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The 2020 Workplace

What the Best Companies Can Do to Attract, Develop and Keep Employees Now

Globalization + Use of New Social Media = New World For Communicating, Learning and Interacting @ Work

Finding and keeping top talent is the most pressing challenge for organizations that hope to thrive in the global marketplace. In this dynamic climate, employee development is more important than ever.

The workplace of the future is being shaped today by Web 2.0, a collection of innovative learning technologies; and the increasingly influential “Google Generation” (those born after 1980). The new work environment demands that employees constantly re-tool their skills and that employers overhaul their approach to learning. *The 2020 Workplace* is a guide to the workplace of the near future and a practical blueprint for companies of all stripes to actually transform their workplace so that they can compete more effectively in the global marketplace.

Exclusive Research, Practical Tools

The 2020 Workplace is a unique benchmarking research for HR and training executives, CEOs, entrepreneurs and anyone else with a stake in employee learning to transform their learning organization. Key features of the book include: exclusive surveys of Google Generation professionals and HR/learning executives; Networking Guide to Innovative Human Resource Leaders; Web 2.0 Primer for Human Resources Professionals; and more.

Book Fills a Crucial Need in a Transitional Time

Finding talent has never been more important for organizations. In the U.S. every 10 minutes a Baby Boomer turns 60 and 19% of the entire workforce in executive, administrative and managerial positions is eligible to retire by 2012. Are HR professionals ready to meet this challenge? *The 2020 Workplace* will help learning professionals develop the type of workforce that will ensure organizational success well past the year 2020.

The Authors

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Executive Consultant

International thought leader and author

- Author, *Corporate Quality Universities* and *Corporate Universities*
- Recognized as one of the 20 Top Influential Training Professionals
- Founder, New Learning Playbook™ Blog
- Extensive press: *Chronicle of Higher Education*, *CLO*, *Fast Company*, *Financial Times*, *HR Executive*, *TRAINING*, etc.
- Monthly column, *CLO Magazine*; on magazine's editorial board
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VP and Chief Learning Officer
Sun Microsystems Inc.

- Head of employee, customer, partner education at Sun Microsystems
- Recently appeared on cover of *CLO Magazine*
- Some previous positions: VP, Chief Talent Officer, Solectron; Led people development, Lockheed Martin; Head of executive development, H.J. Heinz
- MS, Instructional and Performance Technology, Boise State University; Ph.D., management, Case Western Reserve University.

**The 2020 Workplace: What the Best Companies Can Do to Attract,
Develop and Keep Employees *Now***

Jeanne C. Meister and Karie Willyerd

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CONCEPT & OPPORTUNITY

Imagine this: All the major factors that will define the 2020 workplace are *already* in play. The future new employees are now in their middle-school years. The emerging technologies that will enable the workplace are in the design stages now. Giant emerging economies are rapidly entering as major forces. The best companies are already preparing their battle plans to win the war for talent. The 2020 workplace can be defined by acute vision—20/20 vision—with regard to employee development, innovative learning technologies, and the need for a retooled set of skills in order to succeed on all levels. The workplace of tomorrow is being shaped today, driven primarily by globalization, the introduction of new ways of working, technology, and the changing demographics of the workforce.

The landscape is exciting, dynamic, and promises to redefine much of the conventional wisdom about work, organizational success, personal accomplishment, and so much more. The Google Generation, referring to the 80 million people born between the years 1980 and 1995, has grown up in a world dominated by the Internet. They have little or no recollection of life before the World Wide Web. Also called Digital Natives, Net Geners and Millennials, employers must prepare *now* for this workforce. In the present landscape dominated by the baby boomers, employers must understand the differences from previous generations in their expectations, attitudes and perceptions about school, work and career development, and create a workplace that can adapt to four generations of employees – a first in modern history.

The 2020 Workplace: What the Best Companies Can Do to Attract, Develop and Keep Employees Now will explore the new realm of work and serve as a practical guide for companies of all stripes to actually transform their workplace so that they can compete more effectively in the global marketplace.

The 2020 Workplace is a unique book that combines exclusive research with practical tools and resources for HR and learning executives, CEOs, entrepreneurs and anyone else with a stake in employee learning to benchmark and transform their learning organization. Here are some key features of the book:

- Original research, including two surveys of participants from around the world: 1) 1,000 professionals on what they seek in an employer; 2) 250 HR and learning executives on techniques for recruiting, developing and motivating employees
- Blueprint for Becoming a Workplace-of-Choice
- Networking Guide to Innovative Human Resource Leaders
- Predictions for the 2020 Workplace
- Web 2.0 Primer for Human Resources Professionals

The 2020 Workplace would be poised to emerge at a transitional time in the global economy, where a paradigm shift is underway. Increasingly the workplace is being seen as the foundation of an organization characterized by agility and innovation—these being essential qualities for successfully navigating the dynamic, often volatile landscape of globalization.

Several recent studies attest to the growing importance of finding and keeping top talent. “New Talent Management Challenge,” a major survey of 9,346 global business executives, identified this as the biggest managerial challenge of the next five years.

The importance of finding talent is highlighted in the following headlines from across the globe:

United States

- Every 10 minutes someone in the Baby Boomer Generation (born between 1946 and 1964) turns 60 years old (1).
- 19% of the entire workforce that holds executive, administrative and managerial positions is eligible to retire by 2012 (2).

Europe

- By 2025 more than one-third of the UK’s population will be over the age of 55 (3).
- 38% of UK employers are struggling to fill positions due to a lack of staff with the right skills (4).

India

- By 2010 India will experience a shortfall of nearly half a million qualified workers (5).
- India’s IT workforce will nearly double by 2010, from 1.6 million workers today to 2.9 million workers (6).

The 2020 Workplace revolves around the premise that the increased focus on talent is making the human resources (HR) function within organizations more integral to the organization’s success. But are HR and learning professionals ready to deliver? Are HR professionals ready to embrace this future and create a “workplace-of-choice” for their organizations?

The book addresses the many challenges the 2020 workplace presents for both the employer and the employee. Organizations will need a talented, knowledgeable and agile workforce, which puts an added burden of training and adaptation on employees. On the other hand, employees will have many employment choices, so for employers retention will become an increasingly important goal. That means, for example, that employee engagement will become a necessity rather than just something that is “nice to have.”

Every employer will need to assess and plan for ways in which it can:

- Use the most innovative techniques to attract, recruit, develop and keep employees;
- Leverage the latest social media tools and Web 2.0 technologies to inspire employees, improve business effectiveness and reduce costs;
- Foster a workforce of engaged and productive employees who contribute to the organization's overall business goals.

Employers will soon be competing for employees at virtually all job levels. Skilled and experienced people will be at an even greater premium. In the United States, for example, it has been projected that the labor demand will continue to exceed supply. Starting in 2012, over 6 million more workers are expected to be needed than will be available (7). And in a parallel development, everything about work—where we work, how we work, what skills we need to stay “employable,” what technologies we use to network with colleagues—is changing. And these changes will only continue to accelerate.

The 2020 Workplace: What the Best Companies Can Do to Attract, Develop and Keep Employees Now incorporates the latest research, including exclusive wide-ranging surveys; synthesizes the latest trends; and compiles the most innovative tools and ideas on the workplace of the future to provide a singular blueprint for building the type of workforce that will ensure organizational success well past the year 2020.

Notes

(1) IDC Top Line Pulse Survey, “Winning the War for Talent,” January, 2007

(2) IDC Top Line Pulse Survey, “Winning the War for Talent,” January, 2007

(3) Hewitt International Report, “The Changing Workforce: Challenge and Opportunity,” June, 2006

(4) Hewitt International Report, “The Changing Workforce: Challenge and Opportunity,” June, 2006

(5) Minds On Fire: Enhancing India's Knowledge Workforce, The Aspen Institute India, 2007

(6) Minds on Fire: Enhancing Knowledge Workers, The Aspen Institute India, 2007

(7) Hewitt International Report, “The Changing Workforce: Challenge and Opportunity,” June 22, 2006,

THE NEED FOR THE BOOK

The complex, transitional character of the 2020 workplace points to the need for a book like this. *The 2020 Workplace* examines the phenomenon of the new workplace—its current state and predictions for the future. Specifically it examines the most innovative ways in which companies are re-thinking, re-designing and re-inventing how they attract, develop and motivate employees. On a practical level, the book offers fundamental ideas and actual tools for transforming the workplace into one that is better suited for an economic climate defined by flux. The book can be used by executives to benchmark their HR function and determine how effectively it operates in the context of globalization, technological innovation and the changing character of the organization. And they can use the book as a blueprint for action.

Web 2.0, that collection of technologies, personal/organizational practices, and distribution/communication channels, is at the heart of the radically changing workplace. This phenomenon, which could be called the latest “information revolution,” is genuinely transforming almost every aspect of personal, public and commercial life.

One particularly iconic video on YouTube (which itself is a major aspect of Web 2.0) called “Did you Know 2.0” (originally titled “Shift Happens”), is emblematic of the degree to which Web 2.0 is changing the world. The video, which is mostly a collection of textually displayed statistics, telling facts, and maxims, has already been viewed more than five million times (see <http://www.youtube.com/watch?v=pMcfrLYDm2U>). Following are some of the more compelling points made by the video:

- One out of four employees have been with their current employer less than one year;
- Today’s employees will have 10 - 14 jobs by the time they’re 38;
- Many of today’s college majors such as Nanotechnology, e-Business, Homeland Security and New Media did not exist 10 years ago;
- More than 50% of all 21 year-olds create content on the World Wide Web;
- 2.7 Billion searches were conducted on Google in a single month in 2006. (To whom were those questions asked BG—Before Google.)

As Web 2.0 technologies such as blogs, wiki’s, and social networking sites increasingly become part of people’s social lives, the Google Generation will increasingly demand that it also be part of their work lives. And this is presenting enormous challenges for HR directors, Chief Talent Officers and Chief Learning Officers. They will be required to think differently about how to attract, recruit and retain employees while focusing on how their organization can compete for the Google Generation talent pool. Even the day-to-day ways in which we communicate will change, as exemplified by a recent hire to a large company, who when introduced to the company email system, said, “Well sure, I guess I can learn how to do email. I didn’t know people still used it.”

HR and learning departments, of all small, medium and large enterprises today, must have an understanding of the practices, social media habits and career expectations of the Google Generation in order to be competitive in the global marketplace for talent. ***The 2020 Workplace*** provides a clear pathway to understanding this phenomenon as it relates to the crucial issues of employee recruitment, development and retention. Moreover, the book is also a means through which forward-thinking, success-oriented HR executives can begin to apply the technologies and practices of The Google Generation to their own organizations.

FULFILLMENT OF THE NEED

The 2020 Workplace is about how a select group of organizations—large and small, public, private and non-governmental agencies—are re-inventing how to attract, recruit, develop and motivate workers. The lessons of these pioneers will offer readers a behind the scenes look at how to transform the HR function for the 2020 workplace. These organizations’ innovative practices include (among many others):

- Profiling their employer brand as early as in the K-12 school systems;
- Setting up recruiting sites and interviewing in MUVES (multi-user, virtual environments such as Second Life);
- Hiring “intact teams” of students from MBA Schools;
- Creating secure “Facebook like” applications for social networking of employees;
- Merging employee learning experiences with corporate social responsibility and making a difference;
- Creating episodic job-sharing roles to allow end-of-career employees the opportunity to mentor incoming start-of-career employees.

The book will look at how and why companies are developing innovative human resource practices by including:

- Proprietary research with a panel of Google Generation workers exploring their needs, perceptions and desires for career development;
- New skill sets critical for success in the 2020 workplace;
- The best practices and case studies of how companies are re-thinking, re-vamping and re-inventing recruitment, training and retention practices;
- Next generation skills needed for Chief Human Resources Officers, Chief Talent Officers and Chief Learning Officers;
- Predictions on how the 2020 workplace will evolve and guidelines for new policies and practices in the areas of recruitment, learning and development, coaching, employee engagement, individual learning accounts and more.

THE 2020 WORKPLACE: THE BOOK

The book is divided into four comprehensive sections.

1. The forces behind changes in the workplace and how to organize for these changes to create a workplace of choice.
2. Case studies and specific examples (including websites and YouTube videos) of how a handful of innovative companies are rethinking and reinventing how they attract, develop and motivate employees.
3. The new skill sets needed for HR and Corporate Learning Professionals, why this evolution in skills has developed and why it's imperative that professionals master them.
4. Predictions about what the heads of HR and learning functions can expect in the 2020 workplace.
5. Finally, there is an extensive appendix of "ready resources," including:
 - Primer on Web 2.0 terms, tools and websites that Human Resources, Talent management and learning professionals need to know;
 - List of the Google Generation's favorite web sites—the ones they rely on for career development and social networking;
 - List of the pioneering companies that are models of how to attract, develop and motivate employees; and
 - Checklist of leading-edge practices to deploy in preparation for the 2020 workplace.

For an outline of the book go to page 22.

SPECIAL FEATURES AND BENEFITS

Research Based

The 2020 Workplace will be grounded in original research. Two major surveys are planned. The findings will be incorporated into the book and serve as the foundation for its major premises. A global panel of 1,000 Google Generation working professionals will be surveyed to understand their needs, desires and requirements in selecting and staying with an employer. The second study will survey 250 global Chief Human Resource Officers, Chief Talent Officers and Chief Learning Officers to probe the range of innovations currently used to attract, recruit, develop and motivate employees across four generations.

Benchmarking Tool for Human Resource Officers

The book will detail how a range of Fortune 1,000 firms as well as select agencies of the federal government are creating workplaces distinguished by their excellence. With examples from scores of organizations that have created a “workplace-of-choice,” the book presents an inside look at how these HR/learning functions recognize top talent as a key corporate asset.

Blueprint for Becoming a Workplace-of-Choice

The book will outline the ten organizing principles top companies use to become a workplace-of-choice. These principles range from using the latest social networking tools to attract top talent to making consistent investments in developing every employee’s “learnability.” The companies distinguished as a workplace-of-choice understand that attracting and developing talent is the foundation for delivering value and improved business performance.

Networking Guide to Innovative Human Resource Leaders

The 2020 Workplace will foster a community of forward thinkers who are leading the way in creating a workplaces-of-choice for the Google Generation. The book will help readers understand the specific ways they are re-thinking and re-inventing how their firms appeal to this huge and influential segment of the population. The book will include a list of the top workplaces-of-choice, as well as specific case studies, lessons learned and links to YouTube videos that can be used to help recruit top talent from the Google Generation.

Predictions for the 2020 Workplace

The book will detail specific predictions uncovered in research with Google Generation and Human Resources professionals on such topics as:

- Finding, recruiting, developing and motivating talent;
- The relationships between employee learning and corporate social responsibility;
- New programs being tested, such as “individual learning accounts”;
- The changing role of universities as consulting partners in helping organizations win the war for talent.

Web 2.0 Primer for Human Resource Professionals

The 2020 Workplace will include a detailed primer of websites, terms, tools and lessons in how to use the power of social media to attract, develop and motivate employees. Also, research findings will identify the top Web sites the Google Generation is accessing for career development and social networking.

TARGET MARKET

The market for *The 2020 Workplace* includes a constellation of business executives and HR communities. It is a highly specific but varied market known to gravitate toward books that examine innovative practices and offer practical solutions for HR/learning challenges. In other words, the component segments of the market are already predisposed to purchasing books like *The 2020 Workplace*. It can even be asserted that buying such books, i.e., keeping up on new ideas and innovative practices, is part of the job description/mission for these executives and organizations.

The primary market for *The 2020 Workplace* includes the following:

CEO's/COO's/Heads of Growing Businesses Concerned About How to Attract, Develop and Keep Employees

The heads of growing small businesses as a community are often found in the Fast Company, INC and Upstart subscriber base. This is a total of over one million readers.

Human Resources Executives

An estimated 225,000 members (in more than 150 countries) of The Society for Human Resource Management will be prime candidates in the marketing of *The 2020 Workplace*.

Senior Corporate Learning Officers

The approximately 60,000 members (in over 100 countries) of The American Society for Training & Development (ASTD). Author Jeanne C. Meister, co-author of *The 2020 Workplace*, had her last two books co-published by ASTD Press and has a track record of speaking at International ASTD Conference for last 10 years. Author Karie Willyerd, has been a speaker for the last 15 years and is former member of ASTD board of directors. The approximately 60,000 members (in over 100 countries) of The American Society for Training & Development (ASTD)

Another facet of this market segment are the 25,000 global heads of learning and development who subscribe to *CLO Magazine*. Jeanne C Meister has been a regular monthly columnist for the *CLO Magazine* since the magazine's inception in 2003 writing the Back Page titled "In Conclusion."

Human Resource Communities (key avenue for speaking engagements, workshops and bulk sales)

There are a growing number of special communities for global heads of HR, learning and talent management. Each one of these communities will be approached for the purposes of speaking engagements, workshops and bulk book sales for their member base.

In addition to bulk business sales, these communities would be approached for the purposes of securing book promotion opportunities and to explore other revenue streams directly related to the book, including: speaking engagements for both in-person and Web forums (e.g., podcasts, Webinars); and for half-day and full-day workshops.

Following are the major communities for senior heads of HR and learning:

- American Society for Training & Development Benchmarking Forum
- CLO Think Tank
- Corporate Executive Board Roundtables – nearly a dozen HR/Learning roundtables
- Executive Development Network for CLO's
- Human Capital Institute
- Harvard's Learning Innovation Lab
- Human Resource Planning Society
- I4CP (Institute for Corporate Productivity)
- Learning Innovation Network
- National HRD Network in India
- USC Human Resource Institute
- And dozens of other smaller networking groups located across the globe in key markets such as European Union, India, China, Russia, Brazil.

Jeanne C. Meister and Karie Willyerd are members of nearly all of these communities.

ABOUT THE AUTHORS



Jeanne C. Meister

Executive Consultant and Creator, New Learning Playbook Blog,

Jeanne C. Meister is an internationally recognized thought leader, speaker and author in enterprise learning. Her name is synonymous with the establishment and institutionalization of global corporate universities. She is the author of two books, *Corporate Quality Universities* and *Corporate Universities*. In 2007, Jeanne was voted by her peers on www.trainingindustry.com as one of the 20 Top Influential Training Professionals. See details at: <http://www.trainingindustry.com/viewsearchresults.asp?id=5359&fragment=0&SearchType=AND&terms=jeanne+meister>

Jeanne is currently working as an executive consultant assisting organizations in re-inventing their learning and development function. She is the creator and host of the blog, New Learning Playbook™ and is a faculty member at the Indian School of Business where she is developing an executive education program called Developing a High Performing Learning Organization (the program commences November 2008).

Jeanne is the author of *Corporate Quality Universities*, as well as *Corporate Universities: Lessons in Building a World-Class Work Force*. *Corporate Universities* has been translated into Spanish, Portuguese and Chinese. Additionally, Jeanne's original research has been profiled in such publications as *Chronicle of Higher Education*, *CLO Magazine*, *Fast Company*, *Harvard Business Review Japan*, *Financial Times*, *HR Executive*, *Journal of Business Strategy*, *TRAINING*, *T&D* magazine, *Outlook* (an Accenture publication) and *Workforce Management*. Jeanne also writes a monthly column for *CLO Magazine*, "In Conclusion" (found at www.clomedia.com), and she is on that magazine's editorial board. Jeanne was also selected to be one of the first members of the Advisory Board of the Executive Program in Work-Based Learning Leadership developed by Wharton and the University of Pennsylvania School of Education.

Jeanne has held senior executive positions at Accenture, Kraft Foods and Citigroup. She has a bachelor's degree in education from University of Connecticut and a master's degree in education from Boston University. Jeanne resides in New York City with her husband and daughter. She is a member of the Leadership Council of the American Diabetes Association's New York chapter and is also active in the Columbia County Land Conservancy in Columbia County, New York.



Karie Willyerd, Ph.D.

Vice President and Chief Learning Officer
Sun Microsystems Inc.

Karie, as Chief Learning Officer for Sun Microsystems, leads an organization responsible for employee, customer, partner and Sun community learning. For these distinct constituencies she is responsible for product and technical training, executive learning, business, management and professional skill development, and sales and service learning around the globe.

Karie began her career in learning as an instructional designer at an engineering training consulting firm in the nuclear industry. Since then she has continued to hone her skills in training, eLearning, leadership development, executive coaching and management. Most recently she held the position of Vice President, Chief Talent Officer for Solectron where she was responsible for worldwide executive development, organization development, global staffing, training and development, performance management, and mergers and acquisitions. In prior roles, she led the people development function at Lockheed Martin Tactical Aircraft Systems and executive development at H.J. Heinz.

Karie holds a master's degree in Instructional and Performance Technology from Boise State University and a doctorate in management from Case Western Reserve University. She is a former board member of ASTD and has spoken at over 50 events as a featured presenter or keynote speaker. A former newspaper and magazine writer, she has published in *Training Magazine*, and contributed to three books featuring case studies of her work. She has contributed to a Harvard Business School case study and is an active member of a number of professional and benchmarking networks. One of the leading

thinktanks for Human Resources is housed at the Center for Effective Organizations at the University of Southern California, including authors and HR thinkers such as Ed Lawler, Jay Conger, Warren Bennis, John Boudreau, and Sue Mohrman. She has served on their advisory committee for over seven years. In March 2008, Karie was featured on the cover of CLO Magazine. Karie lives with her family in Redwood Shores, California, where she also serves on the board of City Year Silicon Valley.

AUTHOR'S MARKETING AND PROMOTION PLAN

The 2020 Workplace lends itself to a diverse, integrated marketing effort whose range and seemingly “ready-made” character portend a relatively smooth path to success for the book. Quite simply, there are a variety of well-established channels through which to sell and promote the book. Adding to this advantage is the fact that there will definitely be a wealth of opportunities for cross-promotion, multiple appearances (e.g., a speaking engagement at an association event and publication in their magazine), and all manner of multimedia tie-ins. In a sense, the very lessons and ideas featured in *The 2020 Workplace* can in turn be used to promote the book. This is a strong, even unique conceptual advantage that translates into a strategy with the capacity to yield an infinite combination of effective marketing tactics. Following is a plan designed to take full advantage of a variety of media (print, Website, blog, etc.) and professional forums, and leverage each author’s well-established reputation in the field.

1. Pursue speaking engagements and full-day workshops at key human resource, learning and talent management associations. Jeanne and Karie have a long track record of speaking at the following trade conferences:

- American Society for Training & Development
- CLO Symposium
- Conference Board
- Human Capital Institute
- Human Resource Planning Society
- Society for Human Resource Management
- Talent Management
- World at Work
- WorkForce Management

Jeanne and Karie know key leaders in each of these organizations personally through years of speaking and working with these organizations. ASTD alone draws nearly 10,000 members to its annual conference, while holding several others throughout the year. Speakers are requested to supply the names of books they would like available for sale in the ASTD bookstore, and special author-signing events are held at every major conference.

2. Secure bylined columns and/or articles on topics covered by *The 2020 Workplace* in the following trade and top-tier print media:

- Business Today (the leading business magazine in India)
- California Management Review
- Conference Board Review

- CLO Magazine
 - Harvard Business Review
 - Fast Company
 - Financial Times
 - HR Magazine (Society for Human Resource Management)
 - Human Resources (UK)
 - Management Today (UK)
 - World at Work Journal
 - Working Mothers (Jeanne and Karie are both working mothers)
 - T&D Magazine (American Society for Training & Development)
 - Talent Management Magazine
3. Develop an alliance with Vistage International, an association of 14,000 leading CEOs across 16 countries. The authors plan to develop a full-day Expert Workshop, “Creating a Workplace of Choice for 2020,” based on research in the book and targeted to the CEO members of Vistage International.
 4. Use Jeanne C Meister’s blog, New Learning Playbook (<http://newlearningplaybook.com/blog>), as a running commentary on the research, case studies and lessons learned from the companies profiled in the book. This would lend the research, and by extension the book itself, a timely, cutting-edge, yet personal quality. This blog, which is also accessible and promoted through the home page of Workforce Magazine (www.workforce.com) would serve to elaborate, supplement, and enhance any information in the book, giving the whole project a viral, multimedia component that further supports and links it to the actual ideas and technologies addressed in *The 2020 Workplace*.
 5. Web Marketing in Partnership with Firms in the Talent Management Ecosystem. Create a web site for the book, www.the2020workplace.com, where various communities can be created to share lessons, challenges and opportunities in creating a 2020 workplace. The authors will also seek to create an ecosystem of vendor companies that supply products and services to create a 2020 workplace. These ecosystem partner firms will be approached to create a lead generation partnership, sponsoring a series of breakfast meetings designed to share lessons from the book.

6. Create a web site for the book at www.the2020workplace.com where various communities can be created to share lessons, challenges and opportunities in creating a 2020 workplace. The authors will also seek to create an ecosystem of vendor companies that supply products and services to create a 2020 workplace. These ecosystem partner firms will be approached to create a lead generation partnership, sponsoring a series of breakfast meetings designed to share lessons from the book.
7. Leverage our collective extensive email contacts, which combined total over 30,000 heads of Human Resources, Talent Management, Chief Learning Officers and senior line business executives worried about winning the war on talent.

COMPLEMENTARY BOOK TITLES

The 2020 Workplace would be the *only* book that combines a detailed examination of workplace trends and a thorough analysis of the need to transform HR and Learning functions—primarily through original research—with a toolkit for helping HR and learning departments use Web 2.0 to ensure their organizations maintain a competitive advantage in the global economy. Some other books that cover a portion of *The 2020 Workplace*'s terrain are described below.

Workforce 2020: Work and Workers in the 21st Century

Richard W. Judy, Carol D'Amico, and Gary L. Geipel
Hudson Institute (March 1997)

This book was among the first to call attention to the changing demographics of the American workforce and the growing gap between the skills likely to be required for entry-level jobs in the future and those likely to be possessed by new entrants into the labor force. The book also considers the effects of globalization on U.S. business and the American worker, the impact of rapid technological change, the “skills gap” identified in the earlier report, and the need for a new model of education, training, and employment services to prepare workers for the jobs of the next century.

This book, unlike *The 2020 Workplace*, has no practical dimension, and most glaringly it's over ten years old, an eternity for the Google Generation. Many of the technologies at the forefront of Web 2.0, like blogs, wikis, and YouTube, were barely even imagined when this book was published.

***The Future of Human Resource Management:
64 Thought Leaders Explore the Critical HR Issues of Today and Tomorrow***

Mike Losey, Dave Ulrich, and Sue Meisinger
Wiley (May 2005)

This book presents an international panel of expert contributors who offer their views on the state of HR and what to expect in the future. Topics covered include HR as a decision science, understanding and managing people, creating and adapting organizational culture, the effects of globalization, collaborative ventures, and investing in the next generation.

Once again, this book offers no practical dimension, and little in the way of actual research. It is a theoretical tome, consisting of learned opinions from leaders in the field—hardly a recipe for action.

Groundswell: Winning in a World Transformed by Social Technologies

Charlene Li, Josh Bernoff

Harvard Business School Press (April 2008)

The authors define a Groundswell as “a social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions.” This book demonstrates through quantifiable research that the market is indeed changing and it shows readers how they can leverage those changes in their favor. The book relies on multiple case studies that not only identify key concepts, but demonstrate exactly how readers can use them in their business.

This book, which does have a practical element, is geared to Internet marketers/e-commerce. While it deals with the influence of Web 2.0 in business, it does not address its relationship to employee development or learning organizations.

Futurecast: How Superpowers, Populations, and Globalization Will Change the Way You Live and Work

Robert J. Shapiro

St. Martins Press (April 2008)

At the macroeconomic end of the spectrum, this book plots the changes that will renovate the landscape of the future workplace. A good source book for the authors, it is not intended to provide practitioners tips or advice, but merely to inform of the coming changes. *The 2020 Workplace* will provide a more pragmatic approach that will appeal to a broader audience.

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5. Hire "Teams" That Have Experience Working Together
6. Create Tribes at Work
7. Make a Sustainable Difference at Work
8. Develop a Flexible Rewards Package
9. Promote a Work-from-any-Location Culture
10. Create an Alumni Network

PART TWO: Re-think How to Recruit, Orient, Develop and Motivate Employees

Chapter 3: Re-invent Recruiting

Start Recruiting in K-12 Schools
Sponsor Accredited Universities in Key Locations
Use Facebook and LinkedIn to Attract Passive Employees
Recruit in Second Life
Hire Intact Teams from Business School and Industry
Create New Rules for Human Resources Recruiting

Chapter 4: Re-Design Employee New Hire Programs

Shift Employee Orientation from a Program to a Community
Use Latest Social Media: Blogs, Wiki's and Second Life
Create Multi-Player Games to Build Company Knowledge
Continue Orientation on Facebook

Chapter 5: Re-Imagine Employee Learning & Development

Understand the Impact of Social Media
Be Honest About the Implications on Traditional Methods

- Death of Instructional Design
- Death of Learning Management Systems
- Death of Metrics as We Know Them

Next Generation Corporate Universities
Focus on Training in Competencies of 21st Century
New Skills for Chief Learning Officer and Learning Staff
New Methods of Delivery

- Mobile Learning
- Cell Phones
- PDAs
- Second Life
- Multi-Player Games

Use Learning Metaphorical Experiences for Leadership Development
Create a Campus 2.0

Chapter 6: Revamping Methods for Motivation and Engagement

Employee Motivation is a Big and Growing Industry
Create an Employee Engagement Culture
Low Tech and High Touch Engagement Techniques
Perks, Rewards and Recognitions for the Google Generation

PART THREE: What New Skills the Next Generation Human Resources and Corporate Learning Professionals Need to Succeed

Chapter 7: Next Generation Learning and Human Resources Professionals

Why are Learning and HR Roles Evolving?

Chief Talent Officer Emerges

Aligning with Business Priorities

New Skills Needed for Managers

Job Descriptions for Chief Learning Officers and Chief Human Resources Officers in 2020

PART FOUR: Predictions on What to Expect in the 2020 Workplace

Chapter 8: Predictions for the 2020 Workplace

Recruitment

New Hire Orientation

Corporate Universities

Leadership Development

Office of Talent Management

Corporate Social Responsibility

On-Site Perks

Online Perks

Rewards and Recognition

Families Learn Together

Individual Learning Accounts

Ready Resources for Human Resource, Talent and Learning Professionals Entering The World of Social Networking

Glossary of Web 2.0 Terms, Must See YouTube videos, websites,

Favorite web sites of Google Generation

Best in Class: Companies Leading the Way Forward to the 2020 Workplace