

## THE TRANSFORMATION OF OFFICE SPACES IN THE POST-CAPITALIST ERA: THE CASE OF GOOGLEPLEX <sup>1,2</sup>

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**Abstract:** This study explores the transformation of actors in office spaces by integrating Foucault’s concept of governmentality with the values of post-capitalism. Its originality lies in combining governmentality, post-capitalism, and spatial theory within a unified framework. The research offers a critical analysis of contemporary office design, emphasizing how post-capitalist work practices highlight shared and social spaces. These practices also integrate leisure into the workplace, thereby blurring boundaries between work and social life. As a result, space becomes redefined as a managerial tool for promoting productivity and collaboration. This transformation is examined through the Googleplex, using Clive Wilkinson’s “12 Building Blocks” model. Elements such as collaboration zones, adaptable workspaces, and rest areas are shown to enhance productivity and foster a sense of community. The study concludes that the contemporary office is reshaped as a spatial strategy aimed at increasing efficiency, encouraging teamwork, and supporting employee well-being in alignment with post-capitalist ideals.

**Keywords:** Governmentality, Flexibility, Collaboration, Sharing, Integration.

### POST KAPİTAL OFİS MEKANLARININ DÖNÜŞÜMÜ: GOOGLEPLEX ÖRNEĞİ

**Öz:** Bu araştırma, ofislerdeki aktörlerin (kavramların) dönüşümünü, Foucault'nun yönetimsellik kavramıyla, post-kapitalizmin değerlerini birleştirerek tartışmayı hedeflemektedir. Bu çalışmanın özgünlüğü, post-kapitalizm, yönetimsellik ve mekân arasındaki ilişkiyi kuramsal bir çerçevede birleştirebilme yeteneğinde yatmaktadır. Araştırma çağdaş ofis tasarımı perspektifinden ayrıntılı bir analiz sunmaktadır. Bulgular, post-kapitalist çalışma pratiklerinin ofis alanlarında paylaşılan ve sosyal alanların önemini vurguladığını, aynı zamanda çalışanların boş zamanlarını ofis ortamına entegre ederek, iş ve sosyal yaşam arasındaki sınırları bulanıklaştırdığını göstermektedir. Bu gözlemden hareketle, mekânın, üretkenlik ve iş birliğine yönelik bir yönetim aracı olarak yeniden tanımlandığı sonucuna varılmaktadır. Bu dönüşüm, Wilkinson'ın ofis tasarımındaki 12 Yapı Taşı Modeli ile ilişkilendirilerek Googleplex örneği üzerinden incelenmiştir. Modelde yer alan unsurlar arasında, iş birliği alanları, uyarlanabilir çalışma alanları ve dinlenme alanları gibi faktörler, ofis alanlarında üretkenliği ve topluluk hissiyatını kolaylaştırmaktadır. Bu gözlemler doğrultusunda, ofis mekânının, çalışanların üretkenliğini artırmaya, iş birliğini teşvik etmeye ve çalışanların refahını desteklemeye yönelik bir yönetim aracı olarak yeniden şekillendiği sonucuna ulaşılmaktadır.

**Anahtar Sözcükler:** Yönetimsellik, Esneklik, İş birliği, Paylaşım, İç içe geçme.

<sup>1</sup> Makalede Araştırma ve Yayın Etiği'ne uyulmuştur.

<sup>2</sup> Bu makale, Doç. Dr. Emre Demirel danışmanlığında yürütülen, Metaverse Evreninde Mekân, başlıklı doktora tezinden üretilmiştir.

## GENİŞLETİLMİŞ ÖZET

Bu çalışma, post-kapitalizm bağlamında ofis mekanlarındaki aktörlerin (kavramların) dönüşümünü incelemekte, değişen ekonomik ve teknolojik yapıların çalışma mekanlarını nasıl yeniden şekillendirdiğini analiz etmektedir. Araştırma, Foucault'nun yönetimsellik kavramını temel alarak, iktidarın yalnızca doğrudan denetim yoluyla değil, aynı zamanda bireylerin davranışlarını ve etkileşimlerini düzenleyen dolaylı mekanizmalar aracılığıyla nasıl işlediğini tartışmaktadır. Bu bağlamda, çalışma, yönetimsellik ve post-kapitalist değerlerin mekansal stratejilerle nasıl birleştiğini ele almakta ve çağdaş ofis tasarımlarının üretkenlik, gözetim ve öz-yönetim mekanizmaları olarak nasıl işlev gördüğünü incelemektedir. Çalışmanın temel odağı, Aktivite Bazlı Ofis (ABW) modelidir. Post-kapitalist ekonominin esneklik, iş birliği ve teknoloji odaklı yeni çalışma düzenine uyum sağlamak için geliştirilen bu model, çalışanlara mekansal hareket özgürlüğü sunsa da, aynı zamanda iş ve özel hayat arasındaki sınırları bulanıklaştırarak dolaylı denetim mekanizmalarını güçlendirmektedir.

Çalışma, bu dinamikleri Googleplex ofis örneği üzerinden ele almakta ve post-kapitalist mekansal stratejilerin ve yönetim tekniklerinin nasıl somutlaştığını tartışmaktadır. Bu araştırma, nitel bir vaka analizi yöntemi kullanarak Googleplex ofisini mekansal ve teorik bir çerçevede incelemektedir. Çalışma kapsamında, post-kapitalist ofis dinamikleri, iş yerinde gözetim ve yönetimsellik üzerine yapılan literatür taramasının sonucunda (1) panoptikon/disiplin, (2) esneklik/mobilite, (3) biyopolitika/refah, (4) performans/üretkenlik aktörleri (kavramları) tespit edilmiştir.

Wilkinson'ın 12 Yapı Taşı Modeli, bu aktörlerin mekansal organizasyonunu analiz etmekte önemli bir araç olarak kullanılmaktadır. Googleplex'in mekansal organizasyonu, ofisin tasarım sürecinde kullanılan (1) kulüp evi, (2) kafe, (3) yemek kulübü, (4) konferans alanı, (5) kütüphane, (6) bar, (7) teras, (8) açık buluşma, (9) açık toplantı, (10) kapalı buluşma, (11) kapalı toplantı, (12) açık iş istasyonu ve (13) kapalı iş istasyonu mekanları üzerinden incelenmiştir. Bu yapılar, panoptikon/disiplin, esneklik/mobilite, biyopolitika/refah, performans/üretkenlik aktörlerinin mekânda nasıl somutlaştığını göstermektedir. Wilkinson'ın modelindeki her bir yapı taşı, çalışanların sosyal etkileşimlerini ve verimliliklerini optimize etmek için mekansal kararların nasıl şekillendiğini, aynı zamanda iş ve özel yaşam arasındaki sınırların nasıl bulanıklaştırıldığını ortaya koymaktadır.

Araştırma bulguları, Googleplex'in iş yerinde yönetimsellik için bir laboratuvar işlevi gördüğünü ve iş ile boş zaman arasındaki sınırları ortadan kaldırarak çalışan bağlılığını en üst düzeye çıkardığını işaret etmektedir. Googleplex'in mekansal organizasyonu, yaratıcılığı ve sosyal etkileşimi teşvik ederken, aynı zamanda çalışanların mesai saatleri dışında da organizasyonla bağlantıda kalmasını normalleştiren bir iş kültürünü desteklediği sonucuna ulaşılabilir. Bu durum, post-kapitalist üretkenlik sistemiyle uyumludur; üretkenlik yalnızca çıktı miktarıyla değil, bireyin organizasyon içindeki sürekli varlığıyla da ölçülmektedir. Bu durumda bireyin kendine yabancılaşarak organizasyona aşırı bağımlı hale gelmesi durumu ortaya çıkabilir.

Bununla birlikte, teknolojinin iş yerinde yeniden yapılandırıcı bir rol üstlendiği tespit edilmiştir; IoT tabanlı izleme ve yönetim sistemleri, veri analitiği destekli performans değerlendirmeleri ve gerçek zamanlı mekân takibi, çalışanların organizasyonel hedeflere uygun hareket etmesini sağlayabilir. Bu durum, panoptikon kavramının genişletilmiş bir versiyonunu ortaya çıkarabilir ve bireylerin öz disiplin mekanizmaları aracılığıyla içselleştirilmiş bir denetime tabi tutulmasını sağlayabilir.

Sonuç olarak araştırmanın bulguları, post-kapitalist ofislerin çalışma ve yaşam arasındaki ilişkiyi yeniden tanımladığını ve iş yeri yönetimini yalnızca fiziksel mekânın değil, sosyal, psikolojik ve teknolojik unsurların bir araya geldiği bütünlük ekosistemler haline getirdiğini göstermektedir. Googleplex örneği, ofis mekanlarının nasıl çalışan üretkenliği, refahı ve sosyal etkileşimlerini yöneten bir organizasyon aracı olarak yeniden tanımlandığını göstermektedir. Ancak bu dönüşüm, çalışma mekanlarındaki özerklik, mahremiyet ve organizasyonun birey üzerindeki etkileri hakkında önemli soruları da gündeme getirmektedir. Yönetimsellik perspektifinden bakıldığında, güncel ofis tasarımlarının dolaylı kontrol mekanizmaları haline geldiği görülmektedir. Aktivite bazlı ofisler, iş birliği ve çalışan refahını teşvik ederken, aynı zamanda bireylerin hareketlerini düzenleyen yönetim tekniklerini de içermektedir. Post kapitalist ofis yalnızca bir çalışma alanı değil, üretkenlik, boş zaman ve gözetimin iç içe geçtiği mekansal düzenleme biçimi olarak ortaya çıkmaktadır. Aktivite bazlı ofislerin, post kapitalist çalışma düzeninde bireylerin iş ve sosyal yaşamlarını iç içe geçirerek, özgürlük ve refah söylemi altında dolaylı kontrol mekanizmalarıyla bireylerin tüm yaşam alanlarını organizasyonel hedeflere entegre eden bir sistem yaratmakta olduğu sonucuna ulaşılabilir. Bu bağlamda, gelecekte yapılacak araştırmaların, çalışan özerkliğini ve mahremiyetini önceleyen alternatif ofis tasarımlarına odaklanması gerektiği önerilmektedir. İş yerinin sunduğu özgürlüklerin, bireylerin üzerindeki kontrol mekanizmalarıyla nasıl dengelenebileceği sorusu, post kapitalist çalışma kültürüne dair kritik bir tartışma alanı olarak önemini korumaktadır.

## 1. Introduction

Since the early 21st century, the widespread adoption of digitalization, automation, and global communication networks has profoundly transformed not only modes of production but also spatial practices and organizational structures. This transformation has become particularly evident in workspace environments, where new office typologies emphasizing flexibility, individualization, and mobility have emerged. Offices are no longer merely functional structures but have evolved into areas for institutional cultures, management strategies, and ideological representations.

Throughout history, office typologies have transformed not only in response to functional requirements but also alongside the evolution of modes of production, managerial ideologies, and corporate discourses (Kelly, 2024). The hierarchical and surveillance-focused spatial configurations that were characteristic of the Fordist era gradually gave way, with the advent of the post-Fordist regime, to a new approach that prioritizes individual initiative (Forty, 2004, p. 178), flexibility, and horizontal organization (Duffy, 1997, p. 34).

In the 21st century, the rise of digitalization and mobile technologies has made work increasingly decoupled from fixed spaces; the office has been redefined both physically and symbolically. A striking example of this transformation is Googleplex, which concretely demonstrates how emotional factors such as creativity, collaboration, and belonging are intricately intertwined with spatial design (Kelly, 2024). Playgrounds, free work zones, and user-centric social spaces illustrate that the office is not only a workplace but also a lifestyle and a space for fostering a sense of belonging.

Foucault's concept of governmentality (1991, pp. 87–104) offers a powerful theoretical framework to explain how individuals in such environments appear to be liberated but are, in fact, voluntarily subjected to control mechanisms. In this context, post-capitalist office typologies can be seen as physical manifestations of internalized control, where productivity, performance, and institutional allegiance are reproduced through space.

This research analyzes the relationship between the architectural organization of contemporary office spaces and processes of productivity, control, and subjectivation within the post-capitalist context, guided by Foucault's theory of governmentality. Governmentality provides a robust theoretical tool to explain how individual behaviors are directed under the guise of freedom and autonomy. From this perspective, it is argued that contemporary office designs, which appear outwardly libertarian, represent a new form of power that encourages voluntary self-discipline.

The study focuses on one of the most striking examples of this transformation: the Googleplex office (Mountain View). Designed by Clive Wilkinson Architects, this structure embodies post-capitalist work practices not only through its functionality but also through spatial strategies that guide employee engagement, productivity, and corporate identity.

The first chapters of the thesis outline the aim, significance, methodology, and theoretical framework of the research. The second chapter discusses the historical transformation of office typologies, explaining Clive Wilkinson's Next-Generation Office model. In the third chapter, the relationship between governmentality and space is explored, while the fourth chapter examines how these theoretical foundations are reflected in the Googleplex example. In conclusion, the findings are interpreted and critically discussed, exploring how office design is intertwined with contemporary management techniques.

## 2. Methodology

This research is structured based on a qualitative research method and adopts an interdisciplinary approach informed by critical theory and spatial analysis perspectives. The study aims to examine not only the physical design of office spaces but also how these spaces are shaped through management strategies, discursive productions, and ideological constructs. In this regard, a conceptual intersection has been established between interior architecture, sociology, cultural studies, and management theories.

A case study analysis has been chosen as the research method. The contextual depth provided by the qualitative approach has allowed for a detailed examination of complex and multilayered social structures. The Googleplex (Mountain View) office has been selected as a characteristic example of the new generation office space and the Activity-Based Workspace (ABW) typology. The structure provides rich data for comparative analysis through its spatial diversity and adopted management strategies. The data collection process was carried out through document analysis based on architectural project descriptions, design briefs, corporate publications, user experience reports, press materials, and academic literature, rather than direct observation. These documents were analyzed using thematic coding, allowing for a multilayered examination of each structure's spatial organization, discursive framework, and managerial structure. The analytical framework used is Clive Wilkinson's *12 Building Blocks of the Next-Generation Office*. This model views offices not only as functional sections but also as structures where behavioral and cultural practices are shaped. The building blocks are classified into three categories: Hot, Cool, and Transition; productivity, interaction, and subjectivation levels were analyzed through this classification. Each building block was integrated into the case analysis, and the managerial relationship between the office and the individual was thematically examined. The theoretical foundation of the thesis is supported by Foucault's concept of governmentality, as well as Rose's regimes of subjectivation, Harvey's political economy of space, and Henri Lefebvre's theory of the social production of space. This theoretical structure aims to demonstrate that office spaces are not merely physical units but also discursive realms where power and productivity are indirectly structured. This research argues that space is not only a formal object but also a cultural, political, and managerial one. Therefore, in the case analyses, both the physical organization of space and the discourses it contains were considered.

The scope of the study is limited to the Googleplex (Mountain View) office. This limitation is in line with the nature of qualitative research, which seeks to generate meaning within context rather than producing generalized conclusions and aims to offer theoretical depth. As a result, this methodological approach aims to make visible how office spaces have been transformed into management tools within the post-capitalist context through an interdisciplinary and critical perspective.

## 3. Conceptual and Theoretical Framework

Before examining the Googleplex example, it is essential to outline Foucault's concepts of governmentality and productivity to establish this study's theoretical foundation. Governmentality, as Foucault (1991, pp. 87-104) defines, reveals power as a broad strategy extending beyond state control to influence individual behavior. It encompasses techniques through which individuals govern themselves and others, aligning them with socio-economic objectives. Rose and Miller (1992, p. 174) emphasize that Foucault expanded power analysis from micro to macro-political levels. Lemke (2015, p. 57) adds that governmentality unites discipline with state-level control.

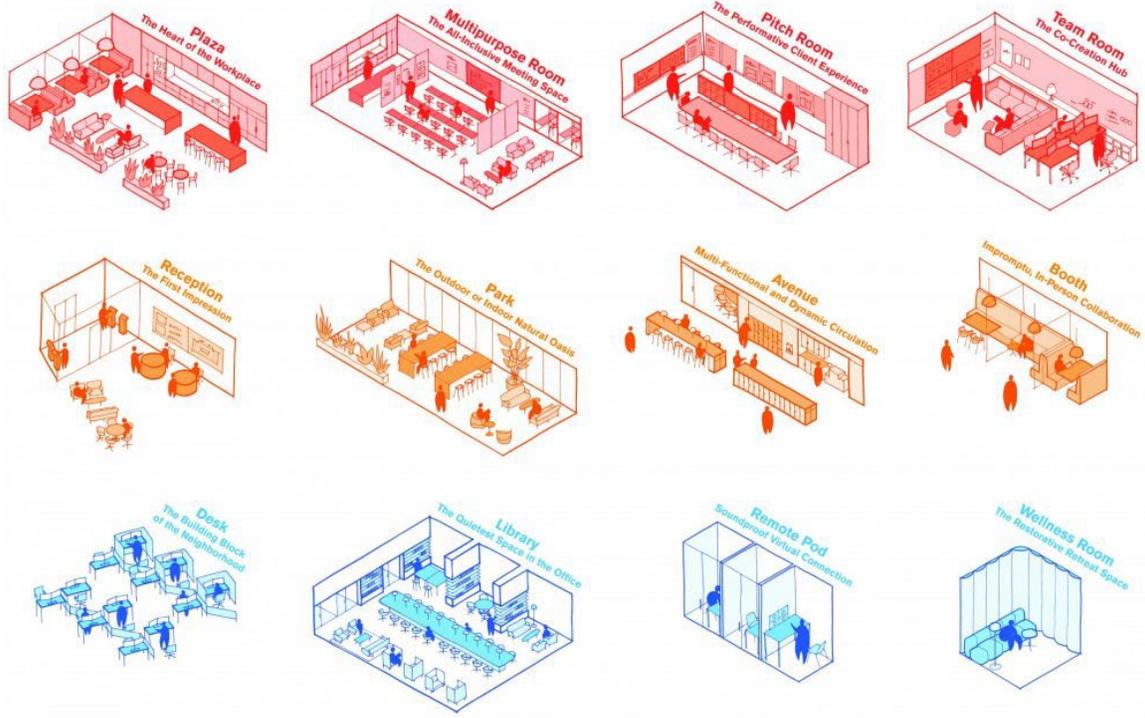
Foucault's theory sees power as both repressive and productive, shaping individuals' choices and freedoms. It permeates the state, institutions, and individuals' self-regulation. Related concepts such as biopower and disciplinary society show how modern governance optimizes life and labor via space. Space, in this context, becomes a managerial tool for organizing behavior and enhancing productivity, linked to four key dynamics: panopticism/discipline, flexibility/mobility, biopolitics/well-being, and performance/productivity.

Foucault's panopticon (1977, pp. 195-228), echoed by Bauman (2016, p. 20), describes a system of constant visibility inducing self-discipline. Open-plan offices embody this mechanism, reducing privacy while enhancing control. Benton-Short (2006, pp. 493-504) notes how visibility increases internalized performance pressure. Glass walls and transparency reinforce surveillance and accountability (Foucault, 1991, pp. 87-104).

Post-capitalist workplaces emphasize flexibility and autonomy. Through subjectivation (Foucault, 1982, pp. 208-226), individuals manage their own productivity. ABW models offer choice-based zones for focus, collaboration, and rest. Rose (1999, pp. 15-60) sees this as a governmentality strategy, enabling productivity through perceived freedom. Yet this autonomy entails responsibility, reinforcing self-management under systemic pressure (Sennett, 1998, p. 117). Biopolitics (Foucault, 2008) addresses how governance fosters health and productivity. Office features such as gyms, healthy dining, and green areas serve this function. These designs enhance well-being to sustain labor output (Benton-Short, 2006, pp. 493-504).

Technology in smart offices furthers control via monitoring and efficiency tools. Foucault (1991, pp. 87-104) links data to behavioral governance. Krasner (2016, pp. 1689-1708) shows performance tracking systems managing both space and individuals. Harvey (1996, p. 145) stresses that labor discipline is increasingly externalized. Governmentality aligns with ABW offices and post-capitalist values, such as flexibility, collaboration, and information-driven efficiency. Mason (2015, pp. 12-18; 143-149) argues that post-capitalism arises from capitalism's internal limits, leading to networked, open-source models. Scholars like Benanav (2020, pp. 55-61), Srnicek and Williams (2015, pp. 109-115), and Rifkin (2014) highlight automation, sharing economies, and decreased labor demand. Bauwens (2010, pp. 347-354) sees post-capitalism as a commons-based mode of organization.

Together, these approaches suggest a paradigm shift in labor, space, and subjectivity. Foucault's governmentality framework explains how post-capitalist offices evolve from disciplinary spaces to hybrid environments supporting autonomy and productivity. Here, architecture becomes a behavioral guide. Googleplex illustrates this transformation. Wilkinson's 12 Building Blocks model extends ABW by categorizing space into hot (active), transition (temporary), and cool (quiet) zones. Each supports varied psychological and organizational needs. This triadic structure reflects how spatial diversity underpins productivity, collaboration, and well-being in the contemporary workplace.



**Figure 1.** John Meachem, 2004, Twelve Building Blocks, Defined As Hot Areas in Red, Transition Areas in Yellow, and Cool Areas in Blue / Sıcak (kırmızı), Soğuk(mavi) ve Geçiş (sarı) Mekanlarından Oluşan 12 Yapı Taşı. Clive Wilkinson Architects.

URL1

Foucault and Governmentality	Office Spaces	Description
Panopticon and Disciplinary Spaces	Open-plan workspaces, glass partitioned walls, transparent and monitored areas	Spaces where employees are constantly visible, with an emphasis on performance and discipline. Spaces designed to enhance accountability through visual transparency and surveillance.
Flexibility, Mobility, and Space	Activity-based workspaces	Shared spaces that foster a collaborative working culture.
Biopolitics and Well-being Spaces	Sports and relaxation areas, green spaces, entertainment, and socialization areas	Health-focused spaces and areas dedicated to leisure time activities.
Technology, Performance, and Space	Smart workspaces, IoT devices, shared office spaces	Technology-driven spaces supported by sensors and

		network connectivity. Reservation systems and capsule areas.
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**Figure 2.** Created by the Authors, Governmentality and Office Spaces / Yönetimsellik ve Ofis Mekanları.

<b>Foucault Theme</b>	<b>Office Space Example</b>	<b>Relevant Building Block</b>	<b>Post-Capitalist Theme</b>
Panopticon / Discipline	Open-plan office, glass partitions	Library, Meeting Room, Avenue, Pitch Room	Visibility, self-discipline
Flexibility / Mobility	Activity-based areas, flexible work zones	Booth, Desk, Multi-Purpose Room, Avenue, Park	Task-based productivity, circulation, transition
Biopolitics / Well-being	Wellness Room, Park, green spaces	Wellness Room, Park, Library, Reception	Sustainable productivity, emotional management
Technology / Performance	Remote Pod, smart systems, reservation-based areas	Remote Pod, Pitch Room, Desk, Meeting Room	Digital labor, performance management

**Figure 3.** Created by The Authors, The Alignment of Foucault's Concepts of Governmentality With The 12 Building Blocks and Post-Capitalism Concepts / Foucault'nun Yönetimsellik Kavramlarının 12 Yapı Taşı ve Post-Kapitalizm Kavramlarıyla Karşılaştırılması.

#### 4. The Googleplex

Googleplex can be considered one of the pioneering examples that represents a paradigm shift in contemporary office design, specifically in relation to activity-based workspaces. This office, used by Google, not only responds to the needs of employees but also features spatial organizations that reflect post-capitalist work models. By integrating values such as flexibility, collaboration, and individual well-being into physical spaces, Googleplex can be seen as a leading representative of contemporary work culture. While blending the concepts of creativity and collaboration, which form the core of post-capitalism, with physical space design, Googleplex aims to enhance the individual freedoms of its employees. Furthermore, the office structure, designed based on the concept of a corporate university campus, can be defined as a building suitable for evaluation alongside Foucault's concept of governmentality and post-capitalism. For these reasons, it has been selected as an example. Additionally, the office complex is designed in accordance with Wilkinson's 12 Building Blocks model. When analyzed within the framework of Foucault's understanding of governmentality, it becomes evident that the Googleplex contains a range of spatial strategies that regulate individual behaviors. From open-plan layouts that create a panoptic effect to biopolitical welfare practices, the role of technology in spatial control, and economic optimization, many actors can be observed in Googleplex. For these reasons, Googleplex provides an ideal example for examining the impact of governmentality and post-capitalism concepts on space.

Googleplex is designed based on the concept of a corporate university campus and consists of four buildings, with an open space in the middle. The campus structure was completed and put into service in 2005. The office meets the needs for working, meeting, presentation, and similar areas, as well as sports facilities, restaurants,

cafes, activity and entertainment spaces, cafeterias, and other facilities typically required in a university campus. Additional functional areas needed for both work and campus environments are placed along an axis defined as the main street (plaza), which fosters community interaction and idea exchange. Areas closer to this plaza are positioned nearer to spaces that require social collaboration, while individual workspaces are located further from the plaza, close to the outer boundaries of the structure.

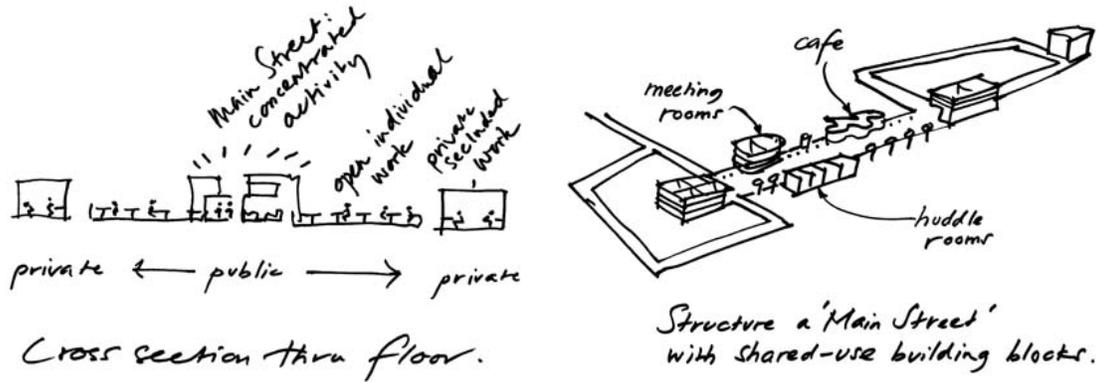


Figure 4. John Meachem, 2004, Googleplex Sketches / Googleplex Eskizler. Clive Wilkinson Architects. URL2

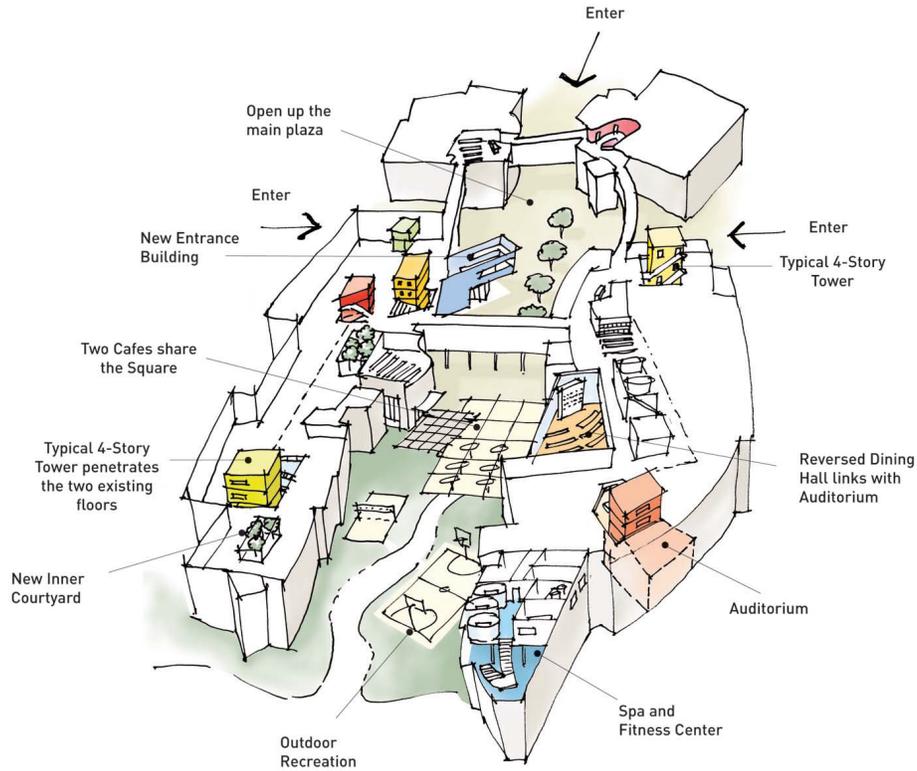
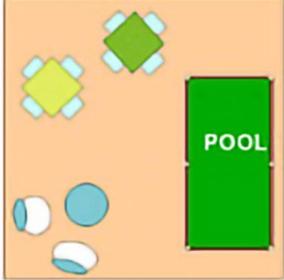
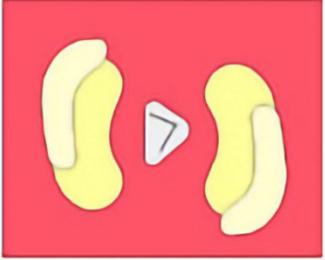
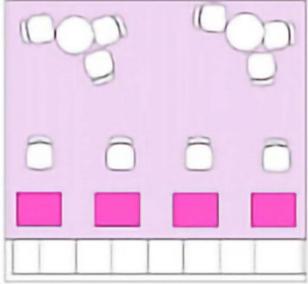
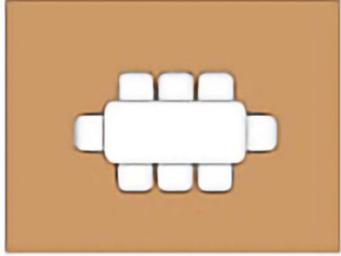
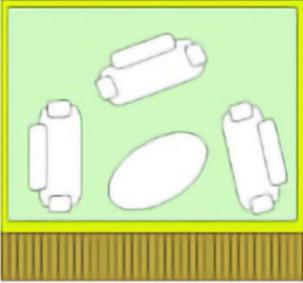
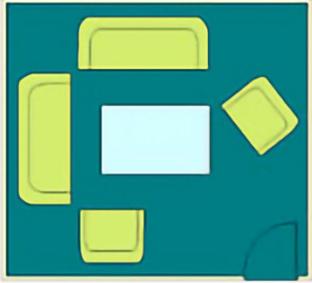
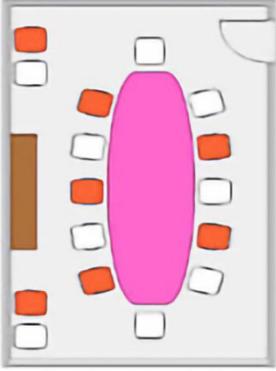
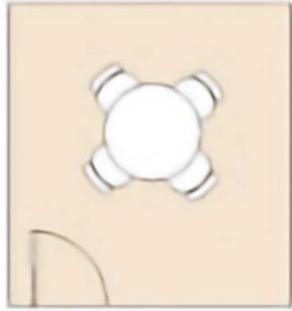
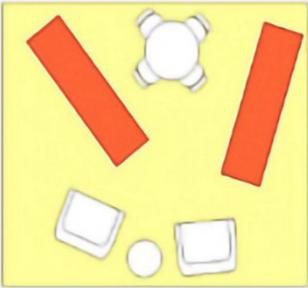
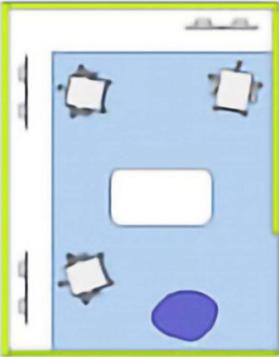
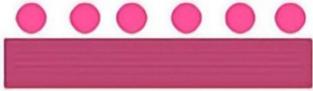
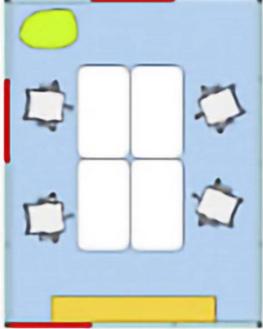
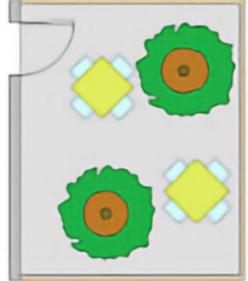


Figure 5. John Meachem, 2004, Eastern Perspective of the Campus And Spaces / Kampüs Mekanları Doğu Yönü Perspektifi. Clive Wilkinson Architects. URL3

Viewed from the east, it is observed that the northeastern block of the complex, located near the outer boundary, contains a spa and fitness area, a conference hall, and restaurant and dining areas near the inner courtyard. In the southeastern block, a café area is situated near the inner courtyard. Within the blocks, a total of 13 different types of spaces are included in the general spatial organization: 1- clubhouse, 2- bakery/coffee shop, 3- supper club, 4- conference, 5- library, 6- i-bar, 7- terrace, 8- open meeting, 9- open huddle, 10- closed meeting, 11- huddle room, 12- workstations, and 13- work room. These spaces are connected by horizontal circulation paths and vertical circulation towers. According to Wilkinson, the designer of Googleplex: "What emerged at Googleplex was a labyrinth of well-lit workspaces, club rooms, and similar spaces designed to encourage collaboration. The office was also going to be famous for its amenities, such as gourmet meals, fitness classes, organic gardens, massage rooms, laundry services, private parking areas, volleyball courts, and swimming pools" (quoted in Allyn, 2022).

Googleplex 13 Types of Spaces			
1- Clubhouse		8-Open meeting	
2-Bakery / coffee shop		9- Open huddle	
3-Supper club		10-Closed meeting	

4-Conference		11-Huddle room	
5-Library		12-Workstations	
6-l-Bar		13-Work room	
7-Terrace			

**Figure 6.** Created by the Authors, 2004, Googleplex 13 Types of Spaces / Googleplex 13 Mekan Tipi. Clive Wilkinson Architects. URL4

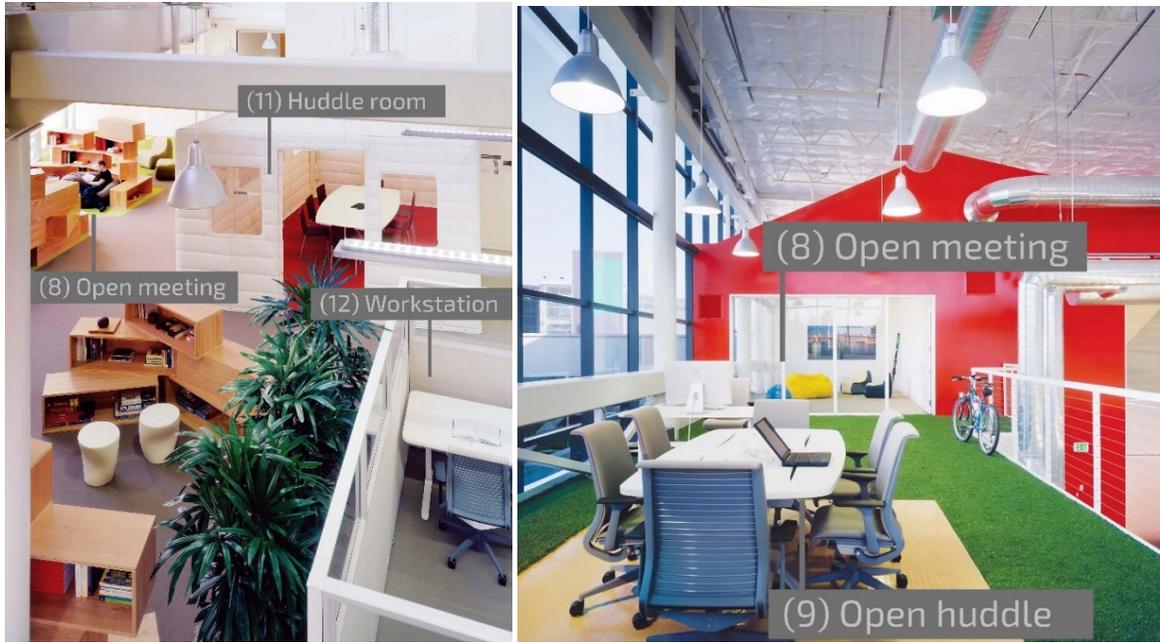
Firstly, from the perspective of panopticon and disciplinary space, it can be observed that the open-plan layouts of Googleplex create an environment where employees are continuously visible both to their managers and to each other, materializing the panoptic effect. This situation leads individuals to regulate their own behavior and develop self-discipline. Specifically, the use of glass and transparent partitions in areas such as 8- open meeting, 9- open huddle, 10- closed meeting, 11- huddle room, 12- workstations, and 13- work room ensures the constant visibility of individuals. Additionally, the transparent design of workspaces allows individuals to observe each other's behavior. Moreover, glass-walled offices may enhance the observability of individuals, thereby strengthening the sense of accountability. Transparency and surveillance are not only limited to physical arrangements but can also function as a tool for managing employee performance. In post-capitalist workspaces, transparency and surveillance have become critical tools for enhancing productivity and achieving organizational goals. It can be concluded that the use of open-plan layouts, glass walls, and transparent partitions in Googleplex serves as a governmentality strategy that regulates behavior, enhances performance, and strengthens organizational control.

Secondly, Googleplex offers a wide variety of flexible spatial options that accommodate different working styles, in line with the concept of activity-based working (ABW). These spaces allow employees to choose the most suitable environment based on their tasks and personal preferences. Areas such as 5-library, 10-closed meeting, 11-huddle room, and 13-work room provide isolated and quiet spaces for tasks that require concentration. These spaces allow individuals to work without distractions. On the other hand, areas such as 1-clubhouse, 2-bakery/coffee shop, 3-supper club, 4-conference, 6-bar, 7-terrace, 8-open meeting, 9-open huddle, and 13-work room are colorful and inspiring spaces designed for creative brainstorming and teamwork. With open seating arrangements and flexible furniture, these areas encourage collaboration and allow individuals to select spaces based on their workload and personal work preferences. In these spaces, social interactions as well as collaborative teamwork occur. Additionally, in Googleplex, employees can choose any space suitable for their tasks instead of being confined to a fixed desk. This increases employees' freedom of movement and eliminates the need for a static working arrangement. As a result of these flexible spaces and mobile working arrangements, employees can manage their work processes more efficiently, contributing to the development of their self-management skills. The person-centered design of spaces supports the process of employees becoming ideal productive individuals. However, this freedom also brings a control mechanism where employees are held accountable for their own productivity.

Thirdly, Googleplex materializes the concept of biopolitics through design features and spaces aimed at enhancing employees' physical and mental well-being. Various areas and amenities in the office prioritize individual happiness, mental tranquility, physical health, and quality food to support productivity. In the northeastern block of Googleplex, located close to the outer boundary, fitness and spa areas have been designed to support physical activity. The fitness and spa areas allow employees to maintain their physical health, while the spa offers relaxation and rejuvenation opportunities during busy work schedules. Additionally, within the campus, there are sports areas such as a basketball court in the inner courtyard, bike paths around the building's perimeter, 7-terraces for relaxation, and spaces like 2- bakery/coffee shop, 3-supper club, and 6-ı-bar for relaxation, dining, and social interaction. These areas aim to keep employees' physical health and mental productivity at their peak by offering healthy and quality options. These areas are designed to encourage employees to come together for informal communication and increase collaboration. Furthermore, the campus features indoor gardens and spaces like the 7-terrace, designed to integrate nature into the interior, which helps reduce employees'

stress levels. As a result, it can be concluded that employees' work and social lives have started to merge, and the office space keeps employees engaged in other areas even after work hours.

Fourthly, at Googleplex, IoT devices and sensors powered by technology constantly monitor office movements and space usage. This technology analyzes which areas employees use the most, providing data for space arrangements. For example, meeting room or workspace occupancy rates are analyzed through sensors, and the most frequently used areas are optimized. Smart spaces integrated with reservation systems in work areas can be customized based on employee needs, and data such as meeting durations or participant productivity can be analyzed. Network-connected spaces analyze and optimize individual productivity. Software allows individuals to continuously review and improve their performance. The efficient use of technology also enables the economic optimization of spaces. Shared spaces and workstations are automatically adjusted based on usage, with smart lighting and climate systems, reducing energy consumption while increasing comfort. It can be concluded that Googleplex effectively combines individual-centered design and organizational goals with these strategies. Technology facilitates the work processes of individuals while aiming to increase organizational efficiency. The efficient use of resources strengthens the integration of individuals into their work processes while ensuring economic optimization. Similarly, the post-capitalist system views technology and space optimization as a means of enhancing individual productivity.



**Figure 7.** (On the left) Created by Authors, 2004, Googleplex Working Spaces / Googleplex Çalışma Alanları. Clive Wilkinson Architects. URL5 (On the right) Created by Authors, 2004, Googleplex Meeting Spaces / Googleplex Toplantı Alanları. Clive Wilkinson Architects. URL6

When examining the overall spatial arrangement, it is observed that on the ground floor, areas near the main axis (main street/plaza/courtyard) include spaces for social interaction such as 1-clubhouse, 2- bakery/coffee shop, 3-supper club, 4-conference, and 5-library. These areas can be defined as spaces where entertainment and work life intersect, encouraging social interaction and collaboration. 9-open huddle spaces are located in

the northern part of the block on the north side of the main axis. This layout allows these areas to be isolated when necessary, while also being integrated into social spaces during collaborative tasks. Areas such as 12-workstations and 13-work room are positioned in more remote areas of the campus structure, away from the center.



**Figure 8.** John Meachem, 2004, Googleplex First Floor Plan / Googleplex Birinci Kat Planı. Clive Wilkinson Architects. URL7

Upon examining the second floor, it was observed that areas such as 1-clubhouse, 5-library, 6-i-bar, and 8-open meeting are positioned in sections facing the main street, while areas like 4-conference, 10-closed meeting, and 11-huddle room are located in the central parts of the blocks. Similar to the ground floor, areas such as 12-workstations and 13-work room are positioned in areas farther from the center and the main axis of the blocks. This variety offers employees the freedom to choose spaces that suit their needs, preferences, work strategies, and comfort levels. However, this freedom is carefully observed and managed by restructuring the space in alignment with organizational goals.

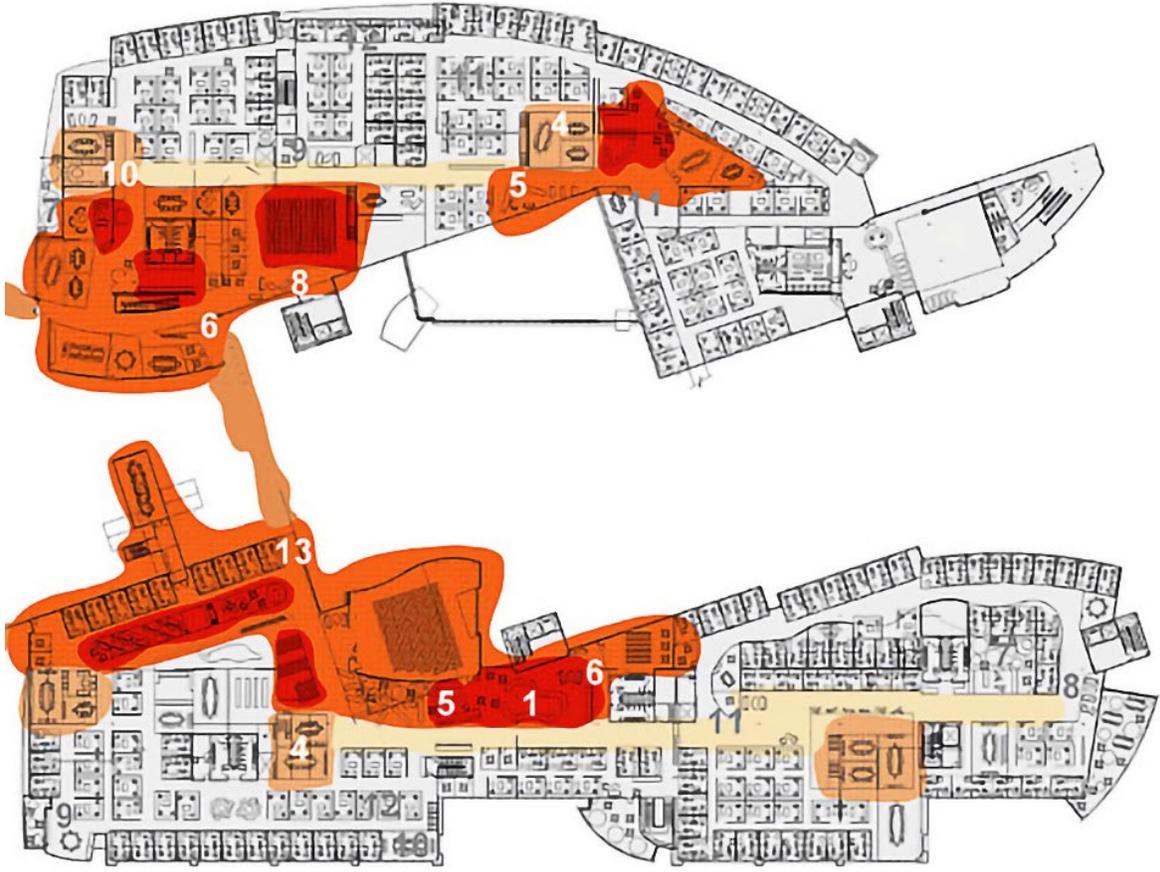


Figure 9. John Meachem, 2004, Googleplex Second Floor Plan / Googleplex İkinci Kat Planı. Clive Wilkinson Architects.  
URL8

## 5. Conclusion

Googleplex is not only a working campus but also a powerful example of how contemporary office typologies transform into a governance network and how post-capitalist modes of production are spatialized. In this context, the conclusion section of the case study is structured around three main theoretical frameworks: Foucault's theory of governmentality, the post-capitalist production model, and the spatial intersections of these two approaches. Below, the conceptual findings obtained within the context of each approach are discussed in detail.

Firstly, in evaluating Foucault's theory of governmentality: According to Foucault, modern power structures function through mechanisms of soft power, where individuals develop self-discipline and internalize surveillance, rather than through direct oppression. Googleplex's spatial organization is a manifestation of this understanding applied to space. In particular, areas such as the Library, Workstation, and Workroom are designed as self-disciplinary spaces, where individuals can maintain their performance without external supervision, shaped

by silence and individual productivity. In these areas, power operates through the individual's continuous optimization of their time, productivity, and behavior.

Similarly, open and semi-open transitional spaces such as the Reception, Avenue, and Terrace, while seemingly offering freedom, are woven with subtle design strategies that direct individuals' movements toward certain behavioral patterns. Foucault's argument on normative relationships with space operates in these areas through users' actions, which align with social expectations. Here, control is exerted not through cameras or physical surveillance tools but through the formal characteristics of the space, flow patterns, and furniture arrangements.

Spaces like the Pitch Room, Conference Room, and Closed Meeting, where greater visibility and performance are staged, directly align with Foucault's relationship between knowledge and power. These types of spaces are symbolic stages where the individual is evaluated not only by what is said but also by how it is said, to whom it is addressed, and how persuasive it is. In these areas, the individual is positioned not so much as a producer of knowledge but as the carrier and producer of corporate discourse. Thus, visibility and presentation become mechanisms for the reproduction of power.

<b>Foucault Theme</b>	<b>Spatial Correspondences</b>	<b>Discussion Angle</b>
Panopticism / Self-discipline	Library, Workstation, Workroom	The individual optimizing their productivity without supervision
Governance and Behavioral Codes	Reception, Avenue, Terrace	Invisible yet directive techniques of power
Performance Staging	Pitch Room, Conference, Closed Meeting	Representation, construction of discourse, and the individual's visibility
Micro-discipline and Temporary Control	Booth, Open Huddle, Huddle Room	Small-scale control areas, horizontal surveillance
Biopolitics	Wellness Room	The body becomes the object of management for productivity and sustainability
Community and Norm Production	Clubhouse, Super Club	Collective visibility, internalization of social control

**Figure 10.** Created by the Authors. The Discussion of Googleplex Through Foucault's Concept of Governmentality / Foucault'nun Yönetimsellik Kavramı Üzerinden Googleplex'in Tartışılması.

Secondly, when evaluating within the context of the post-capitalist production model: post-capitalism proposes a new economic and social order shaped around concepts such as digitalization, network-based production, self-management, and flexible work models. The spatial arrangement of Googleplex reveals how this system is established on a micro scale. Spaces such as the Open Meeting and Multi-purpose Room, unlike traditional

meeting rooms, do not impose a fixed mode of use; instead, they offer agile organizational spaces that teams can shape according to their own rhythms. This situation is linked to the shift from fixed task definitions and centralized authority to horizontal organizational structures and functional flexibility.

Individual production spaces such as the Workroom, Remote Pod, and Desk form the physical basis for self-management. These spaces not only enable individuals to work in physical isolation but also allow them to directly control their productivity, time management, and creative output. This approach, in contrast to traditional capitalist labor systems, suggests a structure of responsibility where the individual develops power over themselves.

On the other hand, social spaces such as the Clubhouse, Bakery, and Reception are points where production is organized not only in physical terms but also in emotional, symbolic, and cultural dimensions. One of the most prominent features of post-capitalist offices, the workspace = living space philosophy, crystallizes in these areas. In such spaces, individuals are expected not only to produce work but also to develop a sense of community, identify with the institution, and form social ties. Thus, productivity is connected not only to output but also to emotional integrity and one's role within the community.

Post-Capitalist Theme	Spatial Correspondences	Discussion Angle
Flexibility and Multifunctionality	Multi-Purpose Room, Open Meeting	Agile work structures, overcoming fixed roles
Self-management and Autonomy	Workroom, Remote Pod, Desk	The individual's direct responsibility for the production process
Digitalization and Cognitive Labor	Library, Workstation, I-Bar	The spatial counterpart of mental labor
Belonging and Corporate Culture	Clubhouse, Bakery, Reception	The individual's positioning not only as an employee but as part of the community
Performance Economy	Pitch Room, Conference	Measuring intra-organizational value production through presentation
Social Balance / Well-being	Terrace, Wellness	Spaces designed to combat burnout, fostering sustainable productivity environments

**Figure 11.** Created by the Authors. Discussion Of Googleplex Through the Concept of Post-Capitalism / Post-kapitalizm üzerinden Googleplex'in Tartışılması.

Thirdly and finally, when evaluating the intersection points of both theories, that is, the areas where governmentality and post-capitalism converge: one of the most striking features of Googleplex is that it enables hybrid structures where not only one theoretical framework but two frameworks come together. For instance, the Library space supports both Foucault's notion of self-discipline and the intellectual deepening required by post-

capitalist production. This dual-layered functionality demonstrates that the space is not merely a quiet area but also a behavioral architecture where the responsibility of production is placed on the individual.

Similarly, spaces like the Booth, Huddle Room, and Open Huddle, as mid-scale communication areas, are not only places where micro-discipline and indirect surveillance are staged, but also spaces where agile collaboration, spontaneous decisions, and multifaceted feedback are produced. These spaces reveal how classical discipline and flexible production can be intertwined at the spatial level.

Lastly, the Conference space is also highly significant from this intersectional perspective. In this space, where the individual represents their ideas and performs, it directly overlaps with Foucault's understanding of the stage where power becomes visible, while also showing how the production of value in post-capitalist organizations is visualized and how being on stage is equated with organizational success.

Space Type	From Foucault's Perspective	From Post-Capitalism's Perspective
Library	Discipline, self-discipline	Cognitive production, deepening in silence
Clubhouse	Production of social norms, visibility	Sense of community, stage for corporate culture
Booth	Micro-discipline, limited interaction	Spontaneous collaboration, temporary networks
Workroom	Self-management, invisible discipline	Hybrid labor, autonomous production
Conference	Representation, the institutional stage of power	Performance-based evaluation

**Figure 12.** Created by the Authors. Googleplex Concept Comparison Table / Googleplex Kavram Karşılaştırma Tablosu.

Finally, the spatial organization of Googleplex reveals in a multi-layered manner how the radical transformation of contemporary work culture is reflected in space. The building serves as a stage for a power architecture that, on one hand, directs individual behavior, promotes self-discipline, and strategically designs visibility, as described in Michel Foucault's theory of governmentality; while on the other hand, it integrates spatial strategies with the principles of flexibility, self-management, digitalization, and collaborative organization that are characteristic of post-capitalist production models. Each type of space in Googleplex functions not only as a physical utility but also as a mode of value production, a strategy for belonging, and a mechanism for producing corporate norms. In this sense, the structure is not only a technology campus but also the spatial counterpart of contemporary production ideologies and power structures.

Building Block	Space Example (Googleplex)	Foucault Theme	Post-Capitalist Theme	Analtical Note
Plaza	Clubhouse / Bakery	Visibility / Socialization	Belonging, Representation	Social belonging production, visible identity stages, informal control spaces.
Multi-purpose Room	Super Club / Workroom	Adaptive Arrangement	Flexibility, Multi-tasking	Spaces adaptable to various functions, focused on productivity and creativity.
Pitch Room	Pitch Room (temsil edilen)	Performance / Presentation	Corporate Representation, Persuasion	Corporate actor roles, production of visible success.
Team Room	Conference / Closed Meeting	Hierarchy, Decision-making	Collective Governance	Spatial organization of formal communication and corporate decision-making processes.
Reception	Giriş Alanı (karşılama)	Norm Production / Representation	Corporate Image	Initial representation of behavioral patterns, the entrance as a stage for belonging.
Park	Terrace	Circulation / Transition / Relaxation	Break-time Productivity	Integration of informal spaces with energy recovery and connection moments into production
Avenue	I-Bar	Visibility / Orientation	Mobility	Control of horizontal flow, continuity of behavioral governance
Booth	Open Huddle / Open Meeting / Huddle Room	Micro-discipline	Spontaneous Collaboration	Semi-closed spaces for immediate idea exchange and creative conflict.
Desk	Workstation	Surveillance / Positioning	Task-based Production	Disciplinary positioning of the individual within physical space.
Library	Library	Discipline / Silence	Cognitive Production	A disciplined silence space supporting focused individual production.

Remote Pod	Capsules (isolated area)	Self-management / Isolation	Hybrid production, digital autonomy	The spatial counterpart of technology-supported individual productivity.
Wellness Room	Wellness Area / Quiet Rooms	Biopolitics	Well-being, sustainability	A space where the mind and body are made conducive to productivity.

**Figure 13.** Created by the Authors. Googleplex Evaluation Table / Googleplex Değerlendirme Tablosu.

In conclusion, this study examines contemporary office spaces not only in terms of physical arrangements but also as cultural and ideological areas where individuals are transformed through managerial strategies. The transformation of capitalist production relations and post-capitalist economic models has restructured workspaces within the framework of concepts such as flexibility, self-management, and experience design. The theoretical foundation of the study is based on Foucault's concept of governmentality and is supported by Mason's views on digitalization and production relations within the context of post-capitalism. The study, structured using qualitative research strategies, analyzes the Googleplex office as a case study. In the analysis, Wilkinson's 12 Building Blocks model was used to demonstrate how spaces function as micro-power structures aimed at productivity and control. The findings reveal that while contemporary offices seemingly support discourses of individual freedom and well-being, these elements are, in fact, intertwined with institutional strategies aimed at increasing productivity. It can be concluded that space has transformed into a governance tool that shapes individuals' behavior in accordance with self-discipline, voluntary surveillance, and continuous performance goals. Future research could explore the emotional and behavioral impacts of office spaces in greater depth through ethnographic methods based on direct observation of user experiences. Furthermore, by comparatively analyzing the governance strategies of small and medium-sized offices in different sectors, more inclusive conclusions could be drawn.

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