CHAPTER 1

The Five Trends Shaping the World of Work

Before examining anything around the future of work it's important to look at some of the key trends we are seeing today and how they are impacting the future of work. There are dozens of trends and shifts that are happening, but I have included in Figure 1.1 what I believe to be the most relevant and impactful to the world of work.

As you can see in Figure 1.1 the five trends shaping the future of work are:

1. New behaviors
2. Technology
3. Millennials
4. Mobility
5. Globalization

Let's take a look at each one in more detail to see how these trends are actually impacting the future of work.

FIGURE 1.1 The Five Trends Shaping the Future of Work

NEW BEHAVIORS BEING SHAPED BY SOCIAL TECHNOLOGIES THAT ARE ENTERING OUR ORGANIZATIONS

Within the past 5 to 10 years we have seen a dramatic shift in our behavior. We share our company history and resumes on LinkedIn, we write blogs for the world to read on WordPress, we build communities and connect with people on Facebook, we search for and review companies on Yelp, we tell people where we are on Foursquare, and we can instantly find anything we are looking for on Google. These are new behaviors shaped by new technologies. If someone told you 10 years ago that you would be sharing so much information about yourself online for the world to see, you'd probably tell them that they were crazy. Yet look at where we are today. We share absolutely everything and this even extends to physical goods. We are opening up and becoming more collaborative. This isn't just a millennial thing either; this is a trend we are seeing across all demographics and geographies around the world.

Essentially we are much more comfortable living a public, collaborative, and connected life where we can connect and engage with people and information however we want. But therein lies the problem and the opportunity.

These new behaviors are now entering our organizations and this has given rise to new social and collaborative platforms for business. We are all very used to legacy intranets, email, CRM systems, billing and invoicing solutions, time-tracking technologies, and the like. However, we have never before had these new types of social and collaborative platforms enter our organizations.

The gap between what is called the *consumer web* and *enterprise* is large. The behaviors and the technologies that we use in our personal lives are quite different from the behavior and the technologies that we subscribe to in our companies.

If it's so easy for us to do the things mentioned earlier in our personal lives, then shouldn't it be just as easy to do those things in our professional lives? Why do we need to get 250 emails a day, why can't

we find the right people and information we need to get work done? Why is there so much content duplication? Why can't we easily share, collaborate, and build communities with our coworkers? Why can't we crowdsource ideas?

These new behaviors and expectations are a key driving force that many organizations around the world are trying to adapt to and they are largely being fueled by the new behaviors we are seeing in our personal lives today.

Impact summary: New employee behaviors entering organizations are challenging the conventional idea of how employees work and what they expect from an organization.

TECHNOLOGY

There are many fascinating things happening in the world of technology that are dramatically starting to impact the way we work. The primary parts of technology that are impacting how we work are the shift to the cloud and collaboration platforms. However, it still remains to be seen what the impact of the *Internet of things* and big data will be on how we work. There are a few reasons for this. The first is that it's still a bit early to see what the impact of big data and the Internet of things will have on the workplace and while some organizations are thinking about or experimenting with these ideas, the vast majority are not. Out of all the trends, these are the two things that reside farthest on the fringes. They also operate more behind the scenes versus some of the other trends such as globalization, which are foremost in changing how we work and affect behavior. So although big data and the Internet of things might impact something such as how we share work or how customized work is created, it doesn't affect the fact that these things are happening to begin with. Automation and the introduction of artificial intelligence and robots into the workplace is another part of technology that could be discussed. However, it's too early to look at the impact of those tools in the workplace, at least for the purpose of this book.

Shift to the Cloud

The easiest way to think of the cloud is the Internet (or at least it serves the purpose for this book). The cloud powers many things that don't require any resources on the part of the user. Twitter, Facebook, LinkedIn, and probably any other piece of popular software you can think of is all powered by the cloud, no installation or assembly required. You just connect to the Internet and you're good to go.

Now this is important because typically when most organizations want to deploy a piece of technology it has to be done on the premises. In other words, some sort of physical installation needs to happen on the company site. This process can take a few days, a few weeks, or in some cases a few months. Then you have to deal with configuration, testing, and a whole mess of other issues. These deployments are regulated and controlled by specific management, HR, or IT teams that make technology decisions on behalf of everyone else in the company. The frustrating thing here for many employees is that the people who are purchasing the technologies oftentimes aren't the same people who are using them.

Then as new technologies or features are created there is a huge lag between when they are released versus when the organization actually deploys them. On average I see a one- to two-year lag between when something becomes available and when a company actually upgrades to the latest version of something. This is a huge gap, there's a lot that can happen in this time period.

Now that we can deploy cloud-based software within our companies we have eliminated the need for any type of physical installation. In fact, anyone can be up and running with the highest grade of business collaboration software in about the same amount of time as it takes to set up a Facebook page or buy something on Amazon. All you need is a credit card. This means that any employee within any company has the ability to select and deploy technology regardless of IT, legal, or corporate approval. The great thing is that as the vendor rolls out new features or upgrades, they get rolled out to the company as well, no more delay.

This is a radical shift for organizations as it now places the power in the hands of the employees. I was at a conference a few months ago and after my keynote a lady approached me and told me an interesting story. She handles accounting and invoicing at her company and they use an old in-house technology. The problem is the technology doesn't allow her to do everything she wants and often she is forced to spend hours trying to figure out workarounds. She was fed up with this and went on a search for a better solution. For $80 a month she found a platform that met all of her needs and was able to get up and running with it in just a matter of minutes. She solved her own problem and didn't ask anyone else about it. That's the power of the cloud.

However, this also creates a challenge because companies are seeing a flurry of new technology deployments that they are essentially powerless to stop! Employees are taking matters into their own hands.

Impact summary: Technology decisions are now in the hands of anyone and everyone within an organization, not just IT or management. Cloud-based technologies should decrease the time to deploy, make upgrades and deployments easier and faster, and allow organizations to put together their own "stacks" made up of components from various vendors.

Collaboration Platforms

You may have heard of Jive, Yammer, Mango Apps, tibbr, Citrix, Clarizen, Bunchball, SAP Jam, Connections, Chatter, and the hundreds of other collaborative technologies that are out there. All of these technologies are connecting and engaging our people and information in ways that were never before possible—even just a few short years ago. As mentioned earlier, all of these technologies have been modeled after many of the popular platforms we use in our personal lives.

These new technologies have enabled employees to do things in a more effective and efficient way. Take, for example, a situation in which you needed to find someone in your company with a particular set of skills.

The usual approach here would be to send out an email asking your peers if they know of someone who can do XYZ. This action sets off a series of emails cascading throughout the company until someone is found. Collaborative technologies today allow you to easily search profiles within your company based on keywords or tags to allow you to find that person without having to ask anyone. Let's say you wanted to work on a strategy document with your team. The typical approach here has been for one person to get started on something, then to save it with their initials in the filename, and then send it off. From there any other edits are done by others who all add their own initials to the filename and keep sending it back and forth. Many dozens of emails can be sent by the time this is completed, resulting in a scattered mess of information that is hard to find, share, or collaborate on. Today, an employee can simply create a group dedicated to the project where employees can either collaboratively create the document online or where they can easily upload and comment on new versions. Everything is sorted, searchable, and organized.

There are hundreds of examples of how these new platforms are being used for things such as: employee onboarding, taking notes at meetings, staying on top of information, finding subject matter experts, getting access to information on the go, motivating employees and making work fun, brainstorming ideas and developing products, aligning an organization, and pretty much any other use case you can think of. The new technologies are finally enabling the behaviors we are used to in our personal lives to take shape inside of our companies, and they are doing so in a familiar way.

The key thing to remember with these new types of technologies is that for the first time employees are actually able to control the technologies instead of having the technologies control them. These technologies aren't just for large organizations either. My company, Chess Media Group, is by all accounts a small business and makes use of several collaborative platforms to stay connected and collaborative even though we are a virtual team.

In fact the new standard for measuring how enterprises class these new technologies is by looking at how consumer grade they are.

Although these platforms have been around for a few years now their level of sophistication is dramatically increasing. You may have heard of Watson, IBM's artificially intelligent supercomputer, which is now starting to become commercialized. Here we have a computer that is not only able to beat the world's best players at Jeopardy but it is also able to help doctors diagnose patients, answer and respond to customer service inquiries, and process legal documents to help legal professionals make decisions. Imagine being able to have this type of a virtual "smart" assistant in your workplace that can help you figure out projects to work on, answer questions for you, actually do some of the work for you, and assist you in your work life. Most people with an iPhone already have access to Siri. Now imagine having something like a more powerful and more intuitive Siri for the workplace.

Impact summary: Allows organizations to connect and engage people and information, anywhere, anytime, and on any device.

Big Data

By using the same earlier chess analogy we are now producing data that is increasing at an exponential rate. According to an IDC Digital Universe Study called "Extracting Value From Chaos,"[1] in 2011 more than 1.8 zettabytes of data was produced. This is the equivalent of every single person having 215 million high-definition MRI scans every single day. It's also the equivalent of building the Great Wall of China using 57.5 billion filled 32GB Apple iPads at twice the height of the original. Needless to say, this is a lot of data. This number is expected to reach almost 8 zettabytes by 2015 and 40 zettabytes by 2020.

Data is produced and created via almost any action we take today that "connects," whether it's making a phone call, sending a tweet, watching a Netflix movie, buying something on Amazon, browsing the web, playing a game online, or uploading a document. This amount

of data can provide amazing amounts of information about a person, or more aptly, a potential or current employee.

Organizations can make use of all sorts of data when it comes to potential and existing employees. Today many organizations have a lot of data on their employees stored in HR systems, CRM applications, collaboration platforms, and any other piece of software they use to get work done. Combine that with public data such as Twitter conversations, topics covered on blog posts, employees who might be connected to Facebook, and LinkedIn contacts, and you have a lot of information about someone. The challenge is that for most organizations nothing is done with this data, it just sits around in multiple systems and can't be used to reveal any insights. Imagine how much we can know or figure out about someone when getting access to all of this information.

Data can be used to better understand what tasks or projects employees might be good at, predicting burnout or when an employee might be getting ready to quit, which employees should be promoted, or which potential employees might be the greatest assets to the company. In fact this concept of applying "big data" to the workplace is starting to be known as *people analytics*. Consider that most decisions and judgments about people within organizations are based on subjective information or data that might lie on the surface; things like GPA, what college people attended, how much money they brought into the company last year, the number of hours people work, how they dress, and other such easily available information. But companies like Knack are changing all of that.

Knack is a small but growing company based in Silicon Valley that makes games that help identify human potential. There is a lot of science that goes into the development of these games, which include titles such as Balloon Brigade or Wasabi Waiter. With the help of psychologists, neuroscientists, expert developers and programmers, and data scientists, Knack is able to figure out a lot about you based on how you play a game. They analyze hundreds of factors when you play the game, including how long it takes you take a move, if you take certain risks, what you

focus on, and many other things. In fact, Knack measures things down to the millisecond and collects so much data about each player that they can recreate your game play just by looking at your behaviors. The concept is based on the idea of looking at the DNA of a person you know nothing about, in its purest form.

A team at Royal Dutch Shell called GameChanger focuses on identifying disruptive business ideas—not an easy task because it's hard to identify the most promising ideas. Hans Haringa,[2] the executive helping lead GameChanger, had the idea of using Knack to help identify those promising ideas. He had around 1,400 employees who had previously submitted ideas play some games from Knack to see if it could accurately predict which ideas from which people would go the farthest. Shell kept track of all the ideas and how far they were in being implemented. The top 10 percent of the idea generators as predicted by Knack were indeed those who'd gone farthest in the ideation process. Shell could have safely used Knack to help predict which people and ideas to "bet on."

However, games like Knack can also be used during the interview and recruiting process. Mark Howorth[3] is now the COO at Panavision but used to be a partner and senior director of global recruiting at Bain & Company, one of the leading management consulting firms in the world. Before Mark left Bain they were experimenting with Knack to help solve three problems. Mark identified these problems as type 1, type 2, and type 3 errors. Type 1 errors occurred when someone would be hired for a job only for the company to realize that the person isn't a good fit. Type 2 errors occurred when people were rejected who were actually a good fit. And type 3 errors, which happened when the company would grow more aggressively than their current talent pool allowed them to. In other words, instead of companies like Bain being able to go straight to top schools like Harvard they had to look at second tier schools or focus on looking at PhDs. The problem was that instead of being able to interview a few people from a school like Harvard many more people had to be interviewed from other places and there just weren't enough resources to do that, so they needed a shortcut to find top talent.

According to Mark, companies like Knack can help organizations move toward more diverse working environments by helping eliminate biases such as how someone might dress, how they speak, if they are young or old, or what gender they are. Having them play games and then looking at the data allows organizations to not only move beyond biases but to actually understand the potential candidate in a very deep way, thus truly being able to focus on the best potential person for the job. This practice is far from mainstream but it's certainly being looked at closely by many organizations around the world. Companies such as Knack are helping pave the way for using big data and people analytics in the workforce.

The amount of data that we continue to produce is growing and the challenge for organizations is how to tap into that data to make better decisions around work. People analytics is an interesting space to watch in the coming years.

Impact summary: More data means more potential information that can be gathered about anything. This can lead to better decision making. Being able to filter the information and make sense of it is crucial.

The Internet of Things

The *Internet of things* refers to the ability for devices to connect to a network and/or each other. Cars, refrigerators, desks, cameras, pants, credit cards, and everything and anything else you can think of will have the ability to connect to a device and a network to share information wirelessly. Today, the Internet is largely dependent on people to provide information, but what if devices could provide information independent of human contribution? The idea is that we could track, count, and analyze anything and everything we wanted.

Imagine your refrigerator knowing when you are out of milk and then it automatically reorders it for you. What if your clothing was telling you that you needed to lose weight or go exercise? Imagine your alarm clock telling your coffeemaker that you are about to wake up and that it

should start brewing coffee. General Electric, Whirlpool, and Samsung already make and sell several "smart" appliances, which include washers, dryers, dishwashers, ovens, and refrigerators. These devices can all be accessed via an application on virtually any device so you can actually see and control what they are doing. As more devices become smart they will start to share more with each other and with you. One of the companies on the forefront of creating "smart homes" is Schneider Electric, which recently launched "Wiser Home." Once the system is installed in a home it can be used to manage energy ranging from controlling lamps and appliances to the thermostat or almost anything else. This can all be done whether you are inside the house or miles away from a mobile device.

Similarly, imagine you are on your way to work for a meeting and your car notifies your colleagues that you are going to be late because of traffic. With the Internet of things your company will know where everything is all the time. FedEx, the shipping and freight giant, is already enabling the Internet of things by using sensors to track packages, but it also looks at things such as temperature, humidity, and when the package was opened. In the workplace this means your devices "know" you better than you know yourself. Where you like to go lunch, when you have meetings, when you are most productive, who you work with, and who you should work with, when to leave and arrive to avoid a busy commute, and every other aspect of your workday will all be known, planned, and optimized based on the "things" that are communicating with each other.

All of these things are a part of the Internet of things. By 2020 analyst firm Gartner[4] predicts that there will be 26 billion units that have the potential to connect to each other and to the web, and this doesn't include PCs, tablets, or smart phones. Cisco predicts that the total number of connected devices will exceed 50 billion by 2020.

Some people immediately get a bit freaked out when hearing about this—it does sound a bit "big brother-ish." This concept is still at the very early stages for most organizations and there's still a lot we don't know about the impact that this will have on our lives (both professional

and personal). However, this is still a trend worth mentioning as we certainly appear to be moving toward that direction.

Impact summary: The Internet of things is helping to create the vast amounts of big data. Devices will be able to "talk" to each other and to people on their own without human intervention or activation. This has the potential to make our lives and workplaces easier and more streamlined as well as help us to better understand ourselves, how we work, and how we live.

THE MILLENNIAL WORKFORCE

By the year 2020 millennials are expected to make up just over half of the entire U.S. workforce; by 2025 it's estimated that millennials will be around 70 percent to 75 percent of the U.S. workforce. Although the millennial workforce is clearly a different demographic it's not just the demographic itself that is significant.

This new workforce brings with it a new attitude about work, new expectations, a different set of values, and different approaches to how work should be done. This is a generation that is starting to greatly question the value of universities, is more concerned about sustainability, and has the ability to learn and teach at will. Sure, anyone can do this, but for millennials this is how they grew up, it's the standard and what they expect in the workplace.

These are people who grew up with social and collaborative technologies who don't know what it's like to get 200 emails a day, to sit in a cube from 9 to 6, to wear a suit and tie to work, or to sift through old technologies to find people and information. This is a group virtually attached to a mobile device that's always connected. I explore this in greater depth under "the future employee" section of the book.

Not having social and collaborative technologies inside of organizations is going to be the new foreign way to work. Millennials are used to sharing and connecting with each other. They live a more public and engaged life and they are going to expect these new technologies and

approaches to be in place at any company they work with. This means it's crucial to make these investments if you are planning on trying to attract and retain top talent. Not only that but many workers are going to be retiring to make room for this new breed of millennial workers. Many older employees have been at companies for a long time and when they retire they are literally walking out of their company doors with years of experience, information, and knowledge that needs to be transferred over to new employees. Organizations are literally seeing information walk out the door.

Impact summary: A new generational workplace means new behaviors, approaches, attitudes, and expectations about work and the workplace.

MOBILITY

We've all heard the stats and the stories about how our smart phones and tablets today are more powerful than computers were a few years ago and this trend is only increasing. This means that many employees are able to access the same people and information from these mobile devices as they can from their laptops or desktops. More and more we see employees working "on the go" while sitting in cabs, waiting at airports, or while standing in line somewhere, and it's not uncommon today for many companies to have satellite offices that consist of just one or a few employees who work from coworking spots or home offices. Cisco, the multinational networking company that employs around 80,000 people worldwide classifies almost half of their employees as remote workers.

Today with the advances in technology around the way we work, employees can work from anywhere, anytime, and on any device. The technological framework is there but where many are struggling is around the strategic approach to empower this change. The notion of working 9 to 5 in a cubicle and commuting to an office is dead. All you need to get work done today is an Internet connection.

The statistics support that 91 percent of the people on earth own a mobile phone[5] and over 22 percent of people in the world own a smartphone,[6] with that number projected to go up dramatically in the next few years. Mobile phones are now becoming the standard for us to stay connected to each other and information with 50 percent of mobile phone users using their devices as their primary Internet source. Larger organizations with global employees are taking advantage of this but so are smaller organizations that are now able to form and function with virtual teams.

These trends around new behaviors, the shift to the cloud, new collaborative technologies, the millennial workforce, and mobility are dramatically impacting and changing what it means to work, to be a manager, to be an employee, or to work at a company. They are the cornerstones for what the future of work is going to look like. The impact will be felt by everyone and anyone who is either currently working or seeking to find work . . . and it's a good thing.

Impact summary: Allows employees to stay connected and working even when they are on the go. This helps make employee location independent.

GLOBALIZATION

The definitions of globalization vary quite a bit and there is much economic discussion around this all over the web. I'm not going to get into the details of globalization so hopefully you can forgive me for the oversimplification that I'm going to apply here. According to Wikipedia:

> Globalization (or globalisation) is the process of international integration arising from the interchange of world views, products, ideas, and other aspects of culture. Advances in transportation and telecommunications infrastructure, including the rise of the telegraph and its posterity the Internet, are major factors in globalization, generating further interdependence of economic and cultural activities.

To simplify, it's essentially the ability to do business around the world without boundaries. We see organizations spreading out all over the world creating offices anywhere from California to Queensland in New Zealand. Organizations have the ability to sell and market their products or services anywhere in the world and are no longer bound by transportation, cultural, talent acquisition, currency, or communication barriers. Even startups that have offices in one local area can easily open up another location anywhere in the world. More and more it's becoming harder to differentiate if someone lives in another city or on another continent. Technology is a large driver for making this possible and it's something affecting small and large organizations alike. My own company, Chess Media Group, although small, has offices in the Bay Area and in Vancouver and we are able to work with clients all over the world with ease. Where we are located is now irrelevant.

This ability for organizations to operate anywhere in the world is dramatically changing how people work.

Impact summary: Talent doesn't need to be local. Organizations large and small can be comprised of international teams. Organizations can also develop a presence in any part of the world and work without boundaries.

WHY IS IT DIFFERENT THIS TIME?

Change happens all the time, in fact the only constant that we can be sure of is change. The mechanization of textiles, the printing press, the assembly line, steam engine, the computer, and many other things have all changed the world and many other things will continue to change the world. There are three reasons why the changes we are seeing today are uniquely different: the speed of change has increased, the world is connected, and everything is being disrupted.

The Speed of Change

Around 1,000 years ago (or so the story goes), a mathematician and inventor by the name of Sissa created chess. When Sissa showed his

invention to the ruler at the time he was so impressed that he allowed Sissa to name whatever he wanted as a reward. Sissa told the ruler that what he wanted was the following: to put a single grain of rice on the first square of a chess board, then to put two grains on the second square, four grains on the next square, then eight and so on, basically doubling the amount of rice for each subsequent square. The ruler thought about this for a while and agreed. In fact he was a bit insulted that Sissa would ask for something as insignificant as rice, after all he was the ruler of the land, he could have given him a palace! So the ruler tells his servants to figure out how much rice he will need to give to Sissa. Boy was he in for a surprise. It turns out that if you were to start with a single grain of rice on the first square of a chessboard and then double it until you got to the 64th and final square that you would end up with around 1,000 times the global production of rice in present day. That much rice would be a mountain larger than Mount Everest. So as the story goes, Sissa then became the new ruler of the land.

So what does this have to do with the future of work? Famed author, inventor, and director of engineering at Google, Ray Kurzweil, came up with the concept of the second half of the chessboard. This idea basically deals with the fact that once the grains of rice reach the second half of the chessboard the growth becomes exponential. Today, we are at the second half of the chessboard where changes are happening at a more rapid pace and the impacts of those changes are having a deeper more dramatic impact. In fact, many believe that on the technology front we are outpacing Moore's Law, which states that technological processing power will double every 18 months.

Technology really is creating substantial disruption. In an article published in the July 2008 issue of the *Harvard Business Review* titled, "Investing in the IT That Makes a Competitive Difference,"[7] Andrew McAfee and Erik Brynjolfsson, found two interesting things in IT industry companies. The first is that the spread between companies performing at the top 25th percentile and the bottom 75th percentile (what the authors refer to as the spread between winners and losers) was increasing. This also reflects the growing income disparity we see

between individuals. In fact, the gap between the richest 1 percent and the rest of the United States is the widest it has been since 1920.

McAfee and Brynjolfsson also found that, "In turbulent markets, the top-selling company one year may not dominate the next. Today's 10th place company, for instance, might catapult to number one the following year."

In a conversation I had with *New York Times* bestselling author and Harvard professor Dr. John Kotter,[8] he addressed the fact that it's also the faster flow of information, money, products, innovation, and even people. His conclusion was that, "Your best practices won't save you." This means that if you can't keep up with the changes and the disruptions and your competitors can, then you are going to be in quite a bit of trouble.

For the previous historic innovations in history, businesses had the ability to be late adopters, and many of them in fact were. They waited to see what would happen before charting their course, many waited several years. When it comes to the future of work, "late adopter" is the same thing as "out of business."

Connecting the World

With the exception of the computer and the Internet all previous innovations were designed to connect and impact our physical world, after all, there was no virtual or digital environment. Then once the computer and the Internet came about we started to see this idea of connectivity spread. Connectivity is now making its way to everyone and into everything to build a truly connected world made up of people and devices; some say this is making the world a smaller place. In fact, over the next few years we can extend this to say that, "Anyone and anything that can be connected, will be connected." Thus far I have traveled to more than 30 countries, ranging from remote rice paddy villages in China and old cave cities in the Republic of Georgia to the remote deserts in Dubai and modern cities like Melbourne. Everyone, everywhere, is connected.

The rice paddy farmer in a Chinese province has the ability to access the same information and the same people that I do living in the Bay Area. That is fascinating.

Disrupting Everything

Never before have we seen a point in time where virtually every single industry was being disrupted. Everything from government and education to transportation and entertainment are changing, thanks to the connected world. We have new transportation systems powered by apps, artificially intelligent computer systems that are diagnosing patients, devices that allow people to accept credit card payments on their cell phones, governments opening up decision-making data to the public, cars being developed through crowdsourcing, wearable technologies that change how we interact with the physical and digital world, and 3-D printing, allowing virtually anyone to create and sell a product of their conception. It truly feels like a new world.

The disruption of every industry is also causing a bit of unrest as people struggle to define where they fit or if they will become obsolete. It's forcing us to adapt and change to stay relevant while giving rise to new business models, new products, new companies, new behaviors, and new ways of simply existing in today's world.

SHAPING WORK: PAST TO FUTURE

Since modern day organizations have first come into existence there has always been a flow of how work should be done; this flow typically went: organization, managers, and then employees. The "organization" in this case refers to C-level executives, stakeholders, and the corporate culture. Although organizations are comprised of people, the relationships, connections, and the vibe create a kind of "12th man" that also impacts how work gets done. Decisions were typically made at the top and held in place by the corporate culture. These decisions were passed

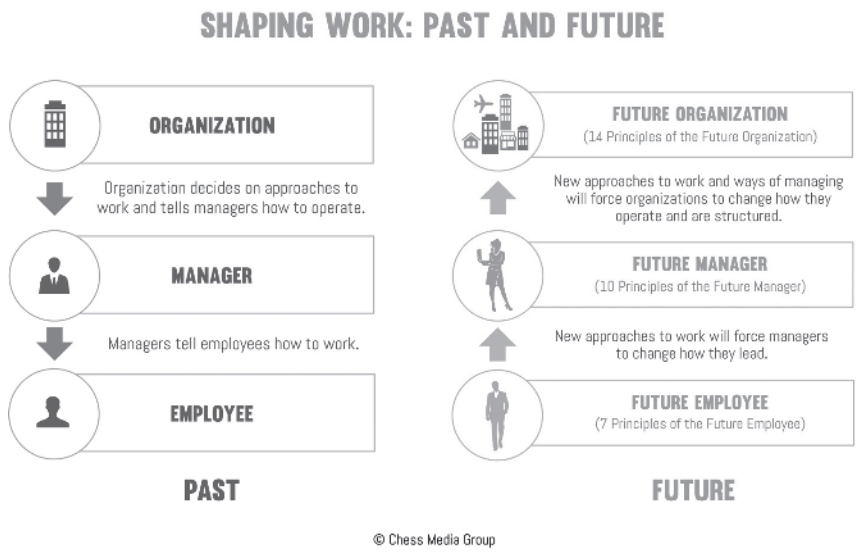

FIGURE 1.2 Shaping Work: Past and Future

down to managers who then passed them down to employees. This includes everything from how employees should dress, what time they should come into work, when they should get reviewed, who reports to who, and anything else you can think of. However this trend of guiding how work should be done is being completely reversed. Employees are bringing new approaches, attitudes, expectations, and ways of working into organizations. Managers must adapt to this new way of working by changing the way they lead, which then forces the organization as a whole to adapt to employees and managers. This shift can be seen in Figure 1.2.

The rest of this book talks about how employees are shaping the way work will get done and how managers and the organizations must adapt to the future of work.