Deloitte.

Workplace transformation in the digital age
Challenges and success factors

About this study

Contents

1. Key findings

Changing nature of work

A majority of Swiss employees now use **digital technologies and devices**, **carry out knowledge-intensive and non-routine work**, **and rely on social interaction and creativity. This proportion is likely to increase further over coming years.**

Impact on the workplace

When the world of work changes, the workplace also needs to change. Workplaces increasingly need to be geared to **flexibility, collaboration** and **connectivity**. A representative survey of 1,000 office employees in Switzerland shows that this is not universally the case and that there remains much to do to achieve this.

Low levels of flexibility over working location but high levels of flexibility over working hours

39% of office workers surveyed work outside their employer's office for one or more days a week. **77%** still have their own desk within the office. However, there is greater flexibility with regard to working hours: **72%** of office workers have relative freedom to decide when they work in the office.

Inadequate provision of digital devices and collaboration tools

A majority of the office workers surveyed have mobile access to systems and processes, but **42%** say their employer does not provide them with the digital devices that would enable them to work remotely. **29%** are unable to use chat and video-conferencing technology or document management systems as collaboration tools.

A lack of guidelines and limited support from managers

Only **39%** of office workers surveyed report that their company has guidelines on flexible working. While **56%** of line managers support flexible working hours, only **30%** support flexible working locations.

What makes a successful workplace transformation?

Strategic integration of the workplace ecosystem

A successful transformation to a modern workplace that reflects current trends in the world of work means devising an overarching and coherent strategy. The core of this strategy should be the **integration of the various dimensions** of the workplace ecosystem. These include not only the physical workplace but also talent and technology.

Flexibility, collaboration, connectivity

The overarching goals of workplace transformation should focus on achieving and improving **flexibility, collaboration** and **connectivity.** These enable employee performance, employee satisfaction, use of physical space and employer branding to be optimised.

2. The world of work in transition

Driven by new technologies and increasing globalisation, the world of work has undergone constant change over the last two hundred years. Agrarian economies predominantly gave way to industrial economies, which in turn have now become service economies. Over this period, entire sectors and occupations have been transformed, with some disappearing and new ones replacing them.

The most recent transformation of the world of work – in response to digitalisation – has also brought about tangible change. Over recent decades, the use of digital technologies has risen markedly, and there has been a visible shift in the occupations, roles and skills involving the use of these technologies. Switzerland is no exception in this trend.

Technologies: digital devices and networks
As Figure 1 shows, digital devices and networks are crucial to the way in which more than half of all Swiss employees work. Use of PCs and laptops at the workplace has risen substantially over the past 15 years: in 2000, 38% of all Swiss employees used a PC or laptop at work; by 2015, this had risen to 58%. Use of the internet grew even more rapidly over the same period, more than doubling from 25% of all employees to 52%.

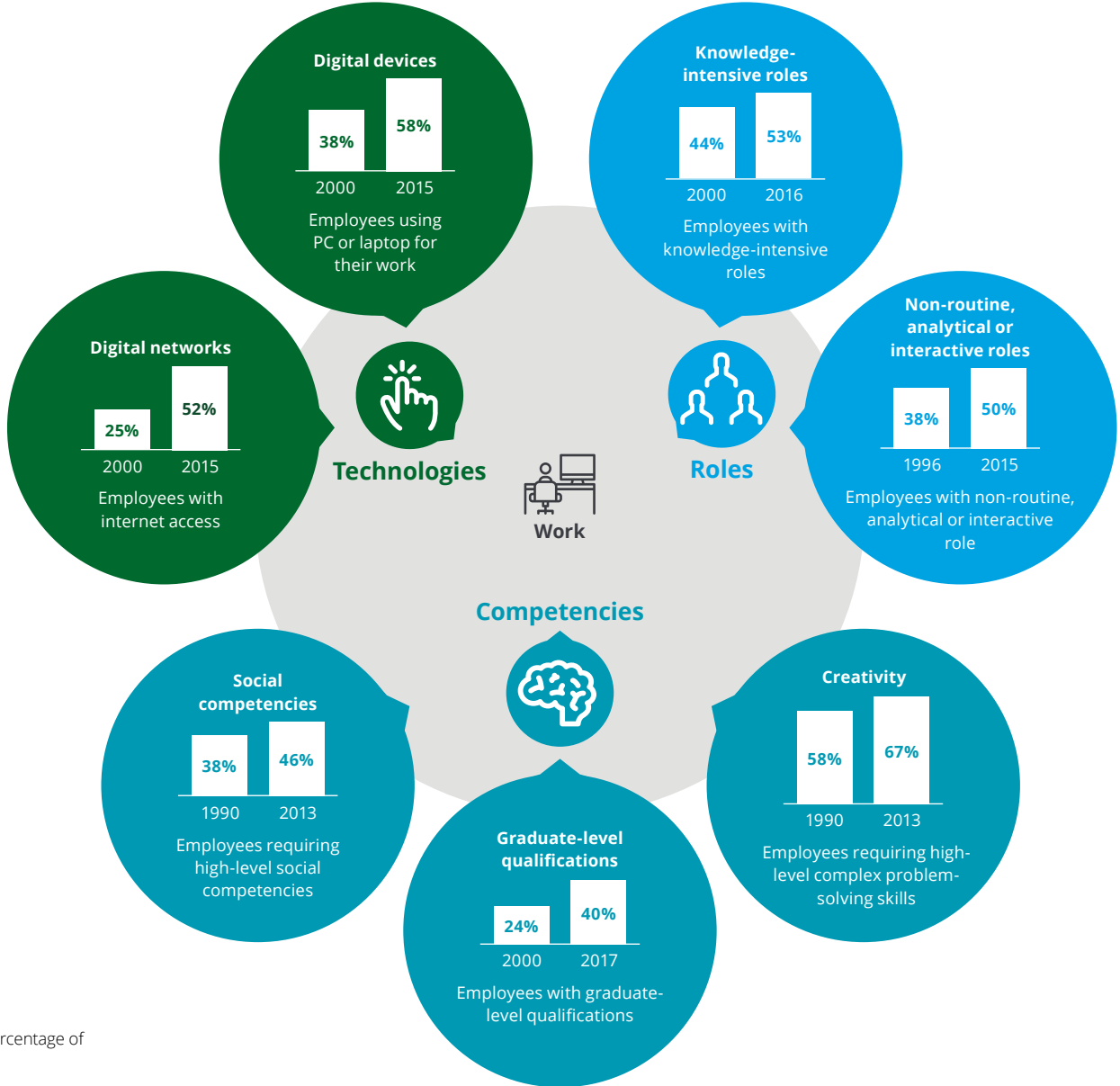**Roles: unstructured and knowledge-intensive**
The increasing use of digital technologies and the transition to a service economy have also increased the number of knowledge workers in the economy – employees whose work is primarily cognitive. Between 2000 and 2016, the proportion of all Swiss employees accounted for by knowledge workers rose from 44% to 53%. There was also a marked increase over this period in the proportion of employees, from 38% to 50%, doing non-standard work that requires them to solve often complex and unstructured problems, while routine jobs became less common, primarily as a result of increasing automation and digitalisation of entire operations and processes.

Skills: interactive and creative
Greater use of digital technologies and the increase in knowledge-intensive tasks have also brought about two major shifts in employee skills requirements. First, education and training levels have risen sharply: the proportion of employees with graduate-level qualifications (from universities or colleges at a comparable level) rose from 24% to 40% between 2000 and 2017. Second, social, communication and creative skills have gained substantially in importance. The proportion of employees who require good social skills for their job rose from 38% to 46% between 1990 and 2013.[1] Meanwhile, the proportion requiring complex problem-solving skills of the kind needed for creative thinking rose from 58% to 67%.

Overall, increasing numbers of employees are now reliant on digital devices and technologies, are carrying out knowledge work and non-routine tasks, and rely on social interaction, collaboration and creativity to do their jobs. These trends are likely to become even more marked over the next few years as a response to the exponential growth in digital technologies.

Figure 1. Changes in the Swiss world of work

Digital devices

38% (2000) · 58% (2015)

Employees using PC or laptop for their work

Knowledge-intensive roles

44% (2000) · 53% (2016)

Employees with knowledge-intensive roles

Digital networks

25% (2000) · 52% (2015)

Employees with internet access

Non-routine, analytical or interactive roles

38% (1996) · 50% (2015)

Employees with non-routine, analytical or interactive role

Technologies

Roles

Work

Competencies

Social competencies

38% (1990) · 46% (2013)

Employees requiring high-level social competencies

Creativity

58% (1990) · 67% (2013)

Employees requiring high-level complex problem-solving skills

Graduate-level qualifications

24% (2000) · 40% (2017)

Employees with graduate-level qualifications

Note: percentages relate to number of employees as a percentage of total employment

Sources: Swiss Federal Statistical Office, Eurostat, SECO, Deloitte Research

3. The workplace ecosystem

When the world of work changes, the workplace needs to do so too. The changes in technology, roles and competencies described in section 2 have crucial implications for the modern workplace.

Flexibility, collaboration and connectivity
First, as a result of the increasing importance of digital technologies and knowledge-intensive work, more and more employees are now able to work independently of a specific location, and often also independently of fixed working hours.[2] This provides companies with the potential to use their office space more efficiently, cut the time staff spend travelling to work and enhance employee satisfaction. To tap into this potential a modern workplace needs to offer flexibility over where – and when – employees work.

The increasing importance of analytical and creative roles also requires flexibility. Employees in such roles often need quiet and the ability to concentrate, so the availability of quiet spaces and flexible spatial arrangements underpin productivity in these roles.

Second, social interaction and collaboration are now key aspects of the jobs of almost half of all employees. A Deloitte study has shown that this involves competencies and roles in which human beings clearly outperform machines and software, and for which the demand is likely to continue increasing.[3] A modern workplace therefore needs to provide spaces and structures that facilitate interaction and collaboration. Technology is the key to this: employers need to find ways to ensure connectivity and use appropriate hardware and software to link spaces, locations and employees with each other. According to a study of employees in five different industrial economies, employees who perceive their physical workplace and working environment as collaborative and flexible are more engaged and satisfied and feel more connected with their employer.[4]
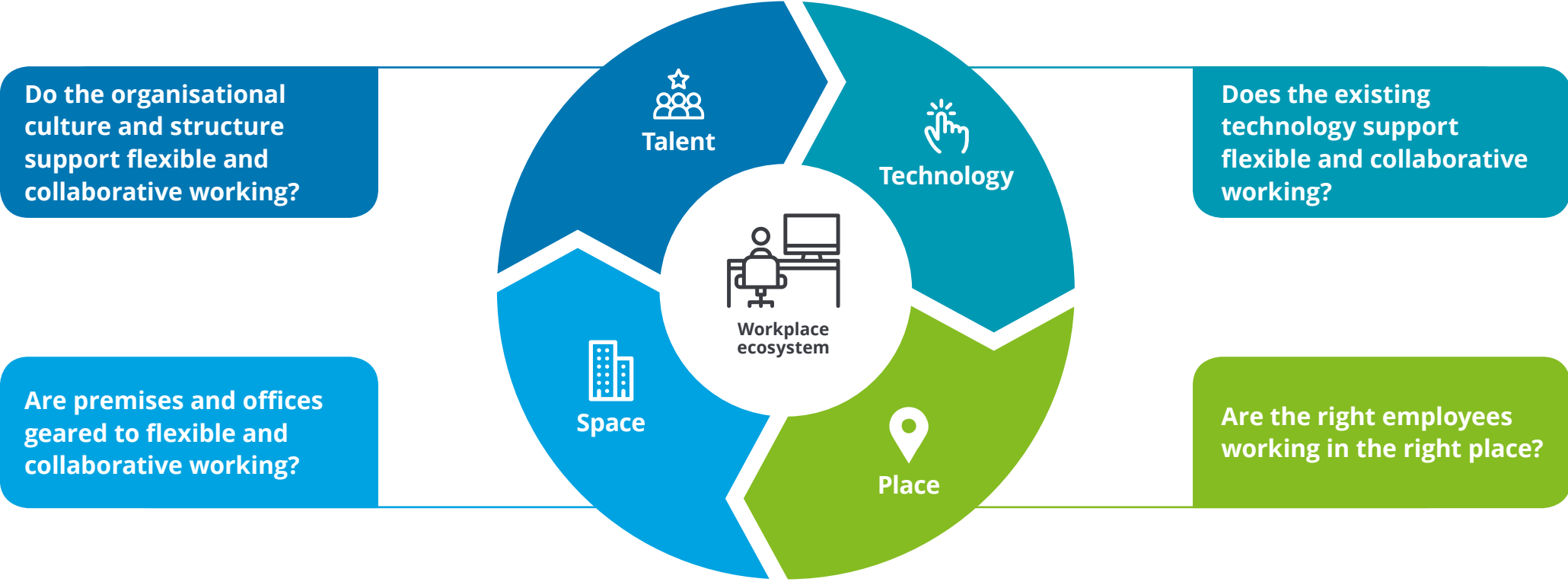
The four dimensions of the workplace
To provide flexible locations and working hours along with space for collaboration and interaction between employees, a workplace needs to integrate a number of dimensions systemically. Physical space is not the only criterion: for example, it would not help to configure office space to promote flexible working if flexibility is not part of the company's organisational culture and structure.

Deloitte has identified four dimensions that, taken together, make up the workplace ecosystem and are the key to creating a workplace that is flexible, collaborative and connected (see Figure 2).[5]

The first of these dimensions – space – relates to the design of office buildings and spaces. The second dimension – place – focuses on distributing employees across a range of locations (office building, home office, coworking space). The third dimension covers the technology that enables employees to carry out their job and collaborate with each other and the final dimension – talent – relates to organisational culture and structure.

Figure 2. The four dimensions of the workplace

Do the organisational culture and structure support flexible and collaborative working?

Does the existing technology support flexible and collaborative working?

Are premises and offices geared to flexible and collaborative working?

Are the right employees working in the right place?

Talent

Technology

Space

Place

Workplace ecosystem

Source: Deloitte Readiness Assessment

What the current Swiss office landscape looks like

To gain an overview of the maturity of the workplace ecosystem within Swiss companies, Deloitte commissioned a survey of 1,000 employees in Switzerland, representative according to age, gender and region. The aim of the survey was to ascertain how well the four dimensions relate to flexibility, collaboration and connectivity.

The survey was limited to white-collar workers – those working in office, commercial, service and similar occupations – who spend at least half of their working hours at a desk using a PC or laptop. Across the economy, this group makes up around 40% of all Swiss employees.[6] The aim was to reflect the Swiss office landscape and to exclude occupations requiring little, if any, office space (such as a construction worker, cashier or childcare worker).

Space: most employees still have their own desk

With the dimensions of space and place, which together constitute the physical workplace, flexibility over location and hours of work that underpins a modern agile workplace is crucial. This was measured using three indicators.

The first indicator is flexibility over where employees work – whether those working within their employer's office premises have the freedom to choose different desks and working areas. This flexibility has an impact on the way offices are designed and configured. As Figure 3 shows, 77% of those surveyed still have an assigned desk, leaving them little flexibility over where they work. 17% are able to choose where to work within a specified area or department, while the remaining 6% have complete flexibility about where they work. Giving employees more flexibility would enable companies to use their space more efficiently, while also improving productivity by allowing each employee to determine the best place to perform his or her current role and responsibilities.

Place: two-thirds are no longer bound to the office

The second indicator is flexibility over working hours. This relates not only to space but also to place. In contrast with the degree of flexibility over where employees work, it is clear here that a significant majority of office occupations offer at least some flexibility with regard to their physical presence in the office (39% and 33% of survey respondents respectively report that their hours are fairly or very flexible). Just 19% report that their hours are fairly inflexible and 9% that they are very inflexible.

The third indicator is flexibility over working location. Only around one-third of survey respondents work in their employer's office every day, with most able to work regularly from home, while travelling or in a cwwwwoworking space. There are, however, significant differences in the extent of such flexibility: 28% of employees work outside the office for less than one day a week, 12% for one day a week and 27% for more than one day a week. This finding indicates that here, too, there is considerable potential for making greater use of locations outside the office.
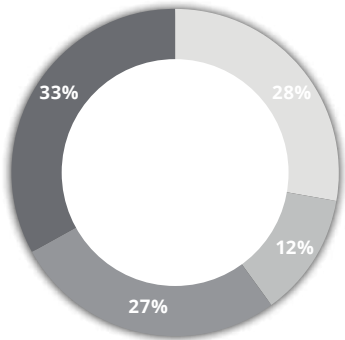
Figure 3. Place and space

Workplace ecosystem

Space

Place
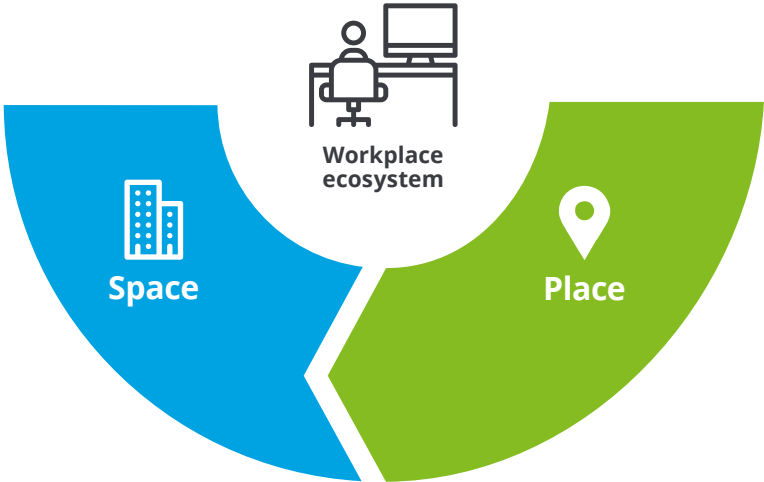
Desk flexibility
How would you describe your desk situation?

17%

6%

77%
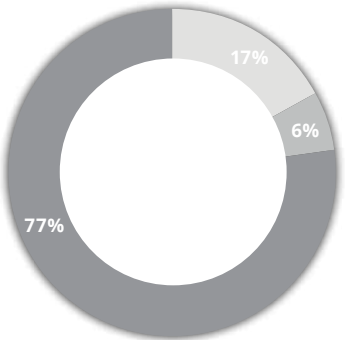
☐ Flexible choice of desk within a specific area/department
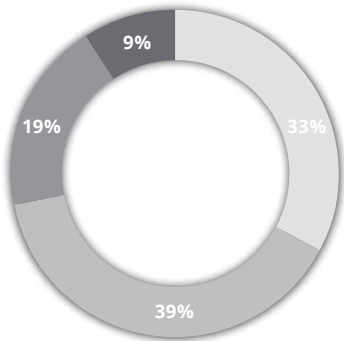☐ Flexible choice of desk within the building
■ Fixed desk allocated

Working hours flexibility
How flexible are your working hours?

9%

33%

19%

39%

☐ Very flexible
☐ Fairly flexible
☐ Fairly inflexible
■ Very inflexible

Location flexibility
How many days per week do you work outside your employer's office?

33%

28%

12%

27%

☐ Less than one day
☐ One day
☐ More than one day
■ Not at all

Source: Deloitte Research

Technology: ready access to mobile technology but a lack of hardware

Flexibility regarding working location and working hours relies on having the necessary technologies and devices available. As Figure 4 shows, the majority of those surveyed (51%) have complete mobile access to all their employer's systems and processes and a further 25% can at least access emails and calendars. This means, however, that one quarter of all employees have no mobile access. Surprisingly, there are only small differences in this respect between large and small companies. In large companies (those with more than 250 employees), 20% of staff have no mobile access, as against 28% in small companies (those with fewer than 50 employees). *

There is considerable scope for improvement in terms of the hardware that companies provide for their staff. 42% of those surveyed report that their employer provides no equipment or devices that would enable them to work from outside the office or access company data. 47% have a laptop and 11% a tablet or smartphone. Here, too, the differences between large and small companies are less marked than might be expected. 35% of employees in large companies say their employer does not provide them with digital devices, compared with 47% of employees in small companies.

Technology is also important in promoting interaction and collaboration between employees. As Figure 4 shows, 53% of those surveyed report having used chat functions and instant messaging within their company as a tool for collaborating with colleagues; 39% rely on IT systems to access document management and 36% use video conferencing. 29% do not use any of these collaboration tools.

Talent: a lack of guidelines and insufficient support

Alongside space, place and technology, the talent dimension is also crucial to ensuring and promoting flexibility, collaboration and connectivity at the workplace. The talent dimension relates primarily to having an appropriate organisational culture and structure. As Figure 4 highlights, however, these aspects are frequently neglected in measures to transform the workplace. Although a clear majority of those surveyed already have some flexibility in choosing their working location, only 39% report that their company has any guidelines on flexible working (see Figure 4). However, there are substantial differences between large and small companies here: this figure rises to 55% in companies with more than 250 employees, whereas in companies with fewer than 50 employees, it is just 24%.

Around two-thirds of respondents say their line manager supports flexible working, with 36% supporting flexible hours, 10% flexible locations and 20% both. This reveals that flexibility over working location is much less popular among line managers than flexibility over hours.

To ensure a healthy corporate culture, it is important that line managers not only support flexible working but also serve as role models and set a good example. More than half of those surveyed (57%) say this is more or less the case, while 38% say that their line manager is not a good role model for flexible working.

* The criteria for categorising companies as 'large' or 'small' are based on the Swiss Federal Statistical Office definition.
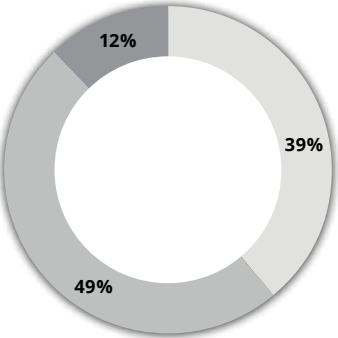
Figure 4. Talent and technology

Organisational culture and structure

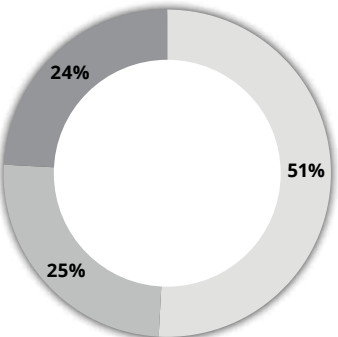**Are your managers in the company good role models for flexible working?**

- 24%
- 5%
- 14%
- 24%
- 33%
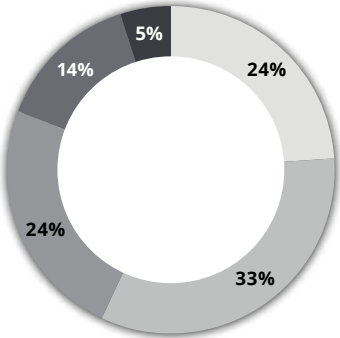
- Yes
- Yes, fairly good
- Not very good
- Not at all
- Don't know

Does your company have guidelines on flexible working?

- 12%
- 39%
- 49%

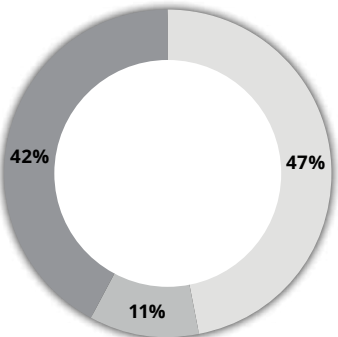- Yes
- No
- Don't know

Mobile access

Do you have mobile access to all the information and processes you need?

- 24%
- 51%
- 25%

- Complete access to all systems and processes
- Access only to email/calendar
- No mobile access to company data

Does your employer provide you with a device to enable you to work remotely and access company data?

- 42%
- 47%
- 11%
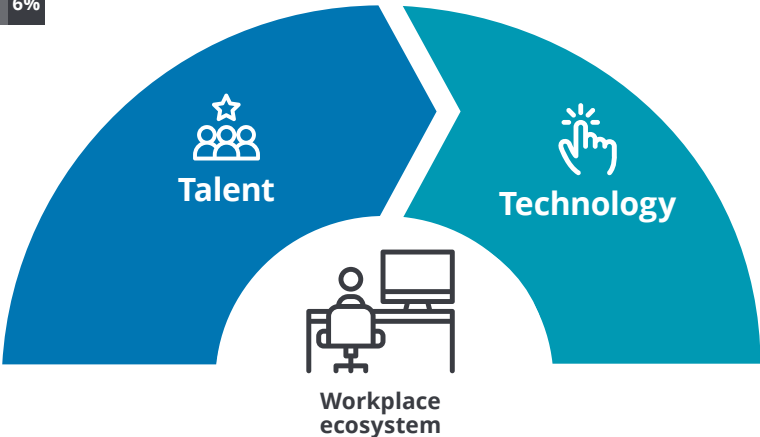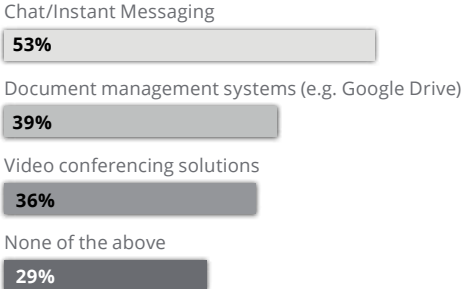
- Yes, with a laptop
- Yes, but with a smartphone/tablet only
- No

Does your direct line manager support flexible working?

| 10% | 36% | 20% | 28% | 6% |

- Flexible working location
- Flexible working hours
- Both
- Neither
- Don't know

Collaboration tools

Which collaboration tools do you use within your company?

Chat/Instant Messaging
53%

Document management systems (e.g. Google Drive)
39%

Video conferencing solutions
36%

None of the above
29%

Talent

Technology

Workplace ecosystem

Source: Deloitte Research

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4. A guide to successful workplace transformation

"There are two critical factors for a successful workplace transformation. First, change management plays an important role as people tend to forget about the rules. Second, emotions need to be part of the transformation. Workplaces that generate positive emotions mean people work better."

Christian Marcotte, Head of Global Workplace Solutions, Nestlé.

"The transition to a flexible, modern working world at Swiss Post head-quarters, with open spaces, labs, quiet areas and meeting spaces, has increased employee satisfaction and cross-departmental cooperation. We are also using our space efficiently."

Stefan Dürig, Managing Director, Post Immobilien M&S AG, Swiss Post

The increasing importance of digital technologies and the rapid pace of change in employees' roles and competencies make fundamental change at the workplace essential. A majority of Swiss employees are now reliant on digital technologies, and their work involves primarily knowledge-intensive roles requiring high levels of creativity and interaction. A modern workplace that meets these criteria must be designed to promote flexibility, collaboration and connectivity if it is to improve employee performance and satisfaction, and optimise use of space and employer branding. The key here is an integrated approach that reflects all four dimensions of the workplace ecosystem and adapts them appropriately.

As section 3 makes clear, many Swiss companies have apparently not yet put this kind of integrated approach in place. There is, therefore, still a lot of work to do. But how should companies go about devising such an approach? How can they ensure a successful workplace transformation? And what are the critical success factors?

A good start: a clear goal and strategy
On the basis of the overall business strategy, the over-arching workplace strategy and accompanying goals need to be clearly defined before individual measures can be taken. This is crucial, particularly in the digital age. Deloitte research shows that the existence of a strategy and an orientation to clearly defined goals influences the level of 'digital maturity' within a company.[7] In other words, digitally mature and advanced companies have clear goals and a clear strategy.

The over-arching strategy for workplace transformation should ensure that all the dimensions of the workplace ecosystem are reflected. The accompanying goals for workplace transformation should be appropriate levels of flexibility, collaboration and connectivity. Depending on the overall direction of the strategy, these goals may be weighted differently. Once strategy and goals have been defined, the next stage is to focus on the individual dimensions and to optimise each, using appropriate measures. For each dimension, a range of challenges will need to be tackled, so various success factors need to be taken into consideration.

Space: flexible spatial design
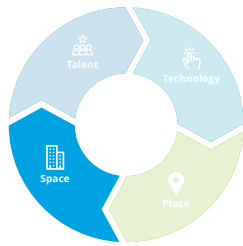
A modern workplace ecosystem is based on the design and layout of physical space. Two factors are particularly important here.

First, depending on their individual role, staff should be able to choose between different space concepts. As section 2 shows, while interactive and collaborative work is becoming more important, so too is analytical work. Interaction and collaboration require working spaces that facilitate exchange, promote cooperation and provide the necessary equipment. Analysis, on the other hand, requires quiet working spaces free from noise and interruptions. A workplace should therefore be 'activity-based' and tailored to a range of different activities. Alongside an open-plan area, it should also have innovation zones, 'deep work' spaces, quiet spaces, coffee areas, and so on.

Second, employers should aim to reduce the number of fixed desks. Improvements in technology and changes in roles mean that all employees do not need to be in the office every day and have their own desk. Working from home and in coworking spaces has become more important, although as section 3 shows, fixed desks are still the norm in a large majority of office occupations.

While it may not be easy to determine the optimal number of desks within an office some under-provision is essential to create dynamism and encourage efficient use of the working space available. However, there should not be so few desks that employees stop coming into the office because they fear they will not be able to find one.

It is important that the focus is not solely on reducing the number of desks. What is more crucial is the combination of desk reduction and flexibility over location along with provision of a range of spaces and locations. It is essential that reducing the number of desks does not necessarily entail an overall reduction in available space.

One promising approach is to cut the number of fully equipped desks to 0.7 or 0.8 per member of staff while also introducing complementary working spaces. In this model, a team of ten would have access to only seven or eight desks but also to additional working spaces, including innovation zones, 'deep work' spaces, quiet areas and so on. These additional spaces could be used to ensure that every team has enough space for each member to work in.

For companies that wish to focus more on designing individual spaces for individual roles, another solution is to allocate a fixed amount of space per employee or team while at the same time reducing the overall space requirement. Each team would then be free to decide how it wishes to use its space allocation and how many desks it wants to install. Such an approach creates considerable flexibility and freedom and also enables a range of different needs to be reflected.

The first major challenge in designing office space in line with individual teams and roles is how to determine the number, size and constellation of work stations, rooms and spaces. Guaranteeing flexibility can rapidly lead to space being used inefficiently, so it is crucial that the various hierarchical levels are involved and that existing needs are accepted (see Talent section, page 18). Second, companies also need to be able to measure space and desk use reliably. Here, digital tools and technologies may help (see Technology section, page 17). Third, employers should respond as rapidly as possible to changes: what is needed are multifunctional spaces and zones that can be adapted quickly and easily.

> "In an agile workplace environment, it is important to have the right number of desks. Some under-provision of desk space creates a certain dynamic in employees' decision as to where they work, but this under-provision should not be perceived as a shortage, or else employees will be deterred. The challenge lies in finding exactly the right ratio of desks to staff."

Claudio Amoroso, Head Projects & Strategic Development, Swiss Re

> "Every department and every team works in its own way and has its own needs and its own sub-culture, so desk-sharing cannot be implemented in a standard way. We decide how much space each team has but not how that space is configured: teams work that out for themselves."

**Philipp Roth, Portfolio Manager Property, Zurich Cantonal Bank**

"The idea behind a modern workplace is not to send people home to work. Although we aim to give people more flexibility to work remotely via a digital workplace, coming together for discussion and collaboration within a physical workplace should be the priority."

Helena Vestreli, Head of Global Digital Workplace, ABB

"Working from home is part of the new world of work: employees have more flexibility, while companies are able to make more efficient use of their space. However, it is important that the relationship with those working from home is clearly regulated and that homeworking is evenly distributed across the week, so that offices are not deserted on Mondays and Fridays."

Christian Nagler, Head of Logistics, Baloise Insurance

Place: a flexible location model
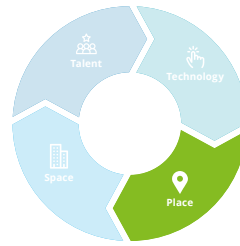
Closely associated with a flexible space concept is a flexible location concept, which should ensure that employees work in the 'right' place. Different roles require different locations. Anyone drafting documents, for example, requires quiet and the ability to concentrate without interruption and may well work better at home. Anyone designing a concept, in contrast, may need to collaborate with colleagues, so being in the office is essential. These choices also require a measure of flexibility over working hours.

The most common alternative to working in the office is working from home. According to a Deloitte study, 28% of all Swiss employees already work from home for at least half a day a week.[8]

Coworking spaces are less common but gaining rapidly in popularity. They offer companies alternative locations that can be used by any employees who have long journeys to work but cannot easily work from home. Coworking can also enhance collaboration, social interaction and employee networking.[9]

As well as using existing coworking spaces, companies can set up their own – a model that is particularly well suited to innovative cooperation with external stakeholders. Managing their own coworking spaces enables companies to bring external stakeholders such as start-ups or staff from other companies into their premises and promotes beneficial exchange between these individuals and their own staff. The model is already established and is particularly popular among tech companies.

A flexible location model ensures that every employee can work in the most appropriate location and space. Employers are able to reduce the number of fixed desks within their office and use space more efficiently, while employees enjoy greater freedom of choice, more flexibility and shorter travelling times to work – factors that are frequently associated with greater employee satisfaction. However, it is important to be cautious about total flexibility: achieving the right level of flexibility is a critical success factor, and employees who work outside their employer's office for five days a week run the risk of losing out on social contact and exchange, team spirit, and a feeling of loyalty to the company. A simple rule of thumb would be for employees to work away from the office for one to two days a week, although this is itself flexible and should be determined on a case-by-case basis. As Figure 3 shows, 33% of office workers currently never work outside their employer's office and 28% do so for less than one day a week.

A critical successful factor is not only the extent to which employees are able to choose how much of their working week they spend in the office, but also discussion and organisation within their team. Who works when and where is an issue that requires clear agreement and must be geared to employees' changing working requirements (see Talent section, page 18).

Technology: promoting collaboration and measuring use of space
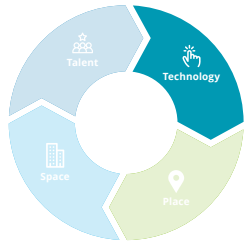
Digital technologies are currently central to almost every area of a company's activity. The same is true of the workplace. A successful transformation to a modern workplace is therefore unthinkable without digital technologies and devices. Two main aspects are crucial.

First, staff need basic equipment in terms of digital devices and technologies – laptops, tablets and smartphones, along with secure external access to all company data, information and processes. This is essential in order to work independently of a specific location. Any space and location model that does not include the availability of such basic equipment is not likely to succeed. Second, staff also need additional tools and software that promote collaboration. The main issue here is how virtual teams can best collaborate. Tools such as chat functions, document management systems and video conferencing are crucial and are also becoming increasingly user-friendly and suitable for mobile working. However, it is essential to set out clear rules for how such tools are used. At team level, for example, guidance should specify which tools (chat, email and/or video conferencing) should be used for which types of communication – and how they should be used.[10]

As Figure 4 shows, the Swiss office environment still has some way to go in terms of basic equipment and of collaboration tools. 42% of all office employees report that their employer has not provided them with a device that would enable them to work outside the office and access company data. Moreover, only 53% actually use collaboration tools such as chat functions or instant messaging. Some employees who have not been given devices by their company use of their own devices instead, subject to appropriate company security guidelines.

Digital technologies not only support employees and enable them to interact and collaborate, they are also crucial in measuring use of space. Flexible space and location models mean that use of various spaces is now more difficult to gauge accurately, however accurate measuring is vital for companies that want to ensure they are using space efficiently. Technologies associated with the internet of things (IOT), such as motion sensors, could be used to measure how often desks are occupied or how often meeting rooms are used, for example. Such data on use not only feeds into optimised building management (temperature, lighting, cleaning, etc.) but also, in the medium term, underpins the way offices are equipped (layout, physical equipment and technology).

A critical success factor in the use of digital technologies is that they clearly improve collaboration between colleagues rather than making interaction more complex. Digital technologies at the workplace need to be used as a tool for performing specific tasks rather than as an end in themselves. Before being implemented it must be clear how technologies are to be used and which forms of communication they are suited to.

Data protection is a further critical success factor in the use of IOT technologies to network the physical and virtual world of work. For example, the scope for optimising building management must be weighed against employees' data protection interests.

"Flexible working has many advantages but undeniably also blurs the boundaries between private life and working life. We need (formal or informal) guidelines and provisions to protect staff and their health but also to ensure long-term maintenance of productivity."

Manùela Arnold, Business Director Switzerland, Johnson & Johnson

"Co-working spaces give Swisscom the opportunity to cooperate on innovation with start-ups and young talent beyond the company itself. And they offer our employees alternative places, in particular those who have a long journey to work or who cannot easily work from home."

**Fabian Etter, Head of Innovation, Workspace & Collaboration, Swisscom**

> "Change management is crucial to workplace transformation. Employees' needs must be reflected on many different levels, but team leaders and company management also need to be role models for change."

Thomas Baumgartner, Head of CRE/WS Portfolio Management Continental Europe, Zurich Insurance Company Ltd.

> "Introducing smart working needs employees' involvement: those affected need to be directly involved. Companies that focus exclusively on cutting costs at the expense of employee satisfaction will not manage successfully to reshape their workplace."

Hugo Lombriser, Corporate Architect, Credit Suisse

Talent: a shift in culture and mindset
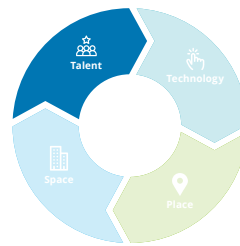
Regardless of how sophisticated a company's space and location models and technological tools are, they will only be truly effective if there has been a shift in the mindset of employees and managers. The main strategic priority is to strike the right balance between different needs and requirement. For example, the need to break down silos to improve employee flexibility, agility and satisfaction, should be weighed against the need for strict confidentiality required for certain jobs or projects. Each company needs to find the right balance between transparency and privacy. A further example would be balancing hierarchies and networks: breaking down hierarchies and boosting networking offers many advantages but also creates specific problems relating to responsibility or performance management.

Once the basic strategic issues have been clarified, the following four critical success factors need to be reflected in the practical implementation of changes in culture and mindset.
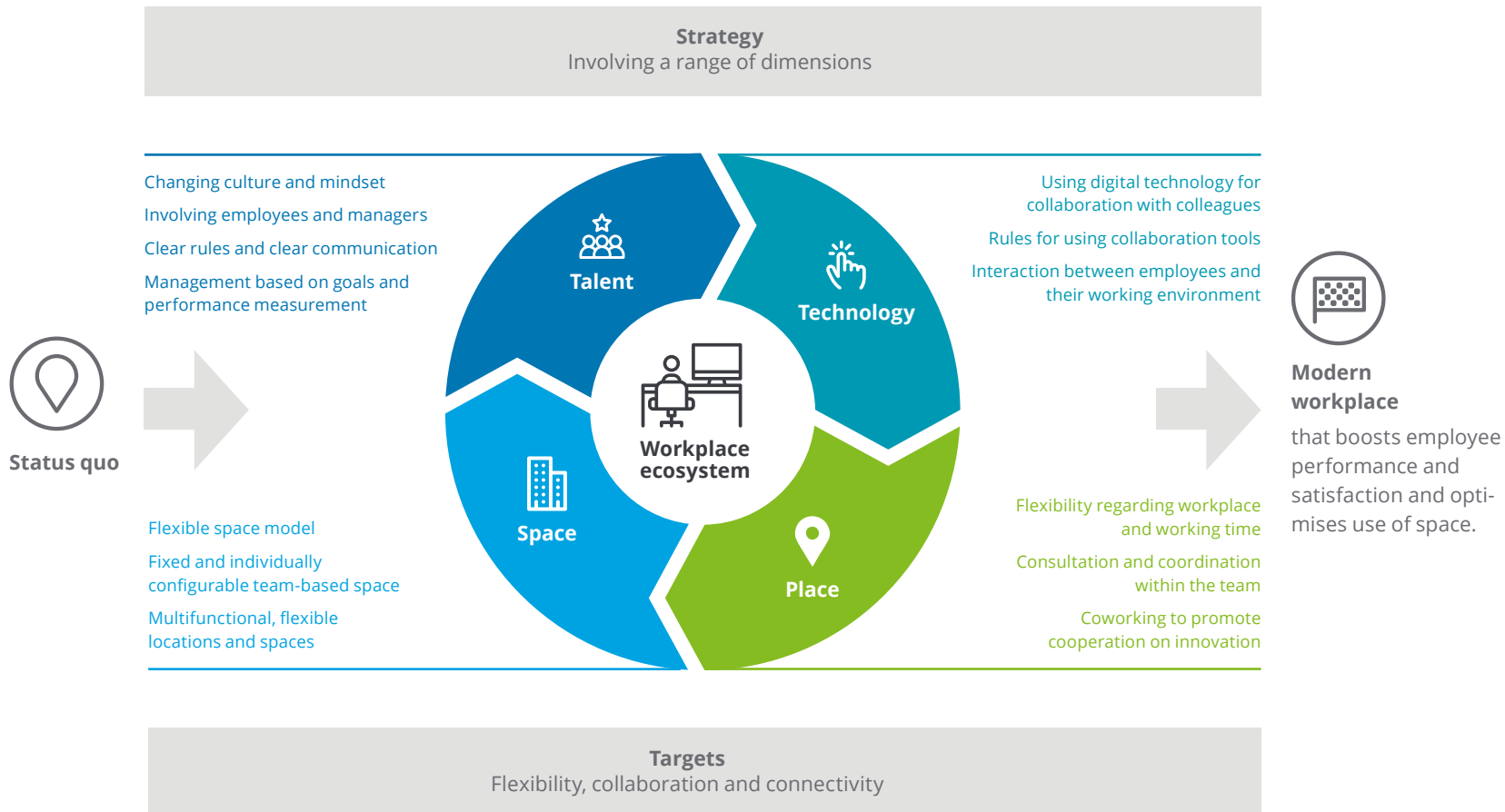
Frist, it is essential that employees are directly involved in change management. They need to have a say in the entire transformation process and scope for influencing what happens. Appropriate ways of achieving this include company-wide surveys and feedback forums, individual discussions with specific departments and focus groups. Employees who are involved in the process of workplace transformation are more likely to identify with their workplace, which has a positive impact on their performance and satisfaction.

Second, managers and team leaders must be on board: a successful workplace transformation that works on a day-to-day basis requires managers to be behind the strategy, the targets and the individual concepts. They also have an important part to play as role models in the entire workplace transformation process. Where they are not good role models for flexible working, a lack of sympathy and resistance on the part of employees may result. As Figure 4 shows, only around 60% of office workers surveyed report that their line manager is a good role model for flexible working.

Third, clear rules and guidelines applicable to everyone and communicated openly and transparently are essential both to location-independent working and to more flexible working hours. Staff need to be clear about what they can and cannot do which requires transparent discussions and agreement with line managers and colleagues. There is plenty of scope for Swiss companies to improve in this respect (see Figure 4). Companies also need clear rules in relation to the use of office space, such as rules on noise levels in different areas.

The fourth critical success factor is performance measurement. Flexible working will be effective only if employees' work is measured against transparent and clearly understandable targets.

Figure 5. Best practice approach to successful workplace transformation

Strategy
Involving a range of dimensions

Status quo

Changing culture and mindset
Involving employees and managers
Clear rules and clear communication
Management based on goals and performance measurement

Flexible space model
Fixed and individually configurable team-based space
Multifunctional, flexible locations and spaces

Talent

Technology

Workplace ecosystem

Space

Place

Using digital technology for collaboration with colleagues
Rules for using collaboration tools
Interaction between employees and their working environment

Flexibility regarding workplace and working time
Consultation and coordination within the team
Coworking to promote cooperation on innovation

Modern workplace
that boosts employee performance and satisfaction and optimises use of space.

Targets
Flexibility, collaboration and connectivity

"The workplace of the future should be all about choices. People with different tasks and levels of complexity in their jobs and needs should be working in different spaces. For instance, accommodating different types of collaborative work and interaction is as important as accommodating roles requiring focus and concentration."

**Catherine Mutter,
Director General Services
Switzerland,
Philip Morris International**

5. Endnotes

[1] 'Social competencies' are defined here as social perception skills, coordination, persuasiveness and negotiation. See Deloitte: What key competencies are needed in the digital age? 2017.

[2] The most recent estimates are that 55% of all Swiss employees have jobs that, in theory, enable them to work independently of a specific location. See Weichbrodt, Johann, Berset, Martial and Michael Schläppi, FlexWork Survey 2016. Befragung von Erwerbstätigen und Unternehmen in der Schweiz zur Verbreitung mobiler Arbeit. 2016.

[3] Deloitte: What key competencies are needed in the digital age? 2017.

[4] Pearce, Brandi and Pamela Hinds, How to Make Sure People Won't Hate Your New Open Office Plan, Harvard Business Review, January 2018.

[5] Deloitte, Future of Work. Work & Place Readiness Assessment. 2017.

[6] The figure of 40% is obtained by adding together total employment in ISCO categories 1 and 4 plus around half of that in ISCO categories 2 and 3. Numbers of employees in ISCO categories come from the Swiss Federal Statistical Office.

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Notes

Deloitte.