



Oda Nettverkstreff – Future of work

7 massive technology- and people-related disruptors are forcing organizations to change

TECHNOLOGY-DRIVEN

Technology is Everywhere

6.0 billion+
smartphones in the world by 2020

AI, Cognitive Computing, Robotics

\$500,000 in 2008
\$22,000 today

Tsunami of Data

9x more in last 2 years
Major enabler of machine learning



Jobs Vulnerable to Automation

35% UK
47% US
77% China

Explosion in Contingent Work

US contingent workers **40%** by 2020

Diversity and Generational Change

Millennials **50%**
25% global pop in Africa by 2050
Longevity Dividend – **50 yr** careers

Change in Nature of a Career

2.5 – 5 years: Half-life of skills
4.5 years: Average tenure in a job

PEOPLE-DRIVEN



We summarize the dramatic changes we're seeing in our work, workforce, and workplaces in

The Future of Work

WORK

The activities performed and technology applied to produce work outcomes and create value



Value of Work



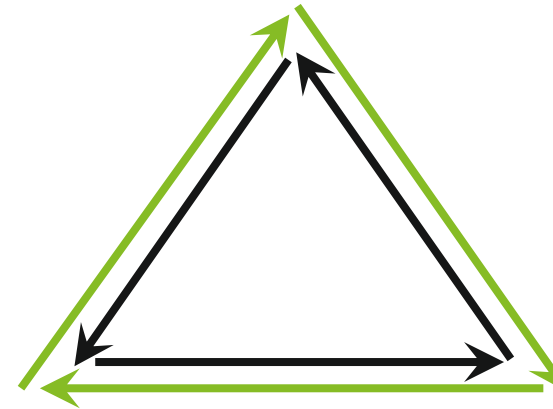
Outcomes of Work



Tasks/Process



Technology



WORKFORCE

The combination of skills, talent options (such as FTEs, contractors, gig workers, crowd sourcing), jobs and teams to perform the work



Skills



Human Capabilities



Talent Options



Jobs

WORKPLACE

The context and environment in which work is done including physical design and technologies, collaboration, culture, and workforce preferences



Geographic Location



Physical Design

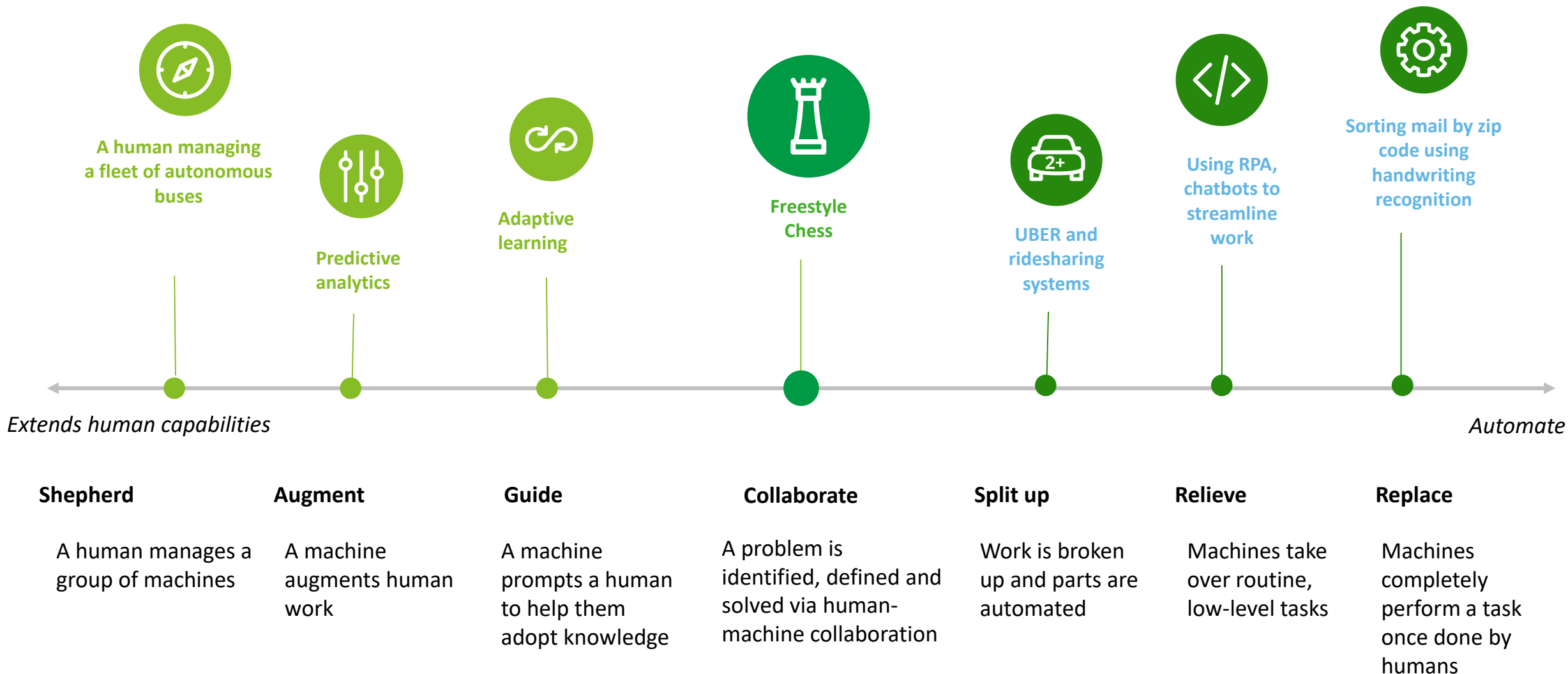


Culture

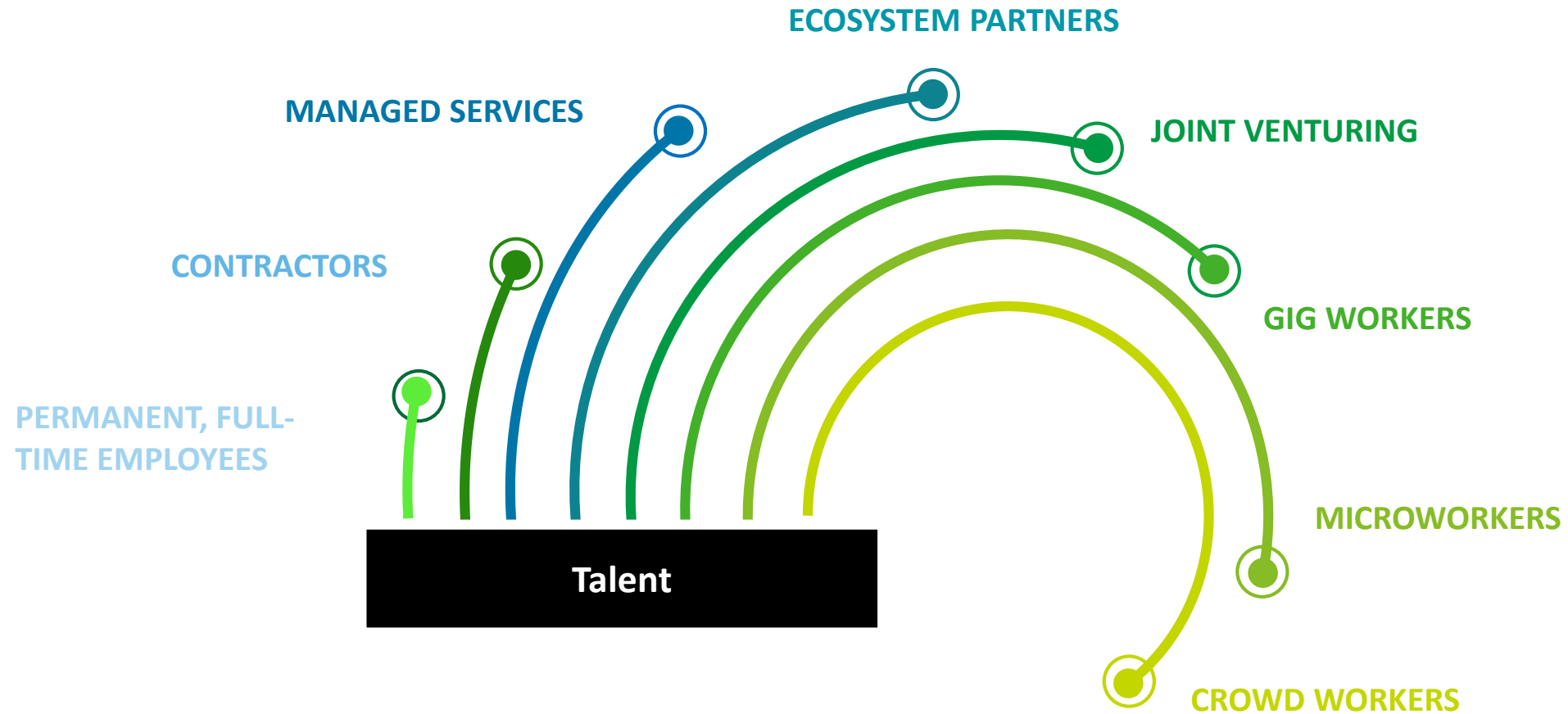


Collaboration

WORK is changing – we can collaborate with machines like never before



The **WORKFORCE** is changing – we are moving to multiple dimensions of talent to tap into skillsets



And **WORKPLACES** are changing – the spectrum of environments is growing and decisions must be made about what work is best performed in which type of location



Physical / **Physical Interactions**

Characterized by in-person meetings, such as in common working spaces and on campuses



Physical / **Virtual Interactions**

Most participants are present in-person combined with remote and distributed workforces, which are increasingly mobile with use of key technologies (i.e. collaboration platforms, tele/video conferencing)



Virtual / **Virtual Interactions**

Remote and distributed teams are increasingly leveraging virtual reality (VR) and augmented reality (AR); experts can connect to distributed workers and reduce travel



CO-LOCATED

Physical Proximity



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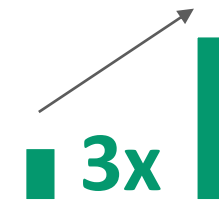
Organizations were shifting to the Future of Work by pushing their digital agenda, upskilling their workforce, leveraging alternative talent models, and embracing enterprise agility have some advantages.

35%

of companies define themselves as a **network of teams and adaptable organizations** – reporting faster time to market, better quality products, and increased innovation”.

3.5x

more high-performing organizations **leverage talent ecosystems** – from crowdsourcing to gig work to AI – to drive innovation.



the amount of **female leaders** at companies that **enable flexible working** compared to traditional companies.

66%

of employees **who work in a fully-enabled digital** workplace reported a positive impact on their productivity.

70%

cited **improved collaboration** thanks to digital technologies.

vs

55%

of those who don't work in a **fully-enabled digital** workplace.

66%

of highly engaged employees reported that they had **no plans to leave their company**.

The technological development provides opportunities, but also challenges for individuals, organizations and the society.



Valuable, meaningful
and interesting tasks

Autonomy and
flexibility

Learning and
development



Belonging and
Loneliness

Responsibility for
human-machine
decision making

Task complexity and
Uncertainty

Efficiency, productivity
and profitability

Safety and
employee health

New opportunities
for value creation

Ethical responsibility

Need for change

Transparency



Solution possibilities for
large national and
international problems

Improved life
expectancy


Higher living
standard



Inequality

Secure living
standard during
times of reskilling

Need for faster
process for setting
legal and regulatory
policies

The background features a stylized, muted cityscape with various building silhouettes. A large, semi-transparent yellow circle is centered on the page. A horizontal green line passes through the middle of the circle, extending across the entire width of the image. The text is centered within the circle.

Will these dilemmas
remain unsolved, or can
we find a path forward?

All three stakeholders need to point in the same direction



- Engage in lifelong learning
- Shape your own career path
- Pursue your passion



- Redesign work for technology and learning
- Source and integrate talent across networks
- Implement new models of organizational structure, leadership, culture, and rewards



- Reimagine lifelong education
- Transition support for income and health care
- Reassess legal and regulatory policies



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