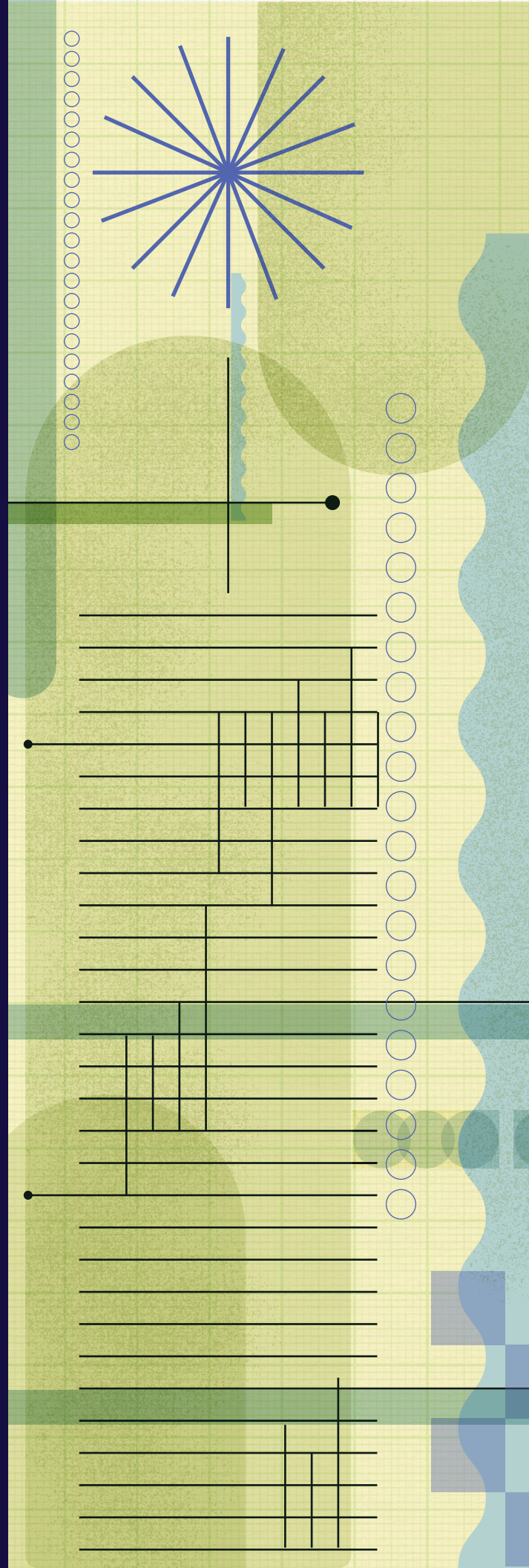# deskpass

The Science of Flexibility

Future-Proof Your Workplace Strategy With Third Place Solutions

Presented by

SWAYworkplace, Deskpass, and Creative Blueprint

01 Introduction: Reinventing the Workplace

The transformation from rigid, office-centric work models to flexible frameworks began more than 20 years ago with the rise of the first coworking spaces. This emerging trend evolved to include individual, purpose-built coworking locations alongside dominant global brands like WeWork and Regus, striving to revolutionize where, when, and how people work. It took a global pandemic to solidify the lasting change we'll refer to as "flexible work" or "flexible work models" throughout this industry report, brought to you by SWAYworkplace, Deskpass, and Creative Blueprint. Together, we'll explore the Science of Flexibility to understand the crucial role of third place solutions in derisking modern work and creating future-proof work environments.
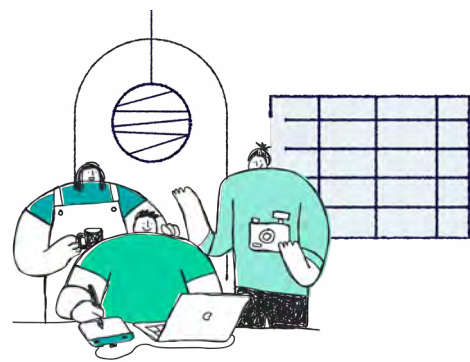
02 The Future is Flexible

Flexibility is the future, evolving from choosing a "place" to work to choosing "how." Employees use flexible work options to enhance work-life balance, stay connected to their communities, and reduce commute times. These benefits emphasize overall satisfaction, making the traditional office-centric model obsolete. In today's dynamic, technology-driven age, flexibility is a strategic imperative for attracting and retaining top talent, boosting productivity, and fostering a vibrant, inclusive workforce. It eliminates physical barriers, accommodates unique needs, and significantly enhances joy at work, well-being, and productivity across diverse employee demographics. The future of flexibility is here.

03 The Science of Flexibility: A Framework

As we redefine where and when we work, the Science of Flexibility framework explores innovative strategies to enhance engagement and mitigate risks associated with flexible work models. Leaders can cultivate a thriving, resilient, and connected workforce by addressing this evolving work landscape's unique challenges and opportunities. Discover how to use the power of flexibility to enhance team dynamics and drive sustainable success in this comprehensive guide to the future of work.

04 The Power of Third Places

The concept of 'third places'—spaces beyond home and the traditional office—has been established as a cornerstone of flexible work strategies. This section explores how coworking spaces catalyze innovation, collaboration, and community building.
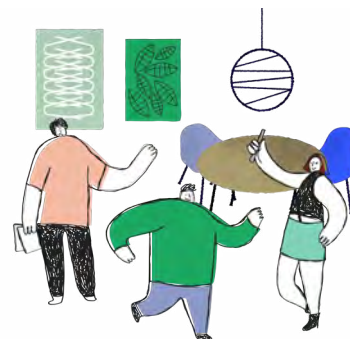
05 Corporate Advantages of Flexibility

Coworking and flexible workplace strategies can bring material operational and financial benefits, including lower real estate costs, increased operational flexibility, and higher employee satisfaction. This section makes the economic case for coworking at scale.

06 The Future of Third Places

As the coworking industry continues to evolve, this section offers insights into emerging trends, from niche spaces catering to specific demographics to integrating advanced technology, reshaping the future of work.
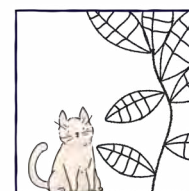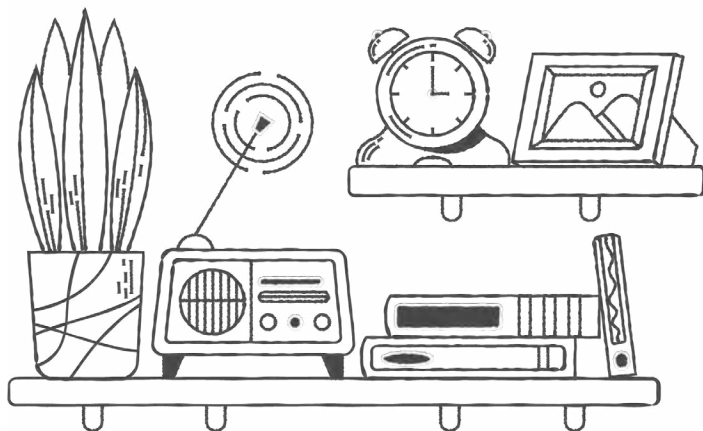
07 Concluding Thoughts

Reflecting on the transformative potential of workplace flexibility and coworking, it's clear that embracing change and innovation is crucial for creating adaptable, resilient, and future-proof work environments.

SPECIAL FEATURE

Curing the Epidemic of Loneliness

'We can't go back to business as usual. These antiquated systems of work weren't built for many of us in the first place. We are standing on the threshold between what was and what we are building together. As our collective mindset shifts towards flexibility, collaboration, and community, we have a unique opportunity to reimagine work itself and to bring about the change we want to see."

ASHLEY PROCTOR
FOUNDER, PRINCIPAL CONSULTANT
CREATIVE BLUEPRINT

'When you live where you work, and work where you live - there's an inevitable and uncomfortable mashing of our work and personal lives. Sure, we can make it work and get by, but is getting by enough?"

DENISE BROUDER, FOUNDER,
MODERN WORK CONSULTANT, SWAYWORKPLACE

'The office as we know it is fundamentally changing. The ideal workplace of tomorrow isn't one space; it's an ecosystem that will include your home, HQ, and a network of flexible workplaces. This ecosystem can be as unique and evolving as you and should be designed to help you get your best work done."

SAM ROSEN, CO-FOUNDER, CEO
DESKPASS

01

Reinventing the Workplace

Flexibility as the Foundation of the Future-Proof Workplace

Few topics have commanded more attention in today's business landscape than the debates over "return to office" and "hybrid work." As the line between work and personal life increasingly blurs, pursuing flexible and innovative workplace solutions has become a top priority for business leaders.

This industry report, a collaborative effort between SWAYworkplace, Deskpass, and Creative Blueprint, explores the evolving landscape of modern work. It examines the emergence and nature of flexible work models, offers a prescriptive approach for successfully implementing flexible work strategies, and evaluates the benefits and challenges for employees and employers.

It features an in-depth analysis of how "third place solutions" – supported by large networks or marketplaces offering access to a wide variety of flexible workplaces – are essential for future-proofing today's workplace.

Leveraging flexible spaces like coworking facilities, event venues, and shared offices, once seen as an emerging trend, has now become a critical component of any workplace strategy, representing the most cost-effective solution for meeting the diverse needs of all stakeholders.

Despite its growth and enthusiastic adoption by forward-thinking companies, misconceptions persist about implementing flexible work models, accessing the best possible spaces, and measuring the effectiveness of a holistic, flexible workplace strategy.

Deskpass and similar solutions play a crucial role in this narrative, providing customizable, on-demand access to a diverse array of coworking, meeting, and office spaces. This optionality enables companies and individuals to embrace the freedom, flexibility, and choice of today's working world.

Dive in to explore the Science of Flexibility and the strategic benefits of third place solutions, illustrating how coworking is not merely a part of the new work environment but fundamental to its very existence.

O2

The Future is Flexible

Unlocking the Potential for Engagement, Productivity, and Well-Being

The work landscape is undergoing a profound transformation driven by increasing flexibility in where and when people can work. The traditional office-centric model, once a symbol of stability and control, is becoming obsolete in our fastpaced, technology-driven age with changing employee expectations.

This shift towards dynamic, flexible work arrangements marks a significant evolution in the workplace, emphasizing new drivers of engagement, productivity, and well-being. In today's complex work environment, flexibility is more than just a perk; it's a strategic imperative for attracting and retaining top talent, boosting productivity, and fostering a vibrant, inclusive workforce.

Attracting and Retaining Top Talent

In today's competitive job market, with a ratio of 1.24 open positions for each job seeker,[1] flexibility has become essential for attracting and retaining the best talent. McKinsey reports that nearly two-thirds of employees would prioritize flexibility over pay in their next job search.[2] Similarly, the Harvard Business Review reinforces the importance of flexibility, describing it as "a powerful tool for attracting and retaining employees, especially top talent."[3]

By transcending geographical boundaries, flexible work arrangements significantly expand the talent pool, enabling organizations to access a global reservoir of specialized skills and thus attracting a more diverse and skilled workforce.

Enhancing Worker Productivity

Academic research conducted throughout 2023 appears to dispel the myth that flexible work negatively impacts workplace productivity.[4,5,6] This research highlights the growing relevance of flexible work arrangements in the modern workplace, especially post-COVID-19, emphasizing their positive impact on employee productivity. These arrangements, which include work from home, flexi-time, and hybrid models, are linked to increased work engagement, stress reduction, and improved work-life balance, all contributing to enhanced productivity.

Studies across various sectors demonstrate these benefits, from technology-focused entrepreneurial firms to government and book publishing industries. However, the effectiveness of flexible work practices is nuanced by cultural and gender considerations, indicating that productivity gains may vary across different contexts. Additionally, job satisfaction, knowledge sharing, and adaptability are critical in boosting productivity. The collective findings advocate for flexible work arrangements to foster employee well-being and organizational efficiency.

A More Inclusive and Diverse Workforce

Flexible work options like remote work are essential for creating inclusive workplaces. These arrangements eliminate or significantly reduce physical barriers for people with disabilities and facilitate accommodating unique needs, such as modified work hours or adaptive technologies. Research supports that neurodivergent employees experience dramatic productivity, health, and well-being improvements by having more control over their working environment.

Reduction of Physical Barriers
A recent study highlighted the unprecedented employment gains for people with disabilities during the COVID-19 pandemic due to the widespread adoption of remote work, which minimized physical barriers and demonstrated the effectiveness of remote settings.[7]

Accommodation of Unique Needs
Research indicates that flexible employment schemes significantly improve job satisfaction and reduce absenteeism for employees with disabilities, as they can manage their health and work needs more effectively in a flexible work environment.

Benefits for Neurodivergent Employees
A systematic review found that flexible work arrangements can improve mental health outcomes by reducing work-family conflict and stress, which are particularly beneficial for neurodivergent individuals who may struggle with rigid work environments.[8]

Flexible work options play a crucial role in reducing physical barriers and accommodating the unique needs of employees with disabilities and neurodivergent individuals. These arrangements improve productivity and job satisfaction and enhance overall health and well-being, making them essential for creating inclusive and supportive workplaces.[9]

Increased Employee Engagement and Well-Being

With only 32% of employees nationwide engaged (Gallup), flexibility is critical in boosting engagement. Companies are increasingly adopting flexible work models to improve work-life balance and well-being along three key engagement drivers.

Job Satisfaction
Flexible working positively influences job satisfaction and work-life balance by allowing employees more control over their schedules and reducing commute stress.[10]

Enhanced Wellbeing and Reduced Stress
Flexible work conditions have been proven to increase employee well-being and reduce stress levels, thereby enhancing overall job performance.[11]

Organizational Support
The success of flexible work arrangements in improving work-life balance relies on strong organizational support and effective communication practices.[12]

While flexible working improves work-life balance for many, it can also blur the boundaries between work and personal life, potentially leading to difficulties detaching from work and setting clear boundaries,[13] emphasizing the need for strategic organizational support.

Conclusion: Embracing the Future of Flexibility
The future of work is inherently flexible. Embracing flexible work arrangements not only meets the evolving needs of the modern workforce but also drives engagement, productivity, inclusivity, and overall well-being, making it a strategic imperative for companies aiming to thrive in the modern work landscape.
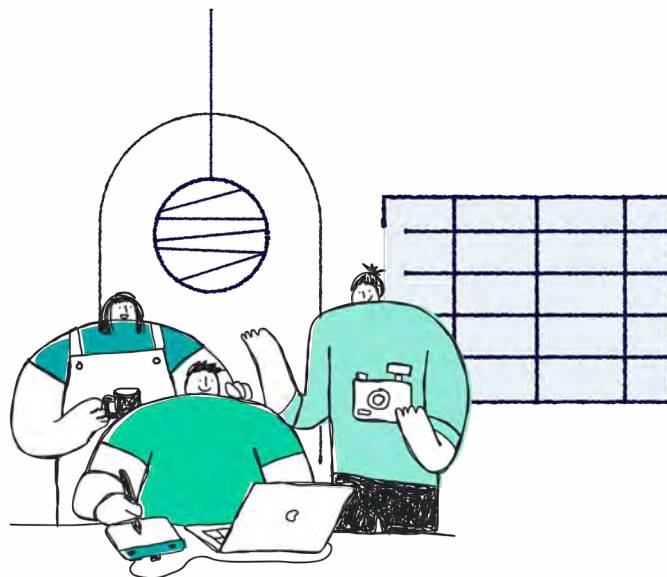
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03

The Science of Flexibility: A Framework

To Work Differently, We Need to Think Differently

The Science of Flexibility framework explores the unique and often surprising strategies to boost engagement and derisk a flexible work model choice. We are undergoing a rapid transformation that redefines **where** and **when** we work, leading to a revolution in **how** we work.

The future of work is emerging as an artful blend of AI-powered tools, flexible work arrangements, and asynchronous processes that lead to autonomy in creating personalized workflows. This new landscape requires an innovative approach to successfully navigate its challenges and capitalize on the opportunities of the evolving work environment.

The Challenge

Culture looks different in flexible work models, because it is. As the modern workplace becomes increasingly **distributed** and **digital**, employees risk becoming increasingly **disconnected** and **disengaged** from one another and their work. Currently, only 32% of U.S. employees are engaged at work, with a staggeringly low 23% engaged worldwide.[14]
At a global cost of $8.8 trillion in squandered productivity, the crisis of connection among employees who need to be more engaged or are actively disengaged is a growing area of concern and operational risk in the digital age. This workplace malaise manifests in several ways:

- **Lower team productivity and efficiency**
- **Rampant burnout and attrition**
- **Problems onboarding and training new hires**
- **Inconsistent employee engagement**
- **Lack of adherence to workplace policies**

To meaningfully address these issues, we must urgently rethink and adopt new strategies for cultivating engagement and connectivity in a flexible work environment.

The Opportunity

Flexibility is an intelligent model of work for the modern era. New work models are markedly distinct and intricate compared to traditional methods in various ways, but one crucial difference is how we develop and maintain relationships digitally. This difference is the main challenge between old and new work methods. In a flexible work environment, we must communicate intentionally to avoid becoming invisible in a digital world. We must stay focused on the stakeholders we serve—not just our immediate team but also those further out in our network, strengthening weaker connections.

How we connect with others in a world where the workplace stretches across cities, countries, and continents matters more than ever. As we embrace this digital frontier, the primary challenge is keeping our teams engaged, connected, and empowered.

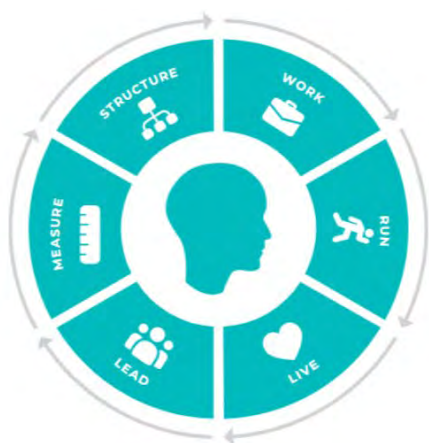"The nature of how we communicate determines the quality of our relationships, which determines the quality of our lives." Communication is the basis of relational intelligence—the artful skill of defining and navigating relationships well. We must learn how to connect, communicate, and collaborate to build meaningful relationships and culture in the digital age and succeed in our new working methods.

The relationally intelligent leader models behavioral science techniques to build team connections. They use critical thinking to evaluate the quality of team communication and bring a creative problem-solving mindset, creating and sustaining conditions for effective collaboration every day. The relationally intelligent leader drives engagement wherever their teams sit.

The Framework

The Science of Flexibility framework is based on SWAY's original research and designed to help leaders conceptualize a flexible approach that transitions teams from rigid, office-first ways of working to a dynamic, adaptable, and flexible method. This new approach is composed of a breathable, bendable relational

fabric with time and location flexibility woven throughout. The framework aims explicitly to close unseen gaps and gain clarity and confidence in decision-making using the Science of Flexibility. It seeks to:

- Empower leaders with instantly valuable insights on the strategies that make flexible work effective at scale
- Develop the leadership mindset needed to anticipate the needs of a flexible workforce
- Derisk a strategic approach by identifying areas to improve alignment and engagement in your work model choice

What is clear is that we are moving towards a "human-centered" work design. This belief is why we developed the framework not on top-level organizational concepts and jargon but on people and what it takes to drive personal performance in flexible work. The framework encompasses:

- **Structuring** a suitable model of flexibility
- **Working** in a flexible workplace
- **Running** a system of flexible work
- **Living** a flexible work life
- **Leading** a team working flexibly
- **Measuring** success in flexibility

While each part is valuable on its own, great leaders understand the interdependency of these elements and see them as a cohesive whole. This holistic view results in **transformational** leadership.

1 – STRUCTURING FLEXIBILITY

Blurring the Lines: Workplace Models in the Age of Flexible Work

Our journey begins by zooming out and looking at what it takes to define a flexible work model that extends beyond a corporate office's walls. A flexible work model fit is crucial for crafting a workplace strategy that ensures safety, protects company IP, and supports business objectives. The model choice often centers on the expectation of co-location, broadly categorized into three groups:

- **Structured flexibility** (ex., three days in office, two days WFH[15])
- **Unstructured flexibility** (ex., choose your workplace each day)
- **Blended flexibility** (differs by division)

Structured models range from remote-only to in-person mandates, focusing on where and when employees work, thus affecting the talent pool's accessibility. Unstructured flexibility, on the other hand, offers an actual "Work From Anywhere" strategy, exemplified by companies like Atlassian, which offers ultimate location freedom. Blended models combine these approaches to suit large, diverse organizations, highlighting the flexibility spectrum.

Spotlight:

Flex Work Models in Practice at J.M. Smucker Company

The J.M. Smucker Co.[16] has developed a unique approach to flexible work that balances organizational needs with employee autonomy. Instead of enforcing a rigid Return-to-Office (RTO) mandate, Smucker's built their strategy on aligned incentives and personal choice. Employees must attend 22 core weeks per year, pre-scheduled well in advance, to ensure in-office time is reserved for collaborative tasks and social activities. At the same time, remote work focuses on individual tasks. Employees can live anywhere in the U.S. but must travel to HQ for these core weeks at their own expense. This approach, impacting 18% of their global workforce, has been iteratively developed since 2019 and emphasizes consensus-based decision-making to foster engagement and adaptability.

Optimizing the WFH Experience

The conversation around work model choices often needs to address the most crucial aspect: the quality of the workspace for employees. Employees need a conducive workspace 100% of the work week, not just the 40 to 60% spent in the corporate headquarters. When employees work where they live and live where they work, the corporate workplace extends beyond urban office walls into personal homes, bringing both organizational risks and leadership challenges.

Previously, commuting served as a boundary, grabbing coffee from a street vendor was a routine, and closing the office door marked the start and end of the workday. How can we ensure a clear transition to a work environment without these physical cues in new work models? Equally important, how do we transition back to our home life? Leaders must guide individuals to take personal responsibility to establish healthy boundaries, habits, and routines, integrating these into their new workflows.

> **Beyond deciding on a work model, ensuring a quality workspace is paramount. This new workplace model extends the corporate environment into personal homes, considering factors such as privacy, noise control, and dedicated work areas. Transition cues from work to home life are vital, and strategies to establish these boundaries include creating routines and incorporating "third places" for work, such as libraries or coworking spaces, to combat isolation and enhance productivity.**

2 – WORKING FLEXIBLY

Implementing Flexibility in Work Practices: A Tactical Summary

With an established work model choice, we now explore the critical question: How do people transition from using office-first work techniques to virtual-first work techniques? This shift is fundamentally about developing the tactical skill of time and energy management.

A famous systems thinking quote by Edwards Deming, the storied management consultant, known as the 95/5 rule, states: "95% of the variation in the performance of a system (in this case, work) is caused by the design of the system itself; only 5% is caused by people." This statement means that to create desired behavior change, you must change the system of how people come together. This system includes the written and unwritten rules of the game—norms, policies, guidelines, power structures, and the informal but implicitly institutionlized ways of work.

Organizations must adopt a flexible, comprehensive framework to foster an effective virtual-first work environment. This involves understanding the nuances of synchronous and asynchronous communication, integrating new work modes, and creating routines that respect personal preferences and team needs.

Key strategies include setting clear expectations, utilizing collaborative tools, and establishing dedicated workspaces supporting focus and collaboration. By redesigning the structures that guide how teams connect and communicate, organizations can optimize workflows, enhance productivity, and maintain high levels of engagement.

Adopting the New Language of Flexibility

Introducing and standardizing the language of flexibility is crucial for mutual understanding. Distinguishing between synchronous and asynchronous work and physical and virtual collaboration sets the foundation for effective communi-cation and workflow coordination. Embracing asynchronous communication is a strategic move to alleviate heavy meeting culture, emphasizing documentation, autonomy, and thoughtful responses, fostering accountability and inclusivity.

Practical Tools for Flexible Work

Three fundamental techniques are introduced to operationalize flexibility:

1. **The Essential Concepts:** Establishes the basic and shared terminology of flexible work.
2. **The 4-Part Grid of Flexibility:** Aids in assigning work modes to tasks based on their complexity, encouraging a shift towards asynchronous work where possible.
3. **The Team's Ideal Work Week:** Encourages teams to self-organize by identifying optimal times for collaborative and individual work, thus establishing a balanced workflow that respects synchronous and asynchronous activities.

Creating Structure in Flexibility

The synthesis of these tools and concepts aims to design a work environment that supports flexibility while maintaining productivity and engagement. By challenging existing assumptions and encouraging intentional decision-making regarding work modes, teams can create a structured yet adaptable routine that maximizes in-person and remote work benefits. This approach optimizes task efficiency and nurtures team cohesion and individual well-being by ensuring meaningful interactions with a focus on developing social capital.

3 - RUNNING FLEXIBILITY

Optimizing Team Operations in Flexible Work Environments

Upon defining a flexible work model and adopting virtual-first work techniques, the focus shifts to the practicalities of running a team working flexibly. In a world where we have less visual and energetic connection to one another, we must be explicit and crystal clear in where, when, and how we communicate. Virtual-first organizations emphasize clear and consistent communication protocols. Clarity in communication—where, when, and how interactions occur—is fundamental and a cornerstone of relational intelligence, vital in environments where direct visual and energetic connections are less frequent.

Strategies for Effective Flex Work Management

Knowledge Management & Transfer

Establishing a unanimous understanding of where and how team-based information is stored and accessed is critical. This understanding ensures all team members are on the same page, preventing time waste and maintaining project momentum.

Essential to this strategy is the timely update and sharing of information, highlighting the role of digital tools in facilitating seamless knowledge transfer. Information equity is crucial, and there must be team consensus on file storage locations and updated protocols to avoid miscommunication and inefficiencies.

The Team's Tech Stack

Evaluating and optimizing the team's tech toolkit is crucial for enhancing digital literacy and ensuring technology serves rather than hinders productivity. Explicit discussions about tool usage can avoid digital debt—a phenomenon where the inflow of digital information overwhelms processing capabilities, leading to burnout. A well-curated tech stack, potentially augmented by AI tools, can streamline workflows and reduce cognitive overload, steering teams towards asynchronous communication as the default and mitigating the high opportunity cost of digital debt.

Rapid Communication Protocols

Recognizing the necessity for various communication speeds, including coordinated synchronous meetings, dedicated asynchronous work time, and rapid feedback loops, mirrors the informal, quick interactions that physical offices facilitate. Establishing a communication charter offers a structured approach to digitally maintaining the spontaneity and immediacy of 'cube wall' queries, ensuring that formalities do not impede workflow. This strategy ritualizes good-quality communication, providing efficient and effective short-burst interactions.

Implementing a Communication Charter

Our first insight from working with teams at large organizations is the need for more clarity on each team's communication tools, as this pain point continues to impede the flow of work. With this clarity, teams can avoid the fatigue and wasted time of scheduling formal meetings and instead get the same quick bites of information we used to get by popping over the cubicle wall.

Drawing from experience, the need for more precise communication tool guidelines emerges as a significant barrier to workflow in large teams. By reaching a consensus on the function and expected response times associated with different communication tools, teams can replicate the efficiency of in-person interactions in a digital environment. New technologies, like video messaging platforms, offer innovative solutions to traditional communication challenges, enriching interactions with context and nuance that text-based communication lacks.

The second insight to share is more of a question to ask yourself: What's not on this list? It encourages being open to new technologies that solve old problems in new ways. One great example is video messaging platforms, which can provide richer context and more transparent communication in a flexible work environment.

> This part encapsulates the action steps for running a flexible workflow, focusing on the necessity for clear communication, practical knowledge management, optimized technology use, and rapid communication protocols. By addressing these key areas, teams can enhance their operational efficiency and adaptability in a flexible working landscape.

4 - LIVING FLEXIBILITY

Integrating Empathy and Trust into Flexible Work Environments

This part of the framework focuses on living flexibility, transitioning from establishing models, virtual-first techniques, and communication strategies to embodying the principles of flexible work in our daily interactions and mindset. It involves diving into the deeper layers of how we perceive and engage with our colleagues, especially when in-person meetings are less frequent.

Cultivating an Empathy-Based Mindset

Living flexibility begins with challenging and reshaping our subconscious assumptions, driven by attitudes, beliefs, and values. Recognizing the power of perspective shifts is crucial as it enables individuals and teams to fully embrace and engage with their chosen work model. This shift towards an empathy-based mindset requires empathy and actively

practicing emotional intelligence (EQ), a critical driver of successful management and collaboration in the future of work. Empathy, both affective and cognitive, becomes essential in sensing feelings, respecting others' viewpoints, and fostering a supportive work environment.

Empathy in Action through Emotional Intelligence

Applying empathy through emotional intelligence involves active listening, understanding nonverbal cues, and engaging in meaningful, supportive interactions. These actions help develop more robust, trust-based relationships with teammates, even in a predominantly digital setting. The Empowered Mind model emphasizes pausing between stimulus and response, allowing for thoughtful and constructive reactions that contribute to resilience and positive workplace dynamics.

Building Trust in Flexible Work Settings

Empathy-based trust is the fuel of healthy team dynamics. Moving beyond superficial visual-based or restrictive monitoring-based trust, we can develop empathy-based trust that relies on understanding and genuinely caring for colleagues' well-being and perspectives. As the Deloitte Model of Trust outlines, this trust is reinforced through actions that signal humanity, transparency, capability, and reliability. These actions demonstrate both intent and competence, which are essential for fostering solid and resilient teams capable of navigating the complexities of flexible work arrangements.

Implementing Flexibility in Daily Life

Living flexibility is more than just adopting flexible work policies; it's about embedding these principles into how we interact, communicate, and build relationships within our work environment. Practicing empathy, developing emotional intelligence, and building trust through consistent, supportive actions requires a conscious effort. By focusing on these elements, teams can create a more connected, engaged, productive, and flexible work culture, ultimately enhancing individual well-being and organizational success.

> **This part underscores the action-oriented steps towards a flexible work lifestyle, emphasizing the importance of mindset, empathy, emotional intelligence, and trust in cultivating a thriving, flexible work environment.**

5 – LEADING FLEXIBLE TEAMS

Actionable Strategies for Developing a Coach & Mentor Management Style

As we advance toward the final part of our framework, the focus shifts to the nuances of leading teams working flexibly. We emphasize transitioning from office-first management techniques to fostering a team-level culture where autonomy, empathy, and trust are paramount. This section underscores the crucial role of managers in guiding teams through this new landscape.

Role of Managers in Flexible Work Environments

Managers play a crucial role in the success of flexible work models, acting as the linchpin between the organization's strategic vision and the day-to-day dynamics of their teams. They transition from being mere overseers of work to becoming coaches and mentors who catalyze transparency, collaboration, and inclusivity. Key to this role is leading with employee engagement as the foremost priority, embodying the principles of role-modeling, inspiring, and developing people using a unique set of skills and behaviors:

- The **behavioral** skill of adaptability & resiliency
- The **tactical** skill of time and energy management
- The **leadership** skill of building trust through transparency
- The **leadership** capabilities of motivating and engaging teammates
- The **social skill** of sparking meaningful conversation that promotes positivity and diffuses conflict

Actionable Leadership Strategies

- **Overcoming Proximity Bias:** Adopt practices that foster experience equity to ensure all team members feel equally valued and included, regardless of their physical location
- **Creating Moments that Magnetize:** Design synchronous opportunities for collaboration and relationship building that draw people together and make in-office time valuable and appealing
- **Establishing and Upholding Team Norms:** Explicitly establish, embody, and enforce transparent, documented guidelines for communication, meeting protocols, and interpersonal treatment to foster a cohesive team culture
- **Becoming an Intentional Communicator:** Embrace technology and transparency to enhance interactions, provide ample context, and create a rich, inclusive communication landscape

> **Managers can develop new behaviors, such as resiliency, agility, and adopt transparent communication techniques. These behaviors build trust and motivate virtual teams, ensuring the successful navigation of flexible work arrangements.**

6 - MEASURING FLEX SUCCESS

Measuring Success in Flexible Work Environments: A New Approach

The end of our journey through establishing a flexible work model, fostering virtual-first workflows, ensuring clear comm-unication, building empathy-based trust, and embracing a coaching and mentoring leadership style brings us to a critical question: How do we measure success in flexible work settings?

This final part encourages leaders to look beyond traditional productivity metrics and key performance indicators (KPIs) to understand the qualitative aspects of team performance. By focusing on the human elements of work—such as engagement, well-being, and relational intelligence—leaders can uncover the missing link that drives sustainable success in a flexible work environment. Embracing these holistic measures ensures that teams are productive, resilient, motivated, and deeply connected.

Deep Dive into Team Dynamics

Understanding Team Dynamics
Employing a data tool focused on qualitative insights—such as the reasons behind meeting or missing goals—helps leaders grasp the nuances of team performance. This approach challenges the conventional focus on outputs over inputs, advocating for a holistic understanding of team dynamics to prevent burnout and ensure sustainable growth. By under-standing the informal nature of your team, leaders can create a social space that fosters influence and drives innovation.

Team Work Style Profile
Leaders can better predict and influence team performance by identifying and understanding individual work style traits. These traits include core values, work styles, communication preferences, and indicators of flow state or distress, offering a comprehensive view of how team members operate and thrive. For example, recognizing each team member's chronotype—understanding their natural energy peaks and dips throughout the day—enables leaders to align tasks with individual optimal performance times. This biological insight is critical to maximizing productivity and sustaining satisfaction within the team.

Sharing and Transparency
Encouraging managers to share their profiles sets a precedent for openness, prompting team members to do the same. This openness increases transparency and enhances team dynamics by aligning tasks and communication with individual preferences and strengths.

By embracing this framework, leaders can drive engagement, productivity, and satisfaction, ensuring that work becomes a sustainable and fulfilling part of every team member's life. This journey illuminates the path toward a more nuanced, empathetic, and effective leadership style in the era of flexible work.

Conclusion: The Path Forward

This industry report traverses the essential elements required to cultivate a thriving environment where engagement, productivity, and satisfaction are paramount in the dynamic landscape of flexible work. From laying the groundwork with a flexible work model to integrating advanced management techniques and measuring success beyond conventional metrics, we've embarked on a comprehensive journey.

The core of this transformation lies in the relational intelligence that underpins high-performing teams, emphasizing the importance of connection, communication, and collaboration. By adopting a human-centered approach, leaders are encouraged to foster a culture of empathy, trust, and transparency, where the emphasis shifts from physical presence to meaningful contributions and outcomes.

The strategies outlined, from overcoming proximity bias to creating moments that magnetize, aim to enhance team dynamics and individual well-being, ensuring that the shift towards flexible work is both sustainable and fulfilling. This exploration into the Science of Flexibility framework challenges traditional norms. It presents an opportunity for continuous improvement and adaptation, making it an indispensable guide for leaders poised to redefine the future of work.

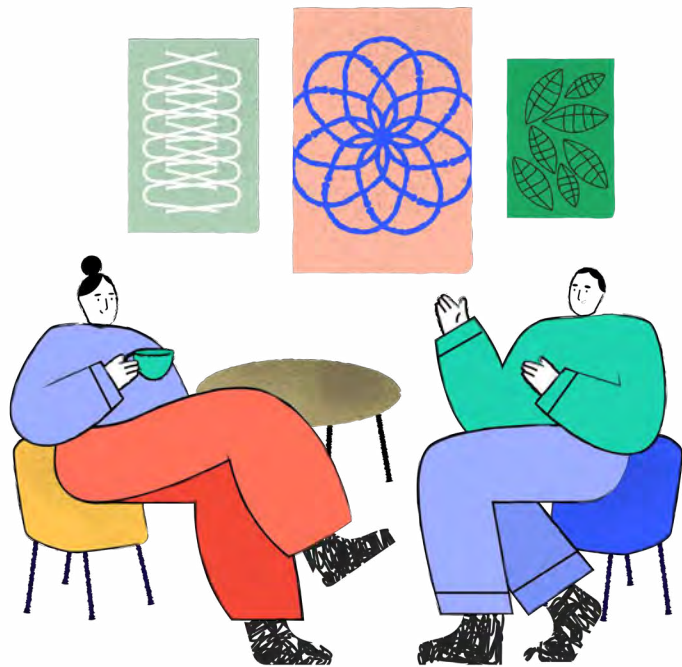14.   U.S. Employee Engagement Needs a Rebound in 2023 (gallup.com)
15.   WFH = work from home
16.   How J.M. Smucker Cracked the Return-to-Office Code - WSJ

04

The Power of Third Places

Enhancing Flexible Work Models with Strategic Third Place Integration

While organizations dedicate much effort to refining the in-office experience, they often overlook optimizing flexible work models for WFH (work-from-home) environments. This oversight misses opportunities to drive culture and engagement and poses potential operational risks. The quality of WFH workplaces significantly impacts the collective work experience.

Key Risk Areas of a WFH Environment

Technology and IT Support:
Ensuring all employees have access to and can effectively use the necessary technology is critical. Without uniform IT support, hardware, security measures, and collaboration tools, there is a heightened risk of inefficiencies and cyber vulnerabilities impacting seamless team interactions.

Ergonomic and Consistent Workplaces:
The lack of visibility and control over the ergonomic quality and consistency of employees' home offices introduces operational risks. Disparities in workplace setups, from fully equipped offices to makeshift work areas, can significantly affect productivity and employee health, leading to potential drops in performance and increased absenteeism due to ergonomic injuries.

Noise and Distraction Management:
Managing the personal environments of remote workers, where noise and distractions may be prevalent, is crucial. With effective personal management strategies, these distractions can strengthen the ability to focus and decrease overall work performance, impacting the quality of output and team dynamics. Addressing these key risk areas and integrating strategic third places can enhance organizations' flexible work models, drive engagement, and mitigate operational risks.

The Concept of a Third Place

Developing a Work-From-Near-Home (WFNH) strategy that includes a mix of home offices, coworking spaces, and other flexible environments enables individuals to select work settings that best suit their tasks, fostering productivity and well-being. This approach also supports collaboration and cultural development for companies seeking to define a workplace model that meets employer and employee needs.

The idea of a "Third Place" — a term coined by sociologist Ray Oldenburg in his seminal book, "The Great Good Place" — refers to locations beyond the home and traditional office where people can work or engage in social activities. In the context of flexible work, third places offer an alternative setting that complements the home office and corporate workplace, providing the flexibility to choose an environment that best matches the nature of the work.

The coworking landscape is characterized by diverse spaces catering to different needs and preferences. From cozy, creative environments to high-tech innovation hubs, these spaces offer something unique for everyone. Significant players like WeWork and IWG provide standardized experiences across various locations, while independently owned coworking spaces focus on serving the specific needs of their local communities. These spaces often support niche requirements, offering specialized facilities such as podcasting studios or concentrating on particular demographics, such as women, newcomers, or working parents.

Flexible workspaces and coworking locations address the challenge of promoting social interactions and fostering a sense of community, as outlined in Steve King's article, "Coworking is Not About Workspace."[17] This sense of belonging and interaction can significantly benefit corporate culture and team dynamics. King's survey showed that a majority of respondents noted expanded social networks and decreased feelings of loneliness after joining a coworking space:

87% of respondents reported meeting other members for social reasons

54% socialized with other members after work and/or on weekends

79% said coworking expanded their social networks

83% reported feeling less lonely since joining a coworking space

89% reported being happier since joining a coworking space

Operationalizing Third Places with Flexible Workspaces

Platforms like Deskpass, which rigorously scrutinize and aggregate high-quality flexible workplaces and coworking facilities, have emerged as primary solutions for implementing a WFNH strategy. Organizations can leverage these networks to enhance the remote work experience, providing employees with access to professional environments that support diverse work activities without the constraints of traditional office settings or the distractions of home.

The rise of networks like Deskpass exemplifies the industry's move towards offering customizable, flexible workplaces on demand. By partnering with thousands of independent coworking operators, these networks provide employees with the autonomy and flexibility to choose workplaces that best suit their daily needs within the parameters set by their employers.

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17. Coworking Is Not About Workspace — It's About Feeling Less Lonely (hbr.org)

05

Corporate Advantages of Flexibility

Securing the Benefits of a Third Place Solution

Coworking strategies can enhance the flexibility of corporate real estate portfolios by supporting physical, functional, and financial demands.

Increasing competitive pressures and dynamic user preferences have resulted in a fast-paced and uncertain business environment. In the face of these circumstances, organizations are exploring alternatives that incorporate flexibility in order to become more adaptive and responsive to change.

In this line, coworking, traditionally associated associated with freelancers, entrepreneurs, and startups, has become an exciting option in the market that has caught the attention of corporate occupiers.

Organizations in different stages of maturity and lifestyle are implementing coworking as the central office location or as a temporary or complementary space solution through six different strategies:

- **Swing Space** – workspace used while construction/renovation is underway
- **Expansion Space** – workspace used to support rapid business expansion
- **Core and Flex** – workspace used in mature strategies to complement core workspace
- **Touchdown Space** – workspace used to support mobile workers on the road

- **Testing Market** – temporary space used when starting new business operations
- **Temporary Projects and Staff** – workspace used for internal and external teams partnering on specific projects

Research shows that each strategy plays a specific role in the corporate real estate portfolio and implies different sources of flexibility that support the physical, functional, and financial flexibility demands of the organization.[18]

Further research examining the impact of integrating coworking environments into large-based organizations' real estate portfolios benefited from improved adaptability, innovation, creativity, and knowledge sharing while causing no adverse effects on corporate culture.[19]

A Smart Financial Decision

Embracing new work models that include flexible workspaces presents financial advantages for virtually every business. These benefits, which can be substantial or minimal and vary significantly over time, typically include:

- Releasing underutilized office spaces frees up significant budgeted leasing, operational, and capital expenses
- Eliminating the need for dedicated office staff and reducing operating expenses previously required for multiple locations

- Decreasing the financial burden of IT, equipment, and maintenance costs through consolidating services and security measures

By leveraging managed workplace solutions, companies can sustainably reduce operating costs while still meeting the needs of both employees and employers.

Employee Needs:
- Access to professional-grade workspaces that enhance productivity and well-being
- Flexibility to choose work environments that best suit their tasks and personal preferences
- Reliable IT infrastructure and support to ensure seamless workflow
- Opportunities for social interaction and community building to reduce feelings of isolation

Employers Needs:
- To ensure that business operations remain secure and efficient across various locations
- Visibility into employee productivity and engagement without physical presence
- Cost-effective solutions that align with strategic financial goals.
- Scalable workplace options that can adapt to changing business demands

Maximizing Return on Investment

Adopting flexible workspaces enables businesses to achieve substantial operational and financial flexibility:

Operational Flexibility:
Coworking spaces allow companies to adapt to market changes quickly, avoiding the rigidity of fixed leases in expensive urban areas. This real estate arbitrage—opting for on-demand flexible workplaces in cost-effective locations—enhances operational agility by enabling businesses to scale up or down as needed. This flexibility is particularly beneficial for growing businesses that frequently adjust their workspace requirements.

Financial Flexibility:
Shifting from capital expenditures (CapEx) associated with long-term leases to operating expenses (OpEx) linked to coworking spaces aligns costs more directly with real-time workspace needs. This transition supports more efficient capital use, allowing businesses to adjust rapidly to fluctuating demands, seasonality, and organizational changes. By leveraging the pay-as-you-go model, companies can avoid the financial burden of underutilized office space.

Where Flexible Pricing Meets Flexible Demand

The business model of networks like Deskpass offer a variety of space types with flexible pricing models to align with individual business needs and employee preferences. This financial flexibility allows businesses to choose between budget-friendly or premium workplaces, optimizing spending based on current needs and future growth.

Desks & Day Passes:
Ideal for collaborative work, day passes offer access to communal areas and necessary facilities at an average cost of $35 USD, providing a cost-effective solution for temporary workplace needs.

Meeting Rooms:
Available for hourly or daily reservations, meeting rooms are ideal for private discussions and collaborations. An eight-person meeting room averages $50 USD per hour, ensuring businesses only pay for the space as they use it.

Private Offices:
Workspace options range from individual desks to offices suitable for teams, which a company can secure flexibly. Costs vary widely, accommodating diverse budgetary requirements, from as low as $50 USD per day in rural areas to premium options in city centers.

This approach adds a dimension of financial optionality, allowing businesses to align their workspace expenses with their operational needs and future growth plans.
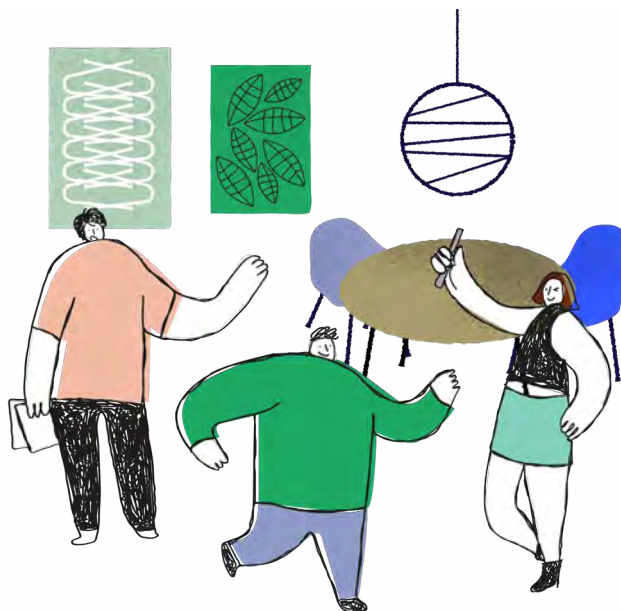
18. Echeverri, N., Jylhä, T., & Koppels, P., 2021. Searching for Flexibility in Corporate Real Estate Portfolio: Six coworking Strategies for User Corporations. Buildings. https://doi.org/10.3390/BUILDINGS11030115.
19. Gracheva, J., & Groen, B., 2023. The value of incorporating a coworking environment into the real estate portfolios of office-based organization. Journal of Corporate Real Estate. https://doi.org/10.1108/jcre-01-2023-0001.

06

The Future of Third Places

Trends Shaping the Next Generation of Coworking

The rise of coworking spaces and flexible options is a revolutionary shift in where, when, and how people work. As we fully embrace flexible work, the dynamic growth and continuous evolution of these innovative workspaces will profoundly shape the future of how we work. This exciting transformation promises unparalleled convenience and a new era of productivity and creativity, guiding us into a future of boundless possibilities.

6 Trends in the Future of Third Places

1. Inventory Expansion

The increasing number of vacant office buildings worldwide is the most significant influence on the flexible workspace market. Real estate developers and landlords are likely to consider transforming these empty spaces into flexible, shared workspaces to recoup lost rental income.[20] This transition will significantly increase the availability of flexible workspace options across various markets.

A crucial factor in maximizing the value of this expanded inventory for all types of workers is managing access through global marketplaces like Deskpass, which maintains networks of premium, flexible workspace options and allows users to reserve desks, offices, or meeting rooms instantly.

This reconfiguration of spaces will result in a significant increase in flexible workspace options across all markets. Effective access management is crucial to ensure this expanded inventory benefits every type of worker. Global marketplaces like Deskpass, which offer networks of top-tier flexible work-space options, play a key role by instantly allowing users to reserve desks, offices, or meeting rooms.

2. Niche Spaces for Niche Industries

We expect more specialized coworking spaces catering to specific industries or professions. These niche spaces offer tailored resources, industry-specific networking opportunities, and a sense of community that traditional coworking spaces may not provide. For instance:

- **Creative Professionals:** Spaces designed for artists, writers, and designers often include amenities like studios, photo shoot stages, and creative workshops. These environments foster collaboration and inspiration among creative peers.

- **Tech Startups:** Tech-focused coworking spaces offer high-speed internet, access to cutting-edge technology, and innovation hubs that encourage software development and digital innovation.

- **Healthcare Professionals:** Spaces tailored for healthcare startups and telemedicine providers offer specialized resources such as private consultation rooms and networking opportunities with other medical entrepreneurs.

- **Media and Communications:** Journalists and PR professionals benefit from coworking spaces equipped with podcasting booths, media production studios, and communal areas that facilitate collaboration and creativity.

- **Social Impact Hubs:** Spaces that offer not only physical workspaces but also a range of programs, events, and mentoring to help innovators and non-profit organizations address social and environmental challenges. By building vibrant, inclusive communities, they aim to drive positive change and support sustainable development goals globally.

3. Integration of Advanced Technology
Technology is becoming increasingly integral to the coworking experience. Some of the key technological advancements include:

- **High-Speed Internet and Wireless Charging:** Essential for all professionals, these features ensure seamless connectivity and convenience

- **Virtual Reality (VR) and Augmented Reality (AR):** These technologies are used for immersive meeting experiences, virtual tours, and enhanced collaboration tools

- **Smart Building Systems:** Automation and intelligent office solutions manage lighting, climate control, and security; creating a more efficient and comfortable working environment

- **AI-Powered Tools:** Artificial intelligence is being integrated into coworking spaces to optimize desk allocation, enhance networking opportunities, and provide personalized productivity tips

- **Advanced Communication Tools:** High-definition video conferencing and cloud-based collaboration tools support effective remote and hybrid work models

These technological integrations streamline daily operations and foster a more dynamic and engaging coworking environment, making it easier for members to connect, collaborate, and innovate.

4. Well-being and Sustainability
The trend towards well-being and sustainability is increasingly prominent in the coworking industry. Expect to see more spaces incorporating features that promote health and wellness, as well as eco-friendly initiatives:

- **Natural Light and Biophilic Design:** Coworking spaces are integrating more natural light and biophilic elements, such as indoor plants and nature-inspired decor, to enhance the well-being of their members

- **Ergonomic Furniture:** Many coworking spaces are outfitted with ergonomic furniture, including adjustable desks and supportive seating, ensuring comfort during extended work hours to support physical health

- **Wellness Programs:** Amenities like fitness areas, relaxation lounges, and wellness workshops are becoming familiar to promote a holistic approach to well-being

- **Sustainability Initiatives:** Energy-efficient lighting, recycling programs, and the use of renewable materials are on the rise, reflecting a growing commitment to environmental sustainability in coworking spaces

- **Air Quality and Green Certifications:** Improved air quality systems and certifications like LEED (Leadership in Energy and Environmental Design) are being prioritized to create healthier work environments

These trends enhance the daily work experience and contribute to a more sustainable and health-conscious community, aligning with the broader societal shift towards well-being and environmental responsibility.

5. Corporate & Governmental Partnerships and Customization
Companies embracing remote and flexible work arrangements increasingly use flexible workplace options to provide office solutions. This trend is driving a new level of customization in coworking spaces, with offerings such as:

- **Branded Interiors:** Coworking spaces are customizing interiors to reflect the branding and culture of corporate clients, creating a cohesive and familiar environment for employees

- **Exclusive Member Benefits:** These spaces provide unique perks, such as discounts on local services, access to wellness programs, and networking events tailored to corporate teams

- **Dedicated Team Spaces:** Flexible workplaces are offering dedicated areas for corporate teams, ensuring privacy and continuity in collaborative efforts

This partnership model is mutually beneficial, providing a reliable revenue stream for coworking spaces and a flexible, cost-effective solution for corporations. It also supports governments by offering flexible work arrangements for their employees, fostering collaboration between public and private sectors.

6. From Individuals to Global Teams

A significant shift is underway from employees making individual decisions about using a coworking space for the day to companies using flexible workspace aggregator platforms like Deskpass for accessing curated, global networks of spaces at the enterprise level. These platforms offer the full array of desk, meeting room, private office, and event option combinations, providing:

- **On-Demand Flexibility:** Individual employees and teams benefit from the ability to choose workspaces on demand, tailored to their immediate needs, whether for a day, a week, or longer

- **Global Reach:** Platforms like Deskpass offer access to a wide range of coworking spaces worldwide, supporting remote work for international teams and enhancing global collaboration

- **Consolidated Billing & Support:** Large and international companies benefit from streamlined billing and support services, making it easier to manage multiple workspaces and maintain consistency across locations

This evolution provides the best of both worlds: the flexibility and choice for employees to work where they are most productive and the operational efficiency for companies to manage these diverse work environments most effectively.
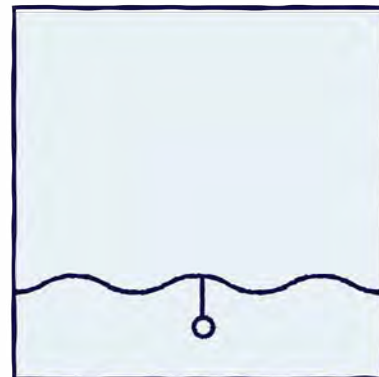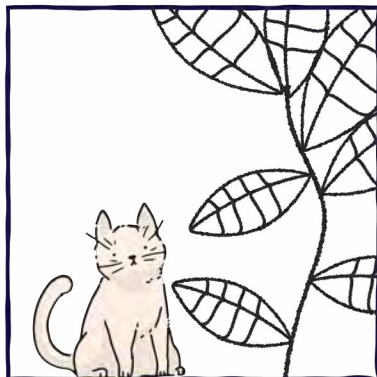
Concluding Thoughts

In an era where the boundaries between work and life are blurred, the imperative for innovative and adaptable workplace solutions has never been more critical. This industry report, brought to you through the collaborative insights of SWAYworkplace, Deskpass, and Creative Blueprint, spotlights coworking's pivotal role in revolutionizing our ways of working.

It articulates a compelling case for integrating coworking into a blended workplace portfolio, driven by the urgent need to address the modern workforce's challenges—from the soaring costs of traditional office spaces to the search for meaningful employee engagement. Coworking emerges not merely as an antidote to these immediate pressures but as a strategic cornerstone that resonates with the visionary ethos of innovation, productivity, and cultivating a vibrant, collaborative culture amidst an AI-driven world.

Coworking isn't just a cornerstone of the future of work, it's the foundation of the future of community-based working.

20. Office vacancy rate hits record high | CNN Business

Special Feature:

Addressing the Epidemic of Loneliness

In an unprecedented and concerning report released in May 2023, the U.S. Surgeon General issued an advisory and raised the alarm about the devastating impact of the epidemic of loneliness and isolation across the United States.[21]

"Our epidemic of loneliness and isolation has been an under-appreciated public health crisis that has harmed individual and societal health. Our relationships are a source of healing and well-being hiding in plain sight – one that can help us live healthier, more fulfilled, and more productive lives," said U.S. Surgeon General Dr. Vivek Murthy.

"Given the significant health consequences of loneliness and isolation, we must prioritize building social connections the same way we have prioritized other critical public health issues such as tobacco, obesity, and substance use disorders. Together, we can build a country that's healthier, more resilient, less lonely, and more connected."

The report goes on to quantify the risk to physical health and alludes to the substantial role that loneliness and isolation play in the build-up of mental health challenges. It also points to a robust and readily available solution.

"While the epidemic of loneliness and isolation is widespread and has profound consequences for our individual and collective health and well-being, there is a medicine hiding in plain sight: social connection."

The coworking movement was built on the core values of connection, collaboration, and culture for independent and remote workers. These spaces have grown as centers of community and hubs of personal growth in the modern work landscape.

A genuine coworking community is built intentionally to encourage engagement and accelerate serendipity.[22] The 2015 Harvard Business Review article[23], "Why People Thrive in Coworking" was one of the first to offer compelling insight into the unique allure of coworking environments, defined as "a membership-based workspace where diverse groups of freelancers, remote workers, and other independent professionals work together in a shared, communal setting."

This study revealed that individuals in coworking spaces report significantly higher engagement and fulfillment levels than their counterparts in traditional office settings.

The allure of coworking spaces stems from three distinct advantages:

Meaningful Work:
Coworking spaces uniquely position individuals to view their work as impactful and meaningful. This perspective is amplified by an environment free from the constraining dynamics of internal office politics, fostering a setting where professionals are encouraged to bring their authentic selves to work. The coworking philosophy emphasizes community, collaboration, openness, accessibility, and sustainability, creating a "values ecosystem" that champions diversity, equality, and a healthy work culture.

Autonomy in Job Control:
Coworking grants professionals unparalleled control over their work environment and schedule. With access to various spaces within the coworking network, individuals can tailor their workday to fit their personal and professional needs, from selecting a quiet space for focused work to engaging in collaborative areas for team projects, options not readily available in traditional office settings.

Belonging and Inclusion:
The role of the Community Animator in coworking spaces is unique, blending operational and hospitality skills to forge a strong sense of community and a healthy culture. This emphasis on connection combats the loneliness often cited by remote workers, offering a robust antidote through engagement and belonging.

These findings are supported by a 2019 NIH research paper[24] studying the psychosocial and health-related perspective of emerging work environments and found that "compared to the home office, the coworking space proved to be the preferred work arrangement."[25]

Furthermore, coworking spaces are poised to serve a broader workforce segment, with projections indicating a shift towards permanent flexible work arrangements. The benefits of coworking spaces extend beyond the traditional user base of freelancers and startups, offering a valuable resource for employees and teams seeking a sense of connection and belonging in a community setting.

The flexibility, community, and support offered by coworking spaces and initiatives like the Belongfulness Project[26] boost personal productivity and enhance overall well-being, making them essential components of the future work environment.

21. New Surgeon General Advisory Raises Alarm about the Devastating Impact of the Epidemic of Loneliness and Isolation in the United States | HHS.gov
22. Coworking Manifesto - Creative Blueprint
23. Why People Thrive in Coworking Spaces (hbr.org)
24. Coworking Spaces: The Better Home Office? A Psychosocial and Health-Related Perspective on an Emerging Work Environment - PMC (nih.gov)
25. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6651795/

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Denise is the Founder of SWAYworkplace, a modern work consultancy serving the HR community. SWAY has emerged as the go-to resource for Relational Intelligence (RQ)™ training, a critical skill set for fostering meaningful connections, communication, and collaboration in the digital age. Her work ensures that culture and relationships thrive, regardless of where teams sit.

▶ Discover Relational Intelligence (RQ)™

As a visionary at the forefront of flexible work research, Denise combines her expertise in systems thinking, futurist insights, and human potential to shape how we understand and approach flexible work environments. Her innovative approach has positioned her as a leading expert in the field, adept at navigating today's dynamic work landscape complexities.

Sam Rosen is Co-Founder and Chief Executive Officer of Deskpass, an industry-leading online membership offering access to hundreds of unique coworking spaces and conference rooms nationwide. A habitual problem solver, Sam first directed his creative energies toward a solution for managing coworking spaces after seeing the challenges firsthand as co-owner/operator of The Coop, Chicago's first dedicated coworking space.

Sam has an established reputation as a successful entrepreneur and well-respected voice in the design community. Prior to launching Deskpass, he cofounded the art collaborative The Post Family, as well as One Design Company, a digital branding agency that creates powerful experiences at the intersection of research, communication, design, and technology for some of the biggest brands in the world. He lives in Oak Park, Illinois with his wife and two fantastic children.

Ashley is the Founder of Creative Blueprint, Executive Director of Coworking Canada, and one of the most respected voices in the coworking movement. For the past 20 years, Ashley has inspired a global network of catalysts and change makers, working in partnership with neighbourhood residents, community organizers, unions, collectives, coworking leaders, community groups, and all levels of government, to shape the new work landscape.

Ashley and Creative Blueprint worked to establish Xpace (2004), CB Studios (2006) The Foundery Buildings (2010), Coworking Toronto (2011), Coworking Ontario, and Coworking Canada (2012), The Coworking Health Insurance Plan (2013) and 312 Main: Centre for Social & Economic Innovation (2018).

Ashley speaks internationally about the coworking movement, systems change, and social impact. Creative Blueprint consults and collaborates on impactful, multi-dimensionalprojects with community builders worldwide.

Learn more about how Denise is shaping the future of work at www.swayworkplace.com.

Learn more about Deskpass at www.deskpass.com

Learn more about Ashley, Creative Blueprint, and the global coworking movement: CreativeBlueprint.ca.