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Human Resources:
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The 2020 Workplace

How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today

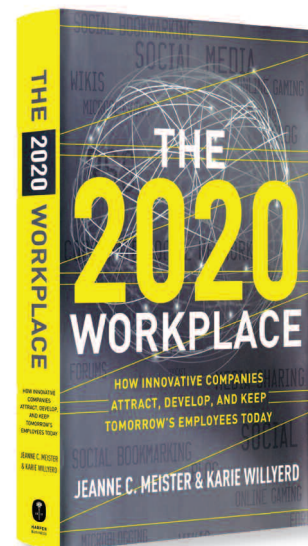
THE SUMMARY IN BRIEF

The workplace of the future is being shaped today by Web 2.0 — a collection of breakthrough social media technologies — and by the Millennial Generation, people born between 1977 and 1997. The convergence of these emerging workplace trends has created a generation of hyper-connected workers who are placing increased pressure on employers to overhaul their approach to talent management. *The 2020 Workplace* offers a practical game plan companies can use to attract and keep these employees.

Based on key findings from two important surveys of global professionals, as well as case studies from some of the world's most successful organizations, *The 2020 Workplace* shows how the social technologies that are used in marketing outside the company to connect with customers can be adapted for use inside the company to connect with employees. Authors Jeanne C. Meister and Karie Willyerd, two top talent management experts, bolster their thought-provoking research with real-world examples of these practices in action. They also describe the principles that leaders will need to develop to effectively engage employees in 2020. Offering 20 predictions for the future workplace, this summary is a guide to what companies should do — and are already doing — to create tomorrow's workplace of choice.

IN THIS SUMMARY, YOU WILL LEARN:

- How to transform your organization.
- How to achieve compelling business results.
- How to increase innovation and improve customer connectedness.
- How to compete more effectively in the global marketplace.
- What companies need to know — and do — to win and hold on to tomorrow's best employees.



by Jeanne C. Meister and
Karie Willyerd

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THE COMPLETE SUMMARY: THE 2020 WORKPLACE

by Jeanne C. Meister and Karie Willyerd

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Introduction: The 2020 Workplace

As we scan the workplace of the future, we see that everything we know about work — where we work, how we work, what skills we need to stay employable, what technologies we use to connect with colleagues — is changing. And these changes will only continue to accelerate as we move toward 2020 because the Millennial Generation, which refers to the 88 million people born between the years 1977 to 1997, will make up nearly half of the workforce by 2014. Employers must prepare now for this multigenerational workforce and, if organizations are to be ready, it will take the foresight and actions of those who are most responsible for preparing the leadership and employee implications of the organizational strategy.

The increased focus on talent is making the human resources function within organizations more integral to the organization's success. Do the top leaders of an organization realize this? Are you ready to embrace the future and create a workplace that the employees of the future will choose?

Here are some thoughts to consider:

- Never in the history of the modern world have there been four generations — much less five — in the workplace that bring such vastly different sets of values, beliefs and expectations.
- Never has a generation entered the workplace using technologies so far ahead of those adopted by its employer.
- Never has technology made it so possible to connect anyone anywhere asynchronously as a collaborator.
- Never before has society put as much pressure on organizations to be socially responsible.

The world of work is changing faster than ever. Thanks to the power of social media, we can all help one another as we transform for the future.

Ten Forces Shaping the Future Workplace Now

By the year 2020, the rules of the employee-employer contract will have to be rewritten by the best employers if they are to compete for top talent.

Companies will experience the most daunting challenges as they compete for the best talent in 2020 in order to maximize their organizations' success. Senior executives, keenly aware that the world around them is changing and already recruiting a new breed of employee, must adapt their workplace policies to appeal to all generations.

By looking at the road maps of birthrates, technological changes, social behaviors and the evolution of the knowledge economy, experts observe 10 global forces at work in the workplace to come in 2020:

- 1. Shifting workforce demographics.** Shifting demographics across the United States and the world will present significant challenges and opportunities. How companies prepare for these changes will be crucial to attracting, developing and keeping top talent.
- 2. The knowledge economy.** In the next five to 10 years, a growing number of jobs will require a significantly more complex set of interdisciplinary skills. How, where and when work is done is changing dramatically as more companies shift the composition of their workforces to lower-cost countries while creating a greater percentage of tacit jobs in the United States.
- 3. Globalization.** Changes in the world in which we



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live and work are happening at a rate that does not afford organizations the luxury of managing one major change at a time. This global workplace increasingly places a premium on speed to market, local decision making, collaboration and open-source innovation. Organizations that accomplish these goals will undoubtedly do so by leveraging an array of tools and technologies allowing employees the ability to share knowledge instantly and work in virtual teams.

4. The digital workplace. The rapid expansion of the digital universe — defined as information that is created, captured or replicated in digital form — will lead to tremendous challenges in the workplace for both individual employees and their employers.

5. The ubiquity of mobile technology. The Global System for Mobile Communications (GSM) projects that by 2012, there will be 4.5 billion mobile subscriptions out of a global population of 7 billion, and by 2020 mobile devices will be the primary way people access the Internet.

6. A culture of connectivity. The McKinsey global survey of executives from around the world reports significant value realized from social media deployments. Of the 1,700 executives surveyed, 69 percent gained measurable business benefits from using social media, including the implementation of more innovative products and services, more effective marketing, better access to knowledge, lower cost of doing business and higher revenues.

7. The participation society. How can companies improve collaboration and knowledge sharing to achieve improved business results? Increasingly, they are creating groundswells, a social trend whereby people use technologies to get the things they need from one another, rather than from traditional institutions.

8. Social learning. Learning 3.0, or social learning, incorporates social media, gaming, real-time feedback and simulations. Social learning yields new knowledge from a social interaction: a text message, a post on a Facebook wall, a comment on a blog post, a lecture accessed on a mobile phone or an insight gained from viewing and commenting on a YouTube video.

9. Corporate social responsibility. If learning is becoming social, so is corporate philanthropy, which is now business-driven and integrated into the social, ethical and environmental agendas of a growing number of companies.

10. Millennials in the workplace. Millennials, people born between 1977 and 1997, share a common trait: They have grown up using technology as part of their everyday lives, and they will expect employers to provide

Five Generations at Work

The 2007 population data from the U.S. Department of Census shows:

- *Traditionalists* include the 46 million people born before 1946.
- *Baby Boomers* include the 78 million people born between 1946 and 1964.
- *Generation X* includes the 50 million people born between 1965 and 1976.
- *Millennials* include the 88 million people born between 1977 and 1997.
- *Generation 2020* includes the 41 million people born after 1997.

them with the same tools to collaborate, brainstorm and network on the job that they use in their personal lives. ●

Multiple Generations @ Work

Whereas organizations have historically dealt with diversity in terms of race, gender, sexual orientation and physical disabilities, they will now also need to manage extreme age diversity as members of four, soon to be five, generations work together side by side.

While a record number of Millennials are entering the workplace, many older workers are returning to it. Because of the economic meltdown that began in 2008, many older workers simply cannot afford to retire. These workers may either stay in their current jobs longer or enter second careers, fulfilling long-held dreams when possible. Increasingly, the federal government is one sector that appears to be hiring older, more experienced workers.

Five Key Findings from 'The Generations @ Work' Survey

Each generation brings a different lens to the workplace. They have differing expectations for how they want to work, learn and communicate. The different lenses of each generation will impact the employer-employee relationship. Five findings from "The Generations @ Work" survey reveal how these preferences and expectations will play out in the future workplace:

1. Traditionalists and Baby Boomers are as likely as Millennials to be Web contributors. Members of all generations are engaging with and contributing to social media sites. However, Traditionalists and Baby Boomers are more likely to be active contributors to existing content, while Millennials focus on creating and publishing new content.

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2. Baby Boomers and Generation Xers look for a work life/home life balance, while Millennials see work as “part of life.” Baby Boomers and Generation Xers place a high value on being able to blend their work and home lives, while Millennials consider work to be part of life. For Millennials, finding a balance between work life and home life seems “irrelevant,” in the words of one survey respondent, because “work is part of life, not separate from it.”

3. Millennials and Generation X place a high importance on working for a company that develops both their career and life skills.

Millennials and Generation Xers acknowledge that establishing oneself in a career is vastly different from going to school. What’s important to members of these two generations is being able to take advantage of company-funded training and development programs.

4. Millennials are likely to select an employer based on the ability to access the latest tools and technologies at work. Fifty-eight percent of Millennials and 52 percent of Generation Xers agree that having access to sites such as Facebook, LinkedIn and YouTube is a factor in selecting a new employer.

5. Both Traditionalists and Baby Boomers place high importance on a manager who understands age diversity in the workplace. Surprisingly, Traditionalists and Baby Boomers are the ones most concerned with working for a manager who values employees across all four generations. ●

Principles of 2020 Engagement

The 2020 workplace that engages employees effectively will have the following five principles resonating throughout its organizational practices. In respondents’ write-in comments from “The Generations @ Work” survey, these five terms were repeated over and over by people around the world, across industries and across generations:

1. Collaboration. As organizations become more complex, more global and more virtual, the need to ensure that the workplace culture reinforces collaboration across the entire enterprise becomes increasingly important. Traditionally, this has meant internal collaboration, including how people personally collaborate, as well as how the organization structures collaboration across teams. In the future, external collaboration will grow exponentially as a requirement, including working with suppliers, customers, consumers, government entities, nongovernmental organizations and local communities. Even today, organizations are putting executives into supplier companies for temporary assignments to strengthen

the total value chain to customers and provide accelerated leadership development for their own executives.

2. Authenticity. All the generations have been shaped by recent incidences of corporate excess, the use of political power for personal gain and incessant, pervasive marketing. The emerging requirements will demand that an organization harmonize its messaging across all aspects of its operations in a way that reflects its core “values in use,” as management expert and author Edgar Schein called them, as opposed to “professed values.” Authenticity is of primary importance in building an organization’s values, brand and reputation. A necessary component of authenticity is transparency, and the best companies are already pioneering in this area, frequently using social media, through the use of techniques such as open financial books, blogging from CEOs to line employees, collective wikis and full disclosure on pay.

3. Personalization. No longer will it be possible to “process” all employees in the same way with nearly identical employment offers, career paths and benefits options. Even the concept of “processing” employees as they come into an organization suggests an antiquated assembly-line view of the employee relationship. Crafting an employee relationship that meets the needs of every generation at each life stage while providing them with the ability to attain their personal career goals will require organizations to use mass customization techniques usually reserved for consumers.

4. Innovation. The power of innovation is that it enables organizational and personal sustainability. Organizations that innovate are able to compete continually in the marketplace. People who work in innovative organizations are personally learning and advancing their skill sets to the leading edges of their domain expertise. Potential employees are attracted to organizations that have a renewable and energizing source of ideas for the future, putting pressure on organizations to also offer innovative practices aligned to organizational strategy. Innovative companies take traditional practices and turn them on their head.

5. Social connection. Employers will need to offer fun, engaging environments — whether virtual or physical — that satisfy the basic human need to be a member of a highly regarded community. A natural extension of providing a social environment is the use of social media tools and techniques to allow employees to connect with communities that will best enable their workplace performance and support their life interests. The presence of a vibrant, social workplace is of high importance for Millennials, as, among other things, they are seeking a

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workplace with employees they can connect with on and off the job.

These five principles underlie the values, brand and reputation of a company, as well as the practice areas that can most affect the ability to engage the 2020 workforce. ●

Social Recruiting Emerges

Social recruiting is a practice that leverages social and professional networks, both online and offline, from both a candidate's perspective and the hiring side, to connect to, communicate with, engage, inform and attract future talent.

Since shifting workforce demographics mean that Millennials will be the dominant segment of the workforce in 2020, many companies are redefining the recruiting function to focus on social recruiting.

Rather than recruiting candidates on college campuses, companies are becoming virtual talent scouts and utilizing a range of social media tools, such as Facebook, YouTube, LinkedIn, Second Life and Twitter, to attract and engage tomorrow's workers. Recruiting heads are going where Millennials live — online — to find the people they need, many of whom may not be actively looking for a new opportunity. These social networks have become very influential in sourcing talent, establishing relationships with candidates and beginning a conversation with a wide range of influencers. After all, many prospective job candidates are proactively seeking employers that hold the same values they do: authenticity, personalization, collaboration, innovation and a desire for a social workplace.

Second, as companies go global, the recruiting function must lead the effort to source a global talent pool as efficiently and effectively as possible. This means creating a presence on Facebook or Second Life, so your company's recruiting can reach the more than 350 million people who now have profiles on social networks.

Third, the Internet has made it possible for most knowledge workers to be located far away from their employers' physical center. Designers, call center operators, salespeople, even many in the human resources department, can work effectively wherever they wish. In this mobile world, texting and instant messaging are surpassing other forms of communications in many countries, so recruiters must utilize these forms of communication as well.

Last, employers are recognizing how social and collaborative the world of work can be and are incorporating this into their job descriptions. For example, Best Buy recent-

ly advertised for a senior manager of emerging-media marketing, seeking job candidates with at least one year of active blogging experience, a graduate degree and more than 250 followers on Twitter. When the job description caused a stir in the blogosphere, Best Buy's chief marketing officer, Barry Judge, went one step further — he crowdsourced the job specifications by asking everyone who was interested in the job to help write the job description. The crowdsourced job description spoke to the traits of the social media revolution we are experiencing: humor, collaboration and authenticity. For instance, the revamped job description included a requirement that the senior manager understand a list of commonly used social media acronyms as well as fully understand all the capabilities of a smart phone. Best Buy is leading the way in using the strengths of the social Web to source and attract top talent. ●

Über-Connect Your Organization

Many companies are now becoming über-connected, meaning they are using a range of Web 2.0 tools associated with the social Web. Companies are embarking on this journey to *accelerate* how they find and capture knowledge, *broadcast* and share the knowledge of employees, *collaborate* with virtual teams of employees, *design* new products and *engage employees* more fully in the workplace. Über-connection is transforming how companies manage complex information, unleash innovation, accelerate speed to market and gain alignment throughout the enterprise.

This is not meant to imply that a company moves through every stage along the way. Rather, a company must understand its unique culture, how comfortable it is opening up the enterprise and what changes in the internal processes and company policies it needs to make to become über-connected.

The Stages of Über-Connection

Stage 1: Accelerate the capture of new knowledge.

Stage 2: Broadcast thought leadership. As companies expand around the globe, their employees need to disseminate knowledge and learn best practices from one another. They need to be able to find experts who can help them do their job.

Stage 3: Collaborate across the enterprise.

Stage 4: Design ways to increase innovation.

Stage 5: Engage with employees. Greater employee engagement in solving business problems is the most important reason why companies embrace über-connec-

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tion. Deeply engaged employees stretch beyond the walls of their function and the boundaries of the company to engage customers. ●

The Social Learning Ecosystem

Social Learning can be defined as the acquisition of knowledge and skills through methods that are collaborative, immediate, relevant and presented in the context of an individual's unique work environment. Whereas Learning 1.0 relied heavily on classroom learning and Learning 2.0 added computer- and Web-based training, Social Learning incorporates social media, gaming, real-time feedback and advanced on-the-job methodologies.

The Model

Since most organizations are resource constrained, a common way to develop talent has been to define broad sets of competencies, sometimes by roles and sometimes for the entire organization. Feedback systems are created to assess competencies, and then training is developed that maps out the most common needs in the organization. The Social Learning Ecosystem model [see chart at right] has four quadrants, with competency-based learning anchoring the left side and context-based learning anchoring the right. Context-based learning is the learning that occurs on the job and during the everyday performance of work. As a result, it tends to be more personalized. There is no clear cutoff point between the quadrants, and programs frequently span quadrants because most organizations customize some level of learning to the requirements of the jobs involved.

The upper quadrants of the model include learning that involves planning events, typically documented on an employee's development plans, and is created and endorsed by the organization. The programs that fall into these quadrants are generated by the organization through some formal channel and typically have been documented in an information system, such as a learning management system (LMS). The lower quadrants include the activities that happen when people learn from one another, a kind of learning frequently ignored by employee development plans. Learning in these quadrants is, by definition, both social and collaborative and can include a hidden curriculum — what is learned on the job in order to mesh in with the culture but is not often discussed publicly.

Online Social Software

Note that the programs in Quadrants Three and Four can frequently be fostered via online social software to enable learning to take place successfully. For example, an organization may create a 360-degree competency-based

instrument and develop a system for gathering input, but the real value of the tool is in what the participants add as content. Likewise, an organization might create a platform for enabling peer-to-peer learning, but it is meaningless without the participation and contributions of a critical mass of employees. ●



Accelerated Leadership

All of the principles of Workplace 2020 come together in leadership. Creating an environment that is collaborative, authentic, personalized, innovative and social requires leaders whose management behaviors create and reinforce that environment. In the world of 2020, with information about leaders freely shared through Twitter, text messages, IMs and hundreds of sites where employees can publicly rate their bosses, consistency and authenticity across what is said and done will become even more important.

Gary Hamel, a professor and management expert, predicts that in the future, “every employee will have a leadership score” based on ratings using social media and other input. The model of the 2020 leader emphasizes integration of leadership and management, which, when woven together, lead to consistency and trust in the workplace.

The Future of Management

In his call for action, *The Future of Management*, Hamel argues that the companies that succeed in the future will be those that innovate and adapt their management practices. Some of his principles for leaders include:

- Leaders are accountable to the governed.
- Everyone has a right to dissent.
- Leadership is distributed.

As we have democratized information through the growth of social media tools, our need for bureaucratic

hierarchies has been eliminated, and self-governing, involved employees have both the information and power to be involved in the organizational governance process.

Democratization of Information Changes Everything

The structures of management common to most organizations evolved in order to control and pass information from level to level in the hierarchy. New technologies have not only made that unnecessary but have also freed people from this hierarchy. The more management tries to exercise control of information, the more likely there will be a backlash. Not only does the front line get access to information, but the CEOs can now hear directly from customers. Brian Dunn, the CEO of Best Buy, says, “I ... have a program that searches the Internet anytime somebody mentions Best Buy out there. Sometimes it’s really great things, sometimes it’s obscenity-laden, but I have a huge appetite for it. If I see customers have problems with things, I will contact the appropriate person in our company and have them contact that customer. Sometimes I contact the customer.” ●

Twenty Predictions for the 2020 Workplace

The 2020 workplace will be full of surprises. The best you can do is start today to adapt to, respond to and prepare for the wild cards that will surely be coming your way. So, to assist you, here are 20 trends predicted to occur in time for the 2020 workplace:

- 1. You will be hired and promoted based upon your reputation capital.** This is the sum total of your personal brand, your expertise and the breadth, depth and quality of your social networks.
- 2. Your mobile device will become your office, your classroom and your concierge.** Mobile phones and tablets will be the primary connection tool to the Internet for most people in the world in 2020.
- 3. The global talent shortage will be acute.** The global competition for highly qualified workers will take shape in 2020. The U.S. Department of Labor predicts that U.S.-based employers will need 30 million new college-educated workers in the next decade, while only 23 million young adults are expected to graduate from college in that period.
- 4. Recruiting will start on social networking sites.** Recruiting for the vast majority of professional jobs will start in one of the highly trafficked social networking sites, such as Facebook, LinkedIn, YouTube, Bebo, Twitter and Second Life.

5. Web commuters will force corporate offices to reinvent themselves. With the growth of corporate social tech, it will be irrelevant where employees work as long as they deliver results to the team.

6. Companies will hire entire teams. As teamwork becomes increasingly important in the global workplace, companies are seeing the value of hiring and training an entire team to tackle business problems.

7. Job requirements for CEOs will include blogging. Keeping in touch with customers, the marketplace and employees is an important role for CEOs.

8. The corporate curriculum will use video games, simulations and alternate reality games as key delivery modes.

9. A 2020 mindset will be required to thrive in a networked world. The 2020 mindset will incorporate abilities in social participation, thinking globally, ubiquitous learning and cross-cultural power.

10. Human resources’ focus will move from outsourcing to crowdsourcing. “Crowdsourcing” refers to how companies, such as Lego, Procter & Gamble and Boeing, use the wisdom of crowds to develop solutions to R&D problems, designs for products and new ideas for businesses.

11. Corporate social networks will flourish and grow inside companies. Corporate participation in social networks may be as critical in the 2020 workplace as managing cash flow.

12. You will elect your leader. Companies that encourage employees to elect their leader will be seen as employers of choice, especially for team-oriented Millennials and Gen 2020s.

13. Lifelong learning will be a business requirement.

14. Work-life flexibility will replace work-life balance.

15. Companies will disclose their corporate social responsibility programs to attract and retain employees.

16. Diversity will be a business issue rather than a human resources issue. The shortage of multicultural talent in the workplace will be addressed as a strategic business priority rather than as a human resources mandate or to fulfill legal obligations.

17. The lines among marketing, communications and learning will blur.

18. Corporate app stores will offer ways to manage work and personal life better. As employees increasingly expect to be in control of all aspects of

their lives, companies will take a page from the enormously successful iPhone App Store and create corporate app stores to help employees better manage their lives at work and at home.

19. Social media literacy will be required for all employees.

20. Building a portfolio of contract jobs will be the path to obtaining permanent full-time employment. Top talent in specialized skill areas will have plenty of opportunities. ●

Get Ready for the Future Workplace

One of the simplest definitions of corporate culture is “the way we do things around here.” People who share common beliefs and assumptions in an organization, whether stated or not, are described as fitting into the culture. To build a culture that will enable performance at the highest levels in the 2020 workplace, HR should initiate the following now:

- **Adopt a global mindset.** Evaluate your global leadership mix; encourage early career global assignments. Ensure that promotions to executive positions reflect the global makeup of your customer and revenue base.
- **Build a reputation as being socially responsible.** Issue a corporate social responsibility (CSR) report as an addendum to the shareholders’ annual report. Ensure that your organization’s commitment to CSR is clear, quantitative and inspiring.
- **Become über-connected.** Develop advanced corporate communications using a range of social media, blogs, wikis, communities of practice and online corporate social networks to connect employees, enable mass collaboration and improve your company’s capabilities to innovate in the global marketplace.
- **Personalize the employee experience.** Develop a systematic and automatic capability to deliver a unique, tailored experience by offering a wide range of choices so that employees can self-select benefits and services to match their unique needs. Work with the IT function to allow employees to select their own desktop equipment and tools within a range of parameters.
- **Enable customer-focused innovation.** Expand the thinking of your employees to consider how to tap into the ideas of others. Encourage open innovation across all functions.
- **Champion openness and transparency.** Develop a bias toward full disclosure of the thought process leading to decisions that matter to the organization. Create a

What Is Crowdsourcing?

Crowdsourcing involves harnessing the skills of individuals through an open call for participation. These individuals, due to their enthusiasm, contribute content, do research and solve problems together.

forum that outlines a major decision the company is considering; allow employees to react and offer their ideas.

- **Emphasize learning agility.** Develop an ability at the organization level to acquire new knowledge and skills across functions to adapt to a changing environment. Insist on learning reviews after every major customer win or loss to determine causal factors and to build a common understanding for the next customer proposal.

- **Build citizen leadership.** Develop a pervasive approach that reinforces the principles of openness and democracy through access to information and social collaboration in order to deliver sustainability and integrity within the society in which the organization operates.

- **Drive systems thinking.** Design and connect systematically across functions and bodies of knowledge, understanding their interdependencies, to gain a competitive advantage at the organizational level.

- **Create an inclusive culture.** Build a welcoming corporate environment and employer brand that are sensitive to culture, ethnicity, race, age and other differences and that provide equitable access to opportunities, products and services for employees, suppliers and customers. Arrange to be reverse-mentored by someone as different from you as possible. Sponsor organizations and events that promote diversity and inclusion.

As Margaret Mead said, “Never doubt that a small group of thoughtful, committed individuals can change the world. Indeed, it’s the only thing that ever has.” Beginning with you and spreading to your team and like-minded friends and colleagues, you have the power to change. ●

RECOMMENDED READING LIST

If you liked *The 2020 Workplace*, you’ll also like:

1. **The Leadership Pipeline** by James Noel, Stephen Drotter and Ram Charan. Three experts show companies how to build their own leaders by understanding the critical passages a leader must navigate now and in the future.
2. **Viral Loop** by Adam L. Penenberg. Penenberg helps businesses use the paradigm-busting power of viral loops to succeed with Web 2.0 technology.
3. **Trust Agents** by Chris Brogan and Julien Smith. Two Web 2.0 pioneers offer executives a better understanding of how to build trust online. Learn how trust is the currency that builds your business online.