It's like to welcome all of you to our webinar this afternoon

with Suzanne Lawrence and who's a partner with Cushman and

Wakefield just to do a little bit of housekeeping. We've got a

couple of people who will be letting others in as they come

and join us throughout. We will also be looking forward taking

your questions and will be managing those as best we can.

We'll take a couple, probably during the session, but mostly

waiting for those until after.

The session what we're going to be taking a look at today is the

role of the work place in the ecosystem of change and

reimagining, how and where the world will work going forward.

So Suzanne, if you wouldn't mind just flicking through the next

one, as you guys know, we're all a global Association in this,

the UK chapter an we're really looking for some volunteers, so

if you guys want to get involved in the situation where a

volunteer organization, you're

bored. Are volunteers so if you want to get involved please just

reach out to us. We we would love to have you come in and

help us and give us some amazing ideas that you've got going on

next slide please. As you know there are three different types

of events. We've got the rewiring another perspective and

story time. This is another perspective event just so we can

hear from from Suzanne at who's an expert in the whole workplace

side of things. She's been working in real estate for.

A few decades. I won't say how many and and be able to give her

perspective on where things are at because it's been a it's a

bit bit of a change going on in that space this year. So without

further ado I'm going to hand over to to Suzanne and who I've

worked with before and she is absolutely fantastic. She not

only understands workplace in real estate in his real expert

in that she really understands the side of change in the

behavioral side of change as

well, so. I think she's an amazing person to to hear from

on this. So without further ado, Suzanne Suzanne before you

start just to give everybody a heads up. There is a Q and a

window that you guys can use throughout the session. So if

you hover over your toolbar, there's a Q and a window.

Please add your questions there and we'll do what we can to

answer them as go through. OK, Suzanne.

Very much for that animal. Good afternoon everybody and thanks

for inviting me to for the session today as well. So it's

Jennifer said I'm partner within sort of workplace strategy in

Cushman and Wakefield. So I head up the UK side of it. We are a

global team, but part of our work is really stop change

management, workplace strategy. But we also take into account

with the work that we do. Location, talent, attraction and

what? Impact is on the overall portfolio, so we're always sort

of looking at that bigger picture for our clients.

So today what I'd like to share with you are the three

fundamental questions that we are constantly asked by

our clients.

And how we stop trying respond to those technology, workplace

and people and then share with you some results that we had

from a recent sort of global experience per square foot

survey that we conducted, which was quite amazing response on

that. Then we can look at what the impact on working and the

total workplace ecosystem. And then I'm just open up for

questions as well on the impact on change management and how we

have to. Adapt our styles to how organisations are actually

changing and working working.

It discovered OK.

I do feel free, I will. I will pause at certain times

throughout the session if people want to ask some questions as we

go along, OK?

So. We have between, sort of from roundabout March 2 wells

up throughtout so July been holding an significant sessions

with our clients.

And you know, across the various sectors addressing with the

legal sector as a pharmaceutical, so it's a

financial sectors as well. And everybody knows really. Applying

these sessions, we did one sort of every every week with some

different subsectors with clients, and these are the key

questions that are asking, so you know what? What do we look

at in the role of the office? You know, looking at virtual

first or in person, so you know this is really accelerating

digitization. And stop deploying agile working and you know we're

doing things that companies were thinking about for many years,

but we're being held back by management trust and also by not

having the rights of technology

as well. The question of the role of the office, you know

that's been sort of top of the agenda of, well, what should it

be in the future is a place that's for more collaboration,

or because you know we're doing a lot of our individual work

from home and managing to do that. Well, so that's of asking

about the balance of space types and three assessing the location

strategy. So there's some companies there, but the BP PSA

Barclays Capital, just to name a few that have been thinking

about it. The key questions always been now is well, how

much office space do I need in the future? So really.

Organisations are looking at how do I optimize my office

footprint and have less traditional office space and

even those who have operated in an agile set working mode

and have adopted their office space. They are also looking

at what the next step should be and how they should look

at that space in the future.

So really, the questions of how, where and what needs to be

addressed. It's up look at a wider ecosystem as well.

So the how we work is thinking about the work patterns and how

much we can do in person and how much we can do remotely. What

will be digitized, what could be outsourced as well, then the

range of activities as well. So thinking about you know what do

can we do best in person? What do we do remotely as well an

addressing from collaboration through socializing, renew and

learning as well, and key questions? Where where should

those about work activities Beacon maybe from from?

Anywhere and how relevant, will accompany's location be in the

future as well?

And also, will it be a slowdown on the reversal of

1st of the return to cities as well? So you're looking

at sort of communities, people not wanting to stop,

travel or commute as much, so that's really the

question. That role of the real estate, the role of the

buildings, and then also the occupancy shifts in the

marketplace of how much is owned, how much is leased,

and how much should be on demand in the future.

So. That means of data tech transformation as well. Looking

at reduction in hierarchy and increasing remote management,

which is a radical sort of way of changing for some companies

as well so.

Radical digital equality. So remote working can reduce

spatial sort of locational hierarchy, and it can give more

of a diverse range of voices to be heard across locations and

what we've heard back from our clients is that they for some

people they feel that they can contribute more in meetings.

They've got greater access to their managers and what they did

before an decisions are being made slightly quicker.

Now, that's not for all sectors that we've been talking to, but

for some sectors have been used to working in an agile way, so

that needs to stop face to face or virtual sort of collaboration

as well. So having the choice of two channels for work and a

choice to work in person or online, and we're seeing that as

well of the choices that we have as well. You know it. Do we want

to sort of go in person to join a gym class, but find that now

we can still do a lot of those things in line and those up come

with difference of. Price points

as well. But what's going to be key is the behaviors and

protocols for online working as well, which will come onto 2

afterwards as well. And we could stop share your experience of

what's happening there, but there will be a need to adjust

those behaviors, and you know how we interact and how we

communicate with each other as

well. And at least one to sort of leaders and

management needing to supply and how to manage and

motivate and keep remote workers connected to the

company culture. That's really sort of fundamental in

working together and and how we work in the future as

well, but we're seeing as well as new roles emerging,

such as the head of employee and happiness and engagement.

OK.

So what I want to share with you is some of the feedback that we

results that we got from an experience of square foot survey

that we conducted. So we took the unique opportunity way back

in April in May and we sent out a survey to sort through stuff,

gauge how people were.

Gauge the wear of.

Being of working remotely within organisations, so we had about

64,000 responses across about 50 countries as well and it makes

up. The workplace experience and engagement and some measuring

and improving workplace experiences to help on to focus

on the things that really sort of truly matter. Also start

focusing on optimizing capital spending as well.

So the server looked at how productive employees are in

today's code environment from the perspective of

collaboration, energy bonding with colleagues learning and

development as well.

So we asked him what the biggest challenges where. So what you

see on the top is the drivers to to work remotely so very

positive. 90% of respondents felt cluster to carry out their

work by their managers remotely with an increasing communication

and stop using technology, 82% felt informed. 75% felt they

could effectively focus and collaborate, and 78% thought

that remote working policy is should be expanded. So more of

a. A desire to serve, continue to work remotely, and have a

hybrid way of working.

So those are the drivers to serve, continue to work

remotely, but their drivers to return to the office was a sense

of well being as well, so people sort of feeling stressed out in

some cases, some people feeling isolated as well, but learning

and cannot connectivity to colleagues and company culture.

Those were the things that were really suffering really badly

amongst all of the respondents

as well. So we still a sense of place that's it's

required in the future.

And so really as a summary of that work related things worse

of going well for for many people, but some of the culture

was hurting, and younger generations were struggling the

most, because mostly they don't have the right type of

accommodation. There's sharing with other people. Many people

are self care superheroes as well, but we found that baby

boomers, who are normally in.

Management roles an and ones that could you know previously

where sometimes resistant to change or the ones who were

absolutely coping extremely well with it. And I've been working

with different companies 9 minutes and also with the legal

sector as well, where some of the partners only want to come

back one day per week. You know if you ask them that question so

previously they would have answered it in a different way.

So really, what that's leading to is that the office has a

purpose. You know you've heard in the news about people saying,

well, there's the office dead. It certainly isn't because the

office will be that critical driver for maintaining that

culture, learning and personal connections as well. So it will

really be that shift to that total workplace ecosystem and

balancing office home and third places as well. Should I pause,

there? Is anybody got?

Any sub questions?

Sorry there is my question, sorry myself.

Considering that people have been in a forest remote working

has now kind of gone on for about six months or over six

months for many people. Have you discovered if people are being

in a digital or remote fatigue at all? Yeah, I'm finding that

some people are are zoomed out completely and so that sort of

continuous one. You know meetings after one after another

so you know what I'm seeing is that organizations are taking

this stuff really seriously.

And you know, not having meetings after a certain time of

the day, so they're stopping that they're stopping on certain

days of having meetings, but they're also sort of blocking

out that you know people should not be having any meetings

during lunchtime and encouraging people to go out. Go out for a

walk so you know they're putting sort of rules and process is in

place to stop this. This actually happening as well, but

yes, there is been seeing a desire for to come back into the

office. But the answer to that is that they don't want to come

back five days per week. They don't, or even four days per

week on that one, right? OK, there's a couple more questions

here for Suzanne and comments.

There's also a thought as to whether not being able to

socially engage as much with family and neighbors, etc. If

that might be contributing to things, is one thought, and

then question is that do you think baby boomers and

managerial positions will drive the shift to a permanent

remote or hybrid workplace?

Yeah, well, the answer to the first question I do. I do think

that that's having an impact of you know when people are working

remotely and not having having that access to their social sort

of network is having an impact on how people feel and an answer

to your second question. Yes, we are seeing that there is a

definite change in mindset of how people want to lead and

leading by example as well.

Um, you know what we've we've seen as well? Mostly sort of

people that are baby boomers are people who have got no

children at home.

So they're not self caregivers anymore and generally tend to

have an outside space and and you know more space in their

homes as well, but it's really sort of shifted that mindset of

it can be done.

And how people are are working and how people can be be

trusted. So yeah, I think they will still still be leading on

that moving forward. Great, thank you very much and that's

all the questions at this point. If you want to. So I want to

share with you now is.

The carpets are adopting remote working and really stop

considering an answer to that that that previous question is,

well, Jennifer as well. So what we're seeing is, you know, a

shift in thinking of and this is not just from the real estate

side of things, it's actually coming from leadership teams

within an organizations as well. And you have heard on the news

recently like Deloitte's, for instance, you know their their

consultants, but they're going to close four.

Off their UK sites so virtual is going to become first for

them. Lloyds are self considering not going back to

work until spring 2021, so that's going to have an

impact on their future way of working in the process is

that they're going to go through as well.

So we've been looking at Barclays as well. Barclays

are sort of looking at reusing some of their.

Retail units, so stop bringing space into the communities as

well and you know that's going to have an impact on. You know

where people go because communities are actually sort of

booming a lot more because then you know people are not coming

into the city's at the moment, but they're using the facilities

when they are open to go out for a coffee because, you know, we

still need to stop. Go out. Still need to stop socialize as

well so you know a lot of companies are sort of rethinking

that. And BP who have been sort of a leader in.

Agile working 4 remember working with them about some

20 years ago. Then I start saying we're going to reduce

our footprint by about 50%.

So you know a lot of the stuff conversations are going on. But

what we're asking is that you know carpets are starting to

take this seriously of thinking about hybrid way of working. So

investing in employees homes. So we've seen companies like Google

and Facebook and Twitter. So investing and increasing the

mobile and Internet costs that never happened before. If you

remember when people were doing ad hoc working from home, the

answer is always no. We're not going to contribute to this.

You're not doing that, um?

They're giving the yearly allowance for the home setup and

cash bonuses as well, and thinking about ergonomic

settings so that people have the opportunity for sit stand in

their in their homes as well and work Life balance initiative so

you know Nike and Cisco and E, why they're looking at. You

know, investing in virtual gym classes for the employees as I

spoke by 4 zoom, Three Fridays Day for me initiatives which

really important as well working in this type of environment and

no meetings Fridays as well.

An unmindful sessions an have nice virtual cookery classes

too, so that people can self relax and join in with each

other as well and were fight we've been finding is all that

you know the companies have been engaging with with each other

and trying to.

You know, so keep that community going, but people are zoomed I

again with just having a drink so session and things like that.

So introducing these types of facilities or well, that would

be fun. I could learn something I can make something I can

create. Something is becoming, you know stuff quite quite

essential there as well. And then also the virtual first. No,

you know there's been have just heard from a couple of my

clients. They have just hired people in different regions.

Because they are not tide to to place the hiding. Some sort of

really great. Put the moment and then for the virtual first is an

increased choice of living

location. Some of my clients are saying some of their colleagues

are thinking of moving out of the UK or moving out of London

because they know that they can start work in this way and so

all of these stuff different good things are actually

starting to happen and to be

taken seriously. For talent, attraction and retention, but

also for work life balance for people just making people's

lives easier to work for. For a company in the future. So what I

wanted to I'm just going to what that means. For for the office

space for you as well.

And so I think I'm just gonna say before you go on Suzanne,

but there's people really enjoying these insights. So

thank you very much. So they're they're really good. OK, going.

I sometimes refer make sure I go through this a certain speed for

you so we can get to the last part of this as well.

How to share with you? I'm all of the research and all of the

measures that we do on how occupiers of work pre covered.

We saw that officers were used about an average of 55% prede.

Oh of you know, total sort of working day as well, which was

quite loud, recovered and then peak occupancy was round about

75%. So you know now that some people are, you know, some

companies are trying to return to work even though they've got

the choice to go back into work.

We start seeing that that might only be an average occupancy of

about 30%, so people are still don't want to sort of commute at

the moment, but post covered what we're actually anticipating

is that occupancy could be about 40% or to peak occupancy of 50%,

but we're running through different models for different

organisations, so that you know that might be 60% for some

organizations, but it's definitely not going up to 70%.

Is it you know wassup previously as well so you

know, sort of really looking at you know, really thinking

about office fit for purpose, providing just in

time spaces and flexibility, not just in case some

scenarios as well.

So you know it could be sort of virtual first by default and

going to office by occasion. Now love the conversations that

we've been having with our recent clients. Is that? It

seems to be that people are willing to sub go in three days

per week and two days a week at home. For some, it's two days.

For some it's one day, so we've been developing sort of

workplace personas to stop trying project forward what that

means as well. So really, reversing that paradigm as well

and the offices. Becoming more of a community hub with

more choice in that autonomy as well, then, uh, an

emphasis on you know digitalization is blurring,

work, life and leisure. Sometimes too much. For some

people, we've got to get them to switch off.

You know and not work as many hours they're doing as well, but

also a more diverse outlook as well. And that's what we're

seeing that you know there's there's. There's a change in

attitude and also more inclusions I mentioned before of

bringing people in across all geographies to sort of

contribute to sort different parts of work is becoming a lot

easier as well, So what that actually means that people will

work in a hybrid way. So what does that mean?

For the the role of the office, Black should mean

that there is less emphasis on individual space.

So you know in person sort of experiences will be about

informal knowledge, transfer, learning, development in social

spaces, looking at self team neighborhoods and opens of hubs

as well the hybrid so you know there's going to be self as

happy for people joining meetings or in person, or

virtually as well. So you know, having some good facilities and

you know good technology that's going to allow people to join

in. Time and so really feel that they're in the room and stuff

contributing as well and still sort of working remotely and

online as well. Of why does of network of spaces as well?

So. That has a real impact on the role of the office.

So the emphasis is shifting to even more choice of space for

some organisations, and then what they had as well so less

emphasis on some of individual space. So instead of people

coming to, why would you have come into an office space which

has rows and rows of desks and sit there on your own?

Um, 'cause you're doing that on your own at home at the moment,

so why would you commute across and sit there and do that?

So what we're seeing is that shift that was normally round

about sort of 70 or 60% of the space in such recent sort of

projects that we've been doing, we're seeing that's going to

round about 40% of individual

space. Collaborative workspace and support and well being.

We're seeing lots of shifting to Sophie around about 60% of the

space now. Um, so more emphasis on on that for people to come

together to to be able to socialize, to be able to sort of

collaborate. But that's the reason why you are coming into

sub work together on that as well. What we've been seeing on

some of the projections that we've made is that we're seeing

a reduction of about 30 to 50% in the footprint of the

portfolio of understanding how some people work and how they

occupy space. In the future as well, but on sort saying that

there really does need to be even though if office space is

becoming smaller. The quality of the facilities needs to be even

better because. Why would you come? It's going to be a great

employee experience when you come into the office. So

investment in in the space and well being needs to sort of

increase as well and technologies opportunities as

well to enhance that experience. So consistent sort technology,

provision booking booking systems that can help deploy

desk sharing if it's needed or and return to office schedules

as well. And that could include some contact tracing in there as

well utilization measurement. So use of sensors across the space

is so. So give that confidence in granular occupancy sort of

data as well about what we've been previously doing, but it

will become a lot more important about that indoor Environmental

Quality and sensors. It shows that fair how much air is being

recirculated. You know people want like we experience when

they have come in. They don't want to come in and have

headaches and. In an office experience, they want to

enjoy that as well, and also a trend towards Touchless

Technologies as well. So we've become a lot more aware

about spreading germs and everything. So technologies

that allow us some voice recognition, stuff control

access as well and visitor management also providing

that that people feel safe in their new environment.

I'm there.

You say that in regards to one.

Mean introverts, extraverts, there's a thought, but

there's a lot of that that that the research seems to be

more biased towards extraverts needing to engage

an rather than introverts who don't need to engage. Is

there any any insights you have on that?

Really interesting.

Thanks for that, that's a great question.

What we found what we found is that introverts are loving this

becausw. They're able to sort contributed alot more in

meetings and so sort virtually in meetings as well and actually

start feel that there. They've got more of a voice now in their

self contributions which are a lot more measured.

So yes, we are also seeing that there there is a sub slight

shift and another source mentioned before the people. I

think just feel they've got more of a voice. They're being heard

a lot more, so there's a little bit more so for quality because

we are sort of learning as we

are. Engaging with each other

virtually. They're set protocols that we need to put in place so

you know, not speaking over somebody when they're trying to

say something. And so you know, I've seen that's changing as

well. Body languages of changing, maintaining that on on

on calls and things, but really sort of being, you know.

Really, sort of.

Mark, acknowledging that everybody's got a voice and

allowing somebody to speak and letting them in and letting them

speak when they need to. So yeah, we find that we're finding

that sort of slightly different

there as well. Yeah, that sounds actually I can relate to that a

bit as well, Suzanne, I had I did a girl social and private

life over the weekend an normally if we're all in a room

everybody be talking at various different times. Lots of

conversations going on, but because we're all in this

digital environment. We have to wait till someone else is

finished speaking before we can all dive in so that that

makes a lot of sense to me. Yeah, great, thank you.

Yeah, sure. So um, just to sort of share with you and a lot of

this information is on our web are sort of websites. Well, if

you want to download any of the research that we've done on this

as well, but you know really what this is telling us that you

know the workplace is no longer single location, but it's an

equal system and it's in a variety of locations and

experiences to support convenience and functionality

and well being. And there will be a blurring of activities as

well. And you know, we've just seen as well that you know

communities are and regional cities are faring really well.

At the moment. You know, because people think. Well, I don't have

to live in London anymore. I can live here or I can stop move

out. I can afford a bigger house, I can get my kids into

this because companies are being a lot more accepting of how

people will work and where they work in the future as well. So

it can be a series of sort of working from home to local

community hubs mentioned about

sort Barclays. It could be so. You know. Some companies are

investing in membership for coworking spaces, which are

closer to for people to start, go to as well, but then you

still have a core. We do think that still will be a core urban

hub open open to serve people as well. You know that that's

really going to be important for connectivity to the culture, and

I'm coming together and working together as well.

I think I mentioned that you know and retail and bricks in a

Department store got changed into a coworking space, so you

know that sort of proven self, quite popular and what I'm

seeing as well is sophomores of collective spaces which are

being invested in where people live, work, socialize and then

also for exercise. All of these things, if they've got one

that's couldn't be poo, just down the road from me.

Here in Southwest 18 is very excited to see that that's

upcoming and how that changes the dynamics as well of a

community of know how people are going to work in the

future as well.

So really, I'm so it's organisations are continue with

remote working. We are we're going to see more Verizon in

Community hubs for people to get out and to sort of connect with

each other as well, and also from the client perspective, an

organization perspective as well. Portfolios are going to be

planned more around the number of people who may be present on

a daily basis rather than the total headcount an organization

has. For that as well.

So I will.

Just sort of finish on this one as well, so going back to what

we started with or how we work where and what real estate.

So safe to drive that long term value and improve the employee

experience and create those

workplace ecosystems. So the virtual and physical is going to

be really important to work across both channels.

Really, adapting those behaviors as well to managing

people in person and in remote communities, reversing

that model virtual 1st and then go to office 2nd for

specific reasons as well, and those core hubs and really

start thinking about in where where that's going to be. So

thinking about that global talent sourcing excitement

about being able to hire people from different regions

and globally as well.

Regional cities employment being partially sort of partly just

redistributed as well, and urban centers will remain because they

are attractive core hubs as

well. And the what on the real estate and ecosystem. Diverse

places to work. And you do a new demands on I. I think this is

really going to evolve as well as we start to move forward and

that we sort of start to pilots spaces and sort of create these

sort of urban hubs for people.

We're going to see that that's always going to be reviewed and

re energized, but we see that there's a decrease in that

traditional office demand.

And demand for less space in the future.

There's a few questions here on Space Suzanne. If you yeah, of

course in a good place.

One is, do you think this will accelerate the need for that? We

work style office and kind of a follow on from that. I mean, if

Deloitte are going to close for offices, what do you think the

building or the spaces are going to be used for going forward? If

loads of companies are going to be getting rid of this, but

what's going to be happening?

From that standpoint, so I'll start with those two 1st, and

then I'll move on to a few others here I think. I think. I

think companies will still want to have it depends on what type

of company is, so some of them will want to have their own

brand and they will want to have their own space, but at a

reduced level. Other stuff companies are looking at it and

it depends on the scale of the company are looking at it and

going. Gosh, you know, and do I

really need this? Do I really need to be located? What if I

did move into more of a aweber coworking space and then I've

got all of the facilities around me and I will just take some

space in there for you? Know our self purposes of individual

space, but I'll use all of these spaces. It's that mix of both

that we're seeing at the moment. But definitely, you know, a

demand to just try and reduce.

The space in there, so really it's depends on the sector

depends on the sector as well or what their requirements more are

and if they've got specialist requirements. If you look at

sort of Pharmaceuticals, if you look at media companies at times

as well really depends on what they do and where they could be

located, right? OK, answers that question. Yeah yeah definitely.

Eat some other questions or how do you think? How will spaces

where people meet build trust amongst their users? Where what

new rules are needed about responsibility to each other? An

for example dogs you know with dogs suddenly be allowed an in

offices and things like that. I think that's a great question.

I'd love to see that I really words. I'd love to see people

being able to sort bring something that belongs to them

and we see that in.

Insofar we work, we see that in coworking spaces as well.

I would I would depending again on the organization. It would be

a great thing to do, but I don't know what the answer to that one

is yet, whether with people with health and safety that they

might not. Yeah, imagine health and safety might be a big one.

'cause me being allergic to dogs that be a bit of an issue.

There is there is there.

Yeah, there is a bit of that as well. Yeah, so it really. It

depends on on the company, right? Another question is, do

you think coworking spaces in offices are going to be going

back to closed environments instead of open spaces? Bringing

back the cubicles?

Anne. No, I don't think bringing back the cubicles because then

if you're bringing back typicals, why would you go in?

If you're going to sit in a little soft and close up space

on your own? So no, I think I think what we're going to be

looking at is making sure that we've got sort of good rules.

Place how we manage the space, however, might be stuff using

sensors, cleanliness, the protocols of how you use this

space, but I think just you know, I think that that would

be going backwards.

I think we need to move forward and sort of provide the spaces

that we know that people will need when they're coming into

the office. OK, great an an 1. One last question is what about

Accessibility needs 'cause that needs to be done by design when

considering diverse workplace location so it says not a lot of

people consider for example stuff when with hearing problems

when booking informal meeting spaces in cafes and so on along

with other Accessibility areas. Yeah, I think I think. I think

that that's. Lots of good would be something to take forward

because then if you look at if there is a conversion of within

communities to serve retail units being used as office

spaces and cafes and coworking spaces as well, then that's

something that should be factored in as a given that you

need to provide in the future, because then you need to provide

for all of your users and not discriminate others of users as

well. So I think that's moving forward, I think.

What I find interesting at the moment as well is

employment law.

Of where and how people are are employed and balance

between home working and also stop coming into the

office as well. It's always been an informal agreement.

But you know?

Where that's going to go, it's a complete. You know, that we've

been speaking with the legal sector on on that recently as

well, and you know, they stop trying to put things in place

because they see that you know people might come back at some

point and say the reason I've got it bad back is because you

there's a company, didn't take care of me at this point as

well. So you know, it's really start thinking about all of

those things and taking all of those things into account.

Right, great thank you very

much. I'll Smith onto this this one then. This is my last slide.

So.

You got there, um?

Answer change management. I think just that's the key

considerations for that is

really. I can't emphasize enough maintaining the company culture

and I'm just making sure that sort of management teams are

really sort of communicating with people and still instilling

the culture you know and everybody is still installed.

The culture and values in that hybrid sort of working

environment as well.

And also you know the the digitized interactive

facilitation that we as change managers you know. So we have to

sort of work with sort of different companies of how we

engage in we self help help ourself clients sort of

understand what's required in the future, but I think it's

really important. It's also about managing that hybrid

workforce. So instilling about the communication about

mentoring and career development, 'cause you know you

could sort of fairly ask the question if I'm a person who.

Works more remotely.

Will that impact my career to somebody who you see

more in person in that office space? So I think

that you know really needs to sort of piece of

considered off people's career development and

thinking about that.

Work from home packages as well. You know what? What are

organizations going to to offer their employees to help them?

To be effective from from where, where they're working as well

and also the equality in that virtual and in person.

Experience as I was mentioned, the rules of engagement, you

know, let everybody have their voice. Yeah, and I'm sure that

you've come across when you've been facilitating change

management sessions and in meetings before. There were also

very dominant characters in the room that you had to try and

manage and let everybody else have their voice in the room or.

Allow them to speak later. I just find it interesting that

you know people can have more more of a voice because it has

to be managed more and I think it comes across you. Identify

a lot more that someone is being spoken over in a zoom

call. Then when you're actually face to face at times

as well. It's you're a lot more aware about it, so I

think also thinking about the future protocols on

communication and how we communicate with each other

and how we

put those protocols in place and the frequency of

interaction and meetings as well. You know, take care of

people, make sure that they're not attending meetings for the

sake of off that, and then just on the protocols on on future

occupancy.

How we managed the spaces in the future and how we communicate

with each other of when we are going to come into the office.

And I'm not saying that that should be a rotor style managed

by a rotor because I think that that then you know, really.

Stops creativity and stops that spontaneous sort of interaction

of someone saying to know what I think I will go into the

office today and I was going to go on Wednesday. But yeah, I

think I'll go on Tuesday now and do that. So I think you

know it's about. Stop providing those protocols but just making

sure that you know you've got the right balance of space and

the right contingency of space for people to come in and work

in the environment.

Alright, great, thank you, and there's just a a one question

here guys. Keep putting your questions in. This is I think

this has been absolutely amazing conversation here. Are there any

examples as to how companies are keeping their culture brand

alive in a remote environment?

I'm hardly stop keeping their culture. I think you know

they've they've. They've had to sort of up at times on the

communication. Create virtual events for people to join in

too. So and then also just just just the behaviors as well. Or

you know what they stand for.

So I have to start thinking about some companies like.

Some of the companies that you know just mentioned that

previously as well.

BP, for example Microsoft Facebook. Also some of the

whole Sky is well.

So a lot of the the tech companies are still trying

to do that, and the donor financial sector as well.

And it's really about, you know, just trying stuff. Keep

that engagement with their employees. And what do you

give your employees? You know what? What you know, what your

employees are giving you? But what do you give back as a

company to your employees that they value and they they are

loyal to you as well?

OK great fantastic.

One of the another question we've got here is what's been

the biggest challenge for Cushman and Wakefield in

adapting to the new ways location of working for

ourselves as a company? No

problem whatsoever. Because honestly.

It was. It was interesting because we all had. We were both

doing agile working before we were also equipped that we could

actually sort of do that. So it was business as usual for us

when we were all sort of the close the office. But first

we're now open, we stop. See people going in because they've

got the choice. But you know, we are being instructed that you

don't have to come in just because you know somebody comes

in. You don't have to stop. Come in, it's your choice of

where you you work. I would say it was a revelation for

if I'm being honest it was a revelation for some parts of

the company who were over certain age who had always,

you know, their way of working. They their

preference was to come. You know it was office 1st.

And, um, you know they are keen to admit that it's it's working

well for them and they're continuing to work with that

work like that as well.

But I think I think I think the answer to that question is that

the companies that had the technology and had their it in

the cloud. We're the ones who managed extremely well.

When this happened, it was still business as usual for them I I

have been sort of working with some companies who had to sort

of very quickly go out. They had a hierarchical system of who got

what technology. So you do this so you don't get a mobile phone

and you don't get a laptop and then they suddenly had to sort

of run out and buy laptops for people and they had to ship out

screens and everything to them as well. So it was. It's been

sort of really interesting or.

The the hierarchy of organisations in the

hierarchy of technology provision for people.

And that's where we need some of the quality in the future as

well, because everybody's going to be able to work. Everybody

needs technology to to do their

job. Write an brilliant thank you for that. I think one last

question 'cause we're nearing the end here is going forward.

What do you think change professionals need to really

help in order to help people in make this transition?

Organizations make this transition. What do you think?

As change professionals, we really need to focus on. I think

you need to. I would say from my experience as well. You're

Jennifer. I think I think it's.

Again, is coaching the management team on how to sort

of manage a hybrid workforce of moving forward as well. I think

that there's still going to to be some of that that needs to be

really focused on, and I think it's about that sort of

commitment. Just ensuring that, you know, there's clear

communication of expectations because you know if someone

feels isolated, their stress

levels go. Go off as well. I think on the change sides of

it as well. Is making sure that employees are equally

engaged as well.

And I think it's really about making sure on the changes

upside at the emphasis is on on performance as we were

trying to do before. I think there's going to be a lot more

emphasis on that as well.

Also, I'm just about of

expectations. Of you know what people what it's going to be

like in the future and then just stop helping with people

understand career development.

Because that's why people work for different companies, right?

They do you know, if I go there

they're going to? Best in me, I know it's going to be a great

experience and my career is going to be further to grow with

this company. But yeah, I don't. I think it's really. I think

it's still a very soft clear.

Change management process and still

making sure that everybody's involved in

in the process.

Fantastic brilliant, thank you very much for that Suzanne. I

really really appreciate it guys. If you got any burning

questions. We've literally got only a couple minutes left, but

if we want to crack on an an you think of a question later after

the event which I don't know if you're like me, think back. I

wish I had asked that question. You can reach out to Suzanne. I

did ask her beforehand. She's happy for you guys to reach out

to her directly via LinkedIn. You can find her there.

Very quickly and easily.

On that front, to hide and this also the recording will be

shared on our website as well as per all the other recordings and

an email will go out just to direct you to that. So that's

not problem. Suzanne, if you don't mind just clicking through

the next. To the next slide for me that be great.

OK, so there you are guys. Oh sorry, Suzanne's details are

there so feel free to reach out to her next month. We've got

Nicola Millward Sheets a futurist at BT and that's going

to be part of our Christmas social so it's in the evening.

This time guys so slightly different and the reason why is

that we're going to make it more of a social. But of course we're

keeping it virtual on that front and we're going to have a pub

quiz. That I will create myself so I will keeping keep it fun

and so forth and will have a pause. Will be some learning as

well as some networking and just in some fun for us to have with

the Christmas social. Then after that in January when we all come

back well rested I I would hope at that point will be

understanding people and communicating better for change

using an LP within Mcanally, and then in February.

That leading people and change with myself as my book will

have just been launched, so I thought I'd take the

opportunity to do that. There's just one more thing.

If you have any KPI questions in the pub quiz, I don't know

Steve. I haven't written it yet. I'm getting there. My

gosh I've got a few weeks.

So right here, so that's.

Really, all for today I want to say thank you very much

everybody. If you have any burning questions now is your

time, but you can reach out and Ann to us through Twitter

Facebook, LinkedIn, direct emails. I've got a website. Pick

your communication channel and go for it. And also if you want

to reach out to Suzanne, please feel free to do so. Thank you

Suzanne. I want to absolutely amazing. Thank you so much and

actually loads. People are saying thank you here.

And really enjoyed your your session an really appreciate it.

So without an unless there's anything burning, I'm just going

to sign off and say thank you very much. Everybody really,

really good and thank you and thank you very much as well. And

yeah, you can contact me but you can also stop go onto the

Cushman and Wakefield website so some of that material is is

there an and if you do contact me and would love to solve here

your experiences as well because it's just great.

To share that we were not learned.

The different period of time, so anything that you you want to

share or feel is quite innovative. That would love love

to hear from you. Brilliant, thank you so much. Thank you

everybody. Cheers bye bye.