A FRAMEWORK FOR THE OPEN ORGANIZATION
The world of work is evolving.

COWORKING INFRASTRUCTURE breathes new life into an old model by enabling static spaces to evolve into true hubs of dynamic, collaborative innovation.
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Two generations of research and case examples demonstrate that open organizations are not only more innovative and financially successful than their more ‘closed’ competitors, they also consistently attract and retain better talent, which sets in motion a virtuous spiral of productivity.

What is an open organization?
An Open Organization can be defined as a company (or non-profit) that extends high levels of choice and flexibility to employees, in a high-trust environment, where they can work according to their own rhythms and styles, and thus contribute their best energies to the organization in a transparent community of peers.

Jim Whitehurst, CEO of Red Hat Software, recently codified the principles behind the open organization in his ground breaking book- The Open Organization: Igniting Passion and Performance (Harvard Business Review Press, 2015). We think that this is template and roadmap for tomorrow’s high-performing, innovative organizations.

EXAMPLES OF OPEN ORGANIZATIONS:
» W.L. Gore » SEMCO » Rackspace
» Red Hat » SAS Institute » Valve
» Automattic » Google » Zappos
» Morning Star » 3M
» Patagonia » Sun Hydraulics

TRANSITIONING TO THE OPEN ORGANIZATION
For firms seeking to embrace some or all of the elements of open organizations, there are three essential questions/issues (the 3 P’s) that need to be monitored and managed:

1. **People**: Are our people granted sufficient choice and flexibility in how they do their work and do they feel connected to a sense of community?
2. **Place**: Do our workspaces effectively facilitate the necessary mix of private, social, and project-based work to drive our strategy?
3. **Purpose**: Are our people being challenged to deliver new ideas and solutions to problems, or are they merely executing top management’s directives?
THE OPENNESS QUOTIENT (OQ)

We have developed a holistic survey that measures how open a company is. We call it the Openness Quotient, or OQ for short, and it is framed around the 3 P’s - People, Place, Purpose. The OQ test is an eighteen question survey which helps companies quickly identify where they stand today, and what levers they need to push to become an open organization.

THE BROADER CONTEXT

At OpenWork, we believe in the power of Design and Design Thinking. As part of this perspective, we feel that thoughtful workspace design, accompanied by appropriate human resource policies, can be a powerful lever and methodology of cultural change. Too often, culture-change programs fail (around 70% of them) because they remain in the abstract realm of thoughts, beliefs, and values. This is why we put Place at the center of the equation. Place - the workspaces themselves and the patterns of interaction they facilitate - is the tangible vehicle around which the other objectives, such as innovation and productivity, can be measured.
BACKGROUND

CONJUNCTURED
Conjunctured was the first coworking space in Austin, Texas and is one of the oldest and most established coworking brands in the world. Today, there are 27 coworking spaces in Austin and over 5,000 spaces across the world. The partners of Conjunctured have been speakers at a number of global conferences related to innovation, coworking, and workplace strategy. In September 2014, after six years of coworking, the Conjunctured house closed its doors. Following its closure, in an effort to open the ‘coworking model’ into greater society, Conjunctured partners, Drew and David, launched a hybrid consultancy called The OpenWork Agency.

THE OPENWORK AGENCY
The OpenWork Agency is a coworking consultancy that helps real estate developers, companies, and potential operators assess, plan, and execute coworking solutions. We have a combined 20+ years of experience in the coworking industry, and have developed a turnkey model for helping others succeed in the industry.

OUR TEAM
The principals behind OpenWork are globally recognized pioneers in the coworking industry: Drew Jones, Ph.D., management professor, writer, consultant, co-founder of SHIFT Workspace, and former partner at Conjunctured; and David Walker, co-founder of Conjunctured, serial entrepreneur, designer, community activist, and community manager extraordinaire. Liz Elam, Founder of Link Coworking and Executive Producer of GCUC (Global Coworking Unconference Conference), recently joined the team to provide her thought leadership and expertise for client projects.
THE OPENWORK TEAM

DREW JONES
Partner

Drew Jones, Ph.D., is an organizational consultant, management professor, and writer. He has consulted with large and small firms over the past 15 years, and has written three books, including the first book (co-written) on coworking. His most recent book, *The Fifth Age of Work: How Companies Can Re-Design Work to be More Innovative in a Cloud Economy* provides a roadmap to a future world of work. He has been involved in coworking since 2007, and most recently was co-owner and partner at Conjunctured Coworking- Austin, Texas' first coworking space. He is based in Austin, Texas.

*Drew has been a speaker at the Global Coworking Unconference Conference (GCUC) and at Steelcase Workspring on the topic of Future of Work.*

DAVID WALKER
Partner

David Walker brings seven years experience working in the coworking industry, having launched and led operations at Conjunctured, the first coworking space in Austin and one of the original coworking communities in the world. Conjunctured has received global acclaim, not only for being an innovative workspace alternative, but also for its unique community-first approach to work and thought leadership in the coworking industry. Walker graduated in 2006 with a Marketing degree from The McCombs School of Business at The University of Texas along with a concentration in Sociology. David’s mission is to help evolve outdated models of work into dynamic, ecosystems of collaboration.

David is one of the original pioneers of the global coworking movement.

LIZ ELAM
Executive Producer, GCUC

Liz has become a prominent voice in the coworking movement. Since opening Link Coworking in 2010, the company has become a hub for Austin's innovators, giving them an ideal place to create and connect. She is a founding member and was the first President of the League of Extraordinary Coworking spaces (LEXC) and helped form Coshare. She has hosted the annual Global Coworking Unconference Conference (GCUC) for four years running, bringing together key influencers in coworking from all over the globe. Recently GCUC expanded to Canada, Australia, South America, and has a big announcement coming soon...

*Liz has been featured in the New York Times (3 times), CNBC, CNN, MSNBC, Wall Street Journal, Entrepreneur, Inc. and numerous other outlets. She has visited 200+ coworking spaces around the world.*
GREG LINDSAY
Advisor/Board Member

Greg Lindsay is a journalist, urbanist, futurist, and speaker. He is a contributing writer for Fast Company, author of the forthcoming book Engineering Serendipity, and co-author of Aerotropolis: The Way We’ll Live Next. He is also a senior fellow of the New Cities Foundation—where he leads the Connected Mobility Initiative—a non-resident senior fellow of The Atlantic Council’s Strategic Foresight Initiative, a visiting scholar at New York University’s Rudin Center for Transportation Policy & Management, and a senior fellow of the World Policy Institute.

Greg co-authored the October 2014 Harvard Business Review article, “Workspaces That Move People”
This evolution of coworking - from a desk and a chair, to a collaborative workspace, to a curated community - will only continue as companies and professionals grapple with the changes in how, when and where we work.

MATT COOPER
VP, oDesk
PAST CLIENTS

The benefit of the coworking model is its flexibility in how it can help serve its clients. Through our experience running Conjunctured, we have helped clients of all types realize effective ways to utilize shared resources offered by the coworking model.

AIRBNB
Workspace + Event Hosting
The Director of Community offices out of our shared workspace for two years. She utilized the meeting room for conference calls and hosted frequent AirBnB host gatherings afterhours in the space. In a way, Conjunctured served as AirBnB’s Austin headquarters. During SXSW, AirBnB utilized the entire property to host a marketing event for their executives and global community.

SOUTH BY SOUTHWEST
Work Retreat + Hackathon
In order to find a place away from their normal work atmosphere, the SXSW team in charge of picking the panels, annually reserved a meeting room at Conjunctured for three days. It doubled as a focused work session and team building event. On another occasion, SXSW Interactive utilized Conjunctured to host their first ever Hackathon. This was a two day weekend event.

LYFT
Interviews + Meeting Room
Startup ridesharing platform, Lyft, has expanded to cities all over the USA. Without offices in each city, Lyft utilizes the access to shared workspaces like Conjunctured. Two months prior to Lyft officially launching in Austin, they became members of our space and hosted hundreds of driver interviews as well as filmed a promotional video as part of their citywide launch event.
AUTOMATRIC
Workspace + Event Hosting

Automattic, the creator of Wordpress, has numerous employees scattered throughout the world. Without an office, employees work from home or join local coworking spaces. One of their lead developers was a member at Conjunctured for two years. We also hosted the “SXSW Wordpress BBQ” a networking event and collaboration opportunity for fans and employees.

AND HUNDREDS MORE...
Workplace community

Having run Austin’s first coworking space, Conjunctured, for six years we were the office + community space for hundreds of freelancers, entrepreneurs, telecommuters, startups, and other work independents. Designers, software developers, architects, lawyers, writers, photographers, and knowledge workers of all types.

REDHAT
Workspace + Team Event

RedHat utilized Conjunctured as the workspace for four of its employees in Austin. They utilized our conference room, meeting rooms, and community workspace. When RedHat wanted to host their Global Design Team event, we were able to host them in a dedicated, private environment for thirty employees who flew in for the three day event.