

# 60 The new way of working post pandemic with Axel Kuborn fro...

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## SPEAKERS

Murielle Machiels, Alex Kuborn



Murielle Machiels 00:00

Today I'm having a nice chat with Axel Cuban, one of the founders of silver square, a co working space. He has many years of experience in making a workplace fun to work in a place of collaboration and a booster of innovation. And with the big shift happening since the pandemic, a lot of companies are reviewing their way of working for many tasks, they saw it was possible and even more productive to work from home. On the other hand, companies found it harder to innovate, brainstorm, and collaborate virtually an engagement towards their company culture decreased. So many organizations are rethinking their way of working, and some are redesigning their workspace. That is why I wanted to pick axils brain. In this episode, we talk about how to make a workspace fun, how to increase collaboration, or the community feeling and how to boost innovation. We also talk about the future of work that is becoming more and more flexible. And the fact that working from home or from the office aren't the only options companies choose. I'm Murielle, co mum and educator. I used to work really hard and sacrifice the important things to meet until I lost my motivation. Fast forwards fast many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week, I'll be sharing inspiration to change your life and organization. This is rebel leader with a hearts digitalization was already fundamentally transforming organizations, teams and their

leaders. But the pandemic accelerated this transformation and complexified things working from home the lack of boundaries, the disconnection the increased workload, the increased time spent in virtual meetings, the anxiety of going back to the office, but also more time spent with family less traffic jams, more exercising. And so a lot of us are rearranging our priorities. Because we've been in touch with our mortality and fragility. teams have been impacted heavily as well. And the hybrid model will probably be the new way of working. So leaders need to adapt to this new reality to get the best out of people and from their teams. So we are organizing a free two part webinar series on how COVID is impacting the people and leaders that is part one, and how it is impacting the team's part two. So if you want to participate, just go to [key leader.com](https://keyleader.com) slash events, or to the show notes of this episode. And if you think you can go back to normal, think again, because the pandemic is accelerating the paradigm shift of our society. And you choose if you want to be part of the bright future, or hold on to the crumbling past. So go to [key leader.com](https://keyleader.com) slash events to subscribe to our webinar. Now back to our episode. Hello, XL. How are you doing? I'm doing fine in you. Yeah, I'm great. As you see I'm working from my terrace now in Spain. So you might hear the church bell or you might hear some tractors coming by because this is a village of with a lot of agriculture. So we will work today, right? Yeah, exactly. But if there is too much sound, I will go downstairs but I'll prefer to try it this way. And the view is nicer. The views great. Yeah. So maybe you can describe a little bit who you are.

A

Alex Kuborn 04:14

Well, my name is Axel Coburn, I'm, I'm Belgian, for many originals, like many of us here, but I'm born here. And I've lived here most of my life. I'm 48 years old, father of two kids proudly married. And I am the founder and co CEO of a company called civil square which is a leading co working operator in Belgium and Luxembourg. And I'm also the founder of a project which is which we're currently building which is called sparks, which is about the same business in real estate, except its operating meeting rooms instead of offices. And I'm finally the founder of marvelous More than boxing. I think English boxing is a fantastic sport, which I've been doing for many years and decided to open some gyms here in Belgium, to spread the sports and introduce it to people that are not familiar with



Murielle Machiels 05:17

Yeah, I should try your your boxing facilities once I've been boxing two or three years but now since the pandemic I stopped but I really enjoyed boxing.



Alex Kuborn 05:28

It's, it's, it's a great sport, it has fantastic values. It's fantastic to build faith into oneself, whether you're young or less young. And, and what we decided to do was to do a gym, a boxing club, which is purely English boxing, it's not a it's not a fitness, it's it's boxing, gym, but open to all. So it's a non competitive environment, which makes it very welcoming for everybody. And we have about 40% or 45% of women. Some of them like to spar, some not, but there you go.



Murielle Machiels 06:04

Nice, nice I like a parallel between boxing also and leadership because, of course, you have to punch but when you punch, or are when you are about to be punched, you have to be very stable. But then in between, you have to be very aged, as well. So it's constantly a mix between agility and stability, which is exactly what we need. In today's world.



Alex Kuborn 06:27

There are many parallels between sports in general and life, and therefore work with being part of life. And boxing even more. It's a sport with very, very, very, very deep roots, very strong values, which you can find in the leaders that we usually look up to, basically. Yeah, and it's about it's about the taste of the effort. It's about resilience. It's about fighting spirit, of course, it's about ambition, self ambition, you can put it any way you want. But there's a lot of things you can you can find in in, in boxing and in sports in general, basically.



Murielle Machiels 07:10

Yeah. Nice. Nice. So but why and when did you start the CO working space



Alex Kuborn 07:17

started in 2001. We started with 2008. In 2008, way before co working, the word was even coined because it was coined in 2010, or 2011. So back in these days used to be called flex offices. Lacking a better name. We started because we spotted an opportunity. Basically working on a startup projects in working on the startup project in the textile industry, which is the industry I used to work in before we realized that there was no offering for a startup. Now back in these days, there were more and more startups, you know, the digital age had already entered, of course, for about 10 years. And startups were getting more and more common he started, you could see them appearing more often than than in the

previous decade. And more and more independence, whether they be developers or whether they work in, in other areas. And so we realized that there was an opportunity which was which was unmet, which was simply taking a professional office flow, furnish it in appropriate way and then try to pull the people together so that they create, it creates an energy a specific energy and people collaborate and interact. And so there's value added into bringing people together, basically, the sum of the individual is greater than everybody apart.



Murielle Machiels 08:47

Yeah. And so why do people or organizations because you not only have individual people, you also have organizations, why do they choose to work from silver square.



Alex Kuborn 08:59

From co working in general it's based on four on four main drivers. One is the change in the workforce, which is going more and more towards being independent, and more and more leaning towards small companies. Whereas before, students from large universities, were aiming to work into one of the big five or a large bank, etc. Now everybody's aiming into making his own project and entering versus startup before being an entrepreneur, one cell. That's very strong driver for our economic, our model, operational model and economic model. The second is environments and mobility, deeply broke preoccupation that people have with the impact of their life on the environment, and so basically want to want to work closer to home. A co working is a local office, basically For people that live in the neighborhood of the coworking that's that's the way we see it at least. And so those are two very powerful drivers. The third one being the digitalization. This couldn't exist. Of course, if without the digital capabilities, our current meeting is a testimony of it. Yeah. So basically, all this drives for the feasibility of a co working now, why do people choose civil square specifically, I think that we do co working with twist where every single year, first of all we started a long time ago. So we have a lot of experience into how to do proper co working. And we emphasis very strongly the community and the interaction between our members, we think that's the key basically. So we're not just someone that spotted opportunity into real estate, we think that opportunities not in real estate, really opportunities, operational, basically. And so we invest a lot of time, and money into opera into animating the community, through conferences afterwards, breakfast, etc, you name it, everything that we can throw in the middle of the table for people to come and choose what they want to participate in. That's what we do.



Murielle Machiels 11:16

Yeah, that's also why I come I work from cylinder square regularly. Yes, I come first for the community because I have all the facilities at home. But I don't have a community at home. And so I like connections. And that's why I love to come. I have like the feeling I have more colleagues than because we're a small team on the three of us. And when I'm at silver square, I have the feeling I have more colleagues more inspiration and more energy also.



Alex Kuborn 11:47

It's a it's it's a feeling which is shared by most of our members. Now, you'll have your heading your companies which your decision. It's also an echo that we hear from people that work for a company, which is based here. So we have organizations that go from up until 8090 people in house or within several square, and it works as well with employees. Because it's a very dynamic environment, instead of being within only the walls of your own company, where the conversation is very often. The same after a while, obviously, here, the diversity of the profiles that you see here, or the diversity of the expertise, which is naturally present into into these type of ecosystems is a perpetual is perpetual food, basically. So you, and if you are an open minded person, and you'd like to interact with people and learn from others, it's a great environment, because you have people that work, some in communication, some graphic designers, some working work digital developments, you'll find people in every walks of life, basically, and which you very often, like within the closed walls of one organization.



Murielle Machiels 13:07

Yeah. Yeah. And although I know a lot of people found their clients also at silver square, well, my clients are not that silver square, because it's mostly leaders in large organizations. But I, I found collaborations also. So that's, that's nice.



Alex Kuborn 13:26

The CO working basically, a co working typically provides flexibility for organizations to grow easily without being locked into a contract and affiliate space for three to six years, something new, most of the contracts that people signed for real estate or see are six years in the in the office, real estate business. Six years is a long time when you're starting when your startup or scale up, you never know how many people you're going to be, we're going to be 2050 100 or 20. God knows. So how do you plan for that? So flexibility is is, is of course, one of the key criterias in mind when people subscribe. And then the two other

keys are based on interaction, it's a growth in business because you start working with people around you. And also there's a growth or an improvement in your article that if you work processes, if you work with companies that actually become your suppliers around you, you there's again because you work with the the accountant, which is right there, the graphic designer, which is right there, the translator, which is just right there, so it makes it much easier. And those are very strong drivers. And the last driver, of course, is innovation. Innovation is very strong driver because people here meet people that do other businesses, and it pops up ideas into your mind which you would never have had. Should you work into a closed environment.



Murielle Machiels 14:55

Yeah. And I also like the mindsets because well Before being an entrepreneur, I was a CEO in a, in an organization. And I know in an organization people expect a lot from their employer, just like the original know, or the coffee isn't good at a coffee machine, and they will complain or for little things. And I, I remember seeing people at silver square, where, okay, there is no tea anymore. And somebody said something about the tea and the girl just said, Yeah, well, then just take the tea yourself, or just ask someone. I mean, it was another mindset than in most organizations, it was really an entrepreneurs mindset. So I believe there is also an advantage of being there, if you want to change your mindset, because the best way to change your mindset is also to be surrounded with people that have an order mindset.



Alex Kuborn 15:55

I agree with what you're saying. It's, it's, it's a, it's about empowerment, basically, as well. And basically, I think that companies are stronger when Nerdist in this type of environment, because it's a it's an ecosystem that empowers people to outgrow themselves. And we try, we try to organize that, of course, that's part of our DNA as well. And it's our DNA that we try to that we want to be completely completely part of the environment we beat we built.



Murielle Machiels 16:28

Yeah, yeah, we can steal. It's because you implicate the people in in the events or people can organize events themselves, or other members. And and that's, that's great. And that's also this empowerment mindset and open environments. Yeah.



Alex Kuborn 16:44

It's not a closed environment, and co working. Not all but our co working like a lot of co workers around the world, I think, open environments. It's not something which is closed and sealed for the outside world. It's an open environment. And so that's, that's how we grow. And I think that's the big interest of this type of environment. ecosystem.



Murielle Machiels 17:06

Yes. And so you started with one. So how has silver square evolve now?



Alex Kuborn 17:13

We started with 600 square meter on in the central business district of Brussels. And it quickly evolved, because because first of all, 600 square meters is not big, so you can feel it pretty quickly. It took us a bit less than a year before we started growing and open and to floor, additional floor and then another one. And we grew up to being now about 35 to 40,000 square meter. Frankly, I'm not exactly sure of the number because we are currently opening surface right now and central station of vessels. And we have in the pipeline for more coworking which are already identified. And some of them currently being on the word so that is yours. Next to the station. Antwerp next to the station as well. The North Station neighborhood here in Brussels, and Lewellen of next to the station as well. So basically, what we're building right now is a network of coworking that spans from the north of Belgium to the south of Luxembourg. In the main cities, sometimes several in one city, like in Brussels, we have, we have six right now. And hope to see more than one as well. The first one is coming next year, early next year. And mainly close to the transportation hubs, so many close to the large train stations. And the idea is for companies which are members of civil square to be able to use any of our core workings that span geographical span. Whenever they they, whatever suits them. So somebody in Brussels, whenever he has a meeting in Antwerp can go and work from there. A company in Brussels can easily hire in Antwerp because that's where the talent is, for his business, and and propose a technologically coherent environment than the one they're using in Brussels makes it very easy, etc, etc. So basically, we're enabling growth. we're enabling people to save time by working close from where they live. And we were offered and doing that we're offering a very high premium office solution. Yeah. Nice. Nice. Yeah, today.



Murielle Machiels 19:44

Yeah. And I also love how you design your spaces. And you know, since the pandemic, organizations were suddenly forced to allow people working from home. So which seems

safe That seemed impossible before the pandemic suddenly became possible. And though many employees really appreciated this, and many don't want to go back full time to the office, so I interviewed a lot of CEOs, and many are now looking at their way of working and completely reviewing it. And also redesigning their office spaces, because they want to make working from the office, more a space of collaboration of innovation of connection, or brainstorming. And I find that that's where you're really good at, because you have designed your spaces around that model with a connection with also rooms where people can concentrate if they need to concentrate. So I don't know if she could give some advice to these organizations. What should these organizations think about when they're redesigning their offices?

A

Alex Kuborn 21:01

There are several elements in your into what you just said. The first is, and many people will have heard that. And I think it's true. So I'll repeat it. The crisis that we went through, is an acceleration of change, right? It's not the change in itself basically, just fast forwarded as to, to a timeline that was supposed to happen, something that was happening supposed to happen by two to 2025. happened to 30, basically, which is the dish, the special specialization of the office where the explosion of the office or the of the unit of the office as it as it used to exist a year and a half ago, exploded, it was bound to happen, basically, because due to the pressure from the workforce, the pressure for the from the environment, the people that I mean, the claim that people already had before, not to lose, and waste time commuting, always at the same time, finding themselves losing about, you know, an hour, two hours a day, in their car, all these demands, were already there. Basically, it's just that nobody deemed that it was completely possible. until a year and a half ago, when we were forced to do an interview, we realized, Oh, actually, it really works. And it works very well. Most companies interviewed, I read recently most in McKinsey insights that most companies interviewed claim that they've gained in productivity. But they've lost in company culture basically. And, and, and addition to project itself to the company itself. That's that's a very big threat for for large companies. So basically, we fast forward it to something that was bound to happen, probably in a decade, it happened. Now, people realize they can work from home, people realize that it makes no sense to read emails from the office, if it means that you have to lose an hour just to get there in time to read your emails. Why? That actually, if you're somebody who likes to work at night, or in the evening, you don't have to go at the office at nine in the morning, you can just do it the way you want. And if you prove yourself reliable, and and that you do the work that you're that you're supposed to do that you're expected to do that you're set yourself to do that it's fine. Nobody gives a fuck. That's the way it's going to be fine. And I think it's great. It's a great revolution. Yeah. It's a great materialization of the empowerment that the digital age gave us. Why move all the time, when you can actually



open your screen and work like we're actually doing right now. So that's the way it's going to be, which means that the office bringing pulling people at one place at the same time, for the same amount of time, everybody makes no sense that's gone, never gonna come back. companies would be ill advised to have their workers come back to read their emails at the office, if that's what they do for the first two hours of the day. Don't do it, you know. But But companies I think would be ill advised as well. Not together, their teams to collaborate, innovate, think about the product that they're that they're offering to the market. Because teamwork and culture is a defining aspect of any company. And if you don't have any place to meet, then you're actually you're actually endangering yourself as far as far as I think, right. And I've read a recent article about Dropbox, the American company, they've decided that they were going to remake completely their, their headquarters. People are encouraged to work from home for solo work, which is anything that has to be done alone, and they're encouraged to work from the Office for anything that is that has value added for gathering basically. And I think that's the way that I Of course, it's going to depend on companies. Right. But I think basically, that's the model that that will prevail. At the end of, of the crisis that we're going through right now, which is people offices will be transformed to be a place where you want to go because there's something lively about it, because you meet people that you want to meet. And because you have specific innovation topics or reflections that you need to go about, with the people that you work with, or with people that are part of the organization, and that, for that, you need to be into a specific environment. Zoom or teams call are very non appropriate for for innovation, it doesn't work. And they're also very difficult, you probably noticed that it's very difficult when you have people which are partly physical and partly a team, which isn't in an office, there are five people and you have a bunch of people which are sick sitting remotely, it's very difficult for people which are remotely, you can follow properly, the meeting. So basically, the technology is not there yet completely to enable everything. And innovation to this date has to be done, according to me. My opinion, physically,



Murielle Machiels 26:14

when it's possible, yeah. And how do you design then a space for innovation and collaboration,



Alex Kuborn 26:23

you basically, I think that an office will become more and more a place where people will want to go, so are you ready, as we say in French. So if you have to add attraction, to the formula, right? until a year and a half ago, people would have to come to the office, otherwise, you will consider being either on holiday or either doing nothing. And so that

was the way most companies saw somebody not sitting in his chair. During the day, that's going to change. As we just said, that notion has exploded and disappeared, and it and that's for the better as far as I'm concerned. So but you before you used to force them to come now she can't afford the community to give them a good reasons to come. So the office could become someplace where there's a lot of value added would it be it through food through games, through the field of general feeling that, that it creates within people and and the the most of the area will be composed of open area where people can easily gather and and engage into interaction and work together. We're in very small groups, one to one or larger groups. And I think that the offices will be mostly built around these open spaces. That that that people can use very freely in a very liquid in a very liquid way.



Murielle Machiels 27:59

And then meeting rooms, of course, as well.



Alex Kuborn 28:02

Yeah, meeting rooms can be either open can be closed, you have different formats that appear, meeting rooms will be some of them just for meeting, a table where people can just sit and exchange. But there are meetings, we also designed for design thinking or for innovation. Because that will be part of the reason why people will come to the office. So basically, the sixth session of closed offices that you sometimes see less and less, of course, but they do sometimes used to see in large companies, I think that's going to mostly disappear. Even even leaders of large corporation will work into a more liquid way. And again, I think that's a good evolution.



Murielle Machiels 28:48

Yeah, yeah, I think I think too. And, and like you said, in the past, the office was a place where you you had to go. So most offices weren't very well designed. But know when that's that's also what I liked at silver square, when you you enter a silver square, you immediately feel like the energy, it's beautiful. Lots of open spaces, but also lots of small corners if you want to gather with to or if you want to work alone. So I think that's important as well to make the space eautiful and that you feel like Hi, I wants to work there because I like the energy and the light and the people of course, we had to do



Alex Kuborn 29:37

what companies are forced to do now basically, which is think of a space in user terms. So

we couldn't force people to come here. We're a business we can say you have to come to silver square. That doesn't work, obviously, like a large corporation would do to its employees doesn't work here. There's all independent people they choose to come here. So we need to make a place which is both attractive and function. No, that means the the end users needs. Okay. So that's how we designed we do a lot of open area. A lot of lounges and and place for people to leverage to have some small chats around either with their team either with people that they bump into. And of course, the place needs to be sexy enough as well for people to I mean, to be the talk of the town, basically. So what we decided to do four years ago, so almost five years ago, was to start working to make each each each silver square will be designed by a different designer, created, not somebody that works into the real estate business or not an architect, we do in house to space planning, which is designing what's going to be where, right, and then after we we invite a an artist, whether being a singer, I work with a singer, on one occasion, loosen the Yakuza for the, for the notation sometimes created that work into the fashion industry. And sometimes the painters. So we work with renowned local artists to help us design a pace, which is unique. And so although our co workings now are very different, not in terms of space planning, which is based organization, but in terms of feeling, because they correspond to the creator that's created. And basically the creator that we choose is always from the place where we where we are. So in years droplist Pena is, is from the earth. He's born over there in Antwerp. So it's Stephanie de, which studied in Antwerp, in the creative school in Antwerp, etc, etc. Basically, that's the idea. And that's because we have to attract people here.



Murielle Machiels 31:51

Yeah, yeah. But companies have to attract people to the office, because I hear a lot of leaders that say, yeah, the culture is a little bit lost, people are not as engaged anymore. So their solution is like we have to make working from the office mandatory at least for two or three days a week. And that will solve our problems. And I think it will only increase the problem, because if you force people to do something, people don't like to be forced. So it's better to motivate people. And there are other ways to query don't sugary, but it's a it's a dilemma, it's a totally matter. So because



Alex Kuborn 32:35

the need to preserve the culture of an organization, and the need to preserve its innovation capabilities. And it's constant. improvement, basically, constantly forward isn't mandatory for companies to work? So what do you do your, as a leader today of a large organization, you're stuck between the employees that overwhelmingly say we're not ready to come back five days per week to the office, we actually would rather come one

or two days a week and the rest of it from wherever we live. And the obligation for them to preserve the culture of the corporation that they work for, and to keep on looking forward as to what to do and how to do and today, most corporations have not yet completely set a strategy as to how it's going to be for working in next decade, or given the context that we're talking about. So I understand that they're saying listen, meanwhile, we find the right equilibrium. Come back to the office at least three days, or four days a week. So that together we can plan how this is going to work out. And where the equilibrium is going to be set finally, for our organization, and each organization will have a different point of view. Right? Some of them are much more agile, and probably much more digital. And probably younger, will have a nice view. And we'll find it easier to promote remote working, some less agile companies will find it probably more difficult. And each company given its culture and its specificities will reach a different equilibrium via I understand that large corporations today, try to pull the employees back to the office because what is the alternative right now? They they have they have to think about the survival of the organization as well. And not just the well being of the of the employee. But that being said, if they enforce something which the employees don't want, they risk losing the employees which I've heard many times and read in many that I read on the on the topic, some are producing if you force me, I leave. Yeah, yep. So it's a very it's very tricky path for large corporations to To walk on right now, and I understand the dilemma they're talking to, there are many different. I mean, there are a lot of articles which are being published right now, on some companies which say office is gone. We don't need them anymore. No real estate for the company as well. But great, by the way, that's mostly a French financial decision. According, and I'm not sure it's a sustainable one. It's a financial decision, because real estate represents usually a very important expense for large corporations, typically, second or third largest expense for corporations. So being able to scrub that with the minister, there's a really strong financial incentive. But I don't think that getting rid of the office altogether is a very wise thing to do. As we already explained, you need somewhere for people to gather and think about the product that they represent, that they work for, that they chose to work for. Yeah. So yeah, not easy at all.



Murielle Machiels 35:58

Oh, no, the easy, but like you say, if it's like, we want to think about this, and in the meantime, come back. And we think about this, and we build it together, that's okay. But some organizations really saw this working from home thing, like, okay, we had to, and we did it for that time. Now, let's go back to the old way of working. And that's very dangerous, because for me, also culture. And that's culture is really linked to your values and to living your values. So you have very strong cultures without an office, like you have

very weak culture, and everyone is at the office. And yes, they like their colleagues. But they're not really attached to the culture of the organization or to the organization as such.

A

Alex Kuborn 36:50

It's, it's, as we said, it's, it's a tough topic. I understand the urge for a lot of leaders of large corporations to bring back people together to fill the offices that you're still paying, by the way, because when you're a large corporation, you can, you can easily get rid of the extra square meters, that you suddenly all do not need. Yeah. So it's, again, financially, it's not easy for them, probably what will end up being the dominant model is that people will work from home about a third of the time, maybe 40%. And that the 60% remaining will be split between the office and a co working environment, people will want to work from home for some specific tasks, and then want to work close to home. For some other specific tasks. Spending three days, two days or three days alone at home, is not is not having for most of people, depending on the size of the apartment you have, what city you live in, etc. And you might want to work from a close, professional working environment, which is paid by your company to work from during those days, and then go to the office, whatever you need. So basically, it's going to end up being a mix of these three, these three elements, the office will remain specific innovation and brainstorming and teamwork, solo work at home, and something close to home, like a co working or co working like environment, to be able to socialize, etc. and keep on building yourself while you're remote working from the office.



Murielle Machiels 38:31

Yeah. Yeah. And do you already have companies that have an office? And that also rent some spaces? In your co working?

A

Alex Kuborn 38:42

Yeah. Yes, we do. It's trend, which is the field is accelerating? Of course right now. So it will these were until the until the crisis. These were very rare occasions where companies would work like that leverage us for physical presence in cities where they were not. But now it's something which is accelerating, obviously. And we're modifying some of our office to better suit these type of customers. Because because there's a lot of challenges for us, local co working environment, to respond to these to these expectations for large corporations. And so we're working on that book, of course, it already exists. We already have companies that would like today, and we expect it to grow very strongly.



Murielle Machiels 39:37

Yeah, yeah. I expect it to grow as well, because and the trend you say like 40% from home, I think it will be more 40% from the office from the CEOs I've interviewed a lot of them had already policies where people could work, one or two days from home and three days from the office. And now with that In this reversing, it will be more like one or two days from the office and the rest from home. But like you say, people miss connections and working from a co working space close to home. If you're not, if you're too far from the office is, is a great alternative and also to continue being inspired to meet new people. And yeah, it's great for the creativity.



Alex Kuborn 40:26

Yeah, people will choose basically, according to their own sensibility, yeah, where, apart from the mandatory days at work, how they gonna work, some people love it working from home, some people live, you know, outside in the countryside very far from anything, and they work in their garden, and it's fine for them, and they need nothing else. Some people live in the cities in a small apartment, and think about one thing is leaving the apartment so that they can be at least you know, this, that there's a there's a difference between being at home and being being at work. And, and, and, you know, and, and our home isn't appropriate or big enough, and the dog and, and the connection is not going to, there's going to be many reasons, basically, people are going to choose by himself. And again, I think that's very close to what I think is is where we all should go to which is impairment of your own decision, you work for you work for the products and the company you choose to work for and you work into the way you want. And the only thing you are liable to is the performance that is expected from you into your work and what you put into it and how and the culture and values, of course the culture and values. But again, there's a match. If you choose a company, you usually choose it because it matches your, your own values. At least that at least that's what that's the way I see it.



Murielle Machiels 41:48

Yeah. It's not always the case, unfortunately. Or sometimes you evolve and you feel like you live it.



Alex Kuborn 41:55

Yeah, individual choice to where it should be two people decide what they do with their life and where they want to be and what they want to contribute contribute to. And then if that then in that case, and if that that's what the person has in mind. And indeed, he's

going to choose a company, he or she will choose a company that suits his own values and his own culture.



Murielle Machiels 42:18

Yeah. Great. Well, thank you for that. So we will put the link also of your website in the show notes of the of the episodes, but it's silver square.edu. Yeah. Yeah. If they wants to contact you, or if they want to visit a co working space, I really love your space. It's not close to my home. But still I I love going there because I like the people from silver square, but also the older members.



Alex Kuborn 42:51

Thanks a million. I hope maybe we'll open one closer to home than



Murielle Machiels 42:56

there are some closer to my home. People. Okay, at silver square, Louis. So that's right there.



Alex Kuborn 43:05

Again, we're dead. You know, individual choice. I think that's the key.



Murielle Machiels 43:09

Yeah. And it's also close to the University where I often have meetings so it's it's, it's nice. No, well, it was really nice talking to you. xo. Thank you.



43:21

Likewise. Thanks a lot. Thanks a million.



Murielle Machiels 43:24

Yeah. Bye then. Bye. Bye. Yeah, you finished another episode of rebel leader with the hearts if you want more, go to rebel leader with a heart.com for show notes and past episodes. If you love the show, subscribe, leave a review and share it with your friends.

The more the merrier. Thanks for tuning in and have a great week you rebel leader with a hearts