



# **Work 2.0**

**Ten Year Report: 2002-2012**

## **Is Business At War With Its Workforce?**

Update of WORK 2.0 by Bill Jensen, 2002

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## Work 2.0

### Ten Year Report: 2002-2012

#### Lint Bin

The core ideas within this report are based upon Bill Jensen's 2002 book, WORK 2.0. Some of the updates come from his 2010 book, HACKING WORK.

All research is from the ongoing study, *Search for a Simpler Way*, by the Jensen Group. To date, over 500,000 individuals have been surveyed and/or interviewed for the study, from across the globe.

The subset that comprised this update: More than 61,000 individuals surveyed and interviewed solely on the topic of Work 2.0 — in over 2,700 companies, from 27 different countries (39% from North America); 19% senior executives, 50% mid-managers/team leaders, 31% frontline workers — and another 170,000 surveyed and interviewed on topics and details that fall within areas of Work 2.0.

All findings relate to knowledge- and service-work economies — not third-world or emerging economies — and may have only limited application in extremely industrialized or agrarian situations.

For one-page infographic version of this report:  
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## ONE-PAGE SUMMARY

### Work 2.0

Ten Year Report: 2002-2012

#### FINDING

Business seems to be waging war with its workforce.

#### The Great News

We are in the midst of a major shift in how we get stuff done, in how we do great work.

#### The Lousy News

Business seems to be waging war with its workforce. Work 2.0 advancements are being greatly slowed and hampered by leadership. We have a crisis of will in many of today's leaders.

#### Likely Tipping Points

- Economy rebounds
- Millennials and Web 2.0-3.0 employees reach critical mass in the workforce
- Shifting mix of employment / entrepreneurship / free agency

#### Much-Needed Aha

Business leaders "get" that their current approaches are holding back Work 2.0, impeding great leaps in productivity and innovation.



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Ten Year Report: 2002-2012

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SECTION

1

# 2002 Work 2.0 Emerges

A new work contract was emerging. This new covenant cut to the heart of who owns, controls, and sets the rules for productivity and innovation. Specifically, how much value companies create for their workforce in how they design and organize work.

There is a great and grave difference between employee satisfaction and satisfying employees' workneeds. Work 2.0 is about that difference.

The key driver in the shift toward Work 2.0, and away from 1.0, is technology. Extremely empowering technologies. Insanely great, put a ding in the universe technologies.

But that's not what makes 2.0 different from 1.0. Many firms are still holding onto Work 1.0 norms while leveraging Web 2.0-to-3.0 tools. New technologies alone do not create a Work 2.0 environment.

The real issues are power, control, risk, and trust. In a Work 2.0 world, these must be distributed quite differently.

While compensation, benefits, flextime, making nice to your employees, job security and the like will remain as critical as ever — they are not where the Work 2.0 war for talent will be fought.

The people that every company wants to hire and keep are changing the rules of productivity and innovation. They are reinventing how to get shit done, how to be creative, and how to do innovative and great work.

Lead, follow, or get the hell out of the way, Work 2.0 is inevitable.

### WORK 1.0 v. 2.0 SNAPSHOT

#### Work 1.0

Organizational productivity

Operational excellence

Operational consolidation

Respect, Trust, Integrity 1.0:  
How people are treated

Business sophistication  
pushed down

#### Work 2.0

Personal productivity

Radical simplicity:  
Focusing on what individuals  
need

Consolidate processes and  
structure, but people are  
business units of one

Respect, Trust, Integrity 2.0:  
How people and their assets  
are treated

Work sophistication  
pushed up

The key difference is in applying the same amount of due-diligence, discipline, planning, concern and effort to ensure that everything works from the individual's perspective, as is currently done from the organization's perspective.

## THE FOUR FORCES OF WORK 2.0

### **1. Work 2.0 is an Asset Revolution.**

Workforce assets include their time, attention, ideas, skills, knowledge, passion, energy, social networks, and more.

How will your company create better ROIs for the workforce when they invest these assets in you?

### **2. Work 2.0 is My Work My Way.**

The future of work is personalized and tailored. Information flows, tools, job and compensation and benefits structures, training and development and more will be personalized so that people can have more control over their own destiny.

### **3. Work 2.0 is Peer-to-Peer Value.**

Nobody needs companies any more to help them collaborate, share, understand, or create. People can self-organize and connect amazingly well, thank you. Employers are middlemen in that process. What value does yours add when peers connect?

### **4. Work 2.0 is Leadership Value.**

The future of leadership is far more accountability for life's precious assets. From this point forward, R-E-S-P-E-C-T includes better use of the assets the workforce brings with them; and how EASY it is for every individual to do their best, to be their best.

These four change the distribution of power, control, risk, and trust.



# 2012

## The WTF!

### Current State

#### SECTION

# 2

#### LOUSY NEWS SUMMARY

Imagine refusing to acknowledge that the sun has risen. Or pretending that entire corporate infrastructures don't reside within everyone's smartphones, or that all information isn't available to all, all the time.

That's the current state. Business seems to be waging war with its workforce — intentionally slowing Work 2.0 progress. What we have is a crisis of leadership. A crisis of will.

Business absolutely sucks in building rules, tools, infrastructures, processes and management practices that work backward from what the workforce needs to do great work.

There is still very little user-centered design in business when the user (of tools, processes,



infrastructure, etc.) is the workforce. Same poor results on user experience research, when the user is the workforce. Same poor results in building simplicity (...“it’s easy for me to be amazing” vs. “this is a pain in the ass”...) within companies.

Overall: Business’s priorities remain basically the same as ten years ago: 1) Business efficiencies and outcomes first, 2) customer needs and experiences second (...c’mon, admit it: have you called a customer service line recently?...), and wayyyyyyyyyyy off on the other side of the horizon, if considered at all, workforce needs and experiences.

Companies continue to way-underperform when it comes to creating value for their workforce in how they design and organize work.

Every technological advancement and innovation that is needed to catapult work from Work 1.0 to Work 2.0 and beyond already exists. And yet many in our workforce are still stuck in the muck and weeds of the shift from 1.0 to 2.0.

### 1.0-to-2.0 GRADES EARNED BY BUSINESS SO FAR

(If we put stellar exceptions aside...)

.....

#### **Asset Revolution**

.....  
**F to D**

“Good return on my assets.”

.....

#### **My Work My Way**

.....  
**F to D**

“Personalized. So I have more control of my own destiny.”

.....

#### **Peer-to-Peer Value**

.....  
**C to B**

“Amazing. Better every day.”

.....

#### **Leadership Value**

.....  
**F to D**

“Making it easier for me to do great work.”

**Behind the grades:** To improve, companies would have to place as much emphasis, discipline, due diligence, measurement and planning on getting every individual what they need as is currently done for organizational needs.

Also: In a knowledge- and service-work economy, the workforce are investing their assets — time, attention, ideas, skills, knowledge, passion, energy, social networks, and more — in an employer. So far, the ROIs on those investments (returns back to the employee) are lagging far behind what they should be.

Sure, there are lots of stellar and amazing examples of Work 2.0-and-beyond firms (see next sections), but too few of our workforce work in those firms to say that we are living in a Work 2.0 world.



### **Driving These Bad Grades:**

#### **The Workforce Are Also Consumers**

During the past decade, smartphones, apps, social networks, the cloud, and lots more have completely revolutionized every individual's ability to be more efficient, more effective and more creative. These tools and capabilities have hit the consumer marketplace at a mind-numbing pace.

That's key: Workforce needs, capabilities, attitudes and behaviors within their employer's world are now being driven by the productivity and innovation changes they have *already experienced in their personal world*.

Yet business has moved at a snail's pace to incorporate these new capabilities. Not just on the IT-end (although that is definitely a problem). The lack of speed, accompanied by a crisis of will, are mostly centered in how decisions are made, how resources are allocated, how people are managed, how information is shared, how plans are created and implemented, and the design of work itself.

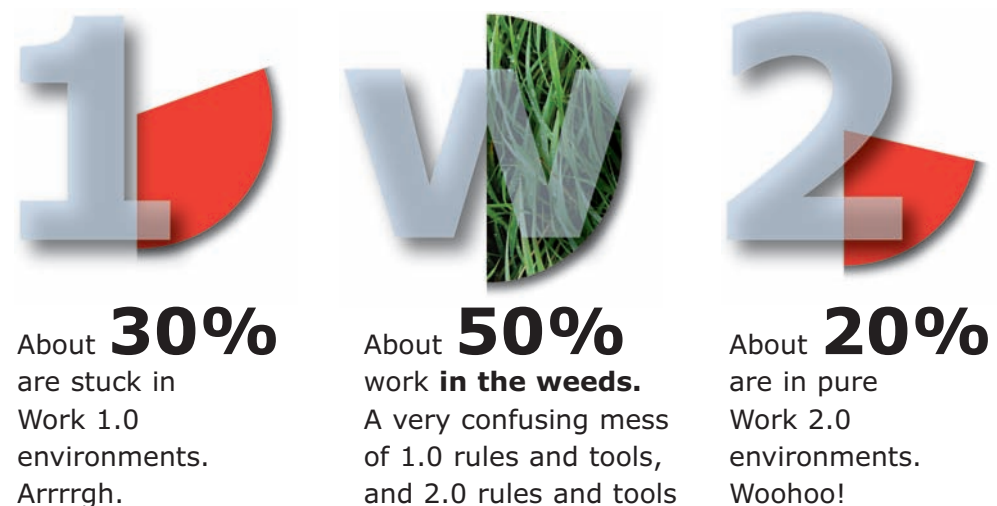
AKA: How power, control, risk, and trust are distributed and leveraged. Business is still trying to stay 1.0 on these.

Leadership is not solely responsible for this problem. Many in the workforce are complicit. They continue to attend meetings that they know are stupid; and keep up with emails and make presentations that they know are not an effective use of their time; and tolerate wasteful infrastructures and behaviors from managers and others that they would never tolerate in their personal life. Many good, hard-working people also co-create a lot of the dysfunctions that are hurting themselves as well as business.

Yet, in the end: this is still a leadership issue. Leaders are responsible for the environment in which dysfunctional cultural norms, behaviors and practices continue. And leaders are responsible for leading by example and charting a new course.

As noted in the next section, there are lots of leaders and companies that are already pushing beyond 2.0, but when you compare the total numbers of employees in those firms to the total workforce...

Too many in our workforce operate in a Work.WTF.0 world.



About **80%** are in outdated Work 1.0 or in a confusing mess

## WORK 1.0 to 2.0 SCORECARD



**Work 1.0**



**In the  
Weeds**

Confusing Mix  
of 1.0 and 2.0



**Work 2.0**

Excluding stellar exceptions  
(See next section for those)

### Asset Revolution

"Good return on my assets."

Outside World (as Consumers)

Workplace: Overall

Workplace: Leadership

Workforce: >35 years old

Workforce: <30 years old

**Note leadership's  
absence**  
in the only scores  
that approach  
Work 2.0 levels

### My Work My Way

"Personalized. So I have more  
control of my own destiny."

Outside World (as Consumers)

Workplace: Overall

Workplace: Leadership

Workforce: >35 years old

Workforce: <30 years old

### Peer-to-Peer Value

"Amazing. Better every day."

Outside World (as Consumers)

Workplace: Overall

Workplace: Leadership

Workforce: >35 years old

Workforce: <30 years old

### Leadership Value

"Making it easier for me  
to do great work."

Workplace: Leadership



## New View of Work Design

In 1992, The Jensen Group developed the SimplerWork Index by applying six key areas that greatly influenced consumer behaviors, experiences, purchases and satisfaction, to the study of work design within companies.

### WORK DESIGN SCORECARD: 2012

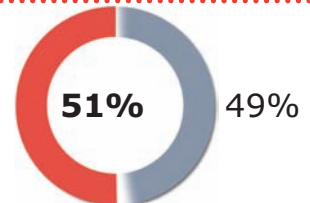
(If we put stellar exceptions aside...)

Workforce Responses

■ UNFAVORABLE  
■ FAVORABLE

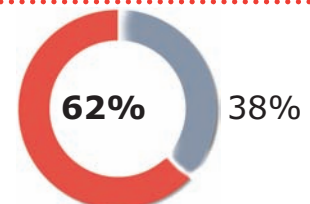
#### Competing on Clarity

Evaluates manager's effectiveness in helping each individual work smarter and faster



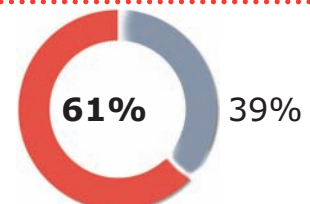
#### Navigation

Evaluates company's effectiveness in helping each individual find who/what s/he needs



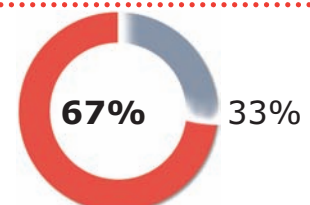
#### Fulfillment of Basics

Evaluates company's effectiveness in work-oriented communication and knowledge management



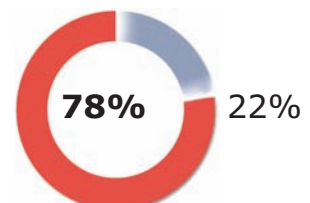
#### Usability

Evaluates company's effectiveness in all that it designs to help people get tasks done



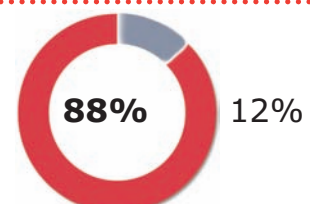
#### Speed

Evaluates company's response times to needs expressed by its employees: Does it meet employees' needs as quickly as it expects the employees to respond to company and customer needs?



#### Time

Evaluates company's respect for employees' time as an asset to be invested



## Simpler for Whom?

Here is another dimension of why leadership got the grades that they did. As part of our research on simplicity we asked over 65,000 people (20% senior execs, 45% mid-managers, 35% line workers)...

Which group consistently gets the **most attention** paid to simplifying things for them?

- ☐ COMPANY
- ☐ EXECUTIVES
- ☐ WORKFORCE
- ☐ CUSTOMER

### ☒ Executives

Consistently highest response in all different types of companies: **Between 50% to 97% stating "most attention"**.

Depending on the degree of customer focus within each company, either Customers or the Company came up as next highest



Which group consistently gets the **least attention** paid to simplifying things for them?

- ☐ COMPANY
- ☐ EXECUTIVES
- ☐ WORKFORCE
- ☐ CUSTOMER

### ☒ Workforce

Consistently highest response in all different types of companies: **Between 77% to 100% stating "least attention"**.

What was behind this response?  
All the reasons given fell within the areas of work design and Work 1.0 v. 2.0 on the previous two pages





# 2012

## The Woohoo! Current State

### **GREAT NEWS SUMMARY**

Want to find Work 2.0 workers and executives? They're everywhere.

Spend some time with any of the attendees at SXSW, or TED, or BIF, or Pop!Tech, or Gel, or BIL, or Learning Without Frontiers, or the Summit Series, or the Up Experience, or the 99% Conference.

Or find a yellow school bus that's wired for wifi and ask the middle schoolers what they're up to. Or do the same at a Starbucks near a university.

Or talk to employees at any of the Top Five firms selected as Most Admired, Best Place to Work, or Most Innovative.

Or seek out all the 5- and 10- and 20-person firms that were launched in the past few years — that only know a Work 2.0 to 3.0 workworld.

Or meet in a dark alley with business's underground army — benevolent hackers who just won't tolerate workplace stupidity anymore. Like 24 year-old Matt, who told HR that he would be redesigning how the company evaluated him — and pulled it off. And like Elizabeth, who got her bosses to re-approve her customer satisfaction project that was cut due to budget constraints. She simply videotaped pissed-off customers and got one of

those customers to place it on YouTube. (Miraculously, the execs suddenly reversed their decision. Gee. Wonder how that happened?)

Or talk to social entrepreneurs who are passionately reinventing education in the U.S., or sanitation and clean water in Nairobi, or how to stop violence one person at a time in Pakistan.

Work 2.0 is popping up everywhere that people want to be their best, do their best, and are fed up with the status quo.





## HERE, THE GRADES ARE COMPLETELY DIFFERENT

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### Asset Revolution

"Good return on my assets."

**B to A**

---

### My Work My Way

"Personalized. So I have more control of my own destiny."

**B+ to A+**

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### Peer-to-Peer Value

"Amazing. Better every day."

**A to A+**

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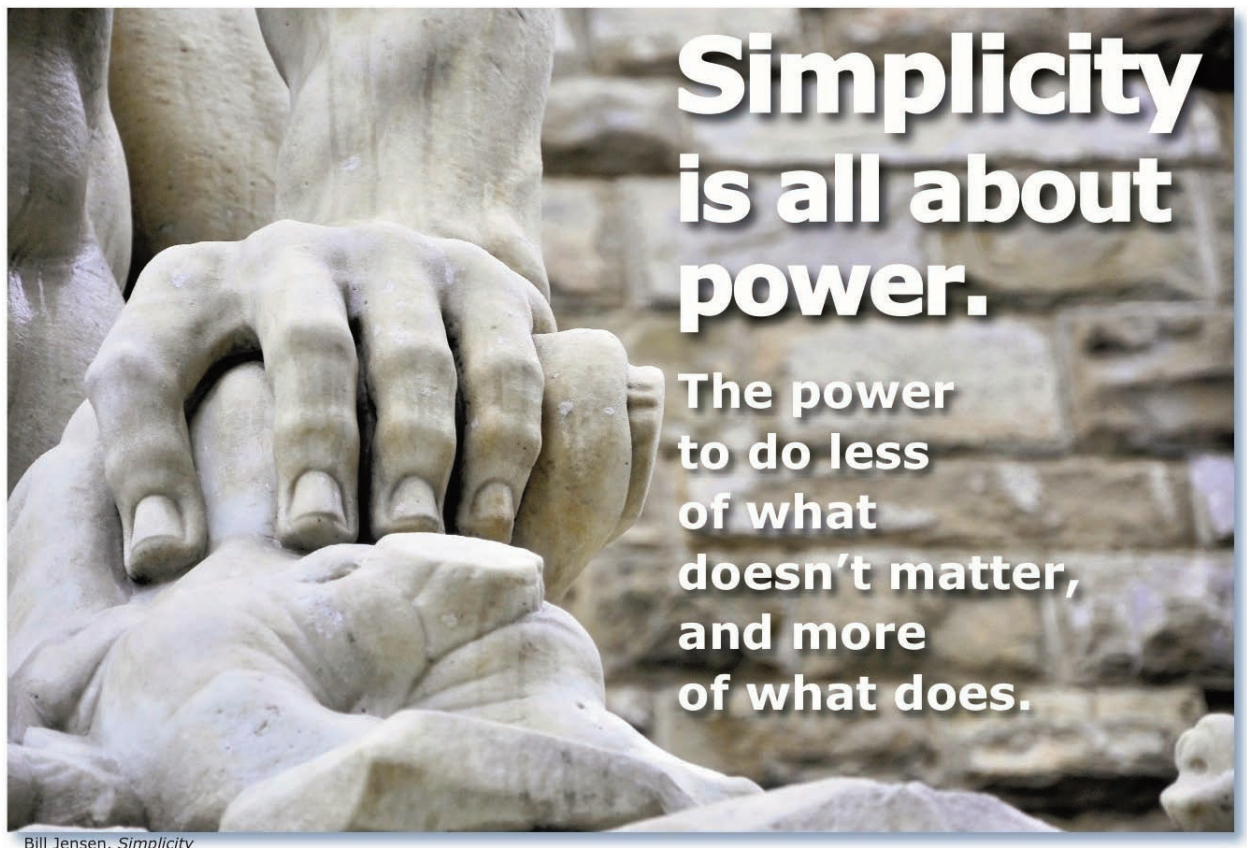
### Leadership Value

"Making it easier for me to do great work."

(A lot more great-side grades than on the failing-side.)

**F to A**

See next page for how employees in Work 2.0 environments also respond completely differently when it comes to work design...



Bill Jensen. *Simplicity*

## WORK DESIGN IN A 2.0 WORLD

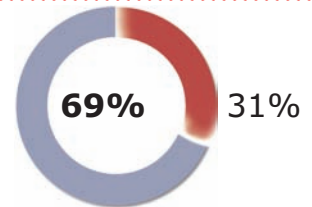
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Workforce Responses

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■ UNFAVORABLE

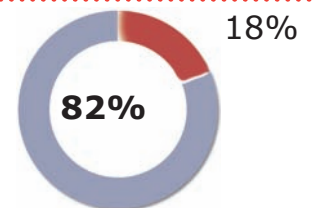
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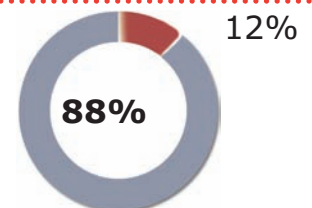
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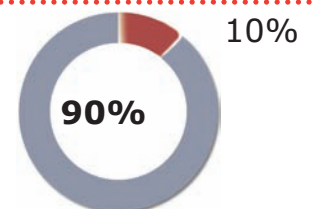
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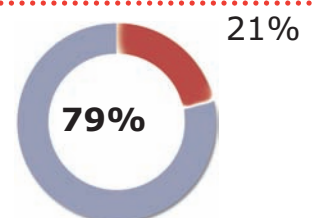
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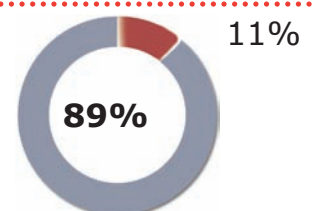
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#### Time

Evaluates company's respect for employees' time as an asset to be invested



Do these great grades and measures guarantee success? Of course not. Businesses will still struggle and fail in a Work 2.0 world. But the key difference: Work 2.0 businesses are not at war with their workforce.

**Meritocracy is how decisions are made.** Best ideas rise to the top, and get executed...fast.

**Fail Fast is built into the culture.** 1.0 was 100% about risk-management: control and manage and direct to minimize failures. 2.0 blends the upsides of disciplined risk-management with a lot more Fast Failure: Conceive, Prototype, Test, Fail, Fix, Relaunch faster than the competition. (Which means employees spend a lot more time learning and improving than worrying about being dinged. And a lot more time managing themselves than being managed.)



**Feedback is constant, everywhere, all the time, and much more transparent.** Yearly reviews and quarterly performance management sessions are so Stone Age.

**Tools and infrastructure and processes are as user-centered as they are corporate-centered.** "Know me. Know my work. Know what I need. Know how to help me succeed, for our customers and for all of us...better than I could do on my own without you." 2.0 companies realize that between the cloud and smartphones and apps and a lot more, everybody already has access to awesome tools and infrastructure. Employers have got to do it better or get the hell out of the way. 2.0 companies place as much emphasis on personal productivity as they do on corporate productivity.

**ROIs are as workforce-centered as they are corporate-centered.** The workforce is expecting good returns on their assets, which include: their time, attention, ideas, skills, knowledge, passion, energy, social networks, and more. In 2.0 environments, they see a lot more and bigger ROIs.

Easier for them to learn, grow and apply themselves. Faster personal growth. Easier and faster results on their projects and whatever matters to them. More time for life, not just work.

**All this changes accountability:** Work 1.0 left lots of places for leaders and workforce alike to hide behind the inequities and dysfunctions of the system. It gets tougher to hide who's responsible for what in a 2.0 world.



**The future of Work 2.0 has already arrived.** It's just very unevenly and poorly distributed.

For Work 2.0 to emerge everywhere, we need: an economy that demands more Work 2.0 efficiencies and innovations from a lot more businesses; more leaders who deliver better returns on their workforce's invested assets; and a lot more workers who simply will not accept getting the short end of the stick.







# A Few Stories

## JUXTAPOSITIONS OF 1.0 AND 2.0

### 1.0

**"I was told I'd be reporting** to [an executive in the C-suite]. Great! I'm closer to the power. His first directives were for me to undo all that I'd put together over the past three years. I explained why I didn't think that was a good idea. He responded that all this engagement stuff had gone to far. He said, 'We need to cut back on the too-costly technologies and especially the extra training we've supplying. It's not making enough of a difference.' "

— Adrianna, IT executive

## 2.0

**Sanjit “Bunker” Roy** founded the Barefoot College in Rajasthan, India, which is the only college where academic credentials disqualify you from teaching. The teachers are professionals based solely on street smarts, street skills and confidence in themselves. (See [video](#).) Illiterate women teach others to electrify their towns using solar power. An illiterate grandmother is now a dentist taking care of over 7,000 children.

Everyone is teaching everyone.

[Khan Academy](#) and [TED-Ed](#) have taken that concept to the Web 2.0 world — online videos where everyone is teaching everyone. Personalized training and development (which are always non-negotiable and crucial, despite what the exec above believes) are becoming cheaper and more easily available to everyone, everywhere.

## 1.0

A 2010 Maritz [poll](#) found **a bleak picture** when it comes to American workforce attitudes toward their employers. Only 11% of employees strongly agree that their managers show consistency between their words and actions.

Only 7% of employees strongly agree that they trust senior leaders to look out for their best interest.

And about 20% disagree that their company’s leader is completely honest and ethical. And one-quarter of respondents disagree that they trust management to make the right decisions in times of uncertainty.

Of these findings, Rick Garlick, Ph.D., senior director of consulting and strategic implementation for Maritz, said: “You’ve got to maintain credibility with your workforce as a means of getting them to totally buy in to the mission and vision of your company.

Anything less fosters a disengaged workforce that puts self-interest at the top of its list of priorities.”

Shortly after that study, a 2011 cover story in *USA Today* was headlined this way: “Workers Antsy As Moral Plunges. Employee loyalty is at a three-year low, but many employers are precariously unaware of the morale meltdown.”

Net/net: We’re not trusting our execs...nor do they deserve our trust. At least not currently.

## 2.0

**Don’t wait for leaders to lead.** Be the leader yourself.



At the 2012 SXSW conference, Reid Hoffman, partner at Greylock and co-founder of LinkedIn, did a lively and informative keynote titled *The Start-Up of YOU: 21st Century Career Strategy* — based on his book of the same name.

The message: Stop waiting for leaders to chart your path for you. Build it as any entrepreneur would. This is a Web 2.0 update of Tom Peters’ earlier *A Brand Called You*.

Caterina Fake, co-founder of Flickr, offers similar advice for leading others: “Ignore the gold stars that are built into the system in order to motivate you. I figured out very early that these rewards were false...they did not correspond to my own sense of whether or not I was succeeding or failing. There is a huge opportunity for you...to completely transform the organization [one person at a time]. A truly great manager understands what makes each individual thrive...and is perpetually vigilant that the superstructure does not take the passion out of the work.”

In a Work 2.0 world, there is no longer just the C-suite. Everyone must lead...themselves, and others, and everyone.

## 1.0



**London, 2011.** Meeting of the top 100 people in a division of a globally-known company. During a freewheeling discussion about the need for change within the firm, one executive stood up and declared bullshit: "If I ever did that, I'd be sent to [Company Name] jail." He remembered someone who was fired five years prior for taking a principled-stand, and for risk-taking.

Going to [Company Name] jail still concerns a lot of people out there.

## 2.0

**"Our policy is we try things....**We celebrate our failures. This is a company where it is absolutely OK to try something that is very hard, have it not be successful, take the learning and apply it to something new."

The words of an idealist executive, just blowing smoke? Nope. That was then-CEO of Google Eric Schmidt, just hours after killing off one of their products in 2010.

2.0 work environments include the courage and the will to stop something and start something else.

And what's stopped doesn't have to be a failure. In a 2010 interview, Steve Jobs talked about the history of the iPhone: "I'll tell you kind of a secret...I actually started on the tablet first." One of his team members had something scrolling on the first prototype. Jobs thought, "My God, we can build a phone out of this. And I put the tablet project on the shelf, because the phone was more important."

People get fired and go to jail in 1.0 environments for trying and failing, or for switching plans mid-stream. Fail Fail or Fast Switching are the basis of 2.0 work environments.



## 1.0

**"My sister is an elementary school teacher** for the hearing impaired. No corporation can match the bullshit factor of our public education systems. She is forced to use all kinds of mandatory curricula that are meaningless to students who cannot hear, have other physical and behavioral problems, and are many grades below their grade level. But Washington D.C. insists that No Child be Left Behind... Bureaucrats!

"My sister got fed up with being told she needed to explain Christopher Columbus or the scientific method to students who didn't even know their name or birthday — they couldn't even communicate because no one had ever taught them to use sign language." (...continued as 2.0 below...)

## 2.0

**..."So she teaches** her students their names, basic foods, birthdays, and useful phrases like "Where is the bathroom?" She had to be subversive about it by constructing a fake and meaningless lesson for her evaluation by the principal. But at the end of each year, her kids break all records on the end-of-grade tests, and more important, they can function in their daily life. Parents plead with her to never leave their kids, and as far as I know nobody ever figured out that her kids don't know the third step in the scientific method."

— Caroline

Stories like these inspired Bill Jensen's and Josh Klein's 2010 book, Hacking Work. Business is broken. Employees know it, but they're just supposed to sit there and take it, being complicit in its brokenness? N-uh uh. Not anymore.

There's an army of underground rule-breakers out there like Caroline's sister who will no longer endure organizational stupidity. They will benevolently hack workarounds — fixing things that they

believe came to them broken. The longer firms stay in 1.0 mode, the more likely they will be benevolently hacked by their own workers.

## 1.0

**“You’re kidding, right?** Me, get a mentor? A coach? I’m just a lowly middle manager. Those are perks reserved for the Grand Poobahs in the corner offices.”

— Stephen, manufacturing middle manager

## 2.0

**“Education is the only industry** that hasn’t [been reinvented] by using technology. Why don’t we have a time every day where, for every child, what we’re doing is completely individualized using tutors and technology. Learning Lab has helped us move 90% of the kids in the bottom quartile of performance up the [learning curve.]”

— John Danner, CEO, Rocketship Education

Work 2.0 definitely leverages as much new technology as possible to deliver the best learning possible. But at its core, the philosophy is not about tech, it’s about the power of individualized learning. Unfortunately, too many employees are stuck in a 1.0 world like Stephen, above — where executives regard personalized learning only for those in corner offices or for those en route as HiPo’s.

People like Danner and Michael Karnjanaprakorn, co-founder of Skillshare, a community marketplace for learning, are democratizing education so everyone gets exactly what they need so they can be their best and do their best.

## 1.0

**“Do more with less.** Do more with less. Do more with less. I heard it yesterday, I heard it today, I’ll hear it tomorrow. Soon

they'll be telling me to build [multi-million-dollar pieces of equipment] with rubber bands, spit and paper."

— Deepak, plant manager

## 2.0

**Sony Pictures did the opposite.** They demanded less.

Working with the Energy Project, they implemented energy management training. By 2010, 80% of participants said it has made them more focused and productive. More than 90% said it has helped them bring more energy to work every day. Eighty-four percent said they feel better able to manage their jobs' demands and are more engaged at work. Sony's leaders believe that these changes have helped boost the company's performance. Despite the recession, Sony Pictures had its most profitable year ever in 2008 and one of its highest revenue years in 2009.

Work 2.0 is doing less with more — because it's less of the wasteful things and more of what really matters.

## 1.0

"**No matter what** other companies are doing as far as flextime and telecommuting, mine is stuck in the Dark Ages. Our culture is one of presence: You've got to be seen at your desk, otherwise you're not doing your job."

— Javier, HR mid-manager

## 2.0

**Retailer Best Buy** is a great example of the ROWE movement (Results Only Work Environment). All that matters is what was accomplished, not how it was accomplished. There, nobody cares if you're at your desk or not, or in the must-attend meeting... it's all about results.



Researchers did pre- and post-ROWE surveys and interviews and found:

- Employees took better care of themselves. They got almost an hour more of sleep per day, and they were more likely to see a doctor when they weren't well.
- Their turnover rate was lower: 6% among ROWE employees vs. 11% with a control group.
- Most everyone reported an improved sense of well-being; reduced work-family conflicts and increased energy levels and greater feelings of freedom and responsibility.

## 1.0

**"How the hell do I get everything done?** There just isn't enough time in the day. Helllllllllllp!"

— Laurie, a mid-manager in a pharmaceutical firm;  
but this quote could have come from most anyone,  
in most every 1.0 firm

## 2.0

**Saku Tuominen** is founder of the Idealist Group in Finland. His Redesigning 925 project (Nine-to-Five) is seeking to rewrite how stuff gets done. He's currently testing hundreds of ideas — how to run meetings, to dealing with email and information overload, to having a Chief Time Officer, and more — and will be sharing the results with the world.

You don't have to wait for those results. 2.0 answers are everywhere. Lifehacker and Digital Girl Julia Roy offer up suggestions for everyday work hacks. And Management Exchange offers ways for mid-managers and senior execs to hack management.

Most every answer anyone could possibly need is within reach: simply type "how do I...[state your need]" into Google. Hundreds of How To tips will instantly appear.





In a Work 2.0 world, there simply are no more excuses. Everything you need is available to you — if not within your company, certainly within the 2.0 community.

## 1.0 & 2.0

HR-types on LinkedIn recently polled themselves: **Why do large companies fail to keep their best employees?** The responses were in line with what most other surveys find: The top two reasons, with 68% of the total, were No Career Development and Poor Recognition and Appreciation.



People everywhere want to know how their future will unfold if they stay at a company, and everyone, everywhere always wants to be recognized and appreciated. And yet so many companies fail to do these basics well enough, often enough.

The current poster-child for doing this well is Zappos. All employees are given “zollars” (reward currency good in the company store) that they can give any other employee to recognize them for great deeds. Also, any employee can give real bucks to any other employee in the form of a cash bonus. Their culture is legendary, celebrated in the book by their CEO, Tony Hsieh, *Delivering Happiness*. Hsieh also described in detail how protecting this culture was a primary concern when he sold the company to Amazon.

People matter. Letting people know they matter and ensuring they have a career track at your company matters. In both 1.0 and 2.0 worlds.

And what is the employee’s responsibility for him/herself in a 2.0 world? The Institute for the Future listed Ten Skills most every employee will need by 2020. They are:

- Sense-Making
- Novel and Adapting Thinking
- Being Trans-Disciplinary

- Social Intelligence
- New Media Literacy
- Computational Thinking
- Cognitive Load Management
- Design Mindset
- Cross Cultural Competency
- Virtual Collaboration

Add all that up, and one of the most critical skills in a 2.0 world is the ability to triage — to assess any situation and determine what matters, what doesn't, what's urgent, what isn't, what to do, what not to do...fast!

Also: While it's not explicitly on the list above, all those responsibilities translate to a much greater degree of self-motivation and entrepreneurial drive than many of today's 1.0 employees demonstrate.

A 2.0 world places a lot of responsibility on each individual. The whining has got to stop! If you're not appreciated, either move on to an environment where you are, or start one yourself! If there's no career path for you at your current company, then why the hell did you pick that firm in the first place? Stop waiting for Tony Hsieh to hire you, and be Tony Hsieh.



The ratio of someone else's responsibility to personal responsibility in a Work 2.0 world is about three to one: Every time you point a finger at someone else to be responsible, three fingers are pointing back at you. Work 2.0 is a very accountable place.

## Work 2.1: Good or Evil?

**The jury is still out on the following.**

In 2002, Bill Jensen described Work 2.1 — the next frontier in this shift — as Privacy Matters. The area that most concerned Bill is now called Performance Analytics.

That's where every breath you take, every move you make, every step you take: They'll be watching you. Examples:

- Your average response times to emails, voicemails, etc., broken down by customers, co-workers, and superiors. ("Dave, you did not get back to Hal fast enough. We are going to have to place you in the escape pod.")
- Your most productive days of the week and most productive times of each day
- Your BMI (body mass index... Yes, even how much you weigh. e.g., Any employee of grocery store chain Safeway with a BMI of 30 or more has to pay more for healthcare than other employees.)

That which can be captured and analyzed can be used to control you — or at least influence your behaviors — to get you to work exactly the way someone thinks you should.

In 2002, this was off on the horizon. In 2012, it's here. Some employers are now asking for new-hire's Facebook passwords, to analyze the parts of their past they're trying to keep hidden. And it's not just past data that's being analyzed. Consider the following consumer situation and think about how it might be applied to an employee... News story, February 2012:

**Target Figures Out Teen Girl is Pregnant  
Before Her Father Does**

Target stores are getting so good at the analytics behind their purchases, that they can figure out that certain changes in purchases to scent-free soaps and big balls of cotton balls, as well as hand sanitizers and washcloths can signal an upcoming delivery date. Target is now able to analyze about 25 products that, when analyzed together, can predict a woman's due date — all through her purchases...without her once actually telling them that she was pregnant.

That's how Dad found out. He complained to the manager of his

local Target that his teenager was getting coupons for baby clothes and cribs: "Are you trying to encourage her to get pregnant?"

He called the manager to apologize a few days later. "It turns out there's been some activities in my hours I haven't been completely aware of. She's due in August."

Now, let's put external analytic capabilities together with internal pressures to cut costs and grow faster.

How long do you think it will be before most employers start applying this capability to you? Watching everything you do and how you do it, to wring a lot more productivity and efficiency out of you? Not long. Portions of that are already happening.

Or...



It could go the other way: Enlightened leaders could use this capability to build for you unbelievably personalized worktools, and training and coaching programs, and customized pay and benefits packages.

The actual analytics are neutral. They can be used to enhance your capabilities or to control you. Which direction Work 2.1 analytics takes is completely up to our leaders and you, if you make your views known.

But if the pattern of the past ten years continues into the next ten, you better make sure that most of your conversations are out of earshot of your company's HAL 9000 computer. "Dave? Dave... I cannot let you do that."

Privacy and analytics are the next frontier: Work 2.1.





## SECTION

# 5

# The New Work Contract

First published: 2002 Updated: 2012

### DEAR LEADER:

Life is just too damn precious!  
It's no longer acceptable that there's work and there's life and it's up to us to balance the two. We deserve a better return on the time and energy we invest in your company.

### FROM WORKFORCE TO LEADERS

#### Article 1.

##### **Our working capital gets stuff done.**

You use our assets — time, attention, ideas, knowledge, passion, energy, and networks — to make your company go. The new contract is all about how to leverage our working capital — and how not to.

#### Article 2.

##### **Our work is an investment.**

Our time and attention are finite, becoming more valuable and sought-after with each tick of the clock. Tell us again: why should we invest all these assets in you?

### Article 3.

#### **We want better returns on our investment.**

If an hour invested in your firm could be invested in a competitor for greater return, we will leave...Or hack a workaround.  
Our choice.

### Article 4.

#### **Hello value, or goodbye.**

You, the company, are a middleman between us, our teammates, our customers, and the marketplace. What value do you create for us as we try to get stuff done?

### Article 5.

#### **Productivity is personal.**

For every day spent with your company, it must get easier to do great work, make myself better, and make the world a better place.

### Article 6.

**Form follows passion.** Listen to what rocks our heart, what inspires and excites us. Ask and listen first, and then set your targets, goals and plans.

### Article 7.

#### **What must radically change is how we use the company to get stuff done.**

We believe that infrastructure — not just dialogue — is part of our dynamic relationship with you. Technology, processes, information flows, and everything that connects us and organizes our work, need to change. Change them to meet our needs, as much as they currently meet customer and company needs.

### Article 8.

**The important fundamentals haven't changed.** None of this reduces our need for decent pay, appropriate benefits, being on a winning team with great people, great leaders, and great communication.

### Article 9.

**We win, you win, they win.** Corporate and customer success are tied to the decisions that each of us makes, and how we make them. So if you focus on creating value for us, (the keepers of your working capital), everybody wins!

### Article 10.

**Work 2.0 value is My Job, My Way.** Yes, teamwork and shared goals are super crucial. But we are also business units of one. The great places to work will set new standards in real-time responsiveness, interactivity, customization and personalization for each individual.

### Article 11.

**Work 2.0 value is peer-to-peer connections** that deliver personal freedom, growth and success. We no longer compare your communities of practice, your culture or talent pool to other companies. We now scrutinize how you build teams and communities according to what's available "out there."  
(Web 2.0, 3.0, and more.)

### Article 12.

**Work 2.0 value is more useful, usable, and practical tools,** apps and processes than we could build ourselves. It should be just as easy to get exactly what we need to make a difference, exactly how we need it, and when we need it, as it is for us to download any app and build My Whatever.com.

### Article 13.

**Work 2.0 value is now, wow, and addictive learning.**

We'll go wherever we get just-in-time, on-demand learning, that's exciting, and continually draws us back for more.

### Article 14.

**Work 2.0 changes what you value, and therefore, what you measure.** Do you consider it an organizational value to be respectful of how you use people's time? Do you measure the

usability of the tools you build for us? Do you even understand how we need to learn, the information we need, and how we need it?

#### **Article 15.**

##### **Work 2.0 forever changes how our work is evaluated.**

Mostly, you don't know how to evaluate us. Truly talented people are not driven to please authority figures. So the evaluations, reviews, recognition we most value come from peers, customers and competitors who are closest to our work. We'll hang with them our whole lives. Odds are, we'll work with you for only a limited time.

#### **Article 16.**

##### **Work 2.0 flows from simplicity and common sense.**

We will always invest our time, attention, knowledge, passion, and energy in whatever and whomever makes the investment easier. Common sense governs our choices — not corporate logic.

#### **Article 17.**

**Work 2.0 ignores timebandits.** Time and attention are the scarcest resources we have. We get ticked off when they are wasted. We will invest elsewhere. Anything, or anyone, inside your organization that wastes our time just gets ignored.

#### **Article 18.**

**Work 2.0 has a great sense of humor.** As individuals, we laugh easily, deeply and long. Lots of times, at ourselves. Does your firm? Do you?

#### **Article 19.**

**Work 2.0 creates new levels of trust, clarity, and deep conversation.** What will happen when you use our working capital more wisely? We will have more time to connect with the real, wonderful people in your organization. And to talk about stuff that really matters.





## Article 20.

**Work 2.0 value starts with me.** We accept personal accountability. Regardless of what our organizations do, or do not do, we can do more to value other people's working capital. If you do step up to this new contract, we're accountable for:

- Retooling ourselves even faster and more often than we do today
- Helping to create the structure and connections that ensure our customers and our company succeed
- Helping to ensure every person around us achieves their potential
- Asking ourselves: Have I got what it takes today?
- Kicking butt in all competitive situations!

# **Work 2.0**

Ten Year Report: 2002-2012

## **Is Business At War With Its Workforce?**

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