



FUTURE OF WORK AGENDA

A Free Monthly Newsletter
November 2007
www.thefutureofwork.net/

THIS MONTH'S HEADLINES

Click on any Headline to go to the full story.

1. **[FROM JIM AND CHARLIE](#)**

This is our personal note welcoming you to the November 2007 issue of *Future of Work Agenda* and setting our theme for the month. This month we're focused on radically new ways of designing workplaces and work experiences, as well as ridding ourselves of old, outdated – and dangerous – assumptions about how the world works, A tall order, but we've never been afraid to imagine the "impossible."

2. **[NEWS AND ANNOUNCEMENTS FROM THE WORLD OF WORK](#)**

Bearing Point has joined *Future of Work*. We're just back from a great experience at IFMA's World Workplace, and we have a couple more public presentations scheduled this month and next.

3. **[FEATURE ARTICLE: DESIGNING THE WORK EXPERIENCE](#)**

Our most recent *Future of Work* Members Roundtable ended with a fascinating conversation about workplace design. No, we weren't exploring cubicle sizes, layouts, or the color of carpeting. Instead, our members' comments were focused on what's inadequate, and just plain wrong, about the way most organizations plan their facilities and workplaces.

4. **[BEST OF THE BLOG](#)**

This section provides you with brief summaries of several recent notes we've already posted on the *Future of Work* weblog. In each case we also include a live link to the original post on the blog. And we encourage you to become a regular reader of the blog, where we are posting notes, case studies, and links to other important websites on a regular basis.

5. **[IN OUR HUMBLE OPINION: RESET THE ASSUMPTION BUTTON!](#)**

We end each issue of *Future of Work Agenda* with a personal perspective – our chance to comment on issues and developments in the world of work that we find important and interesting. This is our "editorial" page, where we enjoy offering our opinions and predictions about what's happening (or should be happening) in the world of work and beyond.

THE FULL STORIES

1) **[FROM JIM AND CHARLIE](#)**

In spite of our deep belief in the value of distributed work, and our oft-repeated mantra, "Move bits, not butts," we've spent most of the last two months moving our butts – to Seattle, Dallas, Grand Rapids, Houston, and New Orleans, among other places.

We've had a lot of fun and met some great people, but it's nice to be back in our respective familiar home offices for a change. The schedule is still full, but at least we get to spend a few

weeks with those butts in their comfortable office chairs while we collaborate with our clients and friends via the telephone and the Internet. It's not that we don't like to travel – we do enjoy it – but it's time to get back in balance, including time with our spouses, walking the dog, and reconnecting with neighbors and local friends.

But we're not complaining. Our road warrior behavior (actually, "air warrior" would be more accurate) has been devoted to a whole number of good causes. We've done a mini-book tour promoting [Corporate Agility](#) and discussing our research with just about anyone who will listen; we've spent a week in West Michigan bringing that region closer to launching several Business Community Centers™; and we met in Houston with our *Future of Work* consortium members to explore the linkages between workplace design (broadly conceived) and employee engagement (good news: there are some definite opportunities to enhance engagement through thoughtful workplace design).

And as we lay out in our feature article below ("[Designing the Work Experience](#)"), that Houston Roundtable meeting spawned a whole new research thrust for our group, an examination of innovative processes for creating productive work environments. We'll share our learnings with you over the next year or so, and we're hoping we can help our *Future of Work* members break out of the "70's thinking" that they believe is constraining progress in the corporate facilities and workplace planning profession. We believe we've identified several provocative sources of new ideas, though we also hope you'll point us in some directions we haven't even imagined.

And it isn't just workplace planning that needs a rethink. As we suggest (no, *insist*) in our monthly editorial (we call it a rant), "[In Our Humble Opinion: Reset the Assumption Button!](#)" we're convinced it's time to challenge a whole passel of basic assumptions about how the world works and how we make progress in work, in politics, and in life. We hope you'll stand back and think hard about your own basic assumptions, and perhaps join us in looking for a better way.

And as always, of course, we're also pleased to bring you our [Announcements](#) and the [Best of the Blog](#) section summarizing our most recent posts on the [Future of Work blog](#). We continue to believe that you'll find ideas and information here and on the blog that you just can't get anywhere else.

So, on to the rest of the newsletter. Enjoy! And please [let us know](#) what you think.

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2) ANNOUNCEMENTS AND NEWS FROM THE WORLD OF WORK

Bearing Point Joins *Future of Work*

We are very pleased to announce that [Bearing Point](#) has joined *Future of Work*. **Dan Cooke**, who is an old friend and *Future of Work* returnee (from an earlier career), is Bearing Point's Executive Sponsor. He's Bearing Point's Director of Global Real Estate & Support Services. **Brenda Cafiero**, who attended our recent Members Roundtable in Houston, is the primary representative.

WDC and *Future of Work* Activities

We just finished a very successful presentation at IFMA's World Workplace, held this year in New Orleans. Within 30 minutes of our session on "Corporate Agility" the conference bookstore had sold out all of its copies of our book.

Charlie will be delivering a presentation in San Francisco on November 14 on "Corporate Agility and Organizational Productivity" to a group of clients of [SuccessFactors](#), a software firm specializing in performance management systems. If you are interested in attending, please contact Erik Berggren at eberggren@successfactors.com.

Jim is scheduled to be a keynote speaker at the December 20 meeting of the Northern California chapter of CoreNet. The topic is "The Intersection of Corporate Real Estate and Economic Development." Check back next month for more details.

Future of Work Member News

Please join us in congratulating **Bill Conley** of *Future of Work* member firm SCAN Health. Bill was recently recognized as an IFMA Fellow for his contributions to the corporate facilities profession. The just-completed IFMA World Workplace Conference featured Bill's induction ceremony.

Fellowship is the highest honor bestowed by the Association. Because IFMA is the world's largest network of facility management professionals and the recognized leader, IFMA Fellowship is unparalleled and unmatched among workplace-related recognitions. Thus far only 71 individuals out of a membership of 18,925 worldwide have been recognized as IFMA Fellows, and Fellows are added each year only if they are qualified, distinguished candidates.

Congratulations, Bill!

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3) FEATURE ARTICLE: DESIGNING THE WORK EXPERIENCE

by Jim Ware and Charlie Grantham

All the world's a stage. . .

Our most recent *Future of Work* Members Roundtable ended with a fascinating conversation about workplace design. No, we weren't exploring cubicle sizes, layouts, or the color of carpeting.

Instead, our members' comments were focused on what's inadequate, and just plain wrong, about the way most organizations plan their facilities and workplaces. As one of our members put it:

"We're still using planning techniques we developed in the 1970's, when the core assumption was that everyone needed a personal space of some kind, with a large work surface and plenty of filing cabinets. Now we've all got laptops, PDA's, smart phones, and wireless access – and

we're moving around all the time, participating in global project teams and interacting with people on other continents at all times of the day and night. Isn't it time to rethink the kind of workspaces we need and the way we plan those spaces?"

After some extended discussion the group members concluded that they should embark on an exploration of how people in other industries and professions design both physical and social work environments. And so our *Future of Work* research efforts over the next six months will focus on rethinking the workplace design process. We've been saying for years that the nature of work – and the workforce – is changing, and that the way we support work has to change as well. But the reality is that workplace design and planning approaches haven't evolved very much at all. Most CRE professionals still appear to be operating with 1970's assumptions.

So we're going to look way beyond the "normal" sources to see what we can learn about how to design work **experiences** that are consistent with the needs and expectations of the knowledge workers who are central to the success of the global, information-based, location-independent economy (yeah, that's a mouthful, but we don't know how to say it any more simply than that).

Bear with us; it's going to be an interesting journey. And we welcome your contributions; please come along for the ride. As we also note in our rant in this issue ("[Reset the Assumption Button!](#)"), Albert Einstein once observed that you can't solve your problems with the same tools you used to create the problem in the first place. So we're going to "go where no one has gone before" in search of radically new tools and processes for provisioning and supporting 21st century work (well, not really, since what we want to do is learn from others who *have* gone before; but we're not looking for "others" in the traditional office design professions and industries).

This article, our first step in that journey, is a simple description of the issues we're aware of at this point, along with some very preliminary ideas about where to find some of the innovative tools and processes we're looking for. Right now we have more questions than answers, but we know that's the only way to learn something new.

Thinking About the Work *Experience*

As a starting point, **Debra Moritz** of Jones Lang LaSalle, pointed us to an important idea that was first articulated almost ten years ago by **B. Joseph Pine III** and **James H. Gilmore** in their now-classic *Harvard Business Review* article, "Welcome to the Experience Economy" (July-August 1998; see also their 1999 book [The Experience Economy: Work is Theater and Every Business a Stage](#), Harvard Business School Press, 1999, for a much more detailed analysis – link is to Amazon.com).

Pine and Gilmore's major insight was their recognition that the *design of experience* has supplanted services as a primary source of value in the economy. In essence, the basis of value creation in the economy has evolved from *Commodities* (e.g., iron ore, coal, and copper, as well as corn, beans, and other crops) through *Industrial Goods* (manufactured products) and *Services*, to the point that today what many consumers are looking for, and willing to pay for, is *Experiences*. It is sort of like Maslow's classic hierarchy of needs. Once base needs are met people move up the value chain looking for higher-order satisfaction. This is not to say that commodities, manufactured products, and services are unimportant, but that today we are also seeking, and able to pay for, experiences (which of course often include basic products and services as part of the offering).

Pine and Gilmore explain their view by describing the evolution of the birthday cake, of all things. To summarize their story very briefly, in the agrarian economy mothers made cakes from scratch, using farm commodities (eggs, flour, milk, sugar, and butter). Then in the industrial economy they purchased a pre-mixed package of ingredients (from Betty Crocker, for example). Later, in the service economy, they would purchase (at a much higher cost) a fully baked cake from a bakery. Now, as most parents know, almost the only way to celebrate a birthday is to “outsource” the whole experience (at another order-of-magnitude increase in cost) to a Chuck E. Cheese or some other restaurant or entertainment business that stages a special event for their child and his or her friends.

What does a birthday event have to do with workplace design? Well, when you think about it, the answer is pretty obvious. A workplace is a “stage” where work takes place. Supporting work – especially the information-based work that we focus on – is a matter of creating a context and providing the resources people need to be productive. That is, workplace design can be viewed as a process of “staging” the work experience.

Given that perspective, we’re wondering what workplace designers could learn from Hollywood, Broadway, music concerts, and professional sports, among other businesses. How do set designers go about creating the “background” and context, or the stage, on which actors “work”? These days a Madonna or Rolling Stones concert is clearly not just about music (if you’re willing to call what those performers do “music”!). And what about major sporting events like the World Series and – in particular – the Super Bowl? Those events clearly include a whole lot more than an athletic contest (which is of course one reason why they cost so much).

When we watch a Hollywood film or a Broadway play we are of course observers, not participants. But work is a participatory experience (at least for most of us). What kinds of businesses design experiences that directly involve their customers? We think immediately of theme parks like Disney World and restaurants like Chuck E. Cheese or even McDonald’s, which today often includes not only a particular “look and feel” within the restaurant itself but also a children’s play area. Or have you ever gone to a theme restaurant for a medieval dinner complete with “wenches,” knights in shining armor, a court jester, and a series of onstage playlets involving the diners themselves?

Our point is really a (relatively) simple one: the “producers” of these places and events clearly give a great deal of thought to – and spend a lot of time, energy, and money on – thinking through who their customers are, what they are seeking, and how to enable the creation of value-added experiences. Shouldn’t we be as thoughtful about the workplace?

One other nontraditional work setting that we also want to explore in some depth is medical care. In particular, we know that hospital design is undergoing a radical shift as medical professionals (finally) discover how dehumanizing and even unhealthy most traditional hospital emergency rooms and patient facilities have become. We want to learn more about how patient-centered design came about, and what processes hospitals and their architects engage in to produce such thoughtful and appropriate facilities and services.

Using Abductive Thinking

One more idea before we end. We recently had the pleasure of enjoying a highly stimulating conversation about the design profession with **John Berry** of [Greystone Global](#) (he's spent many years on the office furniture and workplace design industry, and is now actively involved in the WIRED West Michigan effort we've mentioned in earlier articles such as "[What Is a Knowledge Worker, Anyway?](#)" and "[What Attracts Knowledge Workers to a Community?](#)")

John taught us a new concept: **abductive thinking**. We're sure you are familiar with *deductive* and inductive thinking. Deductive thinking involves applying general principles to reach specific conclusions. The "opposite" of deductive thinking is inductive reasoning, which [Wikipedia describes as](#):

“. . . a process of reasoning in which the premises of an argument are believed to support the conclusion but do not ensure it. It is used to ascribe properties or relations to types based on tokens (i.e., on one or a small number of observations or experiences); or to formulate laws based on limited observations of recurring phenomenal patterns.”

In simple English, that means that induction usually involves a small leap of faith in that we infer a generalization from limited (but reasonable) facts or observations.

Deductive reasoning applies general *principles* to reach specific conclusions, whereas inductive reasoning examines specific information, perhaps many pieces of specific information, to derive a general principle

In contrast to these two well-known and widely practiced forms of logic, [abductive thinking](#) involves exploring the *possible* (versus the probable or the proven). Abductive thinking is a sixty-four dollar phrase for the process of asking "What if?" and then sorting through all the possible consequences. For example, what if we could "broadcast" electrical power through the air the way we do wireless Internet signals today? How would that change the design of workplaces? How would that change the processes and the experience of working?

Wireless power may seem like a completely unrealistic fantasy (although we know for a fact that it's being worked on, and may be closer to reality than you think). But our point is that there *might* be some real value in designing workplaces "as if" wireless power were real. For one thing, we might discover that wireless power would be so incredibly transformative in the workplace that it would worth investing huge amounts of time and money in making it happen. Or the exercise might point us towards other new workplace concepts that are not ultimately dependent on wireless power but would be valuable even in today's battery-dependent world.

We're convinced that there's something important and potentially very impactful about abductive thinking. It's a new approach that we believe is well worth exploring as part of our search for out-of-the box insights about workplace design processes.

Beginning the Journey

This is just the beginning of our journey. We're going to be digging into each of the examples cited here, and others, with the goal of eventually proposing a radically new – and much improved – way to design workplaces and work support services that match the needs of today's "untethered" and globally distributed knowledge workers.

At this point we don't have a clue where this journey will take us, or how it will end (if it ever does), but we're totally convinced that there's a better way to design and support the experience of work than what is common today.

As usual, your comments and reactions are more than welcome. And as always, please send your thoughts to us at comments@thefutureofwork.net.

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4) BEST OF THE BLOG

Here's a small sampling of excerpts/lead-ins from our recent weblog posts. Please get in the habit of reading the [Future of Work weblog](#) regularly – bookmark it, or if you have an RSS news reader, subscribe to it. And please contribute as well. We're more than happy to reprint your stories, or to consider featuring you as a Guest Writer.

We believe we're creating a unique knowledge base of what's going on out there today, and what's going to be going on tomorrow. If you want to learn about the future of work, [our blog](#) is the place to go (along with this very newsletter, of course). Just click on each headline below to visit the full original blog post.

[How Much of the Future of Work Will Take Place in Virtual Worlds?](#) (October 8)

There's a nice summary of the "state of the art" of virtual online worlds in today's *San Francisco Chronicle* business section ("[More Internet users getting a virtual life](#)"). . . .

A Comment on "How Much of the Future of Work Will Take Place in Virtual Worlds?"

*We don't usually reprint reader comments on our blog posts here, but this one from "Blue" at Linden Lab (producer of [Second Life](#)) was so intriguing we're reprinting it in its entirety (without correcting any of Blue's spelling – actually we believe what you see here is "correct" in the context of *Second Life*).*

In the interest of full disclosure I work for Linden Lab, the folks who make *Second Life*. I regularly host/attend meetings inworld involving 20 or more people in a wide range of countries. Unlike email and IM's, or text conferencing which tends to be unsuitable for hosting extended meetings, voice adds inflection and immediacy to a conversation and is typically accepted as the preferred method of group communication when individuals cannot be in the same room.

And unlike many teleconferencing solutions where large group discussions become unwieldy and often pedantic or confusing, 3D "spacialized" (*sic*) sound along with the visual cues provided in a virtual space, allow dozens of individuals to interact more naturally. I suspect that until experienced, it might be difficult to see how spatial relationships would have such an impact on communication, but the environment very much lends itself to increased comprehension of group discussion. I'm unaware of other virtual environments with 3D sound, but it's safe to assume that where real-time collaboration is possible, it will eventually become the norm.

It's clear that virtual worlds are not going to be appropriate for every organization, and as relatively new technologies they tend to have some notable drawbacks. I would argue,

however, that for a company with remote employees, especially those engaged in creative and/or visual works, a greater degree of expression and a greater potential for immediate collaborative effort makes a positive difference.

IBM's investment in both external virtual spaces and the creation of an internal, networked space for it's employees, as well as their sizable investment in research into virtual worlds speaks to the potential of these spaces as powerful communication mediums and, as such, business tools.

[It's All About Design](#) (October 13)

Our recently completed *Future of Work* Members Roundtable included some very intriguing conversation about the idea that workplace design is really all about designing *experiences* at work. Sounds obvious when you say it like that, but our group's consensus was that most architects and facilities space planners don't really think about workplace design that way. . . .

[Fighting Climate Change by Telecommuting Instead of Commuting](#) (October 21)

Sometimes we feel like the proverbial tree in the forest - it makes a loud noise when it falls, but there's no one there to hear it. Readers of this blog won't be surprised to hear that I've come across yet another intelligent, thoughtful - but very incomplete - analysis of commuting patterns and their impact on global warming that completely ignores the potential of telecommuting.

Why do so many authors, journalists, and so-called "experts" not recognize their own core assumption that everyone who works in an office has to go to that office every day? . . .

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5) IN OUR HUMBLE OPINION: RESET THE ASSUMPTION BUTTON!

Commentary by Charlie Grantham and Jim Ware

Buford, Maynard and Cooter are back from their little hiatus. This month they draw on their down-home wisdom and irreverent outlook on life to explainify the decline of the "American Empire." They take a look at five basic assumptions about societal functioning that together shed some light on the sometimes inexplicable events we see in our work and our lives every day. And of course, they also offer up a humble opinion about some changes in thinking about the future of work they – and we – would like to see. Enjoy!

Push the reset button – please!

The boyz be back. Too much time out in the woods gets ya to thinkin'. Maynard allows that things just seem to be toooo crazy these days. Ya jest know there was probably somebody named William of Bradforshire-on-Thames or some such back in Merry Ol' England around 1760 who had the same rev-o-lation that Buford has just now come to.

Good ol' Bill from Bradfordshire undoubtedly could see the British Navy being defeated, a little colony way over across the deep blue sea rebelling and kickin' some Red Coat butt from behind

rocks and trees, and the German economy making the birthplace of the Industrial revolution irrelevant.

So back in the here and now, we've got ol' Buford cogitating on the parallels between those events and (hmmm, let's see) Afghanistan/Iraq, an assortment of banana republics, and – oh yes – China. Buford's kinda worried that the good ol' US of A is on a steep downhill slide into the hog slop pit. This ol' dog can't hunt anymore. We just ain't the big 600-pound gorilla on this planet we used to be. It feels like the US brand in the planetary marketplace is turning into a sub-prime collateralized debt obligation. Wake up America!

So, what we wanna know is, where did the train go off the track? Well, it turns out that ol' Cooter the data dog's been out sniffin' again. Now we freely admit we've been singin' this tune before, but not quite as bluntly as you're gettin' it here this time.

Remember our ol' buddies Bill Strauss and Neil (the Hook) Howe? Well, if the brain ain't quite working up to speed go check 'em out at <http://www.fourthturning.com/>.

Here's the bottom line: Big Things is happenin'. Tomorrow ain't going to be the same as today, let alone yesterday. Buford harkens back to his granddaddy Billy Ray tellin' him 'bout the crash of '29. And the real old stories from right after the war (the real one with Johnny Reb and the blue coats). Yep, seems like that kinda of Big Damn Change is here again. (We'll be back to the "What do you do?" in a few; give us a chance to spout a bit here, we're on a roll).

But first, back at the ranch, Buford, Maynard (as in sub-prime intellect), and Cooter have started in ponderin' and philos-o-physin'. Ya know, maybe some real basic stuff is just wrong. Maybe what we been thinkin' is the rules just ain't the rules anymore. Now **that** would make a passel of difference. Kind of like the boys down at the feed and grain playin' checkers but it's really a chess game.

Whoa boy, that's goin' to smart. Assumptions. Hmmn?? Ya know what happens when you "assume" somethin' without thinking about it? You make an **s out of "u" and me. Joke folks, gotta chuckle sometimes no matter what.

So Cooter runs across Cousin Dan out there in Preskit. He hears Dan runnin' off on how the big ego train of 'Merica is messed up. 9-11; Katrina; I-we gotta have the oil-Raq. It's all comin' together. Check out <http://www.prescott.edu/imagine> to see what we're talkin' about.

So, In Our Humble Opinion (you was wonderin' if we'd ever get to it, weren't you?), we need to push the re-set button on our assumption machine. Same-o, same-o, back to the island empire; the rules changed and they didn't see it coming.

There's five of 'em that really matter (Maynard counted 'em up). Here it is and why it ain't so.

1. The up-until-now view: **what's good for business is good for everybody**. Like ol' granddaddy used to say, "You can just suck the juice outta the lemon for so long 'till it dries up." Gotta put something back, fool. Bull hooey! Gordon Gecko, get outta here. Can you say sub-prime? Who made the buckos on that little rip-off? Oh mi-god! You mean capitalism may just not work?. What we've been thinking for the last 200 years or

so just doesn't cut it any more. Huh? Feudalism was a great system – once. (Just hang on to your shorts there, Harry; we *will* get to the “Okay, so what?”).

2. You'll love this one. **Giving people all the facts can change their behavior.** Now that's real good. If that worked how come people still smoke cigarettes, drive Hummers, eat junk food, and take drugs? We could go on and on, but hopefully you get our drift. Our whole education system is built on that basic assumption. And we've talked enough over the years about how screwed up our edgy-cayshun system is. Is anyone listening? You could probably wind up the ol' time machine and go back to Athens or somewhere back when they thought logic ruled all human behavior. No way Jose!
3. **Time is money.** Might have been true in an industrial era, but that's not where we are any more. Let's see, they should have paid Michelangelo by the hour? Right, if there was an artists' union. Creativity and innovation know not the bounds of time (say that again, with feeling: “Creativity and innovation know not the bounds of time” – that's our most elegant sentence in this whole darn rant). This assumption sort of ties back to our first one. Putting your value into minutes and hours ass-u-mes certainty. Is that what will solve problems? Erik Fromm said it best: “The quest for certainty blocks the quest for meaning.”
4. **Sustainability is a zero sum game.** Not true. Just go and ask General Electric. Investing in environmental issues, goin' Green, and all that may tarnish the bottom line this quarter, but it builds future markets and improves efficiency. Even the boyz know that spreading a little manure around the corn field makes things better. Frankly (don't call me Shirley) we are at another crossroads. What did Yogi say? “When you come to a fork in the road, take it!” We're bettin' on taking the fork towards bringin' business, earth, and humanity together. Cooter found a good read on this stuff: Google *Capitalism at the Crossroads* by Stuart Hart and check it out yourself.
5. Now the biggy! **What if we are *not* in control?** What if Buford and Maynard aren't at the top of the e-vo-lutionary chain? (Okay, okay, that may not be the best example.) It takes a lot of conceit to think that we poor humans are as good as it gets (and it's actually a frightening thought). Tell you what, one of these days (hopefully soon, real soon) somethin' is going drop out of the sky and show us that there are other sentient things out there; and that, dear hearts, will shift a whole bunch of thinkin'. It's a good bet the Mayans thought **they** were “it” until those funny lookin' Spaniards hit the shores. Then what? Where are they today? Ponder that.

This is some heavy thinkin'. In Our Humble Opinion (second one!) hittin' that ol' Ass-ump-tion Re-set Button will give you a different view of the world and perhaps help change how Maynard and Buford get through the day. Ol' Cooter is probably already there.

Going back to those outmoded ways of thinking one more time, we might even see a world where:

Businesses would put more back into their communities and environment than they took out. Damn, being responsible. What a concept. Anyone (like our ancient ancestors) living off the land could tell you that this approach is the only way to keep going for the long haul (for you fancy pants, that's called being sustainable). Let's respect that wisdom.

How to learn: whoa, try experience. It ain't all about facts and logic. We've been tryin' that and look where we are. Living life is way more than reading a book. Want to help people do the right thing? Give them the experience – show them the way – don't just tell them what to do. Learning in the gut takes living.

Its *how you spend your time, not how much you spend.* It's not how long you talk to someone, it's what you talk about. The trouble is we don't know how to measure that. As they say, there's just no accounting for it. Notice how those words (spend, measure, accounting) get in the way of realizing value? We are going to have to invent a new language before this way of thinking changes.

Substitute *need for equity and effort?* Okay, this one smells like a whole new way of organizing (getting our stuff together). It might even mean respecting government, accepting the majority's decisions, sharing resources, and doing things for the common good that we can't do individually. That's a pretty radical view. But it's happened before, hasn't it? Just ask King George. Today we call it "global sustainability."

One of us had a professor who once pontificated, "You must show humility in the face of the data." The other heard all too often, "The data are always friendly." Perhaps the trouble is that we don't have all the data yet. But a dollar to a doughnut, we're not the only ones. Take that ego and shove it. Those whom the Gods would destroy, they first make mad. Or maybe it should be (in John F. Kennedy's words), "Those who make peaceful revolution impossible make violent revolution inevitable."

We know those are fighting words, but that's Our Humble Opinion, and we're sticking to it.

Now we're not saying we have all the answers. But we do have some darn good – and important – questions. We think it was Einstein who suggested that you can't solve problems with the same kind of assumptions that caused the problems in the first place. And that, dear hearts, is just where we are today. It's time to hit the re-set button on the Assumption Machine.

Actually we think it's already re-set. The new rule book is out but most folks are still playing with the old one. The boyz will have more to say about this new world we're all living in today in the coming months. Buford, Maynard, and Cooter are waiting patiently for your thoughts.

Please direct your comments to comments@thefutureofwork.net. We'd love to publish your reactions and suggestions. And thanks for listening.

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This issue of *Future of Work Agenda* was produced by Jim Ware and Charlie Grantham of the Work Design Collaborative, LLC.

We encourage your comments, suggestions, and submission of materials for possible future publication.

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