

CALLISON|TKL  
A DESIGN CONSULTANCY OF ARCADIS

# 工作场所的发展趋势

## ***Trends in the Workplace***

2019年中国及亚太地区  
2019 China & Asia Pacific



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## 简介 INTRODUCTION

企业的持续发展需要不断满足客户的各种需求，并保持强劲的市场竞争力。因此，企业需要思考如何聘用并留住优秀人才。CallisonRTKL利用数据驱动的洞察力，与客户密切合作，为员工营造具有非凡体验的办公空间。

Businesses evolve to serve their customers and stay competitive in their markets. But to do so, they need to recruit and retain top talent. Using data-driven insights, CallisonRTKL works with clients to create offices that offer compelling employee experiences.

我们的年度趋势报告重点关注工作场所设计中的人文方面。从留住人才到职业发展，再到道德包容性和员工多元化，四大趋势将在今年的设计、战略规划和办公空间发展中发挥重要作用。亚太地区工作场所的主题重点涵盖可持续性、健康和技术等方面。Our annual trends report focuses on the human side of workplace design. From retention and career advancement to the ethics of inclusion and diversity, these four trends will play a major role this year in design, strategic planning and workplace development. Overarching themes in the APAC workplace cover sustainability, wellness and technology.

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## 2019年四大关键趋势 FOUR KEY TRENDS FOR 2019

以下四大趋势将在2019年中国和亚洲区的设计、战略规划和办公空间发展中发挥重要作用：

These four trends will play a major role in design, strategic planning and workplace development across China and Asia in 2019:

### 1. 日益提高的工作节奏

#### The Accelerating Pace of Work

随着技术的发展而不断提升的生产力与交付期望，使个人工作节奏也必须提高。如今，全球协作沟通工具不断涌现与发展使长时间网络在线成为常态，公司面临着既要应对节奏加快，同时又要防止员工倦怠的挑战。

As technology accelerates productivity and delivery expectations, the pace at which individuals work must also accelerate. In today's world of collaborative tools and constant online presence, companies are challenged to manage this acceleration while simultaneously preventing employee burnout.

### 3. 导师制、继续教育和保留价值

#### Mentoring, Continuing Education and Retention

雇主欢迎新生代力量投入经济发展中。20世纪90年代中期到21世纪初期出生的人被称为Z世代。针对员工中现在有五世代人，公司须做出相应调整，提高员工技术素养，尤其要在瞬息万变的当代经济环境中留住人才。

Employers are welcoming a new generation into the economy, those people born from mid-1990s to the early 2000s, known as Generation Z. With five generations now in the workforce, accommodations will need to be made to improve technological literacy and focus on retention in the quick-shifting modern economy.

### 2. 利用人工智能进行工作和沟通 Working and Communicating with Artificial Intelligence

人工智能（AI）不断改变着生活、工作和沟通等各个方面。2019年，办公空间将融入更多人工智能技术，重点是体验、数据收集和监控，以确保员工能更快及更加智能的进行工作。

Artificial Intelligence (AI) continues to change all aspects of life, work and communication. 2019 will see a rise in AI technology in the workplace with an emphasis on experience, data collection monitoring to ensure the workforce has the tools to succeed faster and smarter.

### 4. 最大化幸福感和灵活性 Optimized Wellbeing and Flexibility

未来至少五年内，注重幸福感和员工身体健康将成为工作场所发展趋势，且其重要性也将与日俱增。如今的企业努力创造员工的幸福感，包括精神和情绪健康。2019年将着重关注工作和生活的平衡、孤独感和归属感，并提高员工在工作中的心理健康状态。

Wellbeing and physical wellness in the workplace are consistent trends for at least half a decade and continue to grow in importance. Today, companies look to wellbeing, which incorporates both mental and emotional wellness. 2019 will bring an enhanced spotlight to work-life balance, loneliness and belonging, and the promotion of good mental health at work.

发展趋势1 TREND 1  
日益提高的工作节奏 **THE ACCELERATING PACE OF WORK**

随着各种新兴智能通信工具的出现，我们能够以前所未有的速度和智能的方式相互沟通，工作的节奏也随之而提高。企业纷纷认识到运用这些工具的重要意义，即可以最大限度提高工作效率，但企业也必须注意由于通过度度和倦怠管理而造成的负面影响。便捷的通信工具和办公工具是企业的均衡器，可以使小公司能够采用先前只有大公司才负担得起的方式来执行工作。<sup>1</sup> 这样的竞争虽然提高了大、小公司的工作节奏，但也增加了工作倦怠发生的可能性。

The pace of work is accelerating as collaborative tools help us connect faster and smarter than ever before. Companies recognize the significance of maximizing efficiency with these tools but must also diagnose the effects of communication overload and managing burnout. Accessible communication and workplace tools serve as an equalizer for businesses by allowing smaller companies to perform in ways previously only large companies could afford.<sup>1</sup> This competition leaves workers in both large and small businesses prone to a faster pace and greater possibility of burnout at work.

通信工具能够使员工以更加快捷、智能的方式进行工作，所以员工工作的总体时间也随之减少。项目管理服务提供商Wrike分析的数据显示，2018年项目的平均完成时间是2014年时间的一半。<sup>2</sup> 这种速度的转变是通过合作工作管理平台、用户模板以及自动化工作模式实现的。The amount of time to complete a project is decreasing overall as tools enable faster and smarter work. Wrike, a project management service provider, compiled data showing that

projects in 2018 were completed, on average, in half the time as projects in 2014.<sup>2</sup> This pace is possible with collaborative work-management platforms, user templates, and automated work.

**更加智能的通信工具**

**Smarter Communication Tools**  
高度饱和的数字生态系统已日渐疲惫，不堪重负。不断引入的新通信工具更容易引发员工焦虑。对于在线交流和存储信息的人而言，<sup>2</sup> 隐私和透明度都是最关心的问题。许多亚洲工作人员认为，无法保证虚拟办公空间对话的私密性。<sup>2</sup> 在线聊天记录和公司通信可用于法庭证据，会造成在线交谈和当面交谈不一致的法律问题。Our highly saturated digital ecosystem has become exhausting and overwhelming. The constant introduction of new communication tools have frustrated employees.<sup>2</sup> Privacy and transparency are issues for those who communicate and store information online. Many Asian workers believe there is no guarantee that virtual workplace conversations will remain private.<sup>2</sup> Online chat records and company correspondence could be used in court evidence, presenting legal issues to keeping conversations online versus in-person.

爆满的收件箱和持续不断的即时消息会降低生产力。例如，即时通讯会给员工带来不必要的压力，因为即使他们正处于另一项任务中，也必须立即做出回应。全球金融咨询公司麦肯锡发现，工作时间的28%用于通信管理，其中将近20%的时间用在查看内部消息和联系同事。<sup>1</sup> Overflowing inboxes and continuous online messaging at work can take a toll on



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productivity. Instant messaging, for instance, puts undesired pressure on employees to respond immediately, even if they're in the middle of another task. Global financial consulting firm McKinsey found that 28% of the workweek is spent managing communication and nearly 20% of the time looking for internal information and tracking down colleagues.<sup>1</sup>

随着工作节奏的不断加快，公司应简化沟通渠道并优先考虑工作效率。制定沟通指导可创建一个界限，用来确保员工可以维持工作与生活之间的平衡。As the pace of work intensifies, companies need to streamline communication channels and prioritize efficiency. Setting communication guidelines creates a boundary that ensures a work-life balance and the ability to disconnect from work.

**移动员工的崛起**

**Rise of the Mobile Workforce**

“移动员工”指越来越多在传统办公环境之外依靠智能通信技术远程进行工作的员工群体。技术和进度追踪工具的发展使员工可在任何地方都可以顺利实现远程通信和项目管理。The “mobile workforce” refers to the growing group of employees who work remotely and rely on technology to access work outside of a traditional office setting. Improvements in technology and progress-tracking allow for smooth remote communication and project management from anywhere.

提供合理以及灵活的空间对提高工作效率而言至关重要。员工对相对限制的空间也有需求，例如静音室、电话室、健身室或图书馆等。这些空间可以鼓励人们集中注意力和恢复活力。娱乐空间对于恢复员工活力也非常重要，在暂离工作的时候，充分激发员工的创造力和效率。相反，如果缺少放松环境，办公空间文化可能会面临风险。<sup>3</sup>



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2. Boogaard, Kat. "2019 Workplace Trends and Predictions," Wrike. 4 December 2018.

3. Congdon, Christine. "Workspace for a Mobile Workforce," Harvard Business Review. 05 December 2014.

Providing adequate space and flexibility is essential for productivity. Employees need access to spaces that control over-stimulation, such as a quiet room, phone room, wellness room or library-style space. These spaces encourage focus and rejuvenation. Recreational spaces are also important for rejuvenation, as they spark more creativity and efficiency when employees are able to escape from their workstation. Without them, workplace culture may be at risk.<sup>3</sup>

移动办公可以提高员工的敬业度和积极性，尤其是能够让员工自由选择工作的方式。封闭空间和隐私政策确保员工具有足够灵活性选择独处。旅馆式工作区和嵌入式座椅将成为让移动员工快速融入办公环境的解决方案。相较于北美或欧洲地区，亚洲区的灵活办公方式不尽相同，亚洲的很多公司倾向于持续将员工分配至特定工位，。

Mobility can be directly linked to higher employee engagement and optimism, especially when mobility gives employees more freedom to choose how they work. Enclosed spaces and privacy film assure employees have sufficient flexibility for personal solitude. Hoteling workspaces and drop-in seating are quick solutions to incorporate the mobile workforce into the physical office environment. Many corporate offices continue to assign employees to specific workstations, so the flexible office implementation scale varies in Asia when compared to North America or Europe.

落实清晰的政策和标准可以最大化灵活工作场所的工作效率。工作场所的战略通过为员工设立管理制度和标准，在创建灵活的工作场所方面发挥着关键作用。然而，公司常常忽视是否为移动办公的员工提供足够的存储空间。Flexible workplaces are most effective when clear policies and standards are in place and reinforced. Workplace strategy plays a key role in creating a flexible workspace by setting protocols and standards for office employees. Often overlooked, adequate storage should also be made available, even for employees who do not have a permanently allotted space.

**避免倦怠 Avoiding Burnout**

员工倦怠通常由疲惫、效率低下和士气低落引起。不断变化的沟通工具促使人们期望团队成员必须在更短的时间内完成更多工作，这给员工带来了更大的压力。

Employee burnout is caused by a combination of exhaustion, inefficiency and lack of morale. Ever-changing communication tools invite the expectation that team members must do more in less time, adding greater pressure to employees.

在许多城市的科技公司中，“九九六”工作制度被视为正常的生活方式。“九九六”指周一至周六共连续六天工作，每天从上午九点至晚上九点工作共十二小时。这种压迫性的时间表并未导致员工离开公司。员工认为在全国范围内，这种工作制度十分普遍；因此，员工一致希望能够拥有轻松、如家一般的办公环境。由于这种迫切需求，许多大型的办公室正逐步整合各项设施，能够兼顾员工的日常生活，如设立银行、干洗店、杂货铺、日托场所等，以便员工能够有更多时间待在办公空间内处理工作。

In many technology companies, and in some cities, the “996” work schedule is seen as a normal way of life for many employees. The 996 refers to a 6-day schedule of 12-hour work days; Monday-Saturday, 9AM-9PM. The overbearing schedule hasn’t driven employees away from companies that allow this type of work. Employees feel that this type of work is prevalent throughout all of China, so there is a collective desire for a relaxed, home-like office environment. Because there is such a



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3. Congdon, Christine. "Workspace for a Mobile Workforce." Harvard Business Review. 05 December 2014.

strenuous demand to be present at work, large offices are incorporating amenities that take care of employees' daily chores, such as banking, dry-cleaning, groceries and daycare on-site so workers can stay in the workplace longer.

工作场所的设计可以为员工创造更多能够帮助他们在工作环境中放松身心，避免倦怠的空间。可以减缓通过度带来的压力的设计解决方案包括设立健身室、安静工位和无科技区域，。Workplace design can help prevent burnout by creating spaces for employees to unwind while still in the work environment. Physical design solutions include wellness rooms, quiet booths, and tech-free zones to reduce communication overload.

管理层可采取简单措施来激励员工。这些有必要的措施可以促进有企业文化的活力和不断进步：Leadership can also take simple measures to energize employees at work. These measures are necessary to promote a culture of vitality and consistent improvement:

1. 分享信息。相关数据应供所有员工使用和共享。  
**Share information. Relevant data should be accessible and shareable to all employees.**
2. 减少不文明行为。树立文明和道德是公司使命的一部分。  
**Minimize incivility. Build civility and ethics as part of the company mission.**
3. 树立公司文化。建立让容易融入的独特文化。  
**Build culture. Establish a unique culture that employees can relate to.**
4. 提供绩效反馈。看板可用于监控绩效并追踪工作进度。<sup>2</sup>  
**Offer performance feedback. Dashboards are can be used to monitor performance and track progress.**<sup>2</sup>

员工可以采取简单的步骤来恢复活力，并避免倦怠：  
Employees can take simple steps to thrive and avoid burnout at work:

1. 短暂的休息。使用公司提供的设施来放松身心。  
**Take a break and step back from work. Use the provided amenities to unwind.**
2. 个性化工作，赋予工作更多意义。制定一个可改善公司文化，并为领导开辟新思路的内部计划。  
**Personalize work to be more meaningful. Find an internal initiative that could improve company culture and open new ideas to leadership.**
3. 寻找其他创新和学习的机。充分利用公司条件进行继续教育或培训。

**Look for other opportunities to innovate and learn. Take advantage of company offerings through continuing education or mentoring.**

4. 花时间开发有意义的办公室关系。认识到工作中获取的成功可传播至办公室外。<sup>2</sup>  
**Invest in meaningful relationships within the office. Recognize that thriving at work can spill over outside the office.**<sup>2</sup>

项目、期望和工作节奏加快引起的压力是造成员工倦怠的原因。这些压力可以通过轻易得到缓解，如在健身室或办公室的舒适角落进行短暂休息。Many indicators for employee burnout are brought on by stress due to projects, expectations, and the rising pace of work. This added pressure can be alleviated by personal steps that are as simple as taking a short break in a wellness room or comfortable corner of the office.

随着经济的飞速发展，留意同事的工作倦怠迹象对所有员工以及管理层是非常重要的，这样才能让每个人在工作场所能够保持身心的健康与平衡。With the acceleration of the economy, it is important for all employees and leadership to recognize signs of burnout among coworkers; keeping everyone healthy and balanced in the workplace.



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发展趋势2 TREND 2  
利用人工智能进行工作和沟通  
**WORKING AND COMMUNICATING WITH ARTIFICIAL INTELLIGENCE**

人工智能 (AI) 通过减少决策过程并缩减时间、劳动力和技术成本来提高运营效率。虽然部分行业担心人工智能将取代人类,但我们预计在2019年,人工智能可以用于增强用户体验而非取代人类。<sup>1</sup> 中国政府也出台了相关政策,以推动人工智能在技术、研究创新、制药和制造等行业的广泛应用。Artificial Intelligence (AI) improves operational efficiencies by decreasing the decision-making process and reducing costs in time, labor and technology. While the fear of AI taking over human jobs is real and evident in some industries, we expect that AI will primarily enhance the user experience, rather than replace humans in 2019.<sup>1</sup> AI is prevalent in technology, research innovation, pharmaceuticals and manufacturing industries across China - in line with national policy.

人工智能还将在每个工作场所部门的革新中发挥作用,包括行政任务和入职程序。这将影响公司如何招聘人才、留住人才和反思经验。AI will also play a role in the reinvention of every workplace department, including administrative tasks and on-boarding procedures. This will affect how businesses hire, retain and rethink the experience of work.

办公室里的机器人  
**Robots in the Office**

日常生活中,我们经常会与机器人进行沟通。苹果Siri、亚马逊Alexa和谷歌智能助理等人工智能产品正在帮助提高家庭效率;这类人工智能产品也在逐步进入工作场所。全球市场调研公司Tractica的一项研究发现,超过1.45亿用户依靠虚拟助手完成日常办公任务。

We are already communicating with robots in our daily lives. AI, like Apple's Siri, Amazon's Alexa and Google Assistant, is helping to boost productivity in the home, and this type of AI is slipping into the workplace. A study by Tractica, a global market intelligence firm, found that over 145 million users rely on a virtual assistant to complete daily office tasks.<sup>3</sup>

然而,人工智能必须保障我们的信息安全,并证明其在工作环境中的可靠性。“合作机器人”工作模式即将在未来十年内兴起。在亚洲,许多移动工作场所应用程序在分享经验以及对工作环境的可控性方面越来越受到员工的欢迎。But AI must secure our trust and prove its reliability when implemented into the work environment. The rise of “co-bot” working relationships will take place, likely over the next decade. In Asia specifically, mobile workplace apps are

gaining popularity for employees to share their experiences and control their environment.

关于机器人是否对人类完全具备正面作用的研究尚未得出结论。但是跨国计算机技术公司甲骨文的一项令人意外的研究表明,93%的工作人员表示会信任来自机器人的订单。<sup>3</sup> 工作场所提前做好准备以应对适用的基础设施和空间的重大变化,从而充分利用这些新工具。Studies have not concluded that the presence of robots is completely net positive. However, in a surprising study by multinational computer technology corporation Oracle, 93% of workers indicated they would trust orders from a robot.<sup>3</sup> The workplace should be prepared for this major change with proper infrastructure and spaces to make the most of these new tools.

机器人可以使用无人机和类人机器为工作设施提供安全保障。通过编程,安排机器人进行巡逻且无需人工监督。集成人工智能和数据系统也可以促进机器学习,从而不断提升性能并更新任务知识库。Robots can provide security to

employment facilities using drones and humanoid-like machines. These can be programmed to patrol a space without the need of a human supervisor. Integrating AI and data systems can ignite machine-learning, leading to constant improvements in performance and knowledge about assigned tasks.

人工智能在经济中的作用  
**AI's Role in the Economy**

许多企业预测,人工智能将用于弥补经济差距并填补劳动力的短缺。<sup>1</sup> 酒店业、农业和零售业预计将成为首批受人工智能影响而发生转变的行业。Companies are predicting that artificial intelligence will be used to bridge this gap and fill the workforce.<sup>1</sup> Hospitality, agriculture, and retail are predicted to be the first major industries affected by the shift to AI.

2019年,自动化不会取代工作人员,但会帮助员工提高生产力。虽然许多白领层级的工作仍然存在,但终将会被人工智能所取代。随着日常工作自动化程度的提升,战略专家和高级管理人员需重新定位工作环境。<sup>2</sup> Automation will not replace workers in 2019, but rather help those existing workers increase productivity. While many white-collar jobs will remain in place, they will be surrounded by AI. Strategists and executives need to rethink the landscape of work as routines become more automated.<sup>2</sup>

随着物联网在工作场所中的应用,使用数据来识别并且提高效率和机会是大概率事件。利用数据可展示何时以及如何使用空间,并应用此数据来做出关于占有率、生产率及最佳工作环境的决定。With the IOT implemented into the wrkplace environment, it is possible to use data to identify inefficiencies and opportunities for improvement. Utilization data demonstrates when and how space is used, and this data is applied to make decisions about



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occupancy, productivity and the best work environment.

鼠标点击及滑动、计算机登录研究或实时定位服务得到的数据可以实时识别人类的行为模式。掌握这些数据可以在工作场所内做出更快速、更明智的决策。

Data generated from badge entry swipes, computer logon studies or real-time location services can identify patterns in human behavior in real time. Having access to this data allows for faster and smarter decision-making in the workplace.

### 追踪员工 **Tracking Employees**

人工智能融入日常办公空间需要人力资源、工作场所协调员和管理层之间的密切协作。Incorporating AI into the everyday office space will take heavy coordination between Human Resources, workplace coordinators and company leadership.

数据的使用提高了客观评估员工行为和分析通信流量的能力。通过智能体感技术，我们甚至可以追踪健康和幸福感的模式。<sup>3</sup>

The use of data increases the ability to objectively evaluate employee behaviors and analyze communication flow. With smart technology connected to our bodies, we can even track health and wellness patterns.<sup>3</sup>

员工拥有对雇主收集其相关数据的知情权，而且企业也必须确保过程的公开透明。数据隐私和权利将在2019年成为人们关注的焦点。Employees are entitled to know what data is collected by their employers, and businesses must be transparent. Digital privacy and rights will remain in the spotlight in 2019.

随着智能建筑技术的发展，可以实现持续连接和追踪。建筑物内可设置传感器、高清视频、面部识别和生物识别技术，从而识别和关注员工与访客。这种类型的追踪不仅有利于安保，也可使办公空间及时感知人类活动并做出适当反应

Constant connectivity and tracking is possible through the development of smart building technology. Buildings can incorporate sensors, high-definition videos, facial recognition and biometrics to identify and follow employees and visitors. This type of tracking is beneficial for not only security—this enables the physical workplace to sense human activity and react appropriately.

### 确保员工灵活性 **Ensuring Workforce Agility**

员工需要相关技能来适应自动化和人工智能。根据麦肯锡的一项研究，近60%的职业中至少有三分之一的任务可实现完全自动化。<sup>2</sup>

The workforce will need to adopt skills that complement automation and the integration of AI. According to a study by McKinsey, close to 60% of today's occupations could have at least one-third of their tasks completely automated.<sup>2</sup>

当高级管理人员和决策者认可人类协作的重要性的时刻，就是人工智能获得成功时机。Augmented Human Enterprise是一个致力于研究人员和技术绩效动态的学术研究机构。其发现相较于普通公司，采用自动化技术的公司获得“人性化”办公空间认可的可能性高出33%，而且员工工作效率也相应提高31%。<sup>3</sup>

The power of AI is successful when executives and decision-makers embrace the importance of human collaboration. The Augmented Human Enterprise, a academic study dedicated to performance dynamics of people and technology, found that companies that embraced automated technologies were 33% more likely to be considered “human-friendly” workplaces, while those employees are 31% more productive.<sup>3</sup>

随着沉浸式工具在日常工作中的使用增多，分配给技术展示的空间也将会做出相应调整。The physical space allotted for technology will adapt as more immersive tools are incorporated into daily workplace tasks.

人类-机器人交互的时代已经到来，它将继续影响我们的工作方式，并帮助我们完成日常工作。The age of human-robotic interaction is already here and will continue to influence the way we work and complete our daily tasks.



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发展趋势3 TREND 3  
导师制、继续教育和保留价值  
**MENTORING, CONTINUING EDUCATION AND THE VALUE OF RETENTION**

在办公空间提供导师制和培养不同级别员工之间的关系具有重要意义。每天都不断有新的人才加入到员工队伍，企业可利用内部培训计划，确保年轻工作人员顺利完成过渡并留下来。There is great value in workplace mentoring and fostering relationships between employees of differing experience levels. With a new talent entering the workforce every day, businesses utilize internal programs to ensure a smooth transition and retain young workers.

欢迎Z世代  
**Welcoming Generation Z**

Z世代，指1995年至2010年出生的人，到2020年将占全部劳动力的36%。<sup>1</sup> 作为数字原生代，他们是第一批完全伴随互联网成长起来的人。Z世代拥有一套全新的办公空间喜好，包括思想自由、选择自由、希望掌控自己的工作，以及将人文要素带入工作环境等显著特征。许多Z世代的人在工作选择上做决定时看重寻求明确的职业发展道路。Generation Z, those born between 1995 and 2010, will make up 36% of the workforce by 2020.<sup>1</sup> These are digital natives and the first to grow up entirely with the internet. Gen Z has a new set of preferences in the workplace, including freedom of thought, free choice, having control over their work, and strong characteristics that bring a human element to the work environment. Many of those in Generation Z seek a clear career path when deciding on a job.

这一代人表现出了较高技术素养，但可能缺乏成功协作所需的人员技能。企业领导必须找到以人为本的方法，倾听并了解新一代的要求和关心的问题。为此，一种能够同时帮助新老人才的方法就是培训和导师制。This generation shows heightened technological literacy, but may

lack the people skills needed to collaborate successfully. Corporate leaders must find a human-centric approach to listening to the requests and concerns of the incoming generation. One way to help both existing and new talent simultaneously is through training and mentorship.

快速的职业发展  
**Rapid Career Advancement**

在2019年，企业将提高员工继续教育重要性的认识，并将其作为谋取成功的战略。随着技术进步，人类技能也需要不断提高。千禧一代则特别渴望实现职业快速发展，以更快地获取成功。接受调查的千禧一代中，91%的人将职业快速发展视为他们的重中之重。<sup>2</sup> 2019 will bring heightened awareness to the importance of ongoing education for all employees as a strategy for success. With the advancement of technology, human skillsets also need to evolve. The millennial generation specifically craves rapid career advancement to move forward faster. 91% of surveyed millennials consider rapid career progress a top priority.<sup>2</sup>

未来几代人不仅拥有先进的技术技能，更易适应技术。因此，雇主将鼓励员工不断充实技术性知识和提高协作解决问题的能力。这些活动需要交互式会议空间，开放空间和安静工作区域的结合。Incoming generations have advanced technical skills and are prone to adapt with technology, so employers will push existing talent to improve technical knowledge and collaborative problem solving. These activities require connected and interactive meeting spaces as well as a mix of open space with areas that allow for focused work.



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导师制计划激增  
**Surge in Mentoring Programs**

公司的导师制证明，世界财富500强公司中，71%的公司制定导师制以安排年轻员工与熟练员工结伴工作。<sup>3</sup> Corporate-sponsored mentoring shows proven results, with 71% of Fortune 500 companies having programs in place to pair young employees with company veterans.<sup>3</sup>

导师制有助于学员、导师和企业。接受指导的年轻专业人士通常会更快实现薪资增长、获得更多晋升机会，工作满意度和敬业精神更高。导师也可以获得更高的职业成就和重振事业雄风。企业则可以具备更强的人才吸引力和招聘能力，从而减少人员流动和增加员工之间的交流。<sup>4</sup> Mentoring helps the protégé, mentor and business. A young professional who receives mentoring typically has faster salary growth, more promotions, and overall higher job satisfaction and commitment. The mentor can gain enhanced career success and career revitalization. The company gains enhanced organizational attraction and recruitment, reduced turnover and more employee socialization.<sup>4</sup>

通过在办公环境内设立便于同事之间举行半正式谈话和短暂互动的小型合作空间，以及可用于展示和/或小组聚会的大型空间可以促进导师制计划的发展。The office environment can promote mentoring with small collaboration spaces for semi-formal conversation and short engagements between coworkers, as well as larger spaces that enable presentations and/or group gatherings.



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科技能力 **Tech Literacy**

亚洲地区需要获得技术学位和专业培训的岗位数量不断增加，形成了该地区的劳动力 “技能差距”。

The notion of a "skills gap" affecting the Asian workforce refers to the mounting number of jobs requiring technical degrees and specialized training.

企业领导将权衡主要支出的效益，并在不断变化的经济中确保员工的生产力。投资员工的发展可以增强员工对公司使命的责任心。

Corporate leadership will weigh the benefits of major spending to secure their workers' productivity in the changing economy. Investing in workforce development increases employee commitment to the company mission.

留住人才在现代经济中的价值

**Retention in the Modern Economy**

与前几代人不同，现代员工对职业选择的留任时间更短：在亚洲许多地区，千禧一代的平均留任时间不到两年。

The modern workforce has shorter attention spans toward career choice, contrary to previous generations: the average retention span for millennials is less than 2 years in many parts of Asia.

一个灵活的员工队伍使得招聘和留住人才的工作充满挑战。超过70%的员工表示，他们会为了职业发展前景离开现有职位跳槽至另一家公司，这促使企业努力探索如何留住人才。<sup>3</sup> 灵活的员工队伍为招聘和竞争性薪酬等工作带来了挑战。留住人才的价值与员工敬业度直接相关。在招聘和保留顶尖人才时，培养工作热情是首要任务。如果企业能够提供食品、社交活动，以及灵活、充满活力和专注力的工作氛围等额外福利，创造颇具吸引力的工作环境，，就能在留住员工方面取得最大成功。

An agile workforce makes recruitment and retention challenging. More than 70% of employees say they would leave their current role for another position to grow their career, leaving businesses struggling to create a culture of retention.<sup>3</sup> An agile workforce brings challenges to recruitment and competitive compensation. The value of retention is linked to employee engagement. Generating enthusiasm about work is a top priority when recruiting and retaining top talent. Businesses that create an attractive place to work with perks such as food, social activities and a flexible, energized and focused environment will find the most success in employee retention.



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发展趋势4 TREND 4  
最大化幸福感和灵活性  
**OPTIMIZED WELLBEING AND FLEXIBILITY**

对于公司领导和员工而言，工作场所幸福感的重要性日益显现。健康主要指身体健康，而幸福感则包括身体与心理的健康。

Workplace wellbeing continues to gain importance among corporate leaders and employees alike. Wellness relates to physical health, while wellbeing encompasses both physical and emotional health.

雇主认识到，工作场所的身心健康是一个复杂的问题。94%的受访员工表示他们感受到工作的压力，约三分之一的受访者表明压力间歇性的过高，影响了他们的健康和工作效率。<sup>1</sup> Employers are aware of the complex issue of mental health and wellness in the workplace. 94% of surveyed workers say they are stressed at work and about one third report their stress level is unsustainably high, impacting their health and productivity.<sup>1</sup>

**工作生活需求 Work-Life Demands**

工作和生活的平衡对于提高员工效率和保障员工健康来说至关重要。因此，公司必须证明公司将工作和生活的平衡视为领导和员工的共同价值观，才能保持公司竞争力和留住人才。仅次于工资和工作保障，这种平衡是求职者的重要考虑因素之一。<sup>2</sup>

The balance of work and life is essential for a productive and healthy employee. To stay competitive and retain workers, companies must prove that a positive work-life balance is a shared value between leadership and employees. Balance, outranked only by salary and job security, is one of the most important considerations applicants make as they seek employment.<sup>2</sup>

公司文化缺失以及对个人偏好的不重视，将难以实现工作和生活的灵活平

衡。在亚洲工作场所倡导公司文化非常重要，其可帮助员工将公司视为家庭的一部分。Kronos的一项调查发现，近一半的工作人员表示，如果把每天在办公室内的时间有效整合起来，工作完全可以在不间断的5小时或更短的时间内完成。

A lack of company culture and failure to embrace individual preferences lie at the heart of the search for a flexible work-life balance. Promotion of company culture is essential in the Asian workplace and helps employees relate to the company as part of a family. A survey from Kronos found that nearly half of workers say work could be done in five hours or less of uninterrupted time, consolidating the hours dedicated to the office daily.<sup>1</sup>

目前，世界各地开始号召一周只工作四天。日本经济产业省启动了“灿烂星期一”自愿政策，允许工作人员在星期一早上休息，从而以更好状态开启新的工作周。<sup>1</sup>

Four-day workweeks are gaining popularity around the world. Japan's Ministry of Economy initiated "Shining Monday," a voluntary policy that allows workers to take Monday mornings off in order to ease back into the workweek.<sup>1</sup>

远程通信工具使我们能够随时保持联系，并使人们能够在任何地方展开工作；然而，公司需要在在线工作和“下班”之间设置界限。

Remote communication tools keep us connected and allow work from anywhere, but companies need to set boundaries between a constant digital presence and "signing off" of work.

**自然光和开放式办公室  
Natural Light and the Open Office**

事实证明，设计中切实融入自然元素有益于改善办公空间的健康和幸福感，而植物自然采光等物理设计元素将有助于营造一个促进健康、高效的办公空间。Designing with natural elements in mind has proven beneficial for workplace health and wellbeing. Physical design elements such as natural lighting with plants support a health-conscious and productive workplace.

设计可以通过模仿半自然环境，利用灯光、声音、自然特征和室内空气质量等要素，放松员工大脑。Design can be used to mimic a semi-natural environment using lights, sounds, accents and interior air quality to trick the brain into relaxation.

在Future Workplace进行的1,600人调查中，员工表示自然光和户外景观比其他办公室福利（如自助餐厅、健身中心甚至儿童保育设施）更加重要。另一项研究表明，白天享受自然光线的人每晚睡眠可平均延长46分钟。<sup>1</sup> 更健康的睡眠模式能够提升员工健康状态，提高工作效率，并延长总体寿命。

In a 1,600-person survey by Future Workplace, employees said that natural light and outdoor views were more important than other office perks such as cafeterias, fitness centers or even childcare facilities. Another study found that people with access to natural light during the day slept an average of 46 additional minutes per night.<sup>1</sup> Healthier sleeping patterns improve employee health and productivity, as well as overall longevity.

开放式办公室的初衷是为了鼓励合作，但研究证明它会产生意想不到的结果。但如今的工作方式需要更安静和私密的空间。58% 的受访员工表示需要更多的私人空间来完成工作任务，超过一半的



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受访者表示办公室分散了过多注意力。<sup>1</sup>

The open office was invented to inspire collaboration, but research has proven it can have unintended consequences. Today's work styles demand more quiet spaces and greater privacy, with 58% of surveyed employees requiring more private spaces for individual tasks, and over half of those surveyed saying their office was too distracting.<sup>1</sup>

现在, WELL认证在全球范围内广泛普及。WELL着力为居民建立一个环保健康的生活环境。员工也已意识到, 环境可能对他们的健康产生影响。由于中国的目标是降低PM 2.5和PM10排放, 所以在楼宇的建设和居住的过程中, 需要尽量减少污染, 优化空气质量。

The emergence of WELL Accreditation has gained popularity across the globe. WELL establishes an environment that is both environmentally conscious and healthy for inhabitants. Employees are aware of the effects the environment can have on their health. As China aims to mandate PM 2.5 and PM10 reductions, buildings will need to be constructed and inhabited to minimize pollution and enable for easier breathing.

### 活到100岁 Living to 100

相较于还原科幻小说世界, 活到100岁的愿望更容易实现。由于人们越来越容易获得医疗和药物, 人类寿命正在逐渐延长。

The idea of living to 100 may be more of a reality than science fiction: humans are living longer due to increased access to healthcare and medicine.

雇主也在修订养老金、福利和延长退休年龄等相关政策。<sup>2</sup>

Employers are revising rules around pensions, benefits and planning for higher retirement ages.<sup>2</sup>

办公场所的设计需要适应人口老龄化的趋势, 包括改善照明、提高标志清晰度、设置更直观的路标, 同时还要考虑到 伸手、举手以及从一个地方移动到另一个地方等常规身体活动, 并为此创造便利条件。

Physical design changes are necessary to accommodate an aging population, including improved lighting, clearer signage, intuitive wayfinding as well as considerations made for regular physical activities like reaching, lifting and moving from place to place.



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## 2019年的关键点 KEY TAKEAWAYS FOR 2019

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2019年发展趋势的三大主题，有助于企业接纳新人才，推动各级和各部门展开公平且有意义的工作：

The trends for 2019 follow three overarching themes which will help businesses embrace new talent and push for equitable and meaningful work across all levels and sectors:

1. 认同日益提升的工作节奏和科技进步。  
Embrace the acceleration of work and technological advancement.
2. 吸引员工参与，并实施变革留住优秀人才。  
Engage employees and implement change to retain top talent.
3. 推动实施有助于环境改善、可持续发展且有责任感的的设计方案。  
Push for sustainable and responsible choices that help the environment.

办公空间的参与度、可持续性、技术和幸福感将在领导、人力资源和员工的决策过程中发挥重要作用。

Workplace engagement, sustainability, technology and wellbeing will each play a major role in the decision-making process by leadership, human resources and employees alike.



林漢寧 Johnny Lin  
亚太区工作场所副总裁  
VICE PRESIDENT,  
WORKPLACE - CHINA/ASIA  
PACIFIC

林漢寧先生身为办公设计副总裁，拥有超过30年的室内设计经验，项目遍布中东及亚洲地区。他对项目的设计、质量控制、项目交付以及市场开发都有著丰富的经验。目前他还兼任香港房地产协会联邦顾问委员会总监。 For more than 30 years, Johnny Lin has delivered project solutions in major international hubs spanning from Asia to the Middle East. At CallisonRTKL, Johnny focuses on assuring design, quality control, project delivery and business development for Workplace projects. His expertise is sought throughout the industry and he currently serves as the Director of Advisory Council for The Hong Kong Real Property Federation. Johnny holds a MBA from the United Business Institutes in Belgium.

**教育 EDUCATION**  
比利时联合商学院  
United Business Institute  
工商管理硕士  
Master of Business  
Administration Degree  
香港李惠利技术学院  
Lee Wai Lee Technical  
Institute  
室内设计高级文凭  
Fundamental & Interior Design  
Certification

**执照和证书 LICENSES AND CERTIFICATIONS**  
香港室内设计协会注册室内设计师  
Hong Kong Interior Design  
Association Certified Interior  
Designer  
绿色建筑认证专家  
LEED AP BD+C  
健康建筑认证专家 WELL AP



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亚太区工作场所高级副总监  
SR. ASSOCIATE,  
WORKPLACE - CHINA/ASIA  
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李嘉慧是在新西兰长大的香港人，拿到建筑学位后于2011年注册成为香港建筑师。加入CallisonRTKL前李嘉慧曾于不同建筑师事务工作，具备不同类型建筑项目的经验，包括：商业、酒店、住宅、总体规划及室内设计等。李嘉慧特别喜欢设计解决问题，重新设计内部空间，以适应日益增长的应用。 Karen was born in Hong Kong and grew up in New Zealand, she graduated with a degree in Architecture and obtained her HK architect registration in 2011. Prior to joining CallisonRTKL Karen has participated in a wide variety of architectural and interior projects for existing new buildings in other practices, she particularly enjoys to work on design problem solving and regenerating interior spaces to suit growing uses.

**教育 EDUCATION**  
新西兰UNITEC理工大学  
Unitec New Zealand  
建筑学学士  
Bachelor of Architecture

**执照和证书 LICENSES AND CERTIFICATIONS**  
绿色建筑认证专家  
LEED AP BD+C  
美国健康建筑认证顾问  
Well AP



Jake Devost  
工作场所策略师  
WORKPLACE STRATEGIST

Jake Devost将自身丰富的规划和设计经验融入华盛顿特区工作场所策略团队。Jake致力于运用设计最大限度地提高效率 and 增强可持续性，并最终通过自己的工作改善人类行为和决策。他与工作场所策略团队密切合作，并改革管理团队，协助客户力争实现目标，并支持业务增长。 Jake Devost brings planning and design experience to the Workplace Strategy team in Washington DC. Jake aims to maximize efficiency and sustainability using design, ultimately improving human behavior and decision-making through his work. He works closely with the workplace strategy and change management teams to bring clients closer to their goals and to support business growth.

**教育 EDUCATION**  
辛辛那提大学  
University of Cincinnati  
城市规划学士  
Bachelor of Urban Planning

**执照和证书 LICENSES AND CERTIFICATIONS**  
健康建筑认证专家  
Fitwel Ambassador



Jodi Williams  
工作场所高级策略师  
SR. WORKPLACE STRATEGIST

Jodi Williams具有近20年的工作经验，是办公空间策略、设施规划和变革管理的领导者。Jodi负责公共和私营部门客户的策略规划工作，并多次应邀在IFMA World Workplace、Corenet、Greenbuild和NeoConEast等行业活动中担任演讲嘉宾。 With nearly 20 years of experience, Jodi Williams is a leader in workplace strategy, facility planning and change management. Jodi oversees strategic planning efforts for public and private sector clients and has been a featured speaker at industry events such as IFMA World Workplace, Corenet, Greenbuild and NeoConEast.

**教育 EDUCATION**  
弗吉尼亚大学  
University of Virginia  
社会学学士  
Bachelor of Sociology

美国天主教学大学  
Catholic University of America  
城市规划研究生  
Graduate Studies of Urban Planning

弗吉尼亚大学  
University of Virginia  
社会学研究生  
Graduate Studies of Sociology

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LEED AP BD+C  
变更管理认证专家  
Prosci Certified Change Management  
美国注册规划师 AICP

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Visit our [website](#) to learn more about CallisonRTKL's Workplace Strategy team.