

How Facilities Managers become the Drivers of Cultural Change.

Have you ever been on holiday after a long, busy period of work and stress and immediately had a terrible row with your other half? I have. Why does that happen? It could be something to do with the piled-up angst, true. But I discovered that the best way to kindle a row with your other half is to sit directly opposite them at the tiny dining table that you are shown to on your first night of spending time together for a while. You know it is best to sit at right angles as you ease your way into each other's company and relax.

Seating matters. In the UK our parliament is set to sit groups with minutely differing views opposite each other but still they row, bawl and hurl insults at each other. Buildings matter.

*"We shape our buildings, and afterwards
our buildings shape us.*

W Churchill

As a speaker I know the importance of re-arranging a room to suit the objectives of the day before each session. I've been known to rearrange seating for 10,00 people from rows parallel to the stage into a V shape so the audience could see each other as well as me. Seeing the rest of the audience and hearing their mood and laughter gives a real sense of involvement and presence. I shifted each person's viewpoint as a precursor to transforming a great keynote into a memorable and highly interactive keynote session. Emotions matter.

"Perhaps we need a better digital twin.

Jo Box Fujitsu

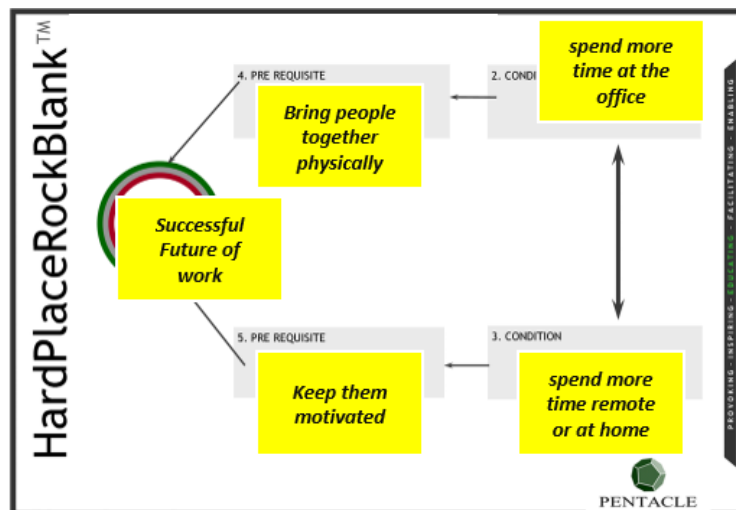
In the years before covid (BC) we had evolved our selection and management of facilities to a focus on cost, security, access. But at QUBEunlimited even then we were tasked with a different challenge. The idea of a digital twin to a highly successful workspace is to reproduce it for global, digital access to achieve the same hard (outcomes) and soft (human engagement) outcomes. One such challenge was to create a #betterverse of a highly successful Design Thinking Centre as you can see below.

To solve this we called upon our Facilities Management transformation experience from, Pentacle Business School - a boutique establishment based close to London Heathrow in Buckinghamshire United Kingdom to a globally accessible Virtual Business School.



As we look to the future most of us are ensnared in a terrible dilemma. Investments in real estate no longer fit the possible mode of work? As always consultants have offered us a trite solution with a catchy name “Hybrid” there is endless discussion about how best to ‘hybrid’? Should people come to the office days a week? Should teams sit together? Should the office not be like a coffee shop?

Like all dilemmas it’s a tough one to escape until you realise the logic is pinned down by four assumptions that only hold if you insist on using the tools and platforms that were developed for a world of commuting and offices to solve our new world.



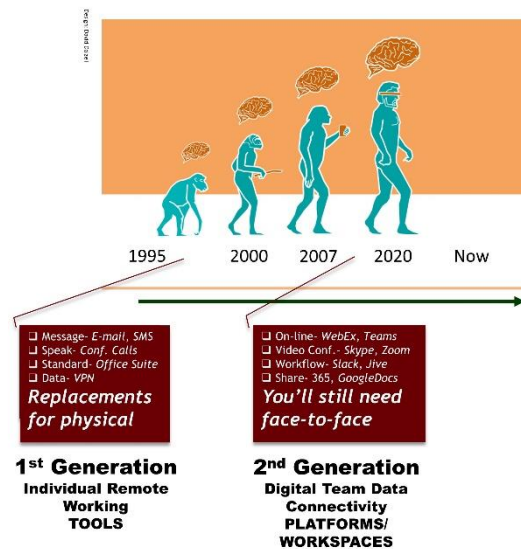
Sample Performance Enhancement Tool or PET⁷

Imagine if you could keep the benefits of having people physically together, the camaraderie, the interest in seeing what other people are up to, the sense of belonging without having them to be together. What if you could give your people the security of the office whilst allowing them to go for a run at lunchtime or teach their child how to ride a bike?

"What got you here wont' get you there."

Marshall Goldsmith

As we have become more digital, we have progressed from 'Tools', like spreadsheets, miro, zoom and email that carry out specific functions to platforms and workspaces' like teams, virbela, twitter and slack, that allow us to share data and information



But an office isn't a platform for data sharing nor is a home a workspace for emotions.

Worse you know that as the lockdowns that we simply imported the cultures and habits directly onto our digital platforms. Boring pointless office meetings became boring pointless zoom calls. Stand-ups dominated by noisy extroverts became Teams sessions dominated by noisy introverts. Over full email boxes became over long slack threads. Everything changed but we changed nothing.

The way to escape the 'hybrid' dilemma and the way to escape the Tools & Platforms trap is to move one level above. This is the level of culture, purpose & meaning, shared norms of collaboration and thinking together. At this level you can use your digital twin as a transformation engine to produce the inclusive, creative, agile productive culture we need.

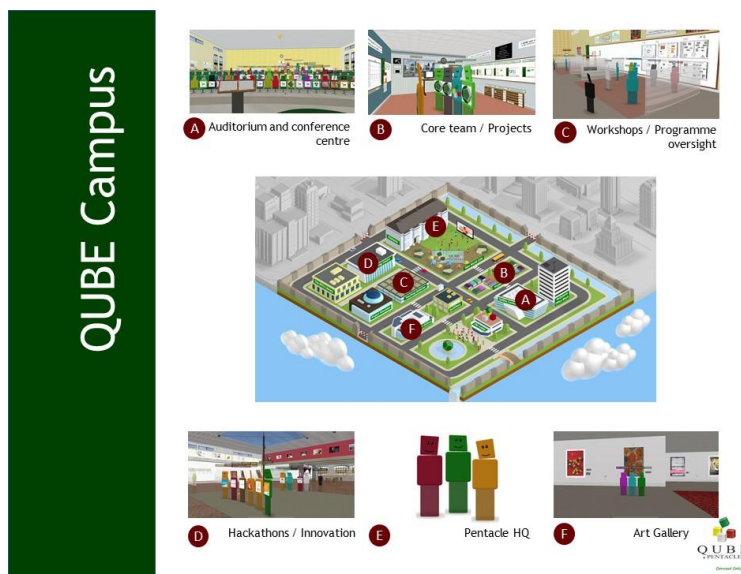
"The Swedes make the best drills because they have the hardest rock. Creating a digital twin for powerful, egocentric, time poor executives was our hard rock

Eddie Obeng

The challenge was to transform from a physical facility below



To a super-real virtual facility that provided a better hard and soft experience of business education

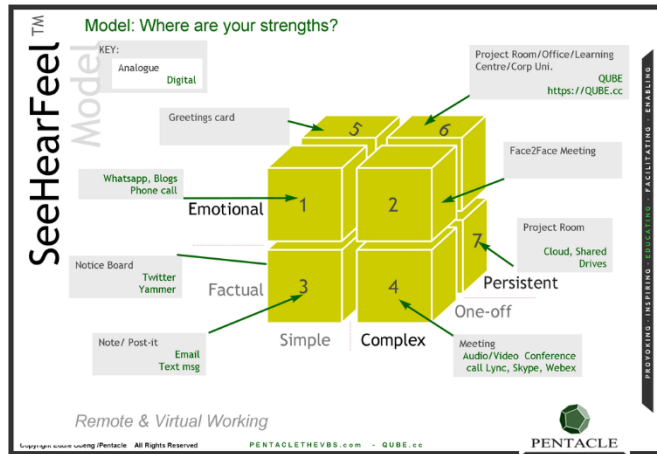


But a digital twin isn't just space it can be a campus for the entire global organisation. It can be a place where new ways of working become normalised.

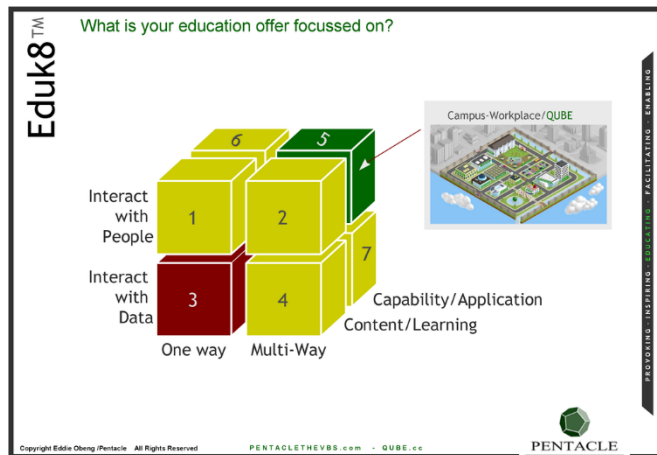
A general rule of thumb when adjusting to a new culture is this: if you don't see the locals doing it, you sure as hell better not be doing it.

The success of creating the Virtual Business School campus rests on three of our research models.

Creating a QUBE ware that encompasses the functionality of the full range of possibilities



Acknowledging that executives learn through side-bar conversations and application.



Compensating for missing senses and hormones using behaviours and technology



We created a culture containing platforms/ workspaces that contained tools that allowed the most demanding group on the planet to receive business education virtually. Software supported Execution that was initiated through new learning

This means that people physically together in a room are on a level playing field with people who are down the wire. We call this seamless approach that 4D. In the picture below the team physically together are working on personal laptops with ease with people not in the physical room and all get equal participation. You can see that they are all in the same room (qubicle) on the QUBE campus collaborating.



But a digital twin isn't just space. It is a chance to transform culture.

Issue	Typical response	QUBE solution
Inclusion	Office events	QUBE Digital twin campus. Everyone in the world is seconds away
Productivity	Performance metrics	Use embedded Performance Enhancement Tools and stick to QUBE Culture
Diversity Upgrade culture	Endless discussions Events, talks values workshops	Fully functional qubot avatars Just live it on QUBE Learn and become comfortable
Real estate	Force people to the office	Use QUBE and Physical. Physical to embody organisational values. Use a s showcase for customers and clients

A digital twin office isn't just a room.



On QUBE every session begins with **Hopes&Fears [1]**. Use a tab per day.

The **PETs shelf [3]** contains the Performance Enhancement Tools we think you will need to hand. On the wall above is a cheat sheet.

There are three empty **shelves [4]** for you. Label them up early and store your documents. If you ask, you can have a coffee machine on the table.

On QUBE every call ends with a **RAPID [2]**. Use a tab per day.



The standing desk is ergonomic and good for your health. Make sure the view you select out of your window is inspiring.

Your desk has two **multi-functional displays**. One is a **Dropbox [5]**. Documents you swipe to the 'upload' target in the Lobby will arrive there.

Your **noticeboard [7]** is good for your day planner or for colleagues to leave notes (comments). The **clock [8]** means you won't be late off QUBE.



The **large display screen [9]** is for sharing, showing & viewing presentations. Below is **shelf space [10]** for storing documents. Set the labels now.

The **personal whiteboard [11]** is not listed in the places so you'll have to walk there. Open the door [12] to see what's happening in another qubicle.



The **whiteboard [13]** is really useful for collaborative work of every kind.

The **banner [14]** posters says: "A QUBE call without PETs is like a smartphone without apps". Use the DrumBeat PET. <https://qube.co/quickGuide-DrumBeat/>

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|---------------------------|--------------------------------------|------------------------|-----------------------------|
| 1. Hopes&Fears whiteboard | 5. Multi-functional display/Dropbox | 9. View Presentation | 11. Whiteboard (discussion) |
| 2. RAPID whiteboard | 6. Multi-functional display/ Blanks | 10. Document shelves | 12. Banner Slogan |
| 3. PETs shelf | 7. Noticeboard Right click to Browse | 11. Private whiteboard | |
| 4. Your doc shelves | 8. Clock (local time) | 12. Door | |

"When you visit a new country and your host shows you how to do things, you go along with it because not to do so is rude."

Our buildings will shape our future. Those who decide what buildings we develop will shape the culture of our future. That is how Facilities Managers become the Drivers of Cultural Change.