



9.0

# Work 9.0: The New Age of Work



## A Message from the CEO

At Ninety, we get how hard it is to build and run organizations. Our cloud-based Business Operating System (BOS) platform contains each of the essential concepts, tools, and disciplines needed to become great company builders.

We believe we're moving into a new age of Work — what we refer to as [the Age of Understanding, or Work 8.0](#). The coming of this age was inevitable, but the pandemic accelerated its arrival by about ten years as so many people transitioned to remote or hybrid work models.

When we say Work, we mean finding value and purpose in our occupational roles — not just punching a time clock.

One of the most notable characteristics of Work 8.0 is that we now have an almost infinite array of opportunities to find Work. This shift will see more and more people reshuffling where and how they Work.

The good news is we've been studying company building for decades and have a well-informed, time-tested understanding of the essential concepts, disciplines, and tools needed to master great company building. In short, great companies understand who they are, what they are, where they are, where they want to go, and what it's going to take to get there.

This guide is about the larger trends we see occurring as we transition into Work 8.0. It's one of an array of guides associated with how to build a great company.

Across all our content, rest assured that our relentless focus will always be to simplify the hard work of aligning and focusing teams so organizations and their employees can thrive.

Gratefully,

Mark Abbott  
**CEO + Founder, Ninety**

## Purpose

This Ninety resource describes our philosophy on Work, or work that brings real value and purpose to our lives. We'll provide a short history of humans, trust, and the mechanics and concepts of Work itself. Understanding this background enables us to anticipate what will happen as we enter Work 8.0, the Age of Understanding, and look forward to a new age of Work: **Work 9.0, or the Age of Self-Actualization.**

We're happy to share our road map because delivering free, high-impact company-building information is part of our mission to help organizations **focus, align, and thrive.**

## LET'S DIVE IN.

- **Read it**
  - We've designed this guide to make it easy to quickly absorb the information. Skim for highlights, glance for big ideas, or dive in for a deeper understanding.
- **Save it**
  - Continue to use this guide as a high-value reference. Highlight, underline, or circle what's most useful. We've even left space for notes.
- **Share it**
  - The information and advice on these pages should be shared. We deeply believe that useful resources should be accessible to all.

## Table of Contents

A Short Bit About Humans.....	5
The Ages of Life/Work.....	15
Work 9.0: The Age of Self-Actualization .....	17



Catatan Kuliah Agustus Rp. ...  
 Kebutuhan & Pengeluaran Bulan Agustus 2021  
 \* Kebutuhan \*  
 1. Bayar Cicilan Motor : Rp. 500.000 ✓  
 2. Nabung : Rp. 500.000 ✓  
 3. Anisan : Rp. 100.000 ✓  
 4. Kopresi : Rp. 200.000 ✓  
 5. Bensin : Rp. 200.000 / (3,9/16,24,50) ✓  
 6. Pulsa : Rp. 100.000 ✓  
 7. Dana Simpanan Paksi : Rp. 200.000 ✓ (bantu monev emul 1gr 154)  
 8. Kasi Monev : Rp. 200.000 ✓ + Rp. 50.000 ✓  
 \* Pengeluaran \*  
 1. Seram Caballo 2 pcs : Rp. 200.000  
 2. Beli sapetex : Rp. 10.000  
 3. Belanja di antikshop : Rp. 10.000  
 4. Traktir makna tea : Rp. 10.000  
 5. Beli Tas Coach Mau : Rp. 10.000  
 6. Beli bazaar : Rp. 10.000  
 7. Beli babgul marak : Rp. 10.000  
 8. Sewa floating bebek : Rp. 20.000  
 9. Beli bekal staycation : Rp. 80.000  
 10. Bikin baju kebaya : Rp. 50.000  
 11. Bayar villa : Rp. 200.000  
 12. Belanja di Tria : Rp. 50.000  
 13. Traktir luhri peren : Rp. 200.000  
 14. Traktir luhri kantar : Rp. 120.000  
 15. Traktir keluarga : Rp. 260.000  
 16. Beli minuman : Rp. 50.000  
 17. Teka mata catrol : Rp. 60.000  
 18. Belanja kegebor : Rp. 20.000  
 19. Belin marak : Rp. 10.000  
 20. Beli gacean : Rp. 20.000  
 21. Beli jajan : Rp. 8.000  
 22. Ngangan tea : Rp. 20.000  
 23. Sorry Pak leleh : Rp. 10.000  
 24. Miayam marak : Rp. 40.000  
 Belanja buwaring : Rp. 1.500  
 Beli teka angin : Rp. 1000  
 Belanja ayan bkr : Rp. 4.000  
 Beli wib dekte : Rp. 100.000

# A SHORT BIT ABOUT HUMANS

# WE'RE TRIBAL CREATURES

- About 10,000 years ago, our species was the only remaining member of hominin on the planet.
- We prevailed because our brains were more cooperative and strategic (we're "social creatures").
- What makes us more social?

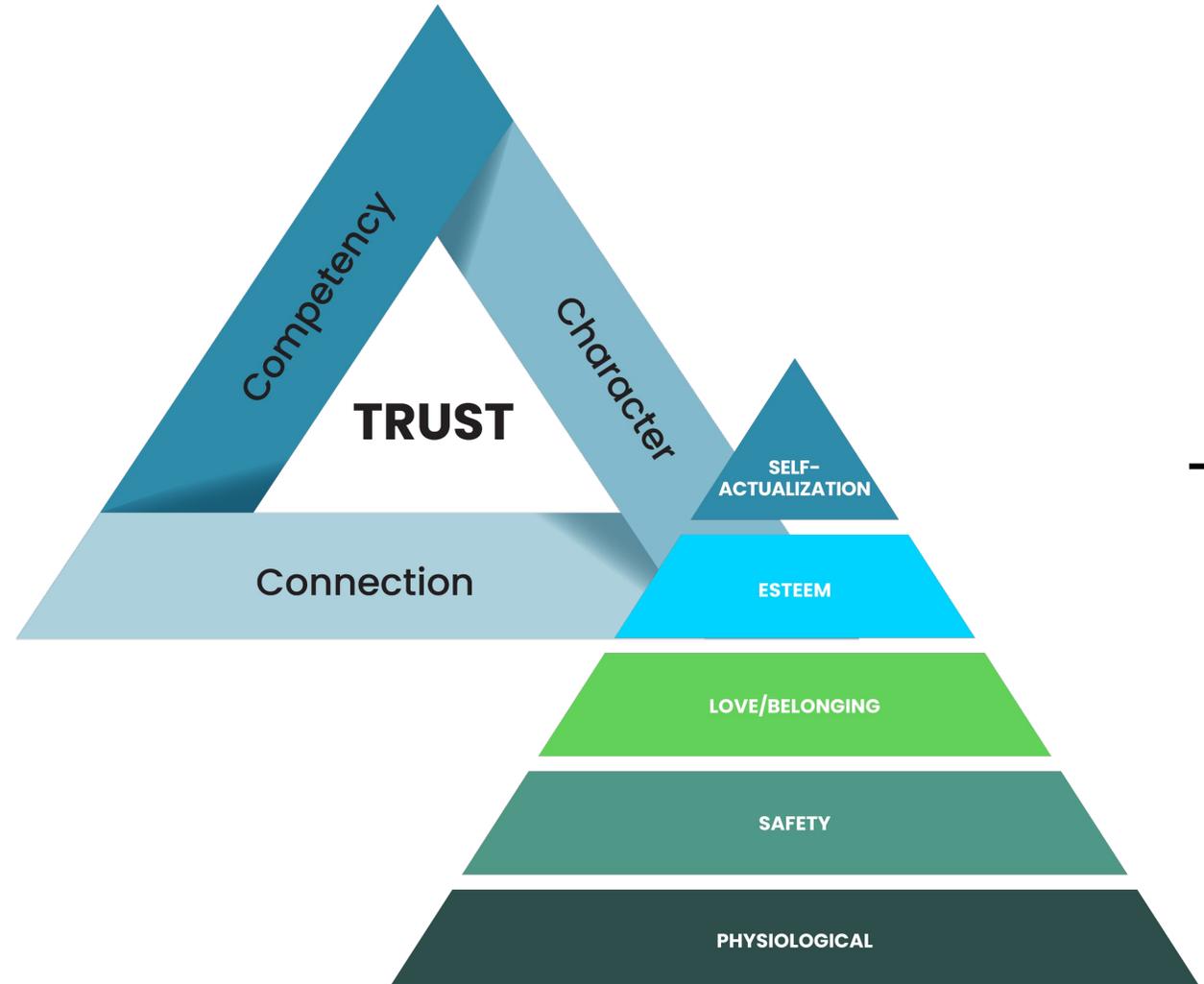
(Want to learn more? Read "[Being Human 101](#)" by Mark Abbott, Ninety's CEO and founder.)

## We started to figure out...

How to trust others so we could share and expand our collective access to useful information and, just as importantly, to expand the ways we can **genuinely matter**.

# TRUST MATTERS — A LOT

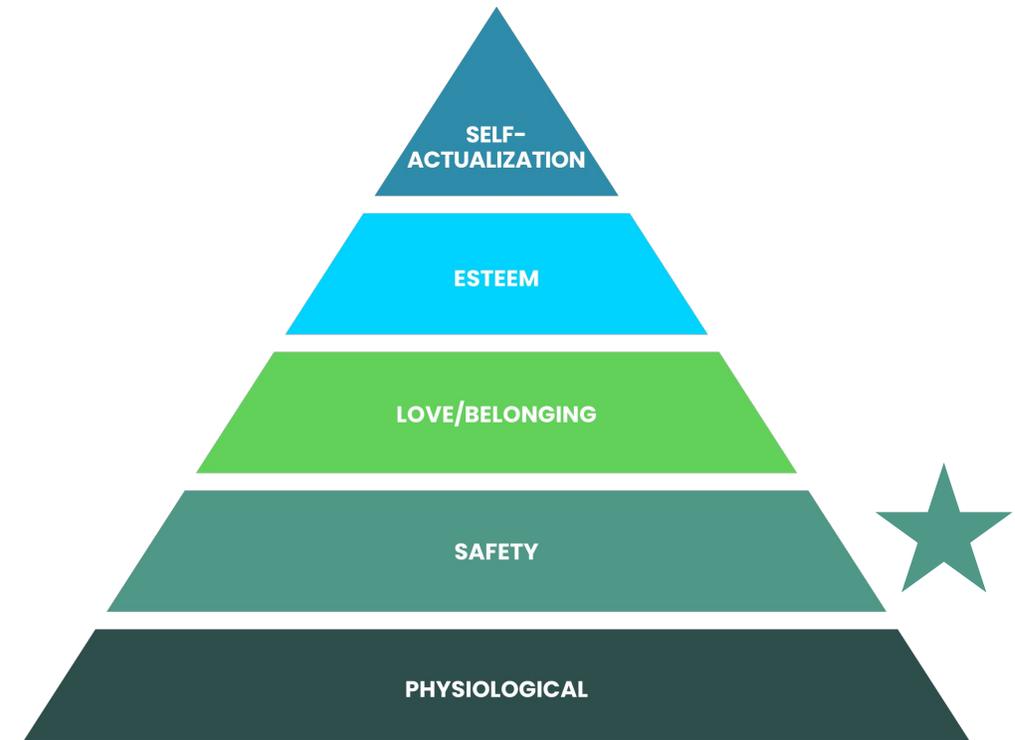
- In psychology, Maslow's Hierarchy of Needs describes human motivation through needs.\*
- We need to satisfy lower needs before we can reach for higher ones.
- These [needs are linked to trust](#).
- We recognize three dimensions of trust:
  - Character
  - Competency
  - Connection



\*Source: "[Maslow's Hierarchy of Needs](#)" by Saul Mcleod, Simply Psychology.

# CHARACTER-BASED TRUST

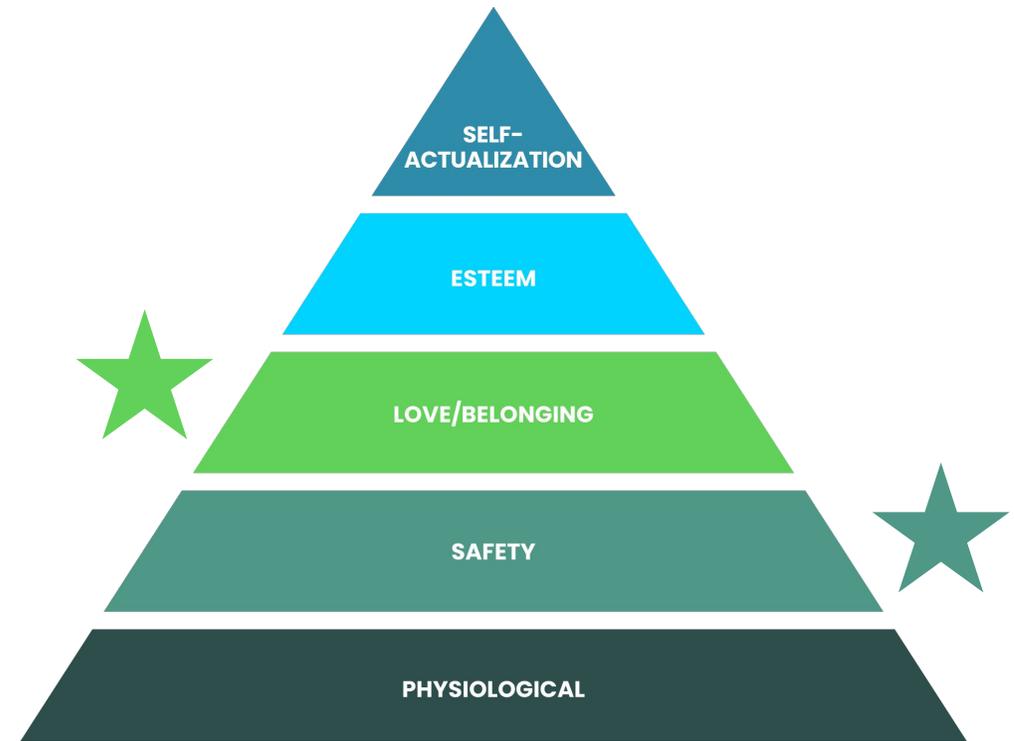
- Research reveals our brains produce a neurotransmitter called oxytocin that helps us assess whether we should run from another human being or approach and interact with them.\*
- We call this **Character-Based Trust**.
- Character-Based Trust must first be assumed or granted but then can be lost.
- “Tit for tat” has been with us for thousands of years.



\*Source: "[Oxytocin, Motivation and the Role of Dopamine](#)" by Tiffany M. Love

# MASLOW'S HIERARCHY OF NEEDS

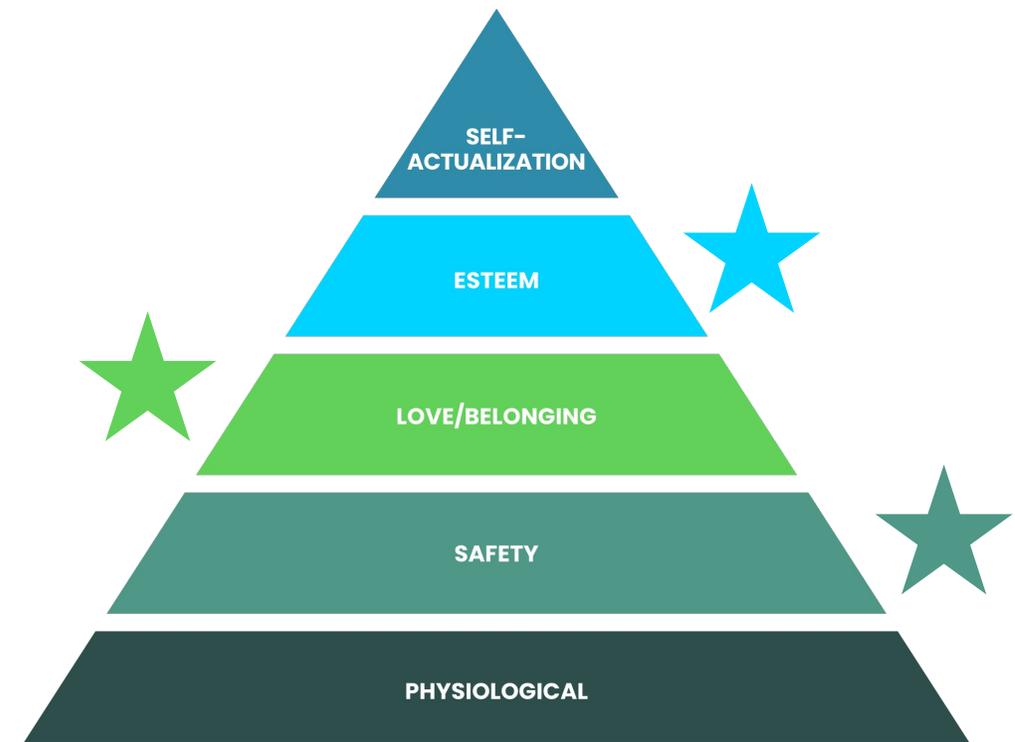
- Our oxytocin-enhanced brains helped us procure food, defend ourselves, build shelters, and so on.
- They helped us discover [the value of belonging](#).



# MASLOW'S HIERARCHY OF NEEDS

Once we saw the value of belonging...

- We became more aware of ourselves and others.
- We began to team up to take advantage of our individual talents.
- We began to acquire competencies and earn **Competency-Based Trust**.
- We began to [acquire self-esteem through work](#).



# COMPETENCY-BASED TRUST

COMPONENTS TYPICALLY ASSOCIATED WITH COMPETENCY-BASED TRUST	
<b>CAPABILITIES:</b>	<b>RESULTS:</b>
Skills	Reputation
Knowledge	Performance
Experience	Credibility

# WE'RE TRIBAL CREATURES

- Teaming up led to delegating and elevating and [hierarchies of competencies](#) that made life not only safer for today but for tomorrow and beyond.
- Successful delegation led to us forming bigger and bigger tribes.
- Bigger tribes pushed us to create things like:
  - Values
  - Rights
  - Philosophy
  - The Hard Sciences
  - Culture
  - Laws
  - Regulations
  - Government
- All of which led us to build [Connections-Based Trust](#).

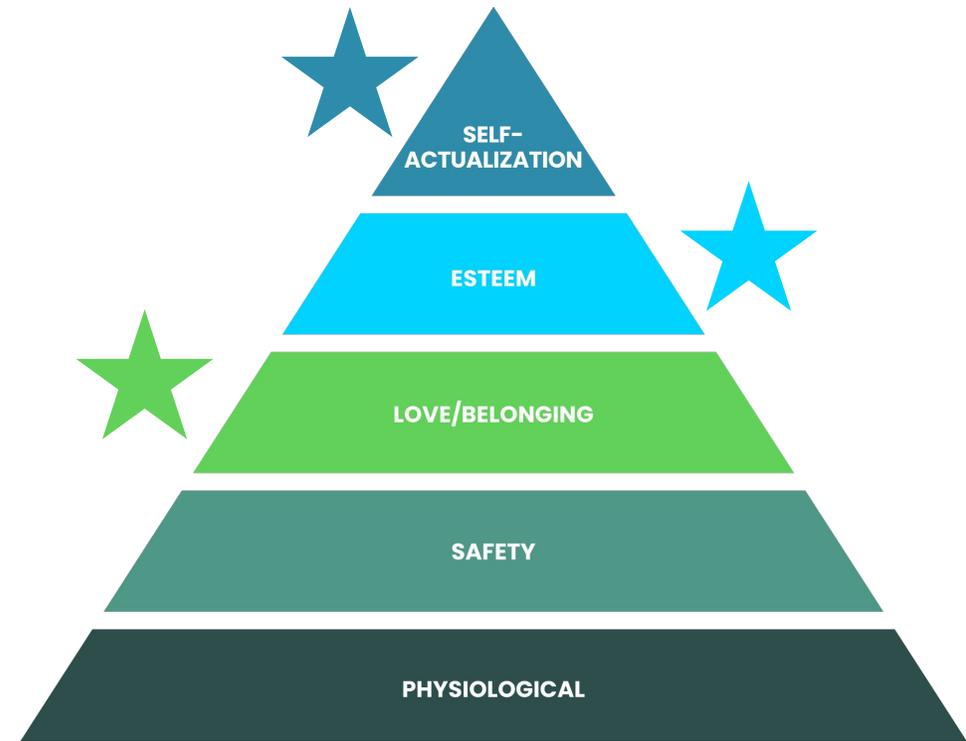
# CONNECTION- BASED TRUST

<b>COMPONENTS TYPICALLY ASSOCIATED WITH CONNECTION-BASED TRUST</b>		
<b>Agreements</b>	<b>Aligned Goals</b>	<b>Values</b>
<b>Trust First (in terms of Character)</b>	<b>Compatible Interests</b>	<b>Purpose</b>
<b>Appreciation</b>	<b>Investment</b>	<b>Respect</b>
<b>Frequency</b>	<b>Consistency</b>	<b>Processes</b>

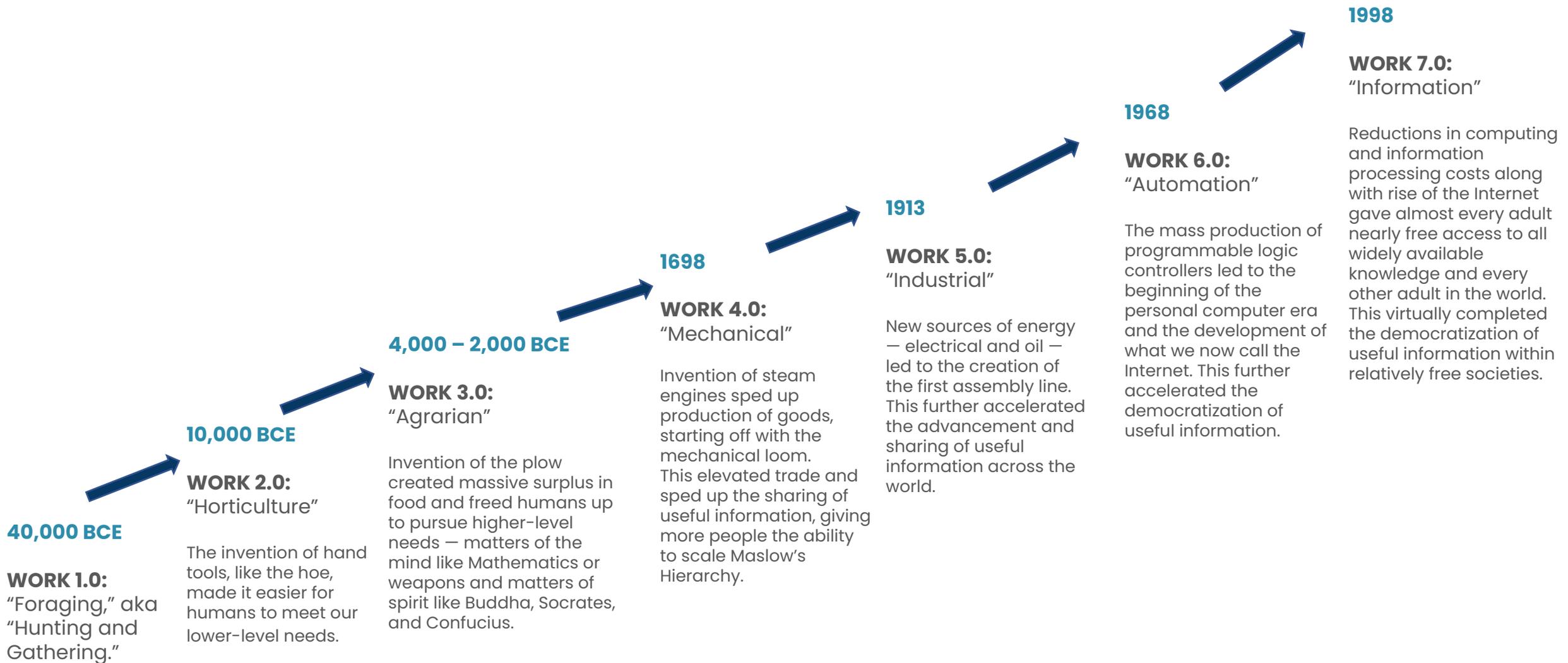


# THE NEW AGE OF WORK/LIFE

# ONLY THROUGH WORK CAN WE SCALE MASLOW'S HIERARCHY OF NEEDS



# FIRST SEVEN AGES OF WORK / LIFE



# WORK / LIFE 7.0

## “The Age of Information” (2020)

- Work 7.0 was drowning us in information and access.
- We were at an all-you-can-eat information and access buffet.
- We were overwhelmed.
- We were transfixed by things that really didn't matter.
- We became insecure and more tribalistic.
- We struggled with how we matter.

# WORK / LIFE 8.0

## “The Age of Understanding” (2022)

- The pandemic upended not just the way we work but also the way we live.
- It made us reflect on what matters and who matters.
- As evolving beings, we are destined to move beyond consumption for consumption’s sake and connection for connection’s sake.
- **We are entering into a New Age of Work: The Age of Understanding.**

# WORK / LIFE 9.0

## “The Age of Self-Actualization” (????)

- We believe we can't really call an age an age until the majority of the developed world has entered into the new age.
- We believe about 10% of a population needs to be in the new age before we “tip into it.”
- While we can't predict when we'll enter **Work 9.0: The Age of Self-Actualization**, we believe it's helpful to be aware this is where we're headed.



## The New Age of Work

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# WORK 9.0: THE AGE OF SELF-ACTUALIZATION

20

# WORK FROM ANYWHERE IS HERE TO STAY

- Remote is not a thing.
- Hybrid is not a thing.
- You're Work from Anywhere (WFA) or you're not.
- WFA companies can recruit people from all over the world.
- Non-WFA are limited to people who want to live in their towns, are okay with the daily commute, and want to work every day in an office.
- More than 50% of employees want WFA.
- But only about 15% of the jobs open right now offer WFA.

# WHAT DOES IT TAKE TO THRIVE AS WFA?

- High-Trust People
- High-Trust Companies

Let's call these High-Trust Relationships (HTRs)

# TRUST: WE UNDERSTAND IT

## THINGS THAT ENHANCE TRUST:

**Ovation:** Recognize accomplishments with public praise.

**Expectation:** Time-limited challenges for colleagues as a group.

**Yield:** Get agreement on what needs to be done and let them run.

**Transfer:** Teach and treat colleagues like adults.

**Openness:** Be as transparent as possible, and then some.

**Care:** People don't care what you know until they know that you care.

**Invest:** The colleagues you want to keep want to grow personally and professionally.

**Natural:** Be authentic, ask for help, and model excellence, respect, and humility.

# NEED HTRs WITH EVERY STAKEHOLDER

## SEVEN TYPES OF STAKEHOLDER RELATIONSHIPS:

1. Customers
2. Team Members
3. Senior Leadership Team
4. Investors
5. Vendors
6. Strategic Partners
7. Community

(Want to learn more? Read [“About Trust, Part Three – Personal Relationships”](#) by Mark Abbott, Ninety’s founder and CEO.)

# WE KNOW WHAT GREAT WORK LOOKS LIKE FOR US

Borrowing from the Japanese concept of Ikigai, we think it's important to find your reason for being — and then pursue it with people you genuinely trust.



**In People and Tribes We Trust!!!**

# ORGANIZATIONAL CULTURES

	STAGE	RELATIONSHIP TO PEOPLE	BEHAVIOR	% OF ORGS
5	Life is Great	Team	<b>Innocent Wonderment</b> – Language revolves around infinite potential and the group making history. Competition with what’s possible, not with another tribe.	2%
4	We’re Great	Stable Partnership	<b>Tribal Pride</b> – People are fully themselves and everyone is confident, inspired, and genuine. Culture emphasizes shared Core Values, unique capabilities, and independent strategies. Tribe has an adversary; the bigger the foe, the more powerful the tribe.	22%
3	I’m Great and You’re Not	Personal Domination	<b>Lone Warrior</b> – Knowledge is power, so people hoard it. They have to win, and winning is personal. The mood is one of wanting to help and support, yet being continually disappointed that others don’t have the ambition or skill.	49%
2	My Life Sucks	Separate	<b>Apathetic Victim</b> – People are passive and antagonistic. They’ve seen it all before and watched it fail. They’re quietly sarcastic and resigned, judging yet never interested enough to spark any passion.	25%
1	Life Sucks	Alienated	<b>Understanding</b> – People are despairingly hostile, banding together to get ahead in a violent and unfair world.	2%

# WE UNDERSTAND WHAT IT TAKES TO BUILD HIGH-TRUST ORGANIZATIONS

**Opportunity** — A growing demand or market.

**Vision** — How to matter inside that market, not just today but for years to come.

**Purpose** — A reason for being that attracts and retains the right kind of stakeholders.

**Goals** — Big priorities and near-term priorities.

**Plans** — To achieve the goals.

**Competencies** — People who know how to execute the plans and meet our goals.

**Division of Work** — A collection of diverse perspectives, skills, experiences, and interests that collectively make it possible to achieve our goals.

**Structure** — How we organize our work; who is responsible for what.

**Collaboration** — How we come together and break apart while doing our work.

**Communication** — How to stay in-sync with, or informed of, what others are doing.

**Resources** — Time, useful information, and money.

**Confidence We're Creating Value** — For all our stakeholders.

**Judgment** — How we best execute on all of the above.

**Patience** — Knowing what we need to work on now and what can wait until next quarter or next year or beyond.

**Time** — The ability to play the long game.

# CORE AGREEMENTS ARE ESSENTIAL

**Essential Agreements** in an organization are:

- Compelling Why
- [Core Values](#)
- [Ideal Customer](#)
- Compelling Value Proposition
- Structure and Roles, Accountabilities, and Responsibilities
- [Processes](#)
- Goals (such as [Rocks](#))
- [To-Dos](#)

# AGREEMENTS CLARIFY

Clear agreements lead to an increased understanding of what's working and what's not working (aka **issues** and **opportunities**).

# ISSUES REVEAL NEEDS

The increased understanding of what's working and what's not working leads to an increased understanding of needs, which leads to an increased understanding of how we divide and conquer (aka **structure**) and the required **competencies** and **connections**.

# **GREAT COMPANIES WILL EMBRACE WFA**

Great companies will eventually — likely sooner rather than later — embrace WFA.

They may not want to, but the marketplace will demand it.

Think about the pool of candidates available to a WFA company compared to a company 100% in-office.

# REQUIRED COMPETENCIES REVEAL PRIORITIES

The increasing understanding of required competencies and an assessment of what we have compared to what we don't increase the need for better **priority setting** and **planning tools** and **systems**.

# TRANSPARENCY AND SHARING

The increasing need for better priorities setting and planning will require an increasing need for appropriately setting context, **sharing information, transparency,** and **communication.**

# LEADING AND COACHING

The increased need for better priority setting, planning, transparency, and communication will enhance our understanding of required competencies and lead to an increased need for leading and coach skills.

# INCREASED NEED FOR SKILL BADGES, COACHING, AND TRAINING

The increased need for leading and coaching will lead to an increased need for **skill badges, coaching, training**, and development of individuals and teams.

# NEED BETTER FEEDFORWARD, CAREER PATH, AND COMP SYSTEMS

The increased need for skill badges, coaching, and training will lead to an increased need for the understanding of self and of others, which will lead to an increasing need for better and clearer **feedforward systems, career path models, and compensation systems.**

# SELF-LEARNING SYSTEMS

The increased need for skill badges, training and development, clearer career paths and more transparent compensation systems will lead to an increase in demand for **LMS Systems** that are geared for self-learning.

# CLOUD-BASED TECHNOLOGY

The increased need for self-learning calls for an increased need to make **cloud-based tools** available to all employees, and this means an increased reliance on **remote technologies**, including mobile (for example, everyone needs a smartphone).

# HERE COMES BIGGER DATA

All these increasing demands for, and utilization of, technology will lead to an increase in the generation of useful data, which will then lead to an increasing need to access the data across the organization and further reinforce the need for **tools** that provide transparency across all facets of the organization.

# PEOPLE NEED TO KNOW WE CARE

Once we start using data more and more, we'll see an increasing need for genuine connection — for people to believe **we genuinely care** — so our colleagues believe we're using the data to understand and explain and help them achieve their personal goals — not to monitor and control.

# HERE COMES CHUNKING

Once we see the increasing need for data and genuine connection, we will see the increasing need for consistent ([such as weekly](#)) **meetings** and honoring our **commitments**, and this will lead to an increasing need for chunking up how we work.

# **INCREASING ACCEPTANCE OF FRACTIONAL WORK PROVIDES FLEXIBILITY**

Increased comfort with fractional work (less than 40 hours per week) and WFA means there will be more opportunities for people who want or need to work from home for a variety of reasons, including health, disability, or being a primary caretaker.

# THE DEATH OF RETIREMENT

Increased comfort in WFA, chunking, and fractional work will lead to an increased comfort in the death of retirement. If you love Work, why would you retire?

1. You make money.
2. You stay mentally and physically active.
3. You get to Work from Anywhere.
4. You stay connected with people you genuinely trust and enjoy being with.

This has huge implications for society.

# MORE USEFUL KNOWLEDGE

Our increasing interest in, and need to understand, useful data will move us away from opinions, conjecture, politics, and so on — and toward becoming more and more reliant on and desirous of useful information and **focusing on what matters**.

This **trend toward valuing useful data** and questioning everything else will eventually spill into the public sector and start to ripple across the globe.

That's a very good thing.

# LESS INSECURITY

Increased comfort with WFA, chunking, fractional work, self-learning, and the death of retirement will lead to longer-term perspectives, increased personal security, and an increased comfort with the ability to find great work or to start your own company.

**Think about how you would live if you knew you were going to love working until you're 90.**

# SAY GOODBYE TO BAD COMPANIES

Great, high-trust companies will be able to attract and retain great talent.

Over time, companies that don't cultivate high-trust relationships with their stakeholders, including employees, will lose their strong talent and struggle to attract and retain decent talent.

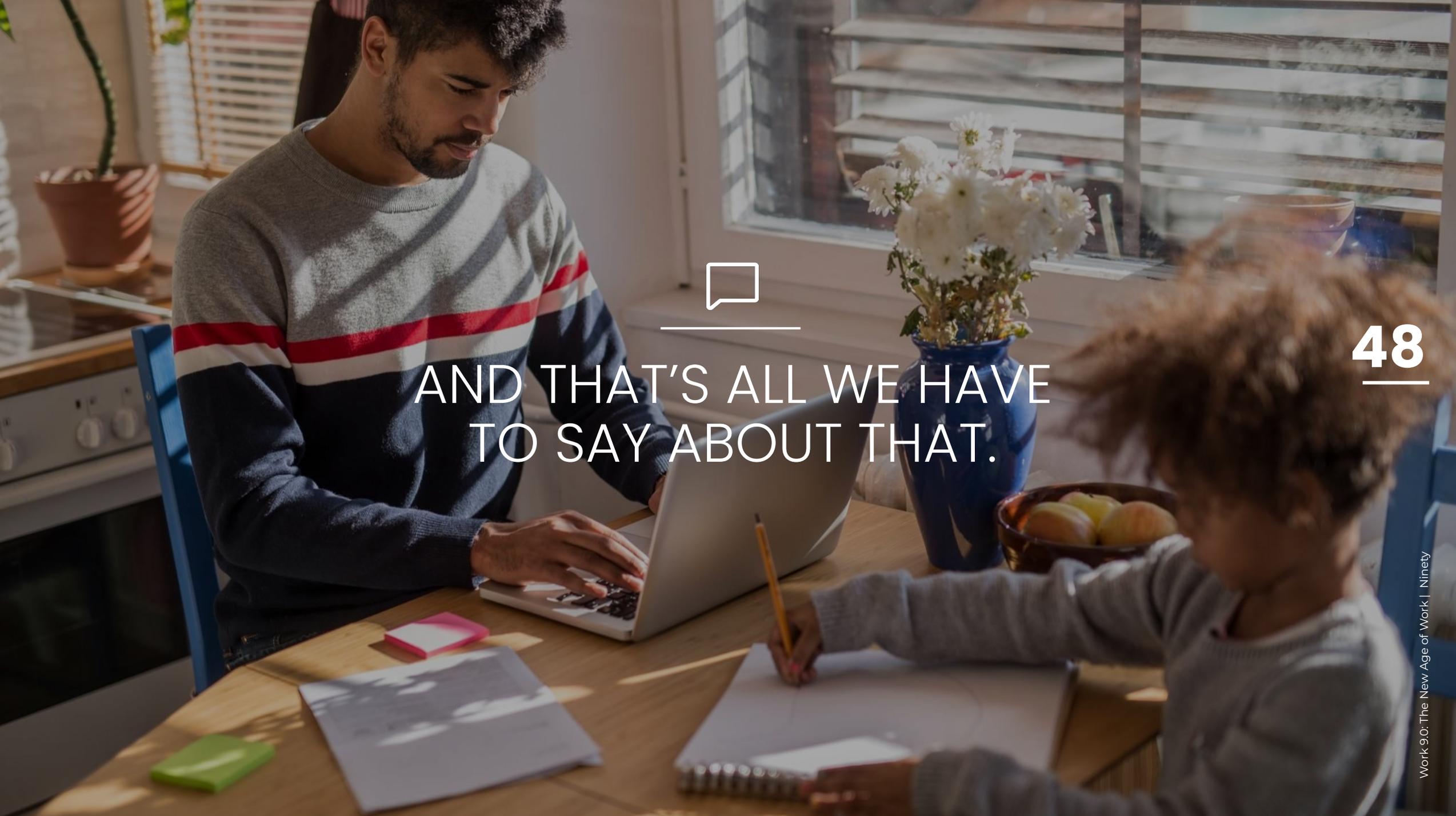
In the long run, this is good for everyone.

# MORE PEOPLE LOVE THEIR WORK

As we move toward a society composed of more and more great high-trust companies and high-trust relationships, we'll see more and more people loving work, growing through work, working longer, and living better.

## A true win-win-win-win.

We can't think of anything better than a world filled with people who love making the world a better and better place to live, learn, work, enjoy life, and give back.



AND THAT'S ALL WE HAVE  
TO SAY ABOUT THAT.

48