The Energized Workplace

The Energized Workplace

Designing organizations where people flourish

Perry Timms



Publisher's note

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publishers and author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2020 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street London EC1V 3RS United Kingdom

122 W 27th St, 10th Floor New York, NY 10001 USA 4737/23 Ansari Road Daryaganj New Delhi 110002 India

www.koganpage.com

Kogan Page books are printed on paper from sustainable forests.

© Perry Timms, 2020

The right of Perry Timms to be identified as the author of this work has been asserted by him in accordance with the Copyright, Designs and Patents Act 1988.

ISBNs

Hardback 978 1 78966 107 1 Paperback 978 0 7494 9866 5 Ebook 978 0 7494 9867 2

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

[to follow]

Typeset by Integra Software Services, Pondicherry Print production managed by Jellyfish Printed and bound by CPI Group (UK) Ltd, Croydon CR0 4YY

CONTENTS

Introduction 1

01 2050 voyaging 11

What will work even be in 2050? 12 Utopian or protopian? 18 Endnotes 20

02 20th-century design flaws 21

A psychological theory of human evolution 21 How we feel about the systems of work 23 Knowing the history of work – a personal story 25 Organization development – a discipline most powerful 26 From flawed design to designing from the 'floor-up' 28 From mechanics to heuristics 32 Endnotes 37

03 80/20 variances 39

We all know Pareto's rule – or do we? 40
Who am I and what am I here for? 43
80/20 and the *What's Going On* factor 47
More than numbers 49
Values are an energy source and indeed a manifestation of our energies 52
Endnotes 54

04 20/1 or a 20 per cent probability 55

Introduction – a stress pandemic 56 Who is to blame? 57 Use of energy/depletion of energy at work 58 Psychological and physiological energy 63 Energy management not time management 66 A safe workplace 67 Endnotes 73

05 The 5 x 20 life and the redesign of age 77

Introduction – happy 200th birthday! 79
The three-stage model of now 80
What is the five-stage model of the future? 81
An additional dimension: eudaimonia as a business model 84
Economics and a regenerative model 88
Conclusion 90
Endnotes 92

06 20:20 vision 95 Overview 96

Work/life balance 97
So what is human energy and its connection to nature? 102
From Eastern wisdom to the Western psychological and physics approach 103
The Lagrice approach 104

The Jungian opera 104
Modern physics 105
Energy in 'alternative' medicine 106
Spirituality 107
The Chakra System 109
Chakras and HR – a PhD thesis 115
In summary 119
Endnotes 123

07 The **20** misuses of energy in the workplace 127

Misuses #1–5: cult workplaces 128 Misuses #6–10: scare-ups 134 Misuses #11–15: faux trendy 138 Misuses #16–20: living museums 142 Endnotes 147

08 The 2020 list of energized workplaces 151

Self-managed organizations 152

Rewarding organizations 154

Open value organizations 157

Personal growth-focused organizations 159

Well-being organizations 162

In summary 163

Endnotes 164

09 20 minutes per day to energize yourself 167

NQ element 1: SO – source energy 168

NQ element 2: SU – sustainable energy 170

NQ element 3: IN – introspective energy 174

NQ element 4: PL – self-system interplay 175

NQ element 5: PU – purpose: yours and the organization's 176

NQ element 6: PR – the promise (aka the deal) between employee and employer 177

NQ element 7: FL – flow, deep work and understanding your optimized self 178

NQ element 8: VA – variety: the spice of life or a life of space? 181

NQ elements 9–12: The Edge – DI (Discovery), RE

(Relationships), LE (Learning), and IN (Innovation) 183

In summary 185

Endnotes 186

10 Tools for the next 20 years 189

What is organization design? 190

The writing on the wall story 194

Your story 196

Our organization design process for a eudaimonic business model 204

In closing 204

Endnotes 208

Index 209