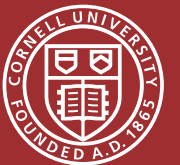


FUTURE OF WORK

Brad Bell, Director of CAHRS

Brianna Le, Dimitra Mourikes, Sudip Roy, CAHRS Research Assistants



WHY THE FUTURE OF WORK?

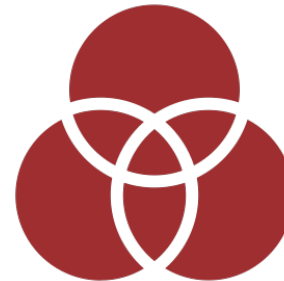
In order to navigate and succeed through these changes, businesses need to think about and prepare for the future of work.

1



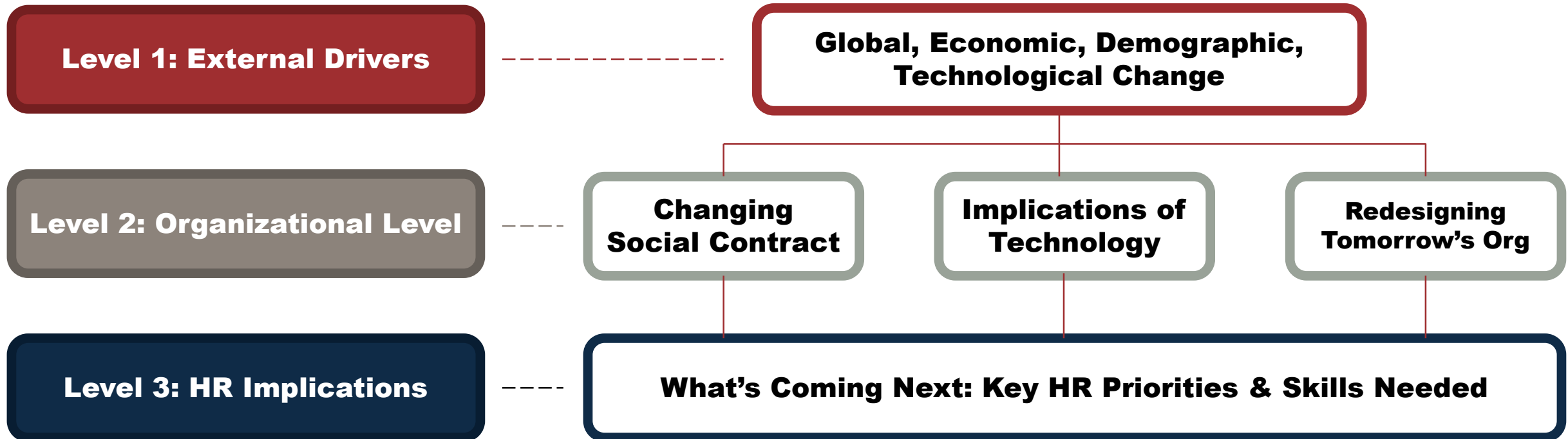
Anticipate rapid changes in the world of work

2



Prepare leaders in organizations for the future of work from multiple perspectives

WHAT'S DIFFERENT ABOUT THE CAHRS MODEL?



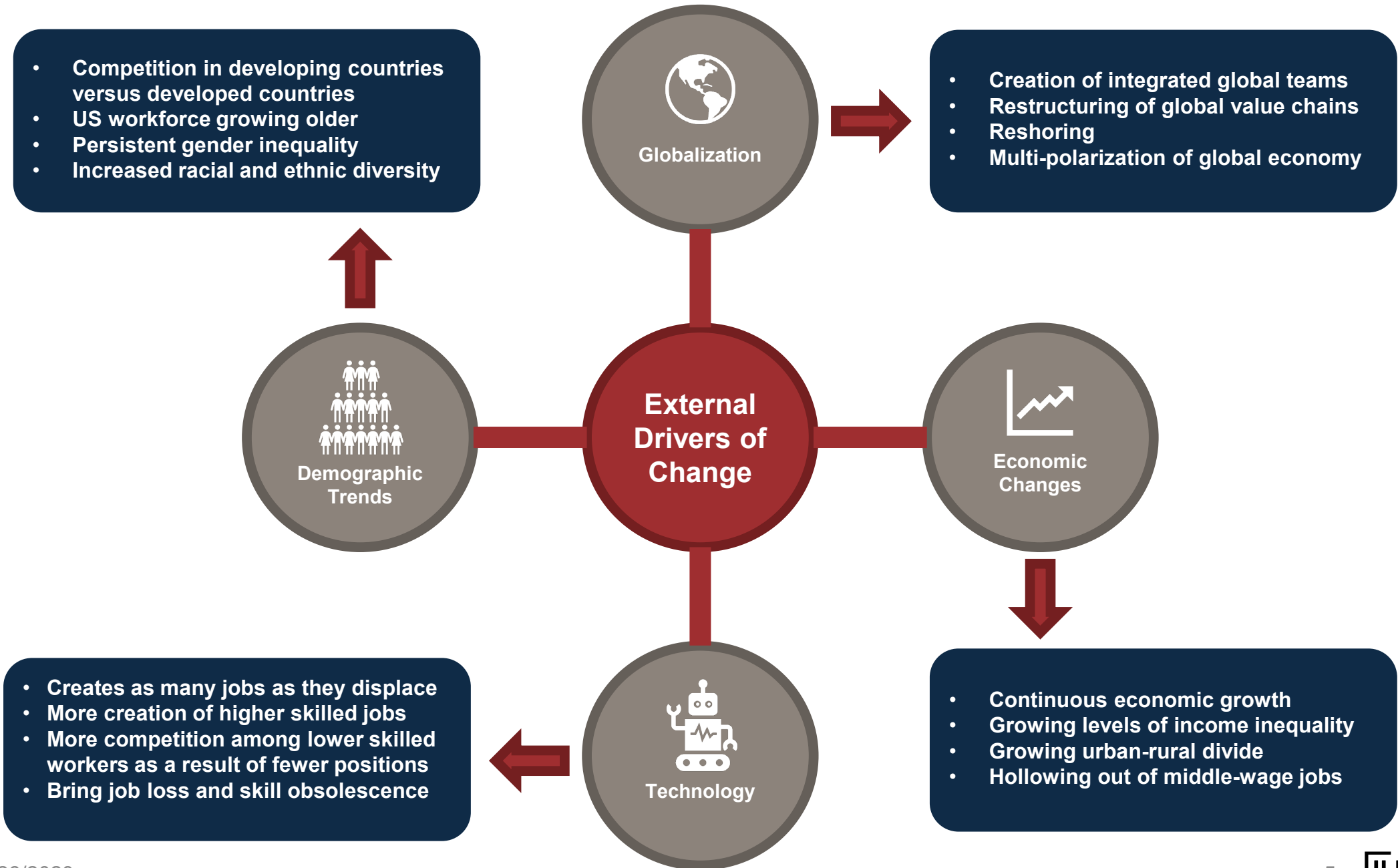


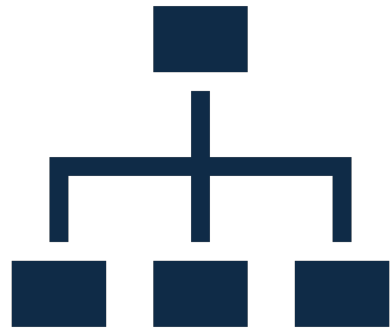
LEVEL ONE: **EXTERNAL DRIVERS** **OF CHANGE**

Globally, trends drive changes at an economy-wide scale, and affect the nature, scale, and design of the future of the work.



ILR School





LEVEL TWO: CHANGES AT THE ORGANIZATIONAL LEVEL

The relationships, critical skills and capabilities, and the design of organizations and workflows must be redesigned to support changes at the macro-level.





THE CHANGING SOCIAL CONTRACT

GIG WORK

- The gig economy is not taking over
- Gig work can be liberating and rewarding, but also stressful

DIVERSITY & INCLUSION

- Female talent remains an under-utilized business resource
- Diversity will not drive real change without inclusivity

REWARDS & BENEFITS

- Rewards programs are falling behind expectations
- Shift from tangible extrinsic rewards to intangible intrinsic rewards

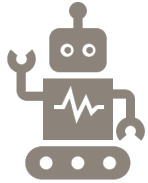
THE CHANGING SOCIAL CONTRACT

GIG WORK

DIVERSITY & INCLUSION

REWARDS & BENEFITS





THE IMPLICATIONS OF TECHNOLOGY ON WORK AND WORKERS

AUTOMATION

- Skills shift away from routine and toward problem solving and innovation
- Significant investments put developing countries at a disadvantage

RESKILLING

- The need for reskilling > hiring for skills
- Training programs alone are not enough

RETHINKING CAPABILITY

- General shift towards valuing cognitive skills around the world
- Growing need to bridge the gap between humans and machines

IMPLICATIONS OF TECHNOLOGY ON WORK AND WORKERS

AUTOMATION

RESKILLING

RETHINKING CAPABILITY



**THE NEED FOR
RESKILLING >
HIRING FOR
SKILLS**



**TRAINING
PROGRAMS
ALONE ARE
NOT ENOUGH**





REDESIGNING TOMORROW'S ORGANIZATION

TALENT MOBILITY

- Individuals value boundaryless careers (diverse experience, better compensation)
- Firms will benefit from expanded skillsets and cross-functional social connections

FLEXIBLE WORK

- There is a strong business case for workplace flexibility (retention, productivity)
- May alter the sense of community that stems from physical proximity

WORKPLACE REDESIGN

- There is a fissuring of formal, physical workplaces as comm technology improves
- Different workplace models can effectively change the behavior of the workforce

REDESIGNING TOMORROW'S ORGANIZATION

TALENT MOBILITY

FLEXIBLE WORK

WORKPLACE REDESIGN



FUTURE DIRECTION

How should you apply this framework?



BUSINESS LEADERS

- *Use the framework as a blank canvas on which they map expected changes*



HR LEADERS

- *Use this model to design their 5-year talent strategy*



SPECIAL EXPERTS

- *Can help special-interest groups to understand implications for “target group” or “bargaining unit”*

WHAT'S NEXT?

LEVEL 3: KEY HR PRIORITIES



**EMPLOYEE
EXPERIENCE**



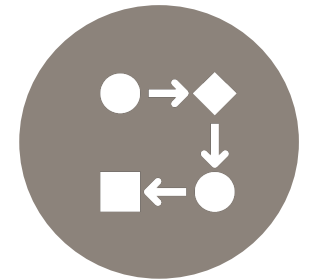
LEADERSHIP



**SKILLS
DEVELOPMENT**



**FUTURE-
FOCUSED
TALENT
STRATEGY**

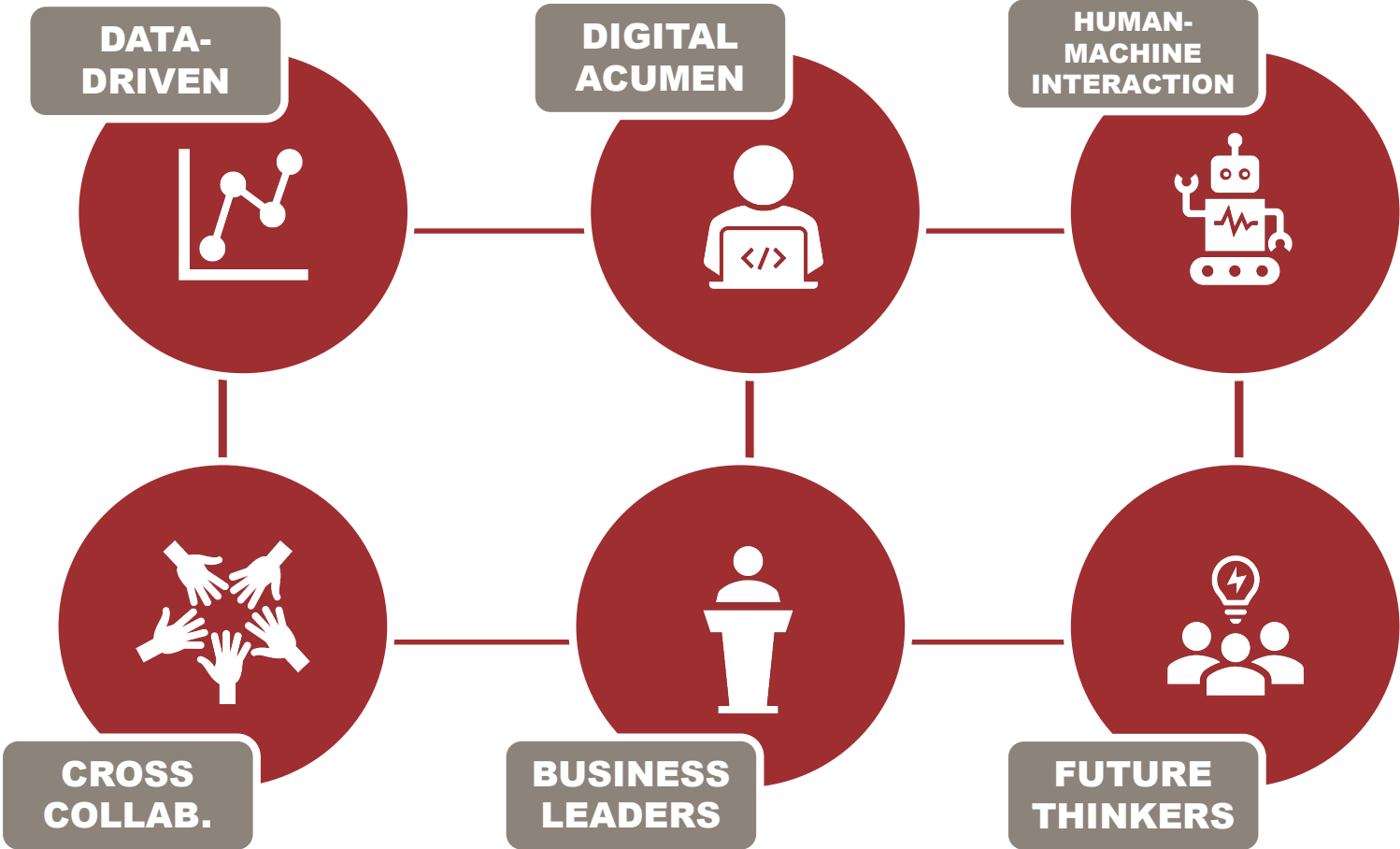


**ORG AGILITY
AND CHANGE**



**ARE THERE OTHER
HR PRIORITIES THAT
YOU ARE SEEING IN YOUR
OWN ORGANIZATION?**

LEVEL 3: SKILLS NEEDED





**ARE THERE OTHER
SKILLS THAT YOU ARE
SEEING IN YOUR OWN
ORGANIZATION?**



GENERAL COMMENTS OR QUESTIONS?

THANK YOU