

The Federal Reserve

The Future of Work and Emerging Real Estate Trends

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Peter Miscovich Bio Summary



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Board Member and Advisory Relationships

Accenture	Global Technology Vision Board Member
BROOKINGS Institute	Metropolitan Policy Program Advisor
Ceres	President's Advisory Board Member + Advisor CEO + Trustee
Columbia University	Data Science Institute Member and Advisor
CORENET Global	Enterprise Portfolio Transformation + Workplace Innovation Thought Leader
Harvard University	The Future of Work + Healthy Buildings Program Advisor
MIT Urban Planning & Design	MIT Sloan Management Real Estate Research Program
Regional Plan Association	Smart Work + Urbanization Planning Advisor
The Woodrow Wilson Center	Safe + Smart Cities Program Advisor
Urban Land Institute	Infrastructure ICT Committee Strategy Advisor
World Economic Forum	Transformational Energy Efficiency Advisor
WORKTECH	WORKTECH Speaker/Thought Leader + Advisor CEO

Accenture	British Telecom	Goldman Sachs	Procter & Gamble
AIG	CISCO	HP	SONY
American Express	Chubb Insurance	IBM	The World Bank
AT&T	Citigroup	JPMorgan Chase	Thomson Reuters
Bank of America	Deutsche Bank	MetLife	UBS
Barclays	Fidelity	Pfizer	Warner Media
Bloomberg	General Electric	PwC	Xerox

“The Workplace You Need Now” Book Overview



Peter Miscovich “Future of Work” thought leader and co-author:

The **Workplace** You Need Now

Shaping Spaces for the Future of Work

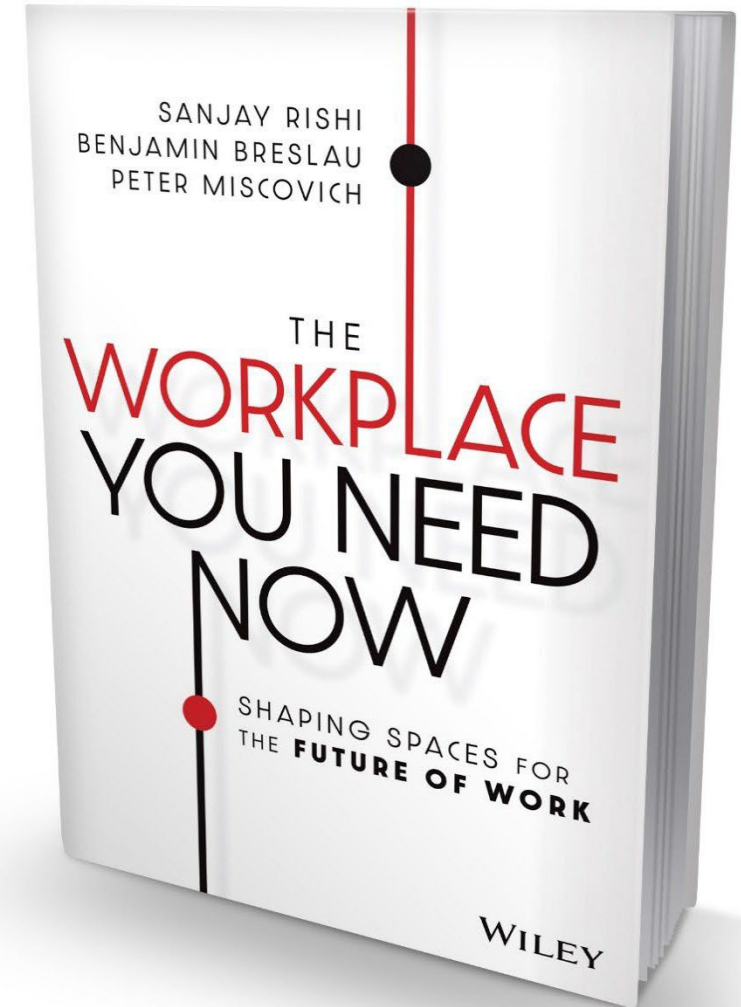
By Wiley Publishing

JLL BOOK WEBSITE

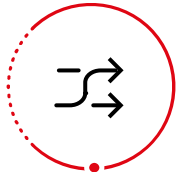
<http://www.theworkplaceyouneednow.com/>

AMAZON WEBSITE

<https://www.amazon.com/Workplace-You-Need-Now-Workforce/dp/1119814804>



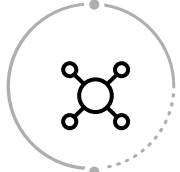
Corporate Real Estate Transformation



Digital Talent Strategies + Workplace Experience
Enables Exceptional Business Performance



Multi-Dimensional “Hybrid” Workplace Pilots
Diverse Integrated Workplace Program Experience(s)



Integrated Human + Machine Collaborative Ecosystems
The Future of Work is AI-enabled/Machine-enabled



Global Behavioral Change Architecture/Management
Enables Hybrid Workplace/Employee Adoption/Success



Business, Workforce, Digital Transformation
Global Real Estate Portfolio/Workplace Optimization



The Future of Work Requires Human-Centric Work Design



GARTNER: Action to Redesign Work for the Hybrid World

Migration from Office-centric Design to Human-centric Design is the Priority

New technologies, new ways of working and new management approaches needed to support healthy, productive and innovative employees



Office-centric Design

An On-site Model for an On-site World:
The Location as the stable pillar
we design work around

Provide Consistent Work Experiences

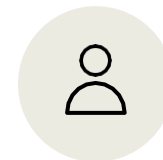
Work design principle: Equality of experiences

Enable Serendipitous Collaboration

Work design principle: Innovation by chance

Drive Visibility-based Management

Work design principle: Performance by inputs



Human-centric Design

A Hybrid Model for a Hybrid World:
The Individual is the stable pillar
we design work around

Provide Flexible Work Experiences

Work design principle: Equality of Opportunity

Enable Intentional Digital Collaboration

Work design principle: Innovation by Design

Drive Empathy-based Management

Work design principle: Performance by Outcome



Employee vs Employer: Expectation Gaps Widen Greatly



Growing expectations and disparity between what employees want and what employers view as key priorities and what is most important¹

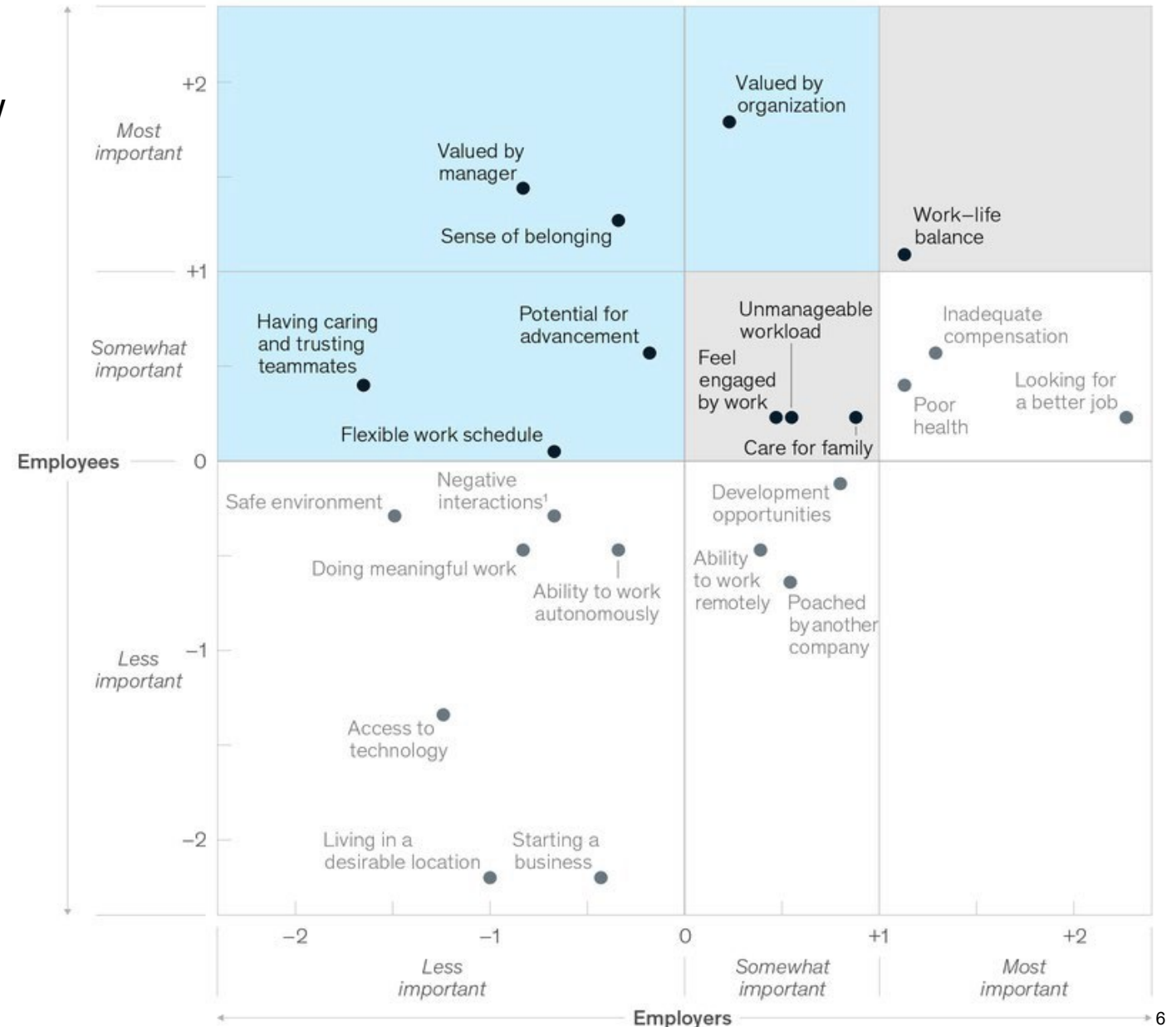
Employees want to be **valued by the organization** and by their manager and have a **sense of belonging**

Employer's desire **greater employee loyalty and retention** via development opportunities to combat accelerating employee attrition rates

Human-Centric Design and Employee-Centric Focus as business performance imperative with growing “War for Talent”

Digital Talent + Talent Anywhere Strategies = New Workforce Strategies @ Location Agnostic

¹<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>

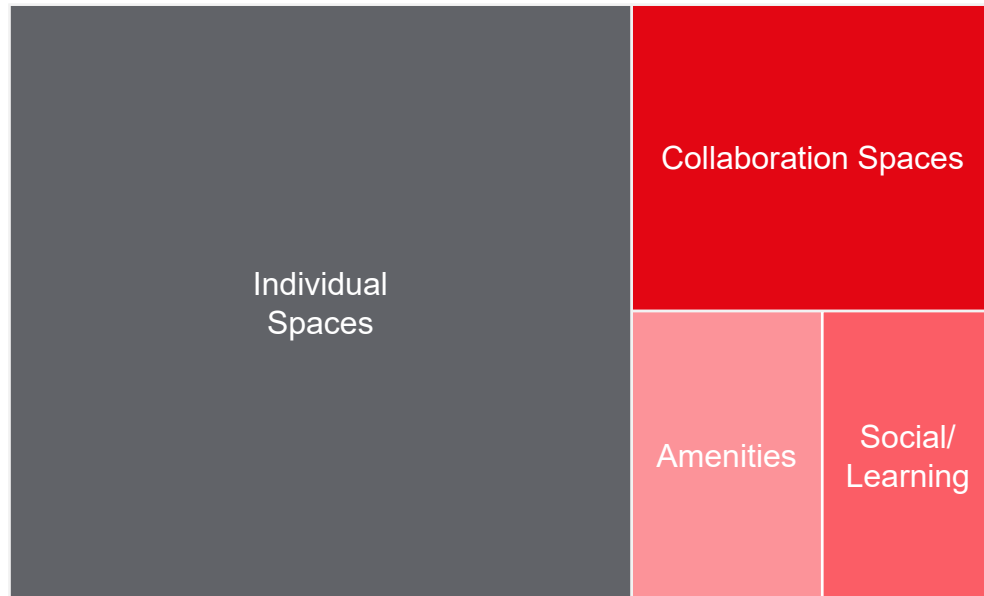


The “Hybrid” Workplace Requires Technology Investments



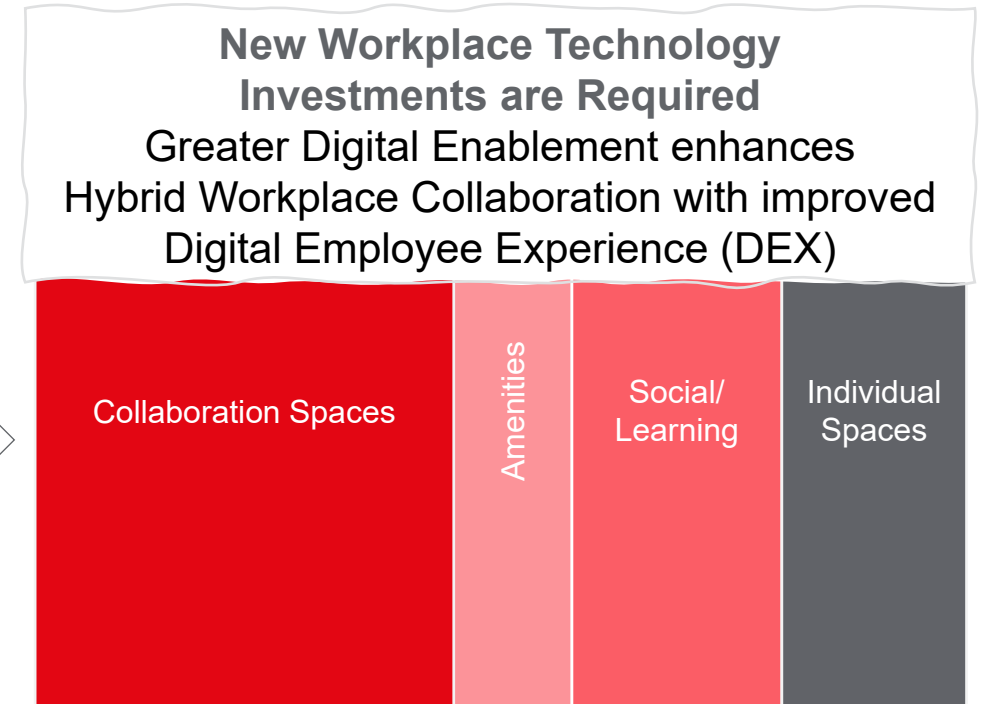
Historical Office/Workplace Envelope

Historical office was focused upon individual work with greater individual workplace allocation



Traditional/Office Real Estate Portfolios provided inconsistent Employee Experience and suboptimal Digital Employee Experience (DEX)

Future “Hybrid” Office/Workplace Envelope



Future Hybrid Office serves as a **Social Hub** and the primary place for Communication, Connection, Collaboration and Creativity

Undertake intentional experimentation via piloting to enable diverse “consumerized” hybrid workplace behaviors to make hybrid work successful

Integrated Hybrid Workplace Program Client Example



Enterprise Inputs

Business Drivers

Talent Workforce Requirements

Technology Enablement Requirements

Hybrid Workplace Preferences



Workplace Transformation

Hybrid Work + Hybrid Worker + Hybrid Workplace Integration

- Business Drivers and Performance Objectives
- Talent / Workforce / HR Sensing Integration
- Hybrid Workplace Program development
- Global/Regional CRE Portfolio Transformation
- Workplace Technology Investment Analysis
- Cultural Assessment(s) & Analysis
- Change Management
- Workplace Performance Measurement Management



Future Outcomes

Business Outcomes

- Business Requirements
- Work Process Transformation
- Manager / Leadership Style

HR Policies HR Protocols

- Employee Engagement
- Culture Transformation
- Talent Recruiting / Flexibility

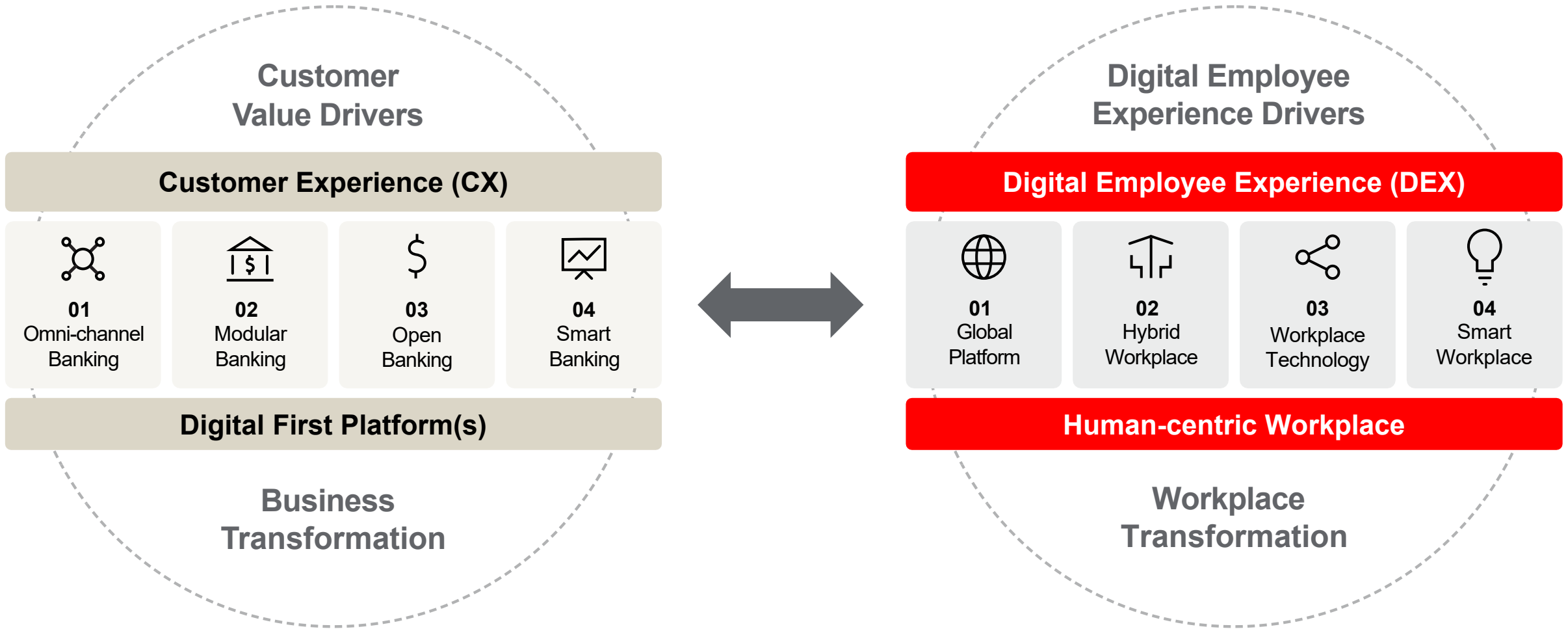
Workplace Technology Solutions

- Digital Workplace Strategy
- Hardware Provisioning
- Technology Investments

Hybrid Workplace Program

- What is the Purpose of the Office
- Hybrid Workplace Sizing
- Hybrid / WFH / Anywhere Strategy

The Human-centric Digital Experience (DEX) Client Example



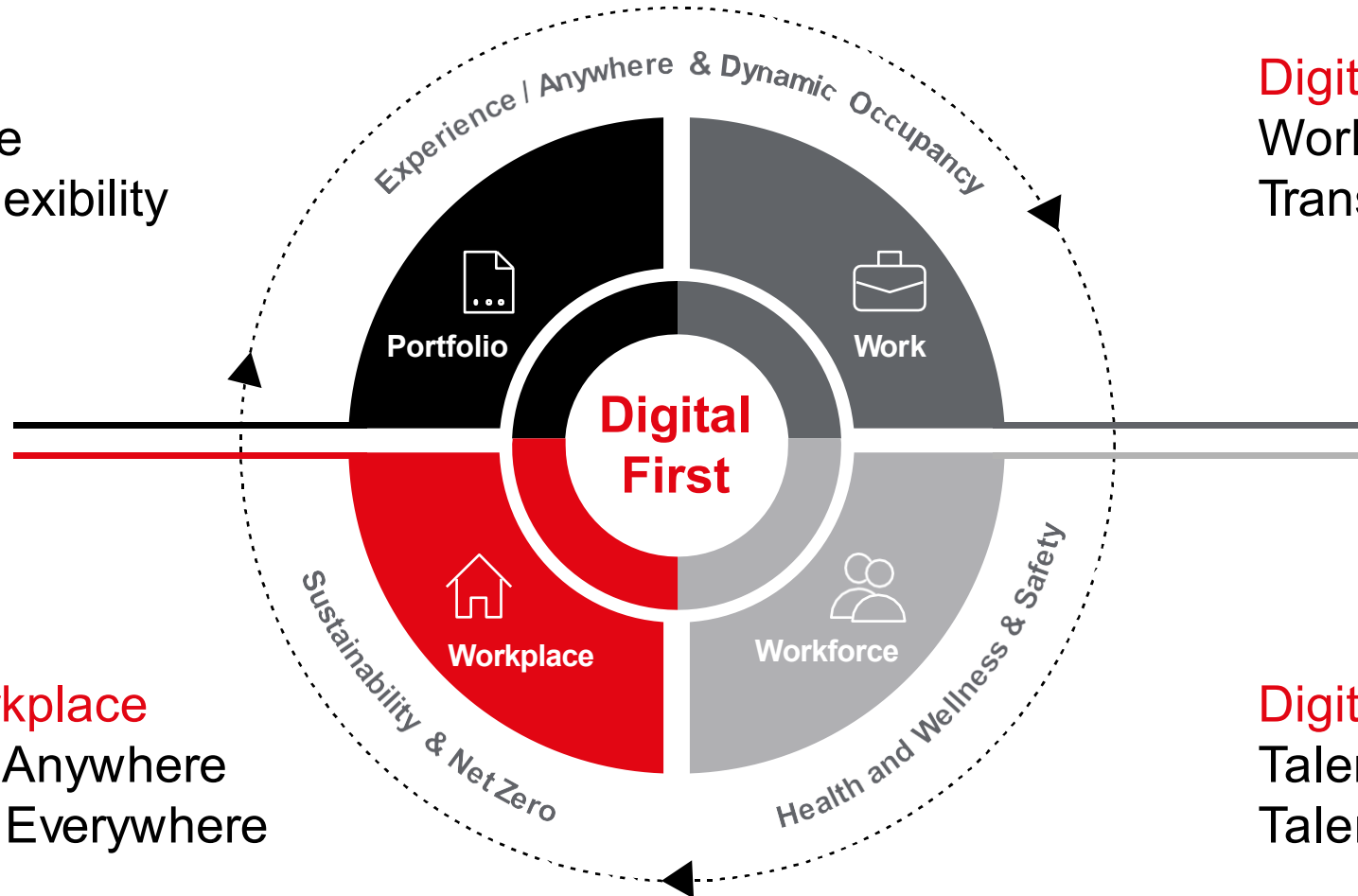
Digital First + Talent Anywhere Integration Client Example



Digital First + Talent Anywhere + Workplace Everywhere Model

Optimize
Real Estate
Portfolio Flexibility

Digital
Workflow
Transformation



Digital Workplace
Workplace Anywhere
Workplace Everywhere

Digital Workforce
Talent Anywhere
Talent Everywhere

Create regenerative workplaces focused upon workforce preferences, health and wellbeing to enhance human experience – and to achieve new levels of human performance

The Regenerative Workplace Model Client Example



Mental Health

Resilience traits	Risks
Psychological Safety Mental Wellness	Mental Illness Psychological insecurity, anxiety, PTSD, depression
Feeling of Inclusion in the office and remotely	Inequality D&I issues, social & digital inequalities
Ability to Achieve Mental Agility	Exhaustion Skills inadequacy, blank page, lacking innovation

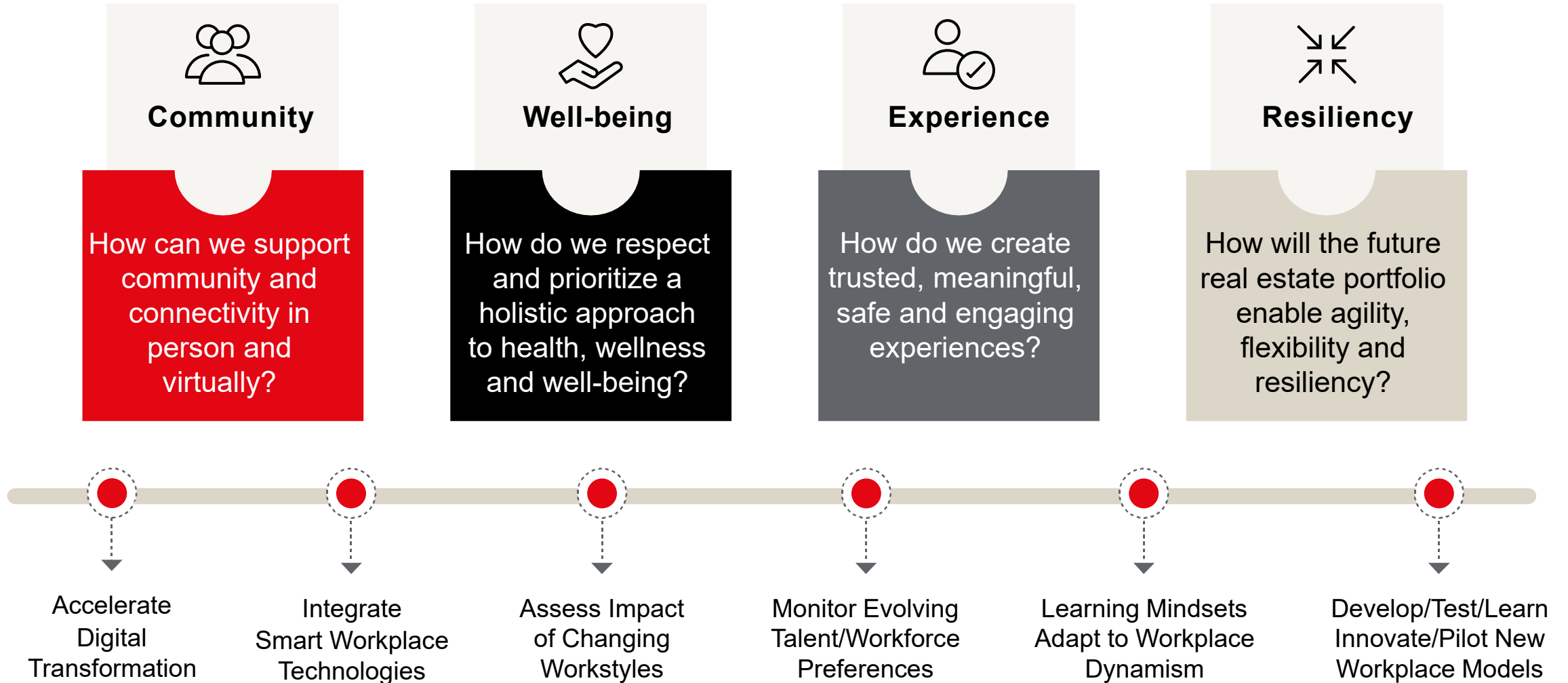
Social Health

Resilience Traits	Risks
Community Belonging	Divergence Decreased social cohesion, silos
Reciprocity Solidarity, positive behaviors	Social Alienation Isolation
Shared Responsibility Social responsibility, sustainable living, conscious lifestyle	Negative Societal Impact

Physical Health

Resilience Traits	Risks
Physical Wellness	Unhealthy Lifestyles Stress, poor sleep & nutrition, no physical activity
Work-life Harmony	Work-life Chaos Work outside of business hours, need to disconnect
Healthy Routines Lifestyle behaviors	Disrupted routines No breaks, back-to-back meetings, virtual fatigue

Evolving Future of Work Priorities for the Future





DISCUSSION

Thank you