Make your move.

Enjoy the freedom to work your way every day with hybrid working.

Meet Marjolaine Grondin.
Then make your move.

I'm Marjolaine Grondin, cofounder and CEO of Jam, the first conversational media dedicated to under-25s. I founded Jam while I was a student; ten years later, it has found a home at June Marketing, a consulting and insights agency.

During the course of this entrepreneurial adventure, I've shared my vision of work and innovation throughout the world, at multiple TEDx conferences and from the stage of F8, the annual Facebook conference. I've been fortunate to be named to the Forbes 30 under 30 list as well as MIT's Top Innovators Under 35. I recently co-created Twenty Five, a conference which invites under-25s to express their vision of the next 25 years.

Whatever I'm working on, I'm increasingly preoccupied by one particular challenge: how to find freedom when working collectively, and at the same time, how to channel our common purpose so that each of us grows and finds fulfillment.

Tool rationale.

Many of us seek more meaning in our work, our way of life and our relationship with the world. I'm surrounded by freelancers who dream of projects that are more structured over the long term; passionate entrepreneurs, who dream of driving a collective adventure; and employees who demand more from their employers: more meaning, more respect, more freedom and more responsibility.

Finding our hybrid way of working and aligning ourselves with those around us is, for me, the key to a rich and fulfilling professional life. Whether we work alone or in a team, are undertaking a new project or joining one: our professional lives are patterned by our interactions with others – collaborators, clients, suppliers.

Every business has the delicate mission of creating a common framework within which each person can exist individually. A business is no more than a group of humans that has decided to invest in a common mission to resolve a problem with its particular worldview (its perception of a need, of the solution, of the dynamics to be established). Rather than individuals focused on their own personal goals, an enterprise fosters the ideal environment for each person to find fulfillment and consolidate all their abilities and resources to construct something greater than the sum of its parts.

In the modern workplace we've long become accustomed to exchanging freedom for security. We even take it for granted. But being free shouldn't be a luxury, or a choice. Freedom is acting in a way that is good and just: for us, and for the world. Creating a collective where everyone enjoys flexibility rather than restrictive processes allows space for other values to come to the fore: a sense of purpose, attention to high standards, the quest for impact, care for ourselves and others.

At Jam, creating this environment of trust took time and effort. Initially I refused to impose any structure, but I sensed that the culture was fraying: we were living in parallel to one another, and this was harming our development, our impact and paradoxically our individual sense of fulfillment. This continued until I remembered that I'd set out to build a company, not a collective of freelancers. Slowly, deliberately, my team and I built a culture which gave each person freedom and fostered collective progress underpinned by trusting relationships.

What I'm most proud of is that we created a structure which invited – insisted, even – that each individual show up as themselves. This ignited our collective motivation - by observing weaknesses, we appreciate strengths all the more. In surfacing doubts, we become more grounded in our principles and convictions. Creating this structure is, I think, the challenge of every organisation.

With burnouts and boreouts (people literally bored out of their profession), unfulfilling jobs, career changes, and remote working on the rise, now is the time to assume strong convictions rather than be tempted to return to the way things have always been done.

What matters to people working in the same organisation differs from person to person. Some people find great meaning in devoting themselves for long hours to one task, while others appreciate the flexibility and balance that structure affords. The meaning people find in working collectively is shaped as much by the structure and culture of an organisation as by its mission. This is precisely the challenge of a company: to create a framework within which each individual can undertake a personal journey of change and fulfillment.

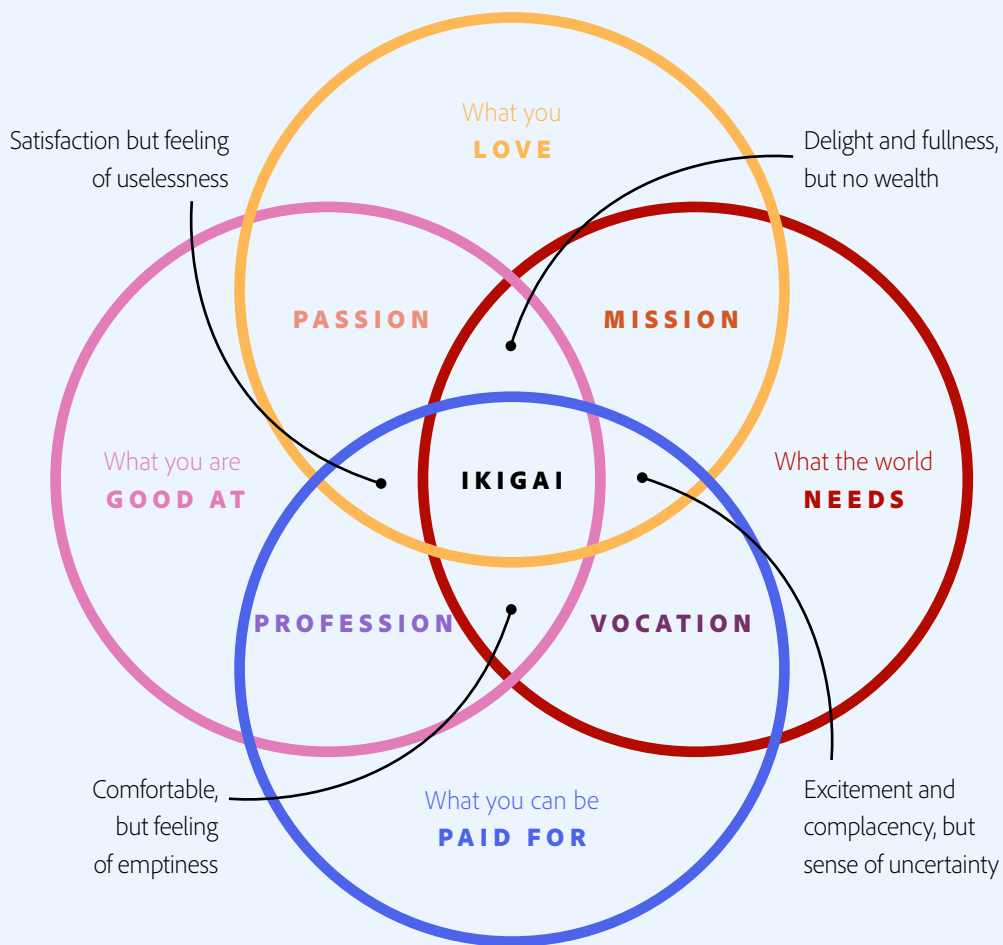Creating this common arena is an exercise in three parts:

· Listening to yourself and to others

· Finding your place in the collective

· Building a collective environment together

This implies defining a clear common mission, the appropriate way of working, and the right tools for the job.

This is the journey, personal then shared, that I'm inviting you to join.
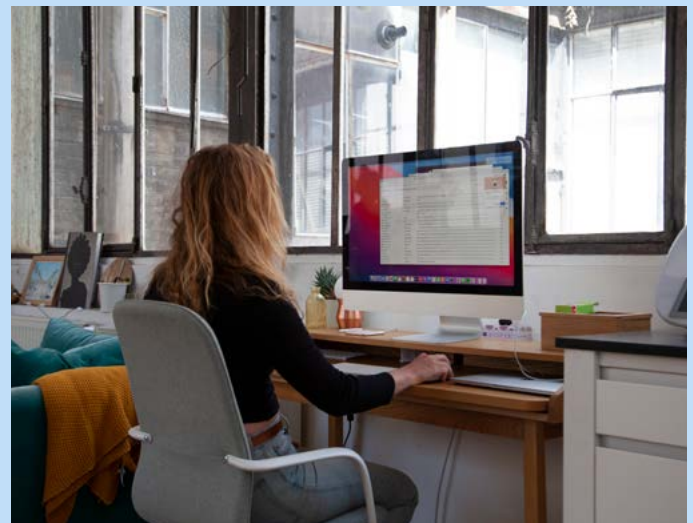
First, let's define what the Japanese call our Ikigai: our *reason for being* for each person individually, and in together.
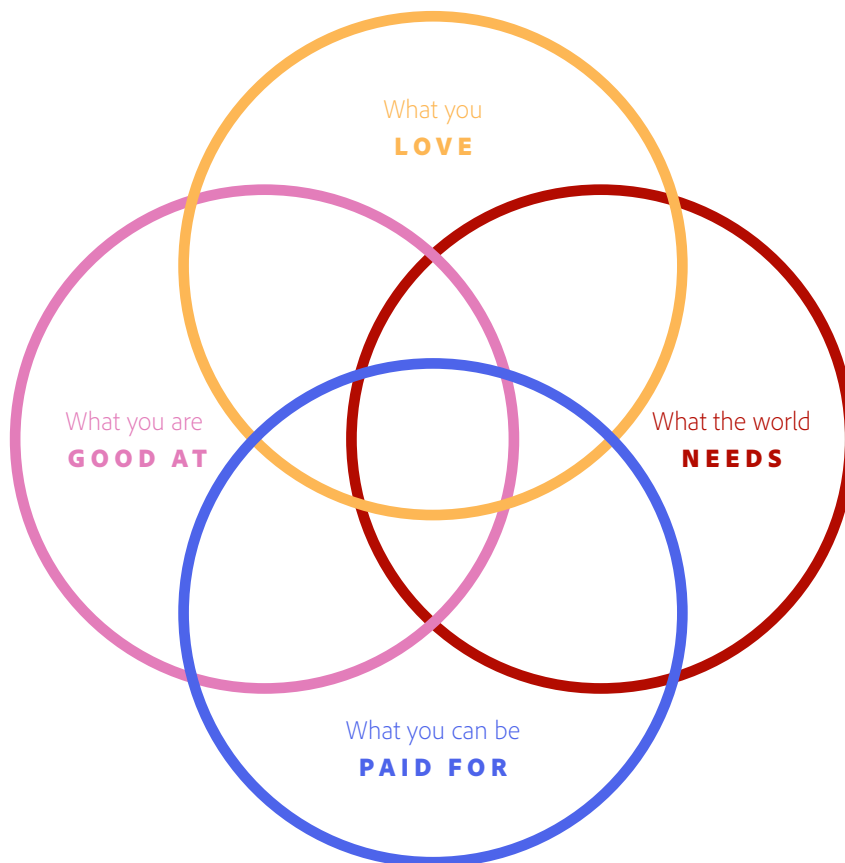
What you
LOVE

Satisfaction but feeling
of uselessness

Delight and fullness,
but no wealth

PASSION

MISSION

What you are
GOOD AT

IKIGAI

What the world
NEEDS

PROFESSION

VOCATION

Comfortable,
but feeling
of emptiness

What you can be
PAID FOR

Excitement and
complacency, but
sense of uncertainty

Task: Using the diagram below, add comments to each of the four circles that are true to you.

WHAT DO YOU LOVE:

WHAT THE WORLD NEEDS:

What you
LOVE

What you are
GOOD AT

What the world
NEEDS

What you can be
**PAID FOR**

WHAT YOU ARE GOOD AT:

WHAT YOU CAN BE PAID FOR:

Task: Now, where the four circles cross over and considering your previous answers, answer these next four questions to identify your passion, mission, ideal profession and ideal vocation.

WHAT IS YOUR PASSION?

WHAT IS YOUR MISSION?

What
is your
PASSION?

What
is your
MISSION?

What is
your ideal
PROFESSION?

What is
your ideal
VOCATION?
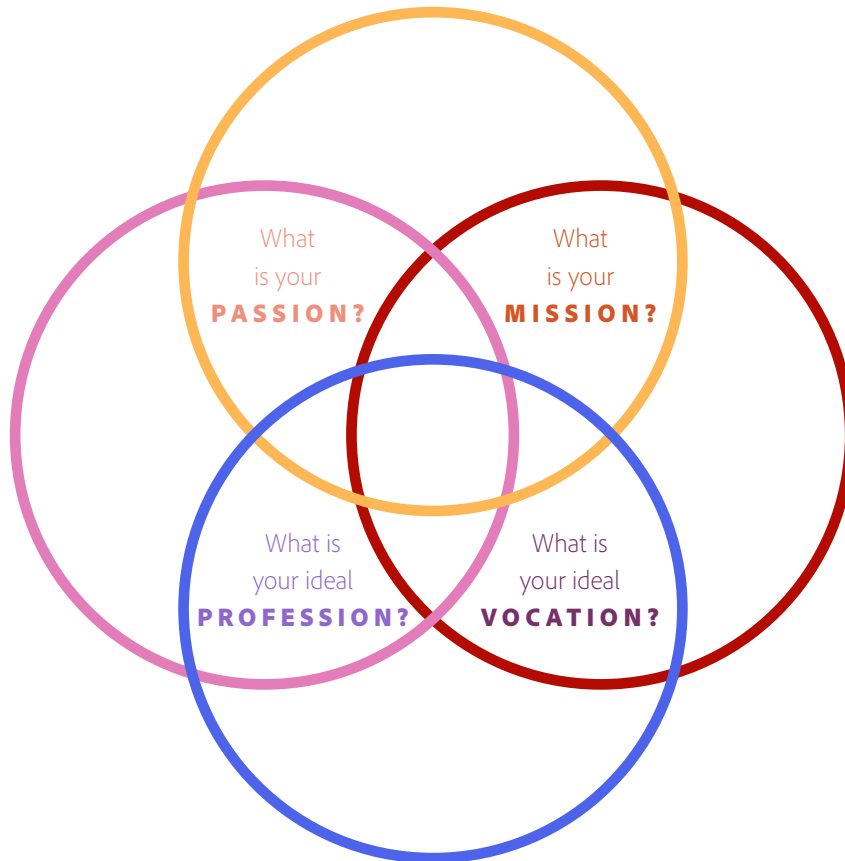
WHAT IS YOUR IDEAL PROFESSION?

WHAT IS YOUR IDEAL VOCATION?

This is your ikigai. Your reason for being. Spend some time reflecting on it and considering how closely it reflects your current situation.

Invite your collaborators to do this exercise too.

And finally, try doing this together as a team, or for your company.

Now that you have your reason for being, what motivates you, excites you, and impacts your customers, let's define how individually and together, you can organise yourselves to bring it to life every day.

Do the exercise for yourself, propose it to your team, and together build the common framework, for your work environment - both physical and digital:

I like to think that work is made up of three main phases: moments of long concentration, moments of collaboration, and times of more spontaneous exchanges, which often go beyond the pure framework of work.

THE WORKING ENVIRONMENT FOR DEEP WORK

Writing a proposal, writing an article, solving a complex problem… certain types of work require long periods of uninterrupted, often solitary concentration.

Let's define the conditions of this particular time. Choose the options that best apply to you.

How will you commit to this time?

No way in particular　　　　　　　Blocking out time in shared work calendar

How long do you need for this deep work?

No way in particular　　　　　　　Blocking out time in shared work calendar

Would you accept an invite to a meeting during this time allocated for deep work?

Yes　　　　　　　No

If yes, would this be beneficial or interrupt your flow?

Beneficial　　　　　　　Interrupt flow

WHAT IS YOUR WORK ENVIRONMENT LIKE?

PHYSICAL

Where are you working?

Office　　　　　　　Home

Where are you most inspired?

Office　　　　　　　Home

What level of sound will there be?

Noise from other people　　　　　　　Silence

WHAT IS YOUR WORK ENVIRONMENT LIKE?

DIGITAL

How will you protect yourself from external interruptions?

I won't ——— I'll turn off/mute notifications

Do you need the internet?

Yes ——— No, I can go on airplane mode

What does your "focus" environment look like on your PC or tablet?

I don't have one. I will keep other programs and tabs open. ——— Full screen with the task at hand. Nothing else is visible.

The collaborative work environment.

Brainstorming a new idea, proposing a project to a client, defining future objectives, making a strategic decision... certain stages of our work call for collaboration with one or more people. Let's define what makes them smooth, productive and enjoyable.

List any collaborative work (brainstorm, deliverable, strategy...), its objective and describe the ideal environment for each of them:

TASK:

OBJECTIVE:

IDEAL ENVIRONMENT:

DO ALL COLLABORATORS NEED TO PHYSICALLY BE IN THE SAME ROOM?

YES **NO**

TASK:

OBJECTIVE:

IDEAL ENVIRONMENT:

DO ALL COLLABORATORS NEED TO PHYSICALLY BE IN THE SAME ROOM?

YES ☐   NO ☐

TASK:

OBJECTIVE:

IDEAL ENVIRONMENT:

DO ALL COLLABORATORS NEED TO PHYSICALLY BE IN THE SAME ROOM?

YES ☐   NO ☐

TASK:

OBJECTIVE:

IDEAL ENVIRONMENT:

DO ALL COLLABORATORS NEED TO PHYSICALLY BE IN THE SAME ROOM?

YES ☐   NO ☐

Beyond tasks: collective emulation.

Teamwork isn't just about completing a to-do list together; the quality of the links, the serendipity of the exchanges, the moments shared without agenda are the foundations for moving forward together, in the same direction.

If they are often characterised by spontaneity or even surprise, each has its magic ingredients to take care of these precious times.

How do you like to interact with your co-workers?

Do you need dedicated social time?

Do you prefer them to be scheduled, regular, or spontaneous?

How do you imagine them online?

How do you imagine them in real life?

Do you have days dedicated to something other than current professional projects?

Now that you have the vision and framework and understand your place within it, it will be important to constantly develop: nothing is static, everyone evolves, and the company must welcome and encourage these changes!

I wish you great freedom, and insatiable creativity and curiosity, and a collective adventure that takes you beyond your wildest dreams!