

Index

- absenteeism, 253, 264
- accountability and personal responsibility
- clear focus in ROWE and, 6, 14, 82, 87–90, 171
- culture of accountability, creating, 55–61, 82
- for deadlines, 52, 114, 129–131, 132–135
- delivering consequences and, 81–85
- engagement in public sector and, 248–250, 254
- for individuals and managers, 267–270
- trusting employees and, 52–53, 76–79, 92, 133, 193, 205–206, 235
- values and goals, aligning, 43–44, 135
- See also* performance conversations
- anxiety, managing, 81, 90–91, 96–97, 268–270
- asynchronous tools, 162
- autonomy, 1, 8, 24–25, 47, 53, 101, 134–135, 243
- availability, 24/7 expectation of, 146–150, 157
- Bach, Laurie, 221
- Balta, Lee Ann, 215–218, 221–222
- Becker, Anne, 85–87
- Berry, John, 233
- Best Buy, 1, 22–23, 44, 57, 244
- billable hours *vs.* results, 42–43, 137–141
- BlackBerry smartphones, 164–165
- body language, 151, 163, 177, 196
- brainstorming meetings, 125–127, 195
- Buchanan, Jeffrey, 118
- Carnegie Unit, 237
- Carroll, Terry, 228
- checklists, focus on, 17, 222, 234
- child care industry, ROWE and, 17, 215–219, 221–222, 228
- communication
- availability, 24/7 expectation for, 146–150, 157
- body language and, 151, 163, 177, 196
- being overwhelmed by, 143–144, 146–147, 153
- break downs and blunders in, 163–165
- collaboration *vs.* management of, 145, 159, 165, 169–175
- direct communication, 81, 96, 196
- drive-by communication, 11, 158–161, 167, 182–183, 194, 198
- face-to-face interactions, 15, 145, 158–159, 163, 166, 178–179
- fire drills and, 12–13, 166, 174
- outside of traditional office hours, 96, 157–158, 167
- responses, lack of, 147–148, 166
- Sludge and, 44–45, 172
- things to try and avoid, 167–168
- typical questions for managers, 165–167
- See also* performance conversations
- communication tools, 146–147, 153–157, 160–163, 167–168, 182, 187
- commuting, 60, 126, 182, 260, 262–263
- competency-based education, 237–243
- competition, healthy *vs.* unhealthy, 73–74
- contract workers, 108–109
- control, sense of
- anxiety, managing, 81, 90–91, 96–97, 268–270
- autonomy for employees and, 1, 8, 24–25, 47, 53, 101, 134–135, 243
- desire for by employees, 2, 106, 213–214, 243
- managing people *vs.* work and, 2, 13–14, 69–78, 96–97, 111–113, 267–270
- policies affecting, 136, 137
- ROWE implementation and, 3–8, 58–59

- Cooper, Todd, 137–141
 creativity and innovation,
 96, 123, 137–138, 225,
 238, 245
 culture change
 need for, 5, 14–15, 47–53,
 59–60, 65–66, 168, 172,
 265, 267
 pioneers for, 214–215, 234
 resistance to, 208,
 227, 232
 customer-focused approaches,
 34–35, 49–50, 127,
 150–157, 169–175
 customers, defining and
 understanding, 108,
 120–127, 169–170
- deadlines, 52, 79–80, 96,
 114, 129–135
 decision-making authority, 2,
 17, 106, 213–214, 243
 Deming, W. Edward, 107
 Diaz–Cooper, Otmara
 “Omi,” (Diaz & Cooper),
 42–43, 137–141
Dilbert cartoon, 64, 208
 disabled workers, ROWE
 and, 262
 DIY mentality, change and,
 14, 16
 dress codes, 112–113
 drive-by communication, 11,
 158–161, 167, 179–183,
 194, 198–199
Drive (Pink), 81, 109
- economic recessions, 245–246
 Edmunds.com, 55–61
 education and teaching,
 ROWE and
 checklists, focus on, 17,
 222, 234
 child care industry, 17,
 215–219, 221–222, 228
 competency-based
 education, 237–243
 flexibility in, views on,
 211–214
 implementation processes
 for, 228–231
 motivation in, 218–219
 performance conversations
 in, 86–87
- PLAEA, 84, 208–211, 214,
 237, 240–243
 time, focus on in, 237–243
 unionized environments,
 84–87
 e-mail, 146–147, 153–157,
 160–162
 employee engagement, 2,
 40–41, 248–250
 employee input and feedback,
 96, 172–173, 195,
 198–199, 235
 employee-manager
 relationships. *See*
 manager-employee
 relationships
 exempt *vs.* nonexempt
 employees, 9n, 39–41,
 51–52, 54
 extrinsic *vs.* intrinsic
 motivation, 109–110
- face-to-face interactions, 145,
 148, 158–159, 163, 166,
 168, 178–179
 Fairview Health Services
 (Fairview Foundation),
 192, 228
 families, work/life balance for,
 46, 56–57, 256–259
 family-owned businesses,
 83–84
 Fahrenbach, Pete, 111
 fire drills, 12–13, 166, 174
 flexibility, views on, 5, 12, 14,
 28–36, 54, 211–214
 flexible work programs
 employee decision-making
 authority and, 35–36
 for families and parents, 46,
 56–57, 78, 256–259
 flavor-of-the-month
 programs, 16, 47, 107, 229
 health and wellness
 programs, 4–6, 44–46,
 56–57
 negative impact on
 productivity, 4–6
 outdated ideas about, 28–29
 results-only focus *vs.*,
 31–32, 36
 stress caused by, 30–31
 unlimited vacation, 9,
 36–39, 54
- “whenever, wherever”
 approach *vs.*, 7, 49–50,
 57–58, 144–148, 261
 for women, having it all
 myth and, 265–267
 working from home,
 29–30
 Florida Power & Light
 Company, 107
Free Agent Nation (Pink),
 108–109, 110
 freelance workers, 108–109
 Funk, Tammy, 226–227
- Gap North America, 18–19,
 181–182
 GM, 106
 Greenleaf, Robert, 108
 Griffin, Nancy Dietl, 244
 guideposts, ROWE
 about, 8–12
 fire drills, eliminating,
 12–13, 166, 174
 guilt, eliminating, 5, 12, 14,
 24, 46, 240
 hours worked, eliminating
 focus on, 10
 measurable goals *vs.* hours,
 focus on, 11–12
 optional meetings, 11
 Saturdays, everyday as,
 8–9, 260
 as something you do *vs.*
 place to go, 9–10, 15,
 25–27, 54–56, 72–76,
 260–264
 time-wasting activities,
 eliminating, 8
 unlimited paid time off
 (PTO), 9, 37–39, 54
 work schedules, elimination
 of, 10–13, 15, 54, 168
 work styles, freedom in
 choosing, 8, 81, 97
 guilt, 5, 12, 14, 24, 46,
 183, 240
- Haats, Curt, 113, 125, 224
 Harris Interactive, 37
 H.B. Fuller, 40–41
 health and wellness programs,
 4–6, 44–46, 56–57
 health care industries, ROWE
 and, 219–221

- Hennepin County Public Health Department, 224–225
- Hennepin Technical College, 211–212
- Herzberg, Jeff, 208–211, 214, 215, 237
- Hewlett Packard (HP), 106–107
- hierarchical management approach, 195–196, 199
- Hines, Tracy, 219–220
- Hoaby, Susan, 144–145, 159, 183
- Hoaby, Tod, 211, 214, 230–231
- Hoehner, Christine, 262–263
- Holmberg, Jane, 211, 214
- Human Services and Public Health Department (HSPHD), 224–225
- impromptu (drive-by) meetings, 179–180, 199
- inclusion, ROWE and, 261–262
- instant messaging, 146–147, 157, 162–163, 167–168, 182
- Intermediate School
- intrinsic motivation, 94, 109–110, 218–219, 222
- JL Buchanan, 118–119, 144, 183
- job titles, focus on, 119–120, 122
- Johnson, Connie, 84, 209, 214
- Kelly, Erin, 4–5, 46, 47
- Lakewood Health System, 219–221
- Lawrence, Jessica, 190
- Learner's Edge, 2, 35, 38, 114–115, 127, 131, 159, 190
- Leitner, Tara, 80–81, 122
- Li, Charlene, 57
- Malecek, Dennis, 188
- management, ROWE and billable hours *vs.* results, 42–43, 137–141
- change as challenge for managers, 7, 59–60, 66–69, 235, 252, 256–257
- customer service, improvements for, 127–132
- delivering consequences in performance conversations, 81–85
- employee recognition for results *vs.* time worked, 72–76, 96
- hiring and firing in, 134–135
- ideal outcomes and scenarios for, 257–261, 270–271
- individual and organizational expectations for, 267–268
- intrinsic motivation and results, 94, 109–110, 222
- pioneers for, 214–215, 234
- as respect for employees, 35–36
- schedules, elimination of, 10–12, 15, 54, 168
- slackers and non-performers, handling, 31–85, 95
- in social sector, 219–221, 234–236
- things to try and avoid, 74–81, 96–97
- trust, importance of, 98–104
- typical questions asked, 91–95
- unlimited vacation policies, 9, 37–39, 54
- “whenever, wherever” work approach, 7, 49–50, 57–58, 144–148, 261
- See also* education and teaching; public sector management, traditional
- culture change, need for, 5, 14–15, 59–60, 65–66, 168, 172, 265, 267
- fear and intimidation used in, 195–196
- hierarchical approach, 195–196, 199
- “job,” outdated concept of, 108–109
- management by walking around, 54, 106–107, 133
- quality management theory, 107
- servant leadership, 108
- supervision, belief in need for, 1–2, 50–51, 92–93
- time and physical presence, focus on, 48–50, 72–76, 96
- top-down management, 15, 103, 106–108, 214
- manager-employee relationships
- best performers, assigning work to, 79–80, 97
- changes in after ROWE, 67–68
- coaching by managers, 123
- direct communication, 81, 96
- employee autonomy and, 1, 8, 24–25, 47, 53, 101, 134–135, 243
- employee input, asking for, 96, 172–173, 195, 198–199, 235
- flexibility management for, 32–36
- prescribing how to work, 81, 97
- retention and turnover, 110, 134–135
- structure, belief in need for, 1–2, 50–51, 92–93
- performance conversations and, 129–132, 135, 136
- time-related questions, asking, 74–76, 96
- managers, role of
- anxiety about, managing, 81, 90–91, 96–97, 268–270
- change as challenge in, 7, 59–60, 66–69, 235, 252, 256–257
- expectations for in ROWE, 268–270
- lack of preparation for, 64–66
- need for change in, 47–53
- negative societal view of, 63–64
- self-reflection questions for anxieties, 90–91

- mandatory meetings, 183–184, 199
- McIntyre, Michael, 267–269
- measurable goals and outcomes
- bureaucracy *vs.*, 101, 106, 216, 269
 - creating, 6, 118–122
 - employee recognition for *vs.* time worked, 72–76, 96, 109–110
 - focus on *vs.* on hours worked, 5, 10, 34, 82, 96, 126, 136
 - identifying, 253–254
 - pay-for-performance *vs.* notion of job, 41, 108–109
- meeting filters, 194, 198
- meeting invitations, 190–192, 194
- meetings, ROWE and agendas and organization for, 188–193, 199
- customer-focused approaches for, 201–206
- declining and canceling, 11, 71, 186–187, 188–195, 199
- eliminating nonproductive meetings, 11, 182–183, 194, 198
- optional meetings, 11, 182–183, 194, 198
- questions for productive meetings, 189–190
- things to try and avoid, 186–187, 194, 200
- as tool to get results, 182, 192–196
- typical questions for managers, 196–198
- meetings, traditional
- bad meeting protocols, 179, 186–187
 - physical focus of, 15, 145, 158–159, 163, 166, 178–179
 - impromptu (drive-by) meetings, 179
 - ineffectiveness of, 180–181
 - mandatory meetings, 183–184, 199
 - multitasking during, 187, 200
 - no-meeting days, 185
 - prairie dog meetings, 180
 - productivity, loss of and, 184–185
 - recurring meetings, 11, 182–183, 194, 198
 - stand-up and status meetings, 126, 151, 185, 194, 197, 198
 - as time-wasting activity, 125–127, 178–181, 184–185
- MetLife Caregiving Costs Study, 264
- Minnesota Court System, 244–255
- mission statements, 119–121
- MIT Sloan Management Review, 148, 149
- Moen, Phyllis, 46
- Monson, Jodie, 40–41
- motivation, 80–81, 94, 109–110, 218–219, 222
- Netflix, 57
- nonexempt *vs.* exempt employees, 39, 39–41, 51–52, 54
- office hours, focus on, 2, 54, 112, 139, 144
- Office of the Chief Technology Officer (OCTO), 98–104
- Open Leadership* (Li), 57
- OPM (US Office of Personnel Management), 232–233
- optional meetings, 11, 182–183, 194, 198
- Outcome-Based Goal-Setting Platform, 170
- outcome-based thinking
- billable hours *vs.* results, 42–43, 137–141
 - checklists, eliminating, 17, 222, 234
 - in child care industry, 17, 215–219, 221–222, 228
 - goals, achieving, 120–126
 - measurable goals, creating, 118–122
 - policy- *vs.* performance-driven goals, 127–129
 - trusting employees and, 90
- See also* measurable goals and outcomes
- paid time off (PTO). *See* time off policies
- parents and families, flexible programs for, 46, 56–57, 78, 256–259
- part-time employees, 9n, 39–41, 51–52, 54
- Pederson, Kyle, 2, 35, 114–115, 127, 131
- performance conversations
- daily conversations and clear focus, 87–90, 135
 - delivering consequences and, 81–85
 - in education and teaching, 86–87
 - employees' views of, 87–89
 - flexibility *vs.*, 54
 - managers' anxiety about, 81, 90–91, 96–97, 268–270
 - subjective *vs.* objective conversations, 129–132, 135, 136
 - things to try and avoid, 96–97
 - in unionized environments, 84–87
- personal responsibility. *See* accountability and personal responsibility
- physical space, work as, 25–27, 48, 72–76, 260–261
- pilots, launching, 250–251
- Pink, Daniel, 81, 108–110
- Prairie Lakes Area Education Agency (PLAEA), 84, 208–211, 214, 237–243
- presenteeism, 125–126, 243
- productivity
- absenteeism and, 253, 264
 - changing management to improve, 65–66
 - eliminating nonproductive meetings for, 11, 158–161, 167, 182–183, 194, 198
 - flexible work programs and, 30–31
 - meetings and, 184–185, 189–190

- pay-for-performance *vs.*
 - notion of job, 41, 108–109
- tracking time, negative impact on, 39–43
- trust in employees, lack of and, 83–84
- public sector, ROWE and accountability and engagement in, 248–250
- change, resistance to in, 208, 227, 232
- for-profit *vs.*, 222–227
- Great Recession and, 245–246
- results-focused
 - implementation and benefits for, 17, 222–228, 232–234, 250–255
- things to try and avoid, 235–236
- unionized environments, 84–87
- quality management theory, 107
- recessions, 245–246
- recruiting processes, 32, 221, 245–248
- recurring meetings, 11, 182–183, 194, 198
- regulations and rules
 - eliminating inefficient rules, 57, 136, 137
 - policy- *vs.* performance-driven goals, 127–129
 - in public and social sectors, 229–231, 235
 - US Department of Labor, 39–40
- relationship building, meetings and, 197
- Results-Only Work Environment (ROWE)
 - creation of, 1–3
 - flexible work programs *vs.*, 31–32, 36
 - ideal outcomes and scenarios for, 257–261, 270–271
 - implementing in different professions, 207–208
 - mission and success of, 2–6, 16–19, 267–268
 - skepticism about, 14–15, 207–208, 253
 - See also* guideposts, ROWE; management, ROWE and
 - retention, 47, 65–66, 110, 134–135
 - Riley, Janelle, 87–88, 89
 - ROWE Online Support Community, 97, 235–236
 - Ryan, G. Brint (Ryan, LLC), 111
 - Ryniak, Keith, 110
 - Saturdays, everyday as, 8–9, 260
 - schedules, elimination of, 10–12, 15, 54, 168
 - servant leadership, 108
 - Severson, Eric, 18–19, 181–182
 - Sivak, Bryan, 98
 - Skype, 162, 167, 177, 182, 243
 - slackers and non-performers, handling, 81–83, 95
 - Slaughter, Anne-Marie, 265–267
 - sleeping, concept of, 23–24
 - Sloan, Alfred P., 106
 - Studge, examples of, 44–45, 172
 - Small Blessings Childcare, 215–219, 221–222
 - S.M.A.R.T. goals
 - billable hours *vs.* results, 42–43, 137–141
 - clear focus in expectations for, 6, 14, 82, 87–90, 171
 - defined, 116–117
 - hiring/firing policies and, 134–135
 - measurable goals, creating, 6, 118–122
 - mission statements and, 119–120
 - outcome-based thinking and, 120–126
 - performance-driven results and, 119, 127–129
 - planning, 117–118
 - policy- *vs.* performance-driven goals, 127–129
 - subjective *vs.* objective performance
 - conversations, 129–132, 135, 136
 - time-wasting activities and, 125–127, 135
 - typical questions for managers, 132–135
 - ultimate customers and, 124–125
 - sneakernet, 161
 - social sector, ROWE and, 219–221, 235–236
 - St. Croix County, 225–227
 - stand-up meetings, 151, 185, 194, 198
 - stress
 - constant communication as cause, 143–144, 146–147, 153
 - flexible work programs as cause, 30–31
 - for parents and families, 256–259
 - reduced by ROWE, 12, 46
 - for woman, 265–267
 - Suntell, 66–67, 147–148, 201
 - supervision, 50–51, 92–93
 - synchronous tools, 162
 - Syvantis Technologies, 87–88
 - Taylorism, 106
 - teamwork and team building, 43–44, 126, 135, 165
 - telework, views on, 27–28, 54
 - temp workers, 108–109
 - texting, 162–163, 187
 - Thompson, John, 36
 - Thompson, Pat, 226–227
 - time, tracking
 - in education systems, 237–243
 - in government agencies, 222–227
 - as management trap, 72–78
 - office hours, focus on, 2, 52, 54, 112, 139, 144
 - productivity, negative impact on, 39–43
 - “putting in time” mentality and, 3–6, 9–10, 17
 - as time-wasting activity, 54, 126
 - time off policies, 9, 37–39, 54, 60
 - time sheets, 137–141

- time-wasting activities
 commuting, 60, 126, 182, 260, 262–263
 eliminating, 8, 135
 meetings as, 125–127, 178–181, 184–185
 presenteeism and, 125–126, 243
- time-work relationship
 billable hours *vs.* results, 42–43, 137–141
 exempt *vs.* nonexempt employees, 9n, 39–41, 51–52, 54
 40-hour, 9-to-5 work week, 2, 54, 112, 139, 144
 healthy *vs.* unhealthy competition and, 73–74
 managing people *vs.* work and, 2, 13–14, 69–78, 96–97, 111–113, 267–270
 measurable outcomes *vs.* tracking time, 5, 10, 33, 82, 96, 126, 136
 schedules, elimination of, 10–12, 12, 15, 54, 168
 “whenever, wherever” approach and, 7, 49–50, 57–58, 144–148, 261
 work sent outside of office hours, focus on, 73–74
- top-down management, 15, 103, 106–108, 214
- training and support, importance of, 123, 251
- trust
 in employees to fulfill work, 52–53, 76–79, 92, 133, 193, 205–206, 235
 in manager-employee relationships, 98–104
 productivity and, 83–84
 ROWE and achieving results with, 98–104
- unionized environments, ROWE and, 84–87
- US Department of Labor regulations, 39–40
- US Office of Personnel Management (OPM), 232–233
- vacation. *See* time off policies
- virtual work, 27–28
- vision statements, 119–121
- voice mail, 146–147, 150–153, 161–162, 167, 168
- Watt, Greg (WATT Publishing), 80–81, 122, 169–175
- Welbourne, Theresa M., 248
- “whenever, wherever” work approach, 7, 49–50, 57–58, 144–148, 261
- Why Work Sucks and How to Fix It* (Thompson and Ressler), 2–3, 24–26, 53, 125–126, 135, 171, 203
- Winslow, Frederick, 106
- women, having it all myth and, 265–267
- Wooten, Ronnie, 66–67, 147–148, 201
- work and work environments, ROWE and
 “distributed” workforce, concept of, 139
 employee autonomy in, 24–25
 exempt *vs.* nonexempt status, 9n, 39–41, 51–52, 54
 as something you do *vs.* place to go, 9–10, 15, 25–27, 54–56, 72–76, 260–264
 things to try and avoid, 53–54
 training and support, importance of, 123, 251
 typical questions for managers, 48–53
- “whenever, wherever” approach, 7, 49–50, 57–58, 144–148, 261
 “work” as verb *vs.* noun, 26–27, 54
- work and work environments, traditional
 changes needed in, 21–23, 27, 47, 228–229
 flexible *vs.* results-only, 28–36
 “job,” outdated concept of, 108–109
 job titles, focus on, 119–120, 122
 labeling people and, 28, 54
 personal responsibility *vs.* managing people, 267–268
 as physical space, 25–27, 48, 72–76, 260–261
 as place to go *vs.* something you do, 9–10, 15, 25–27, 54–56, 72–76, 260–264
 “putting in time” mentality, 3–6, 9–10, 17
 remote and virtual work, 27–28, 54
 sleeping, concept of, 23–24
- work/life balance
 eliminating nonproductive meetings and, 11, 182–183, 194, 198
 for families and parents, 46, 56–57, 78, 256–259
 negative impact of current policies, 4–6
 for women, having it all myth and, 265–267
See also flexible work programs
- work schedules, elimination of, 10–12, 15, 54, 168
- Yaeger, Julie, 38, 159, 190