

WORK ISN'T WORKING

**WHY MOST COMPANIES GET
WORKPLACE TECHNOLOGY WRONG –
AND THE 5-STEP FIX**

CHRIS GORE

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Intro

INTRODUCTION

Nobody Plans to Screw Up an Office Move

Nobody plans to screw up an office move. No one sits in a boardroom and says, “Right, team – let’s waste £500k, annoy every employee, miss our go-live date, and spend the next two years apologising for meeting rooms that don’t work.” And yet... it happens. All the time. I’ve been brought into office moves where people are six weeks from go-live and suddenly realise: The meeting rooms don’t support hybrid working. The boardroom display isn’t big enough to show forecasts to everyone in the room. The CEO can’t be seen or heard. The AV budget has quietly doubled. And the only person who seems relaxed about it is the guy selling another “temporary workaround.” Everyone involved is competent, intelligent, and well-intentioned. So what went wrong?

Before I Tell You What Goes Wrong:

Let me explain how this book is structured, because I think it’ll help you get the most out of it.

When companies decide to move office – whether that’s downsizing, upsizing, going hybrid, or anything in between, there are really three levels to think about. Most people only think about one of them, and that’s usually why it goes wrong.

At a high level is workplace strategy. This is the big stuff.

Are you going fully remote?

Bringing everyone back in?

**Running a hybrid model where people split their time
between home and the office?**

There are entire careers built around answering these questions, and I want to be upfront with you; I’m not the expert here. I genuinely mean that. People like Sam Sahni have spent years going deep on this, and if you want the definitive guide to workplace strategy, his book *Destination 2.0* is exceptional. Seriously, go read it. I’ll still be here when you get back.

Here is the bit I do know. It doesn't matter which strategy you choose. I mean that. Fully remote, hybrid, hot-desking, four days a week, flexi-hours, you name it, none of it works without the right technology in place.

None of it.

I've seen it play out hundreds of times across hundreds of organisations. The strategy is sound, the leadership is bought in, the culture is right, and then someone walks into a meeting room, the screen doesn't work, and the whole thing quietly starts to fall apart. Because when the technology lets you down, people stop trusting the strategy. And when they stop trusting the strategy, they stop showing up, in every sense of the word.

That's the middle level. The technology. And that's where things get interesting, because most businesses treat technology as an afterthought. Something you bolt on at the end.

✓ Tick a box, buy some screens, job done.

It isn't. It never was.

Which brings me to the third level. The niche bit. The "how". Because knowing you need the right technology is one thing. Actually deploying it properly, managing it, maintaining it, making sure it still works six months after the install team have gone home, that's something else entirely.

That's where we spend most of our time at SPOR, and that's what the **DITAM** model is built around.

So here's how this book is laid out.

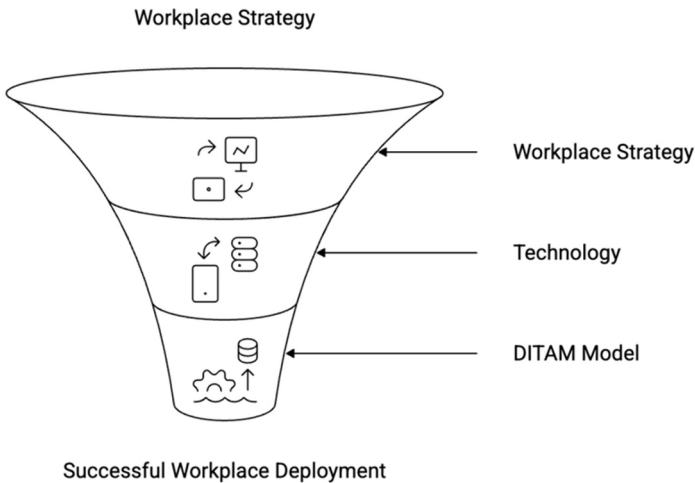
Part One covers strategy at a high level, enough for you to understand the landscape and make an informed decision, without me pretending to be something I'm not.

Part Two gets into the real problem with technology in the workplace, and why so many businesses are getting it badly wrong.

And...

Part Three is the model. The practical, repeatable process we've used across over fifteen hundred meeting rooms to actually make technology work the way it was supposed to.

Workplace Strategy Implementation



Who I Am

My name is Chris Gore. I'm the founder of SPOR Group – an AV and workplace technology business delivering projects across the UK and internationally. I didn't inherit this. I built it. Job by job, mistake by mistake, into a multi-million-pound business working with enterprise clients, landlords, developers, consultants and occupiers.

Before that, I was a military leader. Which means two things:

One – I have a low tolerance for fluff.

Two – I care deeply about planning, sequencing and accountability. In the military, bad planning doesn't just cost money. In offices the stakes are lower, but the chaos is surprisingly familiar.

Over the last decade I've been involved in hundreds of office moves. Brand-new HQs. Cat A and Cat B fit-outs. Hybrid refurbishments. Fast-track relocations. And the occasional *"we're moving in twelve weeks because the lease says so"* disaster.

I've seen projects that ran like clockwork.

I've seen projects that looked fine on paper and fell apart in the final stretch.

And here's what I've learned: the biggest risks in an office move are invisible until it's too late.

Why I'm Writing This Book

I didn't plan to write a book. I'm a Scouser with no GCSEs. Sitting still for five minutes as a kid was basically a superpower I didn't have. But as a business owner, I kept watching the same mistakes happen to good, smart people, and nobody was saying it out loud. So I decided to say it.

This book exists because I kept having the same conversations with the same stressed people asking the same questions. Usually far too late.

"Why didn't anyone tell us this earlier?"

"Is it normal that the AV budget has doubled?"

"Why does IT say this isn't their problem?"

"Can we fix this after we move in?"

The short answer to the last one: no. Not properly. Not cheaply.

Most books about offices are either inspirational fluff about the future of work, or technical manuals that no normal human wants near them. This is neither.

This is a field guide for the people who actually have to deliver an office move without it becoming a career-defining disaster.

I wrote it because too many good people get blamed for failures that were baked into the project months before they were even involved. And because the same mistakes keep repeating, on almost every project, in almost every organisation. You get warts and all in here. The red flags. The things you absolutely cannot miss. And a few stories that still make me wince.

Who This Book Is For

You're in the right place if you're responsible for an office move, refurbishment or major workplace change. If you're a COO, CFO, Head of IT, Head of Workplace, Facilities Lead or Project Sponsor. If you've been volunteered to own the move alongside your actual day job. If you don't want to look stupid in front of the board. And if you really, really don't want your first week in the new office to be a PR disaster.

It's also useful for consultants and project managers who want fewer fires to put out, and landlords or developers who want occupiers that aren't quietly furious with them.

If you want a book that teaches you how to wire a meeting room, this isn't it. If you want to understand why office moves go wrong and how to stop it happening to yours, keep reading.

The Real Problem

Let me be direct about this.

Technology doesn't kill office moves.

Late decisions do.

Most failures trace back to five things: AV and technology are brought in too late. Nobody truly owns the user experience. Decisions get made in silos. Budgets are set before requirements are understood. And risk is misunderstood, not managed.

AV is treated like furniture, something you add near the end, once the "real" decisions have been made.

But AV isn't furniture. It's infrastructure. It touches IT networks, security, acoustics, power, architecture, furniture layouts, user behaviour and how visible your senior leaders actually are in a room.

By the time AV appears on the critical path, the critical decisions have already been locked in. That's why meeting rooms fail. That's why hybrid working frustrates people. That's why senior leaders lose faith in the space.

And then AV gets blamed.

What You'll Get From This Book

This isn't a product catalogue. I'm not going to give you a shopping list.

What I will give you is a way to think about office moves differently. The **DITAM** framework to spot risk early. The right questions at the right time. Clarity on who should own what. And a practical understanding of how AV, IT, design and construction actually intersect, because right now, most people are pretending those things don't need to talk to each other.

You'll understand why "*we'll sort it later*" is the most expensive sentence in an office move. Where programmes quietly drift off track. How to protect the user experience before it gets compromised. And how to stop technology becoming the scapegoat for decisions that were made, or avoided, months earlier.

I'll share real examples. Good ones and bad ones. Mistakes I've made personally. And the patterns that show up on almost every project.

No theory. No vendor pitch. No nonsense.

Everything in the DITAM model covered in **Part Three** is backed up by practical assets available at <https://www.spor-group.net/avbundle>. Work through the model, use the assets, and you'll be ahead of most organisations going through this right now.

Before We Start

One idea to carry through everything that follows.

Office moves don't fail because people are incompetent. They fail because responsibility is fragmented and timing is wrong.

This book is about fixing that.

It's about walking into your new office on day one and thinking: *this works, we did this properly* – rather than standing in a meeting room that cost a fortune, staring at a screen that doesn't work, wondering how you got here.

Nobody plans to screw up an office move.

But without the right approach, most of them do.

Let's make sure yours doesn't.

Part 1

The Strategy

CHAPTER 1 - EVERYONE'S GOT A PLAN

What Companies Are Actually Doing

Let me say it again before we go any further, because I think it's important. I'm not a workplace strategist. I've never claimed to be. What I am is someone who has spent years walking into offices, meeting rooms, boardrooms and break-out spaces across the UK, Europe and Asia, talking to the people who run them. Heads of IT, facilities directors, operations leads, and CEOs who've just signed a ten-year lease and are already wondering if they made the right call.

It's for that reason, this chapter is going to be shorter than the others. I will touch on some of the different strategies available but won't go into depth as I am not the expert in this area.

What I'm about to share with you isn't theory. It's observation. It's what I'm seeing on the ground, in the conversations I'm having, in the decisions companies are making right now. If you want the deep academic framework around workplace strategy, go and find Sam Sahni. Read *Destination 2.0*. Speak to people who've built their careers around this stuff. They'll give you the rigor.

What I can give you is the honest, unfiltered view from someone who's been in the room when these decisions play out and, more importantly, when they don't.

With that said, let's talk about what's actually happening out there.

The Landscape Right Now

The pandemic changed everything. You know this already, I don't need to tell you. But what's interesting isn't what happened during the pandemic, it's what's happened since. Because the dust has settled, and companies are still trying to figure out what they actually want. Some of them have made decisions. Some of them are still arguing about it in board meetings. And a few of them have decided to ignore the whole thing and hope it resolves itself, which, for the record, it won't.