

# WORKTECH™ Seattle

WORK / WORKPLACE / TECHNOLOGY / INNOVATION

# EXPLORE THE FUTURE OF WORK AND THE WORKPLACE

IA INTERIOR ARCHITECTS, 401 UNION STREET

TUESDAY, JULY 21<sup>ST</sup> 2026

09:00 - 17:00

## EVENT SPONSORS

### HOST PARTNER



### GOLD SPONSORS



### SUPPORTED BY





Samantha Cullum

Conference Producer,  
WORKTECH Events

## A warm welcome to WORKTECH26 Seattle

WORKTECH is the fastest growing forum for all those involved in the future of work and the workplace as well as real estate, technology and innovation.

Across organisations today, the pace of change is accelerating faster than workplace systems can fully respond. It is no longer just about asking what's next for work, but how organisations can operate effectively amid uncertainty, complexity, and constant change.

This is the lens shaping WORKTECH26 Seattle. This year's programme explores how organisations are adapting to faster cycles of change while closing the gap between how work evolves and how environments support it.

Across the agenda, we will explore the rise of the adaptive workplace and how organisations are navigating volatility through data, design, and systems thinking. We will examine the alignment gap between people, space, and strategy, and how leading organisations are using feedback, insight, and cross-functional collaboration to improve decision-making at scale.

We will also consider how workplace experience is becoming more human-centred and inclusive, how organisations are designing for connection, wellbeing, and performance in distributed environments, and how scenario thinking is helping leaders prepare for multiple possible futures of work.

We look forward to welcoming you for a day of insight, debate and inspiration.

Warmest regards,  
Samantha

# CONTENTS



**SPEAKERS**



**SESSIONS**



**CONFERENCE AGENDA**



**VENUE**



**WHO ATTENDS**



**KEY INFORMATION**

# MEET THE SPEAKERS

Technology  
thing is measured and optimized, efficient and  
ible and transparent.



WORKTECH26 Seattle will attract some of the biggest and brightest names to debate, discuss, and divulge the latest thinking on the future of work and the workplace.

The conference will feature leading international thinkers from industry and academia. Our speakers represent some of the world's biggest brands and best universities and research departments, alongside radical visionaries from new innovative organisations.

Through interdisciplinary speakers and learning experience, we focus on bringing cutting edge ideas and inspiration to the workplace community to enhance creativity and move thinking forward. Instead of focusing on peer to peer innovation through imitation, we aim to curate a unique programme, bringing together experts in the fields of people, place and technology and relevant adjacencies to reflect on the future of work and workplace.

Alongside the conference series, the WORKTECH Academy knowledge hub explores the future of work through six key themes: people, place, technology, design, culture and innovation. Creating leading commentary, research and publications that places scientific research at the heart of key business problems. [www.worktechacademy.com](http://www.worktechacademy.com)

## Full list of speakers

Joslyn Balzarini **HKS**  
Jeremy Browder **Coinbase**  
Dr. Tracy Brower **Steelcase**  
Eduarda Cardoso **Microsoft**  
Justin Cochran **NBBJ**  
Kristen Cooper **IA Interior Architects**  
Aitor Elorza **Ojmar**  
Nancy Heywood **IA Interior Architects**  
Jami Howard **IA Interior Architects**  
Valerie Jardon **IA Interior Architects**  
Katie Patchin **IA Interior Architects**  
Daniel W. Rasmus **Serious Insights**  
Kevin Sauer **Nhance**  
Kamala Subbarayan **Google**  
Mary Beth Sullivan **ArtLifting**  
Kashley Toledo **Gates Foundation**  
Cassie Valkenaar **Alaska Airlines**  
Marc Weigum EdD **Cumming Group**  
Ben Wojcikiewicz **Mohawk Group**



**Jeremy Browder, Coinbase**



**Eduarda Cardoso, Microsoft**



**Kashley Toledo, Gates Foundation**



**Valerie Jardon, IA Interior Architects**



**Daniel W. Rasmus, Serious Insights**



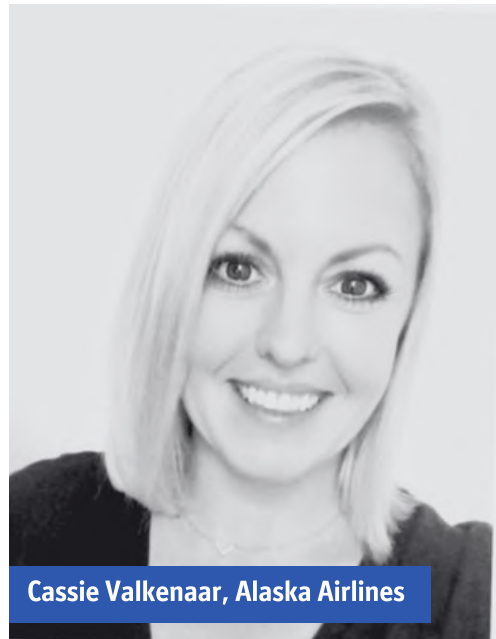
**Kamala Subbarayan, Google**



**Marc Weigum EdD, Cumming Group**



**Mary Beth Sullivan, ArtLifting**



**Cassie Valkenaar, Alaska Airlines**



# SESSION HIGHLIGHTS

The future of work and the workplace is on everyone's agenda. This event brings thought leaders together to share cutting edge ideas on the future, from both a people, place, and technology perspective. It will allow an understanding of the key drivers of change and enablers of innovation that will shape how, where and when work takes place.

Key themes we will be discussing at this event include:

#### **The Accelerated Workplace: Operating at the Speed of Business Change**

Workplace strategy is under pressure to keep pace with volatile business cycles, shifting workforce models, and compressed decision timelines. Organisations are moving away from long-horizon masterplanning toward more iterative, minimum-viable approaches that allow for faster adaptation. This theme explores how leaders are balancing agility with governance, brand standards, and capital constraints while managing portfolio uncertainty, M&A complexity, and evolving hybrid expectations. It reflects the growing gap between how fast business moves and how slowly space is delivered.

#### **Workplace Intelligence & Decision Systems: From Fragmentation to Clarity**

Organisations are now data-rich but decision-poor, struggling to turn fragmented workplace, behavioural, and portfolio data into actionable intelligence. This theme explores how leaders are building more integrated workplace intelligence systems that combine utilisation, experience, and operational signals to support better decisions. It also examines the limits and risks of over-automation, and the need for human interpretation, trust, and governance as workplace analytics and AI-enabled tools become more embedded in strategy.

#### **Designing the Adaptive Workplace: Experience, Inclusion & Human Performance**

Workplaces are shifting from static environments to adaptive systems that respond to diverse human needs, behaviours, and work styles. This theme explores how organisations are designing for friction in modern work patterns, engagement, and performance through space, technology, and experience. It includes neuroinclusive design, wellbeing, behavioural patterns in distributed work, and the role of physical environments in enabling focus, collaboration, and connection. The focus is on creating workplaces that actively support human performance rather than simply accommodate it.

#### **Circular & Responsible Workplaces: Value, Resilience & Resource Intelligence**

Workplace strategy is evolving from linear investment cycles toward circular value thinking – where space, assets, and infrastructure are continuously optimised across global portfolios. Organisations are rethinking procurement, reuse, and adaptive reuse strategies while managing legacy estates, cost pressure, and inconsistent standards. This theme explores how sustainability, efficiency, and resilience are increasingly embedded into operational decision-making, from second-life assets to smarter capital allocation and more intelligent use of existing space and resources.

## KEY THEMES

THE ACCELERATED WORKPLACE

WORKPLACE INTELLIGENCE & DECISION SYSTEMS

DESIGNING THE ADAPTIVE WORKPLACE

CIRCULAR & RESPONSIBLE WORKPLACES



## **Work Has Left the Building: Scenarios for the Future of Work Environments**

**Daniel W. Rasmus, Founder & Principal Analyst, Serious Insights**

Work no longer fits neatly into office-first, remote-first, or hybrid labels. This session uses scenario planning to examine how technology, culture, design, real estate, and management practice may reshape work environments over the next decade. Rather than predict one future, it explores multiple plausible futures and the decisions leaders can make now to create workplaces that remain adaptive, humane, and strategically useful.

## **The Alignment Gap: Why the Future of Work Depends on Design** **Valerie Jardon, Managing Director, Strategy, IA Interior Architects**

The future of work is being reshaped faster than people—and the environments around them—can adapt. As new ways of working emerge, a critical gap is forming between how work happens and how it is supported. This misalignment shows up as burnout, friction, and a growing disconnect between individuals and organizations. This session explores how design can help close that gap and shape a more aligned future. By focusing on human outcomes—how people feel, think, and interact—it offers a science-informed lens for creating environments that enable innovation, resilience, and meaningful performance at a time when it matters most.



## **Magnet, Not Mandates: How Coinbase Designs for Intentional Presence at Scale**

**Jeremy Browder, Senior Director of Real Estate & Employee Experience, Coinbase & Kevin Sauer, Head of U.S. Operations & Client Delivery, nstance.ai**

In this fireside chat, Jeremy Browder, Senior Director of Real Estate & Employee Experience at Coinbase, will share how this operating model translates into practice across real estate, workplace design, and employee experience. Within this model, presence is intentional rather than assumed, with physical space designed around specific moments of value rather than continuous occupancy. The discussion explores how in-person time is made more intentional and how hubs support culture, collaboration, and performance without defaulting to traditional office attendance, asking what the employee experience stack looks like when workplace functions as a connected ecosystem of intentional moments rather than a fixed destination.



## 08:30 | CONFERENCE OPENS

## 09:00 | CHAIRPERSON'S OPENING REMARKS

## 09:10 | WELCOME ADDRESS

Nancy Heywood, Principal, Account Manager, IA Interior Architects



## 09:15 | STATE OF THE MARKET: TRENDS & INSIGHTS



Kick off the day by examining the forces driving change in the workplace landscape today. This dynamic discussion will set the scene, surface key challenges, and explore emerging trends and strategic insights, offering a shared perspective on the future of work and the opportunities that lie ahead.

### THEME: THE ACCELERATED WORKPLACE — NAVIGATING UNCERTAINTY

## 09:20 | CRITICAL CONNECTIONS: THE SURPRISING POWER OF PLACE, PROXIMITY AND PRESENCE

Dr. Tracy Brower, PhD Sociologist, Author, Keynote Speaker, Senior Contributor, Forbes & Fast Company, Vice President of Workplace Insights, Steelcase

**Steelcase**  
**Forbes**



At the same time that engagement is at an 11-year low, people are also reporting that they crave greater connections to their work and their colleagues. In the midst of it all, the work experience has an increasingly important role to play, and we can have a significant impact. Join us to hear fascinating new evidence for the power of place and proximity and their effects on performance, engagement and retention. We'll discuss the sweet spots for balancing flexibility with presence and the factors that go beyond RTO to create sticky experiences and places people (really) want to be and bring their best.

## 09:45 | THE ALIGNMENT GAP: WHY THE FUTURE OF WORK DEPENDS ON DESIGN

Valerie Jardon, Managing Director, Strategy, IA Interior Architects



The future of work is being reshaped faster than people—and the environments around them—can adapt. As new ways of working emerge, a critical gap is forming between how work happens and how it is supported. This misalignment shows up as burnout, friction, and a growing disconnect between individuals and organizations. This session explores how design can help close that gap and shape a more aligned future. By focusing on human outcomes—how people feel, think, and interact—it offers a science-informed lens for creating environments that enable innovation, resilience, and meaningful performance at a time when it matters most.

## 10:05 | COFFEE BREAK & NETWORKING

### THEME: WORKPLACE INTELLIGENCE — ALIGNMENT & DECISION-MAKING

## 10:45 | SCALING THE AI-DRIVEN ENVIRONMENT: FROM CHANGE MANAGEMENT TO ENTERPRISE IMPACT

Kamala Subbarayan, Real Estate & Workplace Services Lead, Google



To thrive today, Corporate Real Estate (CRE) must evolve from a cost center into a strategic business enabler. Drawing on 20+ years of experience—including scaling Google's global portfolio—this session explores how to align physical space to enable the enterprise AI shift. Delivering this transformation at scale requires close alignment across real estate, product, and business teams. This session shares lessons learned from scaling change across complex portfolios, emphasizing how hospitality-driven workplace experiences empower technical productivity. It highlights methodologies to drive collective ownership, leverage data-backed insights to reduce operational friction, and successfully turn real estate into a high-performance engine for growth.

## 11:05 | READING THE SIGNALS: THE ADAPTIVE WORKPLACE AS A SYSTEM UNDER PRESSURE

Marc Weigum, EdD - Organizational Change & Leadership, Senior Director, Project Management, Cumming Group

CUMMING  
GROUP

In this short framing session, Marc explores how workplace systems are evolving under conditions of speed, fragmentation, and growing misalignment between business demand and real estate delivery. Bridging executive practice and applied research, the session introduces a systems lens on organisational change — examining how workplace, organisational, and real estate decisions interact across overlapping economic, operational, and human systems, and why the same policies can produce markedly different outcomes across a workforce.

## 11:10 | OPERATING THE ADAPTIVE WORKPLACE — FROM SIGNALS TO ORGANISATIONAL RESPONSE

Moderator: Marc Weigum, EdD - Organizational Change & Leadership, Senior Director, Project Management, Cumming Group  
Kamala Subbarayan, Real Estate & Workplace Services Lead, Google  
Kashley Toledo, Senior Workplace Strategy Manager, Gates Foundation

CUMMING  
GROUP

Google

Gates Foundation

Workplace leaders are operating in an environment where business needs shift faster than real estate cycles and decision-making timelines, while budgets are increasingly constrained and certainty is increasingly rare. Organisations are under pressure to make faster, more confident decisions across complex global portfolios, often with incomplete and fragmented information. This session explores how practitioners are translating workplace strategies and transformation models into day-to-day execution across complex organisations. Panellists will share how they interpret behavioural and operational signals, manage portfolio and delivery constraints, and balance standardisation with local flexibility. The discussion will focus on how practitioners are navigating responsiveness, prioritisation, and decision-making under pressure across different organisational contexts—highlighting what is working in practice.

## 11:40 | FINDING THE COLLECTIVE CONSCIOUSNESS: WELLBEING, WORLD, AND WORTH IN THE BOULEVARD WORKPLACE

Moderator: Valerie Jardon, Managing Director, Strategy, IA Interior Architects  
Katie Patchin, Director of Client Services, IA Interior Architects  
Kristen Cooper, Senior Project Architect, IA Interior Architects  
Jami Howard, Senior Designer, IA Interior Architects

IA | INTERIOR  
ARCHITECTS

“Finding the Collective Consciousness: Wellbeing, World, and Worth in the Boulevard Workplace” explores how workplace design can evolve from fragmented priorities into an integrated system that connects human experience, environmental responsibility, and organizational value. Using the Boulevard as a central organizing concept, this panel will examine how spatial journeys, biophilic strategies, and flexible design approaches create workplaces that are intuitive, sustainable, and high-performing—demonstrating that the most impactful environments are those designed for alignment across all three.

## 12:10 | WORK HAS LEFT THE BUILDING: SCENARIOS FOR THE FUTURE OF WORK ENVIRONMENTS

Daniel W. Rasmus, Author, Founder and Principal Analyst, Serious Insights LLC; Professor, University of Washington Communication Leadership Program

Serious  
insights

W  
UNIVERSITY of  
WASHINGTON

Work no longer fits neatly into office-first, remote-first, or hybrid labels. This session uses scenario planning to examine how technology, culture, design, real estate, and management practice may reshape work environments over the next decade. Rather than predict one future, it explores multiple plausible futures and the decisions leaders can make now to create workplaces that remain adaptive, humane, and strategically useful.

## THEME: DESIGNING THE ADAPTIVE WORKPLACE — EXPERIENCE, INCLUSION & RESPONSIBILITY

### 12:35 | INTERACTIVE AUDIENCE DISCUSSION: PEER LEARNINGS



### 12:45 | LUNCH BREAK & WORKPLACE TOURS

All event attendees are invited to join guided tours of IA's award-winning Seattle studio throughout the conference breaks.

### 13:45 | HUMAN PERFORMANCE IN THE ACCELERATED WORKPLACE: DESIGNING FOR INCLUSION, ACCESS & EXPERIENCE

Moderator: Benjamin Wojcikiewicz, [Senior Director, Strategy & Business Development | Workplace & Retail, Mohawk Group](#)  
Eduarda Cardoso, [Director, Global Workplace Design, Microsoft](#)  
Mary Beth Sullivan, [Senior Sales Director, ArtLifting](#)  
Joslyn Balzarini, [Principal and Interiors Studio Practice Leader, HKS](#)

 Mohawk Group

 Microsoft

 ARTLIFTING



In today's accelerated workplace, organisations are rethinking how physical environments can keep pace with rapid change, evolving ways of working, and rising expectations of performance. This panel explores how inclusion is becoming a central driver of workplace design—shaping how spaces support people with diverse cognitive, sensory, and physical needs. Bringing together perspectives on inclusive design, accessibility, and the role of art and experience in the workplace, the discussion highlights how environments can be more intuitive and supportive for everyone. From fractal and nature-inspired approaches that support cognitive ease to practical innovations in accessibility and experience design, the conversation moves from intent to lived experience. As workplace systems become more complex and data-informed, panellists will focus on the human outcome: how inclusive design improves clarity, reduces friction, and enhances overall wellbeing and performance.

### 14:15 | HUMAN POWERED TECHNOLOGY: UNLOCKING THE FUTURE OF SMART LOCKERS

Aitor Elorza, [CCO, Ojmar](#)



As workplaces evolve, technology must become simpler, more sustainable, and truly human-centric. In this session, we explore how Human Powered Technology is reshaping smart locker: Reducing operational complexity, lowering CAPEX & OPEX, and enabling smarter, wireless & batteryless environments. Using OTS.40 Batteryless as a case in point, we will show how innovation at the intersection of design, usability, and sustainability is redefining the user experience while supporting large-scale deployment across global portfolios.

### 14:35 | SESSION TO BE ANNOUNCED

### 15:05 | COFFEE BREAK & NETWORKING

## THEME: BEYOND THE OFFICE — THE WORKPLACE AS A CONNECTED ECOSYSTEM

### 15:40 | ADAPTIVE REUSE IN ACTION: HOW ALASKA AIRLINES TRANSFORMED A 90S-ERA OFFICE INTO ITS GLOBAL TRAINING CENTER

Cassie Valkenaar, *Corporate Real Estate, Alaska Airlines*  
Justin Cochran, *Senior Associate, Senior Project Designer, NBBJ*



The smartest buildings aren't always new—they're reimaged. At Alaska Airlines' Global Training Center in Seattle, NBBJ transformed a legacy three-wing structure into a high-performance hub — housing Alaska Airlines training for pilots, flight attendants, airport operations, and customer service, plus an additional 11 user groups — while reusing 100% of the building's structure, vertical circulation, and lighting infrastructure. This presentation explores how adaptive reuse can deliver both sustainability outcomes and a workplace experience that goes far beyond the traditional office, embedding brand, hospitality, and operational performance into a single ecosystem.

### 16:05 | MAGNET, NOT MANDATES: HOW COINBASE DESIGNS FOR INTENTIONAL PRESENCE AT SCALE

Jeremy Browder, *Senior Director of Real Estate & Employee Experience, Coinbase*  
Kevin Sauer, *Head of U.S. Operations & Client Delivery, Nhance*



Coinbase offers a leading perspective on the evolution of distributed work, having operated remote-first since 2020 while continuing to invest in physical hubs, workplace technology, and intentional in-person experiences that enable connection, problem-solving, and performance at scale. In this fireside chat, Jeremy Browder, Senior Director of Real Estate & Employee Experience at Coinbase, will share how this operating model translates into practice across real estate, workplace design, and employee experience. Within this model, presence is intentional rather than assumed, with physical space designed around specific moments of value rather than continuous occupancy. The discussion explores how in-person time is made more intentional and how hubs support culture, collaboration, and performance without defaulting to traditional office attendance, asking what the employee experience stack looks like when workplace functions as a connected ecosystem of intentional moments rather than a fixed destination.

### 16:30 | KNOWLEDGE EXCHANGE: INSIGHTS, REFLECTIONS, AND FORWARD THINKING

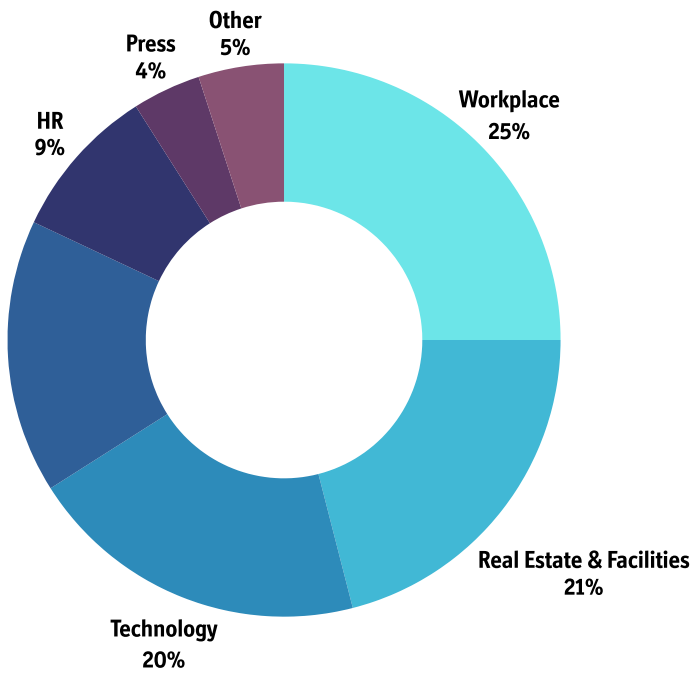
As the day concludes, join us to reflect on key themes, insights, and takeaways from the conference. This interactive session will distil key learnings, spark discussion, and explore how the ideas presented can drive future action. Share your thoughts, gain fresh perspectives, and leave inspired to turn insights into impact.

### 16:45 | CHAIRPERSON'S CLOSING REMARKS

### 17:00 | CONFERENCE CLOSES

# WHO ATTENDS

Attracting senior level professionals from Workplace, CRE, IT, HR and Architecture & Design



“Great event with a wide variety of topics, directly relating to the work I do. Interesting speakers and great presentations.”



WORKTECH SEATTLE  
DELEGATE

Was an energizing and thought-provoking experience. I especially appreciated the balance between emerging technologies like AI and the emphasis on trust, culture, and people-first design.



WORKTECH DELEGATE



# BOOK NOW

[WWW.WORKTECHEVENTS.COM/EVENTS/WORKTECH26-SEATTLE/](http://WWW.WORKTECHEVENTS.COM/EVENTS/WORKTECH26-SEATTLE/)

# KEY INFORMATION

## Date

When: Tuesday July 21st

Where: IA Interior Architects, 401 Union Street

## How to book:

Visit: [www.worktechevents.com/events/worktech26-seattle/](http://www.worktechevents.com/events/worktech26-seattle/)

## Offer a Special Rate to Your Network

Become a marketing partner for this event and qualify for a special rate for your colleagues, complimentary passes for yourself, logo exposure for your organisation, and more.

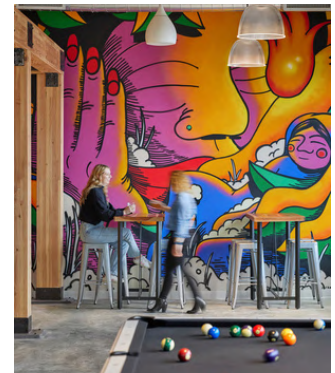
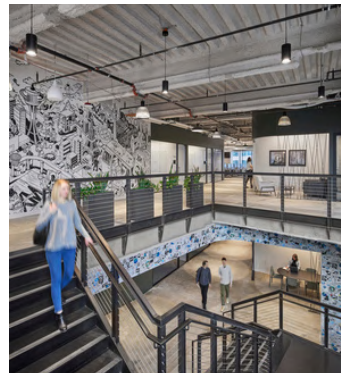
If you are part of a group that would like to attend and are looking for a joint group rate please get in touch to arrange a bespoke ticket price.

## Become a WORKTECH Ambassador

We're looking for people that love the future of work and the workplace and social media. People who are willing to become part of our team and help spread the word to the masses. There will be a free event ticket available to successful applicants. Apply here: <https://bit.ly/3jiHC4b>

For more information on the above initiatives, please contact:

[kirsty.darlington@worktechevents.co.uk](mailto:kirsty.darlington@worktechevents.co.uk)



# WORKTECH™

WORK / WORKPLACE / TECHNOLOGY / INNOVATION

7 St. John's Mews

13 St. John's Road, Hampton Wick

Kingston upon Thames, KT1 4AN, UK

+44 (0)20 89 77 89 20

[info@unwired.eu.com](mailto:info@unwired.eu.com)

[www.worktechevents.com](http://www.worktechevents.com)