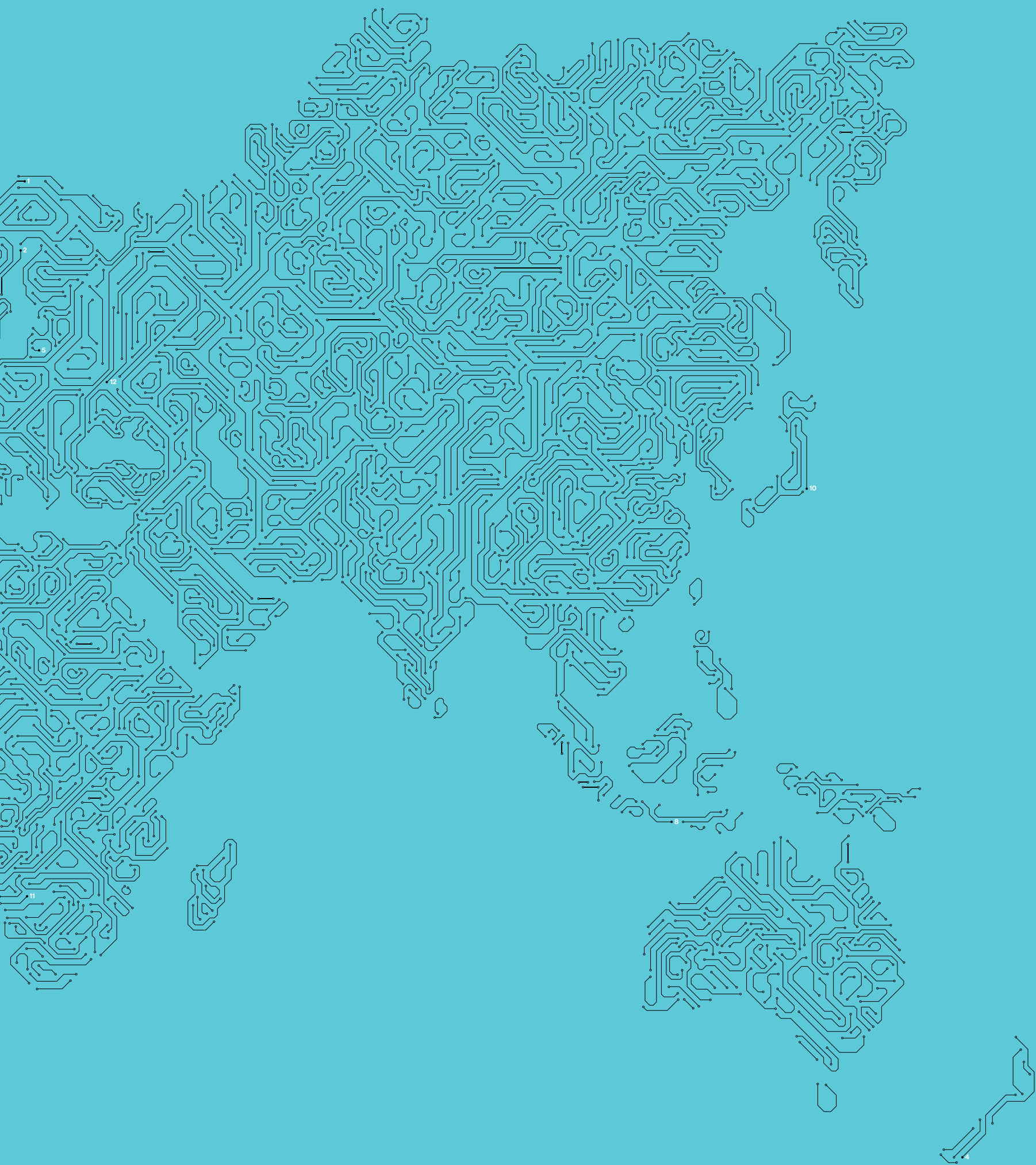


Location is everything. Location means nothing.



Contents and Contributors

Honk Please is a book publisher, recurring event, a physical room and an inspiration site. Thoughts and insights about a changing society, on the initiative of Changemaker.

At an intersection in India, the car that honks the loudest is the one that comes out first. Anyone who dares to take a seat and move forward, despite a stagnant and sometimes chaotic environment. At Honk Please, we write about events, people and thoughts we think are worth paying attention to – things that drive society forward.

For more information visit www.honkplease.com

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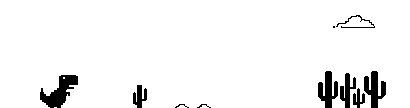
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~~NEW YORK~~

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~~LONDON~~

~~STOCKHOLM~~

LEAMINGTON SPA

BODEN

~~TOKYO~~

DUNEDIN

LOCATION LOCATION LOCATION

Words by

Tom Løyche, CEO
Changemaker Educations



Leamington Spa, of all places, has quietly become one of the UK Game Industry's biggest hubs. How? And why do we as Changemaker choose to establish a new school for games and tech in the far far north of Norway, above the Arctic Circle? In Nordreisa there are approximately 5 000 inhabitants, no university, many young people leaving after the gymnasium. Seemingly hopelessly remote – or? What's going on in the far far South in Dunedin, New Zealand? Why move there?

Geography does not matter anymore. Games are born international. And so is the access to education. You don't have to live in San Francisco to work at Apple or in Stockholm to work at Spotify. You can live in Leamington Spa or teach students the latest within tech and games North of the Arctic Circle.

The map is being rewritten as we speak. New and totally unexpected places are popping up as new epicentres outside the big cities. The age of Digitalisation is changing our idea of what is the centre and what is the 'periphery'. The normal geographical restraints do not necessarily apply in a digital world.

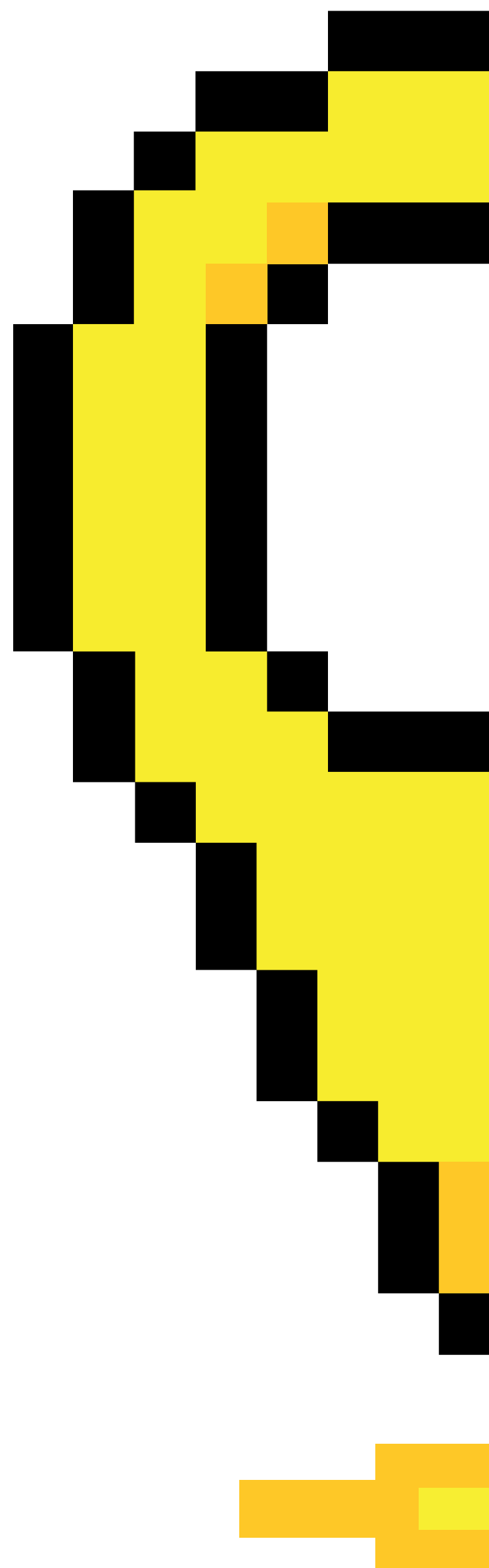
We are observing a growing interest in unique locations, and a desire, if you so will, to leave the bigger cities and look for more personalised experiences outside the urban spaces. The attitude of the modern restless creator (The student, the learner) is more about combining good skiing, surfing, or breath-taking nature with education, job, and living a life tailored to both your professional and personal needs.

There is a need to be an active part in your local community - and at the same time be connected to the surrounding world. The city of Vilnius, in Lithuania, has built a real time "portal" to another city (Lublin, Poland) to help people get connected. It's like the movie Stargate actually, connecting planets. Cyberspace can connect people, and maybe also whole communities, cities. And maybe now cities, more represent themselves rather than the countries they happen to be in. Again changing the ideas of borders and nationalities.

“Humanity is facing many potentially deadly challenges; be it social polarisation, climate change or economic issues. However, if we look closely, it's not a lack of brilliant scientists, activists, leaders, knowledge or technology causing these challenges. It's tribalism, a lack of empathy and a narrow perception of the world, which is often limited to our national borders.”

Says Benediktas Gylys, one of the initiators of the portal idea. We will need to connect and re-connect to different parts of the world to stay curious, be emphatic and human.

The north of Norway offers a unique combination of good living conditions, untouched nature, international learning environments and an ecosystem of young tech companies. Leamington Spa offers active support from the municipal and gives you





the Jaguar factory as a neighbour - really helpful if you produce racing games. Dunedin offers stunning surroundings and you can be a part of Futuregames at the same time. Where will the next hot spot be?

It had nothing to do with Covid19 – but Covid speeded up our understanding of digital solutions; not just to solve the problems in front of us, but to combine the best of the digital world with the necessity of the physical meeting.

We are facing a whole new level of flexibility in how we understand and shape learning. How to combine learning on site, on-line, blended/ flipped, building your own education-on-demand and new co-created life long learning situations.

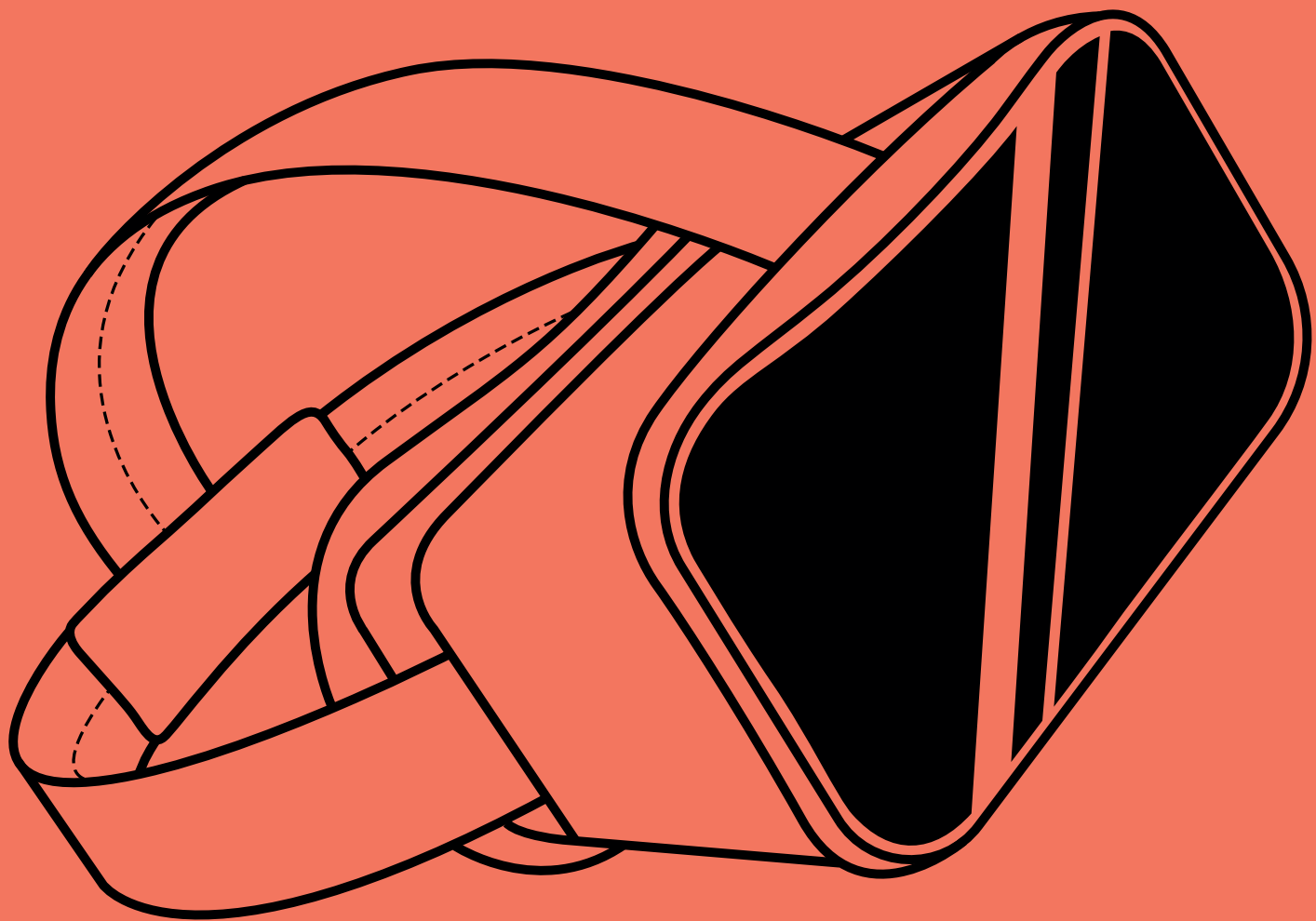
A term that is being used more often is “hybrid learning”. Finding the right mix for each individual out of all the possibilities in learning; no matter if they are offline or online. Somewhere there, online/onsite/ endless learning combinations will be the starting point of a new learning revolution.

We don’t quit now – nobody does actually. But for us the learning journey starts in Nordreisa; under the dancing Northern lights. And it starts in Boden, where we have gone from zero to ten educations in a few years, being responsible for bringing people to Boden and starting families and making a living there. We see education as an engine for regional development, attracting talents and building on the location. It starts with a vision to connect people in new ways.

In this Magazine we try to explore around these themes. Upsides/downsides of the digital revolution. The need for physical places and meeting other people in real life. Why do we need more hubs? Maybe you can find or develop a red thread in the stories we give to you? Is there a common understanding of what is needed to develop/revitalise a location? What are your demands if you should move to a new place?

To me, education, access to learning, should be like running water. Everywhere, easy to access for everybody, follow the stream, tap up what and when and where you need it. Drink up. Location is everything. Location is nothing.

VR AND AR SOON



An interview with Jesper Wallerborg **Words by** Emelie Fågelstedt

TO BE MAINSTREAM

Virtual reality (VR) and Augmented reality (AR) may sound like something far off in the future, but the truth is the technology will soon be as mainstream as the smartphone.

“If you are interested to learn where communication and all forms of interpersonal interaction is headed, you should definitely start exploring VR and AR already today,” says Jesper Wallerborg, head teacher of the Immersive Experience Creator program at Changemaker Educations.

In VR you immerse yourself in a virtual environment, today with the help of a pair of VR glasses. This way you can experience the feeling of being somewhere else and interacting with others in the same ‘space’ no matter the physical distance between you.

AR is about adding a digital layer to the real world, where different digital assets can be added on top of what lies before you, like a map, piece of furniture or character within a game.

“The big tech companies talk a lot about the potential with VR and AR and improvements are being made to battery life and processing power. But one more piece of the puzzle is really missing, the content. Right now the industry is very tech-driven, but more creatives are needed to make the technology more interesting and usable for the public.”

According to Facebook, Apple and many other tech giants AR and VR will be the next big tech platforms used by the general public within just a few years. Try and remember what happened when society took a step from the

PC to the smartphone. Now imagine what might happen when we take a leap into VR and AR.

Truth is, the tech is already used within many different industries. Architects can invite possible buyers into virtual environments in VR before they are built. Doctors can train to perform difficult surgeries in VR. Within construction, digital floor plans help construction workers see water pipes inside concrete walls to avoid accidents. Global conferences are inviting their audiences to meet in virtual environments, and to network with each other as avatars just as they would have in real life.

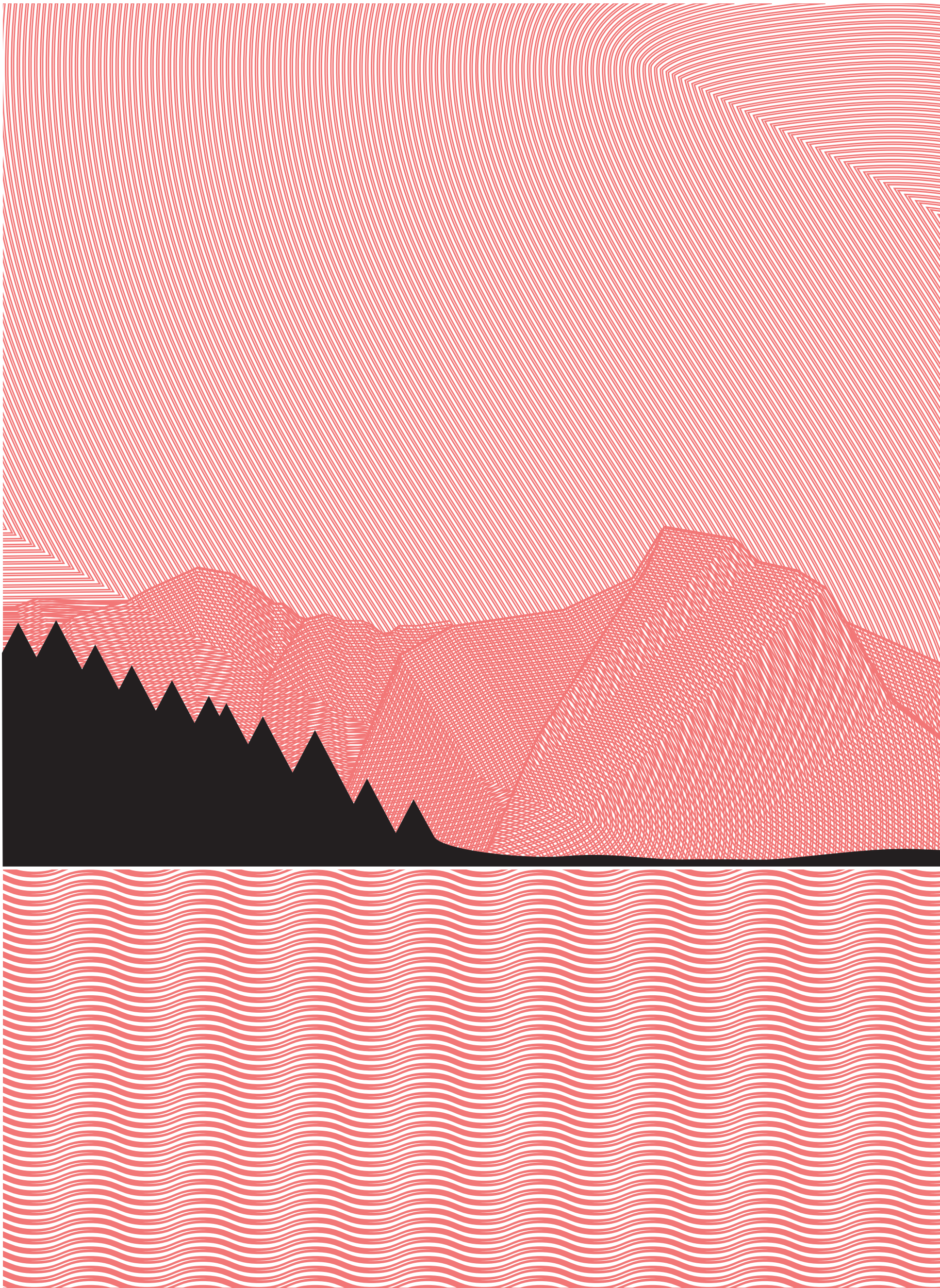
How will VR and AR be used in the near future?

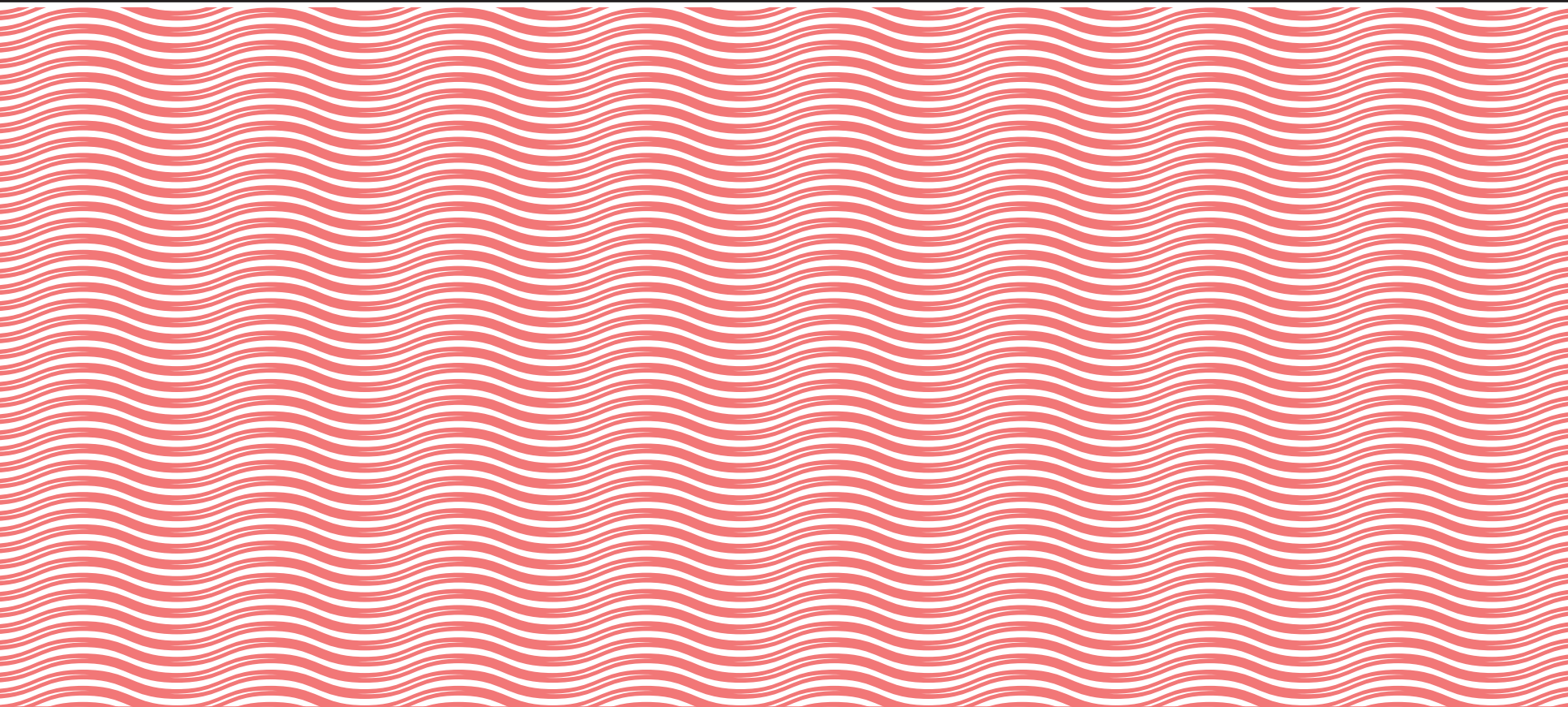
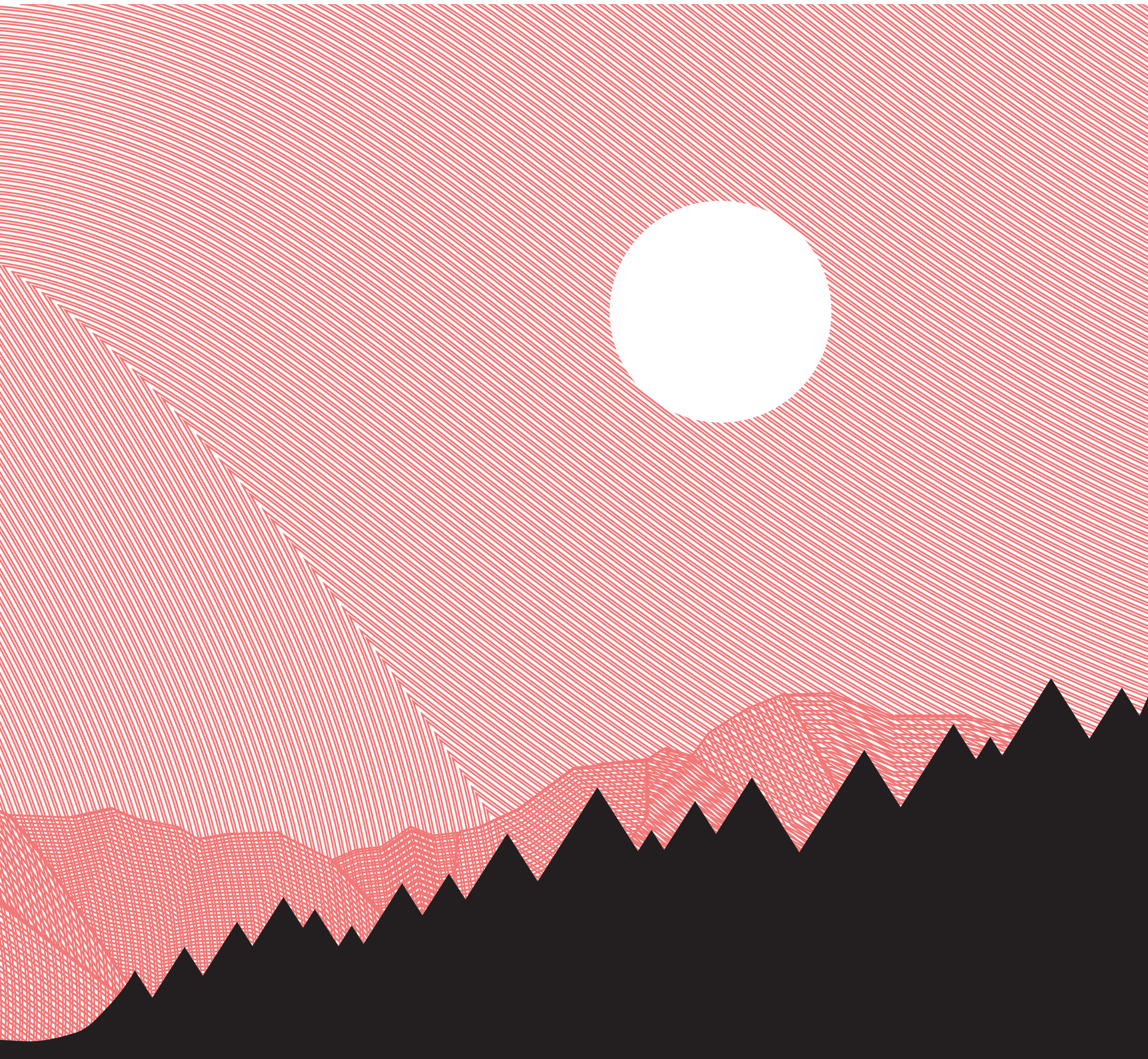
“Take ecommerce as an example. Imagine being able to try all the clothing on in front of the mirror before placing an order. A computer scans your body and you can get dressed with the help of AR. Or if we talk about our day-to-day jobs. We’ll continue to work more remotely going forward. Today we meet in Zoom or Teams, but soon we’ll be sitting in the same virtual space and workshop with each other. When you get the feeling

of being in the same room, the communication between people changes tremendously.”

How far off is the public adaptation of VR and AR?

“The technology will become mainstream within the next ten years. But now is when new formats are being created. A new culture and new ways of telling stories is being born as we speak. This is a real opportunity to be part of a movement and help shape how people and organizations will communicate in the future, already today.”





THE BEGINNING OF A NEW GAME HUB IN THE REMOTE AREA OF NORDREISA

Words by Emelie Fågelstedt

Nordreisa is set to become a thriving game hub, for both game education and game studios. The goal is to create a new epicenter for the game industry in the North of Norway.

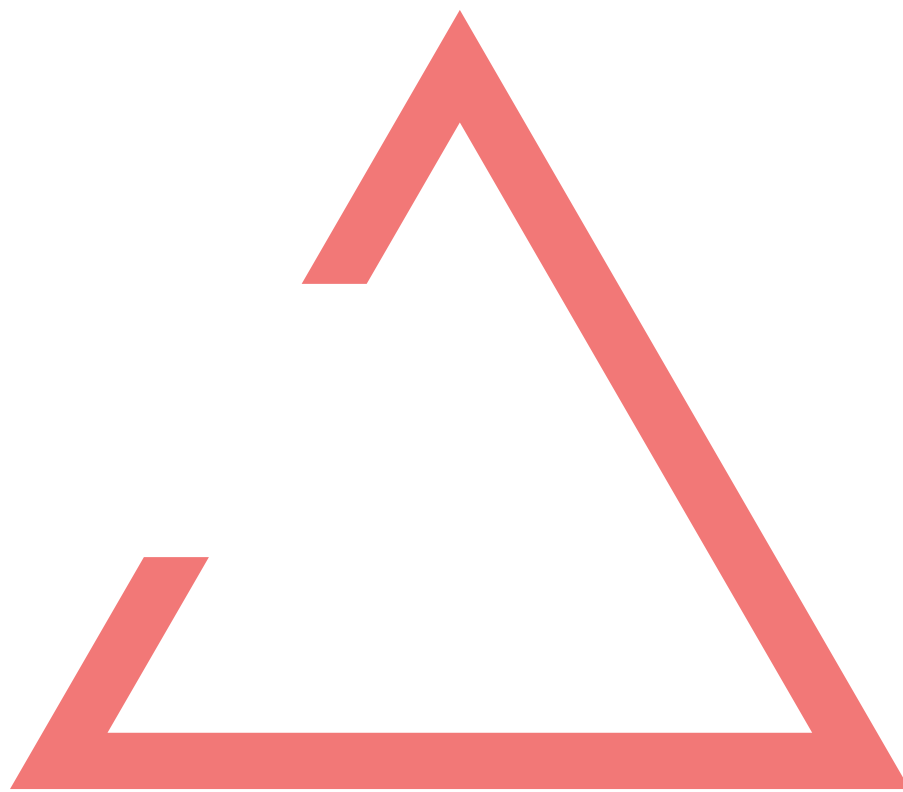
The game industry is growing around the world and has seen a spike during the pandemic. In neighboring countries Sweden and Finland, many games studios have made an impact on the global gaming market. In Norway however, there are a lot of players, but hardly any games studios. Something Nordreisa municipality and Halti Business Park in collaboration with the Changemaker Educations and their game branch Futuregames are now hoping to change.

“We are in a unique position to establish a whole new game hub in Norway, right here in Nordreisa,” explains Marius Johansen, CEO of Halti Business Park. “Here you can find both the connections and tools to start building your career in games, while surrounding yourself with untouched nature and fresh mountain air.”

Nordreisa has seen a rise in tourism during the past years; especially from young people looking to explore the raw and wild nature in the region. In combination with high-speed internet and local government support for students and businesses looking to establish themselves in the area, Nordreisa is in a unique position to build something new.

“Remote has become the new normal, and a secure internet connection is really all you need to start building a world-class company. The world is digital today, so you can literally base yourself anywhere you want. So why not surround yourself by the mountains and fjords in the North, while benefiting

"The world is digital today, so you can literally base yourself anywhere you want. So why not surround yourself by the mountains and fjords in the North, while benefiting from a great digital infrastructure and a stream of young people looking to relocate and start something new in the region?"



from a great digital infrastructure and a stream of young people looking to relocate and start something new in the region?"

Education can be used as a catalyst for regional development, and the establishment of Changemaker Educations in Storslett has the potential to create new business opportunities for both local and global players.

"This is a 'learning by doing' initiative, and we are excited to see how the establishment of the game industry in Nordreisa will turn out. We already have successful startups and ecommerce companies based here; and games studios will be a nice addition to the mix," says Marius Johansen and continues: "The world is becoming more digitalized by the day, and the skills attained when studying game development are also bound to be crucial in other areas going forward, like Medtech and the development of autonomous vehicles. For us, this is an important step in creating even more opportunities for the younger generation in our region and all over the country."

FUTURE LEADERS ASK QUESTIONS



An interview with Matthias Straub-Fischer
Words by Emelie Fågelstedt

AND CONNECT THE DOTS



Matthias Straub Fischer is a teacher, KaosPilot and helicopter pilot based in Bern, Switzerland, near the wilderness of the alps.

Straight after our video call between Stockholm and Bern he put on his helicopter gear and went out flying over the mountains. Staying true to his philosophy: we should aim to have more fun in life.

“We need to come away from being online 24/7, from always aiming to be productive and effective. It’s creating a burnout for many individuals and communities. We need to learn how to balance in the new world, where we work 50 % and do what we love 50 %. Everyone should prioritize doing things that nourish us as people; be it helicopter flying, yog or walking around in nature.”

For the past 10 years Matthias served as the Headmaster for the KaosPilots Switzerland, a school for creative leaders, responsible entrepreneurs and change makers, started in Denmark 30 years ago. He was also the first Swiss student to graduate from KaosPilots in Denmark back in the nineties. Together with his team at 7Generations, Matthias today trains young people how to become leaders and entrepreneurs with a focus on sustainability and regeneration.

“Leaders of the future are not bosses; they are more eye-level. Being curious and open to learning together with the whole team is key. Explore each other’s differences and aim to find angles of a topic that the team finds interesting to gain more energy and produce better work. Most problems in this world are meant to be solved by teams, not individuals.”

Don’t aim for ‘perfect’

“One problem can have many solutions, and it is important to give things time to grow and develop. Instead of going away to a retreat to develop something ‘perfect’ you should aim to try stuff, be courageous, prototype and ask 10 different people their opinion to reevaluate your work.”

A key to any team’s success according to Matthias is diversity. To make sure many voices are being heard of people coming from different backgrounds, races, sexes, ages and perspectives. We need to learn from each other to create sustainable solutions for the future.

“It’s one thing to speak about diversity, but what do you do when you realize everyone on the team wants different things? One important lesson is to stop and take a breath rather than push ahead, which is probably the opposite of what most management studies and educations would teach you.”

How do we unteach ourselves the need to always be productive?

“Earth wisdom tradition teaches the importance of teamwork. Masculine energy is more about running and getting shit done. Feminine energy is more about balancing, holding life, and holding the pure potential of any thought or project. Like a big minestrone soup that could contain anything. In our modern world we need to learn how to balance the masculine and feminine. There needs to be a greater reason behind the business decisions we make.”

What traits does the modern leader need to lead a team?

“A modern leader focuses both on growing a business while also growing humanity. We can’t make a profit that someone else loses

from. Instead of always focusing on being effective, we need to stop running. Break those old patterns. A leader should teach the team to slow down and ask the questions: ‘What might our typical reflex be now? What would serve us and the people around us? What would serve the next generation or two or three or seven?’”

“It’s important to start thinking more long-term. Some people go on a retreat for two days a year to reflect, but the minute they come back they start running again: back to the same patterns. We need ourselves to remember that there could be another way.”

What is the workplace of the future?

“Imagine if we could create working and educational places that are regenerative. To have more energy at the end of the day than you had when you came in the morning. This is where we really should be pushing ourselves and coming up with new business models.”

“Covid has been a great helper in that way. The old ways of working are not sustainable anymore, and we see that now. We need to try new things, individualized versions of work. Lockdown has been a great time for organizations and schools to find ways to be more energy-giving. We can’t just switch from 8 hours of physical teaching to 8 hours of online teaching; we need to find new models.”



How do we go about redefining leadership in the post-pandemic world?

“For the past 300 years, since the industrial revolution, we’ve been trained to have answers. But we are at a point and time where we don’t have answers, just a lot of questions. Allowing that honesty and trust – you’ll find a way forward. We have very little that we can be certain of today. The only thing we know is that things change and that we need to be open to learning all our lives.”

“We still need leaders and a chain of command when it comes to making decisions. But there will be moments in the debrief phase where we need to switch over to learning mode and reflect on what we’ve done and what we should do next. As a leader I often fall into the trap of business as usual, but my team helps me remember to switch over to question mode instead of needing-to-have-an-answer mode. Leaders of tomorrow understand the power of using our teams and communities to become better. That’s why creating a powerful, diverse team is the key to any organizations success.”



Nomadic
Perspectives



 17 CALENDAR

Zoom Meeting
in 5 minutes

Close

Snooze

DIGITAL NOMADS ARE PAYING THE WAY FOR THE POST- PANDEMIC WORK LIFE

Words by

Ronja Missler

Working remotely is nothing new to those living as digital nomads pre-pandemic, but for us “common folks” working remotely has been quite an experience – for some a welcomed change while for others a difficult adjustment.

To learn more about the digital nomad lifestyle and to get an idea of what life for remote workers can look like post-pandemic, we’ve turned to a couple of experts who already know how to make the most of the border-less world we’ve come to live in.

The Nomads

Some people know from a young age that they’re not meant to be tied down to one place. Sofia Lindman is one of those people who from the age of 15 broke loose from the “should of” and “must do’s” of society by quitting school and starting the world’s first rap choir. Not long after did she realise she could work and travel at the same time and have since been doing so for the last couple of years. She’s as of a few months back living in Costa Rica, although currently on a visa run in Mexico – you know, usual digital nomad-stuff.

“Coming from a background with low resources and big dreams forces you to think outside the box. Once I realised I could travel and work at the same time, I did everything in my power to make it happen.”

Throwing yourself out there and just going for it is Sofia’s best tip for getting what you want. For her, it’s all about creating your own path which is how she ended up working remotely with PR and marketing while simultaneously running her own side business and oh, did I mention hosting not one, but two TEDx talks?

Is your big dream working from the Swiss alps or along the beautiful coastline of France, but simple “throwing yourself out there” feels near to impossible as you have kids, house and a car? Then maybe the

Thomasson family can be just the source of inspiration you need. The Thomasson’s consist of Robin, Emma and four year old Henry, currently living in Portugal. They’ve been on the road for nearly three years – Robin working as an art director full time while Emma’s studying remotely to become a teacher and Henry... Well, Henry’s doing whatever any four year old living on the road would do – enjoying the adventure.

“We wanted to spend more time together as a family but also travel and explore new places to live. Working remotely was key in making our dream come alive.”

Although traveling with young children isn’t always easy. Lines between work and family time tend to get blurry when you can’t depend on anyone but yourselves to care for your child. But in the end all the hard work is worth it for the Thomasson’s who aren’t planning on giving up the nomadic lifestyle anytime soon.

Up third and last but not least is digital nomad Linnea Larm who never really had any plans to work remotely up until four years ago. As we all know, life happens, and whilst traveling Indonesia in 2017 she found herself falling in love with a local balinese and is now living full time in Bali. Today she’s working as a consultant within recruitment, sales and project management.

“It’s not only important for me to have a job I can see myself doing long term, but also fully necessary for me to be able to live here with my husband and still have a reliable income.”

For Linnea, working remotely made it possible for her to follow her heart’s desire but at times she still misses having co-workers and an actual office to go to. When

thinking about becoming a digital nomad it's important to consider what you'll gain from the experience but also what you're giving up on. And if after all it still makes sense to you, then there's no reason why you shouldn't go for it.

No going back from remote work

There's one thing all our nomads can agree on and that is remote work being here to stay and that the pandemic has only sped up the process of something that was bound to happen sooner or later anyway. People wondering what it's like to work remotely is no longer a question the Thomasson family gets asked very often, as people and companies are getting more and more settled into the idea of employees taking ownership of their work routines. However both Linnea and Sofia believe that hybrid work models where employees spend 2-3 days at the office and the rest elsewhere, will be most popular as working from home in the last year truly has highlighted the importance of social interaction throughout the work day.



EVERYONE



Esports has the potential to be the most inclusive sport in the world; accessible for people of any background, physical ability and location. Lillie Klefelt started Female Legends five years ago to create an inclusive and safe space for women and non-binary within esports.

FEMALE LEGENDS ON DIVERSITY IN ESPORTS

Words by

Emelie Fågelstedt

“I think the core of why we started Female Legends is an interest for both games and tech, combined with an interest for equality. As well as a resentment towards unfair play and injustices within esports,” explains Liza Lind.

Female Legends is a non-profit working to promote women and non-binary people within esports and the wider gaming community. Liza Lind and Lillie Klefelt founded the organisation in 2016 after meeting at a League of Legends camp where they were both coaches. They recognized the need for a community for girls and non-binary within esports, to encourage e-sport as an activity for a wider audience. Today, the community has grown to over 3000 members.

“Women often feel the responsibility to represent their whole gender when playing in mixed teams. We help girls find new female and non-binary teammates to play with, so they can focus more on the game and game tactics,” explains Lillie Klefelt.

“The best part of esports is being able to compete and hang out with friends at the same time. You build strategies together and you can socialize over long distances. Of course we want more people to feel safe being part of the esports community,” Says Lind.

Both Lind and Klefelt have played games since an early age. Klefelt started playing online multiplayer games back in elementary school, and later moved into esports. Besides Female Legends, she has worked at the Science Fiction bookstore in Gamla Stan in Stockholm for many years. Lind played a lot as a kid, but stopped around high school for various reasons. She later regained her passion for playing online. Apart from Female Legends, she has also studied biochemistry

at Linköpings University and did her PhD in immunology at Gothenburg University.

Encourage more women to make a mark within esports and games

“Girls often play as much as boys until a certain age, and then around the time they enter high school they stop, studies show. We want to bring forward more female role models to encourage girls to both play and take an active role within the games industry,” says Klefeldt.

Today, Female Legends host tournaments, coach players in Overwatch & League of Legends, and provide a separate section for women and non-binary people at DreamHack, as well as host game nights, LAN parties and camps.

“We’ve listened to our community and grown Female Legends to offer what they need in the field of esports. When we speak with games companies looking to be more inclusive, that is the number one advice we give. You need to listen

to your audience. You need to ask girls what they want from you. Inclusion should not be an add-on, it should be at the core of the business,” says Klefelt.

The Elisabeth Tegner Scholarship

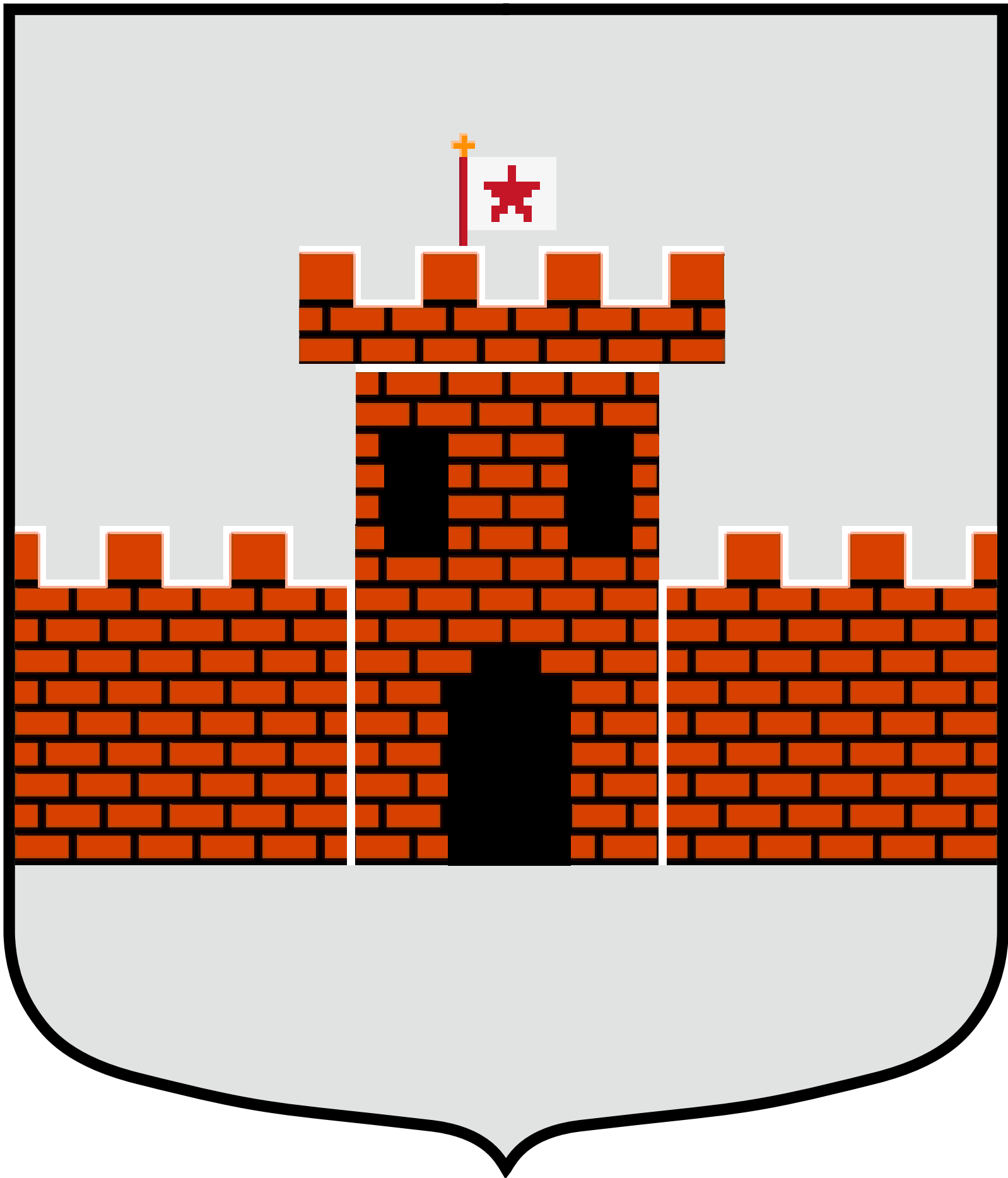
Futuregames and Changemaker Educations are proud to announce Liza Lind and Lillie Klefelt at Female Legends as the 2020 Elisabeth Tegner scholars. For their enthusiasm and determination to make esports more accessible to everyone.

“Girls are the fastest growing segment within esports today, and especially younger girls. We are proud to be awarded the Elisabeth Tegner scholarship for our work with Female Legends. Our aim forward is to continue working with lifting girls and non-binary within esports and the games industry as a whole,” says Lind.

About the Elisabeth Tegner Scholarship

The Elisabeth Tegner scholarship is an annual scholarship handed out by Changemaker Educations to female role models within tech and games. The jury behind the scholarship are Elisabeth Tegner, games and tech pioneer and one of the founding members of Futuregames, Susanne Fuglsang, CEO of Innovation Pioneers and founder of Geek Girl Plus, Emelie Fågelstedt, communications freelancer and co-founder Svenska Nomader, as well as Mehrnaz Amanat Bari, software engineer at Frostbite Engineers.





GROWING A GAME HUB IN BODEN

IN THE NORTH OF SWEDEN

Words by

Emelie Fågelstedt

The game industry is growing fast globally and Boden is in a position to become one of the most important game hubs in northern Europe.

“There is a world of opportunities to establish a strong game hub in Norrbotten because we have such great infrastructure. With a number of leading international game studios and world-renowned educational programs in place, an ecosystem is being built that attracts students from all over the country, and also the world. Many also choose to stay and establish a career up here,” says Emil Sandberg, business developer at Boden Business Park.

Emil has the responsibility to accelerate BodenGamecamp, the epicenter of the game industry in Boden. He's a former Business Manager and Entrepreneur with over 7 years of startup experience. He is also a project manager for Arctic Game Lab, Northern Europe's fastest growing game cluster.

In 2021 Changemaker Educations and Futuregames will open three new Higher vocational educational programs at Boden Gamecamp; Game programmer, Game Artist and Game Designer. This will add to the Indie Game Developer and QA & Game Tester programs already in place

“We are very proud of being able to grow the amount of educational programs within games this year.

Education is an important key when it comes to accelerating our strategy of establishing an even stronger epicenter for the game industry in Norrbotten.”

The amount of game students will reach over 200 people this fall. That in a Municipality with just over 28 000 inhabitants. The game industry is digital and location independent, which means that the next big epicenter for game clusters can be established outside the bigger cities.

All education is held at Boden Gamecamps' premises, where students and game studios work and interact under the same roof. Studios like House of How, Wanderword and Limit

Break are based at Boden Gamecamp and have also been part of developing the educational programs.

“For anyone looking to work with games, Boden Gamecamp offers a unique possibility to make an entrance into the industry. Here you will get noticed by the game studios already from day one, and you are able to build relationships with industry professionals all through your study period. Each day you'll meet game developers and entrepreneurs in the lunchroom and can discuss the latest trends and happenings with them. This also means the studios are able to find and attract new talent continuously to help them grow.”

Students are also encouraged to start their own ventures within the game industry through the NEXT Game Incubator presented by Boden Gamecamp; a 12-month program to help two new companies per year take their game to market with the help of industry professionals and mentors. NEXT is the third game incubator in Sweden, and the first up in the North.

With more educational programs within games set to start in the fall, there is a lot speaking for a continued growth of the game industry up North.

COPING WITH DIGITAL CONVERSATION

Words by Anders Pettersson

A couple of years ago many people talked a lot about digitalization in work life, and saw it coming. Many people were working digitally, but the main part of meetings, conferencing and talking still took place on-site/physically. Today the view is different. In a short amount of time hundreds of millions of people have been accustomed to meet, talk, and work digitally. It's a veritable revolution caused by a virus.

\(°O°)/

My own colleagues are ready to go back to our co-working site when Sweden "opens", but they expect to be working remotely some amount of time each week. What seemed impossible for many, a couple of years ago, is today desirable. The digital meeting and conversation are now a vital part of our vocational life.

This is great. Digital working and meeting are ways of making work life more time effective and might also decrease the amount of travelling to meetings, that is time saving and environmentally sustainable. So, I agree there is a lot of advantages on the aspects of digital working, as there are advantages of working on-site.

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In this article I will point out some, in my opinion, important differences between the two ways of making conversations. By learning and understanding the differences and their impact on us, we might use the digital and on-site conversations more adequately and effectively.



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Making visual digital conversations is perceiving each other in two dimensions, if we don't use VR, which we do today in a limited way. We see each other in a cropped picture. Mostly we see the head and the upper part of the abdomen, sometimes in clear light, sometimes in backlight, sometimes blurry. If we use a big computer screen and not too many participants, we are able to see each other pretty good. But on a cell phone screen it's worse.

When people talk to each other, as we have done since we could make meaningful sounds millions of years ago, we perceive and interpret the whole situation. Our mind, the receiving part of the nervous system, takes in and processes speech (sound, pitch, content), non-verbal communication (body posture, gestures, tics, smell etc.) and the constant emotional flow. We receive a huge amount of information each moment, though much of it is redundant, that helps us cope with the conversation. A large part of that information is missing in the two-dimension screen conversation. That means that we have less information helping us to make choices and decisions. The two-dimension way creates more insecurity.



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We have learned to live and work together in physical groups since we became human beings. The whole system of communication between us has its roots in this. The last thousandth of a millionth of time of our existence we have started to do it in another way. Of course, there are consequences of the change, but we really don't know what, yet. I think it's important to be aware of these mentioned differences, and not only talk about timesaving, effectiveness, and technical issues in our communication.

The physical meeting and conversation have great importance for us human beings, including our movements together (postures), our smell-signals, visual appearance, unfolding feelings, for the benefit of mental well-being. Of course, there is also the opposite, that we hurt each other, but as research has shown, it's even easier to hurt each other when we do it digitally.

Learning more and understanding the functions of on-site and digital conversation, using them appropriately, will give us the opportunity to make more great things in the future. Maybe the VR-techniques could be the bridge between the ways of communicating.



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Annika B. Lewis is a performing artist, creative consultant and teacher. She often combines the artistic and professional worlds to create expanded forms of communication, where body language and exercise can become an expression of innovation and communication in itself.



Words by Emelie Fågelstedt

“Digital worlds open up for new formats of performing arts, but right now I miss the physical meeting between people and the experience of live performances up on stage. The pandemic has made it even more clear how important it is to be in the same space together. A video call can’t replace the physical meeting, but it can be a complement.”

Annika was born in San Francisco, grew up in Sweden but has been living in Denmark for the past 30 years.

“I have a nomadic soul, it is part of my roots. A restlessness and desire for adventures that has guided me through life and my career. I’m an entrepreneur and independent in many ways.”

With a background in visual and performing arts and communication, Annika has long been a teacher within the multidisciplinary field of Body, Creativity and Communication and has used that knowledge to teach at Kaos Management and Kaospiloterna among other schools. She enjoys teaching groups in how to combine physical and mental practices to create new solutions and ways of understanding the world around them.

‘I’ve worked with top management teams all over Scandinavia in helping them reach further in their innovation processes. What strikes me is that people outside the arts are often highly creative, especially when they are given the tools to think and act outside the box.’

ARTivistic strategies — an innovation toolbox

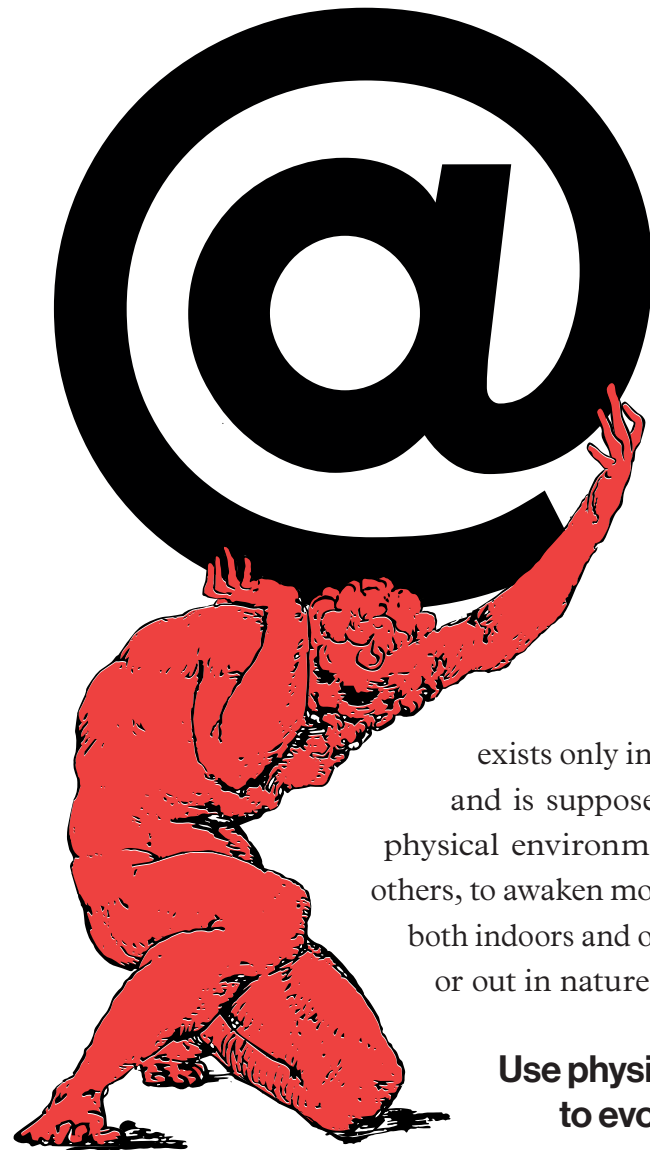
In 2018, Annika finalized a MFA at The Academy of Music and Drama at the University of Gothenburg with the opportunity to dive deeper into her own work. Her focus was on navigating complexity with the help of creative communication. Part of the results of the degree project have now been repurposed into a workbook and titled *ARTivistic strategies*.

“I think our traditional views on ‘methods’ often are rigid, because they claim that you need to do something in a certain way in order to reach a real result. ‘Strategies’ are more open, they are like a skeleton that you can fill with life yourself. It’s up to you to see and create the solution, there is no right or wrong.”

ARTivistic strategies is a small pixi-book designed to inspire thoughts and open doors rather than tell you ‘the truth’. The book is small enough to fit in your pocket or bag, and with empty space for writing down your own thoughts and ideas.

“Artivism is the combination of art and activism. I want to inspire people by handing them a selection of thoughts and ideas, pushing them to think even further. To take responsibility for their own creativity, no matter the situation they are facing in life or what they need for navigating in complexity.”

The book has been designed for Changemaker Educations and will be used for educational purposes at the school. The book



exists only in a physical format, and is supposed to be used in a physical environment together with others, to awaken more spatial thinking both indoors and outdoors, in the city or out in nature.

Use physical movements to evoke thoughts

“When we are in the same place, communication becomes physical as well. There are so many signals we send out through our physical presence; energy, rhythm, intentions, the sort of things that can’t be mediated in a digital format.”

“I want the book to be used as a tool for innovation and creativity. As a starting point for new strategies. New thoughts. I want people to come together to truly discuss the world around them, engage in brainstorming activities, no matter if it’s for an open subject or a concrete project.”

In times when the physical meeting between people has become scarce, the importance of creating a deeper meaning when we do meet face to face becomes even more important.

“In a digital world we meet in different rooms, and view a static perspective of the other person. We are missing out on body language and presence, and we are not moving around. In a physical space it is easier to open up our minds to new perspectives. To use physical movements to evoke thoughts. Each move we make within a space, or between spaces, changes our perspective and presence - and helps us think in a new way. When we switch position with another person we can better understand that person’s views and become more empathetic towards each other. I hope the book will inspire working more spatially with strategies.”

REVOLUT

Words by Ronja Missler

Revolut is the fintech company from the UK that has taken the financial world by storm since 2015 – not least during the Covid-19 pandemic. Having successfully broken into three new markets during 2020 made the company rethink their current business model and change permanently to a more flexible one in February 2021.

A REMOTE FIRST COMPANY AFTER LOCKDOWN SUCCESS

“Our employees asked for flexibility and that’s what we’re giving them,” commented Jim MacDougall, VP People at Revolut.

Revolut started out as an app for currency exchange and money transfers but quickly turned into what’s become the “global financial super-app” with more than 15 million active users worldwide. The app is used by both private and business clients who want to be able to manage their finances, regardless of their whereabouts, in an easy way as long as they’ve got internet access. Revolut entered the Swedish market in 2017 and has of today 180 000 active users.

Jim MacDougall says there were no active plans on changing over to a more flexible business model pre-pandemic. However, after conducting internal surveys regarding the employees attitude towards new working conditions during Covid-19, they had no choice but to reevaluate the entire company structure.

According to said surveys, 98% of the employees considered themselves having adapted very well to working from home and 90% of company team leaders reported seeing no negative effects on the overall employee performance. 80% of employees also reported teamwork still functioning well despite team members being distributed in different locations. But as many reports have

come to show since the pandemic started – employees everywhere tend to miss their coworkers and having an actual office to go to. Revolut’s employees being no exception.

New hubs for teamwork — introducing RevLabs

Employee feedback made Revolut come up with a hybrid work model that allows employees to keep working remotely, while the company will keep providing a physical space to work from. These new spaces, called RevLabs, will however aim to be more of a meeting point and flexible working surface, than the “typical” office we’ve been used to seeing in the past.

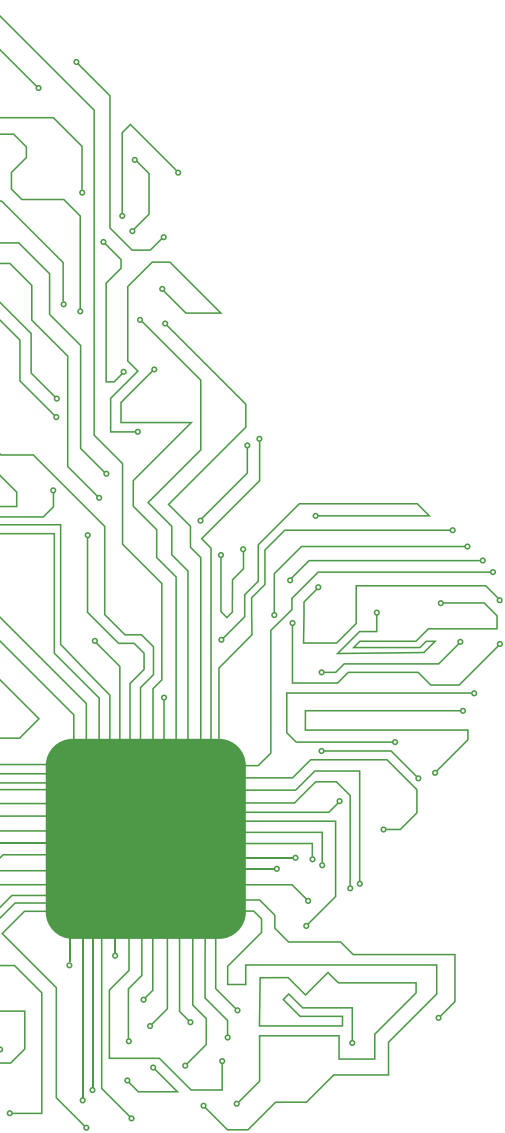
“In our RevLabs, 70% of the space will be dedicated to teamwork and meetings, all according to our employees’ wishes.”

With this new business model follows a policy that allows employees to spend 60 days a year working abroad. The policy mainly aims to give employees from other countries the opportunity to visit friends and family back home more often, or to simply stay for a longer visit. Although Revolut might also have to prepare for local employees jumping at the chance of working elsewhere to try out what it’s like living as a digital nomad.

“The new policy also means that we can hire talent outside of London and New York. We want to give our Revoluters as much freedom as possible,” says Jim and continues:

“Personally I prefer working from home most of the time, taking a walk or going for a run instead of spending time commuting to and from the office. When the travel restrictions lift I look forward to spending more time abroad or in my hometown with my family.”

Being remote first makes Revolut a more attractive employer as talents from all over the world are turning their attention to those companies who offer a more flexible form of employment. In other words – the future’s looking good for Revolut who’s expecting to keep growing in the years to come.



MORE HUMAN THAN EVER

Some friends
meet every week
on Clubhouse in
quiet 'co-working'

rooms just to hear the sound of each others' keyboards while they are working from home. One company I spoke to is introducing a 'virtual hug' function to help employees feel more connected. People from remote locations up in the North are moving back home, eager to work remotely while living close to their roots once again.

Words by

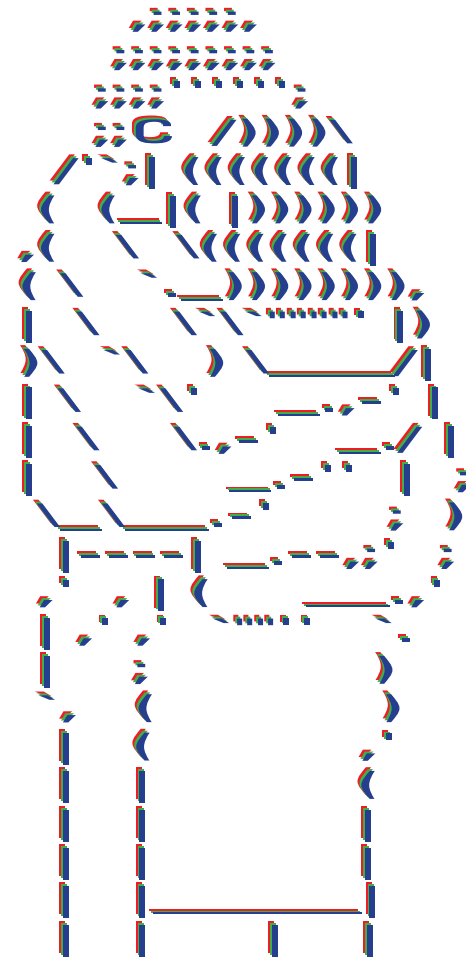
Emelie Fågelstedt

I've been a digital nomad and freelancer for the past ten years. Location independent, laptop in my backpack, free to roam wherever and work at the same time. Tokyo, London, Windhoek, Kiev. Part of a movement that has been challenging the 9-to-5 for some time already.

Now, I find myself working on my sofa in Stockholm. Birds singing outside. A cool breeze hits my hand as I reach for my third cup of coffee. Sweat pants on and my daughter's toys scattered across the room. Work from home. One of the most used words in the professional world during the pandemic?

We will not go back to the old ways. Flexibility will be a term for the future - be it for individuals, organizations or societies. Hybrid working models where we meet some days in the office and spend the rest working from somewhere else. From home, a van or a co-working space. Or maybe a virtual co-working space? Working in a distributed team. We'll take a walk-and-talk to explore the outside while on the phone. And then close down our computers and attempt to disconnect.

'The new rich'. That is how the digital nomad lifestyle has been described. Richness is not measured in fancy titles, high salaries or expensive cars anymore. It's more about having



a meaningful freetime. Doing what you love outside of work. Having work adapt to the way you want to live your life, and not the other way around.

Can a positive impact of the pandemic be that more of us become 'rich'?

In recent studies people proclaim that the best part of remote work has been not needing to commute. All this time we can save on a daily basis! To take a stroll in the forest, fly a helicopter over the alps, or head off to a remote location somewhere to discuss spatial strategies. Spend more time with friends and family.

We are in the middle of creating 'the new normal'. Of course it will be challenging going forward. Society as we know it is changing. We'll all deal with it in our own way. Depending on our culture, our job, our needs and desires. It's important to respect our differences, but also to learn from each other's perspectives.

The pandemic has taught us to appreciate the human aspect of work, and life, in a whole new way. The tech that is being created today is centered around helping us feel more connected.

So let's continue to explore together without borders. Let's continue to learn; by talking with each other, blending perspectives, and co-creating the big and the small. I'm hopeful. And excited.

Colophon

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