

A series of overlapping, thin black lines forming various geometric shapes and polygons, primarily in the upper left and center of the page. The lines are straight and intersect to create a complex, abstract pattern.

RETHINKING WHY, HOW, AND WHERE WE WORK

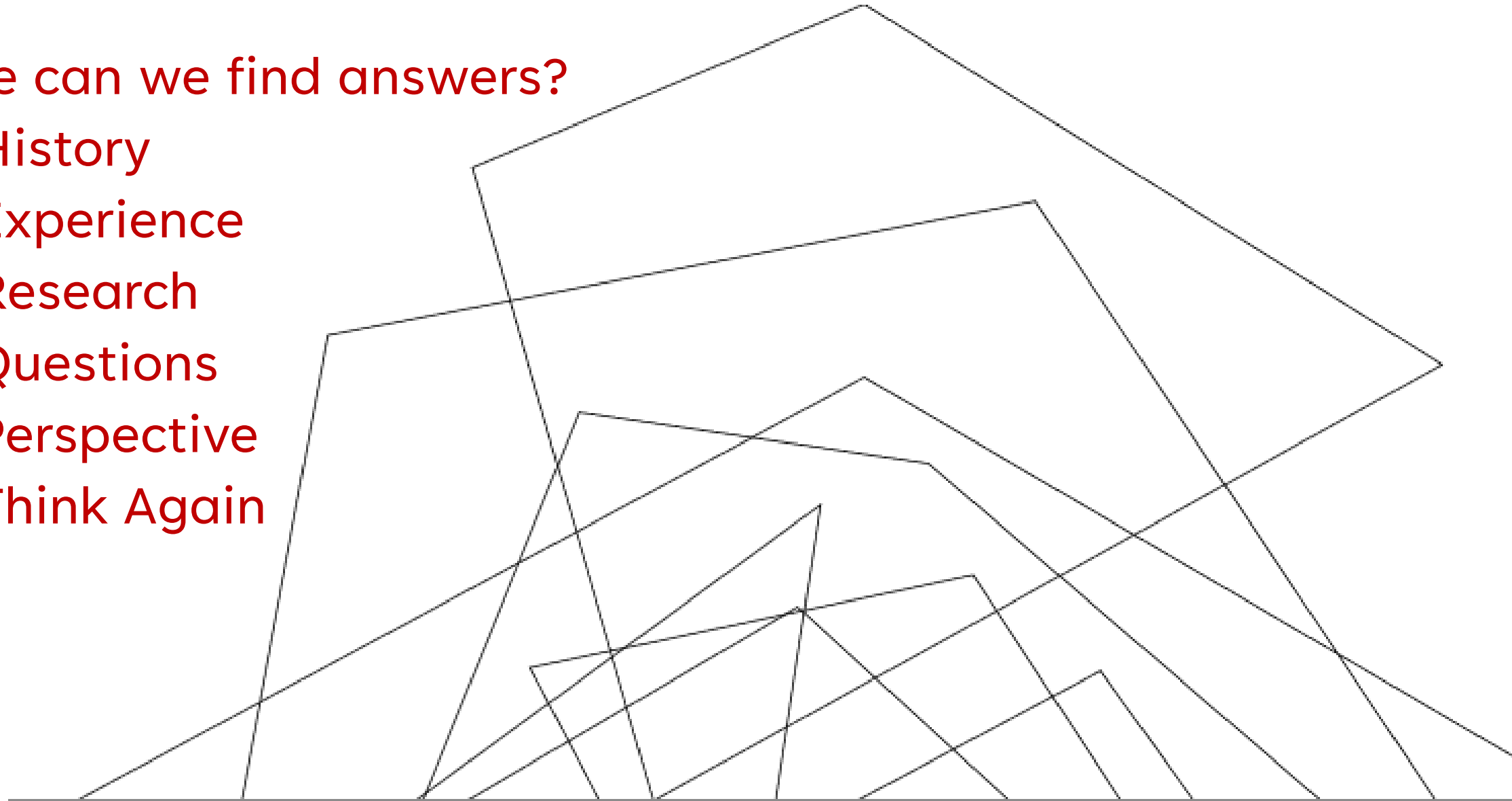
Ken Schmanke

11/14/2023

RETHINKING WHY, HOW & WHERE WE WORK

Where can we find answers?

1. History
2. Experience
3. Research
4. Questions
5. Perspective
6. Think Again





EIGHTY PERCENT OF SUCCESS
IS SHOWING UP.

WOODY ALLEN

BUILD YOUR OWN DREAMS,
OR SOMEONE WILL HIRE YOU TO BUILD THEIRS.

FARRAH GRAY



WEATHER YOU THINK YOU CAN OR CAN'T,
YOU ARE RIGHT.

HENRY FORD



TO WHOM MUCH IS GIVEN,
MUCH SHALL BE REQUIRED

LUKE 12:48

INNOVATIONS THAT CATAPULTED WHY, HOW, & WHERE WE WORK

2,598,000 BC



Stone Tools – Hunter/Gatherer

10,000 BC



Agriculture

5,000 BC



Metal Tools

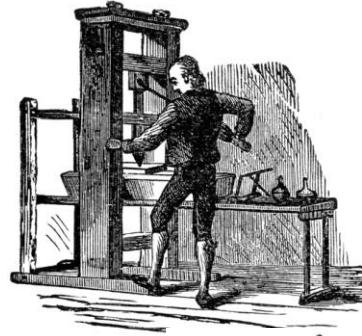
3,300 BC



Writing and Record Keeping

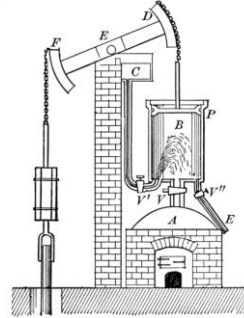
INNOVATIONS THAT CATAPULTED WHY, HOW, & WHERE WE WORK

1440



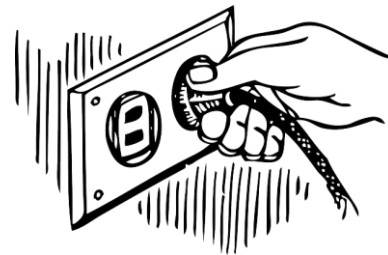
Printing Press

1769



Steam Engine

1870



Electricity

1876



Telephone

INNOVATIONS THAT CATAPULTED WHY, HOW, & WHERE WE WORK

1890's



Automobile

1910's



Assembly Line

1950's



Main Frame Computer

1980's



Personal Computer

INNOVATIONS THAT CATAPULTED WHY, HOW, & WHERE WE WORK

1990's



Internet

2000's



Smart Phone

2000's



Automation & Robotics

2000's



Ecommerce & Online Markets

INNOVATIONS THAT CATAPULTED WHY, HOW, & WHERE WE WORK

2000's



Cloud Computing and SaaS

2010's



Financial Technology (Fintech)

2010's



Blockchain and Cryptocurrencies

2020's

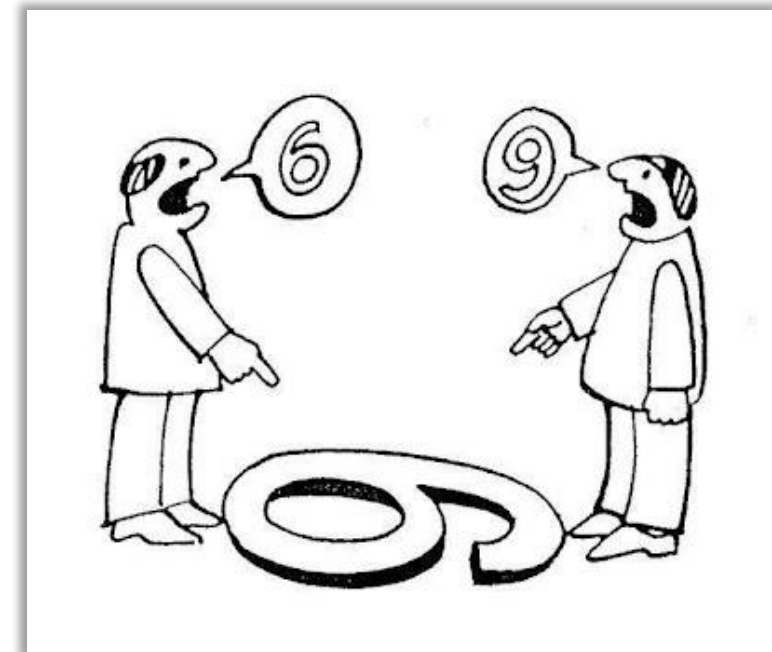
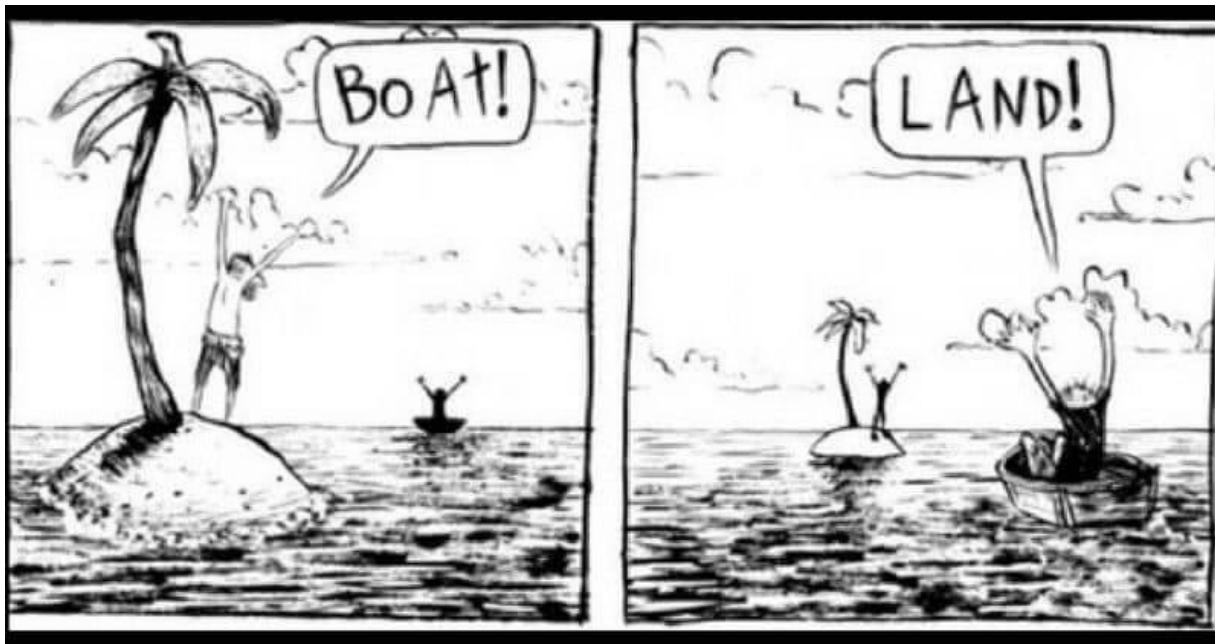


Large Language Machine Learning

RETHINKING WHY, HOW. & WHERE WE WORK?

Perspective: a: The interrelation in which a subject or its parts are mentally viewed places the issues in proper perspective. also : POINT OF VIEW
b: The capacity to view things in their true relations or relative importance

Put yourself in the other person's shoes



QUESTIONS ABOUT WORK

Ken: What is work?

ChatGPT4: "Work" is a multifaceted concept that encompasses a wide range of activities. Broadly, it can be defined in several ways:

1.Economic Activity: At its most basic, work is any activity that is performed in exchange for money or other compensation. This includes full-time jobs, part-time jobs, freelancing, and other forms of employment where labor is exchanged for wages or salary.

2.Effort or Labor: Work can also refer to the effort or labor put into any task, regardless of whether it is paid or not. This includes household chores, volunteering, caregiving, and other unpaid activities.

3.Professional or Career Activities: In a professional context, work often refers to one's career or occupation. This is typically the kind of work that people do to earn a living and may also be a source of personal identity and fulfillment.

4.Creative or Artistic Endeavors: Work can also refer to creative or artistic endeavors, whether or not they are done for pay. This includes writing, painting, composing music, and other forms of artistic expression.

5.Physical or Mental Effort: In a broader sense, any physical or mental effort directed towards achieving a goal can be considered work. This includes studying, exercising, or working on a personal project.

6.Academic or Scientific Tasks: In academic or scientific contexts, work can refer to research, experimentation, or scholarly writing.

7.Social Contribution: Work can also be viewed as a contribution to society or community. This perspective emphasizes the social and communal aspects of work, such as contributing to the common good or helping to advance societal goals.

In summary, work is not just limited to paid employment but encompasses a wide range of activities involving **physical or mental effort, used to achieve a purpose, whether it's earning a living, fulfilling personal goals, contributing to society, or expressing creativity.**

QUESTIONS ABOUT WORK

Ken: Is work good or evil?

ChatGPT4: The question of whether work is "good" or "evil" is not straightforward as it depends on various factors and perspectives. Work, in its essence, is a **neutral concept** – it is an activity involving mental or physical effort done in order to achieve a purpose or result. The moral evaluation of work depends on several aspects:

1. **Nature of the Work:** The ethical implications of work depend greatly on the nature of the work itself. Work that is beneficial to society, that contributes positively to the well-being of individuals and communities, is often seen as "good." Conversely, **work that harms individuals, society, or the environment can be seen as "evil" or unethical.**
2. **Working Conditions:** The conditions under which people work also influence the perception of work as good or evil. Work that respects workers' rights, provides fair wages, and ensures safe working conditions is seen positively. On the other hand, **exploitative labor practices, such as child labor, unfair wages, and unsafe working conditions, are viewed negatively.**
3. **Personal Fulfillment:** For many people, work can be a source of personal fulfillment, self-expression, and identity. It can provide a sense of purpose, accomplishment, and the opportunity to learn and grow. In this sense, work can be seen as inherently good.
4. **Impact on Personal Life:** The balance between work and personal life is another factor. Work that allows for a healthy work-life balance is often seen as good, while work that leads to **stress, burnout, or neglect of personal and family life might be perceived as harmful.**
5. **Societal Context:** The cultural and societal context also plays a role. In societies where work is highly valued and seen as a duty or a path to success, it is generally perceived as good. In contrast, in contexts **where work is seen only as a means to survive and not as a fulfilling activity, it might not have such a positive connotation.**
6. **Economic Necessity:** Work is also a necessity for economic survival for most people. In this sense, it is a fundamental part of society and individual lives, making it a neutral or **necessary aspect of life** rather than inherently good or evil.

Understanding your personal reasons for working can provide valuable insight into your motivations and help guide your career choices and goals. It's also worth noting that these reasons can change over time, depending on your life stage, personal circumstances, and evolving goals and values.

QUESTIONS ABOUT WORK

Ken: Is work right or wrong?

ChatGPT4: Determining whether work is "right" or "wrong" is subjective and largely depends on the context in which the work is being considered. Work, as a concept, is neither inherently right nor wrong; it's a fundamental aspect of human society and personal livelihood. The ethical assessment of work can vary based on several factors:

- 1. Purpose and Nature of Work:** The ethical implications of work largely depend on its purpose and nature. Work aimed at providing essential services, improving lives, or contributing positively to society is generally seen as "right" or ethical. Conversely, **work that causes harm, exploits others, or is conducted in an unethical manner can be viewed as "wrong."**
- 2. Impact on Individuals and Society:** Work that benefits both the individual performing it and society at large, without causing undue harm, can be seen as right. This includes work that promotes personal growth, economic stability, and societal progress. On the other hand, **work that negatively impacts the worker's health, well-being, or ethics, or that harms society, might be considered wrong.**
- 3. Working Conditions and Rights:** Ethical considerations also extend to how workers are treated. Work conducted under fair, safe, and respectful conditions is often viewed as right. In contrast, **work involving exploitation, unsafe conditions, or violation of workers' rights can be seen as wrong.**
- 4. Personal Values and Beliefs:** Individual perceptions of what is right or wrong in work can vary based on personal values, beliefs, and cultural backgrounds. **What one person sees as a right or fulfilling job might be different for someone else.**
- 5. Legal and Societal Norms:** The legality and societal acceptance of certain types of work also play a role in determining whether it is considered right or wrong. Work that is legal and aligns with societal norms is generally accepted as right, whereas illegal or socially frowned upon work might be considered wrong.

In essence, work in itself is a neutral activity, and its rightness or wrongness is judged based on its nature, purpose, impact, and the conditions under which it is performed. It's also **influenced by personal, societal, and cultural perspectives.**

QUESTIONS ABOUT WORK

Ken: What is Work Ethic?

ChatGPT4: **Work ethic refers to a set of values and attitudes that an individual possesses regarding the importance of work and its role in their life.** It is often characterized by dedication, responsibility, and a disciplined approach to one's job or career. Key elements of a strong work ethic include:

1. **Professionalism:** This involves consistent quality in work, reliability, and a respectful attitude towards colleagues, clients, and the job itself.
2. **Diligence:** Being diligent means being thorough, hardworking, and attentive to detail in one's work.
3. **Punctuality:** Arriving on time and meeting deadlines is a critical aspect of work ethic, showing respect for others' time and commitments.
4. **Integrity:** Honesty and adherence to moral and ethical principles in professional settings are fundamental to a good work ethic.
5. **Responsibility:** Taking ownership of one's duties and being accountable for the outcomes, whether positive or negative.
6. **Productivity:** Consistently producing a significant volume of quality work and seeking ways to improve efficiency and effectiveness.
7. **Teamwork:** The ability to work well with others, contributing to and supporting the team's goals.
8. **Resilience and Perseverance:** Maintaining a persistent attitude in the face of challenges, setbacks, or failures, and learning from these experiences.
9. **Continuous Learning and Improvement:** The willingness to learn and adapt is vital, demonstrating a commitment to personal and professional growth.
10. **Balance:** Balancing work with other aspects of life, understanding that overworking can be detrimental to both professional and personal well-being.

A strong work ethic is highly valued in most workplaces as it directly impacts productivity, quality of work, and the overall work environment. It often contributes to an individual's career advancement and is seen as a key trait for long-term success.

QUESTIONS ABOUT WORK

Ken: What is meaningful work?

ChatGPT4: Meaningful work is a concept that can vary greatly depending on individual values, beliefs, and experiences. However, there are some common elements that often contribute to the perception of work as meaningful:

1. **Purpose and Impact:** Work that aligns with personal values or contributes to a greater good often feels more meaningful. This can include jobs that help others, contribute to societal improvements, or align with one's personal mission or passion.
2. **Autonomy:** The freedom to make decisions and have control over one's work often enhances the sense of meaningfulness. Autonomy allows individuals to work in ways that align with their personal strengths and interests.
3. **Growth and Development:** Opportunities for personal and professional growth can make work feel more meaningful. This includes learning new skills, facing challenging tasks, and having the chance to advance in one's career.
4. **Recognition and Respect:** Feeling valued and appreciated for one's contributions can significantly contribute to the perception of meaningful work. This can come from supervisors, peers, or the broader community.
5. **Connection and Relationships:** Building positive relationships and feeling a sense of belonging at work can also make work more meaningful. This includes having supportive colleagues and being part of a team.
6. **Balance and Well-being:** Work that allows for a healthy work-life balance and does not compromise one's physical or mental health is often seen as more meaningful.
7. **Contribution to Personal Identity:** When work is a reflection of one's identity or helps in shaping it, it can be perceived as more meaningful. This is when people see their work as a significant part of who they are.

It's important to note that what constitutes meaningful work can be highly individualized. **What one person finds meaningful, another may not. Additionally, the factors that make work meaningful can change over time based on personal life stages, experiences, and evolving goals.**

QUESTIONS ABOUT WHY WE WORK

Ken: Why do I work?

ChatGPT4: The question "Why do I work?" can have a multitude of answers, varying greatly based on individual circumstances, values, and goals. Here are some common reasons why people work:

1. **Financial Necessity:** The most immediate and obvious reason for working is to earn a salary to pay for necessities like housing, food, and clothing, and to support oneself and one's family.
2. **Professional Fulfillment:** Many people work in fields they are passionate about. They find professional fulfillment and a sense of achievement through their careers.
3. **Personal Growth:** Work can be a source of personal growth. It offers opportunities to learn new skills, challenge oneself, and expand one's knowledge and abilities.
4. **Social Interaction and Belonging:** The workplace can be a significant source of social interaction. Working with others can provide a sense of community and belonging.
5. **Structure and Routine:** Work provides structure to daily life. It offers a routine and a schedule, which can be comforting and can help in organizing one's time and activities.
6. **Financial Independence and Security:** Beyond the basic necessities, work can provide financial independence and the means to save for future goals like buying a home, traveling, or securing a comfortable retirement.
7. **To Make a Difference:** Some people are driven by the desire to make a positive impact in the world, whether it's through their organization's mission, their specific role, or through interactions with colleagues and clients.
8. **Status and Identity:** For many, their job is a key part of their identity. It can also be a source of status and a way to gain respect and recognition from others.
9. **Pursuing a Passion:** Individuals often choose careers based on their interests and passions. Working in an area you love can be incredibly rewarding and fulfilling.
10. **Meeting Challenges and Overcoming Obstacles:** Work can provide a platform for facing and overcoming challenges, which can be a powerful source of personal satisfaction and resilience building.

Understanding your personal reasons for working can provide valuable insight into your motivations and help guide your career choices and goals. It's also worth noting that these reasons can change over time, depending on your life stage, personal circumstances, and evolving goals and values.

QUESTIONS ABOUT WHY WE WORK

Ken: Why does person or company hire someone to do work?

ChatGPT4: Companies or individuals hire someone to do work for several fundamental reasons, primarily driven by the needs and objectives of the business or the person hiring. Here are the main reasons:

1. **Expertise and Skills:** Companies often hire individuals who possess specific skills or expertise that are not currently available within the organization. This could be specialized knowledge, technical abilities, or unique talents.
2. **Increased Capacity:** When the existing team's workload exceeds what they can manage, or when a business is scaling up, additional staff is needed to handle the increased volume of work.
3. **Efficiency and Productivity:** Hiring new employees can improve efficiency and productivity. New hires can bring fresh perspectives and approaches to existing problems, leading to more effective solutions.
4. **Fulfilling Specific Roles:** Every organization has a variety of roles that need to be filled in order to function effectively. Hiring is done to fill these specific roles, from entry-level positions to executive leadership.
5. **Innovation and Growth:** New employees can bring new ideas, innovation, and strategies that contribute to the growth and development of the company. This is especially important in dynamic industries where staying competitive requires constant innovation.
6. **Meeting Project or Seasonal Demands:** Companies often hire for specific projects or during peak seasons. These roles are usually temporary but are crucial for meeting short-term demands.
7. **Reducing Workload on Current Staff:** To prevent burnout and maintain a healthy work-life balance for current employees, additional staff may be hired to distribute the workload more evenly.
8. **Compliance and Legal Requirements:** Certain roles, especially in specialized fields, are required for compliance with laws and regulations. Companies hire qualified individuals to ensure they meet these legal requirements.
9. **Cost Efficiency:** Sometimes, hiring new employees can be more cost-effective than outsourcing, especially if the work is ongoing or core to the business.
10. **Succession Planning:** Businesses need to plan for the future, including potential retirements, promotions, or unexpected departures. Hiring can be part of a strategic plan to ensure continuity and stability.

Hiring decisions are critical for any organization as they directly impact its capability, culture, and overall success. Therefore, understanding the specific needs and long-term objectives of the business is essential in the hiring process.

Ken: Employer's Choices: 1) Do it yourself 2) Hire someone to do it 3) Don't do it.

QUESTIONS ABOUT WHY WE WORK

Ken: Will more material goods make me happy?

ChatGPT4: The relationship between material goods and happiness is complex and varies from person to person. Here are some key considerations:

1. **Diminishing Returns:** Research in psychology suggests that beyond a certain point, where basic needs are met, the additional happiness gained from more material goods tends to diminish. This is known as the concept of diminishing returns.
2. **Hedonic Adaptation:** People often adapt to new possessions, meaning the initial happiness boost they get from acquiring something new tends to fade over time. This is referred to as "hedonic adaptation."
3. **Quality of Life vs. Materialism:** While having certain material goods can improve quality of life and contribute to happiness, focusing solely on materialism can be detrimental. It might lead to a constant pursuit of more, without ever feeling satisfied.
4. **Personal Values and Happiness:** Happiness is also closely tied to personal values and fulfillment. If material goods align with one's values (like buying a book for a passionate reader), they might contribute more to happiness than buying something that doesn't align with personal interests or values.
5. **Social Comparisons:** Sometimes, happiness from material goods is influenced by social comparisons. If people perceive themselves as better off than others, it might temporarily boost happiness, but this is often short-lived and can foster a negative competitive mindset.
6. **Experiences Over Possessions:** There's a growing body of evidence suggesting that investing in experiences (like travel, learning new skills, or attending events) tends to bring longer-lasting happiness than material goods. Experiences contribute to one's identity and personal growth more than material possessions.
7. **Mental Health Perspective:** From a mental health standpoint, relying solely on material goods for happiness can be a sign of underlying issues like low self-esteem or a lack of fulfillment in other life areas.

In conclusion, while material goods can contribute to happiness, especially when they meet basic needs or align with personal values, they are not a guaranteed or sole path to happiness. **Focusing on personal growth, relationships, experiences, and aligning with one's values typically leads to more sustainable and profound happiness.**

QUESTIONS ABOUT WHY WE WORK

Ken: Would I be happier if I did not have to work?

ChatGPT4: The relationship between material goods and happiness is complex and varies from person to person. Here are some key considerations:

- 1. Diminishing Returns:** Research in psychology suggests that beyond a certain point, where basic needs are met, the additional happiness gained from more material goods tends to diminish. This is known as the concept of diminishing returns.
- 2. Hedonic Adaptation:** People often adapt to new possessions, meaning the initial happiness boost they get from acquiring something new tends to fade over time. This is referred to as "hedonic adaptation."
- 3. Quality of Life vs. Materialism:** While having certain material goods can improve quality of life and contribute to happiness, focusing solely on materialism can be detrimental. It might lead to a constant pursuit of more, without ever feeling satisfied.
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- 7. Mental Health Perspective:** From a mental health standpoint, relying solely on material goods for happiness can be a sign of underlying issues like low self-esteem or a lack of fulfillment in other life areas.

In summary, not having to work can potentially lead to increased happiness if it allows for greater freedom, reduces stress, and provides opportunities to engage in fulfilling activities. However, it's important to consider the loss of structure, purpose, social connections, and identity that work often provides. **The impact on happiness greatly depends on how one adapts to and fills the time and freedom gained by not working.**

QUESTIONS ABOUT HOW WE WORK

Ken: How do I work?

ChatGPT4: "How do I work?" is a broad question that can be interpreted in various ways, encompassing your work style, habits, environment, and approaches to tasks and challenges. To address this, consider these aspects:

1. **Work Style and Habits:** Reflect on your typical way of working. Are you more productive in the morning or evening? Do you prefer structured routines or flexible schedules? How do you manage tasks and deadlines?
2. **Environment:** Consider the environment in which you work best. Do you need a quiet, isolated space, or do you thrive in a bustling, collaborative setting? How does your current workspace align with your ideal work environment?
3. **Approach to Tasks and Challenges:** Think about how you approach your tasks. Are you a meticulous planner, or do you prefer to improvise? How do you handle unexpected challenges or stressful situations at work?
4. **Use of Technology and Tools:** Evaluate your proficiency and comfort level with the technology and tools essential for your job. Are there tools or software that could improve your efficiency or effectiveness?
5. **Communication Style:** Communication is key in most jobs. Reflect on how you communicate with colleagues, clients, or customers. Are you more comfortable with face-to-face interactions, phone calls, or written communication?
6. **Collaboration and Teamwork:** Consider your ability and preference for working in a team. Do you excel in collaborative projects, or do you prefer working independently?
7. **Learning and Adaptability:** Think about how you learn new skills or adapt to changes in your work environment. Are you proactive in seeking out learning opportunities? How do you respond to feedback or constructive criticism?
8. **Time Management:** Assess your time management skills. How do you prioritize tasks, and what strategies do you use to stay on track with deadlines?
9. **Work-Life Balance:** Evaluate how well you balance your professional responsibilities with personal life. Are you able to maintain a healthy balance, or do work demands often encroach on your personal time?
10. **Professional Growth and Goals:** Reflect on your long-term professional goals and how your current work habits and style align with achieving these goals. Are there changes you could make to support your career aspirations?

By examining these aspects, you can gain a clearer understanding of how you work, which can be invaluable for identifying areas for improvement, making career decisions, and enhancing your overall work performance and satisfaction.

QUESTIONS ABOUT HOW WE WORK

Ken: How can I get more **joy** from my work?

ChatGPT4: Finding more joy in your work can significantly enhance your overall well-being and job satisfaction. Here are several strategies to help you derive more joy from your work:

- 1. Find Meaning in Your Work:** Understand how your job contributes to something bigger. Recognize the impact of your work on others, your company, or society. This can make even routine tasks feel more purposeful.
- 2. Set Clear Goals:** Establishing clear, achievable goals can give you a sense of direction and accomplishment. Celebrate small milestones and recognize your progress.
- 3. Focus on Strengths and Skills:** Engage in tasks that allow you to use your strengths and skills. This can lead to a state of 'flow', where you're fully immersed and enjoying the task at hand.
- 4. Seek Feedback and Growth Opportunities:** Constructive feedback can help you improve and grow. Embrace opportunities for learning and development to keep your work challenging and engaging.
- 5. Build Positive Relationships:** Foster good relationships with colleagues. Having friends at work and a supportive network can significantly enhance job satisfaction.
- 6. Maintain Work-Life Balance:** Ensure that you have a healthy balance between work and personal life. Overworking can lead to burnout and diminish joy.
- 7. Practice Gratitude:** Regularly reflect on and appreciate the aspects of your job that you enjoy or are thankful for, no matter how small.
- 8. Customize Your Work Environment:** Personalize your workspace (if possible) to make it more pleasant and comfortable. This can include things like plants, photos, or ergonomic adjustments.
- 9. Take Breaks and Manage Stress:** Regular breaks can prevent burnout and keep you refreshed. Learn stress management techniques that work for you.
- 10. Seek Autonomy:** If possible, seek ways to have more control over your work tasks, schedule, or environment. Autonomy can increase job satisfaction.
- 11. Align Work with Personal Values:** If your job aligns with your personal values and passions, it will feel more fulfilling. If it doesn't currently, explore ways it might align more closely.
- 12. Be Proactive About Change:** If there are aspects of your job you dislike, consider ways you might be able to change them. Communicate with your supervisor about potential improvements.

Remember, **finding joy in work is often a process of trial and error.** It involves understanding what aspects of work are most fulfilling for you and seeking out or creating those conditions in your current role. **If after considerable effort, you find that your current job doesn't bring you joy, it might be worth exploring other opportunities that align better with your interests and values.**

QUESTIONS ABOUT HOW WE WORK

Ken: How do I find more **purpose and significance** in my work?

ChatGPT4: Finding more purpose and significance in your work can greatly enhance your job satisfaction and overall sense of fulfillment. Here are some strategies to help you discover and enhance the sense of purpose in your work:

- 1. Reflect on Your Impact:** Think about how your work contributes to the bigger picture. Consider the impact of your job on others, your company, and even society.
Align with Personal Values: Identify your personal values and see how they align with your job. When your work is in harmony with your core beliefs and values.
- 2. Set Personal and Professional Goals:** Establish clear, achievable goals related to both your career and how you wish to grow personally through your work.
Seek Out Projects You're Passionate About: If possible, volunteer for projects or tasks that particularly interest you or match your strengths. Engaging in work that you're passionate about can significantly enhance your sense of purpose.
- 3. Pursue Continuous Learning:** Look for opportunities to learn and grow in your field.
- 4. Build Relationships:** Foster meaningful connections with your colleagues, clients, or customers
- 5. Ask for Feedback:** Regular feedback can help you understand the impact of your work and areas where you can make even more significant contributions.
- 6. Contribute to a Positive Work Environment:** Strive to be a positive force in your workplace.
- 7. Seek Autonomy and Creative Freedom:** Having control over your tasks and the way you work can make your job more enjoyable and meaningful. If possible, negotiate with your employer for more autonomy.
- 8. Reflect on Your Journey:** Regularly take time to reflect on your career path. Acknowledge your achievements and the challenges you've overcome. This can provide a sense of accomplishment and purpose.
- 9. Mentor Others:** Sharing your knowledge and experience with colleagues or newcomers in your field can be incredibly rewarding and add a sense of purpose to your work.
- 10. Reassess and Realign if Necessary:** If you find that your current job does not align with your sense of purpose, consider what changes could be made, or whether a different career path might be more fulfilling.

Finding purpose in work is a personal journey and what brings a sense of significance can vary greatly from person to person. **It often involves a combination of introspection, proactive goal setting, and seeking or creating opportunities within your current role or career path.**

QUESTIONS ABOUT HOW WE WORK

Ken: How can I improve my **service** to others and the **value** of my work?

ChatGPT4: Improving your service to others and increasing the value of your work are commendable goals that can lead to both personal fulfillment and professional success. Here are several strategies to help you achieve these objectives:

1. **Understand Your Clients' or Customers' Needs:** Deeply understanding the needs and expectations of those you serve is crucial. This understanding can come from direct communication, feedback, surveys, or simply paying close attention to their concerns and preferences.
2. **Enhance Your Skills and Knowledge:** Continually improving your skills and staying updated with industry knowledge.
3. **Provide Exceptional Customer Service:** Be attentive, responsive, and empathetic to the needs of those you serve
4. **Improve Communication Skills:** Clear, concise, and effective communication can greatly improve your service.
5. **Be Proactive and Anticipate Needs:** Don't just react to problems or requests; anticipate the needs of those you serve and address them proactively.
6. **Ask for Feedback and Act on It:** Regularly seek feedback from those you serve and be open to constructive criticism.
7. **Build Trust and Credibility:** Consistently delivering quality work, being reliable, and maintaining integrity in all your dealings.
8. **Customize Your Service:** Tailor your service to meet the specific needs of different clients or customer groups.
9. **Efficiency and Quality:** Strive to balance efficiency with high-quality outcomes. Improving your processes to become more efficient without compromising on quality can enhance the value of your work.
10. **Network and Collaborate:** Networking with others in your field and collaborating when opportunities arise can open doors to new ideas, methods, and practices that can improve your service.
11. **Show Empathy and Understanding:** Display genuine care and understanding for those you serve. Empathy can create a strong connection and significantly improve the quality of service.
12. **Innovate and Adapt:** Be open to new ideas and adaptable to change. Innovation can lead to improved methods and services that better meet the evolving needs of those you serve.

Remember, the process of improving your service and the value of your work is ongoing. It involves a commitment to continuous improvement, staying attuned to the needs of those you serve, and being adaptable to changes in your field or environment.

Ken: Over deliver. Give more than you get.

QUESTIONS ABOUT WHERE WE WORK

Ken: Where do I work?

ChatGPT4: "Where do I work?" is a question that you would be best suited to answer, as it depends on your specific employment situation. However, the concept of "where" can refer to different aspects of a work environment or arrangement. Here are various interpretations of where one might work:

1. **Physical Location:** This is the most literal interpretation, referring to the physical place where you perform your job. It could be an office, a factory, a retail store, a school, outdoors, or any other specific location.
2. **Remote Work:** If you work remotely, your "where" could be a home office, a co-working space, or any location with internet access where you can perform your job duties, such as a café or library.
3. **Field or Industry:** In a broader sense, "where" can refer to the industry or field in which you work, such as healthcare, education, technology, finance, the arts, etc.
4. **Organization Type:** It could also refer to the type of organization you work for, such as a corporation, small business, nonprofit, government agency, or as a freelancer.
5. **Cultural or Geographical Context:** For some, "where" includes the cultural or geographical context of their work, such as working in a rural vs. urban setting, or in a specific country or region that influences the nature of their work.
6. **Online Platforms:** If your work is primarily digital or online-based, "where" could refer to the digital platform or environment where your work is conducted, such as a website, an app, or a digital marketplace.
7. **Mobile or On-the-Go:** For those whose jobs require travel, the "where" can be constantly changing, such as for consultants, salespeople, or transportation professionals.

Each of these interpretations of "where" carries different implications for your work experience, opportunities, and challenges.

Understanding and optimizing your work environment, whether physical, digital, or organizational, is crucial for your job satisfaction and effectiveness.

RETHINKING WHY, HOW. & WHERE WE WORK?

Ken: Please list 10 most interesting conversation / debate topics regarding why, how and where we work.

ChatGPT4: The subjects of why, how, and where we work open up a range of fascinating conversation and debate topics, particularly in light of evolving workplace trends and societal changes. Here are ten engaging topics for discussion or debate:

1. **The Future of Remote Work**
2. **Work-Life Balance in the Digital Age**
3. **The Gig Economy and Job Security**
4. **Automation and Job Displacement**
5. **Purpose vs. Paycheck**
6. **The Role of Office Spaces Post-Pandemic**
7. **Diversity and Inclusion in the Workplace**
8. **Mental Health and Workplace Culture**
9. **The Environmental Impact of Commuting**
10. **The Evolution of Employee Monitoring**

These topics are not only interesting but are also highly relevant in today's evolving work environment, touching on economic, social, technological, and ethical issues.

RETHINKING WHY, HOW. & WHERE WE WORK?

Ken: Is Automation, Advanced Machine Learning, and Job Displacement more relevant today than in the past?

ChatGPT4: Yes, automation, advanced machine learning (ML), and job displacement are more relevant today than in the past for several reasons:

1. **Technological Advancements:** The rapid advancement in technology, particularly in machine learning and artificial intelligence (AI), has accelerated the capabilities of automation. Machines can now perform complex tasks that were previously only manageable by humans.
2. **Wider Scope of Application:** Automation and ML are being applied across a broader range of industries and job functions than in the past. From manufacturing to services, healthcare, and even creative industries, the impact is more widespread.
3. **Economic Efficiency:** The efficiency and cost-effectiveness of automation have made it a more attractive option for businesses. Automated systems can work continuously without the need for breaks, healthcare, or other benefits, offering significant long-term cost savings.
4. **Data-Driven Decision Making:** The growth of big data has fueled the adoption of ML. Businesses now rely heavily on data analytics for decision-making, and ML algorithms are central to processing and interpreting this vast amount of data.
5. **Global Competition:** In a globally connected economy, companies are under constant pressure to increase efficiency and reduce costs to remain competitive. Automation and ML provide means to achieve these goals, often at the expense of human labor.
6. **Changing Nature of Work:** The nature of many jobs is changing due to automation. There's a growing demand for skills that complement technology, such as programming, data analysis, and machine learning expertise.
7. **Public Awareness and Debate:** There's increased public discourse and awareness about the potential impacts of automation and AI on employment. This includes concerns over job displacement, income inequality, and the future of work.
8. **COVID-19 Pandemic Acceleration:** The COVID-19 pandemic has accelerated the adoption of automation and AI. With the need for social distancing and remote work, many companies turned to automation as a solution.

In summary, the convergence of technological advancements, economic forces, and global trends has made automation, machine learning, and their impact on jobs more relevant and pressing issues today than in past decades.

RETHINKING WHY, HOW. & WHERE WE WORK?

Ken: What are the top 3 pros and cons of Automation, Advanced Machine Learning, and Job Displacement from both the company and worker perspective?

ChatGPT4: When considering automation, advanced machine learning, and their impact on job displacement, here are the top three pros and cons from both company and worker perspectives:

Company Perspective

Pros:

1. Increased Efficiency and Productivity
2. Cost Reduction
3. Innovation and Competitiveness

Cons:

1. High Initial Investment
2. Dependence on Technology
3. Public Perception and Ethical Concerns

Worker Perspective

Pros:

1. Opportunities for Skill Development
2. Reduction in Tedious Tasks
3. Enhanced Working Conditions

Cons:

1. Job Displacement
2. Skill Gap and Training Needs
3. Wage and Employment Uncertainty

These pros and cons highlight the **complex balance between embracing technological advancements for business benefits and addressing the challenges and concerns that arise for the workforce.**

RETHINKING WHY, HOW. & WHERE WE WORK?

Ken: Please provide 5 Remote Work pros and cons from both the company and worker perspectives.

ChatGPT4: Certainly! Here are the pros and cons for each topic, this time considering both the company and worker perspectives:

The Future of Remote Work

Company Pros:

1. Reduced overhead costs for office space.
2. Access to a broader talent pool.
3. Potential for higher productivity.
4. Lowered environmental impact due to less commuting.
5. Flexibility in work hours can boost employee morale.

Company Cons:

1. Challenges in team building and maintaining company culture.
2. Complexity in coordinating across time zones.
3. Increased need for cybersecurity measures.
4. Potential difficulties in monitoring employee productivity.
5. Investment in remote working technology and infrastructure.

Worker Pros:

1. Flexibility in work location and hours.
2. Savings on commuting time and costs.
3. Better work-life balance.
4. Reduced stress from commuting.
5. Opportunity to work for companies regardless of geographic location.

Worker Cons:

1. Potential feelings of isolation.
2. Difficulties in separating work from personal life.
3. Lack of face-to-face interaction with colleagues.
4. Home office setup costs.
5. Potential overwork due to blurred boundaries.

RETHINKING WHY, HOW. & WHERE WE WORK?

Ken: How can the remote work issue of "Organizational Culture and Employee Engagement" be addressed from the worker, company and collective good of both worker and company. Please list 5 potential solutions.

ChatGPT4: Addressing the issue of maintaining organizational culture and employee engagement in a remote work environment involves strategies that can benefit both the worker and the company. Here are five potential solutions:

1.Regular Virtual Team Building Activities:

1. **Worker Perspective:** Participating in fun, engaging virtual activities can help workers feel more connected to their colleagues, reducing feelings of isolation.
2. **Company Perspective:** These activities can reinforce the company's culture and values, helping employees feel a part of something larger than their individual roles.
3. **Collective Good:** Regular team-building exercises foster a sense of community and belonging, which can improve team cohesion and overall morale.

2.Flexible Work Policies:

1. **Worker Perspective:** Flexibility in work hours and locations caters to the diverse needs of employees, allowing them to work when and where they're most productive.
2. **Company Perspective:** Flexible policies show that the company trusts its employees, which can boost morale and potentially increase productivity.
3. **Collective Good:** When workers feel trusted and are given autonomy, they are likely to be more engaged and committed, benefiting the overall productivity and culture of the organization.

RETHINKING WHY, HOW. & WHERE WE WORK?

Continued... "Organizational Culture and Employee Engagement"

3. Effective Communication Channels:

1. **Worker Perspective:** Clear and open communication channels help remote workers stay informed, connected, and valued.
2. **Company Perspective:** Good communication is key to ensuring that all employees understand the company's goals, values, and expectations, regardless of their location.
3. **Collective Good:** Effective communication helps in aligning individual goals with the company's objectives, ensuring everyone is working towards the same purpose and feels included in the company's journey.

4. Regular Feedback and Recognition:

1. **Worker Perspective:** Receiving regular feedback and recognition can boost a remote worker's morale and sense of accomplishment.
2. **Company Perspective:** Acknowledging and rewarding good work reinforces desired behaviors and company values.
3. **Collective Good:** A culture of feedback and recognition ensures continuous improvement and fosters a positive work environment, which is beneficial for both individual growth and organizational success.

RETHINKING WHY, HOW. & WHERE WE WORK?

Continued... "Organizational Culture and Employee Engagement"

5. Investment in Collaboration Tools and Training:

- 1. Worker Perspective:** Having access to the right tools and training can empower employees to collaborate effectively and efficiently in a remote setting.
- 2. Company Perspective:** Investing in technology and training demonstrates the company's commitment to supporting its employees' success in a remote work environment.
- 3. Collective Good:** When both workers and the company are equipped with the right tools and skills, it leads to smoother collaboration, higher productivity, and a stronger alignment with the company's goals and culture.

Implementing these strategies requires a thoughtful approach that considers the needs and preferences of both employees and the organization. A successful remote work culture is one where both parties feel supported, valued, and connected, despite the physical distance.

RETHINKING WHY, HOW. & WHERE WE WORK?

Ken: What is the role of office space post-pandemic?

ChatGPT4: The role of office space has evolved significantly in the post-pandemic world, reflecting changes in work habits, employee expectations, and organizational priorities. Here are some key functions and roles that office spaces now serve:

1. Hybrid Work Hubs
2. Collaboration and Innovation Centers
3. Client Meeting and Networking Venues
4. Employee Training and Development Sites
5. Company Culture and Brand Embodiments
6. Flexible Workspaces for Project Teams
7. Health and Wellness Centers
8. Social and Community Engagement Spaces
9. Technology and Innovation Showrooms
10. Emergency and Crisis Management Headquarters

In summary, the **role of office spaces post-pandemic has shifted from being primarily places of individual work to multifunctional spaces that emphasize collaboration, culture, flexibility, wellness, innovation, and brand representation.** This shift reflects a broader reevaluation of what it means to work in an office and how physical work environments can best support the evolving needs of employees and organizations.

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

Ken: Please provide a list of 100 work roles within a typical company.

ChatCPT4: Creating a list of 100 work roles within a typical company can encompass a wide range of departments and functions. Here's a diverse set of roles that you might find:

1 CEO (Chief Executive Officer)	21 HR Specialist	41 Sales Representative	61 Product Development Engineer	81 Security Officer
2 CFO (Chief Financial Officer)	22 Recruitment Specialist	42 Account Manager	62 Legal Assistant	82 Facilities Manager
3 COO (Chief Operating Officer)	23 Training and Development	43 Customer Support	63 Paralegal	83 Warehouse Manager
4 CTO (Chief Technology Officer)	24 Payroll Specialist	44 Business Analyst	64 Corporate Lawyer	84 Warehouse Worker
5 CMO (Chief Marketing Officer)	25 Benefits Coordinator	45 Data Analyst	65 Compliance Officer	85 Forklift Operator
6 HR Manager	26 IT Support Technician	46 Financial Analyst	66 Public Relations Specialist	86 Assembly Line Worker
7 IT Manager	27 Network Administrator	47 Accountant	67 Event Coordinator	87 Machine Operator
8 Operations Manager	28 Database Administrator	48 Auditor	68 Media Relations Specialist	88 Production Supervisor
9 Marketing Manager	29 Software Developer	49 Bookkeeper	69 Corporate Trainer	89 Quality Assurance Tester
10 Sales Manager	30 Web Developer	50 Purchasing Agent	70 Instructional Designer	90 Firmware Engineer
11 Product Manager	31 Systems Analyst	51 Inventory Control	71 Technical Writer	91 Hardware Engineer
12 Project Manager	32 UX/UI Designer	52 Logistics Coordinator	72 Translator	92 Electrical Engineer
13 Finance Manager	33 Graphic Designer	53 Supply Chain Analyst	73 Administrative Assistant	93 Mechanical Engineer
14 Supply Chain Manager	34 Content Writer	54 Quality Control Inspector	74 Executive Assistant	94 Civil Engineer
15 Customer Service Manager	35 SEO Specialist	55 Manufacturing Engineer	75 Office Manager	95 Architect
16 Quality Assurance Manager	36 Social Media Coordinator	56 Maintenance Technician	76 Receptionist	96 Interior Designer
17 Research and Development Mgr	37 Email Marketing Specialist	57 Safety Officer	77 File Clerk	97 Urban Planner
18 Health and Safety Manager	38 Digital Marketing Analyst	58 Environmental Engineer	78 Data Entry Clerk	98 Landscape Architect
19 Legal Advisor	39 Brand Manager	59 Research Scientist	79 Mailroom Clerk	99 Graphic Artist
20 Public Relations Officer	40 Product Designer	60 Lab Technician	80 Janitorial Staff	100 Photographer

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

Ken: What are the top 20 roles that will be replaced by AI with the highest probability at the top?

ChatCPT4: Predicting the top 20 roles that could be replaced by AI involves considering the extent to which tasks can be automated and the rate of advancements in AI technology. As of my last update in April 2023, the following roles are among those most likely to see significant impact from AI and automation:

1	Retail Cashiers	11	Advertising Salespeople
2	Telemarketers	12	Inventory Managers and Stockists
3	Bookkeepers and Data Entry Clerks	13	Basic Legal Assistants and Paralegals
4	Manufacturing and Warehouse Workers	14	Travel Agents
5	Bank Tellers and Representatives	15	Tax Preparers
6	Customer Service Representatives	16	Agricultural Workers
7	Transport Drivers (Truck, Taxi, Delivery)	17	Mail Carriers and Postal Workers
8	Proofreaders	18	Compensation and Benefits Managers
9	Receptionists	19	Security Guards
10	Market Research Analysts	20	Fast Food Cooks and Servers

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

Ken: Please list the roles on this list that are also on the 100 work roles within a typical company list?

ChatCPT4: Here are the roles that appear on both lists:

1 Bookkeepers and Data Entry Clerks	11 Security Guards
2 Customer Service Representatives	12 Administrative Assistants (similar to Clerical roles like File Clerks, Data Entry Clerks, etc.)
3 Receptionists	13 HR Specialists (related to roles like HR Assistants)
4 Inventory Managers and Stockists	14 Marketing Analysts (similar to Market Research Analysts)
5 Manufacturing and Warehouse Worker	15 Sales Representatives (related to roles like Advertising Salespeople)
6 Bank Tellers and Representatives	16 IT Support Technicians (overlap with roles like Computer Operators, Data Processing Workers)
7 Travel Agents	17 Accountants (related to Bookkeepers, Payroll Clerks)
8 Tax Preparers	
9 Mail Carriers and Postal Workers	
10 Compensation and Benefits Managers	

These roles are common in many companies but are also among those that are increasingly affected by automation and AI advancements. The degree of impact can vary, with some roles potentially being completely replaced, while others may evolve or require new skill sets to work alongside AI systems.

Ken: That is great new. There are still 83 roles from the list of 100 roles within a typical company that are still available for those who are being eliminated by AI. Thanks!

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

Ken: Which eliminated roles will lead to the need for less commercial real estate?

ChatCPT4: The elimination or significant reduction of certain roles due to automation and AI advancements could lead to a decreased need for commercial real estate in specific sectors. Here are some roles from the list whose reduction or elimination might notably impact the demand for commercial space:

- 1 Retail Cashiers:** With more online shopping and automated checkout systems, there could be less need for physical retail spaces.
- 2 Bank Tellers and Representatives:** The shift to online banking and automated teller machines could reduce the need for numerous bank branches.
- 3 Customer Service Representatives:** With AI chatbots and remote service options, fewer call centers and customer service hubs might be needed.
- 4 Travel Agents:** The move towards online travel booking platforms may decrease the demand for physical travel agency offices.
- 5 Manufacturing and Warehouse Workers:** Automation in manufacturing could lead to more compact, efficient facilities, potentially needing less space.
- 6 Office Clerks and Administrative Assistants:** Increased automation in administrative tasks can reduce the need for large office spaces.
- 7 Receptionists:** Automated reception and visitor management systems can decrease the need for reception areas in offices.
- 8 Sales Representatives and Advertising Salespeople:** The need for physical sales offices might diminish with automated sales platforms.
- 9 Telemarketers:** As AI-driven communication tools take over, physical call centers might become less necessary.
- 10 Inventory Managers and Stockists:** Automated inventory management can make warehouse space usage more efficient.

The common theme among these roles is the shift from physical to digital platforms and the automation of tasks that traditionally required human presence in a specific location. This transition could lead to a reevaluation of the amount and type of commercial real estate needed, particularly in retail, banking, office, and industrial sectors.

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

Ken: What sectors of commercial real estate: Retail, Office and Industrial will be impacted the most ? Please rank by most negative impact and explain why. Please also rank by positive impact and explain why?

ChatCPT4: The impact of AI and automation on different sectors of commercial real estate—Retail, Office, and Industrial—can be both negative and positive. Here's a breakdown and ranking based on the expected impact:

Most Negative Impact:

1.Retail:

Why: The retail sector is likely to be most negatively impacted. The growth of e-commerce, facilitated by AI and automation, reduces the need for physical retail spaces. Automated checkouts and online shopping platforms are replacing traditional retail roles, leading to a potential decrease in demand for retail real estate.

2.Office:

Why: The office sector also faces significant negative impact. Automation of administrative, clerical, and customer service roles reduces the need for physical office space. Additionally, the rise of remote working technologies allows more employees to work from home, further diminishing the demand for large office spaces.

3.Industrial:

Why: The industrial sector might experience some negative impact, but less so compared to Retail and Office. Automation leads to more efficient use of space in warehouses and manufacturing facilities, potentially requiring less square footage. However, the growth in e-commerce could offset this by increasing the demand for logistics and distribution centers.

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

Most Positive Impact:

1.Industrial:

Why: On the positive side, the industrial sector, especially logistics and warehousing, is likely to benefit the most. The increase in online shopping necessitates more distribution centers, warehouses, and logistics facilities. AI and automation enhance the efficiency of these spaces, leading to a demand for modernized industrial real estate.

2.Office:

Why: There's a potential positive impact on the office sector through the evolution of office spaces. As traditional roles decline, there may be a shift towards collaborative and flexible workspaces to support creative, strategic, and development roles that AI cannot easily replace. This evolution could lead to a demand for innovative office designs.

3.Retail:

Why: The positive impact on retail might be the least, but it's not negligible. Retail spaces are transforming into experience centers and showrooms, particularly for brands that seek to maintain a physical presence. This experiential retail trend, supported by AI and technology, could lead to a reinvention of retail spaces.

In summary, the Retail sector is poised for the most significant negative impact due to AI and automation, primarily due to the shift to online shopping. The Office sector faces challenges with the rise of remote working but also opportunities in workspace innovation. The Industrial sector might see an overall positive impact, especially in warehousing and logistics, driven by the increase in e-commerce and the need for efficient distribution networks.

QUESTIONS ABOUT WHERE WE WORK

Ken: What work roles that are less likely to be replaced by AI are best suited for A) office/on site B) remote/home C) hybrid. Please provide the characteristics of each group, 5 examples of each and why.

ChatGPT4: Certain work roles, particularly those requiring human intuition, creativity, empathy, and complex problem-solving, are less likely to be replaced by AI. The suitability of these roles for office/on-site, remote/home, or hybrid work depends on specific job characteristics. Let's explore these categories:

A) On-Site Roles (Less Likely to be Replaced by AI)

Characteristics: These roles typically require physical presence, hands-on interaction, direct human service, or the use of specialized equipment that cannot be operated remotely.

Examples:

- 1. Healthcare Providers** (e.g., Surgeons, Nurses): They provide direct patient care, requiring physical presence and human empathy.
- 2. Skilled Tradespeople** (e.g., Carpenters, Electricians): Their work involves hands-on activities and manipulation of tools and materials in specific locations.
- 3. Chefs and Culinary Professionals:** Cooking requires hands-on food preparation and the ability to adjust based on taste, texture, and presentation.
- 4. Performing Artists** (e.g., Actors, Dancers): Live performance and the ability to convey complex human emotions are integral to these roles.
- 5. Educators** (especially for young children or special needs): Personal interaction, empathy, and adaptability to individual student needs are crucial.

QUESTIONS ABOUT WHERE WE WORK

B) Remote/Home-Based Roles (Less Likely to be Replaced by AI)

Characteristics: These roles are characterized by tasks that can be performed independently and do not require physical interaction with specific locations, tools, or people.

Examples:

1. **Creative Writers and Authors:** Creative writing involves original thought, storytelling, and emotional depth that AI cannot replicate.
2. **Therapists and Counselors:** They provide emotional support and guidance, requiring empathy and understanding of human psychology.
3. **Strategic Consultants** (e.g., Business or Management Consultants): These roles require understanding complex organizational dynamics and creating tailored strategies.
4. **Graphic Designers and Artists:** Artistic creativity and understanding of aesthetics are highly individualized and subjective.
5. **Legal Professionals** (e.g., Lawyers working in advisory capacities): Legal interpretation and strategy often involve nuanced understanding of laws and ethics.

QUESTIONS ABOUT WHERE WE WORK

C) Hybrid Roles (Less Likely to be Replaced by AI)

Characteristics: These roles blend tasks that can be completed remotely with elements that benefit from or require physical presence.

Examples:

1. **Architects:** While conceptual and planning work can be done remotely, site visits and client meetings often require physical presence.
2. **HR Managers:** They can handle administrative tasks remotely but may need to be on-site for interviews, training, and employee relations.
3. **Research Scientists:** Some research and data analysis can be done remotely, but laboratory work requires on-site presence.
4. **Sales Professionals:** They can manage many aspects of their work remotely but often benefit from in-person meetings for relationship building and closing deals.
5. **Event Planners:** Planning and coordination can be remote, but on-site presence is necessary for event execution and vendor management.

In summary, **roles less likely to be replaced by AI often involve unique human attributes like empathy, creativity, and complex problem-solving.** The choice between office/on-site, remote/home, or hybrid working arrangements depends on the specific requirements and nature of these roles.

WHAT DOES THE RESEARCH SAY ABOUT WHY, HOW. & WHERE WE WORK?

WHY?

1. **Financial Necessity**
2. **Professional Fulfillment**
3. **Personal Growth**
4. **Social Interaction and Belonging**
5. **Structure and Routine**
6. **Financial Independence and Security**
7. **To Make a Difference**
8. **Status and Identity**
9. **Pursuing a Passion**
10. **Meeting Challenges and Overcoming Obstacles**

HOW?

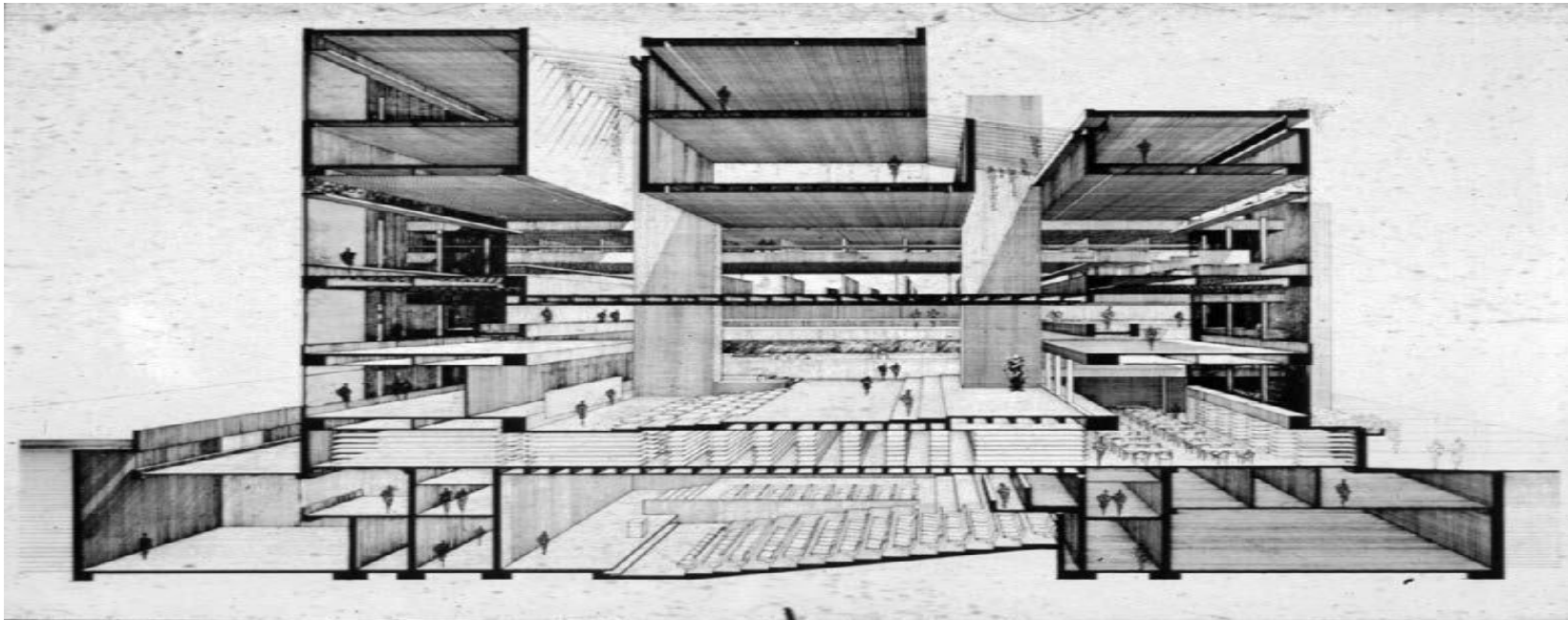
1. **Collaborative**
2. **Independent**
3. **Remote**
4. **In-Person**
5. **Flexible**
6. **Structured**
7. **Proactive**
8. **Innovative**
9. **Focused**
10. **Multitasking**

WHERE?

1. **Home Offices/Remote Work:** Potentially 10-20 million
2. **Retail Stores:** Approximately 15-20 million
3. **Manufacturing Plants:** Roughly 12-15 million
4. **Corporate Offices:** Around 10-15 million
5. **Hospitals and Healthcare Facilities:** About 10-14 million
6. **Schools and Educational Institutions:** Around 10-13 million
7. **Restaurants and Hospitality Venues:** Approximately 10-12 million
8. **Construction Sites:** Roughly 7-10 million
9. **Warehouses and Distribution Centers:** Approximately 5-7 million
10. **Government Offices:** About 5-7 million

RETHINKING WHY, HOW, & WHERE WE WORK

Things and Changing, and they are ***CHANGING FAST.*** *Mary Elliott*



Ken Schmanke

11/14/2023

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