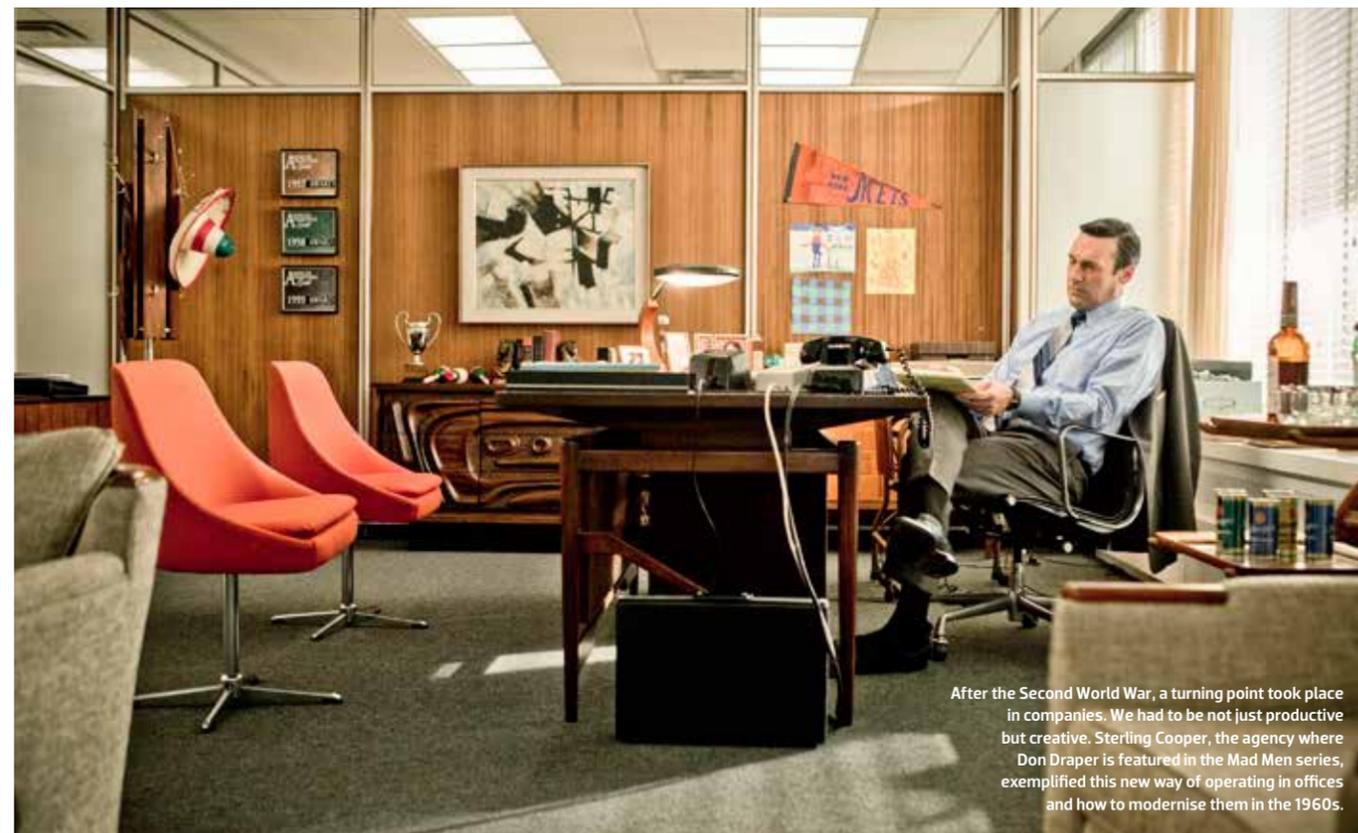


COVER STORY

New workspaces

Photo: Justina Mintz / AMC



After the Second World War, a turning point took place in companies. We had to be not just productive but creative. Sterling Cooper, the agency where Don Draper is featured in the *Mad Men* series, exemplified this new way of operating in offices and how to modernise them in the 1960s.

NEW WORKSPACES

DRAW ME AN OFFICE!

The present period may be seen as a vastly multi-faceted transitional period encompassing globalisation, urbanisation, climate change, the changeover to different energy sources and all that implies for new construction (including the emergence of smart buildings), the arrival of new generations onto the labour market and the spread of digitisation in all fields. These developments are all being accompanied by changes in social norms and our relationship to work. To respond to these developments, companies must adapt their working culture. Many of them have undergone profound changes to their way of working and gambled on a successful metamorphosis.

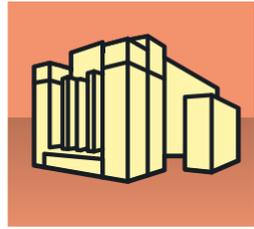
Text: Corinne Briault

Working hours and rhythms that are increasingly complex and out of sync and the intrusion of modern technologies into all our lives have eroded the distinction between personal and professional life. In twenty years, numerous developments have transformed the world of work: feminisation; changes to, and a general reduction in, working hours; longer lifespans; a retirement age that allows us to enjoy a few more years of life – possibly working but in non-traditional work; the growth of free time. These are all elements making the old litany of “subway, work

and bed” tend to disappear. Workers’ current lifestyles no longer resemble those of previous generations.

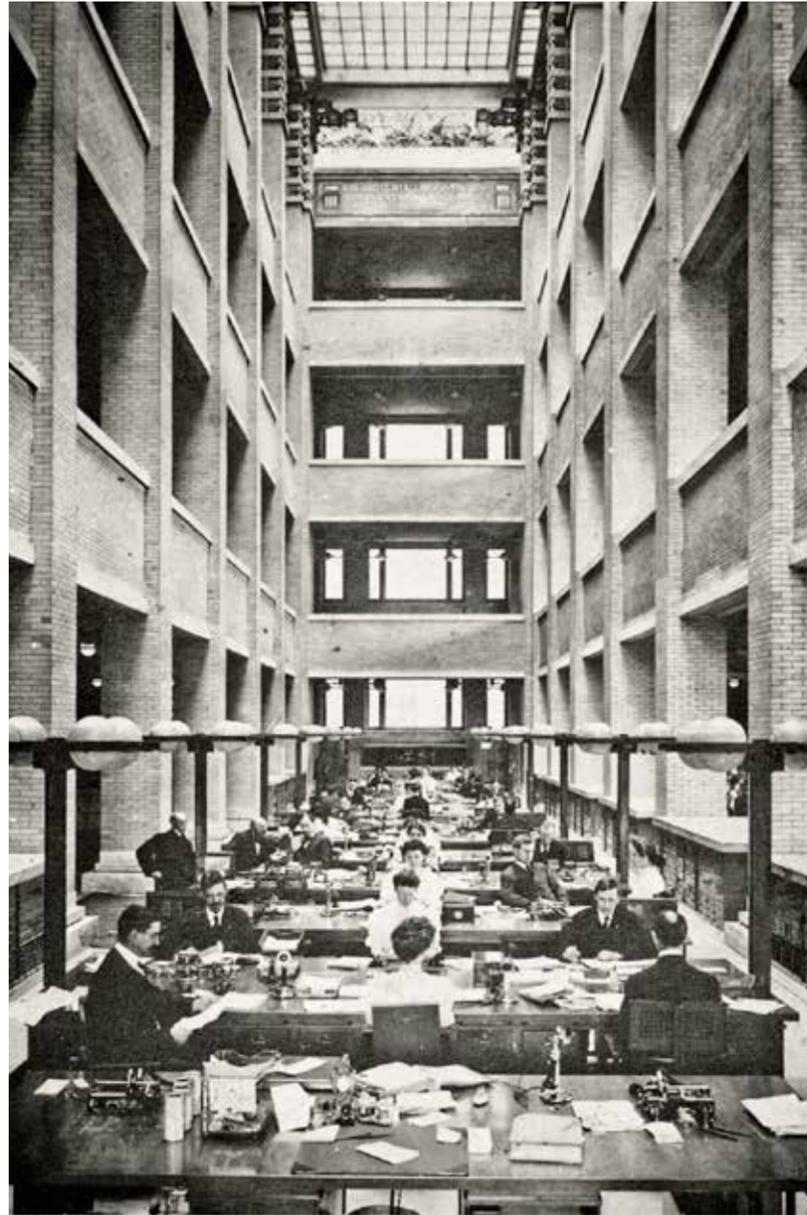
Added to this are new expectations that services be tailored and available, if possible 24 hours a day, and equally new desires for more nomadic jobs, as much in the way of working as at the workplace itself, with the arrival on the market of a younger Generation Y who do not have the same concerns and aspirations as their elders.

Alongside these changing notions of time and space, the emergence and rapid development of digital tools has impacted significantly on ways of working and on workplaces themselves. Our manner of living, trading and producing is being transformed by the realities of easier communication, faster trade, the dematerialisation of production or data storage media, permanent innovation, increased creativity, nomadic jobs and recent technology. To those who see the glass “half full”, digitisation has encouraged self-employment and professional and personal autonomy; to those who see a “half empty” glass, it represents diminished social rights and greater precariousness. In any event, digitisation ►



Larkin Building and the new age

In 1904, Frank Lloyd Wright designed the Larkin Building in Buffalo with a huge atrium welcoming many employees all gathered in the same space. Creating such a working environment was an innovation at the time and the concept is still used today to promote internal communication in the company. As the employees were considered as production units, this open configuration allowed each movement to be studied to make the work more profitable. The space opens up, freed from its inner walls to become an open space where there are as many desks as possible, and where the boss, installed on a platform, can watch over the workers.



At the beginning of the 20th century, the proliferation of partitions and enclosed spaces was perceived by some architects like Frank Lloyd Wright as a "fascist and totalitarian" tendency. Conversely, the space and flexibility of open plans would free up employees from their narrow offices. Following this principle, Wright conceived the Larkin Building (1904) in which employees no longer worked in private offices or in separate spaces. A revolution in the world of work at a time when employers were usually isolated from their employees.

is a reality that has redealt the cards at the corporate poker table. On the one hand, the acceleration of innovation calls for greater flexibility and, on the other hand, technological tools make it possible to optimise the management both of working hours and workplaces. The issues of remote work (teleworking), nomadic work and co-working are therefore more relevant than ever.

WHAT ARE THE LATEST TRENDS?

The question, therefore, is: why call into question the "old" working culture? Several propositions have been forwarded by commentators: the arrival on the market of Generation Y has really shifted things. This

generation is notably different from its predecessors and is perceived as the first for whom the future seems more uncertain than the present, as well as the first to be "globalised" thanks to modern technologies. It is more sceptical and more defiant towards established models and towards authority. It is more demanding vis-à-vis its own place in society and its role in the environment. Of course, this generation wants to explore other options: it is willing to leave a job more readily for something more fulfilling or more in line with its values: it prefers to innovate rather than replicate; and it often seeks maximum autonomy of action. Business must therefore consider the three fundamental needs of these new workers: autonomy, entrepreneurial spirit and a work-life balance.

Along with the arrival on the labour market of these youngsters, employees as well as entrepreneurs now aspire to work more fulfilling and with greater liberty. Individuals' careers are increasingly fractured: changing from one job to another, alternating between phases of being an employee and being an entrepreneur: these are no longer just anecdotes. We no longer join a company expecting to spend our entire professional career there. In a digital economy, workers have less and less intention of having only one trade at a time and sometimes combine two or three profoundly different activities. Finally, a "sharing economy" has also emerged, the principle of which is to promote usage rather than ownership, to use shared goods rather than own them individually. The idea of owning a house, a car or an office ..., in short, the twentieth century notion of property being regarded as the principal source of social success, is an idea that is becoming progressively less obvious. Finally, environmental concerns also have an impact on these current ways of thinking about ways of working. Incentives and encouragement from governments and businesses to use public transport have become more commonplace.

As a result, new ways of working have been born. If distance working was primarily for people in professions which demanded many business trips – such as salespeople – the arrival of digital technology has changed the game. Many professions, requiring nothing more than an Internet connection, can now be exercised by teleworking, a trend that has emerged over the last ten years. The first, among others, to set an example were IT developers who proved that teleworking boosted their productivity, enabled them to work more, saved transportation time and gave greater job satisfaction.

Businesses have therefore adapted to this new demand from employees: initially it was SMEs seeking to retain talent or save money, and then larger and larger companies, as well as public authorities, who adopted teleworking. However, this is still at an emerging stage and many companies remain reticent. In the Grand Duchy, during the cycle of debates on qualitative growth in Luxembourg which was part of the report on the Third Industrial Revolution, the idea – cited by at least two ministers – that teleworking was the future was debated (See the IDEA Foundation's teleworking on the website www.fondation-idea.lu). However, the tax status of cross-border workers is often advanced in Luxembourg as a major obstacle to teleworking's development. For employees, not just in the Grand Duchy, if teleworking appears to bring beneficial changes, there are also serious drawbacks such as isolation and loss of social ties; and, for small businesses there is some precariousness due to revenue being modest and irregular during the first ►



INTERVIEW
SARAH MELLOQUET
Economist,
IDEA FoUndation ASBL

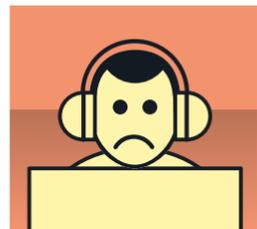
“Teleworking may cause inequality”

Well developed in some countries, teleworking is flavour of the month in the Grand Duchy. Is it "the" good idea?

If teleworking allows work to be more flexible, breaking an often overly rigid rhythm given the public transport timetables and the fluidity of traffic, it should not be an excuse for the authorities to discard or fail to improve the existing saturated infrastructure. Teleworking is a release valve for the tiredness, stress and potential frustration, which could reduce a company to a constraining workplace. But it must not isolate workers from the company either. Teleworking may also be a source of inequality among employees and may demotivate those who wish to telework but are not eligible; or stigmatise teleworkers who would be deprived of their rights because of insufficient productivity. Finally, it could become a source of conflict in private lives because, at home, it could force family members to change their behaviour (no asking someone for help despite their presence at home, no rituals at the end of the working day, a different organisation of tasks ...), a fact possibly accentuated if both members of a couple were teleworking at the same time. And then again, the teleworker, to avoid any criticisms, is often excessively zealous, often lengthening the working day and risking a slide towards being always available ...

An ideal solution?

... Hence the need to establish clear business rules to limit discretionary decisions and excesses. The success of this practice imposes responsibility and a learning curve on managers; it requires that employees are well motivated; it demands a relationship of mutual trust and introducing systems to effectively monitor the delegated work. On the other hand, teleworking must not be restricted to working "from home" but must be understood as working "at a distance" (reasonable from home), so there are still many avenues to explore, such as co-working areas or other centres, which bring people closer to their place of work whilst limiting isolation.



Open space for all, a nightmare?

Vast open plateaus, desks lined up like rows of onions, computer screens in everyone's view ... Welcome to the open space! Officially conceived as a facilitator of communication, open space would in fact only be the archetypal "bad good idea" according to numerous studies. In an open space, we see and hear a lot of things. Too much for some. Fixed and mobile phones ringing, music for some, loud noise for others, deep laughter, tics from one person or another ... Not forgetting those who hail their colleagues located at the other end of the plateau: open space is perceived as the height of cacophony. If more and more employees worked there, open space would become a nightmare for many of them and a barrier to their productivity. In 2008 Alexandre des Isnards and Thomas Zuber in their book *The Open Space Killed Me* summarised it as "Open space, open stress". We have lost count of the multiple survival guides attached to these places.



Photos: Courtesy of Knoll, Inc

years of operation (see Sarah Mellouet interview, IDEA Foundation).

COWORKING AND OTHER ALTERNATIVES

To provide a solution to these drawbacks, certain alternatives have emerged. Thus, telecentres have emerged, which are spaces dedicated to teleworking employees, most often organised as individual offices. These places provide traditional offices for company employees wishing to work at a distance but not at home (see Info Box). Companies sometimes offer open workspaces, where one can get a dedicated desk, sometimes with a precarious lease. The collaborative aspect is generally not what is sought, and there is no specific organisation. Business centres offer offices, meeting rooms and a range of services (domiciliation, secretarial services) to enable executives and managers to obtain a flexible and organised work solution. These places are normally focused on a high level of services, but not towards collaboration between their clients.

Also, very popular, business "nurseries" have developed well in recent years. They are generally places financed by a local authority, large company or economic grouping, offering start-up businesses low-cost premises, services and support to develop their projects. Generally, nurseries are partitioned and each person works in their own "box". Collaboration between small businesses is not a priority, but may happen depending on the personalities of the entrepreneurs or "supervisors".

Incubators and/or accelerators are structures designed to support projects (often start-ups) through a programme of coaching and support from the host structure. Funding (either through investment in the project or through the financing of support services) may also exist in these structures, which sometimes offer or have premises. Collaboration between hosted businesses is often encouraged, but is not a prerequisite.

There are even other places, which are neither homes nor traditional workplace (factories, offices,



Photos: Courtesy of Knoll, Inc

shops, workshops, etc.) but which may be locations diverted from their traditional use, (connected cafés, libraries, ...) sometimes nomadic, sometimes not - such as Fab Lab (see Info Box) - which are mainly places of experimentation whose key values are collaboration and "working together".

Finally, co-working appears as a desirable alternative to some as it proposes certain advantages. Individual entrepreneurs, very small businesses or start-ups can come together to pool the costs of office space, equipment (printers, internet connection) or consumables (coffee, cleaning products, ...). Co-working also creates certain social links. "Independents" are not essentially co-workers, but they have to combine several trades into one - administrative, sales, production manager: these skills are not natural to all entrepreneurs, so co-working allows, among other things, to benefit from a network and thus help on one or other aspect of the work. Co-working is therefore defined, above all, by this notion of a community working together, which can take several forms: a few minutes in the morning around the coffee machine to express a specific problem and receive the informal feedback of a more experienced peer; a common reflection on an issue facing one of the co-workers; or the timely lending of a hand between two workers based on simple and natural solidarity. Co-working allows the exchange of ►

In the 1950s, Florence Knoll (photo page 50) created the Planning Unit, a service encompassing interior architecture, furniture, design, textiles, graphics, manufacturing, production, etc. The design of the working environment became a discipline in its own right, capable of optimising the space, meeting the expectations of the client, company or individual, and bringing innovative solutions to the layout. A fresh style of office layout was born.



INTERVIEW
BERND HENNINGER
Associate director,
EY Luxembourg, director
of operations (responsible for
the project to move and organise
the new working environment
in the Kirchberg premises)

“It's about using space as a tool”

EY moved to Kirchberg last year. The new offices offer a major innovation with a new organisation of the workplace, where partners and employees all work in open spaces. Can you describe this unfamiliar approach?

The current trend is for nomadic and collective work and we wanted to put these innovative ways of working into practice. This applies to workspaces as well as to complementary areas: the aim is to boost flexibility and a spirit of interaction. Thus, offices and workstations are not assigned, it's no longer a question of following a hierarchical logic, but of using space as a tool. We lose the logic of "my office" to gain the freedom to choose our method of work, depending on what work we are doing. This new organisation of work has been accompanied by a whole series of new adaptations in terms of software that permits working in security and confidentiality and in more collaborative ways (Wi-Fi, videoconferencing, easy tools to reserve meeting rooms ...) and in terms of habits and behaviours, such as a clean desk policy that encourages employees to leave their desks free of documents overnight. This modern environment has brought a certain comfort and a more efficient and dynamic way of working. It promotes trust, autonomy and collaboration.

How have employees and partners reacted to the introduction of this novel approach?

The overall reaction of our employees and partners has been very positive, as everyone saw an improvement in teamwork and in collaboration between our different departments and professions, which now mix more and have multiplied the opportunities for meeting and sharing. The fact that partners are now sitting in open spaces also allows for greater accessibility and closer proximity to company executives leading to faster interaction and more efficient sharing of information and decision-making. Of course, we explained this innovative approach through a comprehensive communication campaign before the move to allow everyone to prepare for it, and after introducing this new organisation we also asked our people for their opinions to further refine and adapt the organisation of work to needs. Overall, this new work organisation is well perceived and was adopted quite quickly. Everyone sees lots of advantages.



INTERVIEW
CHRISTOPHE GOOSSENS
CEO,
RTL Luxembourg
(Luxembourg branch
of RTL Group)

“We haven't just moved, we've changed our way of working”

You recently moved into new buildings. How were the different workspaces developed?

The new building, which consists of three towers, currently accommodates 700 people. They combine offices, large open work spaces, radio and TV studios equipped with the latest technologies, and on the 14th floor, a fitness room and meeting rooms with an unobstructed view of the city, as well as relaxing areas that people have quickly appropriated and are now using for more informal meetings. Before, we had long corridors and small offices, now we have spacious offices and fewer corridors. A very important point is that radio, TV and digital editing have merged and form a large editorial suite around a central core in an open space. The new buildings bring together, among others, Radio and TV Luxembourg, RTL.lu as well as the headquarters of the RTL Group and the Broadcasting Center Europe (BCE) teams. To design all these workspaces, the users, that is the teams of presenters, technicians and journalists, were involved in the projects. We didn't create spaces and simply tell the teams to occupy them, but we developed the projects with them. In the radio studios, for example, from designing the furniture to the technical equipment, it was the employees who chose their work tools. We haven't just moved, we've changed our way of working.

Since the spaces have been occupied, has practice indicated that there are adjustments to make?

As the arrangements had been well researched in advance, we did not have many adaptations to make. We considered suggestions and comments from users. In the big editorial suite, we installed soundproof panels that absorb the sounds and make it acoustically comfortable. We work in the communication and creative professions and it is just as important for teams to be able to concentrate as it is to exchange on different subjects. It is therefore necessary that all the spaces in the buildings allow everyone to feel at ease, to work under the best conditions and for now, it works rather well.



01.

promising ideas, real collaboration on one-off projects such as responding to a call for tenders, or even the association of two co-workers leading to the creation of a new company.

THE CHANGING WORKPLACE

All these innovative ways of working obviously have an impact on the workplace. Professional behaviour has changed in ways which are implicit in the evolution of our relationship to work. The history of office furniture is one of technological advancement and evolution in the way of working. At the beginning of industrialisation, Taylorism – the scientific management of work – and its system of organising work was also rapidly applied to administrative functions. Furniture reflected the rigor that dominated at the time: desks, lockers, cabinets were solid, made of steel, without frills. As in factories, the organisation was designed to promote profitability and serve the hierarchical order. But, especially after the Second World War, creativity emerged into the world of work: it had to be not just productive but also creative. Businesses arranged their workplaces as a function of their

01. In the 1960s, the partitions compartmentalised the workplace into small cubicles, which the English called cubicle farms and the French “rabbit hutches” ...

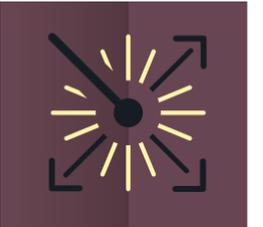
02. The decades that followed (1980) were quick to decompartmentalise these workspaces: it is the golden age of open space, still in vogue in many companies (here Kneip in Luxembourg)



02.

organisation and their requirements. We no longer just furnished offices, but we “laid out” the workplace. Then, architecture made its entrance into this new way of seeing the office and with it, manufacturers of office furniture left the beaten path by developing collections adapted to these contemporary ways of working. Among them, Florence Knoll, in the United States, would propose furniture facilitating movement. She would be one of the first to introduce colours (often primary) into her creations, which drastically broke with the chromatic austerity in force until then. Herman Miller, also American, would imagine the first modular partition that was inspired directly by the Bürolandschaft (office landscape) used by the Germans after the Second World War: employees were grouped by

“It becomes chic, for a boss to boast of not having an office. (...) But losing one's office is, in a way, preparing to be shown the door”



Fab Lab

The Fab Lab concept was created by Neil Gershenfeld, a professor at the Massachusetts Institute of Technology, MIT, in the late 1990s and launched at the University's Media Lab in collaboration with the Grassroots Invention Group and the Center for Bits and Atoms (CBA), also from MIT. A Fab Lab is a space dedicated to the sharing of technological tools (3D printers, laser cutting tools) to create and design innovative objects. They promote collaboration between users but remain spaces whose use is more punctual than in a regular workspace. To claim Fab Lab status, institutions must comply with a charter set up by the Massachusetts Institute of Technology.

specialty to facilitate their communication and stimulate their creativity. Don Draper (of the Mad Men series) used this mode of operation for his advertising agency which illustrated perfectly how offices were modernised in the 1960s. In the scenography of this perfectly researched series, we also find references to the Seagram Building, a bronze and steel skyscraper, designed by architect Ludwig Mies van der Rohe, erected in the late 1950s and revolutionary in its approach to lighting the workplace and equipped, at the time, with Knoll's furniture. In the post-war years, female emancipation did not stop at the office door and the workplace was often open and mixed, so it was necessary to “hide the legs of young ladies which we shouldn't see”. Partitions were then installed in offices to hide the lower part of the body. Many examples of these offices still exist today.

The office space was still changing during this period as partitions compartmentalised the workplace into small cubicles, which the English called “cubicle farms” and the French called “rabbit hutches”. Offices looked like labyrinths. Jacques Tati, in his feature-length film Playtime, released in 1967, enjoyed losing his character, Monsieur Hulot, in a maze of cubicles. The introduction of computers into companies made it unnecessary for employees to move to talk to each other. Employees were ►



03.



04.

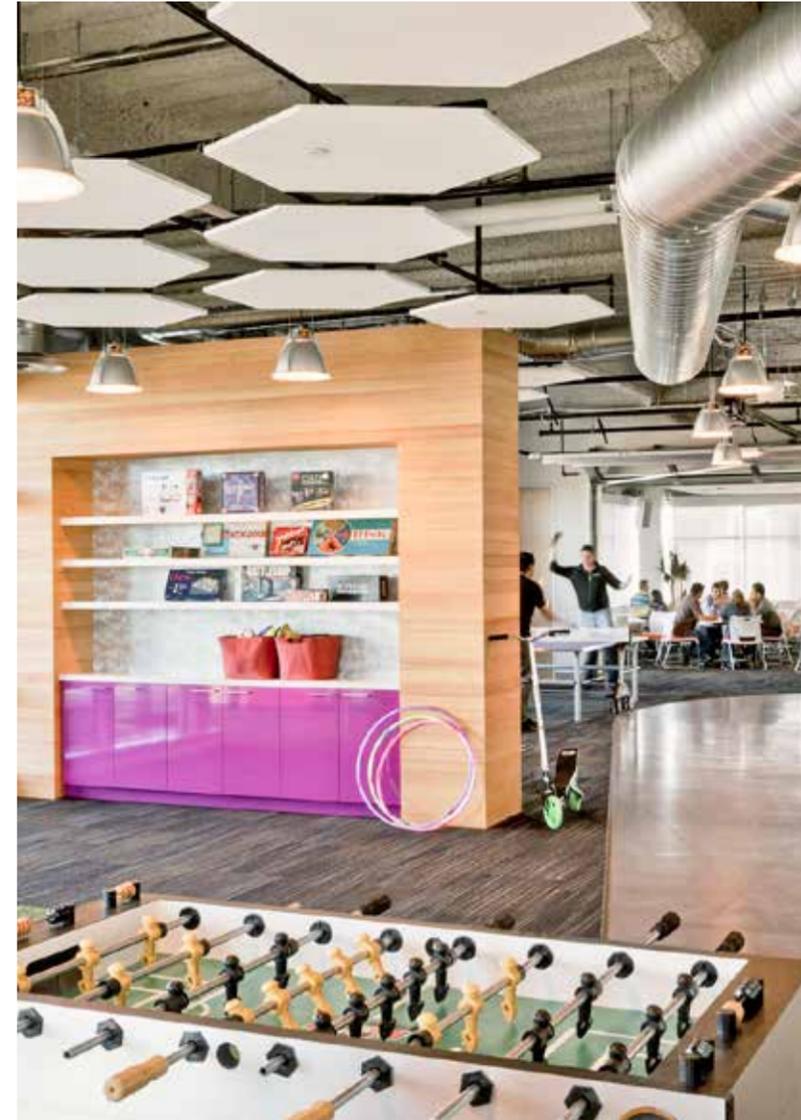
thus confined to small spaces until the 1980s, when open-plan offices came to decompartmentalise everything, not always for the benefit of employees, who were then grouped on immense plateaus and obliged to work in an incessant hubbub (See frame and Info Box).

THE REVOLUTION IN MOTION

At a time when everything is connected, new developments make offices with sad partitions and classical shelves and storage look dated. If today businesses still typically express standard needs

with a relatively traditional set of specifications to place a given number of workstations in a specified surface area, they are increasingly considering employees' welfare. Indeed, several studies show that the latter affects both the image of a company and its productivity. A sign of a new revolution in working methods: businesses are now opting for "dynamic space". Based on the world of the start-ups and other companies in Silicon Valley, a staging of an ideal representation of the world of work was written by many of these start-ups who aspired to invent a "Dream Job" for all the talents who would share their ambitions; this

03, 04. For many observers, the office of tomorrow (here Nyuko photo 04) should blend the home office, co-working and other spaces and businesses with hyper-collaborative and user-friendly workplaces.



new working environment is based on the principle of "free offices" or "hot desking" (see interview Bernd Henninger). Employees who arrive in the morning no longer have a designated workstation but settle into different spaces depending on their activity for that day. No more the idea of having a desk with a photo of their youngest placed between two files: employees' possessions stay in a locker where they are stored every night: the rule of the "clean desk" prevails. This new organisation, which is revolutionising work patterns, is based on studies and findings that show employees spend only two-thirds of their time at their desk, with the remainder spent on meetings, business trips, appointments or holidays and that moving around within the company promotes communication and the emergence of ideas. Obviously, furniture has adapted to this new way of ▶

The Silicon Valley start-ups are going to upset habits and innovate by adopting a whole new way of thinking about the management and interior fittings of the offices, subtly mixing well-being at work with the unbridled rhythms of business. Games room, yoga classes, pilates ..., sofas and cocoon armchairs, large kitchen, self-service fresh fruit, concierge and the must-have table football ... are all an integral part of it.



INTERVIEW
CAMILLE LOHBECK
MANAGING DIRECTOR,
Groupe Bureau Moderne

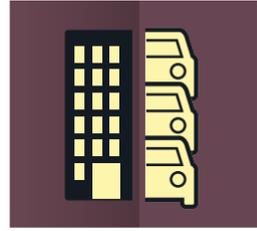
“Flexibility in working hours and mobility will have repercussions on office designs”

Offices are no longer like they used to be. What are the current trends?

It is apparent that today we are a long way from the time when we just filled the workplace with office furniture. The trend is to develop zones with different uses: traditional conference and work spaces are mixed with spaces where one can retreat to concentrate. Small friendly lounges and relaxation areas, "chill zones" or "break out zone", alongside spaces conducive to teamwork ... even the old impersonal kitchenette has become a place for meetings and informal work and its layout has been totally revisited. Of course, each company is different. A transportation company does not have the same needs as a law firm. This means creating spaces to meet real needs based on prior analysis of working process. Many studies show that the working environment plays a very important role in the well-being, creativity and productivity of employees. Now, special attention is being given to ergonomics and ambiance: we play with materials, lighting is installed more creatively, furniture can be tailor-made ... More and more companies are also very sensitive to the problems of acoustics and want to put in place the best possible solution to absorb sound to offer their employees more comfortable working conditions.

Being a specialist in the design of office space, how do you imagine the office of tomorrow?

The boundary between work and private life is becoming more and more blurred. I believe that tomorrow's office will look more our homes and will adapt to ways of working that are totally different from what we have previously known. The flexibility of working hours, the mobility of employees and the digitalization will have an impact on the design of the offices. Depending on the business activities, there may be fewer fixed workstations and more spaces for informal communication ... Younger generations are very sensitive to working environments. If they share in creating the company's image, they will also play an increasingly vital role in attracting and retaining talent.



Offices for cross-border workers?

The Thionville (Moselle) conurbation recently approved in principle a project for a co-working site to offer teleworking to cross-border workers to compensate for the difficulties of traveling to Luxembourg. A first building is expected to be built by 2018 and the project should eventually include five buildings. The aim is to encourage Luxembourg companies to open offices on the French side of the border to encourage the teleworking of employees from the Thionville area who are increasingly numerous and congesting both the A31 and the train. Despite the tax constraints generally hindering Luxembourg companies, the project received a positive response from the Grand Duchy. In his State of the Nation speech this year, Prime Minister Xavier Bettel said "think and plan in a more decentralised way" and supported the idea of this project: "with private economic partners we are in the process of working on a concept to create more flexible co-working structures across the country, near the borders." The project includes workplaces for companies that allow their employees to telework and others dedicated to co-working spaces entrusted to a private operator.



Latest trend, the flex office. Employees who arrive in the morning no longer have a designated workstation but settle into different spaces depending on their activity for that day.

working and consists of informal seating, desks favouring exchanges and high tables. A real effort is also being made on the quality of acoustics in these workplaces. In an article in the *Lëtzebuurger Land* published in January 2016, and particularly interested in this new organisation of work, Bernard Thomas questioned the psychoanalyst Thierry Simonelli who saw in this new generation of offices "depersonalisation techniques practiced in religious orders or in sects, in the army or in prisons. The subtle return of hidden power. (...) If no one identifies with a team or a place (...) everyone is confronted by power as an individual, in a position of structural weakness".

Going even further, some see these modes of work as rendering the work of the employees more

fragile: they are no longer "part of the business. (...) More and more companies are now claiming to have reached the cutting edge of modernity by no longer assigning a fixed desk to their employees, who now must settle for a temporary workstation. (...) it becomes chic, for a boss to boast of not having an office. (...) But losing one's office is, in a way, preparing to be shown the door. The employees would be just passing through(...) " Jacques Attali said in an interview with *Le Monde* in 2015. He even foresees an eventual corporate collapse. The design of new workplaces integrates a company's ability to "liberate" management. The autonomy of employees and the evolution of management models are also at the heart of these new organisations. In giving more liberty to employees, management can no



" Even the old impersonal kitchenette has become a place for meetings and informal work and its layout has been totally revisited" Camille Lohbeck, managing director, "Groupe Bureau Moderne"

longer be authoritarian or controlling: management based on trust is emerging.

Traditionally, power was linked to the holding and retention of information: the hierarchy possessed written information and control its distribution. With these new organisations, information is supposed to be distributed to all employees. It is often argued that the traditional hierarchical organisation model will disappear and be replaced by a project management model.

However, the formula is not always a success. It is not suitable for all the professions within a company. The à la carte working environment is especially suitable for teams working in project mode, but the change can be painful for employees who were not involved in this development upstream. Failure in implementing these ways of working in companies is often due to human resources departments and especially those employees who are the first users being neither sufficiently involved nor interested enough, thinking, incorrectly, that it is more a problem of "window dressing" than of management with all that that implies for employees. Global thinking is necessary, but it is not always

committed for lack of interest or the material and human resources.

WHAT WILL THE OFFICE OF TOMORROW LOOK LIKE?

The question maybe asked, but some predict that business headquarters will become more like meeting places where employees can converge whilst working primarily outside the company. For many observers, the office of tomorrow (see interview Camille Lohbeck) should blend the home office, co-working and other spaces and businesses with hyper-collaborative and user-friendly workplaces. Thus, these innovative ways of working will no longer simply involve companies asking architects and space planners to "draw an office" for them, but the thought process must focus on imagining, "designing" an ecosystem for the world of work, where the management style, the well-being of everyone and their responsibility towards the company and the work, and the productivity and the competitiveness of the company will all be considered of equal value. ●



The worker abc

Co-worker, startuper, tele-worker ... The detachable poster at the end of the magazine proposes an inspired ABC of the new ways of working and how the workers have adopted their new workspaces...