

JOY AT WORK

Dennis Bakke's JOY AT WORK — Now in Paperback

SEATTLE, WASH—July 17—What if you worked in a company where “management” and “labor” were the same, “org. charts” and HR departments didn't exist, and everyone was trusted to make their own decisions? You'd work in a company like AES – the worldwide energy giant that Dennis Bakke co-founded and built into a multi-billion dollar company – where 40,000 employees in 31 countries sought not the “fun” of the “casual” Friday but the joy of making decisions on Monday.

Dennis Bakke's **JOY AT WORK: A Revolutionary Approach to Fun on the Job** (PVG; July 17, 2006; \$14.95) is about the purpose of business and how he created one of the most fun workplaces in history. The average American puts in 111,800 hours at work in their lifetime, and Bakke's passion is to create workplaces where every person, from custodian to CEO, has the power to use his or her God-given talents to experience joy throughout those 50 or 60-hour work weeks.

An instant *New York Times*, *Wall Street Journal*, and *Business Week* bestseller when published in hardcover last year, JOY AT WORK spawned a small workplace revolution, as employees from all over North America urged their bosses to read it, and to put Bakke's approach into practice.

Now available for the first time in paperback, this breakthrough work provides a blueprint for management to model, where employees genuinely look forward to work – not just a place to pick up a paycheck. Bakke outlines his unorthodox Joy at Work approach regarding corporate structure, decision-making, compensation, and maps out guidelines on how to build an organization where every team member can say: “Thank God It's Monday.”

“A timely and inspiring book that challenges us to rethink the purpose of business”

—President Bill Clinton

A video interview, executive summary, and author photo is available at www.DennisBakke.com.

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About the Author

Dennis Bakke co-founded AES in 1982, and served as its President and CEO from 1994-2002. Currently, he serves as President and CEO of Imagine Schools (www.ImagineSchools.com), which operates elementary and secondary charter schools according to the AES model: reducing middle management, putting budget and other decisions directly in the hands of teachers, and making it fun to work at school. Bakke's goal is to change education as we know it.

Dennis Bakke resides in Arlington, Virginia, and is **available for interviews beginning July 17**. Visit www.DennisBakke.com to learn more about the Joy at Work approach.

About PVG

PVG, LLC, is the publisher of Dennis Bakke's JOY AT WORK. Founded in 2004 by Mark Pearson, the Seattle-based company's mission is to serve the world with quality books. For more information, visit www.DennisBakke.com



Why A Rubber-band Ball?

“This is just like AES!” exclaimed my then-12-year-old son, Peter, as I arrived home. He had presented me with a rubber-band ball that he and his sister, Margaret, had proudly created. “See all the different colors and sizes of rubber bands; they represent all the different abilities and cultures of AES people.” (He had visited AES businesses in Argentina, Brazil, England, Hungary, Pakistan, Uganda, and the United States).

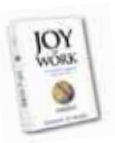
He then bounced the ball off the kitchen floor. “Dad, it does what it’s supposed to do. It bounces.” Peter took one of the rubber bands off the ball and threw it on the floor. “You see, it doesn’t bounce by itself. It only works when the rubber band is stretched around all the other rubber bands. That makes it bounce.”

I was amazed by and proud of his insight. He had captured much of the essence of what I was trying to create at AES: a group of people from different cultural backgrounds, with unique talents, skills, and aspirations, stretched and bound together to serve the world.

—D.W.B.

Bakke’s Top 10

1. When given the opportunity to use our ability to reason, make decisions, and take responsibility for our actions, we experience joy at work.
2. The purpose of business is *not* to maximize profits for shareholders but should be to steward our resources to serve the world in an economically sustainable way.
3. Attempt to create the most fun workplace in the history of the world.
4. Eliminate management, organization charts, job descriptions, and hourly wages.
5. Fairness means treating everybody differently.
6. Principles and values must guide all decisions.
7. Put other stakeholders (shareholders, customers, suppliers, etc.) equal to or above yourself.
8. Everyone must get advice before making a decision. If you don’t seek advice, “you’re fired.”
9. A “good” decision should make all the stakeholders unhappy because no individual or group got all they wanted.
10. Lead with passion, humility, and love.



A Conventional Approach

vs.

Joy at Work Approach

The principal purpose of the company is “creating shareholder value,” although other purposes or goals may be mentioned.

The principal goal or purpose of the company is stewarding its resources to serve society in an economically strong manner.

More than 95% of important decisions are made by official leaders of the organization, officers, and board members.

Some 99% of all important decisions are made by nonleaders.

Decisions are made or “approved” by leaders at the highest practicable organizational level.

Decisions are made by nonleaders at the lowest practicable organizational level.

Leaders see their role as managing people and resources.

Leaders see their role as serving other employees.

Leaders see themselves as initiators, creators of vision, developers of action plans, accountability officers, and those who have an ability “to get things done.”

Leaders are mentors, coaches, teachers, helpers, and cheerleaders.

Adopt “participative management” techniques, in which bosses ask subordinates for advice but make final decisions themselves.

Allow subordinates to manage resources and make decisions. Oversee rigorous advice process and fire people who do not use it appropriately.

Job positions, slots, and titles remain basically the same over time. Only the names with the boxes change.

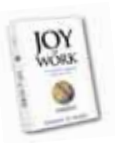
No company-wide job descriptions. Every person is considered unique and must build a job around his or her unique skills and passions.

Management and labor are treated and paid differently. Problems between management and labor will often arise.

There is only one category of employee within the organization. There are no separate management people.

Under “control” philosophy, the job of supervisors is to make decisions, hold people accountable, assign responsibility, and perform a host of other tasks, making it impossible to have more than a few people reporting to any one leader. A large organization may require eight to 12 layers of management.

Minimum number of supervisory layers (no more than three to five between the CEO and an entry-level person) to minimize the number of bosses and hierarchy. Each person is responsible for managing himself or herself.



A Conventional Approach

vs.

Joy at Work Approach

Low level of “volunteerism.” Employees are characterized by a high degree of passivity.

High degree of “volunteerism” for special assignments and task forces. People at all levels of the organization are actively engaged in its operations.

Shared values are promoted as a technique to improve chances to achieve economic goals.

Shared values are goals to which the company aspires in and of themselves, not merely as a means to financial ends.

Different pay programs for leaders than for workers.

Everyone is paid according to the same criteria. No special program for senior leaders or “management.”

Pay set by bosses.

Ongoing experiments allowing individuals to set their own compensation, after getting advice from colleagues and supervisors.

Turnover of employees is higher.

People enjoy their work and do not want to leave.

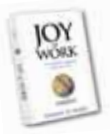
Management information system designed to provide information primarily to managers (leaders). Financial and other “sensitive” information shared only with leaders. Other information given to people on a “need to know” basis.

“Management” information is shared with everyone in the company, not just senior leaders. Most decisions made by people other than leaders.

Sees primary role as representing the interests of shareholders.

Sees role as representing the interests of all stakeholders (employees, suppliers, shareholders, customers).

Adapted from *Joy at Work* by Dennis Bakke. Read more on page 283.



Praise for *Joy at Work*

“A timely and inspiring book that challenges us to rethink the purpose of business in society. It is all the more important because Dennis Bakke’s personal life mirrors the principles he advocates.”

— **President Bill Clinton**

“A must-read book for anyone who wants to make work fun, fulfilling, and financially rewarding.”

— **Jack Kemp**
*former HUD secretary and
vice presidential candidate*

“*Joy at Work* is simply the best book I have ever read about integrating human values and economic success. Bakke has changed the nature of the game of business forever. The book is an answer to our cynicism and materialism and to the loss of faith in our leaders. It is required reading for all who are in a leadership position, are studying leadership, or know someone who is doing either.”

— **Peter Block**
*author of Stewardship and
The Answer to How Is Yes*

“Dennis Bakke’s book is a ‘coaching manual’ on how to make fun and success synonymous in the workplace.”

— **Mike Holmgren**
coach of the Seattle Seahawks

“*Joy at Work* is a remarkable book about a remarkable company told by a remarkable man. For almost 20 years, AES defied most conventional management wisdom as it built a culture in which people were treated as adults, leaders were truly servant leaders, and fun was a core value that became actualized in the day-to-day lives of AES people, not something just hung on the wall to be talked about. The lessons of this journey are captured by Dennis Bakke in a brilliantly written, frank, and honest account of the ups and the downs. In a world in which fear often seems to have replaced fun, the search for profits has replaced the pursuit of purpose; conformity and following the crowd have replaced the courage to do the right thing and live by principles; and widespread corruption has replaced the conviction of ideals, this book offers both the recipe for a better way of organizing and being in an organization and the inspiration to try. Never has a book such as this been more needed, more important, or more welcome.”

— **Jeffrey Pfeffer**,
*professor of organizational behavior,
Stanford Graduate School of Business*

“All leaders—and aspiring leaders—should read this provocative book. Writing from his own experience, Dennis Bakke turns conventional management thinking on its head. He’s big on accountability, but his unorthodox views will shock most of today’s corporate-governance gurus. And when did you last hear a CEO give himself less than straight A’s on his published report card? Bakke is a committed Christian, but you don’t have to share his religious views to appreciate his vision of leadership. *Joy at Work* is a joy to read.”

— **Lynn Sharp Paine**,
*John G. McLean Professor,
Harvard Business School*



Praise for *Joy at Work*

“Dennis Bakke’s exciting and provocative approach may be the answer. Getting extraordinary performance from ‘ordinary’ people has the potential to change organizations and even, perhaps, our society. It is worth pondering.”

— **Walter Scott,**
professor of management,
Kellogg School of Business

“*Joy at Work* is a major breakthrough in corporate decision making, which is buttressed by actual practice. It is right in principle, persuasively argued, and reader-friendly, as well as pioneering in its potential to revolutionize the cultures of corporations and most other organizations in society.”

— **Joel L. Fleishman,**
professor of law and public
policy studies, Duke University

“I have espoused for many years that you should ‘love your job,’ but *Joy at Work* takes this concept much deeper. This book challenges the traditional organizational structure and the purpose of the organization. It’s a must-read and will also challenge your thinking about better ways to run a business.”

— **Roger Eigsti,**
former CEO and chairman,
Safeco Corporation

“Dennis Bakke gives a riveting account, warts and all, of how he tried to practice what he preached. Anyone who believes that values are relevant to a publicly traded company will find this book provocative, challenging, and stimulating.”

— **Lord Brian Griffiths of Fforestfach,**
vice chairman,
Goldman Sachs International

“The idea of creating a workplace in which everyone maximizes his or her God-given potential and serves the community is a strong biblical principle. This book provides valuable ideas for leaders who wish to build or strengthen organizations using sound spiritual principles: service, integrity, and social responsibility. Dennis Bakke knows firsthand what it is to put these truths to work.”

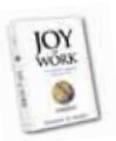
— **Chuck Colson,**
founder, Prison Fellowship Ministries

“Dennis Bakke is one of the best examples of post-modern management, illustrating that the best way to do business is to create an organization in which both labor and management become joyfully self-actualized human beings. In this book he proves that it works. If you’re looking for a model in which labor and management reach a respect and make work a fulfilling experience, look no further.”

— **Tony Campolo,**
professor emeritus of sociology,
Eastern University

“Dennis Bakke is widely known as an innovator in business and in the development of the people who make up the firm. In this book, he shares both the joys and some of the difficulties of walking the talk in the real world of the marketplace. It’s a book that every leader in business should read.”

— **C. William Pollard,**
chairman emeritus, ServiceMaster



Praise for *Joy at Work*

“Finally! Here’s a truth-telling CEO, with years of in-the-trenches experience, who practices what he preaches. Dennis Bakke thoughtfully dispels popular business myths, and he’ll persuade you to think differently about your workplace. People are not “our most important asset.” (People are people, not assets.) Customers are not always No. 1. (It’s not that simple.) Gutsy CEOs will buy *Joy at Work* for every co-worker—and feed a revolution of joy in the workplace. Managers who thrive on power, prestige, and phony empowerment will hate this book. I hope *Joy at Work* becomes a movement.”

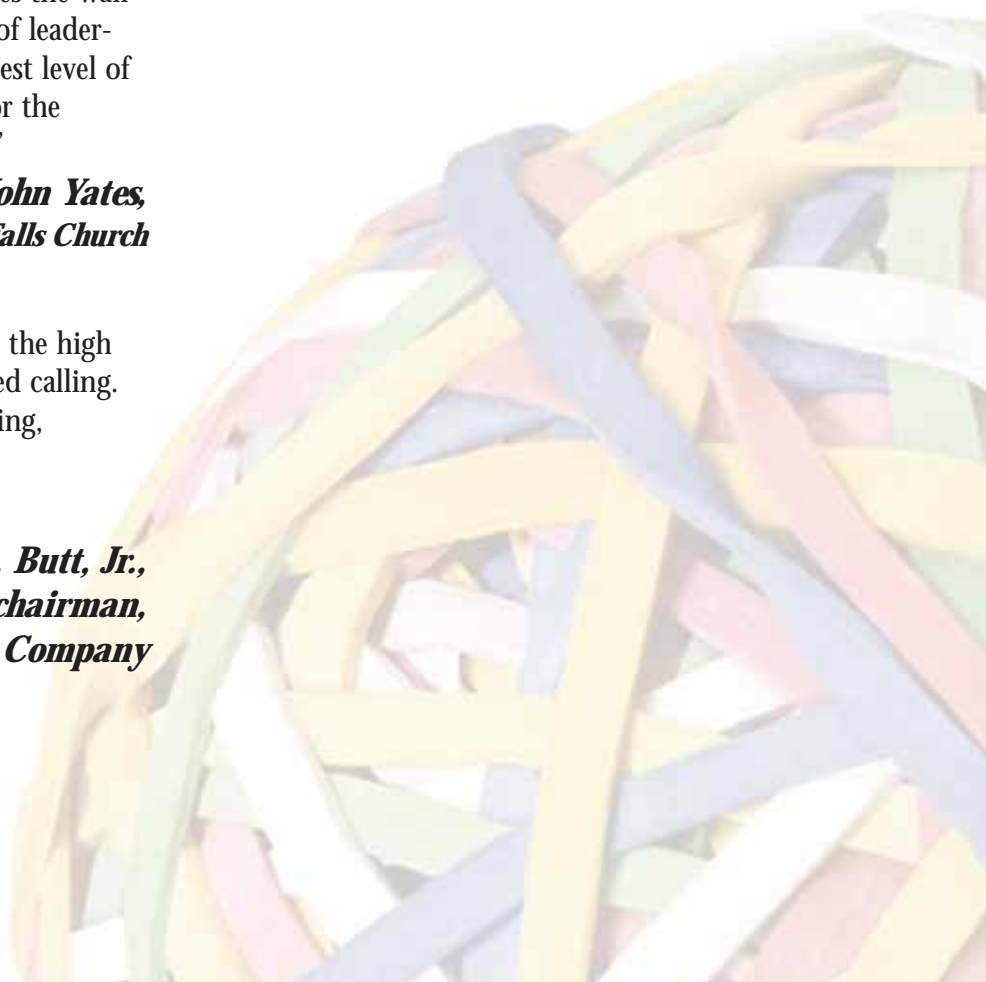
— **John Pearson,**
president and CEO,
Christian Management Association

“Not surprisingly, Dennis Bakke vaporizes the wall between ‘secular’ and sacred. His vision of leadership, hammered on the anvil of the highest level of corporate experience, is radically right for the church and the nonprofit world as well.”

— **John Yates,**
rector, The Falls Church

“Dennis Bakke’s *Joy at Work* presents us the high vision of our daily work as a joyous sacred calling. You will find his remarkable story inspiring, and fascinating!”

— **Howard E. Butt, Jr.,**
vice chairman,
HE Butt Grocery Company





Talking Points for JOY AT WORK with Dennis Bakke

Joy at Work: What is wrong with our workplace today? How can work be fun? What are the key principles to having joy at work? Who is responsible for creating joy at work – managers or employees?

Decisions: Most important decisions are made by bosses and supervisors. The lack of freedom to make decisions is the single most debilitating and demoralizing factor in the workplace today. Executives must relinquish most decisions to others. Lower ranking people who are closer to the problem are better positioned to come up with the solution. Which specific decisions do you recommend transferring to others? Does this transfer result in fewer – or more mistakes?

Leadership: Two important duties of a leader are to create fun in the workplace and to drive fear out of the organization. Why is driving fear out of the organization so important? Why should a leader's character be far more important than his skills? What are the other traits of a good leader?

Purpose: Corporations should not focus solely on creating shareholder value, but on more important values such as integrity, fairness, social responsibility, and fun. Many corporations have forgotten that serving the needs of society should be the cornerstone of their purpose. What three goals should a company or organization have?

Success: What is it, really? Most people do not see success as just economics. Many employers forget that the meaning of true success for 95% of the population is the quality of their work lives. What do people really want in a job? And why is failure nearly as important as success in creating a great workplace?

Stress: Why stress is not necessarily bad. What causes debilitating stress, and how can it be alleviated at work?

Collaboration: Discuss why *all* members of a company should have access to the same knowledge that leaders have. Give specific advice on how employees should consult with one another prior to making a decision and the importance of workplace teams. What is the ideal number of employees in a team? Why do you highly recommend task forces, and what percentage of time should be devoted to them?

Structure of the Work Force: Most middle management should be eliminated. How many layers of supervision between the CEO and the members of an organization should there be?

Compensation: How should salaries be set and why should employees participate in setting their own levels? Why are you against pay classification systems? Who should share in the profits of a corporation, and how should bonuses be handled?



Talking Points for JOY AT WORK with Dennis Bakke

Overtime: Almost all payment for overtime should be eliminated, and employees are more motivated without it. How can overtime actually create less effective workers? Would most people opt for a basic salary instead?

Hiring and Firing: What qualities do you look for in an employee? What quality is even more important than education levels? Under what circumstances should someone be terminated? Why do you feel that traditional job security is illusory and an empty goal? What are the signs of too many employees per department and how do you determine the “right” number of employees?

Human Resources Departments: Why they are not needed by most organizations and why the term human resources has a “de-humanizing” connotation.

Paternalism at Work: How it leaves workers in a state of childlike dependence and makes people passive. How can leaders turn over control and motivate workers to take on responsibility and show initiative? Why are many benefits unnecessary paternalism?

Applying Joy at Work in Specific Situations such as:

- Those who are stuck in a miserable job
- Mid-level employees who want more responsibility at work
- An employee who is asked to do a task against his values
- A manager reluctant to delegate authority
- Students just going out into the market who seek fulfilling work

AES: The energy company you co-founded and were CEO of for many years. You helped turn it into a company with plants in 32 countries and billions of dollars in assets and revenues. What struggles did you face in building a company with the **Joy at Work** principles?

The recent scandals at Enron, Tyco, etc.: Why corporations must openly admit any mistakes to shareholders, bankers, and governments. Why do you claim the phrase “business is business” should be obsolete?

Charter Schools: Your current passion - what are charter schools and why are they different from other public schools? Why are you focusing your energy toward education, and how are you hoping to improve the quality of the school system?