



““Work place making””

a practical blueprint
for reimagining the
workplace of the future



The Transformation Architects



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In 2020, Australian-American software giant Atlassian joined the rest of the world in pivoting to remote working. But five years later, as businesses everywhere enforce unpopular “return to office” (RTO) mandates and panic about maximising real estate investments, Atlassian is betting on a new workplace model it calls “distributed working”. Under the “Team Anywhere” project, all Atlassians can choose where they would like to work on any given day: from home, at a co-working hub, or at one of its soon-to-be 12 global offices.

100% of Atlassians are “distributed”, and 40% are fully remote – but its physical workplaces are still a key part of Team Anywhere’s strategy. In 2024, **Atlassian began a 12-month trial of a “connection hub”** for its 480 remote employees in Melbourne, with completely voluntary attendance. Early feedback showed that 38% of staff felt more connected, 24% felt more creative, and 20% felt more productive. And in 2025, **the company will open its new Sydney headquarters:** the tallest commercial hybrid timber tower in the world, designed to reflect Atlassian’s core values around sustainability and workplace culture and set to house a youth hostel, historic train shed, and space for thousands of workers.

The results speak for themselves. 92% of employees say they do their best work because of Team Anywhere, and 91% say it’s why they stay at Atlassian. The company jumped 40 places to number 7 in Fortune’s Best Places to Work list in one year, and now gets twice the number of candidates for roles and a 20% higher offer acceptance rate.

And although 80% of employees still go to the office each quarter, Atlassian is saving money on real estate. “We don’t have to grow our office footprint at the same rate as we would have before – so these investments can be utilised in other ways, such as to fund remote-focused benefits, intentional team gatherings, and co-working hubs,” says Annie Dean, VP of Team Anywhere.



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Beyond the hybrid debate

The future of work has arrived, yet many organisations remain stuck in outdated debates: declaring RTOs, forcing hybrid arrangements, or treating flexibility as a temporary concession. As a result, employees are losing faith in their leaders. According to [Gallup's State of the Global Workplace 2024](#) report, 62% of employees are "not engaged" and 15% are "actively disengaged", costing \$8.9 trillion in lost productivity worldwide.

[But as work experience expert Julia Hobsbawm says](#), the call to RTO is a red herring. "People have always worked flexibly where they can, and are now asking to be paid better if they can't. This won't change – nor should it. Flexible working is here to stay." The stats on

the benefits of a hybrid model are clear – [a 2024 experiment by Trip.com](#) on its workforce found it increased productivity by 1% and caused 35% less attrition, saving the company millions of dollars.

We're in the middle of the greatest working revolution of our lifetime. At The Transformation Architects, we predict this moment will demand not just adaptation, but reinvention. Work will no longer be a "place", but instead a dynamic, purpose-driven experience tailored to human flourishing, not machine functioning. As Joe Pine says, "The Transformation Economy is about the fulfilment of economic value: you guide people in transforming so they can flourish." The workplace of the future is no exception.

This white paper, the result of a roundtable in which our team looked at opportunities when it comes to the concept of "workplacemaking", outlines a transformative, actionable framework to design workplaces that align with employee needs and organisational goals in order to unlock creativity, connection, and productivity.

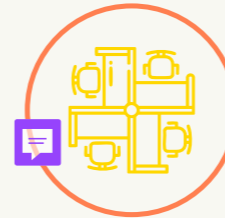


Why the current workplace isn't working



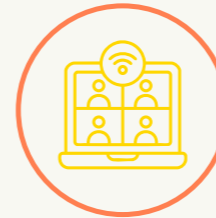
We're clinging to outdated structures and beliefs

The traditional 8-hour workday is a relic of the Industrial Revolution that no longer reflects the realities of modern, knowledge-based work. Offices designed for surveillance and efficiency fail to inspire creativity or collaboration.



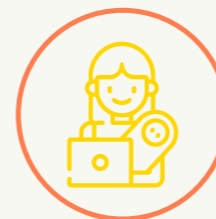
Business owners see empty offices as costly liabilities

Many organisations are locked into long-term leases, which drives resistance to hybrid models. But this stifles innovation and limits agility. Breaking this cycle requires viewing office space as a strategic investment rather than a fixed cost, enabling more innovative approaches that deliver long-term value.



Employees don't want to come back to the office full time

According to Gallup, 35% of hybrid workers and 33% of remote workers feel engaged, compared to 25% of those who work on site. As Sheena Patel says, "There's a tension between employers fearing a productivity drop and the opportunity cost for employees to be in the office. During the pandemic, we knee-jerked at scale into what we currently understand to be a hybrid working model, but by redesigning this model entirely, there is an opportunity to counter the loneliness epidemic, reduce the opportunity cost, and enhance productivity."



Hybrid work doesn't work for everyone

Research shows that distance negatively impacts organisational culture, virtual meetings can be ineffective and boring, and working hours can rise. Not everyone can work from home, even if the content of their job allows it – people might have limited workspace or poor internet. They might be juggling childcare, or lacking the solitude they need to get their work done. More extroverted types may crave the social contact work provides. Mandatory office days can often feel arbitrary, particularly if there's no-one there when you arrive, and parties and events can feel inauthentic and uninviting.