

# Smart Working

## Guidebook for Poland

Initiator:

**mikomax**  
smart office.



Facilitator:

*Variazioni*

Partners:



wiewiórski

law firm



TECHNOLOGIES

# Why Smart Working?



**Katarzyna  
Szczudlińska - Urban**  
Internal Processes and  
Communication Coordinator  
Roche Global IT Solutions (ADMD)

” Apart from obvious benefits like making work-life balance easier for employees, there is a number of advantages that also employers can gain from being more flexible in terms of working conditions. Workspaces can support empowerment through choice. Work is increasingly mobile and employees now consider workplace technology as a factor when choosing what company to work for. Placing people in close proximity leads to more idea sharing.

In 2016 Global Engagement Study they noted that there was a direct correlation between an employees control in the workplace and their engagement. The most engaged employees also had the most choice in where they worked on tasks within the office. ”

” At GSK, we aim to create an inclusive, engaging working environment that encourages employees to contribute and help us achieve our strategic business objectives. Key to this is our investment in development, our approach to flexible working and our innovative safety, health and well-being programmes.

Thinking flexibly about the way we work enables us to attract, retain and motivate critical talent groups. This includes formal arrangements such as flexible hours, part time working and job shares, as well as informal arrangements such as working from different locations. ”



**Paweł Więkowski**  
Planning and Transition Lead  
GSK



**Iwona Masłoń**  
Infrastructure Resource  
Management Leader  
IBM

” Smart working is a benefit not only for employee, but for the company as well. It is a privilege for mature organisation and independent employees who have an appropriate level of mutual trust and good relations. It does not limit the employees to one workplace, but allows them to choose the best form depending on current needs. For the company it means greater availability and efficiency of the employees which is reflected in economic results, but it is worth to remember that company needs to provide all necessary tools for remote work. IBM proudly uses smart working. It has positive influence for employees satisfaction what is reflected in the results of the satisfaction survey of our employees. ”

” We have this experience with a network of companies in Italy that experimented on smart working together. We've measured the benefits and the advantages for the employees and for the companies. With this research we've found out that employees have a lot of benefits, they have more autonomy and a possibility to choose where to work and when to work. And this is a key point for the satisfaction of the employee. ”



**Arianna Visentini**  
President and CEO  
Variazioni SRL



**Zuzanna Mikołajczyk**  
Brand Director, Board Member  
Mikomax Smart Office

” The way we work and live today is changing. These changes, such as the rise of the 24/7 digital economy, put us under pressure to be always available and maximally productive. On the other hand, the model of work we have grown used to – fixed working hours, standardized workspaces and measuring results based on time spent in the office – does not foster efficiency and work-life balance. When working harder might mean employee burnout and disengagement, the alternative is working smarter. Smart working is a management model that means more flexibility in terms of when and where work is done and focuses on results rather than time spent at the desk. Such a balanced approach benefits not just the employees but also the companies themselves by boosting team members productivity, creativity and engagement. ”

# Research shows benefits of Smart Working

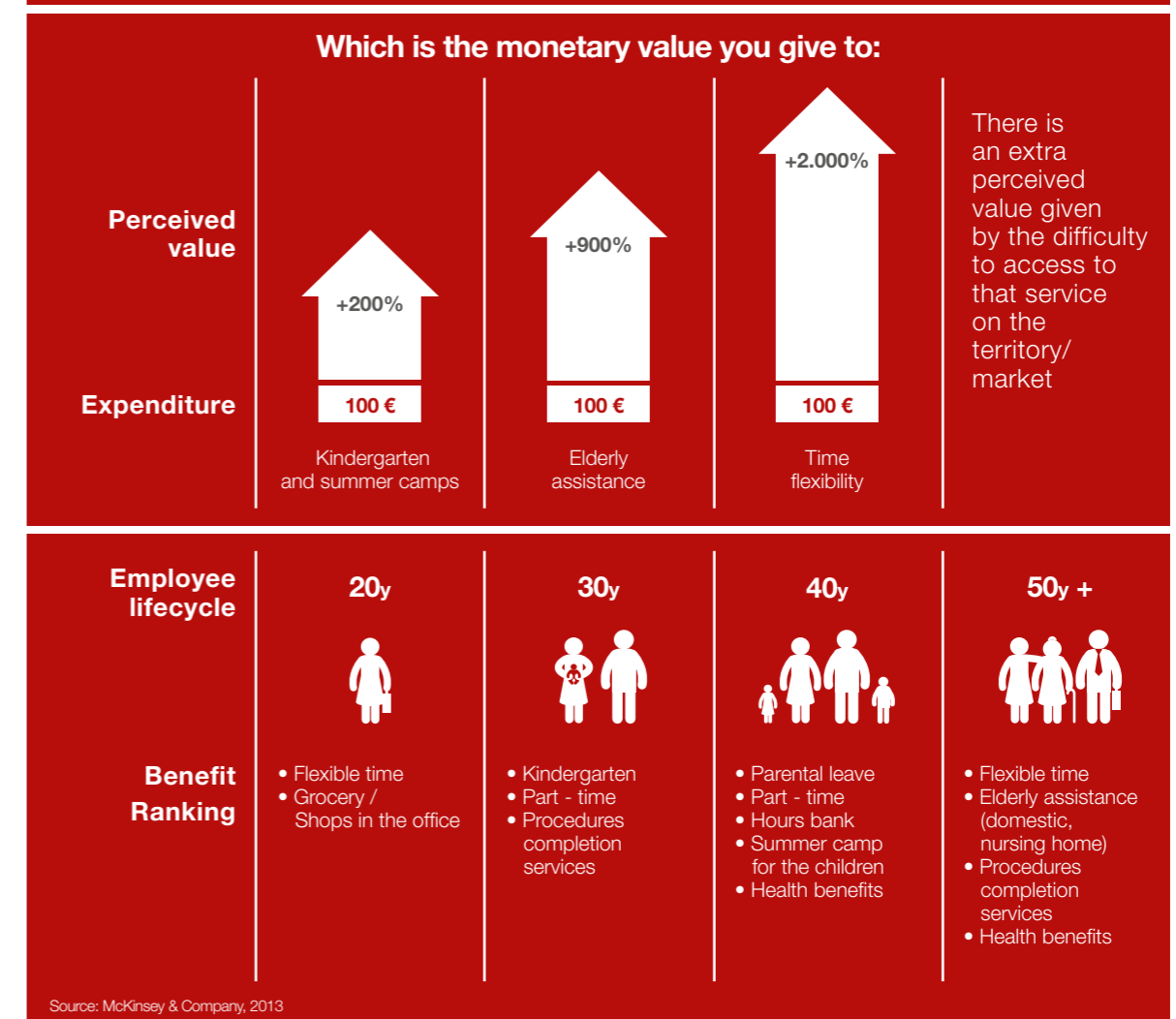
## The implementation of smart working by a group of six Italian companies\* has brought about spectacular results:

- **37.000 km** saved daily (284.000 km saved in total in 6 months)
- **65,4 CO<sup>2</sup>** tonne not emitted in 6 months (which are equivalent to 8.720 new planted trees in the city)
- **90 minutes** saved daily by every smart worker (11 hours in 6 months)
- **43.000 euro** saved (80 euro saved on commuting and 50 euro saved on other expenses by every smart worker, in only 6 months)
- Reinvested time in the amount of **180.000 euro** in the amount of nearly 600 recovered working days
- Reduction in time-off, occupational disease and work-permit requests for a value of **45.000 euro in 6 months**
- **61.000 euro** savings generated due to unexploited commuting compensations and meal allowances in 6 months
- **94%** of the interviewed managers has declared that the overall productivity was increased or kept constant
- **95%** of the interviewed managers has declared that the objectives were achieved



**Arianna  
Visentini**  
Variazioni

## The perceived value is not correlated to the economic expenditure of the service itself by the employees:



\* ABB Italia, Banco Popolare, Italcementi Italia, UBI Banca, Volvo, Comune di Bergamo



**Arianna Visentini**  
Variazioni SRL

**Smart Working is a new way of working where the working duties are fulfilled in places and timing chosen by the employee, as a result of a mutual agreement between employee and employer in order to create mutual benefit and overall satisfaction. (Definition by Variazioni Srl)**

C  
O  
R  
E

### Cultural

- Inclination to INNOVATION
- Long term economic/financial VISION
- Measurement of costs/benefits - MONITORING systems

### Regulative

- Sharing of values by the EMPLOYEES
- Awareness by the MANAGEMENT
- Awareness of the employees' NEEDS

### Organizational

- Suitable technical and TECHNOLOGICAL endowment
- Suitable ORGANIZATIONAL, managerial and technical proficiency
- Shared and efficient PERFORMANCE EVALUATION SYSTEM

### Economic

- Inclination to INNOVATION
- Long term economic/financial VISION
- Measurement of costs/benefits - MONITORING systems

"A thorough analysis of the starting point is a key step in implementing changes in work organization. It allows identifying the needs of a particular company and creating tailor-made solutions. It is important that such an analysis should focus not only on infrastructure and formal issues. The human factor is equally important. This is true for employees on all levels of the organization. The implementation of smart working will not be possible without cooperation between employees and management", explains Arianna Visentini, CEO at Variazioni Srl.

Smart Working should be embedded in the organizational strategy and it should satisfy organizational needs through an ad hoc solution thanks to a prior background analysis, both at company and country level. The process implementation is structured through goal setting, working path definition, monitoring and management audit. Smart Working aims to create exceptional value, economic savings and satisfaction in terms of work-life balance. In fact, it enhances company's wellness, which is a competitive advantage. Thus, Smart Working mission is to guarantee a ROI (return on investments) in terms of Work-Life Balance, Wellness, Engagement, Human resources value, combined with savings on costs and staff management. The benefits are measured through qualitative and quantitative analyses. Some examples are focus groups and surveys implementation to evaluate metrics and KPIs. Smart Working is an organizational development and change process, which covers the organization at all

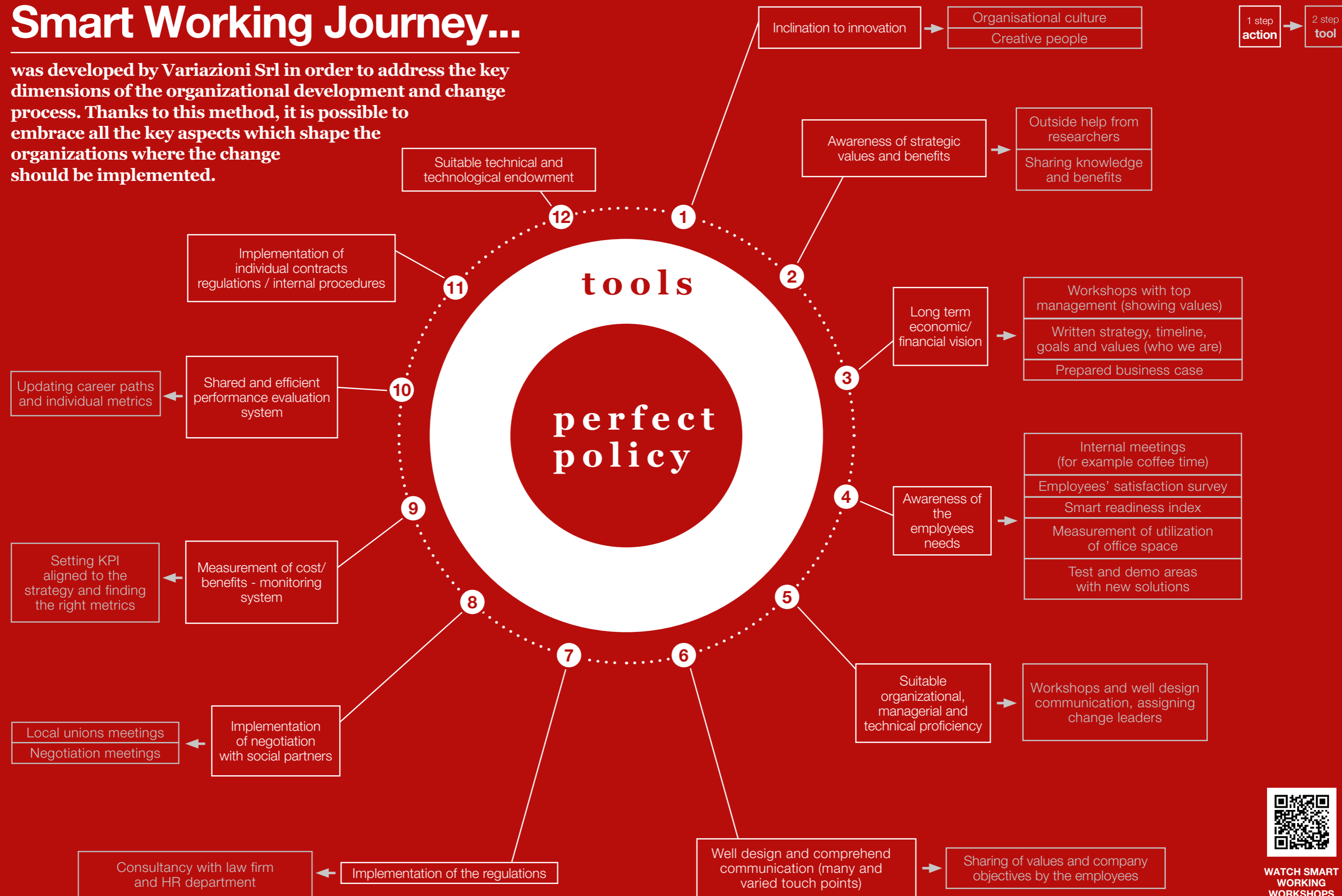
levels. A theoretical framework was used by Variazioni Srl to realize the change and make it sustainable. In particular, this process goes through five phases. Each phase is supported by specific actions, shaped according to C.O.R.E.™ methodology. In fact, C.O.R.E.™ methodology was developed by Variazioni Srl in order to address the key dimensions of the organizational development and change process. Thanks to this method, it is possible to embrace all the key aspects which shape the organizations where the change should be implemented. C.O.R.E.™ is an acronym which identifies four dimensions : Cultural, Organizational, Regulative and Economic. The cultural phase is the dimension related to engagement, motivation, relationships, trust, awareness, needs assessment. In the organizational dimension, we insert activity based working, technology and the technological endowment with respect its adequacy to the selected objectives. The performance evaluation system belongs to this area and it should be shared and efficient, by meeting the organizational requirements. The third area is the regulative, which entails an analysis with respect the labour law, at country level. It includes a creation of an internal policy, coherent with the health & safety regulations and internal procedures. The economic area includes KPIs settlement and evaluation as well as the long term financial vision in order to sustain the change process. In this area we measure the costs and benefits involved in the change management process to guarantee a long term benefit.

**The five phases, which are following the organizational development theory are presented here below and they should be followed chronologically.**



# Smart Working Journey...

was developed by Variazioni Srl in order to address the key dimensions of the organizational development and change process. Thanks to this method, it is possible to embrace all the key aspects which shape the organizations where the change should be implemented.



# How you can use the tool?

**Katarzyna Szczudlińska - Urban** Roche Global IT Solutions, Poland

What we have prepared and worked out might be very useful to all companies that are willing to implement such way of working, but do not know where to start. It might be a guide and practice sharing, to make our employment market more pleasant for both sides, as it brings various positive impact.

**Paweł Więckowski** GSK

A key factor in implementing Smart Working is to identify business and employees' needs. It can help to understand to what extent a flexible smart working positively impacts competitive advantage on the labour market. Using this tool and guidebook it is easy to choose the scope of smart working carefully to preserve or boost employees performance and foresee future legal consequences of your decisions and adjust the policy for sustainable efficiency and benefits.

**Iwona Masłoń** IBM

By the year 2025, two-thirds of the workforce will have consisted of „millennials”. However, being a „millennial” isn’t just about the year in which you were born. It is about a mindset shift, because „millennials” think and work much differently from generations of the past. The millennial mindset is agile, digitally literate and focused on using the latest social technologies to connect in new and innovative ways. Companies wants to adopt smart policy needs to be prepared for the new way of working. It means that need to think how to craft its future amidst fast-moving technology, social connection, that they need greater digital integration into our already busy lives. More intuitive technology that makes life easier without sacrificing human connections and relationship. Offices needs to be equipped in agile facilities allowing more creative work. Smart policy requires also mature leadership. Employees are evaluated on the basic of set of goals and achievement, meaning quality and not the time spent in the office.

**Zuzanna Mikołajczyk** Mikomax Smart Office

The tool can be used in many different ways. One of them could be a “compass and eye opener” for companies who would like to know what scope of actions they would need in order to undertake to implement smart working. From the presented spectrum they can choose the key elements and concentrate only on them. We suggest change step by step.

**Arianna Visentini** CEO Variazioni Srl:

**“A thorough analysis of the starting point is a key step in implementing changes in work organization. It allows identifying the needs of a particular company and creating tailor-made solutions. It is important that such an analysis should focus not only on infrastructural and formal issues. The human factor is equally important. This is true for employees on all levels of the organization. The implementation of smart working will not be possible without cooperation between employees and management”**

# Focus on

These four areas were chosen by our knowledge Partners in order to deliver you the most up-to-date best practices which help you on your Smart Working Journey.



**Smart Worker**



**Technology**



**Law**



**Smart Office**

# Focus - Smart Worker

Smart Worker is an employee who can choose the way of working in the scope of time, place and tools.

Much research show that Smart Worker works on average outside the main office 1,5 days.

## Sense of community

Ability to develop the sense of affiliation and trust in order to support collaboration and build social network.

- Team Working
- Altruism
- Social intelligence
- Organisational intelligence
- Engagement

## Empowerment

Ability to share information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance.

- Proactivity
- Problem solving
- Goal-centric thinking
- Openness

## Flexibility

Capability to dynamically adapt the activities to individual and organisational situation.

- Multitasking
- Resilience
- Time management
- Work-life integration

## Virtuality

Capability to individualize correct mix of digital tools.

- Knowledge networking
- Self empowerment
- Creativity
- Virtual communication
- Digital Awareness

In opinion of HR managers the main soft skills needed by a Smart Worker are:



Goal-centric thinking



Knowledge networking



Proactivity



Virtual communication

In opinion of Smart Workers they can better perform activities like concentration and creativity and they still positively evaluate communication and collaboration with other employees.

Smart Workers underline that this way of working is helping them in:

Developing skills and future carrier

Improving quality of work

Improving enthusiasm and work satisfaction

Better managing time between work and private life

# Focus - Labour Law

## Smart working in the light of the Polish labour law.



Marek  
Wiewióński  
Wiewióński  
Law Firm

**The idea of „Smart Working” has not been a subject of complex legislation in Poland yet. Nevertheless, on the basis of already available institutions of labour law, it is possible to implement solutions meeting the idea of „Smart Working”. Telework and occasional homeworking are two examples of such institutions.**

**TELEWORK - a work which is regularly performed outside of the workplace with using electronic means of communication**

### Formal and organizational requirements associated with the implementation of telework

- At the level of the entire workplace - implementation of telework regulations or agreement in which terms and conditions of telework employment are to be specified.
- At the individual level - individual telework contract - (in addition to regulations or agreement); concluded at the time of concluding the employment contract or during the employment.
- If not specified otherwise in the separate contract concluded between the employer and teleworker, the employer is obliged to:
  - Provide the employee with the equipment that meets OHS standard.
  - Insure the above mentioned equipment.
  - Cover the costs resulting from installation, service, operation and maintenance of the equipment.
  - Provide the employee with technical assistance and the necessary training concerning use of the equipment.
- The employer should specify the rules concerning protection of data transferred to the teleworker, and carry out, as appropriate, instructions and training in this field.
- The teleworker should not be treated less favorably than other employees.
- The employer is exempted from some duties relating to OHS.

### Advantages of the telework:

- Makes it easier to balance private with professional life.
- The employment inclusion of persons at risk of exclusion.
- Time saving for the employee (e.g. on commuting).
- Financial savings associated with the reduction of required office space.
- Potentially enhanced efficiency and loyalty of employees.

### Potential problems / risks.

- Organizational challenge, e.g. in terms of cost settlement.
- Increased risk associated with leak of data or loss and damage of data or equipment.
- Difficulties with managing work processes and controlling employees.

### OCCASIONAL WORK FROM HOME - an alternative to the telework

- Occasional homeworking is a solution that allows employees to find a balance between work and private life by occasional performance of work from home or any other place chosen by the employee. It is not permanent or regular.
- The solution has not been regulated by the Polish Labour Code - it might be implemented on the basis of internal labour regulations and the mutual intention of the parties.
- It is completely of a voluntary nature.

### While implementing the occasional homeworking, please bear in mind that:

- It is recommended to specify terms and conditions of the homeworking in internal regulations of the employer (especially issues concerning OHS).
- The employer should provide supervision over workers, who perform work on the homeworking basis.

### TASK - BASED WORKTIME

- Under the task-based worktime system the employee is not appraised on the basis of time in which he is at the employer's disposal, but according to the performance of assigned tasks.
- The employer shall designate tasks after consultation with an employee and in such amount, that their performance by an employee would not violate standard time of work; the employee determines working time on his own.
- Implementation of the task-based worktime system does not preclude the overtime work.
- The Labour Code requires the employer, after having consulted it with the employee, to determine the time necessary to perform assigned tasks, in compliance with the standard working time set out in the standard provisions of the Labour Code.

### Advantages and disadvantages of the task-time worktime system:

- The employee has a large autonomy.
- More efficient work performance.
- No need to record the employee's hourly working time.

### Disadvantages:

- Limitation of the employer's capacity to control working hours and the employee's availability.
- The difficulty with determining the time necessary to perform assigned tasks.

### FLEXIBLE WORKTIME

### The Labour Code set out two types of flexible worktime system:

- Providing for different starting hours of work on different days.
- Providing for the period of time during which the employee decides when to start a work on his own.

### The implementations of flexible worktime system:

- On the basis of an agreement concluded with employees' representatives (a separate mode provided for workplace, where labour unions have been established or collective working agreement has been implemented).
- Individually, on the written request of the employee.

# Focus - Technology



**Konrad Drózka**  
Transition Technologies

In the time of globalization - work distribution and smart offices, technology guides industry. It is everywhere in each moment of future Smart Working Way. It is not only accompanied by cooperation and mobility, but also cares about the physical and cyber security.

<p><b>VARIOUS LOCATIONS</b></p> <ul style="list-style-type: none"> <li>• Work from home, from vacations, from business trips</li> <li>• Travelling with limited access to the computer</li> <li>• Phone becomes main work place</li> </ul> <p><b>PERSONAL AND BUSINESS LIVE OVERLAP</b></p> <ul style="list-style-type: none"> <li>• We work 24/7</li> </ul>			Human
<p><b>APPLICATIONS AND SUPPORT SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• Easy booking rooms, desks, meeting</li> <li>• The organization catering for hotel guests</li> <li>• Access from phone</li> <li>• Synchronizing calendars</li> <li>• Automate billing delegation, accounts, workflow, and many others</li> </ul>			Mobility
<p><b>IT MAKES IT EASIER AND FASTER</b></p> <ul style="list-style-type: none"> <li>• To speed up the work during private time you have to give a lot of tools, best mobile solutions to have time spent as short as possible and as effective as possible. Then your employee get less frustrated and more motivated</li> </ul>			
<p><b>FAILURE COST</b></p> <ul style="list-style-type: none"> <li>• Contractual penalties</li> <li>• Losses branding</li> <li>• The risk of collapse of the company</li> </ul> <p><b>WHAT TO SECURE</b></p> <ul style="list-style-type: none"> <li>• Computers, servers, phones</li> <li>• Systems in the clouds</li> <li>• Access to resources</li> <li>• Everything valuable</li> </ul>			Cybersecurity
<p><b>THE PROCESSES OF INCIDENT MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Incidents registration process</li> <li>• The implementation of corrective actions</li> <li>• The introduction of security means for the future</li> </ul> <p><b>CYBERSECURITY STRATEGY</b></p> <ul style="list-style-type: none"> <li>• Required separate approach</li> <li>• A key element of any company</li> </ul>			
<p><b>IT DEPARTMENT ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Equipment Central monitoring and management</li> <li>• ALL Devices Encryption and Data</li> <li>• Access systems, cyclic procedures broadcasting rights, physical zones with limited access in the office</li> </ul> <p><b>CONTINUOUS IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>• Definition of IT business processes</li> <li>• Tracking execution and performance</li> <li>• Lessons learned propagation</li> </ul>			
<p><b>CONTROLLING</b></p> <ul style="list-style-type: none"> <li>• Effective monitoring of physical resources</li> </ul> <p><b>MONITORING OF BUILDINGS</b></p> <ul style="list-style-type: none"> <li>• Lowering cost of recovery</li> </ul> <p><b>BACKUP</b></p> <ul style="list-style-type: none"> <li>• Backup strategy</li> <li>• Strategy redundancy resources</li> <li>• Strategy deployment of physical resources</li> </ul>			Physical security
<p><b>SECURITY INCIDENTS MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Incidents registration process</li> <li>• The implementation of corrective actions</li> <li>• The introduction of security means for the future</li> </ul> <p><b>SYSTEM INTEGRATION</b></p> <ul style="list-style-type: none"> <li>• Integration of monitoring systems the sensor systems</li> <li>• Track security services , intelligent route planning to include the effective areas</li> </ul>			
<p><b>THE DEFINITION AND IMPLEMENTATION OF STRATEGIES BACKUPS</b></p> <ul style="list-style-type: none"> <li>• Proper operation of the IT department</li> <li>• Defining key areas for IT</li> <li>• Monitor the performance elements of the plan</li> </ul> <p><b>CONTINUOUS IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>• Definition of IT business processes</li> <li>• Tracking execution and performance</li> <li>• Lessons learned propagation</li> </ul>			
<p><b>COOPERATION IN VARIOUS LOCATIONS</b></p> <ul style="list-style-type: none"> <li>• Distributed project teams</li> </ul> <p><b>PROJECT EXECUTION</b></p> <ul style="list-style-type: none"> <li>• Maintaining the current status of the work</li> <li>• Instant access to the results of the work</li> <li>• Reporting</li> </ul> <p><b>CUSTOMER SPECIFIC NEEDS</b></p> <ul style="list-style-type: none"> <li>• Separation of project work from the other teams</li> </ul>			Cooperation
<p><b>SECURITY INCIDENTS MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Dedicated services, resources and teams, separate rooms, specific hardware multilingualism</li> </ul> <p><b>IT SOLUTIONS</b></p> <ul style="list-style-type: none"> <li>• Teleconferences, accessible from mobile</li> <li>• Camera systems and TVs</li> <li>• Interactive boards (physical and virtual)</li> </ul> <p><b>SUPPORTING SOLUTIONS</b></p> <ul style="list-style-type: none"> <li>• Tracking systems</li> </ul>			
<p><b>KNOWLEDGE BASE SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• Knowledge Base Systems</li> <li>• Local and synchronized copies of data repositories</li> <li>• Access to knowledge bases outside the office</li> </ul> <p><b>LOGICAL PROJECTS DIVISION</b></p> <ul style="list-style-type: none"> <li>• Separated IT spaces, KB</li> <li>• Separate servers, easily scalable</li> <li>• Easy access definition</li> <li>• Process automation language (Web pages, design work, manufactured products, etc.)</li> </ul>			
<p><b>DYNAMIC SPACE MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Analysis of current usage</li> <li>• Central administration and planning</li> <li>• Anticipating change and needs</li> <li>• Continuous adaptation and simulation</li> </ul> <p><b>MONITORING OFFICES AND WORKING CONDITIONS</b></p> <ul style="list-style-type: none"> <li>• BHP</li> <li>• Controlling quality of working conditions</li> <li>• Mediate and automated reactions</li> </ul>			Globalization smart and connected offices
<p><b>EMPLOYEE PERSONALIZATION</b></p> <ul style="list-style-type: none"> <li>• Dynamically changing office space, furnitures and other conditions</li> <li>• Attendance of employess from many offices</li> </ul> <p><b>SMART SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• Sensors in the rooms, conference rooms</li> <li>• Systems processing data from sensors</li> <li>• All to predict demand</li> <li>• Heat maps showing the assembly workers, chillout factor</li> </ul>			
<p><b>SMART MONITORING</b></p> <ul style="list-style-type: none"> <li>• Control of energy consumption</li> <li>• Predicting consumption</li> </ul> <p><b>SOLUTIONS FOR EMPLOYEES</b></p> <ul style="list-style-type: none"> <li>• Define your preferences</li> <li>• Registering attendance and adaptation conditions (light, heat, etc.) After entering office</li> </ul>			
<p><b>OFFICES LOCATED WORLD WIDE</b></p> <ul style="list-style-type: none"> <li>• Distributed project teams, outsourcing, freelancing</li> <li>• Central management</li> <li>• Central administration and planning</li> </ul> <p><b>VIRTUAL OFFICES</b></p> <ul style="list-style-type: none"> <li>• Employees very often outside of office</li> <li>• How to keep them in close relations?</li> </ul>			Globalization work distribution
<p><b>PR &amp; MARKETING FOR MULTIPLE BUs</b></p> <ul style="list-style-type: none"> <li>• Campaigns and processes synchronized</li> <li>• Engaging people from distributed offices</li> </ul> <p><b>SHARED IT SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• VPN &amp; unified access</li> <li>• Unified Knowledge Databases</li> <li>• Software supporting administration, fully available for employees, document workflow and mngt</li> </ul>			
<p><b>KEEPING EMPLOYEES BEING PART OF COMPANY</b></p> <ul style="list-style-type: none"> <li>• Remote insight to the office live</li> <li>• Newsletters, systems to share ideas, offtopic</li> <li>• Sense of belonging to something bigger</li> </ul> <p><b>PR &amp; MARKETING DRIVEN IN IT SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• Project aproach and project excution</li> <li>• Social media</li> <li>• Managing projects in the cloud</li> </ul>			

# Focus - Smart Office

Aligning physical platform for smart working organizations.



Zuzanna  
Mikołajczyk  
Mikomax Smart  
Office

Environment in which we manage and lead our businesses is changing more frequently than ever before. The goal of smart working is to make it possible. This is also influencing more and more the physical surrounding. For many companies it is not enough to have a “place to work”. Office is becoming an element of the strategy. Workplace strategy is a platform where it is defined how we would like to work and what is important for an organization. However, such changes need to be correctly identified and managed. Here we are presenting how it can be managed in a way that is connected to company, its strategy, engaging for employees and bringing up-to-date knowledge of new ways of working – all in a scope needed by a company.



Measure



Engage



Change



Support



## Starting point



### Step 1

Awareness of the need for changes and strategic values and benefits.

- Outside help from researchers.
- Sharing knowledge and benefits.
- Workshops, consultations, suggestions from external office layout expert.
- Derivation of disruptive activity outside the open office space.
- Introduction of the zones corresponding to different types of activity (meetings, phone calls).
- Test and demo areas with new solutions.



### Step 2

Awareness of the employees' needs, implemented process of change.

- Appointment of the team (with internal and external members) to supervise the process.
- Employees' satisfaction survey.
- Further derivation of disruptive activity outside the open office space.
- Introduction of ergonomic solutions (sit & stand).
- Introduction of external mobile work (occasional home office).



### Step 3

Implemented process of change in office space, current response to the identified needs.

- Implementation of individual contracts regulations / internal procedures.
- Suitable technical and technological endowment.
- Employees' satisfaction survey.
- Introduction of internal and external mobile work (hot desking, home office, task-based worktime).
- Introduction another types of the zones corresponding to different activities formal and informal meetings, relax zones, creativity work zones).




Smart Office

# What will the future bring?

	<b>Education system fostering innovation</b>
<b>More regulatory flexibility regarding the time</b>	
	<b>Working with happier people</b>
<b>Superhumans skills - downloaded</b>	
	<b>Having the right tools and reliable security solutions</b>
<b>Having enough trust to resign from reporting</b>	
	<b>More responsible attitude towards our (own)actions</b>
<b>No office... ;)</b>	

# Now is your turn...

		<p>This checklist will guide you... Check at what stage your organisations is and tick activities you would like to undertake on the smart working journey!</p> 	
Area	Action	Tool	
Regulative	Inclination to innovation	Organisational culture	<input type="checkbox"/>
		Creative people	<input type="checkbox"/>
Cultural	Awareness of strategic values and benefits ... policy by the management	Outside help from researchers	<input type="checkbox"/>
		Sharing knowledge and benefits	<input type="checkbox"/>
Economic	Long term economic / financial vision	Workshops with top management (showing values)	<input type="checkbox"/>
		Written strategy, timeline, goals and values (who we are)	<input type="checkbox"/>
Cultural	Awareness of the employees' needs	Internal meetings	<input type="checkbox"/>
		Employees' satisfaction survey	<input type="checkbox"/>
Organizational	Suitable organizational, managerial and technical proficiency	Workshops and well design communication	<input type="checkbox"/>
		Assigning change leaders	<input type="checkbox"/>
Cultural	Sharing of values and company objectives by the employees	Well design and comprehend communication (many and varied touch points)	<input type="checkbox"/>
Regulative	Implementation of the regulations	Consultancy with law firm and HR department	<input type="checkbox"/>
Regulative	Implementation of negotiation with social partners	Local unions meetings	<input type="checkbox"/>
		Negotiation meetings	<input type="checkbox"/>
Economic	Measurement of cost / benefits - monitoring system	Setting KPI aligned to the strategy	<input type="checkbox"/>
		Finding the right metrics	<input type="checkbox"/>
Organizational	Shared and efficient performance evaluation system	Updating career paths and individual metrics	<input type="checkbox"/>
Regulative	Implementation of individual contracts regulations / internal procedures		<input type="checkbox"/>
Organizational	Suitable technical and technological endowment		<input type="checkbox"/>
		Prepared business case	<input type="checkbox"/>
		Smart readiness index	<input type="checkbox"/>
		Measurement of utilization of office space	<input type="checkbox"/>
		Test and demo areas with new solutions	<input type="checkbox"/>

# We did it.

**I would like to thank for the engagement of all participants of the project and for sharing your best practices, thoughts and ideas. I believe we did something special which, I hope, will help many organizations to reflect or implement smart working.**

**We delivered the first guidebook dedicated to Polish reality with international best practices. I hope it will be an inspiration and a guidance for many innovative companies.**



**Zuzanna Mikołajczyk**  
Board Member  
Mikomax Smart Office

[zuzanna.mikolajczyk@mikomax.pl](mailto:zuzanna.mikolajczyk@mikomax.pl)

**mikomax**  
smart office.

## Mikomax Smart Office

We are a Polish, family owned company, with over 25 years of experience in the international market. We are an expert in designing offices combining our expertise in office furniture production with our own concept of implementing it with a modern office environment. We design customized offices adjusted to the Client's organizational culture, the nature of its business activities and specified goals to achieve. We direct our offer both to large and small companies and cooperate among others with following sectors: business services, telecommunication, finance, consulting, transport and public sector. We also provide supporting services within the whole project, starting with the design of a workspace, implementation of solutions, logistic, assembly, ergonomics trainings and others, in order to support the Client in its change.



## ABSL

The Association of Business Service Leaders (ABSL) is a leading organization representing the business services sector in Poland. Given the current business, economic & political opportunities, it is this sector that can propel and position Poland to be the global leader. Already today Poland is the international business service sector leader in Europe and no 3 worldwide. What is more, at current growth rate, this industry is on its way to become the country's largest source of private-sector jobs. ABSL Members include companies which conduct business in the area of Shared Services Center (SSC), Business Process Outsourcing (BPO), Information Technology Outsourcing (ITO), Research and Development (R&D) and companies contributing to the sector's growth. ABSL Members are over 170 global investors including: Accenture, arvato Services, Capgemini, Carlsberg, Geoban, Goldman Sachs, Google, Hewlett-Packard, IBM, Infosys, JLL, Luxoft, MAN, Procter & Gamble, PwC, Shell, Sony, Thomson Reuters, UBS, Xerox.

*Variazioni*

## Variazioni SRL

Variazioni Srl was born in Mantova in 2009 offering a 360° consultancy service for national and international companies, as well as public administration. Our areas of expertise are: Smart Working, Flexy policies, Welfare, Work-life balance, human resources administration, training and development. We work with a unique method: every service is turned into a unique product, custom-tailored and turnkey for our clients. In fact, we satisfy clients' needs by developing an ad hoc solution thanks to the prior background analysis, both at company and country level. Then the process is structured through goal setting, working-path definition, monitoring and management audit. Our goal is clear: we aim to create exceptional value, economic savings, satisfaction in terms of work-life balance. Variazioni Srl goes along with companies and people, through consulting solutions, training and services, in Smart Working and welfare projects.

## Roche Global IT Solutions, Poland

At Roche, 85,000 people across 150 countries are pushing back the frontiers of healthcare. Working together, we've become one of the world's leading research-focused healthcare groups. Our success is built on innovation, curiosity and diversity. We are the Roche Global IT Solutions, Poland. We operate directly from Poland; our headquarters are located in Warsaw and we have an office in Poznań. We cooperate with more than 1500 software developers in Poland and more than 400 of them are Roche Poland employees. We reach for the most advanced technologies available (mainly Java, .NET, HTML, JS, SFDC, SAP), because our department is of crucial importance for the worldwide innovativeness of the Roche Group. Technology is our strength. In our everyday operations we strive to take advantage of our knowledge of the latest solutions. Our specialists provide innovative solutions for developing and maintaining IT systems in our branches all over the world. We go to great lengths to create an efficient work environment where no artificial barriers exist and all of us can focus on making solutions that matter. Technology is not the only area of our development: we invest in people and inspire them to improve their skills (approx. 50 hours of IT technical training and trade conferences per employee every year).

## GSK

We are a science-led global healthcare company. We research and develop a broad range of innovative products in three primary areas of Pharmaceuticals, Vaccines and Consumer Healthcare. Our mission is to help people do more, feel better, live longer. As a global healthcare company, we take on some of the world's biggest healthcare challenges. By delivering a sustainable business, we provide health benefits to patients and consumers, improved shareholder returns as well as supporting wider society. Each of our three businesses benefits from GSK's commercial infrastructure, integrated supply networks and significant global presence. We also have a significant global presence with commercial operations in more than 150 countries, a network of 86 manufacturing sites in 36 countries and large R&D centres in the UK, USA, Spain, Belgium and China.

## IBM

IBM is the largest technology and consulting employer in the world, serving clients in 170 countries. In this new era of Cognitive Business, IBM is helping to reshape industries by bringing together our expertise in Cloud, Analytics, Security, Mobile, and the Internet of Things. We are changing how we create. How we collaborate. How we analyze. How we engage. IBM is a leader in this global transformation so there is no better place to launch or to further your career. Transforming healthcare, improving the retail shopping experience, rerouting traffic and even designing the next generation fan experience in sports stadiums around the world – this is what IBMers do.

## Luxoft

Luxoft is a global actor in IT Managed Services developing tailored solutions impacting industries such as automotive, energy, finance and more. Our mission is to go beyond the client expectations by bringing together technology, talent, innovation, and the highest quality standards. Luxoft offers global delivery capability through its network of state-of-the-art delivery centers in North America, Central & Eastern Europe, and Asia. Luxoft's customers benefit from the right mix of technology skills, industry knowledge, best-of-breed processes and methodologies and a choice of engagement models.

## Transition Technology S.A.

For nearly 25 years, we have been creating original IT systems, state-of-the-art technological solutions and IT services. Our products are dedicated only to the power and gas sectors, the manufacturing industry and the life sciences sector. Our systems are based on complicated, technologically-advanced works encompassing key aspects of business operations, such as trade in power and gas, production optimization and new product development. For the largest global corporations - leaders in that sectors we built specialized outsourcing centers, where development and engineering works are conducted within the framework of long-term service contracts. An important aspect of our activities are investment and development associated with the idea of Industry 4.0. We focus on conceptions related maintenance (eg. Predictive Maintenance), and product management (Service Lifecycle Management). In these works we use elements of both Internet-related things (Internet of Things), and the so-called augmented reality (Augmented Reality). Transition Technologies SA It has the status of Centre of Research - Development. Our activity in this area includes research and development of systems optimization of industrial processes, in particular the use of elements of artificial intelligence to improving processes and modeling and forecasting of physical phenomena.

## Wiewiórski Law Firm:

Wiewiórski Law Firm was established in 2004. The founder of the Firm, Marek Maciej Wiewiórski, Attorney at Law, has been involved since 1997 in providing legal assistance for the largest international corporations. Wiewiórski Law Firm ensures a comprehensive range of legal advisory services, providing its Clients with top quality legal solutions that allow them to operate in a changing economy. We structure investments in collaboration with the entrepreneurs, support their development, assist in various transactions and help avoid legal risks connected with running a business. We provide legal services to Clients from Poland, the UK, Spain, the USA, Germany, France, the Netherlands, Belgium, Japan, Australia, South Korea and Canada.



## **Smart working**

is a new way of working where the working duties are fulfilled in places and timing chosen by the employee, as a result of a mutual agreement between employee and employer in order to create mutual benefit and overall satisfaction.



**WATCH SMART  
WORKING  
WORKSHOPS**