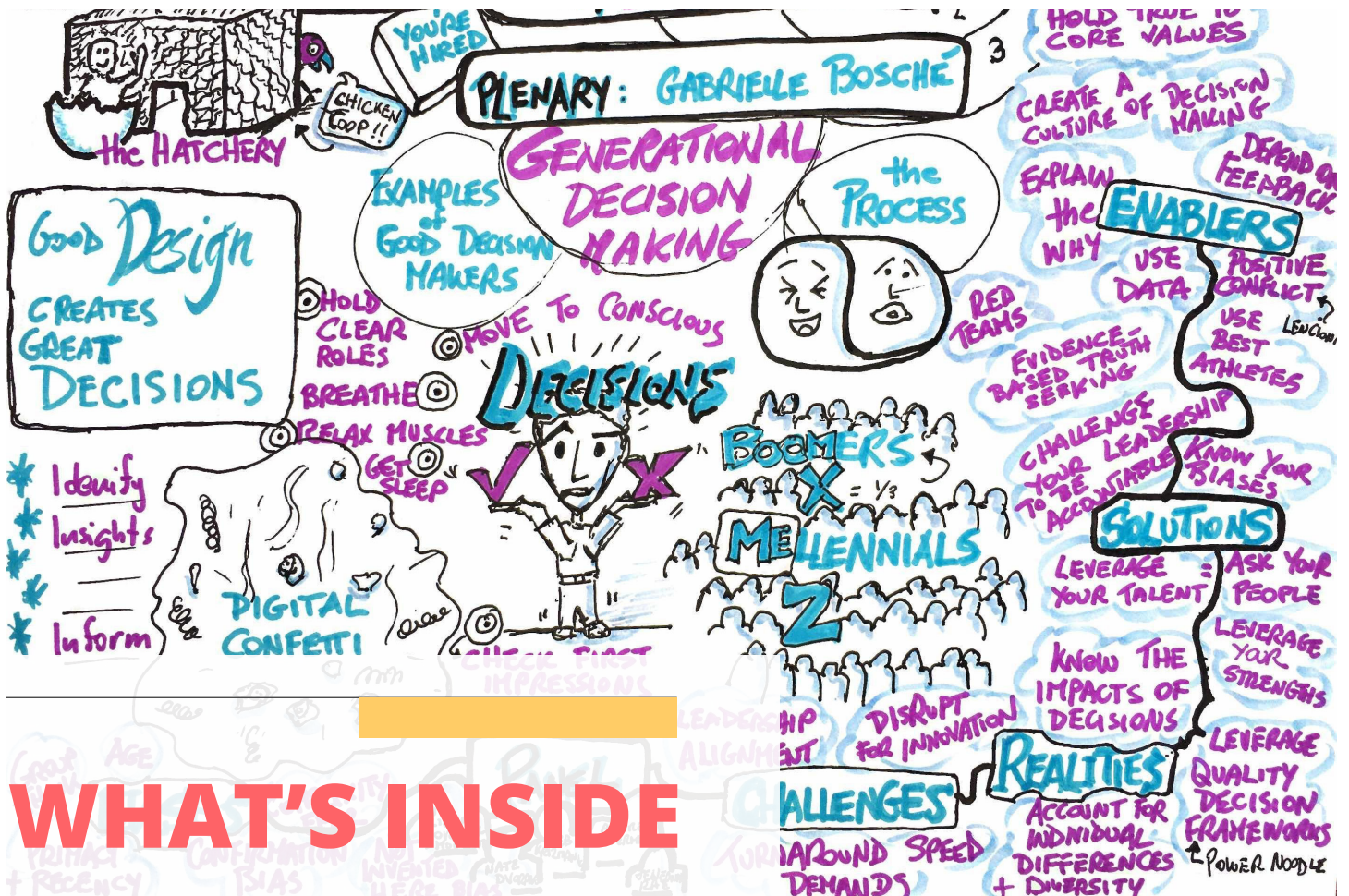


WORK BETTER DAY 2018



EXPLORING WHAT IT MEANS TO
WORK BETTER

powered by
OPX



Sketchnotes by: Matteo Becchi, The Clearing

WHAT'S INSIDE

Why Work Better Day?

How much better off could we be if our work environment supported our needs and fostered our growth? What would it look like if we could re-define our relationship with work?

Why Decision Making?

Every day we make thousands of decisions in our personal and work lives. It is no wonder that so many of us struggle with making high-quality decisions as individuals, in teams, or as whole organizations.

Assets & Obstacles

What helps you work better and what gets in the way.

Generational Decision Making

Understanding the disparate motivators of the generations in the workforce can lead to more effective communication, stronger attraction and retention of Millennial talent, and the smooth transfer of knowledge.

The Experts on Decision Making

This esteemed panel, representing tech, design thinking, law, and organizational psychology, addressed how we can make better decisions in this age of breakneck change and oceans of data.

Unconscious Bias Workshop

This engaging workshop encouraged attendees to bring their biases into their consciousness to better understand and develop a new language around them.

Feedback

We heard you...

What's Next? / Thank you!

We're just getting started. The Explore Series will allow us to continue the conversation around what it means to work better and expand on the plethora of subject matter related to better work.

Work Better Day

What does it mean to work better? Here at OPX, where our mission is to Make Good Companies Work Better, we spend a lot of time exploring what working better means; analyzing the impact on individuals and organizations, and proposing what it takes to help companies work better.

The inspiration for Work Better Day happened in 2016 when we recognized an opportunity for us to have a greater impact beyond just our work with clients. What could we accomplish, how much better off would people and organizations be if we created a movement? We wanted to open people's minds to the possibility that work can be better than it is today.

The intrapreneurial venture began with the mission to create an experience-driven movement that would allow people to voice their ideas, inspire one another with their stories, and influence the conversation around what it means to work better.

Our 2nd annual event is in the books. We have brought together curious minds, visionary thinkers, innovators and change-makers from across industries to explore what it means to work better in today's world. But we're not done. We will continue asking questions, exploring, proposing solutions, and challenging us all to think about how things could not only be different, but better. Join us!

We believe better is possible.



WHY **WORK** **BETTER?**

Work is no longer just a thing you do, a simple transactional relationship between employer and employee. It has become an integral part of who we are as individuals, organizations, and communities. The work-life divide is becoming increasingly blurred. Employees are looking for ways to make an impact and organizations are creating experiences over careers. With this shift, we are living in a rare moment of opportunity -- one that rewards curiosity and benefits the companies that cultivate the brilliance of people, harness the power of diversity, and foster an environment of learning and growth.

We have some work to do, though. The average full-time employee works 47 hours per week, with 25% working at least 60 hours per week.¹



Americans work about 2,450 hours per year, yet only 13% of them actually enjoy the work they do. This alarming realization – along with our experience with employee engagement, work culture, and the state of the American office – motivated us to address these shortcomings.

The future of work is unclear. It will depend on complex social, economic, political, environmental, and cultural factors that interplay to create a landscape that we can only say will be different than today. But we can't sit back and watch these changes take place. It is our responsibility to take an active role in shaping our future environments, creating human-centered technology, and fostering healthy, collaborative cultures.

It is in this light that we decided to explore what it means to *work better*. What could we accomplish if 87% of employees weren't disengaged? How much better could we be if our work environment supported our needs and fostered our growth? What would it look

like if we could re-define our relationship with work?

In 2017, we started the conversation with the first ever Work Better Day.

On September 12th, 2018, OPX hosted our 2nd annual Work Better Day™. AARP's new innovation center, The Hatchery, was the perfect setting to host this exploration. The Hatchery is an environment where AARP can think differently about what it means to age. AARP's quest to not be trapped in the past, but to anticipate and shape the future, is supported by this shared space for creativity, collaboration, and interaction. The Hatchery is helping AARP rediscover their roots for creative change and helping them fulfill their mission. It also set the scene for over 100 thought leaders from a wide range of fields to come together and explore what it means to *work better*.

¹ Gallup. (2014) The "40-Hour" Workweek Is Actually Longer--by Seven Hours [Article]. Retrieved from <http://news.gallup.com/poll/175286/hour-workweek-actually-longer-seven-hours.aspx>



WHY **DECISION** **MAKING?**

So why did we decide to focus on decision making this year?

In the months leading up to Work Better Day 2017, we made the decision to provide a wake-up call around employee disengagement and later, we unpacked the process of Design Thinking in order to work through different solutions until a viable one was realized. This year we thought it would be even more thought provoking to ask our Work Better Day alumni what they wanted. In July we developed a survey asking the audience, "What one thing would have the biggest impact on your work life"? The overwhelming theme that emerged was around the challenges and biases in "decision making".

ASSETS & OBSTACLES

What helps you work better and what gets in the way

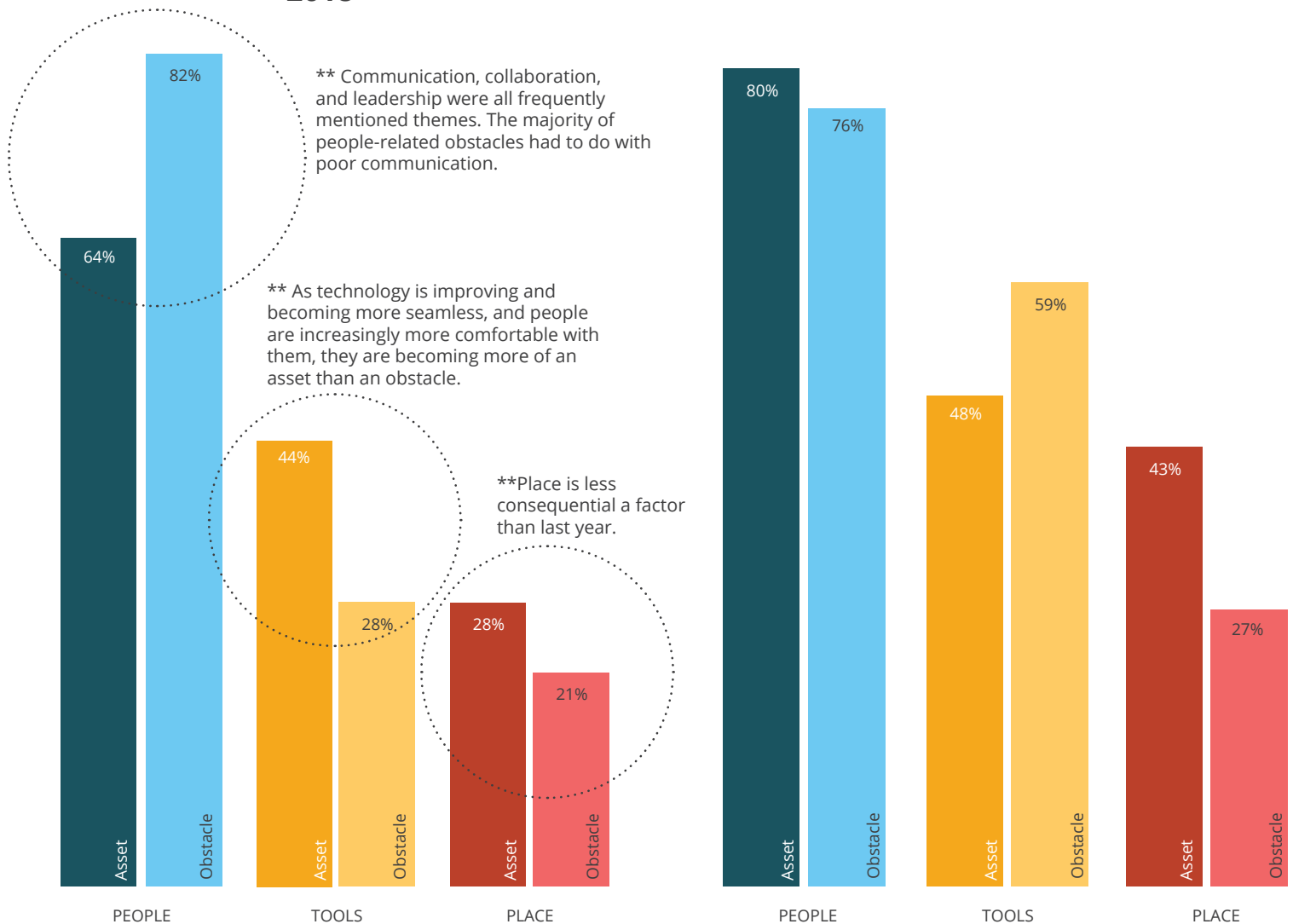
Continuing off of last year's exercise, we again asked participants to write on Post-Its two things that help you work better and two things that hinder you. We then organized the answers into people, tools, and place categories. We will continue to build this data to see how answers change with time.

Percent of assets/obstacles comments related to people, tools, and place.*

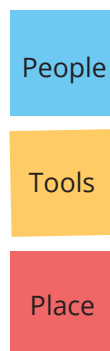
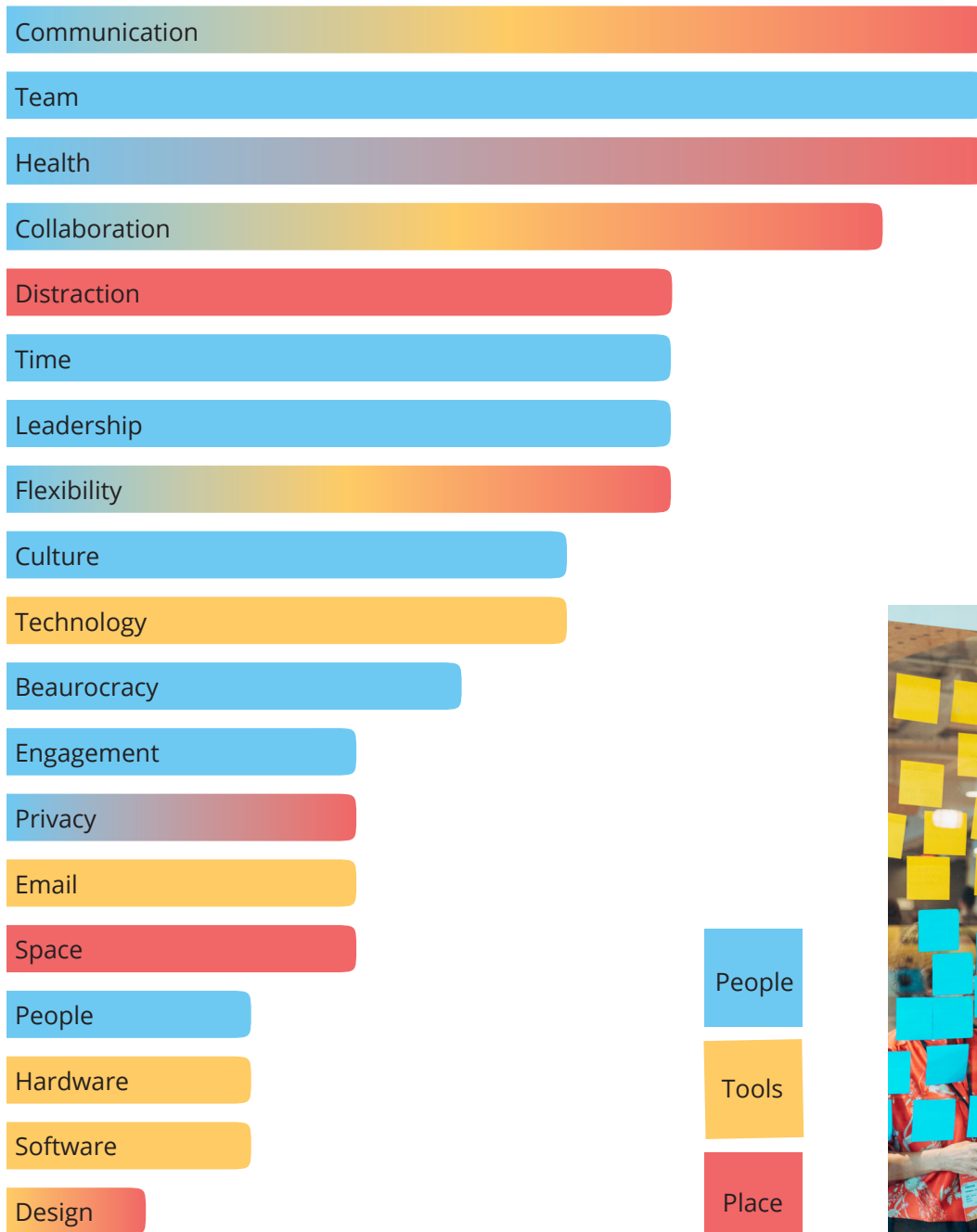
*Comments could relate to more than one category

2018

2017



Frequency of Themes in Comments





GENERATIONAL DECISION MAKING

Gabrielle Bosché

Gabrielle is known as America's Millennial expert. She is the bestselling author of four books on her generation—including *5 Millennial Myths: The Handbook for Managing and Motivating Millennials*. Gabrielle has been featured on NPR, Sirius XM, Fox Business, TIME and others for her work on generations. Gabrielle's popular TEDx Talk challenges whether Millennials will be the next generation, and has taken her to stages around the world. Gabrielle is the Founder and President of *The Millennial Solution*.

"You make awesome decisions."

With this reaffirming mantra and a round of high-fives, Gabrielle Bosché kicked off a high-energy keynote on how all generations can *work better* together. Gabrielle, founder of *The Millennial Solution*, helps organizations manage their complex, multigenerational workforces through trainings and workshops. Her Work Better Day keynote explored the disparate motivators of the different generations in the workforce. Understanding these core generational attributes, she argued, can lead to more effective communication, stronger attraction and retention of talent, and the smooth transfer of knowledge.

It's a time of momentous change, the largest generational power handoff in history. The demographic and culture transformation sweeping through the workspace is requiring organizations to employ all the tools at their disposal to understand and facilitate this change. Boomers are ceding control to Generation X, a group one-third their size and with differing values and motivators. Millennials, now the largest generation in the workforce and with their own unique motivators, are moving into management roles. There's a lot of change and uncertainty in this transfer of knowledge, experience, and culture, especially when each group has differing ideas of the role of work in our lives.

One of the key generational differentiators, Gabrielle explained, is our differing sources of motivation. We all have a mixture of intrinsic and extrinsic motivation, but where our primary motivation comes from, is due in large part, to how and when we were raised. Boomers fought their way to the top in a time of massive economic expansion. They "played by the rules" and think everyone else should too. They are primarily externally motivated, driven by promotions, titles, and raises.

Gen X, known as the "latchkey generation, is more internally motivated. They are independent, analytical, and know how to make decisions on their own.

Similarly, Millennials are primarily internally motivated, but this plays out differently for them. Millennials are incredibly collaborative, bringing everyone else around them in on tasks and decisions. They lead from the middle and believe in flatter organizational structures. Millennials typically don't seek out the more traditional transactional relationship between employer and employee. Rather, they are looking for a partnership, an experience over a career, and an opportunity to give back.

While Gabrielle only scratched the surface of the complex generational differences, she started the discussion for Work Better Day participants. She raised important questions and considerations that leaders in this dynamic, multigenerational workforce will need to consider. Perhaps most importantly, though, she prompted us all to think about how we and the people we surround ourselves with are motivated and make decisions.



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THE EXPERTS ON **DECISION MAKING**

MODERATOR:

Alicia Korten | The Culture Company

PANELISTS:

Deb Krizmanich | Pownoodle

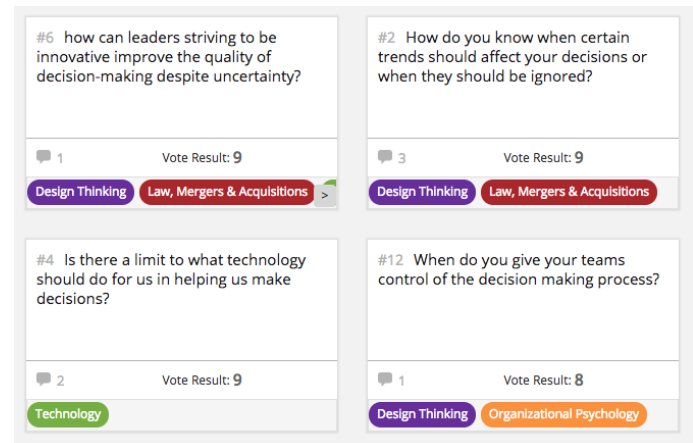
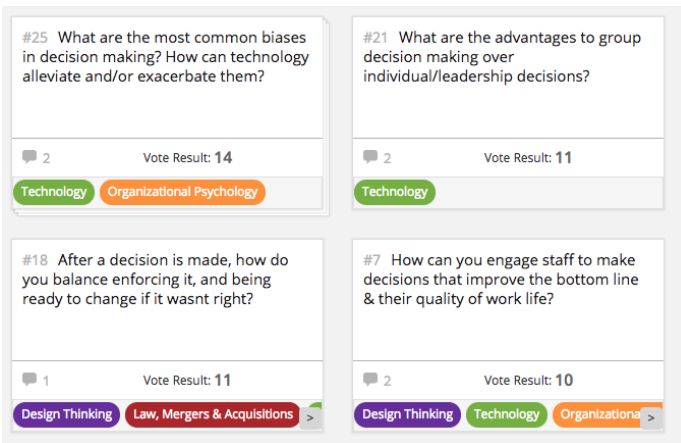
Nate Dvorak | Gallup

Jeanne Rae | Deloitte

Andrew Sherman | Seyfarth Shaw

Are you working in a turbulent environment? Are you overwhelmed with information? Are things on an even keel? Yes, yes, and no, answered most Work Better Day attendees. In our daily lives, we are constantly inundated with information, coming at us at an exponential rate. This esteemed panel, representing tech, design thinking, law, and organizational psychology, addressed how we can make better decisions in this age of breakneck change and oceans of data.

In a Work Better Day first, we asked attendees to submit and vote on questions for the panel in the weeks prior. In collaboration with Pownoodle,



we created a living lab that allowed users to pose questions, see other questions being asked, and vote on the most important questions. The panel addressed some of these top questions to start.

Speaking to the most vexing challenges in decision making today, panelists stressed the complexity of decisions and the speed with which we must make them. In entrepreneurial settings, where turnaround is quick, decisions are impactful, and there are often many stakeholders at the table, it can be a challenging process to make decisions. But as many panelists mentioned, the worst decision you can make is to make no decision at all.

The panel went on to address these challenges. In a world of near constant change, [Jeneanne Rae](#) turns to frameworks and mental models that turn decision making into a discipline. Very few of us have solid processes in place to make decisions, which can lead to a paralyzing fear.



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- Andrew Sherman

[Nate Dvorak](#) spoke of the importance of knowing the constraints. For instance, understanding what you and your team will bring to the table, both strengths and biases, gives leaders a foundation upon which to build their processes.

Each panelist listed the most impactful biases facing leaders and teams: Group think, confirmation bias, the tendency to choose the first or last idea instead of considering all ideas equally, people are biased toward avoiding complexity, and “We’ve always done it this way” bias.

Creating a culture of decision making that prioritizes transparency and the democratization of information is key to engaging staff. As [Andrew Sherman](#) pointed out, one of the core causes of disengagement is lack of empowerment and inconsistent empowerment. While it’s leadership’s job to ultimately make tough decisions, they can do this having heard the voice of their staff. [Deb Krizmanich](#) said, “We spend money hiring really smart people, but then don’t ask them what they think.” [Andrew Sherman](#) stressed the importance of creating opportunities for feedback loops, trust and openness, and developing living values that can align a workforce around common understandings of how things get done.

Amidst this turbulent business environment, we still have a core identity as individuals and businesses. Know yourself and your organization as you move through uncertainty. Create a culture of decision making that values transparency, consistency, and accountability. And perhaps most importantly, don’t sit back and wait for decisions to be made. By then, it will be too late.



UNCONSCIOUS BIAS **WORKSHOP**

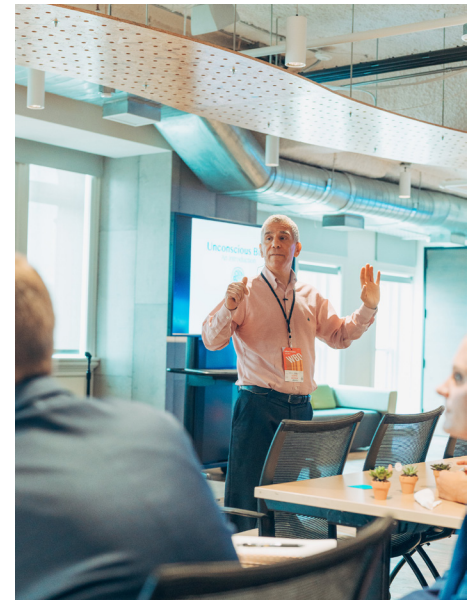
Lorne Epstein

Lorne hosts and produces *The Lorne Epstein Show* which airs on 96.7 FM every Monday at 10am. He invites thoughtful guests to his show to share informative and relevant stories about the workplace. The goal of his team is to inform you, the listener on how you can make great things happen in your workplace.

Lorne is the author of *You're Hired Interview Skills to Get the Job*, which has been downloaded over 500,000 times worldwide.

Lorne Epstein's purpose is to help people have joyful jobs and satisfying careers. To that end, his engaging Work Better Day workshop encouraged attendees to bring their biases into their consciousness to better understand and develop a new language around them.

Diverse organizations and teams are stronger, more creative, and more innovative.¹ But our conscious and unconscious biases can cloud our decision-making abilities and inhibit us from seeing what is actually



Unconscious biases can cloud our decision-making abilities and inhibit us from seeing what is actually happening in the present.

happening in the present. We all have biases, often unconscious, that are both biological and informed by our encounters with the world. We will never be free of our biases, but we can become aware of them and learn how they affect us.

In an eye-opening exercise, Lorne had attendees brainstorm 10 people in their lives (not including family) who they trust totally. After creating the list, participants were asked to list a multitude of demographic characteristics – including gender, race, and age – of these people. The overwhelming homogeneity of many people's lists was a stark insight into who we tend to trust and the biases that may accompany them.

Lorne outlined several steps that can be taken to reduce bias. During a standup meeting, assuring that everyone understands the goal and knows

their role creates team cohesion, grounds the team to the task at hand, and reduces the opportunity for bias to affect decision making. Taking deep breaths, relaxing muscles, and getting enough sleep are all essential to reducing anxiety and stress, which only exacerbate our biases in decision making.

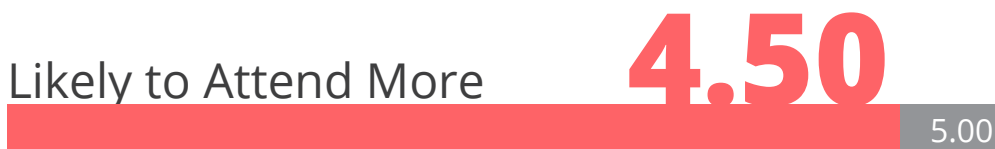
Lorne implored attendees to bring the lessons from the day back to their workplaces and have continuing conversations with their teams about bias. The more we talk about and accept our own biases, he said, the more we move it from the unconscious to the conscious.

¹ Harvard Business Review. (2016) Why Diverse Teams Are Smarter [Article]. Retrieved from <https://hbr.org/2016/11/why-diverse-teams-are-smarter>



WE HEARD YOU...

Here's how people are feeling about #WBD2018 from a survey distributed following the event and on WBD social media:





Very informative and translatable to my work in management.

It was almost like an overall leadership lab and everything was so applicable to my day-to-day.

The panel was amazingly informative.

Came in with an open mind. It was great!

Great interactivensess, topics, and space!



Gabrielle, the panel, and Lorne were fantastic speakers and created a great and accepting space to be a part of.

A chance to have real conversations.



EXPLORE WHAT'S NEXT

Work is no longer just a thing you do. It is an integral part of who we are as individuals, organizations, and communities. With this shift, we are living in a rare moment of opportunity - one that rewards curiosity and benefits the companies that cultivate the brilliance of people and maximize their potential for innovation.

In addition to our September Work Better Day event, we are expanding the yearly WBD event series to include The Explore Series. The Explore Series will allow us to continue the conversation around what it means to *work better* and expand on the plethora of subject matter related to better work. These mini, storytelling and interactive programs will happen more frequently and concentrate on the theme People, Tools or Place.

Stay tuned for details on the first Explore Series event 'The Intersection of Psychology + Neuroscience: Thinking about how others think' with Explorer [Mike Mears](#).

We see an Explorer as an individual who has compelling evidence, or a captivating story to tell around what it means to *work better*.

If you know an Explorer, would like to be a part of the series, or are interested in joining the movement, email us at: workbetterday@opxglobal.com and tell us what you are doing to help others #workbetter.

Connect with us @WorkBetterday

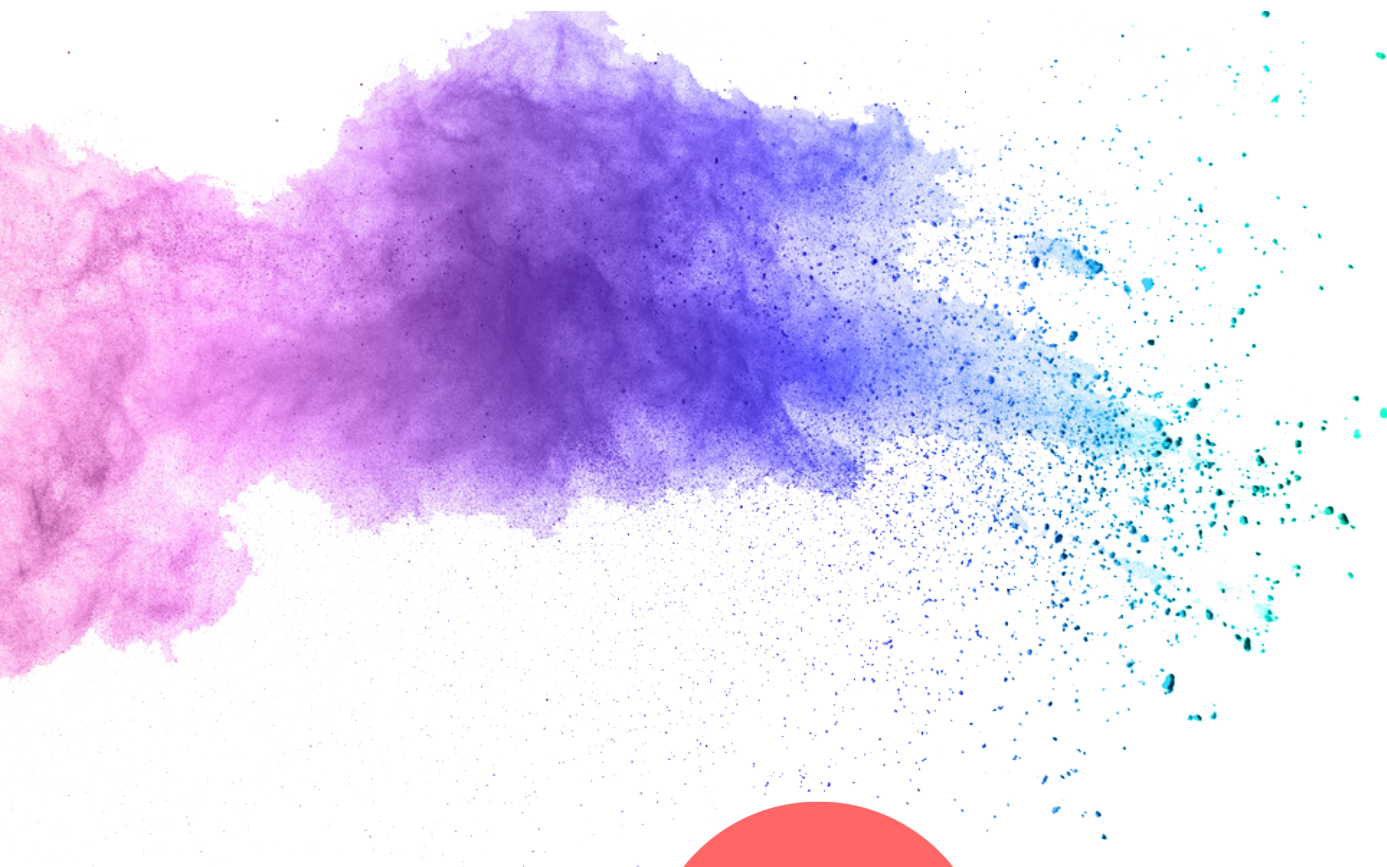




THANK YOU WBD SPONSORS & PARTNERS

We could not have done this without all of you. Thank you for your contributions and commitment to #workbetter.





**EXPLORING WHAT IT MEANS TO
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