

# CONTENTS

*Acknowledgements* ix

## **Introduction** 1

### **01 Getting to grips with the basics** 12

A relentlessly changing world of work 12

A new basic truth 15

Forget what you know 17

What is an organization anyway? 18

End users 19

Dynamic systems 23

Do the right things – for the right reasons 24

Making a connection 27

Thoughts on seriousness 32

Doing it 35

Task 2: what's the point? 40

References 41

### **02 Building your structure** 42

Movements as communities 42

When people thrive, organizations do too 43

The problem with hierarchy (is not what you think) 47

Organizations as platforms 49

The right experience 52

Beyond culture 54

Just enough structure to thrive 56

Freedom within parameters 59

Your minimum viable organization 64

Design thinking 67

Task 3: unleashing freedom within parameters 70

References 71

- 03 All about people 72**  
The main thing 72  
Purpose 78  
Behaviour not values 82  
Contribution over attendance 84  
Finding people 86  
Talented communities 89  
Multi-talented people 93  
A question of value 95  
Thriving people 100  
Predictive analytics 102  
Unleashing people 105  
Feedback 108  
Money 111  
Take your pick 113  
Task 4: defining behaviours 114  
References 115
- 04 In all the right places 116**  
A few thoughts on place 116  
Physical user interface/user experience 118  
Workplace as a clubhouse 119  
Intensity of connection 120  
Working from home 124  
Being part of something 126  
Places for people 129  
Designing on evidence 130  
Workstyles and settings 134  
Put the slide to bed 136  
Waving goodbye to desks? 137  
Stop giving open plan a hard time 138  
Workplace as a service 140  
Unlocking traditional benefits too 140  
Task 5: places for people 141  
References 142
- 05 Turning it into action 143**  
Unleashing work 143  
Actions speak louder than words 150

Living and breathing it 153  
Contribution, productivity and output 154  
Creative work 156  
Fostering creativity 160  
Thinking and acting by design 171  
Task 6: Brainstorming your action plan 173  
Reference 174

## **06 Communications and technology 175**

Not the answer (part of the question) 175  
Enabler of better things 176  
Building (not burning) bridges 177  
Automation is not your enemy 179  
Task 7: Reviewing what you have 182  
Reference 182

## **07 Getting there: making the change 183**

Making it real 184  
Approaches to driving change 186  
Why change is important 190  
Change checklist 191  
Start small 192  
The price of change 196  
Making change human 197  
Making change work 200  
Positive activism 204  
Evolution through revolution 205  
Task 8: Introduction to Discover – Imagine – Create 206  
References 207

## **08 Final thoughts 208**

Enabling people is the only requirement 208  
A quick recap 209  
Build: some final thoughts 210  
The last word 212  
Reference 212

*Index* 213