The Great Pivot: Freeing People to do Meaningful Work

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The State of the American Workforce
• BLS 9/2017: 4.2% rate of unemployment best since 11/2007…BUT
• Gallup Good Jobs Rate remains low 44.7%
• 30-40% of workforce in Gig Economy
• Broken ‘Social Contract’
- 21.9% of workforce is un/underemployed (ShadowStats 9/2017)
- 1:6 men 25-54 out of work (Financial Times 9/2016)
Outsourcing + Displacement

• 2013: 14 million jobs moved offshore (Bureau of Economic Analysis)
• 2013-15: 3.2 million workers displaced, 66% found new work (BLS)
Employee Disengagement

- Gallup poll: only 31.5% of employees are engaged at work
- BLS: Median tenure: 4.2 years, but only 2.8 years for 25-34 segment
Drop in Union Representation

- Economic Policy Institute: Unionized male workers: 34% (1979) vs 16% (2017)
- All male worker earnings in 2013 would have been 5% higher had union membership remained at 1979 levels
The Gig Workforce

- McKinsey: 30% of US workforce (47 million)
- A need or a choice?
Automation

- PwC Study (2017)

<table>
<thead>
<tr>
<th>Country</th>
<th>Proportion of jobs</th>
</tr>
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<tbody>
<tr>
<td>US</td>
<td>38%</td>
</tr>
<tr>
<td>Germany</td>
<td>35%</td>
</tr>
<tr>
<td>UK</td>
<td>30%</td>
</tr>
<tr>
<td>Japan</td>
<td>21%</td>
</tr>
</tbody>
</table>
McKinsey (7/2016): 45% of work that people do will be automated
Changing Work Motivations

**LESS SO:**
Money, Title, Status

**MORE SO:**
Challenge, Purpose, and a Life (not consumed by work)
The American Dream Has Changed

- Pew Research (1/2017): 92 percent of respondents describe American Dream as Economic Stability, not Upward Mobility
- 55 percent struggle with monthly cash flow (B/E or negative); 41 percent cannot weather major emergency expense
- Broken ‘Social Contract’
The American Dream Has Changed

- Freed from quest for upward mobility, many shall seek work to DO WELL but also DO RIGHT (Meaningful Work)
The Great Pivot to Meaningful Work Has Begun
Meaningful Work

1. Self-Transcendent
2. Poignant
3. Episodic
4. Reflective
5. Personal

Source: MIT Sloan Review, Catherine Bailey, PhD & Adrian Madden, PhD (6/2016)
Meaningless Work

1. Disconnects workers from their values
2. Takes workers for granted
3. Pointless
4. Unfair treatment
5. Disempowered and disenfranchised
6. Isolates, marginalizes workers
7. Physically and emotionally harmful

Source: MIT Sloan Review, Catherine Bailey, PhD & Adrian Madden, PhD (6/2016)
‘Four Gen’ Appeal

• Millennials (majority of workforce) seek purpose more than paycheck
• Preference growing among Late Boomers, Gen X, as well
• Plurals will pivot into meaningful work
‘Four Gen’ Appeal

- Lowered barriers to entry for meaningful work
- More talent becoming eco-entrepreneurs
- Gig work becoming more of a choice than a necessity
High-Opportunity Sectors to Scale Economy + Create Meaningful Work

• Gap Analysis: some jobs don’t need more workers (e.g., full-time corporate sustainability managers)
• Create work in sectors with established proof-of-concept
• Empower people with good project management skill
Sector #1: Net-Zero Energy (NZE) and Water

- Residential/commercial building retrofits
- Emergency solar micro-grids
- Water infrastructure/wastewater reclamation
• Residential/commercial building retrofits
• Emergency solar micro-grids
• Water infrastructure/wastewater reclamation
Sector #2: Mobility as a Service (MaaS)

- Electric vehicles + charging infrastructure
- High-speed rail
- Commuter rail
- Bus Rapid Transit (BRT)
- Pedestrian + bicycle-friendly infrastructure
- Biofuels/ hydrogen/ batteries
Sector #3: Circular Economy

- Paper/plastic/metal recycling
- Tool-lending libraries
- Biomass collection/processing
- Remakeries
Sector #4: Regenerative Agriculture and Food-Waste Mitigation

- Grow/sell more LOCAL FOOD, scale community gardens
- Establish food hubs (eliminate inner-city food deserts)
- No-till farming/carbon sequestration/soil conservation
- Market/process UGLY FOOD
- Feed needy with leftover restaurant food
Sector #5: Ecosystem Restoration

- Urban reforestation
- Wetland protection
- Pollinator programs
- Native wildlife reintroduction
Meet the New Job Creators

- Agents of the Great Pivot to Meaningful Work
- Reinventing the idea of work as a positive part of one’s daily life
- Designing and creating meaningful work role for themselves
- Financing, promoting meaningful work for others
- Helping people and planet, promoting workforce policy
Question #1

- What environmental problem are you trying to solve + what is your favorite sustainability topic?
Question #2

• If you could start a project that would create 10 meaningful jobs, what would it be?
  • Creating tool lending libraries in 5 towns
  • Installing solar on low-income housing
  • Doing net zero energy retrofits on commercial buildings
  • Planting trees on deforested land + selling carbon sequestration services
Question #3

- What are the costs of the problem you are trying to solve + what are the benefits of your chosen project?

<table>
<thead>
<tr>
<th>Mobility as a Service</th>
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<tbody>
<tr>
<td><strong>Costs</strong></td>
</tr>
<tr>
<td>Vehicle: car payments, gas, insurance, maintenance, repairs, licensing</td>
</tr>
<tr>
<td>Productive time lost in traffic congestion</td>
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<tr>
<td>Health costs from air pollution</td>
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<tr>
<td>Disruption of climate change</td>
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Question #4

- Who are the beneficiaries + potential benefactors of this work?

<table>
<thead>
<tr>
<th>Planting Trees and Selling Carbon Sequestration Services</th>
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<tbody>
<tr>
<td><strong>Beneficiaries</strong></td>
</tr>
<tr>
<td>Humans</td>
</tr>
<tr>
<td>Future generations</td>
</tr>
<tr>
<td>Environment</td>
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Question #5

• Who should fund this project, which financial instrument would you use + what level of funding is needed?
  • VC, bank, government, individual company, family + friends, public
  • Seed funding, grants, referendum, loan, microloan, crowdfunding
  • Level of funding required to create 10 jobs
Craft a 3-Minute Pitch

- What is the problem your project will solve?
- What is your proposed project?
- What are the benefits?
- How many jobs will be created?
- What is the investment + return on investment (financial, social benefit)?
Meaningful Work: A Game-Changer

- National average Wage Index (2015): $48,100
- Employ 10% of un/underemployed (3.5 million workers) in meaningful work opportunities
- Raise earning power of US households by over $168 billion!
Meaningful Work: A Game-Changer

- Impact on un/underemployed would be significant
- Increased life-expectancy, reduced impact on healthcare
- Reductions in criminal behavior, recidivism
Meaningful Work: A Game-Changer

• We need a new ‘Social Contract’
• Benefit portability
• Stronger, reimagined stakeholder table
• And we must all become activists for positive change
The Great Pivot: Freeing People to do Meaningful Work
A book by Justine Burt & Dan Smolen
(Summer 2018)
Thank you.

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