



Future of Work Corporate Members Roundtable¹

October 20-21, 2004

Meeting Participants

Tom Baker, Johnson Controls	Kevin Kelly, GSA
Eileen "Buzz" Buzzanco, Spherion	Catherine Adams Lee, <i>Future of Work</i>
Alan Colley, Herman Miller	David McCarty, Chicago Design Network ²
Dan Cooke, Agilent Technologies	Holly Nyland, Herman Miller
Jill Duncan, Herman Miller	Steve Valenziano, Jones Lang LaSalle
Charlie Grantham, <i>Future of Work</i>	Jim Ware, <i>Future of Work</i>
Karen Hiramoto Lee, Hewlett Packard	Gloria Young, City and County of San Francisco

Summary of Day One

Note: all available presentation materials, mostly in Powerpoint form, are available for downloading from our website. The Zip file is accessible at:

http://www.thefutureofwork.net/assets/Members_Roundtable_Oct_04.zip

(Please cut and paste this link into your browser; it does not work if you just click on it)

The Agilent presentation file was too large to upload and download, but we would be happy to send it to you on a CD. Just send a request to jim@thefutureofwork.net

The following are key highlights of each presentation from the *Future of Work* Corporate Members Roundtable on October 20-21, 2004. Both days were full of valuable insights and so rich in great stories, too numerous to be related in this summary. Our apologies if we did not capture it all or relate your favorite part.

We thank everyone for their unselfish participation and urge anyone who didn't attend - the next time you see one of the participants, engage them in discussion. There is so much more knowledge we all have to share and spread throughout our community.

Session One: Agilent Technologies

Presenters: **Dan Cooke**, Agilent Technologies, Worldwide Field Manager, Facilities Services
Tom Baker, Johnson Controls, Global Program Manager
Dave McCarty, Chicago Design Network

¹ These notes were prepared by Catherine Adams Lee. We are very grateful for her thorough note-taking and active participation in the meeting conversations.

² David McCarty was invited to attend the meeting by Dan Cooke (David signed our standard NDA). Chicago Design Network is an architectural design firm working with Agilent Technologies on the FieldScope program.

Material: Powerpoint presentation (available on CD upon request)

Dan, Tom, and David led a discussion of Agilent's FieldScape program, the consolidation of its field offices, which consisted primarily of closing offices and encouraging employees to work mobile, with their homes as their main base. The presentation was so powerful and there was so much interest in understanding the Agilent experience that rather than spending the allotted 1½-hours, the group spent the entire morning in discussion of the FieldScape program.

Comments, points and quotes:

- ◆ Agilent has been in the throes of major real estate reductions
- ◆ The FieldScape project focused on consolidation of the field offices, which consist mainly of marketing and sales groups (all customer-facing groups). Johanna Lacambra has been instrumental about creating the buzz around the program, and getting it out to the employees. It has taken on a life of its own.
- ◆ FieldScape is the physical representation of the corporate culture.
- ◆ DC (Dan Cooke): "Space is on the forefront on generating new company values. We are setting up a culture that field employees can identify with."
- ◆ The team went through an exercise with 100 top leaders in the company to determine what the culture was and should be.
- ◆ TB (Tom Baker): "Business cycles come and go, and they will continue to change. The company needs to react to those needs as they come and be very agile, very quick... and change the environment, change the landscape as we can. "
- ◆ Dan believed that Tom and Dave are key partners in the success of the change; he said to them, don't tell us what to do; instead he said to them, here are our objectives, what are the solutions to make them work?"
- ◆ Agilent asked partners to share some of the risk of space; Allows FieldScape to be scalable. JC can spread risk across many organizations. Not sitting down and providing directives to their partners; Aligns objectives with partners and partners help set objectives; then align their whole teams behind them, so thought process is aligned as well;
- ◆ Brought competing partners in one room together; they all set yearly objectives and what the measurements would be.
- ◆ DMc: (Dave McCarty): "The other thing that happened is Agilent got redundancy, and better expertise because tended to focus on who did what best ...but also got backup if something was lacking.
- ◆ Program is responsive to current needs and the way they are already working.
- ◆ DC: "Originally it had been something we were forcing onto employees, top down. Something we thought we knew better than the employees did and we were trying to get ahead of the curve. Where we ended up was we are behind

the curve. They were coming to us and saying we need to have new tools, we are working out of the office more often, we are more mobile, you need to help us be mobile.”

- ◆ Agilent has had eight quarters of loss; faced with multiple office closures and millions of square feet of vacant office space. They shut down 45 offices in the US, moved remaining people home ('03). Not a place where people wanted to come to work.
- ◆ DC: "People were dazed and confused. People decided not to come in because it was such a depressing place. "
- ◆ Most people that moved home were forced into it, not voluntary. Found soon people hearing about the benefits of this. Now people are coming out of the woodwork asking to become mobile.
- ◆ Managers were very reluctant at first because they didn't know how to manage people who worked in that type of environment. Still have problems with some managers. They now sit down with every manager and employee and describe the process and tools to help.
- ◆ Now have set up a program to request to be mobile, and provide tools to help managers and employees feel connected ... like Instant Messaging. Also helping HR – they have now removed barriers, like fire walls, so employees can access info and get services remotely. Have a really good feedback loops via the web and the partners.
- ◆ Now 75% of field employees in the US do not have assigned workstations. It is now a hybrid program. They can come into office or work other places. Only a small percentage is dedicated home workers. Most work all over and are just not coming into "the office."
- ◆ TB: "I think it is a declaration process. I don't think people changed their ways of doing work. I think they just acknowledged it, because now it was okay. Which scares managers to death. They already had mobile workers, and now they have to say they have them and they may not be managing them as closely as they like in the traditional ways."
- ◆ Agilent had so much change that the culture had vaporized both for those out and in the offices.
- ◆ DC: "CEO feels strongly that employees are the future success of the company. He took it upon himself to get to the field offices and talked directly to them ... Came back and they set new goals and objectives primary about how to inject back the ability to feel like part of the organization and how to overcome lack of community."
- ◆ Now talking about opening up their own satellites that may service groups as far as 100 miles away.
- ◆ In a previous capacity, CEO was not for this. But he now equates it to when they first started discussing moving manufacturing offshore. Now he understands it is

about business moving ahead and changing. Most concerned about attracting new talent and retaining good, talented employees.

- ◆ Agilent wants to be the best place to work. It will give employees all the space you need to do the job. Sees @ home as a work/life benefit; In some cases the org charts were changing so fast, managers wound up with remote employees and no tools to manage them with.
- ◆ On balance, it's more about the worker, not the facility; in the past, in the facility organization, it was more about bricks and mortar. They would put the facility in place and the employees would just come in.
- ◆ Believes the project was about understanding cultural diversity and tailoring space to it.
- ◆ Thinking about how we work. Different ways to do it that can also reduce the cost structure.
- ◆ There are new, dynamic workspaces such as people now coming into the office to connect.
- ◆ Encourage communication and control it. If you need quiet, go to a quiet space, don't just tell people around you to be quiet.
- ◆ Some people either loved it or hated it, but most thought it was nothing new.
- ◆ DMC: "Many people who insisted on a dedicated desk were using it for storage. Then, when we gave other storage space, they said 'oh, I can use my desk again.' Then they realized they didn't need that desk only for them."
- ◆ Johanna said they needed to talk to every person that wanted to talk.
- ◆ Up until the recent past the employee was the integrator of services. The services were there, but the employee had to personally integrate them. Now offering the integrated solution ...one-stop shopping is part of the consolidation. This wound up benefiting all employees and being more cost effective.
- ◆ Still a work in progress but the employee base is leading them down this path.

Session Two: Herman Miller

Presenters: **Jill Duncan**, Workplace Strategist
Alan Colley, Service Development Manager
Holly Nyland, Research and Development

Material: "Kaleidoscope" Video (not available for distribution)

The group played a multi-media piece called "Kaleidoscope," which was a very powerful visual collage both thought provoking and inspiring. An organization can use this technique to say, if these plausible scenarios occur, what are we doing as an organization to prepare for that and what would our organization really look like within that possible world?

The three main scenarios around it are:

1. **City of Bits:** the new organizations of knowledge sharing; technology as an end, and a means; the 24/7 connections; information still outpaces judgment; the N generation loves technology and multiple distractions; the world market engine is racing
2. **Cultural Borders:** individualistic society and mentality; new centers of economic leadership; architecture as a source of cultural expression; still rooting for this mono-culture
3. **The Great Awakening:** where did all the women go, in some cultures; the search for humanity; joining the "in" crowd; the great economic divide; the environmental movement gains momentum and steam; an awakening in the rest of the world
 - ◆ Originally developed as a workshop designed for internal [to Herman Miller] understanding; now formalized into this kaleidoscopic experience,
 - ◆ Starts by presenting the 50,000 foot level view, looking at global dynamics going on; whether you are aware of it or not, these will affect your businesses.
 - ◆ Presents food for thought that allows an organization or group to take each scenario and examine whether any will be true for them and then develop programs and solutions around them.
 - ◆ Suggests a new methodology – using scenario planning as a tool to plan for success. With this as a model, companies can use it to learn to do this process.

The group shared examples of scenario planning and what their outcomes were and might be. The general consensus was scenario planning is a valuable and useful tool, but that most companies either do not employ it, as they are so quarter-to-quarter focused, or are often not able to develop true outcomes. Some of the discussion included the following:

Dan said he participated in a course on scenario planning which included creating a nightmare scenario. He said the nightmare scenario wasn't even close to the real nightmare and this was prior to 9/11 and the dot.com bust. He feels there are a light side and a dark side to every one of the scenarios.

Gloria felt that scenario planning allows an organization to make the extra jump to go from a flexible to an adaptable organization. In SF, employing her knowledge management process made people learn other people's jobs and create a buddy system. Now they share knowledge and there are no secrets about how things are done. Managers can take over another's job instantly whether there are day-to-day problems or big disasters.

Holly commented that in one company that employed their process, the managers suddenly realized that 67.8% of the employees were going to be eligible to retire. It made them realize how much knowledge was going to be lost and leave the organization.

Charlie commented that the scenario process forces you to look at the discontinuities of change. People commonly only see the future through their eyes in terms of what happened today, or the last 18 months, and can't see other possibilities.

Jim commented that one of the things that occur during scenario planning is people getting out of arguing whether “this” versus “that” is going to happen. With scenario planning the focus is on multiple versions of what could happen, and why. It doesn't really matter which scenario the group chooses as the most likely or most interesting. The objective is to develop plans around each of them, utilizing reality-based management. And the key is to pay attention to real-world signals that one or the other of the scenarios is beginning to unfold.

Allen said one piece is missing from this short version of the video. In the cultural borders segment the full version includes the rise of fundamentalism in the world and what that is doing to western economic imperialism. That's the dark side of cultural borders....

The enhanced side is that there is a move toward mass customization that is built around individual cultures. Also in Great Awakenings, there is a real fundamental shift in environmental thinking; today it is an economic reality. The idea that peace comes from establishing justice in every segment of society, not just the First World, or Second World, but also in the Third World. And the emergence of women in positions of decision-making authority has really transformed the way work is done, which has produced this awakening in work/life balance.

Karen related that when HP lost 40% of its work population it realized that expertise and historical knowledge was lost. In Real Estate and Workplace Services (REWS) they tried to bring in outsourcing teams to replace that knowledge but it is not really working. She said that they have had a series of building failures and building systems failures and the people are gone who knew how to make it work. They have learned from these experiences and are now documenting more information.

Kevin commented that the government has realized a huge loss of people through retirement and the cutting of so many jobs. Now they are farming out much of the work, which is not cheap. He feels it is remarkable that no one is really working on this issue of people retiring.

Jill wrapped up with some key thought-provoking questions: One of the things in doing scenarios is finding uncommon things in common thought and how do we put these parts together to really make a difference? Innovation, collaboration, networks – all those things are components of the scenarios and those are the three things we are taking to the next level.

Session Three: Workforce Demographics and the Future of Work

Presenters: **Jim Ware**, *Future of Work*
Buzz Buzzanco, Spherion

Material: Demographics and the Future of Work, powerpoint presentation
Highlights of Spherion's 2003 Emerging Workforce (EWF) Study
(powerpoint presentation).

Presenter: **Jim Ware**, *Future of Work*

Jim presented demographic information gathered by FOW. The following is additional information discussed during his presentation.

- ◆ 21 year-olds are coming into the workforce never having known a world without a PC
- ◆ Note that on the birth rate slide that the birth rate had been climbing again, though it is currently declining a bit. Also, in every industrialized country, the birth rate has declined.
- ◆ The Aging slide shows that the workforce has historically been younger, but the 2025 projections show that workforce age groups are much more evenly distributed, from older (over 50) to younger generations.
- ◆ US Population, next decade 2003 - 2010, note the % of change; there will be 20% more people in the 60-69 age bracket than there are today. Looking at the 30-49 age groups, these are the middle managers and the professionals. This declining number is why we will have a huge talent shortage of mid-career workers.
- ◆ Four generations slide – these are broad stroke characteristics. This means that experienced workers and younger generations come from very different places, very different core cultural values and expectations.

These differences are manifested in multiple areas and bring up lots more concerns. Children, parents, and even grandparents could all be working at the same time and this has not really happened before. Forty-Somethings are being sandwiched with both childcare and elder care concerns. Basic communications, the technology that was present when they were born, is a given and stays with them.

- ◆ Talent Gap is about the amount of underemployed people in the U.S., where they exist. 10% “hidden talent” means - In any given community, especially smaller ones, there is probably 10% of the population that is underemployed today. Example might be an engineer bagging at Wal-Mart. This is outside metropolitan areas. Census calls it “micropolitan” areas.

Presenter: *Buzz Buzzanco, Vice President*

Material: Highlights of 2003 Emerging Workforce (EWF) Study, powerpoint.

Note: In the interest of non-redundancy, please note that Buzz's presentation has text below each slide that allows for more complete understanding; the notes contain much of what she said.

Spherion is one of the top four staffing firms in the U.S. In 1997 Spherion had 600,000 people working for them and had real, new demands coming from the employees and saw people looking for different things for their employer. They hooked up with Harris to poll and survey the workers about what they wanted and needed. Where is it going and what are their values? What are their expectations of the workplace?

Found that after 1997 that there were two significant and very different types of workers. – Traditional and “Emergent.” There was a lot of interest around the concept of an Emergent worker and an Emergent company from the group. It was emphasized that an emergent worker is not an age specific concept. It is more about attitude and psychology toward work and the workplace.

Though the assumption might be that more senior executives and baby boomers prefer the “traditional workplace” and GenXers and GenYers would be “Emergent,” data instead showed a real paradigm shift in that Emergent Workers crossed age, gender, and geographic boundaries. Much of the excitement generated from this information was around the feeling that here was hard data that finally validated what the group already felt and knew from experience.

Other highlights and conversation around the topic included:

- ◆ It was quite interesting to learn that traditional employees are just as satisfied in emergent environments as they are in traditional environments. It seems that what’s most important is that traditional workers understand the rules of the workplace, but they may be less discriminating than their emergent counterparts on what about the rules are.
- ◆ Emergent workforce has grown to 55% from 31%. The amount of Traditional workers has shrunk, partly because many are migrating from traditional to emergent mindset. If you are a traditional *employer* – in 2007, you are going to have trouble finding the labor pool. Spherion see it as a one-way migration. The traditional pool is also getting smaller, as they are also those retiring.
- ◆ What is the characteristic of an Emergent company? Basically it is one that responds to the desires of the emergent workers.
- ◆ Gaps – employee vs. employer’s wants: Employer wants variable cost structure. The company wants to have flexibility (get rid of that piece of real estate or people) and productivity.
- ◆ Prior to survey thought career was the most important thing to this group. Survey showed 86% want work/life balance. Emergents feel that they want to be much more in control of their own destiny. There may be a cause and effect here. As companies express a willingness to easily let go of employees, employees want more or other kinds of consideration for themselves in this bargain.
- ◆ To create an Emergent Workplace – you have to do two things as an employer. You have a variable workforce structure and a cultural transformation.

Session Three: Hewlett Packard

Presenter: Karen Hiramoto Lee, Bay Area Manager, REWS

Material; Powerpoint slides (not available)

- ◆ HP workplace is the new name for this next generation of workplace, though not really new any more. Strategy is to integrate technology, space and services to

meet the needs of employees' work styles. So far has mostly focused on field installations.

- ◆ Solutions designed to not only increase productivity, which they can't measure, but to positively improve the virtual teamwork and employee satisfaction. Idea is to work anytime and anyplace.
- ◆ Built a little conference center on to the floor, built private spaces and quiet spaces, put services, like printers and supplies, centralized on the floor and took over responsibility for management of those items. Created gathering centers with different themes.
- ◆ Seems attitudinal changes did not follow with space changes. Expected to get 40% of the population after the first six months accepting. The whiz-bang stuff they gave them was not enough to overcome the resistance to change.
- ◆ 60% of population became free addressed. Free addressed people feel that there was a huge take away. Feel they have been depersonalized in the environment. The added conference rooms, small focus rooms they love and that they don't have to worry about printer and supplies anymore.
- ◆ The "aha" hasn't happened. It was the most participative project we have ever had. We had representatives of every business group on the floor during the planning process. Thought they would be stronger advocates for the design, but lost some of those people and some became permanent addressees so weren't believable advocates.
- ◆ Business reps decided who would be free address. Mandate came down from above that 30% of population would be mobile. Had multiple ways to choose whom and didn't like any, so everyone became free address and then applied for an exception, a valid reason to not be mobile. If they don't believe the reasons for the haves and have-nots are valid, this becomes a big problem.
- ◆ Those that have embraced it are not talking about it and therefore they aren't getting enough marketing from them.
- ◆ Got so much flack about new furniture that had curved work surfaces, because they didn't line up neatly, that in next facility going back to straight.
- ◆ From Dan: seems no matter what you give them, they are not happy. That's why Agilent migrated to let them pick what they want, give them a laptop and they can go anywhere.
- ◆ Some people really love it like marketing. One day they work with one group of people, the next the go and sit with a different group.

Session Four: City of San Francisco

Presenter: Gloria Young, Clerk of the Board of Supervisors and Chief Legislative Administrator

- ◆ Designed an organizational integration plan to bring change to the organization.
- ◆ First years, 1999 – 2000, really went and pulled policies and procedures with different business processes. Getting the knowledge that was implicit in employees that were critical to business process. Difficult because of unions and fear of job loss, so used creative ways, one of which was shadowing. Shadowing worked many ways because even if someone wanted to share the process, if they had been doing it so many years, they still could not stand back and describe it. It took another person to shadow and really understand, ask questions, and document the work process.
- ◆ Second phase of integration, '01-'02, developed functional teams where people buddied up, learned each others jobs and really added to the increase of developing knowledge management data.
- ◆ '02-'03 went from flexible functioning to flexible lateral organization, cross teams now working cross division and cross agencies.
- ◆ Not everyone came smiling to the process and some are no longer with them and that was not easy. City has been in deficit over the last 3 years. Cut 3000 employees. Cut budget by \$1 billion dollars. Every department affected by cuts to the existing workforce.
- ◆ They really have developed performance goals and objectives for everything they do. Have analysts who can say how to do jobs and how long they should take to do a job, performance measures.
- ◆ But also created efficiency dashboard that comes out every other month with goals and also things accomplishing such a stats. An example might be how many people were driven to the web site as opposed to having to deal with them on a customer driven basis. This makes real easy when doing evaluation because a lot of accomplishments are already documented. Also, Legislative body can do show and tell and say what the organization is accomplishing. Has become a showcase piece.
- ◆ Working to revise performance measures cross-functionally. Want to push the envelope for policy makers to determine what services they want to cut, rather than making each department take away one person or another. This becomes task-based, vs. position-based, decisions.
- ◆ Wouldn't have gotten this far if they hadn't have gone thru all other things and able to see where there was duplication of process and effort. This was partly stimulated by Herman Miller Kaleidoscope film/process she had seen.
- ◆ Shadowing process, Gloria wrote a paper on it and it is in the July 2004 *Knowledge Management Review* (note: the article is available via the *Future of*

*Work website*³). She commented that the city doesn't only use shadowing for capturing policies and procedures. Realized that for her job, 90% of procedures has been captured but they had not captured how she herself networks, or what other resources she brought to the job that someone else might not. If she were to leave, what are the skill sets and abilities or energy that the organization might want to continue to have, or not.

- ◆ One thing now are working on now - went thru the organization to see what would be a good telecommuting positions, based on an assessment tool. They know they need to deal with traffic congestion, work/life balance, eldercare/child care issues and emergency preparedness needs.
- ◆ During City hall renovation, played with idea of what if they got out of their traditional conference room. They have so many beautiful spaces in the facility now. So Gloria bought blue lounge-chairs-in-a-bag, took them to the lobby area and had a meeting and it was phenomenal. Now even doing it outside of the City Hall, creating a group of people that enjoy and see the benefits of working in different environments. Recognize that being outside the normal setting allows people to think differently and shifts energy around the dialog that takes place.
- ◆ Gloria is now collaborating with Sun and SBC on a pilot. Designed a second Internet site put all documents on so the information can be accessed remotely. This is particularly important because it will enable the Supervisors and/or the Mayor to provide leadership and make legal decisions in the event of a natural disaster or a terrorist attack.

³ http://www.thefutureofwork.net/assets/Knowledge_Mgt_Review_Shadowing.pdf

Summary of Day Two

The second day had a very different tone and structure from the first day. Our objective for Day Two was to identify and explore opportunities for conducting additional and targeted collaborative research.

As Jim suggested, we should work on “Big Questions” – what are the things you don’t know today, that if you did know, would make a difference in how you would act in the future?

Jim and Charlie then described their vision of how Working Groups would operate:

- ◆ Identify 2 or 3 research questions that members may want to participate in;
- ◆ We would design and conduct targeted research – either to collect important data or to test and validate new diagnostic frameworks or tools;
- ◆ Individual companies would sign up for one or two Working Groups, at their discretion;
- ◆ Each Working Group would include several face-to-face working sessions with a narrower focus than this general meeting;
- ◆ We would produce working papers and research reports
- ◆ Working Group deliverables would be jointly owned by organizations participating in the individual projects
- ◆ There would be an incremental fee for each Working Group, to fund the additional research

The group considered and discussed several possible Working Group projects. The discussion was informed by Member responses to the Research Priorities Survey that was distributed to all members about two weeks ago. Among the topics of most interest were:

- ◆ Workplace productivity metrics
- ◆ Organizational conflicts arising from changed work environments
- ◆ Co-locating teams vs. Distributing
- ◆ Command and control vs. network organizations
- ◆ How do you manage a distributed work team?
- ◆ How to foster a sense of community, connectedness, and identity, which translates into attraction and retention (which links back to workplace productivity metrics)

Jim and Charlie also proposed three specific topics (see the powerpoint presentation and Research Agenda white paper for more details)

1. Matching Supply and Demand for Talent

2. Managing Distributed Work

3. Optimizing Distributed work and Environments

Who is most interested in getting on top of the future of work –

COO's, who have to balance short term and long term efficiency; future thinkers; the kinds of organizations who already sponsor/participate in FOW; "motion detectors"; those companies who value employees; perhaps we should connect up with the Great Places to Work organization in SF;

Charlie then mentioned another Project that Future of Work has just committed to do with the Interactive Institute, based in Stockholm, Sweden. He promised to send more information about the project to all members shortly.

That project will investigate two specific questions:

What is the relationship between innovation, people, and the design of office space?

What is the relationship between technologies (specifically visual – the Interactive Institute includes several video people), people, and the design of office space?

Charlie and Jim promised to get back to the group as soon as possible with more specific proposals for individual Working Groups.

Take Away's

The meeting ended with a discussion of what each participant saw as highlights and Take Away's:

Buzz – I want to bring back this information to my organization and our customers.

Alan – Partnership....How do we take what we do and ...; I'm struggling with a new vocabulary and language; the Spherion data just blew me away; Gloria's stuff also, how did she do that? I want to know more.

Jill – there's a whole lot more I want to know; HM is an innovation and research company, we share knowledge, hear we are on the right track in doing this; I want to know more about GSA's 2020 project; I believe I can pick up the phone and learn more; like strength around the movement.

Dan – some new priorities – segmentation of employee base and overall around age, traditional vs. emergent workforce, look at that and as we move forward, pull out of different surveys; think more clearly about what we as a company want to get out of the FOW relationship and give feedback.

Kevin – this was like a tennis match between the theoretical and practical, balanced scorecard thing – how can we keep a tribal sense even though we are electrons distributed in the universe? We need good hard data that can be used.

Dave – Complaint I hear that architects are disconnected from the business world and user, I was the most skeptical as to whether this meeting would be of value. Now I am completely turned around about relating to peers. Now know that peers are the client, not other architects. ... Kernel I take out is the power of visual images, selling hard concepts we are working with, may need to be sold with visual images. Are there pictures that can explain some complicated diagrams or data?

Karen – I have practical and specific feedback I can take back. Agilent struck a cord, struggling with partnership relationships. Collaborative on the surface, need to drive that deeper, as our resources are stretched. Can deploy it locally, don't have to take it up 6 layers before can do, then document and move it on up. HP is not going for theoretical arguments; we want real data. The discussion also gave me validation of some of the things we have been discussing in my spare time, things we should be discussing and looking at and things we have been looking at are on track.

Tom – rich set of data that backs up what we have been talking about. Come today and give great new ideas, sometimes a stretch, especially about attraction and retention of workers; now the ability to network for experiences... Agilent is a pretty atypical relationship, now I have real data to take to other clients and expand our product offering. Where go next? – Still thinking about it, how to tie to real business metrics, if you can't get there, can't make progress, only way to open executive eyes, scenario planning helps over bumps it the road.

Holly – I leave with challenges, leave challenge on table sometimes, be willing to look through a different lens, often get back into a routine, force yourself to look through that different lens, then we become change agents. Starting a movement is a difficult thing, need to be true to yourself and keep asking yourself every day to smell the roses, look at a different perspective,

Alan – we didn't say this but we are in a transformation, not about new, better, different, but the real questions is, am I willing to be transformed, not about incremental change, about transformation.

Kevin – Thoreau quote: You have painted castles in the air, and that is as it should be, but now you need to build the foundation

Jim – life is a journey, not a destination; I mentioned that I really believe in collaborative learning, now I believe it even more. What is the message we bring to senior executives to get them to take action? I am also struck by the incredible amount of knowledge and experience we each have as individuals that is starting to become collective. If we as a group knew everything that each of us knows, think how powerful we could be.

Charlie – joy – often times we are on the telephone and talk to individuals, separately, now we're all coming together through this forum. But one genuine challenge: what if this group grows to two or three times this size? We need a new governance model, and will need your help in designing it. Thank you, you were open and not afraid to challenge – or to listen.

Next Meeting

The next meeting of *Future of Work* Corporate Members will be the week of March 7, 2005. The specific days date needs to be solidified. But we know the meeting will be hosted by HP in Cupertino.