

**Constant Flux –  
oder warum Büros nie mehr  
fertig werden.**

Robert Mocosch-Wabnitz  
IDEATION Europe

HAWORTH

MEETINGS  
ON  
ARCHITECTURE

28.5  
TEATRO PICCOLO ARSENALE  
h.15  
**INFRASTRUCTURE**  
Antonio Aravena /  
Jane Clew /  
Sara Kurland /  
Norman Foster /  
Andrew Beck /  
Albani Gaviria  
& Juan Ramirez  
Restrepo (Uspu ERM)

11.6  
TEATRO ALLE TESE h.15  
**PERIPHERIES**  
Pippo Ciorra /  
Melis Giugliardi  
Gianni Carullo /  
Alessandro Mendini  
Galzer (Beleco Project) /  
Suzi Lenzer & Architekturb  
Herbrand (Bela)  
Fondazione Benetton (Al Beska)  
Anisa Dali (Asenkie)

in partnership with



**SHAPING CITIES: CONFLICTS OF AN URBAN AGE**  
14-15.7 TEATRO ALLE TESE h.10-20  
ANNUAL CONFERENCE URBAN AGE

**REPORTING FROM MARGHERA AND OTHER WATERFRONTS**  
23.9 CN GIUSTINIANI h.10-18  
RENOVATING AND RESTRUCTURING  
LARGE INDUSTRIAL AREAS AND WATERFRONTS

**SUSTAINABILITY VS. SECURITY**

25.11 TEATRO PICCOLO ARSENALE h.17  
Lorenzo Aravena, Jonathan Ingalls,  
Milinda Patiraja, Robert Merdini

organized by  
The International Foundation for Sustainable Construction



15. Mostra  
Internazionale  
di Architettura

27.9  
TEATRO ALLE TESE h.15  
**STRUCTURES /  
MATERIALS**  
Alessandro Aravena /  
Solomon Mendler /  
& Gloria Gebel  
Schwemmer (Schoy & Block)  
Bernar Szek /  
Steno Weiss

24.9  
TEATRO ALLE TESE h.15  
**SCENICITY**  
Fippo Ciorra,  
Africa Paris & Arash  
Alizadeh (VVOStudio) /  
Sara Kurland / Nicola  
Adeyemi (B2L) / Joshua  
Schulmer (Diana Votaw  
Framework)

29.10  
TEATRO ALLE TESE h.15  
**ENVIRONMENT**  
Cora Maccioni /  
Michael Brannart (EPG) /  
Joan Ruiz (Orcie la Rue  
Architectes) /  
Ruger Kowalski /  
Matthias Schuler  
& Axel Thurnheiser  
(Transsolat)

26.11  
TEATRO ALLE TESE h.15  
**CONFLICTS  
(AND FINAL COMMENTS  
FROM THE LADDER)**  
Felix Buehler  
Antonio Aravena /  
Milinda Patiraja (Robert  
Architects (Berlino)) /  
Jeanvan-Doel (Studio Urban-  
Club) and Oliverio Ben  
Architects / Manuel Herz /  
Robert Jan van Pelt  
(School of Architecture,  
University of Waterloo)



15. Mostra  
Internazionale  
di Architettura

BIENNALE  
ARCHITETTURA  
2016

REPORTING  
FROM  
THE FRONT

28.5-27.11  
VENEZIA

h.10-18  
giardini-arsenale  
h.10-20  
\*100 / only arsenale  
free, a table free at /  
fri. and sat. until  
2019  
chiuso il lunedì /  
closed on monday  
www.labiennale.org

in partnership with





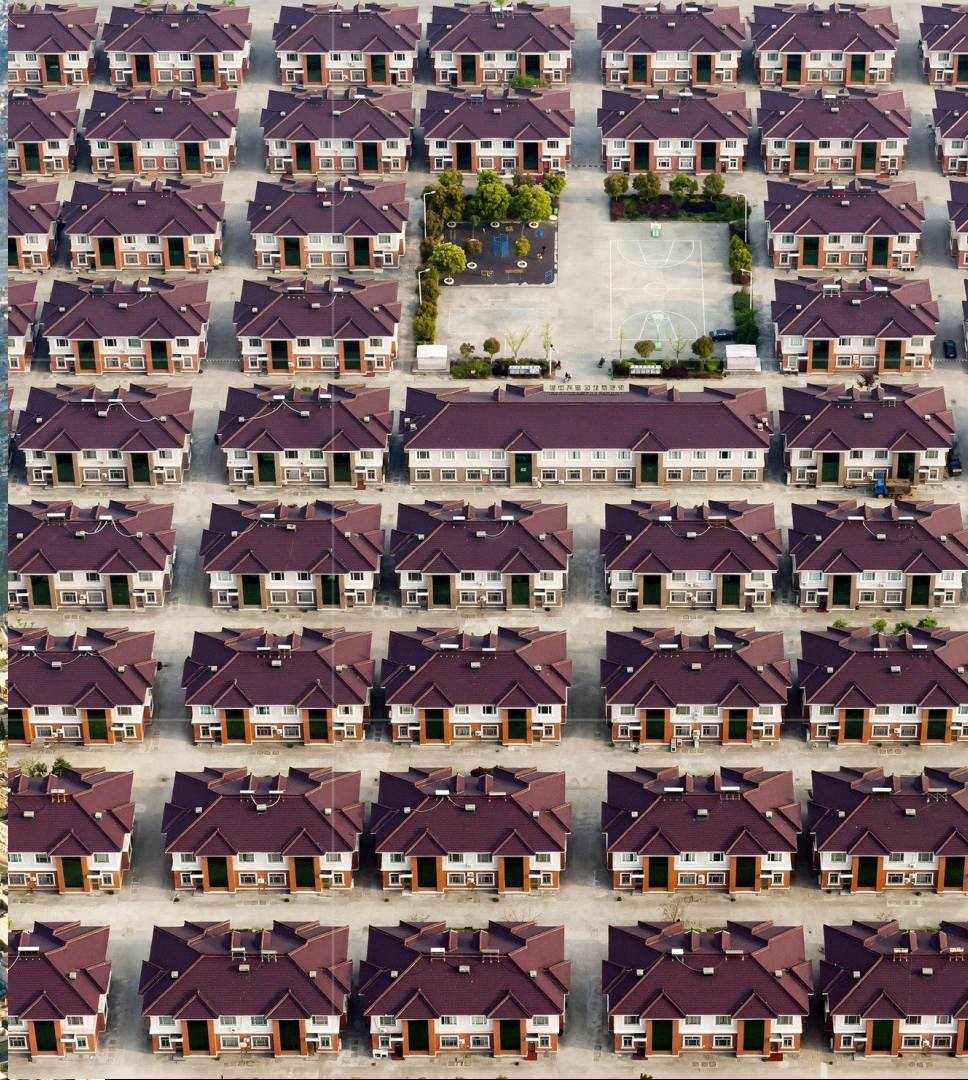
REPORTING  
FROM  
THE FRONT



Huaxi Village, China



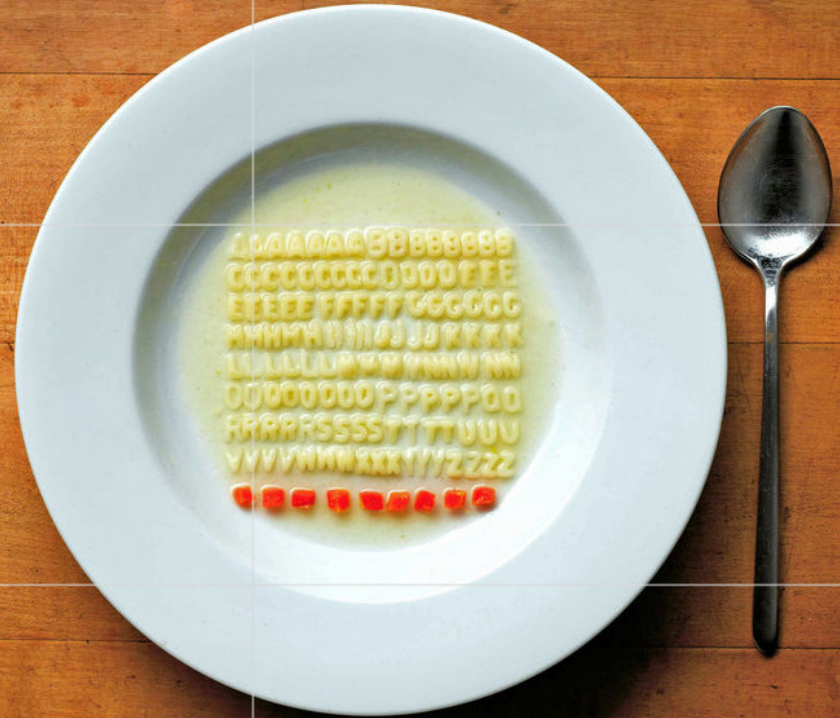
Naucalpan de Juárez, Mexico



unstrukturiert, unordentlich, chaotisch,  
unplanbar, nicht quantifizierbar, indiskutabel?  
Oder schlicht „zu komplex“?



Ursus Wehrli, kunstaufraeumen.ch



strukturiert, ordentlich, regelkonform,  
planbar, quantifizierbar, vermittelbar

**With the increase  
and scale  
of Ephemeral  
settlements,  
the notion of 'the city'  
as a stable and  
permanent entity  
is challenged.**

*Con l'aumento e la scala degli insediamenti effimeri il concetto di 'città' come entità stabile e permanente è messo in discussione.*

Auch Arbeit ist zunehmend  
**ephemer:**

(Adj.) von altgriechisch ἐφήμερος ephēmeros  
flüchtig, kurzlebig, vergänglich.



## Umgang mit dem Ephemeren



Rahul Mehrotra & Felipe Vera  
with Jose Mayoral  
Preface by Richard Sennett  
Afterword by Ricky Burdett

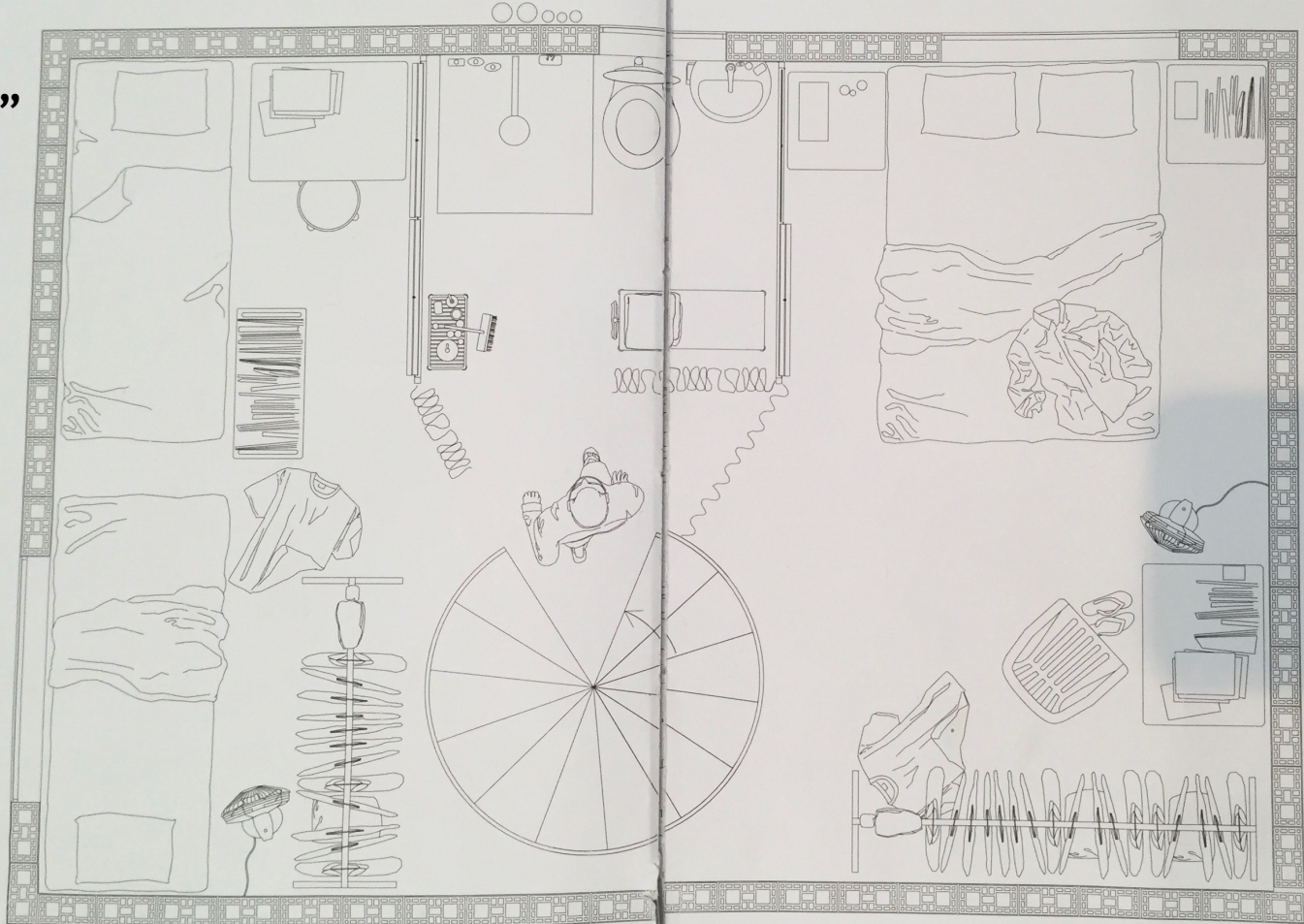
ARO  
ediciones

religiöses Hindu-Festival  
Kumbh Mela in Indien:  
100 Mio. Besucher in 2 Monaten

**ETH-Z Forschung  
in Favelas in Sao Paolo**



# “Applications”





# “Understanding the Patterns”

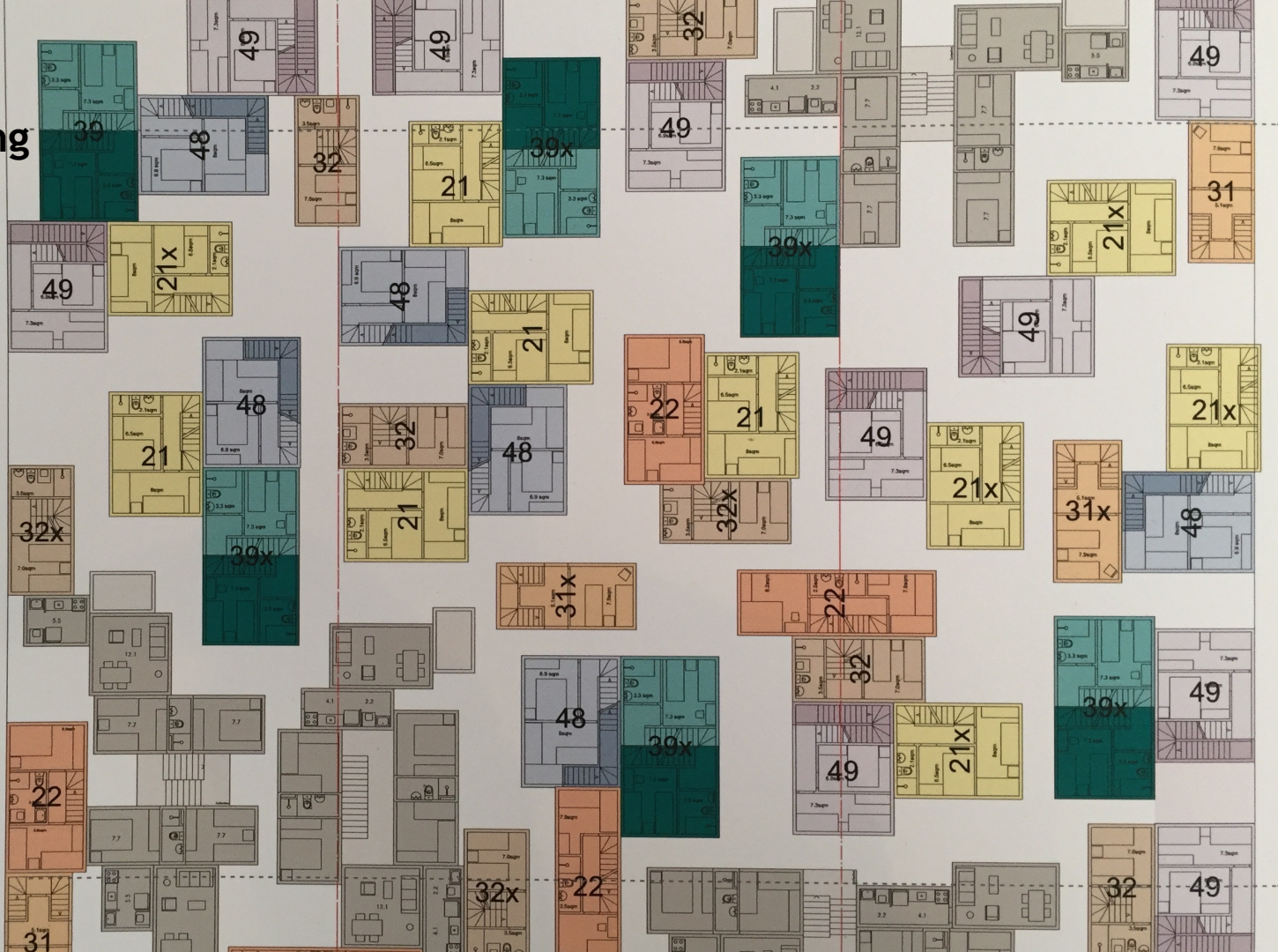
escape route  
d.min = 1.2 m  
l.max = 25 m

fire wall, separating blocks  
of max. 2500 sqm gross  
(equaling 46 units)

fence

wall

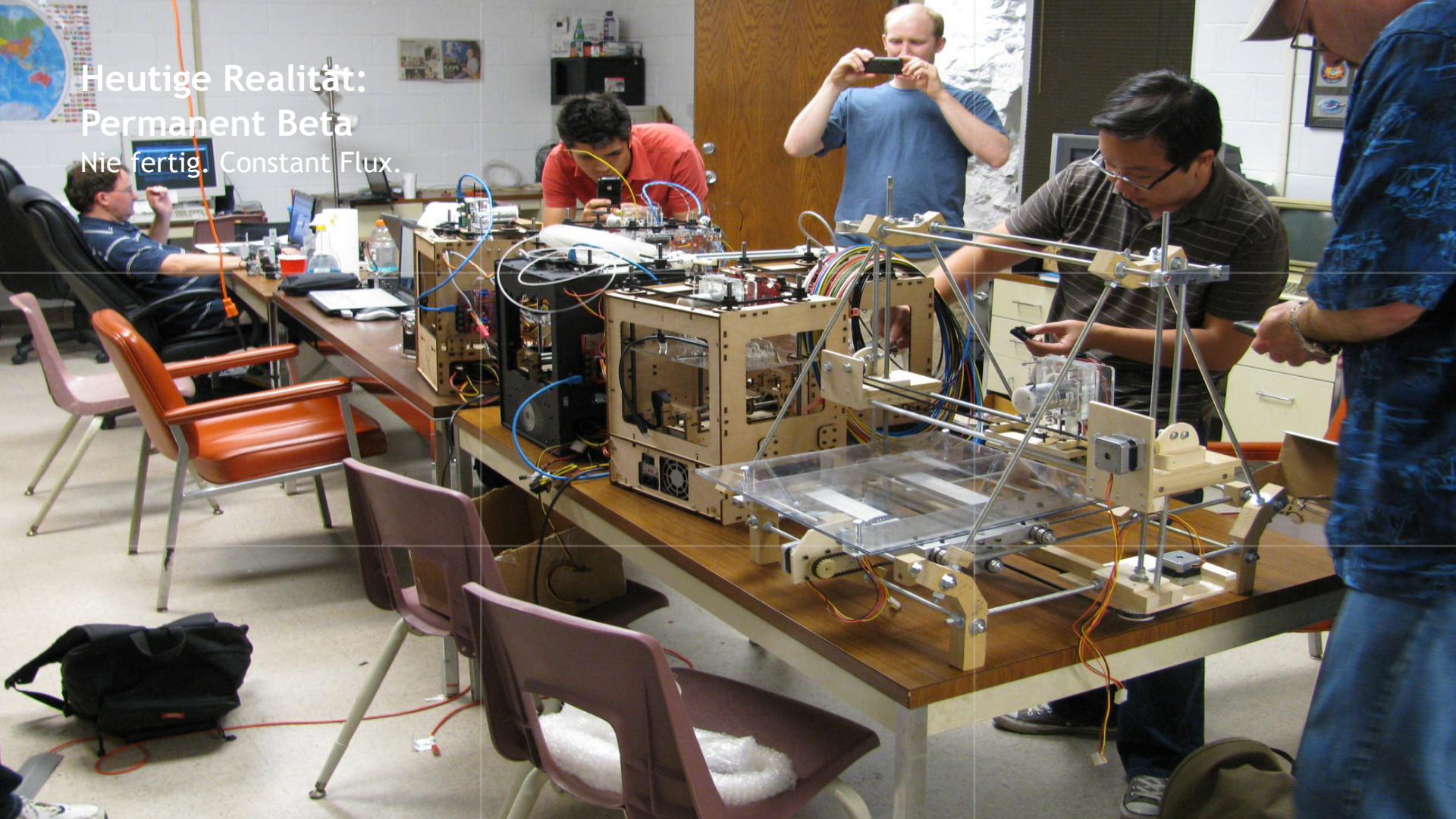
possible area for  
plot separation street  
(see diagram below)





<http://www.mmaltzan.com>

Heutige Realität:  
Permanent Beta  
Nie fertig. Constant Flux.



Woran leidet denn der Deutsche an sich?

---

**“Der Deutsche sagt: Es soll alles so bleiben, wie es ist,  
aber muss sich gleichzeitig auch alles ändern,  
weil alles furchtbar ist, so wie es ist.  
Seltsame Mischung.”**

(Kabarettist Dieter Nuhr im Interview mit der FAZ, 17.11.2016)

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Deutschland, bitte  
aufwachen!  
Arbeit funktioniert  
morgen anders!

Aus Projekten werden Startups.  
Aus Startups werden Global Player.



betahaus  
Coworking  
Berlin

Die OECD stellte in der PISA Studie fest, dass eine der meist vernachlässigten Aufgaben öffentlicher Schulen in D ist, Schüler im Bereich Kollaboration (Teamarbeit) zu bilden



Abiturprüfung  
in Deutschland

Unternehmen geben an, dass eine der wichtigsten gesuchten Qualifikationen von Berufseinsteigern die Teamfähigkeit und Kollaborationsfähigkeit ist.



# Der Google Effekt

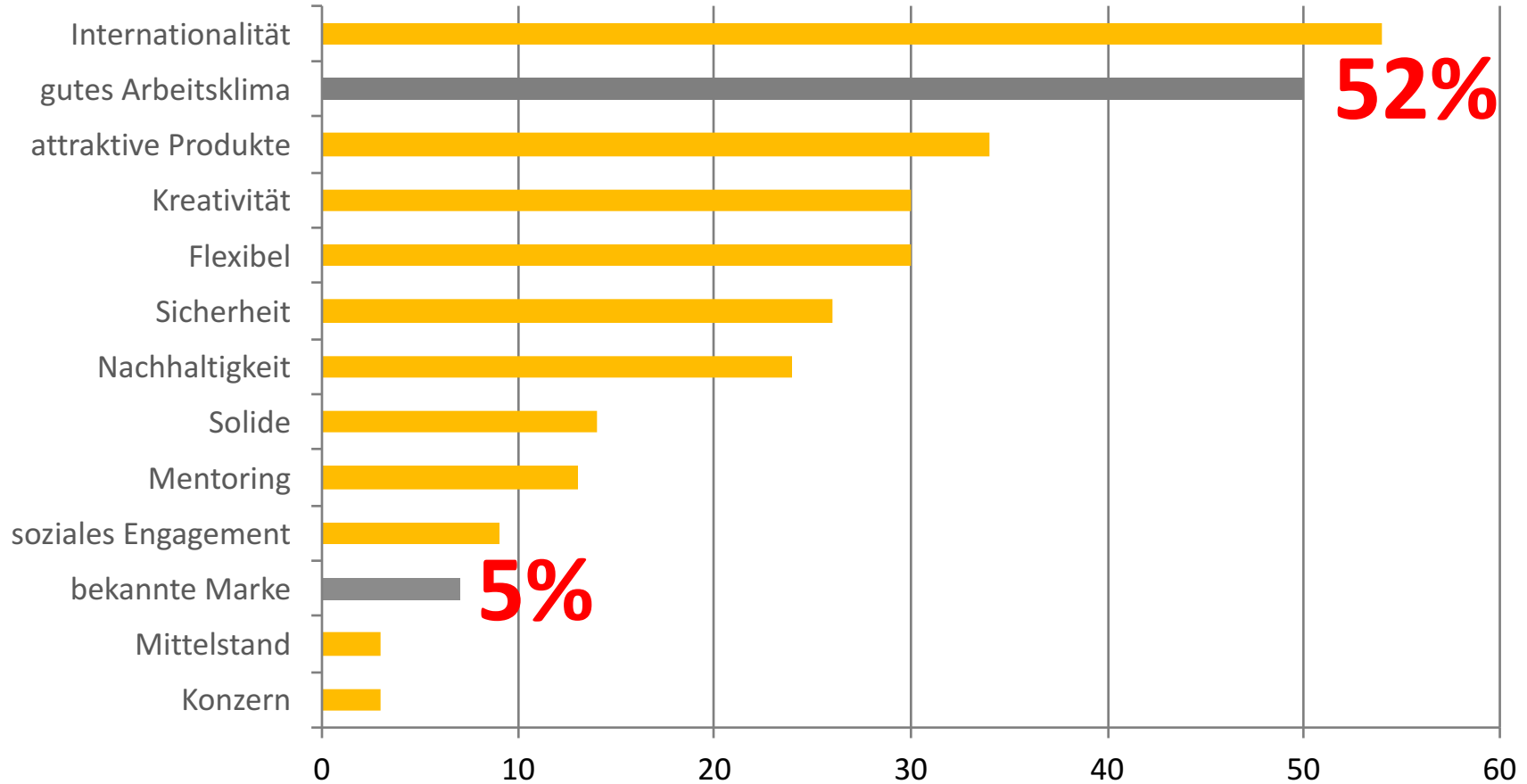
Plötzlich  
reden alle  
von Arbeitskultur!



|                   |         |           |
|-------------------|---------|-----------|
| PEOPLE            | PROCESS | PLACE     |
| BRAND INSPIRATION | PRODUCT | PROMOTION |

HAWORTH

# Wunscharbeitgeber: Kriterien von Absolventen



# Archetypen: Wie sieht ihr Mitarbeiter-Mix aus?

(good.co)



## Advocate

Warm, and empathetic with a strong sense of duty, the Advocate is the best person to partner with during a trust fall exercise. Strongly motivated to support others, they value being part of a close-knit team

[Read more](#)



## Dreamer

As a free-thinking creative that dislikes conflict, the Dreamer prefers to create art, not war. Imaginative, introverted and independent, they flourish when they're allowed to generate their own unique ideas behind the scenes

[Read more](#)



## Caretaker

Encouraging and likeable with a gift for rallying their team, the Caretaker is a natural born cheerleader. Ever sensitive and compassionate, they treat their co-workers like family and take pleasure in doling out Band-Aids for paper cuts.

[Read more](#)



## Straight Shooter

Decisive, strong-willed and authoritative, the Straight Shooter has a clear vision of how things should be done. They are a logical thinker who dislikes uncertainty, willy-nilly behavior, and phrases like willy-nilly.

[Read more](#)



## Socialite

Like a celebuntant fueled by a vat of Red Bull, the Socialite is easily bored and always looking for new, exciting challenges. They are filled with exuberance and enthusiasm that's contagious, encouraging others to enjoy life to the fullest.

[Read more](#)



## Go-Getter

A mogul in the making, the Go-getter lives life at high velocity and can juggle a hundred things at once while still looking good. Energetic and dynamic, they intend to leave your mark on the world and inspires others to do the same.

[Read more](#)



## Humanitarian

Empathic and perceptive, the Humanitarian enjoys helping others and ensuring their well-being. Encouraging, collaborative and supportive, they make sure that if one person benefits, the whole team benefits - no favoritism here!

[Read more](#)



## Idealist

Intellectually curious with a strong moral compass, the Idealist is passionate about doing the right thing. Like the world's most flattering mirror, they always see the best in others and strive to bring it out in them.

[Read more](#)



## Inventor

Highly curious and creative, the Inventor approaches problems as exciting intellectual puzzles. Like any proper mad scientist, they enjoy working



## Mastermind

Driven, ambitious and authoritative, the Mastermind has a gift for persuading others to work hard through their natural leadership skills and office full of



## Maverick

Energetic, creative and individualistic, the Maverick lives life by their own rules. Viewing life as a self-serve buffet as opposed to an a la carte menu, they



## Protector

Like a mama cat guarding her litter, the Protector is highly motivated to protect the things they care about most, whether they are people, values, or

# Unternehmens- Archetypen

## Organizational Archetypes

What makes you happy, gives you inspiration, and makes it all worthwhile? Organizational psychologists call these archetypes: your social style, work style, and key traits. And they apply to companies and co-workers too! Once you find your Fit Score, you can see who's a good match for you and who's not—even a future employer. Which type are you?



### Commando Unit

Like boot camp minus the workouts, the Commando Unit offers a traditional and structured work environment in which teamwork, collaboration and support are encouraged.

[Read more](#)



### Family Dynasty

The Family Dynasty is as traditional as apple pie, offering a social, nurturing and stable environment where teamwork is emphasized and interactions between employees are relaxed.

[Read more](#)



### Frontier Settlers

Flexible yet extremely competitive, the Frontier Settlers offer a traditional work environment and easygoing structure where employees are encouraged to take part in decision-making.

[Read more](#)



### Intergalactic Explorers

Creative, social and innovative, the Intergalactic Explorers offers a competitive environment with a structured employment hierarchy that puts a strong focus on personal achievement.

[Read more](#)



### Large-Scale Military Operation

Traditional and structured, the Large-scale Military Operation focuses heavily on individual achievement and adheres to a clear employment hierarchy.

[Read more](#)



### Mountaineering Expedition

With a focus on innovation and creativity, the Mountaineering Expedition offers a competitive yet flexible work environment.

[Read more](#)



### Nuclear Family

True to their name, the Nuclear Family is fun, creative, and collaborative, enjoying an innovative, family-like atmosphere with a clear employment hierarchy.

[Read more](#)



### Space Colony

Offering a flexible employment structure, the Space Colony features a creative and nurturing family-like work environment that is social, supportive and dynamic.

[Read more](#)

## ...und wo möchten Sie arbeiten?



Alcoa



Large-Scale Military  
Operation



Intergalactic Explorers

- 👤 Number of employee : 10001+
- 📅 Founded in : 1888
- [in LinkedIn Profile](#)
- [🌐 Website](#)

CHECK YOUR FITSCORE



Allianz  
Allianz



Nuclear Family



Commando Unit

- 👤 Number of employee : 10001+
- 📅 Founded in : 1890
- [in LinkedIn Profile](#)
- [🌐 Website](#)

CHECK YOUR FITSCORE



Allstate  
Allstate



Commando Unit



Nuclear Family

- 👤 Number of employee : 10001+
- 📅 Founded in : --
- [in LinkedIn Profile](#)
- [🌐 Website](#)

CHECK YOUR FITSCORE



Amazon



Space Colony



Mountaineering  
Expedition

- 👤 Number of employee : 10001+
- 📅 Founded in : 1994
- [in LinkedIn Profile](#)
- [🌐 Website](#)



American Airlines



Commando Unit



Large-Scale Military  
Operation

- 👤 Number of employee : 10001+
- 📅 Founded in : --
- [in LinkedIn Profile](#)
- [🌐 Website](#)



American Express



Nuclear Family



Family Dynasty

- 👤 Number of employee : 10001+
- 📅 Founded in : --
- [in LinkedIn Profile](#)
- [🌐 Website](#)



**weitere „Rahmenwerke“  
für eine Einschätzung von  
Arbeitskulturen**

**OECD:  
Schlüsselqualifikationen  
für ein „erfolgreiches  
Leben und eine  
gut funktionierende  
Gesellschaft“**

1. ) Act autonomously (Handlungsspielraum)
- 2.) Interact in heterogenous groups (Teamarbeit)
- 3.) Use tools interactively (Wege der Wissensverarbeitung)

# Arbeitspsychologie: Definition für „Gute Arbeit“

- 1.) ist **zielgerichtetes, motiviertes, moralisch vertretbares Handeln**
- 2.) besitzt **hohe Entscheidungsspielräume**
- 3.) **ermöglicht Kooperation und Kommunikation** mit anderen Menschen
- 4.) ist **vereinbar mit anderen Tätigkeiten** (z. B. für die Familie)
- 5.) ist **schadungslos und beeinträchtigungsfrei**

(arbeitspsychologische Definition  
„nach Merkmalen und  
Gesetzmäßigkeiten  
menschlichen Handelns“)

# Flow-Theorie: Parameter für die Erzeugung von „Flow-Erleben“

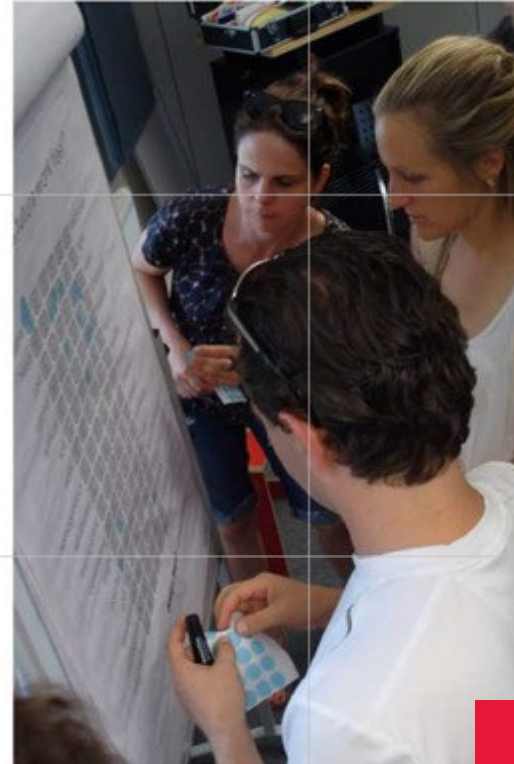
- 1.) **Klarheit der Ziele**, unmittelbar **erlebte Erfolgs-Rückmeldungen**, **Stimmigkeit**
- 2.) **höchste Konzentration auf ein begrenztes Feld**
- 3.) **optimales Verhältnis zwischen Anforderungen und Fähigkeiten**
- 4.) **Gefühl von Kontrolle** über die eigenen Handlungen (Gelöstheit, Angstfreiheit)
- 5.) **erlebte Mühelosigkeit** des Handlungsablaufs, **Freude beim Tun („Glück“)**
- 6.) **Aufhebung des normalen Zeiterlebens**
- 7.) **Verschmelzen von Handlung und Bewusstsein** – eins sein mit dem Tun
- 8.) **autotelische Qualität** der Flow-Erfahrung (der Weg ist das Ziel)

# VALUES and TRANSLATION

Who are you? What do you want to be perceived as? - How can you tell? What does that feel like?



How does future work feel like?



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## IDEAL CASE - optimized work structure



HAWORTH



**Collaborate**



**Create**



**Control**



**Compete**

## Challenge

Integration  
verschiedenartigster Kulturen  
in einheitliche Businessmodelle



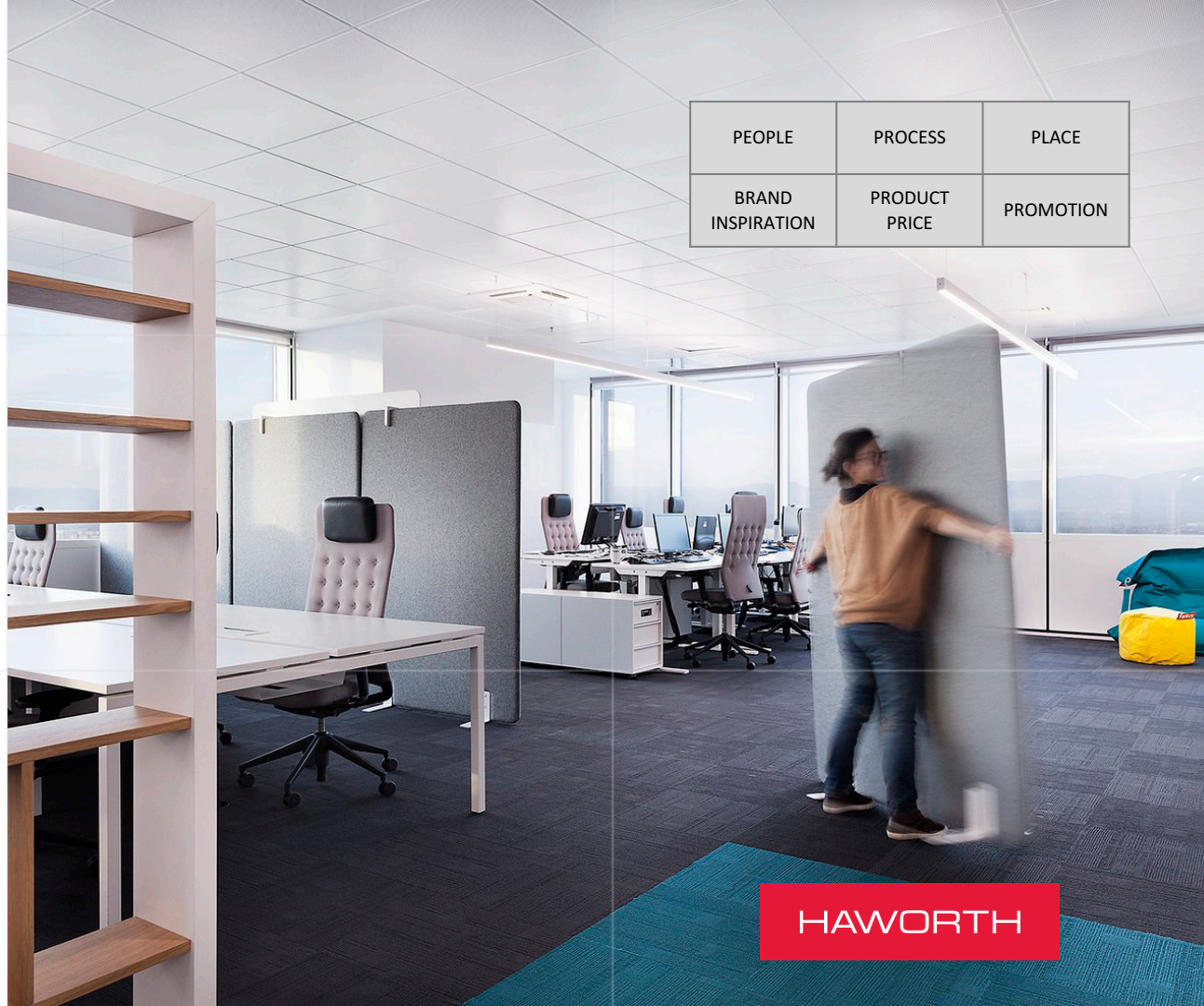


Die Mega-Anforderung:  
Flexibilität/Adaptibilität



# Der Digital Workplace

- variety of choices regarding space modules, IT, presence or home office
- right mixture of enclosed, semi-enclosed and open space
- serving latest IT environment to fully support mobile working at any time
- driven by efficiency, effectiveness and by Gen Y expectations

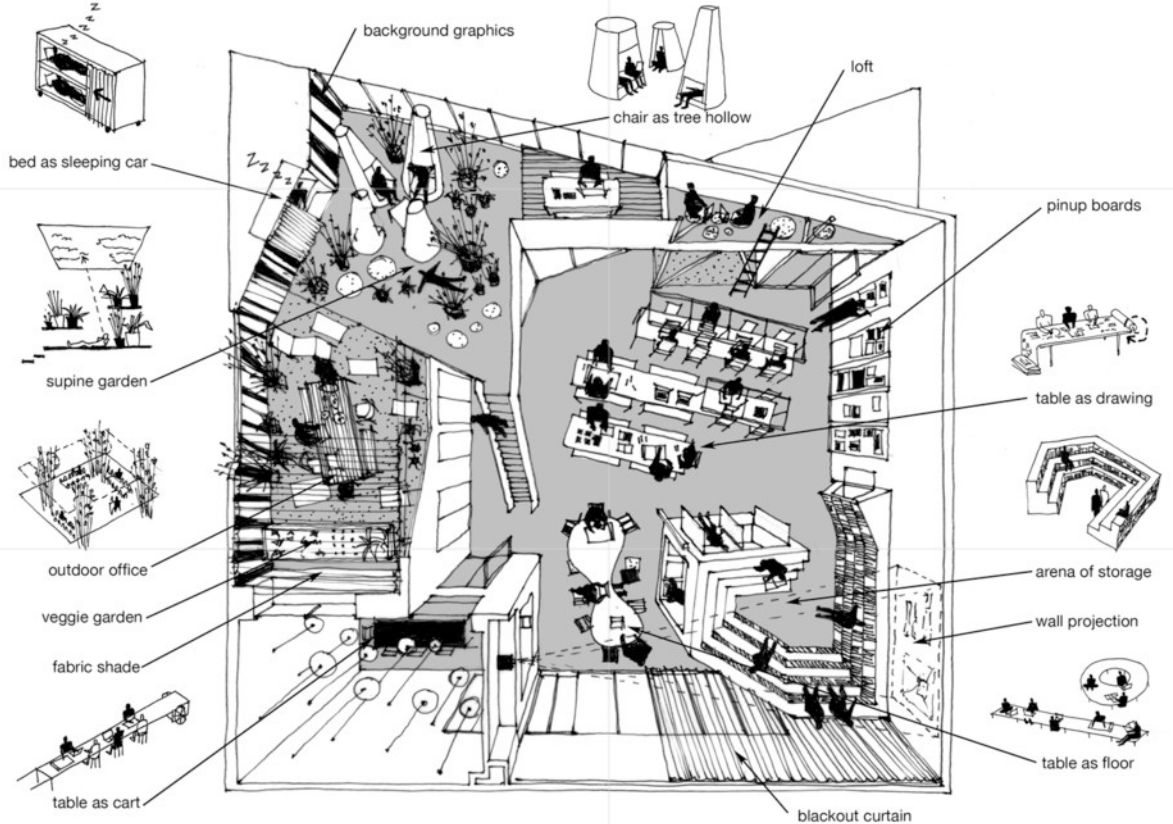


|                   |               |           |
|-------------------|---------------|-----------|
| PEOPLE            | PROCESS       | PLACE     |
| BRAND INSPIRATION | PRODUCT PRICE | PROMOTION |

HAWORTH

# Der Digital Workplace

„Activity Based Working“



# Der Digital Workplace

SETTING: (Example)



NEIGHBOURHOODS:

**A B C D E F G H J K**

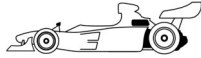

MATRIX OF ACTIVITIES:

|                   |                      |               |
|-------------------|----------------------|---------------|
| focus / learn     | relax                | call          |
| work / task       | socialise / chat     | scrum project |
| waterfall project | interact / integrate | innovate      |



WORK-POINT DESK-BASED:

Number of unassigned workstations in neighbourhood.

DEGREE OF MOBILITY:

|                                                                                     |                                                                                     |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| HIGH                                                                                | LIMITED                                                                             |
|  |  |

SENSE OF STYLE:

|                                                                                     |                                                                                     |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| FORMAL                                                                              | INFORMAL                                                                            |
|  |  |

WORK-POINT "ALTERNATIVE"

Number of 2<sup>nd</sup> places in neighbourhood.

# Programming a Workplace Landscape

SAP Tel Aviv, Israel



|               | Envision:<br>generating ideas | Share:<br>convey information | Discuss:<br>face to face dialogue | Rest:<br>relaxing or napping | Accomplish:<br>undertaking specific tasks | Converse:<br>face to face social<br>or video conference |
|---------------|-------------------------------|------------------------------|-----------------------------------|------------------------------|-------------------------------------------|---------------------------------------------------------|
| Neighbourhood |                               |                              |                                   |                              | FC C                                      |                                                         |
| Study         | FC SI                         |                              |                                   | SO                           | FC                                        |                                                         |
| Guest Suite   |                               |                              |                                   |                              | FC C WL                                   |                                                         |
| Phone Booth   |                               |                              |                                   |                              |                                           | C SO                                                    |
| Ropes         | FC C WL SO SI                 |                              | C WL SO SI                        | SO                           |                                           | C WL SO SI                                              |
| Nest          | C WL SO SI                    | C WL                         | C WL SO SI                        |                              | FC C WL                                   |                                                         |
| Alcove        |                               | C WL                         |                                   |                              |                                           | C WL SO                                                 |
| Shelter       |                               |                              |                                   |                              |                                           | C WL SO SI                                              |
| Retreat       |                               | WL SO                        | C WL SO SI                        |                              |                                           | WL SO SI                                                |
| Den           |                               | C WL SO                      |                                   |                              |                                           |                                                         |
| Project Space | FC C WL                       | C WL                         | C WL                              |                              |                                           |                                                         |
| Discover      | FC C WL                       | C WL                         | C WL                              |                              |                                           |                                                         |
| Cave          | FC SI                         |                              |                                   |                              | FC                                        |                                                         |

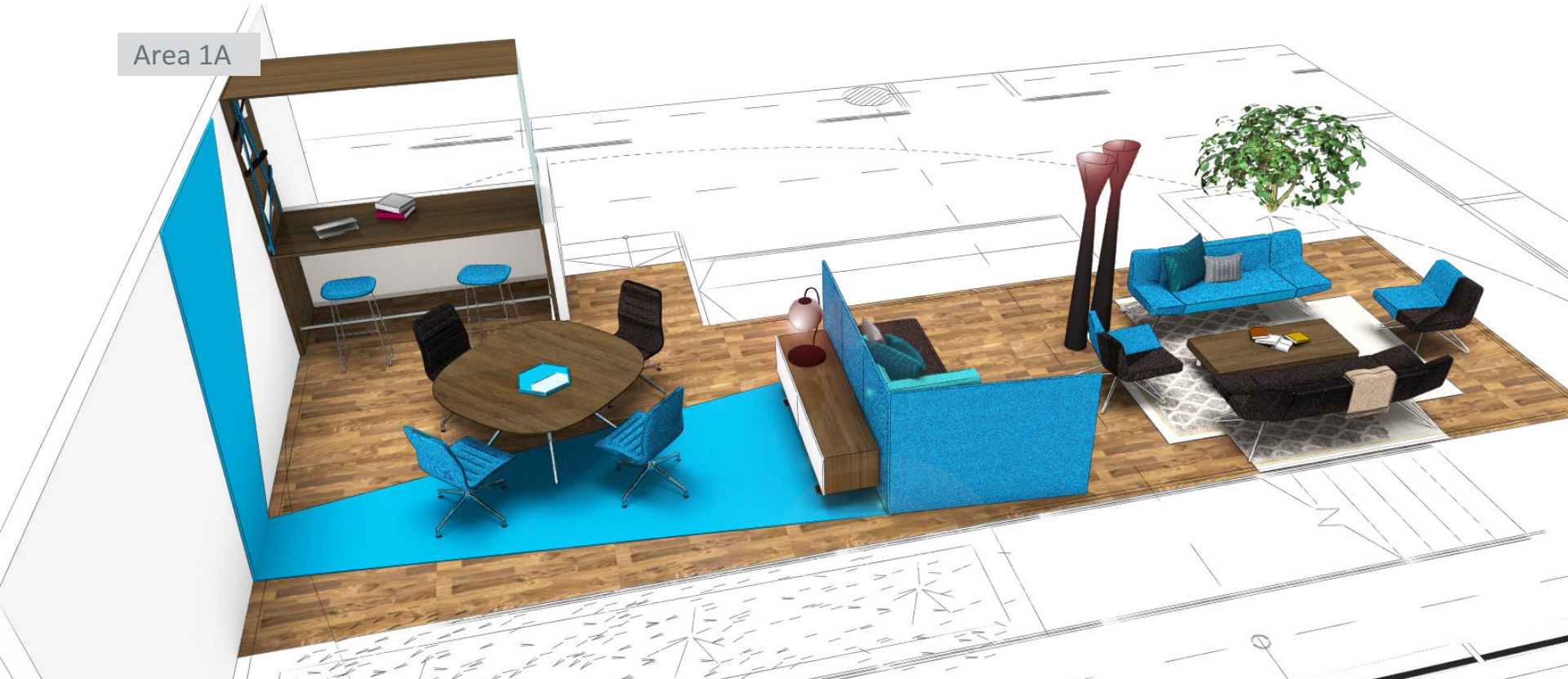
# Programming a Workplace Landscape

SAP Tel Aviv, Israel

- FOCUS CONCENTRATION
- COLLABORATION
- WORK LOUNGE
- SOCIAL SPACE
- SPONTANEOUS INTERACTION



Area 1A



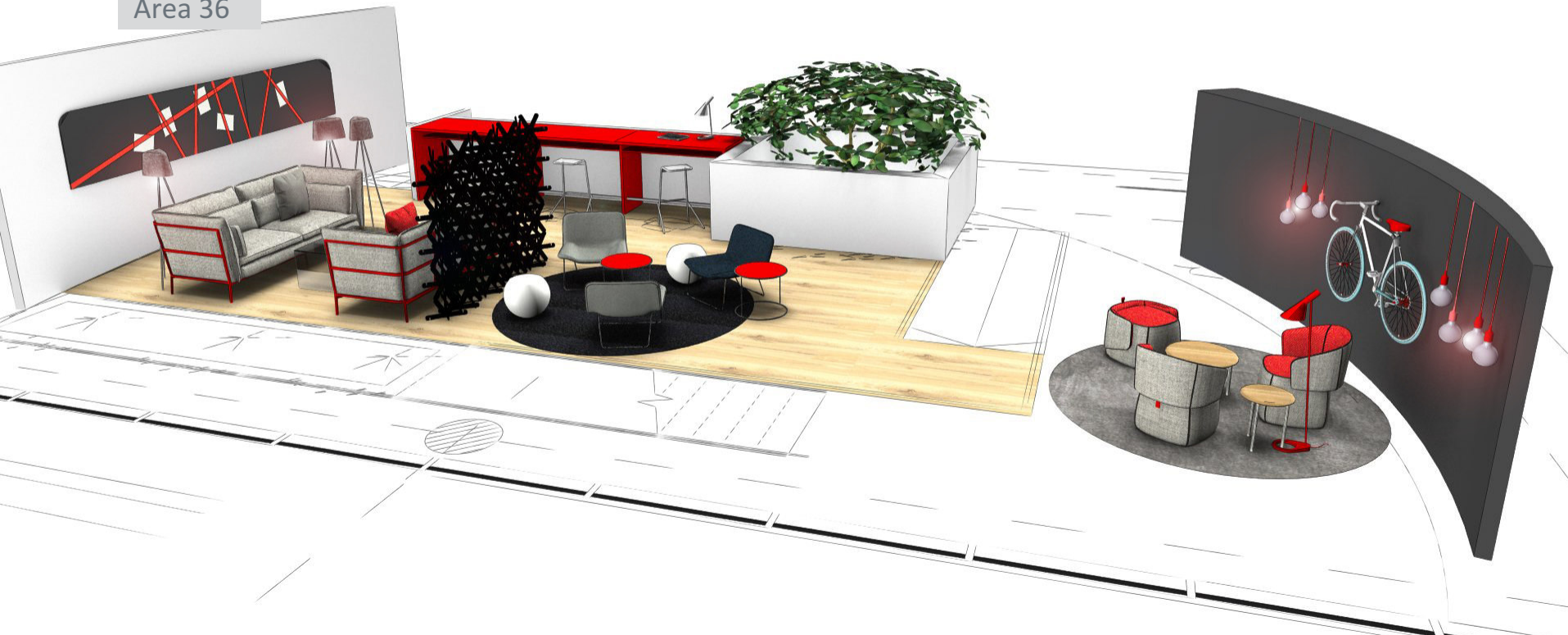
# Programming a Workplace Landscape

SAP Tel Aviv, Israel

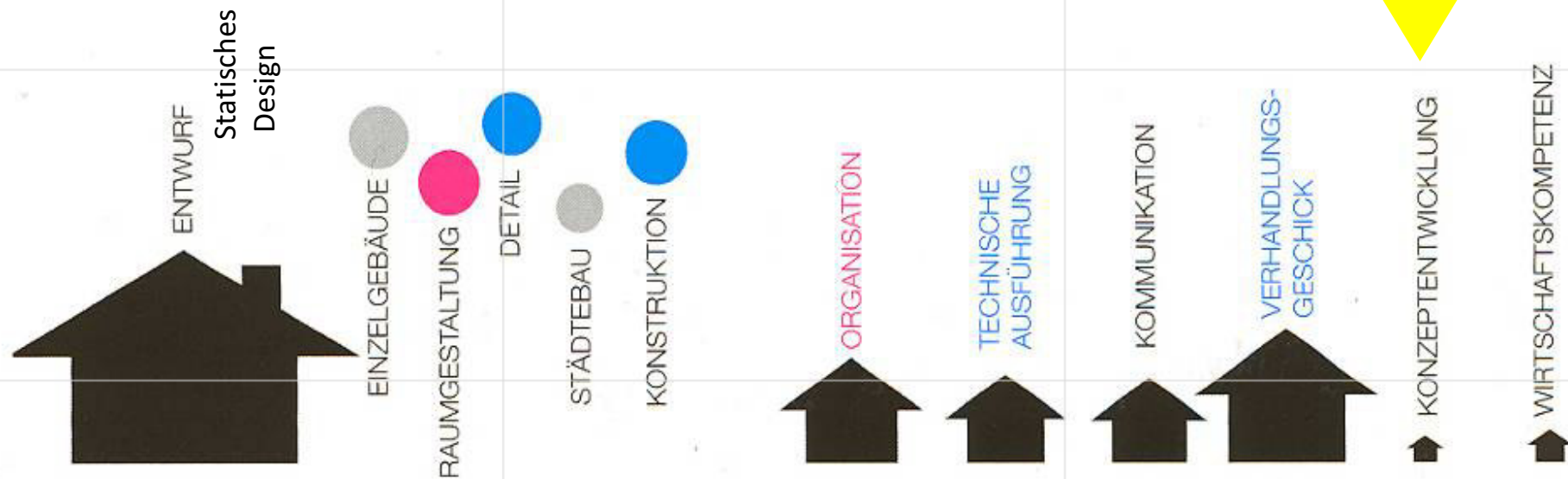
FOCUS  
CONCENTRATION  
COLLABORATION  
WORK LOUNGE  
SOCIAL SPACE  
SPONTANEOUS  
INTERACTION

FC C WL SO SI

Area 36



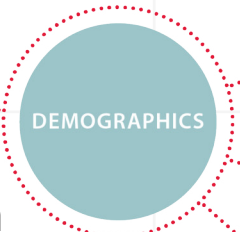
...und wer  
„programmiert“ das?



Quelle: Frank Peter Jäger, „Der neue Architekt“, 2008



# Auswirkungen von Technologie auf zukünftiges Office Design



|                   |         |           |
|-------------------|---------|-----------|
| PEOPLE            | PROCESS | PLACE     |
| BRAND INSPIRATION | PRODUCT | PROMOTION |

Computational / Parametric Design

BIM als neuer Standard

Digital Fabrication / 3D Printing

VR: The VR equipment market will grow from 9 bill. \$ to 80 bill. \$/yr. by 2025



**LIGHT F16 Kamera**  
von LIGHT (2016)

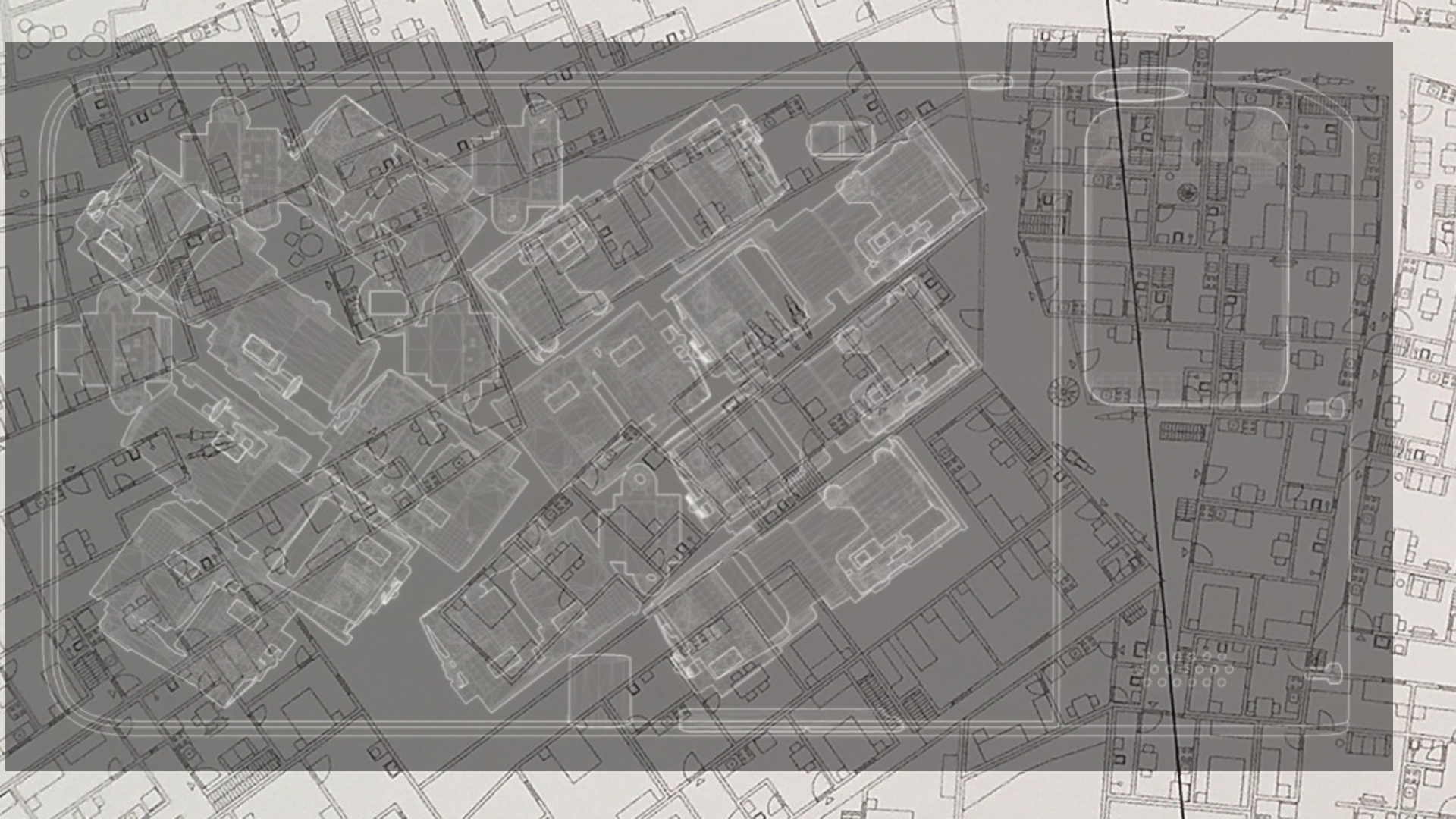


**HAWORTH**



Röntgenbild der LIGHT F16 Kamera mit den 16 verschiedenen Objektiven

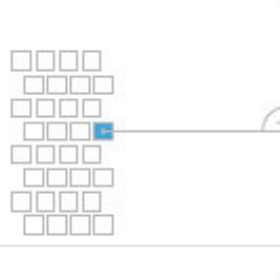




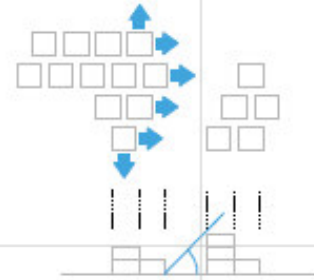




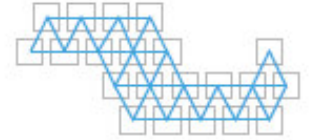
# Willkommen im Computation-Zeitalter!



1. Aussicht



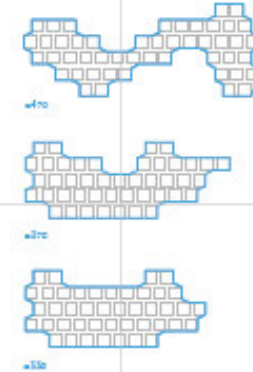
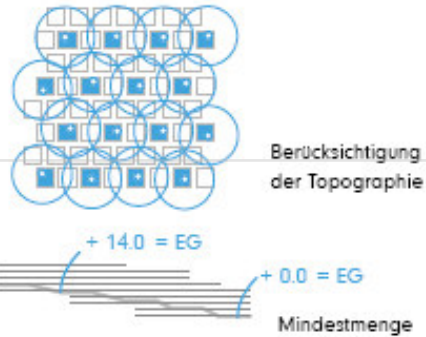
2. Tageslicht/Beleuchtung



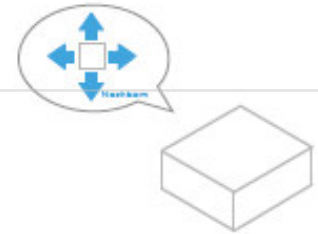
3. Wegesystem



4. Kerne/Stützen



5. Grundrissformen/Raster



6. individuelle  
Anforderungen

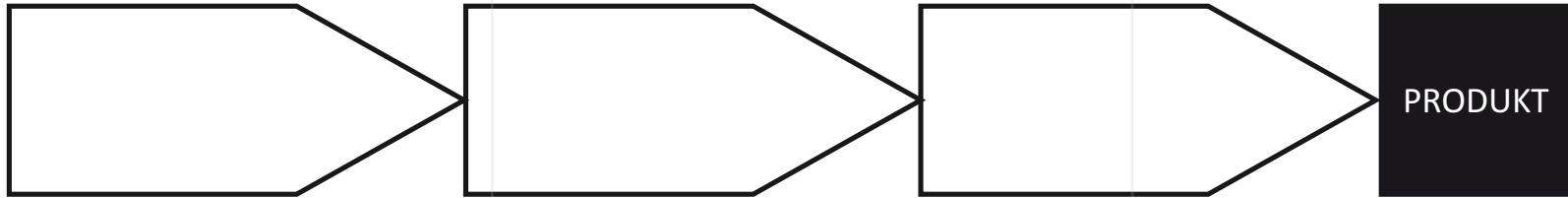


von **Space Planning**  
zu **Office Modeling**

**eine Haltung  
mit Konsequenzen!**

HAWORTH

# „normaler“ Innovationsprozess

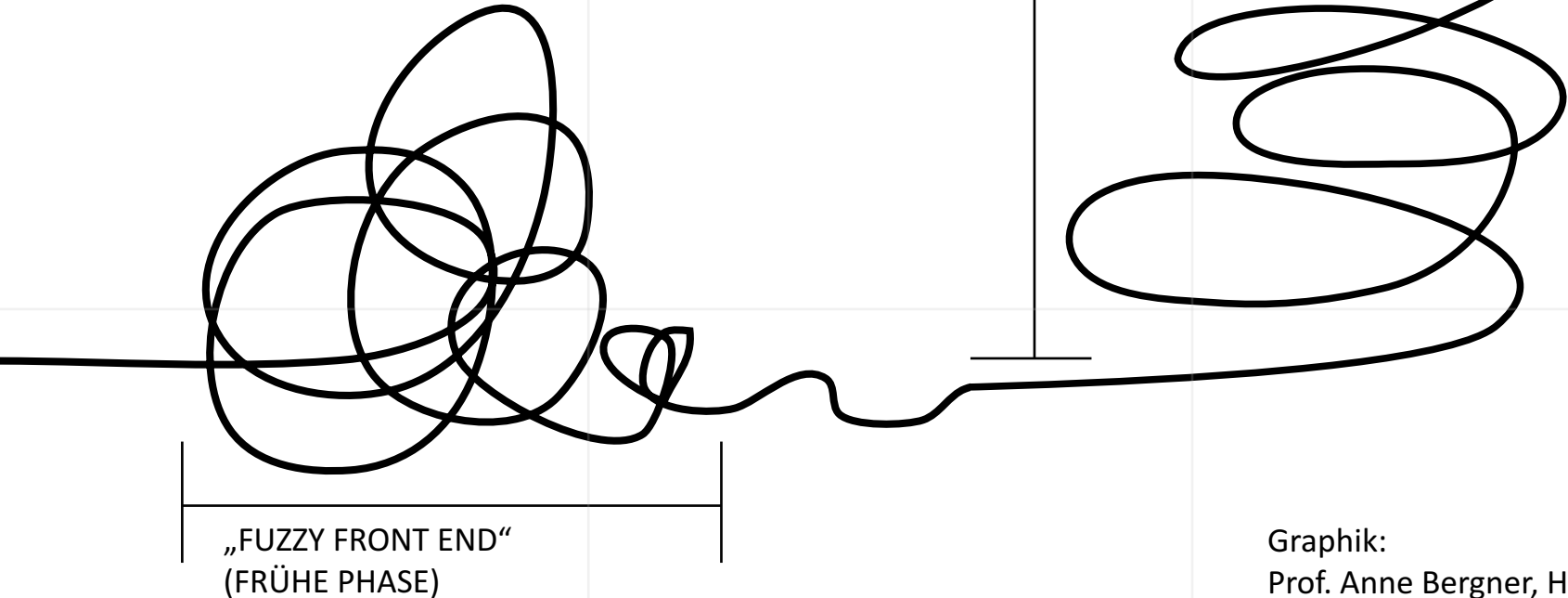


Graphik:  
Prof. Anne Bergner, HS Coburg

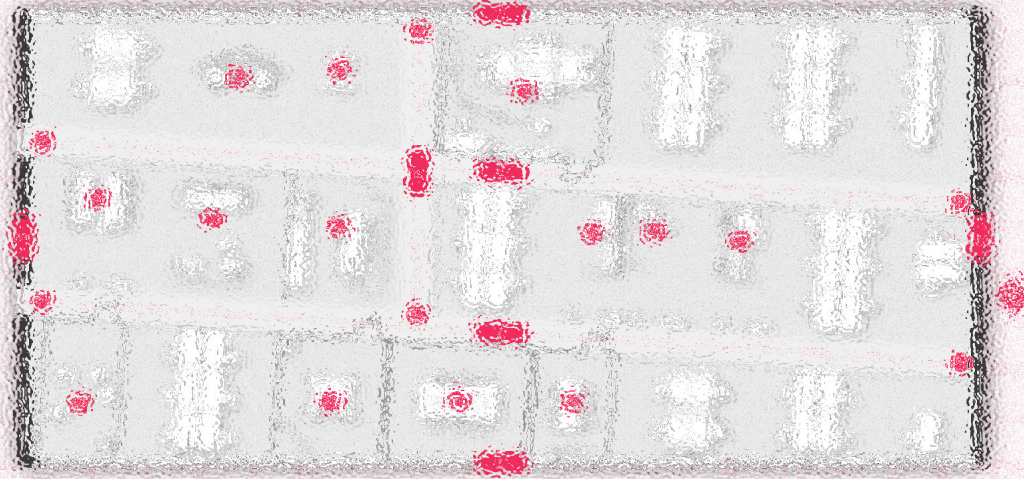
„Design Thinking“

INNOVATIONS-  
POTENTIAL

PRODUKT



# User Generated Design Software von Haworth



| Haworth |    |
|---------|----|
| Haworth |    |
| Office  | 1  |
| Office  | 2  |
| Office  | 3  |
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| Office  | 41 |
| Office  | 42 |
| Office  | 43 |
| Office  | 44 |
| Office  | 45 |
| Office  | 46 |
| Office  | 47 |
| Office  | 48 |
| Office  | 49 |
| Office  | 50 |



**Fünf gute Fragen  
zu Arbeit morgen**

Gute Fragen 1/5

**WAS** wird morgen  
**GUTE ARBEIT** sein?



Gute Fragen 2/5

WO wird Arbeit  
morgen sein?

# Credit Suisse could move from Canary Wharf to Poland

Agata Kłapeć 21 October 2015



**UNITED KINGDOM** Credit Suisse is considering the relocation of app. 1,800 of the 6,600 employees it currently hires in its London offices to a cheaper location. This could include Poland or India, says Reuters.

Currently London is the regional EMEA headquarters for the Credit Suisse's operations. The company has been taking up office space in such Canary Wharf schemes as One Cabot Square and 5 Canada Square for years. As part of the newly-announced restructuring strategy, the financial services conglomerate aims to lower its fixed costs by a total CHF 3.5 bln (EUR 3.2 bln) by the end of 2018.

"In the coming months, we will focus on the implementation of our strategy announced today. Our third-quarter results reinforce the need for a restructuring of the bank aimed at reducing the volatility of our earnings and better aligning the activities of our Investment Bank behind the needs of the clients of our Private Banking & Wealth Management division," Credit Suisse informed.



in Share

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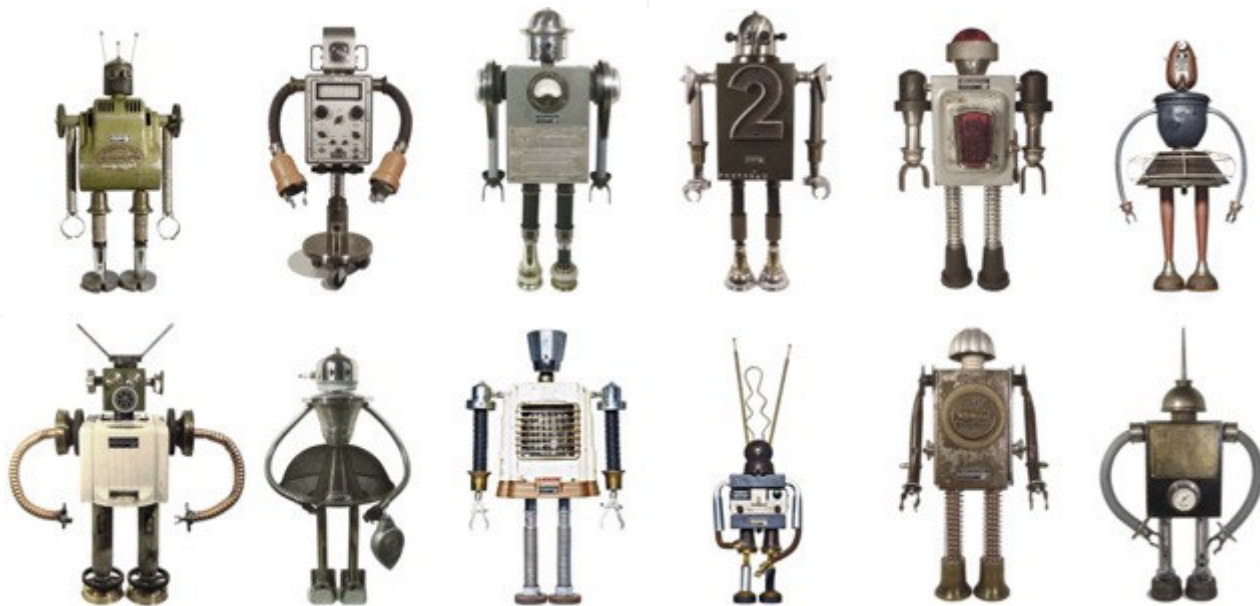
G+



f Like to!

Gute Fragen 3/5

WER wird morgen  
arbeiten?

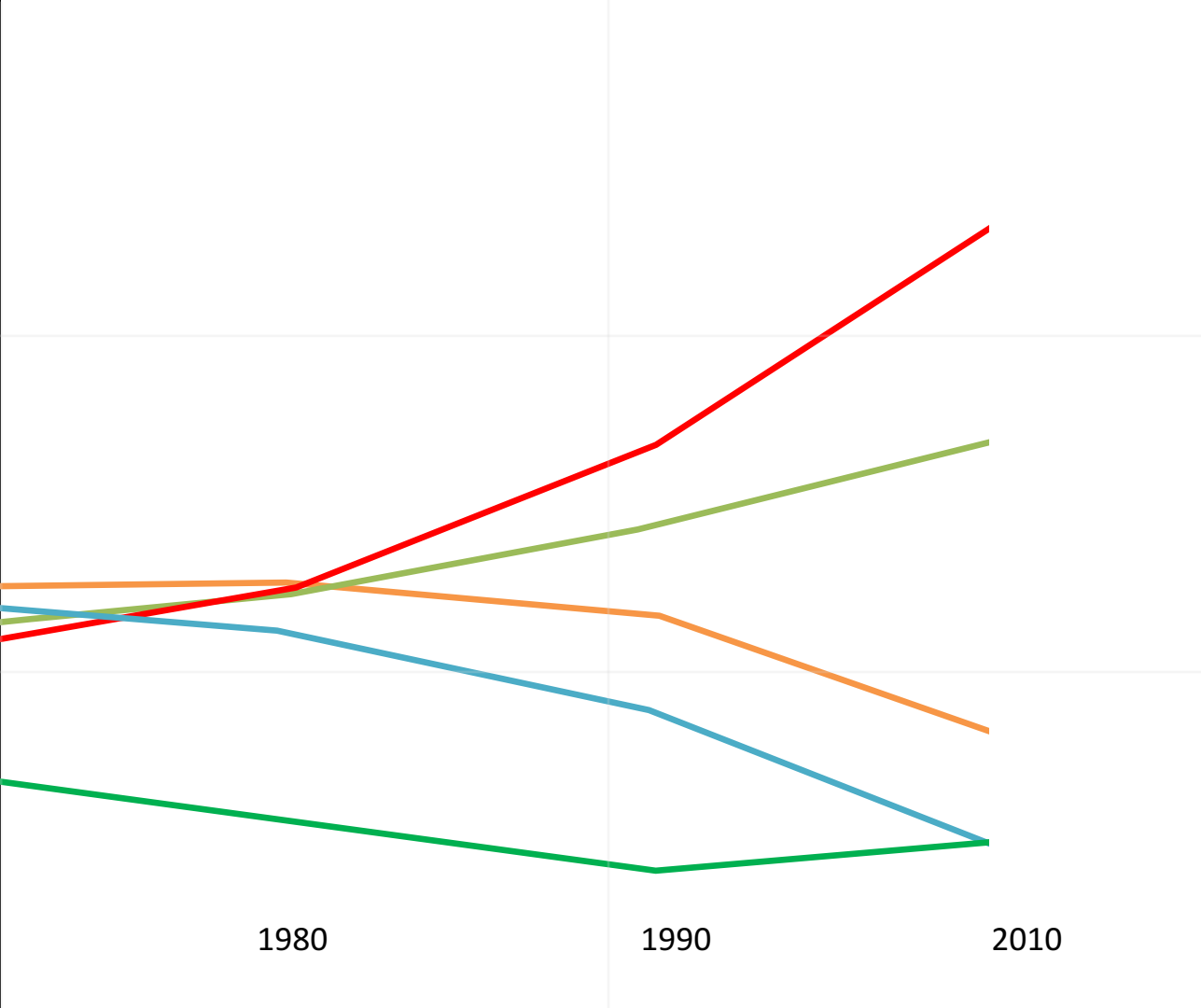




Gute Fragen 4/5

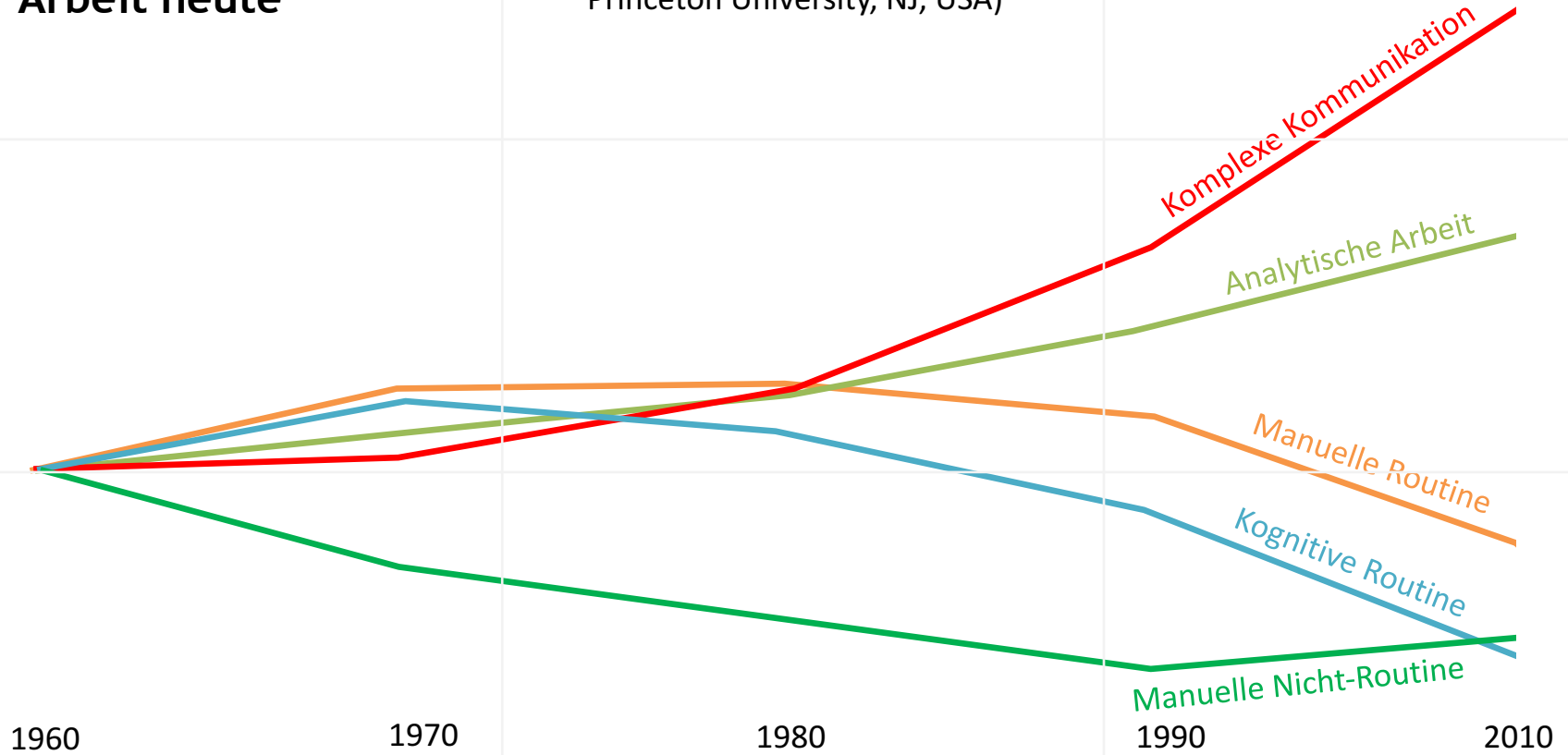
WIE wird veränderte  
KOMMUNIKATION  
Arbeit beeinflussen?

1960 1970 1980 1990 2010

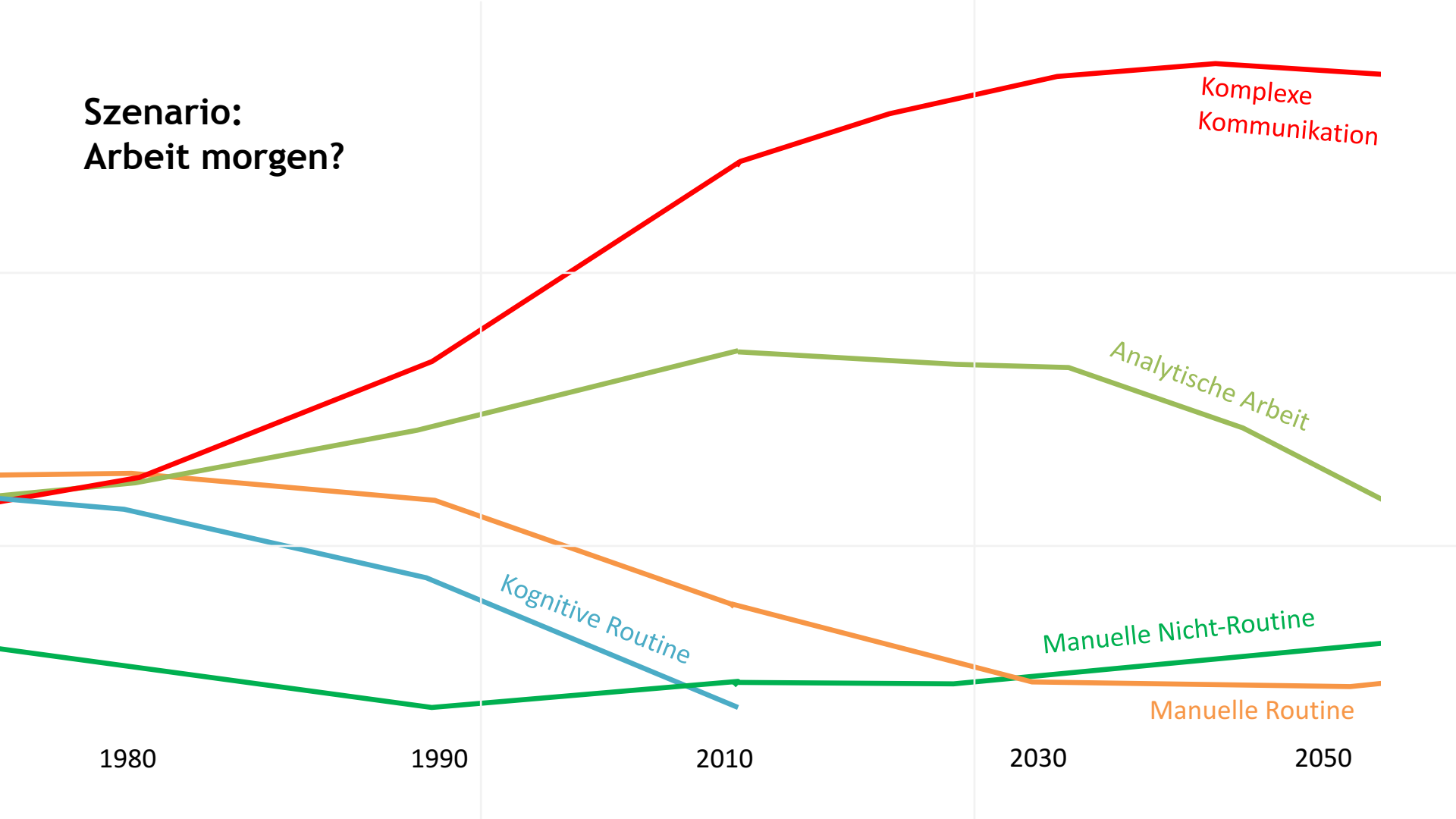


# So funktioniert Arbeit heute

(nach Levy und Murnane,  
Princeton University, NJ, USA)



# Szenario: Arbeit morgen?



Komplexe  
Kommunikation

Analytische Arbeit

Kognitive Routine

Manuelle Nicht-Routine

Manuelle Routine

1980

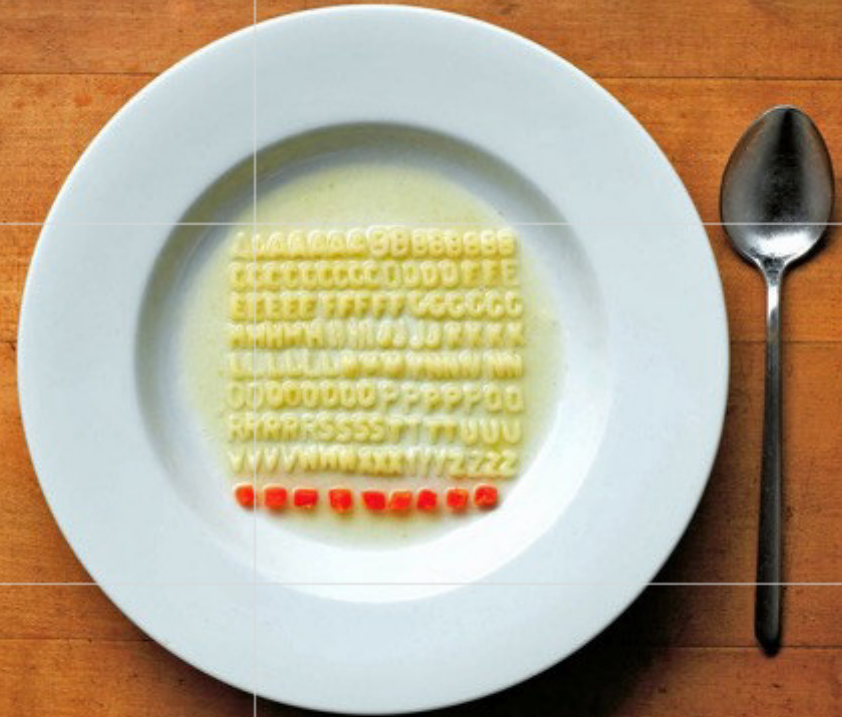
1990

2010

2030

2050

Gute Fragen 5/5  
WELCHE ANFORDERUNGEN  
werden an zukünftige  
Arbeitsorte  
gestellt?



Danke fürs Zuhören!



Embroidered Haworth „Very“  
@ Impact Hub Westminster, 2013

HAWORTH