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TAP into

the four Ws

BARCO

Engage today's agile workforce

Making work, work for your enterprise

You already know how the nature of work – how we work, where we work, what we do – has begun to change. If you haven't experienced it yet, then you've almost certainly read about it.

It's a shift being driven in part by two things: businesses striving to achieve 'agility' (a must-have for any organization aiming to future-proof its operations) and the changing needs and requirements of a rapidly-evolving workforce. In the middle, enabling both, is disruptive technology.

But none of this is news to you. The question is, what can you do about it? If you're not already on the path to greater agility and flexibility, what can you do to start future-proofing your business today?

The good news is, you don't have to rip everything up and start over. We believe that transformation can be activated effectively by reviewing and refreshing four areas:

- Workforce – your people,

- Workstyle – how your people work,

- Workplace – where your people work, and

- Workspace – the space within the place.

By making incremental changes in each of these areas, you can make your business more efficient today and ready for tomorrow. After all, you can never actually get to the future – it just keeps moving further away. But you can – and must – aim to be part of it.

Enabling the agile employee

TAP into the workforce

The way today's workforce sees work is changing. By workforce we mean all thinkers, doers, makers, producers, innovators, team members, skilled partners – anyone you employ to drive the output and success of your enterprise. Employees want more freedom to self-manage the way they work and, with the right tools, show what they're capable of. So, how do you go about creating an environment for that to happen, especially when you don't have the budgets of a Facebook or Google?

Styled for collaboration

TAP into the workstyle

Technology now connects businesses, ideas, people and places in ways many of us never dreamed of, and workstyle has evolved as a result. Digital collaborative tools have released many employees from office spaces, rigid office hours and other traditional productivity 'safeguards', and business leaders are recognizing that keeping pace with lifestyles through holistic collaborative working has significant, untapped benefits. But what technology is right for your enterprise, and will it keep your data safe?

TAP into the four Ws
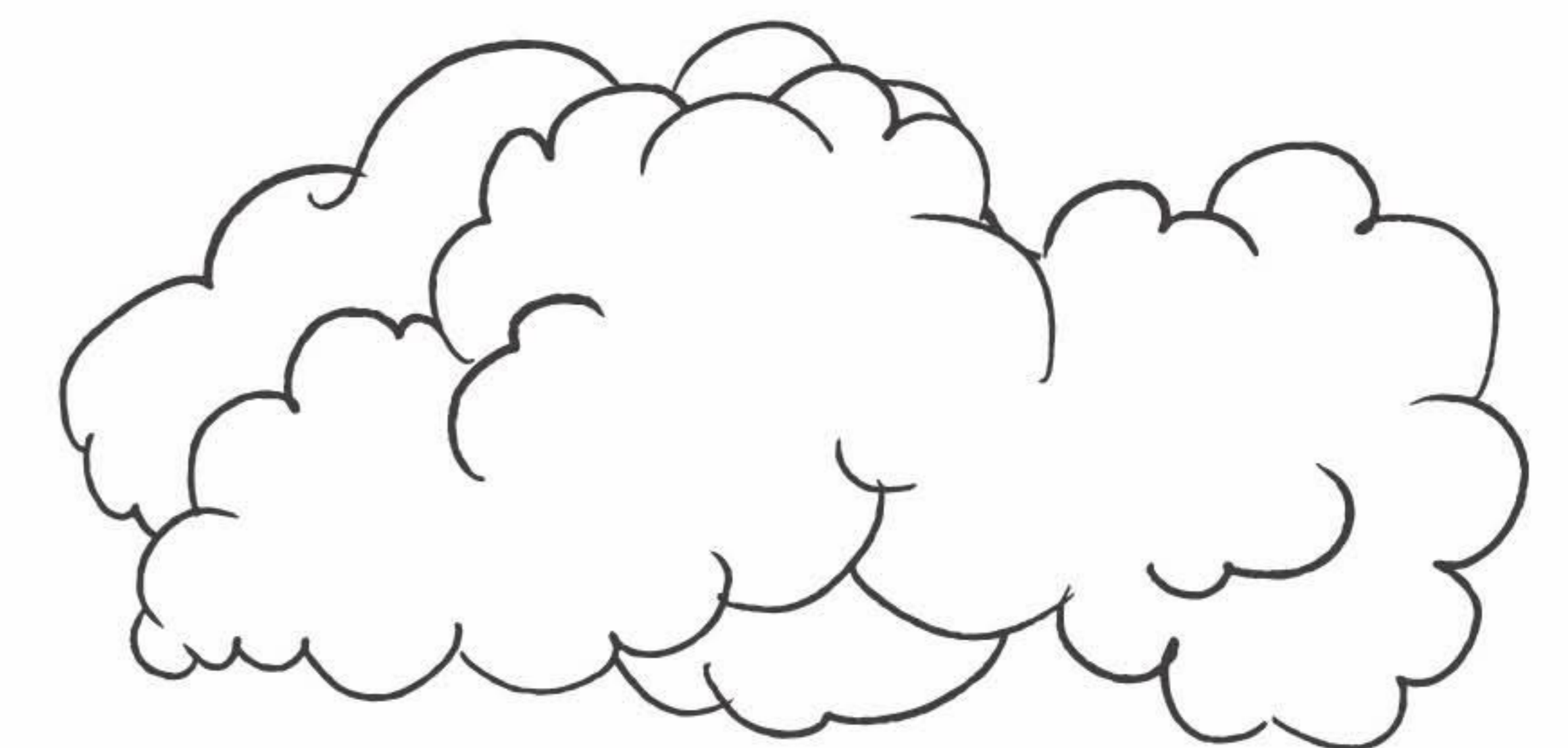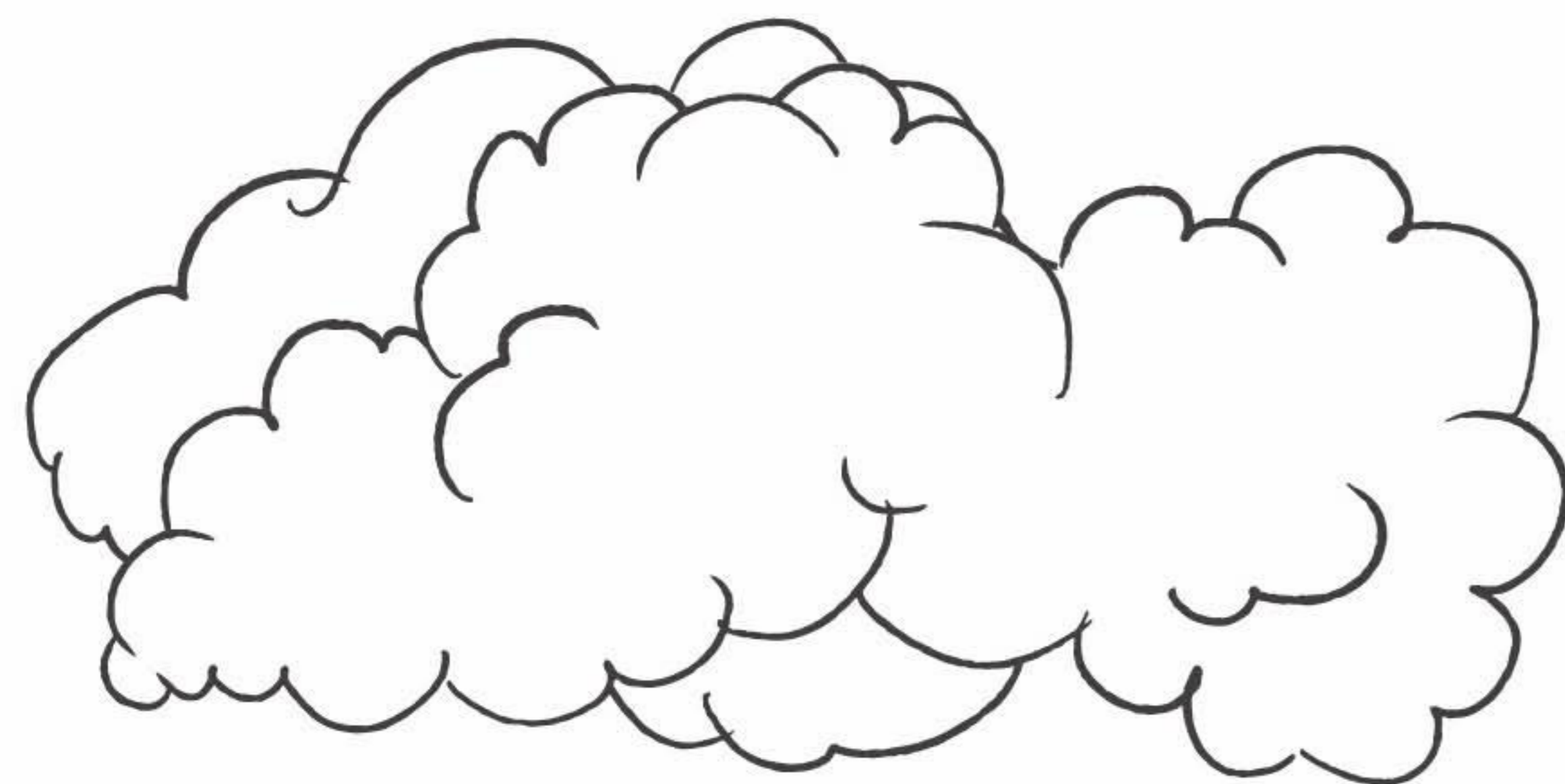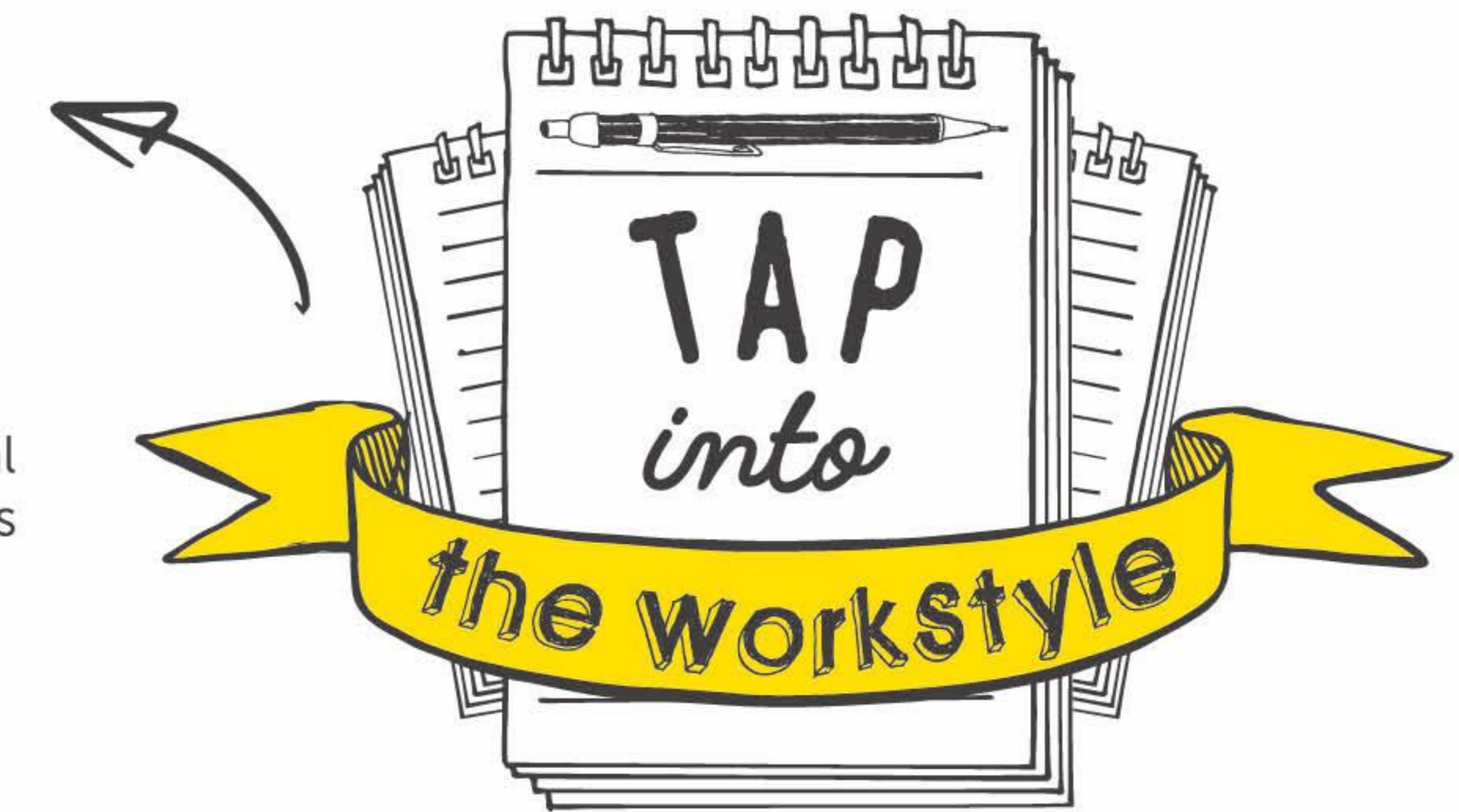
redefining where we work

TAP into the workplace

The workplace as we once knew it – the place where we go to work – is not the same. What used to be floor upon floor of desk-bound workers complete with simple amenities, has been superseded by colorful creative spaces and bespoke furniture, designed around specific workstyles. The physical building is now set out to foster collaboration or concentration at any time of the day, in-house or remotely. Does this sound like your workplace? What can you change to get the best out of your workforce?

here, there, everywhere

TAP into the workspace

Whenever you're working, you're occupying a workspace. Today, this can be just about anywhere – a desk, a meeting room, a huddle space, your kitchen at home, even a beanbag. Inspiration can happen anywhere. Productivity is no longer confined. Businesses are recognizing the value of enabling industry and collaboration across workspaces – wherever they happen to be. Is your enterprise equipped with the tools to enable a more fluid way of working?

Tap into the Workforce

Who are today's workers?

The makeup of the workforce is evolving. By 2020, Millennials and Generation Z — people born from the 1980s onwards — will comprise nearly 60% of the workforce. Businesses need to strike a balance between attracting and retaining the best young talent and making sure they don't alienate their Generation X leaders. Finding this employee-experience 'sweet spot' will enable them to thrive and truly harness the power of shared knowledge across the generations.

The forces at work on the Workforce

There are many trends shaping the workforce. The most important of these are the shift to remote or flexible working and the 'gig economy'. According to Forbes, 43% of Americans spend some time working remotely, while 82% of millennials in the US say they feel more loyal to their employer if they have the freedom to work flexibly, in a way that suits them. After all, digital technology now means there's no need to be in the same room to have face-to-face meetings. And this trend is not just confined to the US. Workforces around the world are spending less and less time in their traditional workplace setting.

At the same time, global freelance employment is on the rise. In 2017, according to Intuit CEO Brad Smith, in the US alone *"the gig economy… is now estimated to be about 34% of the workforce and expected to be 43% by the year 2020."*

The power of shared knowledge

What do these new drivers mean for the employer? On a practical level, accommodating flexible working and having the agility to bring in short-term, project-specific talent brings immediate advantages. Remote working is a relatively inexpensive employee benefit to provide.

Contract workers are well suited to a variety of scenarios and functions, especially if they have scarce skills and are needed for short but intense transformation periods. Gig workers can also bring fresh enthusiasm and ideas to roles. According to Forbes, *"many are at the top of their fields and have chosen project work for its flexibility, challenge and exposure."*

However, "No business can run with just short-term hires; it's vital to have consistency around company vision and how departments can deliver" (Forbes). Teams still need leaders to be effective. Peter Drucker – the father

of modern management theory – predicted that the decentralization of workers through a freeing up of workstyles would mean a levelling of traditional hierarchies (OgilvyRed's Think series – 'The Future of Work',). This, he said, could be radically beneficial.

Research at Stanford University, the University of Amsterdam and Drexel University has revealed that egalitarian tendencies actively ignite employee cooperation, knowledge sharing and, consequently, performance. At major US law firm Perkins Cole, *"employees rave about the egalitarian approach"*,

according to Fortune. They commend the fact that *"decisions [are] usually made by consensus rather than in a top-down fashion"*.

Leadership teams are recognizing that traditional management structures are on the way out and that an increasing number of workers are most productive and profitable when given greater autonomy. Many are adopting a mindset that views all employees – temporary, permanent, Generation Z, Generation X – as capable decision-makers, and which values individual and collective excellence as well as corporate structure.
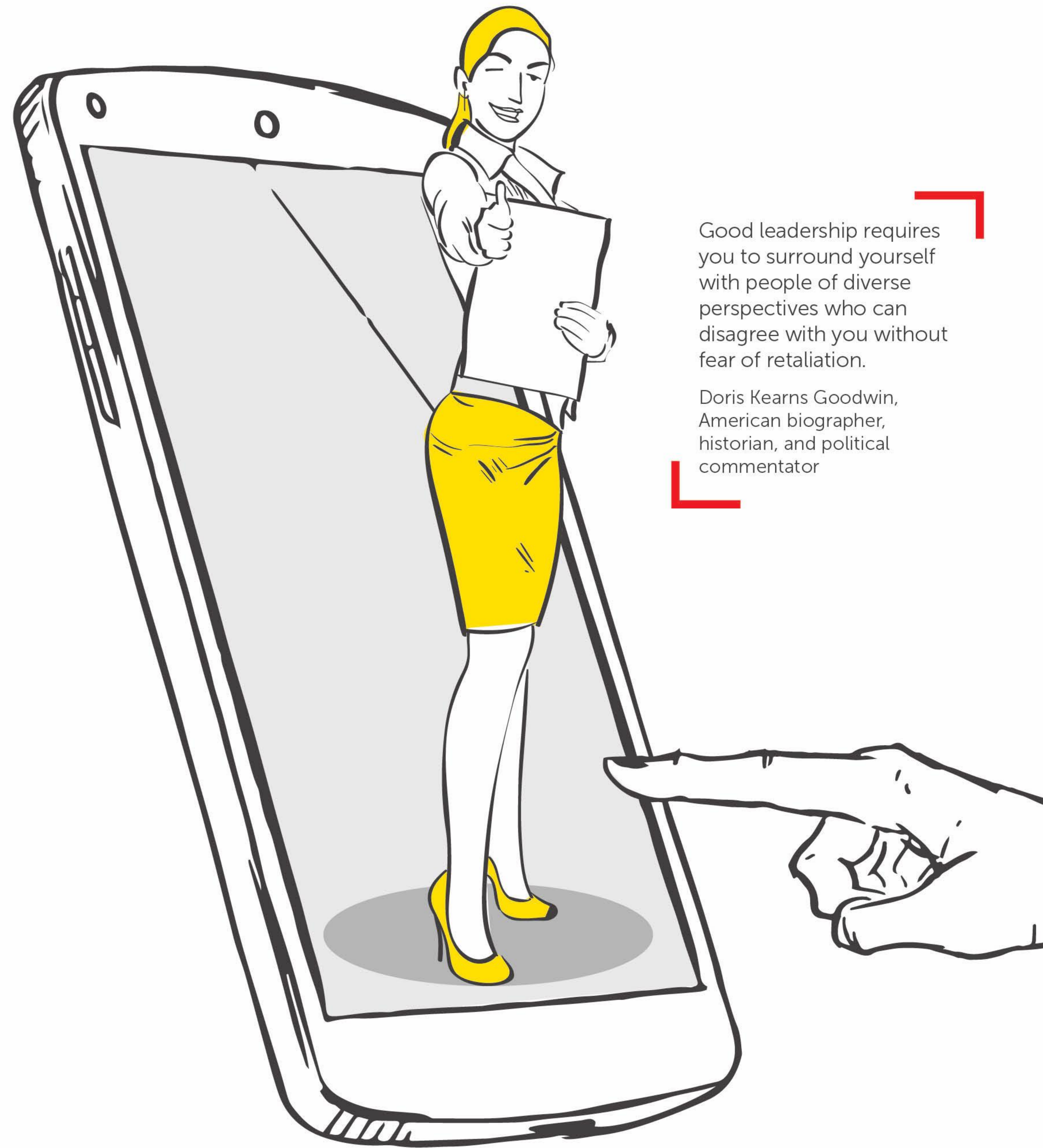
> Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.
>
> Doris Kearns Goodwin, American biographer, historian, and political commentator
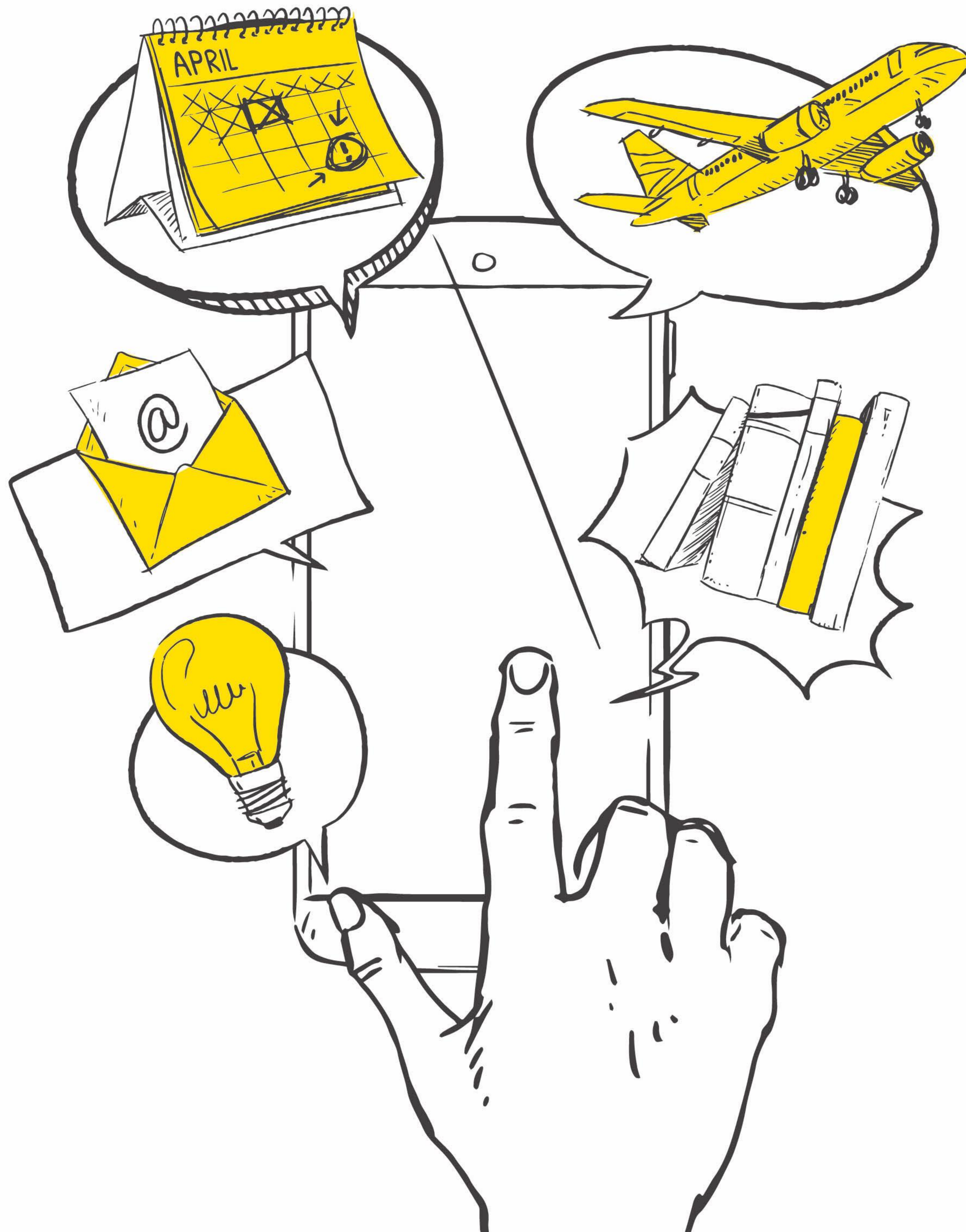
Mediating a new mindset

So how can businesses both activate and take advantage of this agile and more egalitarian working environment? It comes down to two things: a collaborative mindset throughout the organization, and the tools to make co-creation possible.

Mindset shouldn't be a problem with the evolving workforce. By 2020, 59% of the global workforce will be comprised of 'natural collaborators' – Millennials and Generation Z employees who've grown up with online sharing technologies like Google docs, online gaming, social media, cloud-based apps and more. Their expectations are driven by their digital lifestyles.

They're able self-managers, they prefer to share responsibility and they use technology that contributes to their personal growth. As agile workers, they can be expected to find the most efficient ways of working together, from small single-project teams to start-up style innovation hubs within larger businesses.

The right tools for the workforce

In terms of technology and tools, there are differences in how the generations are influencing the way businesses evolve. The first time that a member of Generation Z might send an email could easily be when they begin their career.

Instead, they're more used to face-to-face communication tools such as Facetime, Skype, Snapchat, or Instagram. They don't email, and rarely text. They respond to short, informal, 'stand-up' meetings and consider the 'huddle space' (a strategically small meeting space designed to empower people to meet quickly and easily) their natural territory – never the boardroom.

Millennials, meanwhile, are perfectly at home using text and conferencing technologies. Bear in mind the oldest of this generation remember dial-up internet

Add to the mix your Generation X workforce, whom you can't afford to ignore or alienate as

a good percentage of them will be in senior roles. The good news is, Generation X are perfectly comfortable adopting the latest technology, even if they haven't grown up using it.

'Tools' can also include environments that promote cross-generational collaboration such as huddle spaces and communal areas. Ideally, these should have managed 'bring your own device' (BYOD) capabilities and 'plug-in-and-play' simplicity. Digitally-native staff are often more comfortable with the user-experience offered by their own devices and, if security protocols are adhered to, such capabilities can enable valuable collaboration with others,

such as visiting clients as well as co-workers.

Businesses must provide tools that offer the very best user experience for everyone. The workforce is familiar with technology in different but equally compelling ways across the generations. Employees of all ages are increasingly accustomed to seamless tech experiences in their personal lives and expect them everywhere they interact or have an impact.

Just as they would do with technology providers outside work, if they don't get the experience they want they will look for it elsewhere.

54% of Generation X leaders are digitally savvy, on pace with Millennials (56%)."

DDI Inc. 'Global Leadership Forecast 2018
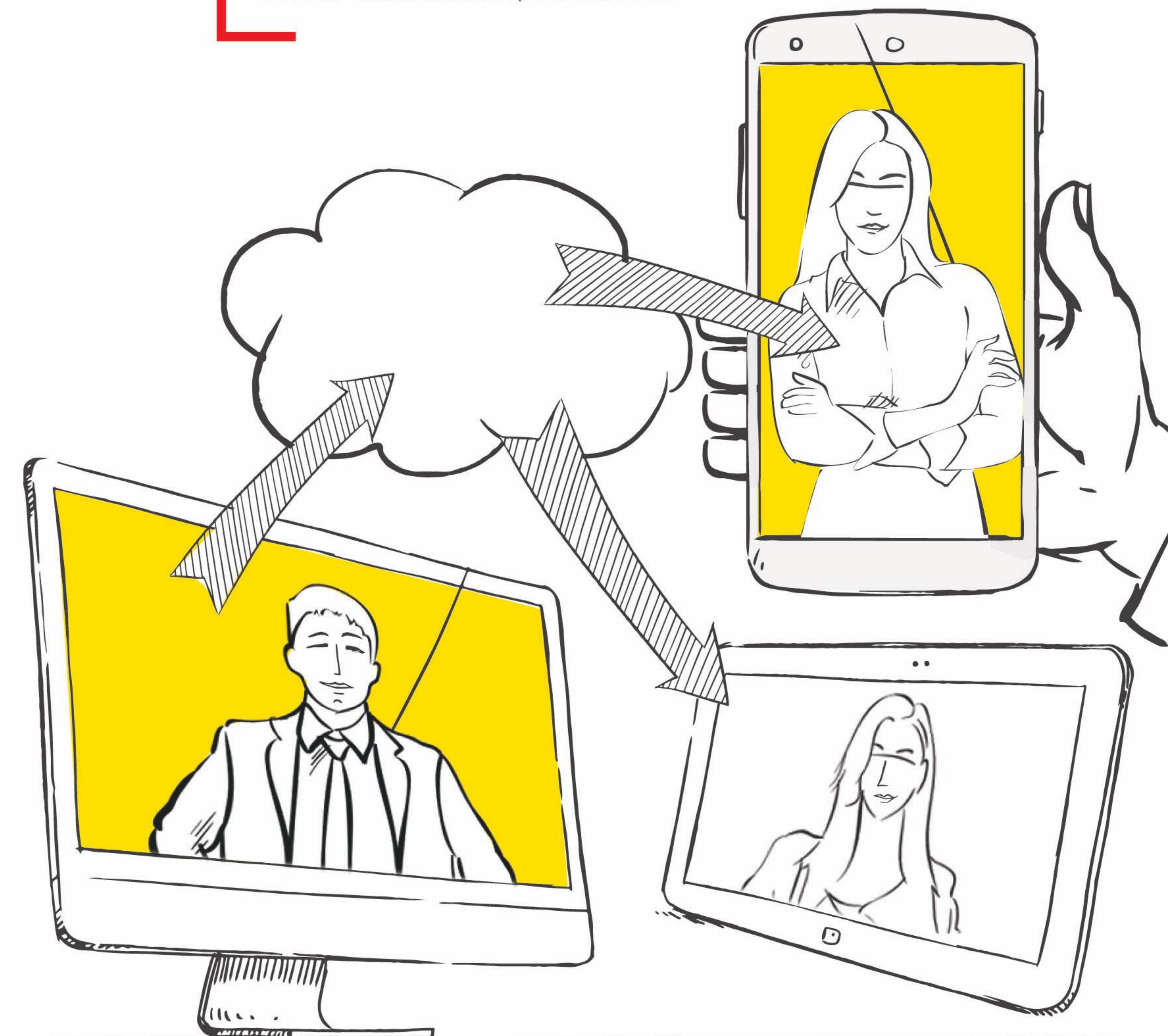
Manage a cross-generational workforce

As harnessing the power of shared knowledge becomes a priority, organizations are now focusing on the key areas that matter more to workers: inclusion, flexibility, individualism, entrepreneurship, well-being, purpose and personal development. Equip your business to attract and engage the evolving workforce with the following actions:

support and empower everyone

Sophisticated technology is now commonplace in organizations. Invest in ongoing skills-development to keep everyone up to speed, especially team leaders who aren't digital natives. Make use of online 'micro-learning' (Short-term focused learning units for skill-based understanding) rather than day-long courses. Education in manageable, intensive, bite-size chunks like this is effective, helps employees achieve individual goals and takes less time. Online modular-based training is also great way to bring new and existing employees up to speed and learn about new innovative ways to collaborate.
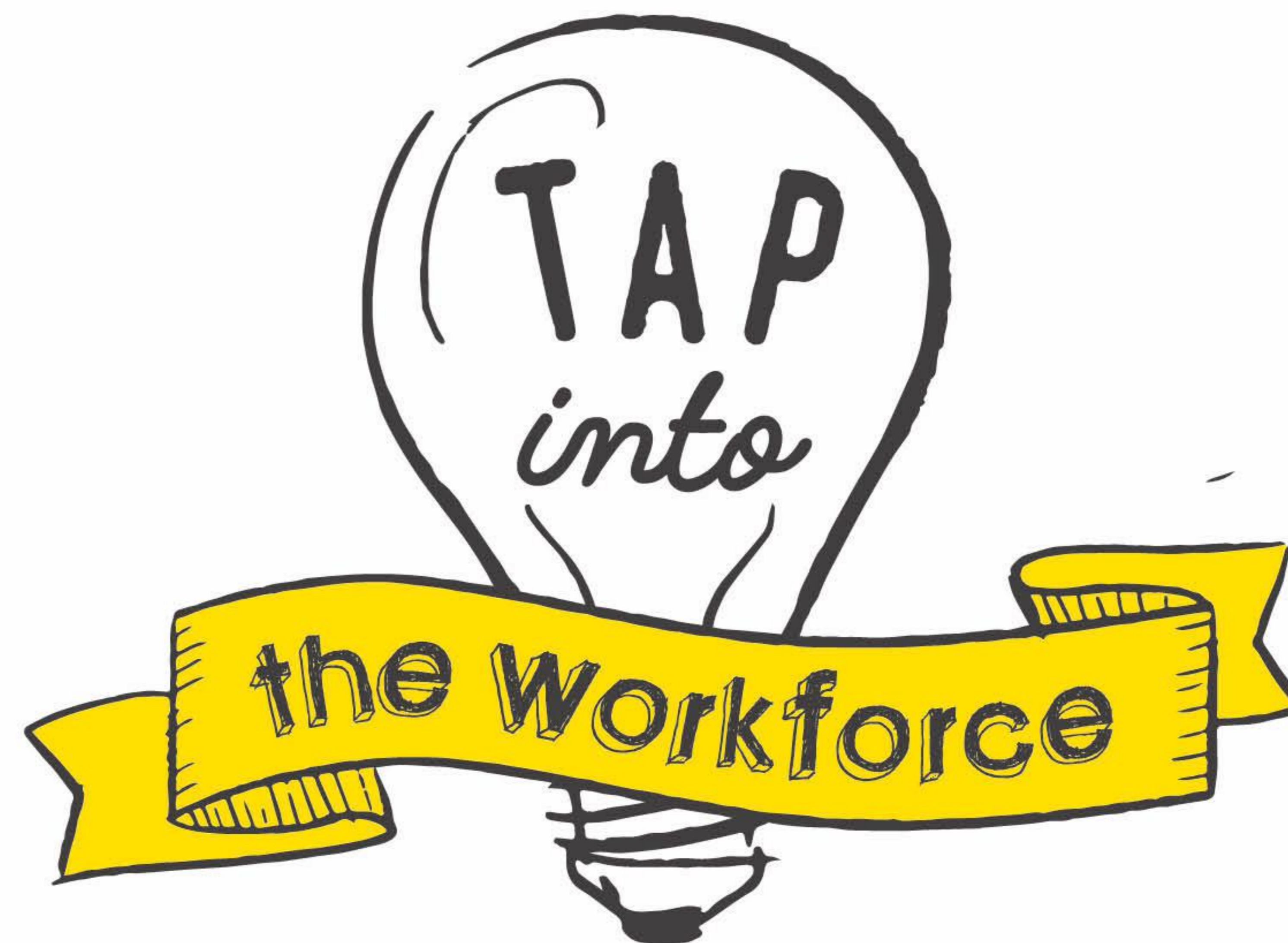
review how you recruit and retain staff

Are you offering enough in terms of connective technology, workstyle flexibility and opportunities for development? Today's HR departments are having to work harder to meet the evolving needs and expectations of the best talent. If you don't provide what the most talented workers expect, they'll go elsewhere.

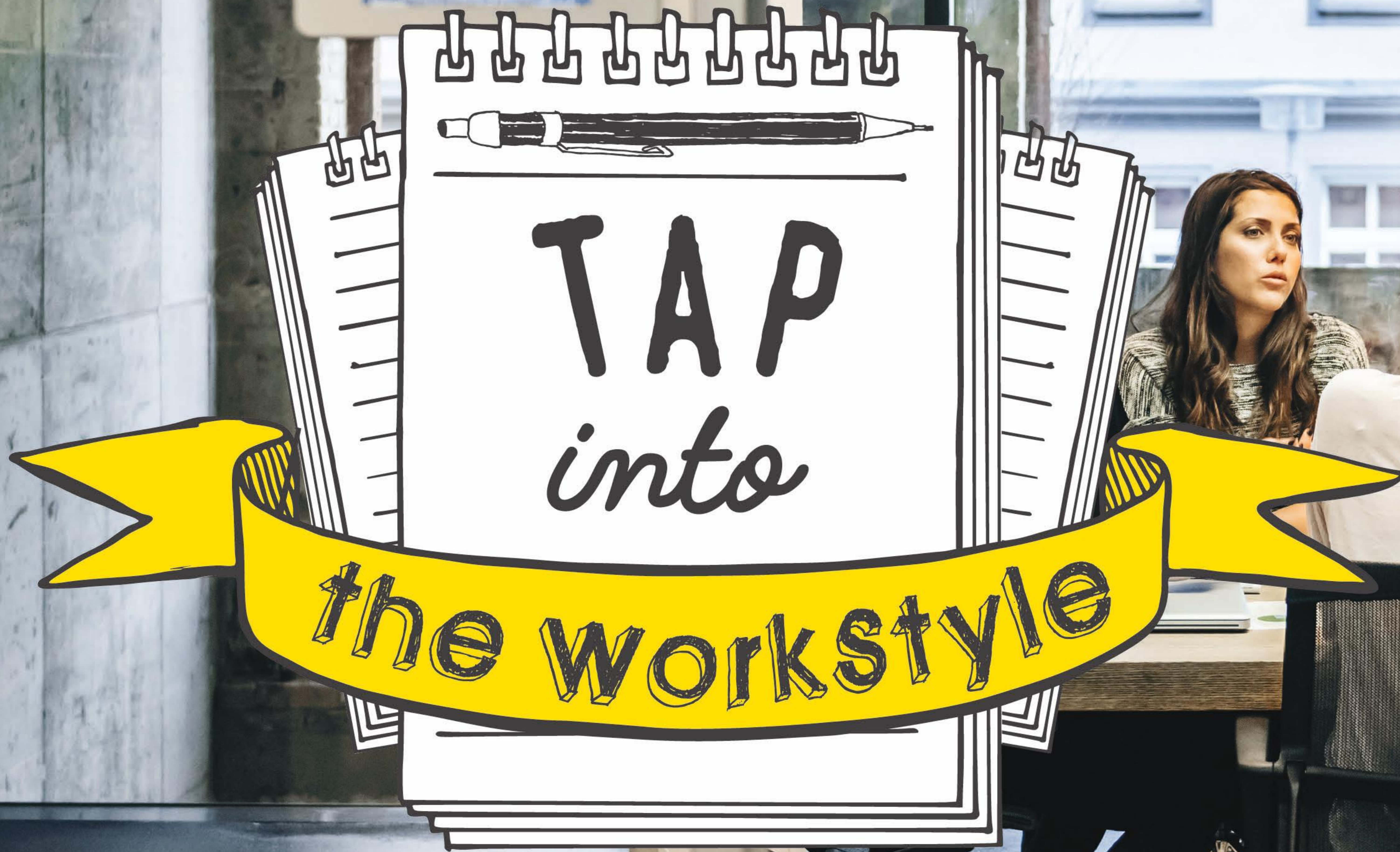**TAP into the Workforce**

Work on your user experience

As a guiding principle, try to think of your workforce as your 'users' (as well as your partners and customers), and your business as the technology they are 'using'. As with technology, a seamless, purposeful, integrated 'user experience' between workforce and business is vital if your enterprise is to succeed.

Encourage cross-generational mentoring

To engage, develop and retain top talent, pair employees from different age groups and different positions within the company. Benefits can work both ways: more experienced employees in senior positions get insight into the lives and workstyles of younger generations, and new workers get visibility into managerial and company-wide perspectives.

think of your people as more than workers

They're your partners and customers, too. The boundaries between employees, supply-chain partners and consumers are blurring. Promote productive collaboration and conversation between stakeholders by making sharing easy through technology, communal areas and huddle spaces.

Enable BYOD integration

Ease innovation, collaboration and workstyle freedoms by making it possible for workers to securely bring their own devices into the workplace, knowing their data and yours is protected.

Giving up the day job

Work – how we see it and how we go about it – is changing. The concept of each member of the workforce having 'a job' – in which they execute the same or similar tasks on a daily basis – is on its way out. Traditional modes of being 'at work' – clocking in, desk jobs, the 9-to-5 – are fading. Today's workers no longer perceive work the way their parents did – they have pioneered a new 'workstyle'.

A new way of working

Much of this change in workstyle is because of the work we do. A further comment from Peter Drucker speaks about "the demise of the wage worker and the advent of the knowledge worker." Knowledge workers, according to Drucker, are paid by the value of their contribution, rather than the number of hours they are 'at work'. They fuse their knowledge and combine their skills with those of others to produce new ideas, products, and services.

Knowledge workers thrive on possibility. They're paid to think. As a result, they don't tend to 'log off' at the end of the working day. For the knowledge worker, ideas keep happening wherever they are, just as the mind keeps working. To use a metaphor from the industrial era, the 'cogs keep turning'.

With knowledge workers being recognized for their skills, businesses will develop a professional ecosystem based around skillsets, rather than 'roles'.

OgilvyRed's Think series – 'The future of work'

Pigeonhole at your peril

Yet just as many of our metaphors for work relate to past models of task-based labor (think of 'the daily grind' or 'working your fingers to the bone'), so many businesses cling firmly to the past and choose not to recognize the evolving dominance of the knowledge worker.

But employees no longer expect to be 'pigeonholed' (another workplace anachronism). They expect to be valued for their unique contribution, to take part in different projects across the business, using their transferrable knowledge and skills to collaborate with others. Enterprises that choose not to recognize this growing impetus risk missing out on the best new talent – and discouraging initiative and innovation in the people they already employ.

Top executives depend on certain tasks getting done, day in and day out. The easiest way to accomplish that is to assign employees to jobs and functions in which they have experience.

The Wall Street Journal, Bosses Who Pigeonhole Workers Waste Talent, Contribute to Turnover.

Drucker declared that increasing the productivity of knowledge workers was "the most important contribution management needs to make in the 21st century.

Harvard Business Review – What Peter Drucker knew about 2020

Workstyle vs lifestyle

Today's new workforce also has a very different approach to the decidedly Generation X idea of 'work/life balance'. Again, this has traditionally been about recognizing a divide – a separation of home life and work, with both as manageable entities. But, as technology connects people 24/7, helping them naturally collaborate across all areas of their lives, work and life are increasingly converging.

Digitally native, collaborative thinkers are bringing their tech expectations and enthusiasms into the workplace and carrying their agile approach out again, into areas of personal fulfilment and endeavor, such as hobbies or 'side hustles'. However, technology is liberating workers across all generations,

enabling them to work in more flexible ways – whether they're juggling parental duties, working remotely, spending time in different locations or collaborating on the move. And all of these changes in workstyle have significant implications for businesses.

Agility enables collaboration

An obvious change is in how businesses are structured. As mentioned previously, hierarchies are being flattened. Middle management is arguably less prized than it once was as organizations strive to tap into the natural, disruptive talent pool at the base.

The days of men in suits sitting in board rooms, cascading information down the corporate hierarchy and running projects by decree, are numbered. Traditional corporate mentalities are dying out. Spontaneity, adaptability, agility and the fast exchange of ideas are increasingly encouraged. There's a desirable ethos attached to being an organization that truly enables collaboration.

This change in mentality is particularly noticeable in forward-thinking businesses that have incorporated huddle spaces in the workplace. Huddle spaces have become very popular with the evolving workforce, facilitating as they do spontaneous, fast, small-group meetings, using the latest in collaboration tech. They're the definition of agile business

in action, enabling a permeation of the disruptive, innovative, 'huddle mentality' throughout the business – driven by those who work that way naturally.

For years now, analysts and influencers have been calling for top-down culture change in enterprises. In a 1992 interview with The Harvard Business Review, Peter Drucker predicted that the best knowledge workers 'would be their most profitable and productive when left to do whatever they wanted, and that the best CEOs of the future would quickly learn to accept this reality' (OgilvyRed's Think series 'The future of work'). In workstyle, that bottom-up revolution is well underway.
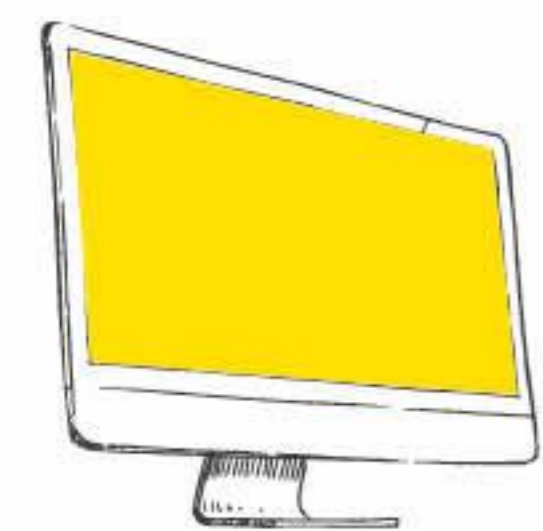
> Meetings bring people together. They're about unleashing the power of shared knowledge. If you bring people together, you always get to a better outcome.
>
> Wim De Bruyne, Vice President and GM of Meeting Experience at Barco

Enabling a more agile workstyle

If your business wants to attract the best talent, you need to provide a welcoming, creative, inspiring workplace – one that lets people work in a style they are comfortable with. Engaged and motivated employees are those with access to the right blend of technologies, and an environment that will set them free. Enable a more agile workstyle with the following actions:

become employee-centric

Consider micro-learning to train – and gain more from – your talent pool. Become a catalyst of ecosystems rather than a controller of resources. Encourage an agile, bottom-up evolution of talent based around skillsets rather than roles, and encourage personal entrepreneurship.
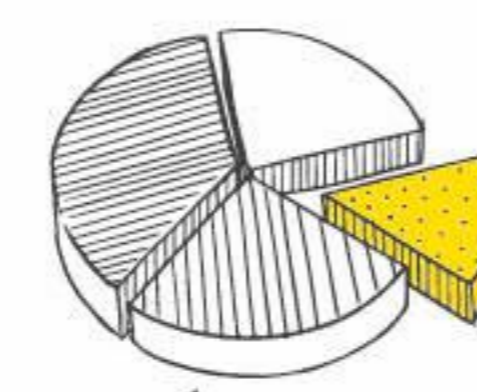
focus on developing digital skills

To IT leaders and many digital natives, speaking in the language of tech is second nature. But to employees with experience in other areas, it can feel like they're talking in riddles. As mentioned earlier, education is paramount to keep everyone up-to-date with digital innovations, and build simple 'knowledge bridges' for those in non-tech roles so they can plug into workstyle agility alongside the rest of the team.

enable collaboration

Put the technology in place to enable fluid collaboration between your workspace hub and remote locations, such as the home or even airport departure lounges. Knowledge workers don't tend to 'log off' when they're out of the office. Give them the opportunity to capture inspiration wherever it strikes, and to share ideas and contribute to discussions wherever they happen to be.

TAP into the Workstyle

dont forget to huddle

Promote a 'huddle mentality' where tasks are accomplished through short sprint cycles by agile teams. Huddles can be intensely productive and informal, highlighting the most important topics or actions of the day and ways to conclude them.
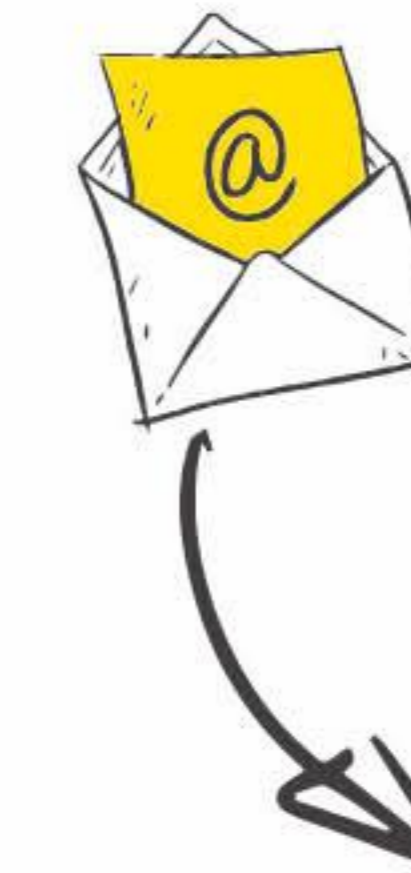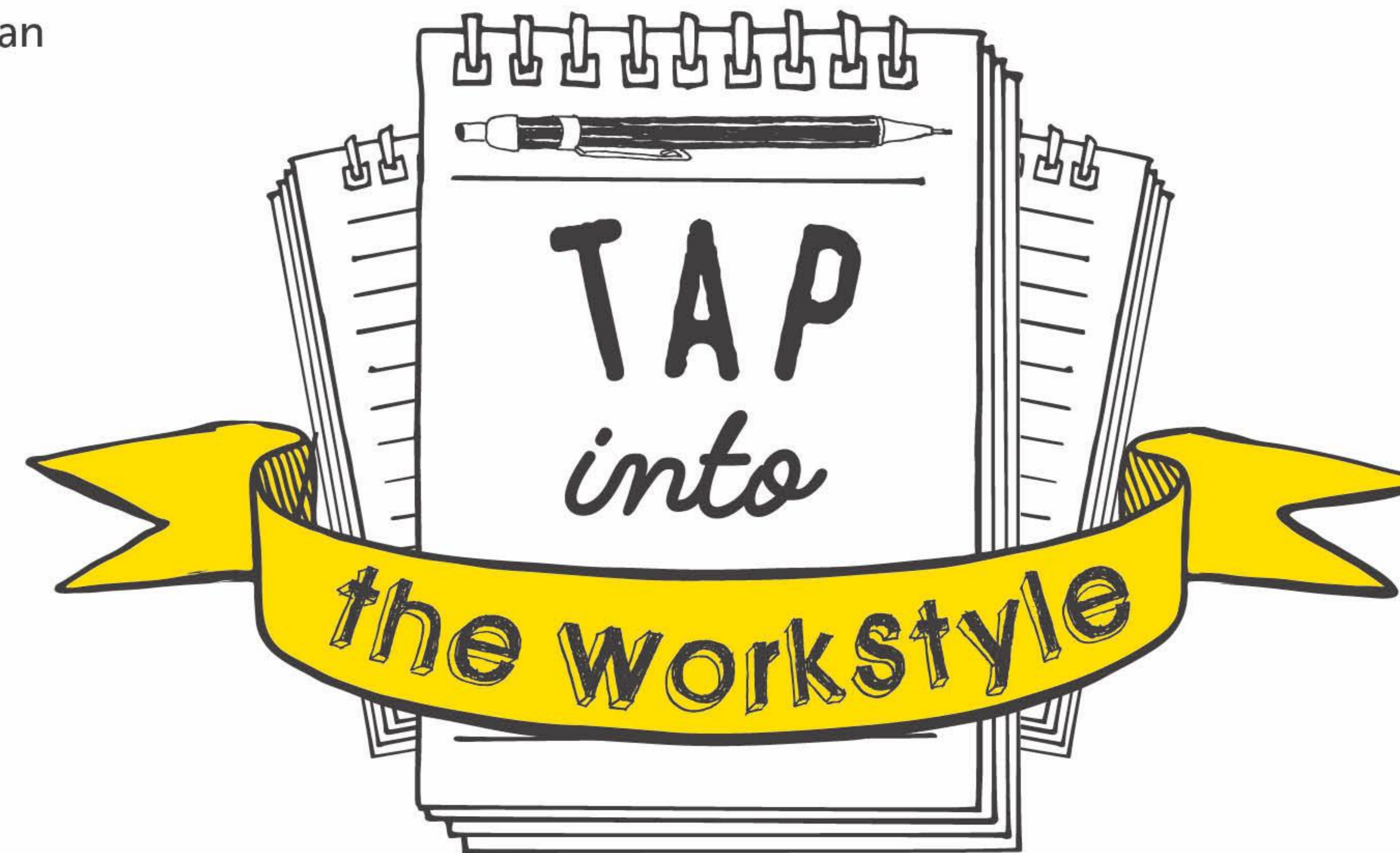
break jobs down

Breaking jobs into chunks that can be distributed amongst team members utilizes talent and encourages the fast exchange of ideas. Team members will encourage and support each other to get the work done efficiently, often sparking innovative thinking in the process. Don't pigeonhole a role. Many employees can add value in other areas of the business and will leap at the chance to do so.

Work virtual

You'll find people working remotely across every agile business. For working parents, distance commuters, team members with disabilities, or anyone needing time out of the office to get work done, virtual connectivity is empowering, rewarding and inspires productivity. A virtual approach is also attractive to a new generation who prefer to use their own devices to securely connect to the virtual workspace.

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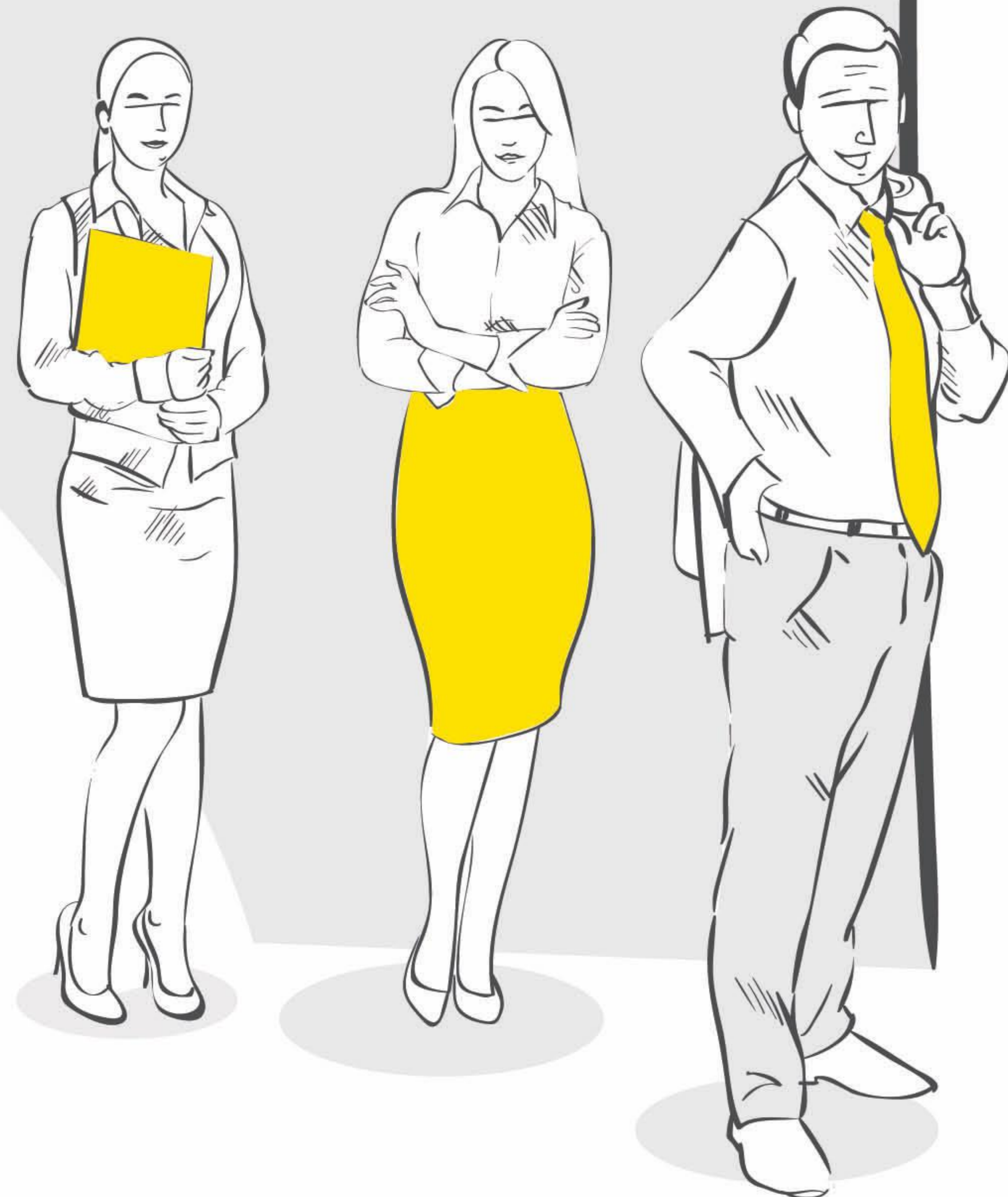
the workplace

Going places

Ten years ago, if you asked an employee to describe their workplace, they'd talk about a purpose-built structure at the end of their morning commute – somewhere they'd complete an honest day's work, leave, and go home. This isn't the workplace of today. The structure may still stand, but the workplace is rapidly being redefined by the evolving workforce, digital technology and a seismic shift in the types of jobs that people are now tasked to do.

From pen and paper to PCs and peripherals

The personal computer – that means one for every employee – has arguably had the most profound effect on the workplace in the last 20 years. Internal mail has been replaced by email, and our filing cabinets now live in the cloud. In fact, because much of the work we do can be done on computers, they have essentially become our workplace. And now, with most employees working on laptops and other mobile devices, our workplace is wherever we can find an internet signal.

Your desk has moved

Having collaboration devices that can follow us wherever we go has literally knocked down the walls of the workplace. Our desk can now sit in places that we wouldn't have thought possible. This has added a new way to do business and also created a new type of employee – the mobile worker.

If employees have the flexibility to work remotely, they save money and time on commuting. At least some of that lost commuting time is likely to be invested back into work.

Joyce Maroney,
Director of the Workforce
Institute at Kronos

Meeting places

Office meeting spaces or conventional gathering places remain important. After all, humans are social animals. But seamless connectivity to physical meeting and huddle spaces within the workplace is becoming imperative to help facilitate real-time collaboration between remote and 'in situ' workers.

Of course, there needs to be a trade-off between agile working and company security protocols for this to happen. Security solutions from major network providers are constantly being introduced, but work still has to be done to achieve the full potential of a distributed workforce while limiting the risks to company data.

The connected office

Unified communications technology will be key to developing the workplace of the future. If employees are to be comfortable working remotely, or from home, they must feel they can connect to the office without difficulty.

In the past few years, the evolution of cloud technology has opened the market for innovation. More companies are offering remote collaboration tools which are cheaper, flexible and easier to install - such as video conferencing.

The rise in productivity promised by new technology will come once we virtualize the workplace.

Demian Entrekin, Forbes Technology Council – The Rise Of The Truly Virtual Workplace.
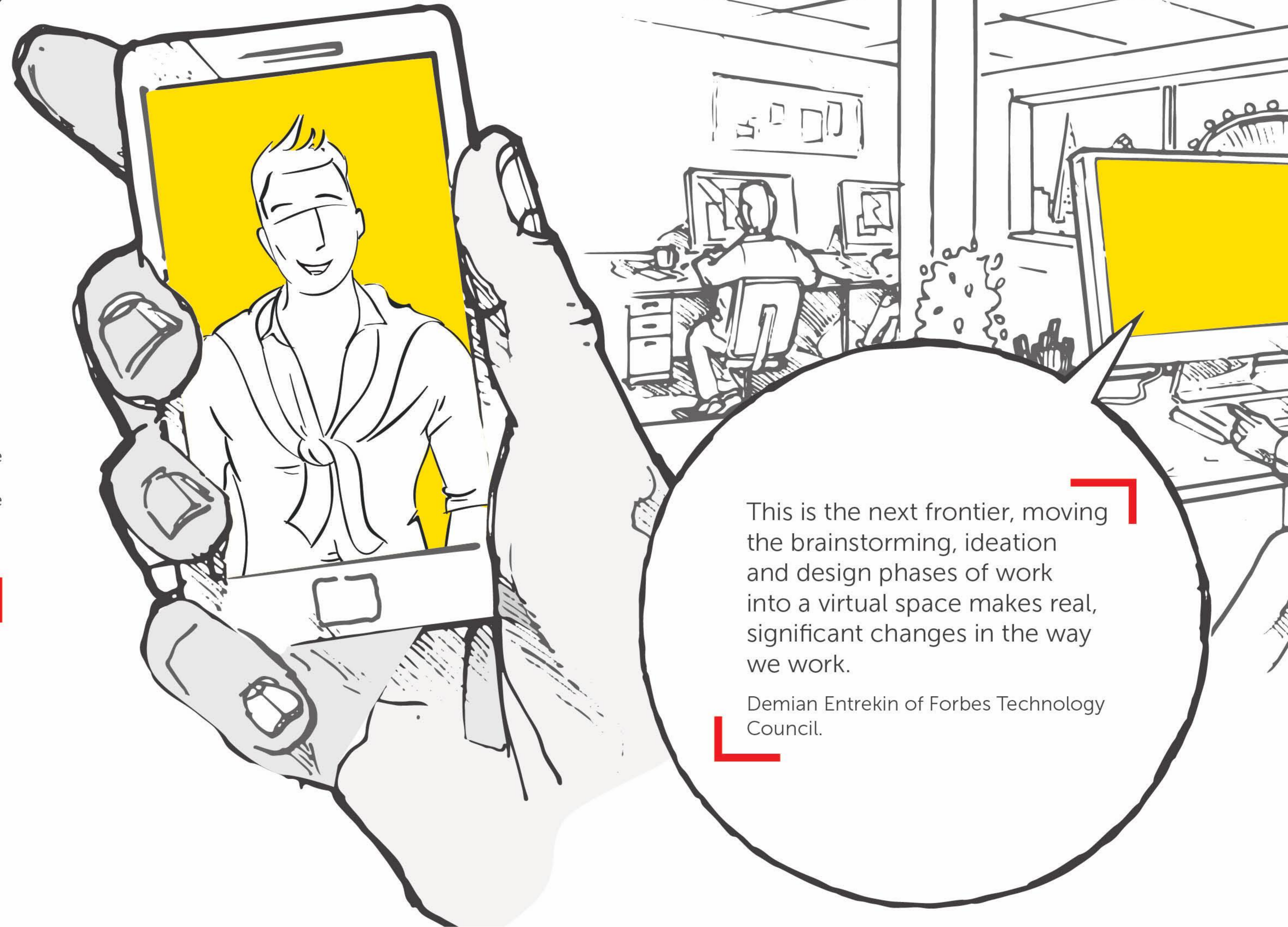
This is the next frontier, moving the brainstorming, ideation and design phases of work into a virtual space makes real, significant changes in the way we work.

Demian Entrekin of Forbes Technology Council.

What's on offer

Never before in business has there been such a broad cross-generational workforce – all with their own preferred ways of communicating and collaborating. Therefore, your workplace strategy and types of collaboration tools will be key for company-wide adoption. Workers will inevitably gravitate to what feels natural. More experienced workers may choose calling and conferencing, while millennials are known to prefer chat and messaging.

By 2020, younger employees are set to make up 50% of the workforce and they are the ones who will be eager to embrace new workplace communications technology, particularly as it supports the flexible 'always-on' remote working schedule they favor.

Always open

As the workforce adapts to become more agile and 'always on', so too must the workplace. Modern, purpose-built smart buildings that are open 24 hours a day, provide easy access to full-time staff and non-pay roll workers alike. For example, 'Gig' workers, who lead a 'digital nomadic' life, can drop-in and collaborate with project leads, face-to-face the night before a pressing deadline.

As Jim Link from the Forbes Human Resource Council says: *"Office concepts that easily incorporate agile workers — a more hotel-like setup where people come and go — are critical to creating short-term collaboration and inclusion needed for a successful engagement.*

Workers do more remotely, but require the office as a stable center for organization.

Study conducted by office design firm Knoll. 'The Workplace net.work'

Collaborate without constraints

Encouraging agile working practices while capturing collective knowledge is still a barrier to productivity for many organizations. This was summed up succinctly by the late Lew Platt, former CEO of Hewlett-Packard: *"If only HP knew what HP knows, we'd be three times more productive."*

Today's digital tools are addressing Platt's frustrations, helping workers to share knowledge without constraints and collaborate in new ways. Again, this is where huddle spaces come into their own. They deliver exactly what today's agile workforces seek; to co-create, ideate, problem-solve and quickly move on.

Digital meeting spaces should be about getting people to engage quicker and achieve business outcomes.

Lieven Bertier, Director GTM Strategy & Services, Barco, ISE Conference 2018

Set the scene for productivity

A smart workplace can also improve the impact an organization has on the environment and its people. Workspaces shouldn't feel like a compromise for employees who also work from the comfort of their home.

To that end, modern workplace strategies need to consider the 'mental space' – an environment that promotes wellbeing through careful consideration of features such as lighting, temperature and CO2 levels. Don't underestimate the positive effect a well-placed shrub or green 'living wall' can have on employee productivity.

The wider environment will also play a key part in attracting the best talent. According the British architect Sir Norman Foster, "Young people will choose office buildings not just based on facilities and lifestyle, but also on their sustainability credentials." This responsible approach to workspace design can only be good for the environment and good for business.

Staff are 15% more productive when they've got control over their environment.

CFO Survey Europe Report

Make it easy

Workplaces that really work will be those where employers think of people first, then introduce the collaboration technology that empowers them.

While the implementation of that technology may not be easy, its experience for employees must be simple and intuitive to enable them to connect, share their thinking and speed up business outcomes.

The workplace, as we know it now, may change irrevocably, but it will remain a focal-point for the transient workforce, retaining its function as the cognitive headquarters of the business.

If you want knowledge workers to report to the office, balance sociability and quiet.

Virginia Postrel, Bloomberg Opinion Columnist – 'Remote Work Is Not About Avoiding the Commute.'
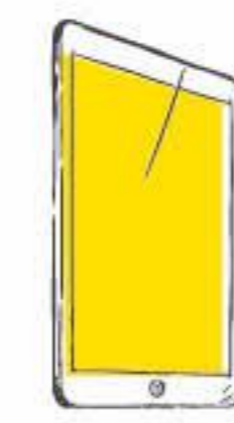
How to set the scene for your workplace

Changes to the workplace and the way we work are happening at a dizzying pace as organizations try to keep pace with today's agile workforce. For many, open-plan offices haven't always gone to plan, as the sight of rows of desk-workers wearing high-end headphones will contest. This may be the reason why many employees choose to work remotely, as they actually get more work done.

Finding a workplace strategy that meets your business needs may involve a little trial and error. A reduction of desks, as 'pods of people' give way to huddle spaces perhaps? Whatever you decide, consider a balance of collaboration and quiet. Think about setting the scene for your workplace with the following actions:

tailor tech

Discuss the collaborative technology needed to facilitate a more fluid way of working. This may include anything from apps for remote working to presentation technology that connects multiple devices in huddle spaces. Doing so helps avoid missed opportunities or inefficient use of space.

get a good signal

This may be obvious, but internet connectivity can be a major source of workplace inefficiency. If everyone decides to work from the office, will your connection cope?
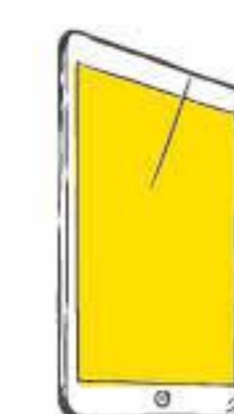
welcome all-securely

Create lean, agile and secure spaces that allow autonomous or freelance workers to think and collaborate with full-time employees – even visiting clients.

TAP into the Workplace

work your workplace

Get feedback from your workforce. Find out if your existing workplace environment and collaboration technology works for your remote and local employees. Encourage suggestions from frequent users and adapt accordingly – a small change can make a big difference.

Involve all parties

To create a workplace for collaboration, you must first collaborate. Engage your C-suite so they understand your goals and get your workplace and innovation teams together to discuss your future vision.

remote workers shouldn't feel remote

Empower knowledge workers by delivering a seamless user experience – one that encourages interaction and co-creation with other, more fluid locations outside your main office hub. While your employees may be widely distributed, they should be able to tap into your workplace, any time, from anywhere.

The office of the future might have fewer people in it, but the ones who are there will matter more than ever.

Andrew P. McAfee, Principle Research Scientist, Digital Business at MIT's Sloan School of Management – 'The rise of the Virtual Office'

TAP
into
the Workspace

More space to think

More often than not, our best ideas don't come when we're sitting in front of a computer. They arrive when little distractions allow our thoughts to wander from the task at hand. These 'little distractions' are what many large enterprises see as the catalysts for collaboration. And it's why we're seeing dramatic changes in workspace design.

Let's huddle

Declassifying the 'desk' as a workspace started back in the 1980s when folders and filing cabinets gave way to word processors and bulky computers — back then, not every desk had one, so you had to switch to a designated area to use them. This could be seen as the start of hot-desking as you could no longer furnish a desk with personal items if you spent large parts of the day away from it.

Today an increasing majority of the workforce are just fine with that. Just as they have demanded more flexibility in their working hours and places of work, they have also demanded more flexible workspaces.

According to the World Economic Forum: "Unlike generations of white-collar workers before them, modern employees want — and often demand — flexible spaces that are conducive to thinking, and that help them perform the tasks required of them. These might include soundproof booths, soft seating areas or standing desks."

Our new building is really designed to spark not just collaboration, but that innovation you see when people collide.

Scott Birnbaum — Vice President Samsung Semiconductor, taking to Harvard Business Review

Enterprises are also realizing the power of small focused teams to help boost productivity. For the modern workforce to achieve maximum potential, they need quick collaboration spaces where they can engage face-to-face or through video conferencing.

As commented on before, unlike traditional conference rooms, huddle spaces are quick to set up with space-saving plug and play devices more in tune with versatile group working. According to research by Wainhouse, around 55% of younger workers have begun to push their conference managers for spaces with more accessible video solutions.

Flexible and fun

Unbookable workspaces that inspire employees are already a familiar sight in the world's most innovative companies. Google's offices, for example, are full of quirky huddle spaces, games, activity areas and even adult-sized slides.

The company's long-term office space strategy is not about desks and computers, but finding ways to stimulate, encourage, engage and collaborate – because these are the key ingredients for boosting staff morale and encouraging innovation.

Etsy's Brooklyn headquarters meanwhile, has a living 'greenscape', making the space feel more like a treehouse than an office. This is what Etsy fondly refers to as the "Green Embrace," the idea of bringing the outside in, of nature permeating and reclaiming the building. These 'funky' new designs and campus-style complexes act as a draw for the workforce; to make the office their workplace of choice – which, in turn, promotes more face-to-face, agile collaboration.

Huddle rooms and open spaces will represent 67% of all video conferencing deployments by 2020.

Frost & Sullivan 'Looking Beyond the Hype' report Feb 2018
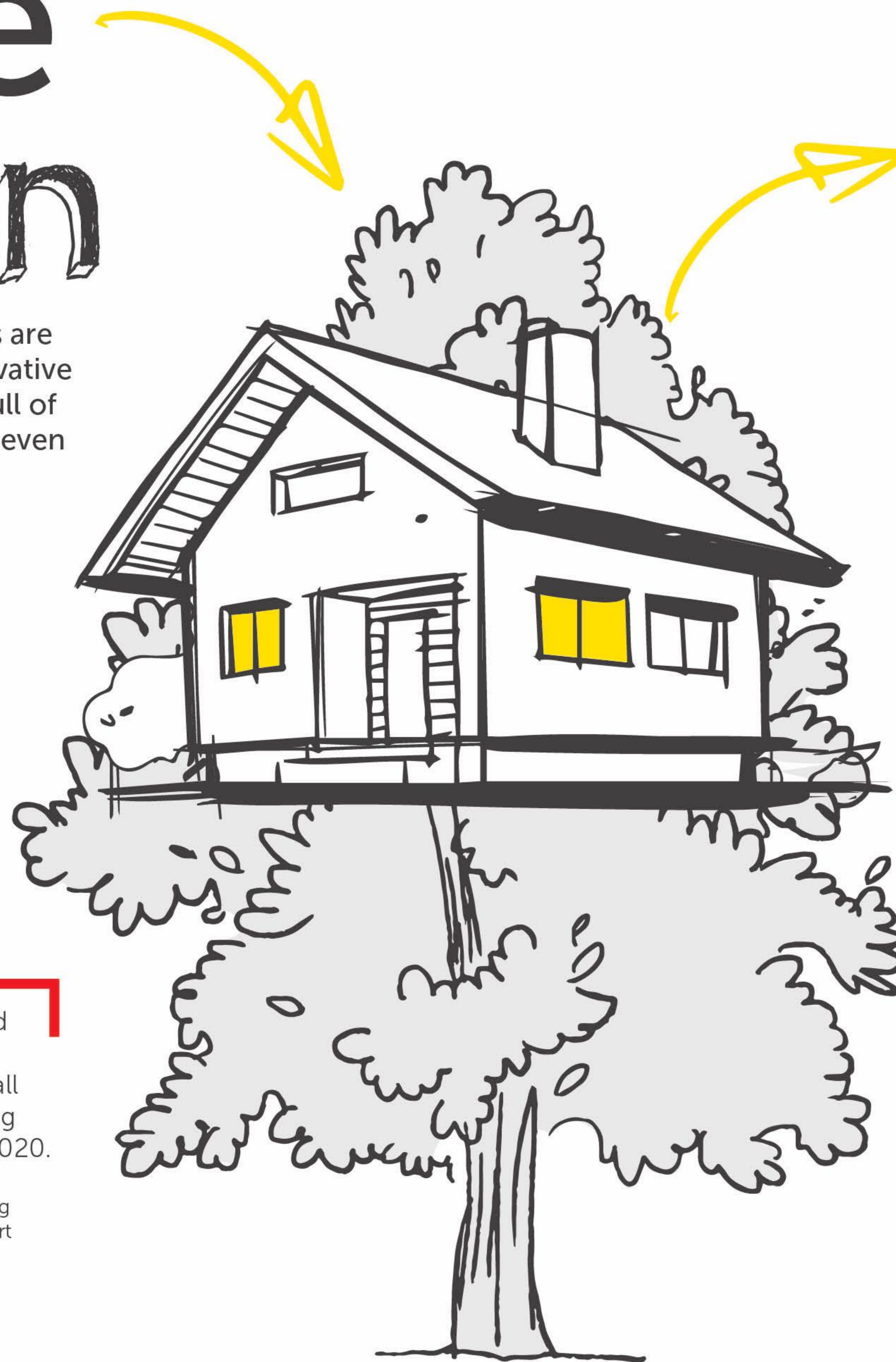
Technology the real enabler

However, creating flexible collaborative workspaces isn't just about applying soft furnishings. To convert collective thinking into action requires intuitive, sharing technologies that have been specifically developed for changing workspaces and a mix of devices.

"It's about unleashing the power of shared knowledge," says Wim De Bruyne, Vice President and GM of Meeting Experience at Barco. He adds, *"You need to make the sharing of information much easier. This includes the integration of remote collaboration, because nowadays there will always be at least one remote participant in a meeting."*

Of course, remote working is also now an important factor in modern workspace design. Today's workstyles mean project teams can be widely distributed, so huddle space technology needs to accommodate those working locally and remotely.

Value-added visualization

As ad-hoc collaboration in purpose-built environments rise, we're likely to witness a race to identify and develop huddle-specific technologies. Augmented Reality and Virtual Reality are all expected to play a part. But the trick will be to avoid gimmickry — their inclusion must add to the experience rather than be a novel sideline.

Imagine projecting a 3D holographic schematic into the center of a workspace that everyone, no matter where they are based, can interact with. Wouldn't that be a highly valuable presentation tool?

From movies to meetings

It seems like the stuff of science fiction movies, but this type of data visualization is already being used successfully in the medical field to train students and surgeons — without the need for special glasses. Where VR headsets are included, motion controllers track the movement of hands and fingers to act as digital pointers, creating a much more immersive presentation.

Technology such as 3D holography, delivering that true 'Minority Report' experience, may not yet be commonplace, but multi-touch screens that recognize gestures such as pinching and zooming are already in our pockets in the shape of smartphones. And now, much larger multi-touch screens are being introduced as the centerpieces of huddle spaces, connecting with personal devices to facilitate collaboration.

Automation is another feature certain to make meetings more efficient.

We believe, the days of people entering a meeting space and taking manual action before they start should be over," says Jan Vanhoutte, Director of Product Management at Barco. "Intelligent meeting rooms will be ready to accommodate a number of different devices.

With the right technology, huddle spaces will emerge as the champion of collaboration — seen as a better use of valuable real estate. It adds speed, agility and even excitement to sharing content. And that's something that larger traditional conference rooms simply cannot match.

# Workspaces
that work for you

The workspace is the engine of your digital workplace. It is therefore important to understand how people, processes and technology drive your workspace strategy. To foster collaboration requires deliberate effort to balance all three and create spaces where people can be productive.

Transform your Workspace by considering the following:

give employees more freedom

Work is no longer a place we go, but a thing we do – and with today's collaborative technology, we can work just about anywhere. As an employer, when your focus is on completing projects and producing good work, not clocking-in, you give employees the flexibility to be more productive. Flexible hours and working from home can boost morale and improve mental health to help you get the most out of your workforce.
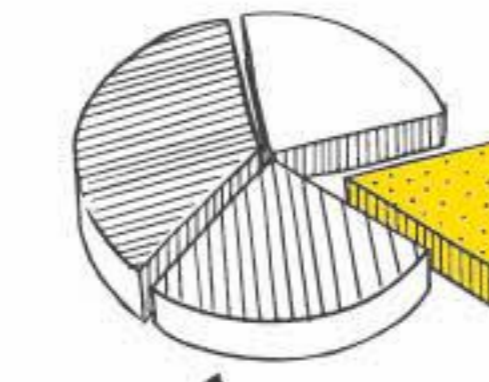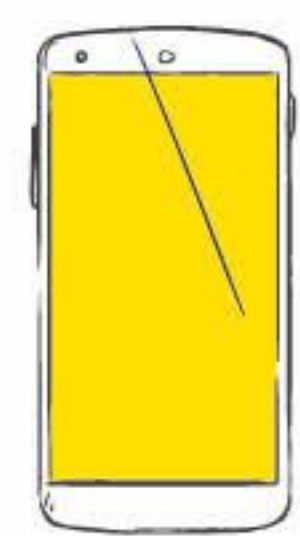
Ensure employees can access data

Ensure employees have access to all their data and applications. Working digitally, wherever they choose, means having secured access 24/7. This could be shared team folders, specific company apps or their own personal drive stored in the cloud. Your physical building may not always be open for business, but your remote workers will be.

Consider micro-learning

Short spurts of learning in bite-sized chunks empowers employees to learn in their own time. Online modular-based training is a great way to bring new and existing employees up to speed and learn about new innovative ways to collaborate.

TAP into the Workspace

mix and match spaces

Consider designing a number of different environments that allow employees to choose the one that suits how they want to work – a bright, multicolored huddle space may be sensory overload for some.

support employee's choice of device

Often employees will perform work-related tasks on a device they love and use regularly. This could be recording ideas, taking notes, or bookmarking online content while on the move. However, the increased flexibility of including BYOD also comes with security risks. Consider keeping your internal networks safe by implementing systems such as Secure Wireless Networking, which can segment BYOD networked devices. Or, partner with a communications provider offering Mobile Device Management. They can implement policies to help employees feel safe about accessing company data as well as personal information.
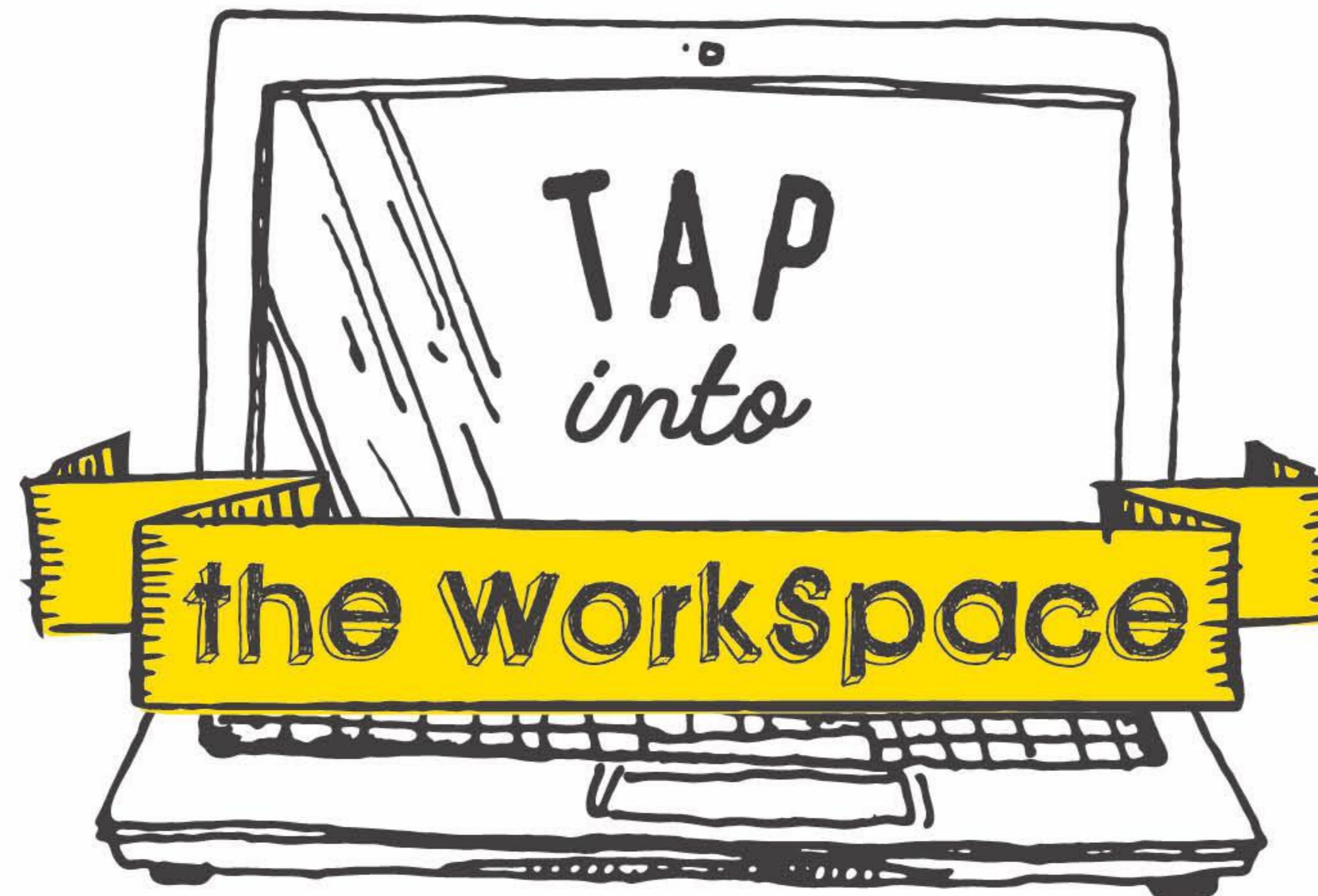
Invest in technology fit for the space

Does your huddle space require a screen, or will tablets work better? Can remote workers easily connect with colleagues, or is the space a Wi-Fi blackspot? When designing meeting spaces or zones, make sure collaboration isn't hindered by technology – lose the cables.

allocated seats to open areas

Traditional office buildings were built for solitary work, resulting in lots of walls and doors. Collaboration was something that usually took place in the conference room down the hall. Now, with the rise of remote working, solitary work can be done at home or in smaller designated booths or pods – this leaves more office space for ideas to spread. Think about creating non-traditional areas with quirky furniture and technology that encourages creativity and helps convert conversations into productivity.

Making the four Ws work for you

We know that today's workforce has never been more diverse in age and experience, and that as an employer, you should be looking to harness their knowledge, not their time.

We also know that your people can be productive anywhere, thanks to smarter mobile devices, faster connections and an increase in collaboration tools. And, we know that your physical workplaces and spaces will need to adapt to a more fluid way of working. But as an enterprise, how can you bring it all together in one coherent strategy? It can seem overwhelming.

We've already demonstrated however, with the right mindset, it's more than possible to keep up with the pace of change – and make your business a thriving part of it.

By reviewing and making incremental changes to the four areas of transformation in this guide – Workforce, Workstyle, Workplace and Workspace – you can deliver a strategy that enables and responds to the full spectrum of workstyles. A business that's best placed to meet the communication needs of the evolving workforce and attract the choicest talent for your business.

Harness the power of shared knowledge across the generations and you can make your business more efficient today and better prepared for tomorrow. Helping your workforce collaborate is the key to future-proofing your business – and becoming undisruptable.

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TAP into the Workstyle

TAP into the Workplace

TAP into the Workspace
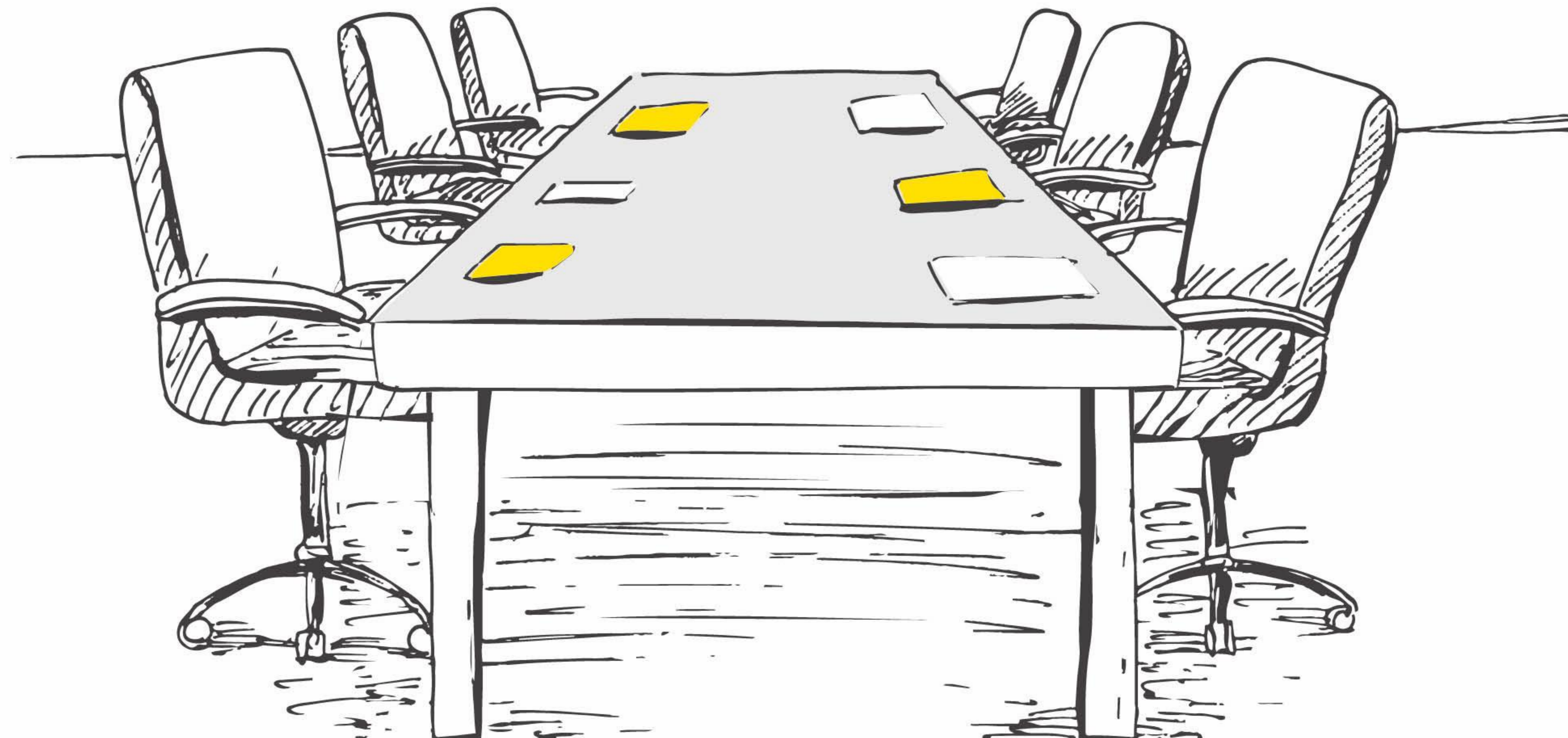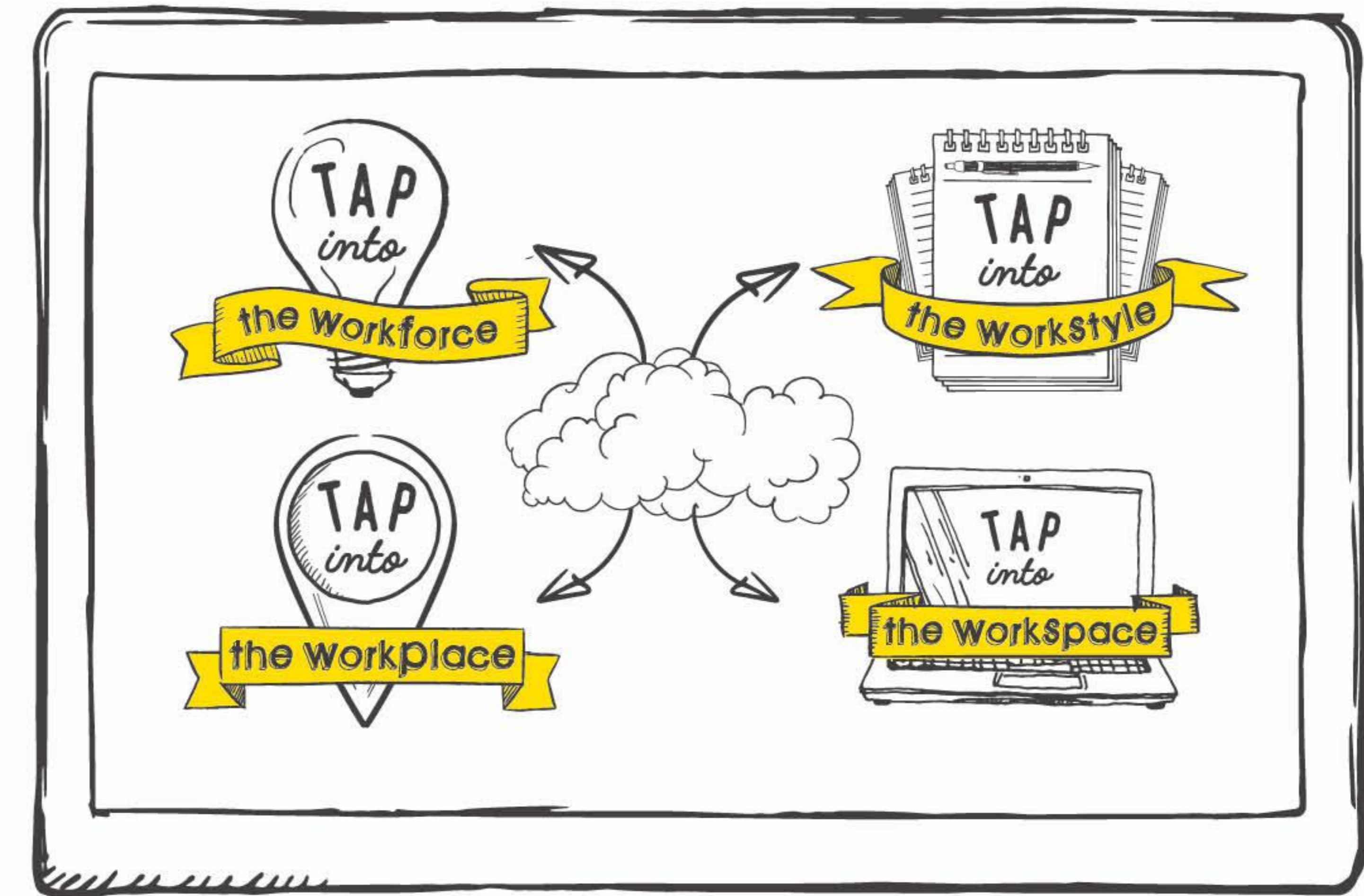
the Workforce

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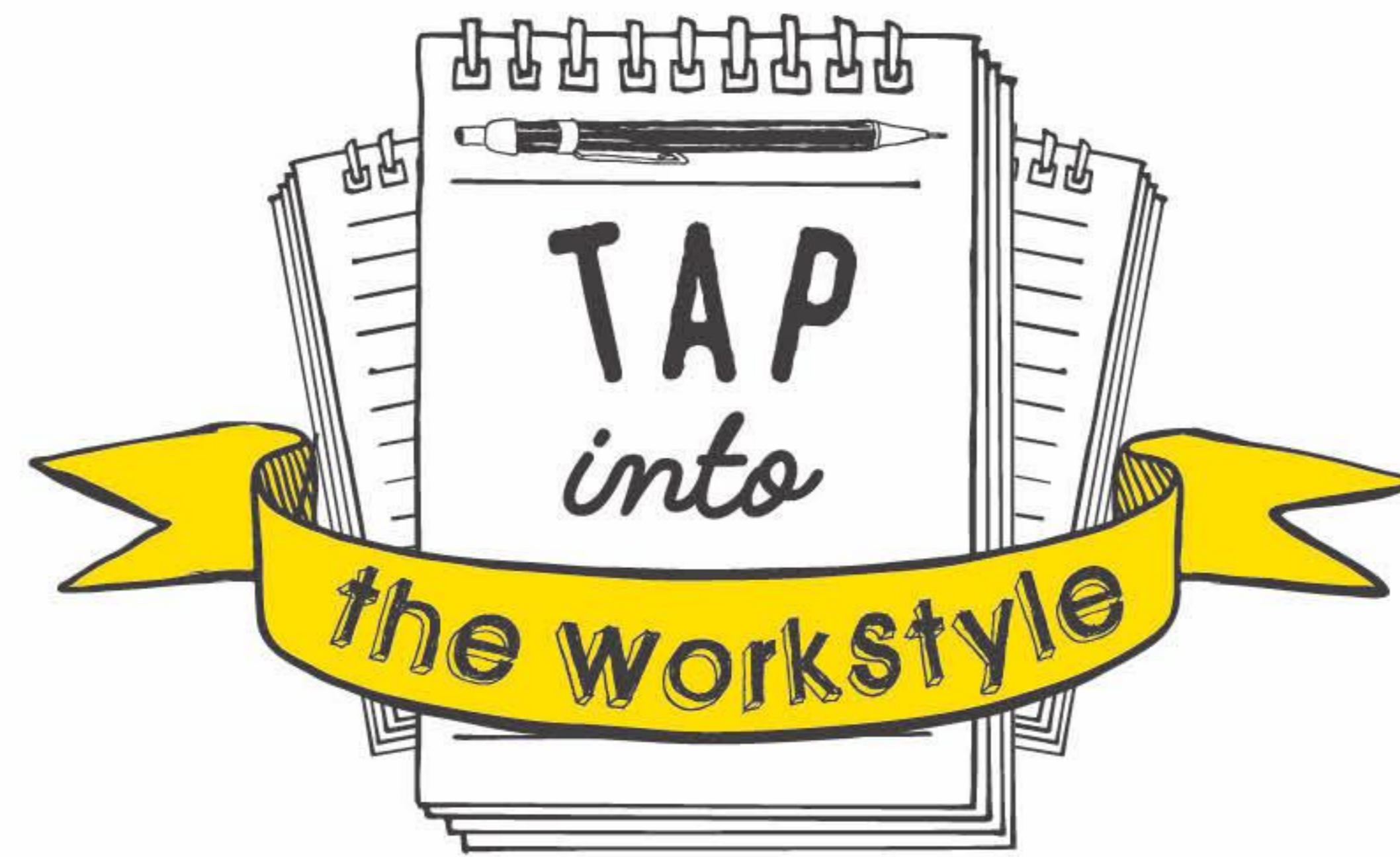
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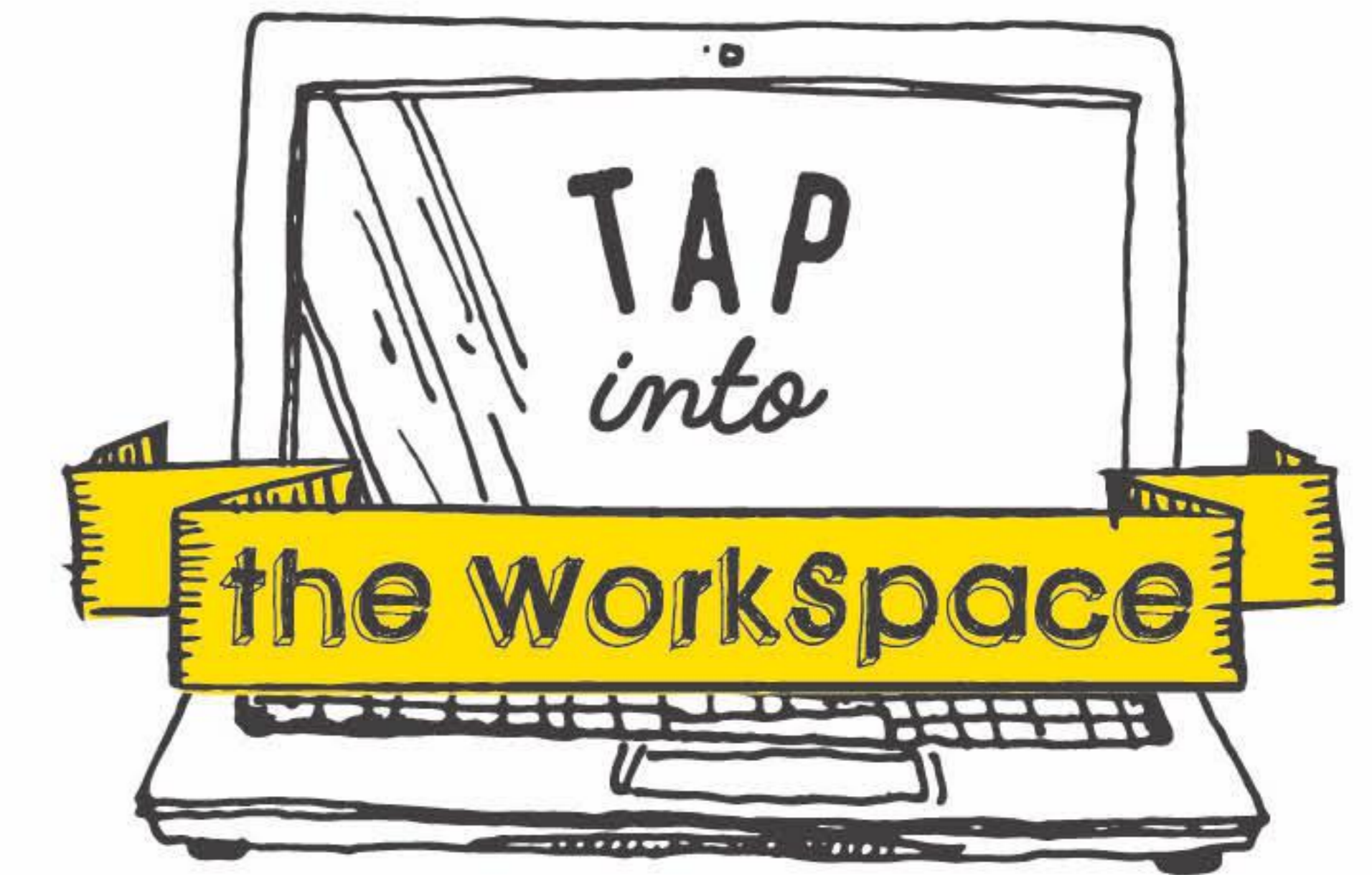
the Workspace

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ISE 2018 interview. Wim De Bruyne, Vice President and GM of Meeting Experience at Barco

ISE 2018 interview. Jan Vanhoutte, Director of Product Management at Barco

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