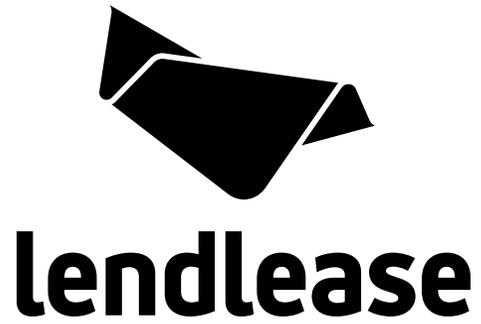




The Curious Culture of Work

[INTENTIONAL LEADERSHIP,
CONNECTION, PLACEMAKING,
SOCIAL VALUE]



OUR PURPOSE: Together we create value through places where communities thrive.

IN PRACTICE: Placemaking expertise to deliver urbanisation projects that generate social, environmental and economic value.

Australia



Barangaroo South, Sydney



Melbourne Quarter



Victoria Harbour, Melbourne



Sydney Place



Victoria Cross, Sydney

Europe



Thamesmead Waterfront, London



Euston Station, London



Silvertown, London



Milano Santa Giulia, Milan



Milan Innovation District



International Quarter London



Elephant Park, London



High Road West, London



Smithfield, Birmingham

Americas



San Francisco Bay Area project



Lakeshore East, Chicago



Southbank, Chicago



30 Van Ness, San Francisco



1 Java Street, New York

Asia



The Exchange TRX, Kuala Lumpur



Comcentre Redevelopment, Singapore

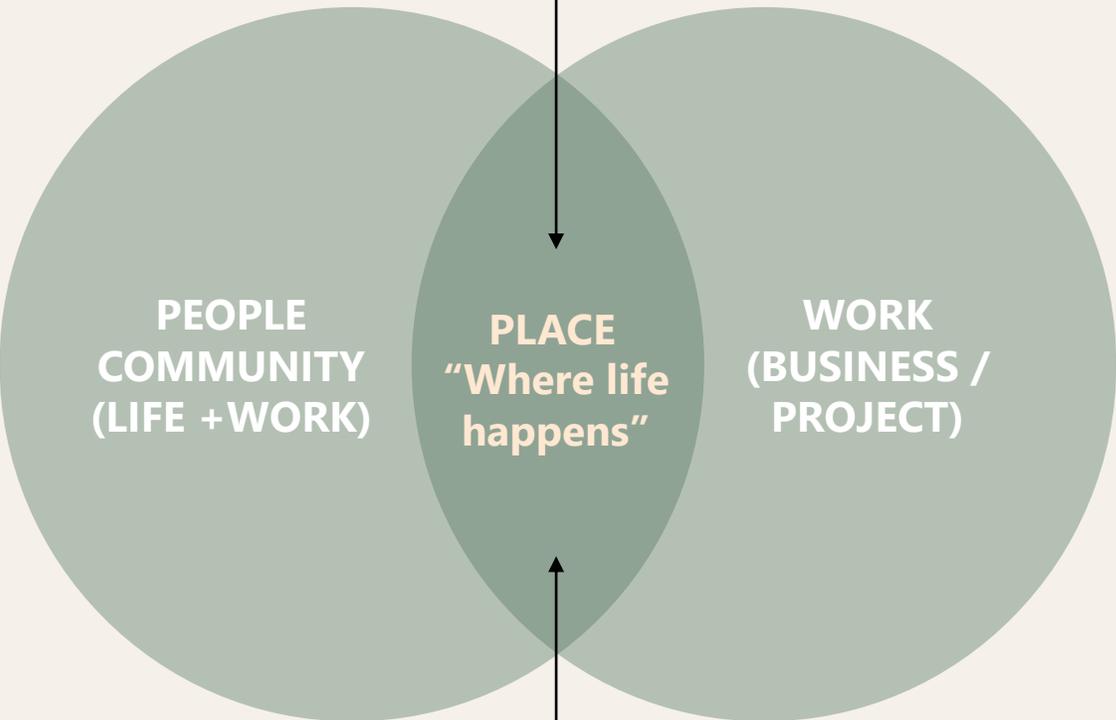
A person wearing a blue shirt is looking through a magnifying glass at a bee on a yellow flower in a grassy field. The background is a soft-focus green and blue.

'Bee a good ancestor'

What's our role in
the sustainable
growth of places?

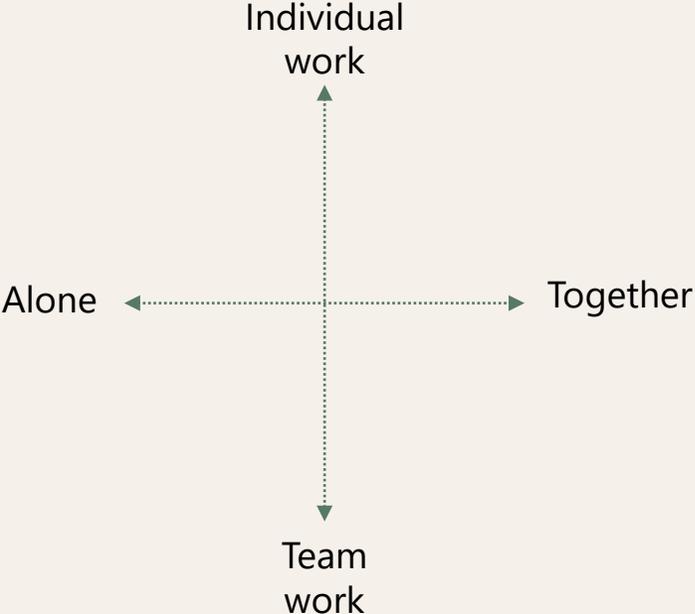
Where does work happen?

Real estate enables strategic business outcomes



What new behaviours and products will support evolution?

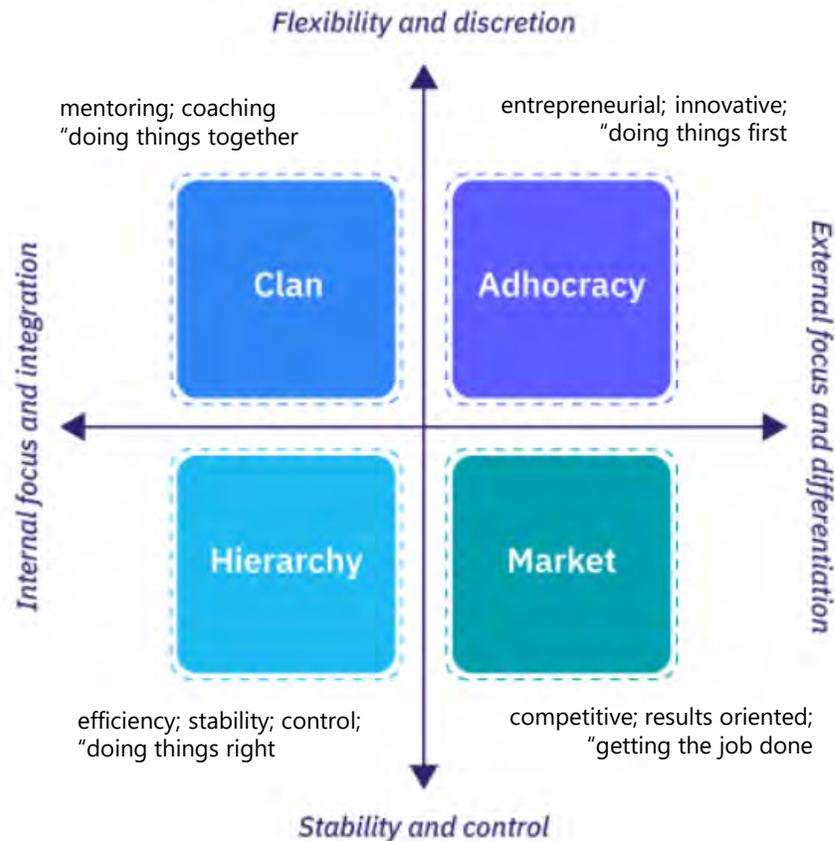
Leadership styles | Contracts | Technologies | Real estate solutions | +more



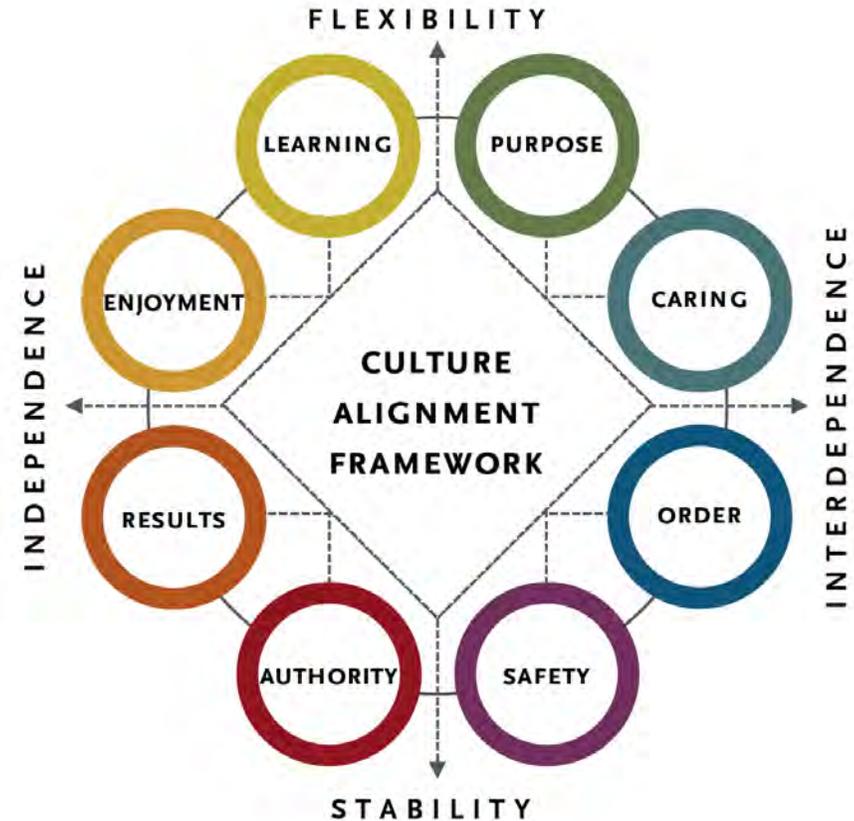
- Future for knowledge work is not binary
- Together doesn't automatically = connection
- Asynchronous work needs intentionality

How does culture happen?

Images published in Harvard Business Review



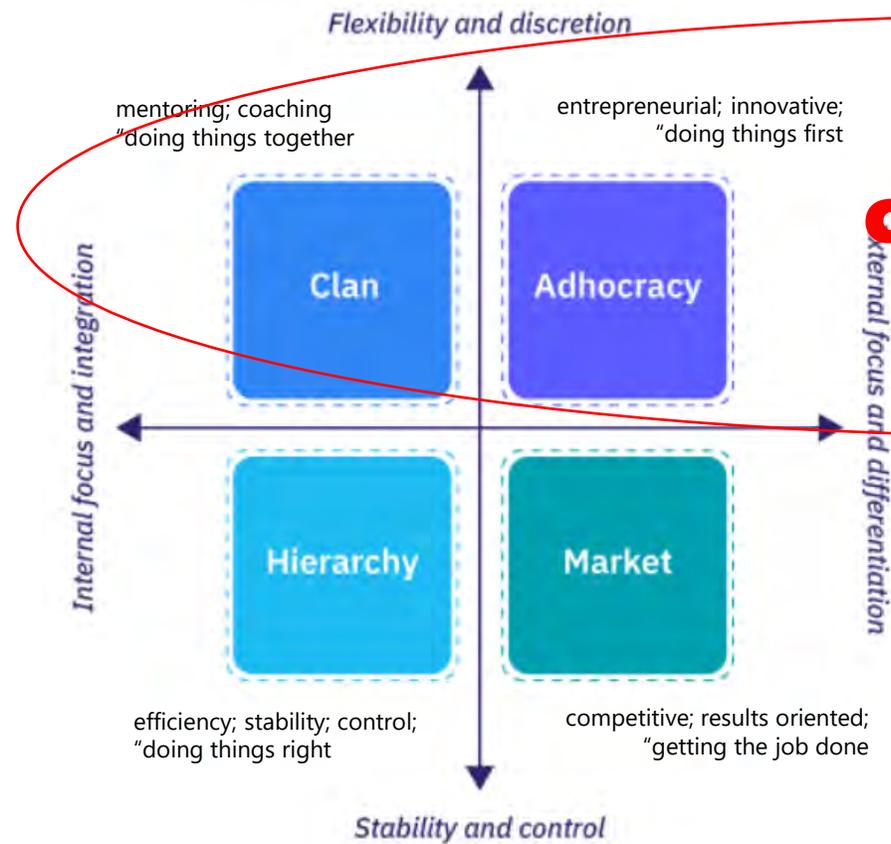
Competing values framework
(culture fostered)



Culture Alignment Framework
(attitudes towards people & attitudes towards change)

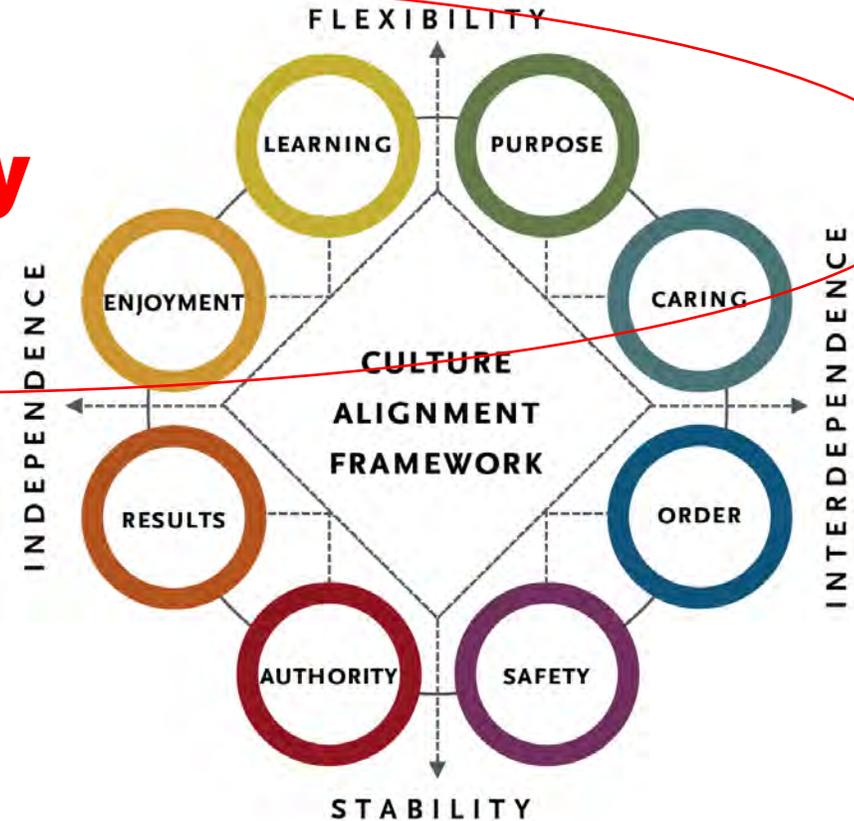
How does culture happen?

Images published in Harvard Business Review



Competing values framework
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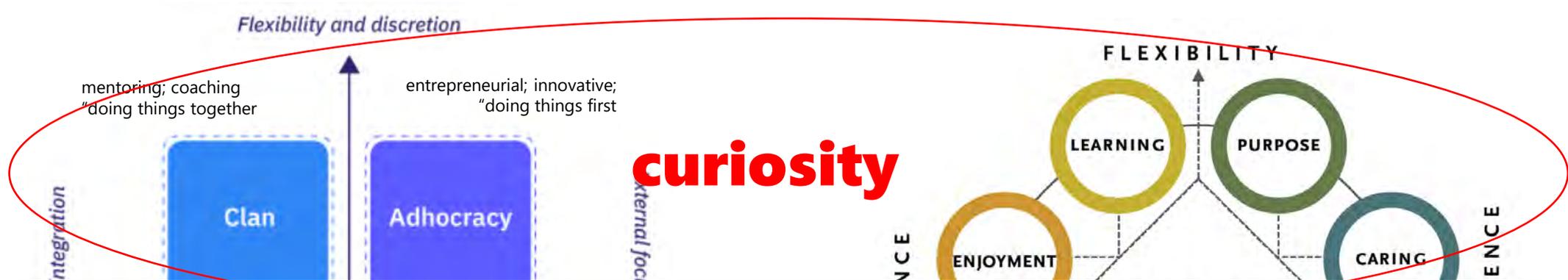
curiosity



Culture Alignment Framework
(attitudes towards people & attitudes towards change)

How does culture happen?

Images published in Harvard Business Review



Over the next five years, 83 million jobs are projected to be lost and 69 million are projected to be created. Together this churn represents 23% of the workforce. The net is a 2% loss of jobs.



The following industries will experience the largest churn:

- Media, Entertainment, and Sports
- Government and Public Sector
- IT and Digital
- Communications
- Real Estate
- Financial Services

Top skills for the future include:

- Creative thinking
- Analytical thinking
- Technology literacy
- Curiosity and lifelong learning
- Resilience, flexibility, and agility

Organizations are adopting the following strategies to adapt to these changes:

- Investing in learning and on the job training (81%)
- Accelerating process automation (80%)
- Transitioning staff from declining roles (46%)

Connection

Employees with a **high sense of belonging** have **25% higher performance rate** and **50% lower rate of turnover**.

Betterup, 2019

9m people in the UK – including **1.02m office workers** - felt lonely before the pandemic.

British Red Cross, 2017

Loneliness costs UK employers £2.5 billion a year, due to the impact on wellbeing, health and productivity.

New Economics Foundation, 2017

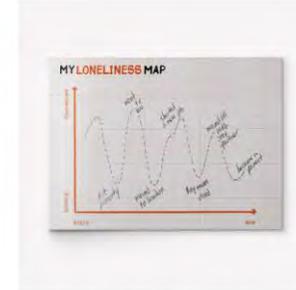
Severe loneliness costs £9,976 per person per year

UK government study, 2023

Loneliness can be as bad for our health as smoking 15 cigarettes a day.

“How can the design of places and spaces we live and work in reduce loneliness?”

KNOWLEDGE HUB : Learnings, tools and real-life case studies curated from across the Loneliness Lab network.



Using Design to Connect Us

A crowd-sourced guide to tackling loneliness through the built environment

Planning review submission

A collaborative submission to embed connection into the planning system

Design to Connect

5-part video series from our Design to Connect Community Learn-in

Workplace loneliness report

What makes meaningful connection in the workplace?

Sprint playbook

Learnings and ideas from our 2018 design sprint

Loneliness map

A powerful tool to build empathy and facilitate discussions

Sprint kick-off guide

An introduction to loneliness created for our design sprint

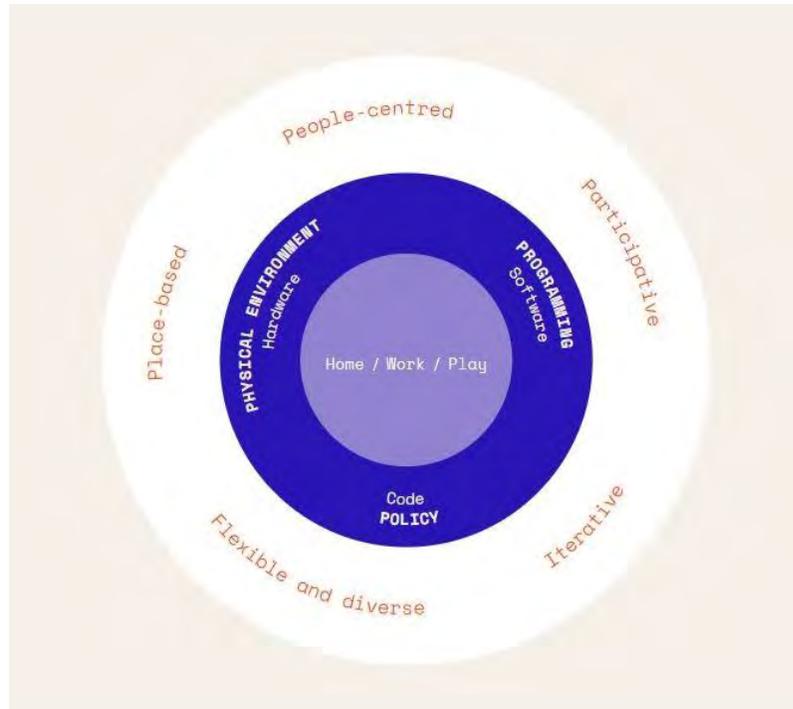
Creating Connectedness tools

Tools and materials devised as part of the Creating Connectedness workshop

www.lonelinesslab.org



collectively



What leads to meaningful connection in the workplace?

Our initial research and early insights suggest our ability to connect with others at work increases when certain principles are present in the workplace:

When these relationships form, there can be different levels of connection or play. For example, we do not need everybody to be our best friend as a number of 'weak ties' or everyday encounters are equally valuable.

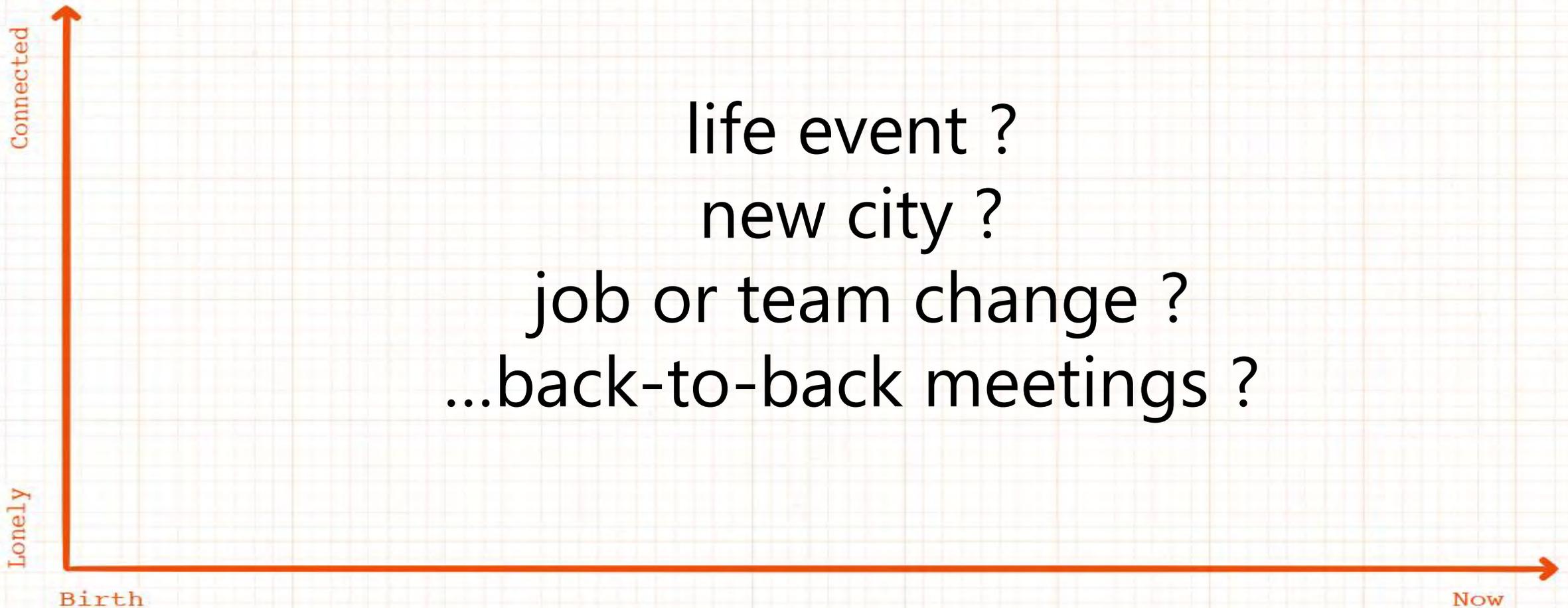
Principles of connection	Types of connection
Shared interests • Shared goals or interests • Shared activities • Shared experiences • Shared challenges	Shared interests • Shared goals or interests • Shared activities • Shared experiences • Shared challenges
Intergroup diversity • Cross-functional teams • Cross-departmental teams • Cross-level teams • Cross-cultural teams	Cross-friendship • Cross-functional teams • Cross-departmental teams • Cross-level teams • Cross-cultural teams
Work flow • Having a common or similar work goals • Shared workspaces • Shared work schedules • Shared work challenges	Work knowledge • Shared work goals • Shared work challenges • Shared work schedules
Shared colleagues • Shared work goals • Shared work challenges • Shared work schedules	Shared colleagues • Shared work goals • Shared work challenges • Shared work schedules

What workplace design connects us?

What workplace design connects us?

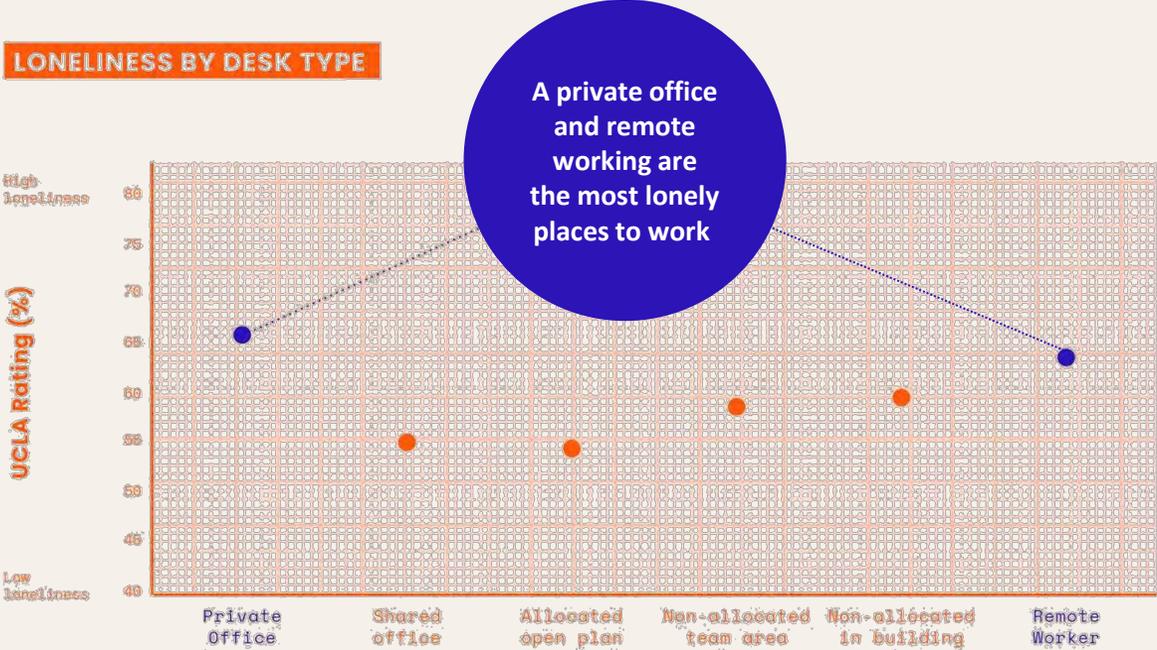
My Loneliness Map

ANY OF US CAN EXPERIENCE LONELINESS AND SOCIAL ISOLATION AT DIFFERENT POINTS IN OUR LIVES. USE THIS MAP TO PLOT YOUR OWN EXPERIENCES.



Workstyle survey, 2019

LONELINESS BY DESK TYPE



LONELINESS BY OFFICE LOCATION



Source: The Loneliness Lab Design to Connect Report, 2020



Mobile working and small office communities are the least lonely

Connection.

WORKPLACE WHY?

Individual

Team

Company

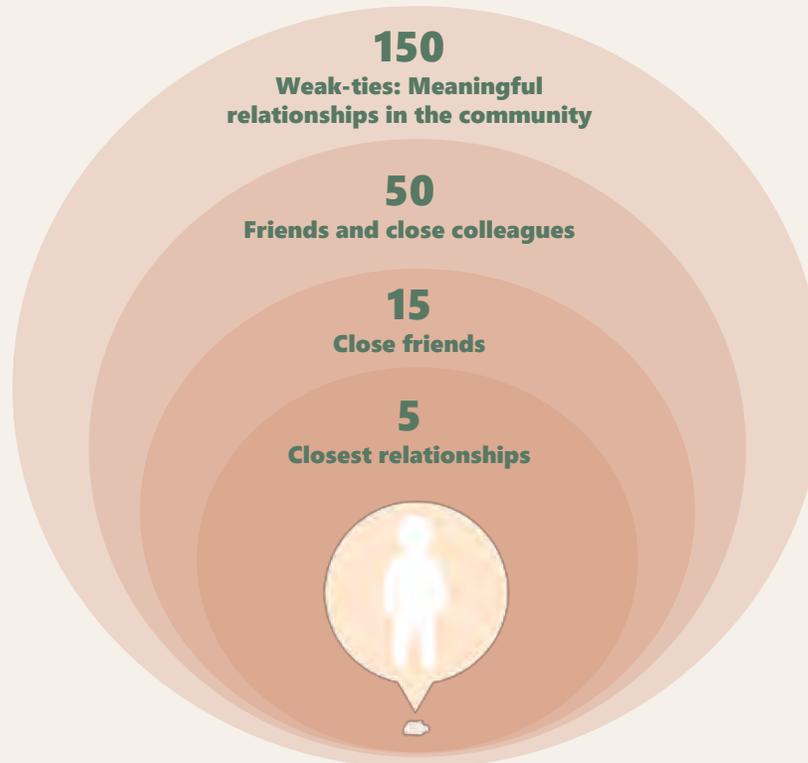
Community

Choice, energy boost,
reducing fatigue.

Intensive 'together'.
Meaningful moments of difference.

A shared purpose.
Plugging in to the 'mainframe'.

Feeling part of
something bigger.
Diverse opportunity.



Anthropologist Robert Dunbar's theory suggests 150 is the maximum number of meaningful connections someone can hold, from our closest relationships to our 'weak ties'.

How can we increase curiosity for a culture of better social connection and a sense of belonging?

Individual

Team

Company

Community



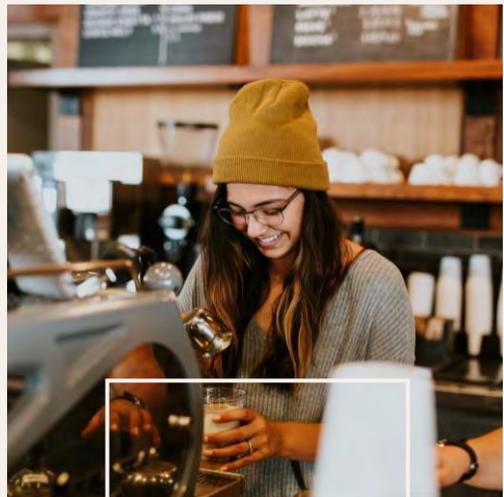
Social friendships



Trusted colleagues



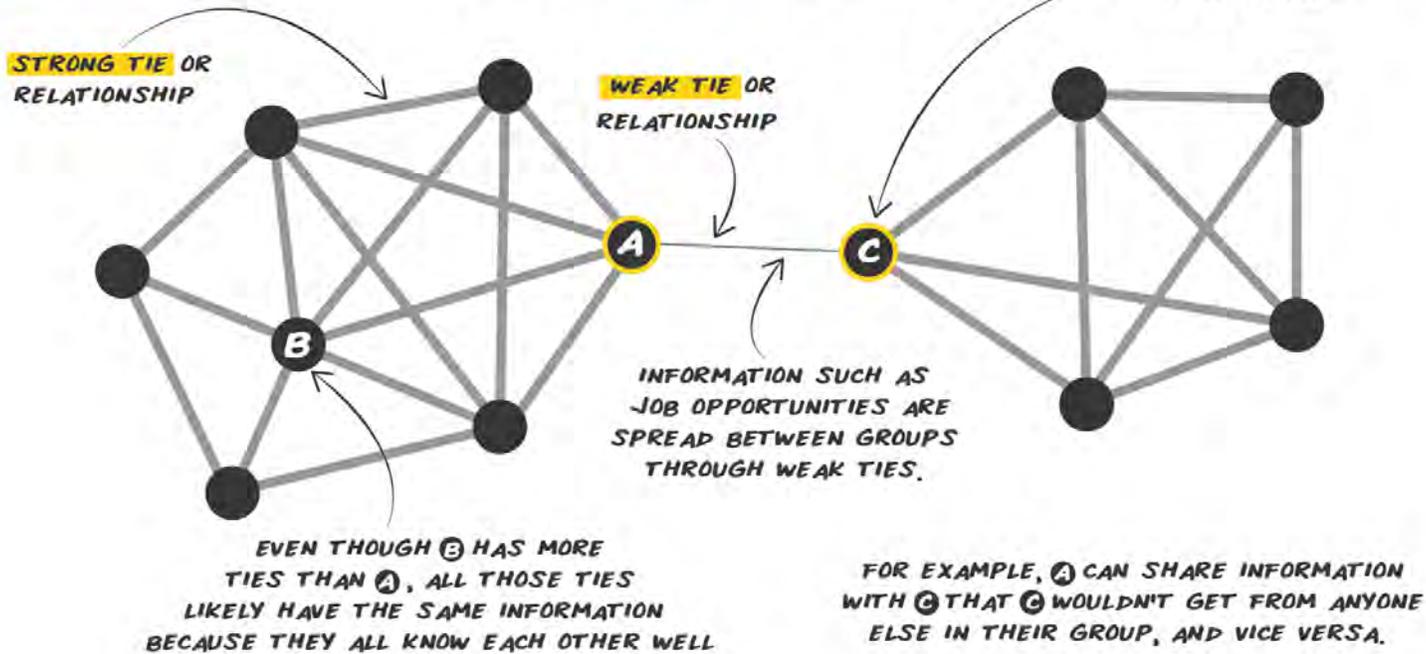
Sense of belonging



Weak ties



GRANOVETTER'S STRENGTH OF WEAK TIES



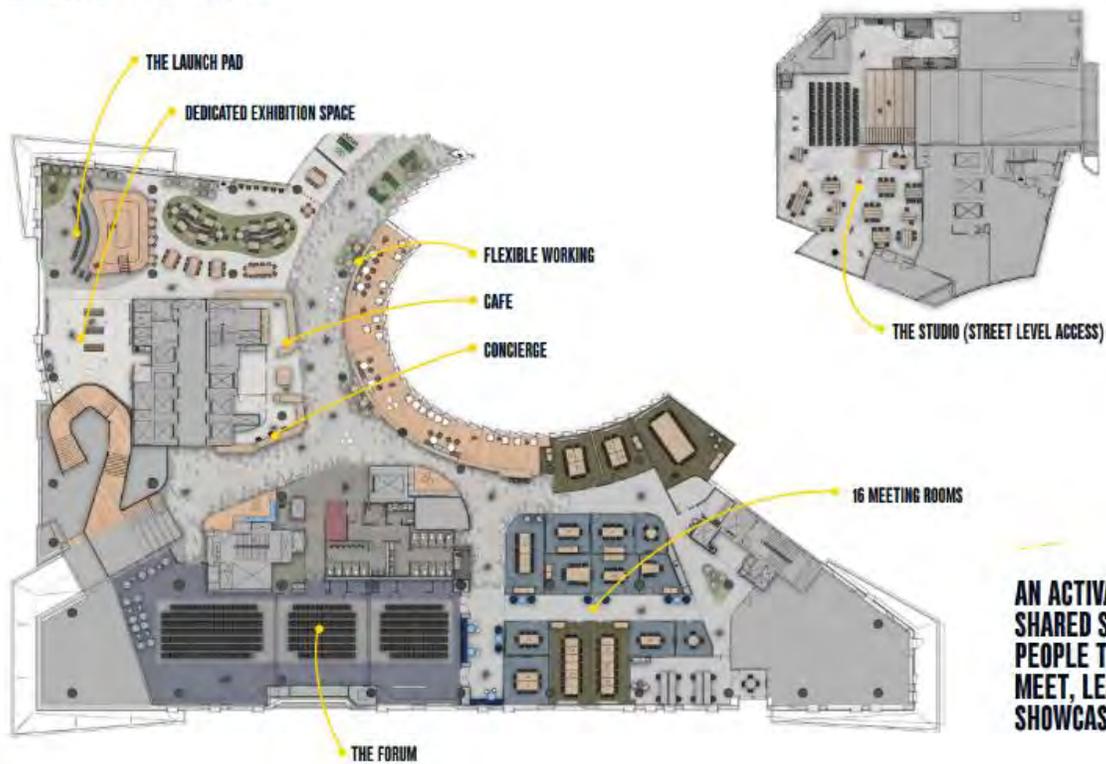
// Remote workers spent 25% less time collaborating across groups.

Study of 61,000 Microsoft employees from before and after they switched to remote working during the pandemic

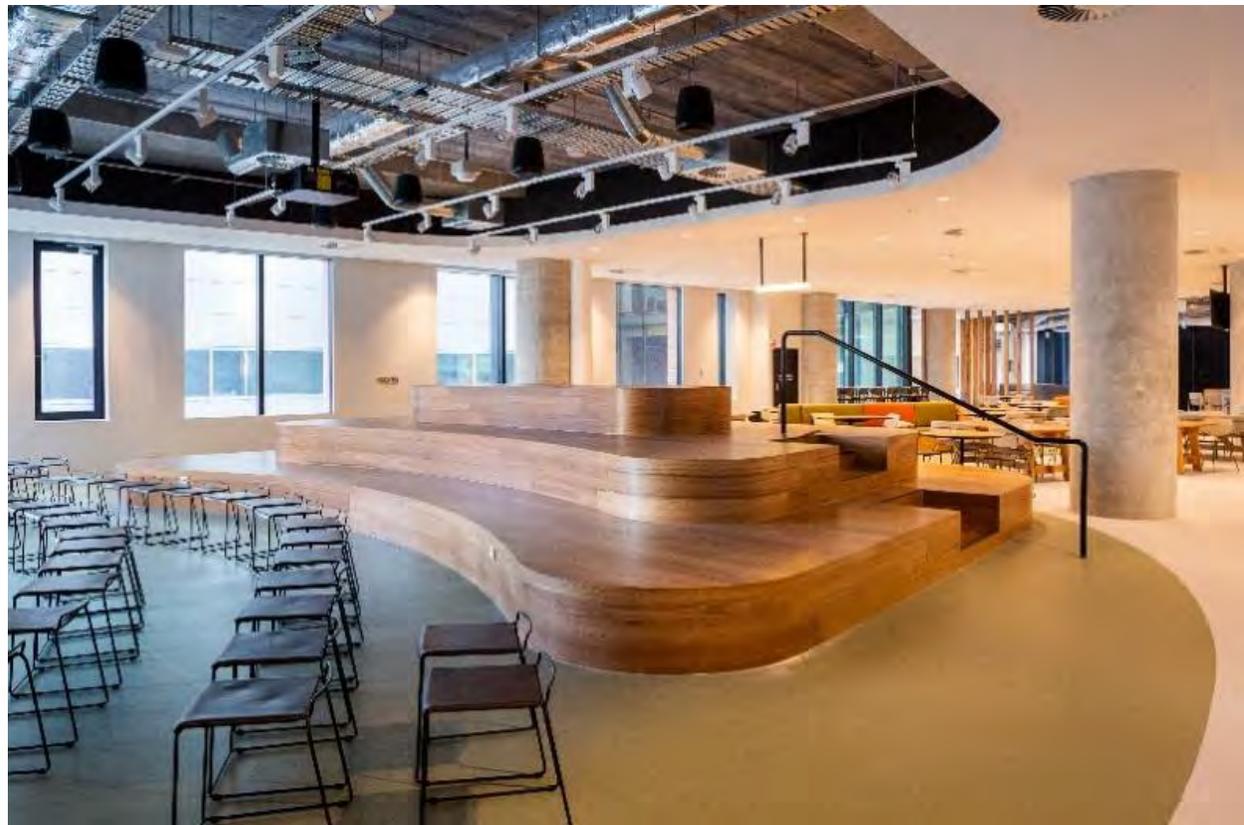
Melbourne Connect, University of Melbourne

Network across boundaries to accelerates mindset growth + innovation

THE SUPERFLOOR



**AN ACTIVATED
SHARED SPACE FOR
PEOPLE TO CONNECT,
MEET, LEARN AND
SHOWCASE**

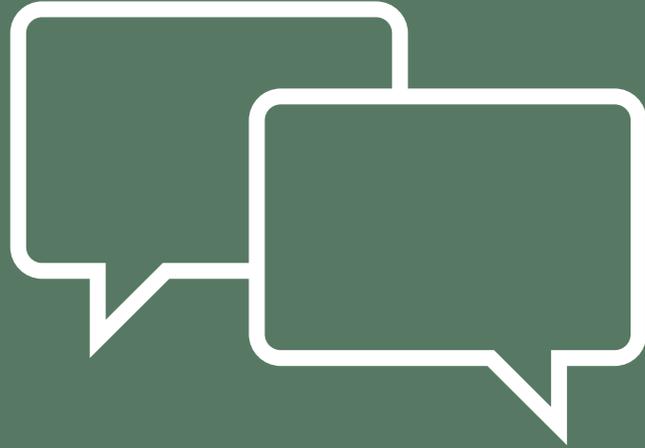


"There's no doubt that we're facing some really big challenges on a societal level. And so putting together great minds and rising talent and co-locating them together so they bump into each other and start to think through problems in different ways, I think we've got a real chance at solving some of those problems."

Rose Hiscock
Director, Science Gallery Melbourne, The University of Melbourne



How can we (place-makers) encourage more curiosity?



How can we do things better?

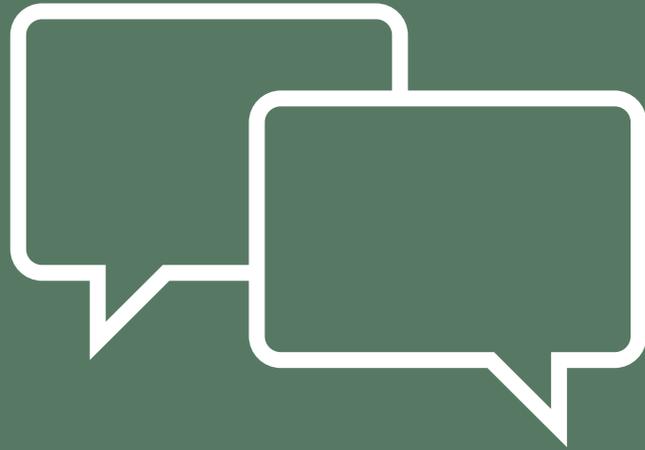
What do you need?

What inspires you?

What makes you feel like you belong here?

How did you make your friends here?

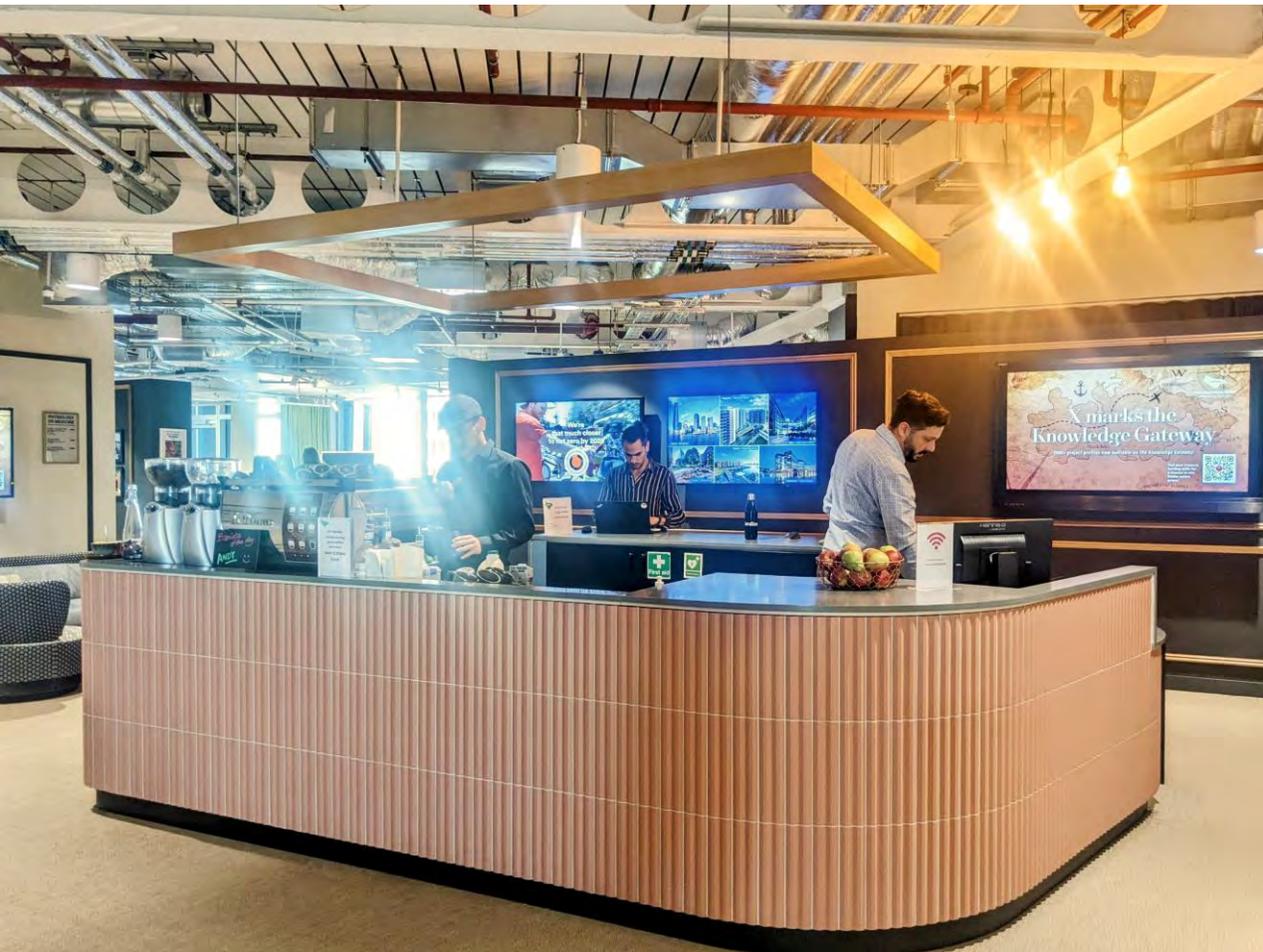
How can we help you to build your network? And who are you curious to connect with?



What is your favourite 'non-traditional' place to work?

What spaces do we need more of in our cities to nurture connections?

Lendlease, London (2022) Experimentation, participation and nudges



Hi! Street Party

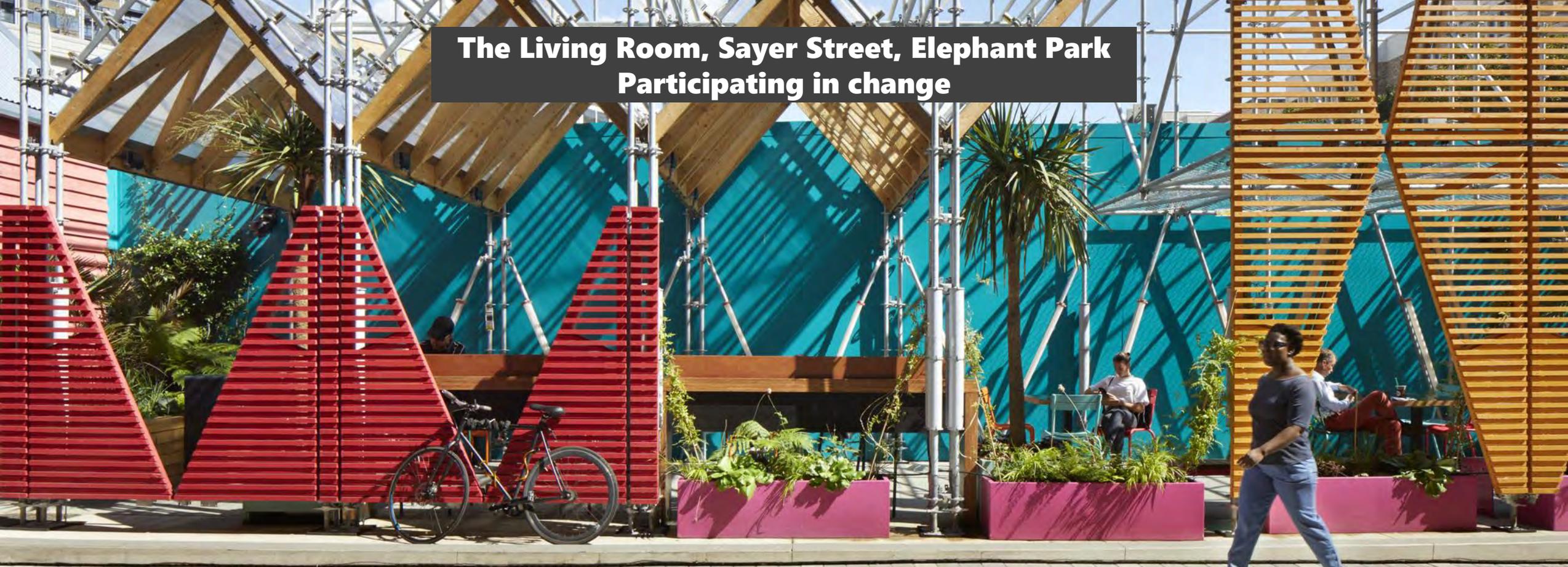
Hi! Street Party

We launched Elephant Says Hi! in September 2019 together with local residents and our network of organisations with the aim of connecting people through the simple yet powerful act of sharing a big street table, food & music with fellow neighbours.

We wanted to bring the high street to the residents and encourage local businesses & community groups to come and Say Hi!, spread the word about what they do and to get to know each other. And it was a great day....



The Living Room, Sayer Street, Elephant Park Participating in change



SHIFT

LONDON'S
LIVING
TESTBED

Park wide innovation programme & partnership

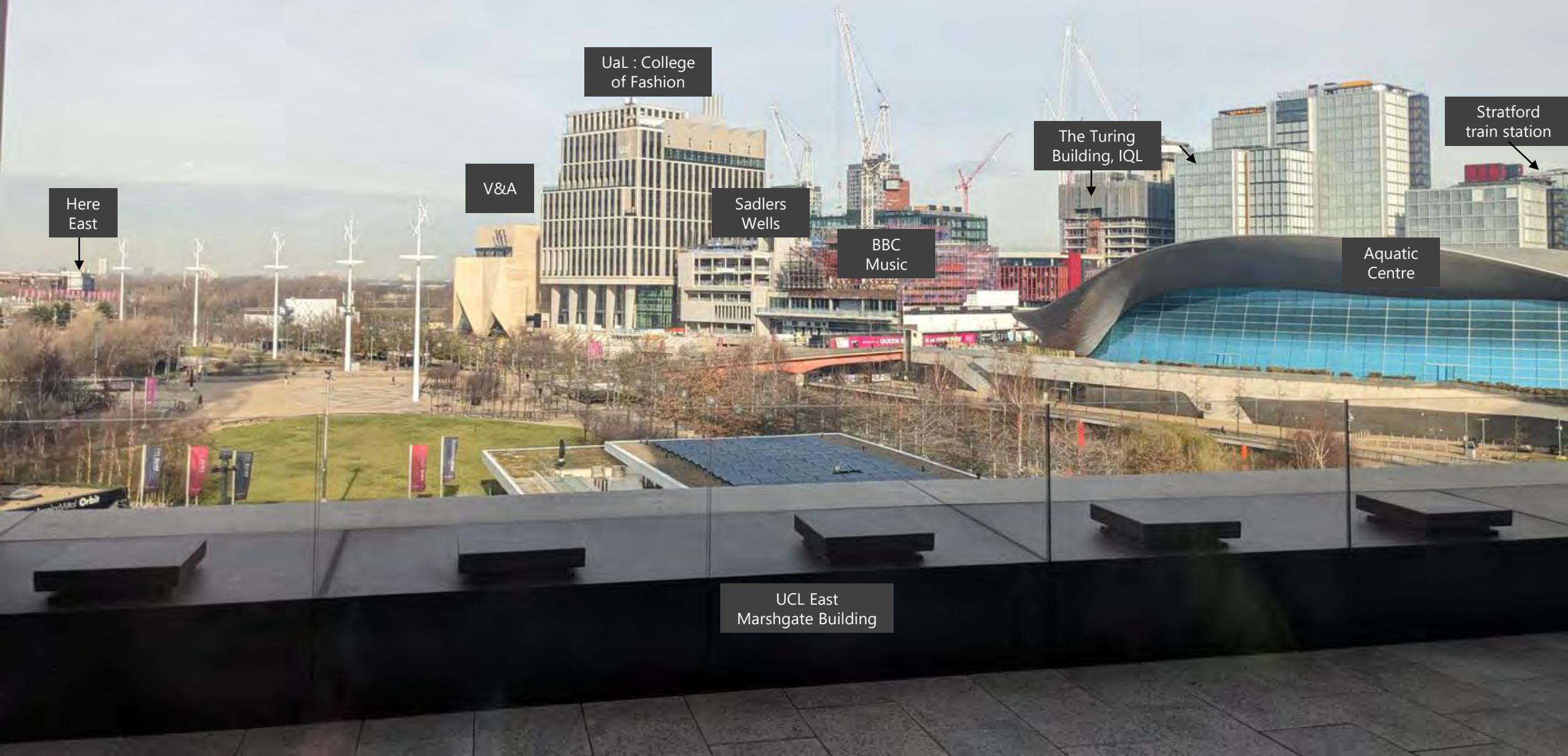
Uses the Park as an urban testbed

Founding partners:

- UCL
- Lendlease
- UAL: LCF
- Plexal
- Here East
- Loughborough University
- London Legacy Development Corporation



View from UCL to East Bank SHIFT Landscape



Here East

UaL : College of Fashion

V&A

Sadlers Wells

BBC Music

The Turing Building, IQL

Stratford train station

Aquatic Centre

UCL East Marshgate Building

The Living Room Stratford

Working outdoors



Haugen, Stratford Connect outdoors



2 Redman Place Lobby Stratford



UCL East Marshgate Building (CGIs) Designed for collaboration



Image source: Internet



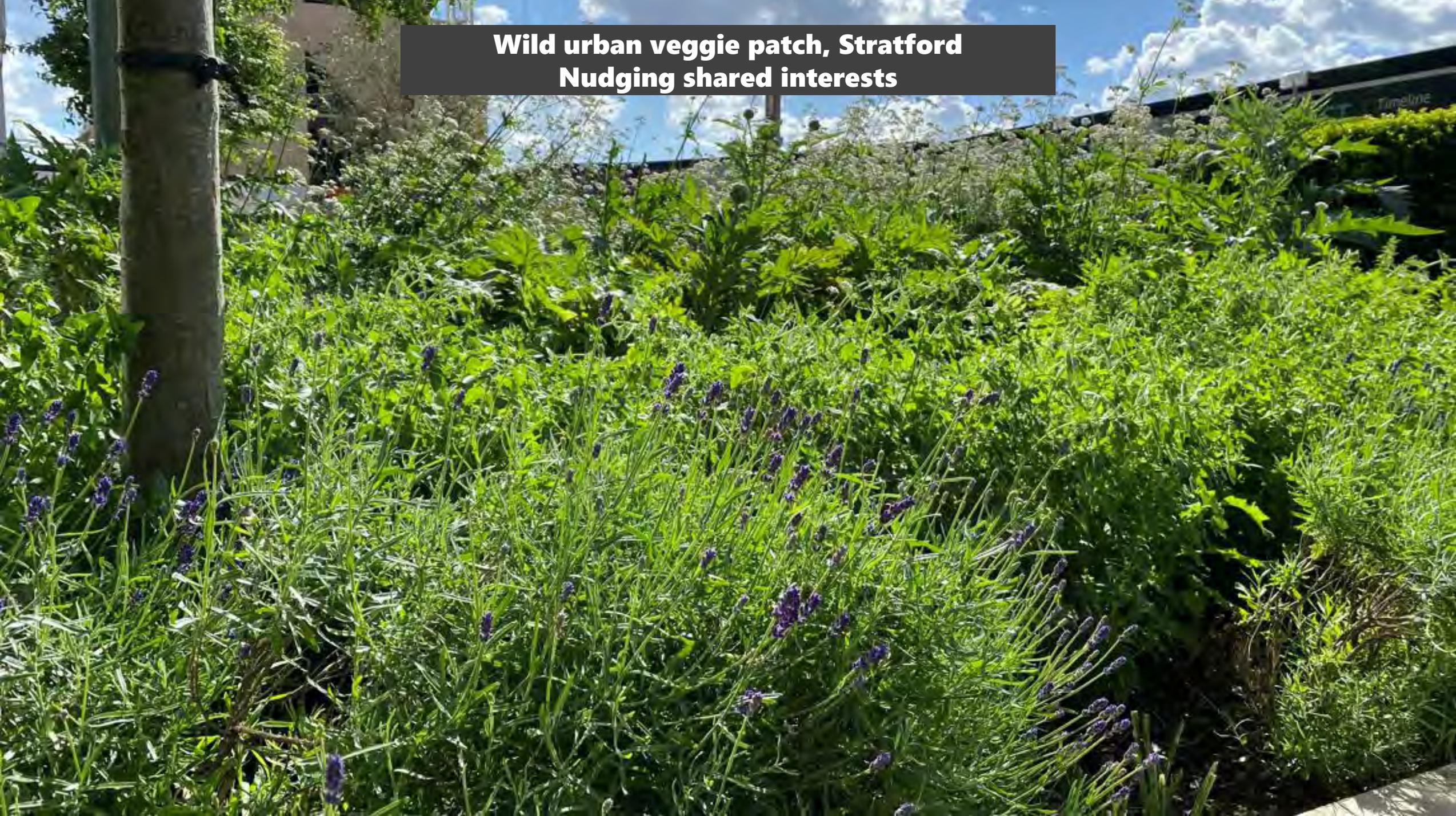
UCL East Pool Street Permeable to the public



**The Orchard, Stratford
Participating in change**



**Wild urban veggie patch, Stratford
Nudging shared interests**





“BE
CURIOUS,
NOT
JUDGMENTAL.”
-TED LASSO

(AUTHOR UNKNOWN)



Thank you

Rachel Edwards
Rachel.Edwards@Lendlease.com