**RedZone Podcast Episode #50: Emergency Rooms and Robots – Jacob Morgan and His Future of Work**

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Jacob: Yeah, absolutely. We tend to lose sight. This isn't to say that technology isn't going to have a big impact. It is, but I think we tend to focus more on the fear and on the negative than on the positive and we also tend to forget that automating a job doesn't mean replacing a human. Automating a job means just that. You replace one particular job. If you're a doctor and you need to diagnose somebody, part of your job is to go through medical records, to reach out to other doctors, your peers. You do a lot of analysis before you're able to diagnose somebody. If you use something like IBM Watson for example that helps you diagnose somebody, that part of your job is automated, so the diagnosis part is automated, but you as a human are not replaced. When we say all of these jobs are going to automated, sometimes I wonder if we should replace this as these are tasks that are going to be automated.

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Bill: Tell me about the origins of your book. Where was the genesis of when you decided that you were going to write a book about the future of work?

Jacob: I guess the seed for that was planted quite a few years ago after I graduated college. I went to go work for a company in southern California and I graduated with honors at the time, so I had a degree in economics and a bachelor’s degree in psychology and so I was very excited to join the corporate world and my first job out of college, the executive team there tells me all these wonderful things that I'm going to be doing, but the reality was that I was doing data entry and cold calling and PowerPoint and then one day an executive came out, handed me ten bucks, and asked me to go get him a cup of coffee at Starbucks.

That was one of the last jobs I've ever had working for anybody else. Ever since then I've become very fascinated with employee experience, employee engagement, how the workplace is changing and I just started getting more and more involved in that and that's how big the rabbit hole got and that's what led to writing the book. I actually have a new book coming out next year in March which is going to be all about designing and creating employee experiences which goes off of a lot of those things that I wrote about in "The Future of Work".

Bill: From your mission or point of view, Jacob, did you take that experience that you had with your employer and just decide at that point that you're going to dive deep or was that just the initial spark and then as you've gotten into this topic you've gotten deep from that point of view?

Jacob: Yeah, I'd say once I got involved ... At the time, and this was we're talking eight, nine years ago, there wasn't much conversation around the future of work. There weren't classes I could take. There wasn't much going on around this. A lot of this I had to kind of create, come up with, and access whatever resources I could find online to learn about this. As with anything, when you first start learning about something, it's very sort of general and broad and you're kind of like, "Oh, this is cool. I wonder where it's going to go." Then once you get more involved in that you start to see how deep things can do, different directions things can do in. That's pretty much what happened to me. "The Future of Work" was this overall theme and as I started to get more involved, I started to see the different directions that this could go in and all that pieces that come together. That's what brought me to where I am today.

Bill: When you were writing this book, Jacob ... You have the title, which I find very interest, you call yourself a futurist, which I love that word. When you originally thought about that, was that a name given to you by someone else or were you just sitting around and thought, "I'm really a futurist here." Where did that spring from?

Jacob: No, I originally just called myself an author and a speaker and a co-founder of the Future at Work community and then I would find that more often when I would be interviewed for various media publications or when I would be speaking at conferences, they would kind of throw in the word "futurist" in there and they would say, "We have a futurist that's going to talk to you about how the workplace is changing." Over time people just started using that quite frequently and I said, "All right, if people are going to introduce me like that, it seems to make sense, so I will go ahead and embrace that and add that to what I do and what I focus on." No, it didn't come from me. It came from just the way I kept getting introduced at conferences and events and in media publications.

Bill: Yeah, no, I think it's great. When I was reading the book, you've written it about ... Kind of looked out about three to six years or so. I think that's what you mentioned. Do you find that there's a difference between organizations that are Fortune 100s versus the small to medium organizations that, as far as their willingness to embrace the different concepts of work as we're moving along here?

Jacob: I wouldn't say changes or differences as far as willingness to embrace concepts. I think the main differences that we see between big and small companies ... Some of the differences are good and some are bad. Big companies tend to have more bureaucracy, more politics, more moving parts. They also tend to have more resources. Smaller organizations sometimes have less resources, less bureaucracy, less politics. Sometimes they can be more forward-thinking, they can be more embracing of risk, so it depends. There are also some other organizations out there, some bigger ones, companies like LinkedIn or Cisco or Whirlpool that are large organizations that tend to operate like smaller companies. They embrace a lot of these themes, they have internal innovation programs, they are thinking about employee experience, and they're really helping drive things forward. It's very hard to say big versus small. I think it's more company specific than it is necessarily size specific. Those are the general things that we see. The stereotype is the bigger a company, the slower it moves. The smaller a company, the faster it moves and the more forward-thinking and unique it can tend to be.

Bill: You tend to travel quite a bit and speak at a lot of conferences. Is there a common theme or a common question ... Of the top ten questions, are there one or two that seem to pop up the most when you're handling Q & A or kind of having side conversations or questions from the crowd?

Jacob: The number one biggest question that always comes up is what's the future of work. That's always what people say. It's a very easy question to ask because there's not a lot that you need to think about when you ask it, but when you actually take a step back and sort of contemplate what that question actually means, it's kind of hard to answer. It's almost impossible to answer. What's the future of work? Well, there are so many components that fit into that. You have management, you have leadership, you have jobs versus automation, you have organizational structures, you have physical spaces like office, you have technology, you have millennials. There's a lot of components that fit into this. When somebody says the future at work, if I were to say something like, "Well, the future of work is everyone's going to be a freelancer and there's going to be automation everywhere," that doesn't really paint an accurate picture of the future of work.

In other words, there are a lot of components of the future of work that we tend to think about and it's interesting because a lot of people now started using that terminology and that phrase and they tend to just focus on one area. They'll say, "Oh, the future of work is about automation and software and robots." Well, maybe. That is one of a hundred different things that are going to be a part of the future of work, but what about all the other things? Organizational design, some of these other things that I mentioned? That's all part of the future of work too.

I'd say that's the biggest question or the most frequent question that people ask. It's also he hardest one to answer because it's sort of like saying, "What's the future of life?" I don't know. It depends what aspect you're looking at. It's one of those kind of tricky things that people need to sort of think about. I'd say that's the most common question that people ask and it's good because it tends to lead towards this discussion around, "What do you mean when you say future at work? What sort of topics do you think that covers?" That leads to some other really good conversations as well.

Bill: You wrote this book from the employee mind, at least that's the way I understood it, which is a real focus for my audience listening. Let's talk about robots for example. Do you think that robots are going to replace or do you think that they are going to work side by side with human beings in general?

Jacob: I think it'll be a little bit of both, but ultimately it's one of those things where nobody knows, right? We all say that we would like robots and humans to work side by side, which is great, but we say that because there's just no way to replace completely a human with artificial intelligence that is up to that level yet. We say we want humans and robots to work side by side because for the time being at least, robots and automation are good at repeatable tasks, they're good at some automation and whatnot, so for now we say, "All right, let's work together." I think conversation will be very different when we say, "All right, well now we have created software and we have created a robot that can think. We have generally created artificial intelligence that can rival the human brain." At that point I think the conversations will become very different. I think the tone will change and it'll be much more around, "Well, we used to have to work together, but now we kind of don't have to."

I think there's a difference between a short-term and a long-term view that we need to take here. I think for the short-term we will see a lot of robots and humans and automations working together, co-habitating, and building things together, but I think in the long run ... You look out thirty, forty, fifty years, it's going to be very hard to tell what it's going to look like because you genuinely have to ask the question, "If a piece of software or a robot can do everything that you can do, then what can you do?" I think that's something that is sort of fun to explore, but for the time being we look at things like autonomous vehicles and we look at things like robots replacing manufacturing jobs. That's the big debate. Are we going to replace more jobs or create more jobs? I find that people are torn fifty/fifty. Fifty percent of the people say we'll create more jobs, fifty percent of the people say we'll replace more jobs. My thought on this is it doesn't matter.

To the individual employee, it doesn't matter, because for any smart individual that wants to succeed in the business world, you always ... Even if you were to look back thirty years ago, forty years ago, a hundred years ago, the only constant that we have in the business world is that things change. Any successful individual, any successful company, any successful business, the reason that they've been able to succeed and thrive is because they're constantly able to adapt. You cannot be successful in this world as an employee, as an individual, without being able to adapt to what's coming your way. The reason why I say automation and software and none of that stuff matters is because if you are working, let's say, in a manufacturing facility and you are an assembly line employee, part of your responsibility as being an assembly line employee is to be able to adapt and to be able to be aware of things that are coming your way and sort of understand how the workplace is changing.

If that is part of your responsibility, then you will no doubt know that this discussion of software and bots and automation is coming your way. If you're an assembly line worker, you might say, "All right, well I know that automation and software is coming, so I'm going to learn how to build these bots. I'm going to learn how to maintain these robots. I'm going to learn how to do whatever to these robots." I think that as an employee, if you're just aware of how your business landscape is changing and how your job might change, then you should be okay.

It's not as if these things are going to come as a surprise. Countless studies have been done that are trying to predict which jobs will be automated. There have been studies that have done to show when this automation is estimated to take place. It's not like we're shooting in the dark here. I think that as employees we should be a little bit more responsible and accountable and be aware of what's happening and take some of our professional and personal development into our own hands.

Bill: Yeah. It's interesting because I was at Singularity University and they had a speaker talking about deep learning and some algorithms that were created to examine X-rays and they found out this machine was seventy percent more accurate identifying certain types of creaks and fractures than a traditional radiologist. Just being in the emergency room last night with my son with a soccer injury to his chest, to the sternum, and looking at that X-ray and having to go back and forth with the nurse practitioner on this tiny fracture, it's one thing for a machine to be able to identify that fracture, but it's another thing to be able to deal with the fact that how do you deal with a thirteen year-old with a fractured chest and what's the right course of action and treatment and such. It's a bigger conversation than just sort of a binary decision about replacing a human with a machine.

Jacob: Yeah, absolutely. We tend to lose sight. This isn't to say that technology isn't going to have a big impact. It is, but I think we tend to focus more on the fear and on the negative than on the positive and we also tend to forget that automating a job doesn't mean replacing a human. Automating a job means just that. You replace one particular job. If you're a doctor and you need to diagnose somebody, part of your job is to go through medical records, to reach out to other doctors, your peers. You do a lot of analysis before you're able to diagnose somebody. If you use something like IBM Watson for example that helps you diagnose somebody, that part of your job is automated, so the diagnosis part is automated, but you as a human are not replaced. When we say all of these jobs are going to automated, sometimes I wonder if we should replace this as these are tasks that are going to be automated.

Bill: Sure.

Jacob: We get very scared when we see, "Oh my God, all these jobs are going to be automated," but automation's not new. Look at your computer. If you have a wi-fi issue, what do you do? You don't immediately call somebody. You have this self-diagnosing tool on your computer that helps you identify what the wi-fi issue is and it helps you try to auto-correct it. Automation isn't new. It's been around for a while, but I think we do need to make that distinction between automating a job versus replacing a human and that is where I think a lot of people make these mistakes and that's why we have so much fear.

Bill: To your point earlier about learning, I made a note about who is going to responsible in the future for training? This is an interesting question because ... Are you seeing people are going to need to take personal responsibility for their training and for going to course like Lynda or Creative Live or Khan Academy or are you going to find it more of the responsibility of the business or both?

Jacob: Of course that's a good question. Definitely companies do have some responsibility to educate and to train their people. It's not like organizations can just kind of shut down and say, "All right, it's your fault. Your problem. Go figure it out." Absolutely not. Organizations need to definitely ramp up and invest in training and education and all that sort of stuff. At the same time, part of it is as an employee, why would you not want to take more control of this? The only person that's going to look out for you is you. Whatever job that you have, whatever company that you work for, let's be real about it. You're not going to be there forever. You're going to be there for a couple years. Maybe you'll be there a little bit longer, a little bit shorter, but once you're gone, that company's not going to look after you and you're left with just you.

The only way that you can succeed in that type of environment is sure, take the education and training that your company offers, but you need to lead ... You're in charge of your life and you are in charge of your career. Don't throw your arms up and say, "Well, this company's not teaching me anything so I'm just going to kind of sit here and my life's going to suck." That's totally the wrong approach. You have to invest in yourself.

That is what I mean when I say that you have to take your professional and personal development in your own hands. Leverage the resources that your company gives you, by all means, but don't have that be the only way that you are able to better yourself is by relying on somebody else because you live in a world now where you can take classes on Lynda or You2Me or Khan Academy or Coursera. We live in a world where courses are put up for free online on YouTube or through MIT or Harvard or Stanford. A lot of them put up their agendas, their syllabuses, required reading. All that sort of stuff is becoming more public. You can pretty much learn anything that you want, so take advantage of that.

Be able to educate yourself. The most valuable skill is to learn how to learn. Again, this doesn't mean that organizations shouldn't do anything around education and training. One of the cool things that I'm seeing companies do, and I just met with the VP of people at Lyft for example ... In Lyft, they have a partnership with You2Me and they allow employees to take classes on You2Me. Other organizations have experimented with this where you might give employees credit to something like You2Me and say, "Go learn whatever you think is going to benefit you in your role or in your job. We're not going to tell you what it is. We might have suggestions or recommendations for you, but if you see that there is something that you want to learn that you think will improve your work or your life, we'll pay for it. You just go learn it." That's one interesting model that we can take instead of organizations simply saying, "Here's a training program. Go through it. Let us know when you're done."

Bill: Yeah, I love that. Do you use these training programs like Creative Live or anything like you just mentioned, You2Me, have you used them personally?

Jacob: I've played around with some of them, but I wouldn't say I use anything on a regular basis, no.

Bill: Yeah, I periodically have gone in and looked at them and used them and I find it very, very interesting and I think becoming a life-long learner, your point earlier, is learn how to learn and become a life-long learner, is one of the pieces to taking responsibility for your training moving forward. What about if you're an executive in an organization and you want to learn some of the more high level skills that would come with organizational design or developing more of an agile oriented culture with ... You're testing and experimenting more often? Is that something that a technology leader, in your experience, within an organization can take on or does it have to start that the board CEO level?

Jacob: It depends on what sort of a program you're talking about. Ultimately the more executive sponsorship and support you can get for any initiative, the better it is because typically let's say HR or IT has an idea for something they want to run. If you don't have support from the executive level, it becomes very hard for any programs or initiatives that you want to get done to actually succeed, so absolutely. When possible, by all means, get as much senior level and executive support as you can for any initiative that you want to drive. We've seen time and time again where if you don't have that it makes it very hard for these initiatives to succeed. Again, whenever possible, by all means of course get that executive support.

Bill: What about if somebody wants to develop collaboration within their organization and they want to really successfully launch a collaborative platform to link employees and link minds together? Are you finding there's a common tool that works best or do you think it's an organizational approach that you've seen work best? For example, is it like Yimmer, no matte what you do if you just use Yimmer you're going to be successful or is it more the philosophy of the organization is more important than how it happens that anything else?

Jacob: I think you and everybody listening already knows the answer. I wrote about this in my book that came out in 2012 called "The Collaborative Organization" and this was a three hundred and forty page strategy guide on basically how to succeed regardless of the platform that you pick. There are lot of variables that impact the success or failure of using a collaborative technology, but of course if there was a platform that you could use that you're guaranteed to be successful with, everybody would use it, but that is by no means the case for anybody. A tool is just a tool, a hammer is just a hammer. Just because you pick one up doesn't mean you're a carpenter and you could all of a sudden build a house. I think organizations need to remember that. It's a lot more than just selecting the technology and deploying it.

Bill: When you're talking to organizations now about communities, are they focusing more on communities within their organization or on extending the communities out to actually building communities around their products and services? Where are you finding more heat being generated? Is it inside the community or really extending outside the four walls and doing it that way?

Jacob: I don't really have many conversations about communities anymore. Most of my focus is all around designing employee experiences and what that looks like, but sometimes the topic of community does come up and I think the successful, the forward-thinking organizations, are building both. They're trying to connect their employees, but of course they also want to create communities for their customers. I think you absolutely need to do both, not just one or the other.

Bill: For the millennials that are coming in, has there been a certain way of crafting the employee experience? You made a point in the book that companies for the first time are having to embrace really quite a wide generation from generation X, millennials, et cetera. Are you seeing a certain type of way of engagement working best with millennials that are coming into organizations now?

Jacob: This is part of what I'm researching for my new book for next year, but not necessarily. There are some differences between millennials and other generations. The biggest difference that I always keep hearing from executives and from employees themselves is that millennials tend to be a bit more antsy. They want things to move a little bit quicker, they want a little bit more feedback, they want to see things in action. I think that is very important.

A great way to help with that is to allow millennials or any generation for that matter to see how the work that they're doing, to see the impact that it's having and what it's doing and how it's impacting customers or other employees, et cetera. That's definitely a great thing that we can do for, again, not just millennials, but for every other generation. I think there's been a lot of emphasis placed on millennials versus other generations, but a lot of the research that's out there actually shows that millennials are quite similar to other generations. I think from that perspective we need to not necessarily treat this as a kind of foreign alien group and maybe treat them more like other people.

Bill: That makes a lot of sense. When you have been working at Cisco, I noticed that you've had some experience working at Cisco, is there anything that you've known, that you've experienced working with Cisco, that Cisco seems to be doing with their work force that is unique or is particularly empowering for employees that work there?

Jacob: Yeah, Cisco does a lot of really cool things. I think they even recently today or a couple days ago announced their Innovation Anywhere program where they are going to launch innovation contests and programs to allow any employees across their eighty thousand person work force to contribute ideas and help shape what Cisco looks like. They have technologies that adjust to your personal preferences when you use them, whether you walk into conference rooms. They don't have any assigned desks or assigned seating. They've redesigned their offices to look more modern and to create multiple work styles. They have abolished annual reviews. They've done a lot of interesting things to help create an organization where people genuinely want to show up. Cisco is definitely I think a great example of what a future organization can look like.

Bill: Is it possible for companies to develop a culture of entrepreneurship or does that have to be pushed out to an edge endeavor where ... Is it something that a company just has to have sort of a sub-organization focused on innovation or can that be bled into the entire company?

Jacob: It can be either. Of course when you can make it a part of something that the entire company does, that is obviously the desired approach. Adobe is another good example. That have something called their Kickbox program where any employee can sign up to take a workshop, get a one thousand dollar prepaid credit card, and then try to build a prototype or an idea. If an executive decides to fund the idea, they just need one executive sponsor and then the idea can get funding and move on to the next stage. LinkedIn has something like that, AT&T has something like that with their Foundry program. Absolutely. Creating these internal innovation programs is great. I like to think of it as the intrapreneur mindset. Bring this entrepreneurship mentality, but inside of your company.

Bill: That's something that has to be ... Is it something that not just is announced, but they create some stickiness around that? What would be an example of how someone would actually make that, how that would work, more than just an announcement from the president or the CEO saying that we're going to have more innovative culture? What actually has to happen for that to really stick within a company from your experience?

Jacob: As with anything else, making an announcement, it's always fun, but it's by no means what you need to do to kind of drive things. A lot of these organizations do do a lot of marketing internally around it. They have a lot of resources, they provide a lot of education, they provide a lot of training behind it, they provide incentives behind it, and they really help employees do it. It's sort of an opportunity to any employee, but as with anything, when you have something new that comes your way you're not just going to jump into it. You want to be sort of coached and mentored and guided. Helping employees understand what the benefit is, what that looks like, the mentoring, the education, the training, is super important. It's just like anything else. You've got to provide the education, the training, the guidelines behind it and help employees actually go through these things.

Bill: Just have a couple more questions for you, Jacob. As far as what has been the one question ... It doesn't have to be one but it could be two, that people ask you that ... What is mind-blowing for people to consider right now that is real but people are just having a very difficult time with the future of work, getting their minds wrapped around and seems to get the most resistance to that you try to help with your communication, educate and resolve it for them?

Jacob: There are so many. Obviously the technology conversation and discussion and debate is one that a lot of people are struggling with. The automation, the robots. I think another one is how do we think differently about our people. We have for many, many decades assumed and have always talked about people in one light, and now all of a sudden we need to sort of change the way that we think about it. How do we genuinely create companies where people want to be there, not where they need to be there? That's something that a lot of people are struggling with is really designing this organizations, not just focusing on short-term programs or little boosts and perks and things like that that we can do, but how to actually design a company where people want to be there. People are definitely struggling a lot with that as well.

Bill: Is that what you meant earlier by organizational design?

Jacob: Yeah. That's definitely part of it. When you say minds blown, I think when we think about the future of work, I don't necessarily think that it's like, "Oh my God," minds blown sort of thing, but part of at least what I try to do is to get people to think about things differently and to provide easy frameworks. In other words, when I talk about employee experience, if you were to ask somebody, "How do you define employee experience?" they'll say, "I don't know." My job is to try to make an easy way to think about that. Employee experience, for me, if I were to define it, is culture plus technology plus physical space. Somebody might hear that and then say, "Oh my God, you just blew my mind." Not that it's so amazing, but because it's so simple and because you can understand it. I think that is part of what is blowing people's minds is being able to simplify these complex topics and ideas into things that they can actually say, "Oh, I get it." That I think is very interesting.

Bill: Are you finding right now that the work force is going to move to more of a freelancer experience or is that just a buzz word people are using to really accommodate some of the shifts since 2008, 2009 as people have gotten re-integrated back into the work force? Do you think that's more of a permanent mentality we need to have?

Jacob: Yeah. The freelancer economy, the sharing economy is definitely growing. It is my no means going to be twenty percent of the work force by 2020. People, when they see these numbers, they need to look at how these research reports are being done. The way that a lot of these things are phrased is they'll say, "In the past year, have you done some form of freelance work?" If you say yes to that, they bucket you as a freelancer, which is how they get these enormous numbers of tens of millions of people are freelancers in the United States.

That's all bologna. I might eat sushi once a year, but if somebody says, "Oh yeah, are you are sushi eater?" I'm not going to say if I eat it once a year. I've tried it, but in this case, if you go to your neighbor's house and he gives you fifty bucks and you help him plant some flowers, you're considered a freelancer all of a sudden. We need to look at the terminology being used and how these studies are actually being done before we start to freak out with these numbers. In general I think the sharing economy is growing. It's definitely something that we need to pay attention to, but it's not like we're going to get rid of full-time employment and everybody's going to be a freelancer and it's going to be this massive chaos. I think that's so overblown, it's just nuts. Pay attention to it, be aware of it. You can certainly work with freelances for on demand labor, for on demand talent. That's extremely important, but don't assume that your full-time employers, that all of that's going to go away and everyone's going to be a freelancer. I don't see that happening.

Bill: Okay, thank you for making that point. I know that you have a community that you've built, and I kind of wanted to wrap up, but just some ways in which people can read more about your work, listen to your material, and potentially take a look at your community as well. Can you talk a little bit about what this community is that you've built and what value people are receiving from it?

Jacob: Sure. It's the Future of Work community which people can find at FOWCommunity.com and it's a collection of over seventy brands from around the world and senior leaders in IT, technology, HR, facilities and all sorts of different roles that come together in this online environment that we've created to share best practices, ideas, strategies, failures, et cetera. We host two events for all these members every year. Our attendees, our speakers are folks like the chief human resource officer of Accenture, the CIO of Kelly Moore Paints. The CIO of IBM joined one of our dinners. The chief people officer of Cisco, the chief people officer of Staples, the head of innovation at Sanofi. We get very senior level people here that come to talk about how the workplace is changing and what the future is going to look like. You mentioned Singularity University. [inaudible 00:37:25], who's the founding director of Singularity, also just spoke at our recent event that we had.

It's really a place for executives and for not just executives, but for leaders in organizations that are shaping and driving the future of work to come together to explore what that actually looks like. That's the goal of the community. The main value is pretty simple. It's you get to connect with these people any time to share ideas and best practices and anything else that you might be working on and to get support. Being able to have that kind of a network is extremely valuable. We also do fun stuff. Like I said, our events. We do dinners, we do thought leadership programs. We publish an e-book every year. There's a lot of fun stuff that we do and members really enjoy it.

Bill: That sounds great. That sounds really like you try to glue people together to talk about these concepts. You also have a website as well where people can find more about your book. Where would they go to find more about your published work?

Jacob: I'm very easy to find. You can just go to thefutureorganization.com. Thefutureorganization.com and you can find the book, the podcast, videos, newsletters. Pretty much anything else that you want can always be found there.

Bill: That's great, Jacob. Just my one final question is as you travel around this year and you're speaking around the world and you could put a billboards up just to have your personal theme that you want to have, your resident theme for the people of that city, the employers of that city, the employees that are working, what would you have that billboard say?

Jacob: It would probably say something like the future of work is about the employee experience or something along those lines. That's the focus of my next book and I think that is sort of the next era that organizations need to be thinking about is designing employee experiences and what that looks like.

Bill: Designing employee experiences. Jacob, I appreciate you for your time today and thank you very much for sharing your words of wisdom with my audience.

Jacob: My pleasure. Thank you for having me.

Bill: Talk to you later.

Jacob: Thank you.