



**NTNU – Trondheim**  
Norwegian University of  
Science and Technology

# **WORKPLACE MANAGEMENT**

## **A missing piece in the FM-puzzle?**

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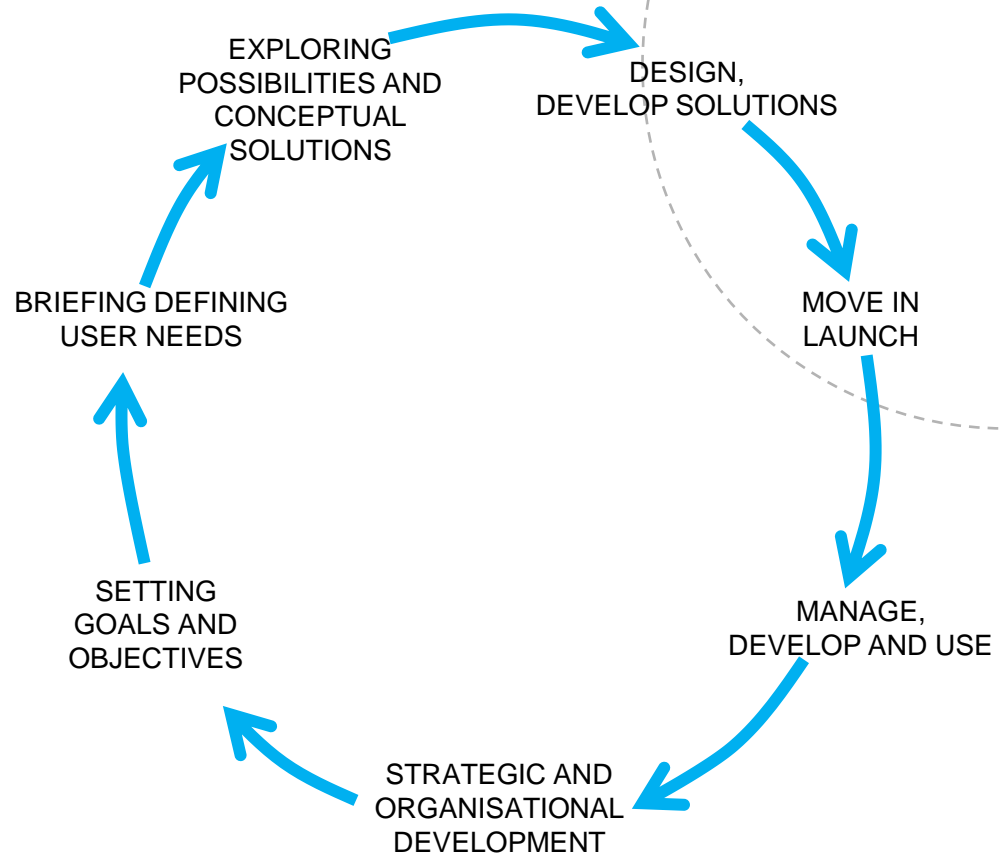
# **WORKPLACE INNOVATION AS PROJECT**

# **WORKPLACE INNOVATION AS CONTINUOUS STRATEGIC PROCESSES (MANAGEMENT)**

## WORKPLACE MANAGEMENT:

“the activities in Facilities Management that are related to planning, provision, management and evaluation of workplaces”

## WORKPLACE PROJECT



## WORKPLACE MANAGEMENT

GOVERNANCE  
CONCEPT, NORM FIGURES  
EVALUATIONS

STRATEGIC ALINGMENT  
STANDARDIZED TOOLS, PROCESSES AND SOLUTIONS  
CONTINUOUS DEVELOPMENT (KPIs)

# TELENOR CASE

## MOVE TO FORNEBU



2001/02

## TELENOR'S WORKPLACE MODEL

Telenor's workplace model creates a framework for the interaction between physical, social and technological factors.

A good workplace provides a balance of future-proof, flexible solutions for the way we work, technology/ infrastructure and the physical workplace







# THE TELENOR WAY, 4 PRINCIPLES:

- ACTIVITY-BASED WORKPLACES
- DYNAMIC USE
- WORKPLACE FLEXIBILITY
- CLEAN DESK



*Telenor has reinvented the workplace, and our way of working represents something unique and innovative that distinguishes Telenor from other employers.*

More than a decade ago, Telenor opened its headquarters at Fornebu, Norway – a workplace built around the interplay between people, space and technology. This has been an important part of the “Telenor Way”, a concept that has redefined the way we work, both in Norway and in all of our business units around the world.

The Telenor Way is how Telenor runs its business, both in Norway and in all of our business units around the world. It links the company's culture, vision and values, Code of Conduct, governance and leadership expectations, and not least our customer orientation.

Our workplaces are built to stimulate creativity, flexibility, communications, innovation, and transparency, and this workplace model is thus part of the Telenor Way. We have focused on building architecture and esthetic quality that inspire and empower employees. This includes open workspaces for all, paper-free desks, use of technology, and integration of inspirational design in the everyday work life. In Telenor, we want our open office solution to be the way we all work, including me and the management in our business units.

Our workplace model and way of working are being implemented in our offices globally. It is an important element of our culture and an important contributor to our international success. Telenor has been at the forefront in developing this new way of working, and we are proud to see that other successful international companies are following our model.

Jon Fredrik Baksaas  
President and CEO  
Telenor Group.



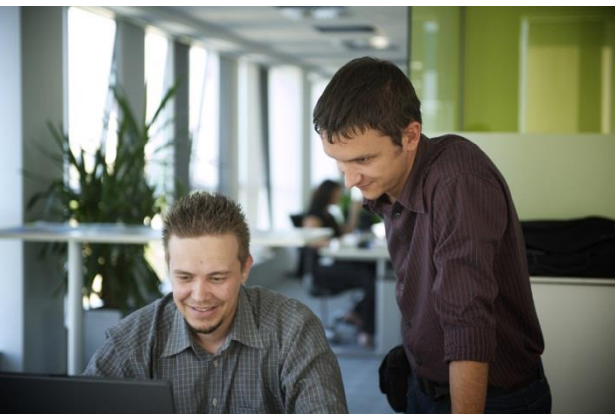
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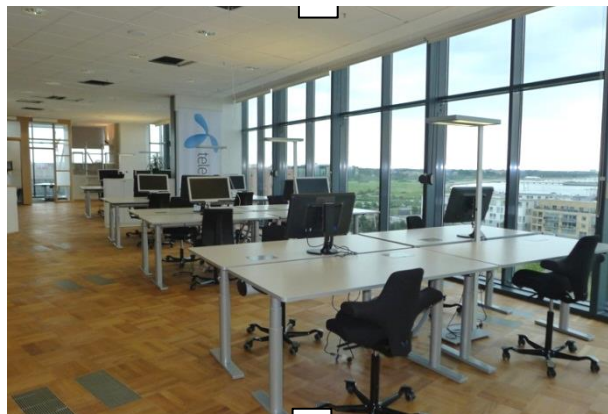
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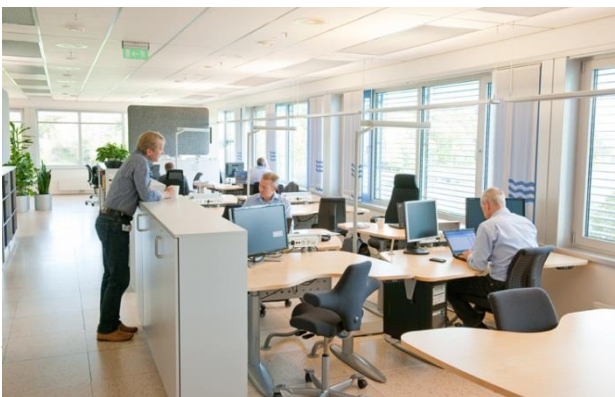
Belgrade



Malmö



Dhaka



Wave 2 – Fornebu



**13 YEARS**

# THE TELENOR WAY



# WHAT HAS TELENOR LEARNED?

- The new ways of working and the cultural change have contributed strongly to development of Telenor
- A clear corporate «way of work» has been a competitive advantage internationally
- The standardized concepts have resulted in
  - Flexibility
  - Area efficiency
  - Reduced costs

# WHAT HAS TELENOR LEARNED?

- This is only the beginning....
  - New technology
  - New ways of working
  - Changes in corporate focus and development
- Knowledge, attention and consciousness about the intentions and the workplace principles
  - Top management
  - Operational management
  - Staff
- Flexible use makes it possible to combine area efficiency with good work environment for the users
- A clear concept and space norms is needed to ensure good solutions

# WHAT HAS TELENOR LEARNED?

- Workplace innovation needs maintenance and care!
- Ownership?
  - Business management concerned with the business
  - FM concerned with operation, tenants and services
- Competence
  - Lack of workplace knowledge in FM
- Success of the workplace concept is related both to a operational decisions and strategic understanding



# New workplace management in Telenor

- Governance
- Strategic alignment
- Workplace concept, norm figures
- Information
- Standardized tools, processes and solutions
- Evaluations
- Continuous development (KPIs)

# WORKPLACES - THE TELENOR WAY

Our workplace model supports the work we do and the goals that we set. It is an integral part of 'The Telenor Way' of doing business, and is reinforced by our values.

## *be inspiring*

Our offices are designed to be inspiring places to work and to visit. They support creativity, innovation, interaction and knowledge sharing. We value good design and sustainable solutions.

## *make it easy*

We use space dynamically to create flexible, standardized and cost-efficient work-places. We save and share information digitally. We share knowledge across the organization.

## *be respectful*

We respect our colleagues' work and time. We follow commonly agreed-upon rules. We respect information management procedures and keep our desks tidy.

## *keep promises*

We follow common rules and use space as intended. We have freedom and trust to manage our own work and deliveries. We all endorse our work-place concept.



# A missing piece?





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