

FUTURE OF WORK

Mindset Assessment

Create, Adapt & Do Things That Matter

Assess Your Readiness for
The Future of Work

Version 1.0

BOUNDLESS
helping you navigate the future of work

FUTURE OF WORK *Mindset*

*The Nature Of Work Has Fundamentally Changed,
Yet We Operate As If It Is Still 1995*

Consider the following¹:

- **The decline of full-time work:** There was no net increase in full-time employment from 2005 to 2015 — all employment growth was in “alternative work arrangements” such as on-call and temporary as well as contractors and freelancers.
- **Work continues to increase in complexity:** Boston Consulting Group has measured the “complicatedness” of work showing that it has steadily increased 6.7% a year for 50 years. This has dramatically outpaced productivity improvements
- **Our education is disconnected from what we end up doing::** Less than three out of ten people work in fields tied to their major
- **Dream jobs don’t exist:** In 1997, Amy Wrzesniewski found that work that is a “calling” is a result of a mindset, not our underlying skills and experiences
- **People prefer autonomy over power:** Researchers found that when power is framed as autonomy versus power over people, people were much more inclined to seek power positions. Autonomy is also highly linked to job satisfaction and performance.
- **Money is not a motivator:** In 1949, Professor Harry Harlow introduced incentives to reward monkeys and ended up destroying their intrinsic motivation. We have found the same result in humans – yet almost 70 years later, we still use the language of “carrots” and “sticks”
- **People are meaner at work:** McKinsey found that people experiencing rudeness at work increased from 49% to 62% from 1998 to 2015.

This assessment was developed based on years of research on organizational change (see page 6 for sources) and human motivation and performance and is intended to help individuals and organizations make sense of the dramatic shift happening in terms of how we work, live and create in today’s world.

1. Detailed sources on pages 6 and 7

FUTURE OF WORK *Assessment*

The Assessment

This tool is designed to help individuals and organizations gain a better understanding of the mindset needed to thrive and do work that matters in today's world.

The Framework

There are three core areas:

1. **Foundation** - Who you are, how you relate to the world, and how you make decisions
2. **How You Create** - Where your spend your time, how you relate to the world and take action
3. **How You Adapt** - How you learn and grow, how you progress and how you stay energized



#1 FOUNDATION
Who you are, how you
relate to the world,
and how you make
decisions

#2 CREATE
Where your spend
your time, how you
relate to the world
and take action

#2 ADAPT
How you learn and
grow, how you
progress and how
you stay energized

The Questions

The assessment has 27 statements, three for each of the nine subcategories defined on page 5. Each statement is to be assessed on a scale of one to five where one is completely disagree and five is completely agree.

Results

Upon completion, each person will get a score for each of the three areas as well as an overall readiness rating. Customized reports and findings can be developed for organizations or teams to fit with the culture and strategy of the situation.

FUTURE OF WORK *Shift*

FACTOR	FROM	TO
#1 FOUNDATION		
Perspective	<ul style="list-style-type: none"> • Scarcity • Fear of failure • What we are told • Fitting in, conventional practice 	<ul style="list-style-type: none"> • Abundance • Flexibility & resilience • Optimism & curiosity; life-long learning • Divergent & original thinking
Motivation	<ul style="list-style-type: none"> • Do what we are told • Incentives: “carrots and sticks” 	<ul style="list-style-type: none"> • Purpose & intrinsic motivation • Autonomy & freedom • Doing what matters to you • Conscious capitalism
Compass	<ul style="list-style-type: none"> • Extrinsic motivators (e.g. money, power & status) / pursuit of more • Long-term employment & retirement 	<ul style="list-style-type: none"> • Life design • Holistic life priorities • Solitude & mindful disconnection • Risk mitigation
#2 HOW YOU CREATE		
Environment	<ul style="list-style-type: none"> • Fixed offices, fixed schedules • Default to in-person 	<ul style="list-style-type: none"> • Remote, co-working, virtual, hybrid, flexible schedules • Optimization of flow states & physical environments
Connection	<ul style="list-style-type: none"> • Status-driven, “access”, • Networking • Work as default social group • Transactional, money-focused 	<ul style="list-style-type: none"> • Virtual & global teams, • Shared mission communities • “Gift Economy”
Action	<ul style="list-style-type: none"> • Job responsibilities • Limited tasks & job focused • Process & control, top-down • Organizations • Seeking permission 	<ul style="list-style-type: none"> • Work is “play”, creativity • Cultivating your strengths • Projects & experiments • Networks & platforms • Human judgement & social skills
#3 HOW YOU ADAPT		
Knowledge	<ul style="list-style-type: none"> • Credentials and universities • Proof of experience • Specialization and tracks • Expertise tied to tenure & status 	<ul style="list-style-type: none"> • Learn by doing, apprenticeships • Tech-enabled learning • Skill building, mastery • Self-directed, lifelong, & interdisciplinary
Progress	<ul style="list-style-type: none"> • Full-time jobs • Learned helplessness • Time in role / tenure (hard work) • Career paths, promotions 	<ul style="list-style-type: none"> • Creating opportunities • Energy management • Gigs & alternative work • Portfolio, 50+ year mindset
Vitality	<ul style="list-style-type: none"> • Work for work’s sake • “Work-Life Balance” and vacations 	<ul style="list-style-type: none"> • Unplanned & planned breaks • Derive energy from work & connections • Adding value to other people’s lives

FUTURE OF WORK *Mindsets*

#1 Foundation

Perspective

Sees an abundance of opportunities in the world, is flexible and adaptable to change, is optimistic, curious and open to new ideas and experiences

Motivation

Is driven by long-term purpose or mission that matters to them. Understands intrinsic motivators, seeks out freedom and autonomy

Compass

Designs the life they want and finds work to fit it. Takes a holistic view of life beyond just work. Values solitude & reflection. Looks for ways to mitigate risk in decisions

#2 How You Create

Environment

Able to shift to different environments; can work virtually and manage flexible schedules. Understands optimal physical environments how to do deep work

Connection

Has meaningful global connections. Can work virtually. Part of communities of shared values. Looks to add value to other people's lives through work

Action

Is able to experiment and work on creative projects. Can test ideas and quickly get feedback before moving forward. Uses judgement and social skills in work

#3 How You Adapt

Knowledge

Learns by doing. Looks to apprentice. Has a lifelong learning mindset. Teaches as a way to learn. Balances specialization with interdisciplinary interests

Progress

Actively creates new opportunities. Takes a long term (50+) portfolio view of work. Thinks about skills instead of jobs. Uses energy levels to make decisions.

Vitality

Consistently derives energy from work and life. Takes long (>2 weeks) unplanned and planned breaks. Has relationships where both people help each other grow.

FUTURE OF WORK *Resources*

FACTOR	Sources
HOW YOU CREATE	
Perspective	<ul style="list-style-type: none">• Curiosity, Ian Leslie• Agile Mindset Core Curriculum, Becker College• Chaos Theory of Careers, Pryor & Bright• Abundance, Kotler & Diamandis
Motivation	<ul style="list-style-type: none">• Self-Determination Theory, Deci & Ryan• Drive, Dan Pink• Primed to Perform, Doshi & McGregor
Compass	<ul style="list-style-type: none">• Designing Your Life, Bill Burnett & Dave Evans• Jobs, Careers, and Callings: People's Relations to Their Work, Wrzesniewski, McCauley, Rozin & Schwartz
HOW YOU GROW	
Environment	<ul style="list-style-type: none">• The Rise of Superman, Steven Kotler• Quiet, Susan Cain• Flow, Mihaly Csikszentmihalyi• The Science of High Performance, Vega Factor
Connection	<ul style="list-style-type: none">• Sacred Economics, Charles Eisenstein• Give and Take, Adam Grant• The Curious Mind, Bryan Glazer
Action	<ul style="list-style-type: none">• The Growing Importance of Social Skills in the Labor Market, David Deming• Originals, Adam Grant
HOW YOU EVOLVE	
Knowledge	<ul style="list-style-type: none">• Growth Mindset, Carol Dweck• The Anxiety of Learning, Edgar Schein• Preparing Students To Lose Their Jobs, Heather McGowan• Skill Stacking, Scott Adams• Mastery, Robert Greene
Progress	<ul style="list-style-type: none">• "Do not plan your career", Marc Andreessen• Planned Happenstance, Constructing Unexpected Career Opportunities, Mitchell, Levin & Krumboltz• The Gig Economy, Diane Mulcahy• Manage Your Energy, Not Your Time (HBR), Schwartz & McCarthy
Vitality	<ul style="list-style-type: none">• How To Have A Good Day, Caroline Webb• Solitude: The Benefits of Being Alone, Long & Averill• Hierarchy of Needs, Maslow• Solitude & Leadership, William Deresiewicz• The Happiness Advantage, Shawn Achor

FUTURE OF WORK *Resources*

Category	Sources
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General Resources

- | | |
|--------------------|---|
| Autonomy | <ul style="list-style-type: none">• To Have Control Over or to Be Free From Others? The Desire for Power Reflects a Need for Autonomy, Lammers• Job autonomy, its predispositions and its relation to work outcomes in community health centers in Taiwan, Yen-Ju Lin, Yung-Kai Lin, Cheng-Chieh Lin, Tien-Tse Lin |
| Gig Economy | <ul style="list-style-type: none">• The Rise and Nature of Alternative Work Arrangements in the United States, 1995-2015, Katz & Kreuger |
| Complexity | <ul style="list-style-type: none">• BCG Simple Rules – Complicatedness & Complexity |
| Education | <ul style="list-style-type: none">• Do Big Cities Help College Graduates Find Better Jobs?, Abel & Deitz |
| Rudeness | <ul style="list-style-type: none">• Rudeness on the Rise, McKinsey Quarterly |

FUTURE OF WORK *Creator*

Paul Millerd – Freelancer, researcher, coach & podcast host



Paul is the founder of Boundless and works as a freelance consultant with a focus on strategy, operations, organizational change, talent strategy, culture and leadership development. In addition to consulting work, Paul also spends time developing and producing e-learning content, writing about talent and the future of work, working with a select number of people as a career coach and as a host of the Boundless podcast where he interviews the innovators, creators and thought leaders making sense of the future of work

EXPERIENCE

Paul helped launch the CEO & Board Advisory Group at Russell Reynolds Associates and executed on several CEO Succession and board consulting projects across multiple industries. Prior to that he helped to re-launch the global Transformation Practice at Boston Consulting Group, supporting client teams, structuring the practice and writing and developing content for publications including “Transformation: The Imperative to Change” and “The New CEOs Guide to Transformation.” Prior to that he worked at a-connect, where he first became passionate about the “future of work” and worked on consulting engagements as well as helped recruit and staff independent professionals. He started his career in the financial management program at GE Aviation before spending two years with McKinsey & Company as an operations research analyst.

EDUCATION

Paul has an MBA and MS in Systems Engineering from Massachusetts Institute of Technology as part of the Leaders for Global Operations Program and a BS in Management and Engineering for Manufacturing from the University of Connecticut.

COMMUNITY

Paul is passionate about working with college students and young professionals as a mentor. He spends time as a mentor with the non-profit America Needs You and mentors several students per year at the University of Connecticut. He donates 1% of his consulting earnings to causes benefitting first-generation college students.

Learn More: www.think-boundless.com