Rethinking Work: Measure results, not hours

ASERL WEBINAR
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By the end of this webinar, you will:

- be able to name at least 3 characteristics of the modern workplace
- be able to list the expectations of today’s workers
- be able to explain the concept of a results-based workplace
Modern Workplace (pre-covid)

- 37.5 – 40 hour week
  - Established >100 years ago (short-time movement)
    - National Labor Union (now defunct)
    - Henry Ford
    - 10-16 hour workdays
    - child labor
  - poor working conditions (Triangle Factory fire - 1911)
  - Fair Labor Standards Act - 1938
Modern Workplace (pre-covid)

- Place-based
- ‘Open Office’ configurations
- Shared space
- Meeting heavy
"If I may continue to beat this dead horse..."
“OK, now that we all agree, let’s all go back to our desks and discuss why this won’t work.”
FIVE GENERATIONS IN THE WORK PLACE
Current U.S. workforce numbers:

- **Traditionalists**: 2%
  - 1925–1945
- **Baby Boomers**: 25%
  - 1946–1964
- **Generation X**: 33%
  - 1965–1980
- **Millennials**: 35%
  - 1981–2000
- **Generation Z**: 5%
  - 2001–2020

SOURCE: Purdue University Global
https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/
WHICH GENERATION ARE YOU?

Current U.S. workforce numbers:

- **Traditionalists**: 2% (1925–1945)
- **Baby Boomers**: 25% (1946–1964)
- **Generation X**: 33% (1965–1980)
- **Millennials**: 35% (1981–2000)
- **Generation Z**: 5% (2001–2020)
TRADITIONALISTS  BORN: 1925 – 1945

DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL

Shaped by: The Great Depression, World War II, radio and movies
Motivated by: Respect, recognition, providing long-term value to the company
Communication style: Personal touch, handwritten notes instead of email
Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy

Employers should:
Provide satisfying work and opportunities to contribute; emphasize stability
TRADITIONALISTS BORN: 1925 – 1945

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Workview: Obedience over individualism, age equals seniority, advancing through the hierarchy

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**BABY BOOMERS**

**BORN: 1946 – 1964**

**OPTIMISTIC | COMPETITIVE | WORKAHOLIC | TEAM-ORIENTED**

**Shaped by:** Vietnam War, Civil Rights Movement, Watergate

**Motivated by:** Company loyalty, teamwork, duty

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Achievement comes after paying one’s dues; sacrifice for success

**Employers should:** Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

- **65%** Baby Boomers who plan to work past age 65
- **10,000** Baby Boomers reach retirement age every day
Employers should:

Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

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Baby Boomers reach retirement age every day

Employers should:

Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback
**GENERATION X**
BORN: 1965 – 1980

**Flexible | Informal | Skeptical | Independent**

**Shaped by:** The AIDs epidemic, the fall of the Berlin Wall, the dot-com boom

**Motivated by:** Diversity, work-life balance, their personal-professional interests rather than the company’s interests

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

**Employers should:**
Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development

55%

*Startup founders who are Gen Xers—the highest percentage*

**BY 2028**
Gen Xers will outnumber Baby Boomers
**Generation X**

**Born:** 1965 - 1980

**Flexible | Informal | Skeptical | Independent**

**Employers should:**

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development

**Meet their needs, readiness to change so new leaders from personal level**

**Employers should:**

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development

**By 2020**

Gen Xers will outnumber Baby Boomers³

75% Percentage of global workforce to be made up of Millennials by 2025

15% Millennials ages 25–35 living at home with their parents

COMPETITIVE | CIVIC- AND OPEN-MINDED | ACHIEVEMENT-ORIENTED

Shaped by: Columbine, 9/11, the internet
Motivated by: Responsibility, the quality of their manager, unique work experiences
Communication style: IMs, texts, and email
Worldview: Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don’t like change

Employers should:
Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback
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Millennials

75%
Competitive | Civic- and open-minded | Achievement-oriented

Millennials ages 25–35 living at home with their parents

Employers should:

Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback
GENERATION Z BORN: 2001 – 2020

GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED

Shaped by: Life after 9/11, the Great Recession, access to technology from a young age

Motivated by: Diversity, personalization, individuality, creativity

Communication style: IMs, texts, social media

Worldview: Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

Employers should:

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent

40%
Gen Zers who want to interact with their boss daily or several times each day

84%
Gen Zers who expect their employer to provide formal training
**GENERATION Z** BORN: 2001 – 2020

Global | Entrepreneurial | Progressive | Less Focused

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coworkers, and new technologies

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Gen Zers who expect their employer to provide formal training

HEALTHYORGANIZATIONS.ORG
SO...

- Satisfying Work
- Opportunities to contribute
- Stability
- Specific goals
- Deadlines
- Mentoring opportunities
- Coaching from supervisors

- Immediate feedback
- Flexibility
- Work-life balance
- Opportunities for personal development
- Personal relationships at work
- Independence
- Self-direction
SO...

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Post-Covid Workplace

- Social distancing
- Masks
- Minimize travel
- Sanitizing
- Hand washing
- Gloves
Response to convergence of circumstances

RESULTS-ONLY WORK ENVIRONMENT

ROWE™
An idea whose time has come!

- Best Buy’s quest to be the best – 2002-3
  - Jody Thompson
  - Cali Ressler
Why Work Sucks and How to Fix It

Cali Ressler and Jody Thompson

Why Managing Sucks and How to Fix It

Cali Ressler and Jody Thompson
“The Results-Only Work Environment is one of the biggest ideas in talent in the last decade. ROWE is more than a nudge in the direction of more flexibility and autonomy—it’s a radical shift in the way we think about work, responsibility, and success.”

DANIEL PINK
AUTHOR OF *DRIVE* AND *A WHOLE NEW MIND*
Radical Shift?

- Move the focus from ‘time’ to ‘results’
- Manage outputs and deliverables instead of hours
ROWE RESOLVES SOME COMMON DESTRUCTIVE WORK PLACE ISSUES
Time-focused work environment

- Presenteeism
Time-focused work environment

- Presenteeism
- ‘Sludge’ – creates toxic environment
Time-focused work environment

- Presenteeism
- ‘Sludge’ – creates toxic environment
- Encourages lying
Want to rate the culture at your workplace?

Take the quiz!

https://www.surveymonkey.com/r/7H7K76Y
SO HOW DOES IT WORK?
How does a ROWE work?

- Employees may work when they wish.
- Employees may work where they wish.
- Employees may work how they wish.
- Employees are responsible for results.
Benefits to employees

- Autonomy and flexibility
- Work/life balance
- Clear expectations
- Physical and emotional health
Benefits to employers

- Self-directed, efficient, creative staff
- More loyal employees
- Recruitment
- Downsize physical space
- No tracking time
- No PTO
Modified ROWE

- Hybrid workplace – results-focused
- Deliverables may be time-sensitive
Managing in a ROWE

- Concrete deliverables/results
- Regular communication
- Support and tools for success
- No micro-managing
Transitioning to a ROWE

- Set the stage – Leadership Summit
- Buy-in from leadership
- Educate, educate, educate – ROWE Certified Master Trainers
- Plan for resistance
- Develop a plan and process for evaluation
- Set a hard date to launch
Issues, concerns, limitations

- Work that can’t be done virtually
- Difficult employees or supervisors
- Staff who can’t work from home
- Employees take advantage of ROWE
- Unionized workplaces
More information and case studies

http://www.gorowe.com
Now, can you:

- name at least 3 characteristics of the modern workplace?
- list the expectations of today’s workers?
- explain the concept of a results-based workplace?
QUESTIONS?

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