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WORK AND THE CITY

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- Frederick Taylor’s Scientific Management (1911) maximizes efficiency by directing workmen from above. Control and organization became far more important than individual intelligence. Discipline and obedience in following the formula were vital. (Duffy, 32)

- The Cube (1970s) organizes individuals on a regular layout within very deep office space. The essentially heartless utilitarian and eventually militaristic vision that lies at the heart of and is the principal strength and weakness of Taylorism. (Duffy, 33)

- The “Social Democratic” office (1960s-70s). An example is Niels Torp’s SAS headquarters in Stockholm. Equal-sized and individually controllable rooms are connected to a collective interior street lined by restaurants, cafes and other amenities. (Duffy, 35)

- A “demand chain” – start with the users rather than investment to achieve a sustainable environment for the knowledge economy. (Duffy, 53)

- “The Networked Office” – potential of 1. making knowledge based work more enjoyable and compatible with other activities 2. facilitating more efficient and effective use of existing buildings and cities 3. making a huge contribution to creating sustainable cities (Duffy, 55)

- The reconfiguration of the workplace combined with radical rethinking of the pattern of use of working and living spaces over time supported by the introduction of a user based and responsible, demand-led system of procurement and delivery are the three necessary components of the complete answer to sustainability. (Duffy, 62)

- The domain of work and non-work is increasingly collapsed. Work is no longer constitutes a monolithic period of time but is scattered throughout the day, making leisure an in-between supplement. (Self)

- The outmoded laws of synchrony (the necessity of working at the same time as one’s fellow workers) and co-location (the necessity of working in the same place with the same people) are losing power because of the new freedoms brought by technologies. (Duffy, 16)

- As knowledge economy develops, work is becoming plural, more social and less confined within conventional organizational boundaries. … Core physical space is diminishing while interactions that transcend and spill beyond the walls of office buildings are multiplying. (Duffy, 48)

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Frank Duffy, Work and the City, (London: Black Dog Publishing Limited, 2008).