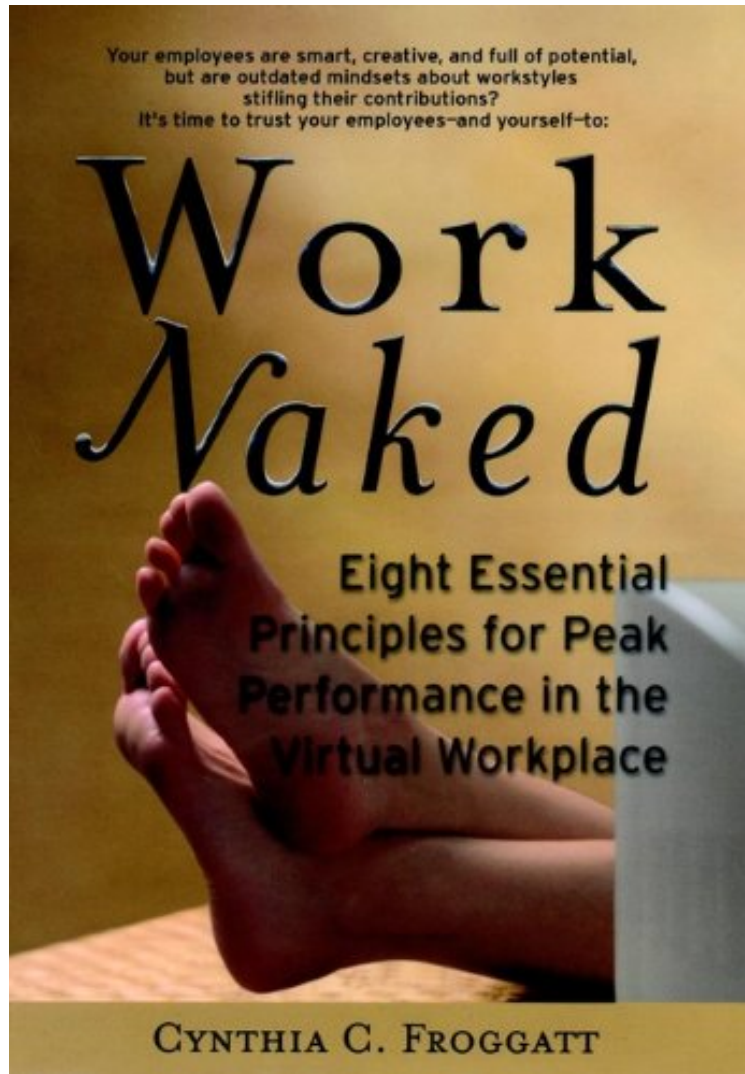


## Work Naked: Eight Essential Principles for Peak Performance in the Virtual Workplace

*Cynthia C. Froggatt*

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**Cynthia C. Froggatt : Work Naked: Eight Essential Principles for Peak Performance in the Virtual Workplace** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Work Naked: Eight Essential Principles for Peak Performance in the Virtual Workplace:

7 of 7 people found the following review helpful. Real Fulfillment in a Virtual World By Robert Morris The metaphor is relevant not only to those in what Cynthia Froggatt calls "the virtual workplace" or what Dan Pink calls "the free agent nation" but also to others who labor within a structured environment. Moreover, what occurred me as I began to read Froggatt's book is the dual nature of nakedness: being free of constriction but also being totally exposed, hence vulnerable and at risk. She identifies and then examines "eight essential principles for peak performance", all of which

are eminently sound: 1. Take initiative to shed "the layers of complacency, fear of change, and resistance to new ways of working" 2. Trust yourself as you shed "the layers of management control, outdated performance measures, and mistrust" 3. Allow yourself a sense of joy as you shed "the layers of overwork, high stress, and sleep deprivation" 4. Celebrate your individuality as you shed "layers of conformity, one-size-fits-all routines, and fixed work hours" 5. You achieve and affirm equality for yourself (and others) by shedding "layers of hierarchy, status symbols, and dress codes" 6. Shed "the layers of one-way communication, misunderstandings, and idea-hoarding" 7. Through wide and deep connectivity, you shed "layers of geographic boundaries, reliance on co-location, and misuse of technology" 8. You increase the number and nature of workplace options by shedding "layers of unproductive work environments, dreary home offices, and long commutes between them" These principles are worthless unless and until you are sincerely, indeed tenaciously committed, not only to the values on which they are based but also to applying those principles with aggressive and sustained effort. I am reminded of what the Yoda told Luke Skywalker: "Do or do not. There is no try." Froggatt suggests all manner of strategies and tactics which can help her reader to take direct and effective action, guided by the eight principles. There are several other excellent sources whose authors address many of the same issues. For example, Frederick Reichheld's *The Loyalty Effect* and its sequel, *Loyalty Rules!*; also Reina, Reina, and Chagnon's *Trust and Betrayal in the Workplace*. They wholly agree with the first principle which Froggatt advocates: You must trust and be loyal to yourself before you can expect others to; moreover, it is important to be a trusting and loyal person unless and until another person's behavior makes that impossible. Most decision-makers I know have poor delegation skills. What message does that send to those for whom they are responsible? More often than not, these decision-makers are personally insecure. Where in and which circumstances a person works are far less important than whether or not that person trusts herself or himself, and, whether or not that person is loyal to his or her own values. For me, this is the most important point, one which Froggatt makes with precision and eloquence: Shed from your life whatever demeans and diminishes you. She urges her reader to become "naked" in terms of freedom within and beyond the workplace. Most limits are self-imposed. (Pogo once observed, "We have met the enemy and he is us.") Obviously, it takes great courage to shed all arbitrary restraints on one's freedom. It also takes great courage for supervisors to do everything possible and appropriate to remove all inappropriate limits on their associates. Those who share my high regard for this book are also urged to check out David Maister's *Practice What You Preach*. He agrees with Froggatt that peak performance in any workplace requires impeccable integrity in combination with effective initiative. Froggatt's book is an affirmation, indeed a celebration of what that combination makes possible for anyone's personal as well as professional fulfillment.

2 of 2 people found the following review helpful. A Detailed Look at How to Loosen Up Workstyle Choices By Donald Mitchell If you are like me, you wondered what the title was all about. It turns out that the author likes to spend the first hour in the morning doing her e-mail at home before dressing. The point of working naked is not to recommend that approach, but simply as a metaphor for more workstyle flexibility. Many companies are excited about creating more flexible working choices, but aren't quite sure how to do so. I have attended many presentations that described more backfires than successes in making changes to the traditional 9-5 in-the-office structure. A great benefit of this book is that Ms. Froggatt has carefully sought out those who have been most successful, and documented the processes they used to identify and make changes that worked. She has generalized those processes for your use. This aspect of the book is superb! The basic principle is that each person has different work styles, varying times of the day when she or he prefers to do certain tasks, and preferences for where to do certain kinds of work. The book makes a nice connection between where people most enjoyed studying in college and where they are most probably going to like to work. For example, those who liked studying in coffee shops will like Starbucks now. Those who liked to study in their dorm room (here I am) will like working at home. In addition, energy spent on commuting wastes time that could be more productively applied somewhere else. Having satellite temporary offices, working at home, and having flexible work hours all help. More significantly, people are more creative when they have more freedom about how to do work and can work for the intrinsic joy of creating. That is well documented by Teresa Amabile from the Harvard Business School. So for those with jobs requiring the most creativity, this flexibility will be the most helpful. Ms. Froggatt goes on to point out that many causes of workplace absences are caused by being sick, sick children, appointments with doctors, and needing to be home for repairs. If home is a better place to work, those are not complete absences. Stress is reduced and health may improve as well. The book is very well done in describing ways to make very complex combinations of choices available so that a person might choose several different ones every week, depending on what needs to be done. Deloitte Touche particularly impressed me with their approaches to this issue. I have three complaints about the book. First, the title and the book's beginning are not the best way to get into the subject. They reflect the history of how Ms. Froggatt became interested in the subject, rather than what would connect a reader to his or her issues. Second, Ms. Froggatt seems insensitive to the serendipity of people bumping into each other at work as one important way that communication, innovation, and change occur. Remember *Management by Walking Around*? How do you do that in the physically disconnected workplace? Many of the people she quotes seem to have low emotional intelligence about their colleagues. They just want to flee them! Third, as positive as the book is, it focuses almost entirely on how to eliminate the old problems. It would have been helpful to balance that approach with more about how to make the

most out of the new structures. How can people help themselves be more productive, other than doing what feels right? A little more process study for after making the changes would have been very beneficial to this book and its readers. Still, the book is clearly the gold standard in its area. You should definitely read it if there is any chance that your company could be creating more flexible work styles. After you read this book, I suggest that you think about where else your life needs a little loosening up. Where else do you do things the same old way that doesn't fit your personal style? Exercise? Visiting family? Going out? Meeting new people? Shake the stiffness out of everything you do! 3 of 4 people found the following review helpful. Work Naked By A Customer Cynthia Froggatt's book is a very good overview of the kinds of issues all managers and organizations should be ready to respond to in a changing world of work. Whether people are working in the office, at home (clothed or not), or anywhere else is not the issue - knowing that they are given the tools to be as effective as possible is the key. If you are looking for good arguments for why alternative work concepts are not just the wave of the future but a real necessity today, the book will provide real examples and some forward thinking about how to get your point across. It's written from a North American standpoint, but these are global issues! My only concern is that sometimes Froggatt seems a bit overly critical of the corporate office (sometimes deservedly). The fact is that many people are highly productive and thrive on and learn from the "distractions" in the office. Nonetheless I would highly recommend the book.

Alternative workstyles can be a way to attract, retain, and motivate talented employees "Enlightening, enjoyable, and extremely practical . . . offers real clarity about what is wrong with the way most companies work, plus exact directions on how to fix each and every office foolishness. Do what Froggatt says and watch your employees productivity rise."--Scott Shuster, BusinessWeek Corporate and individual resistance to new ways of working are often imbedded within a company's culture--and can stifle change and hinder productivity. Organized around eight simple yet critical principles of the new workplace, Work Naked challenges long-held beliefs about the appropriate time, place, look, and feel of productivity in the knowledge era, showing how a wealth of hidden potential can be released by giving employees the freedom to work how, when, and where they want. Cindy Froggatt suggests workplace options that can help balance work and personal life, and helps managers address the needs of the many knowledge workers who require a greater degree of autonomy to perform, create, and innovate. She presents numerous examples of companies of different sizes and types that have instituted telework or alternative programs--and clearly explains the benefits and pitfalls of implementing them. Cindy Froggatt (New York, NY) is Principal of Froggatt Consulting, whose clients include Compaq, Mercedes-Benz, Capital One, and Nova Corporation.

From Publishers Weekly Consultant Froggatt explores employer and employee attitudes about working from home as the traditional office diminishes in importance. While most employees claim greater productivity at home, some employers harbor doubts. To address these divergent views, Froggatt recommends establishing formal programs for offsite workers that consider workload, communication issues, goals and technology as exemplified by Ernst Young and SAS. With charts for tracking meetings, communication and commuting time, this guide targets managers who supervise offsite employees. The appealing title and Froggatt's connections to major business media will yield a strong start. Copyright 2001 Cahners Business Information, Inc. From Library Journal Froggatt, a self-employed consultant who formerly worked in the area of facilities management, now advises companies on aligning workplace strategies with business plans. Here she discusses the concept of allowing employees a choice in determining when, where, and how to work. Options include working from home or in a different office environment and choosing flexible hours and weekends. Principles involving initiative, trust, joy, individuality, equality, dialog, connectivity, and workplace options are examined in detail, taking into consideration the responsibilities of both management and employees. Case studies with well-known companies that have successfully implemented some of these changes (Cisco, IBM, and Charles Schwab, to name a few), along with pertinent documentation, support her concept. Her thought-provoking examination of this timely topic is presented in a comprehensible style and would be a good addition to public and academic business collections as well as specialized business libraries. Steven J. Mayover, formerly with Free Lib. of Philadelphia Copyright 2001 Reed Business Information, Inc. From Booklist Froggatt's title is meant both literally and figuratively. She is a consultant who has made a name for herself advising companies how to "align their workplace strategies with their business plans." This often means redefining the workplace, providing optional work structures, and eliminating "outdated corporate rules and trappings." Froggatt herself works from home and enjoys the creative freedom such a circumstance offers--even the possibility to "work naked." But she also emphasizes that managers must shed "layers and layers of outdated corporate norms and mind sets" in order to encourage and foster initiative, trust, joy, individuality, equality, dialogue, connectivity, and alternative workplace options. Using both success stories and statistics, Froggatt demonstrates that when managers embrace mobility and flexibility for their employees, the result is reduced turnover and a more productive workforce. David Rouse Copyright copy; American Library Association. All rights reserved