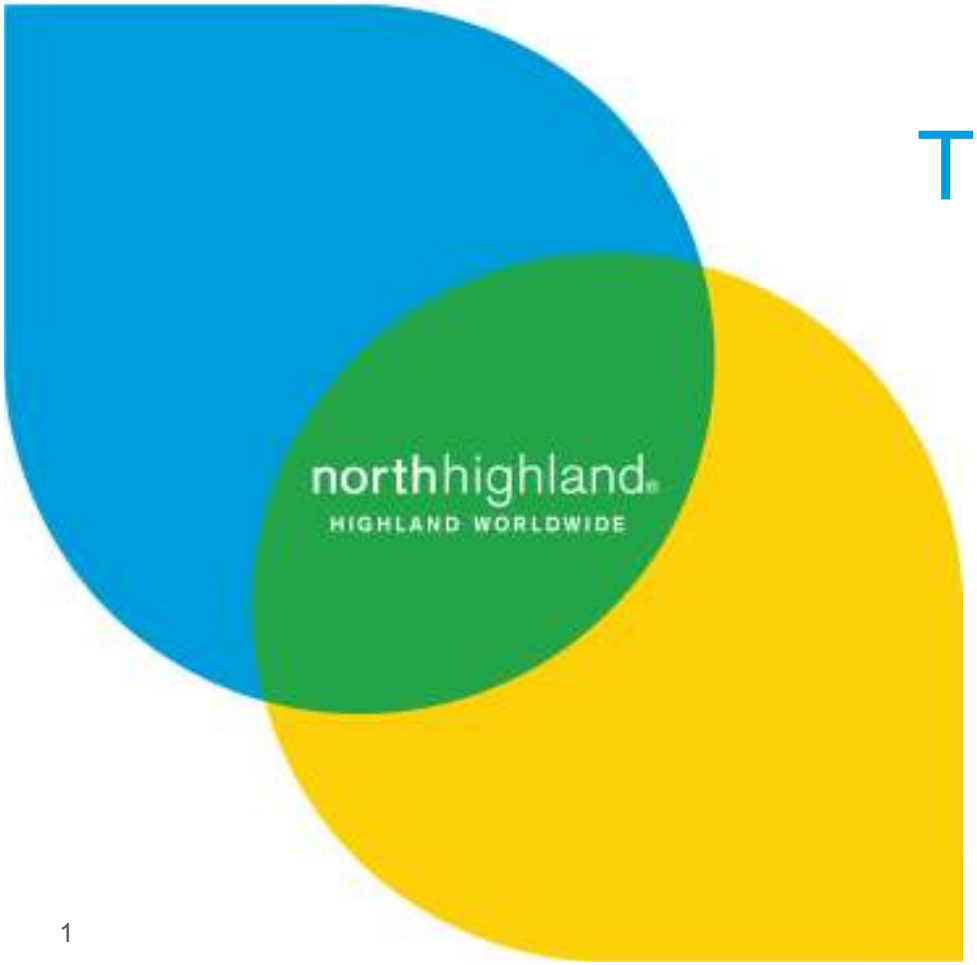

The Future of Work

There is no future in any job. The future lies in the (person) who holds the job.
— George Crane

Proprietary and Confidential to North Highland

Session Objectives

1 **Baseline some perspectives**

What's come before, where are we now?

2 **Discuss some of the major drivers of how we understand "work"**

What is changing and why?

3 **Things you can do to shape the future**

What you can do for yourself, your colleagues, and your firm

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Envisioning 2000

Hildebrand Chocolate

Duck Tours, Inc.

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Envisioning 2000

Hildebrand Chocolate

Winnebago, Inc Historical Files

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Envisioning 2000

When we take the time to imagine, we build the foundations for the future.

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Looking Forward from Today

DeepMind, Demis Hassabis

Atlas Robot, Boston Dynamics

Watson, powered by IBM POWER7 (Image: IBM)

Deepening the integration between technology and the human experience in ways that reshape our worlds

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Looking Forward from Today

Volvo's Solar Pavilion

Time Magazine, 25 Best Inventions of the Year 2013

ReWalk
Andrew B. Myers for TIME

DeciWatt GravityLight

Changing the way we think about how we interact with our larger environment / world

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So how do we go from…..

Duck Tours, Inc.

Winnebago, Inc Historical Files

ReWalk
Andrew B. Myers for TIME

Watson, powered by IBM POWER7 (Image: IBM)

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A Short History of Work

world-mysteries.com

Jean Fouquet

howstuffworks

Scientific Management

1. Replace loose approaches and experimentation with methods based on scientific study of tasks
2. Remove ‘learning by doing’, replace with scientific selection, training, and development of employees
3. Create detailed documentation, instructions, and supervision for each worker and their discrete tasks
4. Division of labor requires managers to plan the work, workers to do the work, and planning the work requires scientific management principles

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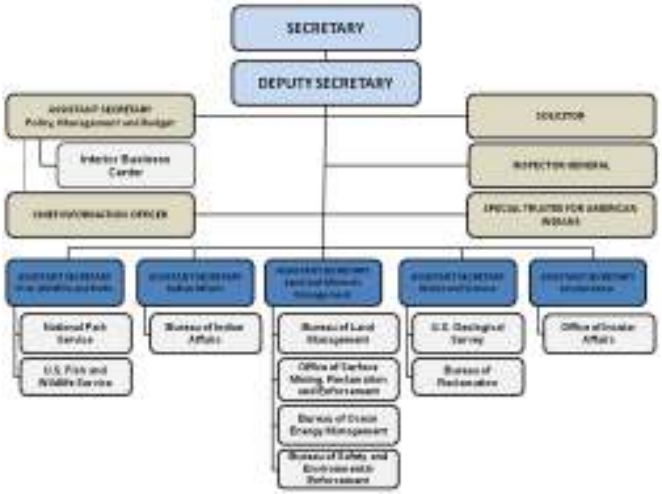
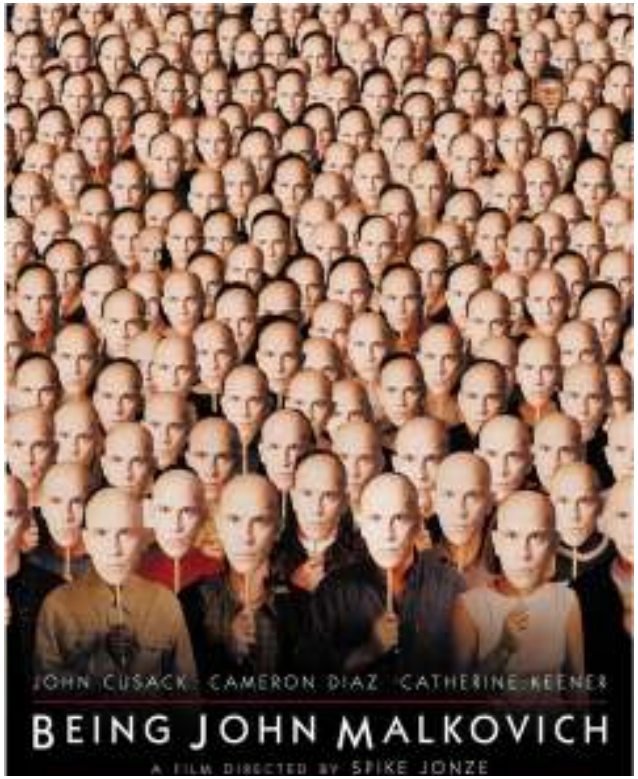
Urbanized Work



US Dept of the Interior



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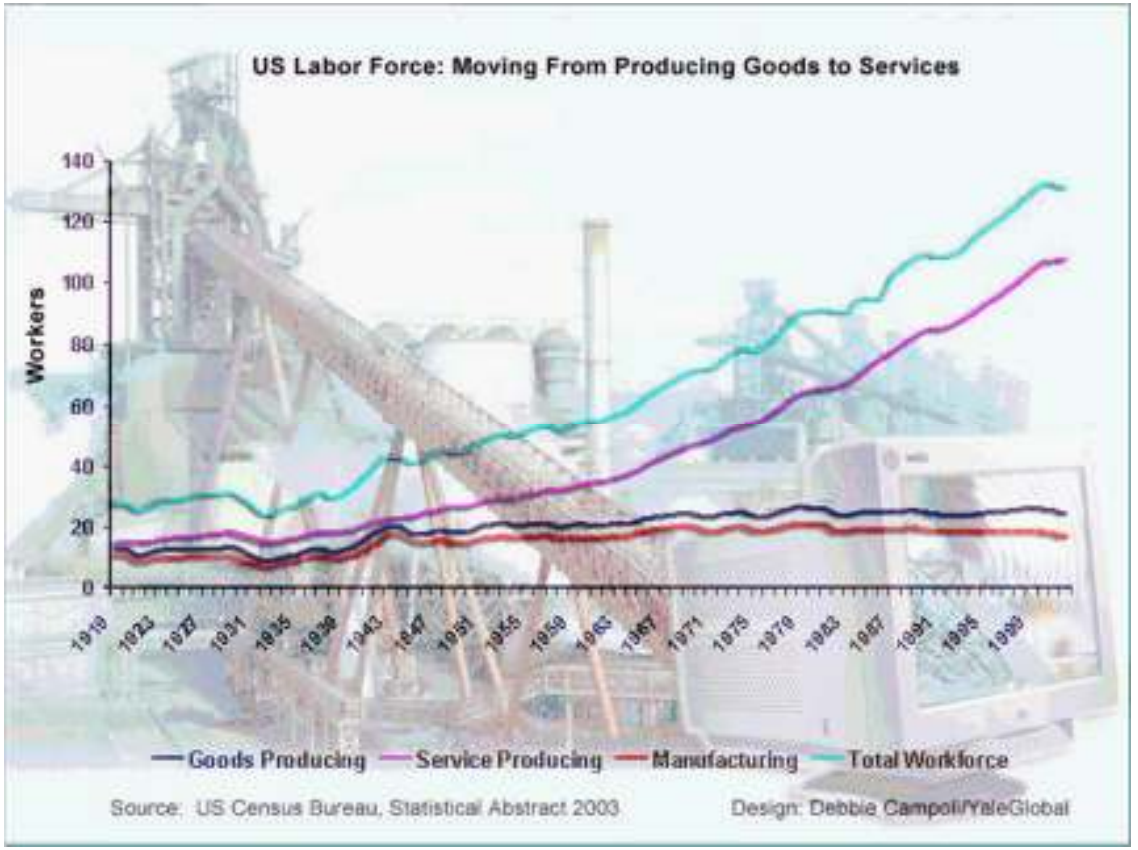
The 1980s: Technology and Outsourcing



(and the first GenY / Millennials were born)

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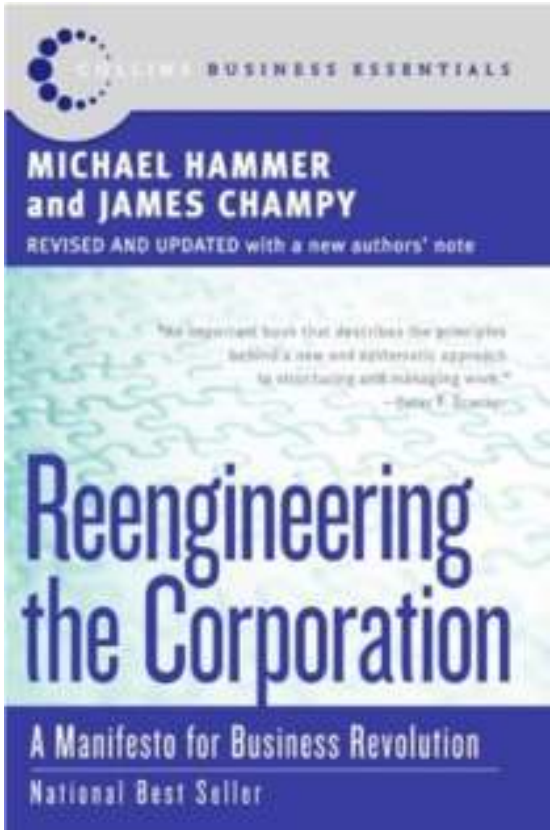
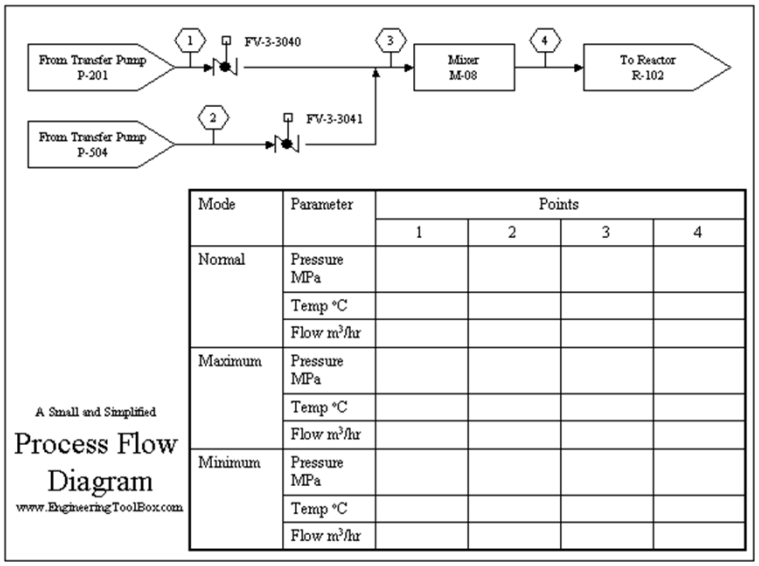
The 1990s: Re-Engineering Everything





Work meant: Productivity, Efficiency. Predictability. Measurability, Growth, Electronic Communication

"Knowledge Work" accelerated dramatically GenX comes into the workforce

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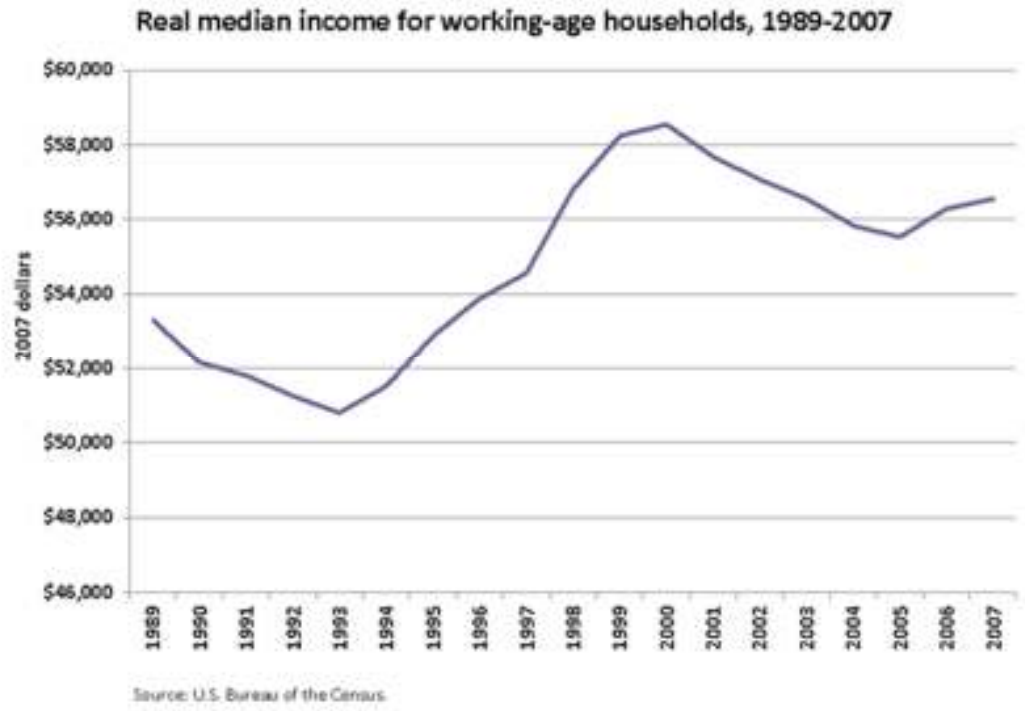
The 2000s: Work, 2.0

All that “productivity”….. For very little increase in worker compensation.



Changes to Work:

- Variable location
- Always on connections
- Internet Intelligence
- Access to new forms of data
- Design thinking begins to challenge
- Protecting market share

Connectivity, speed, and reactive behaviors Millennials come into the workforce

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The 2010s: Services, Connection, Deep Data

Kidozen.com

Forbes – Jobs that Didn't Exist 10 Years Ago

1. App Developer
2. Market Research Data Miner
3. Educational / Admissions Consultant
4. Generational Expert (Millennial)
5. Social Media Manager
6. Chief Listening Officer
7. Cloud Computing Services Expert
8. Elder Care Service Provider
9. Sustainability Expert
10. User Experience Designer

TRANSPARENCY drives accountability and action

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Production v Services Approaches

Systems Thinking (Taylor)		Design Thinking (Brown)
Start by analyzing the process and collecting data.		Start by understanding the people and context in which the challenge exists
People only need to understand their immediate tasks.		People need to interact with others who have different skills and challenges.
Standardize to create predictable outcomes.		Create opportunities to discover new matches between needs and solutions.
Be efficient and move quickly.		Build in time for people to explore options and to think critically.
Separate specialties to focus on specific areas.		Support integrative thinking, create opportunities for experts to connect.
Eliminate questions by documenting everything.		Encourage questions and interaction with others, learning by doing.

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2020 and Beyond (it's not that far away!)

ENVIRONMENT

Demographics
- Diversity
- Longevity
- Movement

Social Contract
- Equality
- Supportive
- Transparency

Connections
- Access to information
- Globalization
- Mobility

Technology
- Places / Spaces
- Displacement
- Improvements in AI and robotics

ECONOMY

Services Driven
- Always on
- Quality interactions
- Social

Global Influence
- Instability
- Interconnections
- Brand power

Productivity
- Speed
- Measurability
- Visibility

Value Creation
- Short duration
- Easy to replicate
- Reputation driven
- Distributed

ORGANIZATION

Structure
- Flat
- Participatory
- Accessible

Obligations
- Client
- Investors
- Employees

Brand
- Affiliation
- Alignment
- Reputation
- Voice

Participation
- Virtual
- Market-style
- Crowdsourcing
- Innovation

INDIVIDUAL

Achievement
- Specialization
- Commoditization
- Affiliation

Approach
- Whole-brain
- Flexible style
- Peer learning

Interdependence
- Collaboration
- Reputation
- Availability
- Individualistic

Expectations
- Privacy
- Fairness
- Opportunity

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The Worker of the Future

Dreamstime.com

Maybe not…….

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The Worker of the Future

The Huffington Post, Scott Kaufman, PhD

- Whole-brain thinkers / adaptive learner
- Design thinkers as well as systems thinkers – flexible to suit the situation
- Work / life integration, not balance
- Looking for autonomy within structure
- Collaborative by nature, not by demand
- Flexible communication style and modality
- Specialist by training, generalist by practice
- Integration of STEM and liberal arts

Delivering services requires making human connections, internally and externally

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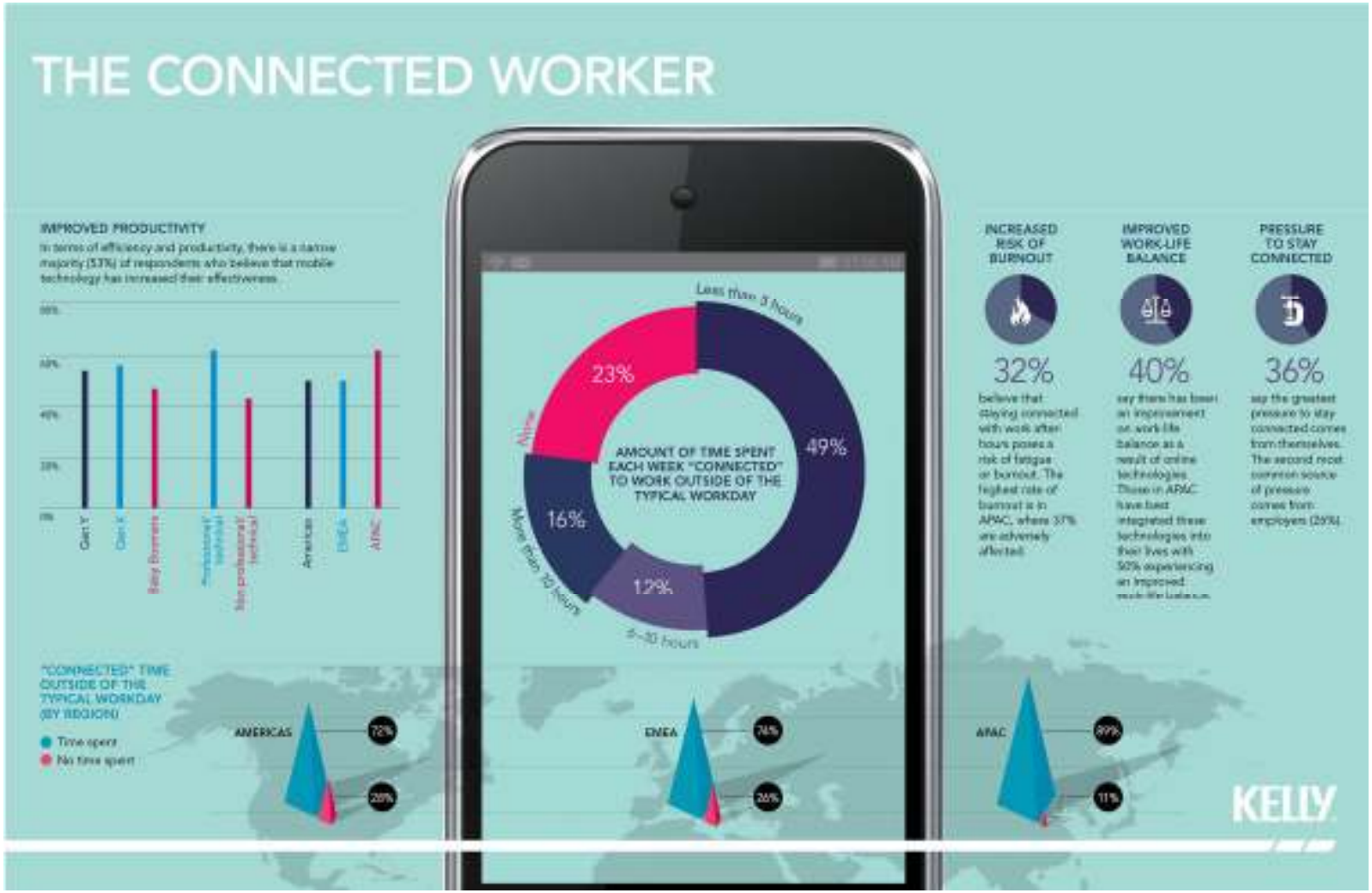
Work is Being Connected



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The Workplace of the Future

Maybe not…….

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The Workplace of the Future

Culture
Branded, marketable, identifiable, built through shared experiences

Location / Presence
Hub and spoke models, supported by seamless communication technology and skills

Extended Relationships
Partners, former employees, clients, competitors, all networked influencers

Decision Making / Accountability
Distributed, transparent, collective

Organizing Structure
Varied including, lattice, hierarchy, matrix, ROWE, etc., determined by need.

Technology
Seamless, accessible, flexible, current

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The Customer of the Future

Maybe not…….

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The Customer of the Future

But customer expect you to know what is going on in their worlds. How can you be everywhere for everyone?

Photo Credit: Gravenbos.be

Photo Credit: NOAA

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Market Value of Individual Skills and Expertise

- It used to be that expertise gained in value over time, because years of experience were a part of the “expertise” value proposition.
- Today, the shelf life of expertise is significantly shorter in almost all aspects of work.

The ability to bring your unique experiences to bear on collective problem solving or service delivery is more sustainably valuable.

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What do We Do Now?

Deepening the integration between technology and the human experience in ways that reshape our worlds

Changing the way we think about how we interact with our larger environment / world

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Things You can Do Today

Start to rethink your organization's "work" social contract

- What does it mean to be "at work"?
- How do you build a culture with intention and purpose?
- What parts of your work environment might be displaced?
- What drives affiliation to your brand internally and externally?
- Where do decisions "really" get made and why? Who is accountable and to what?
- What is your culture and how do people understand it?

Support mass collaboration in your environment

- Technology support to optimize
- Skills and competencies developed to participate
- Understanding of how reward systems and recognition work
- Address concerns regarding confidentiality and transparency

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Beware of Generational Whining

Generational Whining

Tenured to New

- Entitled
- Spoiled
- Self-Indulgent
- Impatient
- Not willing to work hard

New to Tenured

- Stodgy
- Stuck in the past
- Unadventurous
- Won't learn new things
- Resistant / Stubborn

Legitimate Differences

Tenured to New

- Speed of adoption
- Adept with technology
- Different learning styles
- Different priorities/ goals
- Communication styles

New to Tenured

- Background / experience informs thinking
- Communication styles
- Priorities have changed
- Different expectations of recognition

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What's your 2020 and beyond?

Demographics
- Ideal mix?

Social Contract
- How do you define it?

Services Driven
- How do you define and deliver?

Global Influence
- Are you prepared for impacts you can't control?

Structure/Design
- To what end?

Obligations
- Priorities and goals?

Achievement
- What's important to you?

Approach
- Who do you need? What kinds of thinkers?

ENVIRONMENT

Connections
- Who, when, how?

Technology
- Location and connection support, alignment with design?

ECONOMY

Productivity
- Do you need to redefine productivity?

Value Creation
- Are you fostering continuous value creation?

ORGANIZATION

Brand
- Internal and External support of culture?

Participation
- Skills required to participate? Ongoing learning?

INDIVIDUAL

Interdependence
- How are people wired? How are you recruiting?

Expectations
- Do changing expectations align?

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Following Up

If you have questions, comments, thoughts, or would like to discuss further, please feel free to reach out!

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