The Future of Work

The Great Disruptor: 2020

A presentation by the

Institute for Corporate Productivity

for

The College
of Labor and
Employment
Lawyers

Jay Jamrog
Futurist and Co-Founder
Jay.Jamrog@i4cp.com

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We discover and advance *Next Practices* in human capital

to help you see what's coming

around the curve.

Next Practice Defined:

High-Performance

1. Revenue Growth
2. Market Share
3. Profitability
4. Customer Satisfaction

Over a 5-year period

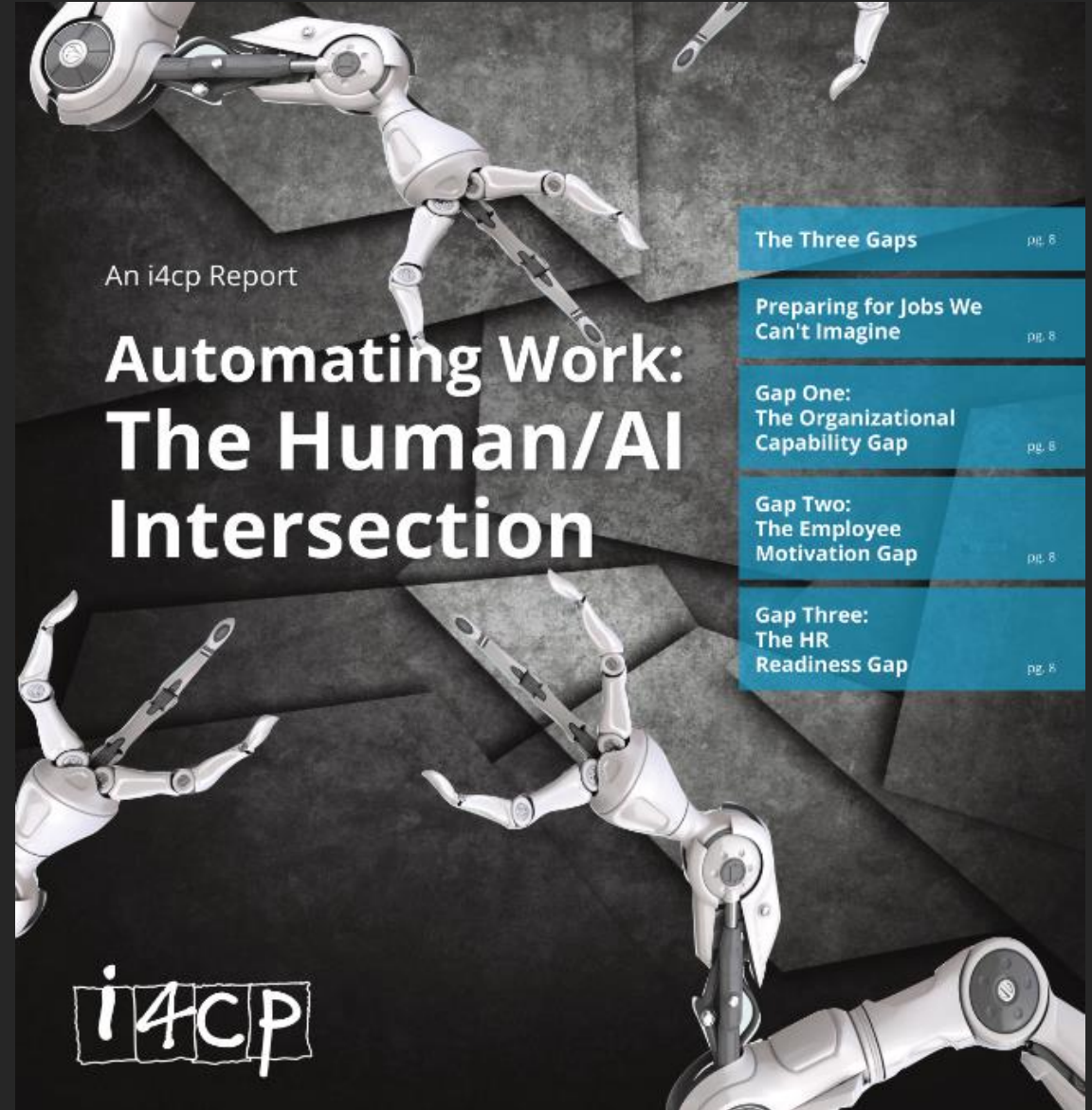**What do high-performance organizations do differently?**

Do those practices correlate to market performance?

- The Human / AI Interaction
- Culture Renovation
- Leadership Redefined
- The Personalization of Work
- Well-being

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An i4cp Report

Automating Work: The Human/AI Intersection

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Robotics & Artificial Intelligence Predictions

- Developments in automation technologies and artificial intelligence could see 75 million jobs displaced

- However, another 133 million new roles may emerge as companies shake up their division of labor between humans and machines

- This translates to 58 million net new jobs being created

- 75 – 375M workers will have to switch occupations in next 12 years

- 50% chance AI will outperform humans in ALL tasks in 45 years

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Top roles 2020 to 2025 across industries

Increasing Demand	Decreasing Demand
1 Data Analysts and Scientists	1 Data Entry Clerks
2 AI and Machine Learning Specialists	2 Administrative and Executive Secretaries
3 Big Data Specialists	3 Accounting, Bookkeeping and Payroll Clerks
4 Digital Marketing and Strategy Specialists	4 Accountants and Auditors
5 Process Automation Specialists	5 Assembly and Factory Workers
6 Business Development Professionals	6 Business Services and Administration Managers
7 Digital Transformation Specialists	7 Client Information and Customer Service Workers
8 Information Security Analysts	8 General and Operations Managers
9 Software and Applications Developers	9 Mechanics and Machinery Repairers
10 Internet of Things Specialists	10 Material-Recording and Stock-Keeping Clerks

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Top 10 skills for 2025

1   Analytical thinking and innovation

2   Active learning and learning strategies

3   Complex problem-solving

4   Critical thinking and analysis

5   Creativity, originality and initiative

6   Leadership and social influence

7   Technology use, monitoring and control

8   Technology design and programming

9   Resilience, stress tolerance and flexibility
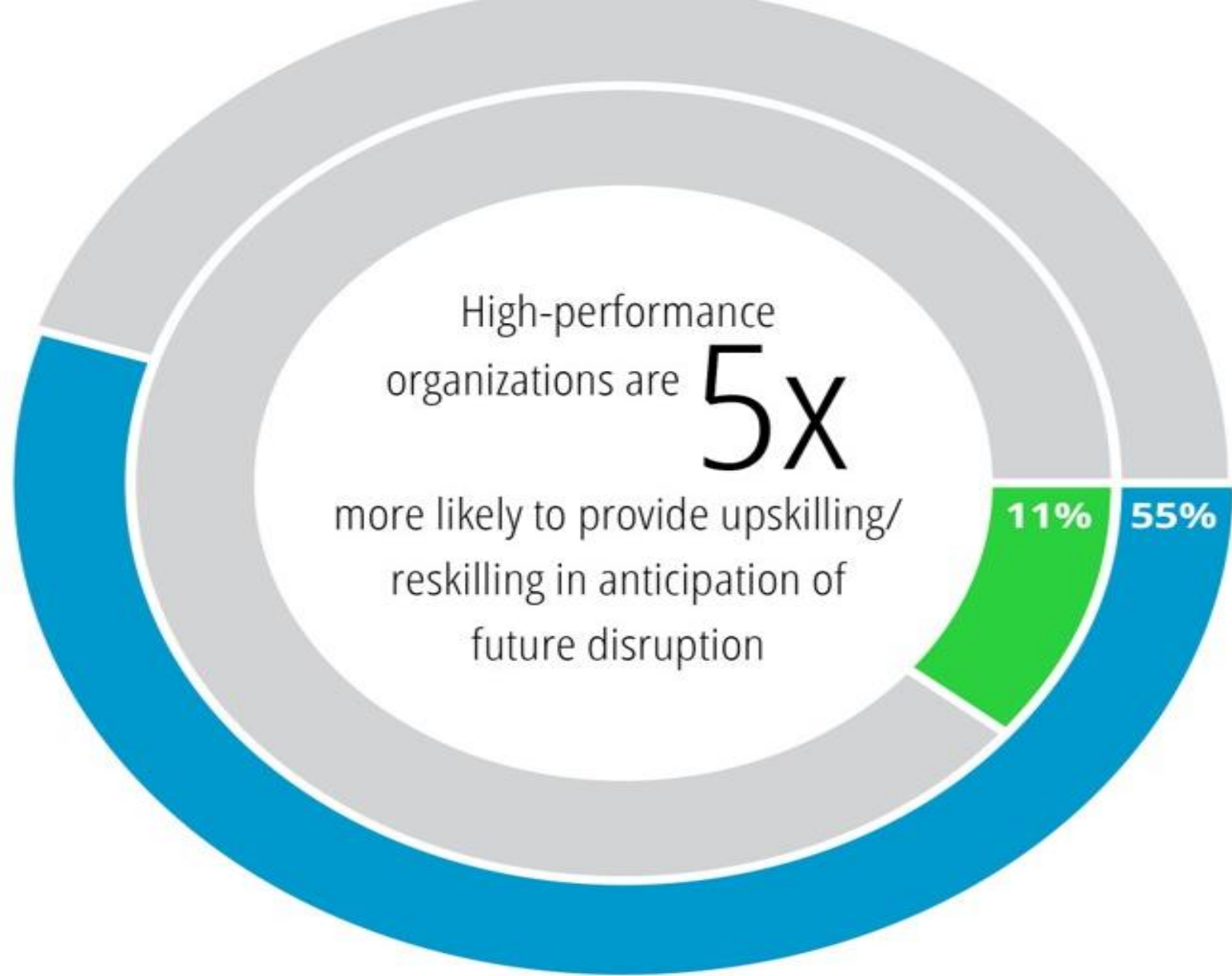
10   Reasoning, problem-solving and ideation

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AI and Automation

Upskilling
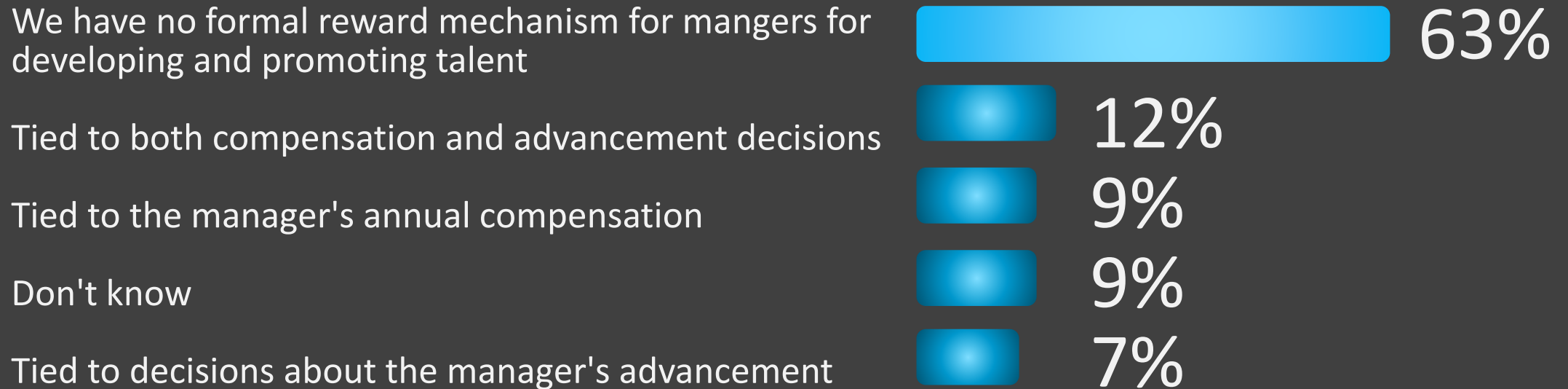
Only **1 in 4** high-performance organizations are prepared to handle the **capability gap** coming from **automation and AI.**

High-performance organizations are **5x** more likely to provide upskilling/ reskilling in anticipation of future disruption

11%

55%

High-performance organizations

Low-performance organizations

Organizations with 1,000+ employees. **Source: i4cp**

Most have no formal mechanism
to reward managers for developing talent

We have no formal reward mechanism for mangers for developing and promoting talent — **63%**

Tied to both compensation and advancement decisions — **12%**

Tied to the manager's annual compensation — **9%**

Don't know — **9%**

Tied to decisions about the manager's advancement — **7%**

NO FORMAL REWARD MECHANISM

High-performance organizations — 60%

Low-performance organizations — 70%
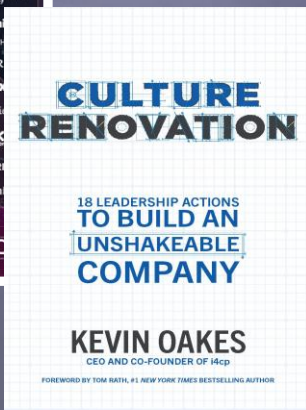
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Does **Culture** Translate to **Performance?**

Satya Nadella takes over as CEO

"Longevity in this business is about being able to reinvent yourself or invent the future."

SATYA NADELLA
CEO OF MICROSOFT

120

100

80

60

40

20

2014   2015   2016   2017   2018

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18 ACTIONS FOR A SUCCESSFUL
Culture Renovation

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Plan

1. **Develop and deploy a comprehensive listening strategy**
Gather sentiment and related data from key stakeholders to understand how they view the existing culture and ascertain what they'd like the new culture to be.

2. **Figure out what to keep**
Intentionally ensure that the best of the company's existing norms are preserved and that fundamental values and history are woven into the new culture.

3. **Set your cultural path**
Communicate a clear and concise organizational purpose that extends beyond profit in order to connect personally with employees.

4. **Define the desired behaviors**
Concisely and continuously communicate the new behaviors that all leaders need to embody and model (as well as avoid) to support the culture. Measure and reward the desired behaviors.

5. **Identify influencers and blockers**
Conduct an organizational network analysis (ONA) to identify the most influential employees to enlist for perspective, and to leverage as culture ambassadors.

6. **Determine how progress will be measured, monitored, and reported**
Define upfront what the indicators of a successful transformation should be and put in place mechanisms to monitor the transformation's progress.

Learn more at **culturerenovation.com**

Build

7. **Clearly communicate that change is coming**
The CEO should articulate upfront why the culture change is vital to the success of the business now and looking ahead, and why all stakeholders should care.

8. **Ferret out the skeptics and non-believers early**
The CEO should meet early on with senior leaders to provide clarity on the behavioral changes required. Successful CEOs also quickly identify and remove non-believers and make the necessary adjustments.

9. **Establish both a formal and informal ongoing communication pattern**
Plan on regular, CEO- and executive-led all-company meetings to discuss geographic or functional-level progress. Informally, consistent messaging via various communication channels should also be used.

10. **Develop and reinforce a comprehensive change model**
Include the development of a change model that emphasizes the values and behaviors needed throughout the organization.

11. **Establish a co-creation mindset**
Enlist, align, and empower leaders and key influencers at all levels of the organization. Leverage crowdsourcing to ensure that the change initiative feels like something everyone had a say in developing.

12. **Provide training on the desired behaviors**
Train leaders in desired behaviors, including how to model them in daily routines.

Maintain

13. **Make onboarding about relationships vs. red tape**
Modify onboarding processes and programs to support the change journey. To help them succeed, prioritize helping new employees establish strong internal networks.

14. **Promote those who best represent the new**
Use promotions to reward those who model behaviors that support the desired culture. Successful organizations reinforce expectations by showcasing such employees' stories.

15. **Change performance management practices**
Make changes to performance management practices that reward and reinforce the desired behaviors (e.g., processes that align to what is accomplished and how).

16. **Leverage employee affinity groups**
Leverage influential members of employee resource groups (ERGs/BRGs) to provide perspective and reinforce the desired culture as culture ambassadors.

17. **Increase the focus on talent mobility**
Ensure the internal movement of talent that exhibits the desired behaviors. Couple talent movement with ONA to identify and leverage energizers and blockers.

18. **Don't underestimate the value of external sentiment**
Monitor external social sites that gather employee and candidate feedback. They often skew toward the negative, but are useful to analyze for common themes.

Leadership Redefined

Well-Being

Transparency

Digital Mindset

Understanding

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Dependent Variables

- Market performance (MPI)
- Performance compared with industry or peer group
- Culture
- Purpose
- Engagement
- Capability 2021 and beyond

Behaviors with the Greatest Impact

Agility

1. Freely shares learning and best practices across the organization *
2. Identifies and breaks down structural silos *

Talent Developer

3. Develops talent to address changing business needs
4. Builds relationships at all levels within the organization
5. Helps others establish productive connections/networks across the enterprise
6. Sponsors top talent for visible and challenging opportunities

* Highest correlations to each of the six dependent variables.

Establishes productive relationships with individuals from under-represented groups.

LEADERSHIP REDEFINED »»»»

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10 DE&I-RELATED LEADERSHIP BEHAVIORS

THAT ARE INCREASING IN IMPORTANCE

- Demonstrates awareness and appreciation for cross-cultural diversity
- Actively supports ongoing education on diversity, equity, and inclusion
- Seeks to build and maintain a transparent and accessible environment
- Consistently takes actions that advance goals related to diversity, equity, and inclusion
- Establishes productive relationships with individuals from under-represented groups
- Initiates and/or involves themselves in discussions on events of social consequence
- Challenges exclusionary institutional practices and processes within the organization
- Shows keen interest in getting to know the whole person
- Actively seeks out diverse/divergent perspectives before making important decisions
- Sponsors or takes an active role in an employee resource group they don't self-identify with

Get more resources at go.i4cp.com/leadershipredefined

The Personalization of Work

Employees want more Flexibility and Control Around

WHAT to do

HOW to do it

WHERE it is done

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In this highly personalized environment, we will *develop more highly personalized messages* that have a laser-like focus on specific individuals.

Writing generic job descriptions and then posting them for applicants will no longer work for top talent.

The new challenge will be getting them in the door and then sitting down to write the job description together.

Personalized Experiences

More control in what is being taught, when it is being taught, and most importantly, the pace at which it is taught.

Laying out a prescribed career paths with exact titles and boxes will not appeal to a workforce in a personalized environment.

Managers will need to sit down with their direct reports and have serious discussions about a personal career experience.

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Work Re-imagined

The Project Revolution
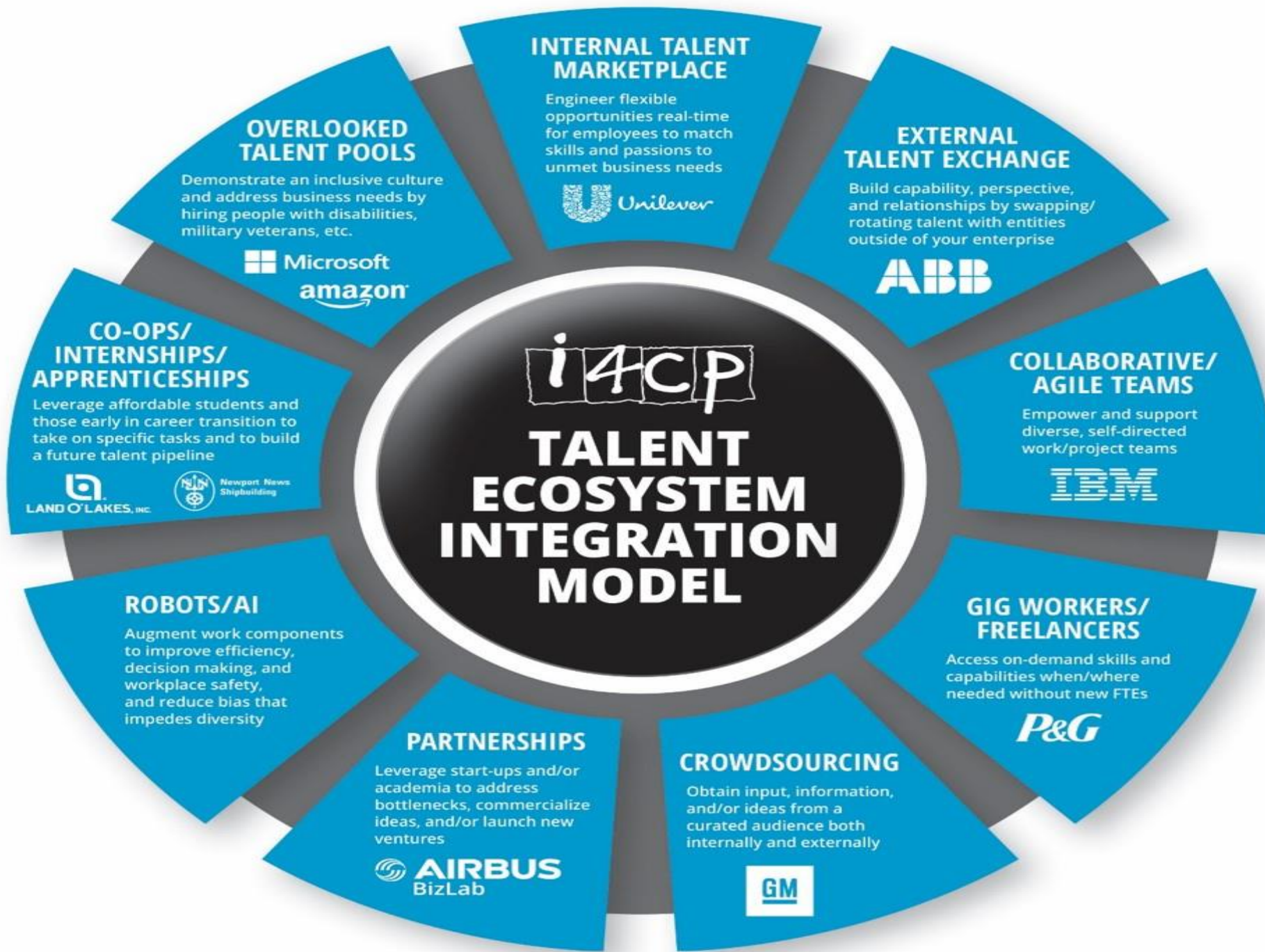
Moving away from Jobs to Work and Skills

It is not only about a new way of looking at Work...

But also, about looking at new ways to source Talent.

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i4CP TALENT ECOSYSTEM INTEGRATION MODEL

INTERNAL TALENT MARKETPLACE
Engineer flexible opportunities real-time for employees to match skills and passions to unmet business needs
Unilever

OVERLOOKED TALENT POOLS
Demonstrate an inclusive culture and address business needs by hiring people with disabilities, military veterans, etc.
Microsoft
amazon

EXTERNAL TALENT EXCHANGE
Build capability, perspective, and relationships by swapping/rotating talent with entities outside of your enterprise
ABB

CO-OPS/ INTERNSHIPS/ APPRENTICESHIPS
Leverage affordable students and those early in career transition to take on specific tasks and to build a future talent pipeline
LAND O'LAKES, INC.
Newport News Shipbuilding

COLLABORATIVE/ AGILE TEAMS
Empower and support diverse, self-directed work/project teams
IBM

ROBOTS/AI
Augment work components to improve efficiency, decision making, and workplace safety, and reduce bias that impedes diversity

GIG WORKERS/ FREELANCERS
Access on-demand skills and capabilities when/where needed without new FTEs
P&G

PARTNERSHIPS
Leverage start-ups and/or academia to address bottlenecks, commercialize ideas, and/or launch new ventures
AIRBUS BizLab

CROWDSOURCING
Obtain input, information, and/or ideas from a curated audience both internally and externally
GM

Well-Being
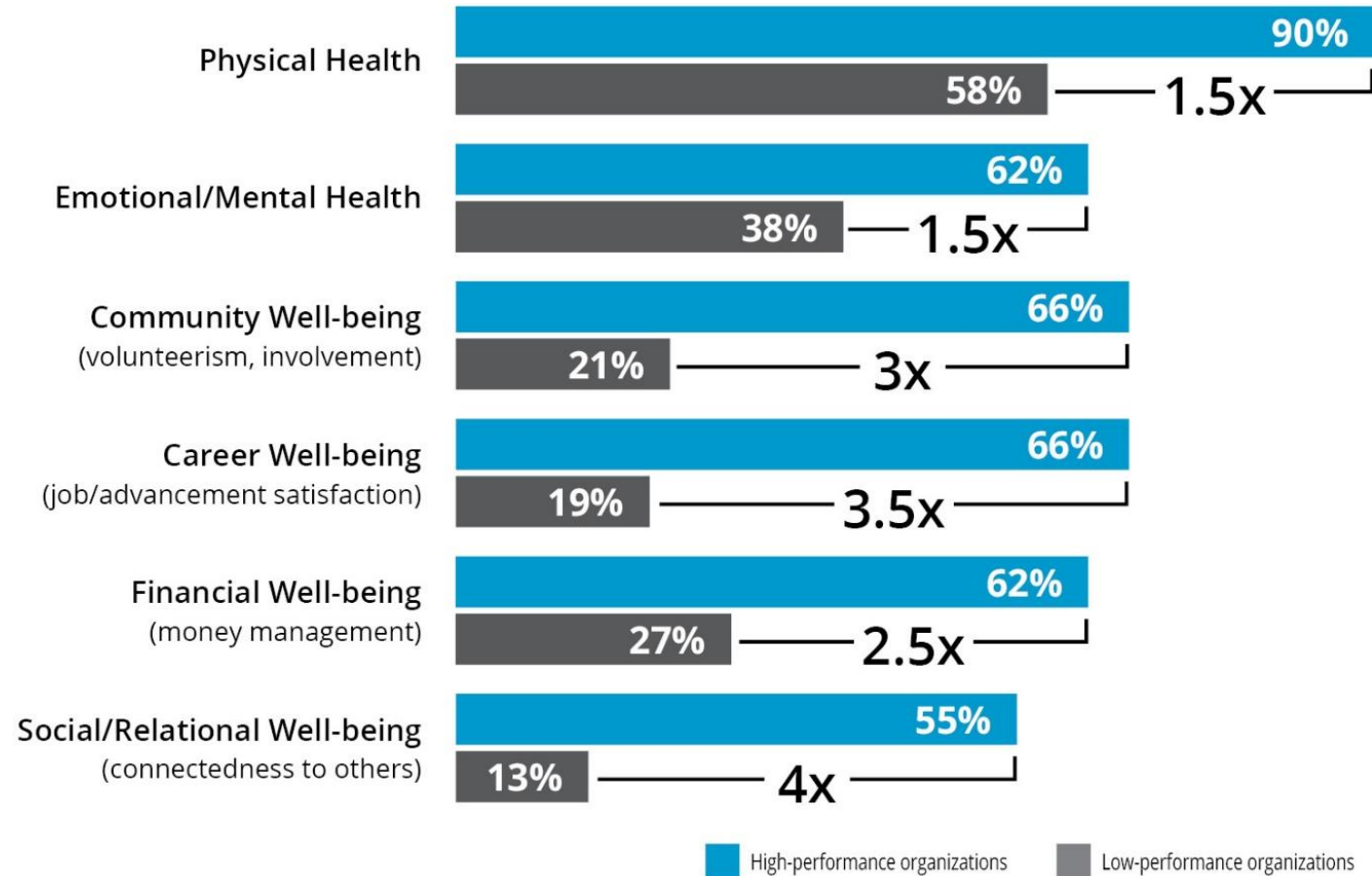# of Employees

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"Whole-person" Wellbeing

INTRODUCTION

Holistic Workforce Well-Being:
A Savvy Investment in Performance

Almost every leader knows this simple truth: providing for the health and well-being of employees is an expensive undertaking. And while the cost continues to increase, done right it can be one of the best investments a company can make—enhancing culture, agility, resiliency, and overall performance of individuals, teams, and the organization as a whole.

Global employers are projected to spend a whopping $66 billion on workplace wellness and well-being in 2020, and that figure is growing at about five percent annually (Global Wellness Institute, 2020).

The global COVID-19 crisis is taking monumental tolls worldwide on community

	High-performance organizations	Low-performance organizations	
Physical Health	90%	58%	1.5x
Emotional/Mental Health	62%	38%	1.5x
Community Well-being (volunteerism, involvement)	66%	21%	3x
Career Well-being (job/advancement satisfaction)	66%	19%	3.5x
Financial Well-being (money management)	62%	27%	2.5x
Social/Relational Well-being (connectedness to others)	55%	13%	4x

Organizations indicating high/very high extent with 1,000+ employees. **Source: i4cp**

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Leadership Behaviors
Employee Well-Being

- **Creates a sense of community, connection and belonging among the workforce**
- **Ensures a physically safe work environment**
- **Ensures a psychologically safe work environment**
- **Shows empathy and compassion to others**
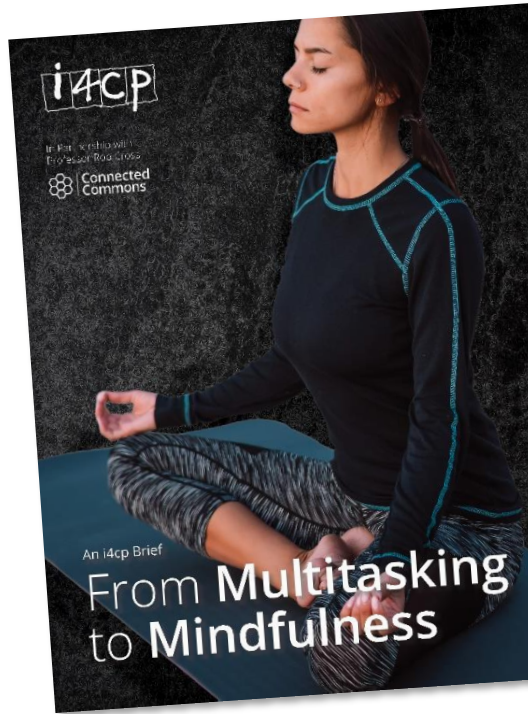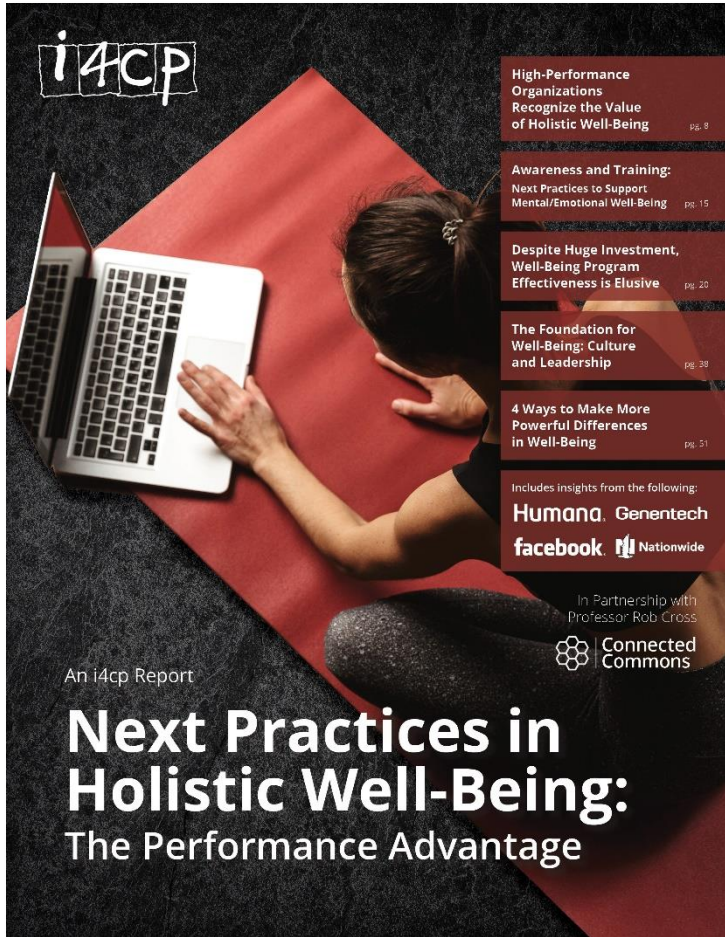
Next Practices in Holistic Well-Being:
The Performance Advantage

Discussion
&
Questions