



# Understanding the New Workplace

Managing in today's complex work environment isn't as easy as it sounds. Of course, it never was; but any number of factors are making it even more challenging. It's the same with recognizing and rewarding employees.

The concept of *employee* is changing. No longer can we think of getting a job done with just *our* employees. We must now think in terms of all those who are needed to complete a mission—both within and outside of the traditional organizational boundaries. Similarly, we have to understand the importance of *recognition* in its broadest sense and the value of *reward systems*—in both monetary and non-monetary terms. Why? Because the nature of work itself is changing, and to do your job well as a manager you must first understand the nature of conditions both within and beyond your immediate control.

It used to be a manager could provide a performing employee with continuous employment—up to and including retirement—so long as the work was up to standards and attendance and punctuality were entirely satisfactory. But not any more. Mergers and acquisitions, corporate downsizings, “employment at will” policies, and other workplace practices are changing the notion of job permanence. Supplanted by practices of workplace flexibility,

## 2 Recognizing and Rewarding Employees

improved profitability, and worker “disposability,” workplace loyalty and permanent employment are concepts of the past.

It used to be a manager could promise employees “a day’s pay for a day’s work.” But not any more. Increased performance demands have raised the bar on productivity to more than a day’s work for a day’s pay. Even a “day” may be *less* than eight hours, as the push for part-time and temporary workers increases. And what might have been acceptable output for both full- and part-time schedules is no longer.

It used to be incentive plans, like “piecework” schemes or sales “spiffs,” were thought to motivate or incite workers to improve production or sell more of one type of goods over others. But not any more. Such plans have been dropped, modified, or replaced, as we seek to find better ways to influence behavior by recognizing and rewarding employees, especially in the context of high turnover rates and critical shortages of labor.

Indeed, the landscape is changing rapidly. Many of the old tools and promises—such as continuous employment, a guaranteed wage base, and traditional incentive plans—cannot be used in today’s work environment as they once were. They’re just not applicable. And, if the truth were known, some were never really all that effective to begin with.

So we’ll begin by taking a look at how the workplace is changing. And then, in this and the chapters that follow, we’ll identify what you as a manager need to know if you’re to be successful in influencing others, especially with regard to the use of recognition and rewards. Some of the issues we’ll discuss are extremely complex. Indeed, the answers may not be entirely evident, but you will come to know why recognizing and rewarding employees effectively is so important. In Chapters 2 and 8, we’ll look at *why* so many approaches have failed in the past and which approaches tend to work better. Most important, we’ll discuss how and what *you* can do to make a difference.

Today’s workplace is one where no one expects permanence; employees must constantly prove their worth and “doing more with less” is the mantra for any number of organizations. Understandably, the resulting condition can leave employees



### Recognize the Signs of the Times

Approach your job of managing by acknowledging today's reality:

- It's a seller's market. Worker mobility is in. Permanent employment is out.
- Building personal reputation is in. Workplace loyalty is out.
- Staffing flexibility is in. Traditional organizational structures are out.
- Reward and recognition systems that build individual and organizational esteem are in. Incentives that devalue human intelligence are out.
- Flexible organization structures and collaborative relationships are in. Workers and work structures as we've known them are out.

feeling less valued and less rewarded than ever before. And yet, reward and recognition, as we'll see, are the very factors that can most influence worker attitude, productivity, and organizational competitiveness—not only with respect to selling and servicing customers but also with respect to attracting and retaining valued human resources.

### Moving at the Speed of Change

One of the most prominent characteristics of today's workplace is change. And it's clear that the rate of change is accelerating. Competitive factors, new technology, and the press for increased returns have prompted many organizations to diversify their people resources. Full-time workforces have been augmented by a cadre of part-time and temporary resources. Whole departments are being outsourced to suppliers specializing in specific functions, with employees doing work for you, but being paid by someone else. In search of cheaper labor to produce goods and provide services to existing and new markets, companies have "globalized." Yet, the process for managing such organizations on a worldwide basis has become increasingly complex. And with the diversity of cultures, work ethics, and personal values, the task of recognizing and rewarding, not only employees but also all those beyond the traditional organizational boundaries who work with us has become increasingly complicated.

## 4 Recognizing and Rewarding Employees

To promote faster response times to marketplace demands, many organizations are transforming their traditional, monolithic organization structures of “boxes and lines” into more team-based designs, where decision making is more decentralized and, therefore, less susceptible to burdensome time delays due to unwieldy approval processes.

Moreover, to ensure continuous improvement and ongoing adaptability, organizational members are being taught the skills of continuous reengineering and process improvement. In a word, organizations are continuously reinventing themselves through knowledgeable and responsive organizational members charged with making a difference.

Technology has done much to speed the process of doing business. But here too, “change” is the watchword. Computer hardware and software are mostly obsolete within months after release. Technical skills and competencies have to be renewed and updated constantly to keep up with advances in technology. And anyone without some computer literacy is virtually a dinosaur in today’s environment.

With emphasis on short-term results and maximum flexibility, much of our workplace processes and thinking have turned to “just in time,” e.g., just-in-time manufacturing, just-in-time



**Smart  
Managing**

### **Skills That Matter in Today’s Environment**

Look for examples of these skills; it’s appropriate to recognize and reward them in today’s environment:

- Continuous learning.
- Interpersonal effectiveness, i.e., teamwork.
- Creative problem solving.
- Ability to produce desired outcomes.
- Customer awareness and responsiveness.
- Professional competence.
- Technical ability, including computer literacy.
- Ability to “multi-task,” i.e., perform several activities concurrently.
- Adaptability, e.g., to new assignments or different contexts.
- A “mission” perspective, i.e., recognizing what “we” are in business to do.
- Ethical behavior, i.e., principles and behaviors that promote honesty and integrity in individual and organizational relationships.

inventories, just-in-time services. Of course, the ability to provide such results depends upon a high degree of planning and forecasting—and incredible responsiveness—to ensure success.

Certainly, “time is money” and cutting time out of business operations saves on inventories, labor, and the cost of doing business. So, what’s the one thing you can count on in the future? You guessed it: more change—and step on it!

### Doing More with Less

Corporate America is downsizing at the rate of 600,000 to 700,000 jobs a year. Hardly a week goes by without some news of layoffs and job loss due to workforce restructuring. As workers are displaced, those remaining must deal with increased workloads and fewer coworkers. Consequently, stress builds and frustration increases. But, the push for greater profitability and improved production is reality, and so too is the demand to “do more with less.” Managers are often caught in the middle.

Moreover, the nation’s median age was 25 in the 1960s, and today more than half the workforce is older than 35. By the middle of the next century, reports Beverly Goldberg of the Century Foundation, a New York-based think tank, there will be more Americans in their 70s than in their teens. Nowhere will the effects be more noticeable than in the workplace. Yet few companies are preparing for the prospect of massive retirements beginning in the next 10 years. Managers need to rethink their relationship with older workers, as we’ll discuss in Chapter

#### Reaching the Flash Point!

Don’t make the mistake this supervisor did at a printing company that continuously demanded increased levels of productivity, while simultaneously reducing its workforce. Under constant threat of job loss and even plant closing, the union petitioned management to “ease up” by addressing individual worker needs. The situation erupted when a pressman was refused a reasonable accommodation by his supervisor. The refusal led to a shooting rampage by the employee that left 13 coworkers injured and eight others dead. Witnesses conjectured, “Had his supervisor responded to his need, it might never have happened.” Extreme? Yes. But it happens.



## 6 Recognizing and Rewarding Employees

6. The graying of America is a factor that threatens to exacerbate the condition of “doing more with less,” and it will inflict extreme hardship on those remaining in the workplace if current social contracts and management attitudes are left unaltered.

The challenge for discerning managers becomes one of knowing how to improve productivity, profitability, *and* performance in constructive ways—particularly in the context of having to do more with less. Chapters 4, 5, and 6 will reveal how you can improve your personal impact on performance, while influencing the behavior of others. Indeed, failure to recognize and *respond* to the needs of employees—as more than one manager has discovered—can be costly, even disastrous. Confronted with the pressures to do more with less, some workplaces have reached and even surpassed the boiling point.

### Free Agents

It used to be that when we used the term “free agent,” it generally was in reference to some sports figure who had earned the right to declare his or her availability to be wooed by another team—for a better contract. In today’s world of work, “free agent” refers to a new class of worker—indeed, a new mindset.

Consider the makeup of your workforce. Many employees have experienced or witnessed the effects of downsizing, particularly those over 40 (the “boomers”) who have been in the workforce for some period of time. Then there are the “Xers”—those in their mid-20s to early 30s who have been feeling alienated, disenchanting, even disenfranchised, due in large part to the difficulties they encountered in finding “good jobs” right out of school and to having witnessed the massive dislocations of older workers before them—parents, relatives, neighbors. Fast appearing on the screen are the “Generation Y” workers, those born between 1978 and 1988, who are focused on their own wants and needs. In a healthy economy, they spend upwards of \$140 billion annually on stuff that ostensibly makes them feel good.

Whether boomer, Xer, or Generation Y, all employees realize the tenuous nature of continued employment. Let’s face it: we all do. So, what makes the “free agent” tick? Well, it’s much the



**Free agent** Someone who:

- Looks for opportunities in change.
- Accepts the insecurity of a job.
- Is more interested in challenging work than in job titles.
- Is continuously adding to a “portfolio of assets.”
- Continuously looks for new opportunities to market.
- Chooses new projects carefully.
- Is always improving the ability to be a productive team member.
- Is committed to remaining a free agent for life.

Source: adapted from Susan B. Gould, Kerry J. Weiner, and Barbara R. Levin, *Free Agents: People and Organizations Creating a New Working Community* (San Francisco: Jossey-Bass Publishers, 1997), p. 151.

same stuff that makes you tick. Money and things are important, of course. But they also want:

- Assignments that increase their experience base, by building technical and/or professional knowledge that enhances their market worth. In other words, they want to be able to find another job quickly because of the value they’re seen to bring to another situation.
- Work that’s interesting, challenging, fun, and fulfilling.
- Flexible work environments that enable them to meet their personal life needs outside of work. “Psychic income,” like *public* recognition, not just “in-house” acclaim, although that’s important, too.
- Opportunity for a “piece of the action”—rewards that recognize their individual and group contributions as unique. A convenient “3.5% or 4% across the board” just doesn’t cut it.
- Personal endorsements, particularly the kind that build self-esteem and market value.

Many of these factors apply to those outside the traditional organizational boundaries—the true free agents, i.e., contractors, consultants, and suppliers. Their financial success depends on getting favorable recognition from their clients. The organizations that fail to recognize good work run the risk of not attracting the best free agents. Concerned about reputation, those free agents who fear the harm of critical references, the damnation of “faint

## 8 Recognizing and Rewarding Employees

praise,” or the inability to satisfy clients who enjoy the reputation of being the most difficult by withholding their support, will move to serve other clients who will better appreciate and more positively endorse their efforts.

Whether inside or outside the traditional organization boundaries, free agents see themselves as continuously “self-employed.” As a consequence, building expertise, reputation, market worth, and personal networks are highly important factors when they seek and accept work assignments.

### **New Entrants into the Workforce**

For some period of time the makeup of our workforce has been changing. More than 60% of American women are in the labor pool—almost twice as many as 50 years ago—bringing the mix to more than 45% of the workforce. And many are mothers of young children. On the other hand, the percentage of men in the workforce is declining. Approximately 70% of American men are in the workforce, compared with 85% some 50 years ago. Moreover, the decline of men age 55 and older has been most noticeable. Every year, slightly more than 1.5 million new workers are entering the job market—from many sources. Several groups are particularly noteworthy.

Welfare reform brought millions of former welfare recipients to the workplace in the late '90s. No longer able to rely on public monies to provide full income for personal and dependent care needs, many welfare recipients were compelled to seek full-time employment. With little or no previous work experience, these new and/or returning entrants have had to acquire skills to meet entry-level requirements and orient themselves to the spoken and unspoken rules of their new environments.

Some have openly expressed resentment at having to take jobs with incomes that barely meet or exceed the minimum federal income standards for poverty. In effect, they may have been better able to meet their financial needs under federal and state welfare programs than through gainful employment. Others have expressed satisfaction with feeling “productive” and “worthwhile,” even though their financial worries are far from over.



Still other entrants into the workforce are recent graduates. But there's a difference in their educational experience. Some may have been students in institutions where conflict and violence claimed the lives of other students and of faculty. They may tend to be fearful and distrusting of institutions and organizational settings that claim to have responsibility for their welfare. Most young people are far more computer-literate than their predecessors, and many are interested in immediate gratification (especially with respect to material goods) and are quick to move on to other interests if bored by those at hand.

So, what's the significance of all this for those in leadership positions? Pay attention to your people. Develop a vision that addresses their wants and needs, as well as those of the organization. Spend time with them and get to know them as individuals. That may be the ultimate form of recognition in today's workplace—the lives of those around you, as well as your own, may well depend on it.

Immigrants represent another source of new entrants into the workplace. Traditionally, a melting pot for the world, the United States is now receiving some 500,000 legal immigrants over its borders annually, along with approximately 250,000 illegal entrants. Representing various cultures, values, and ethnic traditions, these new workers are enriching our environment with fresh ideas and new desires, while challenging the skills and abilities of traditional managers. Of course, not every manager views such diverse backgrounds, perspectives, and talents with open arms, but the fact is there's a lot of intellectual potential and raw energy to be harnessed for the good of all concerned. The tendency will

**What Makes Them Tick?**



Managing people can take a lot of time. The key is spending enough time in the right ways. Given the diverse interests, backgrounds, and abilities of your employees, find out what motivates each of them to come to work. What are their reasons for being there, for making money, for accepting this assignment, for enduring these hardships, and so forth? The answers to these questions will provide insight into the recognition and rewards that will mean the most to them as individuals.

be to suppress the new and different by emphasizing “the way we do things around here.” In Chapter 3 we’ll discuss the human nature of work and the importance of resisting this tendency.

## Combative Cultures

As we begin the 21st century, every indication is that the workplace of the future will be somewhat volatile. All we have to do is pick up a newspaper or turn on the television to confirm that, in general, anger in society abounds. And our American culture thrives on a model of conflict—“the battle of the sexes,” “the war on poverty,” “the presidency under fire,” etc. Popular TV programs are formatted along similar lines: “discussions” turn into shouting matches and talk shows promote conflict of the highest order, where violence can erupt on stage.

Whether in Paducah, KY, Littleton, CO, or Anywhere, USA, young people are becoming wary of institutional environments and organizational settings that claim to have responsibility for their welfare. Whatever the reasons behind the violence in institutions around the country or the motives of the teenage perpetrators, one key finding is that relatively little *attention* was paid to the perpetrators *before* the incidents. Parents, faculty, and other students seem to have spent little or no time really getting to know what was going on in their lives. They were generally excluded from social groups. And, professionals knowledgeable about such events affirm that the perpetrators were emotionally “neglected,” “ignored,” or “excluded” by those most able to develop meaningful relationships with them.

For students in our educational system who experience attacks or threats, whether directly or indirectly, there is little “future view,” according to the experts. Instead, there is a sense of uncertainty about the future, even disillusionment and fear. Television and electronic games, in large part, have served as surrogate parents and baby sitters, but the stereotypical “power” figures generated by the electronic media have served as poor substitutes for reality. Nevertheless, their influence has left their mark.

Now bring that orientation or mindset to the world of work. Add the continuing drive for increased productivity and prof-

itability and the uncertainty of work assignments, and you've got one mighty good chance for something to explode. Workplace homicide is the fastest growing category of murder in America today. Approximately 800 to 1,000 are reported annually. It's the number-one cause of death for women in the workplace and the number-two cause for men.

Most managers will be challenged to keep their cool and operate in a way that is totally open and honest. It's best to recognize the tensions that exist in your organization. Work to minimize them for your people. Acknowledge each of your employees and show that you appreciate their efforts. Often, just affirming "work is hard" is recognition enough to help people get through the most difficult of situations.

As we'll discuss in Chapter 5, building the right *culture* in your department or organization will go a long way toward creating the right context for recognizing and rewarding employees. Not everyone understands the importance of culture, and yet it is critical to the success of your business. All too often, culture is the forgotten element of business planning.



**Culture** The way people have to behave to *fit* within an organization, the feeling and spirit and unwritten rules. You cannot impose a culture. It's a natural development according to circumstances and personal dynamics. But if you understand the people and the conditions, if you show that you care about your employees and are attentive to their environment, and if you model the behavior you want to encourage, then you can influence that culture.

### Teams and Teamwork

As organizations grow larger and marketplace demands increase, traditional organization structures are transforming themselves into team-based systems. The benefits of these newer structures are well documented:

- Decision making is pushed closer to where it counts—at the point of contact with the customer.
- Response times are faster: bureaucratic delays are minimized or eliminated when higher-ups are not involved in every decision.

## 12 Recognizing and Rewarding Employees

- Team members feel accountable and responsible, i.e., “empowered” to do the “right” thing.
- Teamwork requires and fosters excellent interpersonal skills, problem-solving ability, and involvement in the work to be done.
- Team-based structures require less supervision. Given the elimination of hundreds of thousands of middle management positions over the last 20 or so years, in particular, that’s an especially important point.
- Team-based designs encourage continuous “reengineering” of work processes to increase productivity, improve quality, and maximize efficiency.
- Teams are more focused on the outcomes of the *group* rather than individual agendas.

Our list is a short one, but it’s highly representative of the benefits of such structures.

And yet there is a serious risk in assuming there is only one right structure or structural approach for any organization. The reality is that just isn’t so. Organizations differ in their purposes,

their goals, and their processes, so it’s natural that they also differ in their work structures.

The basic truth underlying all structural designs, however, is that more is accomplished out of order than out of chaos. The need for order and systematic pathways for achieving desired outcomes is at the heart of structure. The challenge lies in finding the right structure for accomplishing optimum results, consistently and continuously.



### Let’s Get Organized!

How often have you heard that expression? Few managers really take time to do just that. In a society that’s driven to action, managers often seem committed to the approach of “Ready, Fire, Aim.” Ask your employees, “What’s working?” and “What’s not working?” Listen to what they say about how the system sometimes fails to recognize their needs and those of the customers they serve—both internal and external to the organization. Then use the information you collect to help figure out what type of structure for your group would work most efficiently and effectively.



### Listening

This book is about recognition and rewards. One of the ways you can effectively recognize employees is simply by listening to them. Hear what they have to say about the availability of information, about cooperation and communication, about collaboration and “turf” issues, about waiting times and response times, about who’s “in” and who’s “out,” and how the system separates people or brings them together. If you really listen, you’ll begin to see ways of opening up the channels of energy and enthusiasm. You’ll begin to recognize the strengths and abilities of people and processes that will make a positive difference for you and for them.

How do you know what structure is best for your organization or functional area? Look at the *strategy direction* of the enterprise and the needs of the *marketplace*, and then determine which *systems* bring out the best in each individual. In the past people were required to serve structures, usually hierarchies. Today, organizational structures take many shapes, with the most successful being those that make it easiest for employees to work together and continuously improve the organization’s ability to serve customers.

Finding the right structure requires that you be flexible, that you seek and receive feedback from your employees, that you involve everyone, that you test designs, and that you implement the structures that work best. That’s hard work!

### Globalization

Globalization has certainly opened up new sources of labor at lower costs and new marketing opportunities for goods and services. But while cheaper labor has attracted many organizations to export entire bases of operation to other countries, their reliance on lower-cost operating and manufacturing systems provides only short-term competitive advantage at best. The reality is that unless a workforce can be readied to meet the highest standards of industry leaders around the world, a short-term strategy of “cheap labor” is destined to fail.

Consequently, as with any new opportunity, there are plenty of new challenges. And those challenges increase significantly

when you add to the equation the variables of linguistic, cultural, ethical, and political differences.

Once again, we're faced with the need to determine the best way to recognize individual differences, preferences, skills, interests, and abilities and to bring them together in a constructive process that benefits all concerned. And you think you've got problems making things work in *one* company in *one* country! Well, you ain't seen nothing yet. Indeed, I would venture to say that, depending on the field you're in, your personal success depends on how well you are able to effect positive outcomes with real people—around the world—with real bottom-line impact. Seem a little overwhelming? It can be, but not if you focus on doing *your* best, with *your* people, in *your* area of responsibility, in *your* corner of the world.

Globalization presents many of the same challenges as the traditional work environment. The difference is that those presented within the “four walls” of one's department or organization are kicked up a notch—across organizational boundaries, political boundaries, and national boundaries. Yet, the objectives for a manager should be the same: to determine how to recognize individual differences, to overcome misunderstanding and resistance, and to work together to achieve common goals.



### **Taking the Show on the Road**

A senior electrical engineer for a global manufacturing firm described a recent trip to Latin America, where the U.S. team met with representatives from the firm's operations in two Latin American countries. As the meeting progressed, it became increasingly apparent that the reps from one country were distrustful of the reps from the other. So, it became necessary for the U.S. team to assess the needs and concerns of each party before presenting a plan that was mutually acceptable to both. Once their concerns were acknowledged and addressed, the plan provided a blueprint that would foster “cautious” collaboration until such time as both could become more comfortable dealing with one another directly. The moral of the story? Before you can go running, it's often necessary to remove pebbles from your shoe. Time spent before the start of the heat will be well worth it in the long run. (Pun intended.)


## Spans of Control

Traditional models of management theorized that a “typical” manager could supervise effectively from seven to nine individuals, and that, to do this well, he or she would have to plan, manage, and execute superbly. The model was built to capitalize on the notion of “centralized” decision making. In essence, the ratio allowed the manager just enough time to make decisions for his or her direct reports and to second-guess any judgments they made. In the age of empowerment and modern communication technology, such models are no longer accurate.

More contemporary theories of organization design suggest that the span of supervision for a manager can be much greater—in some cases 20 or more. Team-based organizational designs—where employees are grouped into work systems—permit even greater spans of supervision.

In team-based structures, both the social and technical skills of team members are integrated in such a way as to enhance “self-direction,” mostly eliminating the need for scrutiny by a manager or supervisor. In such organizations, the role of the manager shifts from *making the right decisions* to *providing guidance and support to others* so they can make the right decisions.

Investing your management time, effort, and attention in this way is a significant way of “recognizing” employees for having the basic desire to do a good job and “rewarding” them by letting them do it!



**Span of control** The number of people a manager can effectively supervise in an organization with a traditional hierarchical structure. The concept is somewhat misleading, in that the concept of “control” is illusory: in reality, we can’t control anyone; we can only influence their behavior. Still, the concept suggests that a manager who supervises so *few* employees will have time to get into almost any aspect of their business.

## Connectivity and the Virtual Workforce

As we move into the world of Workforce 21—with “own” employees, consultants, temporary and contract personnel, free agents, new entrants, global partners, and telecommuters working on-site, off-site, and halfway around the world—our work relationships will be very different. Electronic systems will transmit data, audio messages, and images via satellite, transoceanic cable, microwaves, telephone lines, etc.

Instead of investing in bricks and mortar to house employees in some traditional office or manufacturing complex, organizations are investing in communications systems that transport information and people—or at least their electronic presence—instantly to anywhere needed. Telecommuting is becoming more and more common. The notion of an entire workforce being all *physically* in one place is gasping if not dead. We are becoming a *virtual* world, a community of virtual workers, virtual managers, virtual businesses, and virtual customers. And, the “currency” that makes it all go around is the “currency” of *personal satisfaction!*

So, what does all this mean to you as a manager? Well, it means you’re going to have to figure out very different and new



**Telecommuter** Employee who works from his or her home, connected electronically to the organization. It used to be we’d think of someone sitting at home, doing work for his or her employer, as recovering from an illness. Today, many businesses are run from the home, and still more are operated with a network of people “commuting” to and from work via electronic linkages. And, while telecommuting was considered new age thinking just a few short years ago, for many today it’s an indispensable way of working.

ways to recognize and reward your virtual human resources. Indeed, the emphasis will be less on your personal style and more on the ways in which you choose to recognize and reward. Challenging? You bet!

But, that’s not all bad. In fact, just as “control” was an illusion for so many managers in years gone by, many reward systems—built with the belief they “motivated”



employees to do one thing or another—were bogus. They were anything but motivating—and rarely were they significant drivers of improved performance.

As we move into the future, we will need to identify new ways of adding value—making a difference—at every level. And, finding ways to do that in the face of distance, time, and personal differences will be demanding. In an increasingly *virtual* world, the challenge is increasingly *real*!

## Search for Meaning

To appreciate the nature of the task of managing in the years ahead, we must be honest in looking at the past. With the unprecedented dislocation of millions of workers due to downsizing and the elimination of hundreds of thousands of middle management positions over the last 20 years or more, the workplace is anything but joyful. Americans work more hours than people in any other nation in the world, and pressures to increase productivity continue to mount. According to Alan Briskin, author of *The Stirring of Soul in the Workplace* (San Francisco: Berrett-Koehler Publishers, 1998), “We’ve been stripping the people resources within our organizations for years.” Add to the equation the uncertainty of employment assignments, the dispirited state of new entrants into the workforce, and the changing work ethic. In place of the old employer-employee relationships, we are having to forge new social and workplace “contracts.”

The good news is that workers are no longer able to hide behind a dependency on organizations to take care of them; the emergence of the “free agent” promises a new state of self-reliance and determinism for the individual. The bad news is that “individual caring” and “commitment” are no more. Like “strangers in the night,” people—whether “own” or “leased”—and the organizations that contract for their services are not committed to lasting relationships.

To move organizations in the future, managers and leaders will need to rekindle the spirit of enterprise. As we speak, words like “soul” and “spirit” are being added to the lexicon of busi-

ness terminology to address what's missing from the psyche of the workplace. In essence, we are embarking upon an era of searching for new meaning in the world of work.

So now, here's the challenge. How will you design work engagements that are *meaningful*—to both the individual and the organization? How will you recognize people in ways that will help delineate a new kind of loyalty? How will you enrich the lives of those engaged in the process of doing work? How and why will you reward people you don't even see, much less "own"?

### **Manager's Checklist for Chapter 1**

- ❑ Many factors are contributing to a new workplace, with its changing values and differing goals. Managers need to find new ways for recognizing and rewarding new entrants to the workplace in the future.
- ❑ The potential for conflict and even violence will be greater than in the past. Smart managers will have to learn how to recognize the telltale signs and build relationships early in the game to help people work through their differences.
- ❑ Smart managers will appreciate everyone is different and will work to recognize and reward each person based on his or her general interests, skills, and abilities.
- ❑ Globalization will require managers to effect positive outcomes through people—sometimes around the world. More will depend on their ability to influence others and less on direct supervisory skills.
- ❑ With continued expansion and contraction of the workforce, managers and employees will need to find new meaning in what they do. Loyalty and allegiance to a single organization are concepts of the past. Instead, managers will have to appeal to a deeper sense of integrity and personal commitment to the expressive and creative process of being productive.