



CORPORATE COWORKING

A PATH TO THE 'OPEN ORGANIZATION'

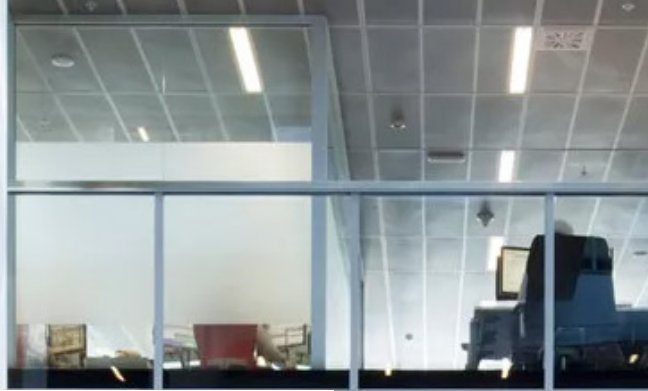
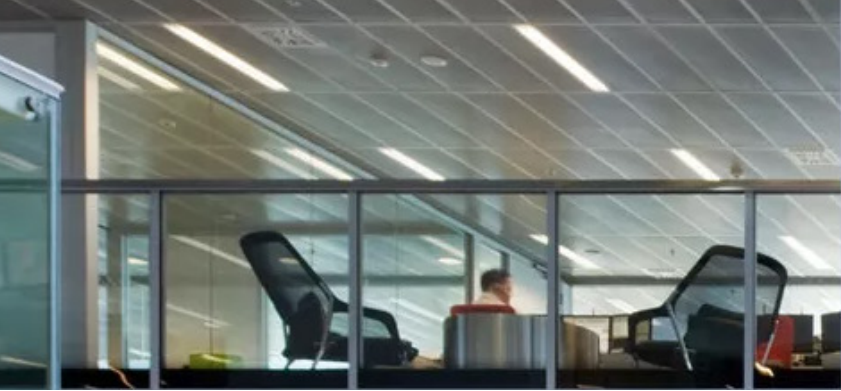


The world of work is evolving.

COWORKING INFRASTRUCTURE

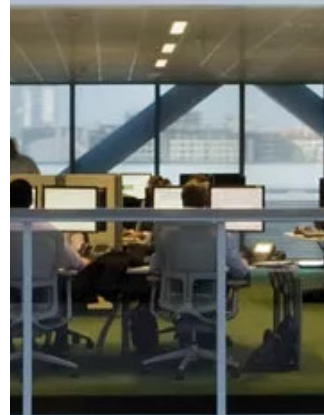
breathes new life into an old model by enabling static spaces to evolve into true hubs of dynamic, collaborative innovation.





About OpenWork

OpenWork Agency is a boutique coworking consultancy. All of the partners and consultants in the firm are either current or former coworking operators, and we have (combined) over thirty years of coworking operating experience in the team. We also have a Harvard educated architect, as well as the world's leading community manager training expert. Recently, in Kisi's list of the '30 Most Influential People in Coworking,' five members of OpenWork's team made the list. We have expertise in all aspects of the industry, and regularly work across the entire value chain. We formed to help others- real estate investors/ developers and companies- understand, strategize, and implement coworking solutions in their own buildings and companies. This includes educating clients in the specifics of the industry, and helping others develop their own brands as a white label service.





Unlock Your Organization

"We think it is time that companies introduce the coworking ethos and the coworking community manager as part of their everyday work routines. We recommend this not just to accommodate the changing needs and values of Millennials and others who are gravitating to coworking, though this is part of it. Primarily, we see value in introducing coworking into the corporate organization as a way to put companies into motion, to make them more agile and more capable of adapting and innovating on a reliable basis."

– 'Unlocking Organizations for Greater Innovation: The Role of the Community Manager' by Andrew Jones, PhD

Read this white paper and others:
<http://openwork.agency/whitepapers>



Corporate Coworking and the Open Organization

Increasingly, more and more companies are looking at coworking and the coworking movement as a signpost that represents the future of work. It is still unclear, though, what this will look like for large firms. With long-term experience both in the coworking industry and in organizational culture consulting, we have developed the first formal framework for guiding companies into the coworking waters. This starts with an understanding of what the core cultural-organizational elements of coworking are. What makes coworking work, for the 10,000 coworking spaces operating around the world, is a subtle yet powerful combination of three factors: TRUST, CHOICE, MOBILITY

Trust, choice, and mobility create open organizations where people work according to their own rhythms and choices. Levels of worker engagement, satisfaction, and innovation are radically higher amongst members of coworking spaces than they are in most large firms. How, though, to translate the design, flow, and innovation of coworking into effective workplace/workforce strategies inside large companies in such a way that open organizations can grow and thrive?

Two generations of research and case examples demonstrate that open organizations are not only more innovative and financially successful than their more 'closed' competitors, they also consistently attract and retain better talent, which sets in motion a virtuous spiral of productivity.

What is an Open Organization?

An Open Organization can be defined as a company (or non-profit) that extends high levels of choice and flexibility to employees, in a high-trust environment, where they can work according to their own rhythms and styles, and thus contribute their best energies to the organization in a transparent community of peers.

Jim Whitehurst, CEO of Red Hat Software, recently codified the principles behind the open organization in his ground breaking book- *The Open Organization: Igniting Passion and Performance* (Harvard Business Review Press, 2015). We think that this is template and roadmap for tomorrow's high-performing, innovative organizations.



Examples of Open Organizations

- | | | |
|----------------|------------------|-------------|
| » W.L. Gore | » SEMCO | » Rackspace |
| » Red Hat | » SAS Institute | » Valve |
| » Automattic | » Google | » Zappos |
| » Morning Star | » 3M | |
| » Patagonia | » Sun Hydraulics | |

Coworking as a Methodology to Get to the Open Organization

Successful companies are successful because of the effective systems and processes they put in place to scale their businesses. However, those very scale-enabling systems often develop an inertia that makes change, agility, and adaptability difficult. This is where the potential of the coworking intervention enters the picture. Similar to the mobility, motion, and collaboration generated by Activity Based Working (ABW), coworking is a design intervention with deep potential to change company culture in the direction in which the larger culture is moving. This cannot be done, though, haphazardly, it must be guided by metrics within a solid framework. This is why we've developed the Openness Quotient (OQ), which is short assessment that helps companies understand how close (or far away) they are to the design, flow, and culture of coworking communities. We frame this as a transitioning service.

Transitioning to the Open Organization

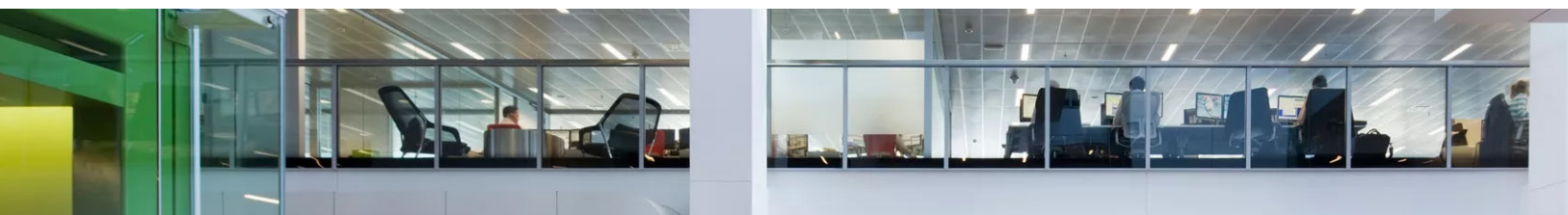
For firms seeking to embrace some or all of the elements of coworking and open organizations, there are three essential questions/issues (the 3 P's) that need to be monitored and managed:

1. **People:** Are our people granted sufficient choice and flexibility in how they do their work and do they feel connected to a sense of community?
2. **Place:** Do our workspaces effectively facilitate the necessary mix of private, social, and project-based work to drive our strategy?
3. **Purpose:** Are our people being challenged to deliver new ideas and solutions to problems, or are they merely executing top management's directives?



The Openness Quotient (OQ)

We have developed a holistic survey that measures how open a company is. We call it the Openness Quotient, or OQ for short, and it is framed around the 3 P's- People, Place, Purpose. The OQ test is an eighteen question survey which helps companies quickly identify where they stand today, and what levers they need to push to become an open organization.



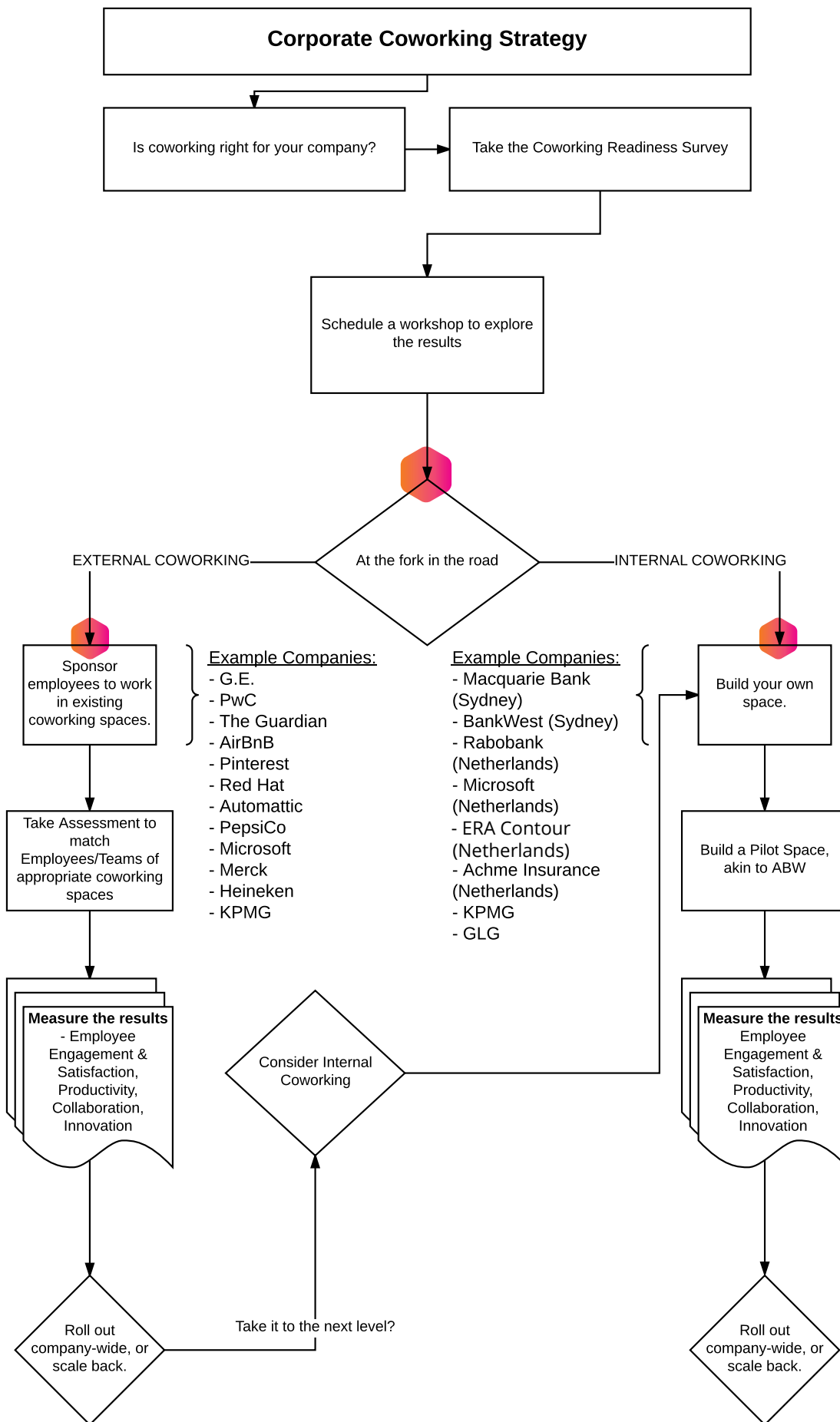


Two Paths Forward

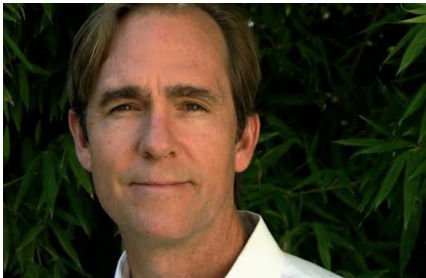
Many companies have already begun to experiment with coworking by sponsoring some of their employees or teams to become members of existing coworking spaces such as WeWork, Industrious, and NextSpace. This makes perfect sense. However, it is just one way forward. At the beginning there is an educational phase, where companies (and their Facilities Managers and Human Resource Managers) negotiate possible new

futures by tiptoeing into coworking. Beyond this, though, is a deeper commitment to bringing coworking inside the company, as what we call *corporate coworking*. Akin to what many European firms call ABW, *corporate coworking* differs in that there is greater attention paid to issues around employee engagement, collaboration metrics, productivity metrics, and other markers of company culture.





THE OPENWORK TEAM



DREW JONES

Partner

Drew Jones, Ph.D., is an organizational consultant, management professor, and writer. He has consulted with large and small firms over the past 15 years, and has written three books, including the first book (co-written) on coworking. His most recent book, [The Fifth Age of Work: How Companies Can Re-Design Work to be More Innovative in a Cloud Economy](#), provides a roadmap to a future world of work. He has been involved in coworking since 2007, and most recently was co-owner and partner at Conjunctured Coworking- Austin, Texas' first coworking space. He is based in Austin, Texas.

Drew has been a speaker at the Global Coworking Unconference Conference (GCUC) and at Steelcase Workspring on the topic of Future of Work.



DAVID WALKER

Partner

David Walker brings seven years experience working in the coworking industry, having launched and led operations at Conjunctured, the first coworking space in Austin and one of the original coworking communities in the world. Conjunctured has received global acclaim, not only for being an innovative workspace alternative, but also for its unique community-first approach to work and thought leadership in the coworking industry. Walker graduated in 2006 with a Marketing degree from The McCombs School of Business at The University of Texas along with a concentration in Sociology. David's mission is to help evolve outdated models of work into dynamic, ecosystems of collaboration.

David is one of the original pioneers of the global coworking movement.

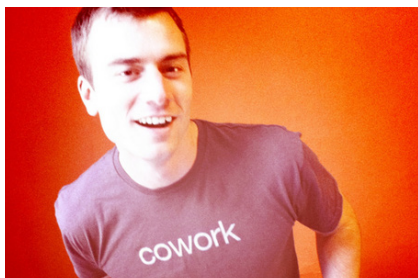


LIZ ELAM

Executive Producer, GCUC

Liz has become a prominent voice in the coworking movement. Since opening Link Coworking in 2010, the company has become a hub for Austin's innovators, giving them an ideal place to create and connect. She is a founding member and was the first President of the League of Extraordinary Coworking spaces (LEXC) and helped form Coshare. She has hosted the annual Global Coworking Unconference Conference (GCUC) for four years running, bringing together key influencers in coworking from all over the globe. Recently GCUC expanded to Canada, Australia, South America, and China.

Liz has been featured in the New York Times (3 times), CNBC, CNN, MSNBC, Wall Street Journal, Entrepreneur, Inc. and numerous other outlets. She has visited 200+ coworking spaces around the world.



CRAIG BAUTE

Consultant

Craig Baute is the founder of Creative Density and the Denver coworking coalition, Denver Coworks. He has been active in the coworking scenes of Michigan, Canada, and Colorado since 2009. He is a coworking consultant, specializing in strategy and analysis for economic development and property owners. Associate market researcher with an MBA and a specialty in consumer and industry research, new product development, web advertising, and design thinking.

Specialties: Consumer Research, Industry Research, Strategic Planning, New Product Development.

Craig is a board member of CoShare, the first coworking association in the USA.



IRIS KAVANAGH

Consultant

As the Chief Community Officer of NextSpace, I helped grow the company from an idea to nine locations – and counting. My primary role was to communicate and instill the organization's culture in each new location. My guidance helped the staff develop vibrant communities, push the definition of collaboration, and convey the culture to visitors and prospective new employees. As part of an amazing team, I helped build NextSpace Coworking into one of the most successful coworking companies in the world. Along the way, I co-founded the two coworking industry associations, LExC and COSHARE, and co-developed industry specific events including leading the unconference at GCUC for two years.

Expertise includes: Coworking Staff, Community and Facilities Management; Driving Growth with Strategic Community Building



JEROME CHANG

Consultant

Jerome is a licensed architect and business owner. Jerome honed his design skills at Clive Wilkinson Architects (CWA), known worldwide for the office headquarters of Google, Chiat/Day and Mother Advertising. Prior to CWA, Jerome was a designer at SFJones Architects, which has designed renowned restaurants such as Spago Beverly Hills, Nobu Malibu, Hamasaku, and Lucky Strike Bowl. Jerome holds a Master of Architecture degree from Harvard University; Master of Engineering and Bachelors of Science degrees from Cornell University.

He has synthesized his career of creating award-winning architecture, engineering, and construction to establish BLANKSPACES, a progressive workspace environment for creative professionals.



GREG LINDSAY

Advisor/Board Member

Greg Lindsay is a journalist, urbanist, futurist, and speaker. He is a contributing writer for Fast Company, author of the forthcoming book Engineering Serendipity, and co-author of Aerotropolis: The Way We'll Live Next. He is also a senior fellow of the New Cities Foundation—where he leads the Connected Mobility Initiative — a non-resident senior fellow of The Atlantic Council's Strategic Foresight Initiative, a visiting scholar at New York University's Rudin Center for Transportation Policy & Management, and a senior fellow of the World Policy Institute.

Greg co-authored the October 2014 Harvard Business Review article, "Workspaces That Move People"



CLIENTS

Over the past two years, we have worked with a variety of clients in various industries, both in the US and internationally.



Services

- ▶ *Market Analysis & Feasibility*
- ▶ *Design & Planning*
- ▶ *Business Model Development*
- ▶ *Architectural Planning*

CONSOLIDATED INVESTMENT GROUP-CIG

Denver, Colorado USA

We conducted a feasibility/market analysis, business model development, and currently the architectural planning for CIG's mixed-use development in Denver. The development will consist of one floor of retail, one floor of coworking, and two floors of apartments. CIG is the real estate investment group created by the company that sold Hot Pockets (and several other food brands) to Nestle. Today they own and operate 'loft apartment' complexes across the US, and are looking to integrate coworking into their portfolio as a live-work concept.



CLIENTS



Services

- ▶ *Market Analysis*
- ▶ *Design & Planning*
- ▶ *Business Model Development*
- ▶ *Branding & Identity*
- ▶ *Technology*
- ▶ *Operations & Training*

NUEVOS HORIZONTES BUSINESS CENTER San Pedro Sula, Honduras

We are currently working with a large real estate developer in Honduras, who is building a coworking business on one of the floors of a new, twenty seven floor business center in San Pedro Sula. We are working with the group on all phases of the project, and are currently on the designing and planning phase of the project. We have already completed the market analysis. Next up will be the implementation, operations and training phases.



CLIENTS



Services

- ▶ *Market Analysis & Feasibility*
- ▶ *Design & Planning*
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- ▶ *Architectural Planning*

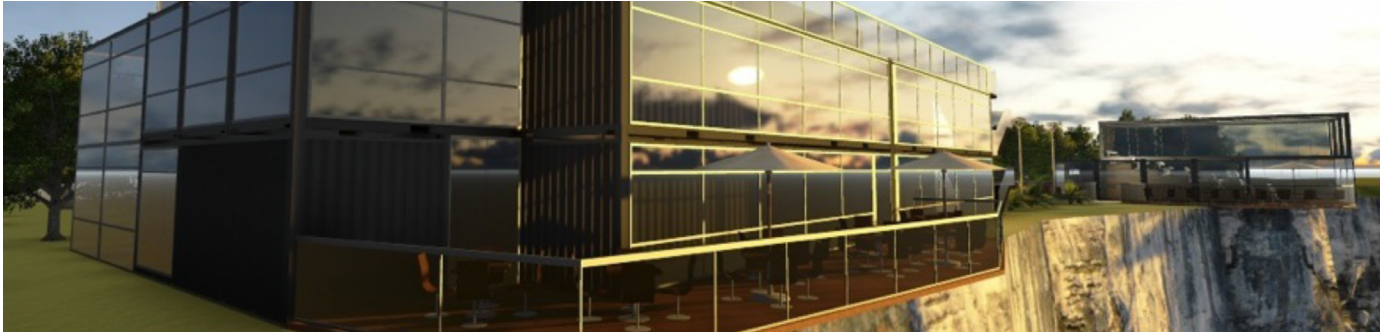
BLUE LEAF HOTELS

Atlanta, Georgia USA

We conducted a comprehensive feasibility analysis with a hotel operator based in Atlanta. The firm was considering launching its own coworking brand in the Atlanta market, but conditions at the time were unfavorable for the type of business they were seeking to launch.



CLIENTS



Services

► *Coworking Advisory*

BIG COWORKING

Curitiba, Brazil

We conducted early-stage strategy sessions with a group of entrepreneur-musicians in Brazil seeking to build a music-centric coworking concept across the country.



CLIENTS



Services

- ▶ *Design & Planning*
- ▶ *Business Model Development*
- ▶ *Hotel Community Management*

ARDOR HOTEL

Austin, Texas USA

We are helping integrate a coworking floor/concept into the design of a new, boutique hotel in Austin, Texas. We have developed the design, the business model, and the hotel community management portion of the project.



CLIENTS



Services

- ▶ *Design & Planning*
- ▶ *Business Model Development*
- ▶ *Branding & Identity*
- ▶ *Technology*

BLACKBOARD CO. ADVERTISING

Austin, Texas USA

We designed and implemented an in-house coworking space/ community inside local advertising agency, Blackboard Co.



CLIENTS



RED HAT SOFTWARE

At our former coworking business, Conjunctured (the first coworking space in Austin, Texas), we housed the global design team for Red Hat, which is a \$10B global software company. The team worked from our offices for two years, and hosted their annual global design summit in the space. Liaising with their corporate headquarters was part of the process.



AUTOMATTIC

Employees from Automattic, the parent company that created and manages the popular web design platform, WordPress, also worked out of Conjunctured in the early days of our operation. As with Red Hat, this entailed working with WordPress corporate to arrange memberships and billing, etc.



AIRBNB

The Austin-area lead community manager for Airbnb was also a member of Conjunctured, and the company regularly hosted community building events in our space.



LYFT

The car-sharing firm, Lyft, worked out of Conjunctured when they first expanded to Austin. As with the other companies listed above, we worked with the corporate headquarters to secure appropriate accommodations for their employees who coworked with us in our space.



This evolution of
coworking - from a
desk and a chair, to a
collaborative workspace,
to a curated community
- will only continue
as companies and
professionals grapple with
the changes in how, when
and where we work.

Thank you



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