

The Purpose of Place: Redefining the Future of Work



The Future of Work is now

- There has been a fundamental shift in how we work.
- Purpose driven work is people centric.
- Place has clear purpose. It celebrates identity, imbues culture, connects people.

About Jacobs

At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, mission critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing, turning abstract ideas into realities that transform the world for good.

With \$13 billion in revenue and a talent force of more than 55,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

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The Purpose of Place: Redefining the Future of Work

As a multi-disciplinary organization, Jacobs' thinking and expertise on the future of work scales across global/regional/cities/workplace for a macro to micro perspective on human experience, place and work driving business value for innovative client solutions. There is no one right, universal solution on how best to redefine the future of work or returning staff to a physical work environment. All aspects of work must be considered from transportation, building systems, constant monitoring and measurement of health and wellness factors, sustainability, staff engagement and wellness.

Jacobs approach starts with the fundamentals of an organization: Business drivers that align with the mission, vision and value of the organization and the elements of work: culture, place and tools. Clearly defined goals and KPI's of the basic elements are the foundation for creating new solutions for purpose driven work.

The choice

Focus on the Future of
Work rather than
the Future of Workplace

1. **Maintain Status Quo**
– Restart as if nothing happened

2. **Retreat** – Return to old ways,
large spaces, increased space use

3. **Go Beyond**
– New Paradigm

Things have changed

The coronavirus pandemic transformed business and workplace models virtually overnight. Business resiliency required a pivot and shift to virtual, distributed teams, work and learning. The effectiveness of distributed work needs to be monitored and measured to understand how best to integrate distributed work models in each organization and which job functions are optimized by site presence or virtual. Early indicators are showing that for many people, long term flexibility of when and where to work is increasingly important even when the health crisis has been resolved.

Changing how and where a business works requires different skills and behaviors, new corporate policies, willingness to learn and adapt work processes and the latest technology tools. By embracing and planning for change, businesses thrive. The places that support work may just look a little different.

Purpose of place

Purpose driven work is people centric. Place has a clear purpose. It celebrates identity, imbues culture, connects people. Reimagining the future of work requires explicit social strategies to connect people with organizational values, an ecosystem of work places that allow people to work best and support business resiliency all based on accelerated digital transformation for data-driven decision making.

Short term solutions require well-detailed operational and facilities solutions to ensure health and wellness. Returning staff to the physical workplace is only an interim step. Reimagining the future of work requires an integrated perspective on the long view.

Decision making framework

Jacobs approach to the future of work, leverages an activity framework for decision making and purposeful choice. Jacobs toolkit begins by establishing goals, baseline digital and performance data dashboards, and day in the life mapping of complex work models to develop a range of solutions. Our experts take a full 360 view of work as an ecosystem to link the social and behavioral people needs, with tactical operations strategies for successful implementation.

Jacobs customized solutions respond to complex business challenges to transform the world for good with focus on values, culture, people, business performance, technology, resiliency and sustainability.

Future of Work Considerations

- KPI's for culture, place and tools.
- Social strategy goals and communications.
- Distributed work models
- Data analytics tools for consistent, real time monitoring of space, building systems and sustainability targets
- Digital strategy to better connections, work and learning.

Day One Considerations

- Site dependent, critical functions that are anchored and/or essential to site.
- Work modes that are enhanced with physical proximity.
- Work modes proven highly effective done virtually.
- People movement – transportation to and from sites, internal circulation, entry and exit points.
- Building systems, facilities and operational models

Strategic Business Insight

Business	Culture	Place	Tools
<i>The Why</i> Purpose & Values Influences & Insights	<i>How work gets done</i> Mindsets & Behaviors Activity, Workflow & Processes	<i>Where work gets done</i> Enables behavior Virtual & Physical	<i>What supports work</i> Enables behavior Efficient & Effective

Activity Value Matrix		
Virtual	Better In-person	Site Dependent
Externally Mobile	Internally Mobile	Critical Site Function
Individual	Group	Community
Concentrative	Collaborative	Co-creation/Innovation
Routine/Consistent	Fluid/Cyclical	Spontaneous/Dynamic
Personal/Mobile	Shared/Mobile	Shared Anchored

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