporting Equality, Equity, Inclusion and Belonging

## REGIONAL WE HUBS IN NORTH AMERICA





# THE MOSH PIT

## IN-PERSON TABLE DISCUSSIONS

## THE MOSH PIT IN-PERSON FORMAT @ WWPE 2024

**MOSH  
PIT.**

For our Workplace Evolutionaries Community (**WE**) the highlight of this year's World Workplace Europe conference was no doubt, our Mosh Pit table discussion. The attendees delved into meaningful workplace discussions during this engaging Mosh Pit session. Organized into ten tables, each facilitated by two subject matter experts, participants explored ten different topics to foster inclusive dialogue, expand networks, and deepen understanding.

The aim of the Mosh Pit session was to facilitate workplace conversations that truly matter. Participants were encouraged to embrace the inclusive **WE** community, ensuring that every voice was heard and valued. Through this dynamic format, attendees not only engaged in stimulating discussions but also had the opportunity to create new meaningful connections throughout the conference. This paper summarizes the outcomes of our Mosh Pit. Attendees had the opportunity to meet at least 20 new contacts, fostering a spirit of collaboration and networking."

Central to the success of the Mosh Pit session were the rules that governed participant interaction. Attendees began by warmly greeting and introducing their table members. They were encouraged to actively participate, listening attentively, and sharing their perspectives wholeheartedly. To aid discussion, post-its and pens were provided, allowing participants to write down their key insights and ideas.

The Mosh Pit table discussion attempted to bring the usual weekly, virtual Mosh Pit format into an in-person experience at our IFMA conferences. If you liked this format, we invite you also to join one of the next virtual Mosh Pits.

The in-person Mosh Pit at the March conference demonstrated the power of our Workplace Evolutionaries community in driving meaningful conversations and connections. By embracing the principles of inclusivity, curiosity, and active participation, participants not only expanded their networks but also gained valuable insights and experiences. As workplaces continue to evolve, platforms like the Mosh Pit serve as invaluable opportunities for growth, connection, and collective learning.

### THE VIRTUAL WEEKLY MOSH PIT

The Mosh Pit was born during the pandemic and is a weekly workplace collaboration series held virtually. Jomal McNeal and David Gray, Co-chairs of Workplace Evolutionaries' North California Hub, host every Friday 11:45 AM Pacific Time. The gathering draws crowds of the fastest growing leadership roles in the world and workplace influencers (CRE, FM, HR, IT, Workplace Strategists, Social Anthropologists, etc.). More than 200 episodes have refined the format. And we are looking forward to many more sessions to come.

#### Join the Newsletter

<https://mailchi.mp/colliers/mosh-pit-newsletter>

### THE TEN TABLE TOPICS

1	<b>Preparing Leaders &amp; the Workforce Flexible Workplace</b>	Tim Allen, Sanna Ridhagen
2	<b>Requirements for Digital Nomads</b>	Anton Maes, Sandra Gauer
3	<b>Smashing Silos - RE, HR, IT</b>	Erik Jaspers, Bram Aarntzen
4	<b>Top AI Applications for RE/FM</b>	Ted Ritter, Martin Ruppe
5	<b>Building the Business Case for the C-suite</b>	Andrew Mawson, Pat Turnbull
6	<b>Top Metrics for Measuring the Flexible Workplace</b>	Eelco Voogd, Timo Danners
7	<b>Latest Ideas for Ensuring your Workplace as a Magnet</b>	Evellen Wanders, Vitalija Danivska
8	<b>Getting Hybrid Right</b>	Mark Catchlove, Kate North
9	<b>Forstering Authenticity in the Workplace</b>	Matt Tucker, Dr Hannah Wilson
10	<b>Smart Cost Reduction Strategies</b>	Katja Behrschmidt, Magnus Åkerberg



The traditional office setting is evolving into a realm where flexibility reigns supreme. This insightful discussion shed light on the imperative task of preparing leaders and the workforce for this flexible future.

## ROUND 1

The first session underscored the pivotal role of leaders in nurturing impactful relationships, whether in the office or remote. Emphasizing clarity in demands and fostering trust emerged as essential tenets. As workplaces transcend physical boundaries, preparing leaders for the evolving nature of leadership becomes paramount. Community-building emerges as a linchpin of modern leadership, urging a rebranding of teams to adapt to new paradigms.

Crucially, the discussion highlighted the need for managers to trust their teams, even in remote scenarios, as a catalyst for productivity and well-being. Pilot programs testing hybrid or flexible working arrangements offer a practical approach to gauge feasibility and benefits. Furthermore, setting measurable outcomes coupled with acknowledging the demands of younger generations for teleworking become indispensable strategies.

## ROUND 2

Round 2 brought together diverse perspectives, ranging from students to workplace consultants, to discuss the nuances of preparing for the flexible workplace. Motivating leaders to embrace flexibility emerged as a central theme, driven by the recognition of its potential to attract talent and enhance employee happiness and productivity.

Building trust between remote and office-based colleagues emerged as a cornerstone, demanding a culture of accountability and success in remote work settings. Aligning flexible work strategies with organizational goals and culture was emphasized over blind adoption of trends. Understanding individual employee needs, promoting productivity, and prioritizing well-being emerged as imperative considerations.

The impact of leadership on organizational dynamics cannot be overstated. Failure to adapt to changing work environments can lead to attrition, friction, and reputational damage. Thus, striking a delicate balance between flexibility and structure is paramount, ensuring collaboration, knowledge sharing, and team cohesion.

A collaborative approach, characterized by participatory decision-making and establishing team agreements, emerges as a beacon for navigating the flexibility frontier. As organizations embark on this transformative journey, the insights collected within the discussion serve as a compass, guiding leaders and the workforce towards a future where flexibility and adaptability reign supreme.

### Leadership and Team Dynamics

- Encourage leaders to foster impactful relationships both in office and remote, emphasizing clarity in demands and trust.
- Recognize the importance of preparing leaders for the evolving nature of leadership in flexible work environments.
- Emphasize community-building as a key aspect of modern leadership.
- Consider rebranding teams to adapt to new leadership paradigms.
- Encourage managers to trust their teams, even in remote work scenarios, as a first step towards fostering productivity and well-being.
- Implement pilot programs to test the feasibility and benefits of hybrid or flexible working arrangements.
- Set measurable outcomes for teams to work towards, allowing flexibility in achieving goals.
- Acknowledge the pressure from younger generations for teleworking and adapt leadership styles accordingly.
- Strive for a balance between physical office presence and remote work, emphasizing flexibility while maintaining human connection and structure.

### Organizational Adaptation and Support

- Address demands for new and efficient digital tools to support productivity and communication.
- Focus on building trust between remote workers and office-based colleagues, highlighting the need for accountability and proving effectiveness in remote work settings.
- Emphasizing the importance of aligning flexible work strategies with organizational goals and culture, rather than adopting trends blindly.
- Recognizing individual employee preferences and needs, such as learning styles, motivations, and work-life balance.
- Discussing the demands on organizations to support continuous learning, adapt to new technologies, and prioritize employee well-being.
- Exploring the consequences of leaders failing to adapt to changing work environments, including attrition, friction, and reputational damage.
- Deliberations on creating a balance between flexibility and structure, ensuring collaboration, knowledge sharing, and team cohesion.
- Advocating for participatory decision-making in setting work arrangements and establishing team agreements to foster ownership and engagement.

### MODERATORS



TIM ALLEN



SANNA RIDHAGEN



Most organizations underestimate the challenge of the digital nomad. Is the number of digital nomads rising? What are the trends to be expected? The discussion group has no answer to this. Is it possible that the trend would be reversed? Do we want this?

First, a clear definition of the digital nomad is needed. Is the regular homeworker a digital nomad? Home workers and digital nomads share the main challenges of hybrid work. We consider the digital nomad to be someone who works abroad for the company for a longer period. The risk of losing the connection to the culture of the organisation is clearly bigger.

All discussion partners agree that a clear framework is needed. This can be based on the vision of the company. This vision will have to be developed. What are the goals and is it possible to integrate the concept of the digital nomad in our strategy. This could be linked to a development program with special training on wanted behavior and good practice before releasing the digital nomad in the wild. We need to prepare the nomad for this way of working. Not everybody is ready.

Working as a digital nomad is not possible for all functions/roles. Why not list the functions that would be able to work as a digital nomad? This should be a strategic discussion in the organisation. How to compensate this opportunity to people whose job does not allow to work from a distance? How many digital nomads can be integrated in an organisation to keep it healthy? What can we learn from companies who have been working with international teams for many years?

## //QUOTE

**„THERE IS NO  
TECHNICAL  
SOLUTION (YET)  
FOR THE  
INFORMAL  
KNOWLEDGE  
EXCHANGE.“**



Defining a clear framework for the digital nomad is the suggestion around the table. What is expected? Can tasks be organised in such a way that knowledge exchange can be guaranteed. There is a difference between organized/formal knowledge exchange and informal exchange (the coffee machine) this is way more difficult to organize. Can we apply some kind of fixed structure (come back to the office at least one day every month)?

Culture will be a difficult topic. How can we be sure that the nomad is part of this culture? The nomad sees it differently. They feel that they belong to the culture of the nomads, creating contacts with likeminded nomads wherever they are working. In this network, they feel, they can also learn and be inspired. But maybe the work for the company becomes a “project” and integration and knowledge sharing with the organisation will be much more difficult. Is the future of work more “project” oriented? This could imply that belonging to the culture of the organisation becomes less important.

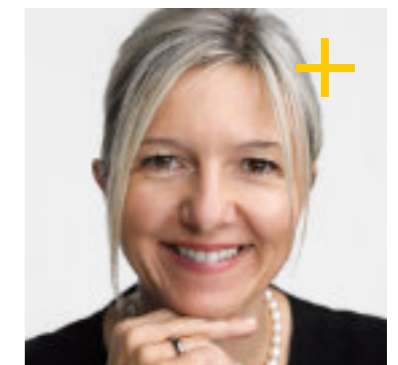
Technology plays a pivotal role in the activation of the digital nomad. A stable and high-performing internet connection is essential. The current tools are sufficient to cover the needs for formal exchange. MS Teams, Zoom, etc. are useful. There is no solution (yet) for the informal knowledge exchange. Some tools exist for online brainstorming etc. but must be further developed. Metaverse is discussed but not considered to be relevant for the moment.

Connection with the digital nomad will have to be organised, this could be done by structuring the physical contacts, but this will require structure and management. We could ask the digital nomad to come to the office once a month to work with the team. A typical week schedule could be developed to better organise the tasks of the digital nomads but is this wanted? Are we going to take away creativity and freedom from the digital nomad? What about the connection to the client?

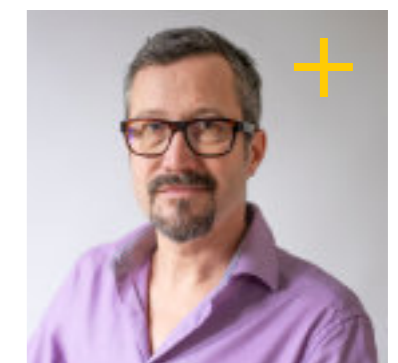
There are also legal aspects to be considered. The legislation on work relations in some countries is not adapted to the idea of working from abroad for a longer time.

The group suggests the metaphor of a balloon drifting away from the pack. The digital nomad wants freedom and wants to drift away in a physical way. It still remains one of the balloons. The question is how far can it drift away and how will the organisation hold the rope?

## MODERATORS



**SANDRA GAUER**



**ANTON MAES**



Image created through AI

Organizations are encountering unprecedented challenges, from evolving workforce demands to radical shifts in where and how work is conducted. This transformation involves not only core business functions but also supporting disciplines such as Information Technology (IT), Human Resources (HR), and Real Estate (RE). The question arises: are these trends unrelated, or do they require alignment across HR, IT, and FM policies?

Organizations struggle with the imperative of transcending transitions, including sustainability, hybrid work models, and digitization. How can they adapt most effectively? Is it through maintaining small, agile silos or embracing integrated, blended approaches to mitigate risks and seize opportunities? Central to this discussion is the definition of the contemporary workplace. It is no longer confined to physical spaces but encompasses digital realms, embodying a 'phy-gital' essence that serves as a center of gravity—a place of belonging and productivity.

Dialogue at the table explores the smashing of silos without sacrificing expertise or focus. Achieving this involves holistic governance and organizational structures that foster collaboration among IT, HR, and RE. Central to this effort is clarifying common objectives, such as nurturing desired cultures and leveraging technology to create value across disciplines. However, determining who should steer this convergence—the dominance of RE/HR versus IT—sparks lively debate, underscoring the complexity of this transformative journey.

## //QUOTE

**THE WORKPLACE  
CAN BE DEFINED AS  
DIGITAL AS WELL AS  
PHYSICAL, BUT EVEN  
A PHYSICAL  
WORKPLACE IS USED  
IN A DIGITAL WAY,  
SO IT MAKES IT "PHY-  
GITAL"**

Communication and alignment among these disciplines are vital. Regular dialogue with HR and IT, spanning topics such as organizational objectives, technological integration, and cultural alignment, is essential. Furthermore, fostering a collaborative environment between IT and HR can unlock synergies that support Facility Management (FM) initiatives.

In conclusion, as organizations navigate the evolving landscape of work, embracing interconnectedness across IT, HR, and RE is crucial. This requires reimagining the workplace not merely as a physical space but as a dynamic, 'phy-gital' (physical + digital) ecosystem that fosters collaboration, innovation, and employee well-being. By smashing silos, fostering cross-disciplinary dialogue, and embracing fluid organizational structures, organizations can thrive amidst uncertainty and drive sustainable success in the digital era.



## MODERATOR'S THOUGHTS

*So, what could constitute a 'joint agenda' around a 'phygital workplace'? What would be the driving principle for all three business functions to evaluate and conceptualize around? As moderators on this table, a principle emerged that we would call 'gravity.'*

*Wat is the thinking here: 'phygital' workplaces will need to be 'attractive' to people to make use of them. As they are combinations of the physical and digital, both workplace teams and IT teams need to assess what makes their end of the workplace attractive and in what way their combinations becomes the more attractive! The role of HRM in this to be around defining elements of this 'attraction' that would resonate with the people (staff) potentially using them.*

*Well defined workplaces would have an inherently high level of 'gravity', in a sense 'pulling people in' to make use of them, like particles of material respond to gravity of objects around them, being attracted to it.*

*Imagine in the picture each center of gravity to be a workplace of some kind: the higher its 'gravity' the more people will 'gravitate' towards using it. They respond to attractiveness of the variety of workplaces they are provided with, like particles respond to levels of gravity. People will gravitate towards*

Image created through AI

*different workplaces over time, as their 'attraction' is partly defined by the personal circumstances of people that vary with time.*

*Thinking this way, organizations can conceive workplaces of a variety of types, both in the physical world, the digital world and the phygital world. The joint agenda between Workplace (FM), IT and HRM evolving around what needs to be available at them to create the 'gravity' for employees towards them. The beauty of this notion is that it will allow for a series of principles and fit-outs to be placed in the three categories mentioned. Workplace in the phygital domain is not a case of 'either / or' but implies the use of all means that bring merit to the workforce combined.*

## MODERATORS



BRAM AARNTZEN



ERIK JASPERS

# EXPLORING THE FUTURE OF AI APPLICATIONS IN REAL ESTATE AND FACILITY MANAGEMENT

The integration of Artificial Intelligence (AI) holds tremendous promise for transforming maintenance operations, fostering collaboration, and elevating employee engagement within the real estate and facility management sector. By harnessing AI technologies, organizations stand to revolutionize traditional practices and unlock new efficiencies.

In our recent table discussion focused on exploring the potential of AI in our industry, participants raised thought-provoking questions that shed light on the profound implications of AI adoption. For instance, discussions centered around how AI-powered predictive maintenance could optimize building operations or how AI-driven analytics might enhance space utilization and employee productivity.

## MAINTENANCE

Our table discussion explored the transformative potential of AI in maintenance operations within the commercial real estate (CRE) and facility management (FM) sector. Participants emphasized AI's pivotal role in predictive maintenance and risk management, envisioning a future where AI-driven insights facilitate proactive decision-making and mitigate potential disruptions. Examples such as predicting equipment failures and optimizing resource allocations underscored the profound impact AI could have on operational efficiency and resilience. Furthermore, there was consensus on the importance of empowering maintenance teams with real-time data and actionable insights through AI to enable proactive issue resolution.

## WORKPLACE

Central to our discourse was the question of whether individuals would entrust AI to dictate their work environments and practices. While acknowledging AI's capacity to streamline processes and optimize space utilization, concerns were raised regarding the need to balance personal preferences and organizational objectives. Our participants emphasized the importance of understanding the purpose of office space and underscored that a one-size-fits-all approach might not suffice to deliver all needs.

**Would you allow AI to tell you where to sit and how to work?**

## AI LEARNING & BIASES

Our discussion underscored the evolving nature of technology and the imperative for continuous learning and adaptation, particularly in the realm of AI. While AI is remarkably capable at identifying patterns, it may inadvertently reinforce patterns that a company seeks to avoid. For example, if an AI algorithm is trained on historical hiring data that contains biases, it may perpetuate those biases by recommending candidates who fit the same demographic profile. Despite efforts to address bias in the training data, AI systems can still produce biased outcomes by itself, highlighting the need for ongoing vigilance and mitigation strategies to unlearn unwanted AI behaviors or even biases.

Additionally, our group emphasized the significance of design thinking in the development and implementation of AI solutions. This approach prioritizes iterative refinement, focusing on user-centric design, training, and continuous improvement. For instance, by involving diverse stakeholders in the design process and soliciting feedback from end-users, organizations can create AI systems that better align with user and organisational needs and preferences.

## CHANGE MANAGEMENT

Furthermore, the critical role of change management in facilitating successful AI implementation within organizations was highlighted. Change management (CM) involves planning and executing strategies to help employees adapt to and embrace changes. Specifically, change management initiatives can include comprehensive communication plans to inform employees about the benefits, as well as providing training and support to help them develop the skills necessary to effectively work with AI technologies. By involving employees in the process and addressing their concerns and uncertainties, the employee acceptance towards changes will rise.

Moreover, change management can help mitigate resistance to change and minimize disruptions to workflow, ultimately enhancing organizational productivity and efficiency. By prioritizing change management alongside technical implementation efforts, organizations can maximize the success of their AI initiatives and ensure smooth transitions towards a more AI-driven future.

## SUMMARY

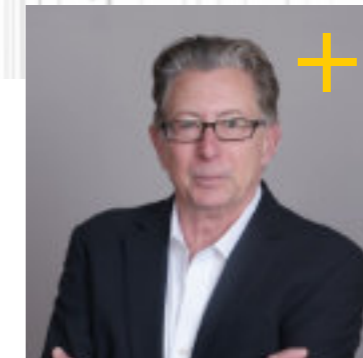
Our discourse surrounding the integration of AI in Facility Management underscored both the transformative potential and the inherent challenges associated with leveraging AI-driven insights. While AI holds promise in enhancing collaboration, optimizing operations, and driving innovation, its implementation necessitates careful consideration of ethical, cultural, and practical implications.

By embracing a holistic approach that prioritizes transparency and continuous learning, stakeholders can harness the full potential of AI to navigate the complexities of the modern workplace and facility management landscape. We anticipate AI to have a more substantial impact on our industry than what we witnessed with the pandemic.

## MODERATORS



MARTIN RUPPE



TED RITTER

## //BIAS

**IS A TENDENCY TO FAVOR ONE PERSPECTIVE, INDIVIDUAL, OR GROUP OVER OTHERS, OFTEN RESULTING IN UNFAIR OR UNBALANCED DECISIONS OR ACTIONS.**

## //CASESTUDY

**DC WATER: STREAMLINED SEWER PIPE INSPECTION ANALYSIS**





In addressing the complex landscape of post-pandemic workplace challenges and the evolving dynamics of attracting talent, the participants engaged in thoughtful discussions to navigate key questions requiring C-suite support:

- 1. Reimagining the Concept of Workplace**  
Beyond the confines of physical structures, the notion of the workplace has transcended traditional boundaries. It encompasses virtual spaces, digital collaboration platforms, and hybrid models that blend remote and in-person interactions. The shift towards a more fluid and inclusive definition of the workplace underscores the need for agile strategies that accommodate diverse work styles and preferences.
- 2. Redefining the Purpose of Physical Workspace**  
While the physical office remains relevant, its role has evolved to serve specific functions within a broader spectrum of work environments. It becomes a hub for collaboration, innovation, and fostering social connections that are essential for building a cohesive organizational culture. Embracing flexibility in workspace utilization allows for optimization of resources while catering to the diverse needs of employees.
- 3. Harnessing Technology for Enhanced Effectiveness**  
The adoption of technology plays a pivotal role in facilitating seamless collaboration and productivity in a dispersed work environment. Investments in digital tools and platforms enable remote teams to communicate, collaborate, and access resources efficiently. Embracing technologies such as virtual reality, augmented reality, and advanced communication tools fosters engagement and connectivity among distributed teams.

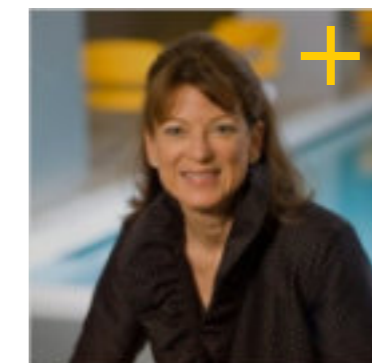
- 4. Understanding the Value Proposition of Office Presence**  
The rationale behind encouraging employees to return to the office extends beyond operational requirements. It encompasses the intangible benefits of in-person interactions, including fostering a sense of belonging, building trust, and nurturing a vibrant organizational culture. Recognizing the intrinsic value of face-to-face encounters underscores the importance of physical workspace as a catalyst for social cohesion and community-building.
- 5. Optimizing Hybrid Work Effectiveness**  
The hybrid work model emerges as a pragmatic approach to accommodate diverse work preferences while maximizing productivity and collaboration. Effective implementation necessitates deliberate efforts to create a culture of inclusivity, belonging, and connectivity across virtual and physical spaces. Equipping managers with the requisite skills to lead and manage distributed teams fosters resilience and adaptability in navigating the complexities of hybrid work arrangements.

#### Key Post-COVID Trends Shaping the Future of Work:

- 1. Embracing Flexibility**  
Organizations prioritize flexibility in work arrangements to accommodate evolving employee preferences and lifestyle needs.
- 2. Optimizing Real Estate Utilization**  
Adoption of smaller office spaces or flexible workspace solutions reflects a strategic approach to managing real estate costs while ensuring operational efficiency.
- 3. Hybrid Work Dynamics**  
A blend of remote and in-person work arrangements emerges as the norm, necessitating agile strategies to balance flexibility with the need for physical presence.
- 4. Building Community and Culture**  
Recognizing the pivotal role of physical workspace in fostering social connections, organizations leverage office environments as catalysts for building trust, fostering collaboration, and nurturing a vibrant organizational culture.

In conclusion, navigating post-COVID workplace challenges requires a nuanced understanding of evolving trends, strategic foresight, and a commitment to fostering resilience and agility. By reimagining the concept of the workplace, harnessing technology effectively, and prioritizing the human element of work, organizations can cultivate an environment conducive to innovation, collaboration, and sustained success in the new normal.

## MODERATORS



PAT TURNBULL



ANDREW MAWSON



The concept of hybrid working has emerged as a defining trend, reshaping traditional notions of productivity, collaboration, and organizational culture. As organizations navigate the complexities of this new paradigm, the need for effective metrics to measure the flexible workplace has become increasingly important. In a recent table discussion, industry experts convened to explore the key metrics and considerations for evaluating the success of hybrid working initiatives. Let's delve into the insights gleaned from this thought-provoking dialogue.

The discussion started with an examination of the industry-specific nature of hybrid working and its implications for measuring success. While there exists a core set of metrics relevant across industries, participants emphasized the importance of tailoring metrics to reflect the unique characteristics and needs of different sectors. From employee experience metrics to response rates and social impact indicators, the consensus was clear: one size does not fit all when it comes to measuring the flexible workplace.

// **QUOTE**

**ALIGNING  
PEOPLE, PLACE,  
AND PROCESS  
FOR THE  
ULTIMATE  
WORKPLACE  
EXPERIENCE."**



A central theme that resonated throughout the discussion was the dynamic nature of people and their evolving needs within hybrid work environments. Unlike static buildings, individuals require personalized approaches to support their well-being and productivity. This recognition underscores the importance of neurodiversity and inclusivity in shaping effective workplace strategies that accommodate diverse employee needs.

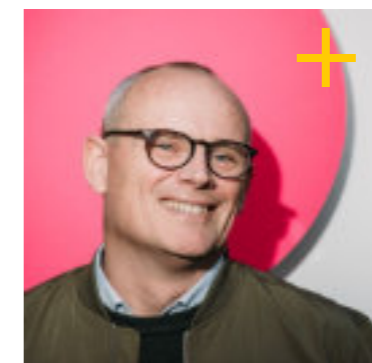
The conversation then shifted to the alignment between organizational goals and hybrid working arrangements. Participants emphasized the need for organizations to define success criteria tailored to their specific objectives and values. Whether commercial enterprises or non-profit organizations, establishing clear Key Performance Indicators (KPIs) aligned with organizational goals is essential for tracking progress and driving success in hybrid work environments.

Moreover, the evolving role of human resources (HR) in workplace decision-making highlighted a growing emphasis on employee experience and well-being as strategic imperatives for organizational success. As organizations transition towards hybrid work models, fostering trust, communication, and collaboration becomes paramount in creating a supportive and engaging work environment.

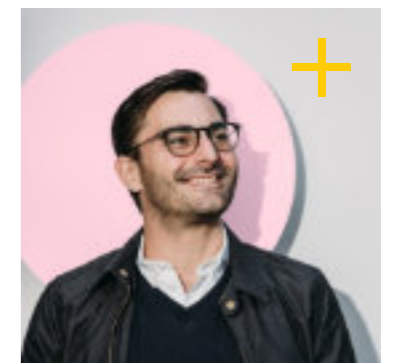
Lastly, the discussion explored the efficacy of benchmarks in measuring hybrid work performance. While benchmarks can provide valuable insights into industry norms, participants cautioned against overreliance on comparative data. Instead, they advocated for a nuanced approach focused on continuous improvement and individualized assessment tailored to the unique needs and aspirations of employees.

In conclusion, the journey towards measuring the flexible workplace requires a holistic approach that recognizes the diverse needs of employees, aligns with organizational objectives, and fosters a culture of trust and collaboration. By embracing tailored metrics, defining clear success criteria, and prioritizing employee well-being, organizations can navigate the complexities of hybrid working and unlock the full potential of the modern workplace.

## MODERATORS



EVELYN VOOGD



TIMO DANNERS



The notion of the office as a magnetic force has taken center stage, highlighting its pivotal role in fostering collaboration, connectivity, and community. In our recent table discussion dug deep into strategies aimed at crafting compelling workplace experiences, optimizing hybrid work dynamics, and reimagining the significance of physical office spaces. Here's a glimpse into the rich insights unearthed during this stimulating dialogue.

The conversation commenced with a fundamental query: How can organizations fashion an office experience that entices employees to return? Participants echoed the importance of unraveling the essence of the office's purpose and tailoring its design and offerings accordingly. From nurturing social bonds to curating informal gatherings and communal activities, the consensus converged on the need to craft an inviting and dynamic workplace milieu.

A pivotal aspect of the dialogue revolved around unlocking success in hybrid work arrangements, benefiting both employers and employees. Flexibility, autonomy, and trust emerged as linchpins for navigating the intricacies of hybrid work models. Insights ranged from investing in aesthetically pleasing office environments and amenities to fostering opportunities for social interaction, cultivating a sense of belonging across remote and in-person teams.

An intriguing facet explored was the enduring relevance of physical offices in today's work landscape. While remote work gains traction, participants underscored the enduring value of office spaces in fostering collaboration, nurturing culture, and facilitating social connections. However, a resounding sentiment prevailed: the design and functionality of offices must evolve in tandem with shifting employee expectations and preferences.

## KEY HIGHLIGHTS FROM THE DISCUSSION

1. Grasping the fundamental purpose of the office is paramount in crafting captivating workplace experiences.
2. Investment in office aesthetics, amenities, and social initiatives can amplify the allure of the office as a destination for employees.
3. Flexibility, autonomy, and trust serve as cornerstones for navigating successful hybrid work ecosystems.
4. Offices continue to serve as vital hubs for fostering collaboration, camaraderie, and organizational identity, necessitating adaptive design approaches to meet evolving needs.

In essence, nurturing the workplace as a magnet demands a nuanced understanding of employee aspirations and preferences. By prioritizing innovative office designs, nurturing social connections, and embracing flexibility in work arrangements, organizations can cultivate vibrant and enticing workplace environments that magnetize top talent in today's ever-evolving work landscape.

## MODERATORS



**EVELIEN WANDERS-  
PLIJTER**



**VITALIJA DANIVSKA**

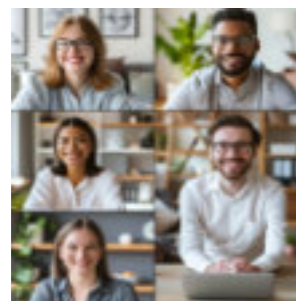


## HOW TO MAKE HYBRID WORK, WORK

A significant number of organizations are transitioning to hybrid work models. However, there is a consensus on the need for enhanced communication and policies. This communication should include the purpose of being in the office, reflecting new behaviors and etiquette, and assisting teams in developing norms that foster trust and success, ensuring employees can excel irrespective of where they work.

A robust hybrid strategy starts at the top. Leadership should clarify the rationale for the strategy and demonstrate behaviors that cultivate inclusive and engaged distributed teams.

### PRODUCTIVITY IN HYBRID SETUPS HINGES ON BOTH INDIVIDUALS AND TEAMS



- Individuals should consider their optimal working conditions, devise personal strategies, and adopt tools to maintain performance and visibility.
- Teams should establish agreements on meeting guidelines and asynchronous work, defining schedules, maintaining visibility of work, and monitoring project progress to bolster productivity and trust.
- Managers must set clear expectations, provide structure, focus on results, and establish communication rhythms, including one-on-ones, celebrations, and social interactions.

### ENHANCING REMOTE TEAM COLLABORATION

For remote team members who favor in-person interactions, fostering collaboration and relationship-building can be challenging. Teams should explore and implement innovative solutions and develop strategies for building key relationships, such as sharing a meal or volunteer activities.

Trust is pivotal for loyalty, yet remote settings can hinder relationship building, particularly for new hires and younger staff lacking established connections. Transparent scheduling for office days, clear mentoring roles, best practices, and formalized expectations are vital.

Workplace culture and social interactions are instrumental in loyalty and retention. The office experience should be enjoyable.

Flexible work policies should entice rather than mandate office attendance.

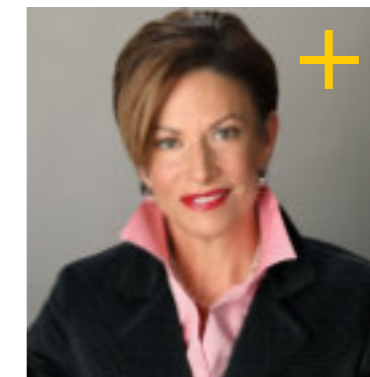
## //QUOTE

**„TODAY, MANY ORGANIZATIONS HAVE ADOPTED A HYBRID WORK STRATEGY, BUT ARE THEY GETTING IT RIGHT?“**

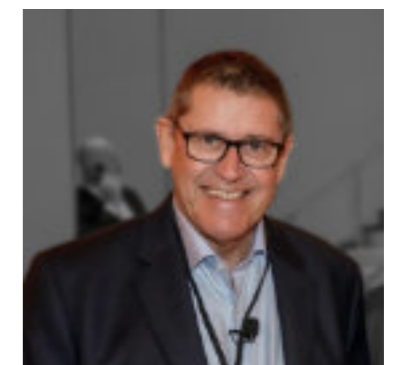
### FM'S ROLE IN ENHANCING HYBRID WORK EXPERIENCES

- Facilities management (FM) can play a crucial role in refining hybrid work experiences by:
- Embracing flexibility.
- Engaging employees, testing new ideas, and seeking feedback on improving and evolving the workplace experience.
- Designing diverse workspaces to accommodate different personalities, work activities, and team sizes, integrating technology to improve hybrid meetings.
- Creating appealing spaces that foster connection, creativity, and innovation.
- Adopting an event planner's mindset to help curate engaging team sessions.
- Understanding the impact of air quality, lighting, and acoustics on productivity and developing targeted strategies.
- Implementing technologies to minimize friction and create positive experiences throughout their day supports productivity, connects, and elevates wellbeing.
- Flex-spaces (co-working) should be considered when testing new locations and space types without long-term commitments or risk.
- Measuring workplace performance and adopting new metrics supporting the “why” employees are asked to be in the office.
- Engagement, productivity, creativity, and innovation.

## MODERATORS



KATE NORTH



MARK CATCHLOVE



Image created through AI

The pursuit of smart cost reduction strategies has emerged as a vital concern, particularly in the face of economic fluctuations and market uncertainties. Against this backdrop, a recent table discussion convened to explore the measures undertaken by organizations to enhance resilience, cope with uncertainties, and drive cost optimization. Let us delve into the insights gleaned from this illuminating dialogue.

The conversation commenced with a reflection on the past two years and the measures implemented by organizations to bolster resilience amidst economic turbulence. Participants highlighted the imperative of striking a delicate balance between cost reduction initiatives and maintaining service quality standards. In an environment characterized by evolving regulatory requirements and sustainability imperatives, achieving sustainable cost reductions emerged as a formidable challenge.

Looking ahead, the dialogue turned to the future trajectory of cost reduction strategies. Participants underscored the critical role of facility managers in executing strategies that align with organizational objectives and optimize resource utilization. Amidst ongoing economic uncertainties and workforce challenges, the adoption of technology-driven solutions emerged as a key enabler for driving efficiency and effectiveness in cost management.

Central to the discussion was the analysis of space utilization as a pivotal component of cost reduction strategies. Participants highlighted the importance of leveraging data-driven insights to optimize space allocation, identify excess capacity, and enhance operational efficiency. From automation of administrative tasks to the deployment of smart building solutions, organizations are increasingly turning to technology to unlock hidden efficiencies and drive tangible cost savings.

THROUGHOUT THE DIALOGUE, SEVERAL KEY FINDINGS EMERGED, SHEDDING LIGHT ON EMERGING TRENDS

AND BEST PRACTICES IN SMART COST REDUCTION:

1. Recurring tender processes are no longer the sole lever for managing spend effectively. Organizations are exploring alternative approaches to optimize supplier-client relationships.
2. Regulatory constraints and budgetary pressures in the public sector are driving a shift towards cost reduction measures, potentially impacting service quality.
3. The adoption of technology-driven solutions, such as automation, sensors, and smart building technologies, are instrumental in optimizing resource utilization and driving operational efficiencies.

In conclusion, the pursuit of smart cost reduction strategies is a multifaceted endeavor that requires a nuanced approach, strategic foresight, and a commitment to innovation. By leveraging data-driven insights, embracing technological advancements, and fostering collaboration across organizational silos, organizations can navigate economic uncertainties and drive sustainable cost reductions in the pursuit of long-term success.

## MODERATORS



**KATJA  
BEHRSCHMIDT**



**MAGNUS AKERBERG**



In the current environment, organisations are in a constant state of change and adaptation. The implications on the economy and market from the pandemic and the change to the way we work. Consequently, employees are having to adapt to uncertainty and turbulent work environments. This may influence employees' decisions in how they present themselves at work, or perhaps hold onto jobs that do not match their values and needs.

Authenticity at work refers to the degree to which employees' feel in touch with their true self in work. It is about the self-expression to be who you are and feeling safe with colleague to share ideas or make mistakes. Academic research suggest authenticity at work is important on several levels, but can, in particular, increase employee wellbeing.

The discussion started off exploring how people might express authenticity at work? Although there were general ideas about being able to 'open up and express yourself', the concept appeared to be far more complex than simply how an individual may present themselves. There was also the recognition of the responsibility of others in enabling an individual to be able to express their authentic self. It is not only about how employees feel about presenting themselves, but it is how others take it – others need to be OK with employees fully expressing themselves. If this is not the case, employees may feel left out because they cannot be their true selves. There may be a conflicting dichotomy of who we are and how we work, which as mentioned about was thought to be impacting by the fast pace of change in ways of working.

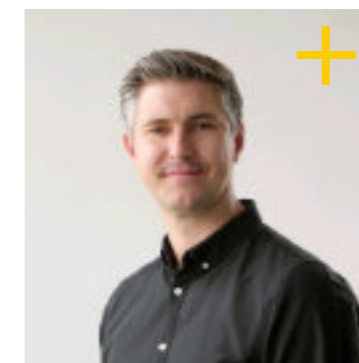
A double-edged sword however was associated with employee's freedom to be their authentic selves. It can be used an excuse as to why someone may do something, rather than a true expression of oneself. This led onto thoughts around whether employees should be enabled to be their authentic selves and if workplaces endorse this? There was a recognition that although there are circumstances in which you may not be able to be your full authentic self, such as wearing a uniform, or where we also need to think about business needs, organisations should create an environment that enables authentic selves. In addition, each one of us should have respect for others as one person noted, we have a 'lack of tolerance for others' and we need to avoid 'putting people into a boxes.

Consequently, there is a requirement that there is a fit between the person and the work environment in value alignment, but also on an individual employee level to change the way we think. As one person noted during the discussion, 'be the people who allow authenticity, to allow others to be able to be brave enough'.

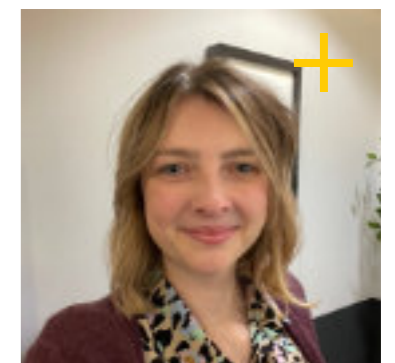
## KEY HIGHLIGHTS FROM THE DISCUSSION

1. Although authenticity is about an individual's feelings around their ability to fully express themselves and open up about who they are, it is about how others respond to it.
2. Authenticity can create an environment that makes people feel accepted and not left out of the social milieu and organisational environment.
3. Although there are circumstances that require employees to prioritise business needs, organisations still have a responsibility to create a safe environment that enables authenticity at work.

## MODERATORS



MATT TUCKER



HANNAH WILSON

## WWPE 2024 SESSIONS POWERED BY MEMBERS OF ITC & WE COMMUNITY

Topic	Speakers
Happy People are Happy to Stay	Tom Ryckaert
Jump into the Workplace Evolutionaries (WE) Mosh Pit	Kati Barklund Martin Ruppe Kate North
The Employee as a Consumer – The Business Case for Workplace Strategy	Andrew Mawson,Pat Turnbull
Inconvenient Conversations: Human-Centric Approaches to AI & Digitization in FM	Erik Jaspers Magnus Akerberg Kay Sargent Dahlia Elfadil Ralf Zoetekouw
Fundamental Human Needs and The Workplace	Mark Catchlove
Mentorship and Empowerment: Insights on Advancing Women in Facility Management	Matt Tucker,Rebeca Arguedas Jake Smithwick
FM as a Catalyst for Sustainable Development: An Interactive Workshop	E. Wanders-Plijter Sanna Ridhagen
Methods for Studying the Workplace Environment	Chiara Tagliaro Vitalija Danivska Rianne Appel- Meulenbroek
See you in the Metaverse!	Tom Ryckaert
Coping with Resistance, the Secrets of Change Management	Anton Maes
Global FM: Insights from the Global Facility Management Impact Report 2023	Matt Tucker
How is AI being Used Successfully in FM?	Geoff Williams Ted Ritter Iris Van Mierlo

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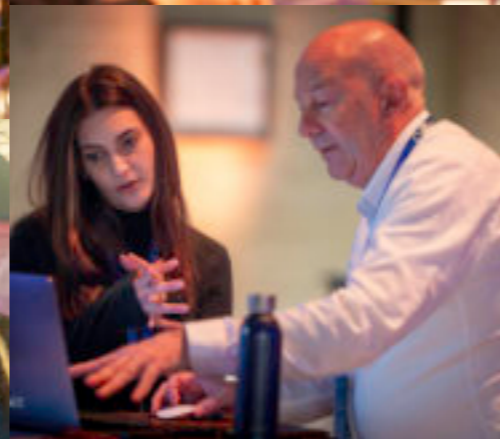


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# IMPRESSIONS



# WE & ITC SOCIAL



Together with the ITC Community we hosted a social event the day before the conference. Allowing our community more time to connect besides the usually busy conference schedule.

Next time, when visiting an IFMA conference contact us, we usually organise pre-events.

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25 SEPTEMBER 2024 | AUSTRIA



**Spotlight25+**  
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## Links

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