

Macrowikinomics:

Rethinking Talent in the Age of Networked Intelligence



Don Tapscott

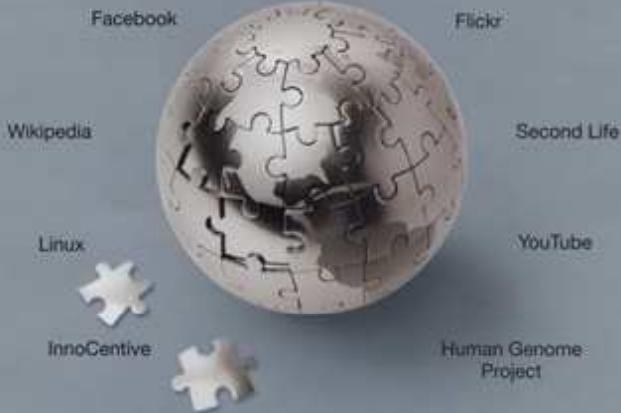
Chairman, Moxie Insight
don@tapscott.com
twitter.com/dtapscott
www.dontapscott.com
October 7, 2011



A *BusinessWeek* and *New York Times* Business Bestseller

"An intriguing and important book that belongs on your shelf."

—*The Washington Post*



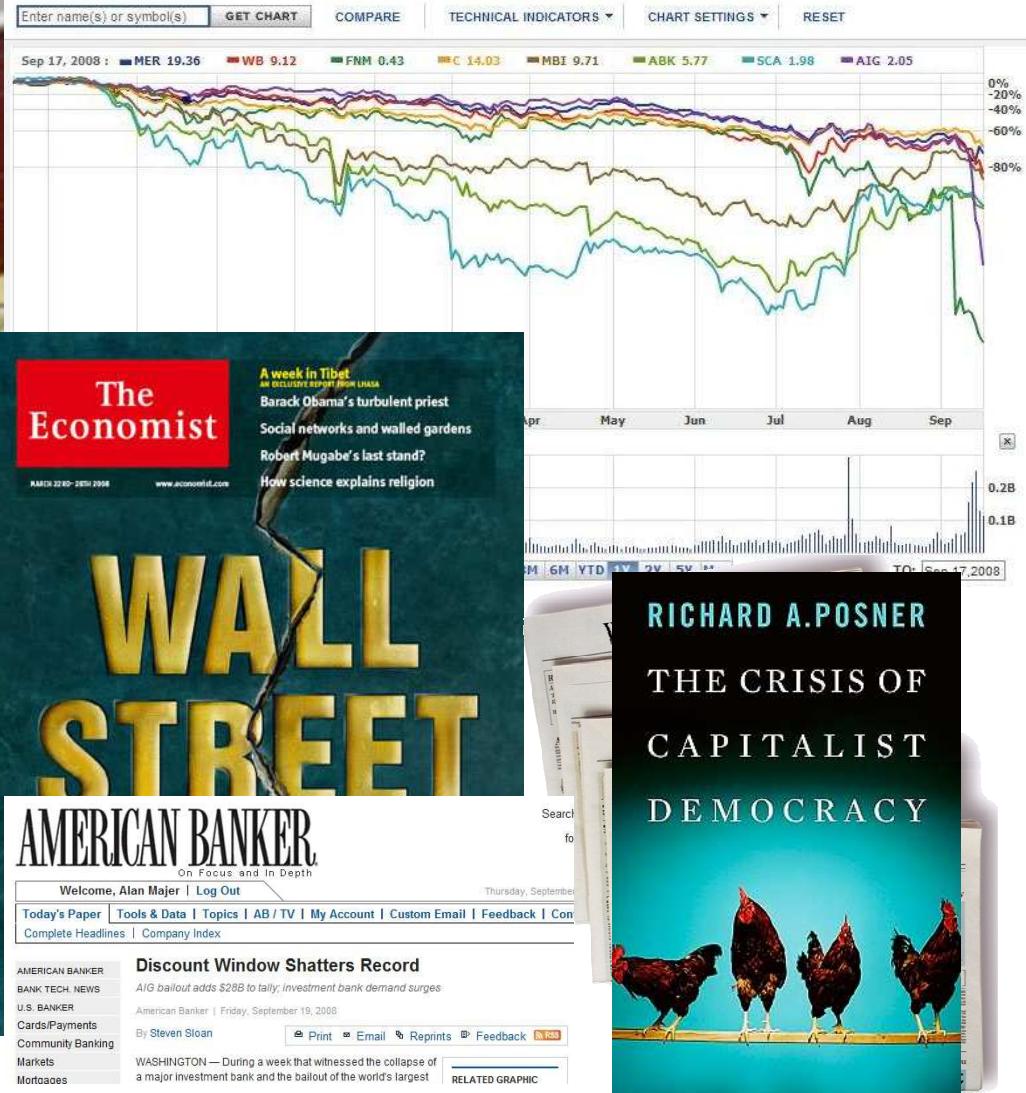
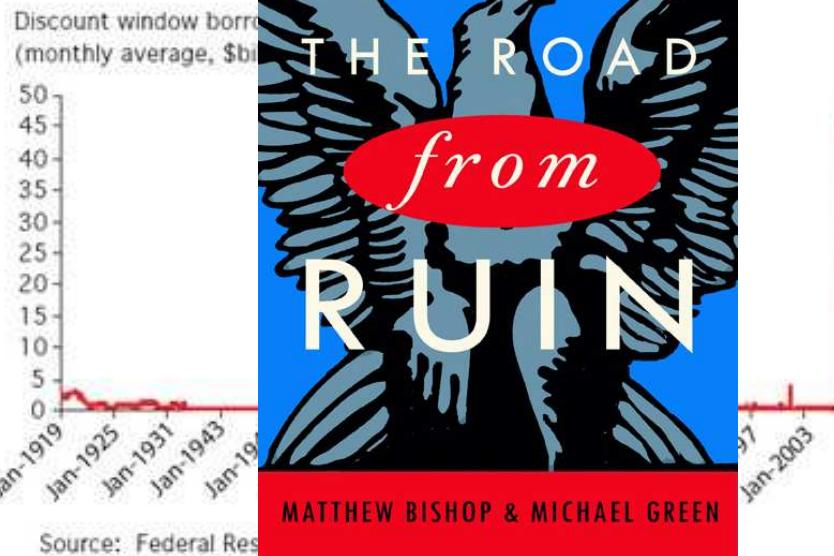
WIKINOMICS

*How Mass Collaboration
Changes Everything*

EXPANDED EDITION

Don Tapscott
Author of *The Digital Economy*
and Anthony D. Williams

Current Crisis



'An iconic and defining book for our time.' Mark Parker, CEO, Nike Inc.

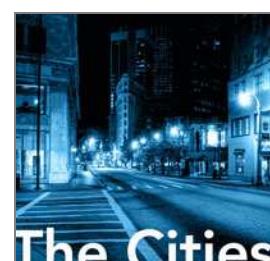
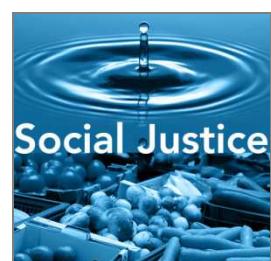
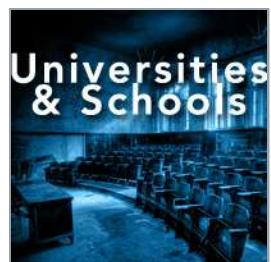
MACROWIKINOMICS

REBOOTING BUSINESS AND THE WORLD

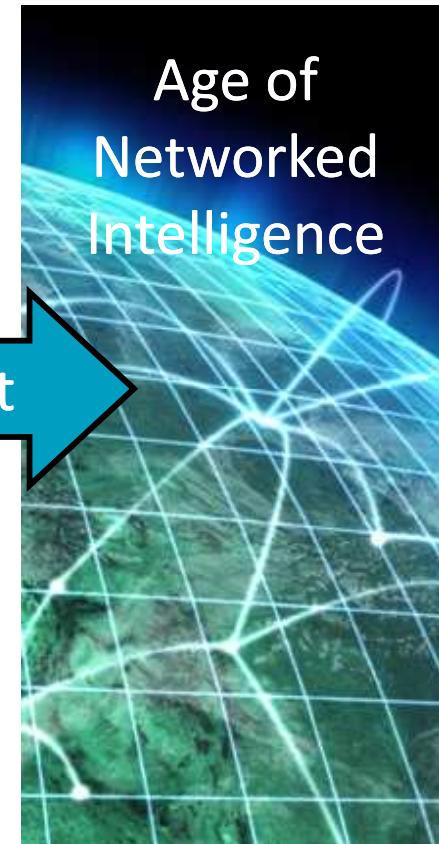
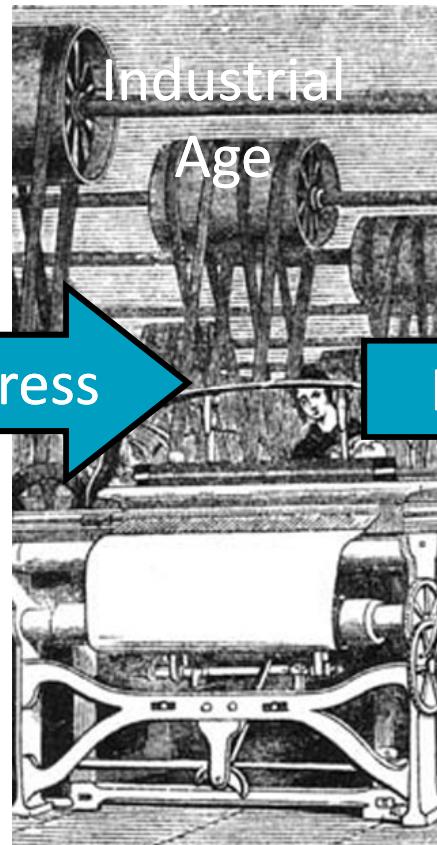


**DON TAPSCOTT AND
ANTHONY D. WILLIAMS**
AUTHORS OF THE INTERNATIONAL BESTSELLER WIKINOMICS

A Turning Point in History: Rebooting Our Institutions



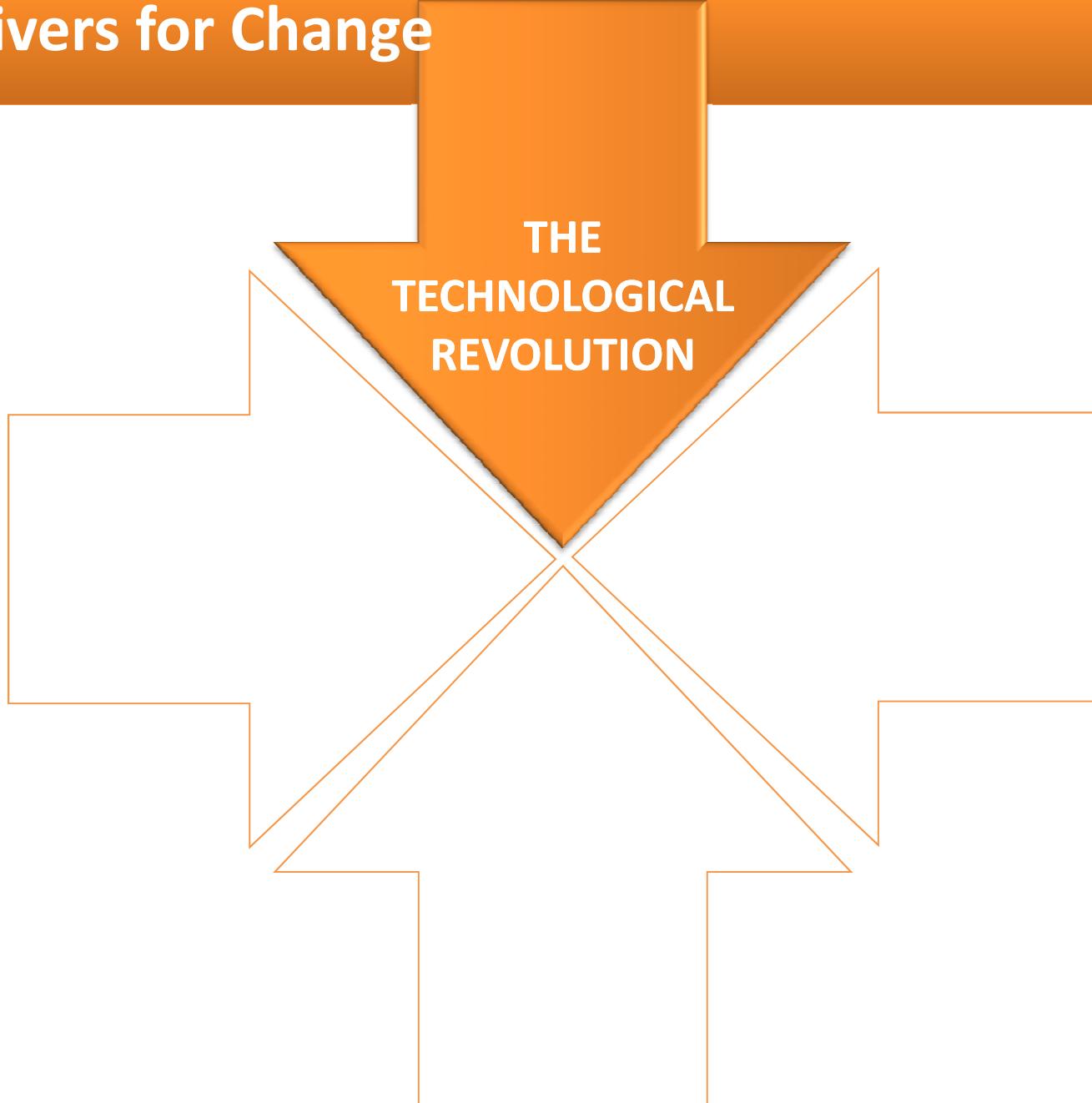
The Rise of the Age of Networked Intelligence



Printing Press

Internet

Four Drivers for Change

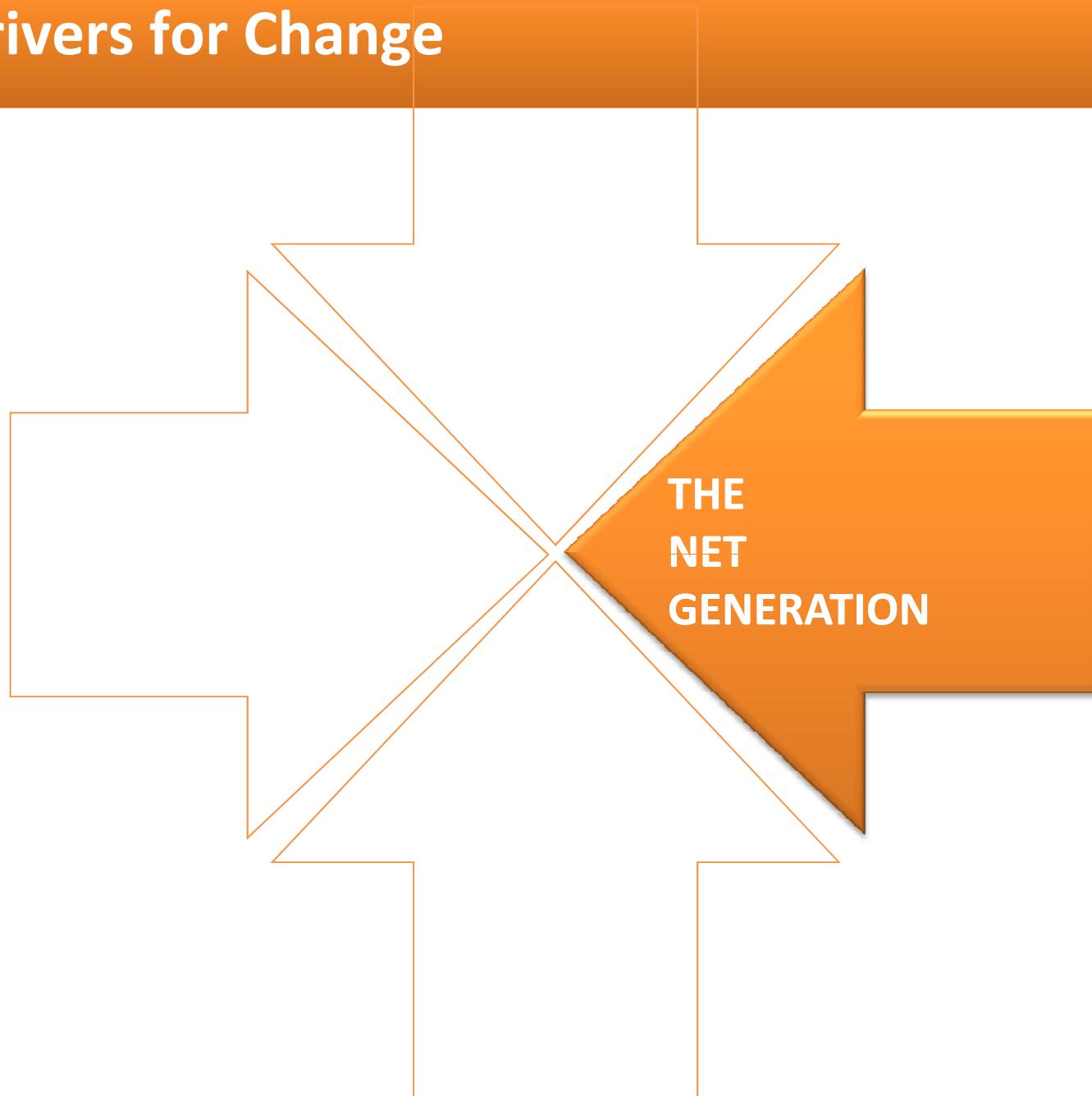


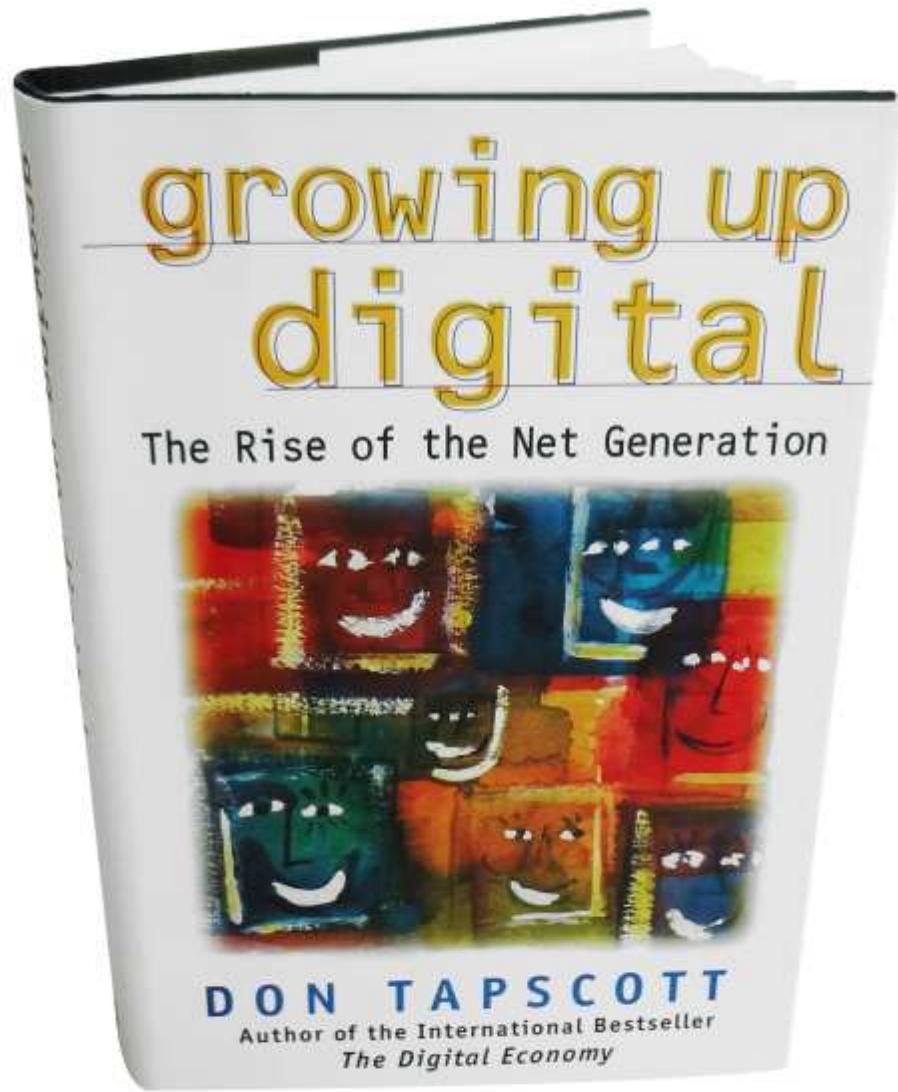
THE
TECHNOLOGICAL
REVOLUTION

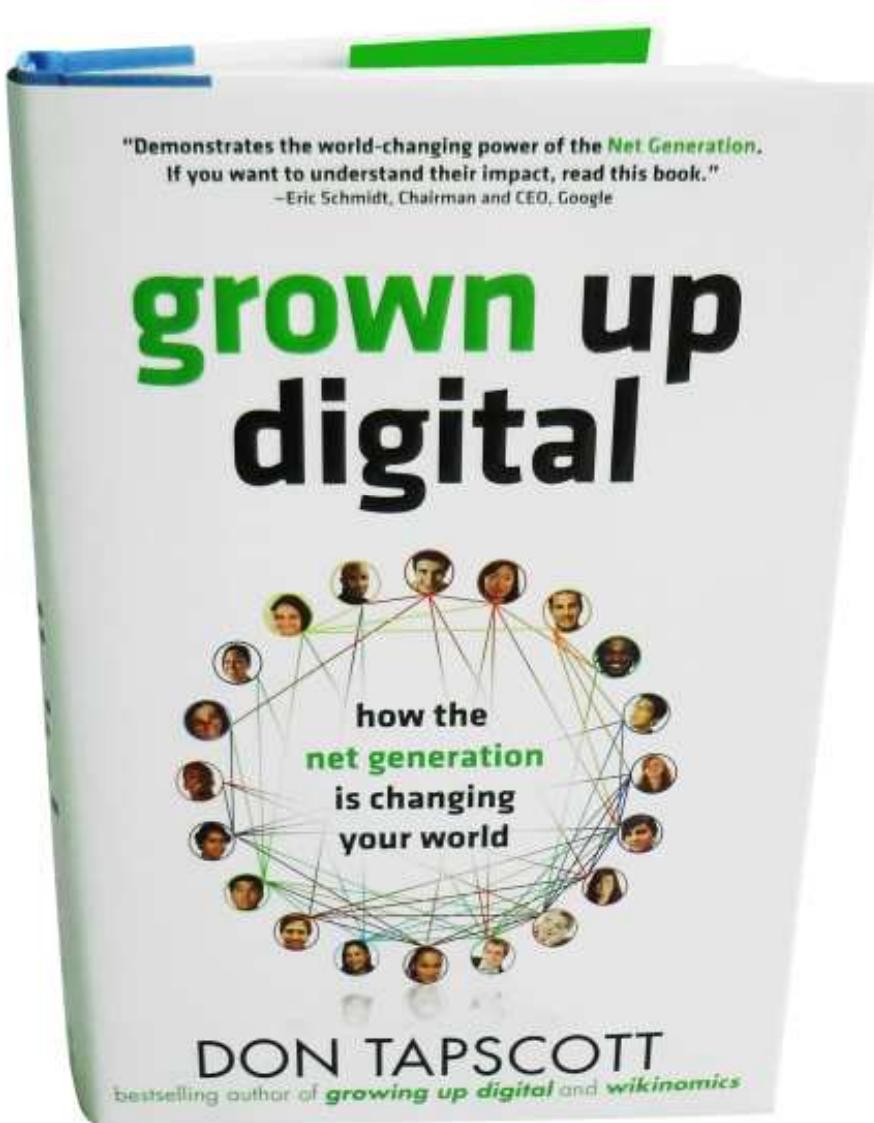
Web 2.0 Taxonomy



Four Drivers for Change

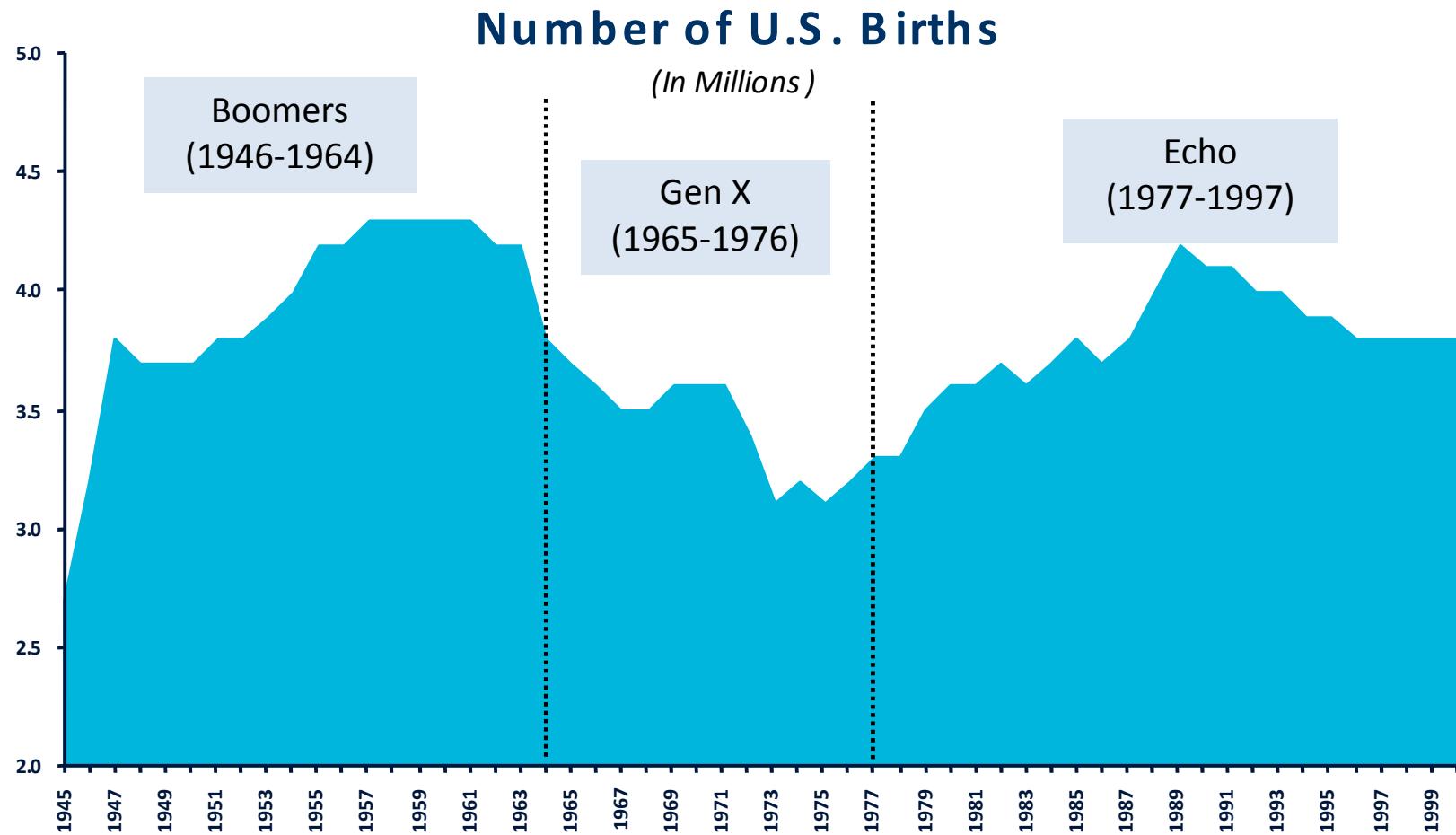




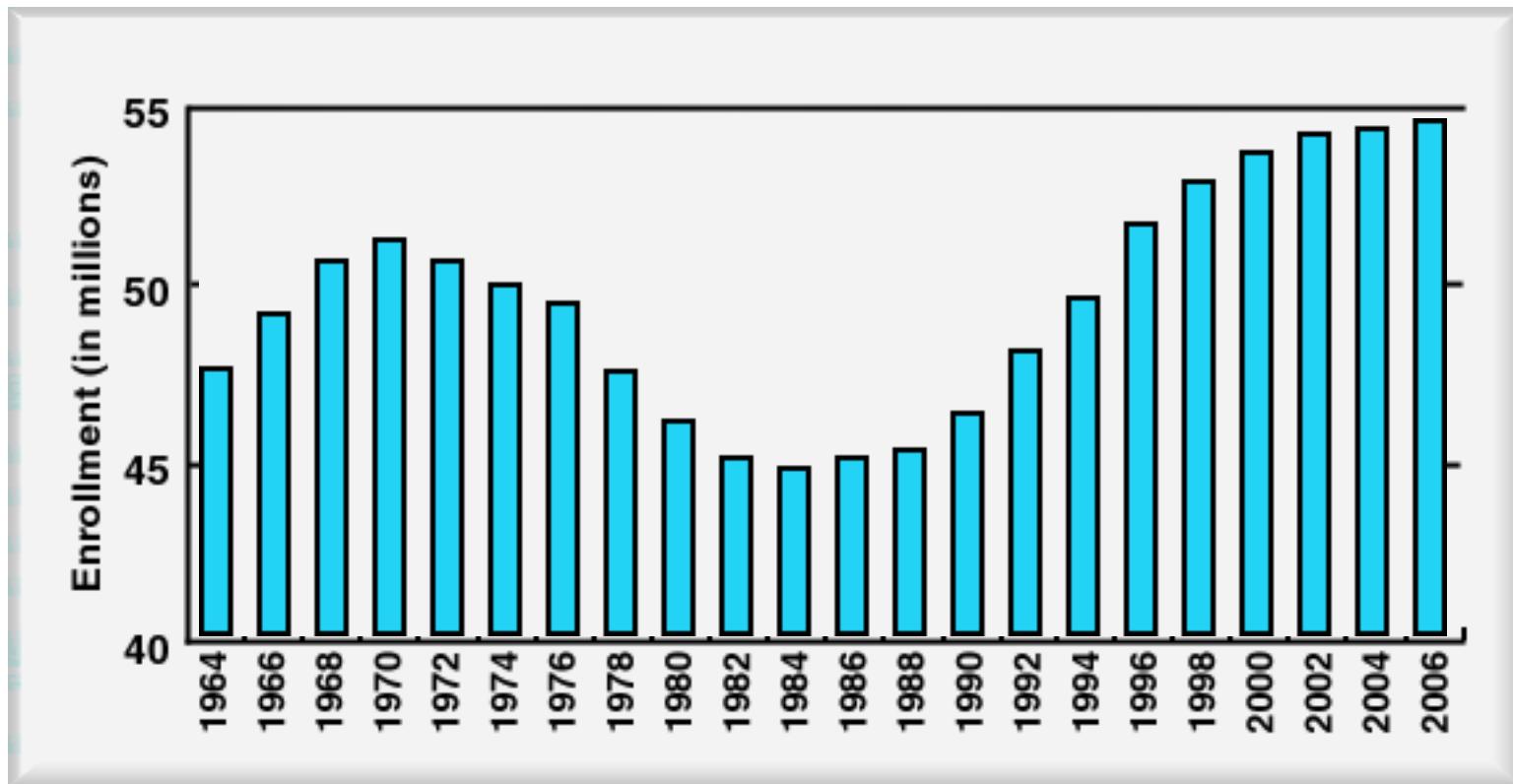




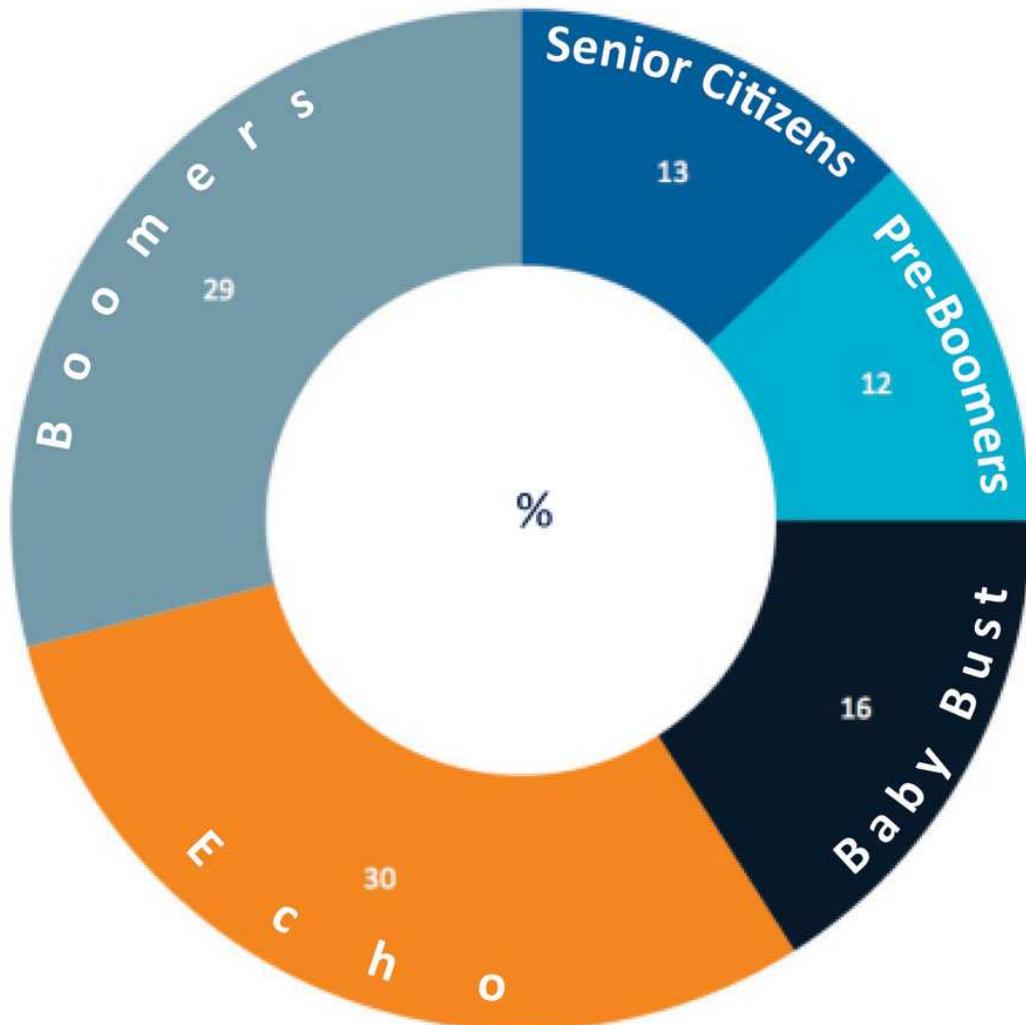
But, It Is Not Really Just an Echo



School Enrollment



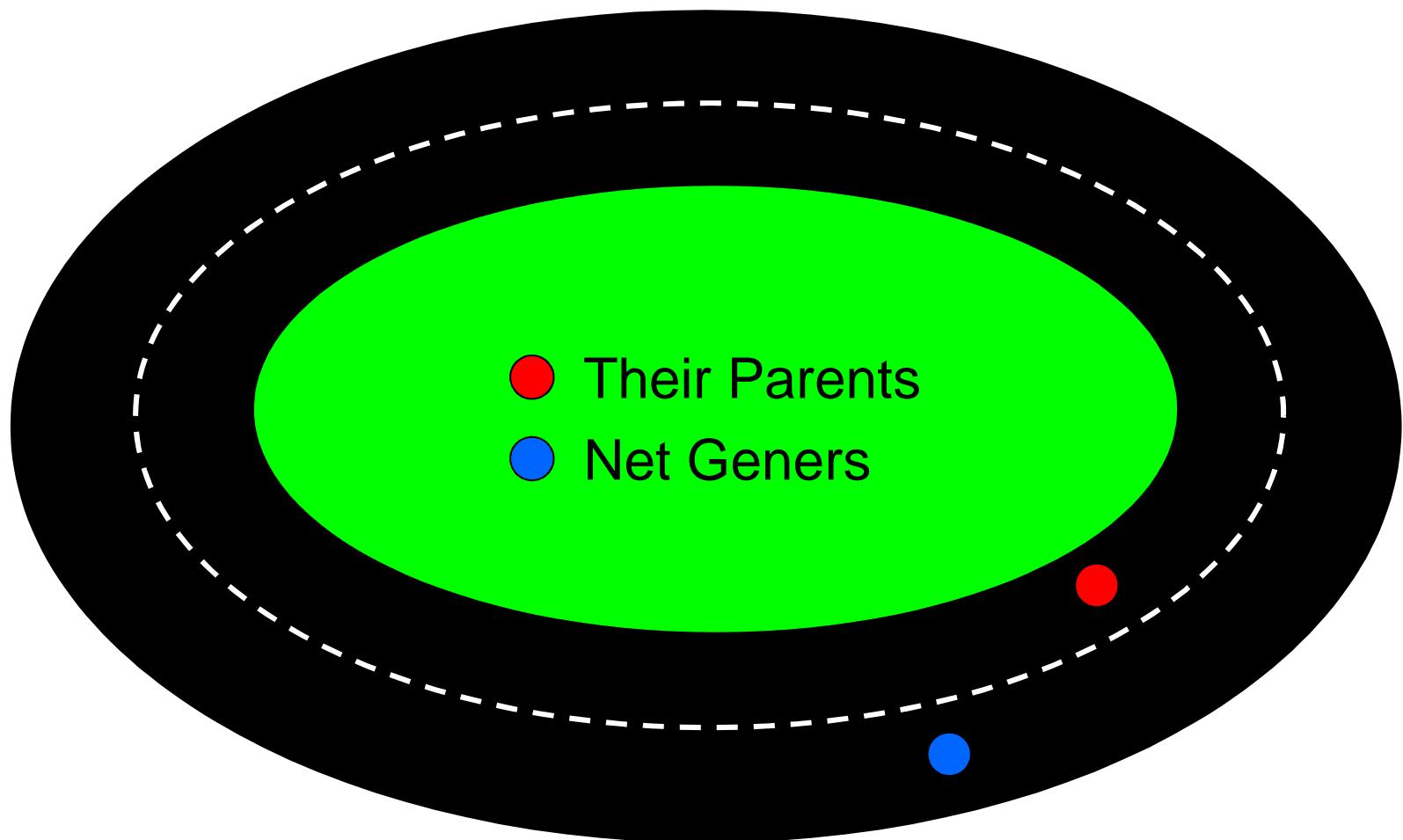
The Louder Echo



Digital Natives – The Net Generation



The Generation Gap



The Net Generation



The Net Generation Norms



Freedom

Customization

Scrutiny

Integrity

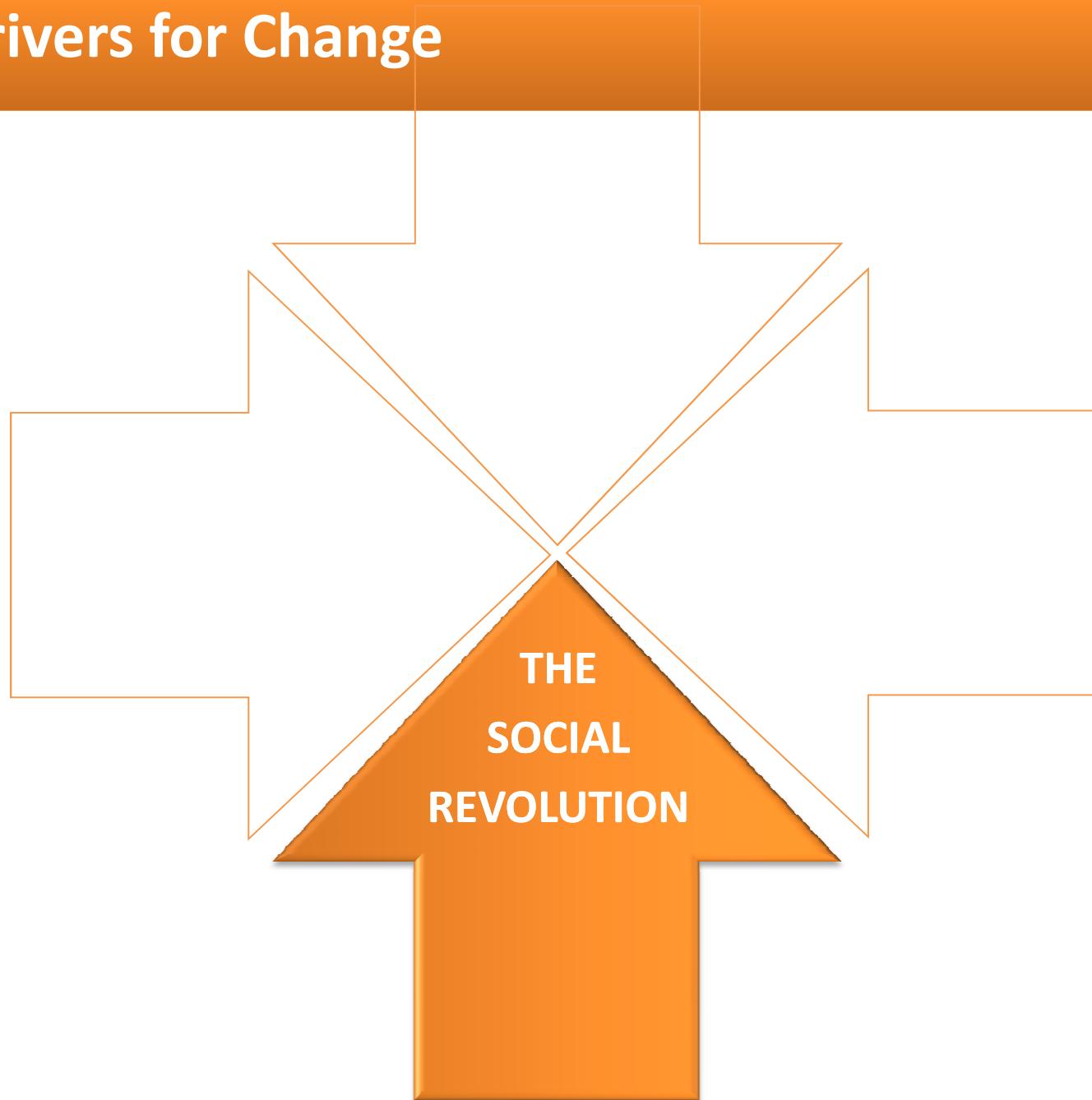
Collaboration

Entertainment

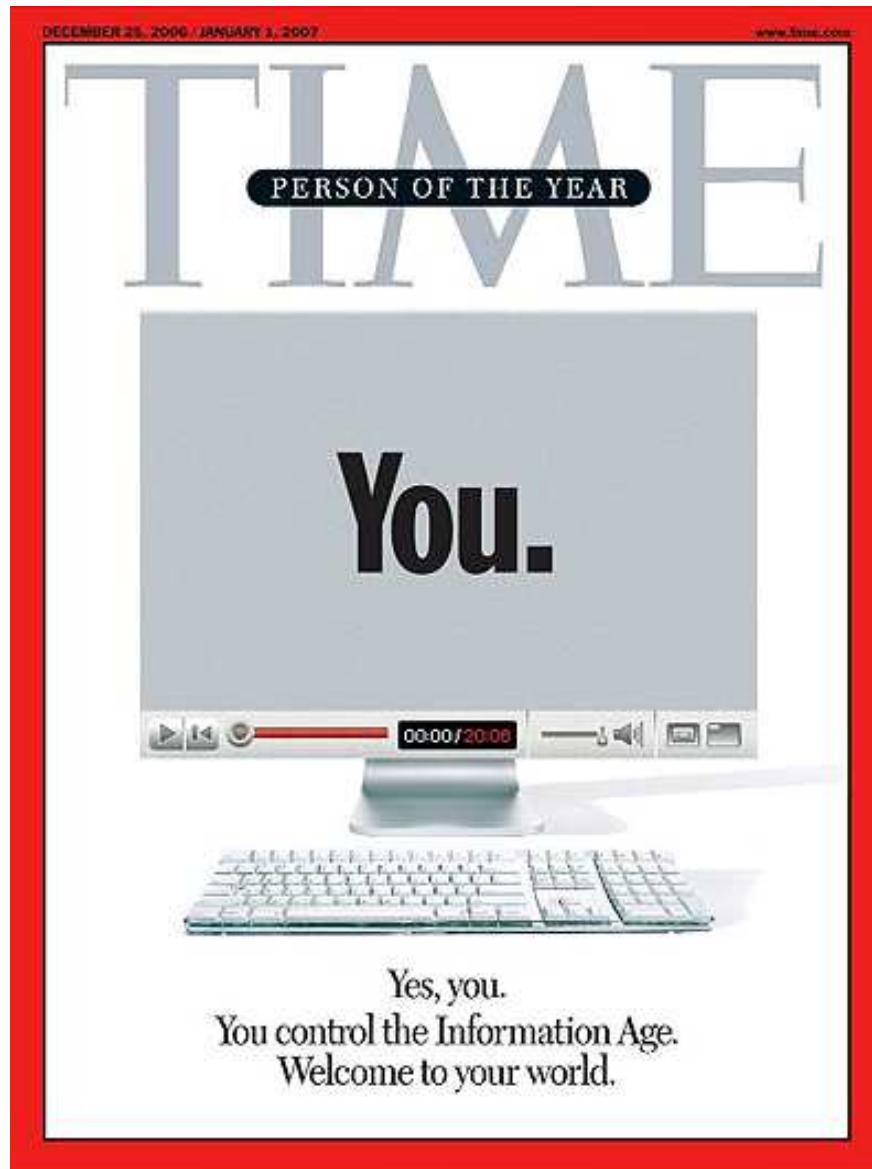
Speed

Innovation

Four Drivers for Change



The Rise of Collaborative Communities



The Rise of Collaborative Communities



Alex Tapscott's Wikinomicists Community

facebook

Wikinomicists of the World Unite

Information

Group Info

Name: Wikinomicists of the World Unite
Type: Internet & Technology - Cyberculture
Description: A group dedicated to spreading the gospel of mass collaboration. Smart businesses are harnessing the power of the collective mind to succeed in the new global economy, and we want you to join!

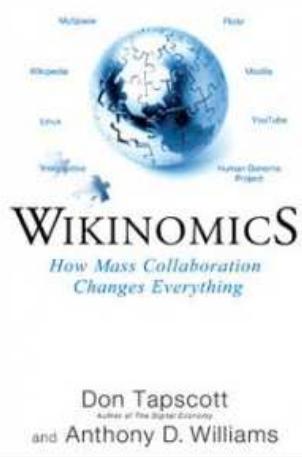
Contact Info

Email: atapscott08@amherst.edu
Website: www.wikinomics.com
Office: 65 Highland avenue, 3rd Floor, 1st Door on the Left
Street: Highland Ave
City: Toronto, Ontario

Recent News

Wikinomics, by Don Tapscott and Anthony Williams, set for release on December 28th
USA Today set to review Tapscott's new book on December 27th
7 Part Series in the Globe and Mail to start on December 25th
Get the link to Part One of the G&M Series at:
<http://www.theglobeandmail.com/servlet/story/RTGAM,2>

Global

 **WIKINOMICS**
How Mass Collaboration Changes Everything
Don Tapscott and Anthony D. Williams

Invite People to Join | Leave Group | Report Group | Share +

Officers

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IT Director
Niki Tapscott (UWO)
Co-Collaboration Friggin' Coordinator
Billy Hennessey (UWO)
Event Coordinator
Alexandre Rouleau (McGill)
Regional Coordinator for Quebec and Newfoundland
Joanna Griffiths (Queen's Canada)
Regional Coordinator for Eastern Canada (excluding Quebec and Newfoundland)
Molibi Maphanyane (Amherst)
Regional Coordinator for Eastern U.S. and Sub-Saharan Africa
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Regional Coordinator for Eastern Europe and Scandinavia
William Warren (Amherst)
Regional Coordinator for East Asia, and Mongolia
Alex Salzillo (Amherst)
Regional Coordinator for Germany, Holland, Belgium, and France
Alex Tapscott (Amherst)
Collaboration Coordinator

Members

This group has 131 members. See All

Danny Andrew Abercrombie Dan Ihnatowycz Caitlin Betts Adeline MacNaughton Daniel Abichandani

New Models of Citizen Engagement: Wikinomics and Obama

The screenshot shows the official website for the Obama 2008 campaign. At the top, there's a large portrait of Barack Obama with the text "OBAMA '08". Below it is a quote: "I'M ASKING YOU TO BELIEVE. Not just in my ability to bring about real change in Washington ... I'm asking you to believe in yours." To the right, there's a "GET INVOLVED" section with a "SIGNUP FOR EMAIL UPDATES" form and a "SIGN UP" button. The top navigation bar includes links for LEARN, ISSUES, MEDIA, ACTION, PEOPLE, STATES, BLOG, STORE, and a prominent red "DONATE NOW" button.

WIKINOMICS FOR OBAMA

Report Objectionable Content

INFORMATION

Categories: National

[Join Group](#)

GROUP PROFILE

For those interested in the Obama campaign being the most innovative and productive ever seen based on the principles of collaboration, peering, guided self-organizing, dynamic partnering, transparency, inclusiveness and the use of the Internet in the most imaginative ways possible. For those who believe as the book WIKINOMICS by Don Tapscott and Anthony Williams details that we have entered a new era of human development based substantially on the evolution of electronic technology which has profound implications for every aspect of our lives and our society.

DIRECTORY

Group directory is for members only

EVENTS

Event listings are for members only

FUNDRAISING

Raised: \$0 From: 0 people Goal: \$5,000 % OF GOAL 0 100
[DONATE](#)

my.BarackObama

- [My Dashboard](#)
- [My Neighborhood](#)
- [Friends](#)
- [Events](#)
- [Messages](#)
- [Groups](#)

[Create a Group](#)

[Recently Updated](#)

[Recently Created](#)

[Fundraising](#)

[My Blog](#)

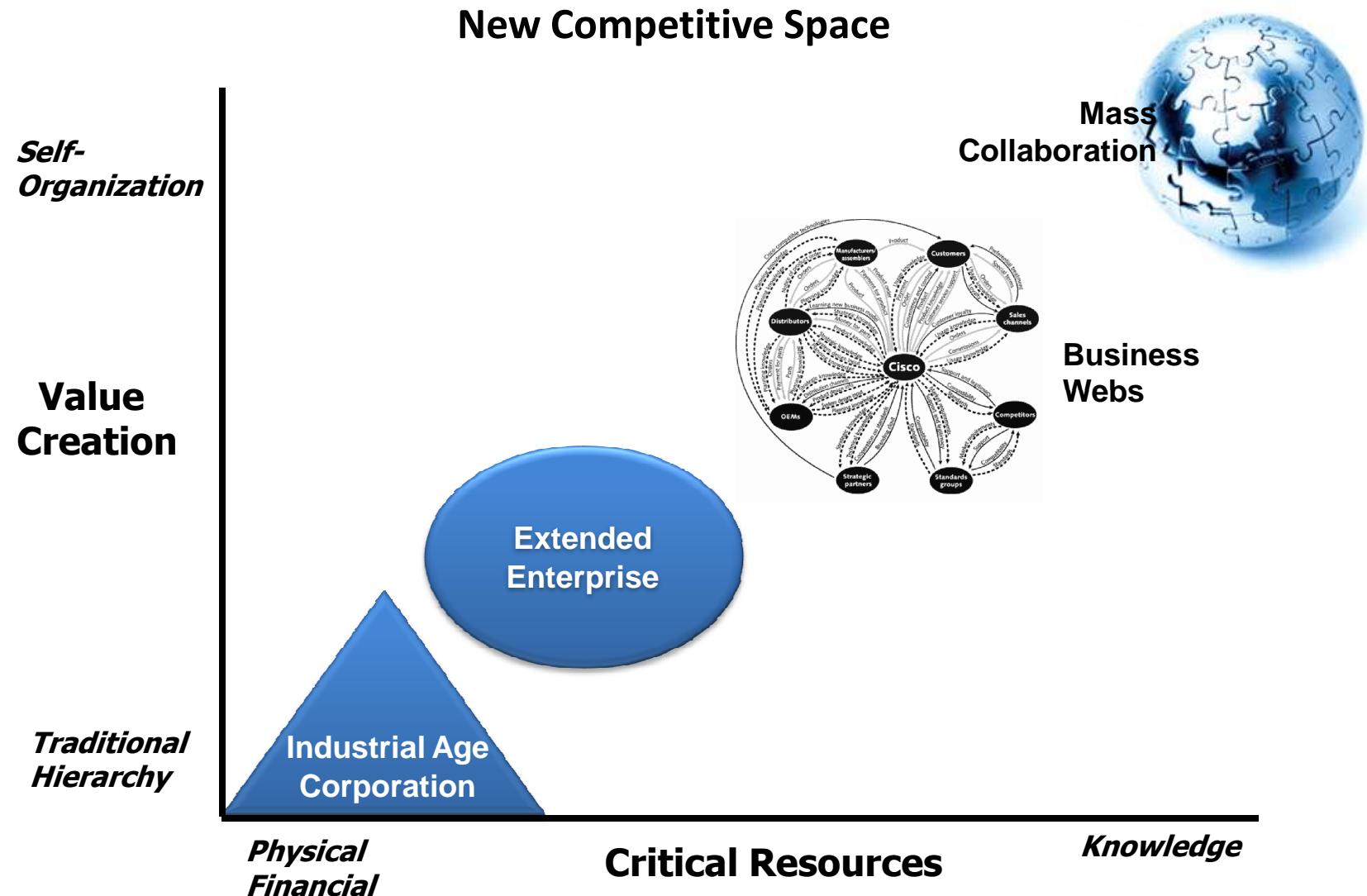
Iran June 2009



Four Drivers for Change



The Economics of Collaboration



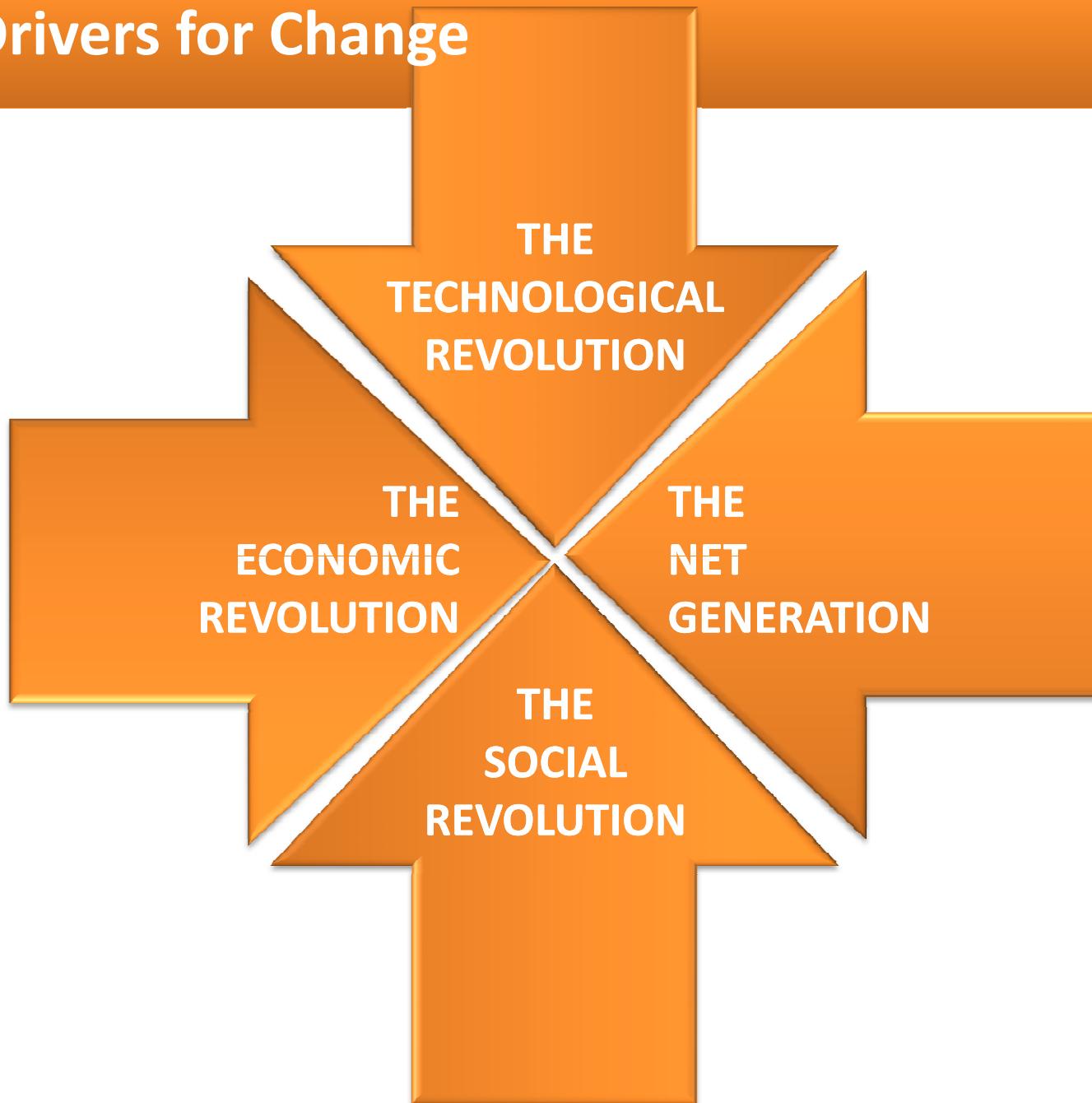
The Economics of Collaboration: Goldcorp



A 50 year old mining company peers, opens, shares its proprietary data



Four Drivers for Change



A Burning Platform for Change



Rethinking Talent for the Digital Age

- 1. Attraction – Initiation**
- 2. Learning and Development – Evolution**
- 3. Management and Supervision – Collaboration**
- 4. Compensation and Rewards – Motivation**
- 5. Performance Management – Real Time Performance**
- 6. Retention – Engagement**

1. Attraction – Initiation

52 Jobs in 52 Weeks



1. Attraction – Initiation

Series ‘A’ Financing for a 6th Grade Entrepreneur

The image consists of two main parts. On the left is a screenshot of the Playspan website, which features a dark background with a stylized interface showing game statistics. At the top, it says "PLAYSPAN™". Below that is a navigation bar with links to "COMPANY", "SOLUTIONS", "PUBLISHERS", "PRESS ROOM", and "CONTACT US". The main content area has a heading "The Game Industry's First Publisher-Sponsored™ In-Game Commerce™ Network". Below this are three sections: "CONNECT", "TRANSACT", and "CONTROL". The "CONNECT" section describes connecting with friends and friend-of-friends (FOF) in-game. The "TRANSACT" section describes searching for, buying, and selling virtual goods. The "CONTROL" section describes staying in-game and controlling all activities across game communities, social networks, and commerce from one single control panel. On the right is a photograph of a young boy with dark hair, wearing a light blue shirt, sitting in a car and smiling while holding a red smartphone.

1. Attraction – Initiation Selling an Equity Stake – In Himself

eBay® [home](#) | [pay](#) | [register](#) | [sign in](#) | [site map](#) Advanced Search Java™ POWERED BY Sun® TECHNOLOGY

[Back to home page](#) Listed in category: [Business & Industrial](#) > [Other Industries](#) > [Other](#)

2 % of Ron Steen's Future Earnings For College Money

Item number: 110018311959

Seller of this item? [Sign in](#) for your status [Watch this item](#) in My eBay | [Email to a friend](#)


[View larger picture](#)

Starting bid: **US \$100,000.00** [Place Bid >](#)
Pay no interest until 2007 - [Apply](#)

End time: **Aug-13-06 15:03:12 PDT** (3 days 4 hours)
Shipping costs: Check item description and payment instructions or contact seller for details

Ships to: Worldwide
Item location: Anaheim, Ca, United States
History: [0 bids](#)

You can also: [Watch this item](#)
Get alerts via [Text message](#), [IM](#) or [Phone call](#)
[Sell one like this](#)

Listing and payment details: [Show](#)

Description (revised)

Hi there, my name is Ron Steen. I am selling 2% of my future earnings for a chance to go to college. I am offering up 2% of every dollar I make for the rest of my working life for a starting bid of \$100,000. I am starting Cal State University of Fullerton on August 21st, 2006 and I want to pay for college and its expenses by myself. In exchange for money to go to college I will send you 2% of whatever my income is annually in the form of a check once a year. This also means if I win the lottery you will get 2%, any income is your income (but I don't play the lottery so don't count on that one) The papers will be drawn up by my lawyer and you are more than welcome to look them over.

I am a really good guy: I have been the host of a tv show for the city of Anaheim, I have a dynamic personality and I am team player who is willing to learn. I have no drug or alcohol problems and my car is completely paid off. I have the drive and desire to do well in life. I want succeed, and I will. I am going to study communications and want to get into broadcasting and radio. After I complete my education I plan on

Meet the seller
Seller: [spirit123ed](#) (1132 )
Feedback: **99.8% Positive**
Member: since Jan-30-01 in United States
[Read feedback comments](#)
[Ask seller a question](#)
[Add to Favorite Sellers](#)
[View seller's other items](#)

Buy safely

- Check the seller's reputation**
Score: 1132 | 99.8% Positive
[Read feedback comments](#)
- Learn how you are protected**
 Free PayPal Buyer Protection.
[See eligibility](#)

1. Attraction – Initiation

“A Surplus of Talent?”

Like nonprofit media? *In These Times* is [hiring!](#)

Hello! Register Now Log In

IN THESE TIMES

HOME MAGAZINE COMMUNITY ABOUT US ADVERTISE SUBSCRIBE

SEARCH ABOUT 'WORKING' BLOG ARCHIVES THE ITT LIST ENEWSLETTERS DONATE



news and commentary on workers' struggles

The New ‘Lost Generation’: Young Workers

Friday April 9 6:14 pm

By Art Levine

A devastating new report, "[The Kids Aren't All Right](#)," released by the Economic Policy Institute on Wednesday underscores the plight facing young workers—and how little is being done to address the long-term damage this [recession](#) has inflicted on a generation of workers.

The official unemployment rate for young workers ages 16 to 24—who make up over a quarter of all the unemployed—peaked, officially, at 19.2% in September and is still hovering near 19%. That's roughly twice the unemployment rate for all workers. And those figures don't count those who've given up or who are under-employed.

Indeed, as AFL-CIO Secretary-Treasurer Liz Shuler pointed out at a forum this week on labor (via the [AFL-CIO Now](#) blog), "Young people are disenfranchised. They graduate and they have no jobs, let alone jobs with benefits."

ABOUT THIS BLOG

"Working In These Times" is dedicated to providing independent and incisive coverage of the labor movement and the struggles of workers to obtain safe, healthy and just workplaces. [more](#)

RECENT POSTS

- [The Woman Who Would Rule the Teamsters](#) October 13
- [Foxconn's Global Empire Reflects a New Breed of Sweatshop](#) October 13
- [How to Keep Congress: An Anti-Corp, Anti-Free-Trade Message](#) October 12
- [Siding With Banks on Foreclosures? Dems Must Learn 4 Key Lessons](#) October 12
- [Violence Against Honduran Resistance Movement, Unionists Continues](#) October 11

WORKING E-NEWSLETTER:
RECEIVE OUR WEEKLY BLOG ROUND-UP

1. Attraction – Initiation

Don't Just Recruit, Initiate Relationships

1. Start Early.
2. New Channels – Use the N-Fluence Network.
3. Articulate a unique employee value proposition embracing the 8 norms.
4. Reformulate the Resume as the new value statement.
5. Martin's Postulation – Rethink and rework the selection criteria.
6. Re-engineer the capability of internal managers and recruiters to choose.
7. The Dover Tenet.

1. Attraction – Initiation

The Old Resume

YOUR NAME HERE

Address Line 1
Address Line 2
City, State, Zip Code
Home Phone (000) 555-2468

OBJECTIVE: Your own entry goes here.

QUALIFICATIONS

Using action words to maximize the impact, describe how your background and strengths would make you a strong candidate for the position you are seeking. This section should be concise, contain action words, and should sell your most marketable abilities.

EDUCATION

19xx-19xx	Degree obtained, school name
19xx-19xx	Degree obtained, school name

EMPLOYMENT

19xx-19xx Position, Name of Company

In the same manner as above, describe your first job responsibilities. Be concise; remove all unnecessary words and phrases. Include the specific results of your actions or decisions to demonstrate your contribution.

19xx-19xx Position, Name of Company

In the same manner as above, describe your next (or current) job.

19xx-19xx Position, Name of Company

In the same manner as above, describe your next (or current) job.

REFERENCES

Name, phone number, and email if desired

Attracting N-Gen Capital: Advertising?



Attracting N-Gen Capital: Advertising is Useless



1. Attraction – Initiation

The New Resume

Indra Patel, B.S. (Computer Science)

indrapatel@email.com, AIM: sanjiv123, cell: (647) 264-0001, blog: www.indraplace.com

WHAT I KNOW

- computer programming
- operating systems: Unix (Solaris, BSD, Linux), Windows, 98/NT200/XP
- Languages: Perl, DBI/DBD, SQL, HTML/DHTML, GENESIS, Matlab, Make, CSS, SSI, XML, Javascript, Microsoft Visual C++, MFC & Win32 API, Java Applications, Netscape Enterprise Server
- informal marketing & research
- viral marketing through personal contacts, informal network of fellow programmers contributing to my blog for "first run" beta testing

WHERE I'VE DONE IT:

- Blue Ocean Networks, Toronto, 2003 - present: Currently in charge of programming for new suite of efficiency seeking software, with clients including TD Bank and General Motors
- NaviCom, Ottawa, 2002-2003: Designed airline booking system with over 10,000 daily users
- BeerMe.com, Toronto, 2002-2002: Designed and managed an e-commerce interface selling products tied to a moderately popular webzine
- MIT, 1996-2000: Graduated with high honours with a Bachelor of Science in Computer Science. Pretty self-explanatory. ;)
- www.sanjivspplace.com, 2002-present: my blog serves as an informal network of fellow-minded programmers, where I often test out new programming concepts and ideas with some 65. Check it out. It's a neat little spot!

HOW DID I GET THIS KNOWLEDGE

- University This, College that
- Past jobs
- Hobbies, extras

WHO I KNOW & WHAT THEY KNOW

- I currently have 1027 people in my address book. Make that 1,053. I just joined an email group through an informal hockey league I play in
- My contacts can be divided in the following ways:
 - Area of Interest: Fight top flight professors in Computer Science, English literature, Physics, Philosophy, Environmental Science
 - Locations: Silicon Valley, Silicon Valley North, Route 69, Greater Toronto Area, New York, India
 - Industries: Computer Programming, Financial Services, Automobile, Marketing and Public Relations, Transportation and Travel, Beer Producers, Music and Film
 - Specialists: Computer programmers, University Professors, Marketing & Communications
 - Close contacts: Computer programmers, hockey players, friends, etc.
 - Broader acquaintances: Professional associations, including the association for Computer Machinery and Computer Professionals for Social Responsibility

WHO I WANT TO MEET:

- Steve Jobs, Larry Page and Sergey Brin, Barack Obama, Brian Eno, Nicole Kidman, people who can play left defense on my hockey team

WHAT I WANT TO LEARN & CREATE

- How to incorporate viral marketing campaigns into software development
- More "object oriented" programming languages, including Dylan, Small Talk, and Haskell
- Hanggliding, Surfing, How to play bass guitar

1. Attraction – Initiation

Twitter and Crowdsourcing are Reshaping Recruiting

The screenshot shows the homepage of Idea X, a platform for Best Buy customers to share ideas. The header features the Best Buy logo and the text "IDEAX EXCHANGE YOUR IDEAS". Navigation links include "About", "Sign Up", "Log In", and "Search". Below the header are buttons for "IDEAS", "SHARE", "POPULAR", "RECENT", "NEARBY", "COMMENTS", and "TAGS". A large call-to-action button says "SHARE YOUR IDEA". The main content area has a heading "About Idea X" and several paragraphs of text explaining the purpose and expectations of the platform. To the right, there are sections for "WHAT IS IDEA X?", "READ THE BLOG", and "MOST POPULAR TAGS".

IDEAS **SHARE** **POPULAR** **RECENT** **NEARBY** **COMMENTS** **TAGS**

SHARE YOUR IDEA

About Idea X

What do you want? What do you need? What would be cool? All ideas are welcome - just don't be rude or profane. Seriously, this is a family site.

This site is an ongoing experiment to see if we can make things better. Together. From simple ideas that matter where you live to revolutionary ideas that could shape a cooler future for all of us - we can get there together. Just post an idea. Vote on ideas. Or build on an idea by adding comments. It's all about the exchange of ideas and shaping what we do to fit you.

What to expect? We're new at this. Its probably going to be messy for awhile. We'll probably miss stuff. We'll probably screw up. But we'll learn and get better as fast as we can. We'll blog every two weeks with updates at first. Then we'll build in new and better ways to talk to you about your ideas - when we're reviewing them, or implementing them or when we decide we just can't do anything with them. We'll always be honest. We can promise we're all going to do our best. That means listening closely, talking openly about the ideas that you've shared. And trying our hardest to make it happen.

Part of what's going to make this work or not work is your feedback. Tell us if you like something and tell us when you don't. Your feedback is the only way we'll know what to do. So please comment on the blog or post an idea anytime. So come on in. Let's see what we can do together.

WHAT IS IDEA X?

Idea X is a forum for Best Buy customers to share, vote on, and discuss ideas. Sign up now and join the community.

[Learn More →](#)

READ THE BLOG

We're listening to your ideas and comments, and we're taking action. Read our blog to learn more about what we're doing and thinking.

[Read the Blog →](#)

MOST POPULAR TAGS

- [best buy \(41\)](#)
- [music \(29\)](#)
- [job description \(20\)](#)
- [customer service \(19\)](#)

1. Attraction – Initiation

Bountyjobs.com

BountyJobs

home | employers | headhunters | testimonials | company

email: password:
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The global recruitment marketplace where employers engage headhunters to fill jobs.

With over 10,000 top Headhunters, a third of the Fortune 500 as clients and hundreds of millions in bounties across six continents, BountyJobs is the largest and fastest growing recruitment marketplace in the world.



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No matter what position you are looking to fill, you'll find headhunters who can deliver the talent you need, fast.

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HEADHUNTERS [Sign Up](#)

Direct access to thousands of employers means your search firm will place more candidates and generate more revenue.

[HEADHUNTER DEMO](#)

HOW IT WORKS: Employers post bounties → Headhunters deliver talent → Employers reward headhunters

[privacy policy](#) | [contact us](#) | [site map](#)

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1. Attraction – Initiation

RiseSmart.com

The screenshot shows the RiseSmart website homepage. At the top, there's a navigation bar with links for Home, Solutions (with a dropdown arrow), About Us, Blog, and Contact Us. The main headline is "We have your talent covered." Below it, there are two main service sections: "OUTPLACEMENT SERVICES" and "RECRUIT CONCIERGE".

OUTPLACEMENT SERVICES
Transition Concierge™ uses next-generation tools to help find your talent new positions.

RECRUIT CONCIERGE
TRANSITIONING PEOPLE INTO NEW JOBS

WHAT PEOPLE ARE SAYING ABOUT RISESMART

“This is a new model for transition services. By eliminating costly traditional services like office space and group seminars, which have been found to be of low value to employees, the focus is on aggressively helping workers find a new job. Valuable services such as professional resume writing and personalized support for individuals remain, while companies have the ability to quickly deploy the additional services without dealing with infrastructure issues.**”**

- *Mark Squiers, Executive Managing Director, ACS, A Xerox Company*

Recruit Concierge
RECRUITING FOR YOUR OPEN POSITIONS

We deliver high performance recruiting services that reduce both your time-to-hire and cost-of-hire, while receiving one-of-a-kind talent guarantees.

- ✓ The only Talent Assurance™ program
- ✓ On Demand & Enterprise RPO solutions
- ✓ Streamlined hiring
- ✓ Human capital assessment

LEARN MORE

LEARN MORE

1. Attraction – Initiation

LinkedIn.com

LinkedIn Account Type: Basic [Add Connections](#)

Home Profile Contacts Groups Jobs Inbox 3 Companies More [People](#) [Advanced](#)

How To: Usability Testing - Discover A Better Way To Test The Usability Of Your Web & Mobile Apps - From uTest Inc.

« Go back to Home Page

People

Don Tapscott Author, Business Executive, Strategist
Toronto, Canada Area | Management Consulting



Current • Chairman at nGenera Insight

Past • Owner at New paradigm

Education • Trent University
• Trent University
• University of Alberta

see all...

Recommendations 1 person has recommended Don

Connections 500+ connections

Websites • Company Website
• Macrowikinomics

Twitter dontapscott

Public Profile <http://ca.linkedin.com/pub/don-tapscott/0/9a7/108>

Is Don's profile up to date? [Suggest an update.](#)

Summary

Don Tapscott, called one of the world's leading authorities on business strategy, was Chief Executive of the international think tank New Paradigm, founded in 1993. New Paradigm researched the role of technology in productivity, business design, effectiveness and competitiveness. The company was purchased by nGenera in 2007.

Don is also an internationally sought authority, consultant and speaker on business strategy, organizational transformation and the Net Generation. His clients include top executives of many of the world's largest corporations and governments.

Send a message

Recommend this person

Forward this profile to a connection

Find references

Save Don's Profile

Report profile photo as...

Ads by LinkedIn Members

Drive business execution
90% of companies fail due to poor execution. Don't let this happen to you.

Corporate Residency MBA
Faster career advancement. Work with one of Canada's leading employers.

Change is a good thing.
Up for a change to build a whole new machine? We are. Click and read...

Don's Activity

Don Tapscott is now connected to **Tami Gross-McCarthy**
2 days ago

Don Tapscott is now connected to **Leann Hackman-Carty, Wayne Thompson**, and 6 other people.
4 days ago

Don Tapscott is now connected to **Sateesh Lele, Scott Aikens**, and 9 other people.
4 days ago

Rethinking Talent for the Digital Age

- 1. Attraction – Initiation**
- 2. Learning and Development – Evolution**
- 3. Management and Supervision – Collaboration**
- 4. Compensation and Rewards – Motivation**
- 5. Performance Management – Real Time Performance**
- 6. Retention – Engagement**

2. Learning and Development – Evolution in Development

work = collaboration = learning = fun =
work = collaboration = learning = fun

And they've got it right!

2. Learning and Development – Evolution Reverse Mentoring



Rethinking Talent for the Digital Age

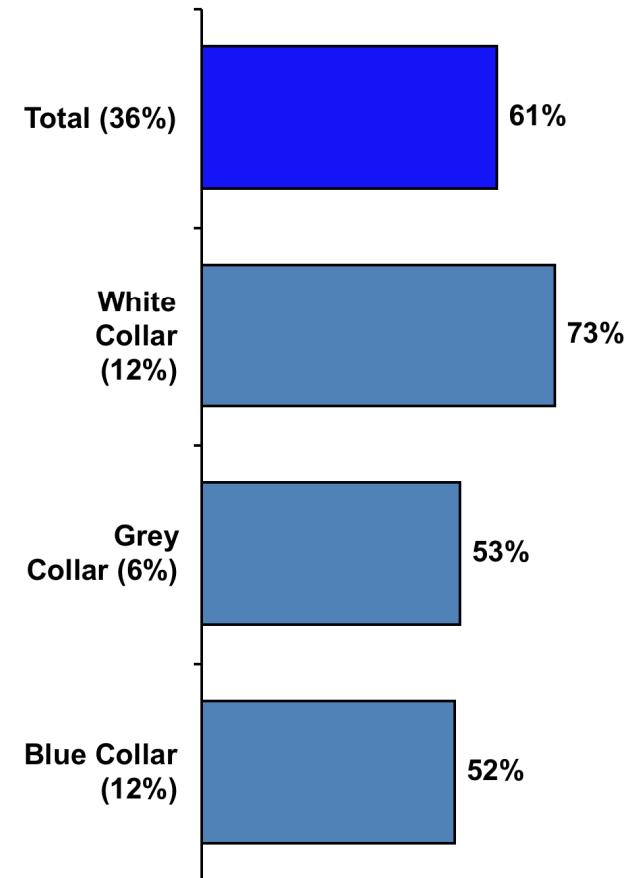
- 1. Attraction – Initiation**
- 2. Learning and Development – Evolution**
- 3. Management and Supervision – Collaboration**
- 4. Compensation and Rewards – Motivation**
- 5. Performance Management – Real Time Performance**
- 6. Retention – Engagement**

3. Management and Supervision – Collaboration

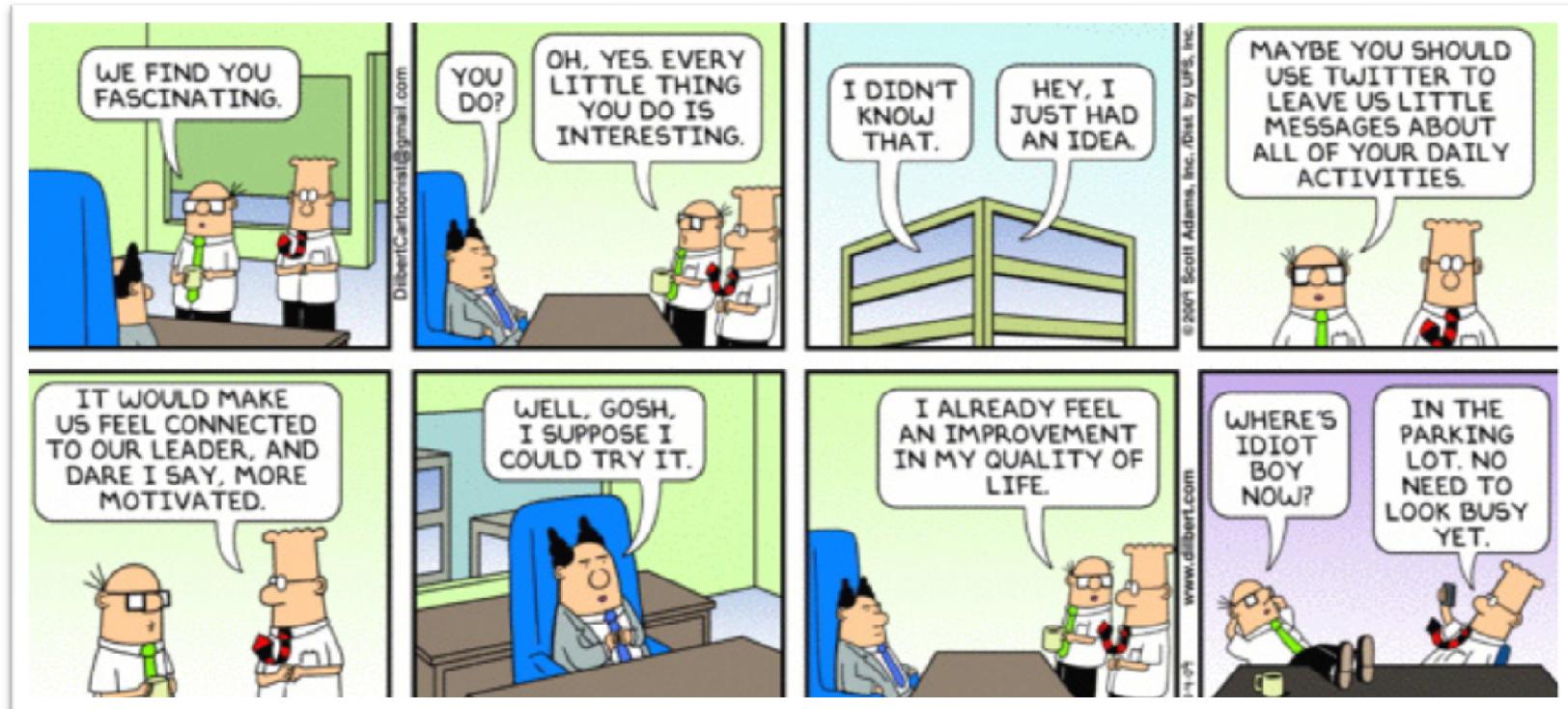
- Young people as authorities
- New models of collaboration
- The “wiki workplace”



**My Boss Can Learn Almost As Much From Me
As I Can From Him/Her**



3. Management and Supervision – Collaboration



3. Management and Supervision – Collaboration

A New Operating Platform to Power the Collaborative Enterprise

1. Personal Profiles (based on people)

2. Industrial Strength Social Networking

3. Blogging and Microblogging

4. Wikis and Document Co-creation

5. Ideastorms

6. Team Project Tools

7. Deliberation-Decision Making

8. New Generation Knowledge Management

9. IT Integration and Administration



3. Management and Supervision – Collaboration

A New Operating Platform to Power the Collaborative Enterprise



People Centric



Domain Centric



Social Networking Centric



ERP Centric



Decision Centric



Document Centric



Process Centric



Business Intelligence Centric



Predictive Analytics Centric

3. Management and Supervision – Collaboration

Don't Just Manage: Build Next Generation Collaborative Work Systems

The screenshot shows the Spaces Employee Engagement platform interface. At the top, a banner indicates "Michael Townsend is giving a demo to 300 people in New York". The main navigation bar includes Home, People (which is selected), Groups, Clients, and Tools. A search bar is also present.

The user profile for Michael Townsend is displayed. His profile picture is a black and white photo of a smiling man with dark hair. Below the picture, his name "Michael Townsend" is prominently displayed, followed by the subtitle "is giving a demo to 300 people in New York" and the timestamp "2 days ago". To the right of his name are icons for 8 comments and 3 likes.

On the left side of the profile page, there are several activity feeds:

- Michael Townsend liked Tales from the road** September 01, 2010
- Michael Townsend added Document** August 25, 2010
- A "More" button is located below these items.

Below the activity feed, there are sections for "Badges" and "Commentator".

The central part of the profile page features a "Current Project Workload" chart showing tasks assigned per day from November 16 to December 2. The tasks are represented by blue bars of varying heights, with numerical values labeled at the bottom of each bar: 16, 23, 30, 6, 13, 20, 27, 4, 12, 19, 26, 2.

Below the workload chart is a section titled "The Short Story" which contains a single sentence: "I like to build stuff that is really cool and take photos."

Further down, there are sections for "My Work" and "My Experience", both containing placeholder text.

To the right of the profile page, there is a sidebar with a "Follow This" button and a list of links:

- Completed Projects
- Personal Blog
- My Story
- Photo Gallery

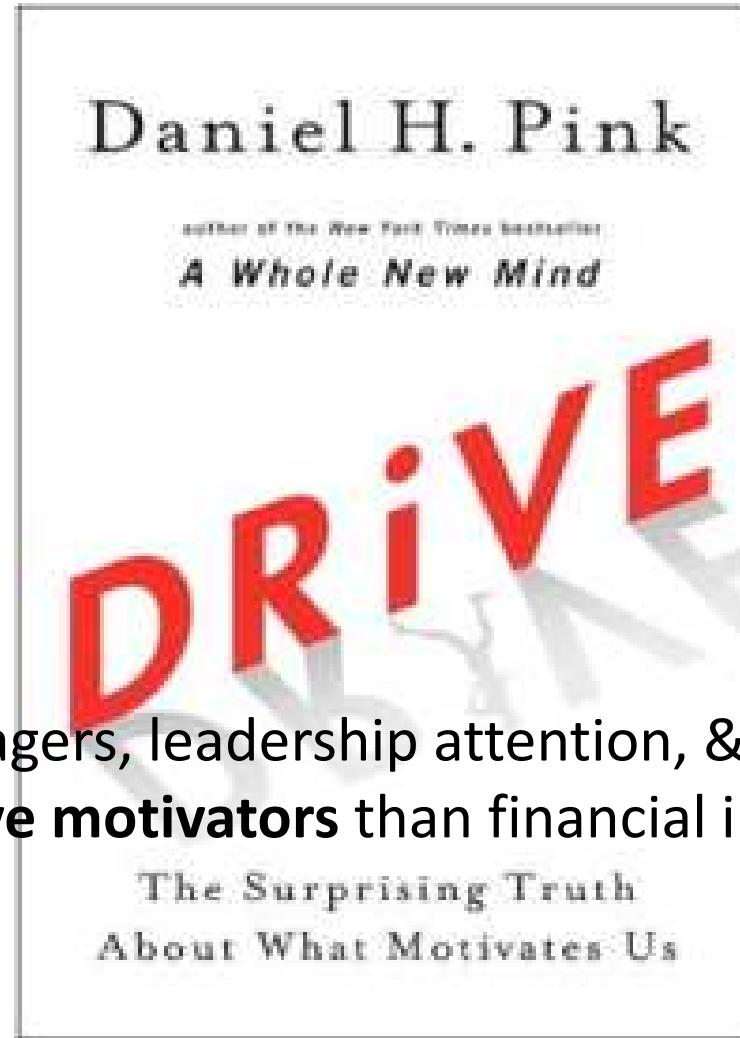
At the bottom of the sidebar, there is a "Client Relationships" section featuring a list of clients with their names, locations, and project counts:

- The World Bank (3 total Projects)
- Ryan Stephenson (Mountain View, CA Inside Sales)
- James Kearney (Mountain View, California Inside Sales)
- Patrick Hally (Mountain View Sales)
- Kate Swanson (Mountain View, CA Field Sales)

Rethinking Talent for the Digital Age

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4. Compensation and Rewards Meaning is the New Money



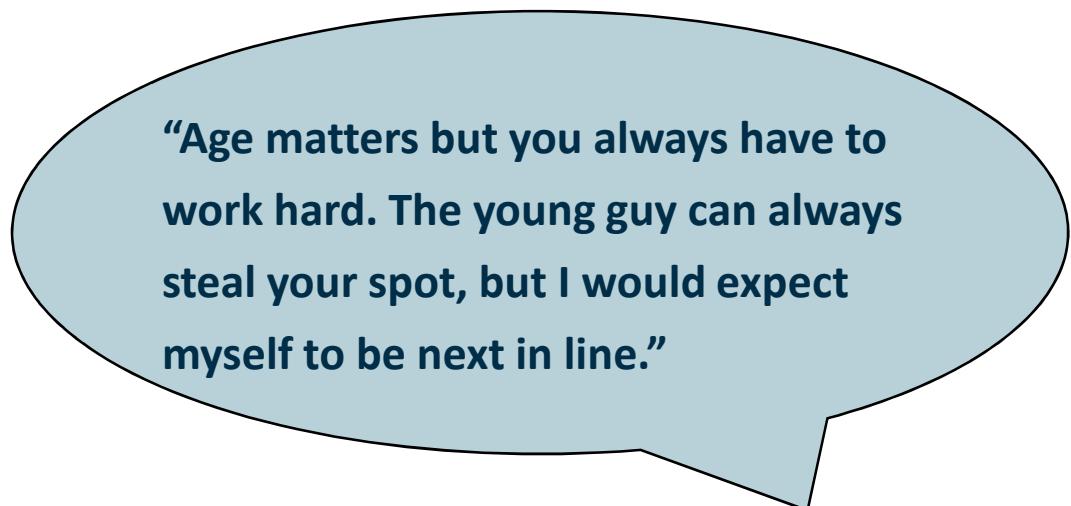
Praise from managers, leadership attention, & project leadership are **more effective motivators** than financial incentives.

McKinsey&Company

4. Compensation and Rewards

Continuous Feedback

- Want continuous performance feedback
- It appears loyalty is strengthened when N-Generations regularly receive feedback that helps them feel 'on track' to being successful at a company
- Conversely, loyalty may be dampened if requests for regular feedback are not acknowledged in a short timeframe



"Age matters but you always have to work hard. The young guy can always steal your spot, but I would expect myself to be next in line."

Male, 28

Rethinking Talent for the Digital Age

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5. Performance Management – Real Time Performance



6. Retention – Engagement

Don't Just Retain; Evolve the Relationship



6. Retention – Engagement

The Old Model



6. Retention – Engagement

The New Model



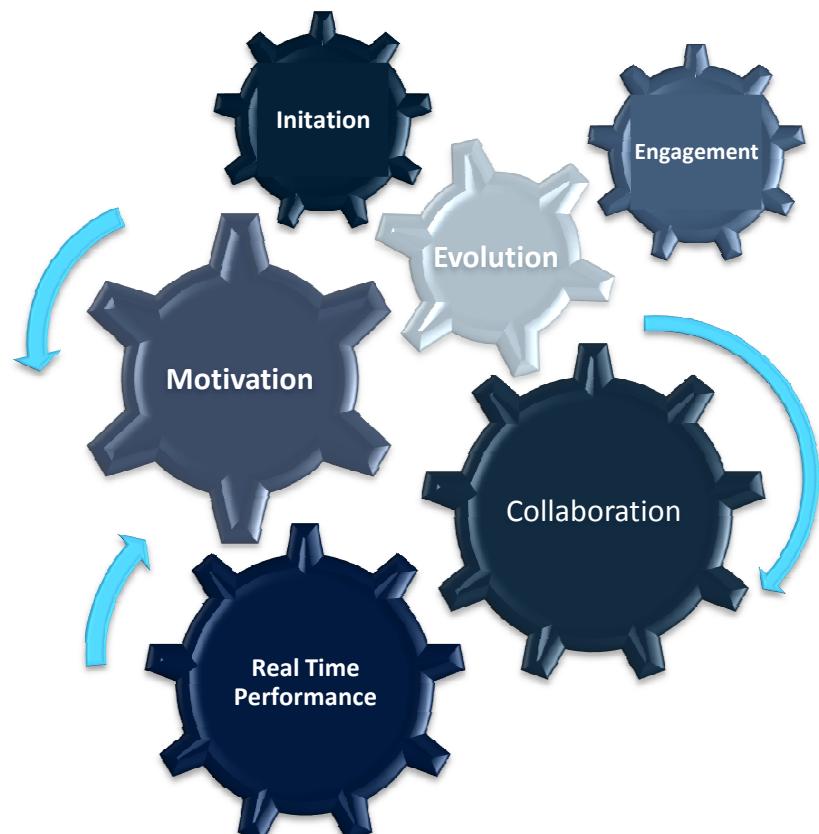
Net Gen Model to Create Relationship Capital

Old Model of Employee Management

1. Attraction
2. Learning and Development
3. Management and Supervision
4. Compensation and Rewards
5. Performance Management
6. Retention

- Employer led and controlled

Talent Relationship Management



- Relationship oriented
- 2-way efforts required

A Turning Point in History: Rebooting Our Institutions



The Industrial
Age Corporation



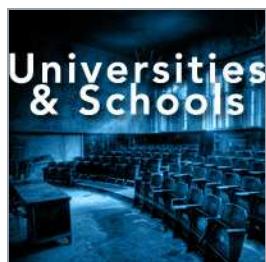
The Financial
System



The Newspaper



The Nation State
& Global
Problem Solving



Universities
& Schools



Government



Democracy



Work



Media &
Entertainment



Science



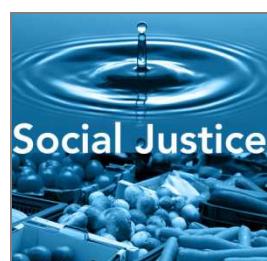
Health Care



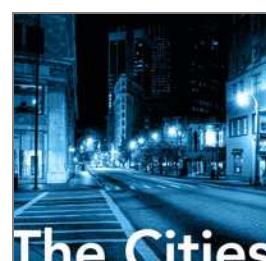
The Energy
Platform



Transportation



Social Justice



The Cities



Regulation

New Competencies for Leadership

Paradigm shifts involve **dislocation, conflict, confusion, uncertainty.** New paradigms are nearly always received with **coolness, even mockery or hostility.** Those with vested interests **fight the change.** The shift demands such a **different view** of things that **established leaders are often last to be won over, if at all.**



'An iconic and defining book for our time.' Mark Parker, CEO, Nike Inc.

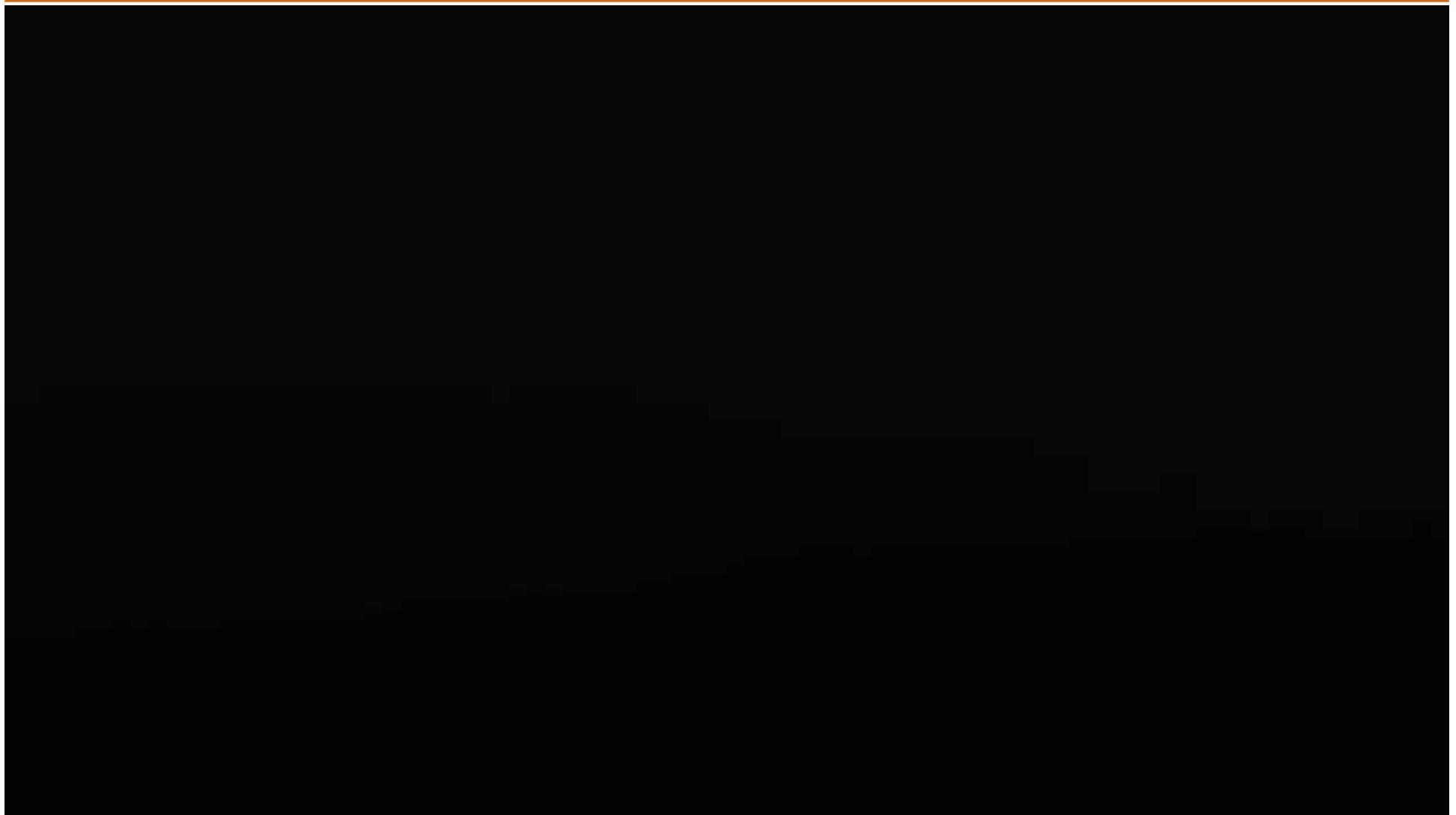
MACROWIKINOMICS

REBOOTING BUSINESS AND THE WORLD



**DON TAPSCOTT AND
ANTHONY D. WILLIAMS**
AUTHORS OF THE INTERNATIONAL BESTSELLER WIKINOMICS

The Age of Networked Intelligence





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