



Future of Work

CII Pune & BD Think Tank Study



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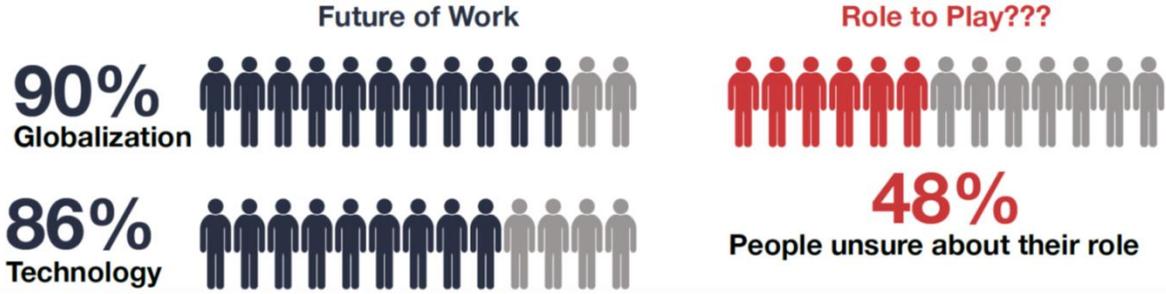
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“History began when humans invented gods, and will end when humans become gods”

– Yuval Noah Harari

Growing body of work and research on bioengineering, artificial intelligence and data point out to the fact that computers and robots will take over work that has been executed by humans and world at large. Some futurists also believe that people will struggle in a world without work. To decode the above, BD Foundation undertook a research in partnership with researchers from Ansal University and Indian Institute of Management, Calcutta adequately named ‘Crystal Gazing 2030’ which was published in April 2017. The report threw light on the people’s perspective on the working world with respect to the year 2030. The report aimed to give a 15-year time horizon, to structure a current and future perspective, with respect to human capital.

86% participants in the BD foundation research thought that ‘Technology’ will play a major role in defining the workforce of tomorrow. 90% attributed Globalization as a big role to play in the same. But interestingly almost 48% thought that the workers themselves did not have any role to play in the same.



This was an interesting perspective and BD Foundation and thought leaders who had contributed to the research felt it was worthwhile to explore this context and have deeper conversations to understand and explore the hypothesis. Consequently, on July 13, 2017 in a collaborative partnership with Confederation of Indian Industries (CII Pune Chapter) and SKF India, a group of thought leaders assembled over a ‘BD Think Tank’ round table discussion. The two-hour meeting was hosted by SKF India in their beautiful campus over breakfast and tea. Below are the recommendations that was gathered by the group on three pertinent questions with a focus on their industry that they represented in the western region in India.

1. Which jobs will be redundant?
2. What new careers do you foresee?
3. What jobs are more suitable for contracting opportunities?

Futuristic Trends

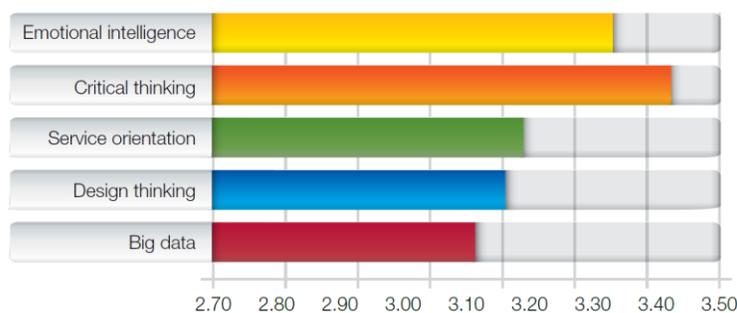
The BD Think Tank conversations revolved around the following futuristic trends:

Infrastructural arrangements: A trend towards reducing office infrastructural costs due to automation which will lead to lesser work force. This will also force organizations to get people to operate from their choice of remote location, as contracting could take over as the norm rather than full time. But the levels of flexibility will demand a procedure to manage the virtual workforce.

Newer ways of Productivity check: The current issues of workplace travel and loss of working hours will be replaced by monitoring productivity gains of enhanced freedom and trust. Behaviorally it will have huge positive impact on the ecology of Inclusion.

Culture Change: Traditional mindsets of jobs will give way to virtual mindsets, which will be gender and disability agnostic. Focus will be to get the right person with the right skill set, and managing a set of capabilities in a virtual world. The impact on families and traditional structures of woman as the nurturer and man as the bread earner will be questioned and rewritten.

Skills important for the workplace in 2030.



Skill Sets for the Future:

Analyzing 'Big Data' and developing critical thinking on products and process were thought to be the key skill sets of the future. 'Design Thinking' would be a must survival skill, in a world which will be over taken by automation with a thrust on innovation and creativity to

continuously challenge the status-quo. Due to the virtual world of workforce and a world which will focus on unpredictability and confusion, emotional intelligence is what needs to be developed by employees at large.

The above trends indicated the need for a deep dive conversation on the following:

- Automation,
- Contracting and
- Alternate Careers

The BD Think Tank group comprised of a healthy mix of both service and manufacturing sectors. The group discussion was captured using the 'conversation café' methodology. Each group had a permanent scribe who summarized the discussion of all the sub-groups on the topic that they scribed. The following were the inferences:

Redundancy in Jobs

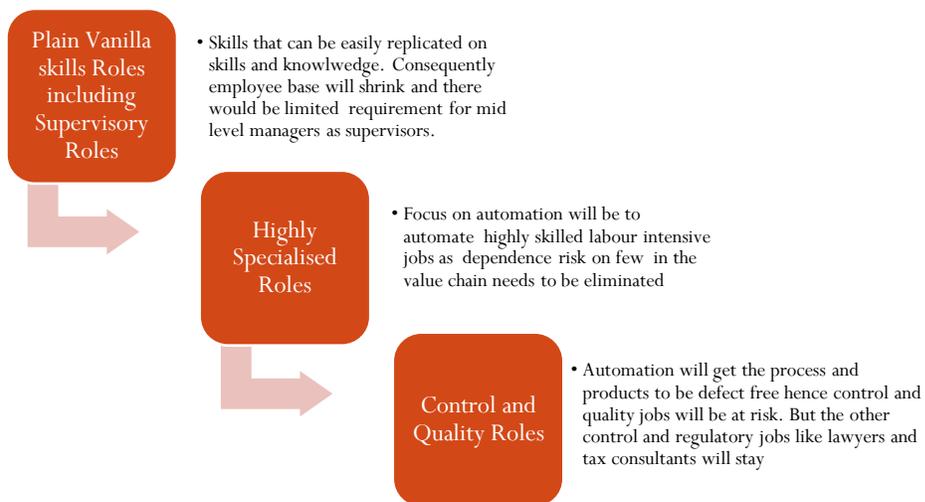
In a future increasing getting closer to 'Geminoid, it can be said that Geminoids can safely takeover lower risk jobs in the near future. Geminoid is an android whose appearance closely resembles a specific human "model". Geminoids' bodies are constructed by precisely measuring human models with a 3D scanner; gypsum is used to accurately capture facial contours and Geminoid HI-2 can act in a natural and human-like manner. Couple of organizations are seriously looking at getting Geminoids to take over as front office professional/ receptionists. Geminoid F looks, smiles, blink, frowns and pauses exactly like a real person. – **Future Work Institute**

Keeping this futuristic context where robots looking like humans and exhibiting emotions, the group inferred that,

1. As technology will refine further it will be business imperative to lead large scale automation, as it will be cheaper than cost of labor and production.
2. Automation will also lead to fewer and different kind of jobs.

It was aptly summarized by the group in the following statement **"Anything that the customer is 'not willing to pay for' is going to go.**

Consequently, the following types of jobs can fall in the redundancy bracket:



The above trends, points to the fact that **'Expertise will dominate Experience'**. Expertise is knowledge or skill that is acquired irrelevant of number or years, but rather from practice. Experience is knowledge or skill that is acquired over many years. Complex roles which cannot be touched by machines and in that scenario both expertise and experience will matter. E.g. In a Wine bottling plant or aerated drinks plant, Tasters will never be able to be replaced.

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"BA in accounting, five years experience, and, ooh, considered sacred in ancient Egypt."

The structures in future will be matrix and adaptive rather than based on power or hierarchy. There will be a trend to reinvent the corporation into a confederation of entrepreneurial teams where people run with creative ideas, and have the potential to produce significant innovations long term.

The Manager of Manager was thought to be the most vulnerable to redundancy. The managers of the future will need the art of mobilizing and pulling together the intellectual resources from all employees in

the company in an ever-growing virtual world of freelancers or 'fretainers'. The organizations must be less hierarchical and more open to talent and needs, to face up to and meet the turbulent constraints of future.

Contracting Opportunities

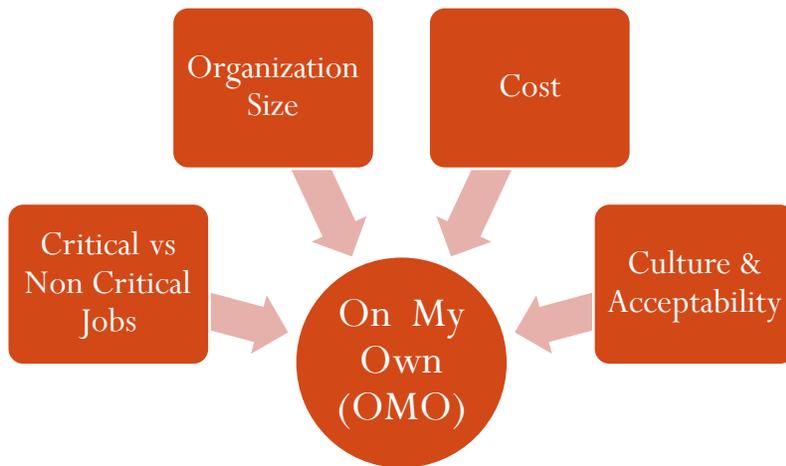
Being able to pull off the art of aggregation is going to be a new requirement”.

-Crystal Gazing 2030

It is projected that over 40 percent of the workforce will consist of contractors just five years from now. In the future, there will be provisions for a lot more temporary additions and removals from the workforce. So many people will have to work for multi-companies than a single company. It will be more about aggregators pulling in people with unique skillsets together for the completion of an assignment. The premium on specialist skills will intensify in the next 15 years because we will be living in a world where skillsets may not be there for a lifetime. People who can build up skills which are current and contemporary will have a greater demand.

Nearly all jobs in the organizational ladder from Lower – Middle – CEO in value chain can be contracted across functions like Sales, HR, Maintenance, L&D & Legal Compliance. The downside is less job security, but the flexibility afforded is desirable to many.

Consider Uber: The ride-sharing startup has 160,000 contractors, but just 2,000 employees with an astonishing ratio of 80 to 1. Though they get the most attention, it's not just on-demand companies that employ significant contract workforces. Microsoft has nearly two-thirds as many contractors as full-time employees. Even the simplest business structures, sole proprietorships, have increased their use of contract workers nearly two-fold since 2003.



Outlining jobs that could be outsourced is difficult to think. When we flip the question on which jobs that could never go, the key factors that could decide outsourcing emerged. In a fast-moving economy, flexibility can give competitive advantage, ensure survival and increase organizations chances of success. As a result, companies are increasingly looking to build "suppleness" into their structure, so they are better equipped to manage change as it

happens, by matching resources to demand.

While zero-hours contracts are particularly common in fast food and retail, other sectors where workflow is unpredictable, such as the creative industries (advertising, PR, film and design), have long employed 'per project contract' freelance talent to deal with the ups and downs, and the specific skill requirements of individual projects.

Apart from the flexibility, contractors don't have many of the legal protections that employees have — they're vulnerable, wages can be suppressed and individuals can become little more than cogs in the machine. Fortunately, dozens of services are popping up to fill this void and support the growing contractor class. In America and Europe, Freelancer's Union offers insurance tailored to the needs of independent workers. Online organizations like 'QuickBooks' and 'Zoho Books' offers self-employed financial and tax tools. And there are other digital nomad communities around the globe for those who don't need to be tethered to one spot and apps like Teleport to help contractors find them.

This burgeoning ecosystem is closing the "benefits gap" between employees and contractors. When a person can get insurance, community and financial help without traditional employment, it raises the question: Why be traditionally employed?

New Careers

If innovation and critical thinking would be the cornerstones for newer skillsets then the possible new roles would look as the following Specialists roles:

- Virtual Reality(VR) Space/Multimedia Engineers
- Business Integrators
- Change and transformation agents
- Creative Thinkers

All the above roles do not necessarily fall under the traditional structures of organization man management. Hence there would be a thrust on people shifting to '*Alternate Careers*' leading to opening of non-traditional jobs and role. To manage the above and in this context - Emotional Intelligence will have a critical role to play.

Computers, the Internet, and Smartphones have changed the way we do business and communicate. And they will continue to do so. As more technology is developed, IT professionals such as programmers, security specialists, and administrators will continue to be in high demand. To remain updated they need to enjoy analytical thinking and also be creative problem solvers

Alternative energies such as wind power, hydrogen power, geothermal power, and solar power will create dozens of new careers, from mechanics and plant managers to scientists, engineers, and even sales and marketing professionals, as these energies become more mainstream. Those with scientific minds who enjoy research and care about the earth's future are good candidates for a career in alternative energy.

As the emphasis on global business and trade grows, organizations will be looking for individuals who will have the education, experience, and skill set to navigate areas like international law, tax codes, work and environmental regulations, and even ethics. Individuals who follow this path should also be willing to live in several different countries over the course of their careers, as this will be a future trend.

As marketing becomes education-based and less sales-based, demand for business writers who specialize in blogs, newsletters, website articles, whitepapers, and special reports will also increase.

In this scenario do the jobs and new careers require full time commitments or could be outsourced?



Summary

Culture is becoming adaptable, more receptive to ideas and situation, and far less hierarchical. Also, there is an increased need to collaborate as well as an openness and willingness to learn from other industries by embracing new trends, technologies, and diverse workforce.

Organizations are...

- dealing with multiple generations of employees, and emphasis on the communication is at its peak, as expectations differs from generation to generation.
- going from desktop to mobile with employees demanding more flexibility, accountability, less directions and management in their work.
- accelerating the on-demand economy. Future workers prefer being "hired when needed" as it means they can offer their services to a variety of employers, rather than just one. It also helps ensure they acquire and use more skills, as well as keeping themselves up-to-date.
- focusing on 'Big Data' algorithms to manipulate work and people in unprecedented ways. Take future election races, for example, Facebook could theoretically determine not only who are the swing voters in a constituency and can manipulate what to tell each of them to swing them in someone's favor.

For Organizations, the above summarized changes and many more, are just as significant. Ultimately, businesses will consist of owners, talent assemblers, and contract workers. Platforms highlighting the contractors skills sets, body of work and availability will spring up. Contractors will get instantly matched with talent assemblers. Entire teams could be hired with the click of a button.

This changing dynamic of workforce requires managers who could mentor, encourage, train and create the right environment. A diverse world will demand transparency all around in terms of the business models or with Talent. Organizations are open to looking at job options that embrace new flexibility and the contractual economy.

The implications are profound. This shift will cause discomfort and dislocation as all shifts do. What the machines will take away, will hopefully also give back with new industries and new types of jobs. The change and disruption will make us more creative in the longer run with humans deciphering newer ways of doing things to be relevant. In the long-term, as the support scaffolding for both businesses and workers is put in place, a more dynamic economy will emerge.

TOOLKIT: CHECKLIST TO ASSESS YOUR ORGANIZATION'S FUTURE READINESS

Tick mark the Boxes that you feel are most relevant according to you:

1. Jobs that you most likely will find redundant:

A None or mostly plain Vanilla Skill jobs	B Supervisory and Control/ Qulaity Roles
C Highly Specialised Roles	D None of the above

2. Will 'Gemonoids' take your job?

A Never	B No. They dont have emotions
C To a certain extent	D Yes but i will make myself relevant

3. Percentage of jobs that you feel will get contracted:

A None	B <10%
C 10-20%	D 50% & above

4. What Jobs as per you will get contracted?

A Low end & Adminstrative	B Middle Mgmt HR/Sales/ Operations
C Research & Strategic Jobs	D All of the above

5. **New Careers will come out of the following streams:**

A Technology	B Human Resources & Emotional Intelligence
C Branding & Marketing	D All of the above

6. **Careers that will never go out of fashion:**

A Head HR	B Legal & Compliance
C CEO	D All of the above

7. **Futuristic Organizational decisions**

A Full time and on the roles	B Roles with Flexibility
C Contracting	D All of the above

8. **Skills of the Future**

A Big Data	B Critical Thinking
C Innovation & Research	D All of the above

Mostly A's – Not yet future ready

Mostly B's – Understand future readiness but do not have clarity

Mostly C's – Willing to look at alternate theories, but still not fully ready

Mostly D's – The Future worker and will most probably design the mechanics of the workplace of the future



Author

Rashmi Mandloi, Managing Partner leads Diversity & Inclusion and the Research vertical for BD Foundation globally. Her professional experience spans over 18 years with multinational organizations across South Asia. As a founding member of BD she has focused exclusively in fostering a culture of Inclusion via her consulting, training and coaching work across individuals and across organizations. Her research reports “Women on Boards”, “Inclusion in India Inc” and “Crystal Gazing 2030” are considered seminal in creating thought process and advocacy on pertinent issues on Talent and leadership In India. She is passionate about promoting Inclusion at all levels, and has been a key influencer in various policy decisions at the national level in the country. She is a respected speaker & facilitator on “Unconscious Bias”, Power & Privilege, “Inclusive Leadership” and “Women Leadership”. She lives between Mumbai and Dhaka and also leading BD Bangladesh chapter championing the cause of women leaders and Inclusion across corporate and social world.

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