

Winning By Sharing

A New Way of Working. A Different Way of Doing Business.



BUSINESS FOR GOOD
making a difference one enterprise at a time

What's The Story?

A must read for anyone wanting to understand how to work and prosper in the network economy of the 21st Century. This book is a modern heroic tale of an individual forced to leave the shelter of the corporate world and transform himself from a well paid "techie" to creative strategist, earning a living in fits and starts by using his wits, his innate curiosity and powers of observation. Most importantly, it shows how individuals are taking control of their own lives and creating their own supportive communities.

While their label may change from "portfolio worker", to "free agent" or "emergent worker", their impact on the very nature of work and the very structure of commerce cannot be ignored.



The Network Economy

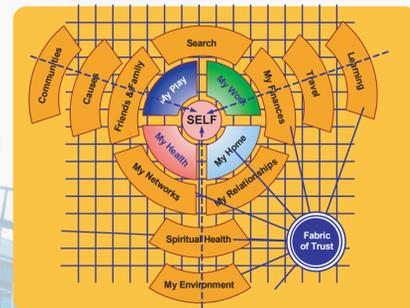
- Power is shifting to the individual – be they workers, investors, customers or voters;
- Skilled and talented individuals who are "globile" – willing and able to traverse the globe in search of work have the best chance of survival
- Online communities and peer to peer networks are enabling individuals to retain autonomy while being supported by a community of their own creation.
- Trust and reputation are the primary currencies of value. In a transparent world of "always on, anywhere, all the time" communication, there's no where to hide.
- Social and relationship capital i.e. the ability to assemble and work collaboratively in teams customised for the task at hand, is becoming as important as financial and intellectual capital.

ISSUES	OLD ECONOMY	NETWORK ECONOMY
Markets	Stable	Dynamic
Scope of Competition	National	Global
Organisational form	Hierarchical	Networked
Structure	Manufacturing Core	Services Core
Source of Value	Raw Materials/Physical	Human/Social Capital
Key Growth Drivers	Capital/Labour	Innovation/Knowledge
Key Tech Drivers	Mechanisation	Digitisation
Tastes	Stable	Changing Rapidly
Skills	Job Specific	Broad / Adaptable
Regulation	Command & Control	Market Tools/Flexible

The Future of Brands

Big brands are in big trouble. To stand out in a crowd, they have to think and act very differently, needing to:

- Loosen up – brands are not sterile, artificial, plastic machines but fuzzy, organic communities of human beings;
- Trust and be trusted – "we can't go on together with suspicious minds";
- Stop preaching and start connecting - markets start as conversations that lead to transactions;
- Distribute intelligence and authority out to the edges - hierarchical, command and control structures don't work any more;
- Become networks that serve networks; and
- Satisfy their employees' need for flexibility and personal development as well as their growing desire to make a difference, and find meaning.



- Successful brands do community first and commerce second by learning to:
- Dance or dialogue with the customer, matching each other's rhythm;
 - Support their customers in speaking to one another, freely and openly and learn by "listening in";
 - Orchestrate - skilfully ensuring harmony and melody while following the score yet allowing for spontaneous improvisation; and
 - Enable the customer to pull towards them the services they need, when, where and how they choose.

The Future of Work

- Tomorrow's typical enterprise will be lean and fleet of foot, sourcing talent and expertise globally and virtually on an demand.
- Careers – the notion of permanent employment – are dead!
- Talented, creative individuals in search of autonomy and flexibility will join the growing ranks of "emergent or portfolio workers" owing allegiance only to themselves, their families and possibly their current team or the communities they belong to.
- Spherion, a major Fortune 1000 recruitment agency, has summarised the characteristics of emergent versus traditional workers as follows:

Values	Traditional &	Emergent Workers
Loyalty	Defined as tenure	Defined as contribution
Job Change	Viewed as damaging to career	Viewed as vehicle for growth
Career Path	Considered company's responsibility to provide	Considered employee's responsibility to pursue
Job Security	Required as a driver of commitment	Rejected as a driver of commitment

- With independence comes extra work and pressure; with freedom comes increased responsibility – portfolio workers have to undertake the same range of functions associated with companies
- Individuals reduce journey times by working from home but may endure professional loneliness and will watch the boundaries of work and home life dissolve.
- Portfolio workers will learn to work at odd hours to "be there" for clients, co-directors, suppliers located across multiple time zones.

See Ricardo Semler, *The Seven Day Weekend*

What Can You do to Adapt?

Information can be interesting, insights fascinating - but what actions can/should you take? We are simply explorers on the same journey, but our thoughts are:

Students

- Few skills you need to be an emergent worker are taught at school:
- Revisit your resume in terms of skills, passions and accomplishments – what unique contribution can you make? How do you stand out from the crowd?
- Express yourself - learn about presentation skills – take a public speaking or NLP course; practice writing .
- Plan for multiple "mini careers" over your lifetime
- Build your portfolio one step at a time – many successful leaders started in the mailroom.

Employees

- Are you happy at work? – if so, you're in the minority. One in three UK workers is bored.
- Do you have a "Plan B" if circumstances change?
- ExecEquity.com is breaking new ground by managing talent using the same model as Hollywood entertainment and sports management agents.

Companies

- Are you ready for the global shortage of skilled workers and personnel with the leadership skills to cope with rapid and revolutionary change?
- What steps are you taking to ensure your most highly valued employees are not already looking elsewhere?
- Do you have what it takes to manage a workforce made up of traditional and emergent workers?

Emergent Workers

- Have you determined the nature of your personal brand?
- Have you written down your goals and aspirations for the next five years?
- Have you created a blog? Joined an online or offline community?
- How do you obtain peer support and get critical feedback before exposing your work to clients?
- Can you say "no" and invest in yourself?
- Can you collaborate as well as compete?
- Are you an Alterpreneur or an Entrepreneur? (see www.alterpreneur.com)

"A 'career' has ceased to be a feasible way to organise working life. I now view work as an instrument of self-development and personal autonomy and entrepreneurship not as a status symbol, but as an attitude – an attitude that everyone is going to need." - Léon Benjamin

Unemployed

- Are you suited to emergent work? Find out more about Fractional Work by downloading the white paper at: www.winningbysharing.net/downloads.asp
- What skills, hobbies and interests could you turn into a service?
- Do you have friends or family members, or past work colleagues you would like to work with?

Government

- Emergent workers deserve tax regimes that cease penalising self employment; recognise income variability; and support self-directed, lifelong learning.
- Government will need to deal with a growing volume of both temporary and permanent work-related migration.

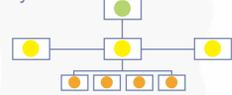
Supporting Companies

- Banks, insurance companies, financial planners need to develop more flexible products and services to meet the needs of emergent workers.
- By joining on and off line communities where emergent workers hang out; initiating conversations and engaging this group in co-creating tailor made solutions.

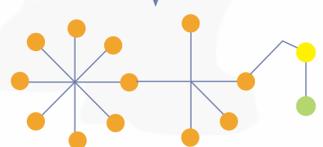
Facts

- There are over 200 million "portfolio" workers at large worldwide; in the USA, some 52% of workers will be in this category by 2007 (Source: Spherion) and, in the UK, a further 1 million small enterprises (under 3 people) will be created over the next five years (Source: DTI);
- By the end of 2005, over 35 million people worldwide will be blogging (creating their own personal web journals) with some 20,000 new sites created daily (Source: Edelmann).
- 18 months since launch, over 101 million copies of Skype's internet telephony software has been downloaded (Source: Skype).

From Hierarchy...



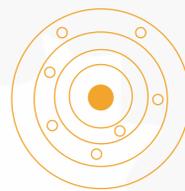
...to Network.



Facts

- According to Forrester, only 2% of UK firms listen to their customer's networks. International exceptions include:
 - Pepsi who made Mountain Dew the top selling soft drink with the youth market in Sweden in less than 3 months using HabboHotel (an online community frequented by over 20 million young people);
 - Hallmark cards created three online communities to provide invaluable insight about parents with younger children; Latina women, and grandparents.

From Brand Fortress...



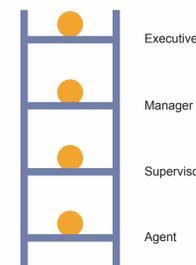
...to Community.



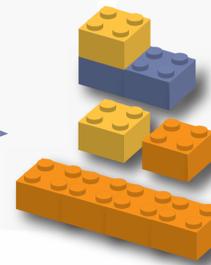
Facts

- In the 1980s, Britain watched the loss of its mining workforce; now it's manufacturing that's at risk. Very soon, it will be administrative, support jobs that will leave:
- IBM estimates that the remaining 90% of the administrative function undertaken by companies in Europe and North America will be outsourced offshore. This represents some \$19 trillion in employment income.
- By 2015, India alone will be home to 60 million bright individuals with post doctoral degrees.

From Career Ladder...



...to Career Lego*.



Call to Action!

- Read the book & recommend to friends & colleagues: www.winningbysharing.net
- Call Léon or Anna on 0845 456 4108
- Email Léon at info@winningbysharing.net or Anna at anna@businessforgood.biz



Authors: Léon Benjamin & Anna Pollock

www.businessforgood.biz

This is a big picture: Created by Cognac: the big picture company

T: 020 7812 7395 F: 0870 442 5285
E: info@cognac.ac W: www.cognac.co.uk
Communicate anything in ten minutes™

cognac
the big picture company