

from ongoing **SEARCH FOR A SIMPLER WAY** research by The Jensen Group

The SimplerWork Index™

Making It Easier  to Do



MoreBetterFaster



All data/findings current as of mid-2012. For updates, contact The Jensen Group



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THE NEW VIEW

It's pretty simple, really.

Of all the gazillions of measures and surveys done at work,
hardly anyone ever asks,

“Do we make it easy to get your work done?”

and **“How easy (or hard) is it to get your work done?”**

For two decades,¹ Jensen Group research has been
digging deep into issues like these.

We based our SimplerWork Index™ on
the extensive field of consumer research:
Companies already reap high returns
by making it easier for customers
to choose their brand and products....

We wondered:
Could the same approach
be applied internally?
With employees?

Yes. Easy matters!



The New Compass

Ease-of-use



and **reduced-use-of-time**



are equal to

—and sometimes more important than —

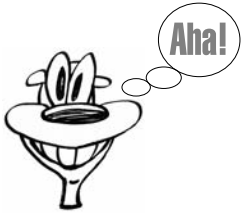
recognition, compassion, inclusion, rewards, process,

strategy, structure, penalties, loyalty and hierarchy

in their **ability to drive human behavior.**¹

1. Jensen Group, *Search for a Simpler Way*, ongoing study, begun 1992: By 1994, ease-of-use and time sensitivity appeared as critical trends within communication.

As we expanded our study into all areas of organizational effectiveness, with more than 500,000 people in over 25 countries, these trends have only grown stronger.



Why Simple Matters

It's about work: How it really gets done

Think about it this way: If your favorite airline truly pampered you, gave you lots of rewards, good deals, perks, privileges and status, and flew to all your favorite destinations — but didn't make it easy to get where you were going — how loyal would you be to them? How productive would you be? How much of you would you have to change, just to keep using them? Well, the same applies to our work, and the companies that employ us.

The design of work has not kept up with the needs of work. In most companies, doing great work is not as easy as it should be. That's because most everything companies design to get work done is still *corporate-centered*. In shifting to knowledge and service work — where every teammate's understanding, clarity, interactions and choices could be the difference between success and failure, or between MoreBetterFaster and not good enough, not fast enough — tools, support, processes and information need to be a lot more *user-centered*.

The Jensen Group has been studying the space where **user-centered design also yields better results for the company and their customers.** The SimplerWork Index™ builds simpler companies by understanding the six disciplines that make it a lot easier to get stuff done *and* deliver business results.

SimplerWork Index™ Survey

	STRONGLY AGREE	AGREE	NEITHER AGREE/ DISAGREE	DISAGREE	STRONGLY DISAGREE
1. Competing on Clarity My manager organizes and shares information in ways that help me work smarter and faster	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Navigation In my workplace, it is easy for me to find whomever or whatever I need to work smart enough, fast enough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Fulfillment of Basics In my workplace, it is easy to get what I need to get my work done—right information, right way, in the right amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Usability In my workplace, corporate-built stuff* is easy to use <small>*Tools, training, instructions, information technology, etc.; all that is designed to help you do your work</small>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Speed In my workplace, that same corporate-built stuff gets me what I need, as fast as I need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Time My company is respectful of my time and attention, and is focused on using it wisely and effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

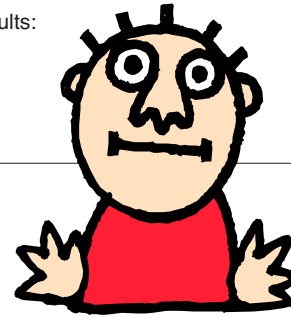
New View of Work Design

1992 to 1999: Developed Index; Borrowed from the world of consumerism where respect's impact on the bottom-line had already been proven. Because all consumer research shows that perfecting how they treat you in areas of Clarity/Navigation/Fulfillment/Usability/Speed/and Time means you will buy more, and stay as a loyal customer!

TO DATE, 2012 Surveyed over 225,000 individuals in more than 2,700 companies. Results:

Four or more Unfavorable: 66%

Four or more Favorable: 19%



Competing on Clarity

Evaluates manager's effectiveness in helping individual work smarter and faster

51% favorable

Navigation

Evaluates company's effectiveness in helping individual find who or what s/he needs

38% favorable

Fulfillment of Basics

Evaluates company's effectiveness in work-oriented communication and knowledge management

39% favorable

Usability

Evaluates company's effectiveness in all that it designs to help people get tasks done

33% favorable

Speed

Evaluates company's effectiveness in enabling employees to work in a 24/7, ever-faster world

22% favorable

Time

Evaluates company's respect for employees' time as an asset to be invested

12% favorable

So What?

If you are an executive in a large company (entrepreneurial environments fare much better) with 100 employees...

49 have to go back to their manager again and again to figure out what they're supposed to do

62 can't find what they need to do their best

61 are filling in the blanks for themselves on task/goal-communication

67 think their son's X-Box works better than the tools you supply

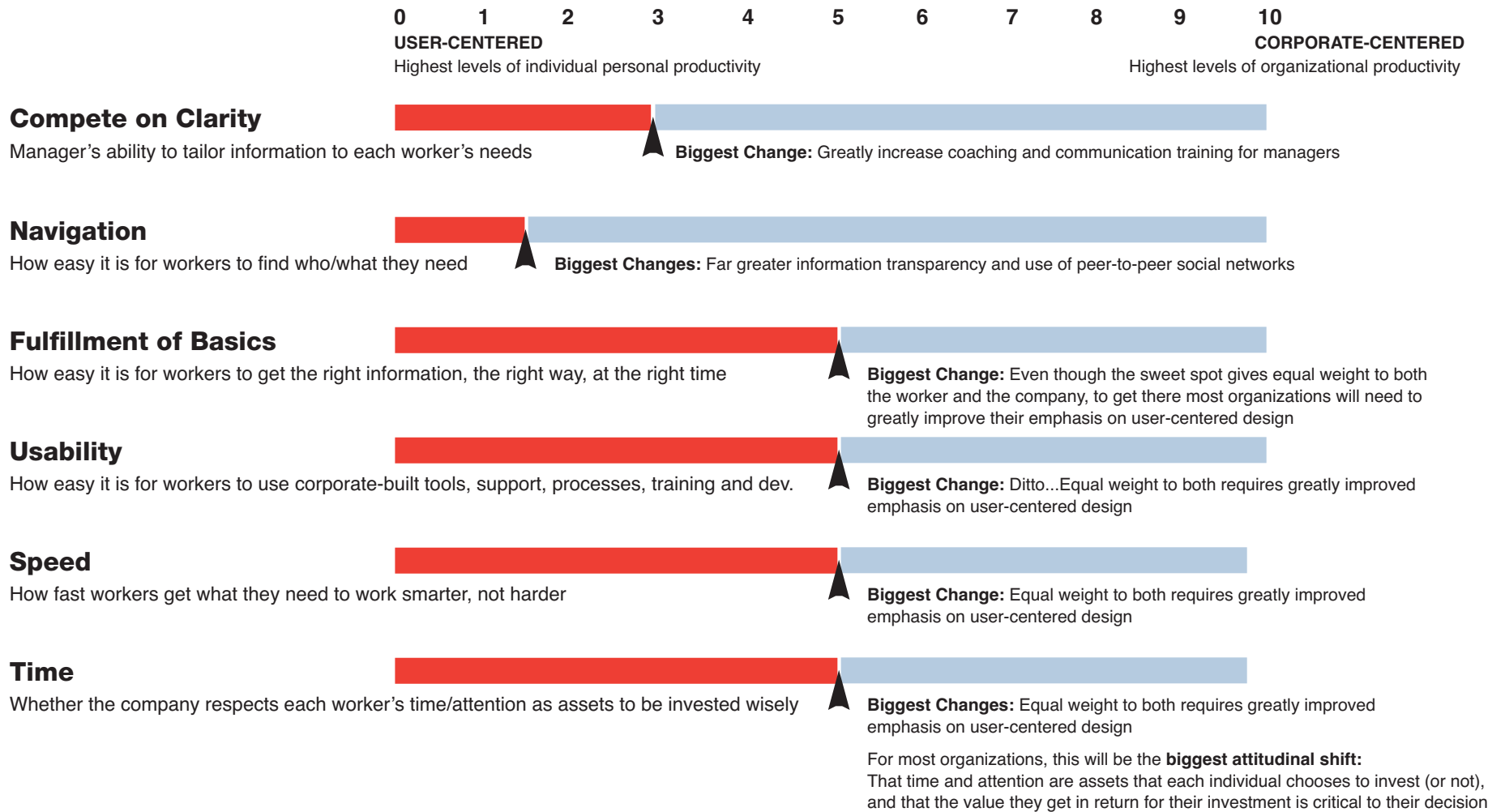
78 think you are email when it comes pushing speed down the chain of command, and snailmail when it comes to acting on employee feedback

88 have been trained by the company to guard their time, or at least to be dubious and have second thoughts or hang back, when asked to give more of it

The Index completely changes how you look at **productivity, efficiency,** and **effectiveness**

Sweet Spots¹

Go too far in user-centered design and you lose corporate controls, don't go far enough and you lose efficiencies, speed, innovation and your best talent



“It’s all about
making it **easier**
for me  to do
great work.”



Getting Started

Changing the conversation among your senior execs,
and within your organization,
is the most important first step

(Self-awareness, evaluation, understanding and discussion what needs to change is where every big change begins)

1 **Survey:** Use the SimplerWork Index Survey

Sample a representative cross-section of your workforce. Just to begin the conversation, can be as little as 100 people

2 **Use the New Lens:** What are your biggest Aha's?

Truly detailed data-crunching can come later. Right now, just consider: How different is the workforce's view from the senior team's?

3 **Change the Conversation**

How could building a simpler company — being far more user-centered in key areas — be a new competitive advantage in the marketplace and in the war for talent?

ABOUT

Mr. Simplicity



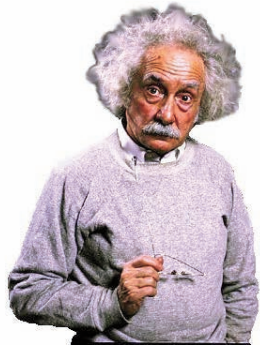
THE BIO OF A SIMPLETON

Bill Jensen makes it easier to do great work.

He is today's foremost expert on work complexity and cutting through clutter to what really matters.

Bill has spent the past two decades studying how work gets done. (Much of what he's found horrifies him.)

He is an internationally-acclaimed author and speaker who is known for provocative ideas, extremely useful content, and his passion for making it easier for everyone to work smarter.



1. Out of clutter, find simplicity
2. From discord, find harmony
3. In the middle of difficulty lies opportunity

Albert Einstein

Three Rules of Work

- His first book, *Simplicity*, was the Number 5 Leadership/Management book on Amazon in 2000.
- His latest, *Hacking Work: Saving Business From Itself, One Bad Act at a Time*, was named one of the Top Ten Breakthrough Ideas for 2010 by *Harvard Business Review*.

Bill is CEO of The Jensen Group, whose mission is: To make it easier to do great work.

Among the Jensen Group's clients are Bank of America, GE, NASA, the US Navy SEALs, BBC, Philips Lighting, Chevron, the government of Ontario, Pfizer, Merck, L'Oréal Italia, Johnson&Johnson, Guangzhou China Development District, and the Swedish Post Office.

Bill's personal life fantasy is to bicycle around the globe via breweries.