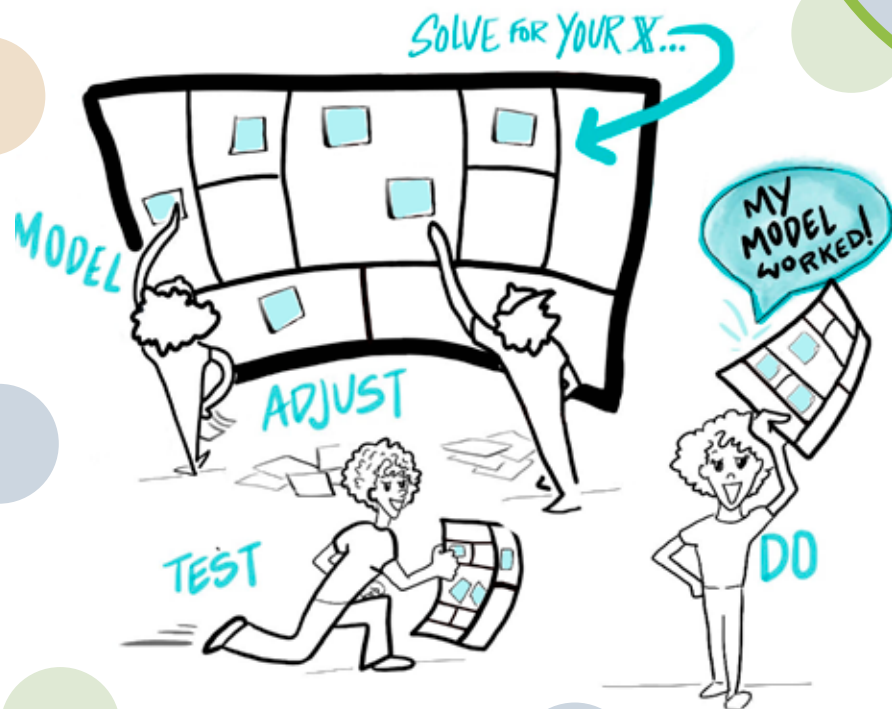


2019
Edition!

YouX

A Simple Method for Making Decisions
About Life Beyond School



Written by Randi A. Millard, M.Ed. and EMOD,
in collaboration with Dr. Timothy Clark



Do you know the secret formula for love?

Ummm . . . we don't.

So if you do, please send it to us at
secretformula@businessmodelyouth.org

Do you know the secret formula for life?

Here it is: Life = Work + Love

We can't help you with love, but we can help you with work!

And work is a mighty big part of life.

When your work is going well,
the rest of life often falls into place.

Do you know the *NOT* so simple formula for work?

Here is a boring definition:*

Work = n/v. noun

1. exertion or effort directed to produce or accomplish something; labor; toil.
2. productive or operative activity.
3. employment, as in some form of industry, especially as a means of earning one's livelihood: to look for work.

* Webster's New World Dictionary, Third College ed., s.v. "work."



Here is our definition:

Work means helping other people get things done.

When other people find your
help valuable, they reward you.

So, work means helping other people!

Do you like helping people
get things done?

Work Myths vs. Work Facts

What's holding you back from making choices about the kind of work you want to do? Are you holding onto ideas about work that you have only heard about? Maybe some of your thinking is based on myths, not facts. Have you explored these myths to find out if there is any truth to them?

Myths about
work we **LOVE**

You can be anything you want to be.

Baloney. You cannot be anything you want to be. Water does not run uphill. Fish do not live in trees. And you cannot take the Fourth of July and put it in May. We all have physical, intellectual, and emotional limitations that make us unsuitable for certain kinds of work. And we all live in social and economic ecosystems that limit what is possible.

Facts about
work we **AVOID**

Pursue your passion and the money will follow.

This is a myth for two reasons. First, few young people have a "passion." Second, the laws of economics reward rare and valuable SKILLS, not "passion." No matter how passionate I am about playing the piano, few people will pay to hear me play unless I am a super SKILLED player.

Successful people plan their careers.

Nonsense. Some successful people plan their careers, but most of us take more of a random, trial-and-error approach.

Myths about
work we **LOVE**

Facts about
work we **AVOID**

Doing what you love is not feasible.

That's simply not true. It's definitely feasible to do what you love. But you must consider your limitations and whether people will pay you to do what you love.

Career change is risky; avoid it when possible.

Ridiculous. Career change may be risky, but **NOT** changing your career is even riskier! The world is constantly changing, and so is your life situation. Over time, your career will likely change as well.

Most young people know what kind of work they want to do, or at least what they want to study beyond high school.

This is laughable. Some people know, and good for them! Most have **NO CLUE**. If you don't know what kind of work you want to do, don't worry. That simply means you are **NORMAL**.

Work-related decisions are tough, but you will eventually "figure it out."

No, you will not necessarily "figure it out." Many adults never "figure out" work. You will face tough work choices throughout your life. No matter how old people get, they rarely become immune to feelings of self-doubt about work. Self-doubt and uncertainty about work are perfectly normal. For everybody.

Where Are You With Work?

Everything you are preparing to do in life beyond school is the result of what you see in your mind. You have created mental models — visions of yourself in the future. Maybe you see yourself engineering the world's fastest car, designing art exhibits for the Van Gogh Museum in Amsterdam, or becoming the mayor of your hometown. You may see yourself living in your own home, perhaps with a family of your own—or not! And your imagined future may be possible—if your method of thinking about life beyond school supports your vision.

This guide details the experiences of several students in a YouX class. The scenarios described are based on true events, though the people's names have been changed. They are students like you, in schools like yours, and with teachers like yours. Yet the YouX class is like nothing you have ever experienced before.

You will learn about students who are in high school or are recent high school graduates, who came together because they wanted to learn a better way to make choices about life beyond school. Because career planning... did... not... help.

Which of the students in this YouX class sounds most like you?

Vik tries to understand how meaning fits into his work...

Vik is a senior in high school and he is starting his first job. He doesn't like all the activities and responsibilities that are associated with his job, but he thinks there might be a good reason to keep working.



Kara wants to help others understand her meaning of work...

Kara is a high school student who recognizes dancing is a big part of her life. She invests a lot of time and effort into the sport, but people often don't understand that it is more than a sport to her. She thinks there might be a better way to help people understand her meaning of work.



Masha wants to use a specific interest ...

Masha is a freshman in high school and she loves to organize things. After helping several teachers over the years, she realizes that organizing is an interest she wants to develop into a skill. She wants to, but she isn't quite sure how.



Maria is exploring work interests ...

Maria is a junior in high school and is exploring her work interests. During a YouX Day, she discovered her personality and interests were a poor match to her initial career interest. She needs to develop a new work interest but isn't sure how to do that.



Danny faces a tough living situation ...

Danny is a senior in high school who is facing homelessness. This is forcing him to make decisions NOW about life beyond school. He is unsure if he can find the help he needs.



Dasia wants to explore her work options ...

Dasia is a sophomore in high school and she has been volunteering in two different organizations. She has begun to think seriously about life after high school but realizes that she doesn't know much about work, except what she has learned from friends and family. She wants to explore all of her options.



Karla wants to better understand the workplace experience ...

Karla is a recent high school graduate. She knows the type of work that best suits her abilities and is learning the skills necessary to support that work. The more she learns about herself, her abilities, her interests, and her personality, the more she becomes aware of how the environment she works in will affect her experience of work. She wants to better understand the workplace experience.



Brandon needs to narrow his focus ...

Brandon is a senior in high school. He has many interests, but he is not sure which direction to take. Everything seems like it could be a perfect fit, and he is feeling overwhelmed by all the options. He is not sure how to narrow his focus.



Lucas wants to evaluate his life direction ...

Lucas is going into his second year of college. He has developed new interests since graduating from high school, and he believes that some of his earlier thoughts about what type of work he wanted to do might not be what's best for him now. Specifically, he is unsure if his college major and career choices so far are still aligned with his current life interests.



Christine is looking for a direction ...

Christine recently graduated from high school and is unsure how to approach the next chapter of her life. She has not found any appealing work prospects or subjects to study. After working several part-time jobs and taking a few classes at her local community college, she is confused about what to do next or how to find a career she wants to pursue.



Hannah wants to use her gap year wisely ...

Hannah is taking a year off between high school and university to better understand her areas of interest. She wants to use the year wisely by gaining some work experience, but she's not sure where to start.



Lindsay wants to build relationships...

Lindsay has a part-time job and is great at building relationships. She wants to continue using this ability and skill with others. She needs to understand how this supports her work interests.



Thomas is trying to support himself...

Thomas is a high school graduate who wants to be able to support himself, but is not sure how. He needs to understand the pay and benefits he might earn in his field of interest.



Amanda needs to find ways to use her skills and interests...

Amanda is a recent high school graduate. She has a full-time job but does not like what she is doing. She needs to find better ways to use her skills and interests.



While these students' situations may not describe yours exactly, you will likely find aspects of their experiences that you can relate to in your own life. We'll learn more about these students and their experiences in the YouX class throughout this guide. This guide can help with everything from initial work exploration to checking to make sure you're moving in the right direction.

Which of these students' experiences are most like yours? How so?

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The Seven YouX Challenges

Seven YouX Challenges will help you begin your life beyond school.

Each book section ends with a YouX Challenge.

These experience-based Challenges are meant for learning and doing.

So do them! Our challenges are fantastic!

But the method and tools are only fantastic
when put into action. So use them in the world!

Your first decision is to do YouX Challenge #1.
Visit the website and sign our Manifesto:
Model Short and Dream Long!



BusinessModelYouth.org



START

- 1** Answer the question *What is Work?* by learning to find your meaning of work.
- 2** Find a better way to explore the workplace by understanding *How Work Works*.
- 3** Focus on *The Workplace Experience*, a way to help work fit your life.
- 4** Discover how to use the *YouX Method and Tool* to guide you after graduation and for the rest of your life.
- 5** Learn to apply our manifesto, “*Model short, dream long!*” by crafting your *Work Model* in four stages: *Model*, *Adjust*, *Test*, and *Do*.
- 6** Open yourself to discovering a *World Full of Work*.
- 7** Learn to adapt *Work Models* in response to life events.

Gone are the days of career planning based on work myths. Use *Work Models* to learn about yourself and workplaces — and make better choices about life beyond school!

What is YouX?

“You” means YOU...

“X” means the kind of work
and life you want beyond school.

The Basic Principles of YouX

1. Life beyond school is full of unknowns, and we want you to become comfortable with the unknown. In order to do this, you will need to learn how to use a method and a tool (the Work Model) that can help you determine and prepare for these unknowns.
2. There are many possibilities for your future. Life will evolve, and you will grow and change — so a single Work Model will not support you for a lifetime. You will need to build new Work Models, again and again, throughout your life.
3. Work and life go hand in hand; the choices you make in your Work Models will reflect this.
4. Your Work Models will be composed of many variables, but each time you find the model that most suits you at that particular time in your life, you will have arrived at your X.

Mr. Thompson,
the YouX teacher





Students in Malaysia with their Work Models

How to Use This Guide

- **Your work and life will always need to adapt to the unknown.** Keep the basic principles of X in mind as you build your Work Models.
- **Use business model language to connect yourself to the workplace and life beyond school. Sound smart and be smart.** When talking about work, use the language of the workplace. You are developing a way of thinking about work by using visual models based on a shared language—the language of the business model.
- **Use the Work Model Canvas as though your work and life depend on it.** You will be learning a new way to understand work through systems and a new way to approach work using systems thinking. The Work Model is a systems-thinking tool.
- **Use the YouX Challenges.** Your work and life are a collection of experiences, so model great experiences by completing all of the YouX Challenges.
- **Prepare yourself for work and workplaces that do not yet exist.** To do this, you must first understand how work works.
- **Use the Model, Adjust, Test, and Do process.** Models don't always work, and there are always ways to improve them. This approach will help you build actionable models.
- **Model who you are today and connect it to who you want to be tomorrow.** Build models that help you connect all of your days: today, tomorrow, and the next.

The Shift to Adaptive Work and Life Models

*"Shift to Adaptive Work and Life Models" is a fancy way of saying this:
Reimagine yourself before you need to, because your ultimate happiness at work and life may depend on it. We call this being adaptive.*

Making the shift to adaptive work and life models requires decisions and actions. We challenge you to make the needed decisions and take the needed actions.

Adapt or die. Or worse, suffer death by career planning — the place where good workers go to die.



Career Planning is Dead!

On the first day of their YouX experience, the students in class have a lot of questions for Mr. Thompson, their teacher.

Who put the words 'career' and 'planning' together in the first place? Have you ever met anyone who started and finished a career 'plan'? It seems like most people change their 'plans' over and over until they just stop 'planning' and accept their career as it is!

Our approach is different. We believe career planning is dead and has been for years. In fact, we do not even believe in 'careers,' as such. Instead, we believe in work modeling: a tool to see how work really works!



Brandon

So if career planning is dead, how do you go about finding the right work for you?

YouX gives you a terrific place to start that journey. We are giving you a powerful tool that will unlock a tremendous number of opportunities as you learn the method of modeling and testing work experiences to build your future. When you are done, you will have a way to solve for X—your **Work Model**. This method and tool will serve you well for the rest of your life!

Work Exploration vs. Career Path Planning

Most workers today learned about life after school in much the way you have been: through career path planning. The one and only aim of career path planning is to prepare you for a single type of work within a single organization, industry, or field. Can you imagine trying to find that “one and only” career path in the modern workplace??

You may have observed workers in action and talked with people about their work—what they do and how they like doing it. You may have taken career classes and completed career interest and learning inventories, or career assessments. You also may have been pressured by teachers, parents, friends, or even strangers to answer important career path questions, such as:

- © What do you want to be?
- © What industry do you want to work in?
- © What career path do you want to follow?
- © How much money do you want to make?
- © What job title do you want to have?

So what is wrong with this type of planning? First, you may not be working full-time today, and you may not begin your professional work for a few more years. At that time, many job titles and career pathways may have changed or may be gone completely. Second, exploring careers without also learning about how organizations work is like exploring a forest at night without a flashlight. Obviously, such an approach to exploration would not be very effective!

Work exploration is a very different approach from career paths—it’s about exploring the workplace and work. Work exploration is about doing research, gathering information, and gaining awareness about present and future work options. You will deeply explore work with your **Work Model Canvas**. By depicting your imagined life and work experiences, along with developed skills and abilities, you will be able to create adaptable **Work Models**.

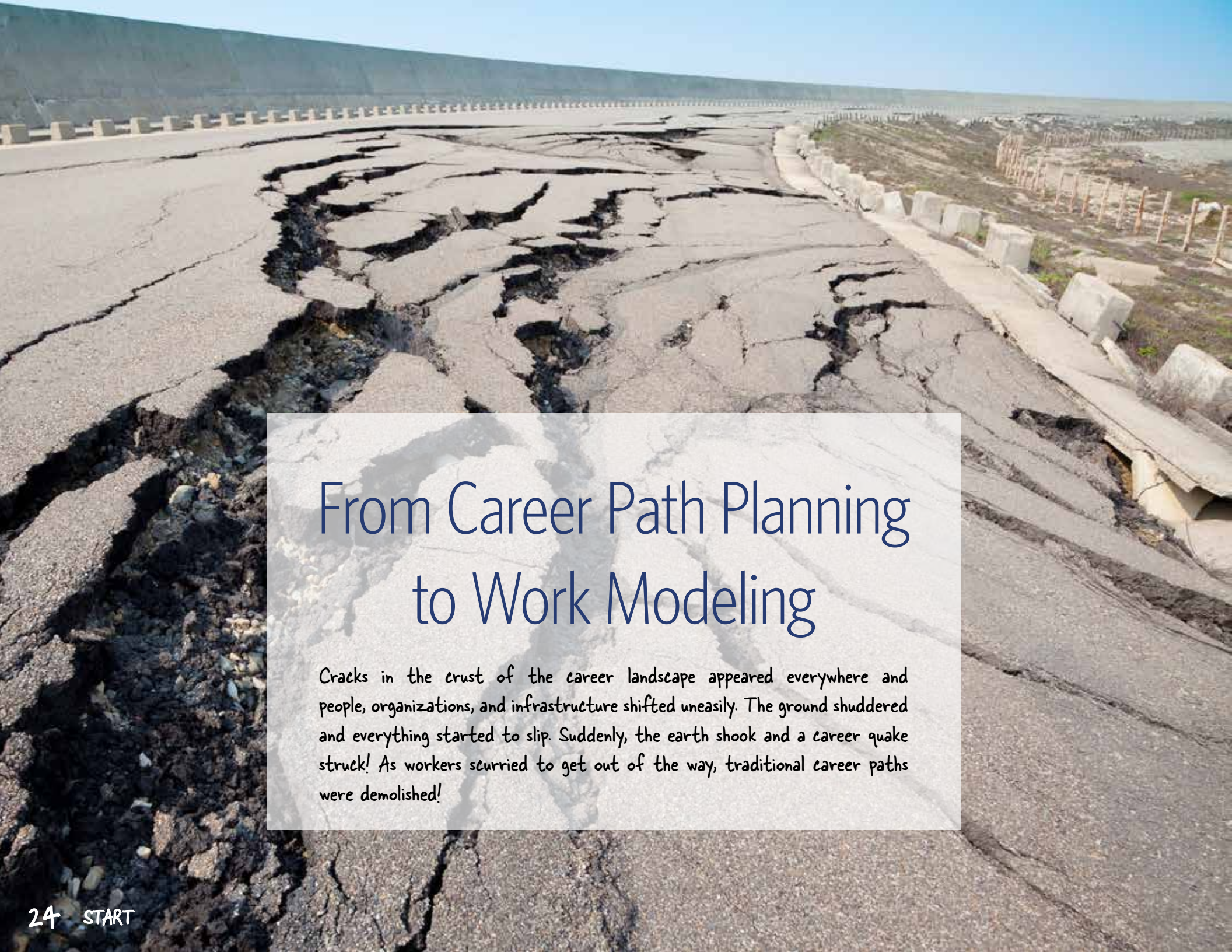
Your Experience + Your Craft + Your Life = Your Work Model

The truth is, few people have experienced much satisfaction from the single-lane “path” approach to careers, and even fewer would choose to walk it again. All over the world, people are realizing three things about life and work beyond school:

1. **It is my experience!** Over their lives, most people will spend some 80,000 hours at work (40 hours per week x 50 weeks per year x 40 years = 80,000 hours)! That is a LOT of time, so it is crucial to understand the system, environment, and actual day-to-day activities (in other words, the experience) of working in a given profession, and not just how it appears from the outside.
2. **It is my craft!** Work is a craft. It requires skill and careful attention to detail. Organizations pay little for common skills and a lot for rare skills. Focus on building your skills and capabilities.
3. **It is my life!** Work and life go hand in hand, so design your work to support what is important to you in life.

Understand these three elements, combine them, and you have a **Work Model!**





From Career Path Planning to Work Modeling

Cracks in the crust of the career landscape appeared everywhere and people, organizations, and infrastructure shifted uneasily. The ground shuddered and everything started to slip. Suddenly, the earth shook and a career quake struck! As workers scurried to get out of the way, traditional career paths were demolished!

YouX: Modeling Work and Life

We aren't going to pretend that figuring out work and life is easy—it's not! We know your ideas about what you want from work and life can be complex. There are many variables to consider: people, places, events, and more. Often, these variables in work and life seem so unreal or abstract that it makes it difficult to clearly express big ideas, let alone put them into action. That's where models can help.

Models are everywhere and you use them every day. A model is something that you can use as an example to follow or imitate. They are used to establish behaviors, teach new information, invent things, and build businesses.

Here are some examples of models that are already a part of your daily life:

- **Behavioral Models:** Your Key Partners are people who help you become better at work and in life. These people provide models of good habits and behaviors. You test their behavioral models by emulating their habits and behaviors, such as by doing good work or being respectful to others. Key Partners can include your parents, teachers, friends, or anyone else whom you respect.
- **Curriculum Models:** Teachers create and use curriculum models to help you learn Key Activities, the work you must do in their

classrooms in order to progress to the next level. Your attempts to learn information test their models, and teachers often adjust their models if you struggle to learn.

- **Sustainability Models:** Your community's sustainability depends on Key Resources, the critical assets needed to make something work. Key Resources your community needs include clean water, good schools, and access to good health care.
- **Business Models:** Businesses create and use business models to develop Value, or ways they help you. A business like Instagram, for example, provides value by enabling you to present your pictures to the world from an app on your phone.

As you can see, models are already a part of your life. These models help you learn complex things, live in dynamic communities, and enjoy the services and products that you use. Models can also be created to help you make better choices about work and life.

A Work Model is a visual representation of work that you are currently doing or would like to do, and it includes the variables that are important in your life. It is developed by using the language and logic used in the world of organizations—where you will most likely work.

Career Path Planning vs. Work Modeling

Here are the main differences between Career Path Planning and Work Modeling.

At this point, you probably think you are off the hook. "This is great, I don't have to plan!"


Wrong.

We don't mean that at all. Planning is not the same as career path planning. Don't confuse the two. To reach your preferred future, you will make action plans, or lists of items or tasks usually done in sequential order. So plan to take action!



How We Will Help You, Our Customer

If you have been learning about work but haven't been talking about a Customer, then you haven't really been learning about work. We bet you have been learning about a job—a set of tasks—which you will perform as part of your work.



Work is bigger
(and better!) than
just a job.

Jobs have a beginning and an end. Think of a chef, a stylist, an architect, or a doctor. Cooking a meal, cutting a person's hair, designing a house, and even treating a patient are all jobs with a beginning and an end. A Customer needs a job done, and when the task is complete, the job ends.

But work is about agreeing to provide a benefit to a Customer in exchange for a reward. We call these benefits Value Provided. "Jobs" end, but value lives on.

For example, the Value a Customer receives from work might include an unforgettable evening of delicious food (chef), a flattering new look that boosts self-esteem (stylist), a long-desired dream home (architect), or a return to productive health (doctor), to name a few. Value inspires Customers to seek out your work—whether a service or a product—again and again.

We will help You, our Customer, do bigger and better work by showing you how to solve for X —your Work Model—for the rest of your life!

Model, Adjust, Test, Do!

Once you begin building your Work Models, you will want to use them to make decisions about work (and life). The following process can help take you from your current self to your preferred future.

Model

Create different Work Models to visualize different workplace experiences. To do this, you will use the same logic and tool that tens of thousands of professionals have used: The Business Model methodology and the Work Model Canvas.

Name: _____

Business Model Canvas

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Channels 	Customers
	Key Resources 				
Costs 		Revenue 			

BusinessModelForTeams.com - The Business Model Alignment Canvas is derived from work by Strategizer.com and is licensed under Creative Commons CC BY-SA 3.0. This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

Organizational Logic: Business Model

This is the logic by which an organization creates and delivers Value to Customers and thus sustains itself financially.

Visual Tool: Business Model Canvas

This is a tool that visually depicts a business model — it's how the business works! It is used by millions of professionals to draw organizational models.

Name: _____

Work Model Canvas

Who Helps You 	What You Do 	How You Help 	How You Interact 	Who You Help
Key Partners	Key Activities	Value Provided	Customer Relationships	Customers
What You Are and What You Have 		Where You Deliver and How You Deliver 		
Key Resources		Channels		
Investments 		Benefits 		
Costs		Revenue		

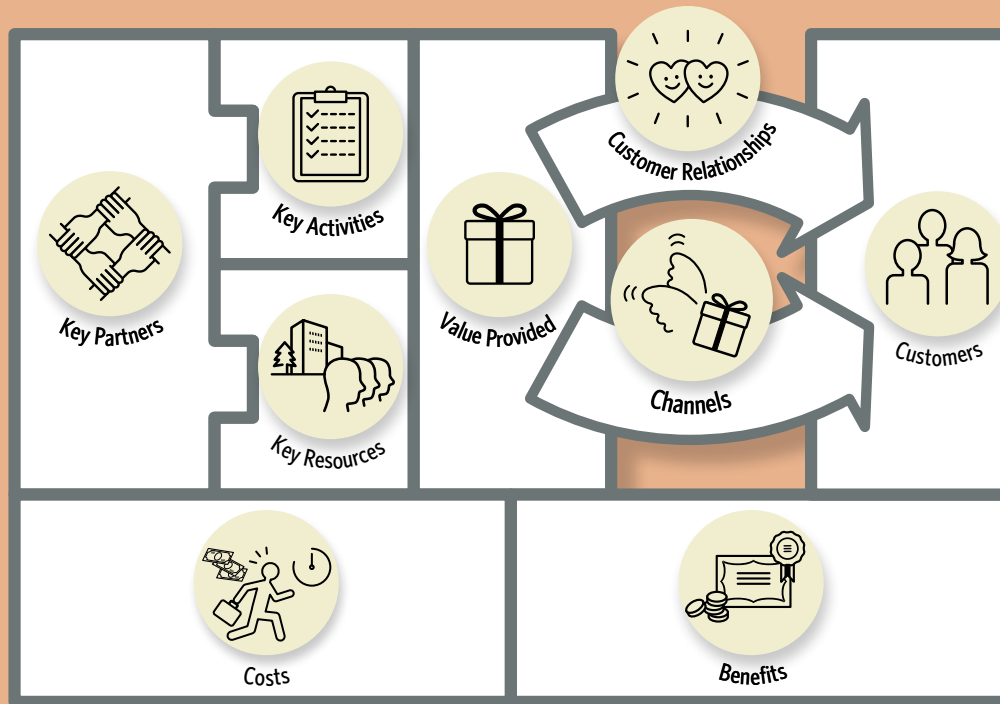
BusinessModelForYou.com - The Work Model Canvas is a derived from work by Strategizer.com and is licensed under Creative Commons CC BY-SA 3.0. This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

Personal Logic: Work Model

This is the logic by which an individual creates and delivers something of Value to Customers.

Visual Tool: Work Model Canvas

This tool visually depicts your work model — it's how you work! It can help you envision your preferred work future.



Adjust

Adjust your work models until they have a clear application or appeal.

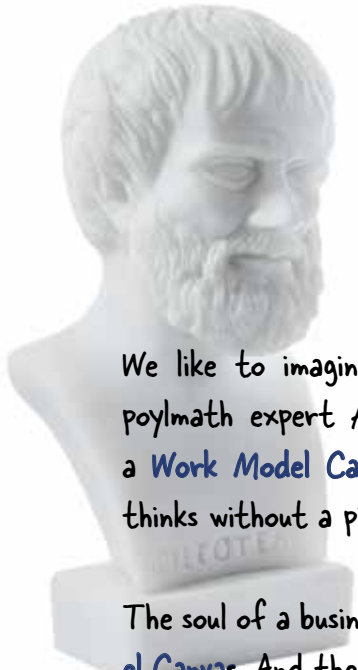
Test

Test different directions, or work models, through experiential exploration in order to accelerate your journey.

Do

Try out the Work Model that testing shows has the best application for life beyond school.

Your Work Model will be a large, oversized poster to hang on your wall. By MODELING, ADJUSTING, and TESTING, you will gain the knowledge and confidence to DO the work that is best for you at each stage of your life.



The Soul in Pictures

We like to imagine that the Greek philosopher and polymath expert Aristotle was standing in front of a **Work Model Canvas** when he said, “The soul never thinks without a picture.”

The soul of a business can be found on a **Business Model Canvas**. And the soul of your own work can be found on a **Work Model Canvas**. How do we know? Because these tools are used every day to help model and test the remarkable work of countless organizations and individuals.

You will experience a profound shift in thinking about your work and life by using the Business Model methodology and the **Work Model Canvas**, with which you will be able to design your own personal **Work Models**.

Businesses and other organizations use the Business Model methodology and the **Business Model Canvas** to create models that test choices about their work, because modeling has proven essential to every successful organization, whether it's a new venture or an established enterprise. Plus, the **Canvas** helps outline the most beneficial course of action.

And it's not just organizations that benefit from these tools. Professionals and aspiring professionals—like you—can use the Business Model methodology and the **Work Model Canvas** to build Work Models and test them in order to make better choices. This process will help you with whatever possibility you can think of for life beyond school.

How does the soul reveal itself on the **Canvas**? By letting you visualize the experience of work.

The soul never thinks without a Work Model!

Aristotle



Create Your Work Model Story, One Sticky Note at a Time

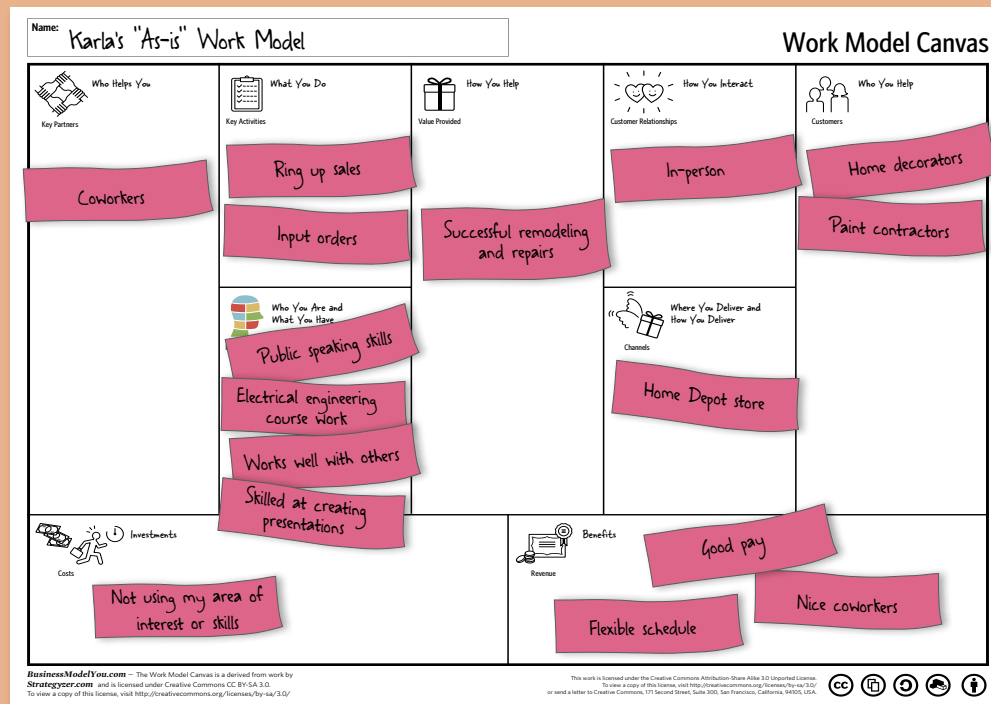
Words are not enough to create your **Work Model** story. There is nothing wrong with words, of course. But it takes more than words to put your **Work Model** into action. This is your story, and your words and ideas need to connect and interact with each other. The **Work Model Canvas** does both for you! You will write your ideas on sticky notes and place them on the **Canvas** in order to create a visual representation of your current and imagined work and life experiences. It will help you learn a lot about yourself, and it will open up a whole world of work opportunities you may never have thought of before!

Throughout this guide, we give you tips to create your **Work Model**.

Here's a sneak peek at the key points:

1. Work big. Tape a large **Canvas** to a wall. This will help you think big and work more easily with others.
2. Build your **Canvas**. Start with a blank **Canvas** and add sticky notes, one at a time, to create your **Work Model** story.
3. Collaborate. When building or analyzing your **Work Model**, team up with classmates, teachers, parents, or mentors. TALK IT OUT! Collaboration produces better results.
4. Write on sticky notes, not the **Canvas** itself! Sticky notes let you easily change, eliminate, or move items to different places.
5. Use clear, simple language. Write one clear, concise idea per sticky note. Keeping ideas separate makes them easier to change or move.
6. Use thick-tipped black markers, rather than pens or pencils. This makes reading easier when collaborators are standing away from the **Canvas**.
7. Use the "parking lot" to hold overflow sticky notes. You will have extra sticky notes from time to time. Keep yourself organized by using the parking lot (you will see "parking lot" space on Canvases your teacher prints out).

Preparing Your Work Space for Your Models



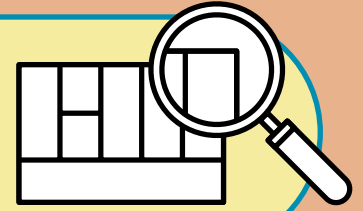
You can create **Work Models** anywhere!

Here are four tips to prepare your work space and yourself:

1. Get ready! Hang your **Canvas** on the wall, grab your sticky notes, and pick up your thick-tipped black marker.
2. Keep the **Canvas** clean! Do not write directly on the **Canvas**. You can use it again and again.
3. Read the **Canvas**! We want you to become familiar with the content and the language on the **Canvas**. Since you may use this tool for the rest of your life, you should get comfortable with it!
4. Practice! To master any tool, you need to use it over and over.

Back in Mr. Thompson's YouX class, the students are preparing to create their first Work Model for life beyond school.

Follow
along with
your own
Canvas!



When you see this icon, use your Work Model Canvas to follow along

Even if you don't understand all of the elements of the Canvas, it's very important for you to start working with it! Relax! You can't break the Canvas, and you are sure to discover new things about yourself while using it.

To the Canvas! Life beyond school is about to begin . . . with a dog! Imagine this scenario: Oliver is a dog who needs to be taken outside every six hours. If he isn't taken out, unspeakable things happen (often on the living room carpet!). His human, your favorite Aunt Janet, worries a lot about Oliver. She leaves for work at 9:00 a.m. and doesn't return until 6:00 p.m., a full three hours after the unspeakable time. Aunt Janet asks you to help with Oliver. She wants to pay you, but you say no — giving her peace of mind is payment enough!

Now consider the three questions to the right!

Write the answers to these questions on three sticky notes and place them on the Canvas.



- Who is your Customer? Who do you help?
- What are your Key Activities? What do you do?
- What is your Value Provided? How do you help?

Practice Using the Canvas and the Language

Name: _____

Work Model Canvas

Who Helps You Key Partners	What You Do Key Activities	How You Help Value Provided	How You Interact Customer Relationships	Who You Help Customers
Who You Are and What You Have Key Resources		Where You Deliver and How You Deliver		
Investments Costs		Benefits Revenue		

Care for Oliver

Aunt Janet

Peace of mind

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Remember to remove all sticky notes, before starting a new Canvas!

Once you complete your Work Model, step back and say out loud, 'I give peace of mind to Aunt Janet by taking care of Oliver!' This is what you do. This is your work.

Let us be clear: YouX is not a textbook! This is a guide, so start marking it up! And start speaking the language of modeling!

Think about your own life. Who do you help, what do you do, and how do you help? A few points to remember:

- Your work doesn't have to be for pay
- Activities that support How You Help can include: school projects, chores, volunteering, participating in clubs and teams
- Your Customer can be family members, friends, teachers, or anyone else that you help in some way — even yourself.

Now, take the Canvas for a test drive by writing this information on three sticky notes and placing them on your Canvas.

1. My Customer:

2. My Key Activities:

3. My Value Provided:

Get into the habit of reading the notes
on your Work Model out loud. It's your work!

Now, make it a little more interesting.
Using three new sticky notes, change your
Customer, Key Activities, and Value Provided.

1. My Customer:

2. My Key Activities:

3. My Value Provided:










Now read your sticky notes out loud!

You just made
two Work Models! Imagine
how many more work and life
experiences you can design to solve
for your X — your Work Model!
Ready for more?



Name: _____

Work Model Canvas

 Who Helps You Key Partners	 What You Do Key Activities	 How You Help Value Provided	 How You Interact Customer Relationships	 Who You Help Customers
	2.			1.
	2.			1.
	 Who You Are and What You Have Key Resources	3.	 Where You Deliver and How You Deliver Channels	
		3.		
 Investments Costs	 Benefits Revenue			

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Visit the website to complete one of the YouX Challenges.
 Then you can start solving for your X – your Work Model!



BusinessModelYouth.org





I. WORK

YOUX 1

What is Work?

- Your Work Brain
- Who Am I?
- Activities and Value

YOUX 2

How Work "Works"

- The 9 Building Blocks of a Workplace
- Systems Thinking
- Understanding and Creating Value

YOUX 3

The Workplace Experience

- What is the Workplace Experience?
- How Do I Fit into the Workplace?
- Personality and the Workplace

YouX 1

What is Work?

Learn that the meaning of work is flexible.

What do you think?

Do you like helping people get things done?

How do your personal experiences shape your views about work and life?

How is the meaning of work flexible? Or not?

Does work support life? Or does life support work?

Why do you believe this?



Raise your hand
if you have ever been asked,
'What do you want to do?' or
'What do you want to be?'

Everyone raises their hand..

Now, how
many of you have been asked,
'What is work?'

Not a single student raises their
hand. How can you expect to know
what you want to do or what you
want to be when no one has asked
you to define what work is?



Since start-
ing college, it feels like all I do is
work: homework, housework, work at work.
I do nothing but task after task! Is work
always going to feel like this?



Lucas

Why does it always seem like there is
a mismatch between who I am and the work I do?
In high school, I was sure I had work figured out. I did
internships, I volunteered, and I had part-time jobs. These
were great experiences, but I only learned how to do
the specific tasks for those particular jobs. It
seems like I'm missing something.

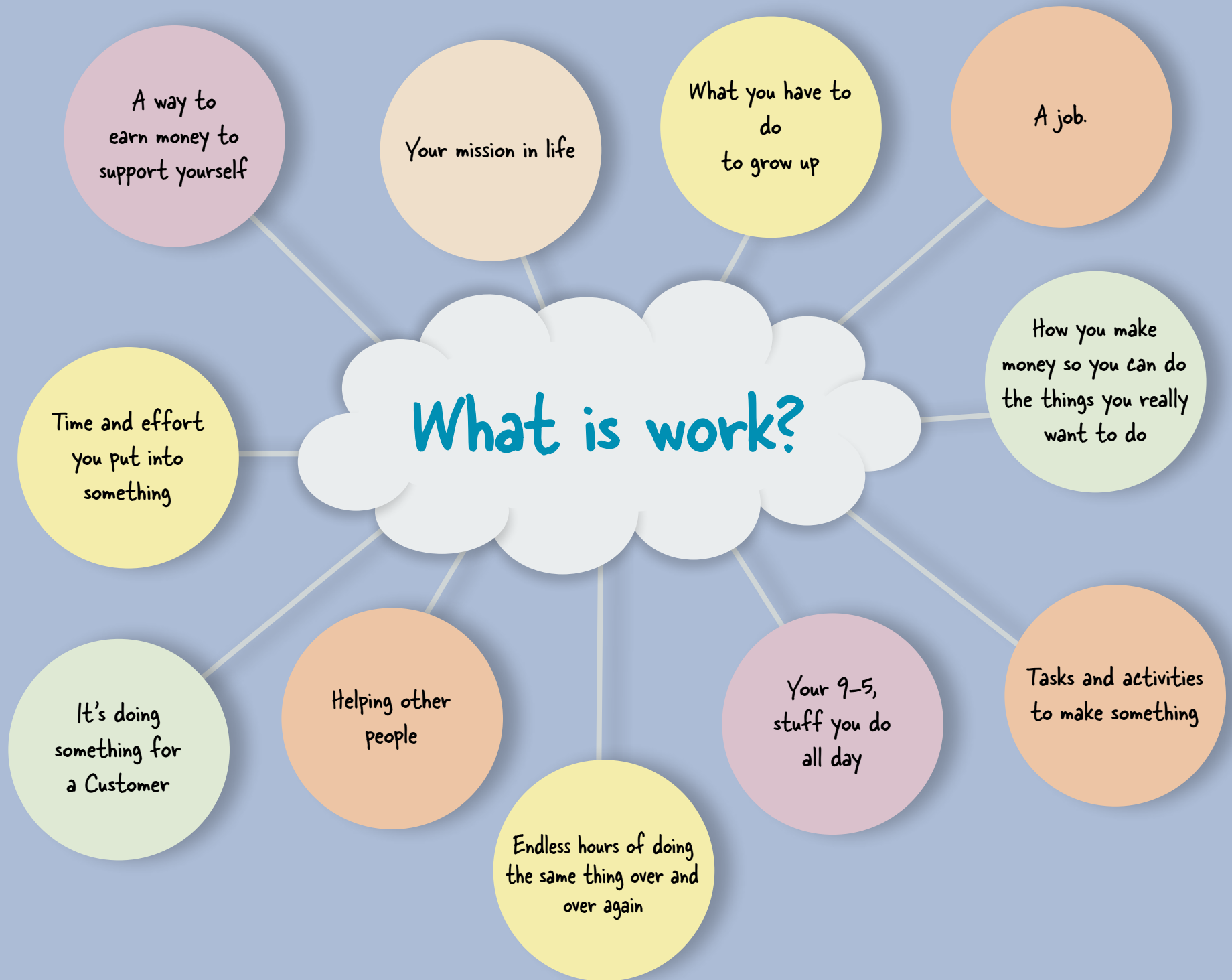


Christine

What's
the big deal? You pick what you want to
be, go to school, go to work, and then retire—right? My
problem is that I want to be a pilot, an accountant, a profession-
al soccer player...and that's just for starters! There are so many
choices, I don't know how to make the right one. What if my
choice is wrong? How do I decide? What else do I need to
know about work and the workplace?



Brandon



Remember the definition of work according to one dictionary?*

WORK*

noun

1. exertion or effort directed to produce or accomplish something; labor; toil.
2. productive or operative activity.
3. employment, as in some form of industry, especially as a means of earning one's livelihood: to look for work.

*Webster's New World Dictionary, Third College ed., s.v. "work."

That's the common definition. But what about the real meaning of work? This is where many of us fall off the work cliff—we're trapped with no place to go!



Build Your Skill

Now it's your turn. Answer this question:

What is work?



Next, ask three people you know the same question and record their responses here (we will come back to this later).

1

2

3

Remember our definition of work at the beginning of this book?

You might be a bit confused right now. No worries! For now just understand that the meaning of work can change according to your circumstances. It is normal (and a sign of maturity) for this meaning to change. Work's meaning depends on what is important to you: purpose, people, environment, and potential (you will learn more about these things later). Having the confidence to understand what work means to you at any given time and being able to articulate its meaning will support and guide your efforts.

But for now, consider that the dictionary's straightforward definition has launched you off a cliff! This is because this sweat, toil, and task definition has traditionally been used to teach the meaning of work.

What usually happens when we think about work?

The logical side of our brain takes over, and our first instinct is survival. We need food and shelter to survive! So we look at our situation, scratch our heads, and ask ourselves two questions: "How am I going to eat?" and "Where am I going to live?" In the modern world, most of us survive by earning money through work.

Work means helping other people get things done. When other people find that help valuable, they reward you. So, work means helping other people.





After sweating and toiling at work for a while, you logically understand that your survival problem is solved. But the emotional side of your brain might start to feel like it's missing something. Maybe you start daydreaming and see your future self doing exciting things that demand sweat and toil — but that make you feel terrific. Boom! You have caught a glimpse of work that engages you emotionally and goes beyond mere survival.

But when the daydream fades and you return to logic-based reality, you may well wonder, “Is this all there is to work? Eighty-thousand hours — for what?!”

Take heart..

Work is often misunderstood, and so is the workplace. These misunderstandings can lead to confusion and a mismatch between the work you do and who you are. Understanding the meaning of work will start clearing up the confusion.

How? This book will help you combine the logical and emotional sides of your brain, do some brainstorming, draw a few models, and adapt and test your ideas about work. And this will enable you to seek work that fits you.

Your Work Brain

People differ, so their meaning of work differs too. You are a complex and adaptive human being, and your brain is constantly creating and adapting your meaning of work in step with different stages of your life.

If you are like most of your peers, you will spend a lot of time thinking about the meaning of your work and how it affects your quality of life. According to experts, people born after 2000 ("Generation Z") actively seek significant meaning in work. Fast Company magazine says this about Generation Z: "Finding meaning in their work isn't just a 'wouldn't it be nice' factor—it's fundamental." If meaning is fundamental to your work, now might be a good time to think about it!

How do you think about meaning?

You are hardwired with a brain made for a lifetime of learning and growth. Your left brain hemisphere is the logical or realistic side that orients you to linear and sequential work. The right hemisphere is the emotional or idealistic side that orients you to creative and imaginative work.

When you combine the two sides, your brain helps you survive (and thrive!) by solving complex problems, analyzing and creating new things, seeking social interaction, and making meaning from your environment.

Logic in Work

Logic is crucial because our survival depends on it. For example, we work to earn money to purchase food, clothing, and shelter. Most people's survival depends on work.

So questions like "What do you want to be?" or "What do you want to do?" are logical and helpful to ask—to a point. These questions are task-oriented, and they create an image of what a person does throughout their workday. While using logic to make choices about work makes sense, forming your definition of work based solely on logic is a mistake.

Emotion in Work

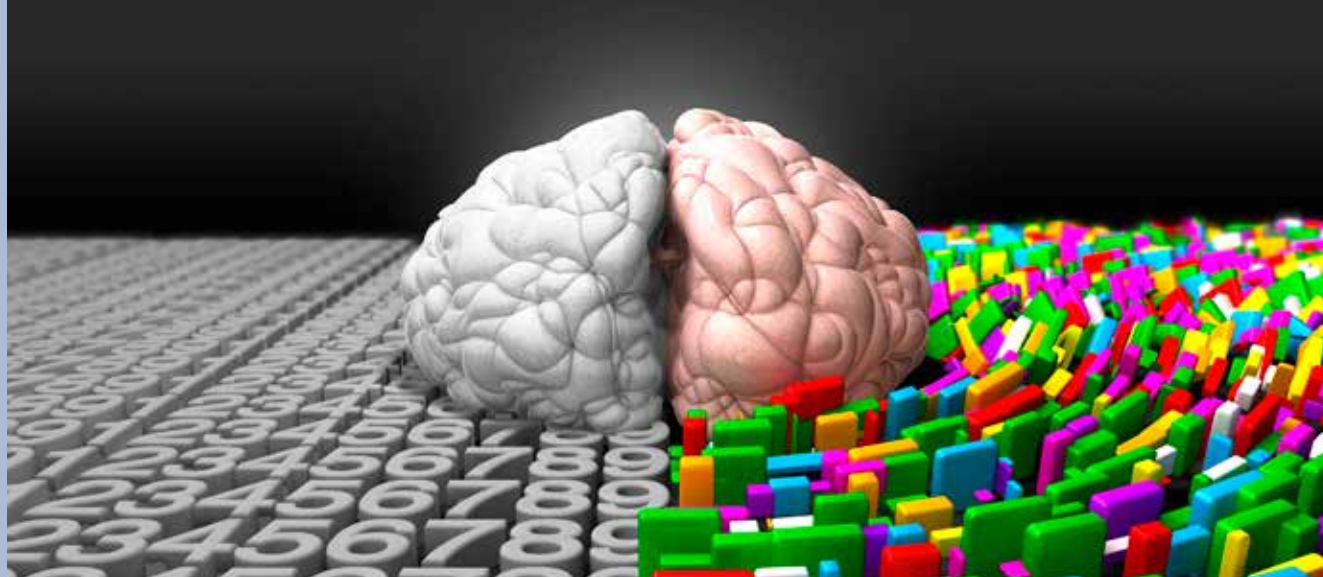
Work is emotional too: it demands plenty of mental as well as physical energy. The responsibilities, ongoing skill development, time commitments, and relationship-building needed to do your work often feel like "sweat and toil" because they require so much energy. Emotions play a big part in how you feel about work. They determine whether you enjoy the relationships and experiences, and whether the tasks seem easier or less energy-consuming.





Generation Z people know they want deeper meaning from work. They recognize that work is emotional, and they attach their thoughts, desires, and sense of self to work. They understand that emotions help establish work's meaning. But just as a purely logical approach to work is limiting, a purely emotional approach can also cloud your thinking. We might allow our emotions to say "no" to an opportunity because the immediate tasks required lack appeal — instead of recognizing how those tasks could lead to something big.

The truth is, you can find meaning in all the work you do. But how?



The Whole Brain Works Better

Dr. Ann Roe was a world-renowned researcher and psychologist who wrote a game-changing book in 1956 called *The Psychology of Occupations*. She challenged everyone by claiming that people *DO NOT* work just to make a living. If people just worked to survive, Dr. Roe said, they would stop working once their basic needs (like food, clothing, and shelter) were met. Dr. Roe found that people also seek personal fulfillment from their work. To be most satisfying, therefore, work needs to be both realistic (meeting basic needs) and idealistic (serving a greater purpose). In other words, a combination of logical and emotional orientations.

Basic Needs + Greater Purpose = Meaning

The Farmer's Brain

Consider a farmer named Sarah. She does farming tasks and puts food on your table in exchange for payment. This is perfectly logical. She works to get paid in order to survive. We may think that this sums up why Sarah chose to do the work she does. But when you include other important factors—like her values in relation to her responsibilities, her various roles in life, and her skills—this changes your understanding of her work choices. When asked, “What is your work?” Sarah might respond in a couple of different ways:

I am a farmer. I plant and harvest crops to sell to people.

I am a farmer who provides healthy, organically-certified food for people in my community. My Customers want healthy food choices and giving them this option is important to me.

Both of these responses convey that Sarah's work is farming. But what is different about the second response?



Use the Pyramid

Who knew that answering the question, “What is work?” would be so much work?? Turns out, one guy did. Abraham Maslow, an American psychologist, developed a theory of motivation called Maslow’s Hierarchy of Needs. It is depicted as a pyramid with people’s most basic survival needs forming the base. Maslow studied high performers in life and work, such as the top one percent of high school and college students. These people, when asked, could immediately answer the question “What is work?” (and it wouldn’t be the answer you might expect).

The key lies in understanding WHY you do the work you do. Sarah’s second response reveals an understanding of WHY she farms. She had met her basic needs and moved up the pyramid toward higher meaning.



The pyramid has five levels, the first four being the foundation of basic needs: physical needs, security, love and belonging, and esteem.

If people progress beyond basic needs and strive for constant betterment, they may be able to self-actualize — again and again.

Kara is in the YouX class. She says she has known “since birth” that dancing is her work.

Sometimes my friends and family have a hard time understanding why dancing is so important to me. It gets exhausting trying to explain it when they comment on how much time I spend on it. I’m up every morning before it gets light so I can use the studio and train with my teacher at a discounted rate. That’s what I have to do to dance! It’s tough getting to school on time afterward, too.

Training is grueling — most days I am sore and frustrated, struggling to nail a certain move. I get tired of the work and I especially get tired of hearing the same three words: **Stop! Wrong! Again!**

What keeps me going is the next recital. That’s all I think about when I’m getting up early and practicing. I think about the feeling of floating across the stage, under the lights, with the audience watching in wonder. But after every recital, I’m back in the studio preparing for the next performance! My work is the next recital—and I wouldn’t have it any other way. It means a lot to me.



Kara shows us that dancing for others is more than just surviving the difficulties of practice. She is able to recognize that the meaning associated with the activity is fulfilling her potential—the highest level of the pyramid.

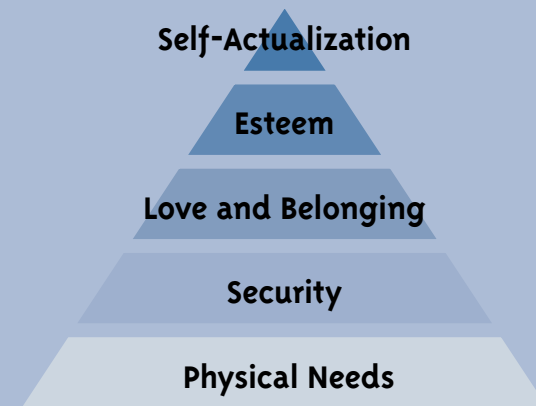
Are there activities that you do, in spite of the challenges, that give you satisfaction and make you happy and fulfilled?



Maslow's framework illustrates how people are able to reach the top of the pyramid. Once they are able to survive (meet their **Physical** and **Security** needs) they move up the pyramid to seek relationships (**Love and Belonging**), recognition (**Esteem**), and ultimately realize their full potential at given moments (**Self-Actualization**).

As countless scientific and scholarly resources tell us, the one thing that separates humans from animals is the ability to self-reflect. Maslow's hierarchy helps us seek meaning by understanding our work and life needs and desires at any given moment. Also understand:

- © As one need or desire is met, another will replace it. You will always be working your way up the pyramid and you will always be growing and learning things about yourself.
- © A satisfied need rarely motivates behavior. This is why people often continue to do work they don't like: because their work doesn't pay enough to cover their bills.
- © Self-actualization is like being "in the zone" — when you are doing something you really enjoy. But being in the zone is not a constant state. Kara, the dancer, can't perform for others every day. But she works toward that goal daily. That's self-actualization: working toward your fullest potential, realizing it, then working toward it again.



Activities and Value

Vik works at a local sandwich shop and spends a lot of time making sandwiches.

“It was my first job, and I was finally on my way to saving enough to buy a car! I had to wear a uniform but I didn’t care — I looked good. On my first day before work, my mom took a cheesy picture of me wearing my uniform and paper hat and posted it on Facebook. It made me proud!

“Admittedly, I was nervous, but my team leader was a nice guy. He showed me around and we talked about how to serve customers. Then he handed me a ‘Job Aid’ list of all

the tasks and procedures needed to serve customers. In total, there were 36 things required! Suddenly the paper hat didn’t feel so great anymore!

“Now it felt like work. The list included things like cleaning tables, bathroom checks, emptying trash, and stocking shelves! So much for just making sandwiches! There were a lot of tasks — some I didn’t want to do — and I wasn’t sure if I wanted the job anymore. But I kept thinking about that car. I realized I was letting tasks get in the way of the purpose of my work: buying a car!”



Work consists of performing tasks (**Activities**) that help people in some way (create **Value**).

Until now, work has probably been demonstrated or explained to you in terms of **Activities**. That's because activities are logical and easy to understand: they are tangible, meaning you can see or touch them. To be sure, **Activities** are important!

Value, on the other hand, is an improved experience or state of mind that results from well-performed **Activities**. **Value** is more difficult to understand because it is emotional and intangible: you cannot see or touch it.

For example, Vik remembers how, after sprinkling a bit of vinegar on the filling for a cheese and avocado sandwich (an **Activity**), the customer exclaimed how good it tasted (**Value**). Vik felt proud that the customer not only loved the taste of his special sandwich,

but her hunger had been satisfied (more **Value**). After that experience, he strove to make all his sandwiches special.

Vik was less enthusiastic about another **Activity** on his Job Aid list: cleaning toilets. One day he found pee all over the seat in one of the bathrooms. After cleaning it up, he grumbled to his boss about the incident. He never forgot what his boss said.

"I appreciate your handling that, Vik. What if a customer had found that mess? They might have thought twice about coming back. Thanks for helping us keep our good reputation."

Vik was starting to see that the secret to good work lies in focusing on **Value** rather than **Activity**.



Define Work

It's your turn again. What is work?

Now, let's pull together everything you have learned in this chapter and return to our original question, "What is work?" Complete this exercise, keeping in mind the discussions on logic and emotion, Maslow's pyramid, and Activities and Value.



Go back to page 45 and look at your original response:

1 Has your response changed? If so, how?

3 Look at the responses you received when you asked other people the same question. Did their responses focus on Activities? Value? Logic? Emotion? Survival? Self-Actualization? A combination of elements?

2 Is your response based on Activities or Value? Logic or emotion? Survival or Self-Actualization? A combination of elements?

4 Does this surprise you?

Key Points

Work is a combination of logic and emotion, and its meaning can only be defined by you. This meaning will change over time.

Realistically, a person's choice of work must meet their basic life needs. Idealistically, people want work that is fulfilling, has purpose, and has some impact on the world around them. Maslow's Hierarchy of Needs is a good way to understand work in terms of realism and idealism.

Work consists of performing tasks (**Activities**) that help people in some way (create **Value**). The secret to good work lies in recognizing and focusing on **Value** rather than just **Activities**.



YouX Challenge
Now, practice what you have learned!
Visit the website and complete the YouX 2 Challenge!!



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YouX Creators

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