

建筑立场系列丛书 No. 12

Workspace Evolution

工作空间进化录

荷兰大都会建筑事务所等 | 编
大连理工大学出版社

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荷兰大都会建筑事务所等 | 编
霍兴花 | 译

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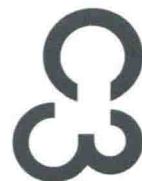
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Workspace Evolution

过去几十年间,创造性工作的特点得到了显著的发展。工作风格的日益灵活通常影响着设计师、艺术家以及专业人士处理日常活动的方式方法。随着移动设备计算能力的不断发展以及几乎无处不在的互联网和云服务,很多工作现在已不再需要固定不变的工作空间,不再有固定的工作时间。这种转变对传统工作空间的功能产生了重要的影响。为了反映工作系统快节奏的变化,办公空间逐渐融入了新的功能和活动内容,包括社交和放松区域、灵活的工作空间以及开放区。在这里,传统的空间层次结构被打破。办公室似乎趋向于跟城市其他公共空间如广场、咖啡店和大堂联系起来。

一方面,办公室通过变得越来越开放、连通、全球化而反映了工作性质结构的变化;另一方面,工作室似乎更专注于空间内的工作活动。工作室是思想产生、发展、经受考验并被赋予生命的创意空间,也是沉思冥想、反复思考和设计创作的地方。工作室中与设计有关的活动通常会涉及社会化场所,如展览馆、陈列室和其他公共活动场所。进行各种任务与活动的现代工作室体现了当今具有创造性和专业性工作的多样性。

工作空间进化录

Work Evo

During the last decades the nature of creative jobs is dramatically evolved. The increasing flexibility of work styles influenced the way designers, artists, and professionals in general approach their daily activities. With growing computational power of mobile devices, and virtually ubiquitous access to internet and cloud services, jobs are being separated from a determined location and time. This shift is having significant consequences for the way traditional workplaces function. To reflect the fast-paced changes of the work systems, office spaces have gradually incorporated new functions and activities, including areas for socialize and relax, flexible working spaces, and open zones where traditional spatial hierarchies are abolished. Offices seem to have a tendency to relate to other urban public spaces, such as squares, coffee shops, and lobbies. If, on the one hand offices are patently trying to reflect a structural change in the nature of work by becoming more open, connected and global, studios, on the other hand, seem to mainly concentrate on the activities carried out in them. Studios are creative spaces where ideas are born, developed and tested, and have been given life. They are also the place where reflection, iterative thinking process, and design production take place. Design-related activities in studios usually expand to become places of socialization, with exhibitions, display and public events. Contemporary studios embody the variety of tasks and activities that characterize the creative and professional work today.

Space Utilization

工作空间在城市中作用的理论综述

Theoretical Review on the Role of

Workplaces for Cities

“年轻的才子们想要在一个有趣又模糊了工作和社交生活界线的地方工作” (AECOM 2014)¹

随着新通信技术的出现, 人们对生活和工作的看法发生了巨大变化。² 互联网和移动技术的日益结合已经改变了地理位置和社会经济活动之间长期以来的明显关系。新的制度结构正在形成, 个人日常生活习惯也在打破。此外, 我们的消费观念也在急剧变化: 从“拥有某物”变成“就想立即使用”。³ 尽管目前个人的工作业绩不一定非要员工本人出现在办公室才能获得, 但设定一个所谓的工作空间的强烈需求仍然存在。此刻, 出现经济活动、社会互动、学习活动以及社群形成的各种新的空间概念阐释了我们社会生活的新动态。⁴ 过去几十年, 我们目睹了工作方式的显著变化, 工作空间需要支持这些变化, 同时也提出了未来这些空间可能会是什么样的问题。随着新技能和工作方式变得越来越重要, 劳动者将扮演什么角色? 办公空间以及辅助性基础设施的性质需要如何改变来支持这一变化? 以下文章就城市作为工作空间的建筑方法, 尤其是由此为世界各地拥有密集的金融和专业服务公司、年轻而技术纯熟的劳动力以及各种各样的工作空间的城市带来的后果进行审视。

谈到工作空间的物理元素, 有必要承认这已经成了不确定的概念, 因为工作已经开始延伸到了各种不同的地点。尽管过去 40 年

“Young talent wants to be in a place that is fun and blurs the boundaries between work and social life” (AECOM 2014)¹

With the emerge of new communication technologies, the perception of living and working has changed tremendously.² The increasing combination of the internet and mobile technologies have altered the long manifested relationship between geographic location and socio-economic activity. New institutional structures are emerging and the everyday routines of the individuals are breaking apart. Furthermore our consumption has accelerated rapidly: the “owning something” moves on to a “just using something immediately”.³ Even though the individual work performance can be obtained without physical presence nowadays, a strong demand for spatial proximity to locate a so called workplace is still present. In this very moment a variety of new spatial concepts in which economic activity, social interactions, learning and community formation emerge, illustrates the new dynamics of our social life.⁴ The last few decades have seen significant shifts in work styles and the workplaces needed to support them, raising questions for what these might look like in the future. As new kinds of skills and work styles become more important, what role will the workforce need to play, and how will the nature of office space and the supporting infrastructure need to change to support this? The following issue examines architectural approaches for the city as workplace, in particular the consequences for cities all around the world with their dense concentration of financial and professional services firms, their young and highly skilled workforce, and their diverse range of workspaces.

来知识经济迅猛发展,而研究人员并没有过多关注物理工作空间的新需求。⁵不过物理空间在过程组织和活动组织中一直是一个关键因素,并最终成为所有组织的有影响力的结构。⁶在知识经济中,办公环境仍由理性主义范式所统领——工作空间设计简单有效,大多考虑的是让业主和顾客受益而不是天天在这里工作的员工。⁷

过去 30 年,科技已经对我们如何工作产生了越来越深远的影响。1985 年,苹果“Mac”机推出了桌面图标,Windows Excel 发行,第一个“.com”域名注册。这些以及其他的科技创新让我们第一次看到了我们的工作将如何改变,但几乎没人能猜到,随着移动电话、笔记本电脑、互联网、电子邮件和社交媒体的随后到来,科技将从根本上改变我们的工作方式。办公室在人们相互交流与合作中所起的作用越来越得到认可,这也反映了从劳动密集型到知识型工作的巨大宏观经济转变。与过去许多工作都是单独完成相比,人们期待办公室能提供更广泛的环境,使大家不论是个人还是团体都能够以更有活力的方式工作。办公室不再是去工作的地方,更多的是去拜访同事并与同事交流的地方。此外,1986 年“大爆炸”的影响意味着伦敦成为许多办公室设计变革的中心。房地产行业采取了新的建筑形式——例如从 1987 年起开始建造的 Broadgate 建筑(1&2 Broadgate 建筑,ARUP)。抬高的楼板、吊顶和大进深平面都是新时代的象征。但这一时期的办公楼设计规格并没有发生显著变化。2008 年的金融危机使人们重新关注成本和对工作空间的使用以

Talking about the physical elements of the workplace, it's necessary to admit that it has become a problematic concept as work began spilling in all sorts of alternative locations. While the knowledge economy has grown tremendously in the last four decades, researchers have not paid much attention to the new needs of the physical workspace.⁵ But the physical space remains a critical element in the organization of processes, activities and ultimately the power structure of any organization.⁶ In the knowledge economy, office environments are still governed by the paradigm of rationalism – designing workplaces in simple and efficient ways and mostly benefiting the clients or customers rather than the employees occupying it.⁷

Over the last 30 years, technology has had an increasingly profound impact on how we carry out work. In 1985 the Apple “Mac” introduced desktop icons, Windows Excel was launched and the first “.com” was registered. These and other innovations provided the first glimpses of how work was going to change. But few could guess, how fundamentally it would alter work styles – with the later arrival of mobile phones, laptops, the internet, email and social media. Reflecting the wider macro-economic transition from labor intensive work to knowledge-based work, the role of the office was increasingly acknowledged as enabling people to interact and collaborate. The office was expected to provide a wider range of settings in which individuals and groups could work in more dynamic ways compared with much of the more solitary work of the past. The office was becoming less a place to go to work and more somewhere to visit and interact with colleagues. In parallel, the impact of “Big Bang” in 1986 meant that for example London be-

提高企业效率。增加利润和减少损失的需要使人们把重点放在了房地产的实际成本上, 而且许多组织力图让大家缩减空间需求。移动技术的进步意味着在办公室之外的移动工作和远程工作不再受到不可靠的技术或糟糕的连接阻碍。

当今, 对劳动力需求的日益增加可以被看作全球化的结果和技术对工作活动的影响, 这改变了劳动力的现状。员工通常更年轻, 资质也更高。关于 X 一代和 Y 一代对工作空间的影响, 很多人都写过文章, 但是在这场辩论中, 有些关于一代人的神话, 忽视了更广泛的社会变革所带来的影响。尽管现在的工作空间中有四代人, 但他们的期望是一样的。为他们提供选择性和灵活性成为吸引最优秀人才的首要任务之一。有四个方面最为重要:

- 选择工作空间, 不论是办公室内部还是外部, 无处不在的无线连接促进了这一选择
- 分享知识、合作和社交的机会
- 到达工作空间高效、廉价的交通设施
- 周边良好的便利设施, 包括咖啡店、零售店和餐馆

came an epicenter of many of the changes in office design. The property industry responded with a new built form – for example the Broadgate buildings of 1987 onwards (1&2 Broadgate by ARUP). Raised floors, drop ceilings and deep plan floors were all symptoms of the new era. The office building specification has not changed significantly since this period. The financial crisis in 2008 created a renewed focus on cost and the use of workplace to improve corporate efficiency. The need to address profit and loss pressures led the focus on the real cost of property, and many organizations pushed for notable reductions in space demand. Advances in mobile technology meant that working on the move and working remotely, outside the office, was no longer hindered by unreliable technology or poor connectivity.

Nowadays, the increasing demands of the workforce can be seen as result that followed in terms of globalization and the impact of technology on work activity which transformed the profile of the workforce. Employees are generally younger and more highly qualified. Much has been written about the impact of Generation X and Generation Y on the workplace, but there is something of a generation myth in this debate which ignores the impact of wider social changes. While we now have four generations in the workplace, they are quite alike in expectations. Providing them with choice and flexibility became one of the major priorities to attract the best talents. There are four aspects that count the most:

- Choosing the place to work – inside and outside the office – which is facilitated by ubiquitous connectivity



1&2 Broadgate建筑, ARUP, 1987年
1&2 Broadgate by ARUP, 1987

· 进入休闲设施如酒吧、剧院、健身房的通道

最根本的环节是“选择”。当今的劳动者在各个层面上都要求有选择权,包括职业发展、当地零售店、工作生活的平衡以及休闲娱乐等等。这些对选择的期望越来越多地反映在工作空间上,雇主们希望在其中提供更多的服务。工作空间的形状也朝着更“积极的设计”改变,以确保人们在工作中可以更多地走动。此外,越来越多的为特定项目和专门技术或短期内补充公司内部资源而雇用的合同工或自由职业者也对工作空间产生了影响。由于公司边界越来越不明显,工作空间的质量、位置和周边设施也必须能够吸引这些员工。

恰在此时,共享办公的出现开始改变办公环境。共享办公是近年来迅速发展起来的一个广义的术语。⁸ 该术语指的是大家在灵活共享的办公环境中“并肩”工作的做法。在共享办公中,办公桌可以根据不同情况进行租用,在这里,志同道合者形成团队。作为一种城市现象,共享办公空间主要是在城市中发展起来的,它鼓励合作、创新、想法共享、指导、交流、社交,并为小公司、创业公司以及普遍缺少大型组织机构资源的自由职业者创造新的商业机会。⁹ 汇总目前学术界有关共享办公的概念和评论,我们得出如下有关办公空间的定义:

“共享办公是关注企业家、创新型工作者和知识型工作者需求的、灵活的商业和工作模式。任何共享办公空间都是基于合作、团

- Opportunities for sharing knowledge, collaborating and socializing
- Efficient and inexpensive transportation supplies to the workplace
- Good local amenities including coffee shops, retail and restaurants
- Additional access to leisure facilities such as bars, theatres, gyms

The fundamental link is “choice”. The workforce nowadays demands choice at all levels: career development, local retail, work-life balance, leisure and so on. This expectation of choice is increasingly reflected in the workplace, where employers are seeking to provide more services. The shape of the workplace is also changing towards a more “active design” to ensure that people move more at work. Furthermore, the increasing number of contract or freelance workers employed for specific projects and expertise, or to supplement in-house resources in the short-term will also have an impact on the workplace. As corporate boundaries are becoming more permeable, the quality of the workplace, location and the surrounding facilities have to attract these workers too.

In this very moment, the emerge of coworking space is changing the office environment. Coworking is a broad term that has been rapidly expanding in recent years.⁸ The term refers to the practice of working “alongside each other” in a flexible and shared office environment where desks can be rented on a different basis and where like-minded professionals form a community. As being an urban phenomenon, Coworking spaces have been developed mainly in cities to encourage collaboration, creativity, idea sharing, mentoring, networking, socializing and generating new

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2. Virilio, P. (1995): *La vitesse de libération*. Essai. Paris: Galilée.
3. Rosa, H. (2010): *Alienation and Acceleration: Towards a Critical Theory of Late-Modern Temporality*. Malmö/Århus: NSU Press.
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体、可持续性、开放性、可及性这五个价值观。除了具体的工作空间，建立交流、创新和教育网络，为新企业家提供支持处于最显著的位置。”¹⁰

关于共享办公的这一解释只是一个例子，说明目前工作空间的设计和管理如何通过提供独特的体验和便利设施以及持续的适应性来应对工作的选择性和多样性。目前的办公室需要始终如一地集中精力解决以下问题：

- 从固定、长期租赁的空间到灵活、按需应变的空间的转变
- 更少空间，使用更高效、更有效
- 空间成为表达企业文化和价值的媒介
- 为持续的适应性和多样化的使用模式而设计
- 基于活动的工作空间为员工提供合作、专心工作、交流、创新、保密工作和沉思的空间
- 共享空间的使用是促进合作的手段

business opportunities for small firms, start-up companies and freelancers who typically lack the resources of large organizations.⁹ Summarizing several concepts and comments about Coworking Spaces in the present academic discourses, the following definition tackles the main aspects:

“Coworking is an integrative and flexible business and work model which focuses on the demands of entrepreneurs, creative and knowledge workers. Every Coworking Space underlies the five values collaboration, community, sustainability, openness and accessibility. Alongside of the concrete workplace, the setup of networks for exchange, innovation and education stands in the foreground which supports the new entrepreneurs”.¹⁰

This explanation on coworking is just one example to show, how the design and management of workplaces nowadays must respond to choice and diversity by providing continuous adaptability, as well as delivering uniqueness of experience and amenities. The present office needs are focused consistently on addressing the following issues:

- A shift from fixed, long-term leased space to flexible and on-demand space
- Less space, used more efficiently, and more effectively
- Space being a medium for expressing corporate culture and values
- Design for continuous adaptability and diverse usage patterns
- Activity-based workspaces providing for collaboration, concentration, communication, creativity, confidentiality and contemplation

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- 提供便利设施和服务
- 创造和管理难忘的体验以吸引人才

办公室设计的选择取决于经济激励措施和绩效概念。尽管研究显示了不同的结果¹¹，但人们普遍认为与窄小的隔间办公室相比，开放式平面布局的办公室更能促进沟通交流。虽然研究表明办公室设计可以提高员工绩效的 15%¹²，但白领的绩效测定通常比工作空间成本更难评估。这妨碍了对于拆除墙体实施开放式办公设计的经济结果的评估。¹³ 在这种背景下，一个重要教训是员工人数增长和空间需求的传统关系正在改变，导致“无限增长”。这一问题目前必须与创造新的工作机会一起得到解决。这将使组织机构既能吸引人才又能更好地管理他们的房产，提高办公空间的灵活性和适应性。正如一些项目将要展示的那样，如蔡国强工作室和圣赫罗尼莫街 17 号办公室，对工作空间的理解是多样化的。本书将探讨当今办公空间是如何设计的，作为创新互动区域是如何发挥作用的以及如何将劳动者和城市联系在一起。

- Use of shared spaces as a means to facilitate collaboration
- Provision of amenities and services
- Creating and managing memorable experiences to attract talent

The choice of office design depends on both economic incentives and ideas about performance. Although research shows mixed results¹¹, it is a widespread idea that communication improves in open-plan offices in comparison to cell offices. Although it has been suggested that the office design may explain up to 15% of employees' performance¹², measures of performance for white-collar workers are usually more difficult to assess than workspace costs. This impedes estimation of the financial consequences of removing the walls and implementing an open-plan office design.¹³ Within this context, a key lesson is that the traditional relationship between headcount growth and space demand is changing, resulting in "spaceless growth". This issue must be approached in the present – together with the establishment of new opportunities to work. This will enable organizations to both attract talent and manage their real estate with increased flexibility and adaptability. As some projects will show – such as the Cai Guo-Qiang Studio or the San Jeronimo 17 Office – the understanding of workplace is very heterogeneous. This book will examine how office spaces are designed nowadays, how they function as zones for creative interaction and how they serve as link between the workforce and the city. Andreas Marx

位于纽约的蔡国强工作室由 OMA 合伙人重松象平负责进行了改造和扩建。改造后的工作室围绕阳光充足的中央庭院组织规划其各种功能。工作室位于纽约下东区，改建自始建于 1885 年的一所校舍，原先只有地面一层。扩建后的空间包括地下室和位于第一大街上的相邻店面，占地面积翻了一番。扩建后的工作室增加了艺术家创作、展览和接待的空间。

首席设计师重松象平说：“一系列独特的垂直交通流线空间将光线从街道层引入了地下空间。自然光通过由可上人的玻璃板和可反射光线的竹林组成的采光井照入地下。在建筑内部，一部中央楼梯通往下面楼层和一个两层高的展示空间。一个原有的结构性拱顶被改造为‘潜望镜’，通过镜面折射建立了图书馆和街道间的视觉联系。”

对于没有画廊代理的艺术家来说，这个 806m² 的工作室兼具创作、存档、展览、接待、管理和办公功能，在其业务运作中起着至关重要的作用。不同空间的功能本就相互渗透，而相同的建筑材料和连续的光线淡化了它们之间的界线，将整个工作室连为一体。树脂墙沿着庭院一侧上下贯通，成为分散自然光线的中心柱体。内置灯具和机械设备结合在墙体内，创造出储存、展示和工作空间，沿墙体长轴方向的不同位置还设置了多个支持空间。这次改建还保留了许多历史建筑元素，包括红色的校门（现仍作为主要入口）、原始的砖石建筑、拱门以及楼梯和铁栏杆。每个房间功能灵活，既可以作为私人空间，也可以当作公共场所。拥有博物馆照明质量的两个画室用于进行日常展示以及作为提供餐饮的接待区。地下空间有一个会议室，配备了音响系统、投影设备和 5m 长的花旗松实木桌子，可以举行大型会议和电影放映会。图书馆是接受出版商和记者采访的专属空间，这里收集了蔡国强所有的出

版作品。用日本经典元素榻榻米和浮竹苇灯打造茶室，既是主人与访客礼仪性交往的传统空间，也是给所有工作人员使用的现代冥想空间。

Cai Guo-Qiang Studio

The renovation and expansion of Cai Guo-Qiang's studio in New York, led by OMA Partner Shohei Shigematsu, organizes the studio's multiple functions around a central, light-filled courtyard. The studio, located in a converted 1885 school-house in New York's Lower East Side, previously consisted of one floor on the ground level. The expanded space now includes both the basement level and an adjacent storefront on First Street. Now twice the original square footage, the expanded headquarters enhances the artist's capability for production, exhibition and reception.

"A series of distinct vertical connections from the street level illuminate the cellar level below," commented lead designer, Shohei Shigematsu. "Natural light from the courtyard filters down through a series of light wells composed of walkable glass panels and a reflective bamboo vault. Inside, a central stairwell provides circulation to the lower level, as well as a

蔡国强工作室

OMA

