Activity Based Working

Summary and inspiration from the learning course
November 17, 2021

Digital
Dogme

Digital Dogme is closing the digital skills gap.

Denmark is a digital frontrunner. But if Denmark's digital maturity is to be utilized to strengthen innovation, solve societal challenges and develop new business ideas, digital skills are crucial.

Ambitious Danish companies are the backbone of Digital Dogme, and they all contribute to the development of the association and the dissemination of digital experiences to other companies across industries.

We facilitate knowledge sharing about digital skills and digital upskilling between companies and create awareness about the need for digital skills. In our co-labs, like-minded companies across industries and sectors knowledge shares and co-creates. Together, we define challenges and create practical and directly applicable solutions for digital upskilling.
digitaldogme.dk

Every year, Danish companies invest large sums in the digital upskilling of their own employees. Many of these learning courses are usually not available to anyone other than the company's own employees. Digital Dogme is the only one in Denmark to pass on courses and learning courses that have been developed and tested by Danish companies.
learningacademy.digitaldogme.dk

Digital Dogme

Activity Based Working
November 17, 2021

Summary

The hybrid workplace requires new approaches to the interior design of the office. Based on Danske Bank's work with the hybrid workplace of the future, we have at the learning course **Activity Based Working** focused on considerations and experiences with the design of an activity-based workplace. Companies with targeted efforts in hybrid work participated at the learning course; Danske Bank, TDC Net, Copenhagen Airports, Nationalbanken, Tryg, Lego, Danfoss, Forsvarsministeries Ejendomsstyrelse, Codan, BEC, and Nordea.

Some of the major topics at the learning course were **IT Equipment & Security**, **Prerequisites Skills & Digital Mindset**, **Behavior & Culture**, and **Implementation**. Activity Based Working is thus a sub-element to Digital Workplace and how to work differently. It requires brand new skills from everyone, including employees, managers, meeting managers, and those who design the workplace.

The day started with an introduction to Working@Danske and how Danske Bank works with the design and transformation of the activity-based office. Then all participants were divided into two teams, where they discussed what prerequisites are necessary for Activity Based Working and how to get the employees on the journey. We then had a joint discussion about how the office can be a place where employees want to be.

All participating companies shared their experiences and challenges in creating the activity-based workplace. Among other things, we came into the preconditions for implementing the activity-based workplace; is it a top-down or bottom-up strategy? Is it cost- or culture-driven? In addition, it was also pointed out that the concept of the activity-based workplace is far more important now than it has been before. Activity Based Working must be the reason to why an office is a place where employees want to be.

Therefore, it is crucial to state what role Activity Based Working plays in the company - why should employees enter the office? Companies must succeed in developing a hybrid workplace where employees thrive and feel included - whether they work in the office or at home. Thus, Activity Based Working is also a showdown with the way we think about the workplace - work is no longer a place. Work is an activity that can be performed in the office or at home.

Theme 1: Prerequisites for activity based working

When designing the activity-based workplace, it is crucial to consider what prerequisites are needed to implement Activity Based Working.

In the footsteps of the Covid-19 lockdown, it became crystal clear that work is an activity and not a place. Furthermore, the physical workspace must support the need for knowledge sharing, collaboration, and meet and greet.

A good place to start is with formulating what kind of Activity Based Working you want to implement in your organization.
• What framework conditions must there be?
• What ratio of desk-sharing is possible to implement?
• How much freedom and flexibility do you want to give your employees?
• Should flexibility and freedom be decided by the top management applicable to all employees? Or can the middle managers choose the guidelines for each department?

And then it is crucial to remember that Activity Based Working is not necessarily always the solution for all companies - one size does not fit all!

Theme 2: From 'my desk to our space'

The activity-based office breaks with old ideas about fixed seats. But how do you get the employees to buy in on the journey?

Whether you are thinking of a top-down or bottom-up strategy or whether the change is culture- or cost-driven, it is always crucial to have all employees buy-in on the journey. This also means that you must start with the big *why* - why do you want an activity-based workplace? The overall purpose to why you want to implement Activity Based Working and transform your organization must be clear and transparent for the end-users.

Involve your leaders in defining the purpose and make them able to talk about opportunities and future ways of working. If you do not have the support from your leaders, you will have issues implementing Activity Based Working and engaging your employees. When you have your leader's support the next step is to create a baseline supported by your top management and then localize based on specific ways of working and cultural needs.

Theme 3: Can we make the office a place employees want to go?

Have you thought about how you can make the office a place employees want to go? It's crucial to have a clear definition on what makes your office the greatest place for the employees to be.

- What is the value of physical presence in the office?
- What is the value of physical connections in the office?
- How do you make the office an attractive place to be?
- What initiatives will be taken to attract employees to the office?

When you are defining the purpose of Activity Based Working, make sure you emphasize the value of your employees' presence and how the office can be a place to seek inspiration and to meet colleagues. Furthermore, you can develop some guidelines for leaders and managers on how to create a purposeful office.

- What type of activities, events, and collaboration do you want in your teams?

But it is also important to remember that your employees are all different. Therefore, there needs to be a reason on an individual level for the employees to go to work. A good place, to begin with, is to do a survey: *what attracts the employees to come to the office?*

Hybrid Work & Leadership

At the learning course, we identified some key topics that could potentially form the framework for Digital Dogme's further work in our co-lab Hybrid Work & Leadership:

- **Digital habits**, health, and well-being in a hybrid everyday life
- **Facility & interior design** of the hybrid workplace
- **Rules, principles** & organizational framework for the hybrid work
- **Hybrid leadership** & cultural transformation
- **Skills** for hybrid work (hybrid upskilling)

In addition to knowledge sharing and exchange of experience at the learning course, Digital Dogme provides the opportunity to jointly co-create knowledge products, including

- Skills profile: the hybrid employee
- Skills profile: the hybrid leader
- Guide: Getting Started with Activity Based Working

On **December 15 at 14 - 15.30**, our meetup in the co-lab for Hybrid Work & Leadership is held, where we take a deep dive into various topics.

[Join the meetup]