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Notes: The Future of . . .

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*This is a compilation of short notes on several management topics we track on a regular basis: **Technology, Place and Space, People and Organizations, and Work Design.** We welcome your comments and suggestions for other topics and stories you'd like to hear about.*

The Future of Technology

[Yes, People Still Read, But Now It's Social](#)

When you read a book on Amazon's Kindle, you can now discover which passages and phrases other readers particularly liked. This is an intriguing article from the *New York Times* exploring the impact that hyperlinks in books and articles are having on what people read, and—more importantly—how they learn about what other people are reading, and liking.

[Looking for the right collaborative technology tool?](#)

Here's a great place to start. Robin Good's catalog includes just about every decent tool out there—with links to each one's website:

<http://www.mindmeister.com/12213323/best-online-collaboration-tools-2010-robin-good-s-collaborative-map>

This is an incredible tool; it's a [mind map](#) laying out all the various document repositories, instant messaging systems, videoconferencing tools, VOIP systems, web conferencing sites, and just about every other kind of tool you can think. Mr. Good hasn't publicly reviewed them all, or ranked them, but he's certainly made it easy for you to find what you are looking for.

[Apple, Google, Facebook: The Big Three](#)

The *San Francisco Chronicle* recently carried a series of status reports on Silicon Valley's "Big Three" tech firms. The link above takes you to the overview/introduction. The three individual stories are at the following links:

[Apple](#)

[Google](#)

[Facebook](#)

These are not just stories about the companies and their products; they are also full of important insights and predictions about the future of the Internet and how we'll all be using it in the years to come (depending, of course, on the outcomes of the battles among these three firms and that other west coast behemoth up in Redmond, Washington).

The Future of Place and Space

[The Growing Strategic Importance of Real Estate](#)

This is a short article from [Tririga](#), a firm that specializes in software and data that supports corporate real estate and facilities management. The article includes some useful data about total costs of occupancy, move cost per employee, and other critical factors central to CRE's emerging strategic role.

[The Dollars and Sense of Workshifting: The Bottom Line](#)

This free report (a downloadable .pdf file) was recently commissioned by Citrix Online; it was produced by The Telework Research Network, led by none other than our *Future of Work* Associate and friend, **Kate Lister**. You can read her bio in the [Meet the Associates](#) section (above) of this newsletter.

Kate's analysis quantifies the benefits that workshifting—specifically, working from home—produce for employers, employees, and the community. For example, it shows that U.S. businesses could save over **\$400 billion** a year in higher productivity, cheaper office costs, less absenteeism, and lower staff turnover.

The Future of People and Organizations

[How Millennials are Shaping the Future of Work](#)

There are so many studies and articles about millennials and their impact on organizations and workplaces that yet one more almost seems silly. But this note on the [Workshifting blog](#) by Jessica Eastman of [Citrix Online](#) has a very different feel to it. It's essentially a first-person, informal look at how an actual millennial thinks about organizational life. It's a very useful supplement to all those data-heavy research reports you've been wading through.

And, by the way, the Workshifting blog is a great source of ideas, tips, and insights into the changing nature of work, with a particular focus on how mobile we've all become.

[The Five Eras of the Social Web](#)

This article at [CRM.com](#) summarizes a recent report on the evolution of the social web, prepared by Jeremiah Owyang for [Forrester Research](#) (the full report is available to Forrester clients or for one-time purchase).

We found the five-era framework an exceptionally useful way to think about how social media are affecting the workplace, and—more importantly—the way people learn, collaborate, and communicate.

About the Work Design Collaborative and *Future of Work Agenda*

Future of Work is a global network of resources – practitioners, thought leaders, researchers, and senior consultants – who are committed to building and implementing physical, social, and technology-based work environments that are cost-effective, socially and environmentally responsible, and personally satisfying.

We are focused on defining the future of work and helping our members and clients achieve new levels of workforce and workplace productivity. *Future of Work* produces and distributes management tools, surveys, benchmark databases, white papers and technical reports, conferences and workshops, newsletters, books and articles, and public presentations on the changing nature of work. The Work Design Collaborative, LLC, provides leadership and infrastructure services for the *Future of Work* community.

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