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The Digitized Work and Office of the Future

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Summary

Many people claim that the office is dying, that it is no longer needed as we now can work anywhere – at home, in a café or at the beach; indeed, anywhere but the office.

Nothing could be more wrong. In the new thought economy, it will be crucial for people to meet in order to create and produce. We think poorly on our own but rather well together with other people. A good office is a hub where people gather of their own volition, because it offers a great variety of environments to work in, as well as tools and systems to facilitate their work.

Work is no longer just a place. It is to a much greater extent about what you do. Work is performed both in the office but also far beyond its walls and outside the customary 8-to-5 office hours. Work covers a greater context, as the office acts as a meetingpoint as well as supporting work without boundaries.

A creffective workplace – a workplace that is creative, effective and engaging – is a workplace with good digital tools and ways of working, with an adaptive culture that promotes change and management (leadership and governance) that continually develops and is developed.

This largely entails changing how we work. But we also need the right conditions – digital technology and suitable working environments. The office then becomes the hub of the organization's activity – a hub that attracts the best workforce and helps its employees to perform at their best.

These prerequisites are not generally satisfied in our traditional offices with designated workstations in open-plan areas and with limited digital technology and an absence of digital ways of working. The time for change has come. The office is one of several tools in a greater context, the creffective work without boundaries.

The office is dead – long live the office!



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The office and the thought society

At the end of 2015, Kairos Future and Palorial, asked ourselves questions about a combination of activity based work and digital work. What makes this kind of work effective, engaging and successful? What kind of leadership is suitable? Based on misgivings about digital stress, what form does a good digital working climate take? No sooner said than done. What you now have in your hand is the fruits of these questions. Our partners, Kinnarps, Midroc, Newsec and Vasakronan have, of course, contributed with valuable support and inspiration.

The natural starting point for these questions was the existing office as premises, as a place and as a working environment. But we didn't stop there. We see the emergence of new office solutions, the digital workplace "invading" the office and new ways of working that need to be established.

One question of central importance is whether the office is on its last legs. The answer to this question is a clear No, at least if we are talking about "the new office". Our conclusion is that, based on new needs and ways of working, the office is on the rise.

The thought society – a new paradigm

We are on our way into a new paradigm – the thought society and the thought economy. If the raw materials in the olden days were natural resources converted into products in factories, the raw materials of today are information, data and knowledge. Now that innovation and creativity become increasingly more important, the new competitive advantage is not better machinery but a greater capacity for thought. Innovative thinking, inventing new combinations of available information and formulating new innovations and concepts is the key.

Thinking alone is difficult – thinking together is both effective and pleasant. That is why offices will be the hubs of the thought society, and why offices are becoming competitive advantages when it comes to attracting new employees, creating new ideas and developing new products and services.

We believe that the transition to the thought society is being enabled by the fruitful combination of offices and digitalization. What do you think?



Photo: Shutterstock

From Taylor to Singularity

The desk that will not die

Although it is increasingly questioned, "Taylorism" is currently the common working philosophy based on industrialism and mechanical thinking. The problem is that our machines have overtaken us. A human archivist can never be as thorough as a computer. A postman is not able to deliver as quickly as a simple e-mail service.

Although humans cannot compete with machines when it comes to efficiency, many organizations still think of an office along these lines. Desks will be necessary, and still alive for a long time to come.

Laptop and latte

Just as there are stereotypes about the older workplace generation, stereotypes are flourishing about the new generation. Instead of Taylor, people speak of Steve Jobs and Jeff Bezos and do not imagine workplaces in the traditional sense even existing in the future – possibly a few beanbags and perhaps a ball pit. But as long as people are working, we will need to do it somewhere. Very probably under different circumstances.

It is not likely that everyone will work from a beanbag or ball pit in the future. This is indeed the very point of the new way of working, not everyone needs to work in the same manner. Instead, everyone can work in a way that best suits their own style of work and abilities, for each activity, at any time.

The Singularity office

Just like in so many other areas, the old and new meet in a kind of synthesis of the future. Tomorrow's digital working life will be colored by new technology but also by human needs and a collective corporate culture. Collaborative work will become increasingly more important in more and more industries and, with this in mind, the office of the future will be better equipped for creativity, commitment and learning.

The term singularity refers to a hypothetical point in time when the capacity of artificial intelligence exceeds human intelligence and human and machine fuse together into a single entity. In the future we will perhaps see the singularity office – where workplace, machines and humans are one and where the boundaries do not exist. An office where artificial intelligence develops the work environment at a faster pace than a human alone could manage.

From striver to rapid-grower

Four types of workplace – analysis model for the study

Businesses founded in 1990 or later – which we call the new workplace generation in the study – we assume to be different from businesses founded before 1990 – the old workplace generation. The new workplace generation coincides chronologically with the "arrival" of the Internet and digitalization.

Smaller companies are also generally assumed to be more flexible than larger ones, since they are able to restructure their business more quickly in response to new conditions and tools. For practical reasons, we drew the line at 100 employees. We thereby created four types of workplace, and a future that emanates from these.

- The old workplace generation– "Transformers"
 - Strivers – older, smaller companies
 - Established – older, larger companies
- The new workplace generation – "Digitizers"
 - Pioneers – younger, smaller companies
 - Rapid growers – younger, larger companies

Adaptive and creffective culture

We have analyzed how these generations and types differ with regard to workplaces, leadership, way of working etc. We have also analyzed the degree of adaptive culture (i.e., entrepreneurial spirit rather than administrative; a flat organization rather than a hierarchical one; supporting rather than controlling leadership; open rather than closed communication etc.) and how creffective they are. Creffectiveness is a merger of effectiveness, creativity and commitment, as they interact and strengthen each other.

Activity based workplaces

The clearest trend of the past few years in offices development, is the activity based workplaces and ways of working, or ABW in short as in "activity based working". Lots of conferences and articles have touched on this and there is a tendency to believe that ABW has had an impact on a wide front. This is not the case.

In our investigation, which covers office workers throughout Sweden, approximately 4% work in an ABW working environment ("Several different working environments to choose between, but no individual workplace"). If we also include those who have replied "Open-plan office without individual workplace", we get a total of 8% of Sweden's office workers in something that could be called ABW.



Only 4% ABW!

Photo: Impact Hub, Stockholm

Today's work – increasingly digital

An adaptive culture is a positive thing

The highest proportion of those who think that there is a strong or very strong adaptive culture in their workplace is found among the pioneers, as many as 40%, and only 8% of these say the opposite. Being an older business obviously challenges the adaptive culture and large businesses appear to be affected to a greater extent.

Although they belong to the new workplace generation, the rapid-growers are not excessively adaptive. It may be the case that the rapid-growers are more hierarchical. There is, however, a high proportion of older people in these companies who feel there is a strong adaptive culture while younger people do not feel this to the same extent. The older group also consists of managers to a greater extent. This suggests that the older managers have a responsibility where adaptive capacity is imposed while the younger group is in a role that is more closely governed and controlled.

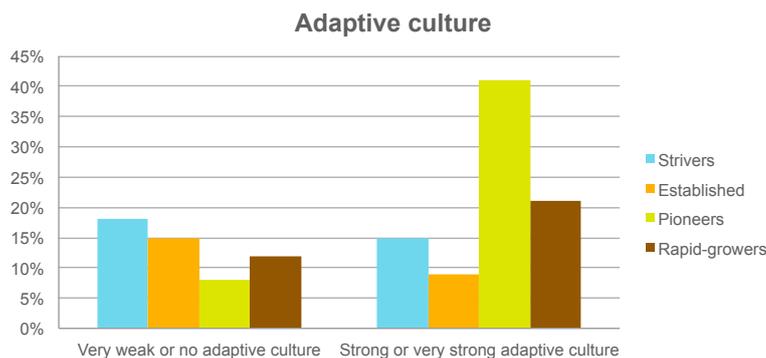
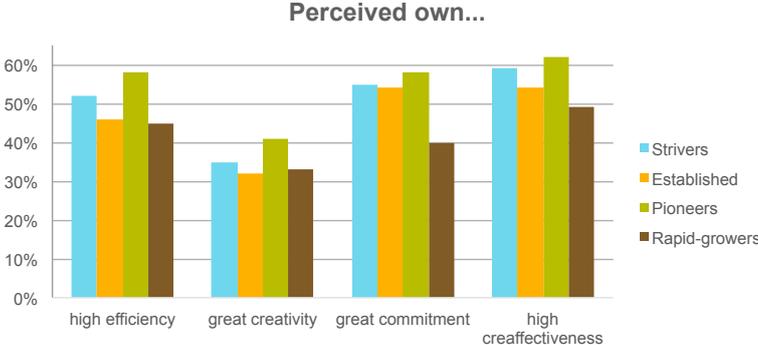




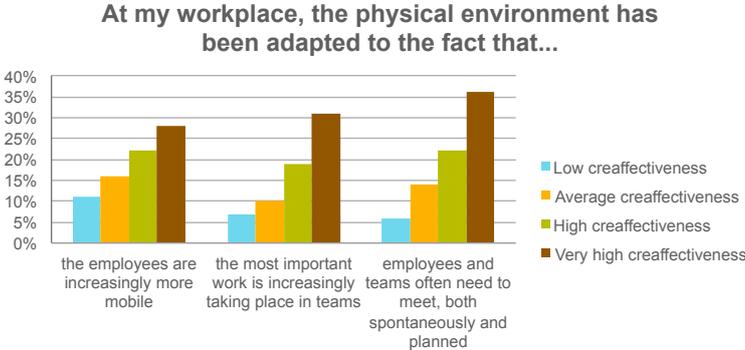
Photo: Microsoft

Creffectiveness

The pioneers have the greatest creffectiveness – they have the greatest creativity, effectiveness, and commitment. But the rapid-growers, who belong to the new workplace generation, have the lowest values.



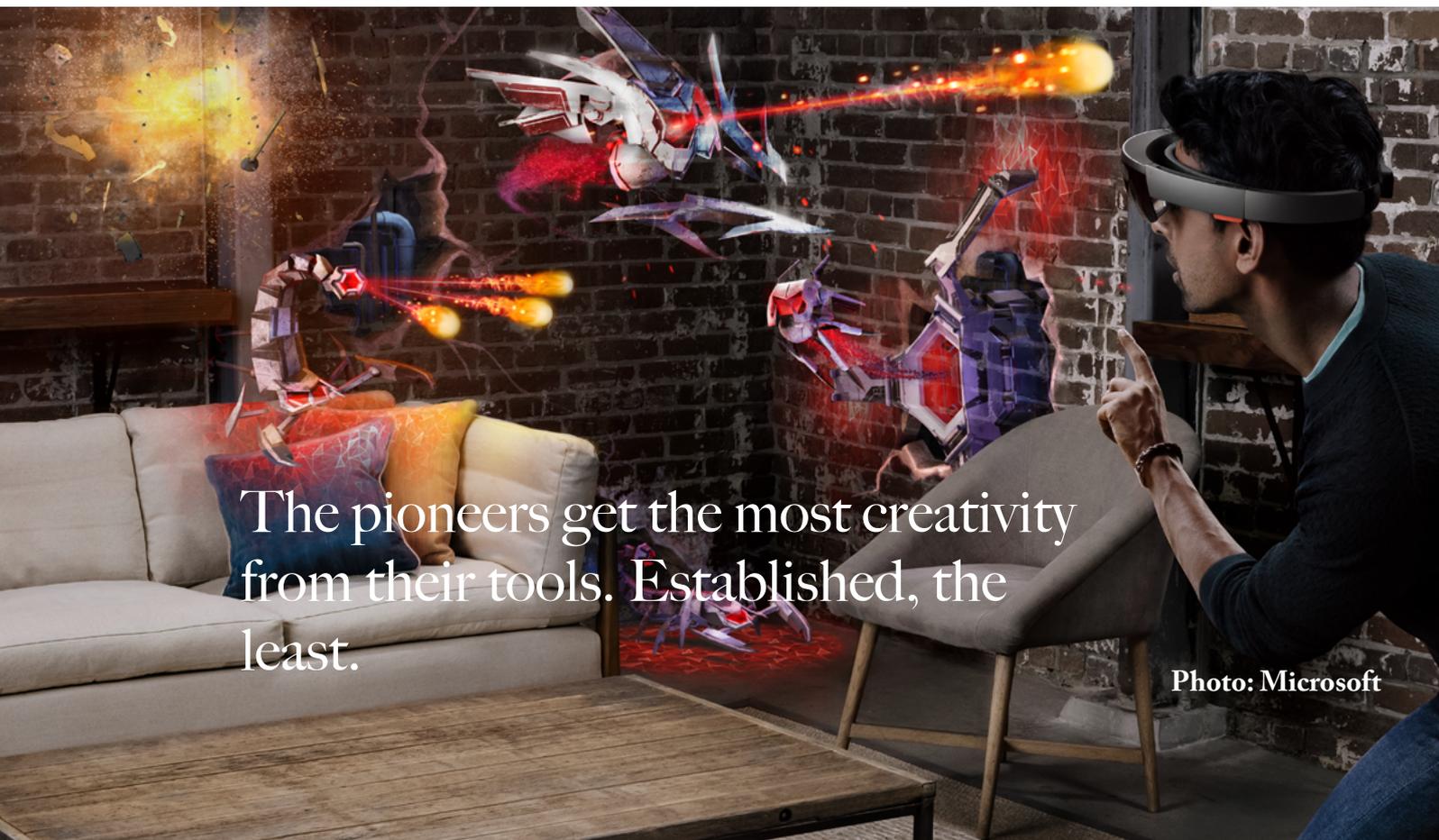
The figure below shows creffectiveness on the basis of how well adapted the physical environment is for increased mobility, teamwork and meetings. The more adaptation, the greater the creffectiveness. This applies to a particularly great extent to teamwork and meetings.



Thus, transforming ways of thinking into ways of working appears to be the key to achieving high effectiveness. If adaptation of the physical environment to the digital environment provides such a great ratio of effectiveness as the figure shows, wouldn't adaptation of the organizational and cultural environment also provide a great ratio?

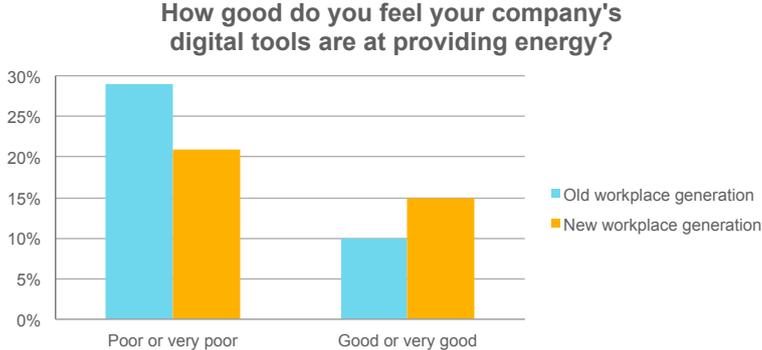
Digital tools

Three times as many people in the old workplace generation reply that the tools are poor or very poor when it comes to providing energy, compared with those answering good or very good. Replacing the tools with more modern ones, therefore, has great potential for providing energy in everyday work. In the new workplace generation, just over 5% more disagree that the tools provide energy than agree. This generation thus has better tools but there is also a great potential for improvement here.

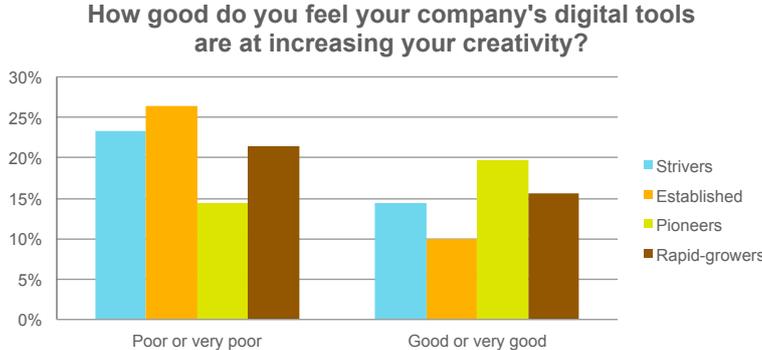


The pioneers get the most creativity from their tools. Established, the least.

Photo: Microsoft



The pioneers are increasing their creativity by means of digital tools. Otherwise, it is the other way around and particularly clear among the established. They probably have onerous business systems and stricter IT policies that curb the use of tools that increase creativity.

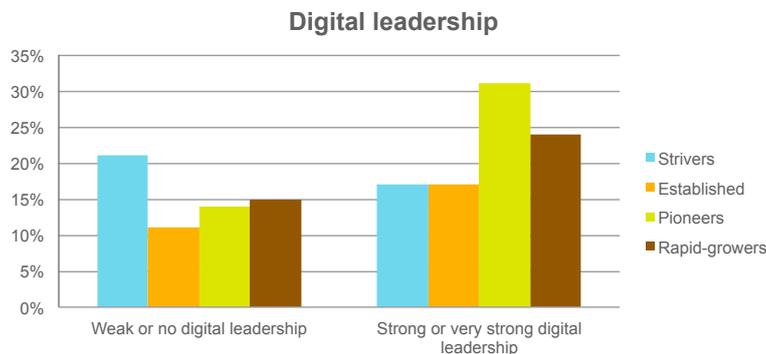


Digital leadership

Digital leadership is a clear marker between today’s work and tomorrow’s. By digital leadership, we mean for example that managers act as a role model when it comes to using digital tools and ways of working, that leadership is adapted on the basis of employees being more and more mobile, that self-leadership is supported or that there is a perception of participatory culture.

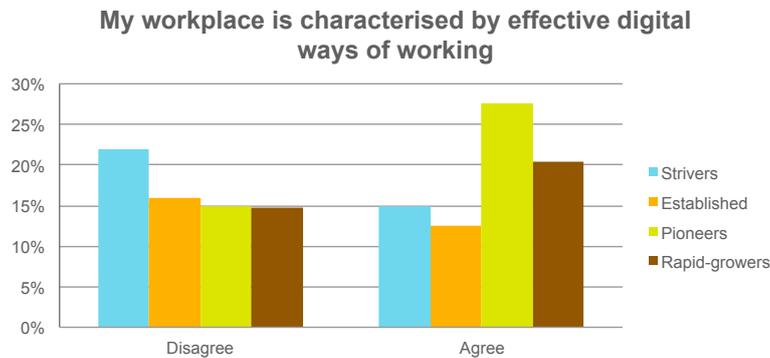
Digital leadership is more neglected in the old workplace generation than in the new one. We find the greatest proportion of weak digital leadership among the strivers, but there is a greater proportion among the established who indicates strong digital leadership than the opposite. The larger older companies have probably noted the new leadership challenges that digitalization involves, while the smaller ones haven’t yet.

The pioneers have the strongest digital leadership. This is probably because the management has been part of the business since it started to a greater degree. They have taken the ”digital journey” together with their employees and thereby understand the challenges of digital leadership well.



Digital ways of working

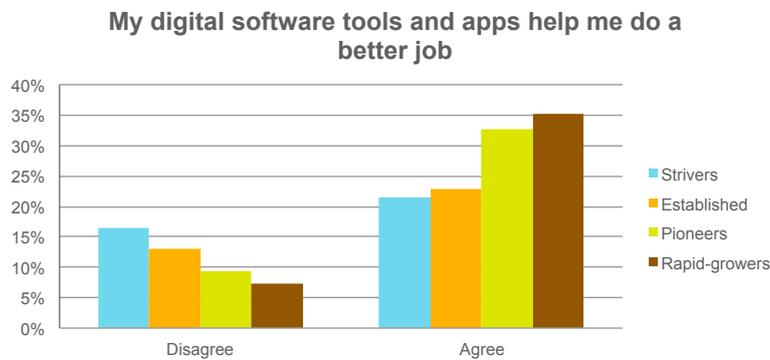
Only 17% of all the respondents in the study feel that they have effective digital ways of working. Among the pioneers, there are just over a quarter who feel they have good digital ways of working.



If we assume that good, effective digital ways of working compared with less effective digital ways of working correspond to 1 hour of working time saved per week and employee, this would mean annual savings of SEK 1.9 million in a business with 100 employees¹.

¹ The calculation is based on an assumed hourly cost of SEK 400 and a working year of 48 weeks. $400 * 100 * 48 = \text{SEK } 1,920,000$

All workplace types believe that digital tools help performance, particularly the younger workplace generations.



One might imagine that more effort overall has been put into choosing the digital tools than shaping the ways of working, given that more people generally agreed with the question about tools. It is also relatively speaking easier to choose tools than to shape ways of working. Communication tools – particularly Outlook and Skype – are among the most common tools. But ”newcomers” like Slack and Trello are also featured.



The most common tools

The pioneers are the most future-oriented

The *strivers* are the workplace type that is perceived as obsolete and dying out. There are several major differences, e.g., with regard to the way of working between younger and older people in these companies. The younger people are more dissatisfied and the older ones more satisfied. The picture that emerges is that the strivers are owner-led businesses and will work well as long as this entrepreneurial commitment is present. However, there is limited long-term planning in this. This group does not seem to have the energy or will to digitalize itself. It is often stuck in the same old rut of its own making and will find things difficult in the new digital era.

Despite belonging to the old workplace generation, *established* companies have other conditions. They are established and have effective business operations. They have digital platforms and have obtained an insight into how digital collaborations work. Established companies probably have actual experience of the digitalization of the business environment and probably a plan for digital transformation. The ability of these companies to survive depends on to what extent they can transform themselves.

The *pioneers* are the strivers' digital equivalent. Owners and management are involved in the digital day-to-day work like other employees. They are certainly in an organizational phase that strengthens the common vision. Together, they create the digital way of working and choose tools based on the same prerequisites. This means there is a great degree of consensus within the business. There is also a lot of confidence in the management and a sense of digital leadership. The adaptive culture is strong. The future workplace generation appears by far most often in this group.

The *rapid-growers* are to some extent a puzzle since there are considerable differences between younger and older employees. The older ones, who are managers to a greater extent, express a highly adaptive culture. The younger ones do not appear to be similarly convinced. We see clear differences between pioneers and rapid-growers, which indicates that the digital participation common among pioneers is not to be found among the rapid-growers. One hypothesis is that many older employees have a successful career in an established hierarchical company behind them and, as a result, they bring a Taylorist heritage with them to the rapid-growers. The leadership becomes less trust-based and more controlling, which affects employees in more subordinate roles. Another hypothesis is that the rapid-growers' digital products enable a high degree of control, which means that effectiveness is of greater relevance than creativity in everyday work.



Photo: Microsoft

Ten thoughts about the work and workplaces of the future

I. Not same – digital

It is not until the new technology leads to efficiency and evolution that the process really picks up speed and transforms the ways of working. Today, many companies use digital tools without their ways of working changing to any great degree. Rather than being a tool that can strengthen and influence their work situation, the digital tools are at risk of becoming an impediment to the employees.

An example of this is meeting culture. Communication in a digital workplace may be asynchronous and, in these situations, many meetings easily become time sinks, regardless of the premises or platform where they take place – it doesn't matter if the meeting is in person or via a video link if the meeting wastes the employees' time.



2. The importance of "we"

The modern workplace is a place where "we" meet. Spontaneous meetings are made easier, encouraged and facilitated. Ideas are created, with a regular injection of innovation and development. Continual cooperation and networking across departmental borders appears most optimal; those who state that this is always the case in their workplace also experience approximately 30% more effectiveness.

Work in teams is a critical component and almost unavoidable when creating a climate of collaboration and networking. Forming a team and building up loyalty, cooperation, and good communication is of the utmost importance.

"There's a temptation in our networked age to think that ideas can be developed by email and iChat. That's crazy. Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they're doing, you say 'wow,' and soon you're cooking up all sorts of ideas."

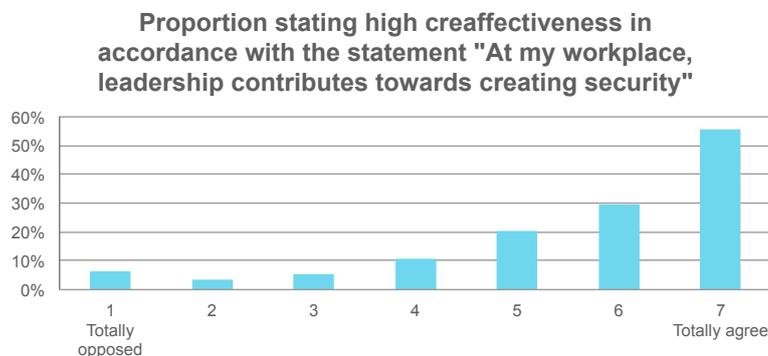
– Steve Jobs

3. In the quiet, safe corner of the office

The privacy of the office is an important factor – you need to be left in peace at times. Quiet work is not at an end – we should be seeing a comeback for concentration in working life.

The sense of security in the workplace is also affected by accommodation for different personality types. In a small room that is shared with one or more persons, and in the activity based workplace (“Several different working environments to choose between”), there seems to be a better balance between the introverted and extroverted. The opportunity to find peace and quiet means that the more introverted employees feel more secure at the workplace. The workplace of the future will definitely be more accommodating for a variety of different personality types.

But security and a good atmosphere also go together with confidence in one’s manager and a feeling of participation and involvement. In brief, security at work is about feeling at home – and thereby attracting more competent and capable employees. We are all different – the office of the future is not about changing one paradigm for another but rather one that is adapted for different individuals.



4. I decide over my time

Digitalization provides information that creates both overload and streamlining. How do you create a workplace where the work does not exacerbate stress and lack of time? The answer lies in the flexibility and ability to influence your own working situation – but also in setting clear limits. Being able to decide for yourself when you are contacted, when you are "on the job", will probably be an increasingly important factor as these ways of working become more and more borderless and transformative. The key question is who owns the employee's time – is it the company and manager, or the employee himself who decides over it?

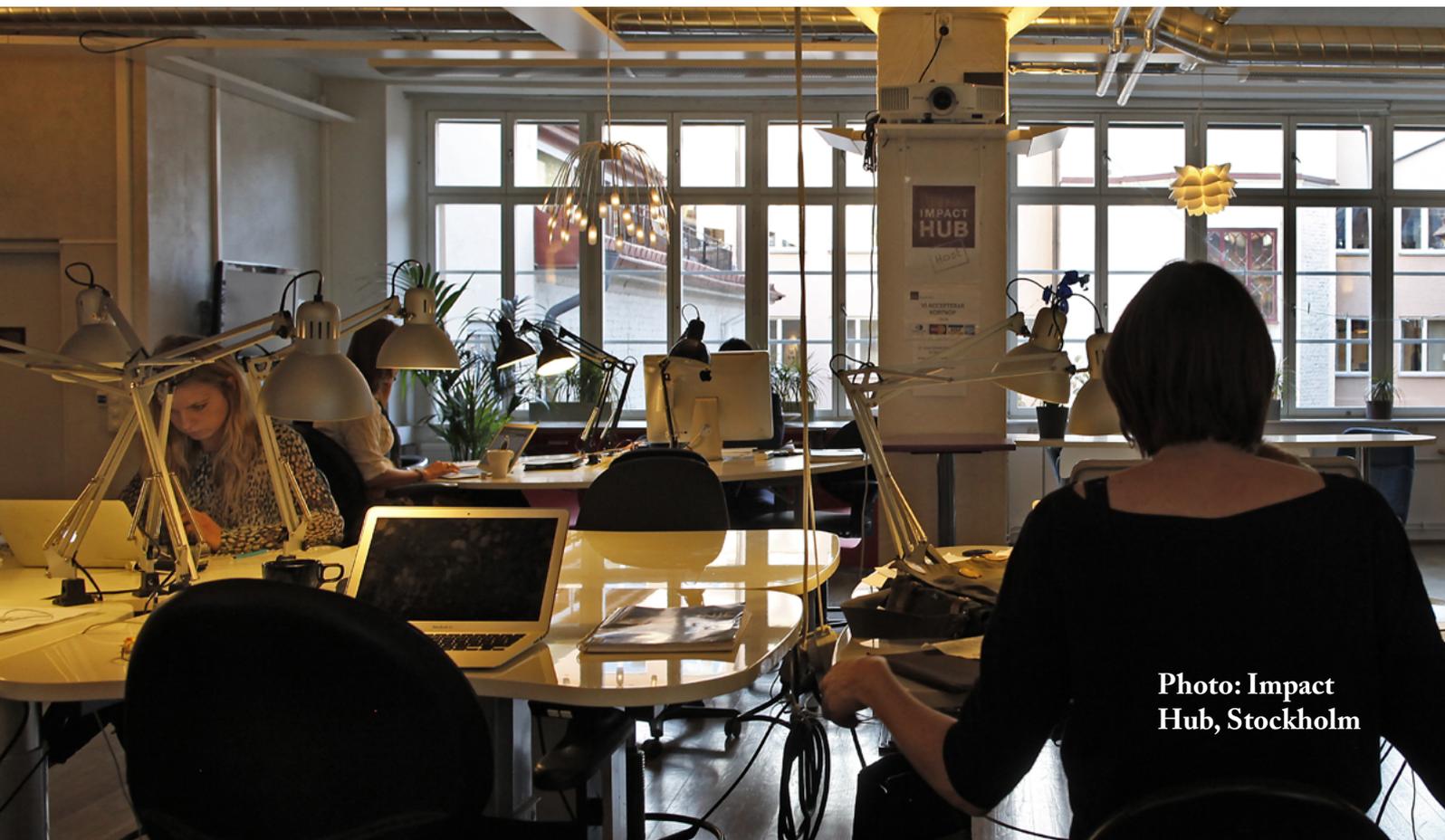


Photo: Impact Hub, Stockholm

5. Usage and changes come from below

In the majority of organizations, it is the IT department and senior management that drive the development of the digital workplace. But among companies with a more adaptive culture, the individual employee is allowed more freedom with regard to urging on digitalization and change. Here, more than one third state that individual employees are urging on the development of new tools.

This is probably because changes to ways of working often come from below. In order to really change how people work, a change in attitude is necessary, which is considerably more difficult for an isolated IT department to implement. This is about introducing tools that make working life easier and better in a credible manner, instead of just replacing one tool with another.

“Our failing is that we have many people from the 60s and 70s deciding over our tools. They do not know what is coming in, they are not interested, they squeeze their old way of working into a system. Those who are middle managers today were working as consultants 20 years ago. They had ashtrays and landlines.”

– Consultant at staffing agency

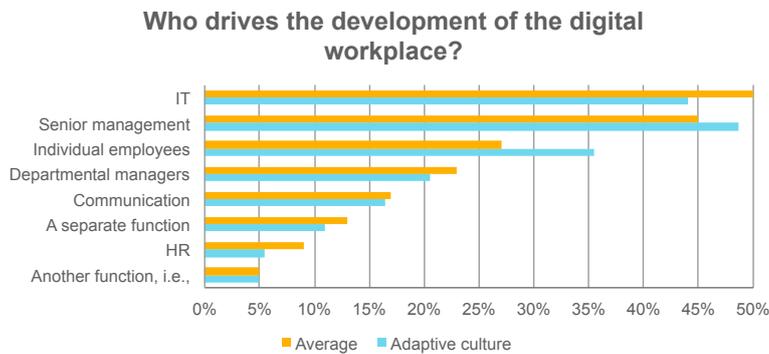
“You need open-plan areas for the right reason – for creativity, effectiveness and so forth. Where the larger companies have chosen to do this, it is more on the grounds of cost effectiveness than creativity. There is an incredible amount of squeezing and slimming down if you think like this, and we are probably the last ones to be forced into an open-plan layout, as they will have done the math in such a way that there are probably not even enough workplaces.”

– Consultant at an IT company.

6. Taylor in T-shirt

In order for the new (activity based) working life to really be established, it is necessary for these issues to be taken seriously – and not letting them become a question of saving euros and cents on office space. A contemporary version of Taylorism, just in a modern disguise.

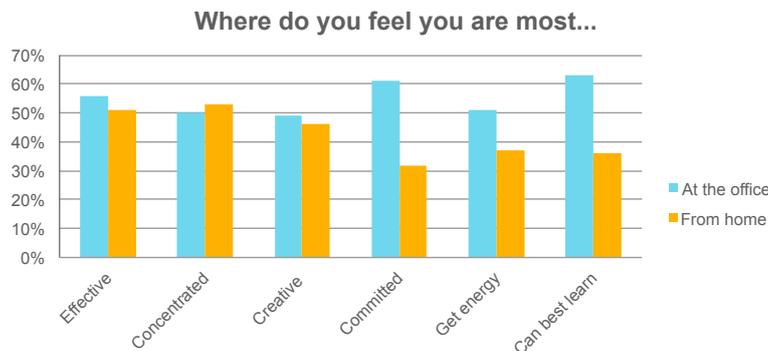
The statement "I am happy to come to the office" has the support of only half of those who have several potential working environments but no workplace of their own. The happiest are those with a mixed working environment but a desk of their own. This shows the link to truth number three above: new forms of work and workplace solutions need to be flexible and mobile at the same time and also provide security. The future work place that can combine these two "extremes" will be a winner.



7. The office's gravitational pull

In an increasingly eroding, digitalized world where place and time perhaps do not mean very much, the office can serve as a permanent and attractive assembly point that keeps the employees together despite everything else demanding their attention. Here, we can see projects others are involved in, exchange ideas with our colleagues, innovate or just find a calm place to sit down and write – and then leave again to meet customers or gather knowledge.

In a working life without boundaries, we can be effective and creative more or less anywhere. But it appears that the office of the future has an increasingly more important role to play as a place for learning, involvement and energy, and to some extent also creativity, as well as for solidarity and culture.



8. Leadership that shows the way

Good leadership is probably the most decisive factor in order for digitalization to do the trick in any organization. The main theme running through the most successful organizations involves teams and self-leadership. Even with regard to contributing to security, it appears that leadership adapted to the team, instead of the opposite, is a greatly contributing factor.

”A manager will be well informed about everything all the time and be supervising. But this is the biggest bottleneck in the world. All of a sudden, this is a manager who is not effective because he takes in information at the speed of IBM Watson, everything needs to be sorted in Excel and archived in the correct folders, managers have three dozen folders to archive e-mails. They shouldn’t be doing that! They are supposed to be leading!”

– Communicator at a digital transformation agency

”The CEO who goes around shining a torch, looks at the target. Don’t look at your employees. They are following you. Bring the team together instead, trust them to get the job done together with the manager’s leadership.”

– Communicator and project manager at IT consultant.

9. Shorter and shorter – and pictures

Generally, the communication in working life is becoming shorter and shorter and more oriented around chat, video and other multimedia solutions.

It is necessary for any company to think actively about how it communicates, which channels are suitable and in what manner. When we are drowning in the information flow, it is vital to be able to sort, handle, and search among what we have available. As long as the information is sufficiently communicative and traceable, the problem is solved – and cutting down on unnecessarily long documentation is actually just a gain with regard to time and energy.



Photo: Impact Hub, Stockholm

10. Cloud with space

The role of the physical workplace will be important in the future – as one of many tools. The workplace will be a digital cloud that also includes an office.

A workplace that can be adapted to the ways of working corresponds with greater digital maturity in general, both internally in the organization and externally with regard to adaptation to changes in the business environment. The physical working environment is, in other words, not insignificant at all – but it is no longer the starting point. Instead, it is vital that the physical working environment supports and facilitates work, and does not become a barrier to performing the work as smooth as possible.

It is actually these organizations that are the truly digitalized ones – those who have understood that the physical and tangible world is not the starting point for the office work, but rather one aspect of a multifaceted work life that is becoming increasingly unrestricted – both in terms of place and time as well as specific tools and processes.

”I can record video instructions in the evening and they can watch when they want, go back and see what was said, what kind of task have I assigned? Things become clearer than in writing an email with instructions. It is very convenient for me, I can sit and think it through. I can express myself a bit more gently, I can formulate, ”this is how I want the end result”. I always supplement with a bullet list. I upload the film and design and say you do this, you do that.”

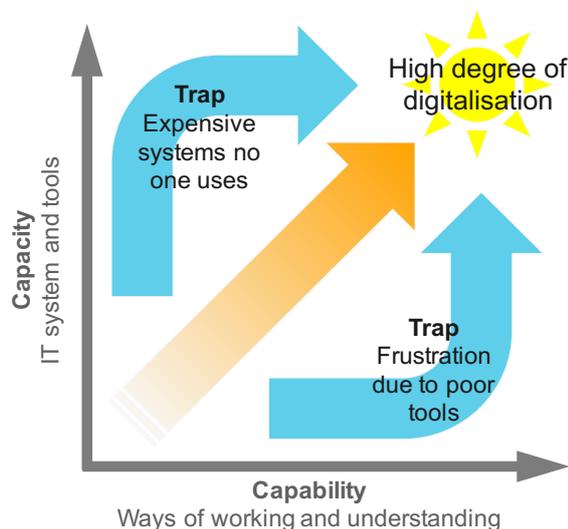
– Marketing Manager e-health company

Capability and capacity for digitalization

How should digitalization take place? Ideally, the business will increase its digital capacity by introducing digital tools and systems at the same time as increasing its digital capability and introducing digital ways of working, i.e., changing the way it works.

There are, of course, traps and risks involved in digitalization. If you quickly change the capacity in the belief that people will change by themselves, you will end up with expensive systems with no one using them.

If, on the other hand, you do not introduce new technology, the employees will become frustrated with old systems and conservative ways of working. There are many examples of companies that have a cautious or obstructive IT department or IT policy and many people in this type of organization show signs of dissatisfaction and stress.



Conclusions – the workplace of the future

The workplace of the future is digitally transformed. Certainly not finished transforming but artificial intelligent assistants are part of our everyday work life. The decision-making rests with humans, while an AI assistant checked whether something needed to be done, and searched for information on where the opportunity existed.

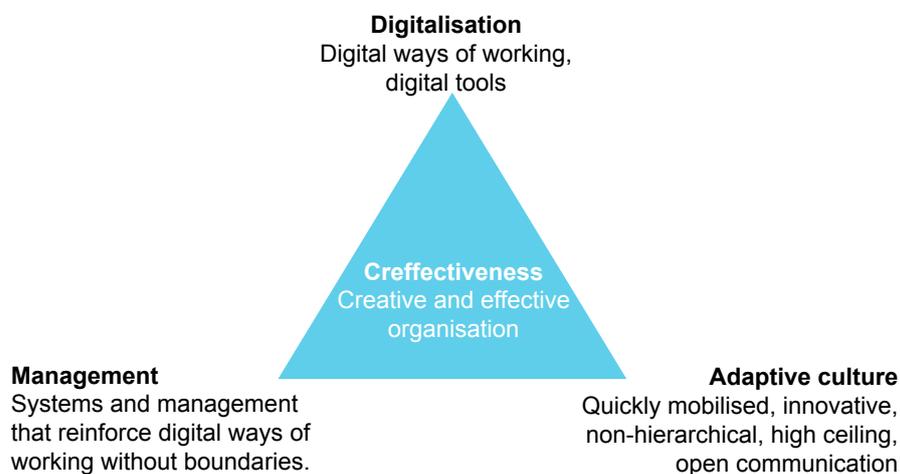
In the future, people will not meet for administrative and coordinating reasons. If people meet, it will be in order to produce, create, learn, or develop a sense of community. Interacting via screens is just as acceptable as face-to-face meetings. Language barriers have been done away with thanks to effective real-time translation. There is an enormous variety of digital tools and "one size fits all" (i.e. MS Office and e-mail) has been done away with. There are tools for each specific way of working and every imaginable need. The technology has arrived and been embedded.

The key to success is testing, learning, and re-doing in rapid iterations in order to create the best possible effectiveness and adaptive culture.

The organizational capacity to combine effectiveness, creativity, and commitment corresponds strongly with how the workplace and office are designed. Environments that facilitate creativity together at the start, followed by effective productivity in a more solitary fashion the closer you get to the deadline – and commitment as the glue keeping them together – are workplaces of the future. It is efficiency in handling creative output that is decisive, since all routine tasks in, for example, finance, law, service, sales, and administration are automated. The office must therefore accommodate a downright creative and problem-solving work cadre.

The adaptive culture is one key to achieving creffectiveness. This culture is, in turn, strongly connected to management, self-leadership and size. Management is not just about leadership from formal managers but also about decision-making processes, cooperation and participation that involves all employees. Command and control has been replaced by participation. Pay structures, for example, can be established openly and by employees themselves.

Having their own responsibility for when and how they work and self-leadership are questions that all respondents, regardless of generation of workplace, state to be something that will become more important in the future. Self-leadership is also supported by management innovation and effective digital cooperation between employees.



We have seen in the study that size is important. The conclusion points toward thinking about the organization in terms of networks and teams. With teams that work in an agile fashion, and with good interfaces between the teams, there's flexibility and the ability to change quickly.

In this context, leadership is of course very important. We believe that the reason why the pioneers distinguish themselves in the study is largely because their leadership works shoulder to shoulder with the employees. They have all been put to the test by the same challenges. Vision and trust-based leadership creates solidarity and driving forces for the future.

Five pieces of advice for the future

What is needed to create a future-proof office? What is needed to create a creffective environment that contributes to success? In this section, we provide five pieces of advice for the future.

Gardening for increased capacity and capability: digital tools and digital ways of working need to be introduced at the same time and continually improved. Be sure to utilize and encourage the creativity of employees in order to develop digital ways of working and introduce new tools. It is difficult to strike a balance between a garden that runs wild and a well-tended gravel path.

Flexibility and experimentation: try out new methods and ways of working. Build teams that work in different ways and that are allowed scope for creativity and innovation. Reinforce an adaptive culture that strengthens employees' capacity for self-leadership. Finally, allow leadership, control, and management systems to be adapted for a more dynamic workplace.

Attraction: the successful organizations of the future have succeeded in attracting the best skills. The office needs to be an inviting place, an attractive workplace that contributes joy and pleasure to working. Likewise, there needs to be an attractive digital workplace. The office need not be "cool" (read: ball pit and slides), but should strengthen the company's culture and purpose. You are more creffective at the office and can learn best there. This is supported by good digital tools and ways of working, resulting in an integrated and attractive whole.

Brief and visual: the communication needs to be quick, brief, precise and informative. Long messages with a lot of "fluff" will not be read. But short messages, condensed information, preferably with images or videos,

will get through the noise. Minimize e-mail and introduce other communication channels. Don't call a meeting unless it is necessary.

Diversity: in addition to diversity among employees, you also need diversity in terms of premises: both the physical office, the digital tools and way of working. Over the course of a day, or a week, we perform lots of different tasks and activities. Some of these take place at the office, others without boundaries at other locations. Some of these activities are suitable for doing at a desk but far from all. We need different types of space, furnishings and tools that support and reinforce what we will be doing: creating and producing. Many sizes fit all.

A new era is coming: The office is dead – long live the office!

About the study

Aim and background

The purpose of this study is to investigate how the new working life affects effectiveness (a combination of effectiveness, creativity and engagement), how mobility and flexibility combined with new digital ways of working affect work, work results, stress and well-being.

The background to the study is Kairos Future's many years of work on the future of the workplace and Palorial's indepth experience of digitalization of work. Together, we wanted to study what promotes a good job and a good working environment. These questions are of interest to our partners, who have therefore supported the study financially and in terms of knowledge.

Scope

The study includes questionnaires, focus groups, and research, and is built on our experiences of the subject matter. The questionnaires have been responded by both a statistically safe sample of the population (1028 people aged 18-65 working in offices) and by employees of the companies involved. The focus groups primarily gathered employees from young businesses in technology-intensive or digital environments. The research material consists of blogs and reports from external stakeholders as well as previous studies in the area.

Co-organizers

Kairos Future and Palorial carried out the study, in collaboration with Kinnarps, Midroc, Newsec and Vasakronan in 2016. We would especially like to thank our partners for their support and inspiration during the work.



About Kairos Future

Kairos Future is an international consulting and analysis firm that helps companies understand and shape their futures. Through analysis of trends and the business environment, innovation and strategy, we show our customers the big picture. Kairos Future was formed in 1993, our head office is situated in Stockholm and we have representatives and partners worldwide.

For further information, see www.kairosfuture.com or contact us at +46 (0)8-545,225 00 or info@kairosfuture.com.

About Palorial

Palorial is a digital business developer that guides companies and public organizations towards value-creating digital ways of working and digital transformation. Palorial prefers to work with "how questions", i.e., how an organization's digitalization should be conducted. And also with change management, i.e., getting the new digital behaviors into place.

Palorial offers preliminary studies, strategies, project and change management and network analysis. We can work as a resource in the client's team and/or put together a delivery team with other consultants from Palorial's broad network.

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When the rate of change outside an organization is higher than the rate of change inside, the end is near

– Jack Welch, former CEO General Electric

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