Work and Rewards in the Virtual Workplace: A "New Deal" for Organizations and Employees
By N. Frederic Crandall, Ph.D. and Marc J. Wallace, Jr. Ph.D.
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258 pages with index

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Work and Rewards is chock full of useful information. Crandall and Wallace write mainly for organizations that resemble their clients -- corporations that manufacture goods for profit. But I think this book is even of value for non-profits. While obviously helpful for human resource people, this book would be beneficial reading for CEOs, top organizational leaders, and even frontline supervisors.

"The job is dead," the authors declare. "Job" is part of the "old deal" marked by cradle-to-grave security. "The New Deal will require us to act as adults, not children." Employees will be increasingly responsible for acquiring the skills needed by their employers. Narrow job descriptions are already giving way to broader, more flexible skill sets. The authors claim this shift will help organizations run more effectively and will increase worker satisfaction.

Don't be mistaken; Work and Rewards is not a pie-in-the-sky futurists dream. It is based on the real life experiences the authors have had with dozens of clients, including Sony, Corning, and others. Work and Rewards is packed with practical models, steps, outlines, case studies, plans, and formulas. These tools can help organizations evaluate the cost of going virtual, determine what key drivers the organization wants to reward, and how to manage the transition.

I highly recommend Work and Rewards.

Chapters include:

1. Forging a New Compact Between People and Technology
2. Working in the Virtual Workplace
3. Exploring the Virtual Workplace
4. Work Design
5. Skills and Competencies
6. Rewards in the Virtual Workplace
7. The Blended Workforce
8. The Economics of the Virtual Workplace
9. Getting to the New Deal in the Virtual Workplace