

A photograph of two women sitting on a red leather tufted sofa in a modern office lounge. The woman on the left has curly hair and is wearing a white striped shirt. The woman on the right has long dark hair, wears glasses, and is using a laptop. The lounge features a wooden slat ceiling with hanging pendant lights and large windows in the background. A white circular graphic is overlaid on the bottom left of the image.

The Work Culture of Tomorrow

CHANGE MANAGEMENT IN PRACTICE

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Foreword

The transition to a sharing economy began at the turn of the century, and with it came a renewed focus on work. Today, the pandemic seems to have been the deciding factor.

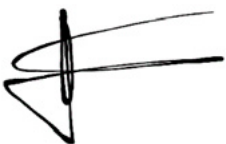
The **breakthrough of telecommuting** creates a market full of opportunities, where talent no longer knows any boundaries. From **flexible locations** and with **multidisciplinary teams**, we go back to life on the work floor.

For entrepreneurs, things are moving fast. Our work culture is constantly evolving and requires far-reaching adjustments to the processes and the work floor. That is necessary in order to remain relevant in an **ever-changing market**.

The home office, virtual meeting places and hybrid workplaces are the offices of tomorrow. We work in a location-less environment and become more efficient, more social, more communicative and more digital. This puts our ability to learn to the test and requires a great willingness and **ability to change**. But the added value is great, both for employers and employees and for the environment and society.

In this paper we zoom in on this reality, which USG is helping to shape. Together with our partners and **experts**, we examine trends and take the temperature of managers and the workplace. Our team is ready to guide companies through this important **transition**, and our doors are wide open to visionary talent.

It is going to be an exciting time. I hope you find a great deal of inspiration and look forward to surprising encounters.



Barbara Stadsbader
Managing Director, USG Professionals

From Factory Offices to Co-Working Hubs

OUR WORKPLACE FROM THE PAST TO THE PRESENT

The design of our workspace is constantly evolving. NNOF experts know all about it. This multidisciplinary team designs and coordinates the transition to future-proof working environments for companies, and closely follows the evolution. How new is our hybrid workplace? Business Unit Director Kurt Florus discusses the road travelled.



20TH CENTURY: TAYLORISM (USA)

In the 20th century, **Taylorism** reigned supreme. This concept puts 100% emphasis on hierarchy and process-oriented work, resulting in **open-plan offices** where only the manager could be happy. The manager would be the only one with their own office with the other employees working together in a large, linear space that resembles a factory: routine work, no privacy, everything standardised.

THE '60S: BÜROLANDSCHAFT (GERMANY)

In the 1960s, we saw the bürolandschaft, landscape offices with office islands, flex desks and, if you were lucky, a few plants for a buffer. You had to do everything there, from concentrated work to telephoning and consulting. Once again, we see the manager is the lucky one, because they were still the only one who could enjoy their own office, with the necessary privacy.



THE '80S: CUBICLE FARMS (USA)

In the 1980s, cost-cutting led to the much-maligned **cubicle farms**. The basis is the landscape office with a minimum of privacy and especially a maximum number of people in one room. The result: gigantic office spaces in which your working days are crammed in your cubicle between two walls, oppressive, monotonous and impersonal.



THE '90S: OPEN-PLAN OFFICES

The 1990s saw the return of landscape offices: **open-plan offices** with desk screens and low cabinets to preserve privacy. Again, cost-cutting motives prevailed - the more people in the room, the cheaper. So again there was little to say for this design from the worker's point of view.

SINCE 2000: BUILDING TOWARDS AGILE OFFICES

Since 2000, we have been building towards the **agile offices**: an activity-related work environment that offers a mix of open and closed spaces.

The functionality of the room becomes the key: collaboration, consultation, concentration, relaxation, ... This is where employee welfare finally comes into play: under what conditions do our people function best?



FROM 2015: CO-WORKING HUBS

In 2015, **co-working hubs** emerged. These shared workplaces for social contact, shared costs and changing collaborations have increasingly additional fallback option for freelancers and teleworkers.

FROM 2022: HYBRID OFFICES

Starting in 2022, **hybrid offices** link telecommuting to the agile office. Our home office becomes part of the workplace and each company adapts the workplace accordingly. Individual work or work that needs focus is done at home, socialising, brainstorming and project work at the office. We see creative and inviting spaces with various functions, in which well-being, digitalisation and sustainability are given a leading role. These are undoubtedly the most beautiful office environments to date.





“DPG makes the move from office buildings to connecting places.”



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No one likes an innovative work environment where you cannot find your place.

Stijn Van den Acker

Team Lead Facilities at DPG Media

From news and TV studios, to radio floors, a printing office, editorial offices and telecom offices: you will not easily find a more diverse work floor than that of DPG Media. How does this media giant facilitate tomorrow's work culture? We ask Stijn Van den Acker, who runs the facility.

How did DPG plan the return to work over the last few months?

We worked on the basis of the needs and wishes of the employees. First of all, during the lockdown, we sent out monthly check-ups. How is everybody doing? Do you have everything in your home office? Is there any info you are missing? The response was great and we were able to adjust constantly.

In a next phase we asked key people to take the temperature at their workplace. That was the best approach, because the needs on a radio floor are completely different from those of an IT department. How does each team view the physical restart of work and what are the learnings from the lockdown? That input forms the basis of our return strategy.





What were the main conclusions and how are you going to work with them?

On the one hand, people want to work from home more often in the future, especially for work that needs focus. On the other hand, there is a great need for connectivity. Our employees miss each other, telecommuting eliminates informal incentives too much.

Based on these insights, we will introduce a hybrid work schedule for staff and move to activity-based working, with a major focus on connectedness. Our branches become connected places, where you go because you 'feel like' working together.

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We provide facilities where colleagues are connected in a natural way.

How do you create connection in a hybrid workplace?

We have come a long way virtually: working in the cloud, meeting rooms that are well equipped for conference calls, working with shared documents, laptops and smartphones for those who need them professionally...

The greatest challenge now is to make the existing workspaces flexible, but still sufficiently personal. No one likes an innovative work environment where you cannot find your place.

We need to attune our facilities to the needs and make them user-friendly, for example through an efficient booking system, so that everything is in order upon arrival and everyone feels welcome.

We also provide facilities where colleagues are connected in a natural way. For example, we decorate the company restaurant in such a way that this area is used outside lunch time for meetings, individual work on your laptop or for some informal relaxation. In this way we also connect colleagues from other departments with each other.

Finally, we are betting on group activities and bonding moments, like the steps challenge currently underway, or our pop-up event location that our teams can book for Covid-safe gatherings.

Facility management today is about more than the practical support of companies. How do you see your job evolving?

Facility management is evolving from an executive to a more proactive job, where you think about how you will work in the future. How does our work culture evolve and how do you best support it? To answer this question, our departments work together, often with experts in the field. The culture of sharing insights has grown.

We are also becoming more adept at the hospitality story, thinking about how to make the workplace a total experience. And we are going to be focusing even more on teleworking in the future. People want to work from home, from the train or from a chalet in the south of France. Making this all go as smoothly as possible is a nice challenge.



Talent in Evolution

The digital revolution requires a skills revolution. Teleworking, smart tools and new forms of collaboration require more agility, know-how and social competence. Companies need to change course where necessary in order to remain attractive to new and existing talent. What profiles are emerging in companies that want to remain decisive, and how is our vision of work and expertise changing? Barbara Stadsbader, Managing Director of USG Professionals, sees clear trends.

Barbara Stadsbader

Managing Director at USG Professionals

Change at Every Business Level

The transition to hybrid working accelerated last year, also at USG Professionals. The demand for additional competencies among our experts is increasing. Our work culture is changing, and jobs and working methods are changing with it.

Today there is a need for collaboration and project work at every level of the company. This requires a willingness to change and learning skills, but the added value is great. We are becoming more efficient, more social, more communicative and more digital. Everyone gets off their island and works together to meet new challenges.

This evolution is clearly visible in the design of the new work floor. A Facility Manager is no longer concerned solely with smart buildings, but works together with HR and IT to gear the workplace to the new, hybrid business culture. What will the staffing be, what tasks will people perform, how will they experience the work floor and what IT support will they need? The departments work together and each function is deployed more broadly. That continues at every level. Competencies such as change management, project management, collaboration and the use of new tools are becoming more or less important in all jobs.

Not everyone finds that easy. Motivating people to take on the desired change, to feel good about a new way of working and increased productivity, therefore becomes a key skill. Where these change competencies are lacking, companies can turn to USG. Our professionals work together with Prosci, the specialist in change processes and preparing managers for their role in change.

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Motivating people for change becomes a key skill.

Talent Without Borders

As an entrepreneur, you can search wide and far for suitable talent today. Teleworking largely solves the shortage on the market and we do not just only recruit under the church tower anymore. The market is opening up, you can get talent from anywhere. Anyone who works hybrid can sign up for jobs, regardless of how far they are from the company.

Attraction and connection are becoming key words in talent recruitment. Flexible work, a pleasant workspace, smart tools, personal attention, contact with colleagues: it all contributes to the positive perception of your team. If you do not do this as a company, it will be at the expense of talent. That is why many HR departments are looking more closely at well-being at work. In fact, new positions such as the Chief Happiness Officer and the Facility Experience Manager place employee satisfaction at the very heart of the business.

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We are entering a market full of opportunities.

We are also seeing more people freelancing. They have tasted freedom and are actively seeking it after the crisis. If they do not find that freedom with an employer, they will create it themselves. We fully realise this at USG. We recruit multi-skilled specialists and deploy 400 consultants daily for challenging assignments.

We give them freedom and independence and work continuously on relevant skills, so that they remain future-proof and broadly employable. Today the focus is on change management, project management, and creating change readiness and change capacity within companies.

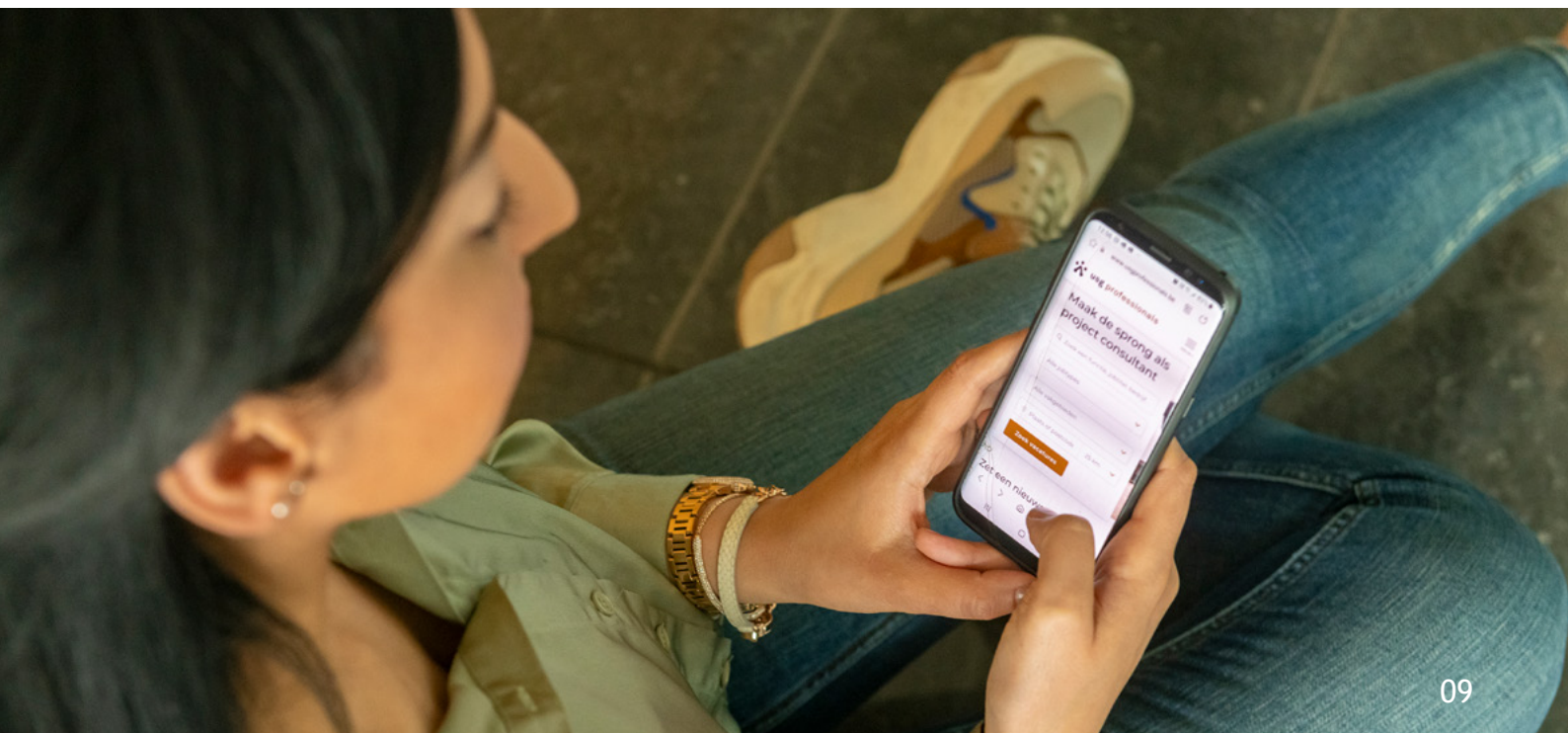
Faster Switching with Smart Data

Those who work intelligently with data save both money and energy. This gives you an edge as a company. We, too, have accelerated digitisation over the past year. With USG Easy, a brand-new application for freelancers and recruiters, we are introducing a future-proof solution that offers a lot of insight into the market.

With the data that freelancers enter about their profile, prices and availability, we can instantly match them with incoming projects and present the most suitable candidate to the client. It also gives freelancers an overview of the projects that are interesting for them. At the same time, we offer our consultants a pleasant and efficient work experience, because the app also processes their administration at lightning speed. Goodbye slow mailbox and cumbersome administrative tools.

So we provide efficiency, insight and fast service for both freelancers and companies.

We also build such smart tools that are tailor-made for the customer. This is how we demonstrate digital leadership to companies looking for a strong partner to tackle tomorrow's challenges.



USG PROFESSIONALS: STORIES IN THE WORKPLACE



Kim Delgadillo

Change Manager

For **Kim Delgadillo**, who works as a Change Manager at a major international retail player, not much has changed. “I’ve been working very virtually for years. The fact that this way of working is now becoming the standard is a positive thing. The technologies for working easily from a distance exist, but we must use them optimally. To use these tools, we need to have the right skills and mindset. Soon we will switch to a mix of telecommuting and office work. The offices of the future will be smart buildings with green systems that enhance the employee experience. Going to the workplace becomes an experience, it becomes a place where you like to be.”

In April 2020, at the start of the pandemic, **Sara Mikolajczak** became Product Owner of the new apps at Mediahuis. She was put in charge of a team of developers. “Managing a new team remotely is quite a challenge. Everything depends on good communication. Together with our domain coach, Marie, we found handy tools to work together virtually. For example, we can share post-its with each other online. I saw my team members for the first time in real life in December 2020. To celebrate the release of our new app, I crossed Antwerp and Amsterdam to deliver a bottle of champagne to each of them. Working from home will continue in the future, but meeting in the office is still very important.”



Sara Mikolajczak

Product Owner



Dries Vandervoort

Privacy Consultant

Dries Vandervoort has been working as Privacy Consultant for DHL since October 2020: “On my first day of work I went to the office to pick up my laptop and to meet my manager. I got to know the rest of the colleagues virtually, which felt pretty strange. Fortunately they did not leave me to my fate and I was well received. DHL provided the necessary training so that I could get started quickly. Working from home took some adjusting. In the meantime, I have set up a separate home office, and I am now a bit more used to it. Still, I miss the human contact with the colleagues. I look forward to meeting them live again.”

Working Together

Five tips for more connectedness

When working remotely for a long time, it is sometimes difficult to stay in touch. As a result, both employee and employer face the new challenge of staying connected and collaborating smoothly. How do you ensure the engagement and well-being of your employees when they are not in the office? Naomi Queeckers, HR Consultant and work environment expert at USG Professionals, gives tips on how to bridge the physical distance.



Naomi Queeckers

HR Consultant

1. Monitor Your Company Culture

An unexpected crisis forces companies to rethink their culture. The building or office where your organization is located is a crucial part of your corporate identity. Together with your colleagues, you radiate that identity.

Letting go of the office space means being extra sensitive to our corporate culture. With any initiative, you always have to ask yourself: 'Does this align with our values?' Do not forget to give your employees practical tools to live the purpose of your organization from home.

2. (Work) Happiness is in the Small Things

No chatting at the coffee machine, no office humour, no Friday afternoon drinks. It is mainly the informal meetings with colleagues that we miss. Not surprisingly, because humans are social animals, who thrive on a 'feeling together'. Treasure these small moments, because they have a big impact on your employees' happiness at work.

3. Keep the Morale High

In times of change, as a business leader you need to keep your employees maximally informed about the business plans and operational activities. Ensure open and transparent communication, regularly consult your team and listen to their needs.

Not doing that risks reducing morale. Our survey showed that individual team members value the one-on-one meetings with their manager. So place these conversations high on the agenda. At the team level, it makes sense to regularly take time to celebrate common successes, both large and small. These 'celebrations' increase the motivation and productivity of your employees.

4. Show Your Appreciation

People have a need to feel valued. So do not hesitate to express your appreciation, for example by sending a gift by post or by treating yourself to some delicacies. A simple but sincere compliment is always good.

5. Think Out-of-the-Box

Start looking for new ways to stay connected. Set up an outdoor meeting space, organise (virtual) team games, take part in a fun challenge together, organise walk-talks where you talk on the phone whilst walking and so on. Do you lack inspiration? Then involve your employees. You can be sure that they will come up with all kinds of creative ideas.



STAY SAFE IN A DIGITAL WORLD

Ten tips from ethical hacker
Wouter Slotboom

With the acceleration of digitalisation, we are logging on to business platforms every day from different locations and with different devices. The danger of social engineering and other cybercrimes was therefore never greater. With these tips and tools from Wouter Slotboom, you can increase cybersecurity when telecommuting. Check!

1. SEE IF YOUR DATA HAS ALREADY BEEN LEAKED

Have you ever been the victim of a data breach? This free tool from Microsoft will tell you quickly:
<https://haveibeenpwned.com>

2. NEVER USE THE SAME PASSWORD

We are stating the obvious, but most people stubbornly keep doing it: never use the same password in multiple places, especially not for work accounts.

3. USE PASSPHRASES

Have you thought about passphrases instead of passwords? No time to wait, because sentences are much less risky than words. The rule is: the longer, the better! "I went on holiday to Spain in 2014!" is much safer than say "F00tB@ll!".

4. USE TWO-FACTOR AUTHENTICATION

Enable two-factor authentication where possible. This way, scammers cannot log into your account if your password is stolen or leaked. You will find out how by following these simple steps:

Apple:

<https://support.apple.com/en-lamr/HT204915>

Google:

<https://www.google.nl/intl/nl/landing/2step>

Overview of various sites:

<https://twofactorauth.org/>

5. INSTALL UPDATE? YES!

Stay up-to-date. With the most current version updates on your smartphone and computer, you are better protected against a data breach.

6. BE CAREFUL WHEN CONNECTING MACHINES

Watch which devices you connect to your (home) network. Ask yourself, is an additional device online really necessary? If so, always change the default password of, for example, a network hard drive or security camera after you have installed them.

7. DO NOT SIMPLY LINK TO PUBLIC WIFI NETWORKS

Logging into a public WiFi network? Better not. Using the mobile data connection on your phone is a better idea. Use your organisation's VPN connection, if you have one. Caution: never just download any VPN app from the App Store.

8. DO NOT USE PRIVATE DEVICES FOR WORK PURPOSES

Never back up (sensitive) work files to private devices such as USB sticks, your own laptop or smartphones.



9. NEVER CARELESSLY INSTALL APPS

Be careful when installing apps on your smartphone. Be critical about the rights the app creator is asking for on your device. For example, a flashlight app that requests access to your location, contacts and microphone does not make much sense.

10. ONLY USE YOUR OWN USB STICKS

USB sticks that you get or find should never be inserted into your own laptop without double-checking the device. Report anything you find to the service desk or person responsible for information security and have the stick checked for the presence of malware and viruses.

The fact that privacy is a human right is something we hardly reflect on anymore. Not so legal expert Matthias Dobbelaere-Welvaert, director of the foundation Ministry of Privacy. What place does privacy have in the hybrid workplace? Matthias looks ahead.



PRIVACY IN THE WORKPLACE OF TOMORROW

How much privacy can you still expect in this social media world, where we work from home offices, in the cloud and from shared workplaces?

Complete privacy, of course, is incompatible with the workplace. But if you define privacy as “having control over how much info you share,” then you should absolutely expect any workplace to provide some level of privacy.

For ten years now, we have been evolving towards a sharing economy, with shared workplaces, vehicles, houses, etc. A logical consequence is the timeshare economy, where you share your time with others in a very flexible way. Privacy becomes a complex issue in this, as the GDPR does not apply between individuals. Today, headphones are a good example: they indicate that you want privacy, but that does not solve the problem. It will be an exciting puzzle for unions and companies to solve.

What are some important concerns for companies who want to deal with their employees' privacy in an ethical manner?

Setting up the workplace is an important first step. Are there adequate spaces for confidential conversations? How many silent hubs do you provide for concentrated work, how do you arrange consultation rooms? Employees need to find privacy, but they also need to be able to work with others.

With telecommuting, the most important question is: how do you lead? Do you monitor homeworkers with spyware, or do you provide trust and autonomy based on results? The latter is, of course, the way forward. Finally, choose safe digital tools.

Do you have any privacy tips for choosing a digital work environment?

Choose a European player with headquarters in Europe, this way you avoid problems with the privacy shield. Check the technical and legal guarantees. If possible, involve your DPO in the buying process.

Ask if you can perform audits yourself and carefully analyse the processing agreement, so that you are not alone in case of data theft or a data breach. Those are the most important things.

GDPR laid down the rules for processing personal data on a European level. A remarkable privacy tool, or not so much?

My feelings about GDPR are ambivalent. Companies are taking a hard look at their approach to personal data, and that is a good thing. But they are mainly afraid of being fined. As a result, many employers see GDPR as an annoying duty, when it actually is about basic respect for privacy. These rules mainly protect consumers, but of course they also protect employees.

Rather, choose a positive company culture based on respect for your team's boundaries. As an employer, go beyond the 'basic legal package'. Talk to your people and proactively agree on what apps and channels you want to use, and how you will handle each other's free time. In times of hybrid working, this becomes more important than ever.

Questions about privacy? Read more on <https://ministryofprivacy.eu/>

EXPERTS HAVE THEIR SAY

CHANGE MANAGEMENT IN PRACTICE

Erik F. Steketee

Erik F. Steketee, Change Management Trainer: "The real digital transformation has finally taken place. But when it comes to **people transformation**, we are behind the times. Many managers seem to be waiting for the vaccine to liberate us, so we can return to business as usual.

The greatest pitfall would be to go back to the old normal after Covid. We will soon find ourselves in a hybrid situation in which it will be impossible to continue our HR tasks, such as evaluation and welfare, in the traditional way. How should executives prepare their employees for the coming change?

Prepare for your new role now. Using the **ADKAR model** lets you focus change processes. It all starts with awareness. Are you stuck in old models of leadership, or do you acknowledge your role as a change agent?

When there is awareness, the desire to change follows. That then makes you acquire the necessary knowledge, which is crucial for your new role. After this comes the ability to apply that knowledge. Managers need to be able to present themselves as a coach for their team members in times of remote working - but also afterwards.

The final step is the implementation of these principles. How do you leverage the change in your organisation and teams? Make sure you **come out of this crisis stronger**, otherwise it's a missed opportunity."



TOWARDS A NEW BELGIAN MOBILITY

Béatrice de Mahieu

Béatrice de Mahieu, CEO of innovation hub Co.Station: "**Mobility** is becoming much more **fragmented**. The days of traffic jams at fixed hours is disappearing, we move around much more **throughout the day**. The threshold for accepting telework and digital participation in consultations has been reduced drastically.

Mobility is also increasingly linked to the type of work we do and the space that is best suited to it. Do you need to concentrate and do you work alone? Then you do it at home. Do you have a creative assignment to do in collaboration with colleagues and/or external parties? Meeting up in a co-working space is a smart option, because such an environment promotes connection, cross-pollination and creativity. Are you organising a confidential meeting? Then it is best to

meet in a meeting room in your own company. The location and relocation increasingly depend on the type of work planned.

We are looking for smart mobility solutions under the name **co.mobility** for this reality. Bringing together key players such as companies, universities and authorities, we deal with issues such as **multimodal transport**, car parks as innovative **mobility areas**, the transition from company cars to ecological **mobility tailored to the employee**, and the roll-out of an **electric** vehicle fleet through the development of mobile charging units. These prototypes are launched, tested and improved, and if successful, deployed on an increasingly larger scale. By facilitating collaboration, innovation proceeds much more quickly. This is how we build a sustainable mobility together; a mobility that supports the new way of working and living."

THE NEW WORLD OF WORK IN TEN KEY TRENDS

01 The days of 9-to-5 office work are over. **We work independent of location and time.** Where and when we work depends on the nature of the assignment. We choose the best time and location.

02 Everyone has a flexible way of filling in their **private time and working time**, and they **merge into one another**.

07 **Sustainability** will be crucial, both in the design of new business infrastructure and in new forms of mobility.

08 Having your own home office is becoming more important (again). **Employees' home offices** become **part of the corporate workplace**.

03 This trend is supported by a rapidly changing mobility: **flexible, customised and multimodal**.

06 The **acceleration of digitalisation and technological innovation** will continue: fast surfing, smart tools for online collaboration and cybersecurity are central to this.

09 The new way of working requires **shared insight and cooperation**. As a result, we are seeing more project work, involving various departments. The business departments are no longer islands.

04 The **traditional workplace is transforming into a hybrid workplace** with inviting and innovative spaces that lend themselves to various functions such as creative consultation, conferencing and social gathering.

05 The **well-being of the employee** is much more **central**. What a person requires to be engaged, efficient and satisfied at work becomes a determining factor in the workplace culture and in the workplace in order to attract and retain talent.

10 There is a need for **additional competencies at all levels**. More know-how about digital tools, and better communication and social skills, top the list. Companies focus on willingness and ability to change.



ABOUT USG PROFESSIONALS

USG Professionals is part of RGF Staffing and one of the largest HR service providers in Belgium. We facilitate the recruitment, selection and outsourcing of consultants, freelancers and experts in Talent, Change, Crisis, Legal, Finance, Research & Production, Business Transformation, Digitalisation & ICT.

USG BRINGS COMPANIES TO THE WORKPLACE OF TOMORROW

As a trusted **business partner with over 20 years of experience**, we put the right skills in the right place. We provide support for the changes facing small and large businesses. We provide training and inspiration sessions for companies and deploy more than 400 multiskilled professionals every day to tackle important challenges together.

As a **partner of independent experts**, we accelerate talent. We invest in training in best practices and future-proof skills. Through USG you can count on assignments from top companies and coaching for a sustainable career. USG Easy gives you full control over your freelance career.

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