

The Next Generation of Workspaces Network (NGWN) Newsletter, May 2025

In this newsletter issue, we celebrate the achievements of our research network for the past year.

NGWN Industry Event at The Atrium

Date: 28th of October 2024

Location: The Atrium, 308 Queen St, Brisbane City QLD 4000

Theme: Inclusive and Technologically Safe Workspaces.



This event brought together industry experts, technologists, workspace designers, and academics to discuss and share fresh thoughts and ideas on inclusive and technologically safe workspaces, organisational practices on operationalising workers' return to the office, and the 'right to disconnect' legislation. Participants discussed how modern workspaces can be inclusive and how workspaces can enhance employee well-being, creativity, and productivity.

Photo from left to right: Sean Treweek, Managing Director, Aurecon (Queensland), Assoc. Professor Remi Ayoko, Leader & Convenor of NGWN

Thriving together in our new world of work

Speaker: Sean Treweek, Managing Director at Aurecon (Queensland)

Summary of Sean's presentation:

- Society and organisational life
- Workplace design and executive leadership
- Adapting and growing through disruption
- A different way of seeing the world to continue redefining how we work and live in meaningful ways, and Aurecon's 'New World of Work'
- The essentials of inclusive and technologically safe workplaces
- Aurecon's approach to the new 'right to disconnect' legislation
- Adaptability, leadership, wellbeing, workforce, and workplace
- Considerations for future workplace design



The state of workspaces research

Speaker: Associate Professor Remi Ayoko, Leader & Convenor of the NGWN / UQ Business School



Summary of Remi's presentation:

- Physical environment of work
- Response to changes impacting the nature of work
- Design of work (job crafting, job engagement)
- New strategies, models, and tools for the design, use, management and regulation of workspaces
- Reconstructing and redesigning offices
- Interactions at work
- Workload, ownership, and productivity
- Workspace suitability, satisfaction with environment, ergonomics

The impact of telecommuting on employee learning and development

Speaker: Dr Gemma Irving, Senior Lecturer at UQ Business School & Gabriel (Yue Hent) Seat, Honours Student, UQ

Summary of Gemma's & Gabriel's presentation:

- Development of professional identities and expertise of employees
- Social context
- Organisational culture
- Office politics
- Unspoken standards
- Social learning
- Tacit knowledge
- Peer mentorship, feedback, and observation
- Whether employees need to be in the office to learn



Technology and safe workspaces

Speaker: Ann Stevens, CEO at Imagine Realities



Summary of Ann's presentation:

- Immersive technology in hazardous work environments
- Use of virtual reality to safely visit hazardous environments, observe, and assess risks
- A safer alternative to physical presence
- Predicting potential causes of hazards
- Planning remedial actions
- Constraints and limitations of the current technology
- Key challenges
- How to overcome technological barriers
- Enhancing efficiency in hazardous environment assessments

Unlocking the talent sourcing constraints and implications for workspaces

Speaker: Dr Evan Shellshear, Managing Director at Ubidy

Summary of Evan's presentation:

- HR function
- Introduction of a new, simple framework for measuring the impact of new technologies on the HR function
- The triple constraint
- Application of a proven framework from project management to HR
- How technology can create a step change in HR performance using real-life data from a genuine recruitment agency marketplace
- How organisations can be liberated from the triple constraint of recruitment



Impact of time-dependent temperature variations on workers' cognitive performance, mental load, and thermal perception

Speaker: Amelie Reitmayer, PhD Candidate at UQ School of the Environment

Summary of Amelie's presentation:



- Climatised office environments, and overcooled and static indoor temperatures
- What temperatures are necessary for optimal performance
- How cognitive performance can be maintained over a wider temperature range
- How time-dependent temperature variations impact workers' cognitive performance, mental load, and thermal perception
- Relationship between static temperature setpoints and cognitive performance
- Effects of dynamic cooling on mental load
- Time-of-day interactions and temperature control
- Dynamic temperature models

Clarity amidst the complexity: Insights on job design and the workload management juggle

Speaker: Dr Sara Pazell, Managing Director and Principal Work Design Strategist at ViVA health at work

Summary of Sara's presentation:

- Workload as a major determinant of physical and psychological health among workers
- How high mental workload relates to job stress and burnout
- Human factors methods to analyse workload exposures and resolve job-redesign challenges through data-driven methods
- Efficient and effective use of employee's time
- What energises or aggravates employees in daily tasks and general work routines
- What team members can do remotely, and what they must do collaboratively
- Tensions arising from a pattern of work-from-anywhere to a return to the office
- Achieving sustainability through reliable, relatable, and resilient work



International collaboration



We successfully signed a Memorandum of Understanding to collaborate with the Transdisciplinary Workplace Research (TWR) network. TWR (<https://www.twrnetwork.org/>) is based in Finland and consists of eclectic scholars and practitioners who share one goal: to contribute to the design of workplaces. Some NGWN members have long been connected with TWR and we are now proud to be able to collaborate with them on research related to workspaces.

Past conferences and other events

Below is a selection of topics presented by Associate Professor Remi Ayoko in the last year:

- "Data breaches, employee well-being and productivity: the Australian case" (with Ryan Ko and Grigori Agbas) presented at the 37th ANZAM Conference, 3-5 December 2024, University of Wollongong, Wollongong, Australia
- "Open plan office: Employees' trepidations, territorial, and conflict behaviours" presented at the EURAM 2024 Conference, 24-28 June 2024, University of Bath, Bath, United Kingdom

Additionally, Remi Ayoko visited the University of Surrey (UK), the University of Trento (Italy), and the University of Exeter (UK), to promote NGWN and seek collaboration with NGWN members.

Academic members updates

Dr Gemma Irving

We extend our congratulations to Dr Gemma Irving on her recent promotion to the Senior Lecturer role at UQ!

Dr Momo Kromah

We extend our congratulations to Dr Momo Kromah on his tenured position at UQ!

Professor Robin Burgess-Limerick

We extend our congratulations to Professor Robin Burgess-Limerick on receiving funding of \$1.2M to develop methods for supporting the implementation of human systems integration processes (BHP Think and Act Differently, <https://www.thinkactdifferently.com/>).

Updates from partner organisations

ViVA health at work (Sara Pazell)

<https://vivahealthgroup.com.au/>

ViVA health at work recently sponsored and presented at the Human Factors and Ergonomics Association of Australia, started [ViVID Design Labs](#), which will offer industries design advisory councils and bespoke digital technology solutions to support work re/design, and are releasing the **WhyWork Podcast** (<https://whywork.com.au/>), presented in Australian Apple Management and Business podcast charts.

Also, ViVA health at work is seeking sponsors to publish their new book (open source), titled **Good Work Design**.

Watch this space for future updates and connect with Sara to hear more!

Imagine Realities (Ann Stevens)

<https://imaginerealities.com.au/>

Imagine Realities, a startup specialising in Extended Realities (XR) R&D and education, was awarded the Private Sector Pathway Grant by Queensland Symphony Orchestra (QSO) and Advance Queensland, conducted workshops at the [STEM Meets Symphony](#) event, and was selected by Advance Queensland to present its XR solutions at the [Magic Round Tech Showcase](#) in Brisbane. The company showcased its work at the [Global Elite Sports Conference](#), [Tourism Innovation Forum](#), [Fwd>>>Fest](#), and [Supanova's Level Up Career Extravaganza](#).

Watch this space for future updates and connect with Ann to hear more!

New members

Dr Elizabeth Agyeiwaah



Dr Elizabeth Agyeiwaah is a Lecturer in Tourism at the UQ Business School, University of Queensland, Australia. She specialises in sustainable tourism development. Her passion lies in understanding how tourism enterprise owners and tourists can act responsibly to achieve sustainable tourism development. She uses pluralistic research approaches to investigate various sustainable behavioural phenomena. Her research has been featured in prestigious interdisciplinary journals and top publications in tourism and hospitality.

Dr Evan Shellshear



Dr Evan Shellshear is the Managing Director and Group CEO of Ubify, an innovative global recruitment marketplace leveraging AI to connect employers to specialist agencies. In addition, Evan is currently an Adjunct Professor at the University of Queensland and Queensland University of Technology teaching topics from business analytics to AI strategy. He has been on or is on multiple advisory boards of state, nationwide and international institutes, and is a thought leader in the fields of AI and innovation.

Dr Foluke Abigail Badejo



Dr Foluke Abigail Badejo is a Lecturer in Marketing at the UQ Business School, University of Queensland, Australia. She specialises in qualitative and multi-method research approaches including co-design, discourse analysis, ethnography, focus groups, interviews, systematic literature reviews. Her research has been published in leading academic journals, and she has multidisciplinary research expertise with a focus on vulnerable consumers and harm reduction, measurable social impact, and sustainable development.

Swati Deshani



Swati Deshani is an Assistant Professor in the Accommodation Operations Department at the Welcomgroup Graduate School of Hotel Administration (WGSHA), Manipal Academy of Higher Education, Manipal, India. Two of her recent book chapters, "Future of Work and Well-Being in the AI-Driven Service Sector: A Qualitative Study" and "Hospitality Future Perspective: A Study on the Sustainable Development and Green Practices in the Hospitality Industry Post Covid-19 Scenario of India," were published recently.

Recent publications by NGWN members

- Koomson, I., Martey, E., & Temoso, O. (2025). Employment-related time poverty, time stress and food away from home behaviour: Panel evidence from Australia. *Appetite*, 204, 107734. <https://doi.org/10.1016/j.appet.2024.107734>
- Kromah, M.D., Ayoko, O., & Ashkanasy, N.M. (2024). Commitment to organizational change: The role of territoriality and change-related self-efficacy. *Journal of Business Research*.
- Pazell, S., & Boylan, J. (Eds.). (2024). *Healthcare Insights: The voice of the consumer, the provider, and the work design strategist* (1st ed.). CRC Press. <https://doi.org/10.1201/9781032711195>
- Shellshear, E. and Oh, K.W. (2024). Technology shift impacts on the recruitment management triangle, *European Journal of Management Studies*, Vol. 29 No. 1, pp. 71-84. <https://doi.org/10.1108/EJMS-01-2024-0008>
- Tann, K. (2024). Language in corporate annual reports. Reference module in social sciences. Elsevier. doi: 10.1016/b978-0-323-95504-1.00323-9
- Wright, A. L., Irving, G. L., Pereira, S., & Staggs, J. (2023). An Instructional Innovation That Embeds Group Learning in Case Teaching: The Table Case Method. *Journal of Management Education*, 48(3), 526-563. <https://doi.org/10.1177/10525629231216642> (Original work published 2024)

Research students working on problems related to workspaces and management

- Hybrid Workspaces and Cyber Security – Grigori Agbas, UQ Business School, successfully confirmed Milestone 1, PhD
- AI Surveillance, Workspaces, Employee Behaviour & Wellbeing – Mohammed Hamati, UQBS, working towards Milestone 1, PhD
- Conversational Leadership (International Management) – Jason Griffiths, UQ Business School, successfully passed Milestone 2, PhD
- Consequences of Hybrid Work on Graduate Learning and Development – Gabriel (Yue Hent) Seat, UQ, working on an Honours project

We seek your participation in our workspaces, data breaches and cybersecurity research!

The global average cost of a data breach reached USD 4.88 million, the highest total ever (IBM, 2024), while hybrid work models brought numerous cybersecurity challenges for organisations and employees. Associate Professor Remi Ayoko (UQ Business School), together with Professor Ryan Ko (UQ Cyber), Grigori Agbas (UQ Business School), and Deepali Vairagare (EAIT), are conducting two studies on Hybrid Work and Cyber Security.

Research aim: To minimise cybersecurity risks in hybrid work environments, minimise the impact of data breaches on internal and external stakeholders of organisations, while exploring leadership in cybersecurity organisations



We invite to participate in the interviews:

- Professionals operating in hybrid work environments (a mix of in-office and remote work)
- Cybersecurity experts and managers with cybersecurity responsibilities

Participation details:

- Confidential online interviews (Microsoft Teams or Zoom, 30 minutes).
- Only anonymised interview transcripts will be stored and processed, while other interview data will be destroyed.
- This research is approved by the Human Research Ethics Committee (HREC) at the University of Queensland, and the privacy of the participants will be strictly maintained.

For more details, please contact one of the research team members (Associate Professor Remi Ayoko, r.ayoko@business.uq.edu.au, Professor Ryan Ko: ryan.ko@uq.edu.au, Grigori Agbas: g.agbas@uq.edu.au, and Deepali Vairagare: d.vairagare@student.uq.edu.au)

Current NGWN Projects

Currently, we are involved in projects on Hybrid Work, Data Breaches, Virtual Workspaces, Leadership, and Digital Transformation.

Connect with our members

If you would like to know more about the research of our members, we encourage you to contact our members using the contact details published on the website below:

<https://business.uq.edu.au/research/research-areas/management/next-generation-workspaces>

Upcoming events

The next university-wide NGWN Industry Event will take place in July 2025. Details of the event will be announced soon.

About the NGWN



The Next Generation Workspaces Network UQ Initiative is a unique coalition of leading researchers, industry and government partners committed to accelerating the development of innovative physical and virtual workspace-related solutions that enable organisations to achieve their productivity, workforce well-being and agility requirements.

The NGWN aims to address organisations' and workers' needs in a rapidly changing workplace environment. Funded by UQ, the network assembles the different stakeholders and disciplines required to effectively develop, test and apply solutions to this complex challenge. The network comprises of over 50 UQ academics from multiple disciplines and engaging 26 industry organisations and enabling them to collaboratively pinpoint essential workforce requirements to develop innovative solutions and capabilities. Also, the network seeks funding opportunities to co-create solutions to organisational challenges in physical and virtual workspaces.

Network leadership



Associate Professor Remi Ayoko

Remi Ayoko is an Associate Professor of Management in the UQ Business School (University of Queensland). With an extensive teaching background in tertiary institutions across three nations, and award-winning research on physical work environment and territoriality, Remi sits as the Leader/Convenor of the Next Generation of Workspaces Network.

Contact us

If you have an idea about the next generation of workspaces that involves putting together a team, please reach out to the network coordinator, Grigori Agbas, via the email below, or visit our website and LinkedIn group for new collaborations and discoveries.

Email: nextgen.spaces@business.uq.edu.au

Website: <https://business.uq.edu.au/research/research-areas/management/next-generation-workspaces>

LinkedIn group: <https://www.linkedin.com/groups/14331005/>



Next Generation of
Workspaces Network

UQ Initiative