



HEATHER E  
MCGOWAN



THE ARIZONA  
GOVERNOR'S  
CONFERENCE  
ON TOURISM

LET GO, LEARN FAST, AND THRIVE IN THE  
FUTURE OF WORK

the  
**adaptation  
advantage**

HEATHER E MCGOWAN  
CHRIS SHIPLEY  
FOREWORD BY THOMAS L FRIEDMAN

WILEY

# Adaptation Advantage: Leading the Empowered Workforce

**856** Pandemic Days

**66** Days to Form a Habit

**When Are We Going Back vs. What Are We Going Into**

# THE PANDEMIC HAS QUESTIONED

**WHO**

**WHAT**

**HOW**

**WHERE**

**WHY**

**Homogeneous**  
**No Caregiving**  
**Responsibilities**

**Solo + Routine**  
**Tasks**

**Individual**  
**Productivity**  
**Measured in Time**  
**Lead by**  
**Unquestioned**  
**Experts**

**A Common Place**  
**(common time)**

**Survival**  
**Identity & Status**  
**Purpose**

# LEGEND: Guide/Overview of Talk

**WHO**

**Who Works:**

The Reality of the Workforce Today

**WHAT**

**What We Do For Work:**

Accelerated Change + Technology

**HOW**

**How We Work, How We Lead**

Convergence, Collaboration, Calibration

**WHERE**

**Where Work Takes Place:**

Evolution of Place

**WHY**

**Why We Work**

Motivations, Great Reset



# WHO

## **Who Works**

The Workforce  
Today

# WHO WORKS: Generational Shifts (Leadership Shifts)

WHO		Leadership Shifts		Largest Share of Workforce	
		BOOMER	GEN X	MILLENNIAL	GEN Z
WHAT	Chronology	1946-1964	1965-1984	1985-1996	1997-2012
HOW	Key Moments	Civil Rights, Sexual Revolution	Watergate, Energy Crisis, Downsizing	Child Focused, Divorce Norm	Digital Norm, 9/11,
WHERE	Work Is	Adventure, then Retire	A Job, A Contract	Means to End, Values	Entrepreneur Purpose
WHY	Coronavirus Loss	25%	36%	40%	50%

Sources: Kasasa Exchange: Boomers, Gen X, Gen Y, Gen Z, and Gen A Explained; Pew Research: What We Know About Gen Z so Far (2021), Catalyst

# WHO WORKS: Engaging Generation Z

WHO

## Event

9-11

Global Financial Crisis

Sandy Hook, Parkland Shootings

UN Climate Crisis (12 years)

War (Afghanistan, etc.)

BLM, #MeToo

Covid Pandemic

## Life Stages

Birth- Toddler

Birth- Grade School

Grade School – Junior High

Junior High– Adult

All

Junior High– Adult

Junior High- Adult

WHAT

HOW

WHERE

WHY

# WHO WORKS: USA Older, More Diverse

WHO

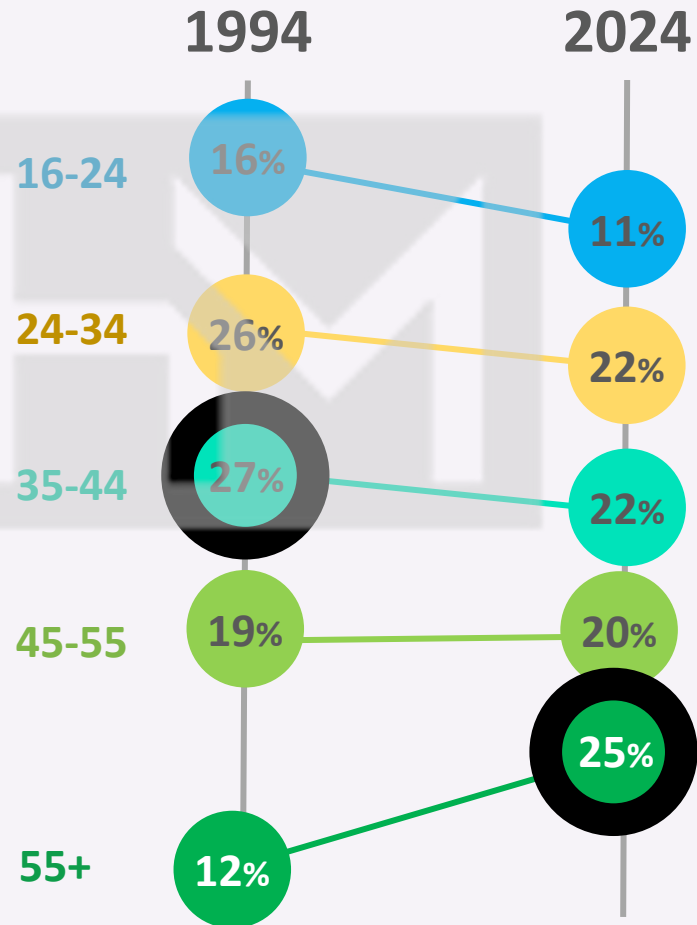
WHAT

HOW

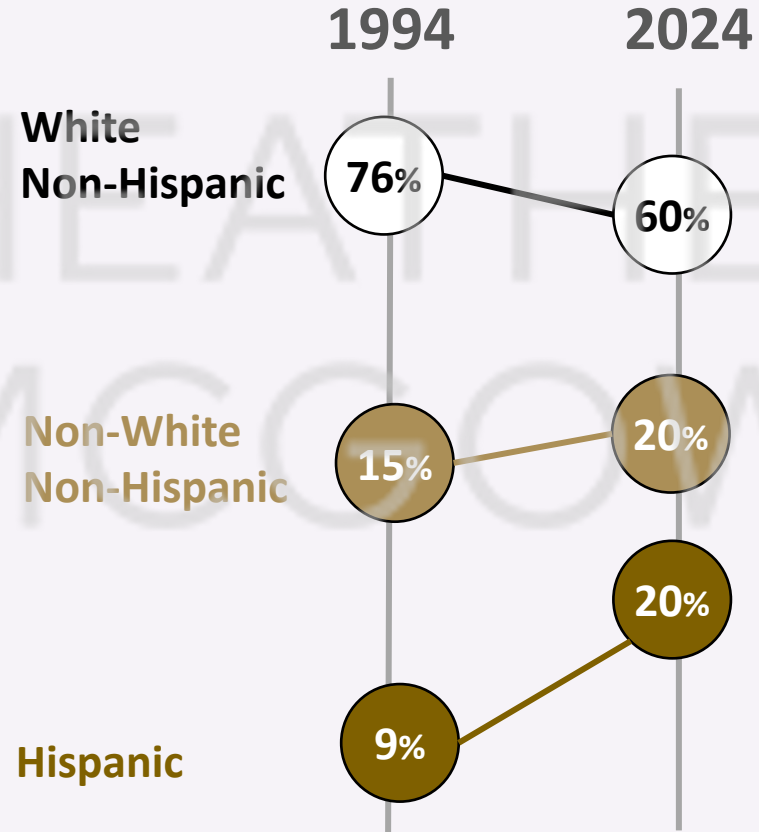
WHERE

WHY

## OLDER



## RACIAL DIVERSITY



The Diverse  
Workforce is  
Here

No Racial  
Majority Age  
18 and Under

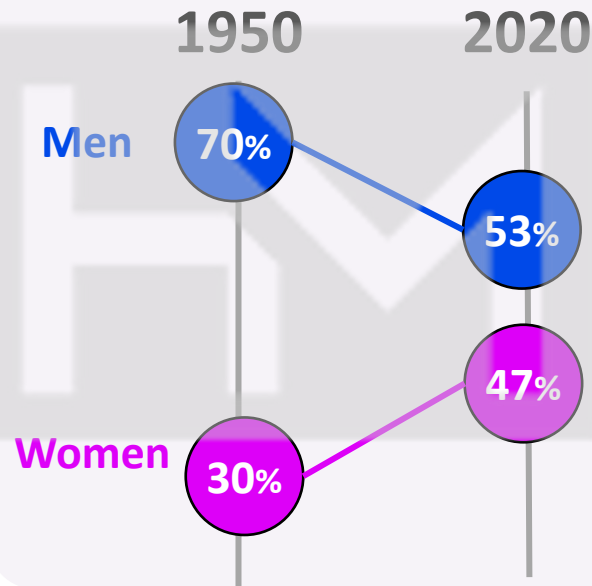


# WHO WORKS: Labor Shortage Insights

WHO

## GENDER

(Share of Workforce)



WHAT

HOW

WHERE

WHY

## Greatest Labor Shortage Since WW2

64%

Unemployed Men Age 35 Have Criminal Record

-10%

Male Labor Force Participation Rate (1970-2020)

10

Million More Degrees Earned By Women

2.5

Motherhood (Parenting) in Uncompensated Jobs

*Bureau of Labor Statistics, Department of Education, Rand Corporation, Federal Reserve Bank of Richmond, Welch's Corporation*

# WHO WORKS: Note on Gender in the USA

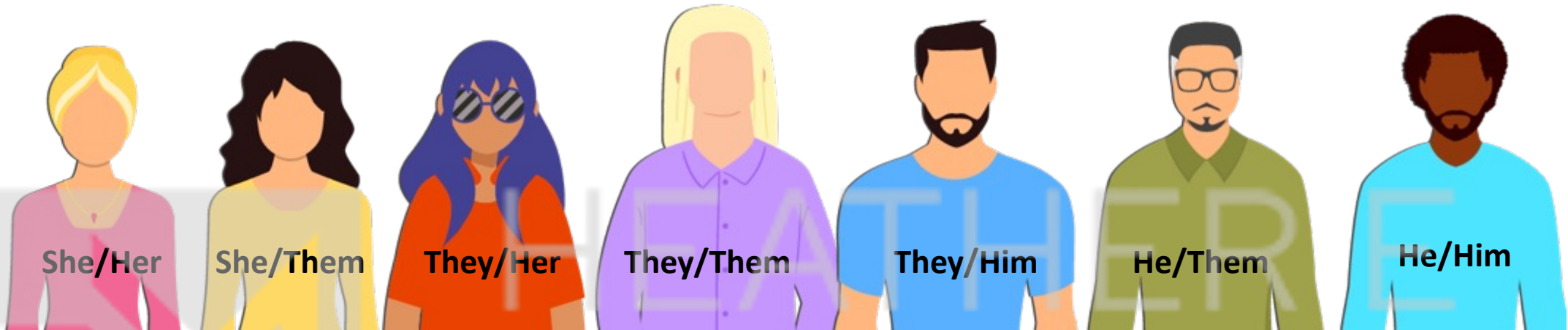
WHO

WHAT

HOW

WHERE

WHY



## Gender Fixed and Binary to Gender Fluid Spectrum

**MILLENNIALS:**

9% LGBTQ+

12% + Identify As Trans Or Gender Non-conforming

**GEN Z:**

17% Identify as LGBTQ+

25% Expect To Change Gender Identity

**GENDER**

50% Gen Z, 56% Millennial Believe Binary is Outdated

Sources: GLAD Accelerating Acceptance Survey, Big Eye Survey, Gallup 2021 Survey

# WHO WORKS: DEI and B

WHO

WHAT IT IS.....

WHERE IT MATTERS.....

WHAT

Diversity

Representation

INVESTORS

DIVERSE COMPANIES  
OUTPERFORM

HOW

Equity

Fairness

FORTUNE 500: MEASURE UP

Inclusion

Actions

TALENT

Diverse Execs Would NOT  
take Position Without DEI  
Commitments.

84%

Belonging

Feeling

Data: McKinsey: Why Diversity Matters, Fortune 500, Survey of 200 diverse executives conducted by theBoardlist and Felicis Ventures



# WHAT

## **What is Work?**

Accelerated Change,  
Compressed Time,  
Demand for Learning

# WHAT IS WORK: Creativity in Crisis

WHO

WHAT

WHAT

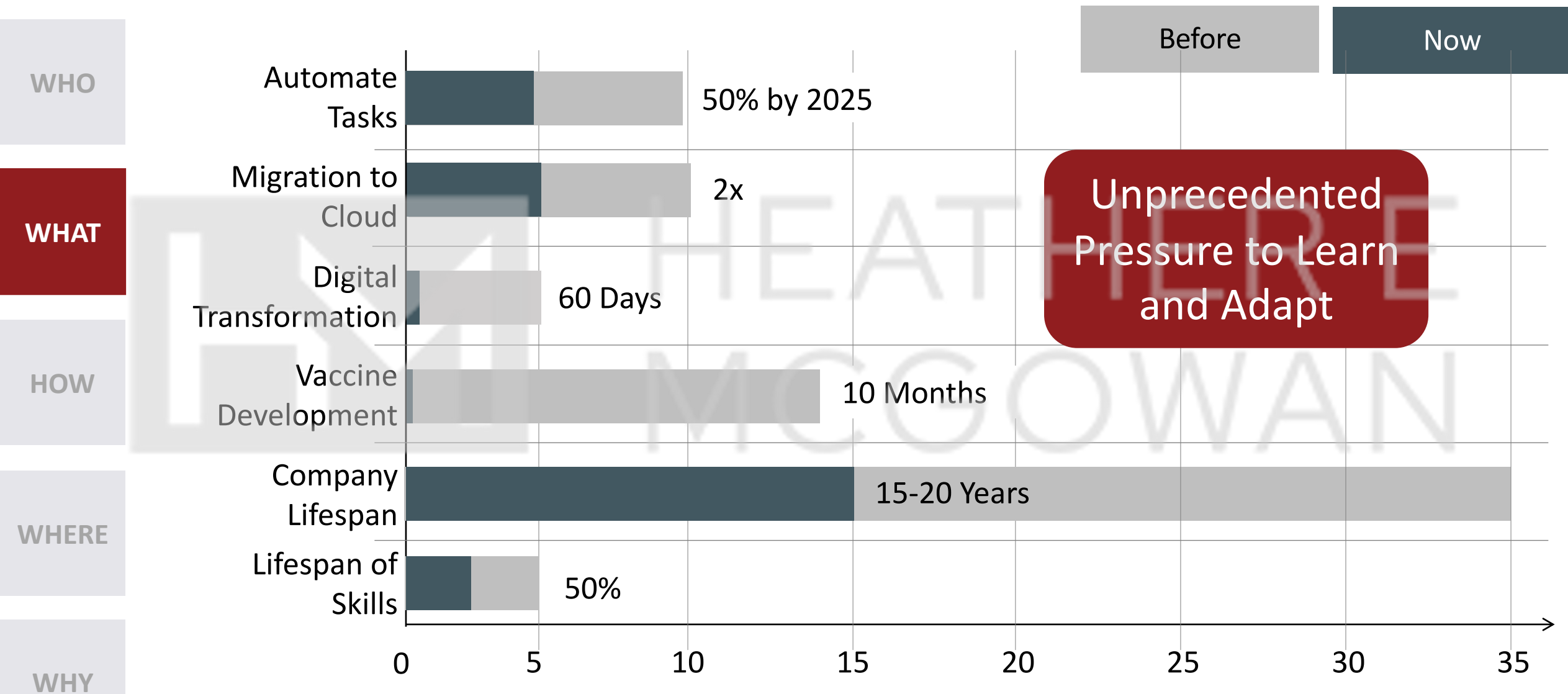
WHERE

WHY





# WHAT IS WORK: Velocity of Change Compresses Time (Pandemic Acceleration)



Sources: Vaccine: ([www.historyofvaccines.org](http://www.historyofvaccines.org)) , Digital Transformation (McKinsey), Migration to Cloud (Accenture), Automation of Tasks (World Economic Forum), Company Lifespan (Innosight), Skill Lifespan (IBM)

# WHAT IS WORK : Work is Bigger Than the Box, Relevance of Jobs?

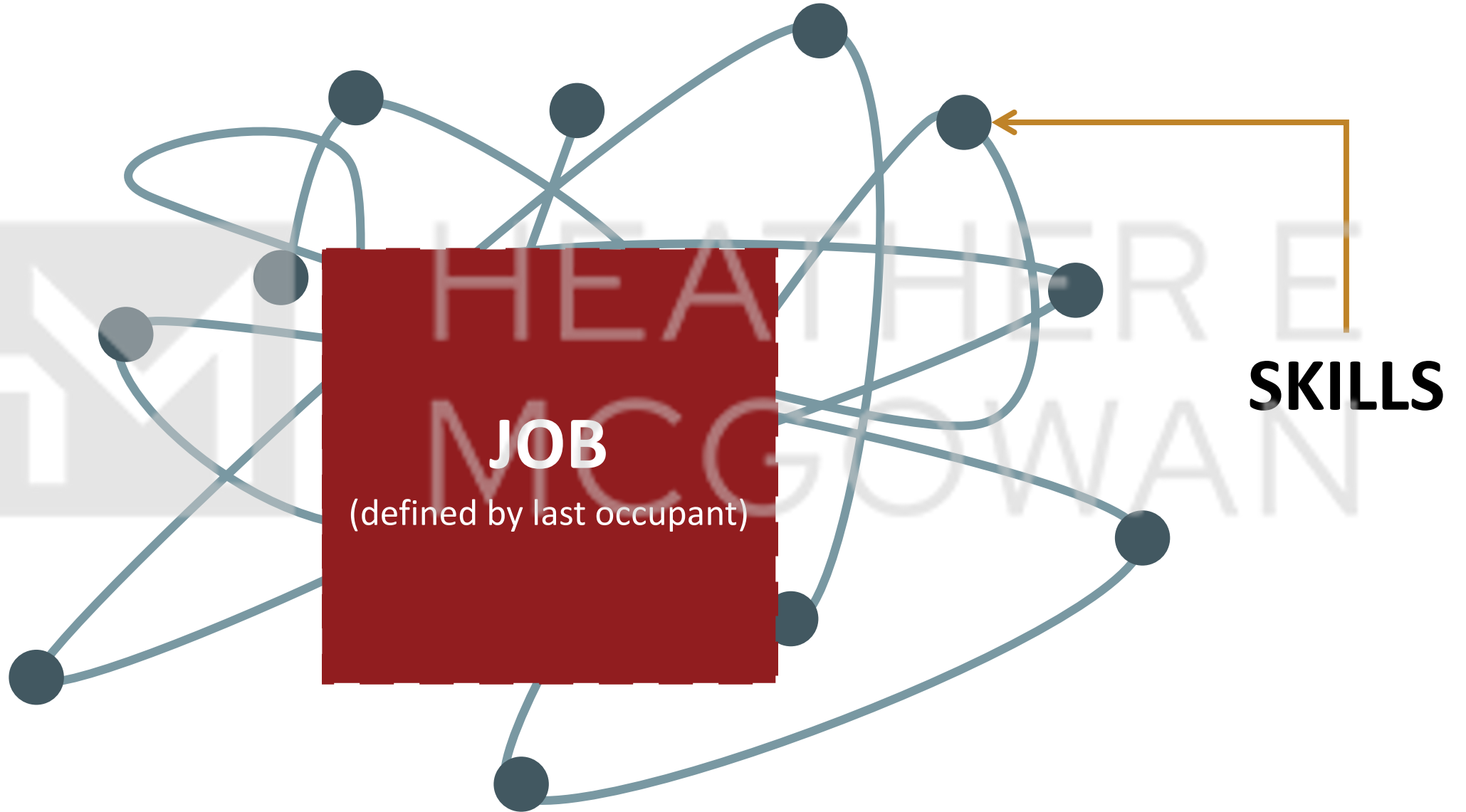
WHO

WHAT

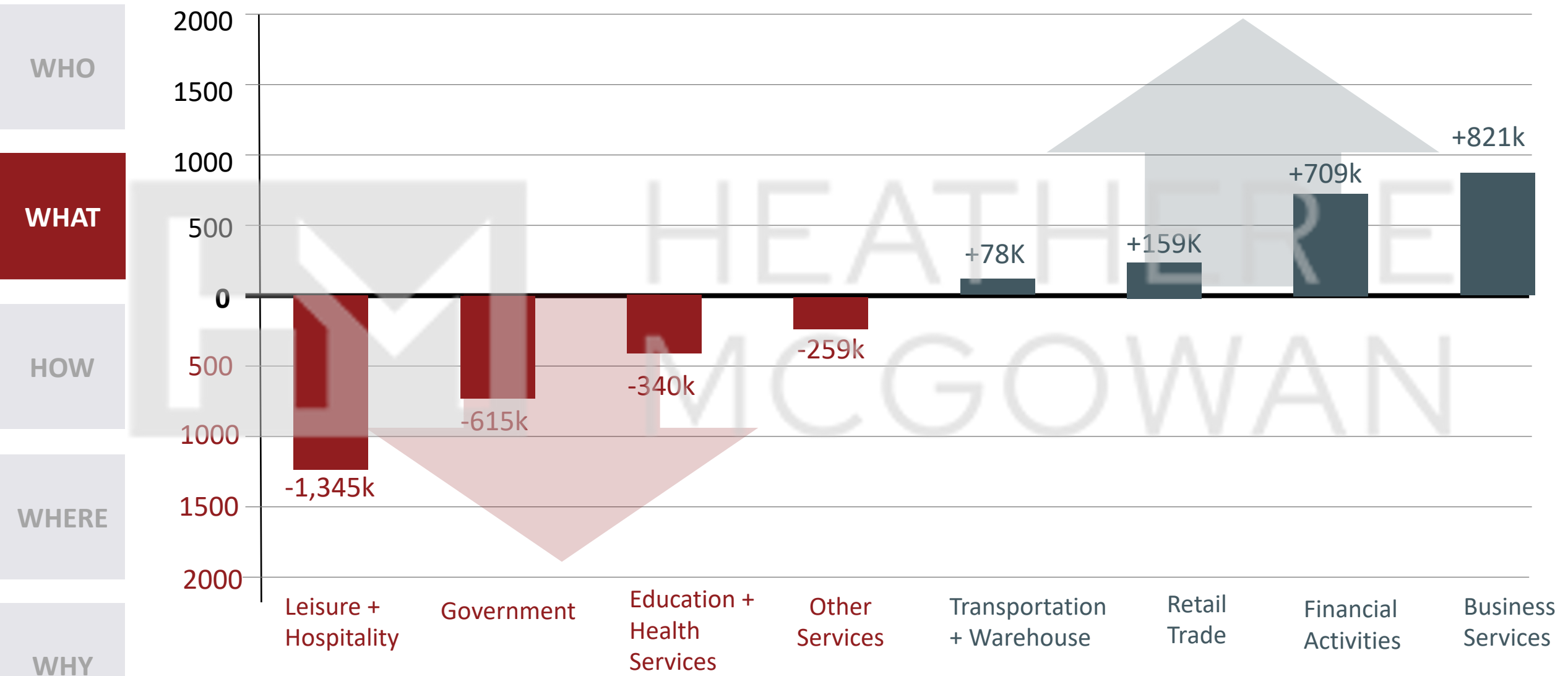
HOW

WHERE

WHY



# WHAT IS WORK: Job Recovery Since 2020



Data Sources: Committee for Responsible Federal Budget, Bureau of Labor Statistics



# WHAT IS WORK: We Are Upside Down on the Iceberg

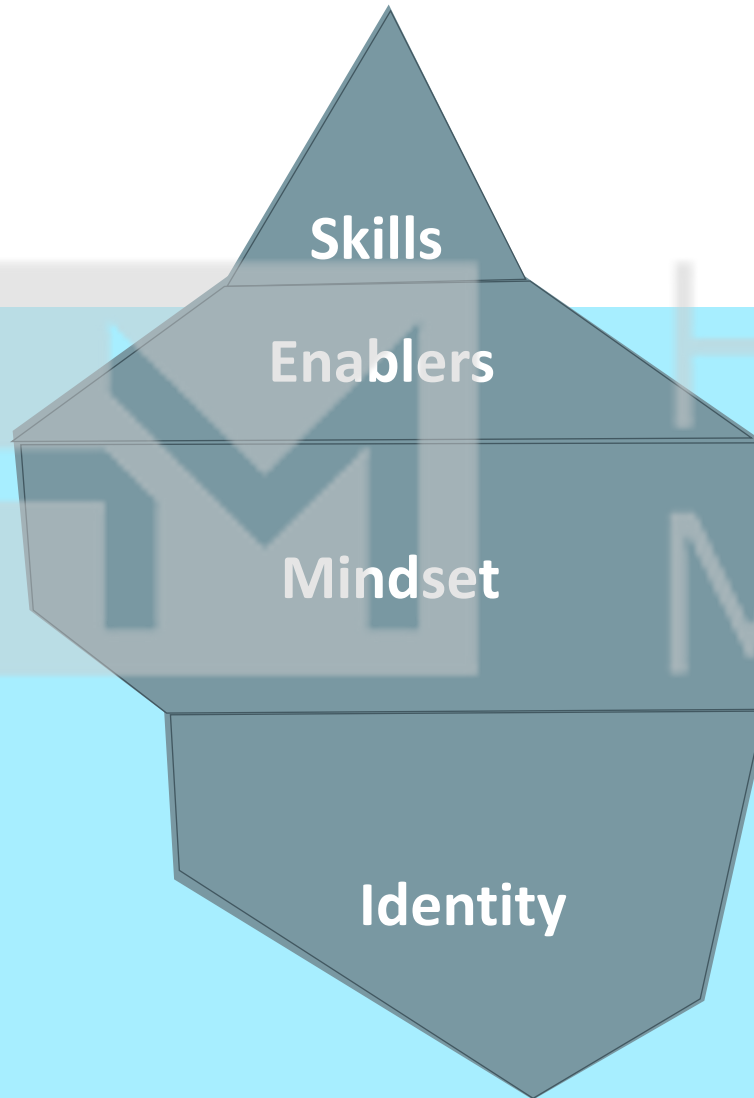
WHO

WHAT

HOW

WHERE

WHY



4

## **(Perishable) Skills To Do**

Skills For Which You Are Hired

3

## **(Durable) Uniquely Human Skills + Traits**

What Makes You Better At Your Job

2

## **Agile Learning Mindset**

Ability To Learn + Adapt (To Market Changes)

1

## **Resilient And Adaptive Identity**

Resilience + Understanding Of Purpose

# WHAT IS WORK: Advice for Workers

WHO

Never take a job for which you are already qualified.

WHAT

In short, look for a job where the employer wants to invest in you, rather than reap the benefits of what you (or previous employers) have invested.

HOW

That way you will learn something, and the employer will end up with a knowledgeable, capable employee who understands their company's unique assets and challenges.

WHERE

WHY

**Esther Dyson**



# HOW

## **How We Work**

Leadership Shifts,  
Clarifying Culture



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How Are We Doing?

# HOW WE WORK: Mental + Wellness Health Focus

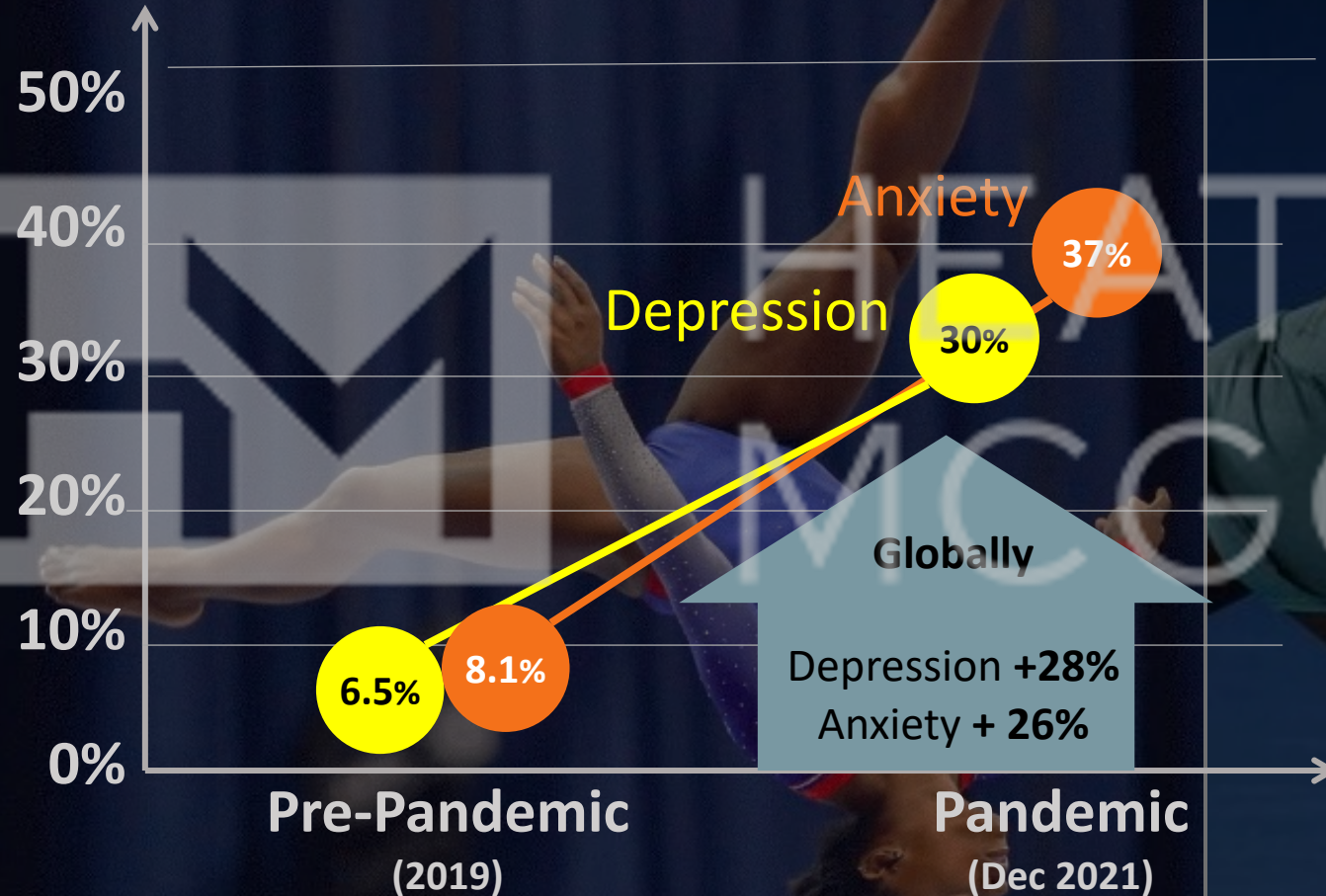
WHO

WHAT

HOW

WHERE

WHY



Mental vs. Physical

Benefits for...

The (Good) Mental Health  
Of The Team Is Essential To  
The Success Of Your Team

Sources: Data Source: CDC National Centers For Health Statistics Household Surveys 2019 And 2020-2021, Global Prevalence Of Depressive And Anxiety Disorders In 204 Countries And Territories In 2020 Due To The COVID-19 Pandemic Photo Credit: Arabnews.Com, Mother Jones



# HOW WE WORK: The Loneliness Epidemic

WHO

61%

Report Being Lonely

2X

Miss Work  
Contemplate Quitting

WHAT

Loneliness is a Threat

HOW

FIGHT vs. FLIGHT

US vs. THEM

WHERE

Amygdala Goes Into Overdrive

WHY

Source: Cigna 2020 Loneliness Index

# HOW WE WORK: The Loneliness Epidemic- Generation Z

WHO

51%

Report Being Down,  
Depressed, Hopeless

25%

Contemplated Self Harm  
Repeatedly in Last 2 Weeks

WHAT

HOW

Concerns  
Democracy  
Climate Change  
Mental Health  
Economy

WHERE

WHY

Source: Harvard Youth Poll Fall 2021, Getty Images

# HOW WE WORK: Burnout

WHO

## World Health Organization Definition

1. Feelings of Energy Depletion or Exhaustion
2. Mental Distance from Job, Cynicism
3. Reduced Professional Efficacy

WHAT

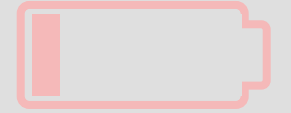
HOW

+38%

Since 2019

## Maslach Burnout Inventory (BMI)

1. Workload
2. Perceived Lack of Control
3. Lack of Reward or Recognition
4. Poor Relationships
5. Lack of Fairness
6. Values Mismatch



How Many Yoga Classes or Meditation Apps To Fix This?





# How Do We Work?

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# HOW DO WE WORK: What We Can Learn From Chickens

WHO

WHAT

HOW

WHERE

WHY



Concept Credit: Margaret Heffernan | TED Forget the Pecking Order At Work  
Research: William Muir, Purdue University

# HOW DO WE WORK: Super Chickens Mirage

WHO

WHAT

HOW

WHERE

WHY



Are You Creating A Super Chicken Hunger Games?

*Concept Credit: Margaret Heffernan / TED Forget the Pecking Order At Work*  
*Research: William Muir, Purdue University*

# HOW WE WORK: Help Your Team Leap (Google)

WHO

WHAT

HOW

WHERE

WHY



## Google Project Aristotle Psychological Safety\*

Dependability, Clarity, Meaning, Purpose

Photo Credit: Guinness Book of World Records 2019

\*Dr. Amy Edmondson

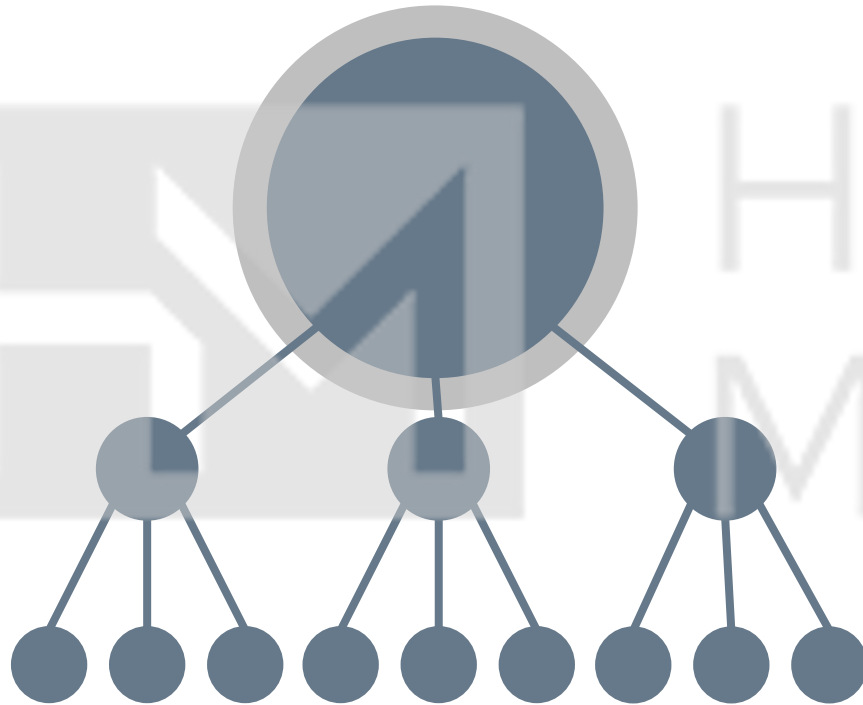


# How Do We Lead?

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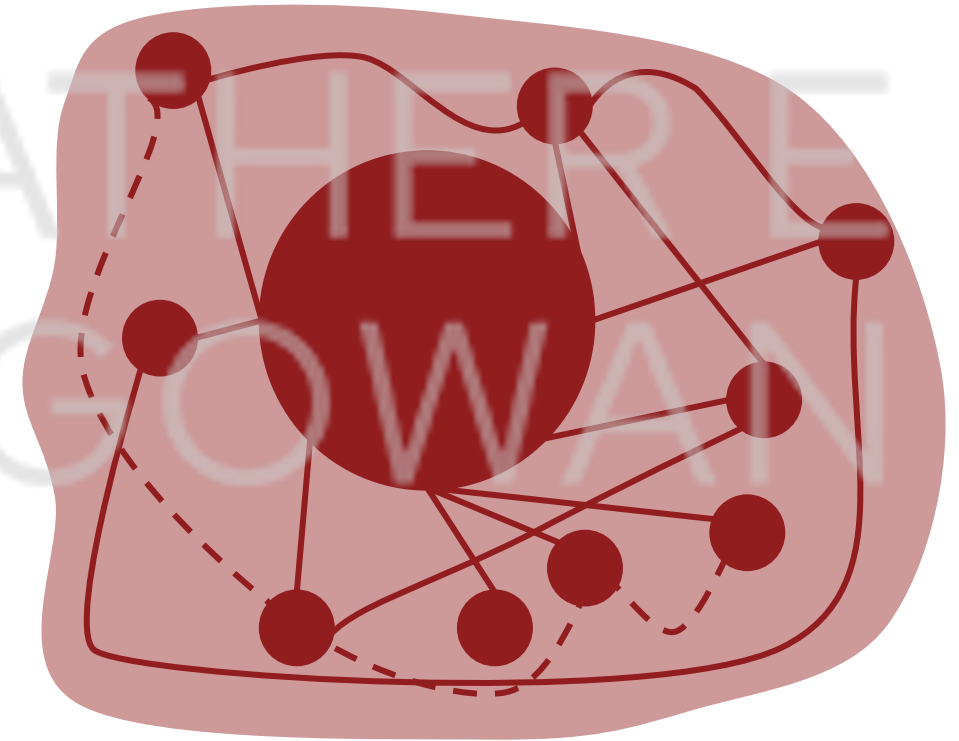
# HOW WE WORK: Complicated to Complex Leadership

## INDIVIDUAL INTELLIGENCE



**COMPLICATED**

## COLLECTIVE INTELLIGENCE



**VUCA**

Volatile, Uncertain, Complex + Ambiguous

# HOW WE WORK: How We Pick Leaders

WHO

WHAT

HOW

WHERE

WHY

**Selection Criteria**

**Focus**

**Valued Traits**

**Motivate With**

## OLD MODEL

Best Technical Expertise,  
Longest Tenure, Etc.

Drive Productivity

Unquestioned Expert  
Decisions with Certainty

Fear

## NEW MODEL

Best Human Skills,  
Connector, Coach

Inspire Potential

Humble, Curious Learner

Love



# HOW WE WORK: How We Lead with Culture

WHO

MONOLOGUE

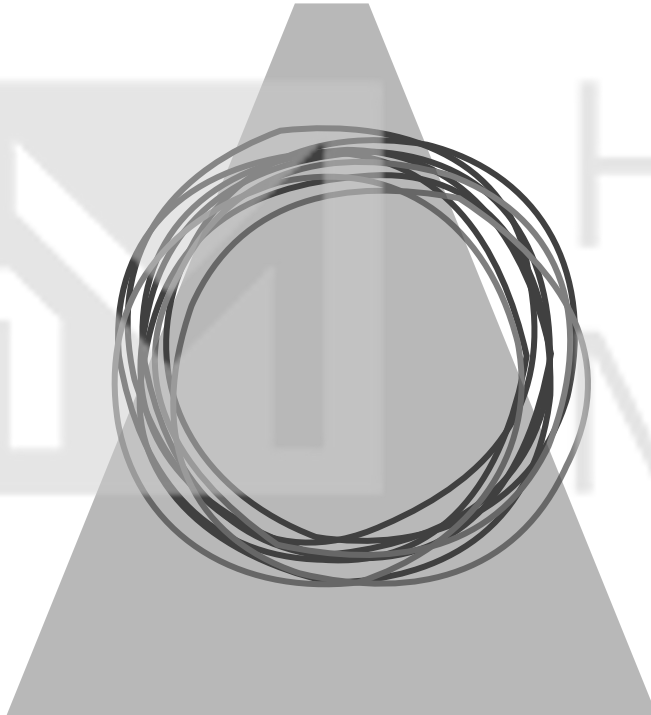
DIALOGUE

WHAT

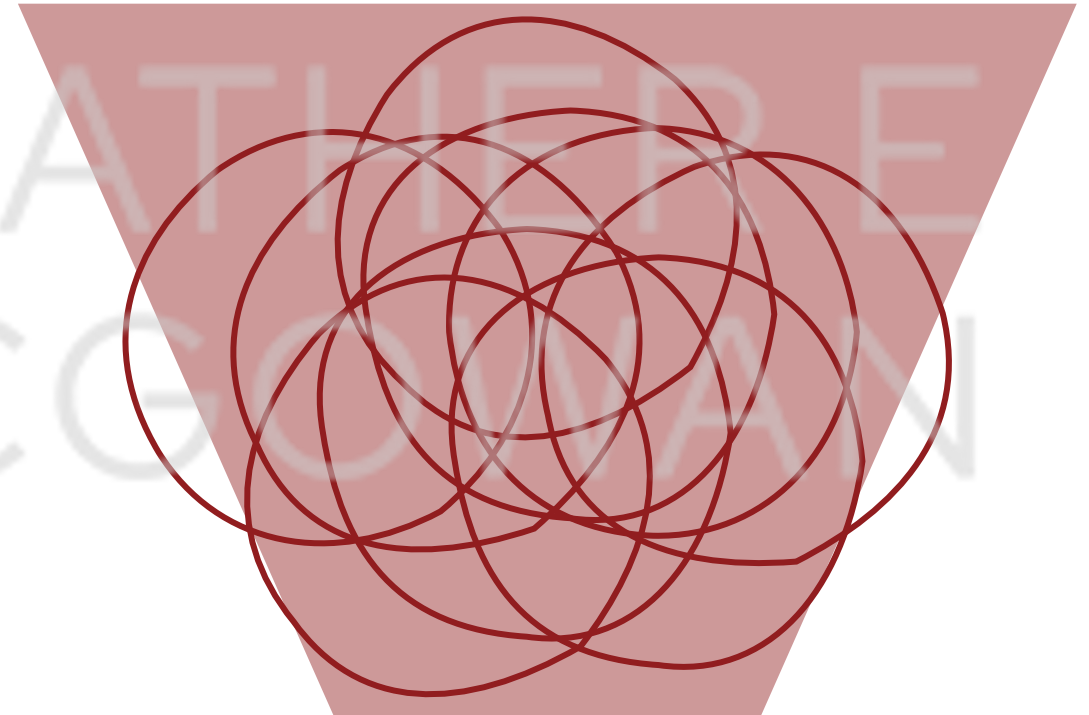
HOW

WHERE

WHY



**CULT**



**CULTURE**

Source: Culture vs. Cult Circles- Dave Gray, Dialogue vs. Monologue- McGowan



# HOW WE WORK: Movement vs. Motivation

## MOVEMENT



Threats  
Punishments  
Rewards

## MOTIVATION



Self-propelled

Recognition  
Responsibility  
Achievement  
Opportunity for Growth

Credit: Frederick Herzberg

# HOW WE WORK: How Leaders See Talent (Shift)



# HOW WE WORK: Tamarack Collaboration Spectrum



*Credit: Based upon work of Liz Weaver, Tamarack Institute*



# WHERE

## **Where We Work**

Not Just Where We  
Work but Where  
Work Fits in Our  
Lives

# WHERE WE WORK: The Evolution of “Place”

WHO

WHAT

HOW

WHERE

WHY



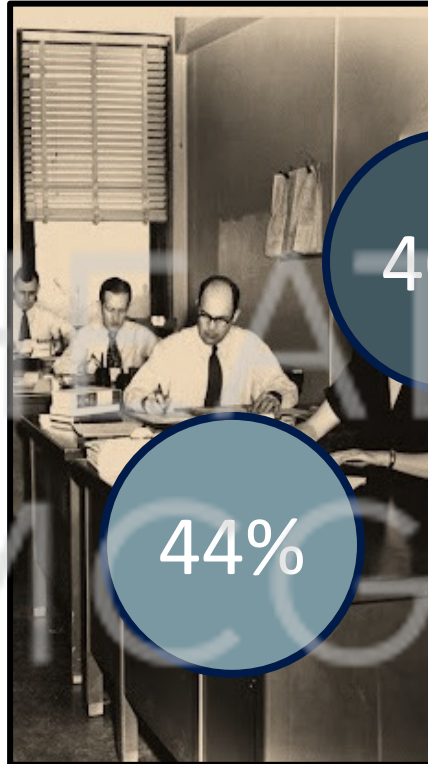
FARM

10,000 Years



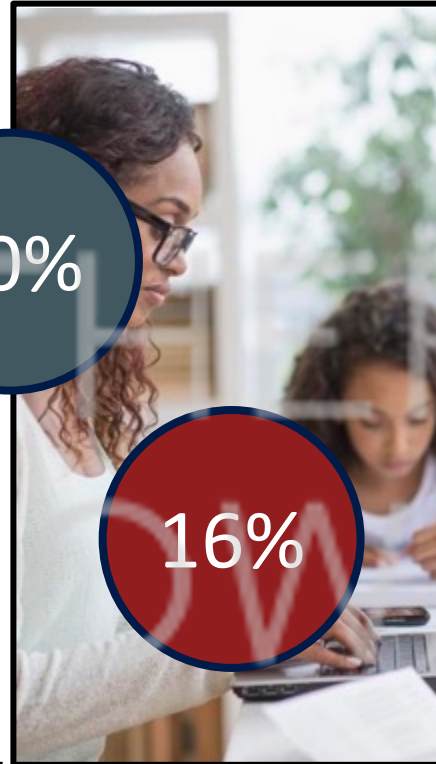
FACTORY

150 years



OFFICE

75 years



HOME

856 Days



METaverse?

40%

44%

16%

Source: Bet on It: 37% of Desks Will Be Empty (Gallup December 2021)

# WHERE WE WORK: The Reordering of Place

WHO

WHAT

HOW

WHERE

WHY





# WHERE WE WORK: The Reordering of Place

WHO

WHAT

HOW

WHERE

WHY



Corporate  
Hubs +  
Centers

Family  
(Community)

*Imagery Courtesy of  
[mapofnorthamerica.org](http://mapofnorthamerica.org)*

# WHERE WE WORK: Rise of BLEISURE

WHO

78%

Plan More Frequent Short Trips

WHAT

54%

Plan To Spend More \$\$ Than PP

HOW

27%

Extend Travel

WHERE

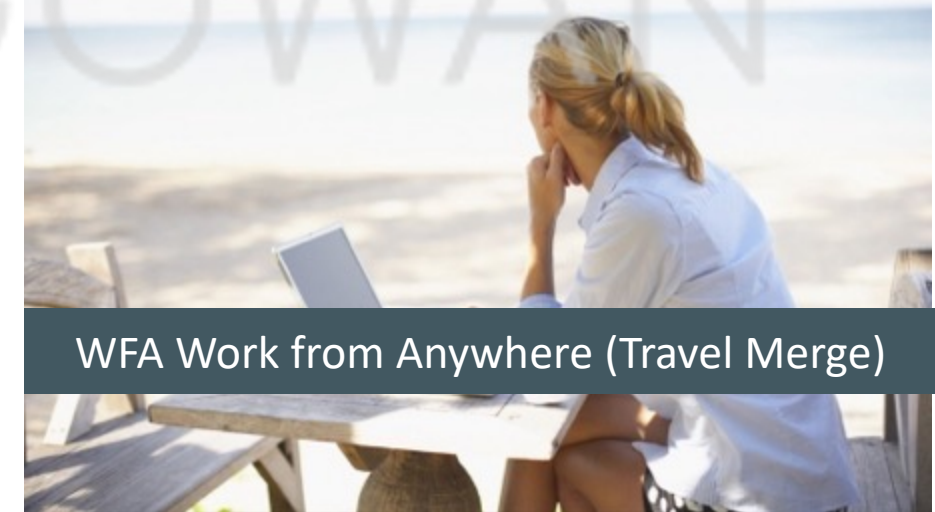
38%

Extend Work Trips

WHY



Millennial Snowbird, Nomadic



WFA Work from Anywhere (Travel Merge)

**Source:** Expedia 2022 Travel Survey, Deloitte 2022 Travel Outlook. Image: Vanessa Garcia for Money; Getty Images



# WHERE WE WORK: Merging of Digital and Physical

WHO

WHAT

HOW

WHERE

WHY



# WHERE WE WORK: Why We Come Together

WHO

WHAT

HOW

WHERE

WHY



## Humans Run on Connection





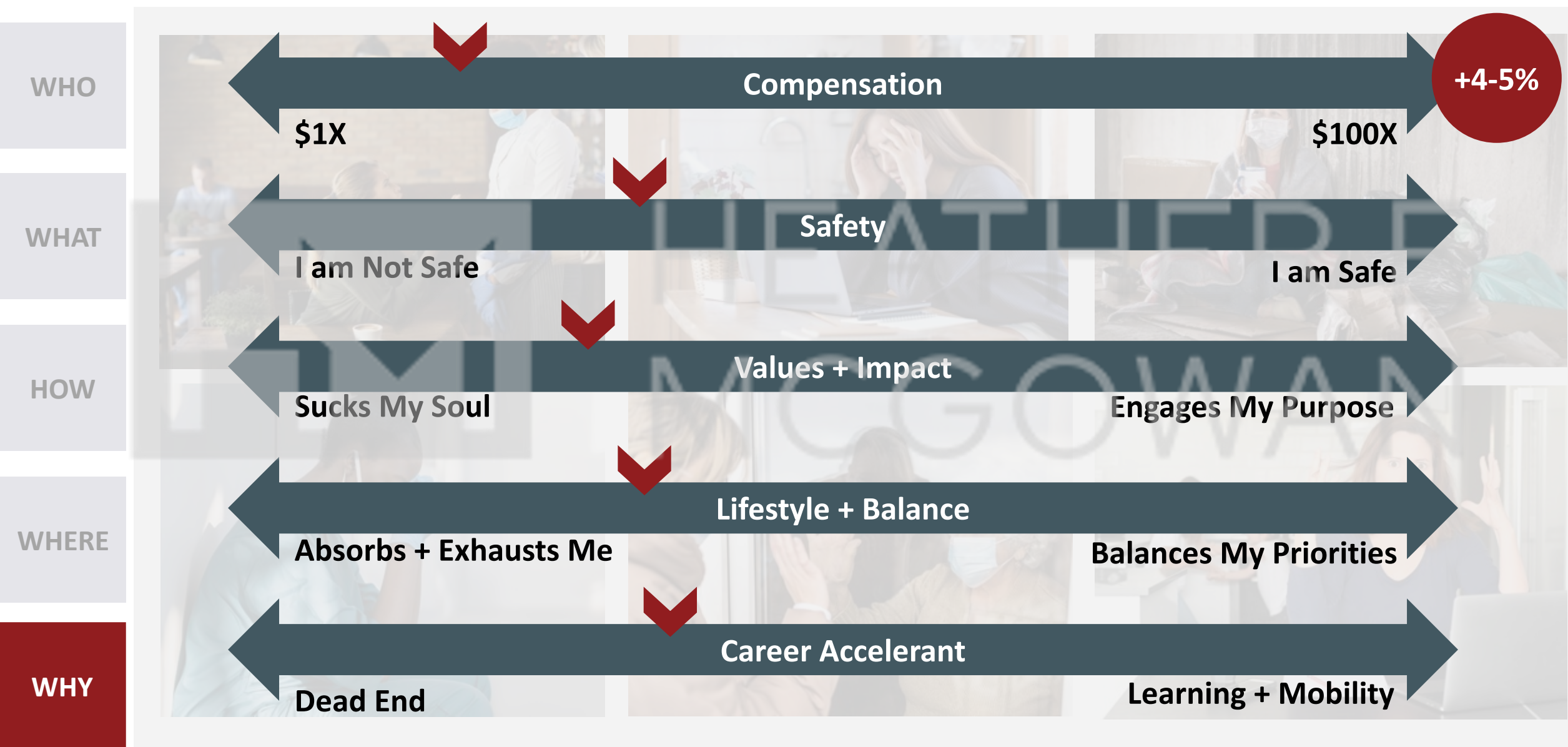


# WHY

## **Why We Work**

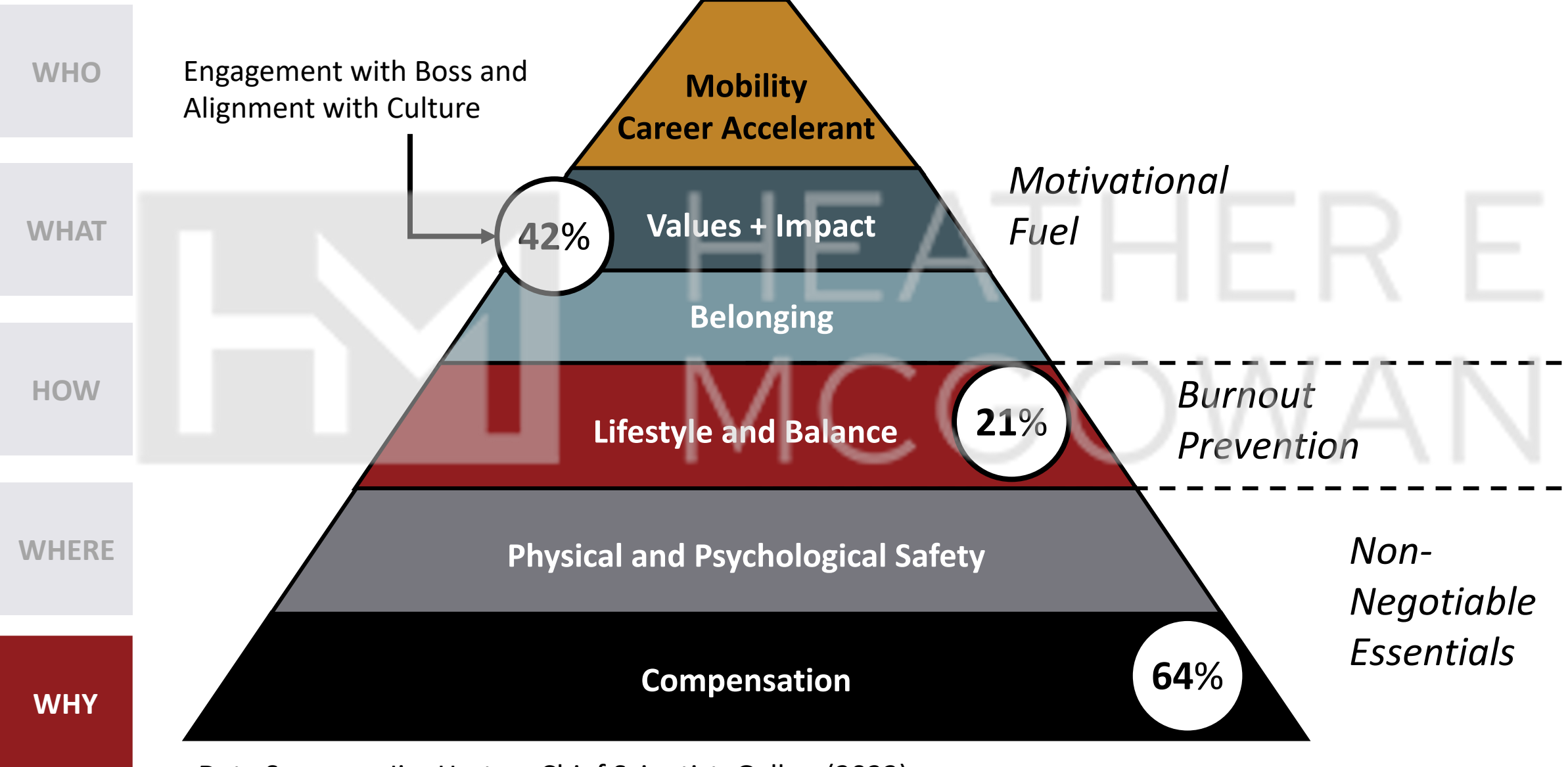
Understanding the  
Great Reset

# WHY WE WORK: Greatest Labor Shortage Since WW2: The Reset Opportunity



Data Source: 3.9% increase via Conference Board November Survey, Goldman Sachs 2022 (5%)

# WHY WE WORK: McGowan Pyramid for Post Pandemic Work (Inspired by Maslow)



Data Sources: Jim Harter, Chief Scientist, Gallup (2022)

# WHY WE WORK: People Become the Why

WHO

WHAT

HOW

WHERE

WHY

PEOPLE



PURPOSE

**LEADERSHIP**

Relationship-Focused

VALUE



BY-PRODUCT

Task-Focused

*Source: Empowering Leadership and Effective Collaboration in Geographically Dispersed Teams (2015)*

WHO

## ORIGINAL GOLDEN RULE

“Do Unto Others As **You** Would Have  
**Them** Do Unto **You**.”

WHAT

HOW

## REVISED GOLDEN RULE

“Do Unto Others As **They** Would Have  
**You** Do Unto **Them**.”

WHERE

WHY

Inspired by: The Burnout Epidemic, Jennifer Moss



# POST-PANDEMIC OPPORTUNITY TO REDESIGN WORK

## WHO

Older, More  
Diverse,  
Generational  
Change, Labor  
Shortages

## WHAT

Learning Is the  
New Pension  
  
Look for People  
to Invest In  
  
Emphasis on  
Collaboration +  
Exploration

## HOW

Leadership Shifts  
to Maximize  
Human Potential  
  
New Measures  
(Less Focus on  
Time +  
Productivity)

## WHERE

Hybrid  
Virtual  
  
Unique  
(Augmented)  
Experiences  
  
Blending of  
Work + Life

## WHY

Purpose-  
Impact Driven

Hybrid or Remote Work

Technology Change

Climate Crisis

Being Irrelevant

Uncertainty



**WE ARE ALL  
UNCOMFORTABLE**

Not Being An Expert

Pandemic Fears

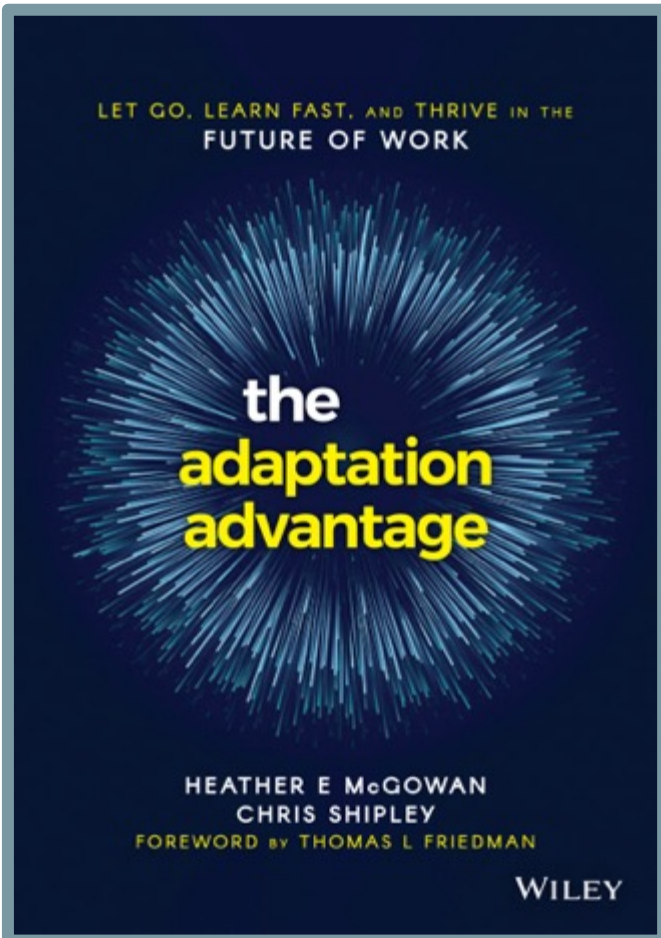
Gender Fluidity

Diversity

Terrorism



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# Adaptation Advantage: Leading the Empowered Workforce