

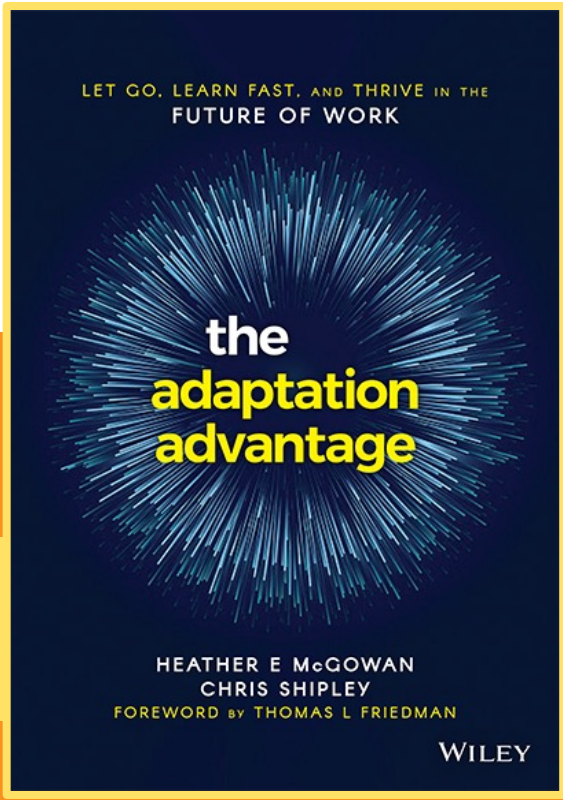
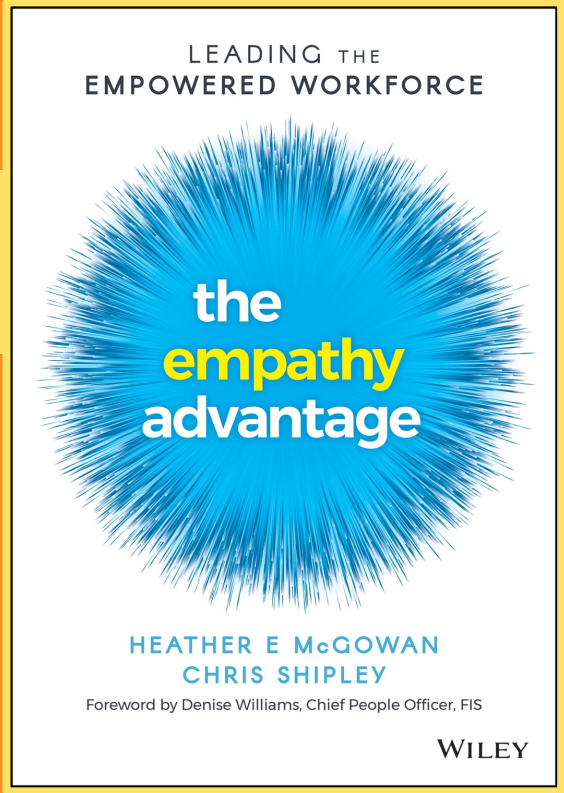
Strategic Horizon Network



REIMAGINING WORK



HEATHER E
MCGOWAN



Let's Redesign Work for Human Thriving



66

Days to Form
a Habit

984

Pandemic
Days



2

TRANSFORMATIONS

4

REQUIRED LEADERSHIP SHIFTS

BUT FIRST, SOME CONTEXT

The Pandemic Removed the Factory Default Settings On All Aspects of Work

WHO



WHAT



HOW



WHERE



WHY



WHO

Who Works

HEATHER E
MCGOWAN

Changed
Relationship
Between Individuals
and Organization

WHO WORKS: Leading vs. Managing

WHO

Managers

Leaders

WHAT

Have Direct Reports
(Need Authority)

Have Followers
(Take Responsibility)

HOW

*"Managers Manage Process,
Leaders Lead Change"*

WHERE

WHY

Seth Godin



WHO

WHAT

HOW

WHERE

WHY

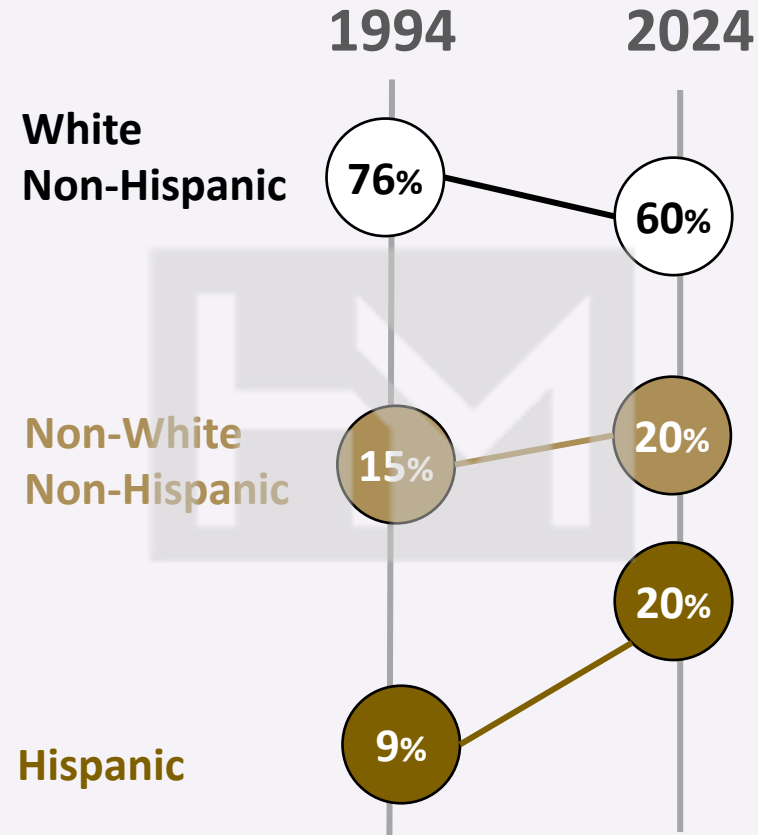
“Leadership, At Its Core, Is About Making Other People Better As A Result Of Your Presence—and Making Sure That The Impact Lasts In Your Absence.”

Frances Frei



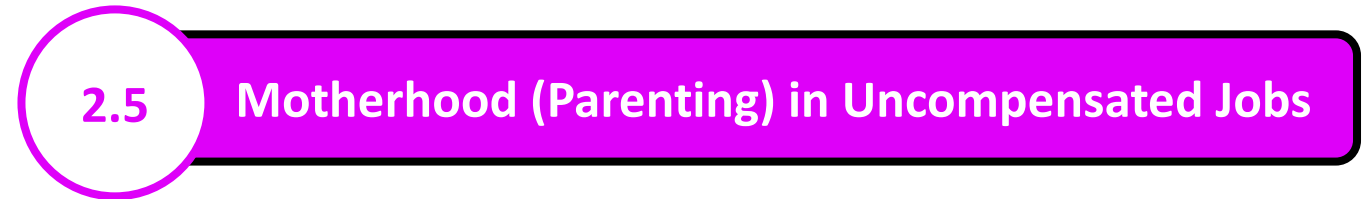
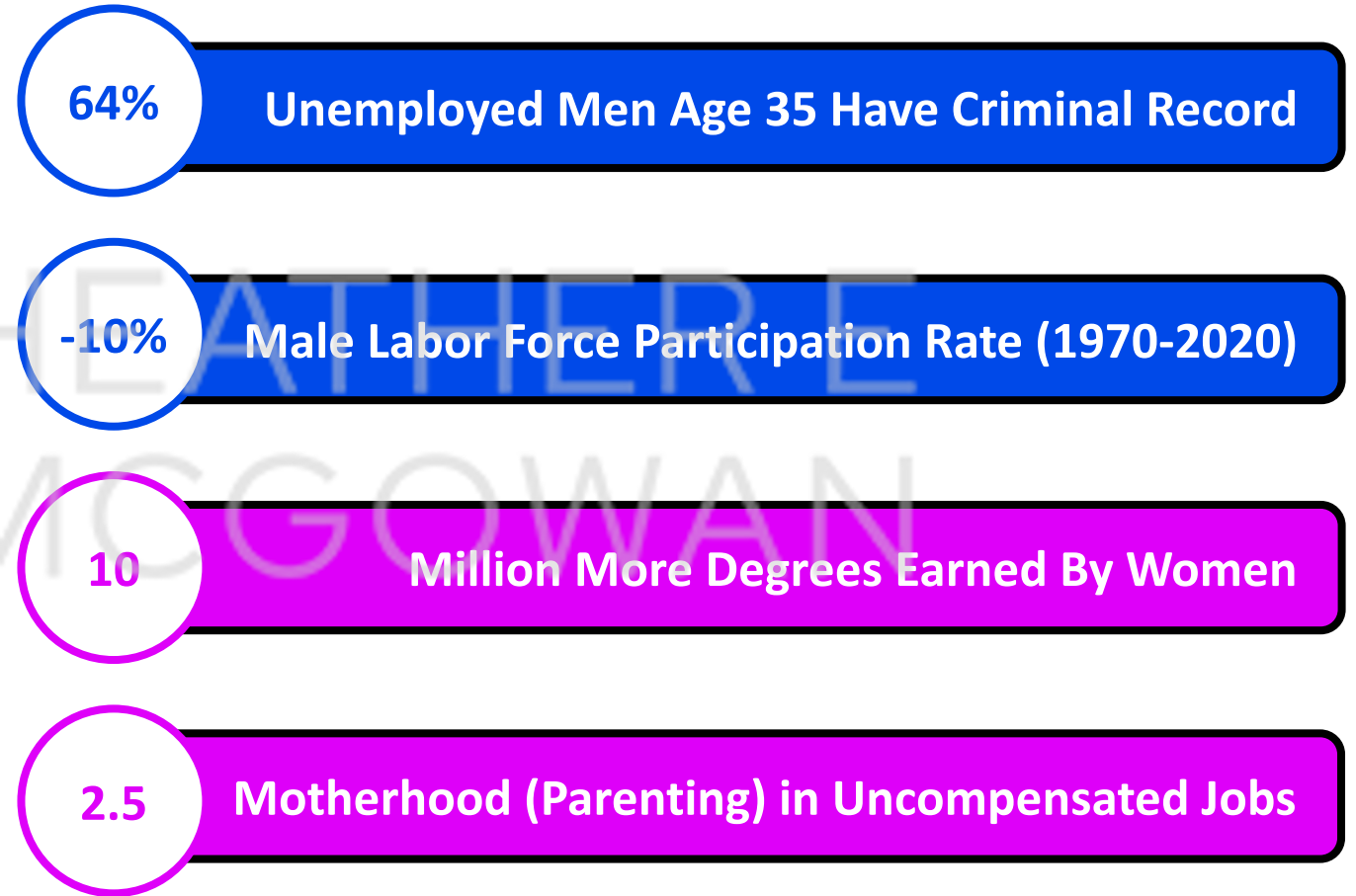
WHO WORKS: Demographic Shifts

RACIAL DIVERSITY



No Racial Majority Age 18 and Under

LABOR SHORTAGES



Bureau of Labor Statistics, Department of Education, Rand Corporation, Federal Reserve Bank of Richmond, Welch's Corporation



WHO

WHAT

HOW

WHERE

WHY

WHO WORKS: Generational Shifts (Leadership Shifts)

		Leadership Shifts		Largest Share of Workforce	
WHO		BOOMER	GEN X	MILLENNIAL	GEN Z
WHAT	Chronology	1946-1964	1965-1984	1985-1996	1997-2012
HOW	Key Moments	Civil Rights, Sexual Revolution	Watergate, Energy Crisis, Downsizing	Child Focused, Divorce Norm	Digital Norm, 9/11,
WHERE	Work Is	Adventure, then Retire	A Job, A Contract	Means to End, Values	Entrepreneur Purpose
WHY	Coronavirus Loss	25%	36%	40%	50%

Sources: Kasasa Exchange: Boomers, Gen X, Gen Y, Gen Z, and Gen A Explained; Pew Research: What We Know About Gen Z so Far (2021), Catalyst



WHO WORKS: Engaging Generation Z

WHO

WHAT

HOW

WHERE

WHY

Event

9-11

Global Financial Crisis

Sandy Hook, Parkland Shootings

UN Climate Crisis (12 years)

War (Afghanistan, etc.)

BLM, #MeToo

Covid Pandemic

Life Stages

Birth- Toddler

Birth- Grade School

Grade School – Junior High

Junior High– Adult

All

Junior High– Adult

Junior High- Adult



WHO WORKS: Changing Gender and Sexuality Norms

WHO



She/Her



She/Them



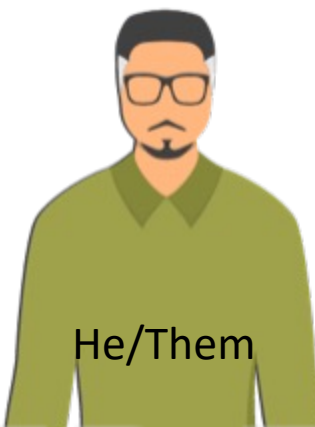
They/Her



They/Them



They/Him



He/Them



He/Him

WHAT

GENERATION

Heterosexual

LGBTQ++

Trans/Non-Binary+

HOW

BABY BOOMERS:

87%

4%

Less than 1%

GEN X:

84%

6%

1%

WHERE

MILLENNIAL:

78%

10%

2%

WHY

GEN Z:

68%

18%

4%

Sources: IPSOS Global Survey 2021



WHO WORKS: DEI and B

WHAT IT IS.....

Diversity

Representation

Equity

Fairness

Inclusion

Actions

Belonging

Feeling

WHERE IT MATTERS.....

INVESTORS

DIVERSE COMPANIES
OUTPERFORM

FORTUNE 500: MEASURE UP

TALENT

84%

Diverse Execs Would NOT
take Position Without DEI
Commitments.

Data: McKinsey: Why Diversity Matters, Fortune 500, Survey of 200 diverse executives conducted by theBoardlist and Felicis Ventures

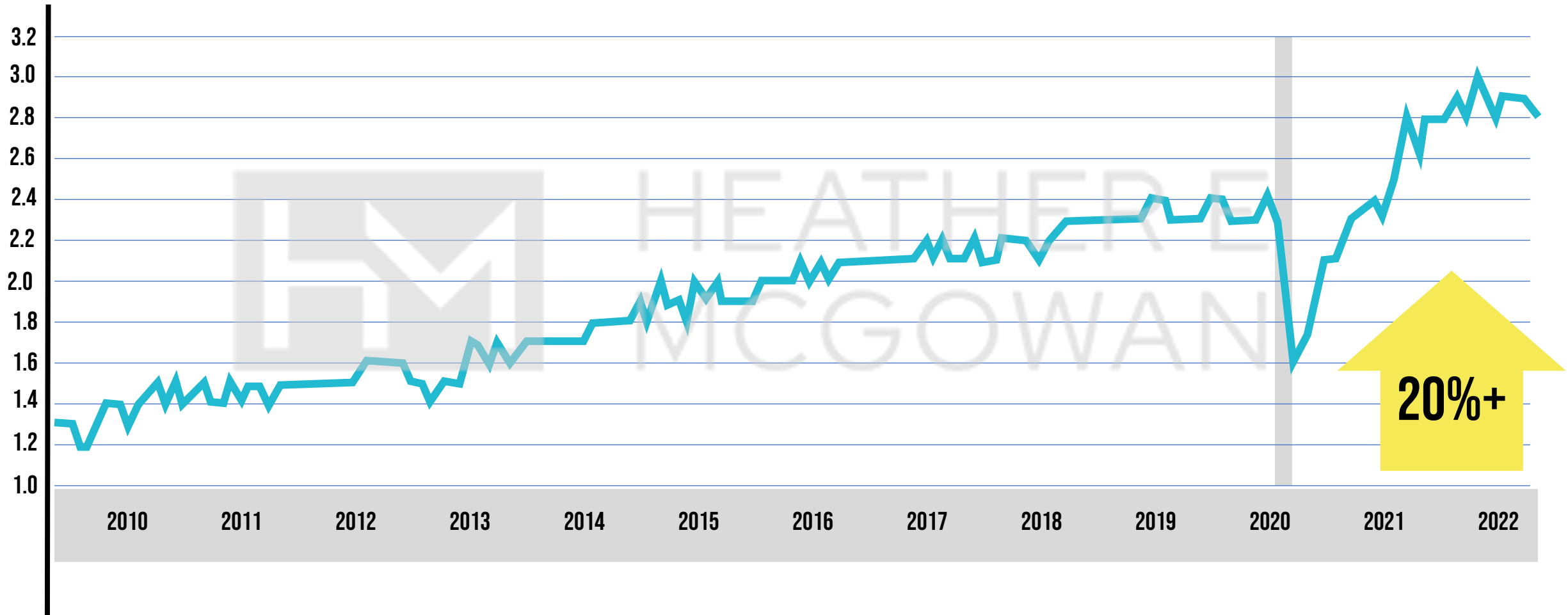




The Great Resignation

HEATHER E
MCGOWAN

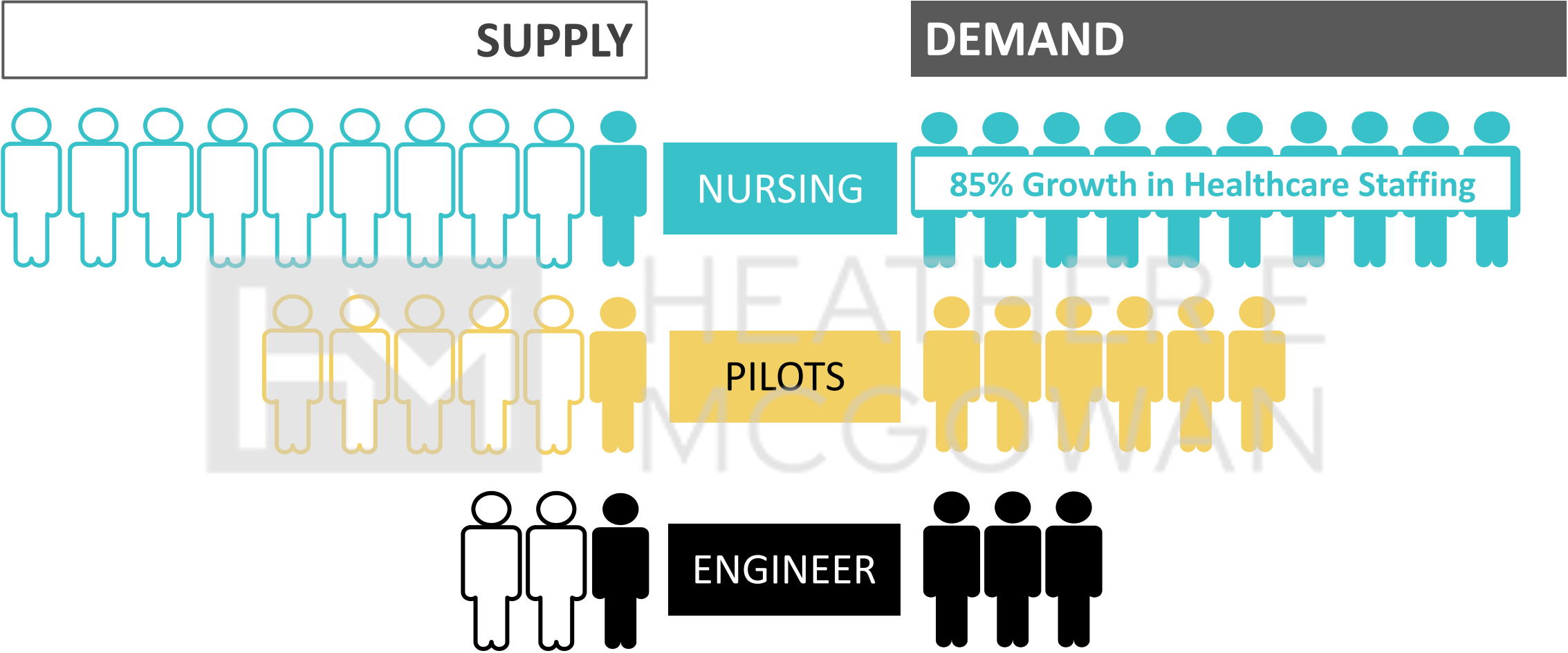
GREAT RESIGNATION: The History and Future of Churn



Source: US Bureau of Labor Statistics, Gartner Research



GREAT RESIGNATION: Labor Shortages



Data Sources: Burning Glass Institute 2022, US Staffing Industry Forecast | May 4, 2022



GREAT RESIGNATION: Restructure Workforce

2020

2021



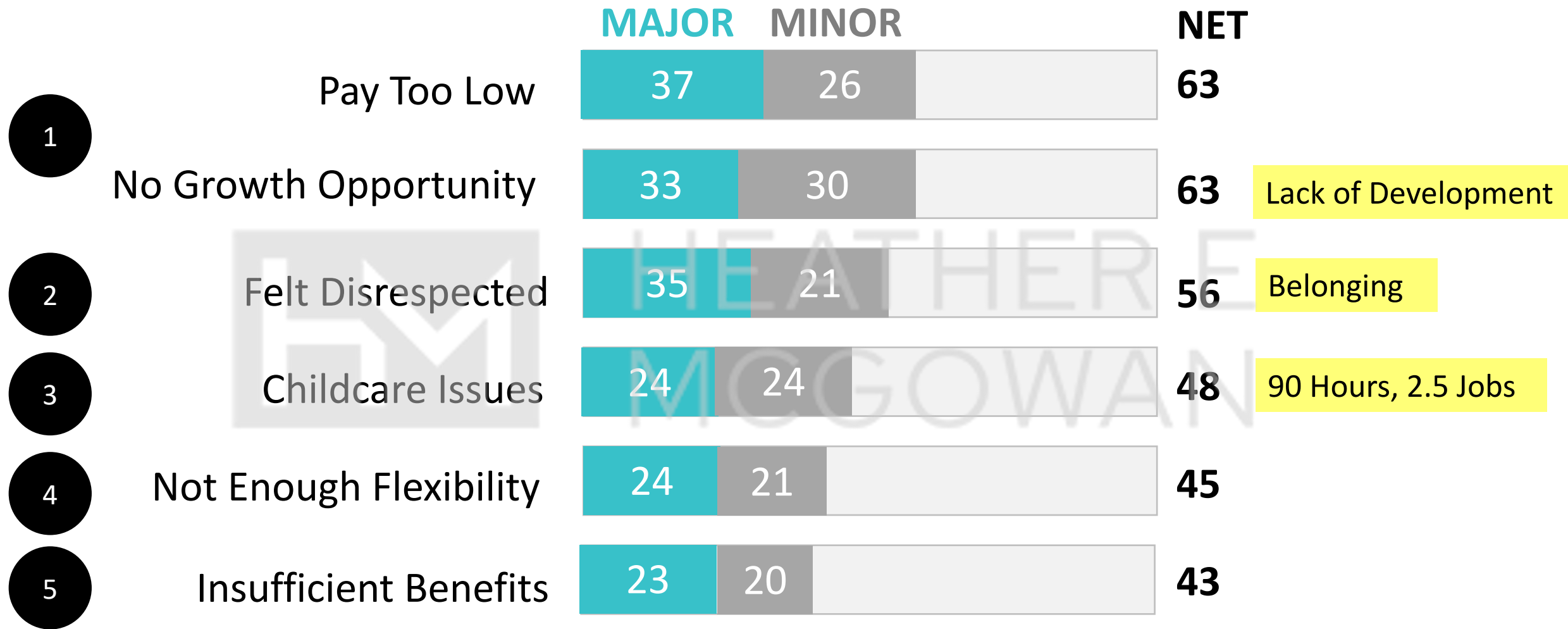
53% of Folks Who Quit, Changed Industries



Data Sources: Pew Research: Majority of U.S. Workers Changing Jobs Are Seeing Real Wage Gains, July 2022



GREAT RESIGNATION: Top 5 Reasons People Left in 2021



Source: Pew Research: Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected, March 2022



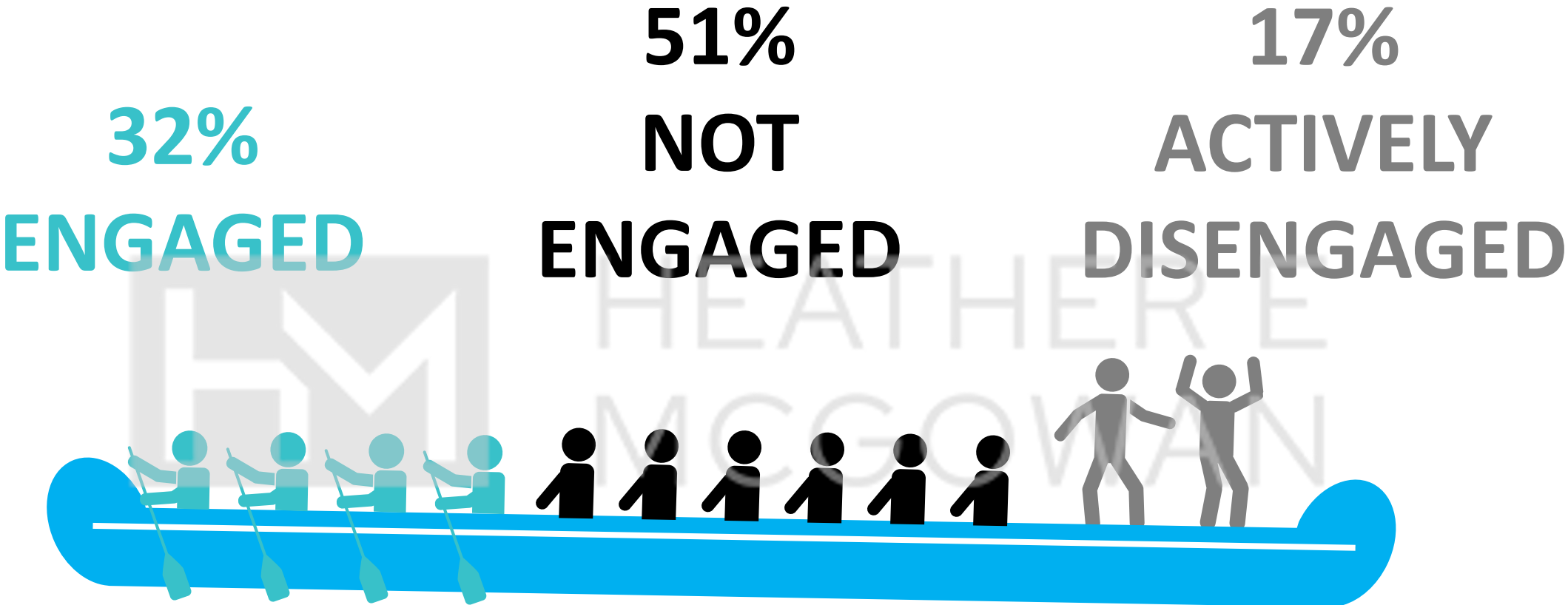


(Quiet Quitting)

HEATHER E
MCGOWAN



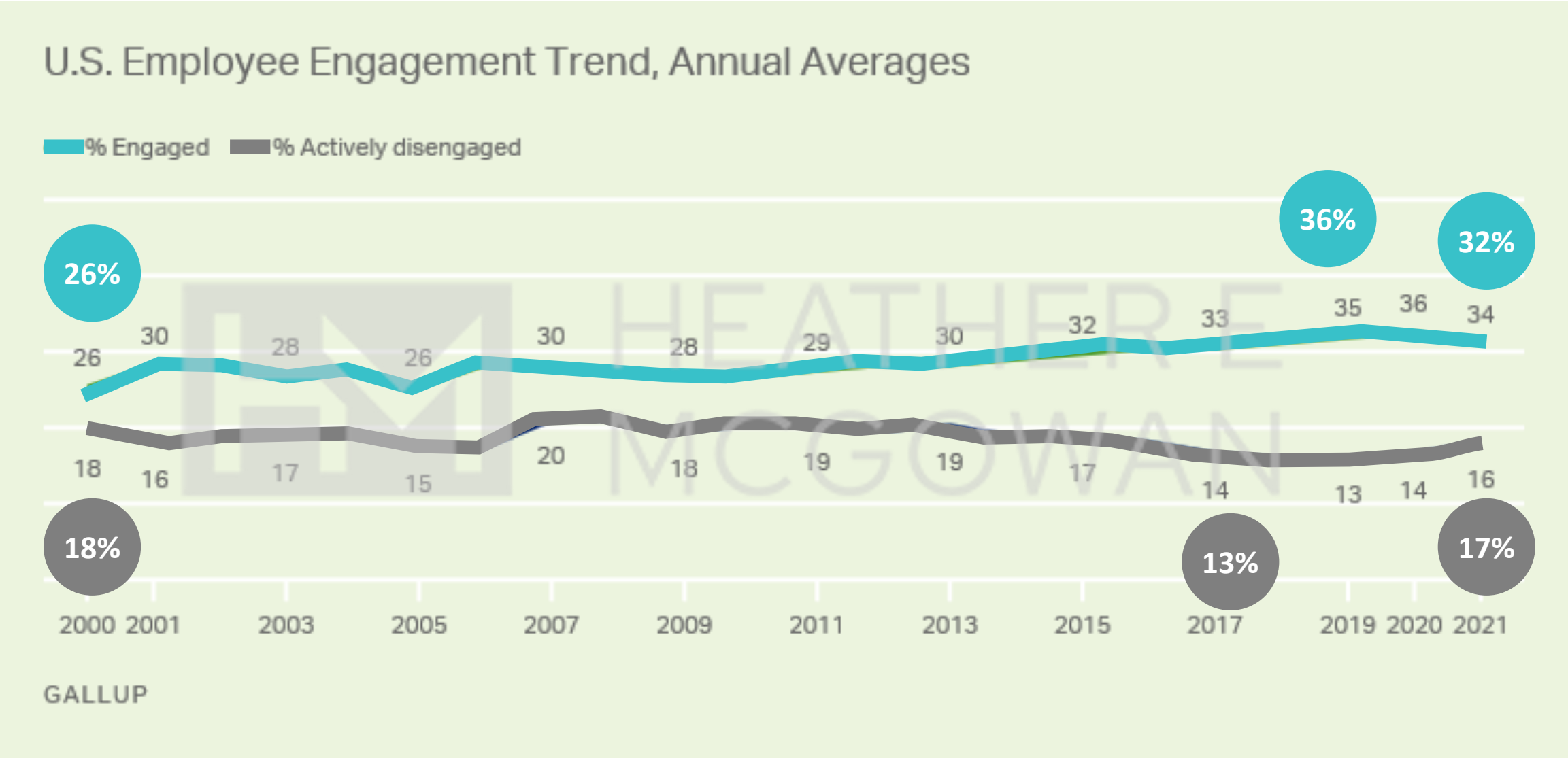
QUIET QUITTING: Engagement....little progress (lagging indicator?)



Sources: Gallup's 2022 Guide to Employee Engagement



QUIET QUITTING: Engagement....little progress (lagging indicator?)



Sources: Gallup's 2022 Guide to Employee Engagement



QUIET QUITTING: Burnt Out, Unhappy, Disengaged, Anxious and Depressed

+38%

Unhappiness Since 2006 (Global)

+38%

Burnout increase Since 2019 (US)

+25%

Anxiety + Depression -Covid (Global)

How Many Yoga Classes or Meditation Apps To Fix This?



Sources: American Psychological Society,
World Health Organization,

GREAT REFUSAL: Costs Outpace Income

EXPENSES INCOME

	1982	2002	2022
Minimum Hourly Wage	\$3.35	\$5.15	\$7.25
% Increase		54%	41%
Middle (Monthly) Income	\$1,953	\$3,500	\$4,457
% Increase		79%	27%
McDonald's Big Mac	\$1.60	\$2.39	\$6.05
% Increase		49%	153%
Average (Monthly) Rent	\$243	\$650	\$1,326
% Increase		167%	104%
1 Year Public College	\$,1031	\$4,046	\$10,338
% Increase		292%	156%

Data Source: US Department of Labor, McDonalds, Educationaldata.org, US Department of HUD, US Census

The Cumulative Shifts Between Individuals and Organizations

GREAT RESIGNATION + Talent Is Mobile, Get Used To It

GREAT RETIREMENT + The Boomer Retirement = Labor Shortages

GREAT RESHUFFLE + Reskilling : People Working To Their Potential

GREAT REFUSAL + Humans Are Assets To Develop Not Costs To Contain

GREAT RELOCATION + Remote Work + Life-Work Balance
Recasts Settlement Patterns

**GREAT RESET:
THE EMPOWERED WORKFORCE** = Not Just Where We Work,
But Where Work Fits In Our Lives.



COMMUNITIES

SHAREHOLDERS

INPUTS
(The Roots)

OUTPUTS
(The Fruits)

The Fastest Way to Get Customers to Love Your Brand is to Get Employees to Love Their Jobs

-Tiffany Bova

CULTURE

BRAND

The Customer is Always Right

-Harry Gordon Selfridge

CAPACITY

PRODUCT

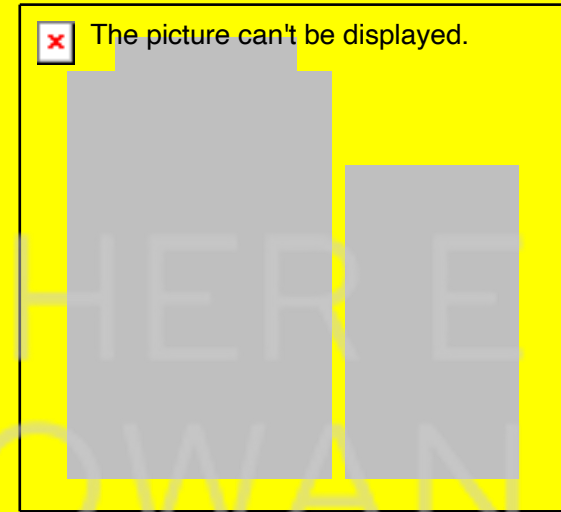
EMPLOYEES

CUSTOMERS



TRANSFORMATION

INDIVIDUALS



ORGANIZATIONS

HUMANIZATION OF WORK

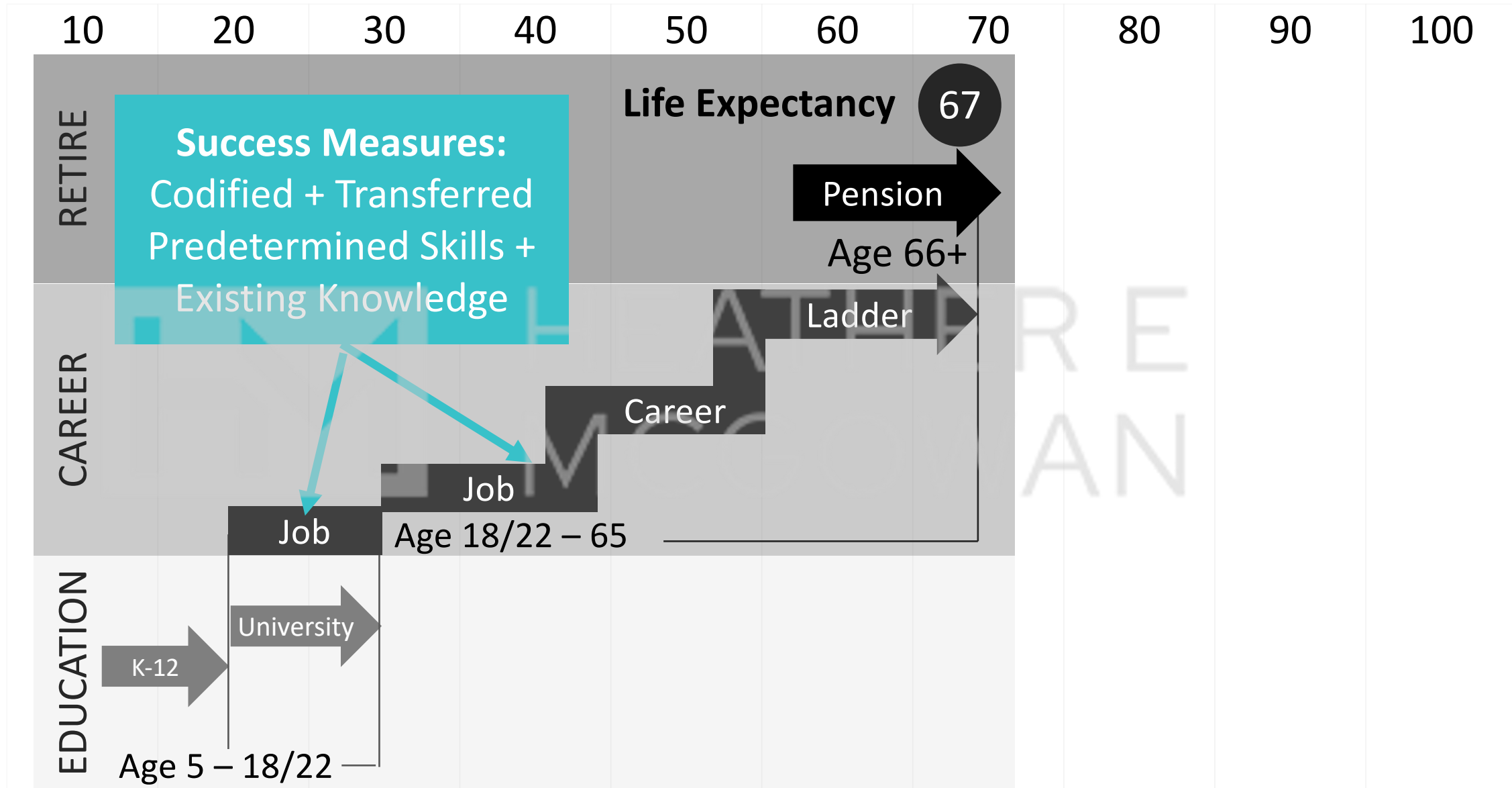
WHAT

What is Work?

Accelerated Change
and Adaptation,
Continuous
Reskilling

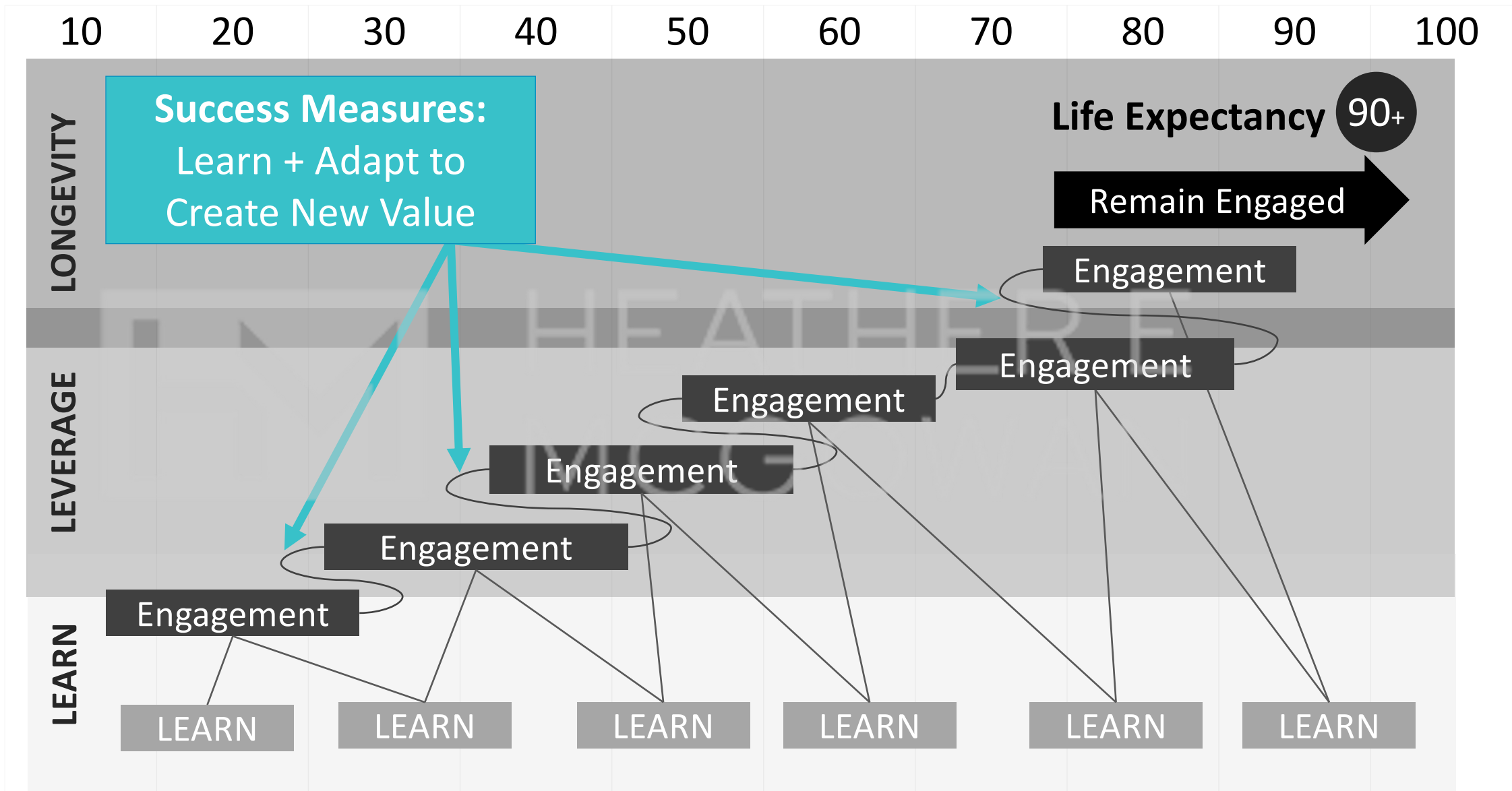
WHAT IS WORK: The Old Promise

- WHO
- WHAT
- HOW
- WHERE
- WHY



WHAT IS WORK: The New Reality

- WHO
- WHAT**
- HOW
- WHERE
- WHY



WHAT IS WORK: Agile Learning Mindset

WHO

(Learning) **Agility**
(Unlearning, Learning Styles)

(Market + Self) **Awareness**
(Entrepreneurial Outlook)

WHAT

HOW

WHERE





WHY

Adaptability
(Ambiguity, Uncertainty)

Agency
(Motivation Fueled by Purpose)



WHAT IS WORK: The Fourth Industrial Revolution

	1 st	2 nd	3 rd	4 th
WHO				
WHAT	MECHANICAL	ELECTRICAL	INTERNET	DIGITAL CONVERGENCE
HOW	 <p>Steam Engine Mechanical Manufacturing</p>	 <p>Electricity, Mass Production, Division of Labor</p>	 <p>Computer, Automation of Manufacturing</p>	 <p>Cyber-Physical Systems, Internet of Things</p>
WHERE	Learn A Skill	Join a Trade	Pick a Good Major, Trade or Industry	Learn, Adapt, + Create New Value
WHY	Multigenerational Job	Multigenerational Industry	Industry Career Ladder	Multi-Industry Career Web
	End of the 18 th century	Start of the 20 th Century	Start of 1970s	2015 – Today



WHAT IS WORK: The Skills Gap May Never Close

WHO

WHAT

HOW

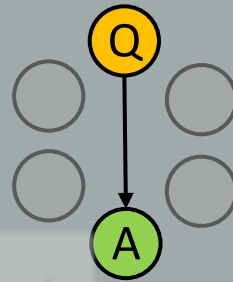
WHERE

WHY

DEFINED

KNOWLEDGE

Skilling-Reskilling

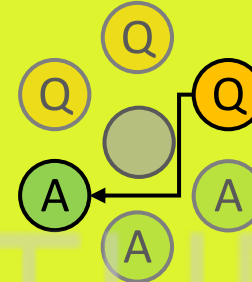


Competence

Perform to
Benchmark Level

Draw On Existing
Knowledge

Upskilling

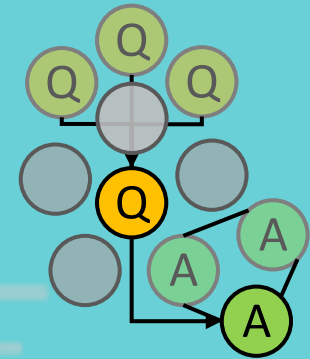


Capable

Translate
Competence To New
Challenge

Translate + Deepen
Existing Knowledge

Human Value



Capacity

Find + Frame New
Challenges

Formulate New
Knowledge



How We Work

HOW

Linear to Complex
Means Profound
Changes to
Leadership

HOW WE WORK: More Uncertainty Ahead

- WHO
- WHAT
- HOW
- WHERE
- WHY

Wars + Public Health

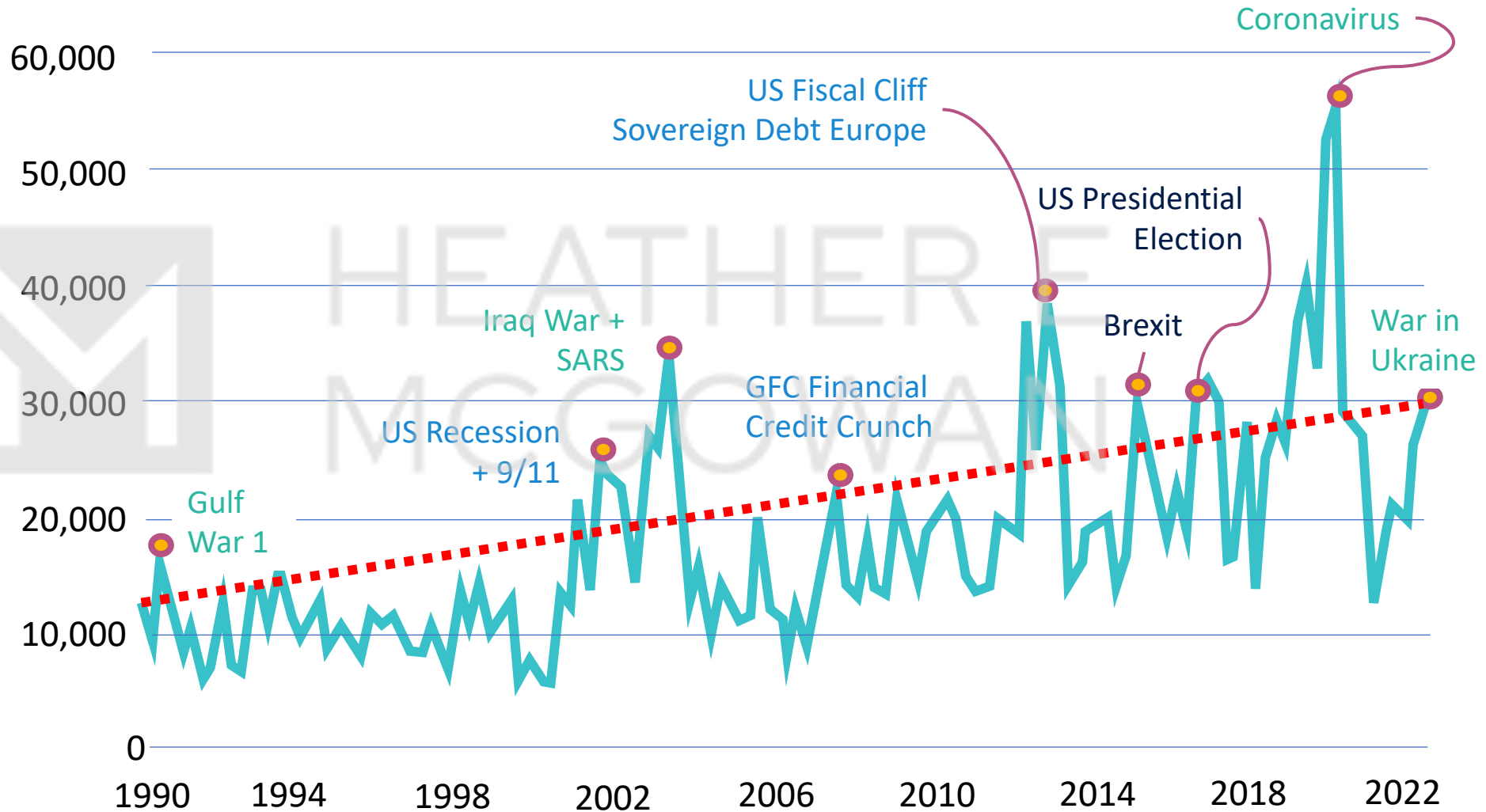
Political-Geopolitical

Economic

Climate Change Impact

Labor Shortage Impacts

Global (Economic) Uncertainty Is Rising



Source: Economic Policy Uncertainty



HOW WE WORK: Zoom Out: The Human Value Era

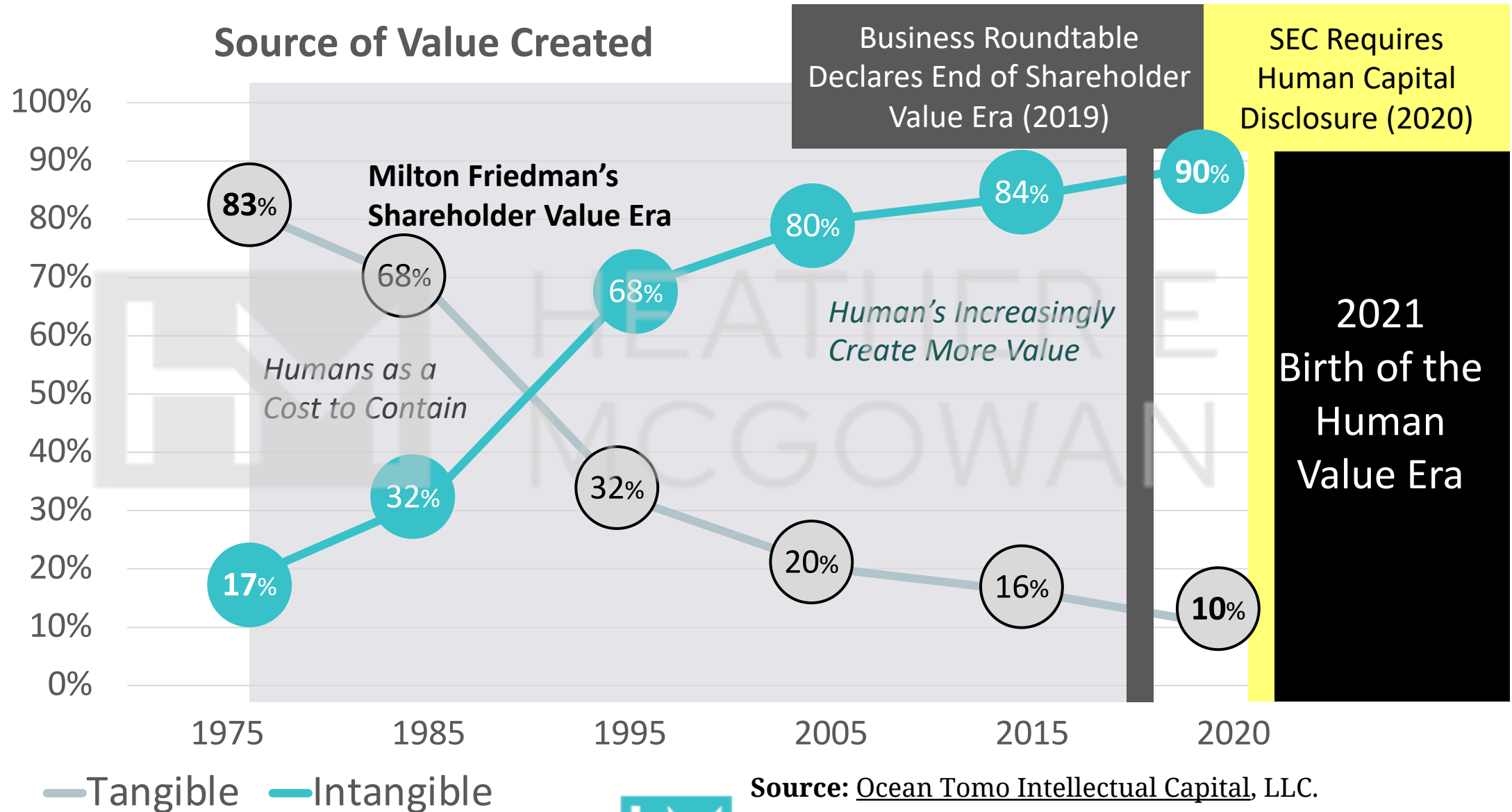
WHO

WHAT

HOW

WHERE

WHY



Source: [Ocean Tomo Intellectual Capital, LLC](#).



HOW WE WORK: The Role Of Trust (Frances Frei)

WHO

WHAT

HOW

WHERE

WHY

Authenticity

(I experience the real you)

Frei's Trust
Triangle

Logic

(I know you can do it,
your reasoning and
judgement are sound)

Empathy

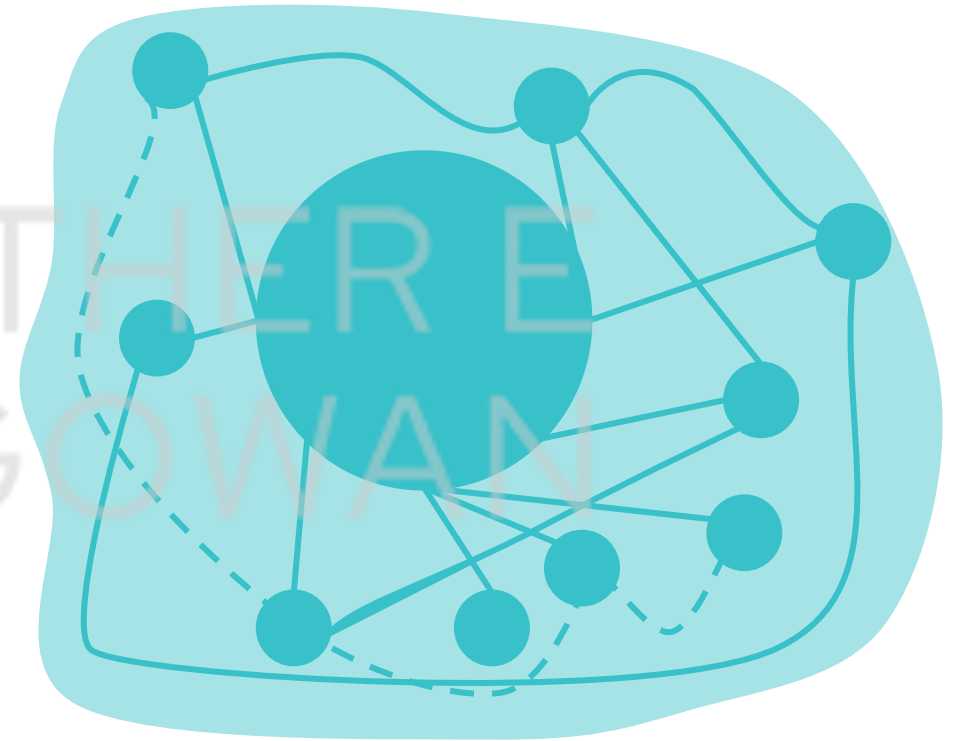
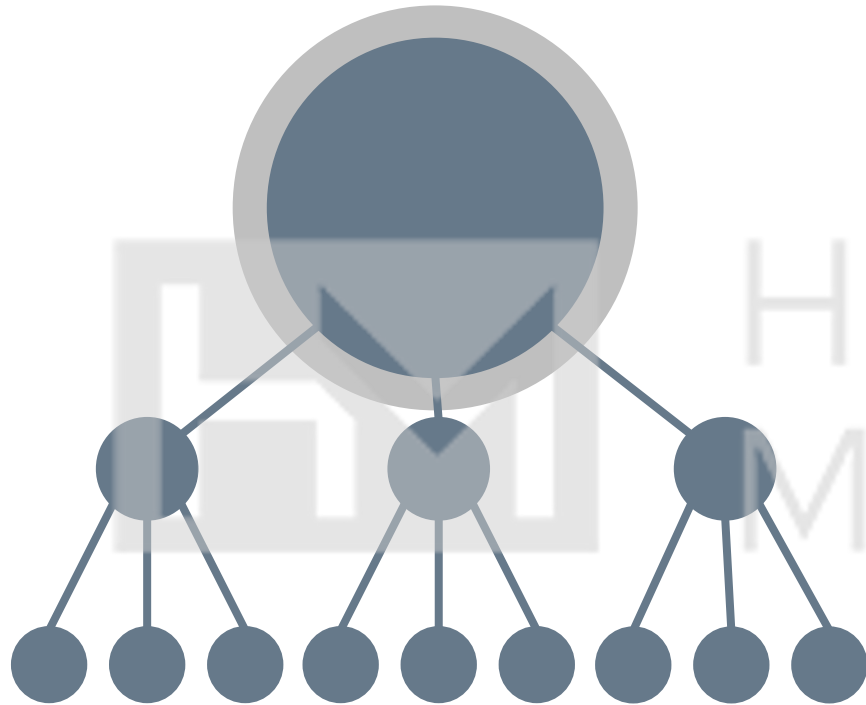
(I believe you care about
me and my success)



HOW WE WORK: Complicated to Complex Leadership

INDIVIDUAL INTELLIGENCE

COLLECTIVE INTELLIGENCE



COMPLICATED



COMPLEX



WHO

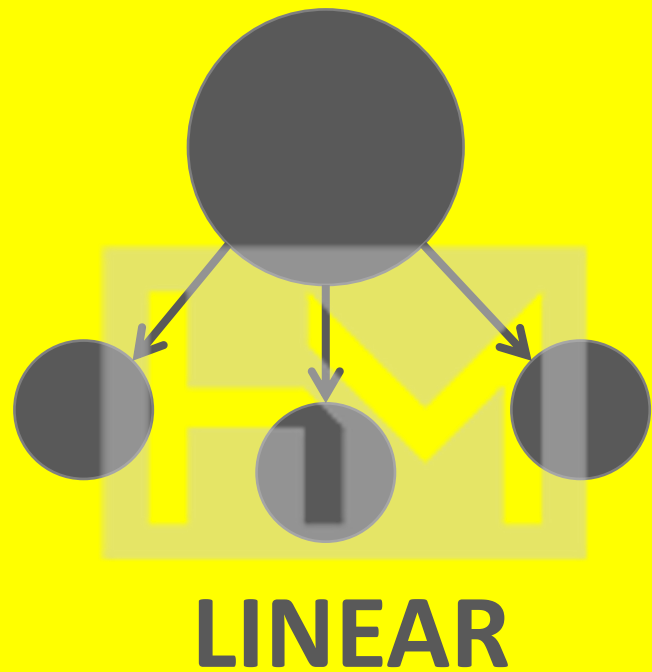
WHAT

HOW

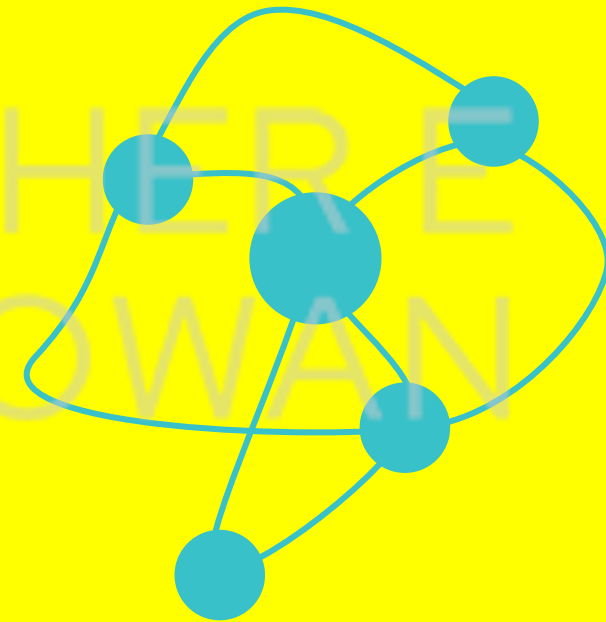
WHERE

WHY

TRANSFORMATION



COMPLEX



HOW ORGANIZATIONS OPERATE

HOW WE WORK: The Essential Shifts Required Now for Leadership

MINDSET

CULTURE

APPROACH

BEHAVIOR

WHO

FROM

TO

WHAT

MINDSET ① Managing Process

Enabling (People) Success

CULTURE ② Peers As Competitors

Peers As Collaborators

APPROACH ③ Extrinsic Pressure

Intrinsic Motivation

BEHAVIOR ④ Productivity Through Fear

Effectiveness Through Inspiration

HOW

WHERE

WHY



HOW WE WORK: Frederick Herzberg Two Factor Motivation

MINDSET

CULTURE

APPROACH

BEHAVIOR

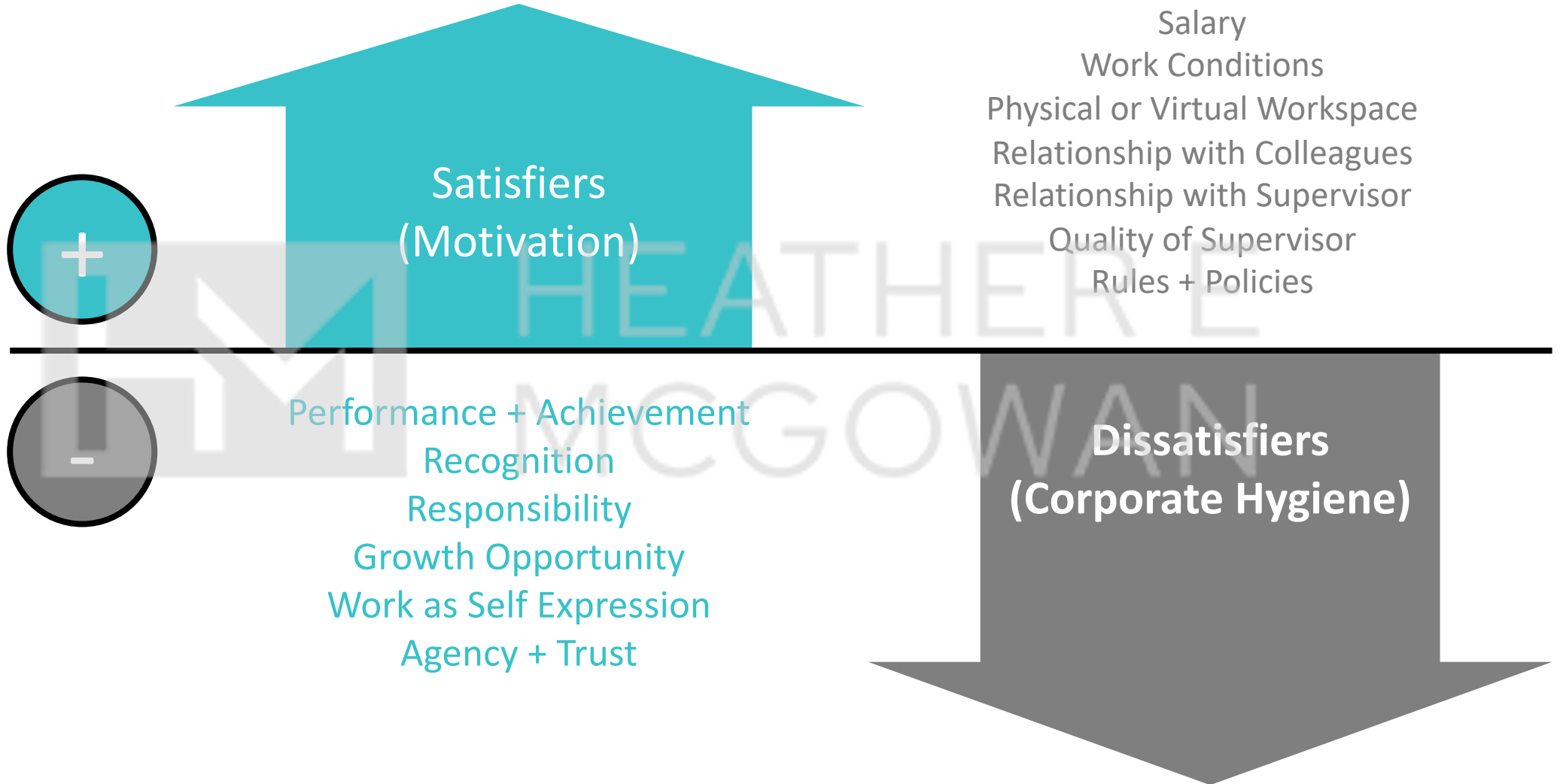
WHO

WHAT

HOW

WHERE

WHY



HOW WE WORK: How Leaders See Talent (Shift)

MINDSET

CULTURE

APPROACH

BEHAVIOR

WHO

WHAT

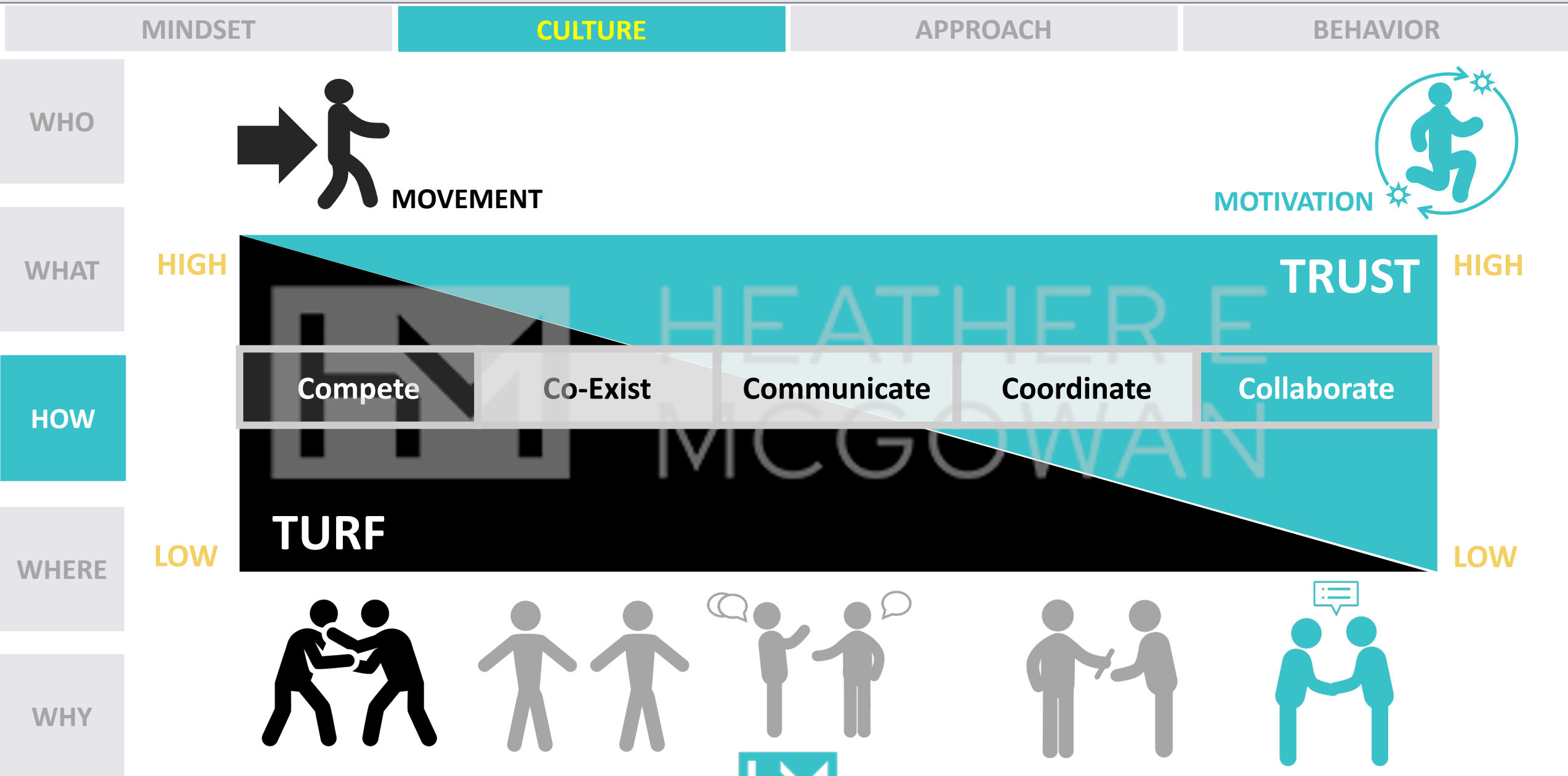
HOW

WHERE

WHY



HOW WE WORK: Tamarack Collaboration Spectrum



Credit: Based upon work of Liz Weaver, Tamarack Institute

HOW WE WORK: What We Can Learn From Chickens

MINDSET

CULTURE

APPROACH

BEHAVIOR

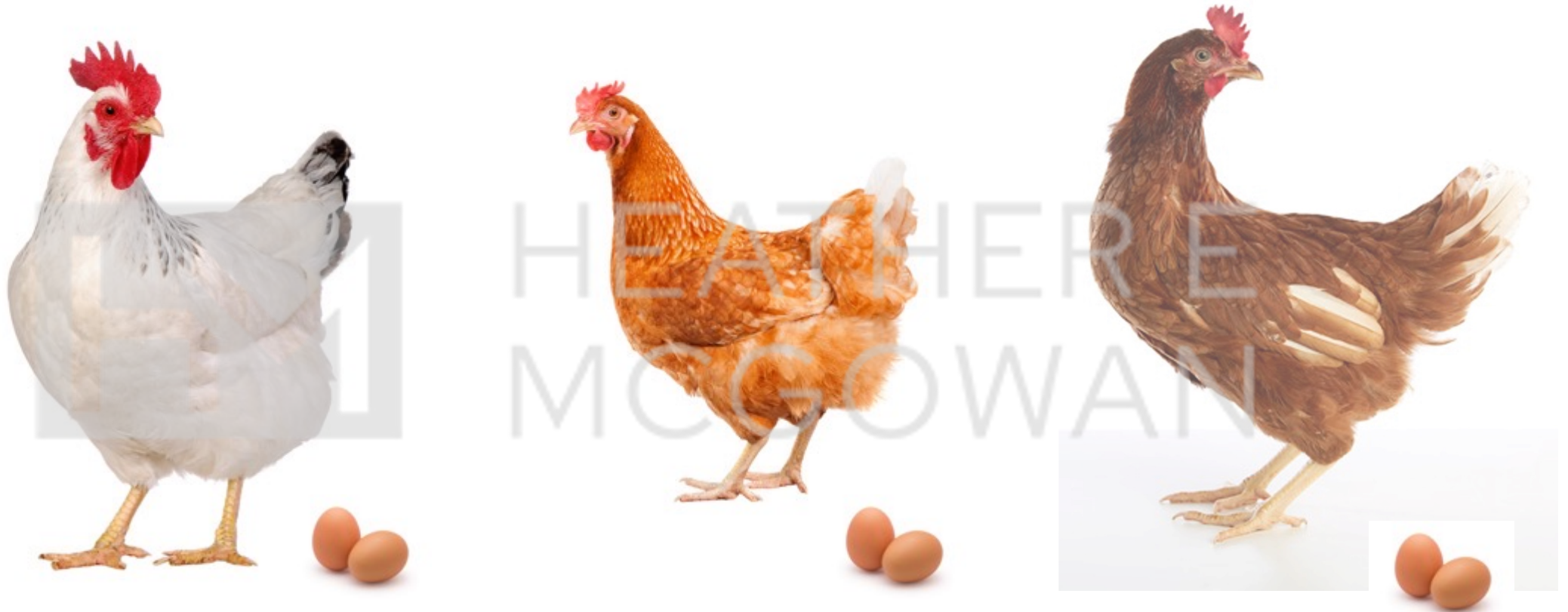
WHO

WHAT

HOW

WHERE

WHY



Source: Margaret Heffernan | TED Forget the Pecking Order At Work

Research: William Muir, Purdue University



HOW WE WORK: Super Chickens Mirage

MINDSET

CULTURE

APPROACH

BEHAVIOR

WHO

WHAT

HOW

WHERE

WHY



Are You Creating A Super Chicken Hunger Games?

*Concept Credit: Margaret Heffernan | TED Forget the Pecking Order At Work
Research: William Muir, Purdue University*



HOW WE WORK: Culture is a Dialogue

MINDSET

CULTURE

APPROACH

BEHAVIOR

WHO

MONOLOGUE

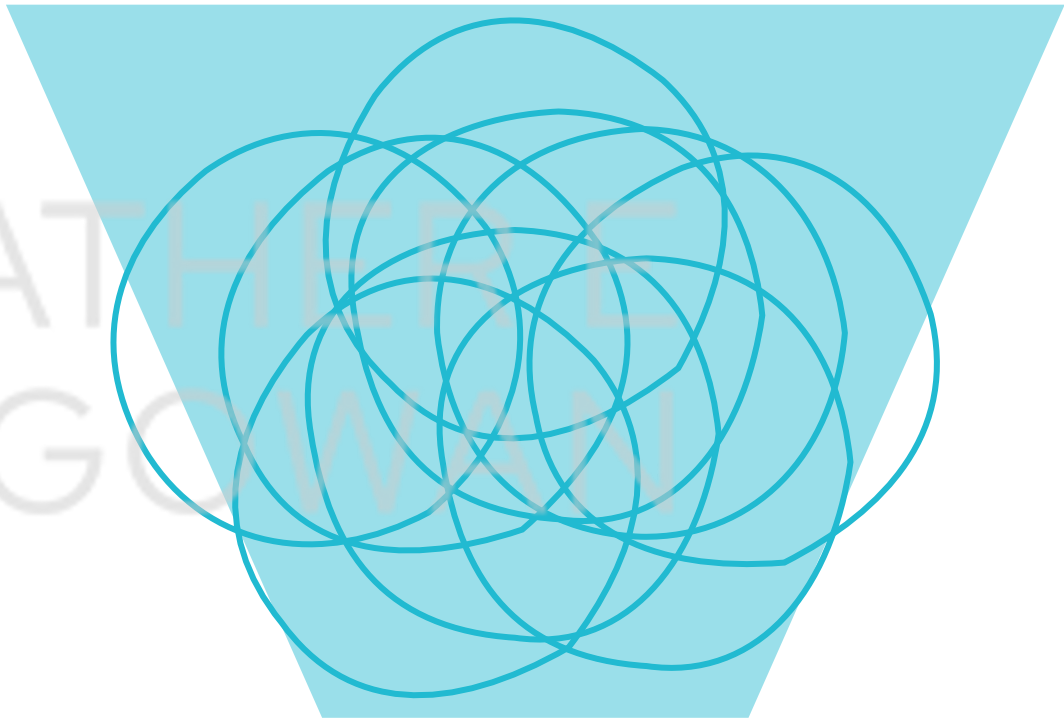
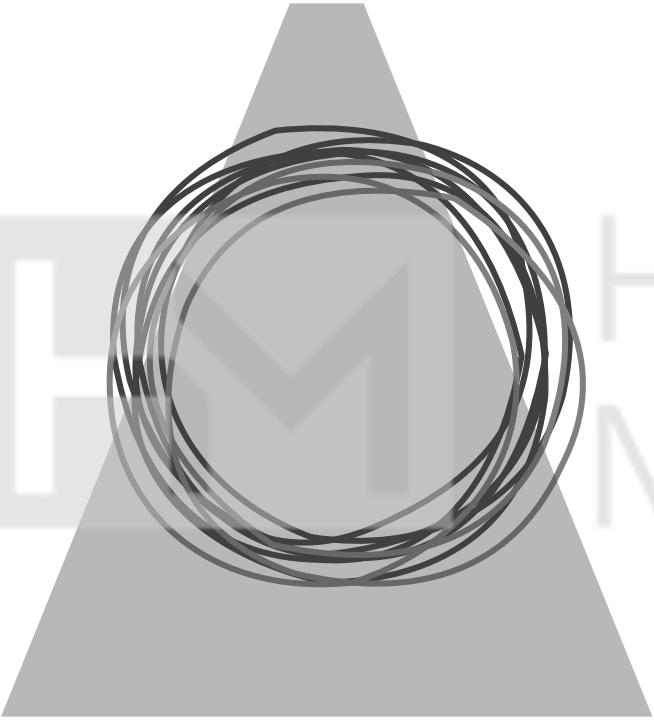
DIALOGUE

WHAT

HOW

WHERE

WHY



CULT

CULTURE

Source: Culture vs. Cult Circles- Dave Gray, Dialogue vs. Monologue- McGowan



HOW WE WORK: The Four Stages to Psychological Safety (Clark)

MINDSET

CULTURE

APPROACH

BEHAVIOR

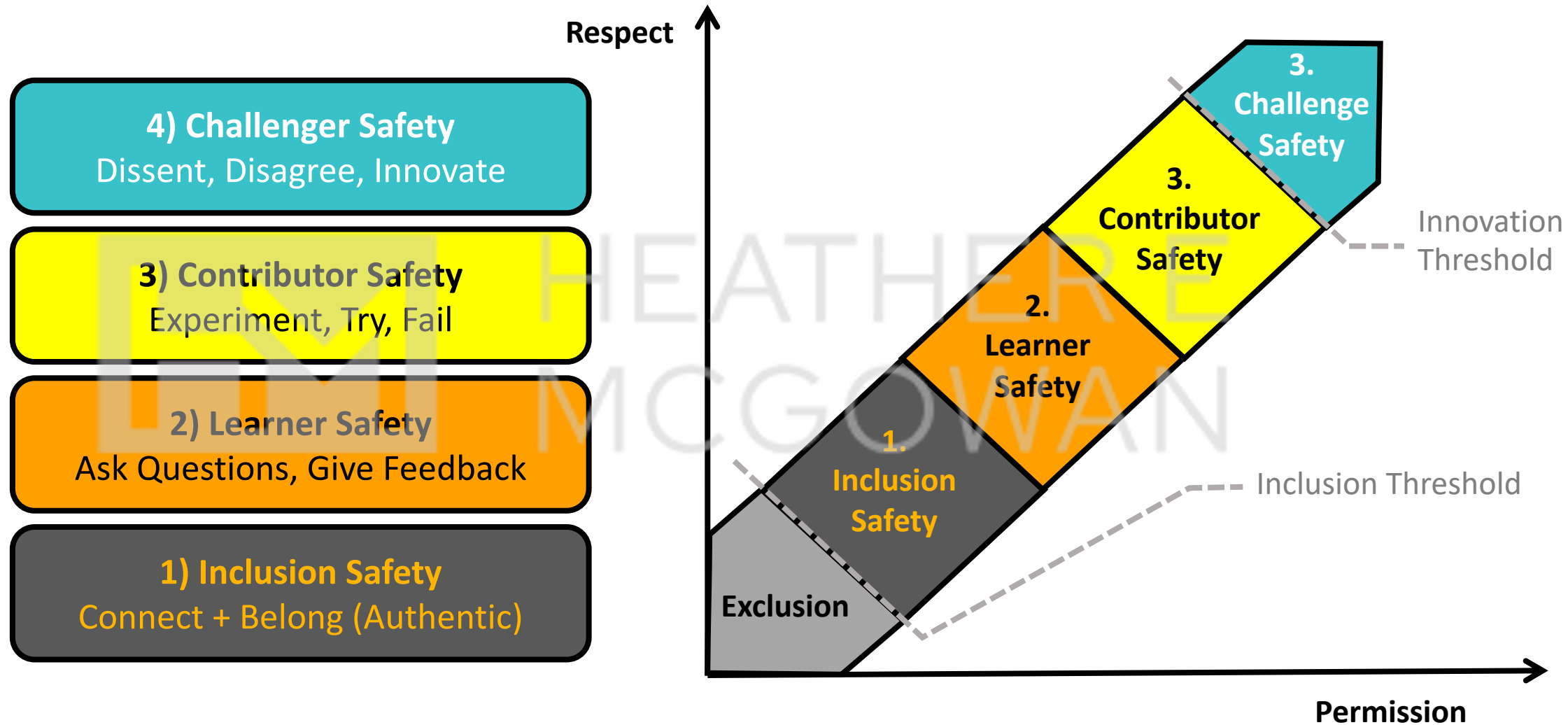
WHO

WHAT

HOW

WHERE

WHY



Credit: Four Stages to Psychological Safety, Dr. Timothy R. Clark



HOW WE WORK: Thriving Requires Meaningful Work

MINDSET

CULTURE

APPROACH

BEHAVIOR

WHO

Earned
Success

Service to
Others

WHAT

Sense of Accomplishment
Self Expression

Sense of Contribution
Connection

HOW

2.7X

More Motivating
+Engaging Than \$\$

Lower Stress

WHERE

WHY

Data Sources: "Impact and the Art of Motivation Maintenance: The Effects of Contact with Beneficiaries on Persistence Behavior," *Journal of Organizational Behavior and Decision Making Processes* (2007), *If You Want Success, Pursue Happiness*, Arthur C Brooks, Atlantic, 2022



HOW WE WORK: How We Pick Leaders

MINDSET

CULTURE

APPROACH

BEHAVIOR

WHO

WHAT

HOW

WHERE

WHY

OLD MODEL

NEW MODEL

Selection Criteria

Best Technical Expertise,
Longest Tenure, Etc.

Best Human Skills,
Connector, Coach

Focus

Drive Productivity

Inspire Potential

Valued Traits

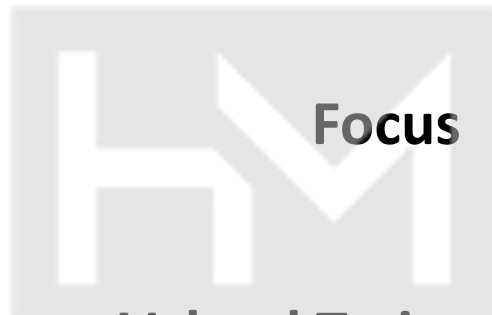
Unquestioned Expert
Decisions with Certainty

Humble, Curious Learner

Motivate With

Domination, Fear

Inspiration, Caring, Love



WHERE

Where We Work

Evolution +
Transformation
of Place

WHERE WE WORK: The Evolution + Transformation of "Place"

WHO

WHAT

HOW

WHERE

WHY



FARM

10,000 Years



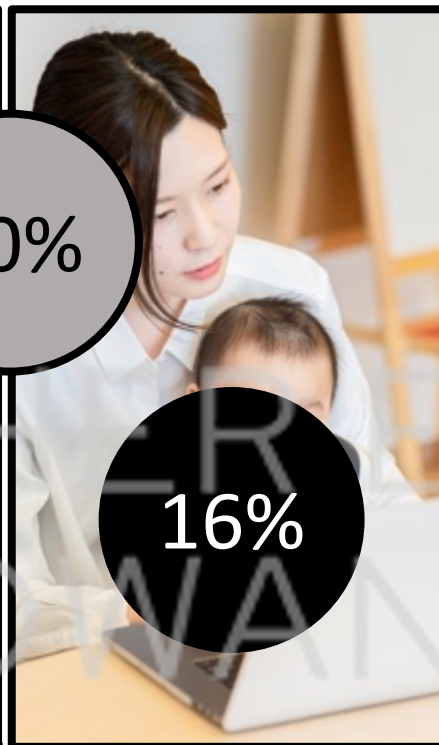
FACTORY

150 years



OFFICE

75 years



HOME

984 Days



METaverse?

40%

44%

16%

Data Source: Owl Labs 2021



WHERE WE WORK: Merging of Personal and Professional Lives

AGENCY



WHO

WHAT

HOW

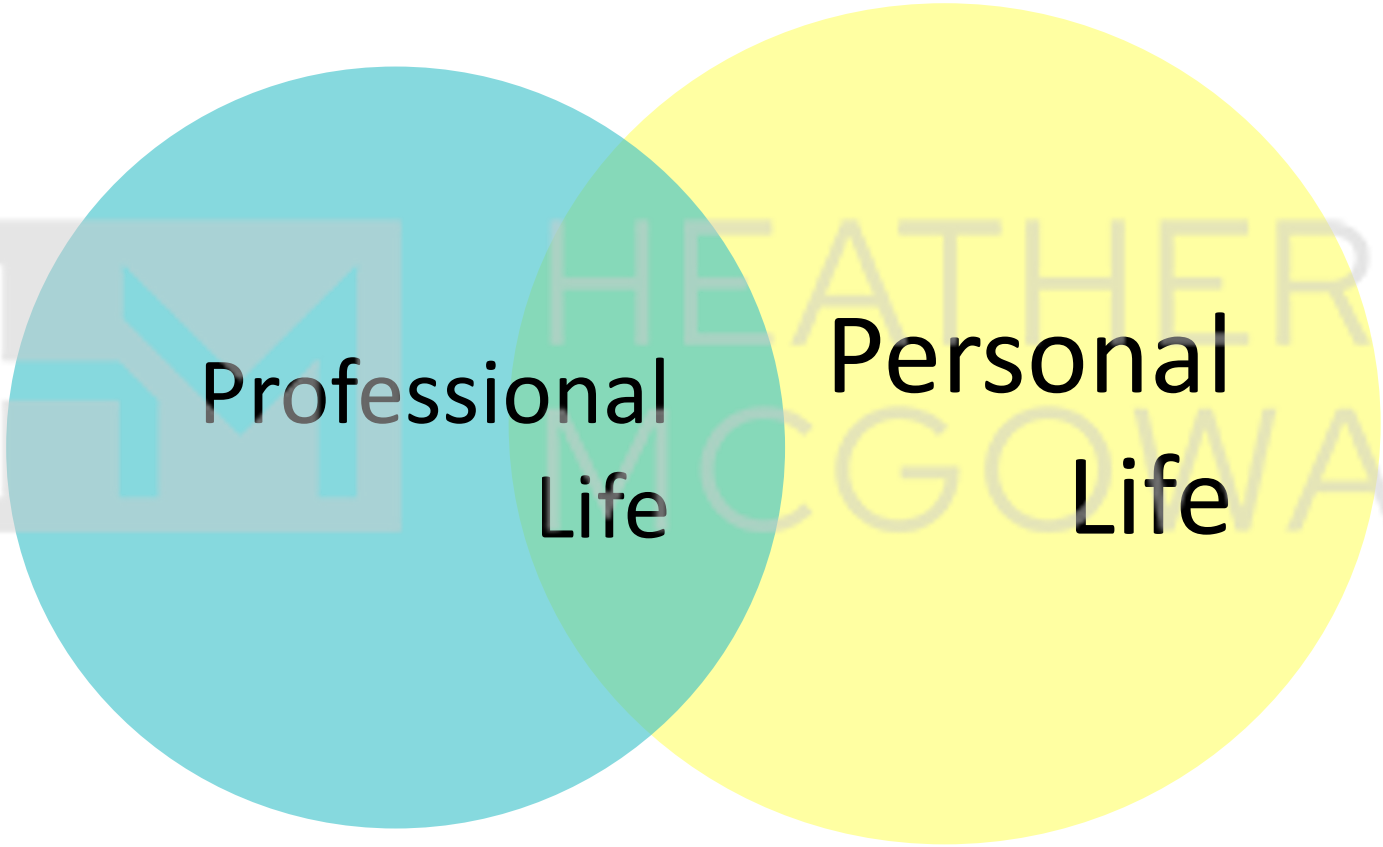
WHERE

WHY



WHERE WE WORK: Merging of Personal and Professional Lives

AGENCY



WHO

WHAT

HOW

WHERE

WHY

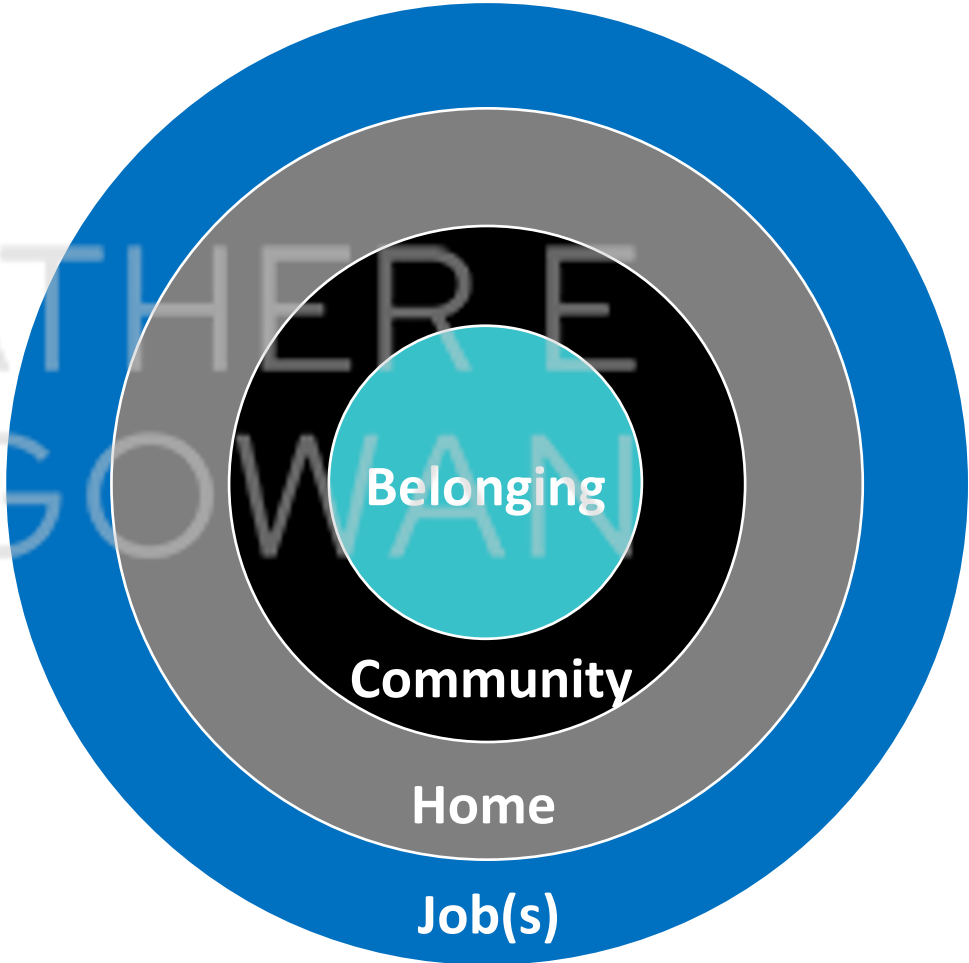


WHERE WE WORK: Where Work Fits in Our Lives

PRE-PANDEMIC ORDER



POST-PANDEMIC ORDER



WHO

WHAT

HOW

WHERE

WHY



WHERE WE WORK: The Reordering of Place

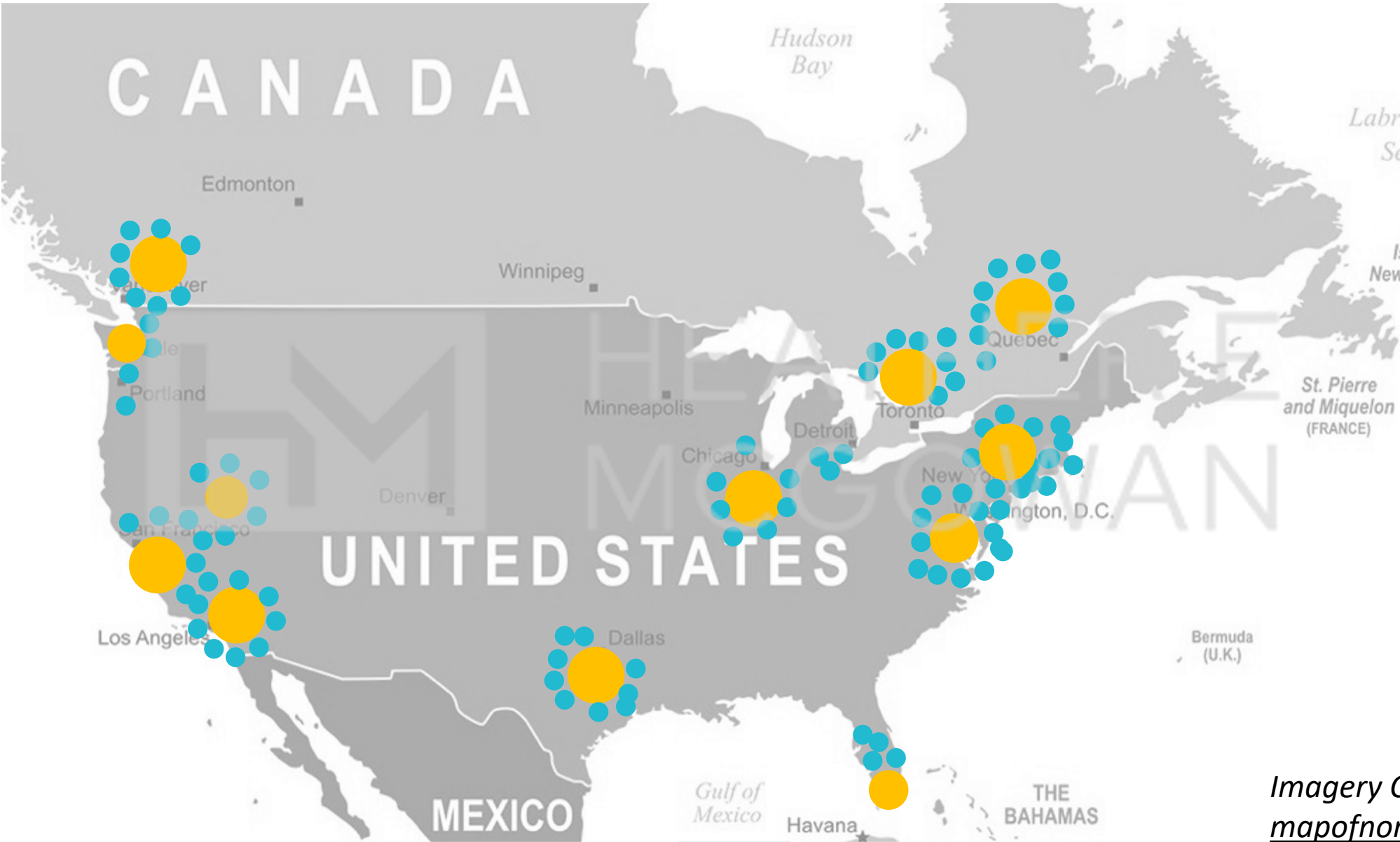
WHO

WHAT

HOW

WHERE

WHY



Corporate Centers

Relocated Families

Imagery Courtesy of mapofnorthamerica.org



WHERE WE WORK: The Reordering of Place

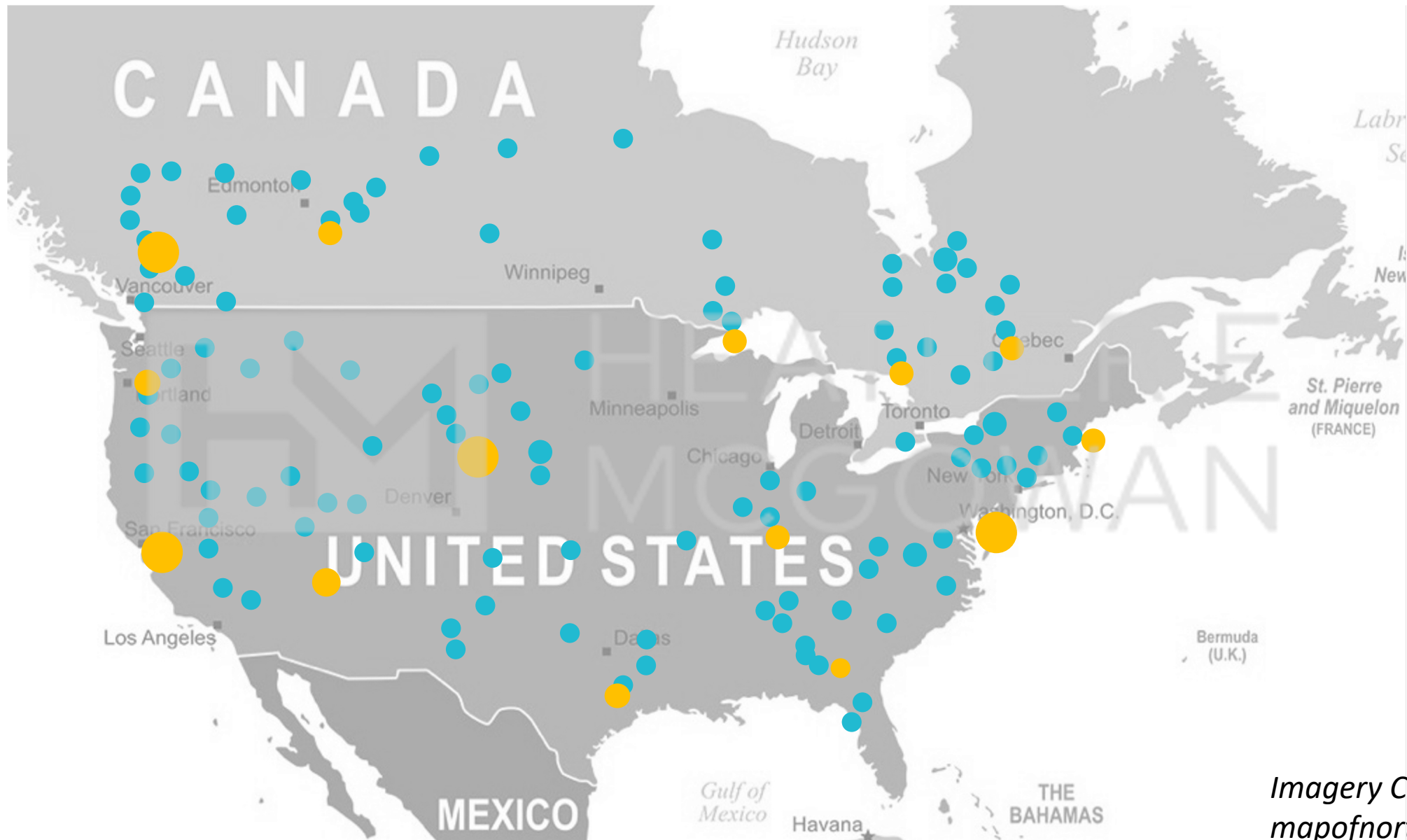
WHO

WHAT

HOW

WHERE

WHY



Corporate
Hubs +
Centers

Family
(Community)

Imagery Courtesy of
mapofnorthamerica.org



WHY

Why We Work

Purpose, Values +
Engagement

WHY WE WORK: McGowan Pyramid for Post Pandemic Work (Inspired by Maslow)

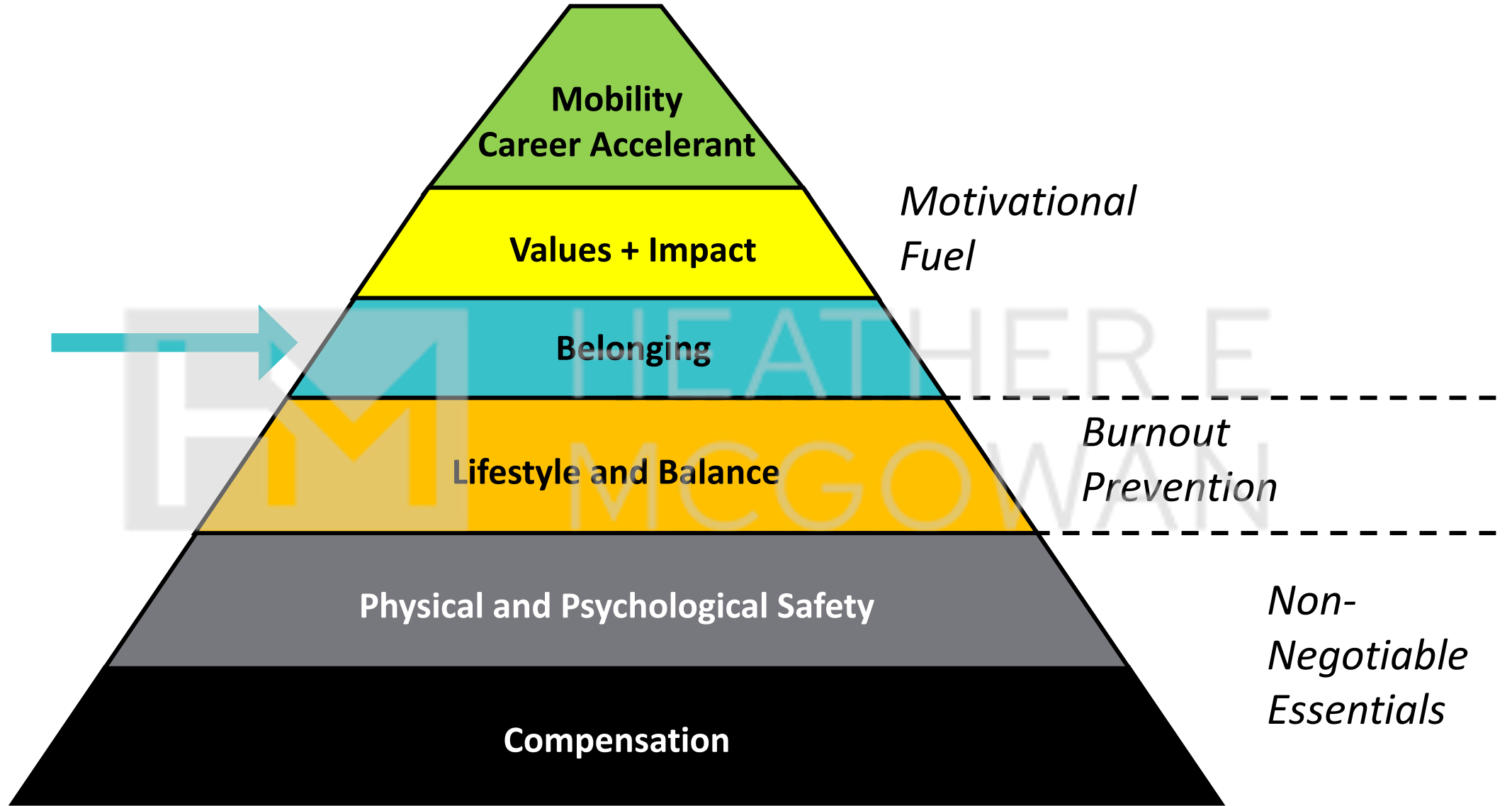
WHO

WHAT

HOW

WHERE

WHY

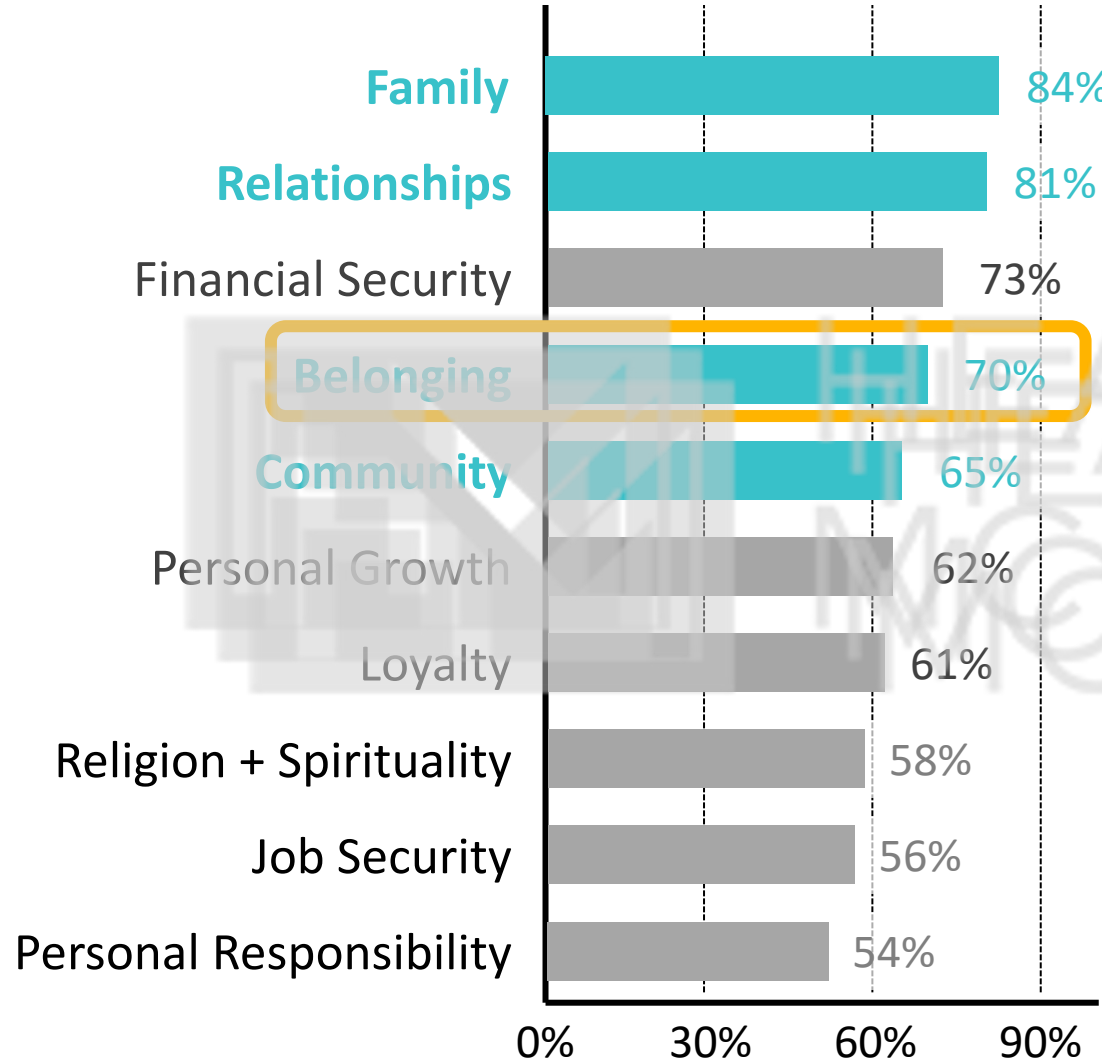


WHY WE WORK: The Power of Belonging (ValueGraphic)

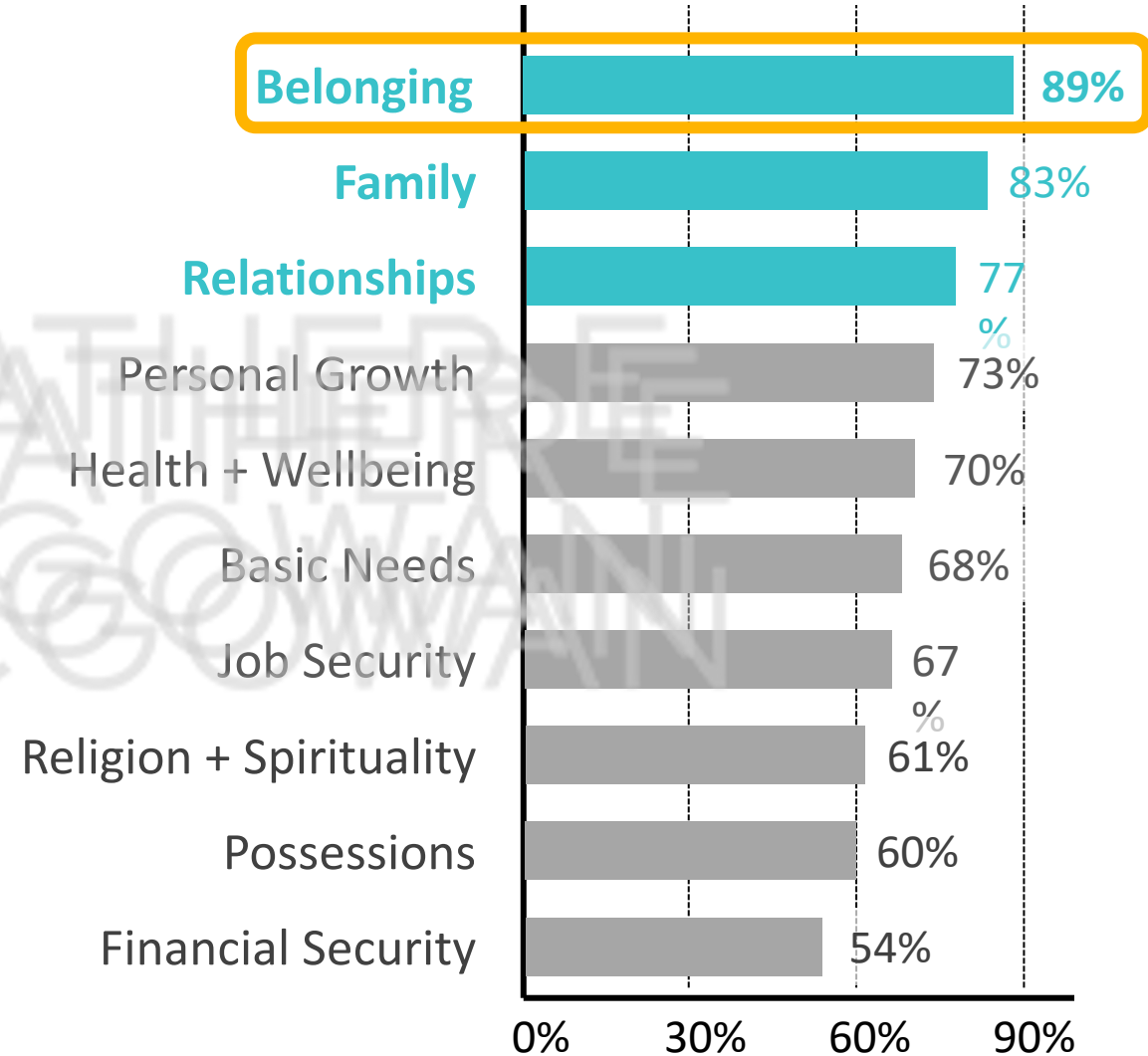
WHO
WHAT
HOW
WHERE
WHY

Togetherness Values

World Values Ranking



USA Values Ranking



Credit: ValueGraphic Survey of 750,000 People Globally

TRANSLATING LEADERSHIP SHIFTS TO ACTION TO ENABLE LEARNING

MINDSET

CULTURE

APPROACH

BEHAVIOR

LEADERSHIP

SHIFT

MEANS

HOW

MINDSET

1

Enabling Success

Coaching and
Championing

Personalize
Interactions

CULTURE

2

Peers As
Collaborators

Supportive
Collaboration

Commit to
the We

APPROACH

3

Intrinsic
Motivation

Work as Self
Expression

Job Sculpting

BEHAVIOR

4

Effectiveness
Through Inspiration

Unleashing
Human Potential

Humble, Curious
Learners



FOCUS ON THE FUNDAMENTALS

PRECIOUS

RESOURCE

Your Time

*Finite,
Nonrenewable*

VALUABLE

ASSET

Trust

What People Buy (Product is Souvenir)
What People Buy Into (Join, Lead, Vote)

ESSENTIAL

INVESTMENT

Capacity

Your Ability to
Meet the Moment

Mindfully Manage

Build Don't Burn

Work to Learn™





Heather E. McGowan

Keynote Speaker | Virtual Keynote Speaker | Eyeglass Addict | Book Author at The Adaptation Advantage | Aspirational Polymath | Belligerent Optimist

IMPACT ELEVEN [ImpactEleven](#)

BABSON GRADUATE SCHOOL [Babson F.W. Olin Graduate School of Business](#)

REIMAGINING WORK

ASK ME ANYTHING



HEATHER E
MCGOWAN

Additional Content and Suggested Sources

These are the folks who I read and follow.

These are the folks who inspire me.

RECOMMENDED CONTENT, FOLKS TO FOLLOW

TED TALKS

Frances Frei: How to Build (and Rebuild) Trust

https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust

Margaret Heffernan: Forget the Pecking Order at Work

https://www.ted.com/talks/margaret_heffernan_forget_the_pecking_order_at_work

OTHER VIDEO CONTENT

Dov Seidman's Thoughts on How and Behavior

<https://youtu.be/CQhujrbeoGI>

Articles (some old but the time has finally come...)

Job Sculpting

<https://hbr.org/1999/09/job-sculpting-the-art-of-retaining-your-best-people>

Tours of Duty

<https://hbr.org/2013/06/tours-of-duty-the-new-employer-employee-compact>

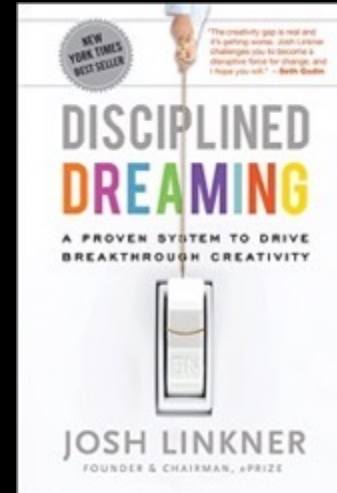
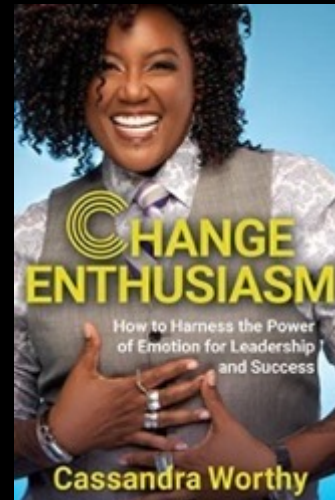
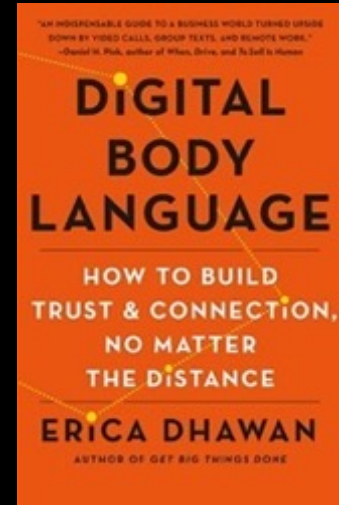
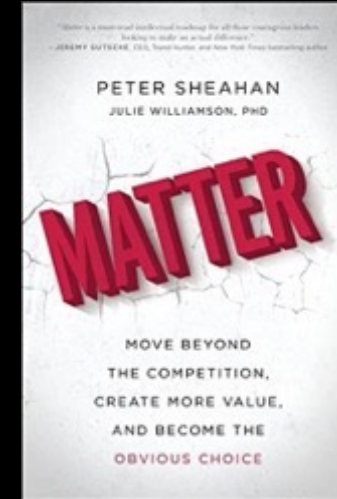
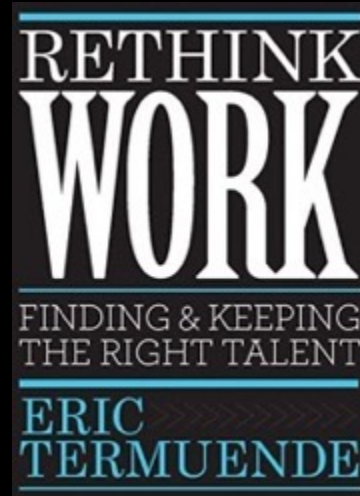
If You Want Success, Pursue Happiness

https://www.theatlantic.com/family/archive/2022/10/prioritizing-happiness-before-success/671714/?utm_medium=offsite&utm_source=fli_pboard&utm_campaign=how-build-life

How Employee Experience Impacts Your Bottom Line

<https://hbr.org/2022/03/research-how-employee-experience-impacts-your-bottom-line>

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