

# 办公空间创意设计

(英) 马修·德里斯科尔 / 编  
常文心 / 译

FROM ME TO WE  
THE CHANGING WORKPLACE



辽宁科学技术出版社



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# PREFACE

## 前言

### THE CHANGING NATURE OF WORKSPACE DESIGN

The contemporary workspace is beginning to change and that change has been led by a new wave of creative and technology businesses. The office has for long been not so different from its mid twentieth century iterations. Whilst the cubicle has gone in preference for groups of facing workstations, the large open plan floor plate filled with grids of desks endures as the common design for much of the corporate world. Whilst the tools of the trades have changed enormously along with the building envelopes which shelter the staff, most people remain the occupants of a fixed 2mx2m floor plate with a chair and desk. Why has this compartment endured so long? Economics, technology, practicality? It is certain that a high person to area ratio keeps cost down and profits up, and until relatively recently even the technology required an umbilical supply of power and data. What are the advantages to the individual afforded by the workstation compartment (with or without walls)? People like a personalised domain, a space they can make their own and even more so within a homogenous environment. There are productivity benefits to grouping people in teams, but conversely this stifles cross fertilisation and wider networking within an organisation.

Sadly this kind of environment comprising of workstation clusters, office pods, meeting rooms and occasional breakout proliferate the world, but this is changing. At the forefront of this change are the new wave of media, tech and creative businesses. These young dynamic and growing companies are unburdened by historic company structures and working practices, and critically they have embraced technology which allows total mobility and flexibility. Wireless technology and cloud-based data have unleashed the worker from their desk and enabled the design of the workplace to change. This physical freedom has enabled greater flexibility in the constraints of the working day. The boundaries between personal and professional life have become increasingly blurred and modern business has recognised that the provision of a more stimulating and comfortable environment enhances productivity.

The first iteration of flexible space design was "hot desking" which encouraged workers to choose their location with each workstation providing access to the tools they need. However, this still tended to be only the freedom to choose what was ostensibly a traditional desk. In offices where this is practiced it is often found that people would choose a station and then return to the same place each day; this is a desire for a personal domain, a sense of individuality, the need for a "home". Perhaps, but equally in the absence of variety it seems logical that one would settle into a routine, and there is comfort in the known. If the only variety of choice in the workspace is the group of people inhabiting the space around you then the tendency to build a community is normal. Does this make hot desking a failure, in this outcome it certainly fails to foster movement, cross communication and chance encounter which must be at the heart of the idea. However, perhaps the failure is to not recognise the importance of variety and choice of environment, and this is the direction that the contemporary workspace is moving.

The mobility of the worker is critical to this allowing staff complete freedom within

### 办公空间设计的变化

随着创新企业和技术企业的浪潮，现代办公空间正在发生变化。办公室已经不再是 20 世纪中期的模样了。虽然小隔间已经被面对面的群组工作台所取代，但是开放的大楼板上办公桌仍然纵横交错。无论是交易工具，还是建筑外观都经历了巨大的变化，而大多数人仍被困在一个 2 米 × 2 米的空间内。为什么隔间设计能坚持这么久？经济原因，技术原因，还是实用原因？当然，人均面积越少，办公成本越低，利润越高。而且一直以来，技术仍然要求集中的电力和数据供应。那么，隔间式办公台（无论是否有隔断墙）对个人的好处是什么呢？人们喜欢私人化的领域，一个能够释放自我的空间。将人们集中起来确实能提高生产力，但是相反的，这也会影响跨界交流和更广泛的沟通。

这种由工作组、独立办公室、会议室和临时休息空间所构成的办公环境遍布全球。令人欣慰的是，这种状况正在发生变化，走在前列的媒体、技术和创意产业，这些年轻而充满活力的公司摆脱了传统的公司结构和办公方式，接受了具有高自由度和高灵活性的新技术。无线技术和云数据把员工们从办公桌前解放出来，为办公空间的改变提供了可行性。身体上的自由进一步实现了更好的灵活性，私人生活和职业生活的界限越来越模糊，现代商务已经认可了更具启发性、更舒适的环境能提高生产效率。

第一代的灵活空间设计是“办公桌轮用制”，这种设计鼓励员工根据所需的工具来选择办公桌，但是他们所选择的办公桌在外观上也就是传统的办公桌。在采用这种制度的办公室，人们通常会选择一个办公桌，然后坐上一整天，因为人类总是渴望占有独立空间，有“家”的需求。看起来，人们更倾向于固定的模式，这让他们更舒服。在办公空间里，如果只能与他人聚在一起，那么有必要建立一种社区模式。“办公桌轮用制”的失败在于它无法促进移动，无法促进跨界交流，也无法提供邂逅机遇。也可能，它的失败应当归咎于没有认识到多样化环境的重要性，而这种多样化选择正是现代办公空间的发展方向。员工的移动性是赋予员工在办公室内完全自由的关键，设计师应当为不同的工作任务设计出多种多样的办公环境。这种灵活的办公空间和完全的自由并不适合所有商务工作，但是每个行业都应尽量开发探索。这种思路已经彻底改变了办公空间的设计前景，让设计师能够自由想象办公空间的模样。科技的进步实现了笔记本电脑的普遍化，使其代替了台式电脑、电话和笔记本。这种变化意味着随处都能成为一个工作站，无论是公园的长椅还是树枝。这种移动性模糊了办公环境内工作与社交空间的界限。咖啡厅、会议室、集体空间都能成为工作站，传统办公环境被分割开来，更轻松，也更多样。越来越多的现代办公空间给人以家一般的轻松感，营造出舒适却具有启发性的环境。



the office which permits the designer to create varied workspaces environment with different spaces and conditions for different tasks. This kind of agile workspace and total freedom is not suited to all business practices, but every business can exploit it to some extent. The affect this has on workspace design is enormous completely changing the landscape of potential allowing the designer the freedom to reimagine what an office can be. Technological advancement has turned the laptop into the complete tool for many of us, replacing the desktop computer, the telephone, and the notebook. This shift means that almost anything can be a workstation, from a park bench to the branch of a tree. This mobility enables the blurring of boundaries between work and social space within the office environment. Now the café can function as a workstation, meeting room or collaborative space, and this allows the traditional workspace environment to break up and become relaxed and varied. Increasingly contemporary workspaces are taking on a domestic looser feel to create comfortable yet inspirational environments.

Employers recognise the need for better amenities and are putting staff health and happiness at the heart of the workplace, ranging from running tracks on the roof to in-office spa facilities and massage. This shift to centralise the wellbeing of the staff is not only because it has a proven impact on productivity but because the modern tech and design literate employees to expect their work environment to be of a certain standard and the competition for the best staff pushes business to create the best workplace. Many companies have recognised the huge importance of diet with some prioritising healthy eating. Not only is healthy eating key but the importance of sharing a meal with your colleagues and friends is central to human nature and valuing this has a significant impact on the team atmosphere. Truly innovative workspace design must go beyond colour schemes and soft furnishings and really push the boundaries of the work space and working practices exploiting technology to its full potential. As a design practice we have explored this at both ends of the spectrum creating a workspace where traditional design is counterbalanced with a circulation and breakout environment which encourages crossover and provides varied spaces for both social and professional interaction, ranging from the solo booth to the 50 people gathering. This landscape annexes the traditional workspace and acts as an “other” environment which people can visit and inhabit which encourages movement and a shift in surroundings. At the other end of the spectrum is a workspace design we have developed based on complete freedom, where no one has a desk, and there are very few traditional workstations to inhabit. Each individual has a “landing” point or home, where their personal effects are located, a place at which to start the day. After that a wide range of workspace conditions which can be inhabited to suit the tasks they are carrying out range from collaborative project spaces, shared desks, relaxed seating and solo booths. This kind of freedom enables people to find the right place to carry out a particular task and encourages movement, cross over and collaboration. The end of the traditional workstation is in sight, to be replaced with an open free environment of mobile working.

This book shows a range of projects which have explored what a contemporary workspace can be and demonstrate the variety and creativity present in modern workplace design.

目前，雇主已经认识到了康乐设施的必要性，他们将员工的健康和幸福放在办公空间的核心位置，设置了屋顶跑道、办公室 SPA 设施、按摩房等。这种转变不仅因为员工的身心健康对生产效率有重大影响，还因为现代技术和设计文化让员工们对自己的办公环境有了某种标准的要求。为了赢得最好的员工，公司必须提供最好的办公空间。许多公司还认识到了饮食的

重要性，把健康饮食放在了首位。事实上，重点不仅在于健康饮食，更在于与同事朋友共进午餐的过程，这是人类的天性，也是团队建设的重要组成部分。这种有创意的办公空间设计必须超越简单的色彩搭配和软装饰，应当充分利用科技来拓展办公空间和办公实践的界限。

作为一家设计公司，我们对两方面都进行了探索，由此打造出融合的办公空间。一方面，我们在传统设计中加入了流通和休息环境，鼓励跨部门交流，同时也提供了独立包间、50 人聚会空间等各种类型的社交空间和职业互动空间。这种新增的空间对传统办公空间进行了补充，鼓励人们在其间穿梭活动。另一方面，我们也开发了完全自由的办公空间。办公室里并没有办公桌，传统式的工作站也极少。每个人都有一个“着陆点”或“家”，那里放置着他们的私人物品，是他们每天工作的起点。合作项目空间、共享办公桌、休闲座位和独立包间等办公环境能满足各种各样的日常任务。这种自由度让人们能找到执行特定任务的正确地点，并且能鼓励移动、交流和协作。传统的工作台即将被开放自由的移动办公环境所取代。

本书将带你探索现代办公空间的各种可能性，领略各种各样的创新办公设计的魅力。

## ABOUT THE AUTHOR

### 作者简介

Matthew Driscoll co-founded Threefold Architects with Jack Hosea in 2004. Since setting up practice he has been key to the development and success of Threefold Architects. He is a lead designer and as well as acting as project director to deliver many projects including Ladderstile House, Wharf Green and Hurst Avenue.

Matthew was educated at the Bartlett, UCL. Following his graduation he worked for both large and small award winning design practices where gained a variety of experience working on new building projects from houseboats and bridges to racecourses and office buildings. Matthew's experience has focused on innovation in design and use of materials and construction techniques.

2004 年，马修·德里斯科尔与杰克·霍齐亚共同创建了 Threefold 建筑事务所。自从开业以来，他对事务所的发展做出了巨大贡献。作为主创设计师和项目总监，他完成了拉德斯蒂尔住宅、格林码头、沙洲大道等多个项目。

马修毕业于伦敦大学巴特利特建筑学院。毕业后，他曾在大大小小的优秀建筑事务所中工作，获得了船屋、桥梁、赛马场、办公楼等多方面的项目设计经验。马修的经验主要集中在设计、材料和建造技术的创新应用上。



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# PART 1

## COLLABORATION – FOR IDEA CONVERGENCE AND TEAM WORK

第1章 协作型办公空间——  
有利于思想的交汇与群体工作



## COLLABORATIVE INTERDISCIPLINARY SPACE FOR CREATIVITY

The latest trend of designing collaborative office space is that architects collaborate with digital makers to design. The design team is an “Ultra-technologists” group made up of various specialists, including: programme engineers, mathematicians, architects, designers, animators, and artists. Amongst a group that uses their heads to make things and their hands to create, and architects still perform the major role of design. The design team makes ambiguous the coexistence of digital and architecture. By taking digital, which up until now existed only inside the screen, and creating architecture in which space can be experienced, architects produce architectural design in which the coexistence of the digital and real are ambiguous.

Nowadays many architects are aiming to create architectural space for the Internet age. To explain, just take a cell phone as an example. A cell phone before the development of the Internet was designed solely for the purpose of making telephone calls. As a result the screen was small and the keyboard consisted of large physical buttons. With the development of the Internet, however, the cell phone is no longer just for calls; it is used to browse the Web. For that purpose the cell phone buttons are no longer physical buttons, and the entire screen has become a touch panel. What is the difference? Previously it was important for cell phones to have physical buttons, so they were designed with physical design as utmost important, and as the physical product was more important, little attention was paid to the screen design. The result is that no one remembers the screen design.

After the development of the Internet, not just the physical product, but the screen design has become important. The movement within the screen, and design of the screen, are part of today's cell phone design. If an iPhone has a different screen design, it becomes a different product. The movement of the icons and the design have become a part of the product.

It is obvious that the same process can occur with space design. With the information on the Internet, one uses a mouse and a browser to navigate what is displayed on screen. However, in place of the mouse it is possible to use furniture or a wall, or the space itself. For example, touch the wall and the space changes. Designers use digital information to expand space, and create works in which it

## 跨学科协作型创意办公空间设计

协作型办公空间设计的最新潮流是建筑师与数码设计人员协同合作。设计团队是由各种专业人士组成的“超技术团队”，包括程序工程师、数学家、建筑师、设计师、动画师和艺术家。在这个团队中，建筑师仍占设计的主导地位。设计团队在数码和建筑中找到了共存的临界点。屏幕中的数码技术和可以切实体验的建筑让建筑师的建筑设计实现了虚拟与现实的共存。

当前，很多建筑师都希望打造互联网时代的建筑空间。以手机为例，在互联网发展之前，手机只有单一的打电话功能。因此，手机的屏幕很小，键盘全部由大型物理按键组成。随着互联网的发展，手机的作用已经不仅是打电话，还可以用来浏览网页，因此，手机键盘不再是物理按键，整个屏幕都成了触摸板。区别是什么呢？以前，手机的物理按键很重要，因此，物理设计是最重要的，由于物理产品更重要，所以设计师对屏幕设计也就没有那么在意。结果是没有人还记得屏幕设计。

在互联网发展之后，不仅是物理产品，屏幕设计也变得重要起来。屏幕的运动、屏幕的设计已经成为了当今手机设计的重要部分。如果苹果手机有一个不同的屏幕设计，它就变成了完全不同的产品。图标的移动和设计也成了产品设计的一部分。

很明显，空间设计也将面临同样的转变。在互联网信息时代，人们利用鼠标和浏览器来控制屏幕上显示的内容。然而，鼠标的位置也可以在家具上、墙壁上或者空间本身。例如，当你触摸墙壁时，整个空间都变化了。设计师利用数码信息来拓展空间，让人们可以体验空间。如果打造一个空间与数字可并行不悖的状态，那么空间就可以被体验。

所以，在信息社会中进行创造时，建筑师就必须考虑到空间的需求。随着互联网的出现，信息分布的层次、流量和速度都得到了巨大的提升。制造一件产品不可能只依靠一位专业人士。我们需要跨领域的交流，正如上文所提到的，我们的