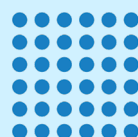
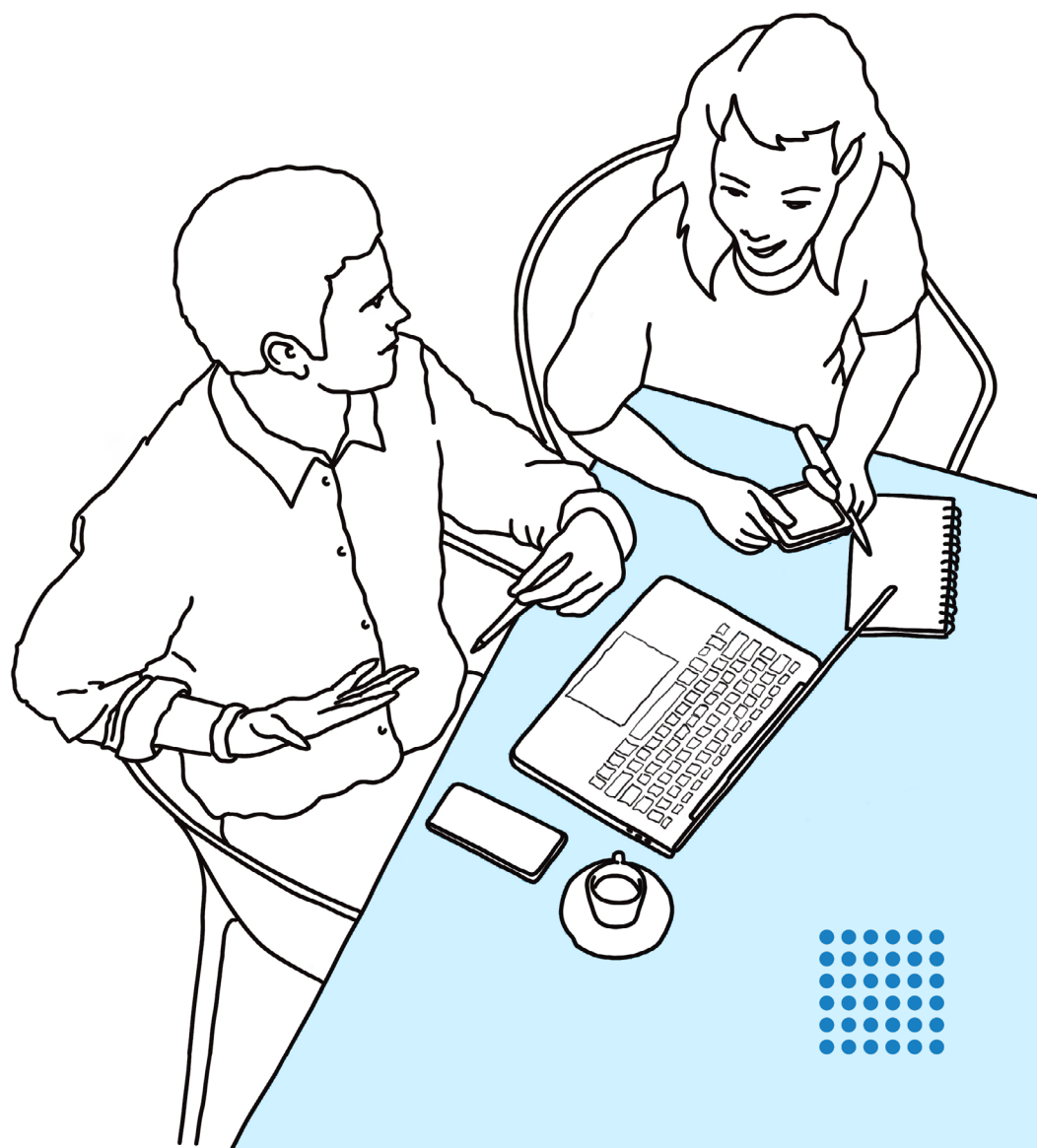


# HYBRID COMMONS FOR THE FUTURE OFFICE







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# EXECUTIVE SUMMARY

The transition to hybrid work is not merely a trend, but a response to the profound changes occurring in social, economic, and technological landscapes.

This white paper describes the background against which hybrid work has flourished, driven by the demand for greater work-life integration, technological advancements, and a shift in employee expectations towards more autonomy and flexibility in their work arrangements. It explores the transformation towards hybrid work modalities, reflecting on how this evolution impacts office design, employee engagement, and organizational culture.

As society seeks to balance the digital and physical, the workplace emerges as a central area for innovation in promoting collaboration, flexibility, and well-being. This document delineates the contours of “Hybrid Office Commons” - dynamic, multifunctional spaces that support the diverse needs of today’s workforce, emphasizing the importance of ductility beyond mere flexibility.

In an increasingly complex and interconnected world, the need for workspaces that can quickly adapt to changing circumstances has become essential. Organizations that embrace these new dynamics find themselves in an advantageous position, able to attract and retain talent by offering a work environment that better meets individual and collective needs. Ultimately, adopting a hybrid approach to work represents an improvement in working conditions and a significant step towards creating more resilient and innovative corporate cultures.

# 1.

## **THE CHARACTERISTICS OF HYBRID WORK IN A CONTEMPORARY SOCIETY**

Exploring the essence of hybrid work modalities, this section delves into the conceptual shift from traditional office-centric models to a fluid integration of work across various environments. It reflects on the transformation of societal norms where work and life coalesce, supported by technology and a redefined understanding of productivity and collaboration.

The landscape of work is undergoing a profound metamorphosis, a change that signals a departure from age-old conventions towards a model that mirrors the intricate, interconnected fabric of contemporary life. This metamorphosis isn't confined to the adoption of new tools or the flexibility of work locations but is indicative of a deeper societal evolution. This chapter explores how hybrid work is not just an emerging work modality but a manifestation of the broader phenomenon of a hybrid society.

### 1.1 The Genesis of a Hybrid Society

At the heart of this transformation is the recognition of society as inherently hybrid –a realm where the digital and physical, personal and professional, local and global realms are intricately woven together–. This hybridity is propelled by a convergence of technological prowess, cultural shifts, and a redefined ethos around work and community. It ushers in a world where work transcends traditional boundaries, enabled by a digital continuum and animated by values that champion flexibility, connectivity, and personal autonomy.

### 1.2. Hallmarks of Hybrid Work

In reflecting the essence of a hybrid society, hybrid work embodies several defining traits:

**Spatial and Temporal Fluidity:** It champions a model where work permeates various spaces –home, office, third places– offering a rhythm that harmonizes with the multifaceted lives of individuals. This flexibility is a cornerstone, fostering a balance that

resonates with the interconnectedness of today's world.

**Digital Cohesion:** Integral to hybrid work is the digital thread that binds teams across distances, ensuring that collaboration and community thrive beyond physical confines. This digital integration is a microcosm of the broader societal embrace of technology as a facilitator of unity and engagement.

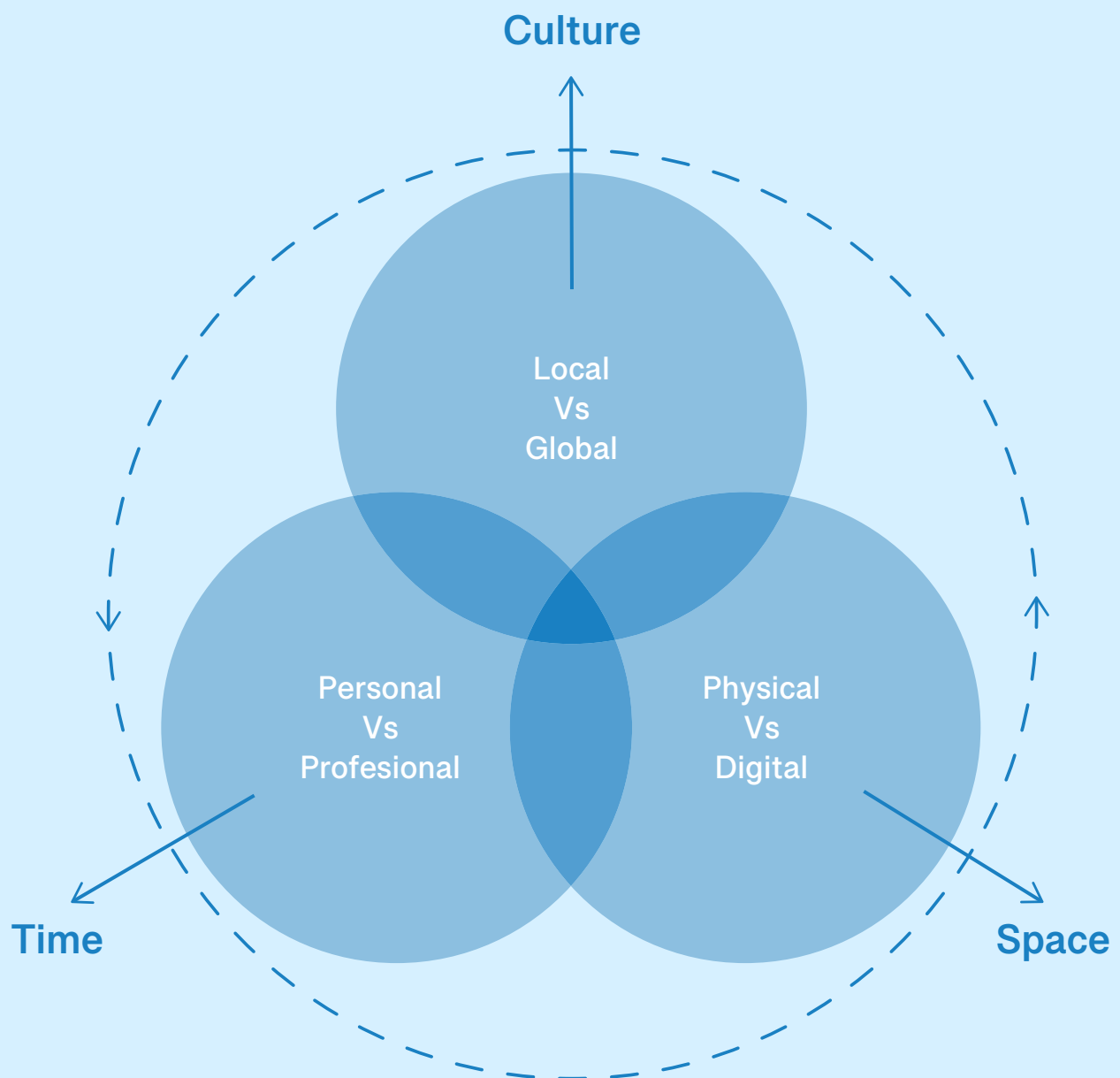
**Adaptive Practices:** The hybrid model is a crucible for dynamic and collaborative work styles, mirroring the societal push towards innovation and fluidity in roles and responsibilities. It heralds a shift towards a project-focused, outcome-oriented ethos that values agility and creativity.

**Empowerment and Individuality:** Reflecting the societal valorization of individual agency, the hybrid model places trust in employees to sculpt their work in ways that align with their strengths and life commitments. This empowerment is synonymous with a society that values diversity, autonomy, and personal fulfillment.

**Integration of Work with Cultural and Social Fabric:** Hybrid work exemplifies how work is interwoven with personal identity and societal participation, encapsulating a vision of work as a realm of expression, learning, and connection. This aspect highlights the dissolution of traditional separations between work and life, mirroring the broader societal trajectory towards integration and inclusivity.

# The logic of the Hybrid Society

The hybrid society seamlessly reformulates the cultural, spatial, and temporal dimensions. It combines and elaborates some principles of the previous industrial and creative societies, generating new values and meanings.



Safety needs	The Industrial Society's Logic	The Creative Society's Logic	The Hybrid Society's Logic
Organisation	Hierarchy	Network	Eco-system
Motivation	Material Needs, Comfort, Safety	Personal Growth, Challenges, Opportunities	Work-life Blend, Healthy and Sustainable Lifestyle
The Office as...	A MachineA	WorkshopA	Hub
The Good Workplace	Good Physical Work Environment	Good Creative Work Environment	Good Convivial Work Environment
The Good Employee	Stable	Innovative	Motivated
Most Important Product Qualities	Good Price, Easy to Use	Personal Touch, Giving Choices	Sustainable, Biophilic
Recreation Model	RelaxationC	reation	Connection
Technology	AutomationC	reation	Augmentation, Generative
The Ideal	The Millionaire	The Innovator	The Influencer
The Loser	The Oddball	The Uninventive	The misanthrope

This diagram is inspired by and updates the work of the Copenhagen Institute for Future Studies' –The Creative Man 2006–.









### 1.3. Social Implications of Hybrid Work

The embrace of hybrid work modalities signifies a shift toward a society that values a humancentric approach to living and working. This shift has the potential to:

**Revitalize Local Communities:** By distributing work across diverse locales, the hybrid model can invigorate local economies and foster community cohesion, aligning with broader societal movements towards sustainability and local engagement.

**Foster Workplace Innovation:** The hybrid ethos encourages exploratory approaches to collaboration and organization, mirroring the societal inclination toward innovation and adaptability in facing new challenges.

**Redefine Cultural Norms:** The blending of professional and personal spheres invite a reevaluation of societal values around work ethic, and the nature of fulfillment, reflecting broader trends towards flexibility, and holistic well-being.

### In Conclusion

Hybrid work is a lens through which the emergence of a hybrid society can be understood—a society characterized by its fluidity, interconnectedness, and adaptability. As this chapter delineates, hybrid work is more than a modality; it is a reflection of, and response to, the evolving tapestry of contemporary life. It offers a framework for navigating the complexities of the modern world, underscoring the imperative to foster a work culture that is reflective of the broader shifts towards integration, inclusivity, and resilience in our global society.

# 2.

## **THE DYNAMICS OF DESIRE: VALUES, FRUSTRATIONS, AND EXPECTATIONS**

Drawing on insights from corporate leaders, managers, and employees, this segment investigates the multifaceted perspectives on hybrid work. It addresses the balancing act between organizational objectives, such as cost-saving and talent retention, and employee needs for flexibility, purpose, and well-being. The narratives of adaptation and resistance that emerge underscore the complex interplay of aspirations and realities in the hybrid work paradigm.

In the realm of hybrid work, the interplay of values, frustrations, and expectations paints a complex portrait of the modern workplace. This chapter explores these dynamics from the perspectives of companies, managers, and employees, underpinning the conversation with quantitative insights where possible. At the core of these discussions lies an evolving concept crucial to understanding today's work culture: the need for a work-life blend, reflecting the broader shifts within a hybrid society.

## 2.1 Company Perspectives

For many organizations, the pivot to hybrid models is seen through the lens of operational efficiency and talent management. A recent Gallup poll indicated that 62% of companies believe hybrid work has helped maintain or increase productivity. Yet, the transition is not without its challenges. Companies grapple with concerns over maintaining company culture (cited by 58% of companies as a significant challenge) and fostering collaboration among dispersed teams.

From a strategic standpoint, companies are increasingly recognizing the value of flexibility as a tool for talent attraction and retention. A LinkedIn survey revealed that job postings mentioning flexibility increased by 20% in the last year, signaling a shift in organizational values towards accommodating employee needs for balance and autonomy.

## 2.2 Managerial Viewpoints

Managers find themselves at the crossroads of implementing corporate poli-

cies and addressing team needs. One of the main challenges highlighted by 45% of managers is the difficulty in balancing oversight with autonomy, ensuring productivity without compromising trust. Additionally, 39% express concerns over keeping their teams engaged and connected in a dispersed work environment.

Despite these challenges, managers acknowledge the benefits of hybrid work, including broader access to talent pools not limited by geographic constraints and increased opportunities for employees to manage work in a way that suits their personal lives, enhancing overall job satisfaction.

## 2.3 Employee Expectations and Frustrations

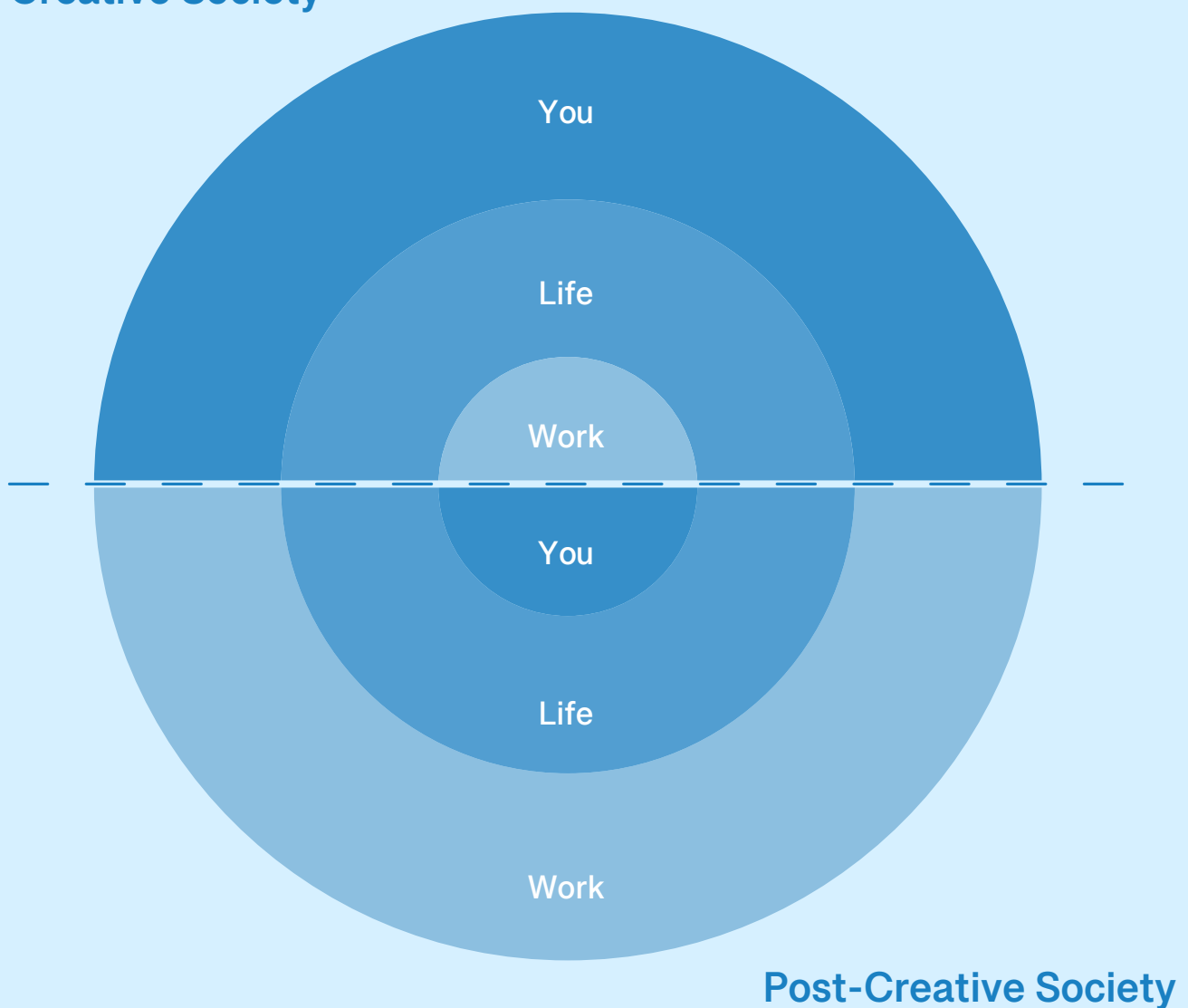
Employees, the lifeblood of the hybrid work model, present a diverse range of expectations and frustrations. A significant value emerging from employee feedback is the desire for a genuine work-life blend, where work and personal life coexist harmoniously rather than in strict separation. Surveys suggest that 74% of employees believe a hybrid model would give them a better work-life balance, underscoring the importance of flexibility in their work arrangements.

However, frustrations arise with feelings of isolation (reported by 33% of remote workers) and the blurring of boundaries between work and home life, leading to extended work hours for some (with 25% of hybrid employees reporting an increase

# From Creative to Post creative society

The creative society emerged in the early 2000s, while the post-creative (hybrid) society appeared in 2020 with the Covid pandemic. In this new societal model, people place themselves and their well-being at the center and often view work as merely a means of sustenance.

## Creative Society



in working hours). The need for clear communication and boundaries is paramount, with 67% of employees stating that clearer guidelines from employers would help manage work–life blend more effectively.

## **2.4 Emerging Values: The Work–Life Blend**

The shift towards valuing a work–life blend over a strict work–life balance signifies a profound change in societal and workplace norms. This concept embraces the fluidity of modern life, recognizing that work and personal activities can intertwine throughout the day. The emphasis is on creating a fulfilling and manageable rhythm to daily life, acknowledging that the rigid compartmentalization of work and personal time is increasingly obsolete in a hybrid society.

## **Conclusion: Navigating the Complexity**

The dynamics of desire within hybrid work models reveal a landscape of varied and sometimes conflicting interests among companies, managers, and employees. As organizations strive to harness the benefits of hybrid work, the emphasis on flexibility, communication, and a supportive culture becomes crucial. For managers, the challenge lies in translating corporate objectives into practices that honor individual needs and foster team cohesion. Employees, for their part, seek respect for their autonomy and support for their well–being, underlining the need for a work culture that genuinely accommodates the complexities of human life.

In navigating these dynamics, the common thread is the pursuit of a work–life blend that reflects the values and realities of a hybrid society –a goal that requires ongoing dialogue, adaptation, and empathy from all stakeholders–.

# 3.

## **“HYBRID OFFICE COMMONS”: SPACES, SETTINGS, AND TOOLS**

This core section of the white paper presents an in –depth analysis of the “Hybrid Office Commons” – a conceptual and physical space that embodies the principles of the hybrid work model. It enumerates the essential characteristics of these spaces, including their adaptability to various work modes, their role in fostering community and connection, and the integration of technology and nature to enhance productivity and well-being.

The evolution of the workplace into a hybrid model has led to a reimagining of office spaces, transforming them from mere places of work into multifaceted environments that encourage collaboration, well-being, and a sense of community. Central to this transformation is the concept of *Hybrid Office Commons*: shared spaces that embody the spirit of hospitality and adaptability, fostering a conducive atmosphere for the diverse needs of the modern workforce. This chapter delineates the essence of Hybrid Office Commons, providing a clear framework for understanding their significance and detailing the typologies that characterize these innovative spaces.

### 3.1 The Essence of Hybrid Office Commons

Hybrid Office Commons are communal areas within the workplace designed to support a variety of activities and interactions among employees, blending elements of work, leisure, and social engagement. Inspired by the principles of hospitality, these spaces are tailored to be inclusive and flexible, accommodating the shifting dynamics of hybrid work. At their core, Hybrid Office Commons are characterized by their openness, versatility, and capacity to foster connections, embodying the ethos of a shared and collaborative environment. They are the cornerstone of a workplace that prioritizes accessibility, well-being, and the fluid integration of professional and personal life.

### 3.2 Typologies of Hybrid Office Commons

Three primary typologies emerge within the framework of Hybrid Office Commons, each serving distinct functions while contributing to the overarching goal of creating a holistic and adaptive workspace. These are the Hybrid Café, the Commons Arena, and the Biophilic Oasis.

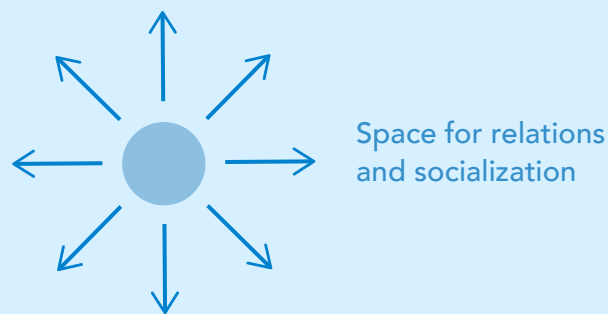
**The Hybrid Café:** This space represents the evolution of the traditional office cafeteria into a vibrant, multifunctional area reminiscent of urban cafes. The Hybrid Café serves as a nexus for informal collaboration, social interaction, and individual work, offering a variety of seating arrangements and amenities that cater to the needs of the workforce.

**The Commons Arena:** Dedicated to hosting corporate events, workshops, and large gatherings. It acts as a versatile stage for presentations, debates, and social events, making the Commons Arena an essential component of the Hybrid Office Commons for fostering corporate culture and learning.

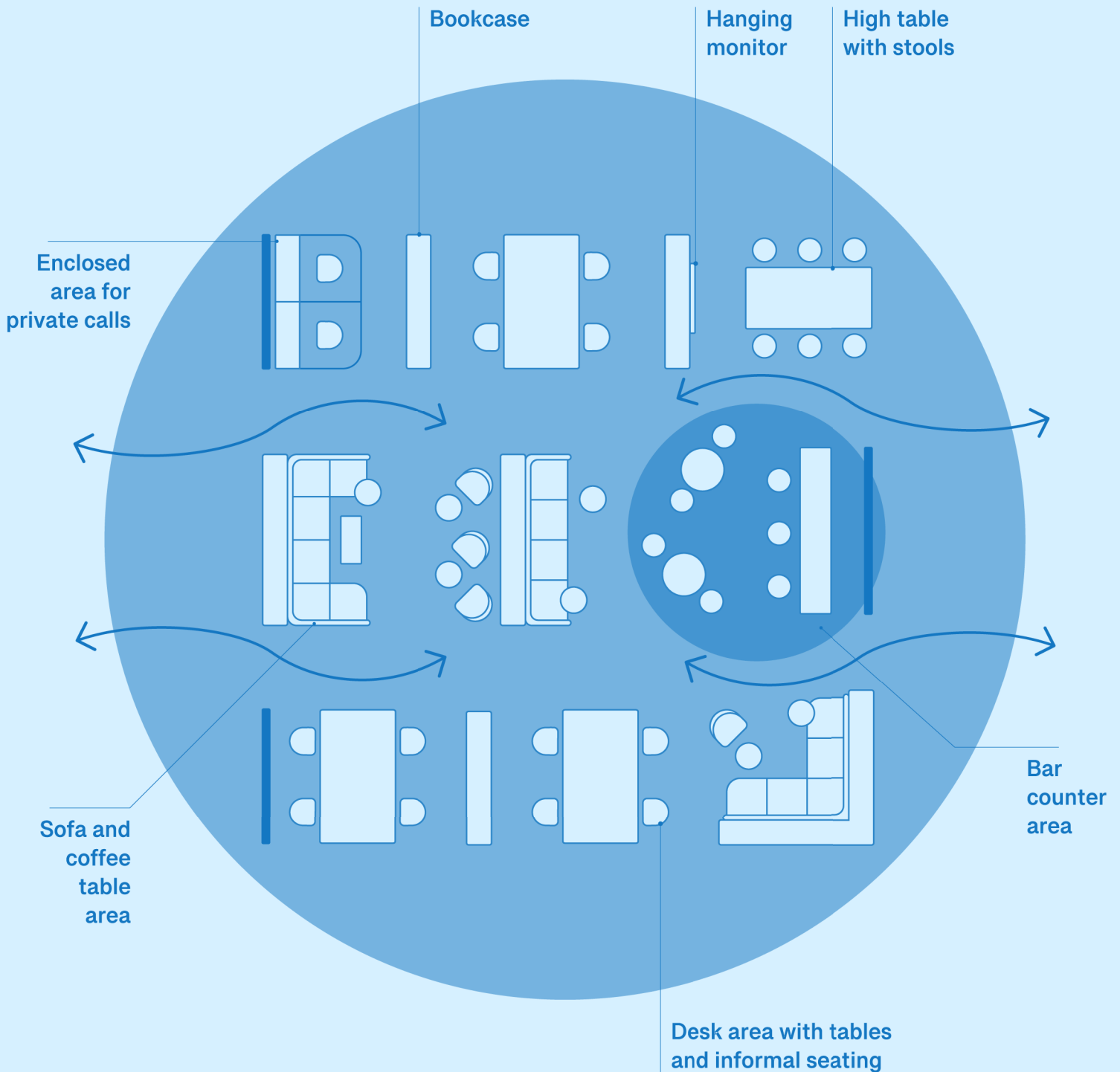
**The Biophilic Oasis:** Emphasizing well-being and connection to nature, the Biophilic Oasis incorporates natural elements and green spaces into the office environment. From indoor gardens to rooftop terraces, this typology offers a sanctuary for relaxation, contemplation, and informal meetings, promoting mental and physical health among employees.

## 1. The Hybrid Café

It is the focal point of the common workspace and is the most flexible and social space in the entire office. It consists of several areas characterized by different furnishings, with the counter area acting as the main element. The Hybrid Café is an authentic space for connecting people, where individuals can engage in all work activities supported by comfortable and cozy furniture. The conformation of the space makes it possible to withstand fluctuations in the presence of people in the office. Employees can use the various configurations to their liking, choosing where to work according to circumstances. More conventional workstations are often observed, discreetly positioned within the space.

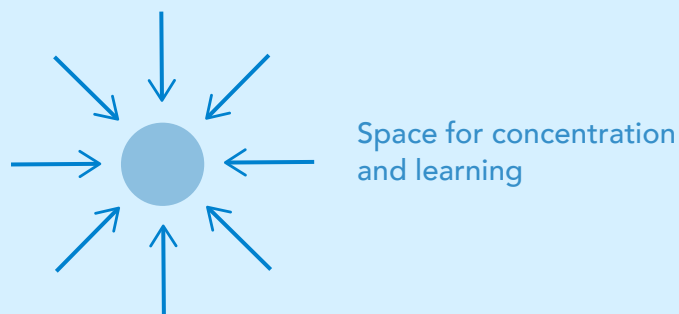


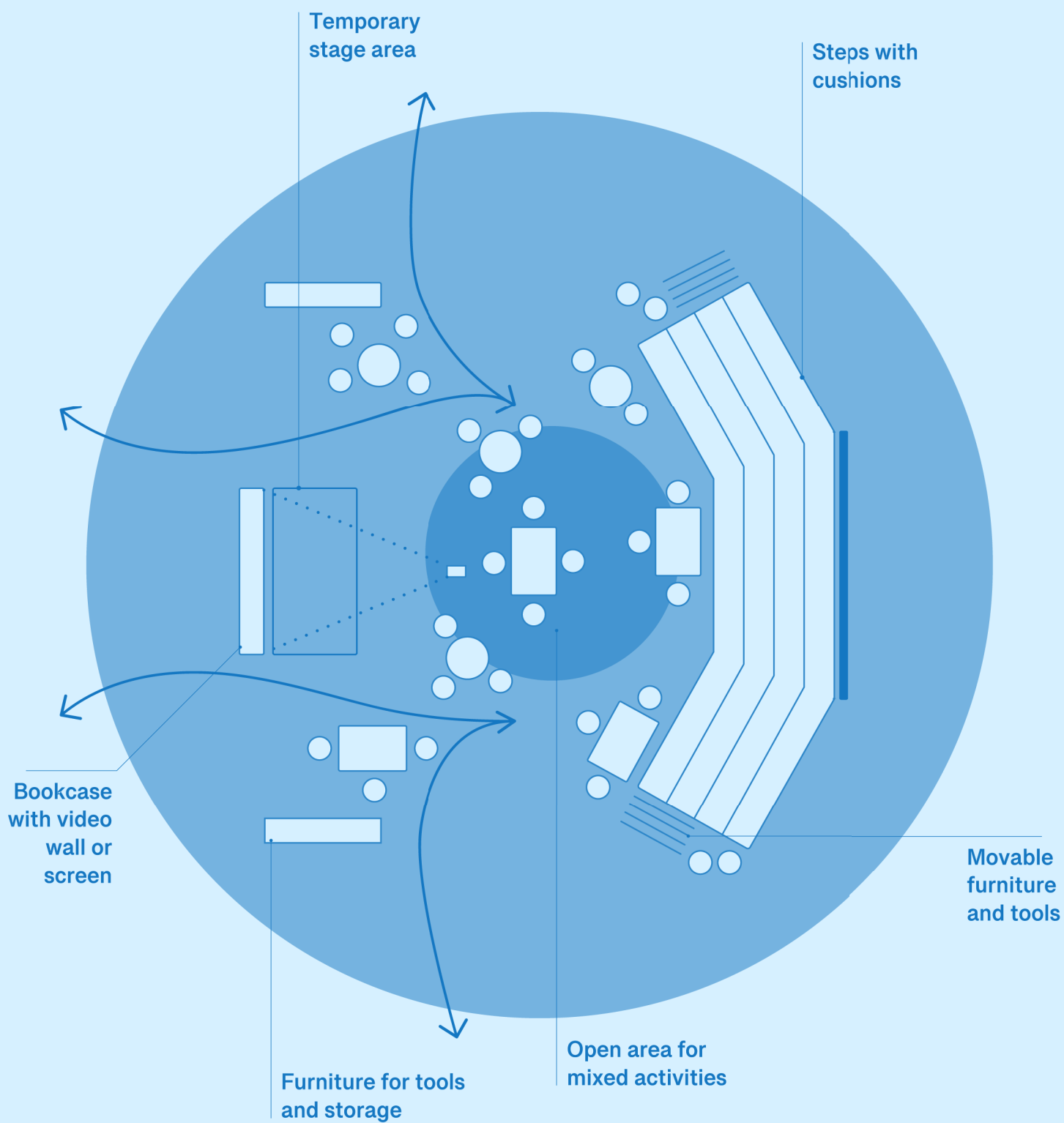




## 2. The Commons Arena

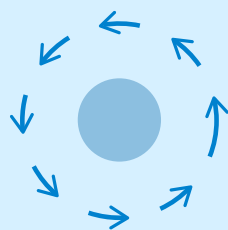
It is an area for corporate community events. It usually consists of tiered seating and an open area (stage) where various activities, both free and scheduled, can take place. The Commons Arena can host scheduled events and serve as an informal work/meeting area the rest of the time. The facility has the capacity to host a variety of events, including conferences, debates, and presentations. It can also host fitness classes, yoga, and other communal activities. During the day, when no events are scheduled, individuals and teams are free to use the arena for their purposes. All work activities are possible in its spaces due to the nature of the space and the use of flexible and mobile furniture.



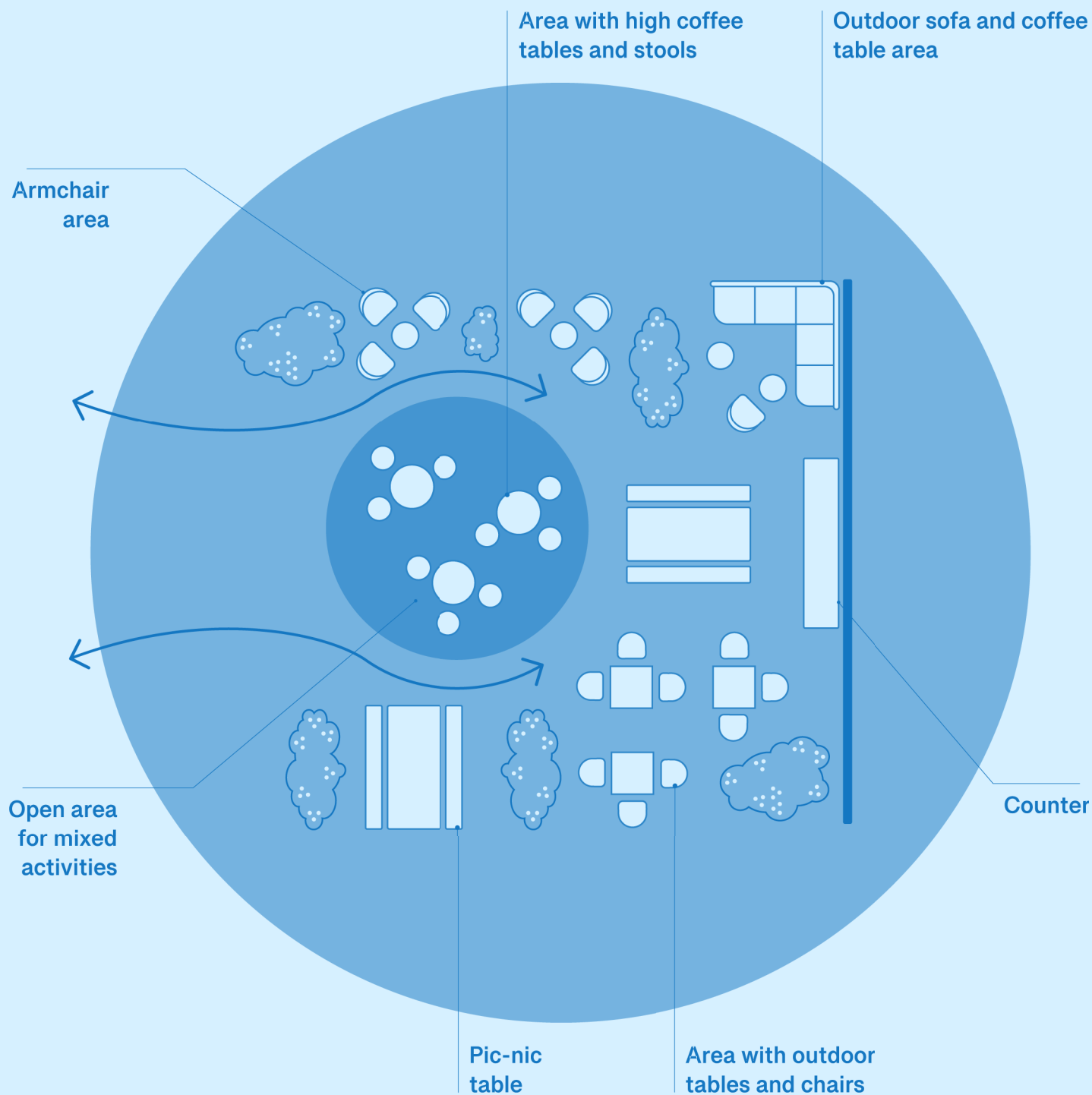


### 3. The Biophilic Oasis

It is the hospitality office space most structured around the well-being of employees. Natural elements, such as green spaces and plants, are characteristic elements of this environment. These environments often include areas outside the office such as rooftops and open spaces that are accessible to all employees. Functionality: The Biophilic Oasis is an open area where individuals and groups are invited to participate in a variety of work and non-work activities. It can also host temporary and informal meetings in an area that can be free of traditional office furniture. Like the other "Commons Hybrid" spaces, the Biophilic Oasis supports all work activities and functions as an adaptable "buffer space" for various employee densities.



Space for concentration  
and reflection











### 3.3 The Role of Design and Technology

In realizing the vision of Hybrid Office Commons, design and technology play pivotal roles. Architectural flexibility, sustainable materials, and adaptive furniture arrangements are crucial in crafting spaces that can evolve in response to the changing needs of the workforce. Moreover, the integration of advanced technology –from collaborative digital platforms to smart environmental controls– ensures that these commons are not only functional and comfortable but also conducive to innovation and productivity.

### Conclusion

Hybrid Office Commons represent a significant shift in the design and utilization of workplace environments, moving beyond traditional office layouts to embrace a more inclusive, adaptive, and hospitality –driven approach–. By reimagining office spaces as shared, community oriented environments, organizations can foster a culture of collaboration, well-being, and engagement, aligning the physical workplace with the values and dynamics of a hybrid society.

# 4.

## **DUCTILITY: A NEW PARADIGM FOR OFFICE DESIGN**

Venturing traditional notions of flexibility and adaptability, this part introduces ductility as a crucial spatial value for the future of workspaces. It analyses how ductile spaces adapt to the fluid nature of hybrid work, allowing for continuous adaptation without losing their basic function or identity. Through practical examples and theoretical insights, it defines how ductile offices can be created, how they are more resilient, inclusive workplaces, capable of responding to the evolving needs of the workforce and able to cope with the context of uncertainty brought about by hybrid work by accepting it and seeing it as inescapable.



In the evolving landscape of workplace design, the concept of ductility emerges as an innovative paradigm that radically redefines how offices are conceived and used. Unlike traditional “architectural” qualities that emphasize permanence and rigidity, ductility introduces a fluidity and adaptability that respond with the dynamic demands and uncertainties of the hybrid work environment. This chapter explores ductility not only as a physical attribute but as a subjective quality that enhances the customization, sense of ownership, belonging, and functionality of the workspace.

Ductility in office design is to be considered as the ability of a space to withstand fluctuations generated by changes in crowding and different needs expressed by workers over time, without undergoing transformation and reconfiguration and without losing its basic identity.

It transcends conventional notions of flexibility and adaptability, incorporating personal interpretation and customization that depend on the individual’s needs and expectations. Flexible spaces thus accommodate a broad spectrum of activities and working styles, fostering an environment in which employees feel a deep sense of belonging and involvement.

#### **4.1 Ductility through an ecosystem of spaces**

Hybrid office commons have already been introduced in the previous chapter. The fundamental characteristic of hybrid work that the three spaces have in common is

ductility. To fully understand what ductility is and how ductile spaces can be designed, it is useful to think of the hybrid office commons as an ecosystem of spaces with three interrelated qualities: resilience, integrity, and interpretability.

**Resilience:** The ductile space is resilient as it can absorb changes by dynamically adapting to the new context. Resilience also makes the space capable of facing and accommodating uncertainty, which is a peculiar characteristic of hybrid work. This is possible because of two characteristics the space must have: typological variety and functional redundancy.

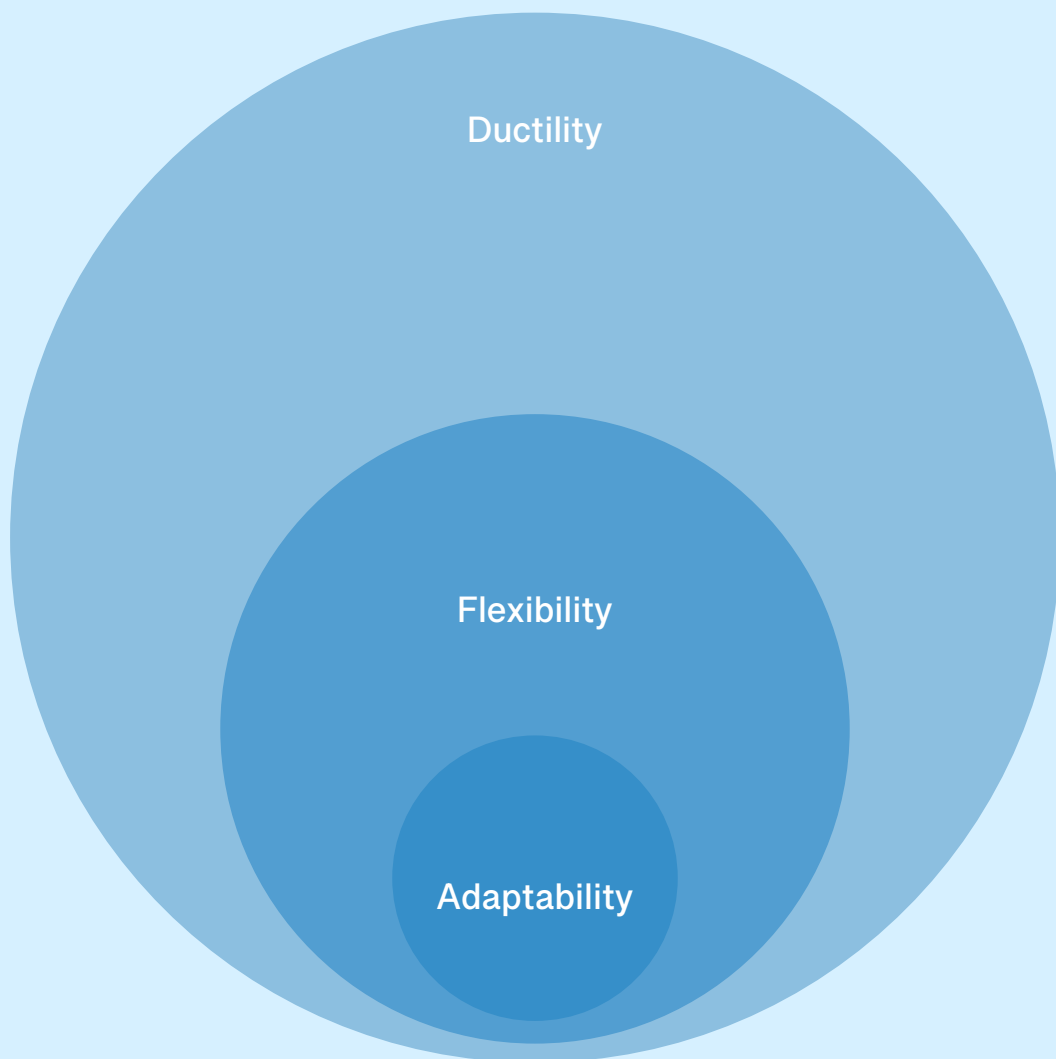
To achieve typological variety, the space must be designed with different types of furniture –high and low desk tables, chairs, stools, armchairs, sofas, etc.– constituting different environments and configurations.

Functional redundancy, linked to the previous quality, is the characteristic of the space to functionally accommodate the greatest number of activities over the greatest number of furnishings and environments. To achieve this, each room must be designed not for a specific function, but for multifunctional and differentiated use.

The result of typological variety and functional redundancy is to offer people a panorama with different possibilities where they can perform their activities. Even if a specific furniture solution is unavailable at that time, the person will always be able to have others available to meet his or her needs.

## Beyond flexibility and adaptability

Ductility is not just a physical property but also a subjective quality. In office design, it allows spaces to endure changes in occupancy and varying worker requirements over time. It goes beyond traditional flexibility and adaptability, embracing personal interpretation and customization.



In the final analysis, a 'circumscribed' space with its component rooms adjacent to each other, made up of various types of furniture and configurations, is a resilient office space that can absorb and adapt much better to changes, uncertainties, and fluctuations than a uniform and homogenous environment.

**Integrity:** Linked to resilience, integrity is the ability of the space to respond to change without having to be substantially modified, as is the case with a flexible or adaptable space. In this way, the space remains integral and with a clear identity. Thanks to the typological variety and functional redundancy, the space can fulfill different activity and crowding needs, limiting furniture shifts in the short term, and substantial re-layout in the long term. There may still be areas of the office that can be easily reconfigured, but they are a minority and have specific functions, such as workshop areas.

Integrity is expressed on two different levels, the spatial one illustrated above, and the perceived one. The latter is related to people and their perception of space. An office composed of homogeneous furnishings and environments –for example, an area of only workstations with shared tables– when it is very or sparsely crowded, makes people perceive a space of low quality. Conversely, a heterogeneous and varied space, under the same conditions as defined above, gives people a space with more quality. Integrity is in the ability of the space to be in all conditions, a

well-designed, comfortable, and functionally satisfying space.

**Interpretability:** This quality is linked to the first two and is a direct result of them. Central to the ductility paradigm is the concept of space interpretability: the ability of individuals to "shape" and define the utility and atmosphere of a space according to their needs, desires, and working habits.

A resilient ecosystem of spaces, made up of different environments with diverse furnishings (typological variety), able to fulfill all needs in different ways (functional redundancy), able to respond to fluctuations without having to undergo substantial changes (spatial integrity) and to be perceived in all conditions as a quality space (perceived integrity), offers people the possibility of choosing, depending on the situation –activity, emotional state, crowded environment, space occupation, etc.–, the furniture and the atmosphere of the space. The furniture and the environment and to interpret it by feeling comfortable and performing the activity to the best of their ability. It can be said that ductility, and in particular its interpretability, is situationist in that it is linked to the situation that the person is experiencing at that moment in connection with the space.

This approach allows employees to perceive the environment as their own, adapting it to their specific tasks and preferences. Such a degree of customization not only improves the functionality of the workspace but also fosters a stronger bond between

the individual and their work environment, increasing morale and productivity.

The subjective nature of ductility means that the same environment and configuration can therefore serve multiple purposes and adopt different identities depending on the perspective of the observer. This characteristic is key to creating office environments that respond to the diverse and changing needs of the modern workforce, offering a higher level of customization and functionality than previously attainable.

#### **4.2 Fostering a sense of belonging**

A ductile office catalyzes a deep sense of belonging among employees. When individuals have the opportunity to influence their surroundings, they develop a deeper emotional investment in the workspace. This connection is crucial in hybrid work, where the physical office competes with the comfort and convenience of home or third-party spaces.

By allowing employees to care for their environment, ductility makes the office a more attractive and meaningful place to work, reinforcing the community and collaborative spirit essential to a thriving culture of work.

#### **4.3 Improving functionality through ductility**

The inherent new capacities of ductile spaces also lead to a higher level of functionality. By accommodating different ways of working -from concentrated individual tasks to collaborative group projects- ductile

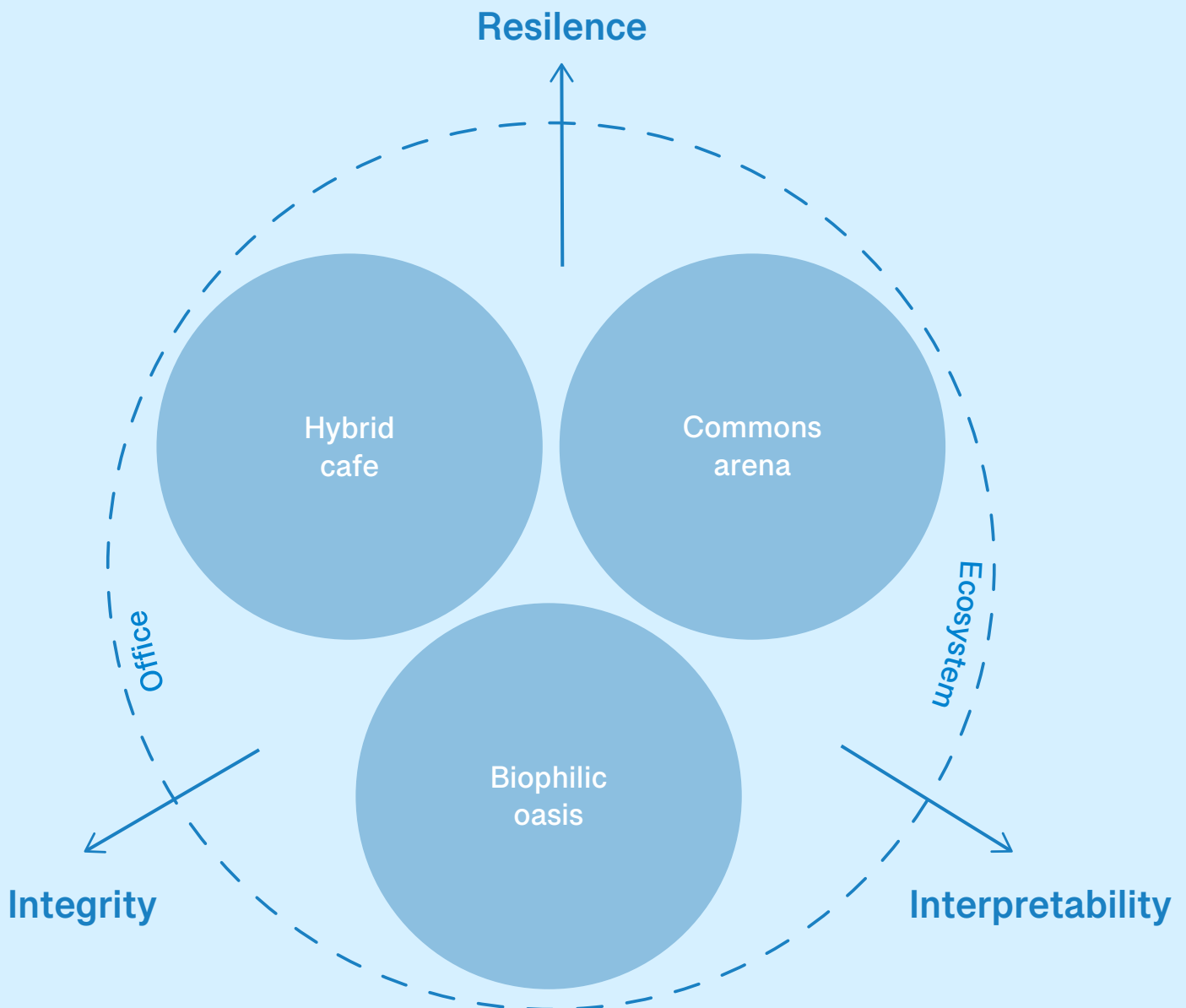
spaces ensure that the office environment is adapted to support the full spectrum of professional activities. This versatility is particularly valuable in the hybrid work model, where the demarcation between different types of work is increasingly blurred. Ductile spaces, through their ability to be interpreted, provide a seamless transition between these modes, ensuring that the office remains relevant and responsive to the evolving needs of its users.

The concept of ductility in office design extends beyond mere physical versatility. It encompasses the psychological and emotional aspects of the workspace, allowing employees to feel more connected and engaged with their environment. This connection is fostered through the ability to interpret the workspace by people adapting it to individual preferences and needs, which can significantly enhance space functionality and job productivity.

Furthermore, the functionality of ductile spaces is not just about work activities but also about creating an environment that supports the well-being and engagement of employees.

## The three primary qualities

Hybrid commons are ductile environments that can seamlessly support various modes of working while maintaining their identity. This is achieved through the integration of three fundamental qualities: resilience, integrity, and interpretability. These qualities allow the space to remain hospitable, functional, and coherent.











## Conclusion

Ductility represents an innovative concept in workplace design, making a priority the ability of spaces to adapt to the changing needs of workers. Characterised by resilience, integrity, and interpretability, ductility transforms offices into flexible and highly customisable ecosystems. In the final analysis, moreover, it can be said that ductility is the ability to cope with the uncertain of the office environment brought about by hybrid work, accepting it and giving the user the ability to interpret, transform, or use it at will, according to the needs of the moment or the inspiration suggested by the context and situation. Ductile spaces allow a smooth transition between different work modes and are essential to effectively respond to the evolving needs of hybrid work.

This new approach not only enhances the functionality of workspaces but also strengthens the sense of belonging and employee engagement, essential pillars for a collaborative and innovative corporate culture. In an era of hybrid work, ductility ensures that workplaces remain relevant and attractive, significantly improving both productivity and employee well-being.

# 5.

## **CONCLUSION: TOWARDS A RESILIENT FUTURE**

The concluding section synthesizes the insights gathered, reaffirming the significance of hybrid office commons in shaping the future of work. It calls for a holistic approach to designing these spaces, one that considers the varied dimensions of work, life, and environmental sustainability. The white paper closes with reflections on the potential of ductile, hybrid commons to serve as catalysts for innovation, community building, and personal fulfillment in the workplace.



As we conclude our exploration of “Hybrid Office Commons” and the evolution of workspaces in a hybrid era, it becomes evident that the office holds a central role in navigating the uncertainties of contemporary work modalities. This final chapter underscores the enduring significance of the physical office, not as a relic of the past, but as a pivotal foundation for resilience, innovation, and community in the face of ongoing changes and challenges.

### **5.1 The Office in an Era of Uncertainty**

The transition to hybrid work models has unveiled a landscape filled with both opportunities and uncertainties. In this evolving context, the office transcends its traditional function as a mere location for professional activities. Instead, it emerges as a critical anchor point—a space that offers stability, fosters a sense of belonging, and facilitates innovation amidst the flux of remote and flexible work arrangements.

The significance of the office in a period of high uncertainty is multifaceted. Firstly, it serves as a tangible symbol of the organization’s culture and values, a place where the ethos and spirit of the company are manifested and reinforced. In times when the workforce is increasingly dispersed, the office provides a physical hub where shared goals, practices, and values can be experienced directly, fostering a stronger organizational identity and cohesion.

Secondly, the office acts as a crucible for innovation. While digital tools enable remote collaboration, the spontaneous interactions

and serendipitous encounters that occur within physical workspaces are unparalleled in sparking creativity and novel ideas. The design of hybrid office commons, with their emphasis on flexibility, collaboration, and wellness, further amplifies these opportunities, creating environments that inspire and facilitate innovation.

### **5.2 The Central Role of the Office in Hybrid Work Modalities**

In the context of hybrid work, the office assumes a dynamic and multifunctional role. It becomes a space that supports not just individual productivity but also collective endeavours, learning, and social interaction. The office is where the digital and physical aspects of work converge, where the boundaries between professional and personal life are navigated with care, and where employees can find the resources and support they need to thrive in their roles.

The resilience of the office can be obtained through the new paradigm of ductility, that lies in its ability to adapt to morph in response to the needs of the workforce while maintaining its core function as a place of convergence. Hybrid Office Commons exemplify this adaptability, offering a range of spaces that can be personalized and reinterpreted according to the demands of the moment. This flexibility ensures that the office remains relevant and effective as a tool for work, regardless of external changes or disruptions.









### 5.3 Envisioning a Resilient Future

Looking towards the future, the resilience of organizations and their workforces will be significantly influenced by how effectively the office is integrated into hybrid work strategies. Designing office spaces that prioritize ductility, personalization, and community will be key in creating environments that not only withstand the challenges of uncertainty but also harness the potential of diverse work modalities for enhanced collaboration, creativity, and well-being.

In embracing the principles outlined in this document, organizations can ensure that their offices remain vibrant centers of productivity and innovation. By fostering a strong sense of belonging and flexibility, the office can continue to play a central role in the professional and personal lives of employees, contributing to a resilient, adaptive, and thriving future for work.

As we navigate the complexities of the hybrid era, the office stands not at the periphery but at the heart of our endeavours—adaptable, inspiring, and indispensable. In the face of high uncertainty and evolving work modalities, it is the design, culture, and functionality of our workspaces that will pave the way for resilience and success in the dynamic landscape of the future.

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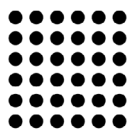
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