MASTER THESIS

Mr.
Robert Schulz

How Covid-19 impacts the workplace of knowledge workers in a pandemic and post pandemic world

Berlin, Minsk, Mittweida, 2021

Faculty of Economy

MASTER THESIS

How Covid-19 impacts the workplace of knowledge workers in a pandemic and post pandemic world

Autor:
Herr Robert Schulz

Course of studies:
Industrial Management

Seminar group:
ZM18w2-MI

First examiner:
Mr. Prof. Dr. rer. oec. Serge Velesco

Second examiner:
Mr. PhD, Assoc. Prof. Eduard G. Churlei

Submission:
Berlin, Minsk, Mittweida, 30.05.2021

Defense/ Evaluation:
Berlin, Minsk, Mittweida, 2021

Bibliographic information:

Abstract:

The following master thesis covers the topic workplace. The focus lies on the corona pandemic and how the pandemic has affected and will continue to affect the workplaces of knowledge workers. Therefore, the workplace as a research area has been described holistically, followed by the presentation of gathered secondary data and the conducted in depth interviews by the author. The presented secondary data and primary data are agreeing in the workplace how people know it will be changed after the pandemic. The most likely outcome is the hybrid workplace concept which mixes the home office, the office and alternatively third places. For these changes the companies have to be equipped and prepared. The meaning of the office will increase and has to be redesigned in order to meet the needs of the knowledge workers which are coming back to the office eventually.

Declaration of Authorship

I hereby certify that this thesis has been composed by me and is based on my own work, unless stated otherwise. No other person's work has been used without due acknowledgement in this thesis. All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged.

Berlin, 30.05.2021
Place, Date, Signature of Author

Table of content

Table of figures

List of Abbreviations

In the following tables describes the significance of several abbreviations used throughout the thesis. On the right side the page where each one is first mentioned can be found.

Abbreviation	Definition	Page
Baby boomer	people born from mid 1940s to mid 1960s	10
GenX	people born around 1970s until 1980	10
GenZ	people born around and after 2000	10
HR	Human Resources	2
HQ	Head Quarter	46
IPO	Initial Public Offering	8
Millennials	also known as Generation Y, people born mid 1990 - early 2000s	10
WFH	Work from home	33
WFA	Work from anywhere	46

Introduction

In 2018, the office of the future was "wherever people happen to be"[1]. This quote is from the German architect Konstantin Grcic. His passion is the ever-changing challenge to design workplaces for the demands of modern workforces. Lately, people could be observed working everywhere, in hotels, on the train communing in cafes, airport or even at the beach. The traditional workplace with a desk and a screen is challenged. More and more public places become informal workplaces for knowledge workers. People work from all sorts of places, all set-ups, and all kinds of environments.

The HuffPost Australia stated that an average person spends approximately 90.000 hours at work.[2] In other words, the average person spends more than 13 years at work. This fact alone is a sufficient reason why I wanted to dig deeper into the topic "workplace". What is the workplace, what has influence in it and how is it structured and why does it and will it change even more?

In recent years in cities like Berlin, London and New York but also more tropical destinations like Bali have shared offices and co-working scenes flourishing times. Trends like the just mentioned co-working places, working from home, remote work and the "new work" approach have more and more supporters. Digital workplaces have been on the rise and especially the younger generation Z has other demands than money. Purpose, flexibility and work-life balance are important aspects of every job decision for them. Companies, but also states have to recognize those changes in the youngest talents in order not to lose the war for rare talents.[3]

Furthermore, factors like the progress of AI (artificial intelligence), increased world trade and a truly globalized world have a big impact on an area that was almost shy, calm and not on anyone's radar, the workplace.

Due to the Covid-19 pandemic, there is a new fire, new discussion on it. January 2020 Covid-19 hit Germany. No one was ready for a pandemic even though reports about the situation in China were published and accessible. However, only after the first infection on German soil, the German government took action to prevent the virus to spread. Nevertheless, the virus spread exponentially and as a result, the German government introduced the first lockdown

---

[1] Dezzen 2018
[2] Belli 2018, Cambridge University Press 2021
[3] Francis und Hoefel 2018

after the WHO officially declared it a pandemic. The main restrictions were social distancing and preventing human contact. This resulted in a general ban of meetings among people, only two people from two households were allowed to meet.[4] Similar restrictions have been put into place in many countries. How should this all be practiced in the workplace? What kind of impact had and still have restrictions in the workplaces of knowledge workers? How should people and companies deal with it? And more importantly what will be the new normal, what will happen after the pandemic? How will the organization deal with the new-found solutions once the virus is eliminated?

These topics are on the top of every decision-maker in the world. These questions are deciding factors for industry leaders, global organizations in fight for the best talents and also the productivity, happiness and work-life balance of their workforce. Working in a human resources (HR) consultancy, these are the questions people are frequently confronted with. People would like to know, what's after? The goal of this thesis is to risk a look into the future of the workplace based on research and expert's opinions. I would like to know if concepts like new work, remote work and hybrid workplace ideas last after the Covid-19 pandemic.

The workplace as a research area

It is a strongly held belief that this topic is on a global scale equally important to many countries, organizations, entrepreneurs, and society. People have to understand and prepare for the future as businessmen, entrepreneurs, lawmakers and as a society in order to survive and continue to live in a stable economy. This study will pioneer and glimpse into the future with the help of studies, statistics and experts.

In the first part of this thesis, it will be defined what is the workplace and what are knowledge workers. With this definition ready I will be able to describe the history of the workplace, describe the workplace itself and show the different research areas. Additionally, the methods used for the research will be presented and at the end of this chapter as well as the research design which will be implemented in the second chapter. With the help of the research design, the Covid-19 pandemic and its challenges will be conquered.

The workplace as a research area in a sense of strategy and impact of the employees' health, happiness and stress level is rather new. 1985 workplace as a function, as a study topic, how

---

[4] Riedl und Wengler 2021

to improve employees but not only their productivity but also other factors as just mentioned got on everyone's radar in 1985 with the publication of Robert Luchettis and Philip Stones "your Office is Where You Are"[5] in the Harvard Business Review. Technology made its way into the lives of the people and the offices. Emerging innovations like the cellphone made it possible to work away from the traditional desk.

The book" Workplace by Design"[6] by Fritz Steele (Yale) and Franklin Becker (Cornell) in 1995 was the first time linking the design of a physical workplace to the success of a business. Then in 2002 came the Workplace 2020 research and development program from the General Service Administration in the US. This brought together experts to design a toolkit that helps US federal offices use the work setting as an advantage towards their goals. Nowadays this approach is still up to date called the "Total Workplace Program"[7]. The toolkit can still be found as it is a standard practice today for the US federal offices.

In 2002 big cooperation's recognized the advantages a workplace strategy can bring, and the Deutsche Bank was one of the first companies to incorporate and strategy: DB smart Office.[8] Soon afterward Microsoft started the Workplace Advantage Program, which is still in place until today. [9]

Other research areas focusing on factors that impact the workplace are mainly in social science. There the area is broad and holistic. [10] However, workplace research as such focuses mainly on the productivity of the employees. The reader may find many studies and research works which will focus on various topics like workplace structure, emotions connected to work and organization. In the end, it is about the employee's productivity and how to improve it. In more recent events Covid-19 added itself to the list of factors that are impacting the workplace. Other factors which have a direct impact on the workplace will be discussed later.

1.1 Definitions of the workplace and knowledge workers

First and foremost, it has to be defined what a workplace and a knowledge worker is to use these terms in this study.

---

[5] Stone und Luchetti 1985
[6] Becker und Steele 1995
[7] Administration 2018
[8] Policy, United States. General Services Administration. Office of Governmentwide 2006
[9] Williams 2017
[10] Bluma und Rainhorn 2020

Aristoteles wrote 350 BC in his famous Nicomachean Ethics „Again, the work of man is achieved only in accordance with practical wisdom as well as with moral virtue; for virtue makes us aim at the right mark, and practical wisdom makes us take the right means. " [11] In accordance with this, the workplace is the place where man fulfills his practical wisdom and his moral virtues to work.

The oxford dictionary defines the workplace as "the office, factory, etc. where people work "[12].

The Cambridge dictionary defines it as "a building or room where people perform their jobs (…)"[13].

The job platform "indeed" defines it a bit differently: "A workplace or place of employment is a location where people perform tasks, jobs and projects for their employer. "[14]

The definition of indeed is too specific for this study as it would exclude entrepreneurs and freelancers with its limiting end about the employer. Also, the Cambridge definition is limiting as it assumes that every person who works is performing their job in a room or building. Here it is excluding everyone who performs their work outdoors. The same applies to the oxford definition.

During the research, the author found out, that there is no scientific definition of the workplace. Scientists, researchers and academics are using the word as a given word with a common understanding of it. Therefore, after the three different definitions, a mixture in a very broad sense will be used for this study, a workplace is a place where people work.

The workplace of knowledge workers is the subject of this study. Ultimately, it has to be defined as well what a knowledge worker is. Peter Drucker came up with the word knowledge worker 1959 in his book "the Landmarks of Tomorrow". The knowledge worker is a worker, who applies analytical and theoretical knowledge, which he/she acquired through formal training to develop products and services. The knowledge worker creates value through complex problem-solving in comparison to manual labor which creates value through physical work.

Drucker predicted that this new kind of worker will be the most valuable asset of the 21st century because of their high level of creativity and productivity. He anticipated the shift in the paradigm of work. With the increase of industrialization, also the number of jobs dealing

---

[11] Aristotle 350 B.C.E
[12] Oxford University Press 2021
[13] Cambridge University Press 2021
[14] Indeed Inc. 2021

with information rather than with physical labor grow. New information jobs were created like managers, consultants and even investors. These were the first working only with their mind, create solutions for the complex problems of their time. Before Drucker came up with the term knowledge worker there was the phrase "white color workers" in comparison to "blue-collar workers", the blue color is representing the manual task in the workplace, whereas the white color represents the performance of more administrative tasks.[15]

For this work, I am going to use knowledge worker as a worker, which performs complex problem-solving tasks and does not work physically. And as the workplace is the place where people work it is to be summarized that knowledge workers nowadays mainly work in office buildings or laboratories.

1.2 History of the workplace – Impacts of design and technology

Even for knowledge workers, the workplace changed in the past decades. For a better understanding of the dynamic of the workplace, I am dedicating this paragraph to the history of the workplace. For better contextualization, it is essential to understand how the workplace and its conditions changed over the past decades.

Starting in ancient Rome with all its roads, sewers, aqueducts and high engineering and politics. Moreover, Rome had its business district in which were the shops, government offices and offices for accountants' other people who would need an office to do their work. IN that sense Rome gave us also the legacy of the office. The word "office itself comes from the Roman Latin term "officium". A loose translation would be bureau, in other words, office.

In modern times the first purpose build office building was in the UK in 1726. The Ripley Building was the first of its kind and build for the Navy. It was versatile and inhabited staterooms, offices and apartments for the admiral and the admiral board room. Today its owned by the Department for International Development. [16]

For this study, I am going to go back to the age of 1950 and will describe the usual office set-up (after 1.1 equivalent to the workplace), factors that affected the employees, the design and the culture of the time. I am going to explore until 2020 as then the corona pandemic influences the workplace situation, which is the topic of the research chapter, chapter two.

---

[15] Panopto 2018, Wartzman 2014, Corporate Fiance Institute 2016
[16] Mansson 2021

1.2.1 1950

The 1950s were disruptive for the workplace as women entered the workforce during World War II. Up to 32% in the US.[17] The office layout was highly influenced by the production or factory line. Rows and desks were tightly together. This approach was invented by Frederick Taylor, the father of office space creation. He is credited to be the first engineer who created office space[18].

The main aim of Taylor's approach was the increase of efficiency. Higher ranking members of the workforce, e.g., executives or managers benefited from private offices with windows, so they could observe their workforce and check up on their productivity all the time and fairly easily. Technology impacting the workplace and the productivity of the employees were manual typewriters and adding machines. These were

Figure 1 – Tayloristic office setup

some of the pioneer machines which were invented for making the life of the employees easier and more effective. The only negative aspect was the noise from the typing.[19] In the illustration, a typical office in a Taylorism setup can be seen. Here it can be recognized the typical rows and desks which are very tight together or even like here one big aisle as a desk.

1.2.2 1960

In the 1960s there were two new office space approaches present. From German Quickborner Consulting group came in the late 50s and early 60s a different approach, which is called Bürolandschaft – office landscaping. It broke up the walls of tables from Taylorism offices and the workforce got more decentralized. With this approach, it is more loosely divided into areas with the usage of a lot of plants. It is a

Figure 2 – Quickborner Bürolandschaft

more organic approach that allows easier and more flexible communication and actions between different teams. All in all, a more "socially democratic" workplace. [20]

---

[17] Atlassian 2020
[18] Applied Workplace 2013
[19] Atlassian 2020, Condeco 2020
[20] Atlassian 2020, Condeco 2020, Mansson 2021, Syllable Inc. 2018, Williams 2017

It can be recognized in illustration 2 that there is more space for easier communication, and it still follows a certain structure.

The second new approach is called the action office. The German space wasn't for everyone. Some people needed more privacy. The action office by Propst and Herman Miller came into the buildings in the 60s.[21] It was the first modular office furniture, which is still in use today. It is a semi-enclosed, flexible design which can be seen below in the picture. Thanks to the modular approach it was a personalized workplace experience for every employee and could be configured to the needs of

Figure 3 – Action Office

the company or the employee. [22] Every module stays extra and gives the workplace the typical outlook of that era. In 1968 was the action office 2 was introduced, a more economical and therefore cheaper version.

The office culture in the 1960s was influenced by smoking and drinking in the office. The „three-martini lunch" was born. Also, sexual discrimination in the office was practically legal in the US. Only in 1964, they banned it. And only in 197,5 they defined the term: sexual harassment. The main technology which impacted the workplace was the International Business Machines (IBM). IBM released an electric typewriter which improved the speed of the typer and the productivity. Also, they introduced a computer system for business customers. [23]

1.2.3   1970

In the 70s the office setup did not change much. There were not new setups and the old ones like action office 2 were still in place. However, in this decade the health of the employees got more and more into focus. The first ergonomics office chair was introduced. But smoking was still the norm in the office.

Technology-wise the 70s were important. In the 70s technology started almost to disrupt the workforce. The computer began to influence workers' performance and floppy disks came into the world. Back then the floppy disc could hold 1.44 megabytes. Furthermore, IBM

---

[21] Syllable Inc. 2018
[22] Atlassian 2020, Condeco 2020, Mansson 2021, Syllable Inc. 2018, Williams 2017
[23] Atlassian 2020, Condeco 2020, Cain 2018

launched its first laser printer in 1976. The fax machine also revolutionized the work with paper and the transition of letters. [24]

1.2.4 1980

In 1980 there was one new form of office setting dominant, the cubicle. An open-plan office with rows and walls. It is a hybrid between open plan from 1904 or today's open plans in startups and modular action 1. The decade went away from the employees' health approach towards more productivity and economical decision-making in terms of workplace design. The cubical farm was born. Small office on offices like in the Taylorism office in the 50s and open plan offices from 1904 by Frank Lloyd Wright or today's startups but with more privacy. See below in the picture. This setup was perfect for middle managers as they were too important to have only a desk but not important enough to get an own office.

The computer played a major role now in the workplace. With more computers came more monitors so the desks had to get a bit bigger as well as the cable engineering skills. Concerning the office culture, the people in the 80s began to chat about work-life balance. With the cubical farms, workplaces were cheap and so increased the number of workers steadily. Corporate culture became a priority so every worker understood what the concept of the company is everybody should know it. The so-called "9 to 5" was born.

The importance of technology increased even more. Apple launched the first Macintosh as well as Microsoft launched Windows. For a better context, in the 80s the first dotcom address was registered, and the world wide web came online. Also, car phones contributed to the fact of being almost everywhere reachable. [25]

1.2.5 1990

The 90s were the decade where the computer wasn't a luxury anymore, now it was a necessity for every employee as the connectivity with the internet increased. With the continuous rise in numbers of employees the cubical farms got bigger while the personal desk in the farm got smaller. The office got more functional, but the design stayed the same. Cubical farms were still grey or brown.

Figure 4 – Modern cubical farm

---

[24] Atlassian 2020, Condeco 2020
[25] Atlassian 2020, Condeco 2020, Brown 2020

With the dotcom bubble at its peak, big tech IPOs (initial public offering) from Yahoo and Netscape came along. Amazon and eBay were founded. Big numbers of dot-com businesses grew quickly.

The office became also more casual with the introduction of casual Friday. Men did not need to wear suits and ties anymore and were freer to choose what to wear.

Once again, the importance of technology increased. In this decade tools and services such as Email, Cell phones, Personal Digital Assistants (PDAs), the web browser, JPEG, Adobe PDF and the MP3 format started. The company founded in 1998 until today influenced our way of life, Google. All these tools and services made the workplace more digital than ever. [26]

1.2.6   2000

In terms of workplace design, the start of the millennium is groundbreaking with new setups like "Coworking". Coworking spaces give the employee more alternative spaces to work. Also, employees had more freedom and flexibility to choose where to work from. Cafes, restaurants or other public places became working places like the airport example in the introduction after the quote of the German architect Konstantin Grcic. Remote and work from home were introduced the first time. With the rise of these new approaches towards the workplace old ones like the cubicle faded out. Open floor plans and the internet were omnipresent.

Millennials started to enter the workforce and with them, the demands changed on work and the workplace. High-speed internet became not only important in the workplace but also in society in general. The smartphone made it possible that everyone can use the new world wide web wherever he or she is.

Tech startups changed the way people had to dress at work. Icons like Steve Jobs became popular with their casual style of clothing. It became more important how people perform and less what they wear.

With increasing connectivity technology did not become more important, it became a requirement for most jobs. Tools like Skype, Gmail and Twitter and Facebook launched in the 2000s. [27]

---

[26] Atlassian 2020, Condeco 2020, Baker 1990, Noble 1993
[27] Atlassian 2020, Condeco 2020

1.2.7 2010

The 2010s have introduced a big shift in workplace design. Not only the design changed but also the environment in which the workers perform their jobs. Workers demanded more and more flexibility. Models introduced in the 2000s like work from home and remote became the new normal. People worked now from everywhere and whenever they want and the traditional office changed just as much. New models in the office were hot-design and flexible desk space. Employees did not have a fixed desk anymore but could pick or even book and desk space in the office on a day-to-day basis. The work-life balance lobby increased up to the point that graduates demand a working model for their new job. Integration in their life is a priority now.

The workforce got more diverse. People from all generations e.g., Gen Y, Gen X, Baby Boomer and Millennials working together as well from every ethnicity.

Tech company increasing their revenue up to the point where they get more revenue like traditional companies like Walmart.

Technology is a driving factor of innovation now. Artificial intelligence connects everyday life and is said to replace certain human jobs in the future. Mobile apps coming into the mass market and changing the way people consume and work. Productivity tools like Microsoft Teams, Google Hangouts, Docs and Slack gain more popularity. Moreover, the cloud saves everything remotely for the workers and enables them to work everywhere on this planet. [28]

1.3 Workplace management theories

One of the main factors which is impacting the workplace of knowledge workers is their managers. It is the main person of contact most of the time and mainly the person they are reporting to. It has to be acknowledged that there are several theories of how to lead a team, how to guide a group or how to approach people. It is a science on how to get the most out of the employees but also how to touch every individual right to boost and develop their potential. Several theories conquer those challenges differently. In the following paragraph, the main seven schools of management will be covered.

1.3.1 Frederick W. Taylor's theory - scientific management

Frederick Taylor an engineer was the first one, who studied the work scientifically with the main goal to increase its effectiveness and efficacy in the process of work in 1919. In Taylors

---

[28] Atlassian 2020, Condeco 2020, Mansson 2021

theory are four principles. The first principle is to study each task in a way to find the best and most efficient way to complete and perform the task. Secondly, the employees should be matched with tasks that match their skill set and their motivation. Furthermore, they should be trained in that specific task with the scientific processes analyzed in the first principle. The third principle is supervision. It is said that the worker has to be supervised closely to control if the worker does the job in accordance with its scientific practices. Fourth, the supervisor should train more workers in accordance with the scientific principles and plan the future needs, so the work can be done most efficiently and efficacy. [29]

Taylors theory aims at increasing the workplace efficiency by finding the perfect process to perform a task. This is general is a positive outlook however it does not mention the way individuals or rather teams had to perform together. The aspect of teams was ignored in Taylor's theory.[30] Also, the way the managers had to treat, to force the workers to fulfill the scientific guidance is not our standard today. Therefore, it can be concluded that nowadays workplace efficiency and training is valued, but it will not be found this theory in practice anymore.

1.3.2   Henri Fayol's theory of administrative management

A mining engineer and senior executive, Henry Fayol's theory deal with the interaction between managers and staff. His theory states that managers have six main functions: to forecast the next weeks and months, plan for the future, organize the needed resources, coordinate the teams and workers, command and control the worker to ensure everyone follows the commands. Furthermore, he installed 14 principles, rules and practices which were not rigid but were up to the manager to decide in which way they were applied to lead a team effectively and efficiently. [31] The 14 principles are:

- **Initiative:** The level of freedom each worker should have to do their work without being ordered or forced.
- **Equity:** Equality in the workplace, everyone should be treated equally.
- **Scalar chain:** Top to bottom chain of command. The principle ensured a working supervision chain.
- **Remuneration of personnel:** In order to create a connection, a bond between the workers and the company there should be monetary remuneration but also non-monetary

---

[29] Taylor 1919
[30] Conlin 2019
[31] Krenn 2011

remuneration. This remuneration has to be bond to the individual's performance of the worker.

- **Unity of direction:** The principle means that there has to be only one manager per department which leads the team then more effectively and efficiently towards one single goal.
- **Discipline:** Every employee has to be respectful towards other employees but also to the rules and regulations of the company.
- **Division of work:** To make team members more efficient and effective every member should be certain responsibilities based on its skillset, motivation, and interest.
- **Authority and responsibility:** The principle proclaims that there has to be a balance between authority and responsibility whereas authority is the right to make decisions and tell commands and responsibility is the obligation of a worker to do the job he is hired to do.
- **Unity of command:** The unity associated with this principle means that there is only one manager who gives commands to the workers and they are only having to report to this one manager.
- **Subordination of individual interest to general interests:** This principle takes care of the conflict of interest, personal interest and interests of the company. In the best case, the personal and companies' interest is the same. However, the companies' interests should have a priority as the worker gets paid to fulfill those interests.
- **Centralization:** Centralization of power mainly. The power of making big decisions should be centralized at the top management level.
- **Order:** This means every person has to be the right person for the job. With this as a principle, the company should run smoothly, and employees and materials should be organized properly.
- **Stability of tenure:** This principle asserts that an employee only can work efficiently when the job the employee performs is secure.
- **Espirit de corps:** No one is bigger than the company. This belief asserts that the team contribution should always be higher than the added contributions of each member of the team.[32]

---

[32] Sharma und Jha 2011

This theory is a good example of how managers and leaders within a team are supposed to work with its members. Those interpersonal and direct actions have a big impact on the workplace and the well-being of each person.

1.3.3   Max Weber's bureaucratic theory

Max Weber, the German sociologist developed the bureaucratic management theory. The idea is rather simple. If an organization is structured in a bureaucratic way, it will be most effective. The organization has to have a clear structure with departments, a clear chain of commands and rules of governance. In his belief, these rules and structures were most effective in large cooperation. The theory included five main principles:

- **Task specialization** – Every employee has a specific task which the worker is responsible for within the company.
- **Hierarchy** – Each company needs a certain structure, a hierarchy to work and function successfully.
- **Formal selection** – In the selection of leaders, a personal vote is not appropriated anymore. If a person will be selected leader, then only because of its qualification which are best suited for the task.
- **Rules and requirements** – Weber wanted companies to have unified standards, so every employee knew what's expected of him/her.
- **Impersonal** – The structure and regulations should make the company impersonal, so Weber. In that way, promotions are not about personal ties and connections but rather about performance. [33]

Weber has certainly some valid points so that the promotions should be based on performance, but he has some flaws. In modern workplaces emotions are essential for a good working team and a good leader. Impersonal workplaces will not work as employees want to belong somewhere or feeling appreciated and respected. Emotions should never dictate our decisions, but good leaders have to be able to relate in order to lead. Keeping emotions out of the business and out of the workplace is far away from reality in our workplaces today. However, the structure of Weber is the foundation for every bigger company today as well.

---

[33] Weymes 2004

1.3.4 Elton Mayo's human relations theory

Elton Mayo's human relations theory can be seen almost as a direct opposite to the bureaucratic theory by Weber. Mayo reached on how productivity in the workplaces can be increased. He focused mainly on lighting, length of the workday and lengths of the breaks. Every test he did the productivity seemed to increase. In the end he summarized that nothing of his testing with lighting etc. has been the reason for the increase but the attention the employees got from the researchers. The human relationship theory was born. The theory emphasis on personal attention, belonging to a group or a team and the value of one's colleagues. Those factors will increase productivity. [34]

Focusing on the emotions and feelings money cannot buy is important and is a big impact on people's performance. However, focusing entirely on this will lead to drama in the workplace. Too much collaboration and affection among team members might lead to romance and distraction. A good mixture of Weber and Mayo would be a healthy choice for leaders in today's complex workplaces.

1.3.5 Ludwig von Bertalanffy's general systems theory (GST)

The GST asserts that companies and business work together as a system, they can be seen as a living organism which interacts, depends on and collaborates. The theory is stating clearly that no business isn't just one person. It needs more to survive. The company is seen as departments, business units and subsystems. The success of the organization is depending on the synergies of those systems. So, each of the small systems is an important part of success. Within the GST manager have to analyze the patterns of the organization and evaluate the ideal management approach. They have to handle the different systems in order to ensure company success. [35]

The idea about the systems within an organization could be seen as right. In every department are still smaller subsystems and workgroups. However, the point that the success is solely dependent on the synergies among the systems is quite bold. Also, the interdependence among the systems is only to a certain degree right. If an HR department suffers, other departments like the sales department suffer too as they do not get enough personnel. However, if the sales department suffers this does not mean that necessary the HR department suffers. Synergies are an important factor in a company's success but by far not the only one.

---

[34] Conlin 2019, Indeed Editorial Team 2020
[35] Hammond 2003, Conlin 2019

1.3.6 Douglas McGregor's theory X and Y

Douglas McGregor published in the 1950s his book "The Human Side of Enterprise" with his X and Y theory in it. The theory assumes that there are two types of employees or two types of motivation. Managers should be guided by those styles of motivation and should use their management style in accordance.

The first group of employees are X workers, they lack typical motivation, dislike their job and need to be guided closely. The second group of employees are Y workers. They are responsible, self-motivated and committed to their tasks.

The ideal approach for X workers is the more authoritarian style of management and will lead to micromanagement. The ideal approach for Y workers is collaborative. Here the manager should participate and work collectively together.

McGregor states that theory X is more suitable for big organization to keep an eye on organizational goals with a closed control over its employees whereas theory Y is more suitable for smaller companies when the employees are a valuable and important part of a team with an opinion when it comes to decision making. Here theory Y encourages them more. [36]

This management theory could be seen as outdated today. Employees are not either-or. Employees are human beings who cannot be categorized in only two different styles. Nowadays, especially knowledge workers do not have to be pushed around and controlled at every small task. A micromanager can be very stressful and build an atmosphere of perfection in the workplace. A workplace where mistakes aren't allowed is a workplace where people's development and growth will stagnate. This cannot be in the interest of the manager or the companies.

Whether in art or science, management is constantly evolving. In most offices today are managers with mostly hybrid models. There will not be a manager who only uses theory A or B. To appeal to all employees, to improve their productivity but also their well-being it is important to acknowledge that even the manager has to improve constantly to ensure the performance of the team. [37]

---

[36] Conlin 2019, Indeed Editorial Team 2020
[37] Conlin 2019

1.4 Motivational Theories

Another factor in the workplace is motivation. To work productively, every employee has to be motivated. Some have intrinsic motivations while others need a bit of external motivation with certain incentives. All employees are different, but all humans are built equal. Motivational theories apply to everyone equally and are an important part of the employees' experience in the workplace.

1.4.1 Maslow's Hierarchy of Needs

In 1943, the psychologist Abraham Maslow published in the journal Psychological Review his paper "A theory of Human Motivation" in which he introduced his hierarchy of needs. He installed five basic needs everyone tries to satisfy in form of a hierarchy. He suggests that everyone tries to satisfy those needs in order of the hierarchy after one another. Even though his theory is well renounced and world-famous the theory is to be seen critical as in the original paper there is not much scientific research done to prove the theory is working. Nevertheless, until today the theory is well used and an important base on how to motivate employees at the workplace.

The five needs are to be seen in the illustration below.
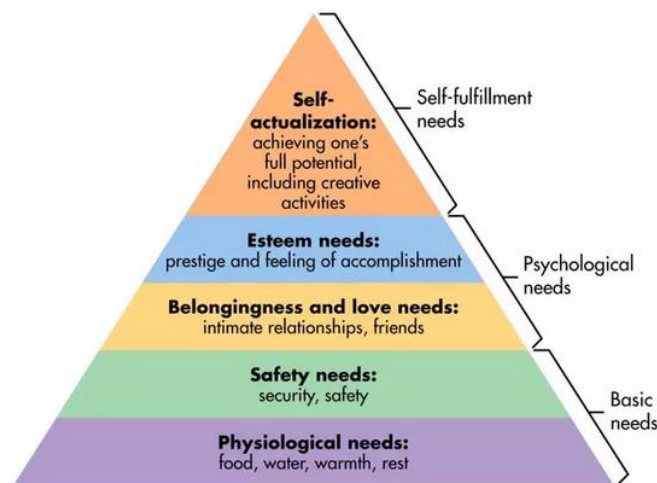
Figure 5 – Maslow's hierarchy of needs

As a new graduate and at the beginning of its career it is important to satisfy the lowest need, basic survival. It is physiological needs that are tried to be met in terms of a stable income and a good salary to fulfill their needs.

If an employee does not meet these criteria, he or she might decide out of an economical mindset to quit the job or try to increase the salary. The security needs are crucial to

achieving the basic needs of Maslow's hierarchy. If during a crisis the lower needs cannot be met anymore the employee will always be open for a job change. This will make the workplace an insecure place. Managers have here the chance to show their human side and relate to the employees specifically to make them feel wanted, respected and needed. When the basic needs are met, the person will try to fulfill the third layer of the hierarchy, belonging. In a work environment, this means social interactions with coworkers or customers. Here it is important to differentiate between introverts and extroverts as they have different needs in this regard. Managers have to ensure that the workplace is a safe space where people feel like they can be accepted and respected to perform their tasks. An environment with cooperation and interpersonal relations is crucial.

Overall, I can sum up that for the psychological needs, the second layer, communication and recognition from the superiors is very important. No employee likes to be kept in the dark about operational decisions. The esteem needs have to be addressed by the manager with attention and time. In a situation like working from home or a digital employee, this is even more important as the face-to-face human experience is lacking.

The top of the hierarchy is hard to be met alone. With the help of a team and manager, it is doable. For employee's self-actualization means development. Here it is important to cross-train the employee, offer maybe job rotation programs or a new more meaningful job title. The employees must understand people are believing and caring about them that they can reach their full potential. [38]

In this way, Maslow's hierarchy of needs gives a good roadmap not only for managers but also for leaders, in general, to make the workplace a safe, respected and caring space to thrive in.

1.4.2   Herzberg's Motivators and Hygiene Factors

Fredrick Herzberg, who was also famous for his quote "mental health is the core issue of our times", is the father of the motivational hygiene theory. Herzberg's theory was a survey in the 50s and 60s. He was determined to find out about the relationship between motivation and work attitude. Therefore, he questioned workers and asked them about their job. When did they feel very good and why and when did they feel bad and why? Those rather simple questions helped him to find the two factors, as his theory is sometimes called two-factor

---

[38] McLeod 2018, Tanner 2020

theory. Also used here as a source, Herzberg published his findings in the Harvard business review in 1968 in the article "one More Time: How do You Motivate Employees".

He found two factors which for him were factors associated for satisfaction in the job and certain factors for dissatisfaction. Those factors are specific characteristics of the job of the workers. [39]

Factors for satisfaction are achievement, recognition, the work itself, responsibility, advancement and growth. These characteristics of a job were associated with job satisfaction. Whereas Company policies, supervision, relationship with supervisor and peers, work conditions, salary, status and security were factors associated with dissatisfaction. Hertzberg said that these two factors are no opposites which mean in the end if you eliminate dissatisfactory factors from your job the employees will not feel satisfaction. But also adding characteristics from the satisfaction side will not take the dissatisfaction away. Herzberg himself said that if you eliminate negative factors in the workplace you might create peace, but you certainly will not increase the productivity of your employees. [40]

For motivating employees, managers should try to eliminate dissatisfactory characteristics. So, the management has to think about company policies and how to fix them, supervision should be changed and maybe can be less controlling and more support. Furthermore, they should install an atmosphere of respect and support in the workplace, so every employee feels safe there. The job itself has to be meaningful, secure and the salaries should be competitive, so all the factors of dissatisfaction are addressed. With the elimination of those factors, management lays the ground for increasing productivity by motivation. Therefore, the managers have to create satisfaction in the workplace. Only cause the negative factors are gone does not increase the productivity yet.

Herzberg said that every job should be analyzed for the potential of improvement, how to make the job better for the person who is doing the job. Management should create opportunities for achievement and notice, recognize and value employee's contributions. Additionally, more responsibility for employees is valued highly as much as having a job that matches one's skills. Ultimately the organizational structure has to be changed for more development opportunities and internal promotions. [41]

There are only minor flaws in his theory, e.g., he did not address the performance of a company in relation to its worker's attitude to the job. The premises is, when the company is

---

[39] Herzberg 1968
[40] Herzberg 1968
[41] Herzberg 1968

quite successful thriving employees will also be more positive about their job. Also, the opposite, if the company is struggling, employees might be more negative about their work as well.

Hertzberg introduced a theory in the 1960s that has still today value and is an important part of how to motivate people, half a century later. Theories like this have an impact on the workplace. They also shape the atmosphere in which employees. Management and motivational theories play an important part when talking about the workplace as they determine how the leader will act.

1.5 Workplace organization – 5S

The workplace is a place where employees should perform their tasks but is also a changing and developing space. This space can directly improve feelings like comfort or discomfort in employees and can improve their motivation and as such also their productivity. For the right workplace, many factors are important. In 1.2 workplace history, I elaborated on the technology impact in the workplace and the design which plays an important role. 1.3 workplace management theories showed how managers and their approach towards their employees can be beneficial to their productivity. However, an organized, clean, and structured workplace can also contribute to a space where people can work productively. From Japan comes the workplace theory 5S. The 5S stands for "Seiri (sorting), Seiton (organizing), Seiso (cleaning, shining), Seiketsu (sanitizing, standardizing) and Shitsuke (sustaining) ". [42] This theory claims that when people want to deliver quality results and work efficiently then the workplace has to be tidy, clean, safe and everything needed has to be easily accessible. This will ensure that the employees can concentrate purely on their job and aren't distracted. Once implemented it is said to boost productivity, whether installed in a desk space or production line set up.

It also can be beneficial for knowledge workers in their workplace as it will be shown in the following paragraph explaining how every "S" helps in the workplace.

First S is sorting. For a better overview in the workplaces, enterprises could sort materials like folders or papers. If they do not do it there is a chance of suffering a productivity loss. To help stay organized materials should be sorted by the usage of it, daily, monthly, or even yearly. Everything which is needed daily can be organized in the workplace and all the others could be marked and put some other place.

---

[42] Pringle kein Datum

The second S is organizing. As the first S already shows, unused things should be stored in someplace functional. The 5S theory says labels and other visual signs should be applied to help employees to understand where things are located or have to be put.

The third S is shining. Shine is this framework means more not dirty, so the workplace has to be shiny clean. The workplace should be freed of waste, dirt and everything partly distracting from a clean surface. But even further, this does not have to happen once but systematically by using cleaning schedules on a daily, monthly, and annual basis.

The fourth S is standardizing. Standardized work routines have to be implemented by frequent team meetings. Those rules have to be followed to reduce wasted time.

The firth S is sustaining. Sustaining stand for ensuring that the implemented four S stay functional. There should be a periodical audit to check the introduced work processes to ensure that the frameworks continue to work. Also, feedback for improvements can be collected during those audits. [43]

This theory seems to be far away from reality today, however, many production companies e.g., Toyota, Amazon, FedEx and Rolls-Royce have implemented the 5S system. For workplaces like offices where the workplace is designed like in 1.2 shown the 5S can be also beneficial but on another level. An office might be tidy, and no one can even see dust, but this doesn't mean that the employee will be productive as the tools changed. Today it is important to be digital and that the computer is clean and organized. In this way, the 5S can even be introduced in a folder system in the computer tools to increase accessibility for important files and relocate less important so it can increase productivity. [44]

1.6 Different generations in the workplace

People tend to be the most influential factor in the workplace next to technology which I have already established earlier and widen the impact in the second chapter. The impact on people is easy to prove. Everyone is different but how different are people?

Working in HR the author comes across a lot of people and a lot of opinions. But everyone agrees that the various generations have different attitudes, needs, demands and behavioral patterns. Especially in recruiting portals, countless articles with headlines like: "15 Strategies for Recruiting Millennial and Gen Z Candidates"[45] or "6 Millennial Recruiting Techniques

---

[43] Gapp, Fisher und Kobayashi 2008
[44] Gude 2017
[45] Greenberg 2020

You Need to Know About"[46] or if more seniors are the target group: "5 Ways to Recruit and Retain Baby Boomers in 2020"[47] can be found.

Before starting to elaborate on what is the current research situation, an illustration will be presented in which the generations are defined and explained. In the illustration, it can be seen how the survey from Tracy Francis and Fernanda Hoefel

Today's young people differ from yesterday's.

	Baby boomer 1940–59	Gen X 1960–79	Gen Y (millennial) 1980–94	Gen Z 1995–2010
Context	• Postwar • Dictatorship and repression in Brazil	• Political transition • Capitalism and meritocracy dominate	• Globalization • Economic stability • Emergence of internet	• Mobility and multiple realities • Social networks • Digital natives
Behavior	• Idealism • Revolutionary • Collectivist	• Materialistic • Competitive • Individualistic	• Globalist • Questioning • Oriented to self	• Undefined ID • "Communaholic" • "Dialoguer" • Realistic
Consumption	• Ideology • Vinyl and movies	• Status • Brands and cars • Luxury articles	• Experience • Festivals and travel • Flagships	• Uniqueness • Unlimited • Ethical

Figure 6 – Generations explained

defined the different generations. Both are a partner and senior partner from McKinsey in Brazil.[48] In the survey in Brazil, they discovered the core Generation behaviors and consumption patterns. They found four core behaviors of the Gen Z.[49] The survey is not to be seen in the workplace and works here only as an example of how people research various generations. There are also many studies out for the right motivation on millennials or other generations.

The associate professors Russell Calk from Texas, US published in The Journal of Business Inquiry a study on this topic. This study was conducted to examines the Millennials' perception of the Work Motivation Inventory model by Hall and Williams in 1967. This model is based on the Maslow hierarchy of needs discussed in chapter 1.37.

The result of that study was that it is really difficult to generalize an entire generation. However, Millennials are more positive than prior generations, so Calk.[50]

Another study which was first published in the Harvard business review by Associate Professor Eden King which works in the Department of Psychological Sciences at Rice University, Lisa Finkelstein, a professor in the social and industrial-organizational psychology area of the psychology department at Northern Illinois University, Courtney Thomas, a doctoral candidate in the Social-Industrial/Organizational program at Northern Illinois University and Abby Corrington a five-year graduate student. In the article, they state

---

[46] Tolan 2016
[47] Silverman 2020
[48] Francis und Hoefel 2018
[49] Francis und Hoefel 2018
[50] Calk und Patrick 2017

that different generations aren't that different after all. The only thing which makes it different is the belief that there is a difference. And this difference harms workplace productivity. [51]

For this statement they have reviewed the 2012 "Generational Differences in Work-Related Attitudes: A Meta-analysis" by David P. Costanza, Jessica M. Badger, Rebecca L. Fraser, Jamie B. Severt and Paul A. Gade published in the journal of business psychology.[52]

They take the given and assumed stereotypes which I mentioned earlier and try to validate them by empirical findings. In their study Eden King & Co. found that the study of David P. Costanza shows after analyzing over 20.000 subjects, the result is that there is a big variety of several needs and values within every of the generations. Individuals might have specific preferences and demands in their work career, but those individual varieties are not depending on age or generation alone. [53] With this said it is proven that there are not these big differences between the generations.

King & Co introducing the meta-stereotypes to explain why there are differences in perception among the generations. They state that people believe they are different and for this reason, they behave differently. Meta-stereotype is a concept of Industrial-Organizational Psychology. In this concept a person has a stereotype of another person based on their age or generation, e.g., a young person is irresponsible. And the meta-stereotype is what people think as a young person what others might think of me because I am young. This means a young person might worry that older people think he/she is irresponsible, even though this might not be the case. If both age groups are doing this simultaneously about each other there will be tension in the workplace. Everyone will have stereotypes about each other. Collaborations, teamwork, supporting each other will be impacted negatively. Furthermore, the research of King & Co. shows that those stereotypes are not accurate. In a survey which they took 2012[54] its shown that people tend to assume others will think negatively about themselves. Even though this is rarely the case. The stereotypes were even positive.

To proof, the impact of the workplace King performed a laboratory experiment[55]. This experiment showed that the assumption, the stereotype of someone has a direct impact on

---

[51] King, et al. 2019, Finkelstein, et al. 2019
[52] Costanza, et al. 2012
[53] King, et al. 2019
[54] Finkelstein, Ryan und King 2012
[55] McCausland, et al. 2015

one's performance. So, if someone thinks you are old you will not understand he will not give 100% for explaining it to you as he/she assumed you are old you will not understand. [56] These assumptions, these meta-stereotypes are productivity risk at work. Managers have an eye on these issues. Open communication and role-plays will be beneficial for the team and overall, for the workplace.

Another interesting study about the differences is from Henrik Bresman. He is an associate professor of organizational professor at INSEAD Business school. In the survey of the business school, they asked 19.000 professionals and students in over 19 countries about their aspirations and values. In this study its seen that the different generations like Generation X, Gen Y and GenY have a different mindset and therefore in terms of recruiting could be approached differently. For example, one question was about technology, whether they think technology is useful. The older generation even saw technology as a barrier, helpful by most of the GenX. GenY saw technology as most favorable and to GenZ students was it useful while students from China and the US saw technology as a hurdle.[57]

With these small excerpts from various studies and their methodology, I wanted to show how broad the research around the different generations at work is. This topic will be increasingly important as with workplace changes different generations have different approaches. And the war for talent has begun. Methodology-wise, it can be summarized that most studies, which have been referenced or read are whether surveys or laboratory experiments. The survey has up to 20.000 respondents are reflecting the global phenomena about the difference in generations. The fact that for diversity or generations it has to be gathered a lot of answers disqualifies for interviews or similar techniques. Also, the laboratory experiments are made to confirm or deny the impressions after the survey to conclude a statement.

1.7 Workplace strategy

Another more evolving topic, especially right now is workplace strategy. But what is workplace strategy?

Anika Ellison Savage writes 2005 in her article in the Journal of Corporate Real Estate: "Workplace strategy (…) is the dynamic alignment of an organization's work patterns with the work environment to enable peak performance and reduce costs. "[58]

---

[56] King, et al. 2019
[57] Bresman und Rao 2017
[58] Savage 2005

In her study about the impact of technology on work patterns plus the work environment, she found that major corporations in the US were using her office as a competitive advantage. They did that as they were aligning strategically their resources, tools, policies, and work environment which they provided for their employees. However, the environment, the workplace they provided failed more and more to deliver the anticipated result. The workplaces failed to cope with the emerging patterns of technology at work. Workplaces from the 80s and 90s are unsuited for nowadays demands of innovative, collaborative, and high-performing workforces. [59]

Savage lists the cubicle and open plan workplaces are negative examples from 2005. In her opinion, this office setting doesn't offer much privacy, variety, and anything else but a desk. An effective workplace should be focused on more interactions and knowledge sharing. The office must have different spaces for different purposes. Big space for enough interactions but also small spaces for thinking time, work time, time for collaboration and time to just meet someone. The office should have the right mix of spaces so the employees can use them effectively and with this, they will increase their time of working and ultimately their productivity. [60]

On page two it was mentioned earlier Luchetti and Stone. Already 1985 they stated in their article in the Harvard business review that the corporate office world has to offer a variety of purpose-driven spaces in which the workers could move around during their working day.[61] Already in 2005 Savage knew that technology would continue to impact the workplace. Another factor I already discussed is the different generations in the workplace when the baby boomers retire or better if the baby boomer retires. In the US strategies on how to keep the wisdom of the elders have gained popularity. Several retiring processes came up and are discussed how the ease out the elder but keep them there to train and to be smart.[62]

With the just mentioned factors, how can corporations and companies stay up to date and win the war about the best talent but also keep their productivity high with all the new emerging patterns in work?

Savage identified four factors on how to create an effective workplace to increase knowledge sharing and stay on top of the competition. Before everyone could start to change everything, first business processes must be observed to understand how people work. This happens

---

[59] Savage 2005
[60] Wieczorek 2018, Savage 2005
[61] Stone und Luchetti 1985
[62] Savage 2005

usually in interviews, observations, and surveys. But also, employee demographics, brand image and business drivers have to be considered.

The strategy has to address the four components easier motioned: technical, physical, social factors of work and simultaneously the financial capabilities of the company.

Technology should support different working models such as remote work and more collaboration in the workplace. It should give the workplace a certain degree of flexibility and mobility within the office context.

Physical factors are geography and architecture. Should the new workplace be a campus or a tower? What else should it have, Gym, daycare, supermarket? How should it look like urban, suburban, rural, or modern? These factors have a big impact on the employees' emotions, how they feel, and this leads to performance decrease or increase. So, the design has big impact on the employee's performance as well.

Social factors consist of thoughts about the employee exchange. The workplace should make it easier for people to exchange knowledge. It should lower the barriers to communication in general and consider that the workplace reflects how the company values its employees.

Financially the benefits will come as revenue will increase and costs will be lower in the end. All under the premises that employee productivity increases. If the productivity increases, then innovation will increase with that quality. Space will be used more effectively, and real estate, in general, does not have to be quired anymore.

As workplace strategy is such a complex field, for implementation it is recommended to use an interdisciplinary team consisting of internal and external employees. interdisciplinary team. [63]

The just mentioned workplace design is another area that has an impact on the performance of employees in the workplace. The workplace has a major impact on employees and their well-being. Workplace design will also play an important role in the next paragraph which will take a closer look at mental health.

1.8 Well-being in the workplace

The presented studies, research papers and articles all have been about productivity and how to keep employees motivated. The goal is to have hard-working, well-connected, and well-educated employees. This paragraph will deal with the topic, how to keep employees healthy or what are the biggest risk factors in the workplace and how can it be avoided.

---

[63] Savage 2005

In the research for the thesis, the author came across many studies, mostly surveys or intersectional studies which dealt with violence in the workplace. Violence in the workplace (WPV) is a well-documented and well-dealt topic in the scientific community. It can be found recent studies from 2019 like "The impact of workplace violence on job satisfaction, job burnout, and turnover intention: the mediating role of social support by Xiaojian Duan, Xin Ni and Lei Shi.[64] Other topics include "Strategies and Tools to Reduce Workplace Violence" by Mary A. Gallant-Roman[65] in 2008. All authors are health officials in the US. Workplace violence research is based on the healthcare system in the US. A lot of research about WPV is only in the US. For this reason, it disqualifies to be further explored. Another field is workplace bullying. Here, again more recent studies and older ones alike. However, research topics are very similar. It is about the measurement of workplace bullying[66], the incidence of workplace bullying[67] and the literature reviews about workplace bullying[68]. It can be acknowledged that the area of workplace bullying is important however bullying is not affecting everyone and for this reason, this area will not be further explored. The topic which will be explored further in this paragraph is stress at work. Stress connected to the workplace is a major problem in the workplace. Studies show that 18% of Europeans experience stress in the workplace every day. Furthermore, rather woman women than men experience stress at work. Also, the response to stress at work is different. 46% of women would overeat whereas only 25 of men would. However, men are more likely to engage in drug use than women, 12% versus 2%. [69] Also, studies have shown that there is a link between stress and cancer progression.[70]

Emma Seppälä, Lecturer at the Yale School of Management and Faculty Director of the Yale School of Management's Women's Leadership Program and Kim Cameron is the William Russell Kelly Professor of Management and Organizations at the Ross School of Business at the University of Michigan showed in a Harvard Business Review (HBR) article in 2015 how bad stress really is to an organization's performance and how big the impact for the employees is. They name the following arguments on how stress is impacting the workplace.

---

[64] Duan, et al. 2019
[65] Gallant-Roman 2008
[66] Cowie, et al. 2002
[67] Rayner und Cooper 2006
[68] Bartlett und Bartlett 2011
[69] Puac 2020
[70] Tilan und Kitlinska 2010

Some managers tend to think that stress and pressure do increase the performance of employees what most organization and their managers are unable to notice are the hidden costs, the backlash of the stress and external pressure.

The American Psychological Association believes that approx. $500 billion is taken away from the U.S. economy due to workplace-related stress. Additionally, 550 workdays are lost each year to sick leaves caused by stress at work. More than half of workplace accidents (>60%) are believed to be connected to stress. [71]

Even further studies prove the connection between the stress of belonging to a hierarchy and diseases and death. Other studies show the impact on rank. Employees from lower ranks of the hierarchy have a higher risk to get cardiovascular diseases or die from a heart attack. The researcher Anna Nyberg found out at the Karolinska Institute with a study of over 3000 employees that the behavior of leaders and managers are strongly linked to heart diseases in employees.[72]

Another problem pictured in the HBR article is the factor of disengagement. Once employees realize in which kind of a toxic workplace they are in, they will not perform as strong as before. A study from Queens School of Business has shown that employees who do not feel valued, supported, and respected visited 37% less the workplace than engaged workers. Even further, 49% more accidents and disengaged employees produce more errors and failures up to 60%. If accumulated to the result of an organization, it will end up as a result of 65% lower share price of the company over time. Disengaged workers will cost the company a fair amount of money. Disengaged will lower the job growth by 37% and overall productivity will decrease by 18% in the organization. Those numbers are alarming to all high-pressure cultured companies. [73]

The third point of impact Seppälä and Cameron show is recruiting. The war of talent is negatively impacted as well. Hiring and also retaining employees will get more difficult. The American Institute of Stress claims that workplace-related stress leads to an increase of approximately 50% involuntary turnover. Voluntary turnover means people will engage in the following activities up to 50% more: quit, do not accept, or do not want promotions and to search actively for a new position. Now people could argue that with flexible working setups and working from home those things could be prevented. However, changing the workplace and not the work culture or climate itself will not change the engagement of the

[71] American Psychological Association 2015, Seppälä und Cameron 2015
[72] Seppälä und Cameron 2015, Nyberg 2009
[73] Seppälä und Cameron 2015, Queens Business School 2014

employees. A poll by the Gallup management journal revealed that those well-being benefits will always be more valued by the workforce than more money.[74]

1.8.1 Where does stress come from?

Another field of research answered the question of where the stress comes from, in which situations does it occur. It will be showcased theories, transactional and interactional. A short overview will be given, however, not further get into the details as the entire research could be another thesis or dissertation topic.

The Transactional Model of Stress and Coping by Richard S. Lazarus and Susan Folkman believes that workplace stress comes from the internal negotiation each employee does with itself about the circumstances at work. The process of accepting that the work is how it is. External factors are important for the negotiation as they are the reasons however the stress comes from the process of negotiating acceptance of the situation. The amount of stress depends on the approach of each employee individually. It is the way they think about the workplace situation which can influence their mood and their stress level.[75]

The interactional theory also takes the employee relation to the workplace situation into account but does not focus as closely on the employees' internals as the transactional theory. The interactional theory focuses more on the factors which cannot be changed easily around the employee like the environment including culture, hierarchies and more rigid factors which are hard to change for an employee. [76]

Within the interactional theories, there are two models. One model in the person-environment fit model by Jeffrey R. Edwards from Kenan-Flagler Business School University of North Carolina, Robert D. Caplan from the Department of Psychology at George Washington University and R. Van Harrison from the Institute for Social Research from the University of Michigan. Based on this model, the reduce stress effectively an organization has to ensure the employees fit into the environment at work. The theory says it is important to hire for skills but also and even more important for the right fit to the environment at work. If the fit between the employee and organization is giving there will be less work-related stress, a higher identification and ultimately higher productivity of this employee.[77]

---

[74] Tritch 2003, Seppälä und Cameron 2015
[75] Patreon 2013
[76] Kathy 2019
[77] Edwards, Caplan und Harrison 1998

The other model is the Job Demands–Control–Support (JDCS) Model was invented by the American sociologist Robert Karasek in 1979.[78] It shows how job characteristics impact the well-being of employees. It tries to explain how job demands are the reason for workplace-related stress, e.g., too much work, too little time, or if the employee is too ambiguous. The theory focuses on the skills employee should use to deal with the situation at work. That ability is called "control". The author defined control "as the ability to make changes to one's circumstances"[79]. In comparison to the other theories, this theory put the control of the employee in the focus. Companies should be allowing their employees to arrive not on a strict schedule and b more flexible with working hours to decrease the stress level of their employees. That freedom at work, this control over their own time and mind is then the responsibility of the employee to create a workplace structure or setup in which he/she is not exposed or feels the stress. The author stated further that companies cannot give enough workshops and training for meditation or mindfulness.[80]

1.8.2 A positive workplace

Until now a base for where the stress comes from it has been established and which degree of impact stress can have. Furthermore, it will be explored which solutions and measurements companies can introduce and take to prevent workplace-related stress. Earlier I mentioned already a workplace strategist in 1.7. Such a person or department could be responsible to set up a workplace designed to reduce stress factors.

Seppälä and Cameron believe well-being for employees comes from a positive culture at work. Now I can make the connection to chapter 1.3 where I discussed workplace management theories. There the focus was to increase productivity, sometimes even on the cost of the employees. Here is another approach with positive work culture.

Seppälä and Cameron reveal in their research six characteristics to have a positive workplace, six important factors which will create a positive influence at work. Those six are: caring for each other, being genuinely interested in each other's lives and feel a certain degree of responsibility for the coworkers. The second one result from the first one: being supportive and offer kindness and empathy, show compassion. Third, to have an open culture where people are allowed to make mistakes and coworkers are forgiving and do not blame others. Fourth, to inspire others at work. Fifth, focus on the purpose of work, try to focus on the

---

[78] Robert und Karasek 1979
[79] Kathy 2019
[80] Van der Doef und Maes 2010

meaningfulness of the work pursuing. Sixth, be respectful, treat others with gratitude, integrity, and trust.

If a leader can foster such an environment, the positive workplace will be more successful in the long run as positive attitudes and the employee's well-being will be increased. This will increase further people's relationships and creativity and will be a hurdle for any incoming negativity. Also, it will attract new employees on another level, it is not anymore, the brand image but also the working culture and workplace experience. It can become a competitive advantage and be implemented in the brand image after all.[81]

Combining now the learning from this chapter and 1.2 and 1.7 I can conclude that workplace design plays an integral part in the well-being of employees in the workplace. This also shows a survey of Fellowes in 2019. In their big survey, their Workplace Wellness Trend Report they found out that for 87% of the asked employees it is important that they work in a healthy environment. Additionally, they would like to have health benefits like healthy lunch, better seating, or a wellness room.[82] For future exploration on how a healthy workplace looks like the WELL Building Standard™ is recommended. This is the first standards for interior spaces, office and buildings which want to implement and measure the health and well-being of their employees. [83]

1.9 New work

In the introduction to this thesis, it was stated that the impact of corona will be analyzed in the second chapter of this paper. It tends to be one of the biggest influences on the workplace. However, before the global pandemic HR professionals, strategists, leaders and scientists tried already to recognize patterns to predict the future. This more practical than scientific approach is called "new work". As this is a scientific paper, the author would like to point out that this area is close to practice and has influence on the current statements of experts will be influencing the future.

New work, work 4.0, workplace transformation, flex work or future of work. All these titles, all with different meanings and emphasis are out there. Nevertheless, the new work in its purest form is more human-centered and purpose-driven.

New work comes from the Austrian philosopher Frithjof Bergmann. Born in 1930 he became a famous professor for philosophy at the University of Michigan. In the 1970s he started to

---

[81] Seppälä und Cameron 2015
[82] Kohll 2019
[83] https://www.wellcertified.com/ 2021

question capitalism and communism. During this time, he struggled with the system and thought about the freedom of humans and how it interacts with work.

He is the so-called father of the idea behind new work. New work itself is a collective term for a new, disruptive approach on how work is perceived and lived. Where there is new work there also has to be old work. Bergmann believes that the old model of 9 to 5, big hierarchies, and management theories from hundreds of years ago are outdated. This classic hired labor he describes just do the job for the salary at the end of the months and they might even hate their jobs. The new work approach is more people-centered and focuses on freedom and purpose. It describes the conditions for a job in a globalized and digitalized world. People should like what they do, if they do it voluntarily and not solely for the payment, Bergmann is certain they will do it better as a consequence for the company as much as for the economy collectively.

For implementing new work companies have to understand that they cannot force new approaches in all patterns. They have to give their staff a chance of new creativity, autonomy, co-creations, and more participation. To do this it needs a different hierarchy. Not only a flat one but a new leadership approach. Leadership has to be more democratic and on eye level. A new leadership culture has to be implemented with a focus on employee autonomy. People want to feel appreciated and valued. This connects directly to the earlier mentioned motivational theories, employee well-being and mental health. It is overall an employee-centered approach in which the employee is able to choose how to perform best.

More agile working processes would also be beneficial for enterprises to be able to adapt more quickly to unpredicted situations and new requirements. The culture has to be rewarding, feedback-oriented and full of trust and error tolerance. It is important to understand that silos and departments have to be taken apart in order to support exchange.[84] Another important part of the implementation of new work is to see the employee as an individuum. They are able to set their goals, decide their performances and pieces of training themselves. Another important factor is new office concepts. To give their employees the necessary space to be creative and to foster exchange companies have to implement flexible workspaces with multiple different setups, like quit rooms, open spaces, common areas and call stations. This should encourage creativity and virtual teams. [85]

---

[84] Konica Minolta Business Solutions Europe 2021, Editorial Team 2020, Talentor.com 2020, German Convention Bureau 2018
[85] Talentor.com 2020

Some companies go so far and let their employees set their own salaries, like the German vegan condom producer Einhorn.86 Blizzard, the French video gaming production company has implemented this new leadership approach as well and Jeff Kaplan, chief developer at the video comments the following statement about being a leader at Blizzard: „I know that developers all over the world would love to work for Blizzard, so we have some of the best people working for us. We should also let these people make decisions. Every now and then, a conflict arises, and I have to have the final say. This then feels like a failure. If I never have to make a decision, because the team takes care of it, then I have won as the boss. " [87]

Not every employee can work in such an environment. The new work approach gives a lot however it also takes a lot from an employee and with this are coming certain restraints. To be able to implement new work fully people have to aware of the restraints. This approach depends on the discipline of the employees and their self-motivation and time management. Furthermore, the staff has to be able to organize themselves. If there is too little structure, there will be chaos. Critics are, that the workers might be available after hours, but again, it is up to the autonomy of the employee to not be reachable. It is a lot of responsibility and it is not everyone's cup of tea. [88]

As new work is an ongoing trend and a future outlook, HR professionals and industry leaders state every year on LinkedIn and other not scientific sources the trends for the new year. As it will be written in the second part about Covid-19 and its impact on the workplace it might be interesting to see if these professionals have an accurate outlook in the year 2021.

1.10   Workplace trends

Dan Schwabel publishes every year the trends for the workplace trends for the following year. He is New York Times Bestselling Author and Managing Partner of Workplace Intelligence. For preparation, he has conversations with more than a hundred HR leaders and CEOs, and he studies several national and global surveys. Furthermore, as secondary data he derivates information from more than 450 sources and comes up with the rends for the new year.[89] The author cross-referenced his 10 trends with other various sources e.g., Deloitte's Global Human capital trends 2021[90] and made its own list with topics that will shift into focus in 2021. This can be seen as part of this thesis to see at the end how well the predictions

---

[86] Growplatform 2019
[87] Konica Minolta Business Solutions Europe 2021
[88] Talentor.com 2020
[89] Schawbel 2020
[90] Volini, et al. 2020

from him perform in comparison to the data which will be presented and conducted in the second part of this paper.

The first area is employee well-being and health. All sources agree that this will be the topic of 2021. This is not new especially after introducing the new work approach in the prior chapter. However, Schwabel and others agree that with then changed in 2020 the well-being and especially mental health of the employees in new workplace settings will be a crucial factor to organizations' performance. This goes along with the second focus on 2021. The transformation of workplaces in connection with more agile workplace methods as well all as increased digitalization. Workplaces transformed in 2020 already, hybrid models (work from home and present time in the office) became normal and the share of remote workers remote work also increased. With the digitalization and new technology possibilities remote and work from home (WFH) is easy to set up and easier to manage as it was before. When the workforce should come back to the office, enterprises have to answer the question: what purpose has the office now? The authors agree that new models will transform the purpose and with that also the way people work. No one is sure in which way only that this is about to happen. Schwabel speaks from the biggest disruption since the world wars.

If the workforce comes back to work, the workplace will be more about employee experience at the workplace. This closes the circle to mental health and also new work. The employees have to feel and see another experience at their workplace in comparison to 2019. The old 9-5 models should be outdated.

The last focus point in 2021 will be retaining and reskilling the workforce. This is about the often mentioned "war of talent". Skilled labor, well-educated knowledge workers are going to get more rarely, which means competition for high skilled workers will further increase. Companies should use their workplace experience as a competitive advantage. However, the employees should be retained and the turnover should be reduced. In order to do that training and development has to be an essential part of the employee experience in the company.[91]

The research and advisory company Gartner found out in their studies that only 16% of newly hired employees have the skills for their current and future roles. They caution HR leaders and executives equally to reskill their employees to be successful in the future.[92]

With this short overview of the workplace trends for 2021, the author would like to end the presentation of the various workplace research areas.

---

[91] Schawbel 2020, Chang 2020, Volini, et al. 2020
[92] M. Baker 2020

The following paragraphs will go into detail with some problems with workplace research and which topics the author did not mention and explored further. Afterward, the research design for the second chapter will be explained.

1.11   Problems of workplace research

In the first chapter, several areas which are impacted the workplace, and which are in direct relation with the workplace have been explored. Certain characteristics have been noticed during the study of the material which made the process of displaying different workplace areas difficult. It has been noticed that there is not this one topic "workplace" which scientists investigate. All presented areas did their research in connection to the workplace but not only the workplace. The workplace is an interdisciplinary field of manifold interest.

However, the overall topic of most studies, surveys or research papers will ultimately only answer one question: How can an organization increase the productivity of its employees? In the covered topics from design, metal health, history or management theories this question was underlying present in each of these topics. As in the showed beginning, the workplace is the place where people work. This means the workplace is the one constant which applies to all employees equally. If the workplace changes sometimes it will have a direct impact on the employee and in the end on its productivity. This is a surprise to the author but does also show how the capitalistic system is constructed and is influencing research. Even in the workplace health chapter, the main goal is to keep the employees healthy, however, the human resource is the most important resource in a company and should be productive.

Apart from being truly interdisciplinary, workplace research is conducted sometimes through interviews, experiments etc. but doing research in the workplace brings certain risks with it which could interfere with the overall goal of the research, to unveil unbiased facts.

To conduct an experiment, an observation or another form of research it has to be followed certain rules to ensure a neutral unbiased direction. However, while using human participants, one of the regulations governs that the participation has to be voluntary, and the research team has to have accurate information. If research is about a workplace setting, the employees' participation then is questionable to which degree this participation is voluntary? Are there negative results for the employee when he does not want to participate? Does he/she have a free choice to decide? Are the employee's behavior and even perception free from authorial views on the hierarchy? Do they have to show their positive loyalty to their

employer? These questions have to be addressed and discussed to ensure unbiased research processes. [93]

1.12   Not addressed research areas

Due to the interdisciplinary nature of the workplace research, it was not possible to cover all topics which impact the workplace as well as all areas which conduct research with touching the workplace. However, the author would like to point out two topics that have not been mentioned and would like to explain the why.

First of all, workplace psychology. This term refers to the field of study called Industrial and Organizational Psychology. This covers understanding, explaining and improving the characteristics, behavioral patterns of teams and individuals in companies. Taking this knowledge and try to solve work-related problems. I could also say the workplace is an interdisciplinary field of research within Industrial and Organizational Psychology. As this is not a psychology thesis only topics relevant to the thesis topic have been touched. But indeed, mental health, employee well-being, stress, named bullying and sexual harassment have been covered as well as talked about the problem of the workplace research about employee's productivity, which are all mainly topics in Industrial and Organizational Psychology. [94]

The workplace itself is of course influenced by psychological topics as humans come together, interact, have to solve problems and perform tasks. However, in Industrial and Organizational Psychology the workplace is described rather less. It is not a physical space where people sit and work or a place that can have different designs, it is more a theoretical construct. Consequently, I did not explain it further as it would have taken away the focus from the workplace as the center topic.

Another big topic within the research is workplace learning. Learning itself is a popular branch within the HR department, called learning and development. This too, rather a psychological area. But the complex topic of learning does not influence the workplace to the degree like the other covered topics.

Ultimately workplace psychology and workplace learning are very complex topics with various focuses and several areas to cover. The topics are so diverse that one thesis alone could not cover the whole field of research.

---

[93] Kean University 2019
[94] Emotiv.com 2021, Nguyen 2016

1.13   Methodologies of workplace research

This paragraph will be used to summarize the scientific methods used by the presented experts and researchers to discover and identify a pattern to understand why certain methods have been used.

All researchers used empirical research methods as their conclusions are strictly drawn from tangible empirical evidence and as such its verifiable evidence. Most of the researchers used quantitative research methods like surveys of up to 20.000 participants, some even across multiple countries. Surveys are perfect for gathering big amount of data. The big advantage is that with the advanced digitalization starting in the 2000s surveys could be easier managed via email or faxes. This made this type of research cheap, easy and at the same time still reliable. It is excellent to support or deny the hypothesis and also it can be derived from a big group of participants easier to a certain group of people with a survey. Furthermore, it is easier to compare it to gathered data. It seems handy for topics around the workplace for the above-mentioned reasons.

Next to the survey as the tool for quantitative research, some used a so-called meta-analysis. This is a statistical analysis that combines results from more than one study. This is often used in research areas that are already known and heavily research. With a meta-analysis, people try to summarize and work out the most important evidence and statements from multiple studies from one field of research.

In the field of workplace violence, the author came across multiple intersectional studies. Those are designed to conceptualize a group of people or individuals who are affected by a problem. This special kind of study combines the common ground the group has and tries to understand the complexity of their problem.[95]

1.14   Research Design

This paragraph will be used to outline the research design for the second chapter of this thesis. The design is going to be exploratory. Exploratory research design is used to identify and explore new developments. In this thesis, it will be used the exploratory design and start with an analysis of the gathered secondary data in the second chapter. Therefore, it has been gathered scientific articles, surveys from major companies and reports from business and HR leaders and experts. Afterward, primary data will be used. For the primary data, qualitative research techniques will be applied. The benefits have been stated already in the prior

---

[95] Crenshaw 2017

paragraph. For the qualitative research techniques, it will be explained how the questionnaire has been constructed for the in-depth interviews with the experts. For qualitative research, the in-depth interview and projective techniques will allow gathering the necessary information, opinions and feelings from the experts rather than just facts from participants. Also, it is easier to identify believes about the future rather than collecting answers from a survey. As projective techniques, completion technique, more precisely sentence completion will be used. This will be used to trigger the imagination of the experts and not limit them with closed questions. The sample size will be maxed at 20, due to characteristics of the in-depth interview, being time and money consuming plus the restriction in the covid-19 situation. Afterward, they will be analyzed and connected to the analysis of the secondary data. The hypothesis for this research is:

"Covid-19 will have a permanent impact on the workplace. The new workplace concepts will stay even when the pandemic is over. They will bring new challenges to the employees and to the leaders, which have to ensure the well-being of the workforce in the new workplace. "

Exploratory research

As stated before the research design will be exploratory. This design will be used to discover, understand and identify new trends, methods, concepts and focus points on the workplace which got introduced or accelerated during the pandemic.

2. Secondary Data analysis

Secondary data is data that has already been collected from companies, institutes and other organizations. Those are articles, studies, comments and magazines. It is easily accessible, relatively inexpensive and quickly obtained. This type of data can help formulate an appropriate research design, answer certain research questions and test some hypotheses. In this chapter, secondary data will be used to test the presented hypothesis in 1.14. The data will be presented, described, analyzed and summarized.

2.1 Remote Work Statistics: Navigating the New Normal

In late 2020 Emily Courtney published an article for the American website flexjobs.com. This website is a source for all topics around remote work. In her article she is citing various surveys and analyzing their main statements. The data have been collected together for this article to show that remote work will not disappear once the pandemic is over. The gathered

data go back until May 2020. It is a trustworthy source and it can be categorized as external data.

Courtney cites one PwC [96] survey. PwC asked 699 CEOs in 67 courtiers in June and July 2020 about their perceptions about the future of work. The main finding here is that 78% of the CEOs agree that forms of remote collaboration are here to stay for longer than the pandemic.

In their own survey of flexjobs, they asked approx. 4.000 remote working people how they perceive changes in their work life. 31% of the respondents want a hybrid work environment and 65% want to work remotely. All in all, this is 96% of people who want some sort of remote work setup. 27% of the people said they even would reduce their salary up to 10-20% to work remotely. Additionally, the survey showed an increase in productivity for remote workers. 95% said their productivity has been higher or the same than in the office and 51% stated that they have been more productive remotely. The reasons are quiet and more comfortable work environment, more focus time, fewer interruptions.

A remote workforce report shows that in 2020 remote workers showed a Workforce Happiness Index of 75/100, compared to their in-office counterparts with 71. Furthermore, remote workers are more likely to say they are satisfied (57%) with their job than workers in the office (50%).

Another survey in cooperation with Mental Health America found out that people with flexible work settings report better mental health than in-office setups and employees with no access to flexible work have a risk of having poor mental health which is twice as big as their remote counterparts. [97]

In this article Courtney shows clearly and effectively that remote workplace concepts are not vanishing once the pandemic is over and even more than that, a remote workplace has only positive benefits for the employees. The employees recognize this and will ask and demand this workplace flexibility in the future.

2.2 Gartner survey

The American research and advisory company Gartner obtained external data with a survey on the 5th of June 2020 of 127 company leaders. The group was represented by leaders from all departments of a company.

---

[96] Sethi, Rivera und Amitrano 2020
[97] Emily Courtney 2020

Gartner found out that 82% of leaders want to allow people some remote working time when employees return to the office. Also, approx. half of them said that want to give their workforce the option of fully working remotely. Only 13% of leaders worry

Figure 1: Company leader intentions regarding flexible working after COVID-19

Percent Selecting; Multiple Responses Allowed

Let employees work remote some of the time	82%
Let employees work remote all of the time	47%
Flex days	43%
Flex hours	42%
Shortened work weeks (4-10s)	15%
Other	5%
None of the above	6%

n = 127
Q: Are you, or do you plan on, providing any of the following flexibilities to employees as you reopen closed workplaces? Select all that apply.
Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

Figure 7 – Gartner survey

about their employee's productivity in hybrid workplaces. About 60% introduced more frequent check-in with their staff and 29% did not change anything towards that. [98]
In conclusion, Gartner shows

with this survey that remote will find its way into the business world after the pandemic. Most leaders think about it and almost half of them will offer fully remote options. This clearly shows that remote work will stay.

2.3 The 2021 State of Remote Work

The fully remote company Buffer, a marketing and engagement company publishes every year a remote work report. For this report, they asked 2.300 remote workers. The external data were obtained from October 14th, 2020 to January 4th, 2021 and the help of Doist, Remotive, and We Work Remotely. In this year's report, 45% of the people are not voluntary remote workers. 45% are working remotely due to Covid-19. It is remarkable that still, 97% of the responders would like to work

What's the biggest benefit you see to working remotely?

32%	Ability to have a flexible schedule
25%	Flexibility to work from anywhere
22%	Not having to commute
11%	Ability to spend time with family
8%	Ability to work from home
2%	Other

2021 State of Remote Work
buffer.com/2021-state-of-remote-work
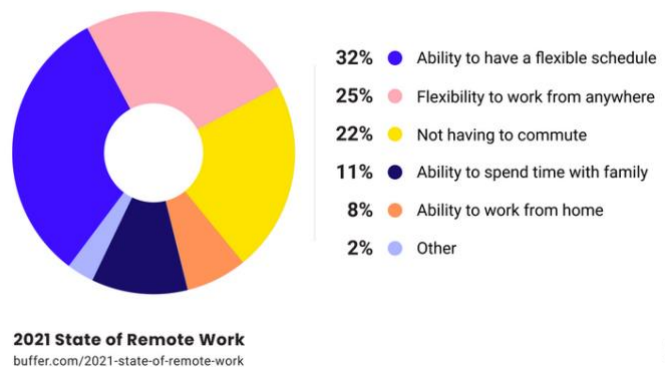
Figure 8 – Buffer survey question 3

remotely, at least some time for the rest of their career. This number did not change this year even though almost half of the respondents do not work remotely voluntarily.
The major benefit of working remotely is the flexible schedule everyone can have in accordance with the individual life (figure 8). 25% favor the free choice of the location.

---

[98] Gartner 2020

The struggles of remote work are shown in figure 9. Here it can be seen that with 27% the biggest struggle is to unplug, and turn work off, while working remotely. This is followed by 16% from difficulties in collaboration and communication and by loneliness. Another point worth motioning is the working hours and the frequency of meeting for the people who got into remote work due to covid-19. More the half (52%) of the respondents find themselves in more meetings than in the office. Regarding the working hours please see figure 10. Here can be recognized that a majority of 45% of the respondents who work remotely due to Covid-19 work more than before. [99]

To summarize the findings of the Buffer survey it can be stated that remote work has a direct impact on the employees. There are some negative impacts as well as positive ones. However, the benefits outweigh the disadvantage by far, 97% of the employees, which do not work remotely by choice still do not want to miss it and would recommend to their peers (97%).

Figure 9 – Buffer survey question 4
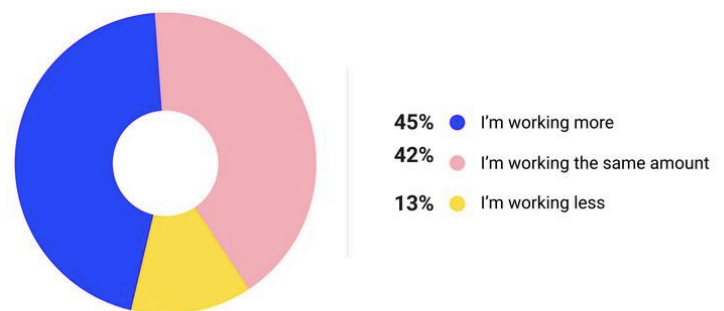
Figure 10 – Buffer survey question 15

2.4 Blinds anonymous survey

An article from April this year from the American start-up magazine TechRepublic. deals with the survey of Blind. In the anonymous professional network Blind, a user published a poll in March 2021. The poll only contained one question: do you quit your job if WFH ends? Over 3.050 users answered. With this sample size, this one-question survey has to be seen as at least worth mentioning. More interesting the setting in Blind allows users to add in which company they are working.

---

[99] Buffer, Doist, Remotive, We Work Remotely 2021

The main result is that over one-third (35%) of users said, they would quit if their employer made them go back to the office. Also, 54% said they would not. Further 11% said, that they already had negotiated about WFO for after the pandemic. Also interesting is the slight difference among the companies. 43% of Amazon employees said they would quit in comparison to only 31% of Google and 28% of Apple employees. [100]

Here a trend is to be recognized. Employees are forcing their employers to implement more flexible workplace models such as remote and hybrid options. Overall, approx. one out of three employees will at least think about quitting its job to stay remote or at home. Also approx. one out of ten has already negotiated remote working conditions for the future.

2.5 JLLs – Landmark survey

A Landmark survey ordered by the big property manager company JLL shows how the future might look like. The survey categorized as external data has been obtained in mid-2020.JLL and Landmark are both well-known research and scientifically working companies as can be seen as very trustworthy. The article about the survey has been published in December 2020, which means the time lag is not big. The survey contains data from 2.000 office workers in 10 different countries.

In the article, JLL states that the pandemic was a great success in terms of gained flexibility of employees, even though everyone is missing the office. They say one thing is for sure, companies cannot just go back to the way it was before. The survey showed that 66% of the respondents are expecting to work in a hybrid model post-pandemic. Also, a majority of people do want to work remotely on average two days a week. At the same time, 74% of the employees want to be able to visit the office and 70% even say that the office is the best place to work. So, the future of the office is the point of discussion here. JLL says that everyone missed and still misses the office but in the future, the purpose might be more collaborative and with new purposes which are just emerging. Those might even need more square meters than before. The survey also shows that employees expect the company to take better care of their work-life balance and their well-being (three out of four people). JLL clearly says that as good as home office is, people might lose their sense of belonging somewhere. So there has to be a huge focus on mental health in the future from the employer. In the end, it should

---

[100] Adams 2021

be about human performance and only later about how the employees work and from where. It has to be a people-friendly work approach. [101]

All in all, the survey and JLL show that the pandemic is a big wake-up call for companies to take better care of their employees. Companies that will not follow these trends will have difficulties in the future to keep their best employees. Also, the employees reorganize the value of the office but also admit and want to have the option of visiting is but not 5 days a week.

2.6 McKinsey & Company – Study about remote work

In April 2021 McKinsey & Company published an article in connection to their survey in which they asked around 5.000 full-time employees about their opinion about the future of remote work in the current situation. The data has been obtained from December 2020 – January 2021. The time lag is 3 months, and the survey has to be defined as external data. McKinsey & Company states that the future will be a hybrid working model which features time in the office and sometimes working remotely due to the increase in productivity seen in 2020. However, many employees feel burned out or anxious even though their productivity went up. Anxiety is known to cause less satisfaction and a decrease in performance, so the gained productivity might be unstable in the future if the manager and leader cannot eliminate the sources of the anxieties of its employees. The survey found out that the main source of anxiety is the lack of clear communication by the organization about the post-pandemic workplace concepts. People do not feel involved in the decision-making process and are left out with no proper communication while companies are preparing for the return to office in

the future. Leaders have to communicate more and more frequently. If they do not have a plan yet or the plan is not worked out properly yet, they should also be honest with their employees. This way employees will feel taken care of and involved. Also, the survey showed that companies that have vocalized their guidelines or policies about the workplace future have seen an increase in employee productivity and well-being.

Figure 11 – McKinsey & Company survey question 1

---

[101] JLL 2020

In figure 11 can be seen the direct correlation between employee well-being and productivity to the level of communication of the employer.

In figure 12 the results are shown for the second question which shows that only 32% of the employees report that their companies communicated well, even more, interesting is that 40% of the companies did not communicate at all. This means that around 40% then feel anxious and burned out due to this lack of communication as mentioned above.

Individuals who are feeling anxious due to a lack of organizational communication about the future are more likely to feel burned out.

Lack of clear vision as a factor in causing anxiety, multiples

Baseline

2.9× more likely to result in moderate to high levels of burnout

Note: n = 4,854–5,043. All analyses conducted while controlling for feelings of support and inclusion, policy communication, region, industry, company size, job level, age, gender, and parental status.
Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

Figure 12 – McKinsey & Company survey question 5

In figure 13 it can be seen that lack of clear communication and visions a factor that causes anxiety and multiplies that risk of getting burnout by 2.9. This is interesting to see when this data is put into relation to figure 12 where 40% of the employees report that their company does not communicate at all. Also, productivity will decrease. Here it is a clear recommendation from McKinsey & Company that leaders should communicate more, share more. Even if they are uncertain about the future, only to improve employee well-being.

Most organizations have not clearly communicated a vision for postpandemic work.

Employees that report their organization has communicated a post-pandemic vision, % survey participants

32 Well communicated

28 Vaguely communicated

40 Not communicated

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

Figure 13 – McKinsey & Company survey question 2

In figure 14 it can be seen that employee's opinions experienced a clear shift towards more flexibility. Pre-pandemic 62% favored an onsite work concept and 30% hybrid. Now during the pandemic, the mindset and preference of employees changed.

Now employees focus more on

Most employees would prefer a more flexible working model after the pandemic is over.

Working models pre-COVID-19 and desired working models post-COVID-19, % survey participants

	On site	Hybrid	Remote
Pre-COVID-19	62	30	8
	−25 percentage points	+22	+3
Post-COVID-19	37	52	11

52% of workers would prefer a more flexible working model postpandemic.

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

Figure 14 – McKinsey & Company survey question 6

hybrid workplace concepts and favor flexibility with 52% of employees wanting hybrid and 11% remote working concept. The on-site working concept lost 25%. Figure 15 shows that approx.. 30% of employees are likely to switch their jobs if the companies decided to get back to fully on-site working concepts. It has also to be said that employees who say this still might remain in their current job if some solution has been found, however almost 1/3 of
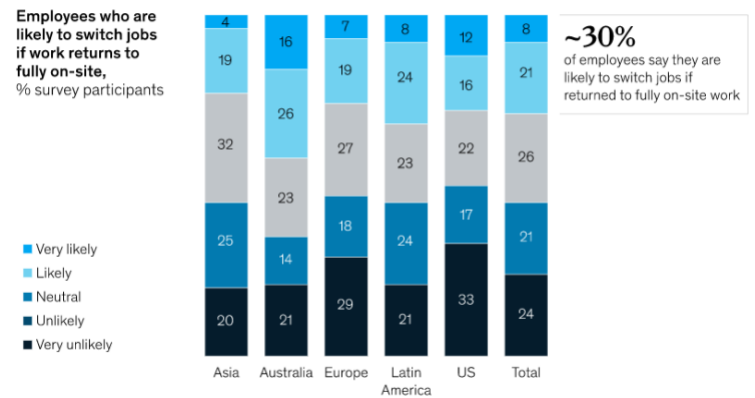
Figure 15 – McKinsey & Company survey question 7

people has their preference in mind with more flexibility and are likely to change their jobs for this preference as well as might consider salary cuts if necessary. [102]

In conclusion, it can be said that McKinsey & Company created a big warning signal to that 40% of companies which do not communicate at all. The survey shows precisely how poor communication is impacting the employee's productivity and well-being. The perception work of workforces changed in that one year. In a future where remote is wanted to get the best talents and win the war of talents, this is an important statement to be understood by many leaders globally.

2.7 KPMG – 2021 CEO Outlook Pulse Survey

KPMG's CEO Outlook Pulse Survey is a survey which takes place annually since 2020. The objective is to understand the changes in the 3-year outlook of business leaders of the most influential companies globally. Therefore, KPMG surveyed from 29th of January to 04th of March 2021 500 CEOs from 11 markets like Australia, Canada, China, France, Germany, India, Italy, Japan, Spain, the UK and the US). These companies come from the following industries: asset management, automotive, banking, consumer and retail, energy, infrastructure, insurance, life sciences, manufacturing, technology and telecommunications. The companies have annual revenues above US$500M. Approximately 35% of the companies have more than US$10B in revenue. The time lag is by 20 days only and the obtained data is external.

---

[102] Alexander, et al. 2021

As seen in figure 16 is the answer to the topic "return to normal", which means back in the office before. Here the study found out that 24% of the surveyed business leaders think that the pandemic has changed their business forever. Only 1/3 (31%) believes that the workforce can come back to the office this year and the majority expects that in 2022 everything will be back to normal.

24% say their business is forever changed

31% expect it to return to normal this year

45% see a return to normal sometime in 2022
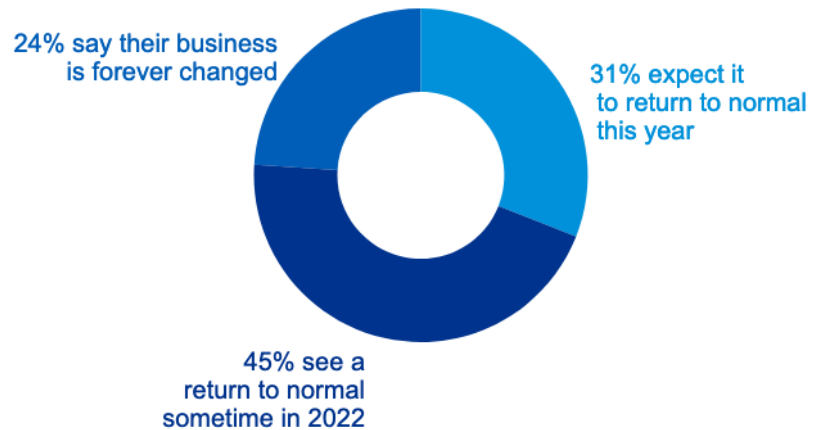
Source: KPMG 2021 CEO Outlook Pulse

Figure 16 – KPMG 2021 CEO Outlook Pulse Survey

Also, office space reduction is a big discussion for business leaders to use or reduce the space which is not needed anymore when so many employees are working from home. Interestingly, here the study indicates that only 17% still plan to reduce their offices, compared to 69% of 2020. Even though at the same moment, 30% plan to give their workforce the option to work remotely 2-3 days per week. This is not the new normal after all, so KPMG. KPMG interprets the result in a way that the business leaders are more confident this year as the vaccination in most countries is successfully implemented and ongoing. And therefore, the workforce can be back to normal office life soon. Another 61% of leaders say they are planning to transform their workplace with investments in digital collaboration and communication tools. Also, 50% of the respondents want to expand their HR resources to manage their employee's well-being and mental health. Another statement the survey can make is that CEOs in 2021 plan to spend more money on digital technologies than the year before and also on data security. [103]

In conclusion, it can be said that even when a majority of business leaders expect work life to be back to normal office life in 2021 or 2022, they are aware of the requirements of their workforce and investing in more digitalization and hybrid workplace concepts for their employees. It can be said it is interesting that business leaders are as wise as to invest and recognize the pandemic as accelerable for the digitalization of their businesses however at the same time only 1/3 of the leaders want to offer a hybrid scenario to their workforces.

---

[103] KPMG 2021, Huges 2021

2.8 Harvard Business Review – Our Work-from-Anywhere Future

In the Harvard Business Reviews November – December 2020 edition Prithwiraj Choudhury, an Associate Professor at the Harvard Business School, before at Wharton, published an article about the best practices of knowledge bases and all remote companies. In his five-year research, he studies the benefits and challenges for all stakeholders involved by questioning leaders from several knowledge-based and all-remote companies in the US, like Github and others which want to go all remote. His research focuses mainly on the future of work.

In his article, Choudhury presents research from 2015 by Nicholas Bloom. This shows that employees who got the choice to work from home (WFH), this option increased their productivity up to 13%. If then those employees get the choice nine months later to stay at home or come back to the office their productivity increases again by up to 22% compared before this experiment. This shows that it is best for employees and employers if employees determine themselves from where they should work. [104]

Additionally, Choudhury presents benefits for employees, organizations and society as well as the challenges with the work from anywhere (WFA) approach. For example, he shows how WFA with more flexibility is easier for employees to intergrade work in their life. He shows the case of a spouse of a military member. Usually, those spouses cannot pursue a career on themselves as military service is connected to a lot of moving and changing locations. However, WFA makes it possible that also the spouse is able to pursue a career with this increased flexibility. Another advantage is the choice of location. This means for some parents that their kids can visit their grandparents more frequently or to live in a warmer culminate or to have better recreational possibilities all while WFA. Also, the cost of living is a factor which has to be named. If the HQ (head quarter) of the company is a popular town real estate and the cost of living might be high. However, with WFA employees have the choice to live a better life and acquire real estate in areas where it is cheaper than in the city of the HQ, maybe even abroad. The group of millennials is especially fond of this digital nomad lifestyle, so Choudhury. They love the idea to work and travel the world at the same time.

For organizations, the benefits are an increase in employee engagement and an increase in productivity. With WFA organizations can also reduce real estate costs with fewer people in the office and fewer people in meetings they do not need all the office space anymore. The pandemic shows it does work. Another advantage is the retention of their employees with a

---

[104] Bloom, et al. 2015

wide range of workplace options attracting and satisfying their workforce. At the same time, they are also able to attract new talents globally and are not bonded to any tax or borders. With this, the talent pool of potential employees just got much bigger, and the selection of better-educated talents got better.

For society, WFA has some positive impacts as well. With people able to work from anywhere, employees are not bonded anymore to big cities and will move to smaller communities and rural locations. This stops the brain drain and is a boost for their economies in those places as well as the environmental benefits, as WFA employees do not commute as much as their on-site counterparts. With that, they generate fewer emissions.

Next to the benefits for all the stakeholders Choudhury also lists the challenges connected to WFA. For example, performance evaluation and compensation. Leaders and companies have been used to measure those things also with present time. In a remote setup, the measurements have to be strictly output-related. This will be a shift in many companies' mindsets and practices. Topics like socialization and mentoring will be harder as well in a remote workplace. Especially for introverts, it will get harder to engage and "be", feel the belonging towards their peers and company. Organizations have to create those experiences artificially to boost the morale and the atmosphere among coworkers. However also the employees themselves which are WFA can have frequent meetups. They can organize certain events in their WFA community wherever they are living. The same applies to communication and brainstorming. An asynchronous distributes workforce will have to deal with such things. Tools like Google Meet, Slack, etc. will help. However, when the workforce is asynchronous distributed over several time zones then the challenges get bigger. Also here are found some advantages. Online shared documents, not worked on parallelly will be better as people do not feel the pressure of their peer watching them while writing. [105]

All in all, it can be seen that the pandemic caused an increase in remote working concepts in knowledge-bases organizations. Choudhury shows more than just certain benefits, he also highlights benefits for the society and also challenges for the organization and employees. However, he offers solutions from his research for the major problems and with this, he minimizes the challenges for organizations that want to change their on-site policy towards a more flexible concept. This source shows too well that there are certain challenges associated with more flexibility in the workplace, but the pandemic showed us all that it does work, and

---

[105] Choudhury 2020

the hurdles can be overcome, and the outcome will be beneficial to every stakeholder in a company.

2.9 JLL – Homework Fatigue

Another survey from JLL from March 2021, published in May 2021 tries to understand the shift in employee's mindset towards WFH. For this reason, they surveyed 3.300 employees. The results of the survey suggest, that the WFH experiment during the pandemic in 2020 had been successful but as WFH is continuing employees are getting tired of the isolation and long hours at home. JLL says that the employees lose track of time and experience a lack of belonging in their homework environment, days feel endless und and employees lose the notion of time with WFH. Also, nobody has yet researched the long time impacts on employee's mental health with WFH.

A survey in April 2020 showed employees want 2 days a week working from home, results from March 2021 say, employees only want 1.5 days at home, the other days they want to go to the office. Also, the number of employees who feel more productive dropped. Only 37% feel more productive at home in comparison to 48% last year. It is also new that 33% do not want to work from home at all while 88% say, they want to choose their working hours. It can be seen that the office gives employees structure and a purpose, it is a place where they can interact with their colleagues and where they feel valued and recognized. This is also shown in the numbers, 78% of employees miss the office.

The future is hybrid and more flexible, this is out of the question, so JLL, however how exactly this future, this hybrid model will be implemented in companies will be one of the biggest challenges in the future. To find that sweet spot between office and home will be no small task. The survey of JLL shows that this sweet spot lies at a minimum of 3 days a week in the office for most surveyed people. This gives them the structure and human interaction they need, and the other days can be worked from home. [106]

This survey gives a new perspective on the long-term preferences of WFH. It can be said that the longer employees work from home the more the disadvantage gets into the focus and their productivity drops. Therefore, companies have to find the mentioned sweet spot and have to work on their hybrid workplace concepts when vaccination continues to go well for most parts. Another factor is that employees' preferences have to be seen individually. A company will not do any good saying all employees have to be back in the office for 5 days. However,

---

[106] JLL 2021

it is also not beneficial to say only 2 days and the rest cannot come to work as the office space has been reduced already. This sweet spot might be the next thing to find on an individual basis for the organizations.

2.10   Steelcase Global Report – Work Better

The Steelcase study is about workers and their impact on their workplaces. Steelcase tries to uncover key insights which show the true drivers and influencers in the workplace to improve their experience. Since the pandemic, Steelcase has conducted ongoing research and for organizations to understand what is changing in their employees and operating model. The study used here as secondary data is another result of eight primary studies designed to measure how covid-19 will change the future of work. The methodologies are based on social since and have been conducted in 10 different countries, such as Australia, Canada, China, France, Germany, India, Mexico, Spain, the USA and UK. All in all, the studies have accumulated 32.000 respondents.

Steelcase found out that working from home was difficult for everyone but not for everyone equally. Extensive work from home policies by companies might have bigger burdens for some than for others, they might create unintended inequalities for employees. Some people have ideal working from home situations like an extra room or enough silence to work productively, others might not have that much luck with a small apartment and being young parents. Those conditions are liked to an increase in stress, a decrease in well-being and ultimately a decrease in productivity. The problem is the decision-makers are mostly the persons who have this extra room to spare and to create a home office room. This might lead to hidden bias as those people might think everybody can perform as well as they can. It is important to understand that every employee has a unique working situation. Steelcase categorized those work set-ups into four different types:

- Home office

  Those are the people who have the extra room to spare, and maybe were even working pre-pandemic as their home office. Those people can work from home with no problem and perform on the same level or better.

- Work Zone

  The work zone is a newly created space in an already existing room with new furniture. It created a functional workplace divided from the other areas in that room.

- Multipurpose area

  Using what you have. Using the already existing furniture in a room which has a different purpose than working, e.g., living room table, also dinner table.

- Temporary Set-up

  This area is not even designed to work there, the primary function is a different one, people do here both, personal and work activities. Less designed for work than the multipurpose area.

The research found out that there is a direct correlation between their condition in their workplace at home and their stress levels and well-being. Both are impacting the performance. The better the conditions the better the performance. However, not everyone has the same benefits or the same setup. With this said, not everyone can deliver the same output as they have to, considered the workplace situation at home.

Globally there are big differences in the WFH experience. The quality of performance depending on a lot of factors such as set-up, location, industry and job level. Also, people's home life as parents, caregivers or personal responsibilities are an important factor. However, 41% of workers say that they are dissatisfied with working from home. These people will experience a drop in productivity and well-being. The research shows that people in all 10 countries report a drop in productivity and engagement when they feel dissatisfied with their work from home experience. The longer people have to endure that, the bigger the drop in productivity is. But the countries experience on a different level as shown in figure 17. For example, Germany has the smallest change in productivity and engagement whereas China has the biggest.[107]
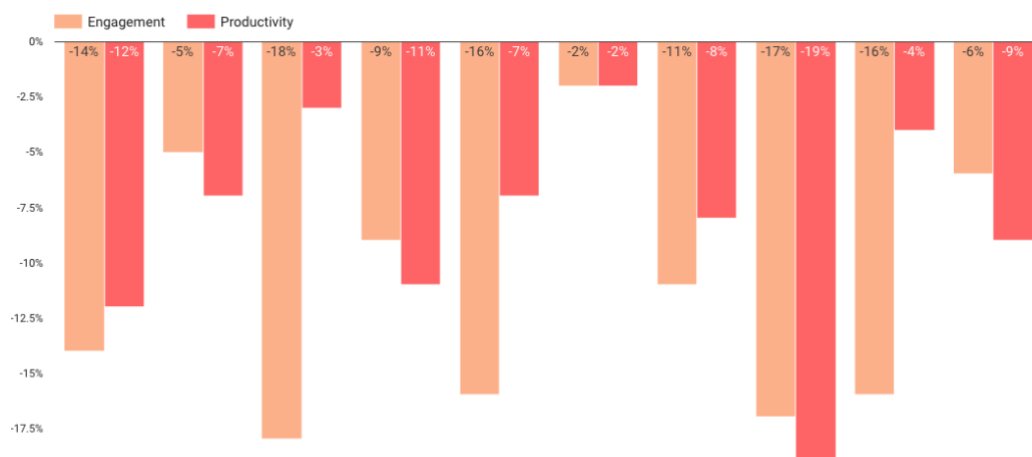
Figure 17 – Steelcase dissatisfaction WFH by country

---

[107] Steelcase 2021

Overall, with 72% of a leader saying that they will implement hybrid workplace concepts in the future it is crucial to understand for organizations about the unique workplace situation of their employees. Organizations can implement guidelines and best practices, follow up on employees' struggles and train their leaders to engage and take more care of each employee to ensure its productivity and engagement as well as its mental health.

Another focus point of the research by Steelcase is how the future of the workplace looks like and they say this future is hybrid. After one year in home office, people do expect when coming back to the office to be still able to work some time from home. But how often employees want to work from home differs enormously. Therefore, leaders have to find a solution for everyone. In figure 18 can be seen that the majority of people expect to be mainly in the office, data suggests that people will be at home maybe one day a week or less. However, there is also a part of people, around one-third, which would like to work 2-3 days from home. Also, here a big difference, seen in the comparison from Germany to India. Germans do not want to work too much from home. What the research also shows

Figure 18 – Steelcase how many days WFH?

is that not only the employees expecting more flexibility in their work-life, also the mindset of leader changed. As seen in figure 19, from April 2020 until September 2020 more and more leaders are expecting more flexible options such as working from home in the work-life of their workforce. However, research suggests that almost 25% of all companies will have the office as primary work destination in the future (see figure 20). The majority will implement a hybrid

Figure 19 – Steelcase Leaders will allow more flexibility

working model where employees can work from home or in a third place. Some businesses are considering a wide range of third places next to their office and home. The biggest benefit for most people of WFO is that they do not have to commute to work. Businesses are thinking now about third places like coworking, satellite office or others to offer their employee to work from those places which are ideally closer to their homes. The right mix could be building, leasing, buying and coworking options.

23%	72%	5%
In Office	**Hybrid**	**Work From Home**

Figure 20 – Steelcase Leaders lookout in the future

Furthermore, Steelcase presents 4 macro changes organizations should implement based on their research to make the workplace future ready. People already started to change their expectations pre-covid. However, covid-19 worked as an accelerator also for people's expectations and concerns thinking about that office due to their experience in the pandemic time at home and society as such. People and especially young talents will have a bigger focus on workplace attractivity and therefore organizations should be ready.

Steelcase's first change is called "Design for Safety". Research has shown that people are now more aware than ever about transmittable diseases. It is clear that once employees return to the office it lies in the responsibility of the employer to implement safety measures. Business needs a holistic safety approach to take care about every employee. Even when the whole workforce might be vaccinated people will be cautious in safety terms and therefore a company has to consider those feelings to improve the workplace experience of its employees.

The second out of four topics is called "Design for Productivity". Pre-pandemic the workplace was simply the place where people come to work. Post-pandemic research suggests that this not inclusive strategy will not allow people to focus on work. The workplace cannot be just a social hub after covid. Companies have to create functional areas for focus and collaborative work to give their employees what they need to work productively.

The third area is called "Design to Inspire Community". Research says that the main reason people want to go back to the office is they want to meet their coworkers and interact with them. People are tired of video meetings and feel isolated and lonely only working from home for such a long time. Companies should foster those needs and create a workplace that

gives them back their sense of belonging and excite them about their work. Workplaces will have multiple purposes not only a social hub.

The last area which should be changed by the organization is "Design for Flexibility". Steelcase takes the old paradigm where the office space was used for fixed and permanent seats and turns it around in favor of the employees and ultimately also in favor of the organization as employee productivity will increase. Business should provide more control to teams and individuals to where they would like to work, and in which are in the office. There have to be a variety of choices and IT infrastructure to make the workplace experience more flexible and suitable for the new way of work. [108]

Steelcase shows with their wide range and very detailed research approach an interesting overview based on data and gives an outlook which will be surely hybrid. However, data suggested that a one solution fits all approach in the hybrid world would be too easy for organizations. Teams and individuals have to have the choice, everyone has its own preferences and its own unique workplace situation at home. Steelcase gives a lot of thoughts for organizations tackling the return to office and balancing the home office time. The office the employees come back to has to change to retain employees and their productivity and also secure their mental state of mind. In the future, the responsibility of the companies will get bigger and the focus on every single employee has to get higher to create a workplace beneficial for the employee first and secondly for the company. In the end, it is the same. Companies who understand this and will change their workplace concepts accordingly will have a competitive advantage, not only in the war of talent.

2.11   Harvard Business Review – Designing the Hybrid Office

The Harvard Business Review article "Design the Hybrid Office" from the edition April 2021 describes perfectly why the office has to stay.

The pandemic showed that the experiments which visionaries talked about already in the 1980 "remote work" is widely possible. Research showed that pre-pandemic in wealthy western industrialized country up to 80% of knowledge workers could do their job from home. And now it is known, they can, and it works. Pre-pandemic the office was seen as a place where individuals do their job. Post-pandemic this narrative has to change. Post pandemic the office has to be presented and used differently.

---

[108] Steelcase 2021

Many report the same situations at home. First, they like it, the productivity and relationships increase and feel better. But after one year of not being in the office people are getting less energized and tired of this set-up. Also, the number of short video meetings increased heavily. People miss the human connection, the human moments in the office, to just drop on a coworkers' desk and have a short chat about how he or she is doing. The home office takes those chats in the coffee kitchen. Also, remote meetings are mainly task-focused and less human or emotional. The meetings are without an emotional component. However, to be productive and to be innovative and creative research shows that people need to be around people. Creativity increases when the individuum is among people and is able to work collectively. Also, for new employees, this situation is very frustrating. Things could be solved by just asking a coworker are not possible, people have to go back and forth in the inbox.

The authors are certain that the hybrid workplace concept is the future and with certain tasks done better at home the office has to change. Returning to the office the office has to serve a different purpose and foster certain areas more than before. Here the authors mentioned that the office has to be designed for human moments. Collaboration and unscripted innovative collaboration cannot be planned but the office space can be used in a way that the chances of those spontaneous interactions get higher. The office has to be used for more spontaneous and planned interactions; it should encourage to seek those connections.

Another area the name is technology. Technology can improve the communication between remote and office coworkers. It is able to enable knowledge sharing on a different level than before and overall can technology support the office. Companies have to invest in smart IT infrastructure to make the office to an interactive and connected workplace where people can work in cross-departments and collaborate in a way where it is not important if people are present in the office or online. [109]

The authors present here an excellent reason why the office has to stay and in which way it has to change. That the human interaction is missing in the workplace is something everyone is feeling at the moment. But not only this, also the way people work and which kind of tasks people do from home changed. Therefore, the office has to adapt to this new way of work and has to set different priorities in the usage of the space of a real estate. To focus on the human moments to ensure creativity and productivity within the hybrid model can be seen as a bold move as the human connection is that what challenges the most people at home. So, giving

---

[109] Fayard, Weeks und Khan 2021

back the people what they miss the most and still giving them the choice between office and home will be the future of workplace.

2.12   McKinsey & Company – The Priority for Workplaces in the New Normal? Wellbeing

McKinsey & Company published a study that consists of independent surveys. In one 1.122 executives and the other 2.656 employees across 11 countries have been surveyed. The respondents have been spread over 11 countries: Australia, Brazil, Canada, China, France, Germany, India, Ireland, Mexico, the United Kingdom, and the United States. The companies of both groups are identified by their annual revenue of over \$500 million and by their workforce of over 250 employees. The data for these surveys have been obtained from 19th of August 2020 to 1st of September 2020. The goal of the study was to understand the differences in experiences of the employees and what companies and leaders can learn from it and how organizations should respond to the needs of their workforce.

The surveys are exciting as they ask the leaders and their workforces alike. The research found out that the majority of the asked employees (62%) consider mental health as their biggest issue and the most important challenge in the covid-19 crisis. At the same time, the executives report a massively 96% that they have invested more to support mental health resources to employees. One could think that's on point. If reading the statistic like this yes, however at the same time only 6% of employees said that they feel supported by their employer. Here, research found a 90% gap. This is a gap organization have to reduce to accelerate again. Also, to reduce the big costs which are connected to not solving this gap with employee's mental health. These costs are in the hundreds of billions. At the end the organization will struggle with sick days, lower motivation, decrease in productivity and overall a worsen performance which ends costly. McKinsey & Company derives that companies have to make employee well-being a priority. Well-being should be treated as a skill by companies that can be trained and measured and improved. Society trains everything, how people present, speak, technical skills, lead and deal with problems. In the same way, the skill well-being could be improved. With support, mediation, enough sleep, exercise, a well-balanced diet, a spiritual connection and a purpose employees will feel better. Employers have to support these areas with offers and services, so employees feel the support and are more engaged in it.

Top and middle management alike have to be aware of these issues and how the solutions could look so they can engage and support their teams better. They have to prioritize supporting their teams and feel the responsivity to help them. The topic should be perceived more naturally in public and also in the office. [110]

In theory, this sounds great. However, research found out that only 30% of employees, feel comfortable talking and reporting to their manager about mental health. The topic is not there yet, where it should be, not even by the people who need it probably the most. McKinsey & Company found out that the connection between the actions of executives and the audience receptions is unbalanced. This issue will be added to the hybrid working concept which has to be solved rather sooner than later. However, also employees can do something about it. To see well-being as a skill is a new perspective and gives the employee more responsivity over that. It has to be seen in the future how employees are handling this responsibility. Additionally, organizations cannot get away with this shift in responsibility and have to prioritize the well-being of their workforce if they do not want to see a dramatic drop in retention in productivity.

2.13   JLL – The new ways companies are investing in employee wellbeing

Well-being is not a new topic on the roadmap of employers. Gym memberships, discounts for wellness services and occasional gym in the office have been there for years. The pandemic shows us that this is not enough. Over 50%[111] on a study in the US provide emotional and mental health programs. The data is even stronger in the UK. Their research shows that 86%[112] of employers change their approach to employee health because of covid-19. In the past year, employees delivered under pressure excellent performances and feel now it is time to get something back. Employees are ready to sacrifice higher salaries for better health benefits. With that, expectations have changed. Those push companies to change their approaches towards employee health. Employers have to prioritize their health if they do not want to experience a decrease in productivity in their workforce. Many companies already nowadays introduced various health programs and offers. Those services do not have to be always expensive. Some offer just random zoom calls to imitate the break and employee gets when someone is entering the room. Some others offer expensive on-site facilities and

---

[110] McKinsey & Company 2020, Segel 2021
[111] Kathryn Mayer 2020
[112] Unum 2020

nutrition counseling in the cafeteria. Others offer special working from home concepts for parents or offer an online summer camp.

Some corporations seem to have understood that in a hybrid working concept home, the office and third places are getting more important. And with this, the office has to compete and has to be an excellent alternative for employers to escape home once in a while. Therefore, the office has to offer a variety of space concepts such as individual workstations, collaboration areas and small meeting rooms, so employees feel part of the community and belonging. [113]

The article from JLL shows that companies need to understand that the workplace, the office will play an important part in the post-pandemic work life. The workplace itself can contribute to an increased well-being feeling of the workforce. The office has to be understood as an advantage, a space that serves a purpose and not simply a place where employees work, like in the pre-pandemic world.

The presented secondary data showed that the COVID-19 pandemic did not only change the way people experience their private life, but it also changed the way people work. The numbers of remote work and WFH increased strongly at the beginning of 2020 for knowledge workers. Here it shall be mentioned that in the literature, there is mainly no difference between work from home and remote work. As it is for this work, remote work is as stated in the HBR article from Prithwiraj Choudhury (2.8) is work from anywhere, so-called third places.

Another fact which has to be seen critically while analyzing different sources is the timely manner and the data of obtaining the data for all the surveys. As the lockdowns began and the numbers of remote and WFH increased research reported an increase in productivity and an overall positive feeling from the employees. With WFH employees gain flexibility, which is especially important when people need to take care about someone, have a parent or have other private responsibilities. The research which found this out was mainly from mid to end 2020.

Also, studies show that the leaders are aware of the dramatic shifts in workplace structures and the newly gained flexibility of its workforce. They prepare for the future and acknowledge that the future will be a hybrid workplace. Nevertheless, some traditionalists still believe that in 2021 or 2022 everything can get back to normal and everyone is at his or

---

[113] JLL 2021

her desk. However, people value the benefits of WFH and remote more than the negative aspects, even though people miss their coworkers and the human touch of the office, the typical chat in the coffee kitchen. Even employees who had to work from home or remote due to the pandemic see and value the flexibility and would recommend it to their peers. Some workers will even quit if their companies will force them back to the office.

At the end of 2020 and the beginning of 2021, there is a shift in the data. Research suggests fatigue of working from home. After one year at home, people miss the interactions in the office and also their productivity and mental health is suffering. With their gained flexibility and being aware of their condition's employees will demand changes when coming back to the office. The paradigm of the office where everybody is doing their job will be over. Companies have to acknowledge that the space in the office has to be handled and organized differently in a hybrid workplace setup. The office is competing with home and third places about the attendance of its employees. The office has to reinvent itself and has to be functional for the employees and not the employees for the office. Organizations have to realize that employee mental health will be the most pressing factor in the close future and that the office as a space can help them to contribute to a safer and healthier workplace. Managers have to be trained and the whole organization has to be aware of the special transition from WFH to hybrid. Solutions have to found more on a team or individual level than for an entire company. The office and leaders have to create moments of human touch in that new hybrid world to ensure people's well-being and their productivity. Research suggested that 96% of leaders invest more money in the mental health of their workforce but employees only report to 6% that they feel this support. This gap has to be addressed and closed. Organizations that will not be able to change the office, the culture and their operating model will not only lose their employees but also the war of the new talents on the market. The working set-up will be a deciding characteristic for young professionals in the job market.

3. Primary data

In this chapter, primary data will be used to prove or disproof the hypothesis: "Covid-19 will have a permanent impact on the workplace. The new workplace concepts will stay even when the pandemic is over. They will bring new challenges to the employees and to the leaders, which have to ensure the well-being of the workforce in the new workplace. "

Furthermore, qualitative research techniques have been applied as an in-depth interview. Qualitative research techniques will be used as the topic is relatively new and in transition. The in-depth interviews allow understanding decision-making motivations and underlying feelings towards certain workplace concepts. Additionally, facts can be seen as hard to find in an area of research that is so current. The 20 interviews took place from 3rd of May 2021 to 20th of May 2021 and took up to 45 min on average and have been held online in a video call set-up. Due to the covid-19 pandemic, it was not possible to meet in person which also gave the opportunity to have several international experts from the USA, Russia and Belarus. Here also the statement was true: "The best participants tend to be the busiest and most successful people." [114] Furthermore, the interviews have been held in English and German language due to the geographical and cultural differences.

3.1 The in-depth interview – Participants

The participants for this paper have been selected regarding their function, position, academic background and or their occupancy in general. In this paragraph, the participants will be shortly described.

Georg Bauser – business owner of the company Expansion Partners. Expansion partner is a small company that offers a variety of services Market entry strategy, Product Localization, Budget & KPI Setting, Organizational Structure, Recruiting, Culture & communication, Sales, Marketing and Operations. They work with companies, which would like to expand to other markets. Within this line of service, Georg and his team mainly work at the customer's offices or in one of their two main offices in Europe. As the owner of Expansion Partners, he is responsible for his 20 people team and how they all cope with the pandemic.

Donat Matthews – a swiss businessman, worked several years at McKinsey & Company and commuted during this time between Morocco and Switzerland. After this, he became an advisor, start-up consultant, mentor for successful business students from the St. Gallen university, investor and jury member on several start-up competitions. Furthermore, he was on several boards of directors in SMEs. In the last years, he spent his time chasing ideas and how to market them in Europe. Frequently travels to Asia, specifically China rounds up his profile.

---

[114] Churlei 2019

Marie Kannelopoulos – One of the two female CEOs of DONE!Berlin, the Berlin-based boutique HR consultancy. Marie has the responsibility for an all-remote 25 people company, operating over 2 time zones and two continents. She is a recognizable voice in the Berlin start-up scene with several interviews for podcasts, magazines and traditional business newspapers. Also, thanks to her presence DONE!Berlin became more attractive in the public eye of the Berlin scene.

Stefanie Rander – former Global HR Business Partner at Siemens. Today she is Enabler of Future of Work. 20+ years' experience in HR. Lately more shaping the shape the structural change and Energy transition at Siemens Energy. She tries to create an Ecosystem that supports New Ways of Working to co-share, co-learn and co-create.

Judith Weisbecker – Over 25 years' experience in the Lufthansa Group, the last 4 years forces on workplace digitalization and the future of workplace which is a digital workplace. She is already working in an activity-based office in a hybrid setting and drives the digital workplace in the Lufthansa group ahead with her team.

Hubertus Abt – Founder, owner and CEO of New work and workcloud24. New Work is a provider of workspace solutions in CEE. They have 20 locations in over 4 countries and 8 cities. They are managing over 50.000 sqm. He comes originally from the real estate sector and proved now flexible workplace solutions. With workcloud24 he jumped on the pandemic train and offers now a so-called office pass, which can be a QR-code in an app where employees can register themselves for being able to go to the office. With such solutions, it can be tracked who met whom and when.

Jens Feddern – leader of the Berliner Wasser Betriebe (BWB), the Berlin water supply company. Here he is responsible for 4.000 office employees and more who are working manually in the streets of the city. In his position, he is also responsible that the water supply is secured and keeps flowing in Berlin. Here it has to be mentioned that the BWB is a SOE (state owned entity).

Matthias Meifert – Founder and Managing Partner of the Berlin-based company HRpepper Management Consultants. He started at the management consultancy Kienbaum. There he

spent more than 15 years of his career. Then he founded HRpepper and is still a keynote speaker and investor and business angel.

Daniel Pangritz – He is Manager at Kienbaum where he drives client's transformations with main focus on people and organizations. In the past, he was also involved as an agile and digital transformation Manager where he was pushing client's transformations f clients to more agile and digital organizations.

Sebastian Holtze – He is Senior Manager at PricewaterhouseCoopers Germany and Project Leader People & Organization. In this role, he is driving digital and workforce transformation projects for the past eight years. He is also involved in learning and development topics and with this function, he became Managing Director at the DBU, the digital business University Berlin.

Dr. Peter Geißler – Head of Digital Workplace at Communardo Software GmbH, a company selling solutions for the digital workplace based on social collaboration tools. Also, they consult on topics like transformations, Leadership, Change Management and organization development. Furthermore, he is a lecturer at the Technical University Dresden for Digital Change: Competencies for the work of tomorrow.

Marc Nicolaisen – He is Director of Customer Experience at Steelcase AG, located in Bavaria. Steelcase is the biggest office furniture supplier globally and also publishes a lot of scientific papers and studies. For the pandemic, they have an entire study on how the workplace changes and will continue to change. Marc responsible to showcase the learning and innovation for their customers. Steelcase sees space as a strategic asset of an organization.

Jodi Williams – She is the Global Lead of Workplace Strategy and Change Management, principal and director of the Washington DC office of CallisonRTKL, a global architecture and design company, which is dedicated to creating a better world. She is consulting several multinational clients and Federal governments and agencies. In that role, she is an on-site space planner and gets to know and feels the needs of her customers.

Eugene Victorov – He is Knowledge Management & Digital Workplace Lead at Gazprom Neft in Saint Petersburg, Russia. He is mainly involved in knowledge sharing and digital workplace experience and how the digital workplace increases productivity at work, also regarding knowledge sharing. Also, public speaker on several online panels about the future of work and workplace.

Idan Tobias – He is the Head of Digital Employee Experience at N26. N26 is one of the fastest-growing banks in the market. As a leader in the digital employee experience, he is leading his own team of several international members across Europe. With his insights from his team and his passion for the digital experience as well as being a public speaker on several panels for workplace changes; he is a qualified candidate.

Dr. Marie Puybaraud – She is the Global Head of Research at JLL Corporate Solutions. JLL as one of the biggest real estate companies globally publishes several studies and survey regularly but also during the pandemic. Some also have been sources for this paper. Therefore, as she in charge of these publications, she is an excellent expert on the ongoing and current changes in the workplace.

Catherine Gashkina – She is a former HR Business Partner from PricewaterhouseCoopers Belarus and currently HR Business Partner of EPAM in Minsk, Belarus. At EPAM she is responsible for engagement, employee experience and was and is involved in transitioning the company in home office. She is also connected through EPAM with all HR business partners globally and has unique insights on how this company operates amid the pandemic.

Eloi Lesegretain – He is a Senior People Geek at Culture Amp. Culture Amp offers a platform for innovative companies which makes it easier to obtain, understand and act on the feedback of employees. They provide real-time data to manage certain topics like engagement, learning and development, employee experience and performance management easier. Additionally, during the pandemic, Culture Amp published a lot of insightful surveys and papers.

Jill Deschner-Warner – A professor for intercultural communication at Mittweida university. Coming from industrial psychology background she is also a freelance coach. In

this function, she is involved in several companies and consults and trains them in team building, cultural questions and transitions at work in general.

Jonathan Sadow – Co-Founder, Chief Product and Technology Officer at Scoop Technologies, Inc. Scoop is a start up in the silicon valley in CA, US, it enables organizations to get the most advantages from a hybrid workplace setup by providing tools and data to make decisions to optimize spending and investments. At the same time, they offer employees to work from anywhere.

3.2 The in-depth interview – Questionnaire

For the qualitative research approach in-depth interview, several projective techniques have been used. This can be seen as better suited for current and transitioning topics. These techniques allow gathering more and deeper information like the motivations or feelings from the participants.

At the beginning of the interview, the interviewer had to present himself and the purpose of the interview first. Afterward, the interview started.

1. Could you introduce yourself frankly?

The first question has been used as a small gesture, as an icebreaker to put the interviewee in a familiar position. Experts, company leaders and business owners are used to be interviewed so the right start is an important step.

2. Let's say we have the year 2014, Germany just won the world championship in soccer, how did you work at this time?

The interview starts with a collective memory of all Germans. Collective memories are memories where most people know where they have been to this specific date. The author has chosen the year 2014 as it is before the pandemic and far away in our thoughts. However, as a collective memory, most people connect specific emotions with the win of the world championship in football/soccer. So, the mood of the interview starts with strong emotion and gets connected to the main topic and will be led to the workplace of the interviewee.

3. What factors are impacting the workplace the most apart from covid-19 at the moment?

Question three can be seen as a sequence to the prior question. Here the focus will be led to which topics, concepts, feelings are impacting the experience at the workplace the most.

4. Which Covid-19 restrictions have been put in place in your company?

Question four builds the towards the current situation without considering the future. The question clarifies also for the interviewer in which kind of workplace and organization the interviewee works.

5. How did your workplace change due to Covid-19?

This question connects the current situation and the thoughts about a possible change in the workplace of the respondents. The question touches on the intimate workplace experience and how it has been changed due to the pandemic.

6. What are new workplace concepts which emerged due to the pandemic?

The direction of the interview takes a broader turn. Coming from the emotional connection and the private workplace, the interviewee has to derive to the bigger and more general picture.

7. What are the challenges with these new concepts? What will be more important?

The author tries to compare the new workplace concepts from question six and connects them with emotions from prior questions. The respondents have to assume or derive from their experience what might happen in the future and which factors will be more important. The factors from question four also get compared to the new factors.

8. What do you think about how many companies you know, or you have worked with are ready for these challenges of new workplace concepts?

In question 8 projective techniques like association and projection in the future will be used. They trigger the respondents to analyze their own experiences and come up with a solution to this question. This and the following two questions will lead to a deeper understanding of how the industry in which the interviewees are operating can be seen and characterized.

9. Imagine we have 2023, the pandemic is over, which of the new concepts discussed these days are still in place?

10. Let's say hypothetically, the covid-19 pandemic is over in 8 weeks. What do you think, how many companies have working return-to-office policies?

Question 10 is hypothetical. Respondents have to think and go deep into their minds to come up with an answer to such an imaginative question. It is not a simple yes or no question.

11. Netflix announced in the beginning of April that the employees should come back to work in September this year, what do you think about such announcements?

12. How do you feel about the future with all the, some might say the most disruptive changes after WWII which are happening in the business world? In which kind of workplace will we work after the pandemic and in the future?

This question unveils the true opinions of the respondents. It is designed to give a definite answer to the hypothesis they haven't been familiarized with. It will answer the question out of their perspective and will lead to an understanding of the industry and the future of the workplace.

13. Please finish this sentence: The corona pandemic was/is bad for workplaces of knowledge workers because…

For the last two questions, sentence completion techniques have been used. It is designed to show how the interviewees really think about the pandemic situation and how they would assess the overall situation for knowledge workers, not for the originations. The focus lies on workplaces and the employees. They will show their underlying thoughts with two simple questions at the end which tell a lot about their perception.

14. Please finish this sentence: The corona pandemic was/is good for workplaces of knowledge workers because…

3.3 Primary Data analysis

Before analyzing the most important questions of the interviews it will be given an overview of the background of the respondents. For the analysis, the data have been collected and categorized and counted how often the participants have answered in a certain category. So, one participant could answer and his statement matched later 3 categories.

As seen in figure 21, the majority of the respondents work for a major corporation with more than 1.000 employees globally whereas 25% work in smaller companies with less than 50 employees and 25% in companies with more than 50 but less than 1.000 employees. So, the participants have a good mix between major players and smaller organizations.

In figure 22 can be seen the roots of the companies in which the participants are working. Here it is clear to see that the majority works for German companies and the second biggest portion works for American companies. Under others are Switzerland, Australia, Russia and Hungary. As question one was used as an icebreaker, certainly, the given information is not of major importance. Only that much, 19 out of 20 participants have a founder, CEO, Team lead or other leading roles where they have responsibility for a small to a bigger team. Only one participant is a freelancing coach and lecturer only.
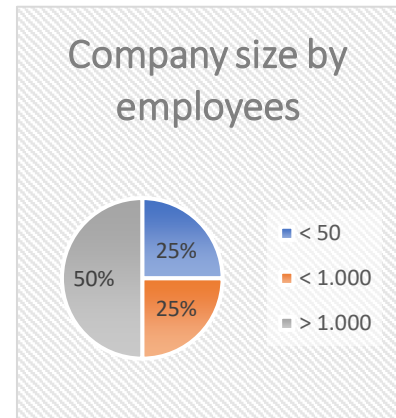
Figure 21 – Company size be employees
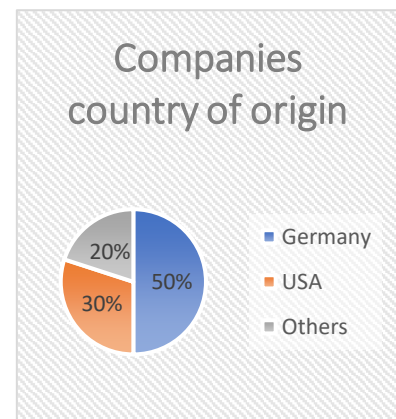
Figure 22 – Companies country of origin

Question 2

In question two the majority worked in a normal open plan/Space office (65%). Of that 65% who worked only in a normal office, primarily, only 38% had to travel to their customers and only approx. 8% were able to work remotely or from home. This is a big difference from the second largest group. 55% worked mainly in the customer's office and had to travel to them. Of that 55%, 36% worked already remote and 45% said they also worked in their own normal office. A big difference is to the first group. In 2014 they have been big gaps in how and where people worked. The home office was only mentioned by 15% while remote has 25% of the people saying there were able to work remotely.

Question 3

In question three, two factors equally define the workplace for the participants, the IT infrastructure /Hardware or Technology, the team or the human interaction with 40%. Followed by corporate culture with 30% of people who mentioned it and 20% who mentioned leadership. IT can be seen as interesting that even in 2014 the IT infrastructure was the main factor at work, as well as the human interaction. But also, corporate culture goes into this direction. Many associates corporate culture with a sense of belonging to a group or having a common goal. So together the human factor is not to be underestimated. Eloi Lesegretain said something interesting here. He said something like the people and culture are key to understand what is important for the employees, so you know what you have to improve to keep the people, make them more productive and more creative. The war of talent is on an all-time high. Nowadays its crucial to understand and focus on your people. The next big factor is technology, with the increase in automation it will change again. [115]

Question 4

The biggest restriction or change due to Covid-19 was the home office requirement for approx. 80% of the participants. Followed by the statement that they minimized the number of people in the office and that they traveled less than before. 26% answered that the restrictions are made by the government and not the companies themselves. 21% mentioned that remote work became available for them.

George Bauser stated an open and concerning comment. He talked about the people how they deal with the restrictions and said that the everyone is damaged. His employees, he himself and his customers. Everyone experiences different consequences, challenges or other outcomes with this major restriction. He talked about former superstars in the office and lately those people did not take care about themselves anymore and just decreased in almost every area. Also, the biggest restriction at the end, which he mentioned was the financial hit many companies had to face as a result. [116]

---

[115] Interview for this thesis with Robert Schulz on 05.05.2021
[116] Interview for this thesis with Robert Schulz on 26.04.2021

Question 5

Here can be seen that for 45% the home office is now normal. With the second group of 35%, nothing changed. Here it has to be differentiated between the answers to question 4 and 5. In 4 approx. 80% said home office is now a requirement but only 45% say now, that their workplace changed. This is explained in question 2 as an already small group of people worked 2014 in home office or remote. So, this gain in the home office are the leaders which did not do home office before and now have to practice it. A comment which fits to this made Hubert Abt, when he mentioned that his workplace did not change, he did not have an office for the past 15 years. However, the acceptance for platform like Zoom or Teams charged. The acceptance that conferences can be held online, this changed. This wasn't possible pre-covid. Also, work and private life are harder to separate anymore. They mix more and more which can get dangerous. However, the trend for remote work is undeniable, so Abt. [117]
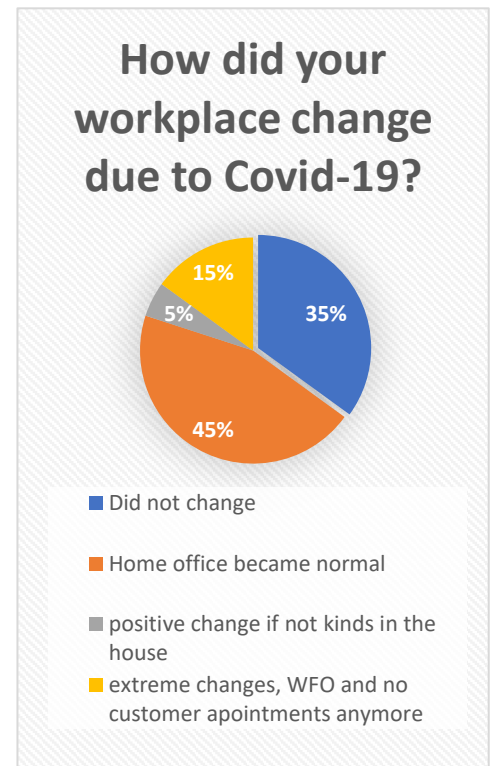
Figure 23 – Question 5

Question 6

As seen in figure 24, a big majority said that the pandemic caused the shift in their workplace concepts more to WFH. This question defined a direct correlation between the pandemic and the spread of workplace concepts like WFO, remote or hybrid. Also, a shift in leadership mindsets can be accustomed to the pandemic said 20%. Furthermore, 25% said, the methods aren't new at all, only the acceptance for these is. This also correlates with statements from the participants and the fact that some already worked from home in 2014. Considering the
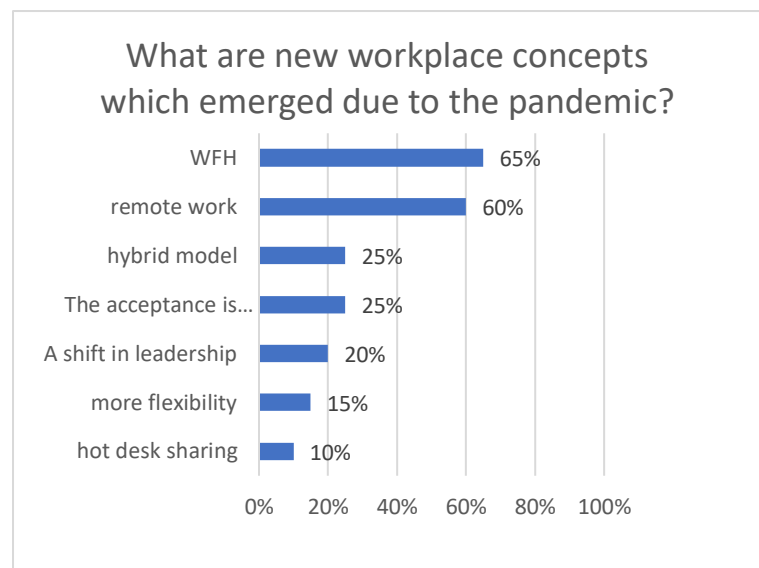
Figure 24 – Question 6

---

[117] Interview for this thesis with Robert Schulz on 01.05.2021

numbers from question 2 and compared to question 5 (WFH 15% vs. 45%), there is a clear trend. With question 6 the pandemic can certainly be seen as a big accelerator for the acceptance of the home office, remote and hybrid working concepts. Marie Kannelopoulos comments this as for her company did not change much after all. However, there are many clients, she said, which introduced home office the first time in their company's life and struggle with

letting go of employees into the home office. There is an extreme mindset shift happening right now, more and more feedbacks from CEOs are actually positive. However, there are still some people who do not want to change it. Nevertheless, she believes the biggest trend after corona is the hybrid working model. She is sure that applicants will decide for rather for hybrid word as for onsite only positions. Hybrid work will stay, so Kannelopoulos.[118]

Question 7

Question seven delivers the challenges which the new concepts will bring along. Some are seen already some might not be visible at first. The biggest challenges can be seen in figure 25. Half of the participants said the biggest challenge will be for the leadership team. This has to deal with communication (25%), trust the employees (15%) and also takes care of each individual (mental health (40%). It is in their responsibility to be advocates and lead into this new situation. The second large group is the employees who have to adapt to the new way of working and to the situation when the ways back to the offices are free. Corporate culture (35%) cannot only do as much as leaders and the workforce earlier already established a foundation for culture. Another mentioned several times in the interview, that it has to be found a new definition of productivity and performance. Old models where presences accounted for performance will not be valid anymore in a time where employees will work from home and third places. Marc Nicolaisen emphasis to this question that the leaders have a specific responsibility which has to be shaped by trust mainly. He quotes Drucker: "Culture eats strategy for breakfast". The culture will be the net which supports each individual employee. The Manager should be more a coach then a controlling force. This shift in leaders' styles will be crucial especially for the talent acquisition, so Nicolaisen. [119]

---

[118] Interview for this thesis with Robert Schulz on 30.04.2021
[119] Interview for this thesis with Robert Schulz on 11.05.2021

Question 8

The majority with 40% said that the companies they work with are mainly ready. This is also the blind spot of the question. Companies, like big consultancies, property managers and global architectural offices have hired them to deal with the challenges of the pandemic. Therefore, mainly the companies are ready but only the companies, the participants of the interviews are working with, as those are their clients. The second most mentioned answer is with 35% that it depends on the size and structure of the company. During the interviews, some respondents said the smaller companies are more agile and can adapt and change easier than big corporations (5%) ad at the same time people said bigger companies will have it easier (10%) as they have the financial means to transform. Also, 1/3 agreed that leadership has to recognize the shift in working and then lead the companies towards it. 20% of participants say that many companies will be left behind as they do not want to adapt or do not recognize or think it will all get back to normal. 10% even said that this will affect talent retention and question, meaning if companies do not adapt or change, people will leave or will not decide to join this organization. Idan Tobias, states in his answer something a bit different. He was explaining that the company have to answers so challenges on a team rather than a company level. The middle managers have to be taught how to lead remote teams and receive metal support to do so. Trust was named by Tobias as the most important factor in this process. [120]

Question 9

Approximately 40% see the hybrid model still existing in 2023. They do believe that it is here to stay. However, followed by 33% of people mentioning that flexibility, in general, will stay and that all workplace concepts from question six will still be working in 2023. This already is a small indicator that the presented workplace models which emerged due to the pandemic will stay longer than the pandemic. They might have a long-lasting impact. Another 1/3 of participants of people mentioned that there will always be traditionalists which want to go back to how it was before. Reasons here are management style which is more control-focused than letting go of people control in more flexible workplace situations. The last categories which still mentioned 28% is that in the future the workplace situation has to be an individual choice for each employee. Everyone has their own preference and will thrive in another setting than someone else. Connected to that 22% said that the physical space, called office

---

[120] Interview for this thesis with Robert Schulz on 04.05.2021

has to get more attractive for employees to compete with other workplaces like home or third places. Stefanie Rander presented during the interview the study her company just finished. The study says that hybrid work is here to stay for sure. She explained there will always be people who want to go back to the normal office. But the answer cannot be given on a company level, it has to happen on a team level. What the job of the team and what's the team's preference considering the workplace concepts? Some people will struggle with this newfound autonomy and other will thrive in it, so Rander. [121]

Question 10

During the interview, it could be noticed that this question wasn't really important to the participants. They do not worry about any policies or do not think it is that important. 44% that only a few companies might have policies and approx.. 20% said that no one will have one. Also, one interesting answer was that in the lockdown situation companies focus more on short-term goals and not long-term. So, the companies do not care or do not consider this to be important. For question ten, Judith Weisbecker gave a statement. Her perspective is about the time how long employees have been in home office and have they only been in home office or on short-term work as well? Then it is not emotional anymore the back to office thoughts it is also a professional question. When people did not work full time in the office for a year, they might have emotional, structural and organizational issues to get back to their daily life in the office, so Weisbecker. [122]

Question 11

Question 11 was not a popular question during the interviews. Due to several time-sensitive interviews, where participants did not have enough time or this question did not fit anymore in the time flow or topic-wise in the interview process, this question was only answered by 14 participants. However, one opinion will be presented. Dr. Marie Puybaraud gave an insight concerning back to office announcements. She mentioned that not many companies are announcing it but those who do, mostly have a big motivation. Netflix for instance just build its own new campus. Also, Netflix did not say how exactly are the employees coming back? It is a 5-day week in the office or hybrid model? It is a bit a fake perception as they know, 100% of the workforce cannot be back to the office. But with such bold statements Netflix is

---

[121] Interview for this thesis with Robert Schulz on 30.04.2021
[122] Interview for this thesis with Robert Schulz on 30.04.2021

showing its competitors and especially for the talents that they have the lead there, keep that in mind, so Puybaraud. [123]

Question 12

This is to be seen as the key question for answering the hypothesis and to determine how the future and the post-pandemic work-life and workplaces look like. It can be seen that overall, the workplace will get more hybrid, a mixture of office and third places. Also, there will be a new focus on the "old" office. It has to change, and the majority believes it will get more activity-based. Furthermore
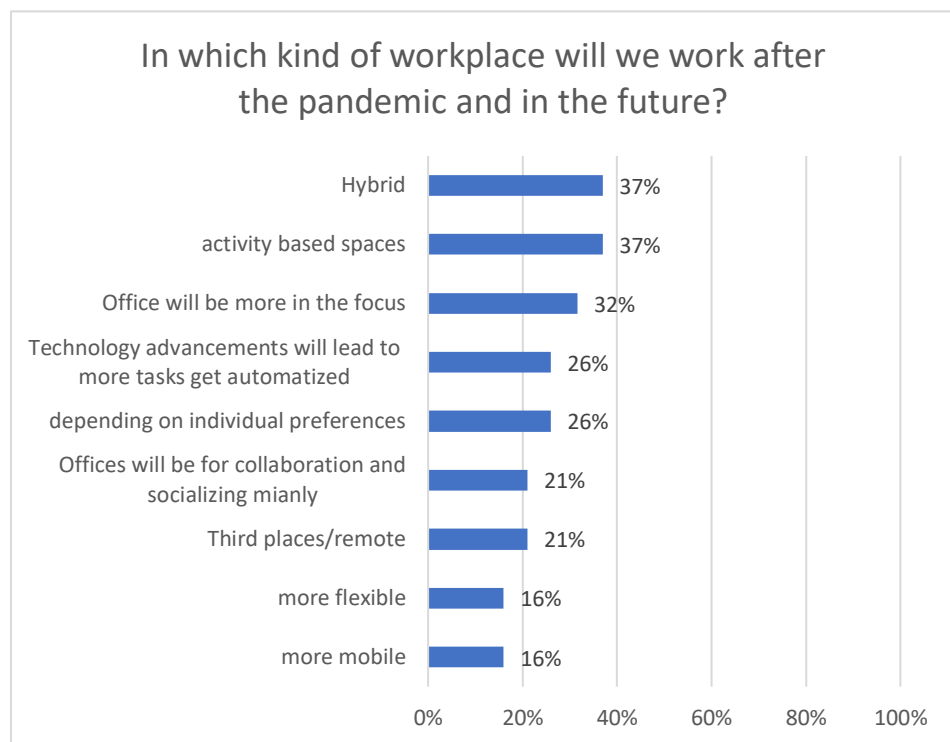
Figure 25 – Question 12

with 26% of respondents think that the workplace should depend on personal preference to integrate work into life better. People will not give up their newfound freedom/flexibility anymore and will then request more and more this freedom back in the office. All in all, it will become more flexible but also mobile and the office concepts have to be rethought. Third places will increase in importance to the shift towards hybrid working concepts. Dr. Puybaraud gave a very detailed answer to question 12 which will be summarized. She is certain that we have to change the allocation of space towards more collaboration and more community life. She explains that before covid there were 70% individual and only 30% collaborative spaces. Post-pandemic JLL is anticipating 80% collaborative space allocation and only 20% individual. This is a major shift in how to allocate space but also how people work together. The office will become a social hub, people will come together. She believes that individualistic work e.g., focus work should be done from home and not in the office as it would occupy an expensive desk, so Puybaraud. [124]

---

[123] Interview for this thesis with Robert Schulz on 11.05.2021
[124] Interview for this thesis with Robert Schulz on 29.04.2021

Question 13

The answers are very diverse. There are three groups of people. Group one with 50%, believes that the pandemic is bad cause we lost human contact, the interaction, the coffee chat in the office. With this the decrease in productivity and a decrease in employee well-being. The second group which are still 20% of the participants does not believe that the pandemic was bad
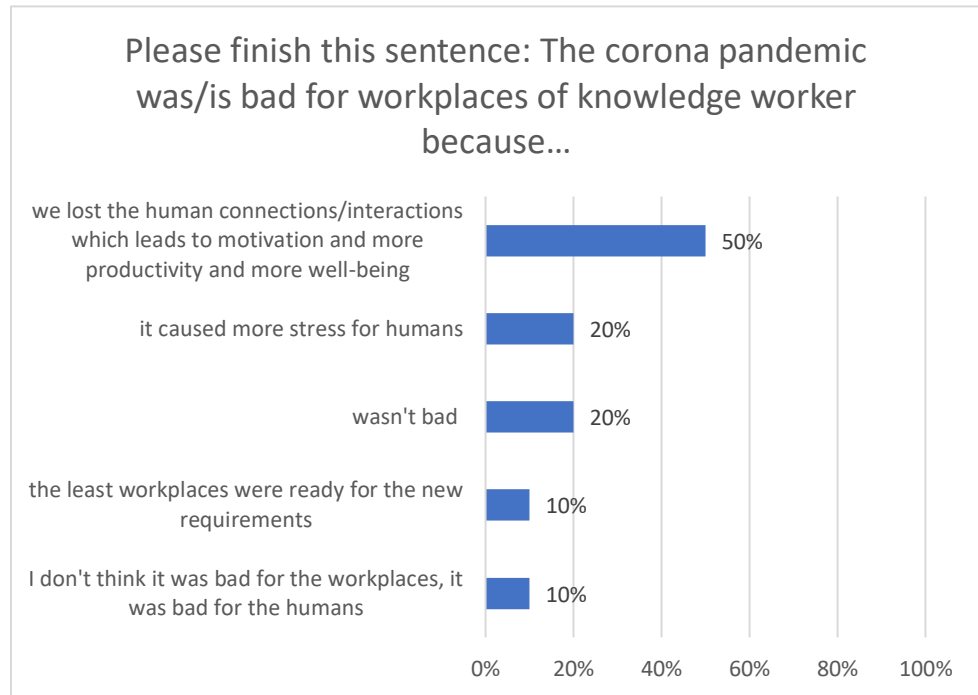
Figure 26 – Question 13

for the employees and their workplace as they see the chance which this situation delivers. It has to be said that the question was only understood correctly by 10% as the question targeted the workplaces and not the employees primarily. However, with this small misunderstanding, the data fit as well, especially when analyzing the employee's situation. An interesting standpoint has Sebastian Holtze. His answers summarized is that the corona pandemic was bad as it is increased the complexity significantly, even more it increased the physical and psychological burden of work. There are very few companies which act in a preventive way. At first technology was important and now physiological and psychological factors are more important while work and life will merge into each other, so Holtze. [125]

Question 14

This can be seen as a positive take on the pandemic situation. 45% believe that the pandemic will lead to more flexibility in the workplace. 35% agree upon on that the pandemic was good as it increased the acceptance for the use of the technology people already had years ago. Back in time, no one allowed it and this time it had to happen by federal law in Germany for example. So, people were and especially leaders were forced to implement concepts like work from home which could have been implemented already years ago but decision-makers

---

[125] Interview for this thesis with Robert Schulz on 11.05.2021

73

did not want that. Even more, 35% agree that the situation is like a new start, a point to rethink how people work, where do people work and work together. Do we have to fly from Köln to Düsseldorf or for a pitch from Berlin to Stuttgart? Technology will allow us to make it online in a digital meeting room. Those questions are discussed now. The answers will be seen post-pandemic. Another area is the focus on output in terms of measuring predictivity instead of presence. This will change leadership styles and leaders globally when implementing more flexible workplace concepts. Catherine Gashkinas opinion is more straight forward. She explained that first of all it helps to save lives and also moreover we are able to rethink what is work to us? What are we willing to sacrifice and where for which purpose? The pandemic showed how hurtful the old leadership style was. In the future she hopes for a more human centered approach.[126]

Please finish this sentence: The corona pandemic was/is good for workplaces of knowledge workers because…

it led to more flexiblity	45%
Acceptance for the right use of the technology we already had years ago (virtual meetings, remote work and home office)	35%
presented us with an opportunity to break harmful norms, ways and thoughts about how we work	35%
led to more digitalization	30%
led to a new focus on output instead of presence	25%
led to more productivity	10%
value of the individuum increased, unique employees	5%

Figure 27 – Question 14

The presented primary data indicates that the future of the workplace will be very likely a more hybrid form. Hybrid concepts do not require full-time attendance in the office anymore. People are going to be able to work from home or anywhere. The data indicate as well that this will not be a trend, 40% believe that hybrid is the future. With this shift in the workplace as data also indicates 32%, the office will get more into the focus and has to compete with an increasing number of third places where people can work from. Data predicts the office will

---

[126] Interview for this thesis with Robert Schulz on 03.05.2021

change into a more activity-based allocation of space. The times of the open space offices and individual offices are over. The space will be used for a specific task or way of working; small meeting rooms, big meeting rooms, focus areas, collaborative areas and socializing areas. The hum contact will be more designed. The human contact is the biggest challenge during the pandemic (50%) and for the future, the research discovers that 50% of leaders said that leadership itself will be challenged with these new ways of working. The participants believe that the shift has first to be realized by the leader which then has to implements changes in their organization or team. The question of where and when to work has to be answered on an individual level (approx. 1/3). The workplace will get a bit more human-friendly. The employee should not depend anymore on the workplace, the workplace should depend on the employee. The increasing flexibility is a fact which got across all questions equally.

Leaders have to accept the shift and perceive this as an opportunity to rethink work and workplace. One participant said in an interview something like: without the pandemic, this big push in digitalization would have taken us 10 years, no it came in one.

This momentum is crucial, it is essential do not to lose employees on the way to a more flexible future. Leaders have to ensure that their leadership style and their actions enable everyone in the workforce to work in new ways. That corporate culture (35%) and mental health (40%) are on everyone's radar as a challenge for the future. The shift is there now these have to ensure that the employee well-being is secured as the correlation between employee well-being and motivation and productivity is scientifically proven and presented in secondary data chapter two. With this shift, there also has to be a new definition of productivity. Research shows that in the future the measurement of productivity should not be any more "presence". It rather should be the outcome. This new form of measuring employee performance and the leader's awareness of future challenges will secure employee well-being.

3.4 Primary data analysis example

In this paragraph the work of gathering and analyzing data can be seen and followed and understood. These data have been analyzed with the help of Microsoft excel and got summarized by the author. These are excerpts from the orginal file and more will be found in the appendix.

Interviews							
Interviewpartners		German Interviews					
	Georg Bauser	Donat Matthews		Marie Kannelopoulos	Stefanie Rander	Judith Weisbecker	Hubert Abt
Size of the Company	<50	<50		<50	>1.000	>1.000	<1.000
Country of origin of the company	Germany	Switzerland		Germany	Germany	Germany	Hungary
Questions							
1. Können Sie sich bitte kurz vorstellen?	Gründer und Inhaber von Expansion Partner	Geschäftsmann und erwiesener HR Experte mit jahrelanger Erfahrung in den verschiedensten Bereichen		CEO at DONE!Berlin	Future Fit - Enabler for Designing modern Learning Journeys in a continuous Learning Culture with a Growth Mindset Creating an Ecosystem that supports New Ways of Working to co-share, co- learn and co-create.	Future Digital Workplace Lufthansa Group	35 Jahre in der Immobilienbranche unterwegs, seit 35 Jahren Unternehmer. New Work AG (Services rund um den Workplace). 16 Standorte und 50.000 qm^2. Dezember 2020 Workcloud24 digitale Produkte mit Belegschaftsmanagements, Office Management etc.
2. Sagen wir, wir haben das Jahr 2014, Deutschland hat gerade die Weltmeisterschaft im Fußball gewonnen, wie haben Sie zu dieser Zeit gearbeitet?	Immer im Büro, war viel unterwegs. 2014 war ich in San Francisco und bin wahrscheinlich nach Dublin geflogen oder wo auch immer ich zu der Zeit gewohnt habe. Ich war mobil sehr viel unterwegs. Immer am Laptop und hatte aber auch keinen richtigen Laptop war flexible und saß immer irgendwo.	Ich war ziemlich auf Reisen, sehr viel sogar. 10 Tage pro Monat in Reisen. Der eine Mischung aus Aufenthalten hier in der Schweiz oder Deutschland. Ich hatte Eier weltweite Karte mit Zugang zu Regus Büros. Ansonsten habe ich in den Büros von Geschäftspartnern oder Firmen die ich kannte gearbeitet. Ich habe dort Meetings gemacht und anschließend dort geblieben für den Tag oder in Hotellobbies gearbeitet, oder im Zimmer oder am Flughafen.		Sehr flexibles arbeiten das ich es perfekt in mein Leben interagieren kann. Ich setzt mir meine eigenen zeitlichen Blocker. Es war sehr mobil, ich hab in Cafés gearbeitet und bin auch bei Kunden in den Büros gewesen. Wir haben ausschließlich remote gearbeitet.	Auch schon international gearbeitet und damals schon Videocalls genutzt habe. Die Klienten waren eben nicht immer an einem Tisch. Es gab wöchentlich immer eine Reise von China nach USA, von Norwegen nach Südafrika. Globale Integration von 30 Länder nach der Aquisition von Rolls Royce. Es gab noch nicht so viel Interaktive Tools wie heute, keine virtuellen Kollaborationsmedien wie heute.	In Teilzeit aber auch in dieser Zeit schon flexibel von zu Hause arbeiten aber doch auch remote. Es war mehr Einzelarbeit, Email Pingpong, keine Kollaboration.	Warschau gewohnt mit Immobilienportfolio von Malls und kleine One stop Shops, Internet wurde genutzt mit Blackberrys. Bei Büroöffnung gab es ein Faxgerät und das war damals innovativ! Dann gab's Mobiltelefone und dann auch Telefone im Auto.
3. Welche Faktoren beeinflussen den Arbeitsplatz neben Covid-19 am Meisten?	Kunden und Kollegen, was würde mich ins Büro treiben? Kollegen und auch mal ein Kaffee trinken. Kundentermine sind einfach im Präsentieren wenn sie Face to Face sind. War auch immer Gut beim Kunden zu sein, andere Kultur und andere Firmen kennenlernen wie sie arbeiten ticken etc.	Convenience. Ich hatte sei und eh und je keine besondere Bindung zu irgendwelchen Statussymbolen. Es muss so sein oder so aussehen, das ist vollkommen egal. Get the Job done! Wenn das bedeutet ich muss auf einer Parkbank sitzen um einen Vertrag zu review oder was dann mach ich das auch. Der ganze Glamour und das ganze ist vollkommen irrelevant. Es muss pragmatisch sein und schnell gehen.		Auf jeden Fall der fixe Rahmen an Zeit. Jeder hatte im Büro sein müssen von 9-18 Uhr vor Covid. Der Arbeitsweg war ein großer Faktor. Meetings wurden relativ spät am Ende des Tages gehalten weil man tagsüber viel für Kunden da sein musste. Als werdende Mutter war das schon sehr hart vor Corona in einem normalen Büro.	Den Arbeitsplatz beeinflussen die Kultur in der wir leben und arbeiten und sie zeigt sich auch gerade wie wir arbeiten. Es ist nicht in jeder Ecke gleich. Es gibt Ecke die sind wesentlich automatisierter und andere die aufgrund ihres Titels und der damit verbundenen Innovationskraft viel kreativer und unstrukturierter. In der kulturelle Ebene haben wir die Menschen, die Führungskräfte und die Mitarbeiter. Führungskräfte ermuntern, motivieren und sollten den Mitarbeiter den Raum geben und unterstützend wirken für ihre Entwicklung. Klare und erreichbare Ziele geben damit einher Eyes on but Hands off. Für die Mitarbeiter sind selbstverantwortlich zu handeln und für ihre Arbeit und Entwicklung zu sein. Die dritte Ebene ist das wie wir mit einander arbeiten. Transparenz Kollaboration, Agilität, Innovation, Selbstorganisation, new ways of working. Dann haben wir noch den virtuellen und physikalischen Arbeitsplatz. Health and saftey sind darin dann on Top als 4. Ebenen angesiedelt.	Die Einführung eines Kollaborationstools hat mir mit meinem Team geholfen, da wir effizientere Schritte in der Kollaboration einführen konnten. Wir stoßen aber auch viel auf Widerstand mit den Tools. Shared Desk in ihrem Department eingeführt. Flexible Schreibtische, kein fester Arbeitsplatz. Kommt auf die Aufgabe an. Konzeptionelle Tätigkeiten zu Hause, Teamarbeit im Büro auf Projektflächen.	Wird beeinflusst vom Wechsel den wir in der Sozialgemeinschaft erfahren. Also die exogenen Faktoren beeinflussen den Arbeitsplatz weitaus mehr als die Sachen wie ergonomische Plätze, höhenverstellbare Tische. Jetzt ganz groß im Hype, kontaktloser Zugang, 1964 gibt es Co-Working, nichts neues. 1988 als Industrie mit REGUS dann WeWork 2008. Jetzt kommt der Servicegedanke, Space als a Service. WeWork Community Gedanken gibt es seit Starbucks. Die Kundenbedürfnisse die an das Büro gestellt werden verändern sich immer schneller und nur mit digitalen Tools kann dem entsprochen werden

Figure 28 – German interviews excel file excerpt

Interviews							
	English Interviews						
	Jodi Williams	Eugene Victorov	Idan Tobias	Dr. Marie Puybaraud	Catherine Gashkina	Eloi Lesegretain	
Size of the Company	>1.000	>1.000	<1.000	>1.000	>1.000	>1.000	
Country of origin of the company	USA	Russia	Germany	USA	USA	Australia	
Questions							
Could you introduce yourself frankly?	Managing Director of the Branch in DC Washington, US and Global Lead of Workplace Strategy of CallisonRTKL. Clients vary from small local companies to big local cooperation's to the US government as we are based in DC.	Working for 15 years in the areas of Knowledge Management and Digital Workplace with #deep experience in KM strategy and methodology and tools as well as IT project delivery in areas of Digital Workplace, Enterprise Social Collaboration and Intranet portals (SharePoint, Confluence).	Head of digital employee experience at N26	Global Head of Research at JLL	People Partner at Epam	Senior people geek at Culture Amp	
Let's say we have the year 2014, Germany just won the world championship in soccer, how did you work at this time?	I always worked mobile as I always had to work with clients and look at the project at the ground. Its the field of architect where the offices are open collaborative studios and I love it. Open space is my home. Also the opportunity all the time to work from home and also at the clients office. Nevertheless I always had my assigned desk but we never used it and also its no the way forward. The federal government were 99% assigned seats and 1% alternative work schedule. Also some full time telework but it was more full time in or not. by 2014 most clients were assigned seats and some had some shared seats available but not really using the space.	I was living in Moscow working at accenture as a knowledge manager back then	Fully in an office, old style face to face, very international due to that mostly hybrid but still physical experience	worked remotely already and from home as well, traveled a lot around the world. We started the talking about flexible workforce but the mindset wasn't there yet it was the spark around 2014	worked as a recruiter, very structures day, one hours commute to work, strict day if you are late you will be fired. Half and hour lunch break which was scheduled for you, not flexible at all. Level of digitalization was quit low, not much automation.	Intern at the moment in person not remote, the office was an open space lot of screens, people on the phones, really crowded, right now not possible	
What factors are impacting the workplace the most apart from covid-19 at the moment?	A bundle of different factors. It depends on their organization, mission and vision. Number 1 is who is the organization and how too use the space. How to do it. Get the data yourself or given data. What they want, what they need and what's the gap. Its not always the workplace, sometimes its policies. Work patterns are super important. We are observation the people. Which groups are here and where and how are they working. What do they need for their job? Answering all those questions helps us to design the workplace. Also leadership is an important factor if they support our ideas or if the just answer and don't do anything.	Logistics, on how the employees got to work as it was very central next to the metro. It was at a consultancy and many people worked at the clients office. The office itself was smaller then the number of people employed by accenture. They have been organized as hot seats, so clean desk and you had to book it one day in advance.	Change in consciousness how we engage with work in general, compared to 2014 its more individualistic approach from company and employee side. A lot of focus on personnel development. What does a manager needs to focus on? It's the key factors of the experience of an employee. The rate of change is tremendous, covid just accelerated it. New challenges with new technology. Regulations of the country the company is in cause it limits the growth. Technology has impacted the past and will even more in the future	flexibility, shared facilities and from desks for everybody to mutualize the space for everyone. We thought that large scale remote work would peak at 2025-2030 but covid accelerated that	Culture and people, not sure what's amore important, purpose of work maybe	People and culture are key you have to understand what's important for your employees so you know what to improve to keep your people, more productive, more creative, war of talent is on a all time high. Its crucial to understand and focus on their people. Technology is playing a huge role as well, automation of process, more efficient.	

Figure 29 - English interviews excel file excerpt

76

Analysis

	<50	<1.000	>1.000		Country of origin of the company	Germany	USA	Others
Company sizes							20	
	5	5	10			10	6	4
	25%	25%	50%			50%	30%	20%

Question 2	Travel/at the customers office	Home Office	Remote	Office - open space	progressive office		Office - open space	
Let's say we have the year 2014, Germany just won the world championship in soccer, how did you work at this time?	11	3	5	13	2		13	
	55%	15%	25%	65%	10%		65%	
remote	36%					remote	7,7%	
office open space	45%					Home Office	7,7%	
office progressive	18%					Travel/at the customer	38,5%	

Question 3	Chairs and Tables	Change of Location	Integration of Media	Design	IT/Hardware/Technology	Customers	Learning	Leadership
What factors are impacting the workplace the most apart from covid-19 at the moment?								
Participants	1	1	1	3	8	3	1	4
Percentages	5%	5%	5%	15%	40%	15%	5%	20%

Question 4	Masks in Office	Reduced people in office	disinfection in office	Home Office was required	restrictions by local guidelines	less travel	Testing before entering the office	none
Which Covid-19 restrictions have been put in place in your company?								
Participants	5	10	2	15	5	8	5	4
Percentages	26%	53%	11%	79%	26%	42%	26%	21%

Question 5	did not change at all	extreme changes, WFO and no appointments at customer offices anymore	Home Office became normal	positive change if there were no kids	20			
How did your workplace change due to Covid-19?								
Participants	7	3	9	1				
Percentages	35%	15%	45%	5%				

Question 6	WFH	remote work	hot desk sharing	more flexibility	hybrid model	A shift in leadership	Analog to digital	Third places
What are new workplace concepts which emerged due to the pandemic?								
Participants	13	12	2	3	5	4	2	1
Percentages	65%	60%	10%	15%	25%	20%	10%	5%

Figure 30 - Interview analysis excel file excerpt

Exploratory research – Conclusion

The primary data supports the secondary data in many areas. The secondary data was gathered by surveys of leaders and employees. The role of the employee was a crucial one. In the gathered primary data, the respondents were mainly leaders and therefore there is an interesting symbiosis of secondary and primary data. Primary data supports the increase in work from home as well as the described increase in productivity by the secondary sources. Both are aligned that the human interaction, the coffee chat in the office, those human movements are missing in the WFH reality at the moment. People miss this. Leaders are also concerned with the outlook that with the new workplace concepts mental health and with that employee well-being will be an essential factor in the future. Both data suggest that the future of the workplace will be a hybrid working model. Leaders are aware that leadership will be even more important in that transition. Employees have to be shown the way, step by step, leaders have to be role models and execute their own roadmap in that transition. Leaders also vocalized their concerns that employees might be lost when leadership is not careful enough. This newly won flexibility will not go away anymore. Both data acknowledge that there are traditionalists out there. One interviewee mentioned that one company she is working with simply waits until the pandemic is over and then we behave like nothing ever happened. But you cannot delete experience. New hires, employees and young professionals will demand

newfound flexibility and the workplace, including the office will play a crucial part in the war of talent. Organizations can use their workplace set up as a competitive advantage. Furthermore, both data agree that the future of the workplace will be hybrid. After the pandemic people will require this flexibility as mentioned earlier.

The hypothesis of this work is: "Covid-19 will have a permanent impact on the workplace. The new workplace concepts will stay even when the pandemic is over. They will bring new challenges to the employees and to the leaders, which have to ensure the well-being of the workforce in the new workplace ". Secondary and primary data suggest that when the pandemic is over, the workplace models, like WFH, remote or hybrid will stay in effect. Organizations will adapt and change. If they do not accept this, they will suffer consequences like talent retention, unproductive employees and ultimately and overall massive decrees of productivity and with this, loss of financial resources as income will be lacking. The impact of the workplace happened. WFH was made possible for many. The primary data showed that the workplace concepts are directly linked to the pandemic. The challenges have been discussed and are evident. Leaders themselves said leadership will play the biggest role in transitioning and ensuring employee well-being in that process. The hypothesis is proven.

In the end, it has to be said that this work was produced in March, April and May 2021 and the used resources reflect the current status. The business world and the academic world is realizing more and more that this shift happened and cannot be undone. This question of what is next, what consequences will be experienced due to this shift in working in the office or at home or remote will get even more important. Time will show how knowledge workers will work in the future, but data gathered in this research suggests it is going to be in a hybrid workplace.

Interpretations and recommendations

This paragraph will be used for presenting ideas on how the presented results in chapter two can be used in the business world to prevent companies from damage and increase their performances. Therefore, a scheme has been developed which shows simply but effectively the dependencies between the most important factors which are impacting and will continue to impact the workplace of knowledge workers. The scheme can be understood to be a guideline for leaders of teams or organizations to better understand what the topics of the future be, which they have to be prepared for.

In figure 31 the scheme can be seen consisting of six factors and the main subject, the workplace of the knowledge workers. In a clockwise direction, each factor will be assessed in what way it will continue to change the workplace and which factors will be more important as well as recommendations on how to achieve that to prevent damage and increases the speed of transition in the future.
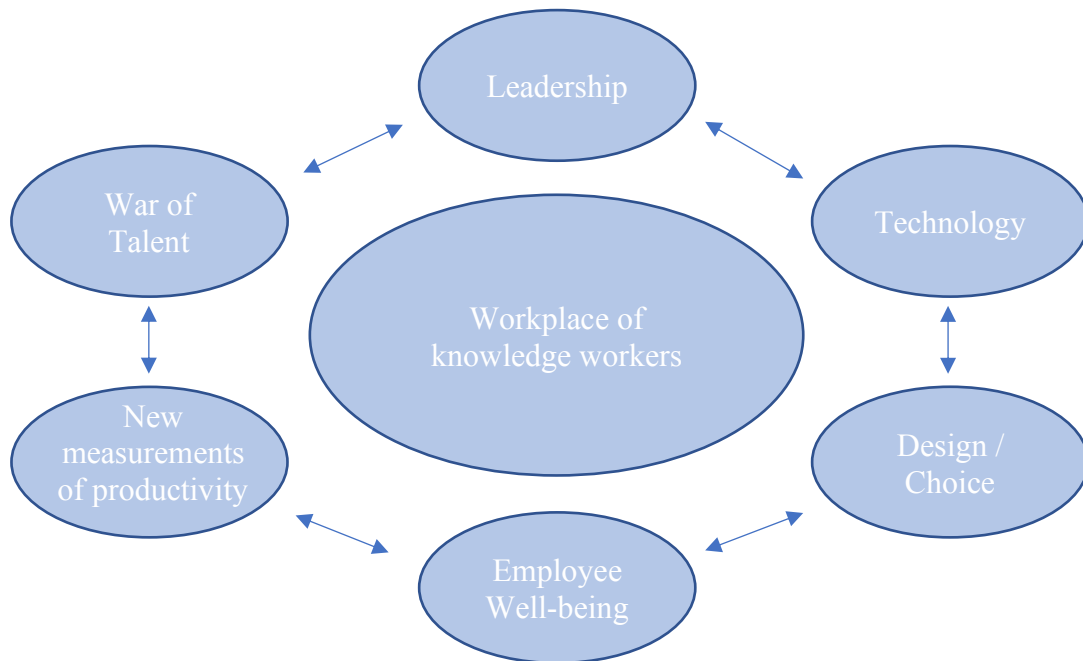
Figure 31 – Dependencies and affecting factors of the future workplace

4.1 Leadership

With the corona pandemic, organizations were forced into a new way of working. Organizations had to implement new workplace concepts whether they were ready or not. Leaders had to assess which jobs could be done from home and which cant. The period of time right now is a transition period under government-imposed lockdowns.

The research and the presented secondary data show that 75% of leaders of companies, whether they are founders, managing partners or team leaders will face a new level of responsibility to lead the transition in an unforeseen future. No one knows today what the future will be like. No one ever faced such a situation before. The future is neither the way people work now nor what was in the past, a completely new way of working has to be determined by many factors by leaders on a company, team and even individual level. In the past companies were theorizing about the future of work. Today leaders have to recognize

this shift and work practically on a solution. They have to break with the past, have to accept the future will look different than what society knew pre-pandemic.

Therefore, leaders have to identify which tasks can be done in which way, which work patterns are given by the organization or team structure. Also, they have to redefine which jobs might be done from point a or point b. They have to assess the entire company in or sign every aspect to understand which impact this aspect would have. Decision-makers will be more important than ever before. The interviews have proven that. Leadership is the second biggest factor that influences the workplace (20%), the participants said that leadership has to be able to realize that there is no way back to the old normal (20%). Research by KMPG suggests that even 25% of leaders accept this fact already. Here leaders have to be careful. However, the same data suggest that traditionalists which still believe they can wait until the storm is over and can go back to the old normal are the majority.

However, the point of no return has already passed us, said Abt in his interview. People have to realize to plan accordingly.

Another important factor for leadership is the style of how to manage a company or team. Decision-makers and leaders, which have to act as advocates to lead their teams have to be role models for a successful transition. Their leadership style has to change in accordance with the new way of work. Data suggest that a more trust-based leadership style will be best suited in a business world where the manager will not be able to control as close as in first theories like Taylorism discussed in this thesis. In a world where the employees will not be in the same space as the manager necessarily trust has to be the foundation of a good relationship. Relationships, in general, will become more important. The biggest factor which is impacting the workplace the most as well as the number one answer to why the pandemic was bad was the missing human contact. People miss their coworkers, their team and the social interaction the most (50%). This is also the biggest reason for home office fatigue (78% miss the office), shown in a study by JLL shown in 2.9. The human interaction is the most important factor. The style of leadership has to capture the trust, the belonging and the acceptance of each employee to give the employee the mental environment in which he/she is able to thrive. The workplace will become more human-centered.

To implement a new leadership style, leaders have to be mindful of their way of communication. The way of communication has to be an asset for the decision-makers to turn the transition skeptics around. Not only on the decision-maker level are traditionalists, skeptics or critics towards new ways of working but also on a lower level in the organizational structure. Leaders have to be aware of preferences and attitudes in their teams

in order to communicate effectively and affectively. Only with a new level of trust, empathy and compassion of each individual the successful transition can be managed.

To increase the feeling of belonging, the team mentality HRpepper is sending packages to their employees to let them know: even though we cannot be together, this doesn't mean we do not care for each other.[127] This feeling of belonging is named one of the major reasons for missing the office as well as talent retention.

To summarize and structure the given recommendations, leader and decision-makers would benefit from:

- Recognizing that the point of no return has been passed already
- Assessing all jobs and identify possibilities for more flexibility but also to identify potential barriers for a successful transition
- Acting as advocates for their own organization and team
- Being a role model, mentor and coach in times where on-site workshops in big groups with favorite colleagues are not possible
- Adapting a new leadership style based on trust, engagement, motivation, empathy and compassion
- Communicating on an eye-to-eye level with their employees and team members
- Supporting their employees in the transition with a sufficient WFH setup budget so the home office is equipped properly
- Fostering corporate culture so the culture will foster more human relationships
- Introducing new virtual bonding experiences; increase chances also at work for more human interaction with office design changes or another approach with small care packages for the lunch break to foster the belonging

Following these recommendations will ensure a successful transition but more importantly, it will prevent several negative results if the transition is not started or managed poorly. Negative results might be talent and employee retention, employee productivity and overall a more negative financial result as data suggests already 1995 in "Workplace by Design: Mapping the High-Performance" [128] by Fritz Steele and Franklin Becker a direct link between employee well-being and their productivity and with that the financial result of the company.

---

[127] Interview for this thesis with Robert Schulz on 05.05.2021
[128] Becker und Steele 1995

However, leaders are not only responsible for their own actions but also have to ensure the following factors of the scheme. They are the biggest carriers of responsibility and are deciding factors for the successful implementation, to make their company or their team future ready.

4.2 Technology

Technology consistently changed the workplace as shown in chapter 1.2 history of the workplace – impacts of design and technology. Starting in the 1950s with a typing machine over fax to mobile phones, internet and nowadays almost everybody can scan a document with a smartphone. Technology has always impacted the workplace and was the reason for the change.

Pre-pandemic next to the human connection at work, technology is the most impactful factor in the workplace with 40% of the participants mentioning it. In the current situation, the corona outbreak forced almost every company to depend on technology if they wanted to resume their work from home. Technology-enabled working from home. Companies reacted differently. Organizations that have been further in their digitalization process did not have many difficulties as the companies which did not start their digitalization process yet. However, the situation before, the majority of companies managed the forced transition very well. In a very short period of time, companies had to send their employee's home. Employees learned how to operate at home the tools and hardware to work productively. The productivity even increased as shown in chapter two.

Covid-19 highlighted the various stages of the digitalization process in companies. Companies had a technology gap. The current needs could not be fulfilled with the current supply of technological development of some companies. In this regard, the pandemic was a big accelerator for digitalization not only for companies but also for the entire society, especially in countries that haven't been digitalized well pre-pandemic. Eloi Lesegretain mentioned in his interview that it would have taken us ten years in terms of digitalization, but the covid-19 pandemic made it possible in only one year.[129] The only group of companies the majority of participants worried about were federal offices or public administration. There the pandemic did not accelerate digitalization as fast as in privately-owned companies. Organizations have to identify potential technological developments and progress in their structure to determine if their workplaces are already digital and how they can be improved

---

[129] Interview for this thesis with Robert Schulz on 05.05.2021

for the long term as the future will be hybrid. Companies that identify a lack of technological advancement have to invest a bigger amount of money or have to create a bigger budget for the IT-infrastructure as this will be a deciding factor on how well the transition into the future of workplace will be accomplished. This also has been vocalized by 25% of the participants that technology will be one of the most important factors in working concepts like hybrid, WFO or WFA. Technology enables all of those workplace concepts, it is the base for every kind of innovative concepts and will help to increase the acceptance of so-called third places, e.g., co-working spaces or airport lounges.

Research suggests that 35% of leaders believe that due to the pandemic the technology has finally been used in the way it has been intended for. The technology was ready already for this use years ago. The pandemic only pushed the leaders and organizations to a new level of acceptance to use the hardware and technology in a new way. If thought further technologies impact will continue with artificial intelligence combined with robotics, many people believe that this will increase the level of automation massively. Already positions like executive assistant are not only scheduling meetings anymore. A lot of processes have been automated so assistants have more time for creating workshops or organizing events, according to Stefanie Rander.[130]

Which can be seen as at least interesting is a KPMG study, which shows that only 33% of leaders accept that the workforce and the workplace have been changed forever and 66% believe in this or the next year it will be back to the old normal. However, the same 66% invest more in IT-infrastructure and in hybrid workplace concepts as they know it is the future as well. The requirements for hybrid, WFH and WFA are different than pre-pandemic. To summarize the most important challenges for decision-makers and organization around plus recommendations from the presented research for the current situation as well as the future:

- Leaders should be aware of their degree of technological advancement in their organizations
- A roadmap for digitalization should be installed
- Potential gaps where the technological demand does not meet the supply have to be identified
- Investments in the IT infrastructure can be seen as crucial to companies' financial success
- Technological solutions have to be found for a new level of collaboration

---

[130] Interview for this thesis with Robert Schulz on 30.04.2021

- The new acceptance of technology should not fade away, once the offices are open
- Employees have to be considered in order to engage and motivate them for the technological advancement of their workplaces
- Training has to be provided

Following these recommendations might lead to a better overall result in the transition to a future ready workforce with an option of a workplace, collaboration and events. Technology has to be taken seriously as well as the human operating it. IF the human gets lost, technology will not do the job autonomously, yet. Therefore, talking about technology, the employee is still the main focus of interest and has to be taken into consideration while changing the workplace. Employees have to participate and act in the transition as otherwise there will not be any development and the company will lose its most valuable resource, the human being.

4.3 Design/ Choice

To prepare for the post-pandemic situation companies have to reevaluate how and where the work is done. To achieve a future-ready workplace for more flexibility organization, have to identify work patterns, models, teams and the entire organizational structure. As it has already been stated before in this paper, hybrid will be the new way of work. The big challenge is that organizations rarely thought about how they use their workspace apart from being functional. Companies have now the chance to redesign their workspace, the office has to be considered in detail and the way of work, the mission and the anticipated outcomes have to be considered. The workspace has to support the individual preference of the company or the team. To make the change possible the paradigm of how the space used has to be changed. There will be more needed than meeting rooms and individual offices.
The presented data and research back this up. In 2.8 it is presented, that employees who have been forced into home office showed an increase in productivity by 13%. Asked again after 9 months of home office in the office if they would like to have home office as an option and they can decide when they want to use it, productivity increased again by 22%. It is a clear indicator that employees value this choice. Work becomes then not only a place I go to; it becomes more the task they have to perform which can also be done in the friendly and known environment of their homes. Work can be better integrated into life. Consequently, working remotely offers even more integration. Also in the interviews third places, so-called satellite offices which are closer to the employees' home will increase. Hubert Abt stated that

urbanization will increase heavily. The infrastructure in the next couple of years has to get better for people to work effectively in smaller and bigger cities or even villages. This is a major shift for everyone, architects, public transport and nature. The places have to get human-friendly places as more and more people will not work in the office anymore primarily, so Abt. [131] For companies, this is a chance to allocate space in a new way, maybe even reduce the space and save money. Abt also said, that the office has to compete with third places and home, if the office stays the same, no one wants to come back there as it is useless for the new cause.

The presented Steelcase study in 2.10 showed that 41% of employees are dissatisfied with the home office. Everyone has a different living situation and people need the office as an alternative. Organizations have to create this alternative in accordance with their way of working and their workplace concepts. 72% of leaders said they will implement hybrid workplaces, which is the same level in the interviews. Employees have to get told or given the chance to decide when and where they are able to work. However, the office has to be redesigned. Steelcase gives a very detailed overview of its study. It will be explained briefly on what organizations should focus on and how they could change their office to make it more attractive for their employees but also to use it for talent attraction as a competitive advantage.

Pre-pandemic, people's minds started to change already about the expectation of the office. However, the experiences made during the pandemic have pushed their expectations much more. Four macro shifts are identified by Steelcase which are to be recommended. The first one is designed for safety. When talking about coming back to the office, safety is the first and foremost concern employees raise. Therefore, organizations have to have a holistic safety concept. Even when the vaccination becomes widely available globally if companies are investing in a safer workplace they will be better prepared for the next pandemic. Organizations should consider the air quality. The CEO of HRpepper said in the interview he already installed in all the offices' new ventilation systems to keep the air moving and exchanged.[132] Also, outdoor collaboration areas could be considered as this also will increase the health measures. The geometry of the desk allocation should be considered to minimize face-to-face situations. The materials used in the office should be chosen by their ability to be cleaned easily and safely. Sanitation is already an important factor and could be implemented

---

[131] Interview for this thesis with Robert Schulz on 01.05.2021
[132] Interview for this thesis with Robert Schulz on 05.05.2021

in the safety plan. Cleaning should be visible and regularly, so employees feel safe as well. Sensor technology might be implemented to understand and track the occupancy of desks and the entire office. Hands-free devices should be installed, especially doors, room scheduling and elevates. Touchpoints in general should be minimized.

The second priority is design for productivity. Pre-pandemic productivity was the single focus but even then open plan did not work for focus work. Therefore, new office concepts have to be suitable for several different kinds of work, such as in-person collaboration and virtual collaboration. High-performing people have to be able to switch between different work settings like group collaboration or single work to be effective. Also, remote participation has to be implemented and rooms have to be created for a hybrid interaction. Another factor is privacy. The workplace has to be able to provide individual and group spaces to satisfy both needs. Some might thrive in a small private cabin while others need the busting life in an open plan. Movement has to be possible. Studies have shown that physical movement increases the creativity of people and connected with whiteboards or digital board this increase the ability to solve complex problems.

The third is the social aspect of it, design to inspire the community. The office has to serve more purposes than just a place of work. The office should create the infrastructure for more relationships and social interactions. Therefore, the office has to have a positive vibe coming from. The workplace should be as inclusive as possible and should be designed for everyone's needs, doesn't matter of introverts or extroverts or special needs. Trust has to be implemented deeply in the design for people to feel that the workplace is the place where they can be with their manager and actually see him and interact. Another factor is the environment the office has to grasp, employees have to see that their employer shared their values and that not only on paper but also in the workplace.

The biggest change compared to the pre-pandemic situation is design for flexibility. Earlier offices have been designed with fixed spaces for long hours and a permeant location. This has to change. They are also not flexible if the conditions change, like a pandemic. Returning back to the office, employees will expect more control and more choices where to access their needed tools and where to work. To satisfy these needs, organizations have to consider multi-use approaches in space allocation, so employees have a broader variety to choose from. Multipurpose approaches will be maximizing the usage of one area. It could be a café, a big meeting room or a collaboration space. This will help to reduce the needed space as

well. Last but not least the furniture should be movable in order to change the setting depending on the needs of the tasks or the employees. [133]

To summarize the challenges and recommendations what organizations should focus on:

- To identify work pattern, mission and style of work

- To rethink the allocation of space to maximize the usage and reduce if possible

- To create a competitive alternative to the home office

- To allow employees to choose their preferred workplace, at least for some days in the week

- To grant a home-office budget to each employee for setting up a sufficient area at home

- To consider the presented recommendation concerning the specific space allocation presented prior to this list from Steelcase

- To use the office as a competitive advantage

4.4 Employee well-being

Another factors organization currently have to focus on and is employee well-being or in other words mental health. Presented data and research suggests this will be the next top challenge companies will have to face if not addressed properly.

Pre-pandemic employee well-being was already an important factor as explained in chapter one under 1.8 well-being in the workplace. However, with the current pandemic on top of this topic gets more important. Therefore, this paragraph will talk about the effects it might have and how to prevent them.

More than half of the Americans said in a stud that the global pandemic affected their mental health negatively. [134] Presented data throughout this research thesis (2.5, 2.7 and 2.12) suggested too that mental health is the upcoming big challenge for companies. 62% of American employees said this will be the top challenge during the crises.[135] Mental health was always a topic also in the interviews. So, names 40% of the participant's mental health is one of the major challenges with new workplace concepts like hybrid, WFH and WFA. The reasons are presented already, lack of human interaction, difficult life situations, not suitable living arrangements for home office and no structure or no support given by the company or their managers. The interviewed leaders support this with their statement that everyone got

---

[133] Steelcase 2021
[134] Panchal, et al. 2021
[135] McKinsey & Company 2020, Segel 2021

somehow damaged in the pandemic, psychological safety will be more import and companies should not forget introverted employees which maybe do not raise their voice and ask for help. The leaders mainly agreed that this is an underestimated issue that is affected by a big taboo and stigmata, especially in Germany, where no one really talks about mental diseases. The resented data in 2.12 by McKinsey & Company are the most alerting. McKinsey found out in a survey that only 30% of employees feel comfortable talking to their managers about their mental health. However, this cannot be solved without communicating. Mental health is a highly verbal issue. The employer has to create a safe space for the employee to open up as well as managers and leaders have to be trained and made aware of these issues. Furthermore, McKinsey found out that 96% of leaders invest more money in their HR departments for more resources for mental health. However, only 6% of the employees report that they feel supported by their employers. This 90% gap is the issue that has to be addressed. The offered help has to be offered in a way that employees are noticing it firstly and secondly are willing to get and accept help. [136]

If companies decide to ignore this gap or decide to talk these issued away this will be expensive. Research found out the costs associated with ignoring this are in the hundreds of billions for entire industries. Consequently, organizations will fight an increase in sick days, low employee motivation, low retention, a decrease in productivity and an overall decrease in performance which will end up costly for companies.

Companies should make employees' mental health a priority. Well-being should be treated as a skill by companies that can be trained and measured and improved. With support, mediation, enough sleep, exercise, a well-balanced diet, a spiritual connection and a purpose employees will feel better and will improve their wellbeing. Employers have to support these areas with offers and services, so employees feel the support and are more engaged in it. [137]

This challenge will be one of the biggest in the future, therefore here are the recommendation based on the presented data and research:

- Make employee well-being a priority
- Treat it as a skill that the employees can train
- Offer supporting services, like family or workplace therapists, yoga instructors, meditation apps, courses about healthy diets and workouts
- Create an open and safe environment, support by the corporate culture

---

[136] McKinsey & Company 2020
[137] McKinsey & Company 2020

- Train team leads and manager to make them aware of these challenges

- Offer emotional check-ins

- Leadership style has to be adjusted as well as communication

- Be aware of peaks in working hours

- Mandatory vocational leave

- Be aware

4.5 New measurements of productivity

Talking about employees in general, the most important factor is ultimately the increase of their performance. Talking about well-being, retention or happiness, in the end, the success of a method will only be measure by the increase or decrease by the productivity of the employee. This is how it has been traditionally pre-pandemic. However, the opinions about how to measure performance began to change already before covid. The shift in perception came with a shift towards work from home or remote work and the epiphany that no control via presence is possible. With the massive increase in home office due to the pandemic the performance cannot be measure as many did it before, by presence. Measuring the performance of employees by presence could be seen already as questionable however this is not the point that should be made here.

The primary data gathered mentioned the shift in how to measure productivity fairly often in comparison to the collected secondary data, which does not mention it often at all. 30% of the participants bring up the issue with the way of measuring productivity as one of the challenges with these new workplace concepts. But even more talk about this issue in other questions as well. Marie Kannelopoulos said: "you (…) cannot measure productivity by presence".[138] Others make statements like: if no one saw you in the office then you did not work. Judith Weisbecker said the sentence:" Only a present employee is a productive one"[139], as she talked about some of the leaders in her company. And this is exactly the point. People cannot manage a team anymore by visibility. Furthermore, a leader cannot judge an employee´s productivity by presence anymore. Leaders have to change their style how to manage. Leading a team remotely is another challenge that they have to get trained for. Therefore, they should also be made aware that they cannot judge an employee by checking if the person is online and equalizing the online time of an employee with its productivity. This

---

[138] Interview for this thesis with Robert Schulz on 30.04.2021
[139] Interview for this thesis with Robert Schulz on 30.04.2021

does not work anymore in a world where people work from home or third places. To implement those changes leaders, have to lay down a foundation of trust and feel comfortable with the lost control as they cannot just get over in someone's office and check up on this person anymore. This is an important factor in how to judge a performance in general. It should be based on the outcome or on agreed results after a certain time period. Recommendations are the following:

- Leaders have to trust their employees

- Productivity should be mainly judged by outcome rather than by presence

- If leaders struggle with this, agree on a set of results and a certain amount of time after those results are expected. Expectation management is crucial in a virtual working relationship

- milestones help to keep track of the team but also of the overall progress of the project

- individual millstones for each employee help to trust and track the made progress

- deadlines are a very important tool

- clear communication, expectations and reliability are crucial → if you say you do it, you do it. When you struggle with it, no worries just let me know.

4.6 War of talent

First describes in chapter one under 1.10 Workplace trends, the war of talent is the increasing shortage of well-educated or skilled labor. In other words, the competition for getting the best talents has never been that hard. As described before companies can use their workplace experience, their design, reputation, well-being aspects as a competitive advantage to get the best talents on the market.

The war of talent is not to be found in the gathered secondary data however in the primary data, the war of talents has been named quite a few times in various questions. 10% of participants named that the companies which are prepared best for the new workplace concepts will get the best talents. Furthermore, 20% said that with new concepts like remote and home office, this will be a big challenge for the onboarding process and for the feeling of belonging. Talents and new joiners will not feel immediately welcome as they might not even know the team and have never met them offline. Role models will be harder to find as well as mentors which play an important role in the development of a young professional.

As more and more baby boomers retire, newer employees will be the majority of the workforce sooner or later. Also, new employees who come into the job market are used to

digital tools and a life between online and offline. Companies that do not adopt the new trends and will not offer the requested flexibility will lose this war. If they do not satisfy the demands of the talents, like working from home or even remote, an attractive office which is a real alternative, then talents simply will not be joining those companies.

Another deciding factor will be how well the company is meeting the psychological needs of the talents. Do they identify with the values of the company? Does the company really live the values and implements them? Do the people feel the trust or is it just a slogan? These questions will decide if talents join or do not join.

The other big factors are employee retention which has been covered already here. For employee retention, it is crucial that employees participating in the transformational process and are taken care of. Employee well-being and leadership style are important for employees as they form the experience in the workplace as describes earlier in the paragraph about leadership.

Companies that fail to implement solutions are losing the war of talent already. Not getting new employees means a company will not grow any further and a company that does not grow will be not successful in the long term. Therefore, having an attractive workplace, a supporting corporate culture and trustworthy and supportive leaders is key to win this war. The recommendation for retaining and attracting employees and talents:

- Be aware of your own company, the values, your mission and implement the prior mentioned recommendations
- Create an attractive workplace, office design, flexibility, home office, maybe remote
- Do not just write it somewhere in a mission statement live your values, act accordingly
- Have leaders which can lead on eye-level
- Value your employees, mentioned them, support them (compare employee well-being)
- Be authentic as a company and have a believable corporate culture on every level of seniority

If organization follow these recommendations they will be perfectly equipped for the challenges of the future. The recommendations mirror the found data, the conducted research and the given outlook in the future. Leaders and organizations are advised to take the ongoing changes seriously. The presented data indicates that post-pandemic will not be pre-pandemic. The hybrid workplace model will endure the pandemic. Therefore, companies should be prepared even though this means an increase in financial obligations.

However, if companies choose not to believe or fail to recognize the transition in which the business world is, they will face a series of issues. This could lead to difficulties in attracting talents and keeping the current workforce satisfied. This leads then to a weak foundation in the company and it will become harder to face the ongoing and the next coming challenges or to grow further. To put a label or a number on the financial impact of these failings is highly speculative. It only can be summarized that it will be more costly to ignore the changes and recommendations then to follow and implement them. Having a future ready company with a flexible workplace setup will save a lot of financial recourses and time, especially when the next pandemic comes, which all the experts are sure of.

Appendix

German interviews excel file excerpts

3.	Welche Faktoren beeinflussen den Arbeitsplatz neben Covid-19 am Meisten?	Kunden und Kollegen, was würde mich ins Büro treiben? Kollegen und auch mal ein Kaffee trinken. Kundentermine sind einfach im Präsentieren wenn sie Face to Face sind. Wir auch immer Gut beim Kunden zu sein, andere Kultur und andere Firmen kennenlernen wie sie arbeiten ticken etc.	Convenience. Ich hatte sei und eh und je keine besondere Bindung zu irgendwelchen Statussymbolen. Es muss so sein oder so aussehen, das ist vollkommen egal. Get the Job done! Wenn das bedeutet ich muss auf einer Parkbank sitzen um einen Vertrag zu reviewn oder was dann mach ich das auch. Der ganze Glamour und das ganze ist vollkommen irrelevant. Es muss pragmatisch sein und schnell gehen.	Auf jeden Fall der fixe Rahmen an Zeit. Jeder hatte im Büro müssen von 9-18 Uhr vor Covid. Der Arbeitsweg war ein großer Faktor. Meetings wurden relativ spät am Ende des Tages gehalten weil man tagsüber viel für Kunden da sein musste. Als werdende Mutter war das schon sehr hart vor Corona in einem normalen Büro.	Den Arbeitsplatz beeinflussen die Kultur in der wir leben und arbeiten und sie zeigt sich auch gerade wo wir arbeiten. Es ist nicht in jeder Ecke gleich. Es gibt Ecke die sind wesentlich automatisierter und andere die aufgrund ihres Titels und der damit verbundenen Innovationskraft viel kreativer und unstrukturierter. In der kulturelle Ebene haben wir die Menschen, die Führungskräfte und die Mitarbeiter. Führungskräfte ermuntern, motivieren und sollten den Mitarbeiter den Raum geben und unterstützend wirken für ihre Entwicklung. Klare und erreichbare Ziele geben damit einher Eyes on but Hands off. Für die Mitarbeiter ist selbstverantwortlich zu handeln und für ihre Arbeit und Entwicklung zu sein. Die dritte Ebene ist das wie wir mit einander arbeiten. Transparenz Kollaboration, Agilität, Innovation, Selbstorganisation, new ways of working. Dann haben wir noch den virtuellen und physikalischen Arbeitsplatz. Health and saftey sind darin dann on Top als 4. Ebenen angesiedelt.	Die Einführung eines Kollaborationstools hat mir mit meinem Team geholfen, da wir effizientere Schritte in der Kollaboration einführen konnten. Wir stoßen aber auch viel auf Widerstand mit den Tools. Shared Desk in ihrem Department eingeführt. Flexible Schreibtische, kein fester Arbeitsplatz. Kommt auf die Aufgabe an. Konzeptionelle Tätigkeiten zu Hause, Teamarbeit im Büro auf Projektflächen.	Wird beeinflusst von dem Wechsel den wir in der Sozialgemeinschaft erfahren. Also die exogenen Faktoren beeinflussen den Arbeitsplatz weitaus mehr als die Sachen wie ergonomische Plätze, höhenverstellbare Tische. Jetzt ganz groß im Hype, kontaktloser Zugang, 1964 gab es Co-Working, nichts neues. 1988 als Industrie mit REGUS dann WeWork 2008. Jetzt kommt der Servicegedanke, Space as a Service. WeWork Community Gedanken gibt es seit Starbucks. Die Kundenbedürfnisse die an das Büro gestellt werden verändern sich immer schneller und nur mit digitalen Tools kann dem entsprochen werden
4.	Welche Covid-19 Restriktionen gibt es in Ihrem Unternehmen?	WFH, Einschränkungen, es gibt weniger Kontakt, Leads die Zögern, Kunden die abgern, nicht bezahlt, Kunden haben ein Schade, Mitarbeiter haben ein Schade auch ich. Finanzielle und auch Firmen wachsen nicht mehr so gut. Wir helfen Firmen expandieren, gerade expandiert keiner mehr. Keiner Vertraut mehr das es in einem anderen Land besser wird. Jeder wartet zur Zeit, USA startet und wir warten.	Hat keine Firma in der er Angestellt ist oder die er besitzt daher gibt es keine Restriktionen.	eigentlich gar keine bis auf das wir kein Co-Working haben. Das wir nicht mehr die Events machen kann, das ich nicht mehr für gewissen Meetings in Büro gehen kann. Es war schon üblich das man für Workshops etc. ins Büro geht. Da wir kaum umdenken mussten konnten wir so schnell auffangen und mit DONE!Berlin als complete remote Company ging das sehr einfach Keine Restriktionen weiter. Keine Gefühlten Restriktionen. Home schooling ist Horror auch wenn er 2-3 Tage zur schule geht aber nur bis 11:30 Uhr das heißt ich muss mir immer Blocker reinsetzten damit ich Mittag machen kann und Schule. Nachmittags dann Babysitter. Durch Corona machen ich und mein Mann 50:50 Homeschooling	So früh es ging alle ins Homeoffice. Arbeitszeiten erweitert und flexibilisiert. Die Kollegen konnten sich Equipment vom Büro mitnehmen. Es kommen ja auch ständig neue Regelungen raus. Vorher Anmeldung wenn es ins Büro geben soll. Anstatt essen in der Mensa gibt es Lunchpakete. Keine globalen Richtlinien möglich.	Seit März 2020 alle aus der Admin ins Homeoffice bis heute. Homeoffice Verpflichtung bis Mitte des Jahres. Es gibt Kollegen die auch ins Büro gehen. Hygieneinkonzepte, Maskenpflicht und Test. Ins Büro kann man aber doch besser zu Hause bleiben.	Frage passte nicht ins Gespräch zur der Zeit
5.	Wie hat sich Ihr Arbeitsplatz durch Covid-19 verändert?	Bei der vorigen Frage beantwortet.	Ich bin daheim. Es bleibt dabei: es muss pragmatisch sein. Aber jetzt sitze ich zu Hause und bin über weite Strecken und sitze im Garten und rede während ich im Kreis laufe. Es ist nicht mehr so das ich bei anderen Firmen bin. Ich telefoniere sehr viel beim spazieren gehen.	kaum bis auf kein Co-working mehr und kein Besuch mehr beim Kunden.	Der hat sich nur nach Hause verlagert, mehr nicht. Die Art wie ich vorher gearbeitet habe vereinbart das super. Als Mutter und Ehefrau hat mir das jetzt Flexibilität gebracht. Homeoffice ist cool solange die Kinder nicht da sind. Homeoffice und Homeschooling zusammen ist nicht cool. Das ist ein 24/7 Job bis aus Wochenende. Und sie haben auch 3 mal am Tag Hunger. Das ist kompliziert alles an einem Tag unterzubekommen und geht an die Substanz und zieht sehr an der eigenen Energie. Das machen wir jetzt sein 1nem Jahr.	Alles im Homeoffice. Aber da ich es vorher schon immer mal gemacht hatte, gab es nicht viel Veränderung. Aber auch die Arbeitslast hat zugenommen und da man jetzt nur noch von zu Hause arbeitet verschwimmen die Grenzen zwischen Büro und Privat zunehmend. Man muss sich schon selbst disziplinieren.	Ich hab seit 15 Jahren kein Büro obwohl wir ganz viel Büros haben. Was sich geändert hat ist die Akzeptanz der Diskussionsplattformens wie Zoom oder Teams aber auch die Akzeptanz das Veranstaltungen online stattfinden können. Das war vor Covid auch nicht gegeben. Da arbeitet man noch mehr und es wird schwieriger Privat und Business trennen zu können. Der Trend mit dem remote arbeiten ist unaufhaltsam.
6.	Was sind neue Arbeitsplatzkonzepte, die durch die Pandemie entstanden sind?	WFH, work ein bisschen from home, digital nomads.	Weiß nicht genau wie neu das ist. Aber sicher ein Trend ist das niemand mehr seinen fixierten Arbeitsplatz hat. Vor vielen Jahren ging das schon los. Man hat nur einen clean desk und setzt dich irgendwo hin. Es war damals schon so das die Büros kleiner waren und nicht für alle Mitarbeiter Platz war. Neuerdings, gibt es neben den open Planes aber auch so Telefonkabinen und kleine Räume und es wird immer mehr flexibilisiert und CORONA hat das ganz beschleunigt. Manche schaffen komplett das Büro aufgeben es geht nur noch darum den Job DONE zu kriegen. Bei kleineren gibt es das Wort "born global" wo das Team schon von vornherein überall vertraut ist. Ein Wort aus dem Venture Capita. Sachen wie Präsenzzeiten im Büro und alles sollten vor 8:30 eintreffen und Kinder vor 18 Uhr gehen das ist alles Quatsch. Es gibt nicht nur die Beschleunigung sondern durch Home Office muss man viel mehr jonglieren mit Kindern, Logistik. Es gibt ein höheres Verständnis dafür das Mitarbeiter immer auch ein Privatleben haben.	Für DONE!Berlin gibt es nichts neues. Bei einigen Kunden hat ein extremes Umdenken stattgefunden. Sie sind das erste mal mit dem Konzept Homeoffice in Berührung gekommen. Das war schon schwer für gewissen Mittelständer Mitarbeiter ins Homeoffice ziehen zu lassen. Viele weigern sich auch immer noch das Konzept nach Corona weiterzuführen, merken aber das mehr und mehr positive Rückmeldungen kommen. Das Konzept ist das A und O zurzeit in der Tech Szene. Bewerber entscheiden sich anderes wenn sie nur onsite arbeiten müssen. Hybrides arbeiten ist super wichtig genau wie desk sharing, man sinkt kosten indem man Büroflächen besser nutzt. Welche Departments dürfen zusammensetzten? Zu welchen Unternehmen passt das? Das hybride Arbeiten ist in aller Munde und definitiv der größte Trend der nach Corona passieren wird.	Globale Projektgruppe aufgestellt welche globale Prinzipien erarbeitet hat welche standortabhängig umgesetzt werden. Vor Ort oder nicht vor Ort Diskussionen gab es. Wir denke nicht das eine Flexibilisierung der Büros die sind. Homeoffice und Homeschooling zusammen um es mehr nach activity based Zores zu gestalten. Das bedeutet: Konzentration, Kollaboration und Kreativitätszonen. Viel Material zur Führung zum Support in virtuellen und hybriden Teams haben bereitgestellt. In vielen Ländern gibt es jetzt Projektgruppen da sie dadurch viel verändert hat. Hot desk sharing wird auf allen Ebenen, kulturelle Gepflogenheiten ändern aber inkludiert sein. Legal, Compliance und HR ist aber gedern gestellt da es dann um vertrauliche Angelegenheiten geht. Unterschied zwischen WFH und remote große Unterschiede.	Mobiles Arbeiten ob von Zu Hause oder Ferienhaus. Umstellung von analog zu digital. Teamzusammengehörigkeit ist schwierig, was ist mit Introvertierten Teammitgliedern und mit Menschen die sich nicht so gut selbst strukturieren können? Das sind Fragen von unserer Führungsetage. Private Situation, Wohnsituation, Homeoffice und Homeschooling. Singles von zu Hause arbeiten sind besonders einsam.	Third Places, das Zuhause dann gibt es das Büro und dann gibt es die third places, Starbucks, Business Lounge, Lufthansa Lounge, die nehmen stark zu. Investiert in Polen mit 2.000 neuen Standorten. Das ist 10 mal mehr als es zur Zeit gibt. Das sind dann Dinge wie der Hauptbahnhof, der ein Co-Working Space hat. Es wird überall kommen. Früher hat man sich auf wir schwieriger Privat kommen. Das Büro wird noch mehr konzentriert jetzt kommen noch alle anderen. Urbanisierung von Dörfern nimmt zu. Es ist ein Paradigmenwechsel für alle, Architektur, wie wir wohnen und die ÖPNV, aber die größte Veränderung in den Metropolen spürbar werden weil sie human friendly places werden, was sie bisher nicht waren durch Dreck, Luftverschmutzung und die Monokultur beim Bauen.
7.	Was sind die Herausforderungen mit diesen neuen Konzepten? Was wird wichtiger werden?	Ich glaube Zeitmanagement wird wichtig werden. Es tut mir im Bisschen weh, weil Leute die es nicht können und vom stündlichen Input leben werden überfahren werden. Alle die Kollegen brauchen mit Input, das wird super schwer wenn das nicht mehr hast. Internet zu haben ist rudimentär. Jeder ist jetzt ein bisschen sein eigener Chef geworden. Es fängt an mit Work life Balance, wenn dein Handy nicht ausschalten kannst, dann ist es halt so. Es gibt halt noch andere Dinge im Leben. Wenn du diesen neuen Schedule nicht hindere kannst und das können viele nicht dann hast du mega Problem. Flexibel heißt nicht weniger, sondern nur anders oder von wo anders. Mental Health, jeder ist sein eigener Schmied. Corporate Culture, Kaffee trinken und Mensa geht verloren, das Plauschen geht verloren. Wir machen das Donnerstags von 12-13:30 während das Mittags. Und auch ehrlich sein. Private teilen. Aussprechen von Gefühlen über Telefon das ist schon schwer. Ohne Video wird es schon sehr schwer. Ich zwinge alle das Video anzumachen, weil sonst geht schon sehr viel verloren. Jeder hat seinen Schaden bekomme.	Man hört und liest das die Produktivität insgesamt gestiegen ist weil es weniger Unterbrechungen von Kollegen gibt. Viele Mitarbeiter sagen sie sind viel produktiver von zu Hause, weil sie sich ihre Arbeit auch so legen können, wie sie es wollen. Insofern das die Personen gut eingearbeitet waren und es eine Firme Kultur gab. Die Herausforderungen sind im Onboarding zu sehen wenn alle im Homeoffice sind. Man weiß gar nicht mehr wann es anfängt. Leute lernt man gar nicht mehr kennen. Das wird massiv schwieriger ohne Präsenz. Gesetzt ist Gesetzt aber dennoch alles Empfehlung ist, das bitte ich zu hinterfragen und Teammeetings zu erlauben, wenn auch anders. Im Garten am Tische vielleicht. Man sich sehen, es braucht den Kontakt. Firmenkultur ist super schwer zu vermitteln ohne Präsenz. Leadership, ist einfacher zu kontrollieren wenn du siehst was die Mitarbeiter machen, bist ja verbunden. Aber du treibst die Mitarbeiter auch in den Wahnsinn mit Kontrolle. Das "wir Gefühl fehlt komplett"	Größte Herausforderung bei hybriden Arbeiten ist die gesamte Organisation, im Prozess der Akzeptanz. Wenn es einheitlich gelebt werden soll, muss man Strukturen schaffen. Das ist ein Investment. Management steh vor einer riesigen Herausforderung. Man muss schauen, wie man das Team remote führt, wie wird die Performance getrackt wenn der Arbeitsplatz nicht mehr im Büro ist? Er ist ja auch digital, remote, und in anderen Ländern. Kulturbedingt habe ich vor Corona keine gute Erfahrung gemacht, weil zu viele Einblicke. In verschiedenen Ländern andere kulturelle Dinge. Hemmungen private Bereiche zu zeigen, wenn die eigenen Familie mal in Video reinkommt. Viele Ängste und Nöte mit dabei, Angst wie es aussehen könnte, Angst um den Arbeitsplatz. Muss man ganz doll anfassen, psychisch wird es sehr belastend. Employee assistance Programme, Familie Services damit die Mitarbeiter sich daran wenden können. Informationsfluss ist aber auch schwer.	Die größte Herausforderung sind die Vorbehalte am Anfang. Allererst kommen die Vorbehalte. Führung, Kontrollverlust. Da kamen die dollsten Umgebung zurecht zu finden und meine Meinung zu vertreten wird immer schwieriger. Das Thema work life balance, team spirit und Motivation. Alle dabei zu halten, niemanden zu verlieren. Leadership ist wichtig und geht mit der Unternehmenskultur einher. Es gibt auch Führungskräfte die sagen: nur ein anwesender Mitarbeiter ist ein produktiver Mitarbeiter. Das ist echt ein Problem. Produktivität im Homeoffice ist höher als im Büro. Umdenken muss stattfinden und Vertrauen muss aufgebaut werden. Das hat mit Vertrauen und Führen auf Augenhöhe zu tun. Kontrollverlust wenn der Mitarbeiter nicht mehr da sind	Psychological Saftey und mental health werden das Thema. Gerade sich in den digitalen Umgebung zurecht zu finden und meine Meinung zu vertreten wird immer schwieriger. Das Thema work life balance, team spirit und Motivation. Alle dabei zu halten, niemanden zu verlieren.	Simple, das Unternehmen hat ein großes Interesse daran den coporate spirit nicht zu verlieren, wenn auch einer nur 2 tage im Monat zur 2 Tage im Büro kommen. Kommunikation ist enorm wichtig damit alle Bescheid wissen und alle abgeholt werden. Office Pässe sind die Zukunft. Es brauch eine App um rein zukommen. Das Büro wird nicht mehr gebucht werden wegen der Fläche sondern aufgrund der additional Services und zusatznutzen. Das heißt ich buche die Fläche weil ich danach ins Gym will oder neben einer Station sein etc. Büro plus Nutzen, das müssen die Eigentümer antizipieren. Es ist mehr als eine Fläche aus Stein, Glas und Metall.
8.	Was denken Sie darüber, wie viele Unternehmen, die Sie kennen oder mit denen Sie zusammengearbeitet haben, sind auf die Herausforderungen der neuen Arbeitsplatzkonzepte vorbereitet?	Umsetzen müssen es viele aber den Herausforderung sind anspruchsvoll und ist auch eine andere Kultur die man einfahren muss. Technikaffine, Alte. Früher konnte man sagen jetzt muss man dann diskutieren. Jetzt wird aussortiert. Es wir die treffen die es nicht hinbekommen, Zeiterfassung, Zeitmanagement und sich nicht selbst organisiert bekommen und die Technik bedienen können. Wir ist in großen Firmen passieren, die haben ja noch ein Betriebsrat aber in jedem Startup, wo das nicht einwirken kann hat halt verloren. Du bekommst ein Voucher und wenn du es dann nicht hinbekommst, bist du raus. Ist wie als wenn du früher nicht ins Büro kommen konntest.	Nur die kleinen jungen Firmen, nennen wir sie Start uns. Die etablierteren Firmen werden es schwer tuns. Es ist eine weitere Herausforderung weil die IT Infrastruktur dafür gar nicht ausgebaut ist. Wechselunterricht auf Arbeit. Manche Firmen sterben einfach nicht weil Regierungen manche Firmen retten und keiner versteht warum.	Ich würde sagen 40% sind vorbereitet und 60% nicht. Die die nicht vorbereitet sind genau diejenigen die Bleiben es wird Firmen mal in versuche mit aufzubauen und diese Pandemie nicht dazu nutzen Veränderungen anzustoßen. Es am Timing ist Leadership Team, weil nicht realisieren weil das Konzept nicht zu ihrer Mission passt. Aber sie müssen es realisieren. Wenn sie viele Leute einstellen wollen, werden viel absagen, da sie Flexibilität brauchen, nicht an der Arbeitszeit gemessen Outcome sondern erfolgsbedingtes Outcome.	Sehr froh bei Siemens Energie zu sein weil wir angefangen haben und sind unterwegs. Austausch mit anderen die sich auf den Weg gemacht habe. Aber wenn ich mich in Verwaltungsbereiche oder soziale Bereiche reinschauen oder eben überall das Beamtentum reinkommt sehe ich das sehr kritisch. Mittelstand habe ich keine Kontakt.	Schwierige Frage, viele mit denen wir zusammenarbeiten, da sie vorher schon mehrheitlich mit Homeoffice gearbeitet haben. Daher sehr viele sind gut vorbereitet. Aber gerade kleine oder Mittelständer sind eher überfordert und wollen die Arbeitnehmer schnellstmöglich wieder ins Büro bekommen	Wie bei jeder Veränderung gibt es First Mover und Late Adapter. Ich denke 25% sind first mover, der Mittelteil, die 60% klammern sich noch an der Hoffnung , das alles so wird wie vorher. Den Point auf Return haben wir statistisch und wissenschaftlich schon längst überschritten. Die Akzeptanz in der Branche noch nicht. Ändere das Jahres dann der Mittelteil, aber der letzte Teil, wenn er nicht mitteilt, wir ist Geschäft verlieren. So brauche man dann nicht mehr. 30% der Flächen werden verschwinden.

#	Frage						
9.	Stellen Sie sich vor, wir haben das Jahr 2023, die Pandemie ist vorbei, welche der heutzutage diskutierten neuen Konzepte gibt es dann noch?	Alle, denn bis 2023 ist nichts sortiert. Es wird nicht mehr zurückgehen weil wir uns Schon daran gewöhnt haben. Es wird ein Trend geben zum Homeoffice und auch zum Privatleben. Es wird eine Flexibilität von den Chefs und gewissen Intelligenz von den Mitarbeitern, dass die es kommunizieren und mitdenken. Aber wenn diese einfachen Dinge nicht funktionieren dann bist du raus.	Wir werden Mitten in den Nachwehen, Pleitewelle von Firmen und viel Arbeitslose. Bettler auf der Straße, Jugendliche auf der Straße etc. Anyway, die Vorstellung dies Alten wird nicht wieder da sein, get the job done inklusive 1-2 Tagen home Office wird die Norm sein. Es wird eine Mischung geben zwischen beidem. Sofern die Infrastruktur mitmacht.	Definitiv working from home, das der Arbeitsmarkt immer globaler wird. Man wird sehr viel digitaler arbeiten, das Talente globaler angesprochen werden. Die Rolle der Frau wird wichtiger, weil Frauen die Elternzeit nicht mehr benachteiligt werden dürfen. 4 Tage Woche einzuführen ist auch etwas was im nächster Schritt wäre.	Gerade eine Umfrage abgeschlossen. Diese Ergebnisse sagen aus die hybride Arbeitsmodelle sind hier um zu bleiben. Aber es gibt immer Leute die wieder zurück ins Büro wollen. Es muss aber immer auf die jeweilige Situation geschaut werden, am Besten auf Teamebene. Was ist der Job, was ist die Aufgabe des Teams und was ist meine persönliche Arbeitspräferenz. Diese Freiheit anzunehmen ist gar nicht so einfach und mit dieser Autonomie kommen auch nicht alle klar.	Ich befürchte viele wollen einfach wieder ins Büro zurück. Ich hoffe nicht. Aber es ist nicht für jeden. Wir arten ab und dann geht los wenn vorbei ist. Wir sollten uns die Flexibilität beibehalten und effizientere Absprachen und Kollaborationen. Wertschätzendes Miteinander und auf Augenhöhe unterwegs sein. Auch offen sein für neues und nicht immer zurück ins Schneckenhaus wenn was unbekanntes kommt. Mieteneinsparen bei Homeoffice	Alle sind noch da. Es gibt kein Schwarz und weiß. Es gibt eine Transformationszeit. 3G, 4G, 5G und wir sprechen schon von 6G. Es wird immer Menschen geben, die an solchen Dingen noch festhalten. Es wird Hybride Modelle geben und keins wird komplett verschwinden.
10.	Sagen wir hypothetisch, die Covid-19-Pandemie ist in 8 Wochen vorbei. Was denken Sie, wie viele Unternehmen, haben funktionierende Return-to-Office-Konzepte?	Viele haben sie aber die einzige funktionierende Police ist alles so zu machen wir vorher. Apple bietet es an 01.Juni zurück zukommen aber viele machen es schon. Return to normal wird klappen, alles dazwischen wird nicht klappen. Dafür brauch man ein gewisse Führungsstärke und bei kleinen super, bei größeren haperte es an der Geschwindigkeit durch alle Organe zu durchzuboxen. Wenn du keine Idee Mannschaft hast, die Systeme für danach ausrollen kann dann hast du verloren. IT Infrastruktur wird immer wichtiger sein.	Niemand.	5%, ich glaube auch das nur wir vorbereitet sind. Weil das Thema bei keiner meiner Kunden irgendwie aufgetaucht ist. Es gibt Kunden die sagen durch Corona sind wir 100% remote geworden. Andere denken sehr kurzfristig und denken nicht daran was passiert wenn die Pandemie vorbei ist. Es wird ein hohes Hoch ein guter Laune und ein Tag Urlaub nehmen und feiern. Danach werden sie dann die Köpfe zusammensetzen und überlegen wie es weiter geht. Die Umsetzung wird davon auch schnell funktionieren. Mittelständler haben mehr Geld aber freue sich auch schon wenn die Mitarbeiter wider zurück kommen. Dann ist wieder alles beim Alten.	Nicht zwangsläufig Policy aber Strategie braucht man schon. Das war bei uns relativ früh da. Dachte ja jeder das es schnell wieder vorbei ist.	relative wenige. Der Punkt ist wie lange waren die Mitarbeiter weg, waren sie weg in Kurzarbeit oder Homeoffice? Da ist es dann nicht nur fachlich sondern auch emotional? Wenn er wochenlang nur zu Hause und auf Kurzarbeit unterwegs war ist schwierig ihn wieder in den Berufsalltag einzugliedern, organisatorisch, mental und strukturell.	Unsere Studie hat ergeben, das wir A, B und C Team haben. A Teams sind immer im Büro 10-20% sind immer im Büro und werden immer da bleiben, B Teams sind rotierend, 2-3 Tage im Büro 40% und dann 40% sind zu hause und bleiben auch da. Kein Unternehmen hat einen Grund alle Arbeitsplätze zu reaktivieren da sie ja jetzt funktionieren. Die Pandemie wird ja nicht verschwinden sondern nur behandelt und damit wird man die Abstandsregeln einbehalten. Das heißt anstattSqm^2 Fläche was der alte Anspruch pro Arbeitsplatz jetzt 10 qm^2 pro Arbeitsplatz ist. Das bedeutet das das Unternehmen gar nicht die Möglichkeit hätte aufgrund meiner Sorgfaltspflicht gegenüber den Mitarbeitern alle wieder ins Büro zu holen. Daher werden 30-40% werden rotieren müssen.
11.	Netflix hat Anfang April angekündigt, dass die Mitarbeiter im September dieses Jahres wieder ins Büro kommen sollen. Was denk Sie über solche Vorhersagen?	Es geht um die Veränderung der Menschen. Die Leute haben andere Bedürfnisse, man will sich u die Familie kümmern oder brauchen Urlaub weil die Kinder nerven. Bei der 10 Mann Firma geht das gut da hat man den Überblick bei einer großen Firma wird es schwer auf den einzelne einzugehen. Dann ist es Kommunikation. Eine neue Strategie zu implementieren ist halt super hart weil alles war von Corporate ID ist z weg. Eine Neue Strategie ist kein Link und muss gelebt werden, das wird schwer. Man muss ehrlich sein.	Ist eine sehr absurde Vorstellung in meinem Kopf. Sofern sämtliche Vorsichtsmaßnahmen weg sind, die Reise nehmen. WFH war mehr oder weniger sein da sich insbesondere die neuen Mitarbeiter es akzeptieren. Die größte Herausforderung ist es den Mitarbeiter aufzuzeigen was geht und was nicht. Das muss man den Mitarbeitern sagen, und die Motivation von den Mitarbeitern. Alle müssen sich aber an die Regeln halten.	Man muss die Mitarbeiter mitnehmen und mit auf die Reise nehmen. WFH war mehr oder weniger Ansage von der Regierung. Viele Kunden wollten das nicht akzeptieren. Die größte Herausforderung ist es den Mitarbeiter aufzuzeigen was geht und was nicht. Das muss man den Mitarbeitern sagen, und die Motivation von den Mitarbeitern. Alle müssen sich aber an die Regeln halten.	Also wir hangeln uns auch von einer Pressekonferenz von eigener zur nächsten und schieben die Zeitfenster bis zur nächsten Veränderung einfach weiter. Wir kommunizieren es nur einfach anders. Es ist mehr der Schutzgedanke, alle machen es gestaffelt bis X dann weiter bis Punkt Y.	Gutes motivierendes Signal für die Mitarbeiter wenn das Unternehmen glaubhaft versichern kann das sie wieder zurück kommen, Thema Hoffnung. Aber auch Erwartungen von den Mitarbeiter, Guidance, Kommunikation. Wiedereingliederung von 0 auf 100 in ihre Jobs zurück. Unternehmen sollten frühzeitig auf ihre Mitarbeiter zugehen.	hat nicht gepasst im Interview
12.	Wie sehen Sie die Zukunft mit all den, manche sehen die disruptivsten Veränderungen nach dem 2. WK, in der Geschäftswelt stattfinden? In welcher Art von Arbeitsplatz werden wir nach der Pandemie arbeiten und in der Zukunft arbeiten?	Ich weiß es nicht aber ich bin froh mich drauf, wir müssen es als Chance begreifen. Es kann das abfedern und bin privilegiert. Viele wissen nicht wie es abgeht aber ich seh es als Chance. Meine. Frau Professorin in Madrid aber war noch nie in Spanien. Das hätte er früher nie gegeben.	Es wird immer mehr Sachen geben die Computer alleine machen, Menschen müssen nur noch Computer überwachen und vielleicht Spezialfälle bearbeiten. Und diese Jobs werden dann immer Schwieriger. Ich bin da sehr skeptisch wir das weitergeht.	Es ist für mich innovativer und viel Aufgegeben werden durch Technologie automatisiert. Du arbeitetest mobiler, flexibler und auch mit gewissen Department oder Menschen remote. Du probierst viel mehr aus, jetzt kommt das Entrepreneur sein viel mehr zur Geltung. Try and Error. Viele Menschen werden davon abgenommen damit mehr Zeit für andere, kreative Aufgaben zu erstellen. Beispiel Assistenten, früher klassisch Termin vereinbaren und Flüge buchen aber das wird mehr und mehr von technischen Assistenten abgenommen. jetzt machen sie schon kleine Workshops, kleine Moderationen und Dinge die damals undenkbar waren.	So mehr automatisiert und mehr digitalisiert aber das kann man ja überall lesen. Ich denke im Büro wird man mehr und mehr von Automatisierung und Technologie unterstützt werden und das wird abgenommen damit mehr Zeit für andere, kreative Aufgaben zu erstellen.	Activity based spaces wird sehr wichtig! Kommt auf die Aufgaben an. Controller braucht Ablagestrukturen und Berater brauchen was anderes nicht sondern cloud Lösungen und Hardware und eher agile Projektfläche. Andere Bereiche sind durch vertragliche Bedingungen an einen Raum gebunden oder Personaler die Räume für Interviews. Man kann aber auch extra Büros anmieten für diese Dinge anmieten. Hybride wird es auf jedenfalls geben, vor allem wo Mitarbeiter im Home Office arbeiten können. Auch das Thema Baukosten ist dann wichtig mit Wechselkonzepten und Rotation kann man die Anzahl der Mitarbeiter im Büro niedriger halten. Daher wird Hybrides Arbeiten immer wichtiger werden.	Er ist mobil und mobilisiert. Wir haben die Technologien. Die Technologien hatten wir vorher auch schon. Jetzt haben wir noch die soziale Akzeptanz dazu. Und damit wird der Mitarbeiter die Regeln bestimmen.
13.	Bitte beenden Sie diesen Satz: Die Corona-Pandemie war/ist schlecht für Arbeitsplätze von Büroarbeitern, weil...	weil der persönliche Kontakt verloren gegangen ist.	Sehe ich nicht so. Es war für die Arbeiter schlecht aber nicht für die Arbeitsplätze. Es war schlecht für die Menschen aber nicht für die Arbeitsplätze. Keine Bedrohung für die Arbeitsplätze.	Weil sie eine gewisse Art von Stress für den jeweiligen Mitarbeiter erzeugt und jeder geht anders mit Stress um.	Warum? Fande nicht das sie schlecht war	Es gab keine großen Nachteile für mich und mein Umfeld. Nur das soziale bleibt auf der Strecke. Mitarbeiter sozial und fachlich zu verlieren ist ein Thema. Teamspirit ist weg	Kann ich nicht zustimmen
14.	Bitte beenden Sie diesen Satz: Die Corona-Pandemie war/ist gut für Arbeitsplätze von Büroarbeiter, weil...	weil man das ganze als Chancen sehen kann, man kann flexibler arbeiten von wo auch immer, wann auch immer. Man kann seinem Job auch mal mehr machen. Man wurde zu einer Flexibilität gezwungen. Man muss es als Chance sehen weil sonst müsste ich in den Keller gehen und heulen.	Flexibilisierung mehr Fokus von Output anstatt Präsenz ist schon gut.	weil sie aufgezeigt das Produktivität nicht an einer Anwesenheit im Büro gemessen wird. Mental Health wird auch viel größer werde durch den Stress. Führungskräfte müssen es verstehen, erkennen und ve Lösungen gemeinsam mit den Mitarbeiter arbeiten. Die Arbeit wird sich in das Leben integrieren, je schlechter man das Leben führt, desto größer ist auch der Einfluss auf die Arbeitsleistungen.	weil sie und in einer unglaublichen kurzen Zeit gelehrt hat das Unsicherheit flexibel umzugehen, schnell praktikable Lösungen zu finden und alternative Lösungen zu finden. Viel Wege führen nach Rom anstatt Schema F. Und es gab einen unglaublichen Digitalisierungsschub.	weil die Flexibilität für den Mitarbeiter steigt aber auch die Arbeit und Privatleben verschwimmt weiter. Die Effizient und Produktivität im Homeoffice ist gesteigert. Fokussiertes Arbeiten kann einfach sein wenn man sich Räume dafür schafft.	der Wert des Individuums neu erkannt wurde. Weil der Mitarbeiter nicht mehr heute in der Masse wie die Schafe ins Büro kommt sondern jetzt zu Hause anders wahrgenommen wird. Das Teamwork, die Projektarbeit rückt wieder in den Fokus der Firma das bestimmen, da er ja bestimmt von welchem Platz und mit welchem Team er waren will. Und das wurde vorher vorgegeben aus der Organisationshierarchie heraus. Deswegen ist es eine Individualisierung des Arbeitsplatzes. Damit andere Wertigkeit an den Arbeitsplatz, aber es ist auch transparenter und Leistung wird abgefragt, das vorher vielleicht so nicht für alle zugetroffen hat. Mitläufer und andere. Die Underperformer trifft es.

Jens Feddern	Matthias Meifert	Daniel Pangritz	Sebastian Holtze	Dr. Peter Geißler	Marc Nicolaisen	
>1.000	<50	<1.000	>1.000	<1.000	>1.000	
Germany	Germany	Germany	USA	Germany	USA	
Leiter der Wasserversorgung bei den Berliner Wasserbetrieben, damit zuständig für die Wasserversorgung der Stadt Berlin und Leiter der Corona Task Force	Gründer von HRpepper, ehemalige Geschäftsführung von Kienbaum, davor Bank und Wirtschaftspädagogik studiert und in Organisationspsychologie promoviert. War mal Prof an einer privaten Hochschule. Hat 50 Mitarbeiter	Manager bei Kienbaum Consulting für HR Transformationen und Organisationsdesign	Consulting, PwC, Digitale Transformation, Kompetenzen zu Entwicklungen. Der Fokus New World, new Skills, Leadership. Geschäftsführer bei der PwC Kooperation mit der Digitalen Business School Berlin. Senior Managerbei PwC	Seit 10 Jahren bei Communardo Software GmbH, hetzt als Head of Digital Workplace in Dresden. Seit 20 Jahren mit Communication, der Zusammenarbeit im Unternehmen. Damit geht der technische Wandel einher. Die Themen die die selben wir vor 10 Jahren. Verheiratet 2 Kinder, promiviert.	Customer Experience Manager seit 29 Jahren im Unternehmen+.	Können Sie sich bitte kurz vorstellen?
nicht im Homeoffice, es gab die Idee von Telearbeit aber mehr nicht. Gibt aber vertragliche Verhältnisse und Personalrat etc. Lange und komplizierte Abläufe. Zu der Zeit nur Zugriff auf einige Systeme. Prozesse waren nicht komplett digitalisiert, immer manuell le Abschnitte. Hardware bei Führungskräften schon vorhanden, aber nicht Mitarbeiter darunter.	Beratungsbusiness ist sehr starkes Menschenbusiness. Kunden waren viel bei uns im Büro und wir haben Wert auf Erlebnisse und Einrichtung gelegt. Co-working Spaces mit Sitzsack kamen zu der Zeit gerade, haben wir auch adaptiert. Wir haben sehr viel in deren Erlebnissen gearbeitet. Viel Wegezeiten da vor Ort beim Kunden gearbeitet wurde. Skype mal war das höchste der Gefühle	2014 in der internen Beratung bei RWE, jeden Tag gependelt nach Essen und im Büro gesessen, relativ selten gereist, und im open Space gesessen	Viel gereist und beim Kunden gearbeitet	Viel rumgereist, war damals viel auf Projekten operativ unterwegs. Morgens aufstehen, 3 Tage beim Kunden und sonst Home Office. Nur wenig im Büro in Dresden. Viel beim Kunden mit dem Laptop des Kunden vor Ort in Meeting räumen. Viel mit LAN Kabel noch.		Sagen wir, wir haben das Jahr 2014, Deutschland hat gerade die Weltmeisterschaft im Fußball gewonnen, wie haben Sie zu dieser Zeit gearbeitet?
Zugang zu den Systemen. Es muss viel in SAP Systemen gemacht werden. Das ist das Wichtigste. Die Systeme sind unabhängig aus sicherheitstechnische Sicht. Also Büroarbeitsplätze müssen von vor Ort benutzt werden. Kein Druck jemanden nach Hause zu schicken.	Menschliche Beziehungen sind ein zentrales Thema, ein Arbeitsplatz darf sich auch wohlfühlen, es kann dort auch schön sein und nicht nur funktional. Nicht alles durcheinandert. Man kann es auch mit Stolz verbinden. 4 Sinneseben, Zugehörigkeit, was schön für die Menschen, stolz und das mus. Das prägt einen Arbeitsplatz sehr stark. Technologie ist nice to have und Ausdruck von Lösungen. Gute Technologie gehört dazu. Internet ist schon extrem wichtig.	das Wichtigste Führung und Kollaboration unter einander und das gesamte Infrastruktur Drumherum. Gute Führung ist in zielorientierte Führung die ziele vorgibt aber auch Vertrauen in das Team gibt, damit man gemeinsam Ziele erreichen kann	Technologie und technisches Wissen und Ausstattung immer wichtiger. Am Ende ist es egal, ob Whitecollar oder blue collar. Technische Schulungen müssen digitalisiert werden damit alle Arbeitnehmer davon profitieren können, damit alle arbeitsfähig sind. Es gilt um die Lehre digitaler Kompetenzen, vom Pförtner bis zum CEO. digitale Büros geben schon Einordnung. Auch Psychologisch ist der Zustand nicht mehr lange zu tolerieren.	Laptops, Akkulaufzeit, Verfügbarkeit von Internet, Pünktlichkeit der Bahn und des Fliegers. Die Kunden mit Ihren Wünschen. Auch Support from Client, sie musste für Themen wie neues Arbeiten sensibilisiert werden, sprich Coaching. Das ging nicht per Telefon, man konnte es aber es ging nicht weil es keiner wollte. Der Wert der Arbeit war gemessen an Präsenz und bin vor Ort, alle sind da aber der Berater fehlt. Das ging nicht. Das wäre nicht wertschätzend gewesen, das wollte man nicht.	Ergonomie, beinhaltet immer stehen und sitzen, gute Stühle, Abwechslung. immer wieder in einem Ortswechsel. Integration von Medien, Inhalte, die man irgendwie über große Monitore teilen kann. Ein attraktives Arbeitsumfeld was inspirierend sein kann. Pisophelie, die Naturverbundenheit im Büro, natürliche Materealien. Wird ein Trend werden in einem Umfeld zu arbeiten was nicht steril ist sondern in einem Umfeld, was einen an die Natur erinnert. Ein Umfeld was die akustische Belastung verringert.	Welche Faktoren beeinflussen den Arbeitsplatz neben Covid-19 am Meisten?

English interviews excel file excerpts

Dr. Marie Puybaraud	Catherine Gashkina	Eloi Lesegretain	Jill Deschner-Warner	Jonathan Sadow	
>1.000	>1.000	>1.000	>50	<1.000	
USA	USA	Australia	Germany	USA	
Global Head of Research at JLL	People Partner at Epam	Senior people geek at Culture Amp	Lecturer at the University of applied Sciences at Mittweida, Germany. I am from the filed of psychology and I focus on the intercultural competence, organizational psychology and Corporate Social Responsibility	Co-Founder & Chief Product & Technology Officer at Scoop Technologies, Inc.	**Could you introduce yourself frankly?**
worked remotely already and from home as well, traveled a lot around the world. We started the talking about flexible workforce but the mindset wasn't there yet it was the spark around 2014	worked as a recruiter, very structures day, one hours commute to work, strict day if you are late you will be fired. Half and hour lunch break which was scheduled for you, not flexible at all. Level of digitalization was quit low, not much automation.	Intern at the moment in person not remote, the office was an open space lot of screens, people on the phones, really crowded, right now not possible	I was working mainly as a coach and lecturer, as a lecturer I enjoyed a full classroom. As a coach I was teaching face to face teambuilding's. The focus was to build the team so everyone could accept each other and works together better. I was travelling to my clients and there was no thought about anything online. No online meeting, I didn't even attended any meeting so far 2014. Also the suggestion for the clients we could do it online was not possible, it had to be done outside and faces to face, or in the office	Office	**Let's say we have the year 2014, Germany just won the world championship in soccer, how did you work at this time?**
flexibility, shared facilities and from desks for everybody to mutualize the space for everyone. We thought that large scale remote work would peak at 2025-2030 but covid accelerated that	Culture and people, not sure what's amore important, purpose of work maybe	People and culture are key you have to understand what's important for your employees so you know what to improve to keep your people, more productive, more creative, war of talent is on a all time high. Its crucial to understand and focus on their people. Technology is playing a huge role as well, automation of process, more efficient.	place of human interaction, leadership, corporate culture and social competences to accept each other that you have to work together now, whether you like it or not. Leadership is responsible for creating such a space to deal with diversity in a positive way but being aware of the differences	The corporate culture and the purpose of work, as well as your colleges. Purpose of work will become more and more important especially for the younger generation.	**What factors are impacting the workplace the most apart from covid-19 at the moment?**

3.	**What factors are impacting the workplace the most apart from covid-19 at the moment?**	A bundle of different factors. It depends on their organization, mission and vision. Number 1 is who is the organization and how too use the space. How to do it. Get the data yourself or given data. What they want, what they need and what's the gap. Its not always the workplace, sometimes its policies. Work patterns are super important. We are observation the people. Which groups are here and where and how are they working. What do they need for their job? Answering all those questions helps us to design the workplace. Also leadership is an important factor if they support our ideas or if the just answer and don't do anything.	Logistics, on how the employees got to work as it was very central next to the metro. It was at a consultancy and many people worked at the clients office. The office itself was smaller then the number of people employed by accenture. They have been organized as hot seats, so clean desk and you had to book it one day in advance.	Change in consciousness how we engage with work in general, compared to 2014 its more individualistic approach from company and employee side. A lot of focus on personnel development. What does a manager needs to focus on? It's the key factors of the experience of an employee. The rate of change is tremendous, covid just accelerated it. New challenges with new technology. Regulations of the country the company is in cause it limits the growth. Technology has impacted the past and will even more in the future	flexibility, shared facilities and from desks for everybody to mutualize the space for everyone. We thought that large scale remote work would peak at 2025-2030 but covid accelerated that	Culture and people, not sure what's amore important, purpose of work maybe	People and culture are key you have to understand what's important for your employees so you know what to improve to keep your people, more productive, more creative, war of talent is on a all time high. Its crucial to understand and focus on their people. Technology is playing a huge role as well, automation of process, more efficient.
4.	**Which Covid-19 restrictions have been put in place in your company?**	Our company is globally so we had to answer depending on the location. China was closed down first for 12 weeks. Others one were slower to close. It impacting the work quick but right now its phase 1of reopening. We decided to no longer have assigned seats we have now reserve ale seats which you can book before, low occupancy with booking system. Everyone is working remotely and from home. People are jut going to the office for printing tsks as we need to print stuff like models. The transition was really good cause it forced some people who were resistant had to change now.	Work from home for the past years since March 2020 which I dreamed for many years. Now here at home I don't have any restrictions. We don't have a lockdown we don't have anything. They have been lockdowns in Moscow but not Saint Petersburg. To enter the office I have to make 2 tests art from 7 days. Or I can present a paper that I had covid already.	WFH, no travel, tests, hiring and recruiting changed. 99% work from home, in the office you have to wear masks	A lot. Last Feb no international travel anymore and people were sent home to WFH. 2% of the workforce are in the office. We think this situation will last until October 2021.Testing, Ventilation systems, max amount of people in a lift etc.	there are no restrictions per se. We got guidelines which we were asked to follow. We work from home, business travel stopped, 95% of employees work from home. People are allowed in the office but limited and you have to sign in an online tool to do so	13 month working from home, remote working is normal now
5.	**How did your workplace change due to Covid-19?**	Answer from prior question.	Just moved home and that's it. There no restrictions.	always worked from home so didn't change much	Didn't change much but don't go to any office anymore but not much physically change for me. Doesn't travel anymore	We just all moved in the home office but clear restriction were not forced or something. They gave us guidlines which we then follwed.	Usually I was located in London, then I moved back to France to the countryside, escaping urban spaces.
6.	**What are new workplace concepts which emerged due to the pandemic?**	Focused on safety, immediate return to office safely. Less touch points and rules and regulation with low occupancy and now we are in the phase what's the future of the office. And this is a lot of flexibility and collaboration. Our senior stuff had always flexibility, but the junior didn't have that or didn't feel they could use it. No matter who they are and we trust them. But also there will be situation where people don't behave like adults. You can support that with guidelines	Remote and work from home. But people start using services which were not authorized by the companies IT. We saw a lot of security breaches from the staff.	WFH, with new engagement tools, scrum and more online meetings.	Right technology for employees to work from home and remote. Plus screens etc. to have a space at home software like Teams or WebEx.	WFH = remote. Its given us a new mindset how we work. People had quit old views about work can only be done from the office not from some other place. This views has passed in 2020 and now we are working 100% online do events, trainings abd neetings.	WFH = remote. Some organization have a remote first priority. Also this is impacting the recruiting process. Usually it was office you have to live in that city now its more you got to be in that country for tax reasons. Also the way lowers the cash burn as the office is a huge expenditure, which you can reduce when you reduce that space and only have the option maybe go back to the office. The feedback of the employees is like that at some companies
7.	**What are the challenges with these new concepts? What will be more important?**	Leadership, mental health, productivity and work life balance are all important topics however we think the biggest on e is the financial side. Companies with large portfolio how to address the change without investing super much money? That's the biggest question. How do you make the existing properties better? Leadership is a big challenge its changing hearts and mind? Big opportunity to talk the talk but the concern is more of the middle manager to say they believe in is but don't behave like it. Across the board the executive is well prepared and very supportive about this. Middle line managements is more traditional which needs the team around 9-5. Culturally we seen a generational divided. Baby boomers leadership and the next gen with X and millennials being a bit more bought into the idea of shared spaces and resources. Baby boomers a bit more reluctant. (CONTRA to JLL). Also who is the leader of the future? Is it the people who are in the company now or the next generation? We have to talk about this in order to make the company attractive to those target audience.	The culture and to improve literacy that people understand how to use the tools but on the same time to limit that literacy that people do not use it for other stuff which they are not supposed to use it for. That people don't know how to use other services. Its about control that people follow the rules. Also anther problem is the IT infrastructure which is not suitable if you send the entire workforce home at once. And if it breaks down that people start using again other services which are not supposed to. No one is talking about work life balance. At home there are too many distractions at home. Others decided they don't want to go back at all. I have so much time with my small family so its perfect. I save like 3 hours a day just commuting to work if I stay home.	Mental Health! With stress from home and shy employees having to advocate for themselves. It's a very individual thing. Some are really thriving in this environment. We have to respect everyone but also we have to be cautious about the level of energy is going down. You, as a leader, you have to give more to energize our team to motivate and transfer energy into the team. Being energetic to share the energy. One energy level is low then job is important. Focus time at home is perfect. Working is not about presence anymore	Training the managers how to communicate with remote teams, leadership is essential. Manage by visibility is not possible anymore. Trust has to be implemented. New way of measuring the performance. Last years the workforce increased the productivity. We are concerned as we see a drop of moral and anxiousness. They are looking for a way to come back. The office as a form of structure for the day. Commuting to a physical environment. Now work happens from home and the boarders to private shifts	Employee engagement + culture + Wellbeing + benefits. It will be more crucial to implements a sense of belonging for the employees	missing social connections. It could be difficult as you don't get the energy for your coworkers, meeting people and have an informal chat at the coffee machine, this gives your energy. Its more challenge to get information across. With working remotely this is harder then before. Distributing information is missing. Younger employees don't get mentors anymore, role models are missing with remote work, metal issues will come up to. with the stress at home, leadership is tight to communication, it has to overcommunicate to reassure people. Productivity get up but mental health goes down as people don't take their vacation days.
8.	**What do you think about how many companies you know, or you have worked with are ready for these challenges of new workplace concepts?**	I would say all the company I work with will be ready and are planning and thinking about. They identify points of potential resistance. Government is a bit further behind, its administration and all different department and whatever the current trend is. Also the lower level and middle lever is quit behind as this is their career but the have never worked outside of government, so they don't have seen many options.	Depends on the culture and industry. Oil and gas companies are more traditional and its harder for people who work in the office for many years. It question has to be answered on a team basis. Also depends on the demography of the company. Younger people tend to be more familiar with those concepts. Tech companies are more likely to implement it easier.	Don't know on a market perspective. Its not a question of company level but of team level. The leaders have to be taught and supported mentally on how to lead remote teams and how to support your team members during that time. TRUST is of major importance.	80% of our clients are ready to shift. They are seriously looking to make hybrid work model work. Not sure how to start but we think its going to be like 3 days office, 2 days of home. Capacity is limited so you cant have 100% occupancy. Right now office are ready to have 50% occupancies, soon they will be able to fit 70% of occupancy.	well in Belarus very few but its also depending on the industry and on each company individual. I think locals up to 100 people will struggle more people all over the world will be forced and will make it easier as its also a financial question	most are adapting, as they had too. If you don't adapt you will be left behind. Over the last 12 month most companies matured in one year which usually it would have taken them 10 years. So the pandemic is accelerating the implementation of technology and tools

95

#	Question						
9.	Imagine we have 2023, the pandemic is over, which of the new concepts discussed these days are still in place?	All of them will be there. The office itself will be moving forward. People crave connections, companies needs collaborating and developing talents in a physical room. You need it for culture reasons. How do we work together etc. I foresee a lot of physical space changes. There will be some factor like fresh air and make people safe, there will be people who still feel insecure about the pandemic. We have learned so much about this whole thing. There will be less need for in person meetings But then those in person meetings will be more about collaboration and individual space then before. Heads down work wont be down in the office. The best thing from management perspective is that you saw each others rate life, so you got to know more people and their situation. So everyone could gain an understanding about what the are dealing with.	Remote work will be there in the future. People don't want to take shops where they don't have the same flexibility as right now. I would quit if my employer tells me I have to go back to the office. Working from home is a new level or comfort. You don't have to do all the suits. A good business suit costs 300€ and you don't need to spend it at all. People are also not allowed in the office if they don't wear this "uniform".	remote is here to stay, flexibility is important and negative trends with equality. Equality on who is able to work remotely and who is not. Its dividing. Wellbeing will be crucial as well with those gaps in the society. The fortunate ones might even reconsider her job decision with more time now in home office	All	we wont go back to normal. It has been a change in the mindset of people about how work is or what's important in life next to work? People most probably don't want back to the office and neither want the companies as they might be able to reduce property costs but more importantly they have to attract the right talents and to do that they have to offer and create an attractive environment to retain and attract talents	The world of worked changed for good. Hybrid environments where people can remotely more. Even Finance and PE never allowed their employees will allow them to work remotely otherwise they see the employee will leave. They have to retain their talents. Even the most traditional companies have to adapt in order to retain the talent
10.	Let's say hypothetically, the covid-19 pandemic is over in 8 weeks. What do you think, how many companies have working return-to-office policies?	Did not fit in the progress of the conversation.	Maybe half of the companies. Maybe I am optimistic but mainly big companies they have plans in place and with sputnik etc. you can anticipate when everyone will be vaccinated and then open.	Well if its over then there is no problem. Its about change management and about communication. Maybe 10% have a plan for that, no one is thinking ahead that much.	Policies are important, but 8 weeks are quit short. Also the health restrictions wont allow enable the return of all. Put clients anticipate that the vaccinations are working and then X % come back in July and X% in October. The problem is not the office, you can control is and make it safe, but the problem is commuting!	none	Not a lot. Other have worked on it for last months but things move quickly nowadays. Depending on how big your company is. If big and global then very difficult if small and one office much easier
11.	Netflix announced in the beginning of April that the employees should come back to work in September this year, what do you think about such announcements?	The tech companies I work for are mostly ready for it. They spend a lot of time thinking about what needs to happen. Those task increased the collaboration between HR and real estate. Which we preaching for centuries, those integration HR, IT and facilities. Its a total workplace experience its not just an office. And those tech companies have deeply integrated this.	I don't know. I don't care about getting back to office. I know my space is secured there.	Its only important how to communicate and engage the employees in that process.	They are not the only one, many companies are doing this. They never tell you how many people come and when they come. Is it 5 days a week in the office or hybrid? No one is saying that. It's a bit fake perception as they enforce it but they know it cant be 100% back in the office. Also Netflix builds a new campus and wants to open this soon. Light at the end of the tunnel and being in your "normal" life again. Also advertisement for Netflix to attract more talents	Its important to communicate clearly about everything with the employees in order to make them feel secure and engaged in the company. With those announcements its possible to reassure the people of they way it will go	Every decision is a trade off. You gain the human touch factor coming back to the office. However you also force employees which might want to stay at home for important reasons to leave their families again. Also Netflix is a cool and flexible company its not Goldman Sachs
12.	How do you feel about the future with all the, some might say the most disruptive changes after WWII which are happening in the business world? In which kind of workplace will we work after the pandemic and in the future?	I think its going to different for everybody and what they do. Not person by person but more sector or sector or company by company. We will go somewhere in the future for being together this will be the office I don't see this changing in the foreseeable future. Maybe with any future pandemics this might change. But the need for human connection is real and its not the same being on a google meet.. This need for people being together is clear. So the future of office will be a physical place, whether there will be super cool like airport lounge or hospitality based environments. Or more traditional open plans. This will be options. It will be critical for companies to invest in IT infrastructure as we know now hoe to interact virtually. Every workplace should have the possibility to serve these needs. And technology will be another big point of impact.	Something like wework, temporary office provider. They just provide you shared office facilities. Shared economy is on the rise so I think we will se more of those in the future	Future is divers, different industries needs different design. Nowadays ethics and design comes from industrial revolution. Now we can reconsider if this is fitting in our time everything is so digital. It will be more divers and design their space for purpose	Its certain we going to need to shift the allocation of space towards collaboration and community life. Before covid we had 70% individual and 30% collaborative space, post pandemic we are anticipating 80:20 where 80% is collaborative and 20% individual. So it will be a big shift in how to use the space. The office is a social hub, for people come together and work in teams. Any individualist work you shouldn't do it in an office. It doesn't makes sense that you are occupying an expensive desk when you could work from home. It depends on the level of integration. Clash of generations was 5 years ago. Nowadays everyone is adapting is quit good. Its a individual preference what to accept or want. There will be always some people which are reluctant towards techniques. We are all in the same boat. From the research we don't see big differences. The biggest difference is among young parents with young kids and singles	The biggest change will be the change how we measure productivity. Effectiveness is not presence anymore. And with remote work to stay leaders have to accept that otherwise the company will suffer and employees will leave	There will be a pre and post covid mindset. The time has a fundamental impact on society. I am French, to say welcome we kiss each other twice on the cheeks, now we don't do it anymore. Who knows if we will do it again in the future? There will be new workplaces with social distances. Also the office will change to a activity based place with various spaces for different reasons like collaborations, meetings and events
13.	Please finish this sentence: The corona pandemic was/is bad for workplaces of knowledge worker because…	because its making real human connections more challenging. That impacts everything, productivity talent retentions, growth opportunities etc. It makes al of these things harder.	I wouldn't say it was bad actually	we are physical beings and need physical interaction	because its isolates them from a normal working live within and physical working environment, called an office. It's the notion of isolation which is really strong. Its like an injury which doesn't heal. And we have this for one year. Its traumatic. We, as human beings, want to be together.	because from the morning onward employees just starring at screens and have no collogue to talk to and to chat. Stress is increasing and burnouts will be seen more frequently in the future.	Because the lack of social integration. Employees are fed up with the situation and want to come back to the office or maybe will look for new jobs if the jobs doesn't give them what they want anymore
14.	Please finish this sentence: The corona pandemic was/is good for workplaces of knowledge workers because…	it has given us so much flexibility and able to truly collaborate and connect globally immediately. All things we could have one theoretically already but now we are forces to do it we have the opportunity for open up and are more remote and yet connected workforce.	because it highlighted the issued which have been overlooked for years before. The issue with commuting, uniforms in the office. The tasks getting to the office is higher then work you will do during the day. Then money for your suits. I think its an issue many think its a feature. First the will look at you then they will listen to you. Its not right. Then the se what you have done. These issued have been overlooked before.	opportunity to rethink and break the norms which might be not good for us	because it is an opportunity for us to completely deconstruct our normal definition of work and the workplace and reconstruct it much stranger align to workforce preferences. This is unique! For us its an unique possibility to reveal and invent something much stronger	first of all it helped to save life's. Secondly it showed how wrong the old views of work and leadership were. In the future it has to be a more human centered approach.	Because its a great opportunity for to rethink the way how we work and how this impacts our unique culture. Also it gave us a big step forwards adopting new technologies and shifts in organizations.

96

Interview analyses excel file excerpts

	Trust	Work life balance	Mental health	corporate culture	Talents/role models and a sense of belonging	Team/humans/individuals	New definition of productivity and performance	Acceptance	Communication
Question 7 What are the challenges with these new concepts? What will be more important?									
Participants	3	3	8	7	4	9	6	3	5
Percentages	15%	15%	40%	35%	20%	45%	30%	15%	25%
Question 8 What do you think about how many companies you know, or you have worked with are ready for these challenges of new workplace concepts?	There will be many left behind	smaller companies have it easier to adapt	bigger companies will have more difficulties	IT infrastructure will play an important role	40% are ready	it will be a deciding factor in talent retention	The companies we work with are mainly ready	small businesses will have it harder	depends on the size, structure and culture
Participants	4	1	1	3	2	2	8	2	7
Percentages	20%	5%	5%	15%	10%	10%	40%	10%	35%
Question 9 Imagine we have 2023, the pandemic is over, which of the new concepts discussed these days are still in place?	All	no return to what has been pre-pandemic	flexibility will stay	Hybrid working model	Home office	there will always be people who want to go back how it was before	individual solutions for employees	the office has to get more attractive	remote work
Participants	6	3	6	7	6	6	5	4	3
Percentages	33%	17%	33%	39%	33%	33%	28%	22%	17%
Question 10 Let's say hypothetically, the covid-19 pandemic is over in 8 weeks. What do you think, how many companies have working return-to-office policies?	we have one	no one has one	very few might have one	more short term goal oriented, not long term	no one needs one	50% of the bigger companies have one			
Participants	2	3	8	2	2	2			
Percentages	11%	17%	44%	11%	11%	11%			
Question 11 Netflix announced in the beginning of April that the employees should come back to work in September this year, what do you think about such announcements?	showing people hope is important for their motivation	the communication is key here	bet for new employees to finally meet the team	employee protection shouldn't suffer	Tech is ready for it	Don't really care	14		
Participants	7	8	1	3	1	1			
Percentages	50%	57%	7%	21%	7%	7%			
Question 12 How do you feel about the future with all the, some might say the most disruptive changes after WWII which are happening in the business world? In which kind of workplace will we work after the pandemic and in the future?	With technology advancement tasks will get automatized	more mobile	more flexible	Third places/remote	more human centered	activity based spaces	Hybrid	Office will com more into the focus	Office will be for collaboration and socializing
Participants	5	3	3	4	1	7	7	6	4
Percentages	26%	16%	16%	21%	5%	37%	37%	32%	21%

	lost human connections/interactions which leads to motivation and more	I don't think it was bad for the workplaces, it was bad for the humans	more stress for humans	wasn't bad	offices haven't been used anymore	the least workplaces were ready for the new requirements		
Question 13 Please finish this sentence: The corona pandemic was/is bad for workplaces of knowledge worker because…								
Participants	10	2	4	4	1	2		
Percentages	50%	10%	20%	20%	5%	10%		
Question 14 Please finish this sentence: The corona pandemic was/is good for workplaces of knowledge workers because…	Acceptance for right use of the technology we already had years ago (virtual meetings, remote work and home office)	more flexibility	opportunity to break harmful norms and mindset about how we work	new focus on output instead of presence	more digitalization	more productivity	value of the individuum increased, unique employees	
Participants	7	9	7	5	6	2	1	
Percentages	35%	45%	35%	25%	30%	10%	5%	

Bibliography

Riedl, Joachim, and Stefan Wengler. 2021. *Coronafolgen im Personalmanagement.* Hof: Europäisches Management Institut e.V.

Stone, Philip J., and Robert Luchetti. 1985. "Your office is where you are." *Harvard Business Review* 63: 102-104.

Policy, United States. General Services Administration. Office of Governmentwide. 2006. "Innovative Workplaces: Benefits and Best Practices." 41. Innovative Workplaces: Benefits and Best Practices.

Bluma, Lars, and Judith Rainhorn. 2020. *A History of the Workplace.* Routledge.

Aristotle. 350 B.C.E . *Nicomachean Ethics* .

Administration, U.S General Service. 2018. *U.S General Service Administration.* October 15. Accessed April 20, 2021. https://www.gsa.gov/governmentwide-initiatives/total-workplace.

Belli, Gina. 2018. *payscale.* October 1. Accessed April 21, 2021. https://www.payscale.com/career-news/2018/10/heres-how-many-years-youll-spend-work-in-your-lifetime.

Cambridge University Press. 2021. Accessed April 21, 2021. https://dictionary.cambridge.org/dictionary/english/workplace.

Dezzen. 2018. *dezeen.* October 24. Accessed April 19, 2021. https://www.dezeen.com/2018/10/24/vitra-work-exhibition-orgatec-office-furniture-barber-osgerby-konstantin-grcic-sevil-peach/.

Francis, Tracy , and Fernanda Hoefel. 2018. "McKinsey." Accessed April 22, 2021. https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies.

Indeed Inc. 2021. Accessed April 21, 2021. https://www.indeed.com/hire/c/info/what-is-considered-a-workplace-a-few-definitions.

Oxford University Press. 2021. Accessed April 23, 2021. https://www.oxfordlearnersdictionaries.com/definition/english/workplace.

Williams, Jodi. 2017. *Workdesign.* February. Accessed April 22, 2021. https://www.workdesign.com/2017/01/brief-history-workplace-future/.

Panopto. 2018. *Panopto.* July 26. Accessed April 22, 2021. https://www.panopto.com/blog/what-is-a-knowledge-worker/.

Wartzman, Rick. 2014. "What Peter Drucker Knew About 2020 ." *Harvard Business Review.*

Corporate Fiance Institute. 2016. Accessed April 22, 2021.

    https://corporatefinanceinstitute.com/resources/knowledge/other/knowledge-workers/.

Mansson, Hanna. 2021. March 1. Accessed April 23, 2021. https://hubblehq.com/blog/the-

    history-of-the-office.

Atlassian. 2020. Accessed April 22, 2021. https://www.atlassian.com/history-of-work.

Applied Workplace. 2013. December 7. Accessed April 22, 2021.

    https://www.appliedworkplace.co.uk/blog/the-evolution-of-office-design/.

Condeco. 2020. Accessed April 22, 2021. https://www.condecosoftware.com/modern-

    workplace/history-of-the-workplace/#1950.

Syllable Inc. 2018. August 15. Accessed April 22, 2021.

    https://medium.com/@syllable.design/workplace-evolution-a-retrospective-on-office-

    design-from-the-industrial-revolution-to-the-d20ed00bb6e1.

Cain, Áine. 2018. October 12. Accessed April 22, 2021.

    https://www.businessinsider.com/office-culture-then-and-now-2018-5?r=DE&IR=T.

Brown, Anthony. 2020. Aril 28. Accessed April 22, 2021. https://workplaceinsight.net/a-

    brief-history-of-workplace-disruption/.

Noble, Barbara Presley. 1993. "At Work; Dissecting the 90's Workplace." *New Work Times*.

Baker, Bob. 1990. "Workplace Will Change Slowly in the 1990s : Labor: Employers and

    employees will wrestle with such difficult issues as participatory management and

    child care. Progress may be painful." *Los Angeles Times*.

    https://www.latimes.com/archives/la-xpm-1990-01-07-fi-439-story.html.

Taylor, Frederick Winslow. 1919. *The Principles of Scientific Management.* New York and

    London: Harper & Brothers Publisher.

Conlin, Bennett. 2019. August 17. Accessed April 23, 2021.

    https://www.business.com/articles/popular-management-theories-decoded/.

Krenn, Janet. 2011. July 3. Accessed April 23, 2021.

    https://www.business.com/articles/management-theory-of-henri-fayol/.

Sharma, Surendra Raj, and Surendra Kumar Jha. 2011. "Business Studies Grade XII." In

    Business Studies Grade XII, by Surendra Raj Sharma and Surendra Kumar Jha, 41-46.

Weymes, Ed. 2004. "A challenge to traditional management theory." *Emerald Research* 338 -

    348.

Indeed Editorial Team. 2020. December 3. Accessed April 23, 2021.

    https://www.businesshttps://www.indeed.com/career-advice/career-

development/types-of-management-theories.com/articles/popular-management-theories-decoded/.

Hammond, Debora. 2003. *The Science of Synthesis: Exploring the Social Implications of General Systems Theory.* . Boulder, Colorado: Universit Press of Colorado.

Tanner, Robert. 2020. December 20. Accessed April 23, 2021. https://managementisajourney.com/motivation-applying-maslows-hierarchy-of-needs-theory/.

Herzberg, Frederick. 1968. "One More Time: How Do You Motivate Employees?" *Harvard Business Review* 46: 53 - 62. https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahU KEwiBy83Y257wAhUQ_7sIHc4zARMQFjAAegQIBBAD&url=https%3A%2F%2F kyleshulfermba530.weebly.com%2Fuploads%2F2%2F3%2F4%2F5%2F23454770% 2Fone_more_time_-_how_do_you_motivate_employees.pdf&usg=AO.

Pringle, Patricia. n.d. Accessed April 23, 2021. https://japanintercultural.com/free-resources/articles/5s-in-the-japanese-workplace-seiketsu-sanitizing-and-standardizing-part-4-of-5/.

Gapp, R., R Fisher, and K. Kobayashi. 2008. "Implementing 5S within a Japanese Context: An Integrated Management System, Management Decision." 565 - 579.

Gude, Ashay. 2017. June 12. Accessed April 24, 2021. https://www.bdc.ca/en/articles-tools/blog/workplace-organization-how-it-can-impacty-our-business.

Greenberg, Andrew. 2020. June 12. Accessed April 24, 2021. https://www.contractrecruiter.com/strategies-recruiting-millennial-genz/.

Tolan, Josh. 2016. July 8. Accessed April 24, 2021. https://hr.sparkhire.com/talent-acquisition-2/6-millennial-recruiting-techniques-you-need-to-know-about/.

Silverman, Mark. 2020. January 9. Accessed April 24, 2021. https://www.hrtechnologist.com/articles/recruitment-onboarding/5-ways-to-recruit-and-retain-baby-boomers-in-2020/.

McLeod, Dr. Saul. 2018. May 18. Accessed April 23, 2021. https://www.simplypsychology.org/maslow.html#gsc.tab=0.

Calk, Russell, and Angela Patrick. 2017. "Millennials Through The Looking Glass: Workplace Motivating Factors." *The Journal of Business Inquiry* 131 - 139.

Finkelstein, Lisa M, Voyles C Elora, Thomas L Courtney, and Hannes Zacher. 2019. "A Daily Diary Study of Responses to Age Meta-stereotypes." *Work, Aging and Retirement* 28 - 45.

King, Eden, Lisa Finkelstein, Courtney Thomas, and Abby Corrington. 2019. "Generational Differences At Work Are Small. Thinking They're Big Affects Our Behavior." *Harvard Business Reveiw.*

Costanza, David P., Jessica M. Badger, Rebecca L. Fraser, Jamie B. Severt , and Paul A. Gade. 2012. "Generational Differences in Work-Related Attitudes: A Meta-analysis." *Journal of Business and Psychology.*

Finkelstein, Lisa M., Katherine M. Ryan, and Eden B. King. 2012. "What do the young (old) people think of me? Content and accuracy of age-based metastereotypes." *European Journal of Work and Organizational Psychology* 633 - 657.

McCausland, Tracy C., Eden B. King, Lindsey Barthol, Rachel Feyre, Afra Ahmad, and Lisa M. Finkelstein . 2015. "The Technological Age: The Effects of Perceived Age in Technology Training." *Journal of Business and Psychology* 30: 693 – 708.

Bresman, Henrik, and Vinika D. Rao. 2017. "A Survey of 19 Countries Shows How Generations X, Y, and Z Are — and Aren't — Different." *Harvard Business Review.*

Savage, Anika Ellison. 2005. "Workplace strategy: What it is and why you should care." *Journal of Corporate Real Estate.*

Wieczorek, Kate. 2018. *Workdesign.* Accessed April 24, 2021. https://www.workdesign.com/2018/08/a-workplace-strategists-response-to-the-harvard-research-on-open-plans/.

Duan, Xiaojian, Xin Ni, Lei Shi, Leijing Zhang, Yuan Ye, Huitong Mu, Zhe Li, Xin Liu, Lihua Fan, and Yongchen Wang. 2019. *Health Qual Life Outcomes.* May 18. Accessed April 24, 2021. The impact of workplace violence on job satisfaction, job burnout, and turnover intention: the mediating role of social support.

Gallant-Roman, Mary A. 2008. November 1. Accessed April 24, 2021. https://journals.sagepub.com/doi/abs/10.3928/08910162-20081101-04.

Cowie, Helen, Paul Naylor, Jan Rivers, Peter K. Smith, and Beatriz Pereira. 2002. "Measuring workplace bullying." In *Aggression and Violent Behavior*, 33 - 51.

Rayner, C., and C. L. Cooper. 2006. "Workplace Bullying." In *Handbook of workplace violence*, by J. Barling, & J. J. Hurrell, Jr. E. K. Kelloway, 121 – 145. Sage Publications, Inc.

Bartlett, James E., and Michelle E. Bartlett. 2011. June 11. Accessed April 24, 2021. https://journals.sagepub.com/doi/abs/10.1177/1523422311410651.

Puac, Sanela. 2020. April 24. Accessed April 24, 2021. https://healthcareers.co/workplace-stress-statistics/.

Tilan, Jason, and Joanna Kitlinska. 2010. "Sympathetic Neurotransmitters and Tumor
      Angiogenesis—Link between Stress and Cancer Progression." *Journal of Oncology* 6.

Seppälä, Emma, and Kim Cameron. 2015. "Proof That Positive Work Cultures Are More
      Productive." *Harvard Business Review.*

American Psychological Association. 2015. Feburary 4. Accessed April 24, 2021.
      https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahU
      KEwjE8Kzhk5_wAhVGhf0HHSHeBWcQFjAAegQIAxAD&url=https%3A%2F%2F
      www.apa.org%2Fnews%2Fpress%2Freleases%2Fstress%2F2014%2Fstress-
      report.pdf&usg=AOvVaw1Qe8142iPqtAcF2FgOQQ2p.

Nyberg, Anna. 2009. Ocotber 23. Accessed April 24, 2021. https://news.ki.se/poor-
      leadership-poses-a-health-risk-at-work.

Queens Business School. 2014. Accessed April 24, 2021.
      https://smith.queensu.ca/magazine/issues/winter-2014/.

Tritch, Teresa. 2003. "Gallup Management Journal." September 11. Accessed April 24, 2021.
      https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahU
      KEwit15aIlp_wAhV6gf0HHUO7B_AQFjABegQIBBAD&url=https%3A%2F%2Fw
      ww.nova.edu%2Fie%2Fice%2Fforms%2Fengagement_drives_results.pdf&usg=AOv
      Vaw0kqTQH8MYBZyOtQOLnIuOT.

Patreon. 2013. Accessed April 24, 2021. https://flowpsychology.com/transactional-model-of-
      stress-and-coping/.

Kathy, Kathy. 2019. Ocotber 16. Accessed April 24, 2021.
      https://www.opensourcedworkplace.com/news/workplace-stress-theories-theories-of-
      job-related-stress.

Edwards, J. R., R. D. Caplan, and R.V. Harrison. 1998. "erson-environment fit theory:
      Conceptual foundations, empirical evidence, and directions for future research." In
      Theories of organizational stress, by C. L. Cooper, 28-67. Oxford: Oxford University
      Press.

Robert, A, and Jr. Karasek. 1979. "Job Demands, Job Decision Latitude, and Mental Strain:
      Implications for Job Redesign." *Administrative Science Quarterly* 285 – 308.

Van der Doef, Margot, and Stan Maes. 2010. *The Job Demand-Control (-Support) Model and
      psychological well-being: A review of 20 years of empirical research.*

Kohll, Alan. 2019. *Forbes.* 24 Janurary. Accessed April 24, 2021.
      https://www.forbes.com/sites/alankohll/2019/01/24/how-your-office-space-impacts-
      employee-wellbeing/?sh=62df96064f31.

Talentor.com. 2020. *Talentor.* June. Accessed April 24, 2021. https://talentor.com/blog/new-work.

Konica Minolta Business Solutions Europe. 2021. *Job-wizard.* Accessed April 24, 2021. https://job-wizards.com/en/new-work-makes-everything-new/.

Editorial Team. 2020. *workpath.* June 12. Accessed April 24, 2021. https://www.workpath.com/magazine/new-work-definition.

German Convention Bureau. 2018. January 16. Accessed April 24, 2021. https://www.gcb.de/news-downloads/stories/new-work-how-will-we-work-in-the-future.html.

Growplatform. 2019. Accessed April 24, 2021. https://www.growplatform.com/our-stories/how-condoms-can-change-the-world/.

Schawbel, Dan. 2020. *LinkedIn.* November 2. Accessed April 25, 2021. https://www.linkedin.com/pulse/top-10-workplace-trends-2021-dan-schawbel/.

Volini, Erica, Jeff Schwartz, Kraig Eaton, David Mallon, Yves Van Durme, Maren Hauptmann, Rob Scott, and Shannon Poynton. 2020. "Deloitte." *Deloitte Development LLC.* Accessed April 24, 2021. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html.

Chang, Jenny. 2020. Accessed April 25, 2021. https://financesonline.com/workplace-trends/.

Baker, Mary. 2020. September 10. Accessed April 25, 2021. https://www.gartner.com/en/newsroom/press-releases/2020-09-10-gartner-cautions-hr-and-recruiting-leaders-that-only-16-percent-of-new-hires-have-the-skills-needed-both-for-their-current-and-future-roles.

Kean University. 2019. Accessed April 25, 2021. https://www.kean.edu/offices/research-and-sponsored-programs/irb-research-compliance/research-workplace.

Nguyen, Steve. 2016. May 9. Accessed April 25, 2021. https://workplacepsychology.net/2016/05/09/the-link-between-industrial-organizational-psychology-organization-development-and-change-management/.

Emotiv.com. 2021. Accessed April 25, 2021. https://www.emotiv.com/glossary/workplace-psychology/.

Crenshaw, Kimberlé. 2017. March 29. Accessed April 25, 2021. https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-with-me/.

Emily Courtney. 2020. *https://www.flexjobs.com/.* December 21. Accessed May 13, 2021. https://www.flexjobs.com/blog/post/remote-work-statistics/.

Buffer, Doist, Remotive, We Work Remotely. 2021. *https://buffer.com.* February. Accessed
May 13, 2021. https://buffer.com/2021-state-of-remote-work.

Blenford, Adam. 2021. *Bloomberg Businessweek.* March 5. Accessed May 13, 2021.
https://www.bloomberg.com/news/articles/2021-03-05/work-from-home-workplaces-
will-let-employees-mix-home-and-remote-work.

Gartner. 2020. *Gartner.* July 14. Accessed May 13, 2021.
https://www.gartner.com/en/newsroom/press-releases/2020-07-14-gartner-survey-
reveals-82-percent-of-company-leaders-plan-to-allow-employees-to-work-remotely-
some-of-the-time.

KPMG. 2021. *KPMG Insights.* March. Accessed May 13, 2021.
https://home.kpmg/xx/en/home/insights/2021/03/ceo-outlook-pulse.html.

McKinsey Global Institute. 2020. *McKinsey.* November 23. Accessed May 14, 2021.
https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-
work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries?cid=other-eml-alt-mgi-
mck&hdpid=1cfa80cb-a39d-4a6d-9137-
edf6787e862f&hctky=12219629&hlkid=89841891cd29493a89637b5607.

Alexander, Andrea, Aaron De Smet, Meredith Langstaff, and Dan Ravid. 2021. *McKinsey.*
April 1. Accessed May 13, 2021. https://www.mckinsey.com/business-
functions/organization/our-insights/what-employees-are-saying-about-the-future-of-
remote-work.

Choudhury, Prithwiraj (Raj). 2020. "Our Work-from-Anywhere Future." *Harvard Business
Review.* https://hbr.org/2020/11/our-work-from-anywhere-future.

JLL. 2020. December 10. Accessed May 13, 2021. https://www.jll.de/en/trends-and-
insights/workplace/its-official-remote-working-is-here-to-stay.

Adams, R. Dallon. 2021. *TechRepublic.* April 5. Accessed May 13, 2021.
https://www.techrepublic.com/article/1-in-3-employees-will-quit-if-wfh-ends-
according-to-a-new-
survey/?ftag=TREe01923b&bhid=29398227031167092531508028902222&mid=133
24251&cid=2271381847.

Sethi, Bhushan, Kristin Rivera, and Marco Amitrano. 2020. Accessed May 14, 2021.
https://www.pwc.com/gx/en/ceo-agenda/ceo-panel-survey-emerge-stronger.pdf.

JLL. 2021. *JLL .* January 1. Accessed May 15, 2021. https://www.jll.co.uk/en/trends-and-
insights/research/global-workforce-expectations-shifting-due-to-covid-19.

Huges, Owen. 2021. *TechRepublic.* March 25. Accessed May 15, 2021.
https://www.techrepublic.com/article/remote-working-may-not-be-the-new-normal-
after-
all/?ftag=TREe01923b&bhid=29398227031167092531508028902222&mid=133121
93&cid=2271381847.

Bloom, Nicholas A., James Liang, John Roberts, and Jenny Ying Zhichun. 2015. "Does
Working from Home Work? Evidence from a Chinese Experiment." *The Quarterly
Journal of Economics* 130: 165-218.

JLL. 2021. *JLL.* May 04. Accessed May 16, 2021. https://www.jll.de/en/trends-and-
insights/workplace/what-companies-are-doing-about-work-from-home-fatigue.

Steelcase. 2021. "Steelcase.com/research." *Steelcse.com.* January. Accessed May 13, 2021.
https://www.steelcase.com/research/articles/topics/work-better/changing-
expectations-future-work/#we-can-help.

Fayard, Anne-Laure, John Weeks, and Mahwesh Khan. 2021. " Designing the Hybrid
Office." *Harvard Business Review.*

Segel, Liz Hilton. 2021. *McKinsey & Company.* January 13. Accessed May 15, 2021.
https://www.mckinsey.com/featured-insights/world-economic-forum/davos-
agenda/perspectives/the-priority-for-workplaces-in-the-new-normal.

McKinsey & Company. 2020. *McKinsey & Company.* November 17. Accessed May 17,
2021. https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diverse-
employees-are-struggling-the-most-during-covid-19-heres-how-companies-can-
respond.

JLL. 2021. *JLL.* January 14. Accessed May 17, 2021. https://www.jll.de/en/trends-and-
insights/workplace/the-new-ways-companies-are-investing-in-employee-wellbeing.

Unum. 2020. *hrnews.co.uk.* December 11. Accessed May 17, 2021.
http://hrnews.co.uk/covid-19-causes-cultural-shift-in-uk-organisations-approach-to-
employee-health-and-wellbeing/.

Kathryn Mayer. 2020. *hrexecutive.* April 28. Accessed May 17, 2021.
https://hrexecutive.com/hres-number-of-the-day-mental-health-programs/.

Becker, Franklin, and Fritz Steele. 1995. *Workplace by Design: Mapping the High-
Performance Workscape.* San Francisco: Jossey-Bass.

Ancillo, Antonio de Lucas, María Teresa del Val Núñez, and Sorin Gavrila Gavrila. 2020.
"Taylor & Francis Online." *tandfonline.com.* December 23. Accessed May 28, 2021.
https://www.tandfonline.com/doi/full/10.1080/1331677X.2020.1862689.

Panchal, Nirmita, Rabah Kamal, Cynthia Cox, and Rachel Garfield. 2021. *KFF.org.* Feburary
    10. Accessed May 25, 2021. https://www.kff.org/coronavirus-covid-19/issue-
    brief/the-implications-of-covid-19-for-mental-health-and-substance-use/.

Churlei, Eduard G. 2019. *Marketing Research.* Minsk, July.

https://www.wellcertified.com/. 2021. *https://www.wellcertified.com/.* Accessed May 20,
    2021. https://www.wellcertified.com/.